



CBRA Monthly

CBRA Monthly 1/2017

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Dear CBRA Monthly Reader,

January turned out to be a high-speed month for the CBRA research team. Next to visiting Brussels on three different occasions, we were busy on working on both small and big research projects and presentations, as well as on couple of new funding proposals.

During the 2nd week of January we joined the H2020 SYNCHRO-NET mid-term review meeting in Brussels, spending two days with the excellent SYNCHRO-NET consortium on important logistics topics such as slow steaming and synchronomodality.

During the 3rd week of January we visited DG MOVE office as well as the LANDSEC expert group meeting on our new road freight security toolkit -project (more information can be found on page 3 of this newsletter).

And then, the 4th week of January was filled with over one dozen "Brussels meetings", covering also FP7 CORE topics and WCO Future Customs Working Group agenda – next to DG MOVE Security guidebook and SYNCHRO-NET meetings. Thanks again to colleagues at WCO, IRU, PostEurop, CLECAT, European Shippers Council etc. for your time to meet our team, and to share your expert insights and views on our research topics of common interest.

Finally, maybe the highlight of the month was with the European Parliament and International Trade, INTA, committee, where together with an old colleague and friend, Dr. Andrew Grainger, we held a workshop for Members of the European Parliament on "Facilitating external trade via border management" – there should be a report published bit later this year, I keep you posted on that.

In Lausanne, 31.1.2017

Dr. Juha Hintsa



Blog: Three new Senior Experts

We have the pleasure to announce that the following three top experts in illicit trade and maritime security have recently joined the CBRA's Consulting Team, as Senior Consultants: Ms. Vittoria Luda di Cortemiglia, Mr. Michael Ellis and Mr. Lars W Lorenzen. We work closely with them in monitoring new calls and preparing project proposals – and, once new projects are funded, they play a key role in executing the actual research, consulting and training work. In the meanwhile, each one of them carries out other “non-CBRA professional activities”. In today's CBRA Blog we introduce all the three of them, by sharing their short bios below. Please do not hesitate to contact us in case you see interesting joint project opportunities in the future! Have a great weekend everyone, Juha.

Ms. Vittoria Luda di Cortemiglia, Senior Consultant, Illicit Trade and Human Trafficking, Italy

Ms. Luda di Cortemiglia is a senior researcher and consultant with extensive experience on various criminal justice and supply chain security issues at international level. Experience specifically includes applied research and analysis as well as project management and training for professionals, in the field of illicit trafficking and supply chain security, including trafficking in persons, trafficking in counterfeit products, illicit trade in precious metals, illegal waste trade and eco-crimes, cybercrime and misuse of technologies. After graduating in Law at the University of Turin, Italy, 1999, Ms. Luda di Cortemiglia obtained a Master degree in International Relationships and Diplomacy at St. John's University, New York, USA, in 2001, joining the United Nations in October 2001. Until September 2016 she has coordinated the programs and activities of the Emerging Crimes Unit at the United Nations Interregional Crime and Justice Research Institute (UNICRI). She has acted as UNICRI Focal Point for the United Nations Crime Prevention and Criminal Justice Programme Network (PNI), and from 2009 until 2016 she represented UNICRI within the United Nations Inter-Agency Coordination Group against Human Trafficking (UN-ICAT).

Mr. Michael Ellis, Senior Consultant, Illicit Trade in Global Supply Chains, United Kingdom

Mr. Ellis has nearly 40 years of experience in law enforcement, coming from an operational policing background. He served with the London Metropolitan Police fighting against serious international and organised

crime for 20 years. He was then engaged in the corporate security function in multinational firms, dealing with anti-counterfeit and illicit trade issues on a global basis for a further 16 years. Michael was with Universal Music, with IFPI, the music industry's trade association, and with Beiersdorf. Most recently he was the Assistant Director of Police Services at INTERPOL and the Head of the INTERPOL Program on Traffic in Illicit Goods and Counterfeit. Michael was responsible for managing and coordinating INTERPOL's global strategy to fight against this criminal activity, and he lead the police organisations international efforts in this area. Michael has a Master's degree in Social Science, where he specifically researched the extensive links between organised crime and illicit trade and counterfeiting. Michael joined CBRA's consulting team on 1 October, 2016, as a Senior Consultant. He will be involved in various projects related to illicit trade and counterfeit goods in global supply chains.

