



CBRA Monthly

CBRA Monthly 3/2017

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Dear CBRA Monthly Reader,

Month of March flew by with the CBRA team joining various conferences, workshops and bilateral meetings – some details from three key events are shared below.

TAPA EMEA 1st Conference 2017 was held in Milan, Italy, and CBRA was invited to present the ROADSEC truck driver security guidebook project, together with the European Commission DG MOVE, as well as to run a 1 hour workshop on the guidebook content. Very productive two days in Milan, and thanks again to all active workshop members, as well as to the TAPA EMEA Board of Directors.

CBRA also visited the Europol headquarters in the Hague, the Netherlands, having interesting talks with experts from organized property crime and trafficking of human beings units – as part of our ROADSEC and FP7-CORE projects. We will follow-up on these, bit later this year.

DOTCOM Waste had an excellent training toolkit validation workshop, two days in Malahide, outskirts of Dublin, Ireland. Great new insights on illicit waste trade, by top experts in environmental inspection and prosecution.

Regarding upcoming conferences, I am particularly excited to confirm CBRA's participation at the INTERPOL World Conference, to be held in Singapore on 4-7.7.2017; this is to promote FP7-CORE outcomes among the global law enforcement communities.

Finally, we expanded in CBRA Blog writing with other authors than myself – I hope you enjoy the three Blogs shared in this Monthly 3/2017.

In Lausanne, 31.3.2017

Dr. Juha Hintsa
Executive Director
Cross-border Research Association
www.cross-border.org

PS. Please register for #INTERPOLWorld Congress by 31.5.2017 for early bird rates. Cybercrime, safe cities, identity management at <https://goo.gl/K6atR6>



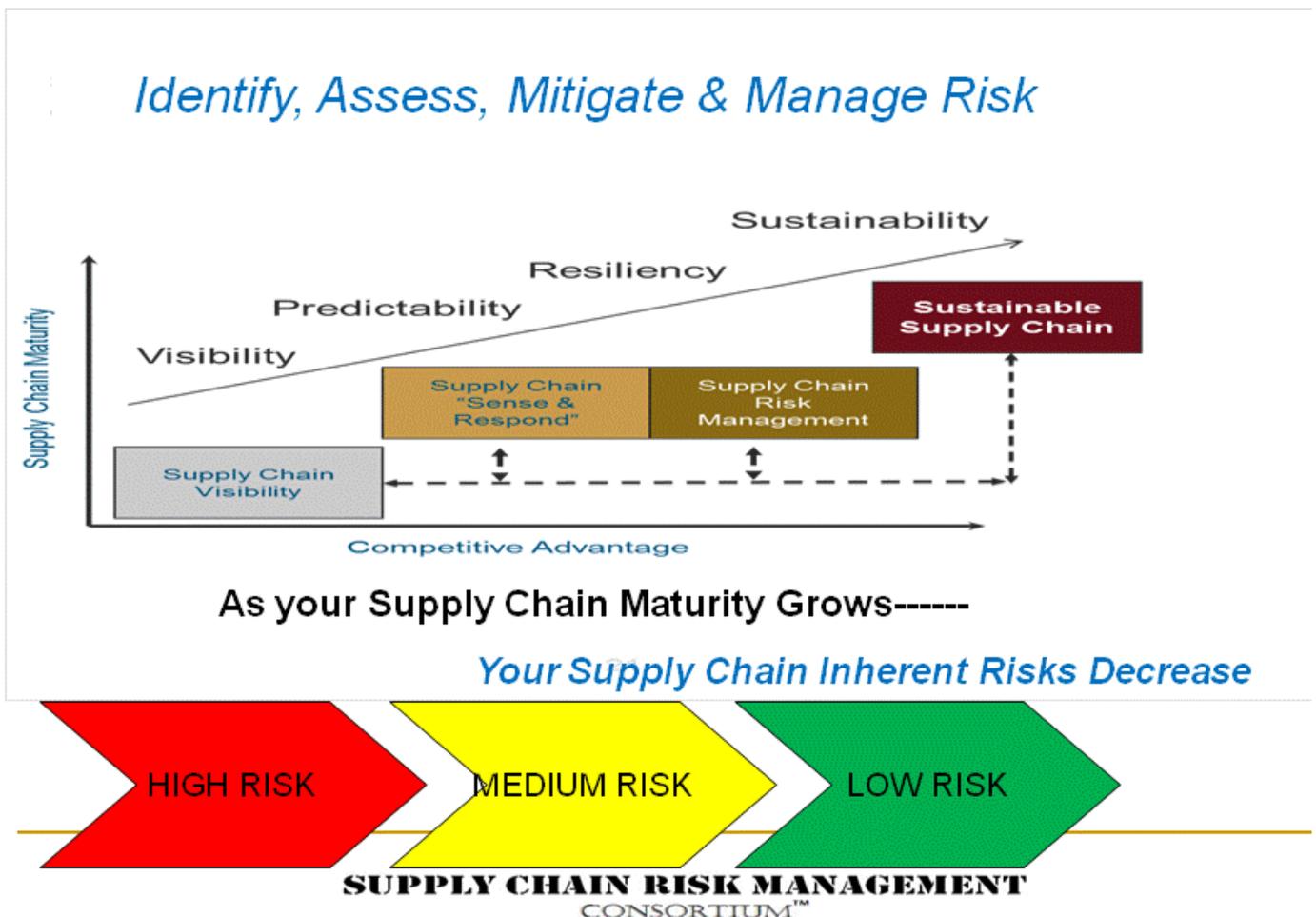
Blog: Profile of the SCRM Consortium: Yesterday, Today & Tomorrow

