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Dear CBRA Monthly Reader,

I have a great pleasure to announce that the Transported Asset Protection Association (TAPA) has launched a new study to increase common understanding of the total cost of cargo theft (TCCT) for manufacturing companies and logistics service providers. The study is conducted by an academic consortium of three partners - Mays Business School at Texas A&M University, Cross-border Research Association and University of Borås - under the oversight of TAPA Americas, Asia and EMEA.

The TCCT-study is carried out in following four stages:

- Stage 1. Study preparations, including literature review, detailed scoping, workshop scripts / questionnaires etc.: January – May 2016
- Stage 2. Detailed workshops (physical and/or virtual) at 20-30 TAPA member companies: May – December 2016
- Stage 3. Survey (focus on validation and generalizability) with all TAPA members: January – March 2017
- Stage 4. Report production, first a draft report and then the final one: January – August 2017.

The 20-30 TAPA manufacturers and logistics companies participating in the Stage 2 workshops will have a unique opportunity to exchange ideas with leading practitioners and academics on cargo security, and they will also be among the first ones to receive the TCCT-study's final report that enables them to compare their security activities against the industry benchmark. All members of TAPA benefit collectively from new insights that help business managers to determine the optimal level and allocation of cargo security investments. In addition, the new insights into the total cost of cargo theft will increase awareness of key governmental policy makers and law enforcement agencies of the urgency of the cargo theft problem.

Next to having 20-30 TAPA manufacturing and logistics companies as the main data source for the TCCT-study, we plan to invite several law enforcement, security services, insurance sector and other key experts to make contributions to the study, as members of the study expert panel. If you have any suggestions regarding the expert panel members, please send us an email, by 31 May 2016.

I hope You enjoy reading this CBRA Monthly 4/2016 issue – and as usual, please do not hesitate to contact us with any suggestions, comments or questions!

In Lausanne, 30 April 2016,

Dr. Juha Hintsa
Executive Director of CBRA



Blog: Three calls for journal and conference papers

This CBRA Blog advertises three important calls for papers in 2016: *Special Issue for Journal of Transportation Security* (to be published in 2017); the *11th WCO Customs-Academia PICARD Conference* (Sep.2016); and the *7th European Intelligence and Security Informatics Conference* (Aug.2016).

1. Journal of Transportation Security, Special Issue: Enhancing supply chain security through government-to-government and government-to-business partnerships and collaboration



Journal of Transportation Security (JTRS):

The 9/11 terrorist attacks and the subsequent events have compelled stakeholders to understand transport security as more than a single element of the global networks that move people and goods. Once a routine component of modern transportation, security now represents a vital necessity and an urgent national priority. The Journal of Transportation Security probes the relevant aspects of many critical areas of study, including supply chain and logistics; information technology; public policy; international business; political science; engineering; transportation; economics; and counterterrorism, among others. This journal is the first to take a global, apolitical, and in-depth multidisciplinary look at the field. The mission of the journal is to disseminate new research, thought, and analysis for teachers, researchers, policy makers and practitioners around the world who view transportation security as a critical element in the post 9/11 world.



Partnerships and collaboration play a crucial role in the fight against crime in the global supply chains. Investments in traditional security areas such as physical security, personnel security, and IT

security no longer suffice. Both government and business actors should extend their security efforts beyond their organizational boundaries, by fostering relationships with each other. Further government-to-government and government-to-business collaboration has a great potential to improve security of the supply chain and regulatory compliance of the trading community, while facilitating trade and logistics for the legitimate, security aware companies. The scope of collaboration covers a broad range of activities, including sharing of



information and data; investing in common resource pools and sharing resources; and agreeing on optimum protocols for conducting inspections and audits in the supply chains. Enhancing the information exchange, for example, would help governments and companies to prevent and detect security breaches in supply chains and to recover faster once the breaches happen. In principle, both government and business actors share a common goal of mitigating crime in the global supply chains. Priorities and procedures, however, differ markedly between various business actors (e.g., shippers, carriers, freight forwarders) and government agencies (e.g., customs, police and transport security authorities).

Call for abstracts for the JTRS Special issue is open until 30 September 2016

(CBRA / Dr. Juha Hintsa is the lead guest editor for this special issue; and abstract review panel consists of multiple experts in FP7-CORE project).

2. The 11th Annual WCO Picard Conference - Manila, Philippines - 27-29 September 2016

The World Customs Organization and the Philippine Bureau of Customs are pleased to announce the 11th annual WCO Picard Conference. You are invited to submit your research for presentation at the conference. Papers

should focus on Customs or, more globally, the regulation, dynamics, and practices of international trade. Although not required, writers could consider submitting research on the following topics: Digital Customs; security; taxation and other revenue matters; and illicit trade.

Call for papers is open until 15 June 2016

(CBRA / Dr. Juha Hintsa is part of the Scientific Board for the conference; and he also belongs to the PICARD Advisory Group).



3. The 7th European Intelligence and Security Informatics Conference (EISIC) - Uppsala, Sweden – 17-19 August 2016

Intelligence and Security Informatics (ISI) research is an interdisciplinary field of research that focuses on the development, use, and evaluation of advanced information technologies, including methodologies, models and algorithms, systems, and tools, for local, national and international security related applications. Over the past decade, the ISI research community has matured and delivered an impressive array of research results that are both technically innovative and practically relevant. The 2016 European ISI Conference is the seventh ISI conference to be organized by the European ISI community. The conference was first held in 2008 and has been organized annually since 2011.



Call for papers is open until 18 May 2016

(CBRA / Dr. Toni Männistö delivers a keynote presentation on FP7-CORE, focusing on Supply chain security education and training (CORE WP19.1)).



Interesting video-links

(visit: <http://www.cross-border.org/weblinks/videos/>)

Customs protects and serves

<https://www.youtube.com/watch?v=l4njPC-FKis>

What is the TIR System?

<https://www.youtube.com/watch?v=QEHny1TYynM>

World imports of fake goods worth nearly half a trillion USD a year

https://www.youtube.com/watch?v=5Y_woFLFmGI

A Day in the Life of Air Traffic Over the World

<https://www.youtube.com/watch?v=G1L4GUA8arY>

Global ship traffic seen from space - FleetMon Satellite AIS and FleetMon Explorer

<https://www.youtube.com/watch?v=gtffmxJmehs>

One minute in the life of the EU Customs Union

<https://www.youtube.com/watch?v=hWhAcztn06k>

WCO video on customs enforcement

<https://www.youtube.com/watch?v=C1Y07bXIMdo>

Cargo theft / TAPA

<https://www.youtube.com/watch?v=CBnu8yO8Bmc&feature=youtu.be>

CISCO SCS

<https://www.youtube.com/watch?v=97Tnjr72IoQ>

Maritime Port Authority of Singapore

<https://www.youtube.com/watch?v=PcJGqBFoexo>





Blog: Update on CBRA website in April 2016

In today's CBRA Blog we explore the latest developments at the www.cross-border.org website