Mr. Lars W Lorenzen, Senior Consultant, Maritime and Port Security, Denmark

Mr. Lorenzen has had a career with the Maersk Group spanning 37 years within a number of business units, notably within container transportation in the broadest sense. His particular knowledge and expertise covers the operational, equipment management, security, safety, standardization and regulatory sphere. He has been leading the Maersk Group work in obtaining and maintaining US C-TPAT and EU AEO-F supply chain security certifications and validations since the inception of both initiatives, while engaging with customers in shaping their profiles. As part of his security tasks, Lars has built and maintained a security response programme for the Maersk Line organisation, being also the focal point and first responder to security breaches. For a period, he was a member of the WCO PSCG (World Customs Organization Private Sector Consultative Group). During the past 20+ years he has been an appointed national expert in standardization work, mainly within ISO TC104 and TC204, including leadership of working groups - while heading the Danish delegation. Lars has served as a civil expert to NATO and other military initiatives by appointment of the Danish Government for the past 12 years, providing commercial views and factual information relating to logistics, and in the course of this participated in developing and conducting table top and other exercises.



Blog: New Security Guidelines for the European Road Freight Transport Sector

The European trucking sector faces many security threats today. While cargo theft continues to be a multi-billion-euro problem for the European transport sector, irregular migration poses another major security risk to international trucking operations: growing numbers of migrants are boarding trucks clandestinely to cross borders. The most alarming trend in the European road transport sector is terrorism. Terrorists have turned heavy vehicles into weapons by hijacking and driving them into crowds, as demonstrated in recent Nice and Berlin attacks.

To address these risks, Directorate-General for Mobility and Transport of the European Commission, DG MOVE, has recently commissioned Cross-border Research Association, CBRA of Switzerland and TAPA EMEA to develop a new security toolkit for the European Road Freight Transport Sector. This new toolkit provides clear operational guidance that will help European truck drivers, haulage companies and other key stakeholders to address cargo theft, robberies, irregular migration, and terrorism on European roads. This project titled "ROADSEC" will be completed by end of July 2017.

The new toolkit complements and builds on existing security guidance and standards that TAPA EMEA and other European and national organizations have published over the past years. The new toolkit updates and upgrades contemporary good security practices that are rapidly becoming outdated amid constantly evolving risk landscape, emerging technologies, and regulatory changes. The toolkit also provides clear and commonsense

guidance that is designed to reach and resonate with the down-to-earth audience of truck drivers. "The project does not only summarize good practices on how to secure freight on wheels," Dr. Juha Hintsu, the founder and director of Cross-border Research Association, highlights. "It also seeks to build security awareness and culture across the entire community of several millions truck drivers who transport goods in Europe."

The toolkit's primary audience are the truck drivers who are on the frontline in the combat against crime and terrorism in the road transport sector. Nevertheless, the toolkit also encompasses more general security guidance for a broader audience of road transport stakeholders, including fleet managers, cargo owners, and police and customs authorities. "The guidance covers key themes like driver security & safety, incident reporting, secure parking, and hand-over practicalities – among several other topics, to be discovered and detailed during the next 1-2 months", explains Mr. Juha Ahokas from CBRA's office in Finland.

Since the project's start in early January 2017, the project team has been busy collecting existing guidebooks, policies, standards and other relevant documents that could be used to produce the new security toolkit for the European road transport sector. "We want to study all available materials – European and national - so that we can produce the best possible synthesis of security practices for protecting people, cargo, and trucks from crime and terrorism," Dr. Toni Männistö, a senior researcher of CBRA, says.