The Supply Chain Risk Management, SCRM, Consortium was born out of an MBA classroom setting at Lehigh University, back in 2011, while exploring the impact of supply chain disruptions on global supply chains. Founded by Gregory L. Schlegel, CPIM, CSP, Jonah, Executive-in-Residence at Lehigh University and Adjunct Professor of ERM at Villanova University, the Consortium has grown to include 18 companies who bring unique core competencies in supply chain risk in an effort to “Identify, Assess, Mitigate and Manage Risks”, in complex supply chains. These competencies emanate from a new book and range of SCRM education, risk quantification, global risk event alert solutions, Business Continuity Planning, Enterprise Risk Management, ERM/Risk Register solutions, Supply Chain Cyber Security, Supply Chain

Mapping solutions, and, much more.

Now what is SCRM? The working definition inside the classroom and the new book describes it in the following manner. **“Supply Chain Risk Management is the implementation of strategies to manage everyday and exceptional risks within the supply chain through continuous risk identification, assessment, mitigation and management with the objective of reducing vulnerability and ensuring sustainability.”** The Consortium’s view of SCRM is driven by its new 21st Century Supply Chain Risk/Maturity Mode that is presented in the following diagram.

21st Century Supply Chain Risk/Maturity Model....





The SCRM Consortium

<https://thescrmsconsortium.com>



SherTrack



Bowler Hunt, LLC



ejByrnes Consulting, LLC
Business Continuity Planning



Gregory L. Schlegel CPIM, CSP, Jonah
grs209@lehigh.edu



Strategic PM Solutions, Inc

SUPPLY CHAIN RISK MANAGEMENT CONSORTIUM™

The Maturity Model contains four stages, basically formulating a roadmap for SCRM success. The stages, **Visibility, Predictability, Resiliency and Sustainability** have many elements supporting the journey, including tools, techniques, methodologies, tactics, frameworks and more. With the model as a foundation, the SCRM Consortium provides risk education, solutions and advisory services in an effort to identify, assess, mitigate and manage risks throughout the supply chain. **The Consortium recently produced some concrete outputs, namely:**

- First-of-a-kind book on SCRM;
- Over 40 public SCRM workshops worldwide, during a three-year period;
- Over 20 articles and whitepapers published in three years;
- Cloud-based Risk Assessment Tool licensing agreements;
- Co-creators of the APICS Certificate in SCRM;
- Co-creators of the new Certification, "SC-R", Supply Chain Resiliency, with The Logistics Institute of Canada;
- Risk Assessment and Risk Training for several mid-western state NGO's;
- Over 15 conference speaking engagements in three years;
- In-house training and consulting for several large manufacturers across multiple industries;

The 2017 calendar is "action-packed" with new tools, techniques, methodologies and solutions coming on board throughout the year. Below are a few exciting new

deliverables coming to fruition in 2017, again, all in an effort to Identify, Assess, Mitigate and Manage supply chain risks.

- Lehigh University will be supporting the Consortium's expanded education product portfolio with Certificates in SCRM and SCR&R, Supply Chain Risk & Resiliency, through new Case-based, Tool-based, Team-based, Instructor-led courses around the globe.
- The Consortium is embarking on developing a "First-of-a-Kind" Online SCR&R course culminating in a Certificate from Lehigh University.
- The Consortium is moving forward with a "First-of-a-Kind" SCRM Simulation-Game

to demonstrate the basic concepts of the body-of-knowledge.

