



CAPACITY BUILDING
DIRECTORATE

HP0002E

-
Partnership In Customs Academic
Research and Development
(PICARD)

-
2nd Conference
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Brussels, 25 April 2007.

DRAFT REPORT OF THE 2ND PICARD CONFERENCE

DAY 1

1. The Conference on Partnership in Customs Academic Research and Development was held at WCO Headquarters from 27 to 28 March 2007. One hundred and eleven delegates attended, representing Universities, research establishments, Training managers, Planning managers and the private sector. The purpose of the meeting was :
 - To develop a set of professional standards for strategic managers;
 - to launch the first edition of the World Customs Journal with the theme "Customs in the 21st Century" and discuss the content of the second edition;
 - review and discuss recent innovative research material on supply chain security as a prelude to its inclusion in the second edition of the Journal;
 - provide an opportunity for institutions to join the International Network of Customs Universities (INCU).
2. The agenda for the meeting is attached at Annex 1.
3. The first part of the Conference was chaired by Mr. Jan Janson, who welcomed everyone to the Conference, re-iterated the objectives and encouraged the group to participate fully in the debate. He then invited the Deputy Secretary General to address.

4. In his opening speech, Mr. Kunio Mikuriya, Deputy Secretary General of the WCO, invited the delegates to use the opportunity for networking and enhancing the ties between Customs, universities and research institutions to respond to the growing need for further exploring the potential for research in the area of efficient cross-border movement of goods. He expressed his strong support for the establishment of the International Network of Customs Universities (INCU) to provide a much needed point of contact with universities and research institutions active in the Customs field.
5. Continuing he stated his expectation that the outcome of the meeting would, with the input from the participants, provide a basis for finalization of professional management standards for Customs.

Professional Standards

6. Mr. Joe Kelly, Deputy Director of the Capacity Building Directorate for the WCO, gave an introductory presentation on the development of professional standards for Customs. He said that the experience acquired from 61 Diagnostic missions carried out so far under the Columbus programme has helped to gain a better view strategically of Customs.
7. A clear finding from the missions was the need to provide better support for the Management of Customs globally and as part of the WCO's response to this need a draft proposal for management standards had been drafted with the support of the university network.
8. He briefed the group on the need to review these draft standards and to improve them further.
9. The conference was split up into 4 groups to discuss the draft proposal for the standards. Each group was facilitated by a WCO representative who captured all of the comments for consolidation overnight. Each group also presented an overview of their findings and the consolidation began. The consolidated versions on the proposals, attached at Annex 2, were also distributed to the delegates at the end of day two and any further comments on the documents were asked to be sent to the WCO secretariat as soon as possible.

Customs Journal

10. The Conference then turned its focus to the launch of the first edition of the World Customs Journal. Mr. David Widdowson, Editor-in-Chief, introduced the Journal which establishment had been agreed on during the 2006 Picard conference. The first edition had been themed on the future of Customs, "Customs in the 21st century" and has been published as an e-journal. It is available free of charge on the web site www.worldcustomsjournal.org. He also stated that the editorial board would provide some limited editions of printed

versions and asked the WCO to assist editors to producing and distributing them. Congratulating the editorial board, he particularly thanked The University of Munster for their endeavours in producing the web version.

11. Looking to the future of the Journal Mr. Widdowson encouraged the participants to contribute to the content by sending articles and letters or any other feedback to the editorial board. He also introduced the link to the INCU's (International Network of Customs Universities) website [<http://www.incu.org/>] and welcomed interested research institutions and universities with Customs related activities to join this association. He further expressed his hopes that WCO Members would fund further research in Customs area.
12. In a speech welcoming the launch, Mr. Kunio Mikuriya, WCO Deputy Secretary General, stated that the heightened awareness of the role that Customs can play in the rapidly changing trade environment has already generated a growing interest of a number of universities and research institutions. He hoped that this trend will result in raising the academic profile of the Customs profession through the development and promotion of educational programs, academic and applied research and intellectual input to strategic decision-making.
13. He said that the first edition of the Journal, containing contributions by several academics and Customs practitioners on "Customs in the 21st Century", will make an immediate contribution to the WCO on a topic that is to be the central theme of the discussions at the Council session in June of this year.
14. He also congratulated the Editorial Board through the Editor-in-Chief, Professor David Widdowson, on the birth of the Journal. He hoped the World Customs Journal will grow as a valuable reference source for the Customs community to meet the requirements of the new strategic environment and for the wider international community to deepen the understanding of the Customs world.
15. The next issue, due to be published in September 2007, will be themed on Supply Chain Security and would draw on some of the studies to be presented during the second day of the conference.

DAY 2

Research into Supply Chain Security

16. Under the Chairmanship of Dr. David Widdowson, the Conference turned its attention, for Day two, to the Research agenda. The theme for research that had been chosen was Supply Chain Security. Presentations had been organised from various perspectives to highlight recent research and to develop

relevant content for the second addition of the WCO Journal. All of the presentations are available in full on the WCO Website [<http://events.wcoomd.org/>].