So far the project team has been in contact with the International Road Transport Union (IRU), European Shippers' Council (ESC), European Traffic Police Network (TISPOL), European Organisation for Forwarding and Logistics (CLECAT), United Nation's Economic Commission for Europe (UNECE), PostEurop, and European Commission DG TAXUD. Later in spring, to collect further views of logistics security key experts, the project organizes a workshop as part of TAPA EMEA Conference in Milano, on 15-16 March 2017. In addition, we intend to discuss with individual transport companies, truck manufacturers and the insurance sector, in order to discover all possible inputs for the upcoming guidebook.





Blog: International Forum for NTF Committees (part 1/2)

About 300 delegates from all over the world braved the frosty outdoor temperatures in Geneva in late January to attend the first International Forum for National Trade Facilitation Committees at the United Nations. Myself, Dr. Sangeeta Mohanty, had the good fortune of representing Cross-border Research Association at this memorable event.

This one-week event was organised by the United Nations Conference on Trade and Development (UNCTAD) in cooperation with the International Trade Centre (ITC), the World Bank Group (WBG), the World Customs Organization (WCO) and the World Trade Organization (WTO). The objective of the Forum was to empower the leaders of National Trade Facilitation Committees and provide opportunities for developing and Least Developed Countries to access funding for the establishment and sustainability of such crucial committees.

With just two ratifications to go for the entry into force of the WTO Trade Facilitation Agreement, the debate was held at an opportune moment for many developing countries to support their continued efforts towards establishing fully operational National Trade Facilitation Committees, (NTFCs), that is mandated by the WTO Trade Facilitation Agreement (TFA).

The first two days of the meeting focussed on understanding

the WTO TFA, the technical assistance available from a range of institutions for the implementation of Trade Facilitation reforms, challenges encountered in setting up NTFCs, Trade Facilitation efforts on a regional perspective and establishing coordination mechanisms between national and regional Trade Facilitation committees.

The main session started off with a lucid presentation by the WTO representative on the most relevant articles of the TFA, the status of ratification, categorisation and notifications and the way forward after the entry into force of the Agreement. Speakers from major international organisations including UNCTAD, ITC, WBG, WCO, WTO, UNIDO (United Nations Industrial Development Organization) and AfDB (African Development Bank) elaborated on their specific programmes to support national governments in establishing or improving the effectiveness of NTFCs. Trade Facilitation (TF) support at UNCTAD is based on three pillars: Research, Technical assistance and capacity building, and Consensus building. ITC sets out to support the TFA implementation purely from the business perspective with a dedicated focus on small and medium sized enterprises and stimulating public-private dialogue in policy making. The WBG is dedicated to providing technical assistance for developing countries in reforming and aligning their TF laws, procedures, processes and systems to enable implementation of the WTO TFA requirements through its Trade Facilitation Support program. The WCO has launched

the Mercator programme that seeks to ensure the uniform implementation of the TFA in the area of Customs, using the WCO instruments and tools. WTO drives the Enhanced Integrated Framework, a multi-donor programme, supporting Least Developed Countries to play a more active role in the global trading system. The AfDB targets regional infrastructure development and industrialisation of trade. And finally, UNIDO provides technical assistance support programmes with a focus on mutually recognising standards. The natural sequel to the above dialogue was





the panel discussion around bilateral aid provided by the European Commission and national governmental offices from the United Kingdom, Germany and Finland, which in some cases operate in partnership with other organisations.

The next panel proffered some general policy recommendations to resolve operational, regulatory and procedural challenges faced by NTFCs across the world. One key recommendation was to include the private sector in decision making and financing. Academia and civil society participation was also recommended. Governments are advised to include the right mix of regulators and other actors in NTFCs. The panel members highlighted the need for facilitating inter-agency collaboration and to provide national directives for TF measures. Establishing legally established work plans for NTFCs on the strategic, operational and technical levels was considered absolutely essential. The gradual simplification of procedures was also considered fundamental to TF reforms.

The following panel discussions centred on the role of regional organisations in Africa and Latin America and the Caribbean along with the bottlenecks affecting the implementation of TF reforms.