- The Consortium will be speaking and running workshops on SCRM, SCR&R in the USA, South Africa, Hong Kong, China, Germany, England and the UAE.
- The Consortium will be expanding the SCRM body-of-knowledge into the "Fast Fashion" arena with workshops at LIM College, in New York City.
- The Consortium has and will continue to run SCRM workshops for the US Department of Defense, in conjunction with the National Defense Industrial Association, NDIA.
- Several research projects will be launched at Lehigh University, including an expansive study on the ERM Operating Frameworks - capturing, codifying and classifying the attributes of four classic Risk Perspectives and Appetites.
- The continuation of Classroom MBA SCRM courses at Lehigh and Villanova Universities.
- Several SCRM engagements for global manufacturers around the globe across multiple industries.

Please feel free to visit The SCRM Consortium's new website (www.thescrmsconsortium.com) and join our LinkedIn Discussion Group (<https://www.linkedin.com/groups/4874779>).

CBRA Blog on 19.3.2017, by Guest Editor Gregory L. Schlegel CPIM, CSP, Jonah, FOUNDER (grs209@lehigh.edu)



Blog: Standards seem like a pain – till an alternative is considered

Global supply chains seem to offer almost unlimited opportunities for innovation: new cost-effective and ecological transport technologies would have a major socio-economic impact, new IT and Internet of things technologies seem to be on the verge of breakthrough and aligning processes across organizations could streamline processes considerably. We would just need to launch these new, improved technologies and practices rapidly, but therein lies the ... standard.

In the context of any “disruptive” activity – be it early stage research or launch of a VC-backed startup – it might be tempting to see standards as anachronistic speed bumps on the innovation superhighway. At a first glance, they may seem to mainly introduce inertia into the system by establishing arbitrary rules that create barriers of entry for new players in the market. This is perhaps understandable when working in the context where the patience of the financial backers tends to be clearly shorter than time it takes to motivate, articulate, formalize and promote a new version of a standard.

However, we would like to argue that with all the limitations standards impose, innovation in global supply chain domain would be impossible without them. The role of standards is important in any trade-related activity, starting from specifying the characteristics of commodities in a way that makes it possible to compare offerings of different sellers and extending beyond the minutiae of payment modalities and dispute resolution that increase the parties trust in the marketplace and makes the trade-related risks manageable. In the global logistic context that e.g. the EC-funded CORE project focuses on, these standards need also to support multi-party cooperation between numerous organizations and interoperability of data processing systems across several language/cultural barriers.

In almost every junction of the value chain, the decision-making processes cannot rely on direct consultations of the other stakeholders. The physical goods and accompanying data needs to be to a large degree “self-contained” entity that can be processed in a standardized manner relying only on a limited, commonly agreed information sources as a reference (e.g. classification of goods, and associated procedural requirements and tariffs). This need for highest possible degree of context independence has driven the standardization process for decades. As an example, the standardization of the layout of trade documents (starting as UNECE recommendation

No 1 in 1973) may seem like an anachronistic concern today, but it represented considerable step forward in streamlining logistics operations. The standardized numerical field tags combined with the common layout meant that it was possible to extract pertinent information from a form written in any language.

From the perspective of global trade, being able to interpret information in a language independent manner is a powerful enabling tool for innovation. Mostly eliminating the need to stop a shipment while waiting for an interpreter makes global supply chain much more predictable and efficient. So even a hypothetical solution providing low-cost, supersonic air cargo service would need to comply with modern customs standards lest its end-to-end performance would fall below the current air cargo solutions. Thus, changing processes and approaches is no longer possible in isolation, and the promotion of new innovations needs to take into account the opportunities and constraints of the standards the stakeholders operate with. This issue of inertia is further compounded by the fact that – despite extensive collaboration between standards bodies – there are often several standards and standards families offering overlapping functionalities.

As a summary: in the global supply chain innovation, the developments related to standards represent both risks and opportunities. The uptake of the technical optimization depends not only on the economic and ecological savings that can be realized, but also on providing interfaces and conceptual models that are easy to implement based on the supply chain standards that will have the widest acceptance in the near-future. In the next standardization blog post we will look at methods an innovation activity can use to minimize the risks and aim at influencing standardization processes with limited resources.

CBRA Blog on 24.3.2017, by Mr. Heikkurinen.





