The 7th PICARD Conference - 2012

Marrakesh, 25-27 September 2012

REPORT

1. The 7th Conference on Partnership in Customs Academic Research and Development (PICARD) was held in Marrakesh, Morocco from 25 to 27 September 2012, jointly hosted by Cadi Ayyad University, Marrakesh, the Moroccan Customs and Excise Administration and the World Customs Organization (WCO) Secretariat.

2. The Conference was attended by over 220 delegates representing WCO Members, academia, the public and the private sectors, international organizations and other interested parties from all six WCO regions. It was co-chaired by Prof. Hans-Michael Wolffgang, University of Münster, Germany and Prof. M'barek Benchanaa and Prof. Ait Ouahman, Cadi Ayyad University. The Agenda is set out at Annex I hereto and the online registration list at Annex II. The majority of the presentations given at the Conference are available via the following link on the WCO website : http://www.wcoomd.org/en/events/event-history/2012/~/link.aspx?_id=AC8F82DCF23645BCA60F75A214E2BF09&_z=z

Welcoming remarks

3. In his capacity as Co-Chair, Prof. Benchanaa opened the Conference. He briefly referred to the Conference theme and to organizational matters before inviting Prof. Abdellatif Miraoui, President of Cadi Ayyad University, to deliver his opening address. Prof. Abdellatif Miraoui extended his warm welcome to participants and gave a short introduction to Cadi Ayyad University.

4. Mr. Zouhair Chorfi, Director General of the Moroccan Customs and Excise Administration, also availed himself of this opportunity to welcome participants to Marrakesh. He highlighted the academic research by Moroccan Customs and the importance of sustained partnership with universities for Customs professionalism. He also stressed that research should remain responsive to emerging risks and evolving trade issues.

5. Dr. Kunio Mikuriya, WCO Secretary General, began by extending his thanks to Cadi Ayyad University and Moroccan Customs. He reiterated that the annual PICARD Conference was aimed at promoting high level exchanges on Customs education and professionalism and at encouraging more research in co-operation with universities and research institutes. In relation to the key Conference topics, the Secretary General also referred to new WCO instruments such as the Revenue Package, the Economic Competitiveness Package and the Orientation Package for Decision Makers. He said that the WCO Database of Preferential Trade Agreements gave a comprehensive overview of rules of origin and other origin provisions and thereby facilitated the work of Customs. The Secretary General also placed particular emphasis on the role of the WCO Leadership and Management Development (LMD) Programme which had been developed in response to the need for sustainable capacity building which required adequate leadership skills to manage

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change over time. He briefed the Conference on the fact that the WCO, together with all stakeholders, was eliciting research on emerging and evolving risks and measures concerning the way Customs administrations could develop the capacity to deal with such risks.

6. In his capacity as Co-Chair of the Conference, Prof. Hans-Michael Wolffgang extended a warm welcome to all the attendees. He indicated that this yearly PICARD event was dedicated to the advancement of Customs professionalism and information sharing on Customs-related research. The key topics of the 7th PICARD Conference were :

- The Impact of Regional Economic Integration and Preferential Trade Arrangements on Customs Service;
- Emerging and Evolving Risks;
- Strategic Human Resource Management.

7. Prof. David Widdowson, in his capacity as the President of the International Network of Customs Universities (INCU), delivered a video address to the Conference. He expressed his regret at not being able to attend the Conference, but believed this would be another successful event in terms of strengthening the partnership between Customs and academic communities. He stressed that Customs research should be worthwhile, relevant and prioritized to current key issues as shown by the three topics above, bearing in mind the theme of *Promoting Research-based Knowledge to Support Customs Decision-making.*

Developments in Capacity Building, Research and the PICARD Programme

8. Mr. Erich Kieck, Director, WCO Capacity Building Directorate, updated the audience on the WCO capacity building initiatives since the 6th PICARD Conference. He emphasized the 3P enablers (Political Will, People and Partnership) in Customs capacity building and the development of the Orientation Package for Decision Makers, the LMD Programme, the ongoing work on the Customs Career Development Framework and the new chapter on Performance Measurement in the Capacity Building Development Compendium. He also stressed the necessity to strengthen the synergy of Customs and academia in research activities so as to better support Customs leaders and managers in their decision-making process.

9. Ms. Heike Barczyk, Deputy Director, WCO Capacity Building Directorate, introduced the topic on the future of the PICARD Programme which would be discussed in detail on Day 3. In order to understand the present situation before discussing the future, it was important to hear from PICARD Advisory Group (PAG) members and the INCU about recent developments in the respective WCO regions. She concluded by inviting the audience to participate in the Conference panel discussions and workshops, designed to allow for more interaction and exchanges of views among participants.

10. Mr. Mikhail Kashubsky from the INCU Secretariat, Mr. Jan Jansson from Riga Technical University, Dr. Juha Hintsa from the Cross-Border Research Association (CBRA) Lausanne and Prof. Hans-Michael Wolffgang from Münster University presented overviews of academic initiatives in the Asia/Pacific, Europe, North of Africa, Near and Middle East (MENA), Americas and Africa regions respectively. According to their updates, more and more countries were interested in developing educational programmes at different levels and academic degrees in line with the PICARD Professional Standards.

Session 1 : The Impact of Regional Economic Integration and Preferential Trade Arrangements on Customs Service

11. Mr. Jean-Pierre Chauffour, Lead Economist-Regional Trade Coordinator (MENA Region), World Bank, presented his research : The "Deauville Process" as Regional Development Process in the North African Region. He briefed the audience that the MENA region was currently suffering from many restrictions on economic integration and development, such as a lack of intra-regional trade and a high rate of unemployment; MENA had the highest youth unemployment rate in the world (North Africa was approaching 35% with the Middle East close to 20%). Excluding oil exports, the MENA region of over 400 million people exported roughly the same amount as Switzerland. Against the changing international trade landscape, he expected Customs to play an enhanced role in facilitating trade.

12. Ms. Feiyi Wang, Shanghai Customs College, China, presented her research : The Role of Customs in Economic Integration of East Asia : Problems and Proposals. Her research included political-institutional factors of economic integration, including specific problems that East Asia was experiencing through the process of economic integration, in terms of the lack of cohesiveness in political vision and in terms of its perception as a unified community. The supply and consumption of regional public goods was a new perspective in the analysis of economic integration. Furthermore, functional co-operation should be commonly regarded as an essential approach and the main content in the deeper economic integration of East Asia, and the provision of regional public goods served as a fundamental method of functional co-operation. Customs could play a significant role in the deeper integration of East Asia, and the harmonization of Customs procedures would help reduce official formalities and bottlenecks. Customs-related functional co-operation would lay the foundation for the establishment of a Customs Union. The deeper economic integration of East Asia could start from Customs co-operation in terms of providing regional public goods, and then spill over to other economic sectors such as environment and finance, and after that, spill over to the political and even institutional fields.

13. Mr. Anouar Allali, Moroccan Customs, gave his presentation: "Rules of Origin and Tariff Preferences: Customs in the Test of the Economic Regionalism". He stated that tariff preferences constituted one of the main objectives of any regional economic integration agreement. He mentioned that most of these Regional Trade Agreements, in conformity with GATT Article 24, aimed to minimize trade costs, and Customs officers had to manage a multitude of rules of origin promulgated by these Agreements. He thus indicated the necessity for all Customs practitioners to be familiar with the rules and to strengthen research on their impact.