First update: As part of the FP7-project CORE, our research institute CBRA is responsible for maintaining and updating the so called "FP7-CORE Information Observatory", which gives you 10-15 regular reviews and updates per month on supply chain security and trade facilitation policies, regulations, standards, good practices, roadmaps, research papers etc. – for the benefit of FP7-CORE partners, and beyond. Each CORE Observatory entry has a title and a summary, visible to every user. At the end of the summary we provide a URL for the source document, whenever an electronic version is available in public domain. The full review text is available only for the registered users, who also receive the CBRA Monthly Newsletter. Any user – registered or not – can search CORE Observatory entries either via pre-defined keywords / tags - most common ones listed on the right side of the web page - or via free text search. The "tag cloud" image in this Blog visualizes the most popular 40+ keywords across near 70 CORE-Observatory entries (plus few CBRA Blogs and CBRA Interviews). These tags can be clicked on our website, in order to get a listing of all reviews with a specific tag (you can find a basic tag listing on the right-bottom column at www.cross-border.org; the tag cloud itself does not support clicking...).



Second update: Since some 1.5 months ago, we have started to use Twitter actively to share with you interesting news on supply chain security, trade facilitation and so

forth. We aim to tweet relevant items and updates we have run across for example in LinkedIn, in our research partner websites, in regular news sources, and - of course - in Twitter itself. Since early March 2016, our 100+ tweets contain information from the World Customs Organization, from INTERPOL and Europol, from the United Nations Office on Drugs and Crime, from the United Nations Conference on Trade and Development, from the World Economic Forum, from the Secretariat for Economic Integration in Central America, just to name but few examples. You can always find our latest five tweets on our website – the right column, middle. And, a subset of the tweets makes their way to our News and updates page – www.cross-border.org/news - where they are displayed on a permanent basis, together with the CBRA Blog, CBRA Interview and CORE-Observatory entry headings...



Third (and last) update: We recently opened a webpage with Interesting web links, including International organizations, Customs administrations and Interesting videos. The first category covers the majority of inter-governmental organizations, global or regional, as well as the trade and business associations we are regularly dealing with in our research and education activities. The second category of the web links we are particularly proud of: our goal is to keep up to date our web link page for all the WCO member administrations, 180 in total, under the five main (habitable) continents: America, Europe, Africa, Asia and Oceania... Naturally we understand that many of these websites have their "up and down times"; URLs change; etc. – we just simply aim to check the functioning of them every one to two months, while indicating with three stars, ***, when one or more web sites are down / out of



order. The third category of web links is about educational videos, mainly in YouTube, visualizing global aviation and maritime traffic and flows; EU and WCO customs matters; supply chain security management and standards by the private sector; and so forth.

To conclude: **Dear reader of the CBRA Blog / visitor at the CBRA website / reader of the CBRA Monthly / University**

students - we would love to hear back from you if you find any of this content on our website useful in your daily work or studies... And please feel free to suggest us any additional content you would like us to include at www.cross-border.org – for the benefit of yourself, and the broader community of our readers / registered users / web site visitors...! Thanks everyone, Juha.

CALL FOR PAPERS: 11th Annual WCO Picard Conference, Manila, Philippines, 27-29 September 2016

The World Customs Organization and the Philippine Bureau of Customs are pleased to announce the 11th annual WCO Picard Conference. The Conference will take place in Manila, Philippines, 27-29 September 2016.

You are invited to submit your research for presentation at the conference. Papers should focus on Customs or, more globally, the regulation, dynamics, and practices of international trade.

Although not required, writers could consider submitting research on the following topics: Digital Customs; security; taxation and other revenue matters, and illicit trade.

Digital Customs, which is the WCO's annual theme for 2016, refers to any automated or electronic activity that contributes to the effectiveness, efficiency, and coordination of customs activities, such as automated customs clearance systems, the single window concept, the use of "Big Data", electronic exchange of information, websites to communicate information and promote transparency, and the use of smart phones.

The Security topic refers to the contribution of customs to secure territories at the border and against threats accompanying trade flows, in different frameworks and environments: from borderlands where trade is highly facilitated to conflict and post-conflict zones where customs and civilian enforcement agencies seek to restore the presence of the State.

Taxation and other revenue matters include, but are not limited to, the sub-themes of the relationship between transfer pricing and Customs valuation, the use of taxation to reduce negative externalities and internalities, informal trade practices, classification and valuation, excise taxes, and VAT.

The illicit trade topic includes any international trade non-compliant with cross-border regulations, including both prohibited and legal goods.

The Conference in particular welcomes and encourages attendance and paper submissions from customs

professionals as well as researchers from academic disciplines, such as anthropology, criminology, economics, political science, geography, history, international relations and international trade, and law. The WCO Research Unit is particularly interested in an interdisciplinary approach with different perspectives, approaches, and methodologies regarding contemporary systems of regulation and control at borders, and papers co-authored by customs officials and academics. The WCO Research Unit has taken this approach at other research conferences with great success.

Please note that papers are required; abstracts alone will not be considered.

Alternatively or in addition, you are invited to propose a panel consisting of two or three speakers on a cohesive subject that would include the presentation of research already conducted or nearing completion by 15 June 2016. The WCO would like to encourage customs and academics to engage on comparative and policy relevant research on customs issues: panel proposals are an ideal format for such discussions to take place.

To respond to this Call for Papers, please submit papers or panel proposals by email to picard2016@wcoomd.org no later than 15 June 2016.

The WCO is particularly grateful to:

- The Philippine Bureau of Customs for hosting the Conference.
- The Korea Customs Service for its donor support.
- The Scientific Board Members, including Sam Bautista, Emmanuel Brunet-Jailly, Juha Hintsa, Alena Ledeneva, Mick Moore, Dennis Ndonga, Cedric Parizot, Gaël Raballand, Jeffrey Snyder, and David Widdowson, for participating in the selection of papers.





Blog: Hold on, before blaming it on the OGAs!

It is common since many years already that the global customs community is pointing their “blaming finger” to other government agencies – OGAs – when it comes to identifying root causes behind too long cargo release times at sea ports and other border crossing points, high costs for importers and exporters to conduct international trade, and so forth. Now, without denying this as a plausible scenario, the CBRA research team proposes to take one step backwards, by first building a solid framework for analyzing and deeply understanding what is actually happening at the borders with Customs and all the other agencies, before rushing to conclusions on “who is to be blamed for poor / expensive cross-border performance...”. Therefore - for both educational purposes (FP7-CORE, work package 19.1) and for analytical purposes (Border Agency Cooperation study with the Organization of Islamic Cooperation, OIC), we have produced the following “universal border control task list” - naturally understanding that a perfect single universal list cannot exist. The list is first exploited during April-May 2016 in the OIC Embassy survey (here in Switzerland), to explore who is responsible for specific cross-border controls in various OIC member countries, and to what extent customs is performing tasks on behalf of other (border) agencies.