Parallels were drawn between the African and Latin American context where regional integration is largely

missing. The main challenges appear to be limited human and financial resources, different priorities among members and agencies, duplication of efforts across existing agencies, weak monitoring and evaluation process, private sector exclusion from decision-making, limited coordination of NTFCs at regional and sub-regional levels, the different mandates and goals of NTFCs, and vested interests of different parties. Panellists recommended a variety of solutions, such as empowering regional committees with the capacity to coordinate, mobilising of resources, harmonising and standardising procedures, aligning facilitation and compliance, enhancing regional competitiveness, and ensuring public-private cooperation. Good practice examples of successful regional integration strategies were put forth in the final round of discussion by top-level experts from the WBG, WCO, the Swedish Permanent Mission in Brussels, Secretariat of the Central American Integration System, NTFC Kenya and the East African Community.

Overall, the integration of trade is considered vitally important to integration in the two regions and private sector engagement appears to be an essential part of dialogue and coordination. Long term strategy planning for NTFCs is advocated. The lively debate on the challenges and complexities around TF set the tone for the subsequent discussions in the next three days regarding important activities involved in establishing NTFCs to help make the vision of the TFA a reality.



Interview with Mr. Boley, SC Johnson, Switzerland

Hi Bill, and thanks for joining CBRA Interview, here at the TAPA EMEA Conference in Noordwijk, the Netherlands.

Good afternoon Juha, first I want to thank you and the CBRA team for all the great work you have done for the Supply Chain Security Community over the years. It seems that every time I attend an event CBRA is there...

We first met in 2008, and worked together on the World Bank Supply chain security guidebook, good ol' times.... In your current job, which supply chain security standards and guidebooks your company follows?

Here at SC Johnson we actually first strive to meet the guidelines laid out in the WCO SAFE Framework of Standards. This is important for us as a global player, global citizen and manufacturer with many supply chains, to do our part in assisting Customs and Law Enforcement Agencies making the Global Supply Chain more safe and secure. At the same time, safe and secure supply chains support the overall optimisation and predictability, helping us to meet the customer and consumer demands. This is why we pursue the various AEO schemes already in place around the world, be it C-TPAT, EU AEO, or Kenyan AEO – in other words, we strive to certify so Customs can focus on the unknowns... At the warehouse level we have adapted the TAPA FSR standard as the "SCJ standard". As a global company with many different nationalities, languages and moving parts both upstream and downstream a universal standard written for the practitioners is a key for us. It is also a requirement for our service providers and the transporters moving our product. Soon we will start to give preferential consideration to those service providers who have the TAPA TSR certification, as part of the contract award process.

What about information on actual threats and risks with your global supply chain - which sources you use for that?

As you are well aware, we are facing many threats around the world: stowaways, weapons and drug smuggling, hijackings, cyber threats particularly with the Internet of Things, and counterfeiting, just to name a few... At SC Johnson we are fortunate to have a buy-in from our C-Suite on the importance of Supply Chain Security programmes and tools we have been implementing. We have established a Global Security Operations Centre at

our World Headquarters and, our Product Supply, Logistics, and Procurement Leaders around the world are very proactive on the topic of supply chain security. SCJ has actually built an own network of information providers such as BSI, IJet, OSAC, and of course Law Enforcement Agencies, as well as select Customs regimes. The TAPA IIS system, FreightWatch International, and yes, even CBRA, also feed into our information portal. Getting involved at every level to develop a community of interest on supply chain security is a key. As they say, it takes a network to defeat a network.

Can you share any stories on how these supply chain security standards and risk information have helped you to do your job as a SC Johnson supply chain security manager better?

Yes absolutely, most recently we fell victim to two separate events. One was facility related while the other was on transport. We conducted an analysis on how our mitigation measures failed, and it became evident that we lacked timely, accurate and relevant information to change our measure to adapt to the latest Modus Operandi of the criminal networks. Delivery times to our facilities, pick-ups, chain of custody, liaison with local Law Enforcement and audits of our service providers have been instrumental. In fact, just last week local Law Enforcement in Nigeria was able to interdict and recover a high value shipment, thanks to our close communication and cooperation with the Government of Nigeria.