14. Mr. Robert Ireland from the WCO Research and Strategies Unit presented, on behalf of his colleague Mr. Tadashi Yasui, the research entitled : Transit Facilitation for Regional Economic Integration and Competitiveness. Mr. Ireland stressed that Regional Trade Agreements, particularly Customs Unions, had driven Members to harmonize their border measures with a view to regional economic integration and competitiveness. In this regard, regional transit regimes had increasingly attracted political and public attention, especially in and related to landlocked countries. He stated that Customs was a crucial player in functional transit systems while complying with global standards, for instance, GATT Article 5, the WCO Revised Kyoto Convention, the SAFE Framework of Standards and Authorized Economic Operator (AEO). He also mentioned that modern information and communication technology (ICT) applications such as track-and-trace techniques had enabled Customs to detect anomalies in transit cargoes. He expected more research on how a transit system could be more relevant and responsive to regional economic integration and competitiveness.

15. The following panel discussion for this session was chaired by Mr. Happias Kuzvinzwa, the Zimbabwe Revenue Authority's Commissioner for Customs and Excise. The panellists included Mr. Chauffour, Ms. Feiyi Wang, Mr. Anouar Allali, Mr. Robert Ireland and Mr. Ashok Sadhwani from Asmara USA Inc. Mr. Kuzvinzwa summarized the key points of this session and stressed the role of Customs in regional trade facilitation, considering that this Conference was an ideal platform to discuss the Impact of regional economic integration and Preferential Trade Arrangements on Customs services, given the challenges of improving leadership and management against the diverse multilateral policies. He particularly mentioned the importance of Customs-to-Customs co-operation and the concept of Globally Networked Customs (GNC) for information sharing.

16. Many questions raised in the panel discussion referred to the impact on Customs services, such as complex rules of origin, tariff classification, multiple memberships of regional free trade agreements and/or Customs Unions and the balance between simplification and enforcement against scenarios of compliance and non-compliance with these agreements. There were concerns as to how to examine certificates of origin, how to harmonize Customs procedures despite different preferential multilateral agreements, how to make economic operators compliant with the regulations, how to secure Customs tax collection in the context of Free Trade Agreements or Customs Unions, etc. It was acknowledged that much effort would be needed on the harmonization of Customs procedures, the close collaboration between importing and exporting Customs administrations (e.g. trust building between partners, verification of authenticity of certificates), and more delivery of capacity building for all Customs practitioners.

17. In response to the lively panel discussion and interaction by participants, the WCO Secretary General expressed his appreciation of this PICARD forum which was driven by Customs and academia from all six WCO regions and in response to the needs of Customs stakeholders. In relation to the research presented by the World Bank, he indicated the value of the WCO Orientation Package for Decision Makers in order to see how Customs could contribute to broader economic development at regional and global level.

Session 2 : Emerging and Evolving Risks

18. As the key witness for this session, Dr. Juha Hintsa, CBRA Lausanne, presented some research aimed to support the assessment of research gaps in the area of emerging and evolving risks, and to identify priorities in the context of Customs risk management. He stressed that "Supply chain crime covers illegal acts that exploit infrastructure and services of legitimate logistics and transport function, or facilitate such activities". Such illegal acts included : theft, trafficking, direct and indirect attacks on supply chains and breaking rules of legitimate commerce. On the security side, he referred to an 8-layer model of Supply Chain Security Management :

(1) Risk management layer;
(2) Design and planning layer;
(3) Process control layer;
(4) Supply chain assets layer;
(5) Human resources management layer;
(6) Business partner management layer;
(7) Aftermath capabilities layer;
(8) Disrupting criminal/illicit supply chains.

19. Ms. Linn Thier, Technical Attaché at the WCO Regional Intelligence Liaison Office (RILO) for Western Europe in Cologne, provided an overview of interesting facts and figures from several WCO risk analyses, including the WCO's 2011 Global Reports on "Customs and Drugs", "Customs and Tobacco", and "Customs and IPR". She then indicated challenges

related respectively to Customs enforcement in terms of drugs, tobacco, IPR protection and other commodities, mentioning the following issues :

- False declarations or smuggling of goods;
- When Customs intensified its controls, illegal traders reacted by finding new routes, methods of concealment or conveyance, etc.;
- Worldwide trade via the Internet, difficulties in obtaining intelligence and in tracking the goods;
- Difficulties at laboratories in identifying a substance and whether or not it was a fake product;
- Bottlenecks in international co-operation between Customs, police or other law enforcement agencies.

20. Prof. Dr. Cristiano Morini, State University of Campinas, Brazil, presented his research : Customs Risk Management : Towards a New Paradigm in Brazil. He stated that, in 2012, Brazilian Customs had established the National Centre of Customs Risk Management. He emphasized the role of risk management in times of international economic difficulties.

21. Prof. Peter Afonin, St. Petersburg Customs Academy, Russian Federation delivered his research entitled : Risk Management for Goods Imported into the Customs Territory of the Customs Union. He stressed the importance of developing a risk management system in order to improve Customs controls within the Customs Union. He then introduced a training system developed by the Russian Customs Academy which included a wide range of simulators and imitators of Customs business processes, and a module for investigation and assessment of Customs business processes. This system could be used to simulate Customs business processes all over the world, as a training tool on situational simulation.

22. The panel discussion for this session was chaired by Ms. Linn Thier and witnessed by Dr. Juha Hintsa. The panellists were : Prof. Dr. Cristiano Morini, Prof. Peter Afonin, Prof. Anas Abou Kalam from Cadi Ayyad University, Morocco, Dr. Frank Altemöller from the University of Harz, Germany, and Mr. Dennis Ndonga from Monash University, Australia.

23. The presentations led to many questions and interactions between the panellists and between the panellists and the audience. For instance, how could Customs maintain a balanced enforcement approach between simplification and regulation? How to check false Customs declarations in the new IT environment? How to enhance co-operation between Customs and academia, including potentially overcoming legal barriers related to the sharing of nominal data, for meaningful research? How could Co-ordinated Border Management address the enforcement issues at a border while equally addressing trade facilitation? How to introduce risk management in countries that relied to a large extent on revenue derived from Customs and were thus resistant to the requisite changes?

24. Prof. Anas Abou Kalam added that Customs should be responsive to the evolving society and develop tools, technologies and necessary infrastructure so as to fulfil its mission. Such tools and infrastructure should be interoperable by different Customs administrations. Mr. Dennis Ndonga mentioned that, in general, Customs-related research should be fostered in university programmes, where students could conduct tailored research and case studies. He recommended that further efforts be made to market the outcomes of Customs research. Dr. Frank Altemöller added that in the context of emerging risks, research was important for decision makers, and theoretical and practical needs were core elements for successful research. In this respect, the central question was how to combine needs with research activities.

25. In his capacity as the key witness for this session, Dr. Juha Hintsa summarized the presentations and panel discussions. He shared his observations, for instance the necessity to maintain co-ordination between practical needs and academic research freedom, to look into new training methods and tools such as simulation of scenarios, and to assess crime threats in potential new geopolitical environments, to learn about and bring results to PICARD, to fund research and demonstrate how one might benefit from research outcomes in the individual environment. He felt that the PICARD Programme could provide a research platform on ways forward to target and eliminate "all potential illicit activities in global supply chains."