17. Mr. Samy Gardemeister, technical officer, Capacity Building, WCO, spoke about WCO perspectives on Supply Chain Security. He emphasized that Risk Management which affects all aspects of Customs business in combination with compliance measures is a key element in any Customs control programme and assists Customs in identifying the appropriate balance between control and facilitation.
18. The WCO has developed a number of important instruments to assist Members in managing critical areas of risk, including Revised Kyoto Convention, Johannesburg Convention, The WCO Columbus programme, Business partnership arrangements, standardized procedures and guidelines on modern Risk Management principles and practises, the WCO Global Information and Intelligence Strategy and standardized Risk assessments and other indicators and profiles to address potential Customs threats.
19. Mr. Gardemeister continued that, in order to implement Risk Management principals, Customs must have access to vital information and commercial intelligence which can only be obtained through developing relationships with all of those involved in Supply Chain. The Customs administrations must also develop more coordinated and integrated Data management systems. The WCO and its member administrations are making progress towards realization of all of the goals.
20. Mr. Andrew Gaigner gave a presentation on "Supply Chain Security : adding to an already complex operational and institutional environment". In his presentation he argued that the mechanisms for shaping governing rules and procedures are insufficient for overcoming many of the operational frustrations experienced by business and government actors in cross-border controls.
21. Mr. Christopher Dallimore from the Department of Customs Law at Munster University, Germany gave a presentation on the issue of whether the Container Security Initiative complies with WTO law. In his presentation he gave an overview of each of the provisions under the GATT 1994 Agreement that are relevant for the CSI, those being Articles I, V, XI, XX and XXI. Mr. Dallimore concluded that the CSI initiative can be justified under the article XXI which contains an exception to the general obligations if the contested measure is intended to protect the essential security interests of the Member state. The article provides an interesting debate as there is no interpretative practise on it by the Dispute Settlement bodies. But according to Mr. Dallimore it is obvious that the justification is less certain if the Safe Port Amendment with 100 % scanning of all cargo will be introduced by the United States.
22. The fourth speaker, Mr. Olivier Joly from Le Havre University, presented the study on the SCSM-related project (Supply Chain Security Management) under the theme "Global Supply Chain Security as applied to seaport operations : a knowledge-based approach". The general purpose of the knowledge-based

approach was to identify high risk shipments, to assess their risk characteristics and to decide on how to deal with the intervention in the Supply Chain.

23. Mr. Juha Hintsa, from Cross Border Research Association and Hautes Etudes Commerciales (HEC), presented the study being done on “Voluntary Supply Chain Security impacts : An empirical study with BASC Member companies” presenting empirical data about the cost, efforts required and effectiveness of Supply Chain Security programs. According to the study, there is no positive linear relationship between cost and effectiveness : the most expensive security measures are not necessarily the most effective and vice versa. The study suggests that identifying the security measures which are more likely to produce better results in terms of security with low investments could be a useful strategy to enhance security efficiently. Results showed that companies not only improve their image but they received various direct security benefits and some made a contribution to Supply Chain efficiency.

After his presentation, Mr. Hintsa invited the delegates to the SCSM 2007 Conference, which will be organised in Lausanne, Switzerland in October 2007.

24. The last speaker, Mr. Yao-Hua Tan from Vrije Universiteit Amsterdam, Department of Economics and Business Administration, Netherlands gave a presentation on ITAIDE Consortium (Information Technology for Adoption and Intelligent Design for E-Government). ITAIDE is basically an EU funded project from 2006 until 2010 and consisting of 16 partners, Vrije Universiteit being a coordinator. The main purpose of the project is to support European governments to overcome the dilemma on the one hand to increase security and on the other to increase competitiveness, so to reduce administrative burden.

25. The EU's strategic objectives to cope with this dilemma, as mentioned in EU's Multi Annual Strategic Plan (MASP) is to introduce the concepts of Single Window and Authorized Economic Operator and Pan-European Interoperability. Mr. Yao-Hua Tan said that according their analysis there is still a considerable amount of data duplication, i.e. many different data bases with 90 % of the same information, and a fundamental redesign is needed : This should include an analysis of the need for a separate Customs and if instead business data flow can be used. He emphasized that this new e-Customs redesign can only work if all stakeholders, including Business, Customs and Technical providers, are involved in collaborative co-design and if it is enabled by a new EU legislation.

26. At the end of his presentation, Mr. Yao-Hua Tan demonstrated how the EMCS (Excise Movement Control System) solution can be completely paperless if it is combined with TREC technology (Tamper-Resistant Embedded Controller). The TREC device is a mobile device which can be installed on containers. It can then be used to trace a container location and detect unauthorized opening if a container is on its way. This functionality helps to reduce fraud and improve security.

27. In closing this part of the Conference, the Chair thanked all of the presenters for their contribution and remarked that the quantity and quality of research was high. He hoped that the full texts of the research papers outline would be published in the next Customs Journal along with a number of others

which had been received but time did not permit to be presented during the Conference.

Professional Standards

28. Under the chairmanship of Mr. Jan Janson, the Secretariat presented a consolidation of the Professional Standards for Senior managers and Operational managers resulting from the earlier work of the conference. Though no major new themes had been added, a number of additions had been made to both sets of standards which had help clarify and expand on the basic themes provided to the group. These were now providing a comprehensive basis for advice to Members and with some presentational material for the June 2007 Policy Commission and Council.
29. In the discussion that followed the delegates raised some concerns as to how these standards would be used by Members and stated that it should be made clear that these are educational standards and not performance standards.
30. It was also pointed out that the standards where very wide ranging and that there should be some further consolidation of the work before publication.
31. In terms of the presentation, it was suggested that the final version of the standards should take a taxonomy which would make it clear to the academic world what level any educational programmes they would develop should include.
32. In response the Secretariat agreed to include all of these points in the final draft and Leeds University agreed to assist with the taxonomy conversion.
33. In the final review Mr. Joe Kelly said that through the WCO diagnostic missions there is now understanding of that strategic managers need to fulfil their role as managers, not only as technical managers in the 21st century. The intention is to help provide standards against which Customs can judge the education and training in their organisations
34. He reminded the participants that this conference could only be an advisory group. The document on professional standards with the Annex 1 and 2 will not be presented to the Policy Commission as such. The cover page of the document will be reformatted i.e. with the explanation that a senior management team needs to have these qualifications as a group, not individually. Also, the standards in Annex 1 and 2 will be reformatted into academic terms. If the permission is given by the Policy Commission at its next meeting in June 2007 to go forward, the piloting can be started to translate the theory into the practice.
35. Concluding he stated that the third PICARD conference in 2008 was likely to be supported by the participants, and would review pilot results. The conference could also perhaps include a Customs education exhibition where universities can present what they are currently doing.