Yesterday I briefed you about our on-going TAPA study titled "Total Cost of Cargo Theft (TCCT)"... Would your company be interested to join the study?

SC Johnson would be very receptive to taking part of this study. First, as we have suffered Supply chain losses there is a misunderstanding on what is covered by insurance or not. And, second, if we can then place a more precise value or declaration on what those stolen finished goods will cost outside of the retail value, that would be great. Loss of customers or at least their confidence in a non-delivery, recovering our full costs of production, investigative costs, etc. are just some of the cascading effects and costs we encounter.

Great news, thanks a lot Bill, for both the interview and for agreeing to join the TCCT-study! Juha.

Interesting video-links

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

The new Union Customs Code

<https://www.youtube.com/watch?v=x8nn880BMmw>

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=C1YO7bXIMdo>

Cargo theft / TAPA

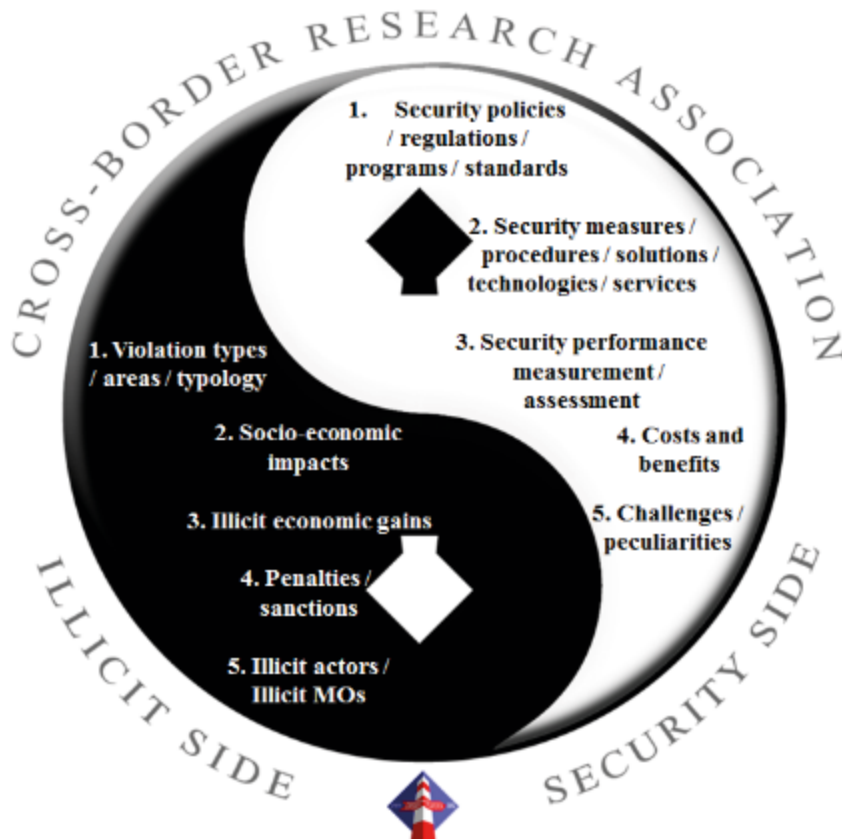
<https://www.youtube.com/watch?v=CBnu8yO8Bmc&feature=youtu.be>

CISCO SCS

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

Maritime Port Authority of Singapore

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





CORE Information Observatory

October-November 2016

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



The effect of supply chain security management on security performance in container shipping operations, 2012 (CORE1201)

Several authors have clustered supply chain security measures into different categories, but only few authors have provided statistical models to test how well these categories can be used to assess benefits of security measures. The study establishes four security categories/dimensions: facility and cargo management, accident prevention and processing, information management, and partner relationship management. The results imply that partner relationship management is positively related to customs clearance performance. Further, information management and partner relationship management are positively related to safety performance. However, facility and cargo management and accident prevention and processing were not found to have substantial positive impacts on security performance what is controversial to many safety studies. Improved access control, material handling, information processing and reporting of anomalies are clearly factors that are positively related to safety performance based on several work place safety studies. The difference is probably due to questions that defined safety performance: the study addressed accidents and property damages while safety studies measure often near misses and their reporting.