Session 3 : Customs Strategic Human Resource Management

26. Prof. Wolffgang gave a short introduction on the organization of this session, which would be split into three workshops. Participants were thus invited to join one of the three workshops with different discussion topics : Customs Competence Development and Professional Education Recognition (Workshop 1); IT Development and HRM Challenges (Workshop 2); Women in Leadership (Workshop 3).

27. Workshop 1, Customs Competence Development and Professional Education Recognition, was moderated by Mr. Sebastien Aubertin-Giguere from the Canada Border Services Agency, Mr. Mohamed Ezzahaoui from Moroccan Customs, Ms. Riitta Paalanen from Finnish Customs, and Mr. Mark Goodger, the founding Director of GMLS (Global Maritime Legal Solutions Ltd) of South Africa. Taking into account their respective presentations, this workshop focused on the following questions :

- What were the future Customs competencies that we needed to develop and promote, to ensure Customs was widely recognized as a Profession?
- How to ensure that Customs-related training was recognized by the academic world and the labour market
- What role could academic institutions play in providing this training?
- How to ensure professional training and career-long development opportunities were recognized as academic qualifications, in order to promote workforce mobility?
- What role could academic institutions play in delivering the training?

28. Workshop 2, IT Development and HRM Challenges, was moderated by Ms. Unnur Yr Kristjansdottir from the Directorate of Customs of Iceland and Prof. Jhon Fonseca from the University of Costa Rica. Both introduced their views on the topic via a respective presentation. The workshop then focused on the following questions:

- How to best collect, analyse and use existing experiences? Examples from private or public organizations?
- Recommendations to better manage and anticipate changes in IT
- How to guide the research agenda? How to promote interest to invest in this area as topics of PHD studies and theses?
- How to improve co-operation?
- What should be done and/or developed by the WCO?

29. Workshop 3, Women in Leadership, was moderated by Ms. Angela Strachan from the International Trade Centre, Mr. Alan Hall from the World Bank and Mr. Scott Donovan from the Federal Law Enforcement Training Centre (FLETC), United States. All three provided the

workshop participants with their experience and views on the topic. The workshop then focused on the following questions :

- What were Customs/stakeholders expectations regarding the topic?
- What was the current gender situation in Customs?
- What were potential ways to strengthen female leadership? Examples from private or public organizations?
- How to guide the research agenda? How to promote interest to invest in this area as topics of PhD studies and theses?
- What should be done and/or developed by the WCO on this specific topic?

30. Representatives of the workshop groups presented their work and recommendations to the Conference Plenary. The Chair of this session was Ms. Christine Msemburi, Head of the Regional Office for Capacity Building (ROCB) for the East and Southern Africa Region, Nairobi, Kenya.

31. The recommendations from Workshop 1, Customs Competence Development and Professional Education Recognition, focused on the following main proposals :

- To look into complementary aspects of the PICARD Professional Standards by addressing all qualifications and Customs competence levels. Conference participants were invited to participate in the ongoing WCO work on a Framework of Practices and Principles on Customs Career Paths and Training;
- To invest in more research to ensure some studies would be developed on the evolution and future business operating models in Customs and the need for respectively developing new or consolidated competence in the Customs workforce;
- To embed the development of competence in holistic HR planning. It should not only focus on training, but also on on-the-job training, mentoring, e-learning, collaborative learning, exchange with the private sector, etc.;
- To recognize prior learning: prior Customs experiences and training should be recognized in an integrated approach between Customs schools/institutes and the National Education Boards;
- To take into account the impact of the demographics of an aging workforce in the majority of the Customs organizations, leading to a vital necessity for administrations to attract and retain talent. Efficient and integrated HR strategies should offer career-long opportunities for learning and development;
- To consider the development of competence for all Customs practitioners, from both Customs administrations and the business side.

32. The recommendations from Workshop 2, IT Development and HRM Challenges, focused on the following main proposals :

- To collect and share best practices on IT developments and their impact on HR development, maybe even to build a permanent data base on IT solutions within Customs which could be regularly updated with information;
- To build and enhance good relationships with the private sector to mutually benefit from related experience;
- To help define related new job profiles for Customs professionals;
- To include IT developments and their impact on Customs as well as Customs' needs for IT solutions in research activities.

33. The recommendations from Workshop 3, Women in Leadership, focused on the following main proposals :

- To task the WCO to further explore, via relevant research, the role of female leaders in Customs administrations as well as in the WCO Secretariat and WCO bodies and Committees;
- To invest in research related to success factors for leadership in general, including female leadership;
- To continue raising awareness of and sharing information on the gender situation in the Customs context;
- To consider gender issues in laws and regulations related to Customs;
- To further explore leadership principles from a female perspective, such as focusing on issues of communication styles between males and females; various types of leadership personalities; individual strengths and weaknesses; how to create and maintain a positive, motivating work climate, etc.;
- To task the WCO to further include female leadership and gender/equal opportunity aspects in its LMD Programme.

34. Ms. Msemburi welcomed all three presentations as the results of clearly dynamic discussions in the three workshops, for her a sign of the successful approach involving such break-out sessions. She then particularly stressed some aspects of all three topics – the importance of enhancing partnerships between Customs, academia and the private sector to improve human resource management in response to the changing and evolving world; the necessity for the public and the private sector to invest in IT solutions to increase competitiveness, which also required related skills in the workforce; the necessity to continue doing a lot more in the area of female leadership and equal opportunity aspects in general, including considering related laws, rules and regulations in the Customs area.

A Look Into Future Developments

35. Ms. Bénédicte Meille, Senior Technical Officer at the WCO Capacity Building Directorate, introduced the WCO LMD Programme which was based on the PICARD Professional Standards and had been developed together with partners from Member administrations, academia and the private sector. It was composed of a multi-tier approach including the WCO Fellowship Programme, LMD Workshops, Top Executive Dialogues and complementary LMD support. She stated that the objective of the LMD Programme was to :

- Create self-sufficient organizations from a development perspective;
- Shape leaders who could set a vision for the future and guide organizations through its implementation;
- Shape managers who understood the Customs environment, its challenges and emerging trends, and who could implement solutions;
- Develop the skills and behaviours of managers aligned with modern management practices;
- Shape managers who took responsibility and were accountable for results and for their personnel;
- Provide opportunities for managers to build networks and relationships internally and with stakeholders.

36. Mr. Erich Kieck added that the partnership between Customs and academia could undoubtedly harness synergies to develop LMD over time, including by developing the WCO Programme, new training materials and new outcomes from dynamic research approaches. He also informed the Conference about the possibility of academic colleagues becoming WCO-accredited LMD facilitators and invited colleagues to approach the Capacity Building Directorate if they were interested in attending one of the next WCO LMD Programme accreditation workshops.

37. Ms. Darleen OWILLA, a Customs officer in the Kenya Revenue Authority (KRA), gave the following presentation : A Case Study of Leadership and Management Development at Kenya Revenue Authority. She introduced the experience and achievements of LMD in the KRA with a focus on Women in Leadership. She touched upon lessons learnt such as :

- The LMD Programme had enabled a majority of young officers who joined the KRA with limited educational qualifications to improve their skills through sponsorship by the Authority;
- The LMD had empowered managers to become independent thinkers, quick at decision-making and able to address challenges in the course of their work;
- From the Kenyan experience, organizations were encouraged to give women a chance and to build confidence in their performance.