36. In concluding the discussion the Chair thanked the group for their work and stated that he was pleased to note the progress that had been made

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PROGRAMME

Tuesday 27 March 2007

- 8.30 – 9.30 Registration
- 9.30 – 11.00 Welcome by **Mr. Kunio Mikuriya**, Deputy Secretary General, WCO
- Outline of the PICARD Programme and briefing on latest developments,
Mr. Joe Kelly, Deputy Director, WCO, Capacity Building Directorate
- Introduction on the development of professional standards for Customs,
Mr. Joe Kelly
- 11.00 Coffee break
- 11.30 – 12.30 Facilitated workshops on the development of professional standards for Customs
- Strategic management
- Operational Management
- 12.30 Buffet lunch
- 14.00 – 16.00 Continuation of workshops
- 16.00 Coffee
- 16.30 – 17.30 Review of the findings of the workshops
- 17.30 – 18.00 Launch of the World Customs Journal
Mr. David Widdowson and **Mr. Kunio Mikuriya**
- 18.00 Closure of Day 1
- 18.00 Cocktail

Wednesday 28 March 2007

- 9.00 – 9.30 WCO perspectives on Supply Chain Security
Mr. Larry Burton, technical officer, Compliance and Facilitation, WCO
- 9.30 – 11.30 Presentations on current Supply Chain Security Research, and discussion

“Supply Chain Security: adding to an already complex operational and institutional environment”
Mr. Andrew Grainger, Freelance Consultant and academic

“Does the Container Security Initiative comply with the WTO law?”
Mr. Christopher Dallimore, Münster University
- 11.30 Coffee
- 11.30 – 12.30 “Voluntary Supply Chain Security programme impacts: An imperial study with BASC Member companies”.
Ms. Ximena Gutiérrez (main author) and **Mr. Juha Hintsa** (presenting), EPFL and IML; HEC University of Lausanne; Cross-Border Research Association

“Supply Chain Security management within sea-port nodes: A knowledge based approach”.
Mr. Olivier P. JOLY, Le Havre University

Rethinking cross-border trade. The ITAIDE Consortium.
Mr. Yao-Hua Tan, Vrije Universiteit Amsterdam
- 12.30 Lunch
- 14.00 – 15.00 Presentations on current Supply Chain Security Research and discussions
- 15.00 – 16.00 Discussions on the content of World Customs Journal 2
- 16.00 Coffee
- 16.30 – 17.30 Proposals for the finalization of the standards
- 17.30 Final review of the breakout session and opportunities for further co-operation.
Mr. Joe Kelly
- 18.00 Close

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Annex 1 Strategic Managers/Leaders

Profile

This is a person who looks beyond the business and provides leadership of the organization. His/her task is to deal with government and external stakeholders to influence, set and communicate the policy under which the Customs organization operates and is accountable for its performance.

In practice this will be a person at the level of regional director to director general or a member of the top management of a policy or support division/directorate.

Overall the individual will be expected to have developed to meet the following profile:

<p>Overall Knowledge Requirements</p>	<ul style="list-style-type: none"> • National and international policy/politics • Customs role in government and interaction with other government departments. • How customs ties into government • The Customs Business <ul style="list-style-type: none"> ○ Economic and Fiscal ○ Trade management ○ Social Protection ○ International/regional • Judicial and legal systems • (Basic) Macro Economics • Policy development and implementation • Financial management • Human Resource/Capital Management • Risk management • Information/knowledge management • The international supply chain • Trade practices • Basic Taxation knowledge • Modern Technological approaches to Customs and business • Public and media relations and communication • Principles of ethics, good governance & integrity • Customer Management
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<p>Overall Skill requirements</p> <p>Can we restructure into</p> <p>Management skills Leadership skills</p> <p>Not necessarily all in one individual</p>	<ul style="list-style-type: none"> • Leadership • Capacity to motivate • (Motivation) • Visioning • Inspiration • Strategic Planning • Intelligence assessment • Analytical • Decision making • Problem solving • Communication • Political skills • (Social skills to interact with all levels) Networking • internal/external customers • Negotiation Skills • Drafting skills • Change management • Programme/Project management • Basic computer skills • Research methodology • Creativity • Appropriate self-evaluation
<p>Overall Behavioral /Attitudinal requirements</p>	<ul style="list-style-type: none"> • Ethical • Role model • Empathy awareness • Confidence • Motivation • Objectivity • Customer orientation