The FP7 CORE project utilizes key performance Indicators (KPIs) to assess and monitor organization's performance at the operational level. Two CORE KPI's measure address safety and customs clearance performance, consequently the supply chain security framework can well be adapted on the CORE context. Improved access control, cargo handling, shipping information processing and reporting of anomalies can be measured by using the construct for 'facility and cargo management'. CORE Training and education can be embedded into the factor 'accident prevention and processing' that captures documenting and disseminating of security information. 'Partner relationship management' can be tested as a mediating factor that controls how strongly implemented CORE interventions influence on organizational performance indicators in specific demonstrations. Customs agencies can consider using four dimensions of supply chain security as criteria for assessing security performance in container shipping firms. Finally the dimensions and attributes of the framework provide a tool to analyse qualitative data in the project where getting reliable quantitative data is challenging.



CORE Information Observatory



Supply chain security culture: measure development and validation, 2009 (CORE1200)

Researchers have stressed the importance of having an organizational culture that highlights proactivity and vigilance toward supply chain security breaches. In security-focused supply chain management environment workers are empowered to detect and handle supply chain security threats without seeking formal permission from supervisors and managers. Company security strategy gives specific attention how SCS concepts are embedded into firm processes and procedures. Alignment with organizational culture and business or corporate-level strategies is

believed to result in enhanced organizational performance. In addition, organization culture encompasses supply chain continuity management. The paper presents a scale for measuring supply chain security culture defined as the overall organizational philosophy that creates supply chain security as a priority among its employees through embracing and projecting norms and values to support secure activities and to be vigilant with security efforts.

The study makes possible to assess how implemented FP7-CORE security technologies, tools and practices influence on supply chain resilience based on the perception of company managers and employees. The article gives also guidelines how to develop survey forms and protocols in order to assess the influence of implemented security measures on other KPIs such as supply chain visibility and reliability. The survey tools based on perceived operational and organizational changes complete toolbox to measure impacts of introduced security interventions.

Conflict resolution in supply chain security, 2009 (CORE1202)

Conflicts are preprogrammed in supply chain security management, because different operators such as customs, port authorities, manufacturing companies, logistics providers and financial institutes collaborate with conflicting goals. For example, a purchasing manager can be interested in ordering products manufactured in high-risk country due to lower cost while security manager might assess risks related to the seller exceeding the potential benefits. Port operation manager aims at loading and unloading cargo swiftly and safely to and from vessels under time pressure, while port security dislikes the idea of expediting shipments at the cost of inspections. Supply chain security is a multidisciplinary issue that can be addressed efficiently only through agreeing about decision-making and policy-making mechanisms.

The paper focuses on resolution of strategic conflicts that result from the interaction of different stakeholders that collaborate with different emphases in global supply chains. The approach enables conflicting parties to focus on critical aspects of the conflict resolution process. It identifies the roles of involved decision makers, individual preferences and collective goals, underlying causes of conflict and options to achieve conflict resolution. In other words, it provides bases for cooperation and collaboration between involved parties. In addition, the paper introduces a mathematical tool for conflict resolution based on conflict modeling theories.

Decision supporting tools and port security management systems are developed in the CORE project, but they do not take into consideration possible conflicting goals in the decision-making. The CORE technologies and tools assist to mitigate identified negative threats and their consequences. However, negative effects have a threshold that must be exceeded to make different actors convinced about necessity of mitigation actions and controls. For example, estimated 0.2% annual profit loss due to possible security breach may give or not a reason to risk-profile suppliers or invest in container tracking systems. Especially when the questions are more strategic than operational the related decisions are prone to have conflicting interests. The CORE project does not try to address this problematic.