Later, we plan to use this as a “de-facto border agency control check-list” in our future studies, across the globe. Again, the first step before analyzing which agencies to blame, is all about understanding what are the typical cross-border control tasks all about, considering all three task categories:

- Border control tasks which typically cover all commodities;
- Border control tasks which typically focus on specific commodities; and
- Other border agency control areas.

Now, let's go through all three of them, starting with the first one, and followed by the other two:

Border control tasks which typically cover all commodities:

- Calculation and collection of indirect border taxes:
 - o customs duties
 - o sales / value added taxes
 - o excise taxes
- Calculation and collection of other import/ transit/ export fees and taxes (e.g. environmental fee at export)
- Compilation of trade statistics



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Border control tasks which typically focus on specific commodities:

- Control of import quota restricted products
- Calculation and granting of export subsidies
- Control of product safety / conformity of goods / trading standards (please separate agencies per product category, if necessary)
- Control of food, drinks, cigarettes, pharmaceuticals (including for general health and safety purposes)
- Control of energy related materials / products (e.g. oil and coal, could be for export taxation purposes etc.)
- Enforcement of intellectual property rights / fight against copyright infringements / anti-counterfeit
- Control of plant diseases, pests and extraneous species (i.e., phytosanitary controls)
- Animal quarantine and controls (i.e. veterinary controls, including pet controls)
- Control of any biohazards (including deliberate ones)
- Control of CITES protected species (i.e. endangered fauna and flora)
- Control of natural resources under license requirements, harvesting quotas etc. (including specific fish, wood, minerals, diamonds etc.)
- Control of cultural artifacts (stolen / looted, and/or illicitly traded)
- Control of any stolen goods (including vehicles, machinery, cargo etc.)
- Fight against drugs / illicit narcotics trafficking (including pre-cursors)
- Control of waste flows (including those in the Basel Convention on transboundary movements)
- Control of dual use / strategic goods
- Control of dangerous goods / hazardous materials
- Control of explosives and weapons:
 - o explosives (including pre-cursors)
 - o small arms and light weapons
 - o defense / war materials
- Control of nuclear and radioactive materials

Other border agency control areas:

- Conveyance / cargo transport security and safety controls:
 - o for maritime, including sea ports
 - o for aviation, including airports
 - o other modes: road, rail, inland waterways etc.



- Traveler, crew and immigration controls:
 - o visa and passport controls
 - o trafficking of human beings and people smuggling
 - o asylum seekers
 - o passenger cars and vehicles in terms of temporary admission
- Control of weight of cargo (including for road safety purposes)
- Cash controls (cash smuggling and counterfeit currency)
- Cyber security (customs and supply chain IT systems, critical infrastructure IT etc.)

Dear CBRA Blog and CBRA Monthly readers: we kindly invite your inputs to make the list more comprehensive / better in the future, so please send us an email with your ideas, to cbra@cross-border.org. And thanks already now to the multiple experts from national Customs administrations and international organizations for your valuable help so far– it has been great working with you on all these studies, keeping them as pragmatic as possible... (detailed acknowledgements will be published later). And it goes without saying that soon we will start looking on the next-step aspects on customs versus other government agencies, in the context cross-border supply chain costs and delays – please stay tuned for more!



Interview with Mr. Chris Thibadeau and the Barbados ESW

CBRA Interview with Mr. Chris Thibadeau, on the Barbados Single Window

Hi Chris, and thanks for agreeing to join CBRA Interview. Can you first tell a bit about yourself, your background, where you work and so forth?

Sure thing. For those that don't know me, I'm an ex Customs official and a mediocre hockey player from Canada. I worked at Canada Customs for about 17 years. In 2006, I joined a firm called GreenLine Systems as a Vice President and went to work on contract as a resident subject matter expert for US Customs and Border Protection in their Office of Anti-Terrorism. In Canada I was awarded a Government of Canada Technology Award gold medal and the Canadian Public Service Award of Excellence for leading the design and development teams responsible for the TITAN automated risk assessment system.

I am a co-author – along with you, Juha, and other colleagues - of the World Customs Organization's Customs Risk Management Study, the Inter-American Development Bank's Knowledge and Capacity Product on Risk Management of Cargo and Passengers, and the WCO's "Global Container Security and Identification of High Risk Indicators" that served as a core input to the General High Risk Indicator document.

GreenLine was acquired by A-TS in 2013 and then PAE in 2015. Over the last 10 years, I've been responsible for leading the development and providing guidance to internal and external clients and stakeholders for solutions that provide a customized risk management solution to support screening and facilitation of cargo, passengers, and conveyances. I also just completed my Master's degree in International Customs Administration from the Charles Sturt University in Australia.

It's great to be here Juha and nice to see you again!

Thanks Chris for the comprehensive background notes, and great to see you too again, since quite some while! In 2015, the Barbados Government initiated an Electronic Single Window project sponsored and funded by the InterAmerican Development Bank. Can you provide an overview of this project?

The Barbados Government recently initiated a major

project to modernize Barbados with an Electronic Single Window, or, ESW. Sponsored and funded by the Inter American Development Bank, the ESW initiative intends to optimize the management of trade facilitation and border security through the use of new border management technologies to be developed by my firm, A-T Solutions and its partner, a Canadian-based commodity classification specialist, 3CE Technologies. The ESW intends to provide a Single interface for the exchange of trade-related documents between the trading community, customs, and other government agencies with a stake hold in border processing. The ESW will also provide a public one stop user-friendly repository for comprehensive tariff and regulatory trade information, government advisories, and training materials.

Ultimately, the ESW project intends to reduce business costs involved in the movement of goods for export and import, international trade, particularly to maximize the efficiency of Customs and trading processes and improve integration with related agencies that involve legal and business partners in the trading community.

Our ESW seeks to establish an integrated solution for commercial trade processing that addresses both the needs of the Barbados Customs mandate and those of 30 other government agencies, OGAs. It is believed that this initiative will expand the number of OGA programs that interact with Customs commercial processing and deliver a more advanced electronic approach to the collection, consolidation and dissemination of commercial trade data for both the trade community and regulating programs.

Which other government agencies, OGAs – next to Customs – will benefit from the ESW?

At this stage we are working directly with 30 OGAs, including, but not limited to, the following ones: Ministry of Agriculture - Animal Health, Food Safety, Plant Health; Barbados Defense Force; Barbados Drug Service; Barbados Licensing Authority; Barbados Investment and Development Corporation; Barbados Police Service; Barbados Port Incorporated; Barbados Postal Service; Barbados Revenue Authority; Department of Commerce And Consumer Affairs; Department of Corporate Affairs and Intellectual Property Office; Ministry of Finance; Data Processing Department; Department of Economic Affairs - Research and Planning Unit; Immigration Department; Ministry of Health; Port Authority; and, Statistical Service.