Initial Draft Job Standards - Strategic Managers/Leaders

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>1. National and international policy/politics</p>	<p>The individual will demonstrate a critical understanding of the governments overall economic policies and social direction, its international and regional obligations and priorities.</p>	<p>The identification of the key players at governmental and international level with influence on Customs policy and resources</p> <p>Creation of as proactive system of information gathering to enable constructive engagement with government</p> <p>The ability to identify and provide advice to government of international and regional developments.</p> <p>International Customs Law</p>
<p>2. Customs role in government and interaction with other government departments.</p>	<p>Understanding of the role of customs in applying Government policy to people and trade at the frontier and its basic management control and collection requirements.</p>	<p>Identification the key Government departments with frontiers, trade and taxation requirements either working through Customs or working alongside customs.</p> <p>Establishment of effective consultancy networks and co-operative approaches to border management</p> <p>Knowledge of all the missions of</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>customs for itself and other administrations (public health, safety, etc).</p>
<p>3. The Customs Business</p> <ul style="list-style-type: none"> ○ Economic and Fiscal ○ Trade management ○ Social Protection ○ International/regional ○ Compliance Management 	<p>Understanding of the complex role of customs as a policy enabling and enforcement organization.</p> <p><i>Only general overview or understanding.</i></p>	<p>WTO Agreements and Annexes</p> <p>The Revised Kyoto Convention</p> <p>SAFE Framework of Standards</p> <p>Basic(?) Customs principles</p> <p>The economic role of customs in creating an attractive investment climate. Modern revenue assessment and collection techniques.</p> <p>The relationships between compliance, facilitation and enforcement. The controls required to develop, manage and influence a compliance culture.</p> <p>The public priorities for a safe and secure environment</p> <p>The international/regional priorities for a</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>secure supply chain (WTO, WCO, UNODC etc)</p> <p>The international/regional priorities for a secure society (Organized crime, Health, agriculture, WCO, UNODC etc)</p> <p>Obligations to regional Customs/Economic unions and free trade agreements</p> <p>Basic taxation knowledge</p>
<p>4. Aspects of judicial and legal systems relevant to Customs</p>	<p>Understanding of the operation of the international and national judicial system and legislative processes. The distinction between, primary and secondary legislation appropriate to the country. And the legislative drafting and enacting process</p>	<p>The key players in the governmental Judicial and legal system</p> <p>Good Governance</p> <p>Data Protection</p> <p>Separation of Legislature, judiciary and executive</p> <p>Prescribed procedures (including appeals)</p> <p>The use of statutory instruments, terminology regulations and proscribed procedures</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		The legal obligations and powers of customs and the legal obligations on the trade and public.
<p>5. (Basic) Macro Economics</p>	<p>Understanding of micro and macro economics.</p> <p><i>Only general understanding</i></p>	<p>Key players in the economy.</p> <p>Macro-Economics</p> <p>Contemporary economic concepts</p> <p>Government economic policy</p> <p>The balance between free trade and protectionism.</p> <p>The role of the tariff in economic development</p> <p>The economics of free trade and of protectionism</p> <p>Balance between control and compliance.</p> <p>(The role of the tariff in economic development)</p> <p>understand the effects of implementation of international decisions and of the tariff on the social</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>and economic development. <i>Should be one of the main knowledge components in developing countries.</i></p> <p>The creation of an economically attractive climate</p> <p>Business costs</p>
<p>5a Strategic Planning</p>	<p>Critical understanding of the internal and external environment</p>	<p>Translating vision to attainable goals</p> <p>Development of strategies to achieve governmental objectives</p> <p>Performance and effectiveness measurement</p> <p>Human Capital Management</p>
<p>6. Policy development and implementation</p>	<p>Understanding of the internal Customs policy requirements and procedures for their development and implementation</p> <p>Understanding national and international policy imperatives and translating them into internal customs policies</p>	<p>WTO Agreements and Annexes</p> <p>The Revised Kyoto Convention</p> <p>SAFE Framework of Standards</p> <p><i>(The distinction between policy and procedures)</i></p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>Be able to apply procedures corresponding to the policies. <i>or</i> Translation of strategy into operational policy.</p> <p>The policy development process within government (the distinction between strategic and operational policy.)</p> <p>The legislative basis for/ limitations on policy implementation Unclear Legal limits by legislative basis??</p> <p>The engagement of key stakeholders both to influence policy development and to assist with policy development</p> <p>Understanding of the basic principles of programme and project management</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>7. Financial management (Budget and resource planning and accounting)</p>	<p>Thorough understanding of procurement for and allocation of the financial, technical and human resources from government to effectively deliver the objectives of the Customs business</p>	<p>Relevant horizon scanning</p> <p>Strategic planning techniques</p> <p>The distinction between development and running costs, capital and operational costs.</p> <p>The national mechanism for planning budget requirements, negotiating budget allocations and the monitoring and accounting for budget allocations.</p> <p>Ability to set-up performance indicators</p> <p>Contingency planning</p> <p>Risk management as a resource allocation tool</p> <p>Basic Human Resource Management methodologies.</p> <ul style="list-style-type: none"> • Recruitment • Training • Performance management <p>Understanding of the basic principles of programme and project management</p> <p>Understand the basic principles of tendering and contracting</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>7A. Human Resource Management</p>	<p>Understanding policies</p>	<p>Basic Human Resource Management policies.</p> <ul style="list-style-type: none"> • Recruitment and retention • Training • Performance management
<p>8. Risk management</p>	<p>Understanding the context in which risk is to be managed including the information, intelligence, structural and system requirements for an effective risk management system which has both preventive and targeting elements.</p>	<p>The Revised Kyoto Convention</p> <p>National policy as a risk management tool</p> <p>The relationship between intervention and facilitation.</p> <p>(The relationship between compliance and facilitation.)</p> <p>The strategic use of risk management to control trade, protect society and combat cross-border crime</p> <p>The tactical use of risk management to (interdict) detect smuggling and terrorism, and to provide assurance.</p> <p>(The strategic use of risk management to control trade and prevent smuggling)</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>(The strategic use of risk management to control trade and interdict movement of the illicit goods and people)</p> <p>The importance of</p> <ul style="list-style-type: none"> • Approval • Audit • Anti-smuggling <p>in the risk management process</p>
<p>9. Information /Knowledge management</p>	<p>Identifying the sources of core information</p> <p>Understanding of the core information and systems required to manage and report on the customs business and maintain a corporate memory.</p>	<p>Identification of key performance indicators</p> <p>Essential management information on</p> <ul style="list-style-type: none"> • Resource use • Operational effectiveness • Contracting • Service providers • Performance measures (internal and external) <p>Essential accounting information</p> <p>The essential records needed to maintain a corporate memory.</p>
<p>10 The international supply chain</p>	<p>Understanding of the effective operation of the international supply chain and of the</p>	<p>The WTO Instruments for trade facilitation and safeguard measures</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
	<p>role of customs inside it. “both for import and export, the needs of its component parts and the opportunities it presents for effective control and trade facilitation</p> <p><i>Outlined part not clear, need global understanding. Also not clear because customs are part of the SC, and not above it.</i></p>	<p>The Revised Kyoto Convention</p> <p>The SAFE Framework of Standards</p> <p>Decrease the costs of customs controls & actions</p> <p>Supply chain management</p> <p>Customs impact on</p> <p>Opportunities /barriers</p> <p>The requirements of stakeholders, including:</p> <ul style="list-style-type: none"> • Banking and insurance sectors • (The) importers and exporters • (The) logistics companies • (The) transportation companies • Clearance agents • (Private importers and exporters • The traveling) public • International associations and organizations • National bilateral and multilateral agencies • The final clients (end of the