Blog: WCO Capacity Building Committee, 8th Session (Part 1/2)

Capacity Building has become one of the most important subjects in Trade Facilitation, with the recent entry into force of the landmark WTO Trade Facilitation Agreement, commonly known as the TFA. The 8th session of the World Customs Organization's Capacity Building Committee, WCO CBC, was held on the premises of the WCO from 7-9 March, 2017. Experts from international organisations, national governments, academia and the private sector attended this two-and-a-half-day meeting in Brussels to gain first-hand information on the Capacity Building initiatives of the WCO and its partners, national developments with regard to Trade Facilitation and other related topics. I was happy to take part in this annual event on behalf of Cross-border Research Association. This Blog (part 1 of 2) captures the focal points of the discussion on the first day that consisted of a Joint Session with the 7th Meeting of the WCO Working Group on the WTO TFA.



Following the adoption of the meeting agenda, the keynote address reinforced linkages between Trade Facilitation and Capacity Building. The keynote speaker, the Ambassador of Brazil to the EU, highlighted the importance of the TFA as the first multilateral binding agreement holding enormous development potential with far-reaching consequences for the world economy. Capacity Building is considered the epicentre of Trade Facilitation holding unprecedented potential for developing countries to boost commerce, while integrating into international markets. It has vast implications in terms of cost reduction, economic growth and job creation. It was pointed out that the TFA was negotiated at the WTO, but the first implications will be mostly dealt with in the WCO and national customs administrations. The current challenges and threats, including protectionism and high transaction costs cannot be faced in isolation and a harmonised implementation will provide greater benefits.

The first panel session centred on Stakeholder Engagement in the context of National Committees on Trade Facilitation, NCTFs, and how it can connect border agencies the private sector and other relevant organisations in the implementation of the WTO TFA. It reports on overall achievements and some outcomes related to Stakeholder Engagement since the last session of the TFA Working Group and CBC, in 2016.

Illustrative examples were provided on Colombia and India. Colombia has achieved spectacular results in terms of cost and time savings through a number of regulatory

reforms and practical measures adopted over recent years. Examples include harmonising domestic laws; establishing an improved network of Single Windows; setting up a single point of contact for associated problems; coordinating opening hours; conducting joint physical inspections; and introducing elements like systematic operations, Advance Rulings, Authorised Economic Operators, and the redesign of customs channels into the national legal provisions. Efforts are now concentrated on the greater use of non-intrusive technology and the increased use of IT for customs and other procedures. The WCO has provided technical assistance on the pilot phase of the rolling out of non-intrusive technology. Interagency coordination, however, needs considerable strengthening in Colombia.

Experts from India spoke about the structure, design and underlying principles of the NCTF that reflects wide representation, inclusive approach, intra and interagency coordination, and public-private ownership. Adhoc Working Groups have been formed to address specific provisions of the TFA. In the context of agriculture, the NCTF is also engaged in reforming the policy and legislative gaps. The representative from the Federation of Freight Forwarders' Associations in India, FFFAI, underlined the need to address the speed of doing business. India's ambition to be a leading economic power has placed much attention on the private sector. The Goods and Services Tax to be introduced in India is being designed along the lines of the TFA. Customs brokers will assume a new role in the context of the TFA and are being trained accordingly. Infrastructure development remains a high priority. According to the expert, India has reached a point where the government and the private sector are no more adversaries, but have identified common grounds and forged a common agenda.

The next panel focused on the recent developments with regard to the implementation of the WCO Mercator Programme, the World Bank and WTO's implementation support, and Donor Coordination. The key objectives of the programme are to achieve uniform implementation of the

TFA to provide tailor-made technical assistance and to facilitate effective coordination amongst all stakeholders. To support the harmonised implementation of the TFA by using core WCO instruments and tools, the WCO is now updating its Implementation Guidance, and developing e-learning courses. Post Clearance Audit workshops for Western Balkans were held recently in Serbia. The World Bank expert gave insights on recent activities of its Trade Facilitation Support Program, TFSP, for a number of Asian and African economies. The WTO speaker presented the online TFA Facility platform that was set up to assist member states in the implementation of the TFA. The platform intends to be a one-stop-shop presenting case studies, guides and tools, and aspires to be a central repository for all information, resources and materials.

From the perspective of Donor Coordination, references were made to the WCO's multi-year projects and national-level collaboration with other development partners. In addition, the Tailor-made Track of the Mercator programme was introduced. The Mercator Tailor-made Track provides the framework under which the WCO's support takes into consideration the local conditions and environment for implementing Trade Facilitation measures with particular regard for the work of other development partners. The important role of academia as a contributor to TFA implementation was brought to the fore. First, universities should consider including courses specific to the TFA. Second, an attractive win-win situation could be achieved if Masters and PhD students are encouraged to write theses on TFA-related topics identified by the WCO.