We've learned that some OGA mandates add an additional layer of operational complexity for risk based border management methodologies. In one example, the Ministry of Health in Barbados, MoH, requires a 100% visual or physical inspection for all their regulated commodities. The MoH does not have access to the ASYCUDA – the system developed by the United Nations Conference on Trade and Development, or, UNCTAD, used to record declarations - and therefore the Ministry doesn't have visibility for what will be arriving until they receive a notification from the consignee or importer, usually done by fax. They also lack access to a historical repository of enforcement data in order to analyze and develop recurring profiles that could be used as a risk management resource. In this sense, the ESW project can help the MoH by giving them access to earlier and updated information of the cargo data when initially reported to begin the decision making process under their protection mandate.

In many cases, our ESW is providing visibility into border processing that the OGAs never had in the past. The ESW does not intend to replicate information that is already collected by the ASYCUDA. However, ESW can monitor controlled goods that enter and leave the country for permit and control purposes.

The ESW can also give an OGA a regular count of "License, Permit, Certificate, Other document", LPCOs, by commodity or goods within identified periods of time. We essentially are providing the core OGA/LPCO management capability where ASYCUDA does not –

in other words, we are closing this gap. However, this is not a knock at ASYCUDA. ASYCUDA is a great system for declaration processing and accounting, but it was never designed to do all things. ESW functions are really not part of its true capability. This project is a great example of how ASYCUDA can work hand in hand with a parallel and complimentary system. Here's an analogy to consider: I see ASYCUDA as an iPhone. We are a vendor building apps for that iPhone where the app adds large value for developing and modernizing nations. I believe this is a framework for modernization that should be fostered internationally and replicated. I would like to see UNCTAD agree and endorse this type of approach and methodology. It's time for all of us to collaborate and offer larger value.

Interesting! What do you consider as the most important lessons learned from the Barbados ESW-case, so far?

Well, there are a few I might highlight that I personally think are important:

First, in principle, information visibility for Customs and OGAs is important in order to efficiently apply risk management techniques, reduce release times, and improve physical inspections. OGAs should have access to the declarations made through ASYCUDA in order to find specific threats and create Risk Assessment modules according to the protection mandate of an institution.

Second, there should be greater coherence between different IT systems. ASYCUDA, the ESW and other IT systems of Barbados should work together without any



task redundancy. This is where the time savings are found associated with the release of goods. I can't underestimate how important change management and business transformation is on a project of this nature. I still struggle with this in my own company trying to convince others how important this is. We've made sure to include Change Management and Business Transformation Architects on our delivery team in this instance and it has paid off in dividends. Our Barbadian clients praise this approach.

Third, I'd certainly recommend that OGAs use a common risk assessment decision support system. This will guide OGAs through a data exploitation framework using risk-based principles tailored to their mandate and mission. In Barbados, Customs actually has access to an Automated Risk Management System. I seriously think they should consider sharing access with the OGAs. By distributing access to the other OGAs, each agency would have full visibility into all declaration filings, and an ability to scan this information and seek out inspections that could be in violation of their controls or mandate. If this access can be provided, I see this as the greatest single step forward to having OGAs endorse and adopt risk based decisions at the border. This would help lead to interoperability with Customs. Until that happens, we will continue to see conflicting mandates where one agency endorses risk management and the other endorses risk aversion. That's a real problem.

And fourth, I'd also recommend that when two or more inspections must be done, the inspections should be executed at the same time and location with both Customs and OGAs present. This will reduce redundancy and unnecessary cost for the trade community.

Thanks Chris for sharing these insights! Any final comment or greetings you would like to send to CBRA Interview readers?

Yes, one important thing to take away. There have been many time release studies that have taken place over the years in this region and in Barbados. Current release times sit at approximately eight days for import and export. Now think about that: eight days to import your goods into the country! I believe this timeline is unacceptable in any modern nation or a country that seeks to endorse trade facilitation. Our ESW solution will ideally eliminate many of the redundant tasks that exist today and improve on the time release of import and export shipments significantly and extensively.

Here is an example: Today, an importer or their broker has to file an electronic declaration in ASYCUDA. If the

goods are controlled, commonly done for example with meat products, then the importer or the broker has to travel across Bridgetown to the Department of Agriculture and Veterinary Services to apply and pay for a paper permit. Once approved and obtained, they then have to travel back to Customs, and submit the paper permit along with a paper copy of their declaration as a release package. Once duties and taxes are paid, the customs officer stamps up the release and re-releases the shipment in ASYCUDA. A paper delivery authority is provided. The importer makes arrangements to pull their container or shipment out of the terminal or sufferance warehouse and provides the delivery authority to the terminal operator or warehouse keeper. Only then can the goods enter the economy.

If can appreciate how long that might take – that is currently eight days on average - think about what happens when you have other controlled goods in your shipment, requiring additional visits to OGAs, and possible offload inspections at the port or inland. It's no wonder the release time sits at around eight days! I have a strong belief this is where all the time savings are. We are automating much of this process in the ESW and will reduce the redundancy of tasks and visits to Customs and OGAs.

The solution to an ESW is in the workflow and approval process. It's not about scanning paper permits to attach to a declaration. The solution is about interoperability. I'm excited about this. Just think about reducing a release time from eight days to a number of hours. That will be quite the story to tell!

Great! Let's be soon in touch about writing a joint journal paper on this highly topical project. Thanks Chris for the interview, Juha.

We should! It's an important topic for the community of WCO and WTO members, donor agencies etc. Talk soon.





Interview with Mr. Tom Butterly on trade facilitation projects

CBRA Interview with Mr. Tom Butterly on global trade facilitation initiatives and projects

Hi Tom, and great that you could join a CBRA Interview. Can you please tell me a bit about yourself and your background?

Thank you Juha. Yes, I consider myself very fortunate to have had a long and rewarding career in trade facilitation and development. I am very passionate about this work. I firmly believe in the potential of trade, if approached in a just and equitable way, to create meaningful employment, reduce poverty and enhance the living conditions for citizens in a country. It is very satisfying to be involved in projects that aspire to this.

My background in trade facilitation goes back a long way. I started work in Ireland in a large telecommunications company exporting globally and then moved to Canada where I worked with the government of Nova Scotia Canada to promote international trade. From there I spent several years in Africa and then globally working in international trade development and facilitation. I believe I have actually worked in over 70 countries at this stage!

During the past 15 years I was the Deputy Director for Trade and Economic Cooperation at the United Nations Economic Commission for Europe, UNECE, where I played a strong role in developing many key global trade facilitation recommendations and standards and supported the implementation of trade facilitation reform in many UN Member States. This was a great experience for me.

My most recent activity as of January this year was the establishment of Trade Development and Facilitation, TDAF Consulting (www.tdfaconsulting.com), and I am very excited about this new venture.

You mentioned your long career in trade facilitation at UNECE – that’s where we two actually met first time, around 2003, I believe. Could you share a brief success story on UNECE’s work in this area?

Well, as I mentioned, working in the United Nations was a most fulfilling experience. It was a real lesson in the power of what can be achieved when people get together for a common cause – and I also learnt about the challenges involved in achieving global consensus!