External News Headlines

August-December 2016

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

- 9.12.2016: Main European Union hub for distribution of counterfeit goods dismantled <https://www.europol.europa.eu/newsroom/news/main-european-union-hub-for-distribution-of-counterfeit-goods-dismantled>
- 8.12.2016: Why is Digitization the Next Big Opportunity for Your Supply Chain <http://www.finanznachrichten.de/nachrichten-2016-12/39401833-why-is-digitization-the-next-big-opportunity-for-your-supply-chain-008.htm>
- 7.12.2016: Fighting the Underground Trade in Hippo Teeth <http://news.nationalgeographic.com/2016/12/wildlife-watch-hippo-teeth-trafficking-uganda/>
- 3.12.2016: Searching containers with AI Machines, learning to find concealed weapons in X-ray scans <http://www.economist.com/news/science-and-technology/21711016-artificial-intelligence-moves-security-scanning-machines-are-learning-find?fsrc=scn/fb/te/bl/ed/machinesarelearningtofindconcealedweaponsinxrayscans>
- 2.12.2016: WCO_ OMD welcomes Abu Dhabi Declaration on the protection of endangered cultural heritage <http://www.wcoomd.org/en/media/newsroom/2016/december/wco-welcomes-abu-dhabi-declaration-on-the-protection-of-endangered-cultural-heritage.aspx>
- 1.12.2016: Illegal cigarettes: How sniffer dogs uncover illicit trade <http://www.bbc.com/news/uk-38169677>
- 29.11.2016: Dominica, Mongolia ratify the TFA; final countdown launched https://www.wto.org/english/news_e/news16_e/fac_29nov16_e.htm
- 28.11.2016: Over 4500 illicit domain names seized for selling counterfeit products <https://www.europol.europa.eu/newsroom/news/over-4500-illicit-domain-names-seized-for-selling-counterfeit-products>
- 21.11.2016: Chile, Swaziland ratify Trade Facilitation Agreement <http://africanbusinessmagazine.com/latest/chile-swaziland-ratify-trade-facilitation-agreement/#sthash.eOEi9QUp.dpuf>
- 18.11.2016: INTERPOL_HQ workshop in Philippines focuses on border management procedures <https://www.interpol.int/News-and-media/News/2016/N2016-153>
- 15.11.2016: 5 supply chain management tips <http://raconteur.net/business/5-supply-chain-management-tips>
- 14.11.2016: Global Supply Chain Security Needs Improvement <http://in homelandsecurity.com/global-supply-chain-security-improvement/>
- 11.11.2016: BBC News – How do you keep bananas fresh as they cross the oceans? <http://www.bbc.com/news/business-37541597>
- 21.11.2016: The Foreign Affairs Council is working on the modernisation of the EU's trade defence instruments <http://europa.eu/!WR78dT>
- 10.11.2016: How Logistics Must Change to Meet Holiday Retail Needs <http://m.mhlnews.com/transportation-distribution/how-logistics-must-change-meet-holiday-retail-needs>
- 8.11.2016: Europol and ASEANAPOL agree upon enhanced cooperation <https://www.europol.europa.eu/newsroom/news/europol-and-aseanapol-agree-upon-enhanced-cooperation>
- 4.11.2016: Fake document detection focus of INTERPOL_HQ training <https://www.interpol.int/News-and-media/News/2016/N2016-142>





3.11.2016: 'The Ivory Game': Exposing the illegal trade pushing elephants to extinction <http://edition.cnn.com/2016/11/03/africa/the-ivory-game-netflix/>

2.11.2016: Drug Supply Chain Security Act: Is Your Warehouse Ready for Item-Level Serialization? http://www.scdigest.com/experts/Acsis_16-11-03.php?cid=11485

2.11.2016: Drones, So Useful in War, May Be Too Costly for Border Duty <http://nytimes.com/2016/11/03/us/drones-canadian-border.html?referer=https://www.google.co.cr/>

31.10.2016: Iceland signs the WTO TFA – 14 more to go! <https://twitter.com/WTOGAZEVEDO/status/793141700692586496>

29.10.2016: Philippines ratifies WTO trade facilitation agreement <http://www.manilatimes.net/ph-ratifies-wto-trade-facilitation-agreement/293676/>

25.10.2016: Record Number of Economies Carried Out Business Reforms in Past Year <http://www.worldbank.org/en/news/press-release/2016/10/25/record-number-of-economies-carried-out-business-reforms-in-past-year-doing-business>