The fifth and final session of the day was dedicated to understanding the Mercator operating modalities, including the proposed new operating model and delivery management of TFA-related requests. The Director of the Mercator Programme introduced the three pillars of the programme's Operating Model, namely the harmonised implementation of WCO's global standards; the tailor-made technical assistance and capacity building efforts; and effective stakeholder coordination. The dual-track method comprising the Overall and Tailor-made Tracks of Mercator culminate in a coherent, pragmatic and result oriented approach. The Overall Track provides for high-level donor coordination, ensures that the key development partners are well-represented at WCO meetings, and underpins the importance of harmonised working methods. The Tailor-made Track encompasses four key elements: country level engagements, monitoring, donor engagement, and the accreditation of experts. The support mechanism consists of four steps: Mercator programme advisory functions; implementation validation; monitoring and evaluation; and planning and delivery. This discourse was

buttressed by real-life examples from other panel members. The representative from the National Revenue Authority of Sierra Leone shared lessons and experiences on the gradual unfolding of the programme in the country. The diagnostic report and implementation proposal has been signed off and a focused yet flexible approach has been developed. Results based plan and outlook, needs based sequence of activities, effective coordination and duplication avoidance, and sound risk management are some of the underlying principles of the national plan. The expected outcomes of these efforts are achieving close alignment with the TFA policies, establishing Standard Operating Procedures through the use of WCO Tools and instruments, embedding a culture of continuous learning and improvement, and establishing a dynamic operational environment.

Both Uganda and Afghanistan demonstrate important progress in implementing the respective national action plans. The strategic interventions through Mercator have resulted in a series of customs legal reforms to bring the TFA in clear perspective. Examples of other concrete achievements include the establishment of a new training facility called the Afghanistan Customs and Tax Academy and the establishment of a strong collaboration mechanism between the Uganda Revenue Authority and the Afghanistan Customs Department. The knowledge sharing on the WCO tools and instruments between the two countries has been instrumental in facilitating trade, especially in the case of Uganda.

The lively dialogue and exchange of opinions call attention to the new political momentum for streamlining global trade and unleashing the economic potential of developing countries. It was generally acknowledged that global efforts should not be confined solely to the TFA, but may go beyond its scope in pursuit of economic growth and increased prosperity. While the WCO is in a privileged position to act as a broker between donor and beneficiary and provides the necessary technical expertise, it is for the beneficiary to take ownership of the implementation of the TFA in a transparent, holistic and future oriented manner.

Part 1 of 2 of the CBRA "WCO CBC"-Blog, by Dr. Sangeeta Mohanty.





Interview with Mr. Juha Ahokas, CBRA Finland

Hi Juha, can you please tell first about your times at the Finnish insurance and crime prevention sector?

I worked seven years as property crime prevention expert for a Finnish insurance company. During 2004-2006 I was the head of Crime Prevention Committee of Finnish Insurance Companies. The committee has permanent members from National Bureau of Investigation, Helsinki Police Department and Finnish Security Intelligence Service. The committee works as trusted information sharing platform between insurance sector and police law enforcement agencies in Finland. Police agencies share information about criminal modus operandi and insurance experts about crime prevention technologies and services. The knowledge is transformed to practical security guidelines to ensure that crime prevention is modus operandi driven, instead of technology driven. European security standardisation plays a major role in the insurance guidelines. My main lesson learned was realising that criminals are very early adopters of new technologies.

Thanks for sharing that. And next, what did you do at INTERPOL during years 2015 and 2016?

I spent the two very fruitful years at INTERPOL in Lyon. I worked as a project manager in the EU funded project - FP7-CORE - Consistently Optimised Resilient Secure Global Supply Chains. I was, and still am, very convinced that police agencies can benefit from the project results. The management logic behind criminal supply chains closely resemble legal businesses. New skills would enable police officers to better identify criminal transactions and



more generally to develop risk profiling, investigation and prosecution processes. I was able to plant a seed in this new way of thinking, but it will be a long journey, before the police agencies can reap the full benefits from



global supply chain management thinking. What started in customs risk management some 10-20 years ago, has only recently started to expand to strategic and tactical intelligence work in police law enforcement agencies. Strict data processing rules and undeveloped data sharing practices between different law enforcement agencies are still major obstacles. Fortunately, some national law enforcement agencies for example in the UK and the Netherlands, have taken very promising steps in cross-agency collaboration.

Cool! And what do you do today, as part of the CBRA team in Finland?