As you know, UNECE is a major player in trade facilitation and has developed many of the global standards in this area through its UN Centre for Trade Facilitation and Electronic Business (UN/CEFACT). My most rewarding work at UNECE was related to the development of the suite of Single Window Recommendations - UNECE Recommendations 33, 34 and 35 - and the associated work in helping countries around the world to implement Single Window facilities. You were involved in this work and I think you will agree that Single Window has emerged as a very powerful trade facilitation instrument which, if implemented properly, can result in a dramatic improvement in trade competitiveness through the associated simplification, harmonization and integration of trade process. I always emphasise that this work should not focus on the IT solution – rather, it is all about government and business working together as partners to simplify the trade processes for the benefit of everyone - and then use IT to help achieve this!

There are many other projects I was involved with that are worthy of note but I will mention just one – the UN Trade Facilitation Implementation Guide, TFIG. Again, you participated in this project and TFIG has become the most complete on line guide to trade facilitation - available in five languages and supported by all the key UN Agencies involved in trade facilitation (see tfig.unece.org).

Now you have your own consulting company, TDAF Consulting. How do you help your customers and what kind of customers are you best able to help?

Establishing TDAF Consulting has been a great adventure. In TDAF Consulting we are taking our long experience in this work directly to countries and organizations that want to make real progress in trade facilitation. The business has

gotten off to a great start and I am currently undertaking work for several UN agencies, the OECD, and large Single Window projects in Africa. It is very encouraging to see the level of demand for this type of work and also the level of ambition that countries have in moving forward to enhance their competitiveness.

TDAF is a network of leading experts in trade facilitation and we can cover all aspects of trade facilitation, including all elements in the WTO Trade Facilitation Agreement. This broad level of practical experience in implementing trade facilitation on the ground, combined with our deep policy and strategic view of trade facilitation, is what gives TDAF its strength and unique position in the market. We are a very small operation so we are very selective in the projects that we undertake but this means that we really enjoy what we do and I believe we deliver a good quality product. We are just launched and I am very excited about the potential of the business.

In which trade facilitation areas – in particular WTO TFA articles – you foresee the biggest potential to produce tangible improvements in cross-border supply chains across the globe?

I think the WTO TFA marks a major step forward in implementing trade facilitation worldwide, primarily due to the enhanced political will associated with the Agreement. I have observed through my work that many developing countries are taking this Agreement very seriously and they see it as a major opportunity to launch broad initiatives to radically enhance their trade competitiveness. So it's not about just ticking the TFA box. The Agreement is actually a baseline for deeper reform in some countries and this is very encouraging.

Clearly, the Agreement has many measures that greatly

benefit trade facilitation. I tend to focus on issues related to the removal of regulatory and procedural barriers to trade and particularly border agency and cross border cooperation. You will not be surprised when I say that Single Window - Article 10.4 - is probably one of the most effective measures in this area as its implementation also encompasses many of the other elements of Article 10. I also think major advances can be made through implementation of Article 8 on Border Agency Cooperation and again, I see countries using these measures just as a baseline for where they want to go and what they want to achieve. From my direct experience in the field I can also say that Advance Rulings - Article 3 - is also a powerful measure from a trader's perspective. Similarly, I think Article 5.3 has really opened up debate on the important role of test procedures and, consequently, the need for a quality infrastructure and mutual recognition thereof. It is tremendous that such debates are happening now at the political and policy level rather than just at the technical level.

The whole area of trade facilitation support structures - Article 23 - also has great potential to establish long term support for trade facilitation initiatives in developing countries and this must be strongly supported. Again I stress that I hope National Trade Facilitation Bodies see the WTO TFA as just the start of the journey that can lead to much greater participation of developing countries in the global markets.

These are very exciting times for trade facilitation!

Thank you Tom for this interview – and hopefully we can explore joint areas of interest for TDAF Consulting and CBRA, already during spring and summer 2016! See you again Friday this week in Geneva. Thanks, Juha.

Tom Butterly can be reached at tom@tdafconsulting.com





CORE Information Observatory

April 2016 entry summaries

Read the full reviews at <http://www.cross-border.org/core-observatory/core-observatory-full-list/>



- 1 Better Management of EU Borders through Cooperation, 2011 (CORE1114)
- 2 Review of IATA E-Freight - an air cargo industry initiative facilitated by IATA, to remove paper from the supply chain (CORE1044)
- 3 Review of TRANSPark truck parking service (CORE1041)
- 4 Review of TAPA TACSS - Air Cargo Security Standards, 2012 (CORE1045)
- 5 Review of Cargo 2000, C2K - an IATA interest group with the mission of creating and implementing quality standards for the worldwide air cargo industry, 2015 (CORE1043)
- 6 Review of the TIR Convention and its accompanying Security and Risk Management electronic tools, 2013 (CORE1040)
- 7 Governmental actors in supply chains & Governmental procedures, compliance and risk management – CASSANDRA Compendium Chapters 4 & 7, 2012 (CORE2007c)
- 8 A Decade of GAO's Supply Chain Security Oversight, 2015 (CORE1113)
- 9 Supply Chain Security: Survey on Law Enforcement Agencies' Training Needs, 2015 (CORE1112)
- 10 Draft SADC guidelines for Coordinated Border Management: A Practical Guide on Best Practices and Tools for Implementation, 2011 (CORE1115)



Better Management of EU Borders through Cooperation, 2011 (CORE1114)

The fourth and seventh chapters of the CASSANDRA compendium elaborate on the roles of government agencies in international logistics and supply chain security (SCS). A broad range of government actors - customs, police agencies, border guards and many others - play a crucial role in enforcing and facilitating cross-border traffic through the global supply chains. These government agencies are critical stakeholders to be involved in the development, design and implementation of the two central CASSANRA concepts: the end-to-end data pipeline and the risk-based approach

to cargo inspections and company audits. The CASSANDRA compendium highlights that there are important differences in the national laws and regulations, even within the European Union, that complicate international government collaboration. The differences in the legal framework and organisational cultures must be taken into account when designing new SCS solutions in the CASSANDRA and other projects. The CASSANDRA compendium is available for download: www.cassandra-project.eu.



CORE Information Observatory

Review of IATA E-Freight - an air cargo industry initiative facilitated by IATA, to remove paper from the supply chain (CORE1044)

Launched by IATA in 2006 as part of the StB program, E-Freight became an industry-wide initiative involving carriers, freight forwarders, ground handlers, shippers and customs authorities. The roadmap to 100% E-Freight outlines a shared end-to-end industry approach with clear leadership roles, around three core components, or "pillars":

- Pillar I: Engaging regulators and governments worldwide to create an 'e-freight route network' with fully electronic customs procedures and where regulations support paperless shipments.
- Pillar II: Working collaboratively within the cargo supply chain to digitize the core industry transport documents, starting with the air waybill.
- Pillar III: Developing a plan to digitize the commercial and special cargo documents typically accompanying airfreight today, in or outside of the 'Cargo pouch' 2014 targets.