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>chain)</p> <p>Capacity to integrate customs inside the supply chain.</p>
<p>11 Trade practices</p>	<p>Understanding of the effective operation of the trading community nationally and internationally, the needs of its component parts and the opportunities it presents for effective control</p>	<p>Understanding trade terminology</p> <p>Understanding of the concerns and needs of various members of the trade community</p> <p>The understanding of the internal controls applied by business and their use by Customs</p> <p>The understanding of appropriate business practices that can be applied to the management of Customs e.g.</p> <ul style="list-style-type: none"> • Strategic management techniques • Management information systems • Estates management • Transport management • IT provision • Technical support • Communications
<p>12 Modern technological approaches to Customs and</p>	<p>Understanding of the use of computer technology to provide</p>	<p>To define the Customs IT requirement</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>business</p>	<ul style="list-style-type: none"> • simplification of processing • security of transactions • consistency of approach • IT governance • Management information • Effective control • Clear communications. • To create web-based products and services <p>Understand the use of other technology to support customs operations.</p>	<p>Understanding the costs, benefits and risks associated with technology acquisition and use.</p> <p>The application of electronic transfer and processing of supply chain information</p> <p>The effective linking of computer systems</p> <p>The limitations of computer systems</p> <p>Current technology available to Customs to support operations e.g.</p> <ul style="list-style-type: none"> • Scanners • X-ray • Source detectors • Radio and positioning equipment • Monitoring and tracking • Specialist search <p>To understand the tendering and contracting process required for the acquisition of new technology</p> <p>Intelligence and benchmarking (“veille technologique”) ??</p> <p>Return on experience (inside and</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>outside administration)</p> <p>Understanding the human brakes ??</p>
<p>13 Public and media relations and communication</p>	<p>Understand of the key role and techniques of communications (plays) in a modern customs department to create a compliance culture, demonstrate transparency, educate the trade and inform both government and the public.</p>	<p>Identification of key players in the national media and communications businesses</p> <p>Identification of internal and external communications strategies which</p> <ul style="list-style-type: none"> • Promote the goals of the organization. • Influence/educate Government, the trade and the public • Provide a strategic control methodology • Provide a high profile for Customs <p>identify communications techniques</p> <p>Ensure that all legislative and procedures are available for the public</p>
<p>14 Principles of ethics, good governance & integrity</p>	<p>Understand, practice and communicate the principles that underpin good governance</p> <p>Create an ethical environment</p>	<p>The Arusha declaration on Integrity</p> <ul style="list-style-type: none"> • Leadership • Regulatory framework • Transparency • Automation

KNOWLEDGE	SUMMARY	ESSENTIALS
		<ul style="list-style-type: none"> • Reform and modernization • Audit • Code of conduct • HR strategy • Morale • Relationship with Private sector <p>National laws and principles related to ethics and anti-corruption in the civil service.</p> <p>Sensitize the private sector to corruption issues (two-way problems)</p>
<p>15 Customer Management</p>	<p>Customer segmentation, customer satisfaction, customer dialogue</p>	<p>Understanding customer business needs</p> <p>Establish communication, consultation and partnerships</p> <p>Rules of engagement</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>1. Leadership</p>	<p>The ability to communicate a clear direction for the business to all levels. To assimilate and critically analyze, complex information to provide vision and disseminate clearly</p> <p><i>(The ability to encourage and inspire others) moved to motivation</i></p> <p>The ability to delegate responsibly, intelligently; monitor and adjust</p>	<p>Development of a new strategy</p> <p>Introduction of a reform and modernization programme</p> <p>Influencing the operational aspects of a new government policy</p> <p>Organization of the senior management team. <i>(Organization not reorganization)</i></p>
<p>2. Motivation</p>	<p>The ability to act and communicate in manner which encourages the participation and commitment of others in the desired direction</p> <p>The ability to encourage and inspire others</p>	<p>Encouraging staff to adopt new techniques</p> <p>Recognizing performance or desired behaviors</p> <p>The ability to present a range of perspectives in order to clarify and explain concepts</p>
<p>3. Visioning</p>	<p>The ability assimilate and critically analyze, complex information, establish a clear view of requirement and express in a clear and precise manner to all levels from government to operational staff</p>	<p>Setting and presenting a new strategic direction</p> <p>Selling the need for change to government or a donor.</p>

<p>4. Inspiration <i>(To be changed in French - bad translation)</i></p>	<p>The ability to encourage others to test their abilities in the interest of both themselves and the development of the organization.</p>	<p>Leading by example</p> <p>Providing support for new initiatives from senior management and/or operational staff</p> <p>High visibility with government trade and staff</p>
<p>5. Intelligence assessment</p>	<p>The ability to collect and assimilate information from a wide variety of sources to analyze strategically to provide relevant information to influence and direct the management and operation of the customs business.</p>	<p>Establishing a strategic network</p> <p>Creating stakeholder fora at a strategic level</p> <p>Encouraging trade/customs partnerships</p>
<p>6. Analytical ability</p>	<p>The ability to identify facts relevant to the customs business for a diverse range of sources , relate to the business requirement identify and resolve conflicts to consistently provide information on which sound decisions can be made</p>	<p>Implementing reviews or changes to government policy</p> <p>Developing effective change programmes</p> <p>Cost Benefit</p>
<p>7. Decision making</p>	<p>The ability to use information, assess risk, balance against business requirements, set a direction and establish clear</p>	<p>Providing strategic direction</p> <p>Resolving complex policy issues</p>

	objectives for others which best meets the business need	Identifying solutions to management problems which represent the best opportunity for the business Encouraging others to make decisions
8. Problem solving	The ability to work alone or with others to identify all aspects of an issue consider options and develop solution which best meet the business need	Resolving conflicts in senior management Encouraging creativity in senior management team
9. Communication	<p>The ability to clearly explain requirements to others at a wide variety of levels in a way that reflects viewpoints and fully engages them in the process and is empathetic to their situation and the business need</p> <p>The ability to actively listen to a range of viewpoints and create a climate in which to rationally debate issues and influence diverging opinions.</p>	<p>Presentations to Government</p> <p>Effective use of internal and external media (Press conferences)</p> <p>Presentations to operational staff</p> <p>High accessibility to stakeholders</p> <p>High visibility and accessibility to management team</p> <p>Encouraging others to speak</p> <p>Regular contact and empathy with operational staff</p> <p>Recognizing and acknowledging differing opinions</p>