Currently I collect, compile and write content - in close cooperation with TAPA EMEA and multiple European and national expert institutions - for the European Union "Commercial freight road transport sector security guidebook", a seven-month project mandated and funded by EC DG MOVE. The guidebook will provide operational guidance to transport companies including drivers of commercial heavy goods vehicles to strengthen their security measures to help prevent both the theft of cargo and the unauthorized intrusion of irregular migrants into their vehicles. I hope the guidebook will become a "good position paper" that triggers broader discussion how different stakeholders can support secure and safe logistics chains. I would also like to see the guidebook to give an impulse to further develop local cost-efficient and intelligence-driven security practices, as well as to facilitate next generation of public-private collaborations in this important field.

Thanks Juha, and see you at the CBRA 2-week superworkshop in Switzerland in 1.5 weeks' time!



CORE Information Observatory

November-December 2016

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



Towards Trusted Trade-lanes (CORE1207)

The paper present recent developments in designing forms of partnerships that make possible to manage, predict and reconstruct supply chain operations and events. Customs agencies can use the control system to complete law enforcement and administrative tasks in a way they can reduce or even refrain from physical inspections and checks. The trading partners that have adopted the common control system and expanded it to the needs of regulatory bodies form trusted trade-lanes. Writers identify three essential characteristics of a trusted trade-lane. First, all partners operate transparently, reliable and trustworthy in their business relationships. Second, partners are committed in long-term collaboration that gives all partners opportunities to succeed. The government structure has clear decision making mechanisms and selected legal representative. Third, partners must implement and manage a control system that ensures integrity of transported goods and transformed data within the partners and to the authorities.

The writers design three alternatives how partnerships can evolve into trusted trade-lanes. First, a focal company can act as a supply chain orchestrator and provider technical infrastructure for use of trading partners and logistics operators. The focal company lodges customs declarations and risk information to customs administrations on behalf of the trusted trade-lane partners. In the second alternative, a service provider manages a peer-to-peer information platform that supply chain operators use to communicate between each other and with customs agencies. Data on the platform is reused for both commercial and regulatory purposes (piggy packing). Partners can join and leave the platform as they see appropriate. The platform uses open standards and database management systems. Third, a service provider offers additional 'assurance' services for legally independent companies of a specific industrial area. The service provider acts as a trusted trader and defines common rules and requirements for the membership.

The paper demonstrates preliminary results in the CORE project. The project partners adapt trusted trade-lane concept in their own concrete business and logistics processes as well as in their information systems. The models and scenarios are further amended and developed during the project.



CORE Information Observatory

Integrating carrier selection with supplier selection decisions to improve supply chain security (CORE1206)

Different managers typically carry out security assessments and selections for logistics providers and suppliers separately. The study presents a mechanism for quantifying and measuring supply chain security that justifies removing of suppliers and carriers from further consideration if they fail to meet the minimum required security performance. In the next phase security is incorporated into an optimization model that minimize procurement and quality costs caused by late and rejected deliveries. The optimization model allows selecting a combination of suppliers and logistics providers that best suits their individual situation defined by risks and operational requirements. The study demonstrates how the tradeoff between security and cost can be assessed parallel in a way that the process leads to the better solutions than if assessed separately.

The paper presents a dynamic optimization tool that can be considered both revolutionary and easy to implement in practice. There are security-rating systems that set minimum requirements for suppliers and carriers such as TAPA Facility Security and Trucking Requirements that enable to create a pool of qualified service providers for transportation of high-value goods. However, several

manufacturing and logistics companies are outside the TAPA system, because the goods produced and transported are not prone to thefts and hold-ups. For them it is a matter of internal management coordination when choosing suppliers and carriers and willingness to carry out necessary steps to minimize the cost of providing a secure supply chain. It is also a strategic decision, if company aims at minimizing internal costs by managing suppliers and carriers by contracts or operation management principles. Several international companies have chosen the first option by selecting one or two main service providers instead of issuing regularly quotations for materials and transportation services. The paper proves it is more a question of company practices to select suppliers and carries than minimizing internal management costs.

The paper brings very interesting viewpoint to the CORE project. The CORE project focus on managing risks and unexpected events through additional sensors and information systems. However, commercialization and selling of the CORE technologies and data management platforms requires understanding procurement processes in private and public organizations. The presented model embeds security into the selection process of suppliers and carriers. It is essential the CORE project can identify decision-making moments that give opportunity to introduce new technologies and practices and improve collaboration in supply chain network.