Year 2014 target was to grow global e-AWB penetration to 22%. Available to General Public at the IATA Website, this standard is hyperlinked here: <http://www.iata.org>



Review of TRANSPark truck parking service (CORE1041)

As a response to the increasing security concerns surrounding goods transport by road, the IRU Membership has been providing information on safe and secure truck parking areas to road hauliers and truck drivers for more than two decades. Since the early 1990s, this information was disseminated in the form of a printed handbook. In 2007 the online website was launched. In 2013 a smartphone app was launched. Currently initiatives are taken to encourage the use of TRANSPark globally. It does not have much documentation available, except promotional fliers and the website and the app themselves. Available to the General Public at: <http://www.iru.org/transpark-app> and through the Android and iPhone TRANSPark app, which can be downloaded from the stores. Overall relevance to CORE is high, as truck transports constantly risk being attacked by organised crime with the aim either steal fuel, cargo or potentially even to use a truck for terrorist purposes. Therefore, ensuring that trucks are parked at safe and secure truck parking areas is essential for drivers, road hauliers, shippers and other stakeholders involved in supply chain security.

Review of TAPA TACSS - Air Cargo Security Standards, 2012 (CORE1045)

TAPA TACSS - Air Cargo Security Standards (TACSS) is a certifiable security program for the air cargo industry to close down, as much as possible, all risks for high value freight whilst being handled and transported on the ground. Available to General Public at the TAPA Website, this standard is hyperlinked here: <https://www.tapaemea.com>





CORE Information Observatory

Review of Cargo 2000, C2K - an IATA interest group with the mission of creating and implementing quality standards for the worldwide air cargo industry, 2015 (CORE1043)

Cargo 2000 is the quality standard for the tracking, measuring general air cargo shipments. It is a project commenced in 1997 and is supported by a self-funded group of the world's leading

Airlines, Forwarders, Ground Handling Agents and specialist IT providers. IATA then provides oversight, administration and facilitation on behalf of the Membership. Cargo 2000 (C2K) uses standard recognized IATA Cargo-IMP (Interline Message Procedures) already used within the air cargo industry to provide reference points for measurement. These are known as FSU (Freight Status Update) messages. The key metrics under C2K are NFD (Notified for Delivery), in which case the destination has received both the physical cargo shipment and the information (paper or electronic) is available for collection by the Agent of the Consignee, and FAP, Flown as planned. In this case, the service delivered matches that which was promised to the customer in terms of timings and flights. In order to simplify and standardize the various processes that support C2K, as it is used by multiple stakeholders in a live environment, the C2K Master Operating Plan (MOP) was completely revised in 2012. The result is a very visual process description that allows every stakeholder to clearly see the part they play in the overall end-to-end routing of the shipment. The visual nature of the schematics, also allows the assessment of any new legislation, processes or procedures to be predicted both up and down the chain. Available to General Public at the IATA Website, this standard is hyperlinked here: <http://www.iata.org>



Review of the TIR Convention and its accompanying Security and Risk Management electronic tools, 2013 (CORE1040)

The Customs Convention on the International Transport of Goods under Cover of TIR Carnets (TIR Convention, 1975) constitutes the international legal framework for the TIR system. TIR is the only universal Customs transit system, today operational in 58 countries, that allows the goods to transit from a country of origin to a country of destination in sealed load compartments with Customs control recognition along the supply chain. This minimizes administrative and financial burdens, while Customs duties and taxes that may become due are covered by an international guarantee (covering more than USD 1 billion worth of international trade every day). In order to ensure the security of the TIR System, electronic controls run in parallel with the security elements already specified in the TIR Convention. TIR handbook can be found at: <http://www.unece.org/tir/tir-hb.html>

Governmental actors in supply chains & Governmental procedures, compliance and risk management – CASSANDRA Compendium Chapters 4 & 7, 2012 (CORE2007c)

The fourth and seventh chapters of the CASSANDRA compendium elaborate on the roles of government agencies in international logistics and supply chain security (SCS). A broad range of government actors - customs, police agencies, border guards and many others - play a crucial role in enforcing and facilitating cross-border traffic through the global supply chains. These government agencies are critical stakeholders to be involved in the development, design and implementation of the two central CASSANDRA concepts: the end-to-end data pipeline and the risk-based approach to cargo inspections and company audits. The CASSANDRA compendium highlights that there are important differences in the national laws and regulations, even within the European Union, that complicate international government collaboration. The differences in the legal framework and organisational cultures must be taken into account when designing new SCS solutions in the CASSANDRA and other projects. The CASSANDRA compendium is available for download: www.cassandra-project.eu



CORE Information Observatory

A Decade of GAO's Supply Chain Security Oversight, 2015 (CORE1113)

The US Government Accountability Office (GAO) is an independent government watchdog organization that has been publishing many reports on the US government's supply chain security initiatives over the past ten years. This article reviews 25 most relevant GAO's reports that discuss strengths, weaknesses and future challenges of the US policies and regulations on supply chain security. The review findings reveal interesting facts about similarities and differences of the US and the EU approaches to supply chain security. This comparison opens new venues for further Transatlantic benchmarking as well as harmonisation and mutual recognition of supply chain security programs. This review was conducted as part of European FP7-Project CORE. The reviewed document is available for download here: <https://hiicl.org>



Supply Chain Security: Survey on Law Enforcement Agencies' Training Needs, 2015 (CORE1112)

In a recent study, a joint CBRA-INTERPOL research team investigates what kind of training material would help law enforcement agencies to fight crime in the context of global supply chains. The team conducted a pilot survey at the LE TrainNet Meeting (Networking Meeting of the Law Enforcement training institutions) which took place in Baku, Azerbaijan, 28- 29 April 2015. Findings of the pilot survey will be used to launch a large EU-wide survey on law enforcement agencies' training needs regarding supply chain security. The survey findings also guide production of new training and educational material that the FP7 CORE is currently producing. The reviewed document is available for download here: <https://hiicl.org>



Border Management: A Practical Guide on Best Practices and Tools for Implementation, 2011 (CORE1115)



The 15 member states of the Southern African Development Community (SADC) are looking ways to ease the transition of their regional Free Trade Area towards a more integrated Customs Union where people and cargo would cross borders without excessive delays and administrative burden. The countries expect that the smoother cross-border traffic would contribute to the economic growth in the region. Central to the integration effort is coordinated border management, i.e., closer collaboration among various border control agencies, both nationally and internationally. The SADC guidelines provides a comprehensive catalogue and description of best practices of border agency cooperation and guidance how to implement

them in the Southern-African context. Besides the guidelines, the document also features a comprehensive glossary of coordinated border management vocabulary. You can download the guidelines here: <http://www.sadc.int>.