<p>9a. Self evaluation skills</p>	<p>The ability to reflect on and to review personal performance</p>	
<p>10. Political skills</p>	<p>The ability to understand the needs of the key players both within and external to the organization and present arguments which are sensitive to their viewpoint or influence their viewpoint sensitively</p>	<p>Negotiations with Government. Regional and international representation Encouraging win-win situations Anticipating the needs of stakeholders.</p>
<p>11. Networking internal/external Customers (Social skills to interact with all levels)</p>	<p>The ability to maintain an effective personal relationship both externally and internally within the organization, that places others at ease and facilitates communication.</p> <p>The ability to mix business with pleasure</p>	<p>Effective use of social gatherings Maintaining position whilst demonstrating understanding of others Recognizing the morale value of social occasions</p>
<p>12. Negotiation skills</p>	<p>The ability to deal with a wide range of individuals to obtain the resources or change required by the business (either commercially or developmentally)</p> <p>The ability where ever possible in non commercial situations to create win-win situations.</p> <p>The ability to assert authority on</p>	<p>Negotiations with government Negotiations with stakeholders Commercial negotiations Negotiations with Unions</p>

	commercial negotiations whilst maintaining an effective relationship	
13. Drafting skills	<p>The ability to present written work which establishes its purpose, meets clearly and precisely the needs of the reader and logically presents information, issues and conclusions.</p> <p>The ability to construct reports which provide clear information, identify issues and present alternatives for action assists the reader in making decisions</p>	<p>Policy papers to Government</p> <p>Negotiation papers to Stakeholders</p> <p>Internal communication with staff at all levels</p> <p>Annual reports.</p>
14. Change management	The ability to strategically analyze the key components of the change process to clearly outline the need for change, empathize with those experiencing change and assist them in developing the new knowledge , skills and behaviors required.	<p>Customs reform and modernization</p> <p>Implementation of external reviews</p> <p>Implementation of internally generated changes</p>
15. Programme/Project management	The ability to scope a range of projects, to identify overlaps resolve conflict, and sequence into a strategic programme. To provide a steering mechanism and develop , manage, monitor and evaluate progress	<p>Customs reform and modernization</p> <p>Structural reform programmes</p> <p>Government reform programmes</p>

	The ability to change or stop projects which do not meet business requirements.	
16. Basic computer skills	<p>Computer literacy and awareness</p> <ul style="list-style-type: none"> • Basic document creation • Basic spreadsheet Creation • Basic presentation creation • Use of internet and intranet 	Not applicable
17. Research decipher/interpretation/structure	<p>To identify research needs</p> <p>To analyze, draw conclusions and make decisions about research findings</p>	
18. Creativity	<p>Be able to recognize individual talent</p> <p>Explore frontiers of knowledge</p> <p>Set a level of tolerance</p> <p>Recognizing limits and parameters for creativity</p>	Creative solutions to problems

Behavior	Requirement	Examples
<p>1. Role Model</p>	<p>Exhibiting behaviours which reflect the cultures and desired performance of the organization</p>	<p>Treating all staff with respect</p> <p>Rewarding and acknowledging good performance</p> <p>Tackling poor performance</p> <p>High visibility</p>
<p>2. Ethics</p>	<p>Behaving in an manner that demonstrates the high value placed on integrity and good governance</p>	<p>Advocating a zero tolerance policy on corruption and be able to implement it inside the administration</p> <p>Attending all major integrity events</p> <p>Conducting regular external surveys on ethics</p> <p>Fighting actively against corruption</p>
<p>3. Empathy</p>	<p>Showing and understanding of the situation of the staff within the organization Without compromising personal and official values</p>	<p>Visible and well briefed when meeting staff</p> <p>Explaining issue clearly and honestly</p> <p>Acknowledging and Dealing effectively with opposing views</p>

<p>4. Confidence</p>	<p>Communicating at all levels in a manner that shows belief in the organization and its ability to deliver against Government and public requirements</p>	<p>Transparency in dealing with management and policy issues</p> <p>Dealing quickly and effectively with rumors</p>
<p>5. Objectivity</p>	<p>No undue favoritism</p> <p>Dispassionate view of issues</p> <p>Well-informed, measured decision making</p>	
<p>6. Customer oriented</p>	<p>Focusing on trade/public facilitation</p>	<p>Understanding customer needs and their business environment</p> <p>Development and implementation of Customer service standards</p> <p>Ensuring compliance with international best practice</p>

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Annex 2 Operational Managers/Leaders

Profile

This is a person with the day to day responsibility for managing the operation of the business:

He/she will have a very sound knowledge of customs operations in at least one of its specialities. Alternatively he/she will be a middle manager in one of the HQ Policy Units or Support Areas. In practice this will be a person from Head of office or port to team leader level

Overall the individual will be expected to have developed to meet the following profile:

<p>Overall Knowledge Requirements</p>	<ul style="list-style-type: none"> • (Customs role in government and) interaction with other government departments. • Role and responsibilities of managers within Customs organization • Budget planning and human resources • Information management • Information and Communication technology • Culture of the administration • Tax and revenue collection • The Customs Business <ul style="list-style-type: none"> ○ Economic and Fiscal <ul style="list-style-type: none"> ▪ Detail. E.g. Define customs regimes ○ Trade management ○ Social Protection <ul style="list-style-type: none"> ▪ Detail. E.g. IPR ○ International/regional ○ Compliance Management • Judicial and legal systems • (Basic) Micro Economics • Risk management • The international supply chain • (Public relations and communication) • Principles of ethics, good governance & good service • IT knowledge <p>Technical knowledge appropriate to a specialization*</p>
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* Specializations include but are not limited to the following:

Processing; Facilities; Risk Assessment; Audit; Compliance management; International affairs and cooperation; Legal affairs; Investigation; Intelligence; Anti-smuggling; Procedures; Inspections and controls; Headquarters policy.