CORE Information Observatory

Managing the Unexpected – Sustained Performance in a Complex World (CORE1208)

Logistics networks are prone to disruptions and inefficiencies due to inconsistencies in organizational structures and cultures, human nature to searching simplified answers to complex problems and lack of collective commitment and competence necessary to sustain performance under trying conditions. The book describes characteristics of mindful organizations that are capable to perform reliably in complex environment. These organizations have unique culture, capabilities for self-design, networks build on expertise, hybrid structures with special attention to redundancy and continuity, special training and routines to maintain situational awareness, mind-sets to make sense out of emerging patterns, relational strategies to adapt to local environment and efficient information processing.

The CORE project aims at utilizing real-time data in order to increase visibility over movements of shipments. This is expected to improve abilities to re-plan resources if required due to detected risks or unexpected disruptions. The paper give advises how to create an infrastructure that supports sense making, continuous organizing and adaptive management in complex environment. The infrastructure make possible to convert observations of anomalies into explicit event types, categories, routines, instructions and roles. During the process abstract management concepts get refined organization specific meanings. However, sense making, continuous organizing and adaptive management prerequisite honesty and transparency in reporting and willingness to base actions on them. Besides, observations must be integrated into reports without underestimating or belittling observations that have no immediate explanations. The book can be used as user manual how organization can make most use of new data in order to respond earlier and adapt to unexpected situations.

The CORE project itself is a complex project comprising over 60 partners, 22 work packages and hundreds of interrelated tasks. The CORE management pays special attention to ensure sustained performance. First, consortium members work with concepts that enable them to cluster observations from real-time case

and identify emerging patterns (sustained awareness). Second, partners have a variety of technological and operational expertise from academic, governmental and private sector. Respectful interaction and heedful interrelating support creation of shared understanding in non-obvious cases and their explanations (sustained surfacing). Third, ambiguity is implicitly or even explicitly acknowledged and accepted to be part of the project. However, ambiguity does not stop the work. It is an active part of problem solving (sustained organizing). Forth, when the CORE demonstrations progress, new details and nuances are discovered. Concepts and case studies are continuously updated (sustained updating). Fifth, tasks and problems are ambiguous, that creates often discomfort among partners. That creates a strong propensity to simplify problems and find or even create traditional solutions. CORE Management team avoids making rigid decisions, but they give directions, which by definition are dynamic, open to improvement, self-correcting, responsive and transparently reasoned (sustained agency). Sixth, human beings tend to simplify their interpretations and underestimate how much crucial information is then lost. In addition, we tend to pay more attention to own tasks and less to interconnected tasks of other partners. CORE partners are experienced to align tasks in a way that they maximize common good (sustained variety). Seventh, the CORE project highlight continuing adaption that reduces need to make radical changes. The CORE management team encourages partners to update their conceptions through paying closer attention to demonstrations. Besides, management team facilitates respectful interaction through workshops.