Project Corner: H2020 SYNCHRO-NET

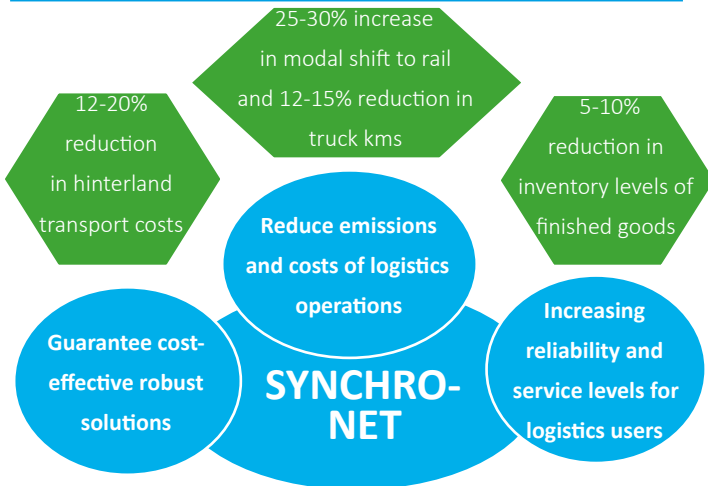


INTRODUCTION

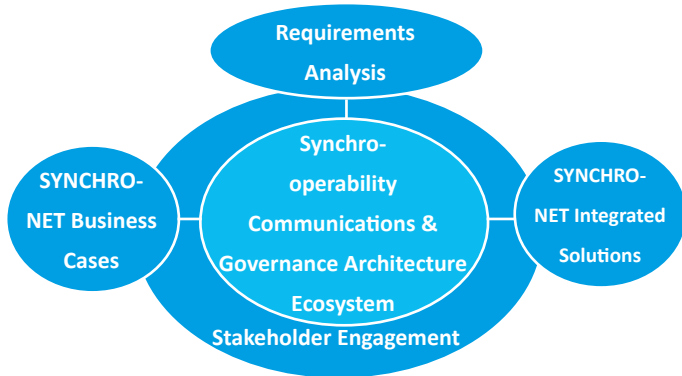
De-stressing the supply chain

- Overcome the stress caused due to
- Increasing transportation distances
 - Higher complexity
 - Vulnerability of supply chains
- While enhancing
- Responsiveness and performance
 - Quality and reliability
 - Knowledge needed to plan seamless transports of goods

OBJECTIVES



METHODOLOGY



RESULTS

Synchro-net tools will interact with information systems in order to:

- Collect and manipulate field data
- Take decisions and monitor results

The ICT model is a Cloud architecture:

- It provides **on-demand services** (i.e. optimization/ simulation)
- It must ensure **robustness, resiliency, elasticity**
- It offers enhanced logistics capabilities to SME and small operators

DEMONSTRATORS

East-West Trade Lane Demonstrator

MAIN PARTNER: CSSA

DURATION: 24 months

MAIN CONTENT: test to validate and showcase the selected SYNCHRO-NET toolsets/services centered on the Port of Valencia, Algeciras and Barcelona

MAIN INDICATOR OF SUCCESS: Reduction in CO2, without affecting negatively adherence to last-mile schedules

Regional Demonstrator

MAIN PARTNER: K+N

DURATION: 24 months

MAIN CONTENT: These pilot tests are concerned with validating and showcasing the selected SYNCHRO-NET outputs in Ireland particularly focused on the final European 'leg' into the Port of Cork

MAIN INDICATOR OF SUCCESS: Reduction in CO2, without impacting last European 'leg' schedules

Pan-European Demonstrator

MAIN PARTNER: K+N

DURATION: 24 months

MAIN CONTENT: These pilot tests are concerned with validating and showcasing the selected demonstration of SYNCHRO-NET toolsets/services including container movements from Athens to several ports in Europe.

MAIN INDICATOR OF SUCCESS: Reduction in CO2, without changes in supply chain inventor levels

CONCLUSIONS

Reduce operating costs of a company of liner shipping

Enhance logistics environmental performance and service levels,



Benefits to the intermodal freight charge transfer :

- Improved efficiency
- Facilitate switch from road transport to other transportation modes , with less negative externalities effects while improving usage of existing infrastructure

PARTNERS



CALL FOR PAPERS: Special Issue of Journal of Transportation Security

Enhancing Supply Chain Security through Government-to-Government and Government-to-Business Partnerships and Collaboration

Guest Editors:

- **Chief Editor:** Dr. Juha Hintsa, Cross-border Research Association (CBRA), Switzerland
- **Assistant Editor:** Dr. Luca Urciuoli, Zaragoza Logistics Center (ZLC), Spain

IMPORTANT DATES

Abstract Deadline: September 30, 2016 Full Paper Deadline: March 31, 2017

Background for the JTRS special issue: International exports (and imports) in merchandise accounted for nearly 18.5 trillion USD in 2014. World trade of such scale would not be possible without the global logistics network and services that enable companies to engage in international sourcing and sales. The global logistics operations involve a large number of business actors: manufacturers, shippers, exporters and importers, transport carriers, terminal operators, warehouse keepers, distributors, traders and retailers, and so forth. Besides the business sector, also government bodies and agencies take part in the global logistics, for instance as policy makers and regulators (e.g.,

ministry of transport and finance), and as inspection and law enforcement agencies (e.g., customs, police, and transport security authorities). The global logistics operations are exposed to a wide spectrum of threats. Natural disasters, political instability, labor disputes and operational failures, as examples, cause disruptions in the international movements of goods. However, an increasingly important sub-set of threats arises from man-made, deliberate criminal activities such as cargo theft, border tax fraud, trafficking in prohibited and restricted goods, trade and transport in counterfeit goods, acts of sabotage and terrorism. Such crime threats not only disrupt the global logistics operations but also damage the fabric of the societies we live in: smuggling of fiscal contraband reduces government tax revenues and distorts fair competition; drug trafficking undermines public health and inflates healthcare and social security costs; and, next to possible human casualties and suffering, terrorist attacks on the global logistics network may seriously damage reputation and profits of supply chain companies.

Partnerships and collaboration play a crucial role in the fight against crime in the global supply chains. Investments in traditional security areas such as physical security, personnel security, and IT security no longer suffice. Both government and business actors should extend their security efforts beyond their organizational boundaries, by fostering relationships with each other. Further government-to-government and government-to-business collaboration has a great potential to improve security of the supply chain and regulatory compliance of the trading community, while facilitating trade and logistics for the legitimate, security aware companies. The scope of collaboration covers a broad range of activities, including sharing of information and data; investing in common resource pools and sharing resources; and agreeing on optimum protocols for conducting inspections and audits in the supply chains. Enhancing the information exchange, for example, would help governments and companies to prevent and detect security breaches in supply chains and to recover faster once the breaches happen. In principle, both government and business actors share a common goal of mitigating crime in the global supply chains. Priorities and procedures, however, differ markedly



between various business actors (e.g., shippers, carriers, freight forwarders) and government agencies (e.g., customs, police and transport security authorities).