38. Mr. Shujie Zhang, Deputy Director, Department of Training and International Exchange, Shanghai Customs College, China, General Administration of Customs of China, presented his research : Leadership and Management Development in China Customs. He indicated that since 2006, the Chinese government had launched massive training and capacity building programmes for civil servants, and China Customs had refined and implemented its Management Development Policy and Leading Board Regime as a special form of LMD. He then focused on the development of an HR management policy adopted by China Customs. Mr. Zhang also informed the Conference about co-operation with the WCO which would soon deliver a WCO LMD Programme course to China Customs. He said the basic goal of developing Leading Boards was in line with the WCO LMD development "to establish ethical, professional, competent and reliable Customs leaders who can effectively implement the national policies and strategies, firmly carrying out the decisions from Customs headquarters and adequately bringing forth the Customs reform and development." To attain the goal, a holistic approach encompassing various sub-strategies or measures, was presented which included :

- *Building learning-oriented teams;*
- *Strengthening training efforts;*
- *Rotation and secondment;*
- *Selecting the board leader;*
- *Enhancing the buddy regime;*
- *Promoting accountability and integrity.*

39. Ms. Birgit Hahn, from the Human Capacity Development Department for African Regional Programmes of the German Agency for International Cooperation (GIZ), introduced her presentation : GIZ Contribution to Human Capacity Development for African Customs Administrations. The programme, which was funded by the German government, targeted young professionals from Customs authorities, Ministries of Finance and other relevant authorities from Southern African Development Community (SADC), East African Community (EAC) and Economic Community Of West African States (ECOWAS) Member countries and included the Master of Customs Administration at the University of Münster. It comprised lessons and training by experts also coming from other organizations, in particular the WCO and the German Federal Ministry of Finance.

40. Prof. Wolffgang, University of Münster, referred to the contents of the Master of Customs Administration that aimed to provide future managers and leaders with the necessary skills and knowledge. Thus, participants of the programme were trained in line with the WCO Professional Standards and were also immersed in Customs' role in areas such as trade facilitation, development of trade statistics, supervision of trade agreements, compliance with security measures, protection of intellectual property rights, etc. They were trained to act as multipliers within their home administrations, especially by working on concrete "Transfer Projects" which dealt with tangible modernization aspects of their respective administration.

41. Ms. Birgit Hahn further mentioned a recently conducted independent evaluation of the programme which attested that the programme was needs-oriented with strong positive results for participants as well as for their Customs administrations. She also touched upon initial ideas for future advanced training programmes for senior managers of Customs administrations such as a Short Term Leadership Training with a focus on management skills, negotiation skills and HR management.

42. Mr. Robert Ireland gave an introductory presentation on the WCO-World Bank Collective Book on Measurement. He also gave a briefing on the WCO-World Bank-Algeria Customs Research Conference on "Measurement in Customs and Tax administrations in Developing and Emerging Countries" which had been held on 5 and 6 March 2012 in Algiers, Algeria, and announced that the next WCO Research Conference would be held in Brussels on 3 and 4 June 2013 with a focus on Informal Trade Practices.

PICARD 2020 : Programme's Strategy To Face Future Challenges

43. Mr. Anthony Cambas, from Oklahoma State University, United States, and Mrs. Valérie Berset-Price, Professional Passport, LLC, United States, presented their central argument and research in support of their conclusion : Why PICARD should adopt global cultural awareness as part of its professional standards. They identified that different cultures could impact on Customs procedures, including how documentation was presented; how communication between officials and the public would take place and the manner in which risk was assessed by a Customs officer. They suggested improving the level of cultural intelligence that would equip Customs Strategic Leaders and Operational Managers with the knowledge, skills, and behavioural/attitude requirements needed to establish forward thinking policies and procedures to enhance customer service as well as better manage risk by making better decisions in the field. Developing a global mindset through cultural awareness for Customs personnel would ultimately enhance the facilitation and control of trade and passengers. They thus recommended incorporating global cultural intelligence into the PICARD Standards.

44. Ms. Heike Barczyk gave a presentation on the draft PICARD 2020 strategic document which was a direct result of last year's PICARD Conference during which strategic thought had first been given to the development of the PICARD Programme by the year 2020. The draft strategic document had also been shared with Conference participants prior to the Conference. She mentioned that since the beginning of the PICARD Programme, in close partnership with academic partners, the WCO had worked on and contributed to two main objectives : to advance Customs professionalism and to advance Customs-related research. To keep this Programme agile, responsive and visible, one of the tasks mandated by the WCO Capacity Building Committee during its 3rd Session was to draft a PICARD 2020 strategic document.

The draft strategy would also be presented to the next WCO Capacity Building Committee meeting in February 2013.

45. These presentations invited discussions and interactions between speakers and the audience. Different views and perceptions of cultural awareness were exchanged, and participants especially voiced their appreciation of the WCO initiatives on Women in Leadership and the contents of the draft PICARD 2020 strategy.

Other Business

46. Mr. Mikhail Kashubsky, Head of the INCU Secretariat, gave an update on recent INCU developments. As of 17 September 2012, there were 133 affiliated institutions from 67 countries in the INCU, comprising 58 universities/research centres and 75 other institutions. He pointed out that 22 new affiliated institutions had joined the INCU since last year's PICARD Conference. Mr. Kashubsky also announced a new INCU membership structure, which now allowed individuals to become members of INCU in their own right.

47. Prof. Ait Ouahman presented the Masters Programme in Customs Management and International Trade at Cadi Ayyad University.

48. During a signing ceremony, a bilateral agreement between the Customs Administrations of Switzerland and Morocco in the area of training was signed by Mr. Robert Lüssi, Vice-Director of the Swiss Federal Customs Administration, and Mr. Chorfi, Director General of the Moroccan Customs and Excise Administration.

Closing remarks

49. Mr. Erich Kieck, Prof. Hans-Michael Wolffgang and Prof. Benchanaa made closing remarks at the end of the Conference. They expressed their gratitude to all participants, speakers, panellists and Conference organizers whose work had ensured high-level research exchanges, discussions and fruitful networking opportunities.

50. Participants were invited to participate in the 8th WCO PICARD Conference, to be held in autumn 2013 and to be generously hosted by the Saint Petersburg State University of Information Technologies, Mechanics and Optics (ITMO), in close co-operation with Russian Customs, the WCO and the INCU.

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AGENDA

The Conference was co-chaired by Prof. Benchanaa and Prof. Ait Ouahman, Cadi Ayyad University, and Prof. Hans-Michael Wolffgang, Vice-President of the INCU (International Network of Customs Universities).