25.10.2016: @WCO_OMD Addresses High Level Meeting of Customs Directors General of the European Union <http://www.wcoomd.org/en/media/newsroom/2016/october/wco-addresses-high-level-meeting-of-customs-directors-general-of-the-european-union.aspx>

25.10.2016: @INTERPOL_HQ – USD 460 million and hundreds of weapons seized in global counter-smuggling operation <https://www.interpol.int/en/News-and-media/News/2016/N2016-138>

23.10.2016: How big data transforms supply chain risk management http://www.polecat.com/blog/big-data-transforms-supply-chain-risk-management/?ref=quuu&utm_content=buffer84b8e&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer

22.10.2016: How IoT logistics will revolutionize supply chain management <http://www.businessinsider.com/internet-of-things-logistics-supply-chain-management-2016-10?IR=T>

21.10.2016: Legalizing Cannabis will eliminate organized crime's biggest source of income <http://www.economist.com/news/leaders/21692881-argument-legalisation-cannabis-has-been-won-now-difficult-bit-right?fsrc=scn/fb/te/pe/ed/therightwaytododugs>

21.10.2016: Supply Chain Security: Hidden, Third-Party Threats <http://www.strategicsourceror.com/2016/10/supply-chain-security-hidden-third.html?m=1>

20.10.2016: The @WCO_OMD has published the 81st edition of WCO News, the Organization's flagship magazine <http://www.wcoomd.org/en/media/newsroom/2016/october/latest-edition-of-wco-news-now-available.aspx>

20.10.2016: EUR 320 million VAT fraud: key targets arrested @Europol <https://www.europol.europa.eu/content/eur-320-million-vat-fraud-key-targets-arrested>

20.10.2016: The WCO and the Customs Administration of Guinea reinforce their cooperation under the WCO-WACAM Project <http://www.wcoomd.org/en/media/newsroom/2016/october/wco-and-the-customs-administration-of-guinea-reinforce-their-cooperation-wco-wacam-project.aspx>

20.10.2016: Two key takeaways from World Export Development Forum – on Standards & Trade facilitation <http://www.dailymirror.lk/117728/Two-key-takeaways-from-World-Export-Development-Forum>

20.10.2016: China Ends Tax Exemptions Discriminating Against Imported Aircraft <http://www.strtrade.com/news-publications-China-tax-exemptions-imported-aircraft-WTO-102016.html>

18.10.2016: The e-waste mountains in pictures <https://www.theguardian.com/global-development-professionals-network/gallery/2016/oct/18/the-e-waste-reduce-waste-old-technology-mountains-in-pictures>

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3.10.2016: Results of IMPEL's Enforcement Actions Project 2014-2015 published <http://www.impel.eu/transboundary-enforcement-actions-project-results-in-17500-inspections/>

1.10.2016: e-Learning course (ECOWAS-EU-BMZ-UNITAR) on "WTO TFA & Regional Trade Facilitation Rules and Regulations" <http://ecowas.unitar.org/en/course-structure-outline/>

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28.9.2016: This is how China's New Silk Road initiative could impact European trade <http://wef.ch/2dMx3EU>

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13.8.2016: Government forms national committee on TradeFacilitation <http://knnindia.co.in/news/newsdetails/sectors/government-forms-national-committee-on-trade-facilitation>

12.8.2016: SIECA – Aligning Investment with Development Goals in Central America <http://oecdinsights.org/2016/08/12/aligning-investment-with-development-goals-in-central-america/>

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WCO Capacity Building Week

7-10 March, Brussels, Belgium

11th IATA World Cargo Symposium

14-16 March, Abu Dhabi, UAE

15th World Free Zone Convention

5-6 April, Doha, Qatar

2017 WCO IT Conference & Exhibition

7-9 June, Tbilisi, Georgia

PLEASE CONTACT US WITH ANY QUESTIONS OR SUGGESTIONS:

Phone: +41-76-5890967

Email: cbra@cross-border.org

Website: <http://www.cross-border.org>