For this special issue of JTRS we invite papers focusing on government-to- government and government-to-business partnerships to improve security and to reduce criminal activities in the global supply chains, particularly in international / cross-border context. The authors may use a wide range of research methods, from case study research to mathematical modeling and from surveys to systematic literature reviews, to name couple of examples. Also conceptual papers will be considered for this special issue of JTRS. Relevant themes include, but are not limited to the following ones:

- Supply chain security, risk and resiliency management
- Supply chain security -centric public-private partnerships
- Supply chain security certifications and trusted trader programs (e.g. AEO and C-TPAT and wider trusted trader programs, as well as industry standards including by TAPA and ASIS)
- Supply chain security initiatives in aviation sector (in particular by ICAO and IATA), in maritime sector (in particular by IMO), in postal sector (in particular by UPU), in rail and in road
- Links between supply chain security programs and operational performance and efficiency
- Socio-economic impacts of supply chain security partnerships
- Organizational and management aspects of supply chain security partnerships
- Role of new technologies in supply chain security partnerships
- Regulatory and legal aspects of supply chain security partnerships
- Border agency cooperation / Coordinated border management / Integrated border management
- Improving supply chain security via information and data management and sharing in government-to-government context
- Improving supply chain security via information and data management and sharing in government-to-business context
- Using supply chain visibility data for security purposes
- Big-data driven crime prevention and security management models
- Links between cyber security and supply chain management
- Cost-benefit analysis of government-to-government supply chain security partnerships and collaboration
- Cost-benefit analysis of government-to-business supply chain security partnerships and collaboration
- Barriers to government-to-government supply chain

security partnerships and collaboration, and how to overcome them

- Barriers to government-to-business supply chain security partnerships and collaboration, and how to overcome them

Call for abstracts

We encourage all interested authors to first send 300-400 word abstracts to Dr. Urciuoli and Dr. Hintsu, by 30 September 2016. We will provide feedback to all potential authors by 15 October 2016.

Call for full papers:

Please make your submissions by 31 March 2017 by email to Dr. Urciuoli and Dr. Hintsu.

Guest editors for the JTRS special issue:

- Dr. Juha Hintsu, Cross-border Research Association (CBRA), Switzerland, juha.hintsu@cross-border.org – Chief Editor for the Special Issue (CBRA website: www.cross-border.org)
- Dr. Luca Urciuoli, Zaragoza Logistics Center (ZLC), Spain, lurciuoli@zlc.edu.es – Assistant Editor for the Special Issue (ZLC website: <http://www.zlc.edu.es/about-us/people/faculty--researchers/dr-luca-urciuoli/>)

In addition, an expert panel will be set up with select FP7-project CORE partners (<http://www.coreproject.eu/>) and a couple of invited external experts (including a professor from HEC University of Lausanne) to assist in reviewing the submitted abstracts.

Timeline summary:

- 20 April 2016: Call for papers opens
- 31 August 2016: Expert panel set-up to assist in the abstract review process
- 30 September 2016: Abstract submission deadline
- 15 October 2016: Feedback provided on abstracts
- 31 March 2017: Full paper submission deadline
- 15 May 2017: Feedback provided on full papers
- 31 August 2017: Acceptance of finalized full papers

<http://www.springer.com/business+%26+management/production/journal/12198>

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 Journal no.12198





External News Headlines April 2016

Read all the news at <http://www.cross-border.org/news/>

The latest issue of World Security Report has arrived, by @kinghamt on @LinkedIn

WCO signs Memorandum of Understanding with OECD

Shenzhen police cracked a cross-border drug trafficking case, 400kg of cocaine & detaining 7 suspects

As the first Arab country, United Arab Emirates ratifies Trade Facilitation Agreement #TradeFacilitation

Global trade in fake goods worth nearly half a trillion dollars a year – @OECD & EUIPO

Enforcing cooperation between Cepol and @Europol

@INTERPOL Organized crime networks targeted in INTERPOL-coordinated operation in Tri-Border area

New publication on illicit pesticides, organized crime and supply chain integrity @UNICRI

@Europol supports Austrian Federal Criminal Police Office in dismantling Chechen organized crime network

EU customs play key role intercepting drug shipments says @EMCDDA report

Counterfeit hydrocodone claims lives in the US #supplychainsecurity

Trade Regulation in a 3D Printed World – a Primer @Kommerskoll

Terrorism & Political Violence Risk Map and Report by AON Risk Solutions

The 2015 Annual Report of the @UNODC – @WCO_ OMD Container Control Programme online #supplychainsecurity

New 2016 @EMCDDA-@Europol #EU #Drug Markets Report out on 5 April, Brussels, w/@Avramopoulos

UK Guidance – Secure your vehicle to help stop illegal immigration (original from 7.2.2014) #supplychainsecurity



<p>3rd Global WCO AEO Conference 11-13 May 2016, Cancun, Mexico</p> <p>IFCBA World Conference “Facilitating Trade Through the Customs-Business Connection” 13-21 May 2016, Shanghai, China</p> <p>International Transport Forum 2016 Summit on Green and Inclusive Transport 18-20 May 2016, Leipzig, Germany</p> <p>SAFEPOST Project Postal Security Forum meeting 27 May 2016, Rome, Italy</p> <p>Security & Research Innovation Event 2016 1-2 June 2016, The Hague, The Netherlands</p> <p>WCO IT Conference & Exhibition 1-3 June 2016, Dakar, Senegal</p> <p>UNECE and OSCE: Transport Security Discussion Forum - Securing Global Transport Chains 17 June 2016, Geneva, Switzerland</p> <p>Anti-Corruption: London Edition - 10th Anniversary 20-21 June 2016, London, UK</p> <p>6th Seminar of European Customs Chemists 22-14 June 2016, Europe Building, Amsterdam, The Netherlands</p>	<p>WCO Knowledge Academy 27 June- 06 July 2016, Brussels, Belgium</p> <p>European Intelligence and Security Informatics Conference (EISIC) 2016 17-19 August 2016, Uppsala, Sweden</p> <p>Supply Chain Risk Management Forum 12-13 September 2016, Amsterdam, the Netherlands</p> <p>2016 International Law Enforcement Intellectual Property Crime Conference 19-20 June 2016, London, United Kingdom</p> <p>UPU Postal Strategy Congress 19 September-1 October 2016 (dates to be confirmed) Istanbul, Turkey</p> <p>11th WCO PICARD Conference 27-29 September 2016, Manila, The Philippines</p> <p>8th Meeting of the COMCEC Trade Working Group 6 October 2016, Ankara, Turkey</p> <p>Global Trade Development Week 7.0 24-26 October 2016, Dubai, UAE</p> <p>TAPA EMEA Conference 16-17 November 2016, Amsterdam, The Netherlands</p>
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Read all Event entries at: <http://www.cross-border.org/events/>



PLEASE CONTACT US WITH ANY QUESTIONS OR SUGGESTIONS:

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