DAY 1	TUESDAY, 25 SEPTEMBER 2012
08.00-09.30	Registration
09.30-11.00	Welcoming Remarks • President of the University of Cadi Ayyad : Prof. Dr. Abdellatif Miraoui • Director General of Morocco Customs : Mr. Zouhair Chorfi • WCO Secretary General : Dr. Kunio Mikuriya
11.00-11.30	Morning Reception
11.30-12.30	Presentation by the WCO Secretariat and the Members of the PICARD Advisory Group on developments in Capacity Building, Research and the PICARD Programme since the 6th PICARD Conference in Geneva in September 2011
12.30 – 14.00	Lunch break
Session 1 : The Impact of Regional Economic Integration and Preferential Trade Arrangements on Customs Service	
14.00-14.30	Introduction by Jean-Pierre Chauffour, Lead Economist-Regional Trade Coordinator (MENA Region), World Bank The "Deauville Process" as regional development process in the North African Region
14.30-15.30	Presentations of Customs-academic research papers • "The role of Customs in Economic Integration of East Asia : Problems and Proposals" : Dr. Feiyi Wang, Shanghai Customs College, China • "Rules of origin and tariff preferences : Customs in the test of economic regionalism" : Mr. Anouar Allali, Customs and Indirect Taxes Administration, Morocco • "Transit Facilitation for Regional Economic Integration and Competitiveness" : Mr. Tadashi Yasui, WCO
15.30-16.00	Coffee break
16.00-17.30	Panel discussion : Customs' role and perspectives on Regional Economic Integration *Chair : Mr. Happias Kuzvinzwa, Zimbabwe Revenue Authority* Participants : • Presenters • Mr. Ashok Sadhwani, Asmara USA Inc.
19.30	Cocktail reception, offered by the WCO Secretary General, Dr. Kunio Mikuriya

Annex I

<table>
<tr><th>DAY 2</th><th colspan="3">WEDNESDAY, 26 SEPTEMBER 2012</th></tr>
<tr><td colspan="4">Session 2 : Emerging and evolving risks</td></tr>
<tr><td>09.00-
09.10</td><td colspan="3">Introduction of Dr. Juha Hintsa, CBRA Lausanne, Switzerland as “key-witness” of this session</td></tr>
<tr><td>09.10-
09.30</td><td colspan="3">Introduction by Ms. Linn Thier, RILO for Western Europe, Cologne, Germany
Overview of results from WCO Risk Analysis, incl. WCO global reports “Customs and Drugs”, “Customs and Tobacco”, “Customs and IPR”</td></tr>
<tr><td>09.30-
10.30</td><td colspan="3">Presentations of Customs-academic research papers :
• “Customs Risk Management : towards a new paradigm in Brazil” : Prof. Dr. Cristiano Morini, State University of Campinas, Brazil
• “Risk management for goods imported in the Customs territory of the Customs Union” : Prof. Peter Afonin, St. Petersburg Branch of Russian Customs Academy, Russian Fed.</td></tr>
<tr><td>10.30-
11.00</td><td colspan="3">Coffee break</td></tr>
<tr><td>11.00-
12.15</td><td colspan="3">Panel discussion : Improving Customs-Academia cooperation to better target future risks
Chair : Ms. Linn Thier, RILO for Western Europe, Cologne, Germany
Participants :
• Mr. Dennis Ndonga, Monash University, Australia
• Prof. Anas Abou El Kalam, University of Cadi Ayyad, Morocco
• Dr. Frank Altemöller, University of Harz, Germany</td></tr>
<tr><td>12.15-
12.30</td><td colspan="3">Conclusions by Dr. Juha Hintsa</td></tr>
<tr><td>12.30 –
14.00</td><td colspan="3">Lunch break</td></tr>
<tr><td colspan="4">Session 3 : Customs Strategic Human Resource Management</td></tr>
<tr><td>14.00-
15.45</td><td colspan="3">Workshops (participants shall indicate their selection during Day 1 registration)</td></tr>
<tr><td colspan="2">Customs Competence development and Professional Education recognition :
Moderators/speakers
• Mr. Sebastien Aubertin-Giguere, Canada Border Services Agency
• M.Ezzahaoui Mohamed, Moroccan Customs
• Ms. Riitta Paalanen, Finnish Customs
• Mr. Mark Goodger, GMLS, South Africa</td><td>IT developments and HRM challenges :
Moderators/speakers
• Ms. Unnur Yr Kristjansdottir, Directorate of Customs, Iceland
• Prof. Jhon Fonseca, University of Costa Rica</td><td>Women in Leadership :
Moderators/speakers
• Ms. Angela Strachan, International Trade Centre, Geneva, Switzerland
• Mr. Alan Hall, World Bank
• Mr. Scott Donovan, Federal Law Enforcement Training Center (FLETC), US</td></tr>
<tr><td>15.45-
16.15</td><td colspan="3">Coffee break</td></tr>
<tr><td>16.15-
17.30</td><td colspan="3">Plenary discussion
Chair : Ms. Christine Msemburi, Head of the ROCB for the ESA Region, Nairobi, Kenya
• Presentations of the 3 workshops’ recommendations</td></tr>
</table>

DAY 2	WEDNESDAY, 26 SEPTEMBER 2012
18.00	Tour of Marrakesh
20.00	Gala Dinner, offered by the Director General of the ADII, Moroccan Customs, Mr. Chorfi.

DAY 3	THURSDAY, 27 SEPTEMBER 2012
	A look into future developments
09.00-09.20	Introduction by the WCO Secretariat on the WCO Leadership and Management Development Programme
09.20-10.30	Sharing experiences / Plenary discussions • Ms. Beatrice Memo, Commissioner, Customs, Kenya Revenue Authority • Mr. Shujie Zhang, Shanghai Customs College, China Customs • Ms. Birgit Hahn, GIZ, Germany
10.30-11.00	Coffee break
11.00-11.15	Presentation of the WCO-World Bank Collective Book on Measurement, Mr. Robert Ireland, WCO
	PICARD 2020 : Programme's Strategy to face future challenges
11.15-11.45	Presentation on Customs-academic research paper • "Why PICARD should adopt global culture awareness as part of its Professional Standards" : Mr. Anthony Cambas, Oklahoma State University, Mrs. Valérie Berset-Price, Professional Passport, LLC, USA
11.45-12.20	• Introduction by the WCO Secretariat on draft PICARD 2020 strategic document Plenary discussion
12.20-12.30	Presentation of the Master in Customs Management and International Trade of the Cadi Ayyad University
12.30-12-40	Signing ceremony : Bilateral agreement Switzerland/Morocco in the area of training support
12.40 – 13.00	Closing remarks
13.00	Lunch

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Annex I

The 7th PICARD Conference was supported by :

Administration des Douanes et Impôts Indirects

The Moroccan Customs and Excise Administration

incu

The International Network of Customs Universities

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LIST OF PARTICIPANTS

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
1.	AUSTRALIA	KASHUBSKY	Mikhail	HEAD OF SECRETARIAT	INTERNATIONAL NETWORK OF CUSTOMS UNIVERSITIES
2.	AUSTRALIA	WIDDOWSON	David	PRESIDENT	INTERNATIONAL NETWORK OF CUSTOMS UNIVERSITIES
3.	AUSTRALIA	NDONGA	Dennis	STUDENT	MONASH UNIVERSITY
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12.	BELGIUM	KIECK	Erich	DIRECTOR OF CAPACITY BUILDING, WCO	WCO
13.	BELGIUM	BARCZYK	Heike	DEPUTY DIRECTOR OF CAPACITY BUILDING, WCO	WCO
14.	BELGIUM	MEILLE	Benedicte	MANAGER	WCO

Annex II

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16.	BELGIUM	WEI	Libing	CUSTOMS OFFICER	WCO
17.	BENIN	DJEGOU	Hippolyte	CONSEILLER TECHNIQUE DU MINISTRE DES FINANCES DU BéNIN	MINISTERE DE L'ECONOMIE ET DES FINANCES DU BENIN
18.	BOLIVIA	BLACUD MORALES	Jose alberto	ECONOMISTA	ADUANA NACIONAL DE BOLIVIA
19.	BRAZIL	MORINI	Cristiano	PROFESSOR	STATE UNIVERSITY OF CAMPINAS
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22.	CAMEROON	GUY ALAIN	Cheping simo	INSPECTEUR PRINCIPAL DES DOUANES	UNIVERSITE DE DOUALA ET YAOUNDE
23.	CAMEROON	MBIAKOP	Jean	CHARGÉ D'ETUDES	DIRECTION GÉNÉRALE DES DOUANES
24.	CAMEROON	HAKAPOKA TCHIDJO	Hermann	INSPECTEUR DES DOUANES	DOUANES CAMEROUNAISES
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26.	CANADA	AUBERTIN GIGUERE	Sebastien	CUSTOMS OFFICER	CANADA BORDER SERVICE AGENCY
27.	CHINA	WONG	James chung shun	CUSTOMS	HONG KONG CUSTOMS
28.	CHINA	YU	Richard koon hing	CUSTOMS	HONG KONG CUSTOMS