Overall Skill requirements	<ul style="list-style-type: none">• Leadership• Motivation• Inspiration• (Intelligence gathering)• Information gathering and processing• Analytical• Decision making• Problem solving• Communication of information and ideas• Social skills to interact with all levels• Negotiation Skills• Drafting skills• (Basic) computer skills• Ensure regulatory integrity• Time management• Coping with stress and pressure• Manage performance• Managing staff• Manage risk• Appropriate Foreign language• Conflict containment• Stress management• Representational skill• Technical skills appropriate to their specialization
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Overall Behavioral /Attitudinal requirements	<ul style="list-style-type: none">• Ethical• Role model• Empathy awareness• Confidence• Customer oriented• Objectivity• Dedication• Ability to evolve in its professional environment
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Initial Draft Job Standards – Operational Managers/Leaders

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>1. Customs role in government and interaction with other government departments.</p>	<p>Knowing the government policies and priorities which define the role of customs in the area of command and the roles of OGDS within the command</p> <p>Ability to evolve in its economic environment</p>	<p>Collaboration with OGDS and co-ordination</p> <p>Understanding the powers of OGDS and their relation to customs,</p>
<p>1AA Know the role of customs and its usual partners</p>	<p>Knowledge of the customs economic environment.</p> <p>Be able to relay the policy defined at strategic level.</p>	
<p>1AB Knowledge of the administration</p>	<p>Reports, hierarchy, structure of the administration</p>	
<p>1A. Role and responsibilities of managers within Customs organization</p>	<p>Understanding their role in the context of the large organization, how they interface and interact with other operational units and how they impact others</p>	<p>The identification of new initiatives that compliment trade facilitation and border security and translate them into policy</p> <p>Thorough knowledge of regulations and policies and correlation between regulatory framework and functioning of the organization</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>Development of operational guidelines that complement organizational goals</p> <p>Remaining current with new trends and technology</p>
<p>1.B Budget planning and human resources</p>	<p>Development of bids for an allocating the financial, technical and human resources from government to effectively deliver the objectives of the Customs business</p>	<p>Budget development and tendering</p> <p>The distinction between development and running costs, capital and operational costs.</p>
<p>C. Information management</p>	<p>Understanding of the core information and systems required to manage and report on the customs business and maintain a corporate memory.</p>	<p>Development, Identification and monitoring of Key performance indicators</p> <p>Essential management information on Resource use Operational effectiveness Contracting Service providers Performance measures (internal and external)</p> <p>Essential accounting information</p> <p>The essential records needed to maintain a corporate memory.</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>D. Information and Communication technology (ICT)</p>	<p>Understanding and remaining up to date on the available information technologies that are applicable for the area of operational unit</p>	<p>Ability to extract and communicate information from core systems</p>
<p>2. The Customs Business</p> <ul style="list-style-type: none"> ○ Economic and fiscal ○ Trade management ○ Social protection ○ International/regional ○ Compliance management 	<p>High Technical knowledge of the customs fields</p>	<p>The individual can demonstrate they understand Compliance Management and explain the concept to their staff.</p> <p>Basic commercial awareness Trade terminology, documentation etc</p> <p>Revenue collection</p> <p>Master the customs law and be fully aware of procedures and their impact on the development & employment</p> <p>Know & master tariff, rules of origin</p> <p>Know revised Kyoto and Annexes</p>
<p>3. Judicial and legal systems</p>	<p>Deep knowledge of the capacities of partners (and procedures for) to appeal on customs decisions -> Give confidence to the operators</p>	
<p>4. (Basic) financial and resource</p>	<p>Knowledge of development economy</p>	

KNOWLEDGE	SUMMARY	ESSENTIALS
management ((Basic) economics)	and of the role and impact of customs, economic phenomena	
5. Risk management	<i>Cannot be defined in a few minutes. Heart of the Job</i>	Capacity to set up & animate a structure able to collect, analyze information & orientate the control policy in terms of targeting.
6. The international supply chain	<i>As an operational, can be placed somewhere on the supply chain. The specific parts (e.g. import, export) could be mentioned there.</i> Understanding of the effective operation of the international supply chain and of the role of customs inside it both for import and export.	
7. Public relations and communication		
8. Principles of ethics & good governance		Be able to check the data collecting process leading to the establishment of performance indicators
8A. IT Knowledge	Knowing the IT systems of its environment (e.g. brokers, shippers systems, etc.)	

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>9. Technical knowledge appropriate to a specialization*</p>		<p>Understanding their operational environment</p> <p>Computer literacy appropriate to operational system</p>

* Specializations include but are not limited to the following:

Processing
 Facilities
 Risk Assessment
 Audit
 Compliance management
 International affairs and cooperation
 Legal affairs
 Investigation
 Intelligence
 Anti-smuggling
 Procedures
 Inspections and controls
 Headquarters policy

May be grouped in 2 or 3 themes/poles (control/audit, enforcement, analysis → performance indicators)