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
29.	CHINA	WANG	Feiyi	SCHOLAR	SHANGHAI CUSTOMS COLLEGE
30.	CHINA	LIU	Dafang	ACADEMIC AT UNIVERSITY	SHANGHAI MARITIME UNIVERSITY
31.	CHINA	ZHANG	Shujie	TEACHER	SHANGHAI CUSTOMS COLLEGE
32.	CHINA	XIAO	Jianguo	PRESIDENT	SHANGHAI CUSTOMS COLLEGE
33.	CHINA	ZHENG	Jizheng	LECTURER	SHANGHAI CUSTOMS COLLEGE
34.	CHINA	TONG	Hua	SENIOR STAFF MEMBER	SHANGHAI CUSTOMS COLLEGE
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37.	COMORES	ASSANALY	Archaty	DOUANIÈRE	DOUANE COMORIENNE
38.	CONGO (Dem. Rep.)	KANA KANA ANKUIS	Régine	FONCTIONNAIRE	DOUANE
39.	CONGO (Dem. Rep.)	OTSHUMBA OLENGA	Marylou	FONCTIONNAIRE	DOUANE
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41.	COTE D\'IVOIRE	SOMDA	Jean emmanuel	DIRECTEUR GÉNÉRAL	CENTRE AFRICAIN DE MANAGEMENT ET DE PERFECTIONNEMENT DES CADRES (CAMPC)
42.	COTE D'IVOIRE	TAKOUO	Tai jules	DOUANIER	DIRECTION GENERALE DES DOUANES IVOIRIENNES
43.	COTE D'IVOIRE	SANGARE	Souleymane	DOUANIER	ORGANISATION MONDIALE DES DOUANES
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Annex II

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
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46.	FINLAND	LAPPI	Hannu	DIRECTOR	FINNISH CUSTOMS
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48.	FRANCE	KORHUMMEL	Dieter	POLICE TRAINING OFFICER	INTERPOL GENERAL SECRETARIAT
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51.	GEORGIA	CHKHEIDZE	George	TRAINING COORDINATOR	GEORGIA REVENUE SERVICE
52.	GEORGIA	GOGISHVILI	Tamar	TRAINING COORDINATOR	GEORGIA REVENUE SERVICE
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55.	GERMANY	ALTEMOELLER	Frank	PROFESSOR	HOCHSCHULE HARZ
56.	GERMANY	WOLFFGANG	Hans-michael	PROFESSOR OF LAW	UNIVERSITY MUENSTER
57.	GERMANY	DALLIMORE	Christopher	SENIOR RESEARCHER	UNIVERSITY OF MÜNSTER, GERMANY
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59.	HAITI	MAZIN	Martinaise	DIRECTEUR DES STATISTIQUES	DOUANE HAITIENNE
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61.	ICELAND	HARMANNSDóTTIR	Gunnlaug	HEAD OF TRAINING AND DEVELOPMENT	DIRECTORATE OF CUSTOMS

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
62.	ICELAND	GUNNLAUGSDóTTIR	Sigfríður	INTERNATIONAL AFFAIRS MANAGER	DIRECTORATE OF CUSTOMS
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65.	ITALY	PAONE	Fabio	CONSULTANT	EASYFRONTIER SRL
66.	ITALY	POLIZZI	Marco	CONSULTANT	EASYFRONTIER SRL
67.	ITALY	THOMAS	Silvano	CONSULTANT	EASYFRONTIER SRL
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69.	KENYA	LIZA	Larry	PROGRAMME COORDINATOR	WCO ESA ROCB
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71.	KENYA	KILUNGYA	Stephen	SENIOR ASSISTANT COMMISSIONER	KENYA REVENUE AUTHORITY
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73.	LATVIA	RUDZITIS	Normunds	AS PROFESSOR	RIGA TECHNICAL UNIVERSITY
74.	LATVIA	JANSSON	Jan-erland	INTERNATIONAL COUNCELLOR	RIGA TECHNICAL UNIVERSITY
75.	LEBANON	NEASSER	Ahmed	CONSULTANT	FINANCE LEBANON
76.	LESOTHO	MANARE	Refiloe	CUSTOMS OFFICIAL	LESOTHO REVENUE AUTHORITY
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Annex II

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
78.	MEXICO	RIVERA	Vazquez	VICE PRESIDENT	INSTITUTO INTERAMERICANO DE FRONTERAS Y ADUANAS
79.	MOROCCO	DURAND	Catherine	GENERAL MANAGER	INTERTEK
80.	MOROCCO	EL MALEM	Mehdi	CONSULTANT	INTERTEK
81.	MOROCCO	BENSALEM	Elmostafa	PROFESSOR , CONSULTANT	BandB Consulting MAROC
82.	MOROCCO	BELEHOUIRIA	Sarah	SON	SON MAROC
83.	MOROCCO	JENNANE	Mustapha	CONSULTANT	CCDI MAROC
84.	MOROCCO	JOUALY	Bouchaib	CONSULTANT	CCDI MAROC
85.	MOROCCO	ELLABA	Meriem	CHEF DE PROJETS	FORMADEMOS MAROC
86.	MOROCCO	ABBOUD	Naji	DIRECTEUR GENERAL	FORMADEMOS MAROC
87.	MOROCCO	IVARS	Thierry	ATTACHE DOUANIER	AMBASSADE DE FRANCE MAROC
88.	MOROCCO	EL AISATI	Driss	INSPECTEUR DIVISIONNAIRE à LA DOUANE	ADMINISTRATION DES DOUANES ET IMPOTS INDIRECTS
89.	MOROCCO	CHORFI	Zouhair	DIRECTEUR GENERAL ADII	ADII MAROC
90.	MOROCCO	EZZAHAOUI	Mohamed	FONCTIONNAIRE	ADII MAROC
91.	MOROCCO	ATIKI	M’hamed	FONCTIONNAIRE	ADII MAROC
92.	MOROCCO	GHAZALI	Mohammed	FONCTIONNAIRE	ADII MAROC

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
93.	MOROCCO	HALLOU	Lhassane	FONCTIONNAIRE	ADII MAROC
94.	MOROCCO	GHRAIRI	Latifa	FONCTIONNAIRE	ADII MAROC
95.	MOROCCO	AZIZI	Hakima	FONCTIONNAIRE	ADII MAROC
96.	MOROCCO	ALLALI	Anouar	FONCTIONNAIRE	ADII MAROC
97.	MOROCCO	EL BOUAZZAOUI	Ahmed	FONCTIONNAIRE	ADII MAROC
98.	MOROCCO	MERZOUKI	Abdelkhalek	FONCTIONNAIRE	ADII MAROC
99.	MOROCCO	ZEHHAF	Abdelhakim	FONCTIONNAIRE	ADII MAROC
100.	MOROCCO	EL MERGAOUI	Abderrazak	FONCTIONNAIRE	ADII MAROC
101.	MOROCCO	AMINE	Abdelilah	FONCTIONNAIRE	ADII MAROC
102.	MOROCCO	BENAMAR	Abdelilah	FONCTIONNAIRE	ADII MAROC
103.	MOROCCO	ANDOH	Yamina	FONCTIONNAIRE	ADII MAROC
104.	MOROCCO	ALAOUI ABDELLAOUI	Saadia	FONCTIONNAIRE	ADII MAROC