SKILLS	REQUIREMENT	EXAMPLES
<p>12. Leadership</p>	<p>The ability to communicate a clear direction for the business to all levels. To assimilate and critically analyze, complex information to provide vision and disseminate clearly (The ability to encourage and inspire others) The ability to delegate responsibly, intelligently; monitor and adjust</p>	<p>Development of a new strategy</p> <p>Introduction of a reform and modernization programme</p> <p>Influencing the operational aspects of a new departmental policy</p> <p>(Re)organization of the local management team.</p> <p>Gathering and influencing the different actors in their activities, including economic operators</p>
<p>13. Motivation</p>	<p>The ability to act and communicate in manner which encourages the participation and commitment of others in the desired direction</p> <p>The ability to encourage and inspire others</p>	<p>Creating motivational tools</p> <p>Encouraging staff to adopt new techniques</p> <p>Recognizing performance or desired behaviors</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>14. Inspiration</p>	<p>The ability to encourage others to test their abilities in the interest of both themselves and the development of the organization.</p>	<p>Leading by example</p> <p>Providing support for new initiatives from senior management and/or operational staff</p> <p>High visibility with trade and staff</p>
<p>15. Intelligence gathering and exploitation</p>	<p>The ability to collect and assimilate information from a wide variety of sources to analyze operationally to (provide relevant information to influence and direct the operation of the customs operations.) orientate control and enforcement actions</p>	
<p>16. Analytical ability</p>	<p>The ability to identify facts relevant to the customs business from a diverse range of sources , relate to the business requirement, identify and resolve conflicts and to consistently analyze and use information (on which sound decisions can be made)</p>	<p>Implementing reviews or changes to departmental policy</p> <p>Developing effective change programmes</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>17. Decision making <i>Essential point</i></p>	<p>The ability to use information, assess risk, balance against operational requirements, set a direction and establish clear objectives for others which best meets the business need.</p>	<p>Implementing (Providing) operational direction</p> <p>Resolving operational issues</p> <p>Encouraging others to make decisions</p>
<p>18. Problem solving</p>	<p>The ability to work alone or with others to identify all aspects of an issue consider options and develop solution which best meet the business need</p>	<p>Resolving conflicts in operational management</p> <p>Encouraging team creativity</p>
<p>19. Communication</p>	<p>The ability to clearly explain requirements to others at a wide variety of levels in a way that reflects viewpoints, fully engages them in the process and is empathetic to their situation and the business need</p> <p>The ability to actively listen to a range of viewpoints and create a climate in which to rationally debate issues and influence diverging opinions.</p>	<p>Presentations to operational staff</p> <p>High accessibility to stakeholders</p> <p>High visibility and accessibility to management team</p> <p>Encouraging others to speak</p> <p>Regular contact and empathy with operational staff</p> <p>Recognizing and acknowledging differing opinion</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>20. Social skills to interact with all levels</p>	<p>The ability to maintain an effective personal relationship both externally and within the organization that places others at ease and facilitates communication.</p> <p>The ability to mix business with pleasure</p>	<p>Effective use of social gatherings</p> <p>Maintaining position whilst demonstrating understanding of others</p> <p>Recognizing the morale value of social occasions</p>
<p>9a. Self evaluation skills</p>	<p>The ability to reflect on and to review personal performance</p>	

SKILLS	REQUIREMENT	EXAMPLES
<p>10. Negotiation skills</p>	<p>The ability to deal with a wide range of individuals to obtain the resources or change required by the business (either commercially or developmentally)</p> <p>The ability where ever possible in non commercial situations to create win win situations.</p> <p>The ability to assert authority on commercial negotiations whilst maintaining a (effective) privileged relationship</p> <p><i>Remark: Mostly internal negotiations</i></p>	<p>(Negotiations with government)</p> <p>Negotiations with stakeholders</p> <p>Commercial negotiations</p> <p>(Negotiations with Unions)</p> <p><i>(strategic level - Negotiations with government & Unions)</i></p> <p>Negotiations with stakeholders</p> <p>Commercial negotiations</p> <p>Ability to listen and be persuasive</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>11. Drafting skills</p>	<p>The ability to present written work which establishes its purpose, meets clearly and precisely the needs of the reader and logically presents information, issues and conclusions.</p> <p>The ability to construct reports which provide clear information, identify issues and present alternatives for action, assisting the reader in making decisions</p>	<p>(Policy papers to Government)</p> <p>Negotiation papers to Stakeholders</p> <p>Internal communication with staff at all levels</p> <p>Annual reports.</p> <p>Reporting is one of the key competencies</p>
<p>12. (Basic) Functional computer skills</p> <p><i>Move the item to Knowledge?</i></p>	<p>Computer literacy and awareness</p> <ul style="list-style-type: none"> • Basic document creation • Basic spreadsheet Creation • Basic presentation creation • Use of internet and intranet • Using databases (queries) <p>Knowing how to use the customs system,</p> <p>Knowing all the functions.</p>	
<p>13. Ensure regulatory integrity</p>	<p>Being uncompromising and exemplar in terms of integrity</p>	<p>Elaborate an integrity handbook/manual</p>

SKILLS	REQUIREMENT	EXAMPLES
14. Manage performance	Ability to guide the activities of the departments in achieving quantitative and qualitative targets. Making sure proving the reliability of the different elements used to establish performance indicators	
15. Manage operational risk	Capacity to assume and manage the risks Prevention <i>Not clear for the participants</i>	

BEHAVIOR	REQUIREMENT	EXAMPLES
<p>1. Ethics</p>	<p>Behaving in an manner that demonstrates the high value placed on integrity and good governance</p>	<p>Advocate a zero tolerance policy on corruption</p> <p>Attending all major integrity events</p> <p>Conducting regular external surveys on ethics and sanction</p> <p>Fighting actively against corruption</p>
<p>2. Role Model</p>	<p>Exhibiting behaviours which reflect the cultures and desired performance of the organization</p>	<p>Treating all staff with respect</p> <p>Rewarding and acknowledging good performance</p> <p>Tackling poor performance</p> <p>High visibility</p> <p>Customer orientated</p> <p>Learning orientated</p>

BEHAVIOR	REQUIREMENT	EXAMPLES
3. Empathy	Showing and understanding of the situation of the staff within the organization Without compromising personal and official values	Visible and well briefed when meeting staff Explaining issue clearly and honestly Acknowledging and Dealing objectively with opposing views
4. Confidence	Communicating at all levels in a manner that shows belief in the organization and its ability to deliver against Government and public requirements	Transparency in dealing with management and policy issues Dealing quickly and effectively with rumors
5. Customer oriented	Focusing on trade/public facilitation?	Understanding customer needs and their business environment? Development and implementation of Customer service standards? Ensuring compliance with international best practice?

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