Annex II

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
105.	MOROCCO	OUCHEN	Mohamed	DIRECTEUR REGIONAL DOUANE	DRCS MARRAKECH
106.	MOROCCO	DALLOUL	Abderrahim	CHEF DE CIRCONSCRIPTION	DRCS MARRAKECH
107.	MOROCCO	HAMZAOUI	Hassan	CHEF DE SERVICE GRHM	DRCS MARRAKECH
108.	MOROCCO	ZIATI	Meryem	CHEF DE SERVICE SAOSI	DRCS MARRAKECH
109.	MOROCCO	BARHDADI	Noueddine	CADRE SAOSI	DRCS MARRAKECH
110.	MOROCCO	LAHBIB	Jamal	CADRE SAOSI	DRCS MARRAKECH
111.	MOROCCO	BELHOUCHA	Abdelkarim	CADRE SAOSI	DRCS MARRAKECH
112.	MOROCCO	BEN SAID	Lhoucine	CADRE SAOSI	DRCS MARRAKECH
113.	MOROCCO	MIRA	Abdallah	CHEF DE BRIGADE	DRCS MARRAKECH
114.	MOROCCO	BOURGUIG	Boujmaa	DOUANIER	DRCS MARRAKECH
115.	MOROCCO	AKHOUI	Abdellatif	DOUANIER	DRCS MARRAKECH
116.	MOROCCO	FADILE	Abdelouahed	DOUANIER	DRCS MARRAKECH

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
117.	MOROCCO	NAFI	Hicham	DOUANIER	DRCS MARRAKECH
118.	MOROCCO	AGARRAB	Ahmed	DOUANIER	DRCS MARRAKECH
119.	MOROCCO	LOUASI	Rachid	AGENT DE BRIGADE	DRCS MARRAKECH
120.	MOROCCO	STOUTE	Abdelmajid	AGENT DE BRIGADE	DRCS MARRAKECH
121.	MOROCCO	BOUJAAFAR	Latifa	AGENT SAOSI	DRCS MARRAKECH
122.	MOROCCO	AMINE LAMRANI	Fatima Ezzohra	AGENT SAOSI	DRCS MARRAKECH
123.	MOROCCO	AIT BOUAALI	Saloua	AGENT SAOSI	DRCS MARRAKECH
124.	MOROCCO	NAZIH	Samira	AGENT SAOSI	DRCS MARRAKECH
125.	MOROCCO	BENSALEM	Adib	CHERCHEUR	HEM MAROC
126.	MOROCCO	MIRAOUI	Abdellatif	PRESIDENT UCA	UNIVERSITE CADI AYYAD MARRAKECH
127.	MOROCCO	BOUAYAD	Brahim	VICE PRESIDENT UCA	UNIVERSITE CADI AYYAD MARRAKECH
128.	MOROCCO	SAADI	Janah	VICE PRESIDENT UCA	UNIVERSITE CADI AYYAD MARRAKECH

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	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
129.	MOROCCO	BENCHANAA	M'barek	DIRECTEUR ENCG CO-PRESIDENT PICARD2012	UNIVERSITE CADI AYYAD MARRAKECH
130.	MOROCCO	AIT OUAHMAN	Abdellah	DIRECTEUR ENSA CO-PRESIDENT PICARD2012	UNIVERSITE CADI AYYAD MARRAKECH
131.	MOROCCO	BENSALEM	Elmostafa	PROFESSEUR ORGANIZING COMMITTEE PICARD2012	UNIVERSITE CADI AYYAD MARRAKECH
132.	MOROCCO	BOUMEHDI	My Ahmed	PROFESSOR GEOLOGY	UNIVERSITE CADI AYYAD MARRAKECH
133.	MOROCCO	KANDANI	Najib	PROFESSOR CHEMISTRY	UNIVERSITE CADI AYYAD MARRAKECH
134.	MOROCCO	IBOURK	Aomar	PROFESSOR ECONOMICS	UNIVERSITE CADI AYYAD MARRAKECH
135.	MOROCCO	ABOUELKALAM	Anas	PROFESSOR ENGINEERING	UNIVERSITE CADI AYYAD MARRAKECH
136.	MOROCCO	GOUJDAMI	Driss	PROFESSOR PHYSICS	UNIVERSITE CADI AYYAD MARRAKECH
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138.	MOROCCO	KABIL	Sana	CHERCHEUR	UNIVERSITE CADI AYYAD MARRAKECH
139.	MOROCCO	LAHMAIM	Miloud	CHERCHEUR	UNIVERSITE CADI AYYAD MARRAKECH
140.	MOROCCO	EZZAHI	Rachid	CHERCHEUR	UNIVERSITE CADI AYYAD MARRAKECH

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
141.	MOROCCO	ABOUSSAID	Said	CHERCHEUR	UNIVERSITE CADI AYYAD MARRAKECH
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147.	MOROCCO	ZENNATI	Soukaina	ETUDIANT MASTER	UNIVERSITE CADI AYYAD MARRAKECH
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149.	MOROCCO	OUMAHYA	Moncif	ETUDIANT MASTER	UNIVERSITE CADI AYYAD MARRAKECH
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Annex II

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
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155.	NIGER	BABA	Attaher	INSPECTEUR PRINCIPAL DES DOUANES	DIRECTION GENERALE DES DOUANES
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158.	NIGERIA	AYALOGU	Anthony	ASSISTANT COMPTROLLER OF CUSTOMS	NIGERIA CUSTOMS SERVICE
159.	NIGERIA	SALEH	Hussaih	CHIEF SUPERINTENDENT OF CUSTOMS	NIGERIA CUSTOMS SERVICE
160.	NIGERIA	ANYANWU	Bede	CIVIL SERVANT	NIGERIA CUSTOMS SERVICE
161.	NIGERIA	ABUTU	Matthias onoja	DEPUTY COMPTROLLER OF CUSTOMS	NIGERIA CUSTOMS SERVICE
162.	NIGERIA	EKEKEZIE	Kathleen chinwe	DEPUTY COMPTROLLER OF CUSTOMS	NIGERIA CUSTOMS SERVICE
163.	NIGERIA	YUSUF	Abdullahi makarfi	PRINCIPAL SUPERINTENDENT OF CUSTOMS	NIGERIA CUSTOMS SERVICE
164.	NIGERIA	SULIEMAN	Ibrahim	CIVIL SERVANT	NIGERIA CUSTOMS SERVICE
165.	NIGERIA	OMALE	Godwin musa	CIVIL SERVANT	NIGERIA CUSTOMS SERVICE
166.	NIGERIA	OLUGBESAN	Kofo	CUSTOMS AGENTS TRAINERR	INSTITUTE OF CUSTOMS AGENT AFFAIRS
167.	NIGERIA	UZU	Obiageli chinwe	REGULATORY AFFAIRS MANAGER	BRITISH AMERICAN TOBACCO (NIGERIA) LTD

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
				(OPERATIONS/TRADE)	
168.	NIGERIA	OMOLE	Olufunsho	ADMINISTRATION	ICAAR, NIGERIA
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170.	PAPUA NEW GUINEA	NAKIRIA	John	CUSTOMS OFFICER	PNG CUSTOMS
171.	PAPUA NEW GUINEA	SAEBI	Wasewa	CUSTOMS OFFICER	PNG CUSTOMS
172.	PERU	JOSé NICOLáS	Serrano trigoso	ING. ESTADíSTICO E INFORMáTICO	SUNAT
173.	QATAR	AL-MOHANADI	Ahmed	GENERAL DIRECTOR	GENERAL DIRECTORATE OF QATAR CUSTOMS (Doha)
174.	QATAR	AL-AJMI	Saad	HEAD OF DIRECTOR GENERAL OFFICE	GENERAL DIRECTORATE OF QATAR CUSTOMS (Doha)
175.	QATAR	AL-NUAIMI	Mohammed	HEAD OF TRAINING CENTER	GENERAL DIRECTORATE OF QATAR CUSTOMS (Doha)
176.	QATAR	AL-SULAITI	Jabor	HEAD OF HUMAN RESOURCE SECTION	GENERAL DIRECTORATE OF QATAR CUSTOMS (Doha)
177.	QATAR	AL-QUBAISI	Ahmed	HEAD OF PUBLIC & INTERNATIONAL AFFAIRS	GENERAL DIRECTORATE OF QATAR CUSTOMS (Doha)
178.	REPUBLIQUE DU CONGO	ETOUA	Andre	DOUANIER	DEPARTEMTN DES DOUANES ET DROITS INDIRECTS
179.	RUSSIA	RODIN	Igor	THE HEAD OF THE INTERNATIONAL COOPERATION DEPARTMENT	RUSSIAN CUSTOMS ACADEMY

Annex II

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
180.	RUSSIA	BOGDANOVA	Elena	DIRECTOR	INTERNATIONAL BUSINESS AND LAW INSTITUTE
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182.	RUSSIA	AFONIN	Petr	RUSSIA	RUSSIAN CUSTOMS ACADEMY
183.	SAUDI ARABIA	ALSHAMMARY	Fehaid	DIRECTOR, RESEARCH & STUDIES, SCI	SAUDI CUSTOMS
184.	SAUDI ARABIA	ALMUTAIRI	Khalid	DIRECTOR, TRAINING DEPT	SAUDI CUSTOMS
185.	SENEGAL	THIAM	Samba	DOUANIER	DEPARTMENT DES DOUANES ET DROITS INDIRECTS
186.	SENEGAL	GNINGUE	Elimane saliou	INSPECTEUR DES DOUANES	ADMINISTRATION DOUANES DU SENEGAL
187.	SENEGAL	DIOP	Mouhamadou	INSPECTEUR DOUANES	DOUANES SéNéGALAISES
188.	SOUTH AFRICA	HITCHENS	Barry	ACADEMIC/LAWYER	NORTH WEST UNIVERSITY
189.	SOUTH AFRICA	GOODGER	Mark	MANAGING DIRECTOR	GLOBAL MARITIME LEGAL SOLUTIONS
190.	SOUTH AFRICA	LEBEPE	Ndan Ganini Coffet	COUNSELLOR CUSTOMS	SOUTH AFRICA CUSTOMS
191.	SRILANKA	OBEYESEKERA	Oshadee jagath	SUPDT. OF CUSTOMS	SRILANKA CUSTOMS
192.	SUISSE	HULMANN	Julie	SPÉCIALISTE DE DOUANE	ADMINISTRATION FéDéRALE DES DOUANES
193.	SWEDEN	NILSSON	Christina	HR MANAGER	SWEDISH CUSTOMS
194.	SWITZERLAND	HINTSA	Juha	RESEARCHER	CBRA
195.	SWITZERLAND	LüSSI	Robert	VICE-DIRECTOR	FEDERAL CUSTOMS ADMINISTRATION

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
196.	SWITZERLAND	STRACHAN	Angela	CHIEF, BUSINESS ENVIRONMENT	INTERNATIONAL TRADE CENTRE
197.	SWITZERLAND	MWESIGYE	Sarah arinaitwe	MEETING PARTICIPANT	ON BEHALF OF INTERNATIONAL TRADE CENTRE
198.	TANZANIA	MUGOYA	Patrick	ACADEMIC	INSTITUTE OF TAX ADMINISTRATION
199.	TANZANIA	MASALU	Emmanuel	ACADEMIC	INSTITUTE OF TAX ADMINISTRATION
200.	THAILAND	CHENG	Jing	TECHNICAL ATTACHE	WCO ASIA PACIFIC REGIONAL OFFICE FOR CAPACITY BUILDING
201.	UNITED ARAB EMIRATES	AL DHAHERI	Jawaher	CUSTOMS OFFICER	DPT. OF FINANCE ABU DHABI
202.	UNITED ARAB EMIRATES	AL MAGHWASHI	Saleh	MANAGER – CUSTOMS	DUBAI CUSTOMS
203.	UNITED ARAB EMIRATES	ISSA	Narmin	LAWYER	DUBAI CUSTOMS
204.	UNITED ARAB EMIRATES	AL MEHRZI	Mohammed	GENERAL DIRECTOR	RAS AL KHAIMAH CUSTOMS ADMINISTRATION
205.	UNITED KINGDOM	PEDLEY	Danny	CIVIL SERVANT	HM REVENUE & CUSTOMS
206.	UNITED KINGDOM	HESKETH	David	CIVIL SERVANT	HM REVENUE & CUSTOMS
207.	UNITED STATES	VILNIN	Alexander	EXPERT ON CUSTOM MATTERS	UN 1718 COMMITTEE
208.	UNITED STATES	SADHWANI	Ashok	EDUCATOR	ASMARA U.S.A. INC.
209.	UNITED STATES	BERSET-PRICE	Valerie	CONSULTANT	OKLAHOMA STATE UNIVERSITY
210.	UNITED STATES	CHAUFFOUR	Jean-pierre	LEAD ECONOMIST	WORLD BANK

Annex II

	COUNTRY/REGION	NAME	SURNAME	PROFESSION	ORGANIZATION
211.	UNITED STATES	CAMBAS	Anthony	DIRECTOR INTERNATIONAL TRADE CENTER	OKLAHOMA STATE UNIVERSITY
212.	ZAMBIA	KIDANE	Zerezghi	SENIOR CUSTOMS AFFAIRS OFFICER	COMESA SECRETARIAT
213.	ZIMBABWE	MUTUNGWAZI	Rassam	LECTURER	NUST
214.	ZIMBABWE	MAKWANGUDZE	Gamuchirai	HEAD HUMAN RESOURCE DEVELOPMENT	ZIMBABWE REVENUE AUTHORITY
215.	ZIMBABWE	KUZVINZWA	Happias	COMMISIONER	ZIMBABWE REVENUE AUTHORITY
216.	ZIMBABWE	MSEMBURI	Christine felicitas	HR AND ADMINISTRATION DIRECTOR	ZIMBABWE REVENUE AUTHORITY
217.	ZIMBABWE	CHAKASIKWA	John	MANAGER RESEARCH AND DEVELOPMENT	ZIMBABWE REVENUE AUTHORITY