External News Headlines

February-March 2017

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

- 28.3.2017: Drug Supply Chain Security: New APEC Toolkit to Aid Collaboration <http://raps.org/Regulatory-Focus/News/2017/03/28/27204/Drug-Supply-Chain-Security-New-APEC-Toolkit-to-Aid-Collaboration/#sthash.9B1dsxh.dpuf>
- 25.3.2017: Rethinking Resilience in Global Supply Chains <http://knowledge.insead.edu/operations/rethinking-resilience-in-global-supply-chains-5626>
- 23.3.2017: EU report on illicit trade says police, sanctions need reform <https://www.securindustry.com/pharmaceuticals/eu-report-on-illicit-trade-says-police-sanctions-need-reform/s40/a3785/#.WNmY-RhDmRs>
- 21.3..2017: India Proposes Electronic Platform to Monitor Drug <http://www.raps.org/Regulatory-Focus/News/2017/03/21/27159/Asia-Regulatory-Roundup-India-Proposes-Platform-to-Monitor-Drug-Supply-Chain-21-March-2017/>
- 21.3.2017: \$35 million in funding opportunities for Cross-Border Threat Screening and Supply chain defense <https://americansecuritytoday.com/dhs-35m-new-coe-cross-border-screensupply-chain-defense/>
- 20.3.2017: Intelligence-Driven Supply Chain Resilience <http://www.ecommercetimes.com/story/84389.html>
- 17.3.2017: Securing the Pharma Supply Chain: Current Challenges and Key Steps <http://www.pharmexec.com/securing-pharma-supply-chain-current-challenges-and-key-steps>
- 14.3.2017: Trade Facilitation Agreement's benefits may extend well beyond cutting red tape <http://theconversation.com/trade-facilitation-agreements-benefits-may-extend-well-beyond-cutting-red-tape-73990>
- 13.3.2017: Automating Supply Chain Resilience, by Dr. Luca Urciuoli | Zaragoza Logistics Center <https://longitudes.ups.com/automating-supply-chain-resilience-should-be-high-on-your-digital-agenda/>
- 12.3.2017: Jordan, EU sign financing agreement on cross-border cooperation http://petra.gov.jo/Public_News/Nws_NewsDetails.aspx?SiteId=1&lang=2&NewsID=292993&CatID=-1
- 10.3.2017: Why and How you Should Implement Real-Time Tracking <https://www.business.com/articles/nicole-pontius-implementing-real-time-tracking/>
- 9.3.2017: Crime in the age of technology – Europol's Serious and Organised Crime Threat Assessment 2017 <https://www.europol.europa.eu/newsroom/news/crime-in-age-of-technology-%E2%80%93-europol%E2%80%99s-serious-and-organised-crime-threat-assessment-2017>
- 8.3.2017: UK is facing a £1.7bn fine after failing to stop Chinese criminal gangs using the country as "fraud hub" <http://www.bbc.com/news/uk-39206513>
- 7.3.2017: Alibaba founder Jack Ma calls on China to jail #Counterfeit sellers <https://www.ft.com/content/53c8ce56-0300-11e7-ace0-1ce02ef0def9>
- 6.3.2017: China Counterfeiting: 8 Common Myths <http://www.chinalawblog.com/2017/03/china-counterfeiting-8-common-myths.html>
- 5.3.2017: Maersk, IBM to Help Digitize Supply Chain for Shipping - FP7-CORE in World Maritime News, <http://worldmaritimeweb.com/archives/214298/maersk-ibm-to-help-digitize-supply-chain-for-shipping/#.WLOpWRLGO30.twitter>
- March 2017: Check out the new data visualization tool <http://www.itf-oecd.org/search/statistics-and-data>
- March 2017: The 2016 Internet Organised Crime Threat Assessment (IOCTA) is a law enforcement-centric. <https://www.europol.europa.eu/activities-services/main-reports/internet-organised-crime-threat-assessment-iocta-2016>
- 28.2.2017: Very informative 11min video about FP7-CORE project, please check it out! <http://www.coreproject.eu/>
- 22.2.2017: Frontex to boost recruitment in 2017 <http://frontex.europa.eu/news/frontex-to-boost-recruitment-in-2017-4wA98f>
- 21.2.2017: External Blog on "What does Brexit mean for your supply chain?" - by Mr. Muller - https://www.linkedin.com/pulse/what-does-brexit-mean-your-supply-chain-mathijs-muller?trk=v-feed&lipi=urn%3Ali%3Apage%3Ad_flagship3_feed%3B2BBVler%2FX6x%2FFglM94Vneg%3D%3D
- 15.2.2017: "Global supply chain risk grew to a record high at the end of 2016 as the CIPS Risk Index" <http://www.continuitycentral.com/index.php/news/erm-news/1765-supply-chain-risk-reached-record-high-in-2016-cips-risk-index>



12th Annual WCO PICARD Conference CALL FOR PAPERS - Tunis, Tunisia, 26-28 September 2017



The World Customs Organization (WCO), in partnership with the Tunisian Customs Administration, is pleased to announce that the 12th annual WCO PICARD Conference will take place in Tunis, Tunisia, from 26 to 28 September 2017.

You are invited to submit your research for consideration. A Scientific Board will select approximately 15-20 submissions for presentation at the Conference.

Submissions could focus on one of the following topics (non-exhaustive list): Data Analysis; Trade Facilitation; Security; and Customs-Tax Cooperation.

Data Analysis was selected as the WCO's annual theme for 2017, in recognition of the crucial role it plays in the Customs context, underpinning virtually all functions of a Customs administration. Data analysis can improve risk management which supports enhanced detection of irregularities, illicit consignments, the suspicious movement of people and financial flows, and the facilitation of legitimate trade; it can provide a comprehensive analysis of historical activity to predict trader or passenger behaviour; assist in the collection of quantitative research for purposes of building knowledge; and enhance performance measurement to improve officer practices and integrity. Data analysis can provide a robust foundation for the core Customs' objectives of revenue collection, border security, collection of trade statistics, and trade facilitation.

The Trade Facilitation topic refers to methods for improving the efficiency of border procedures, including but not limited to, Risk Management, Single Window, Post-Clearance Audit (PCA), and advance rulings. Sub-themes include measuring the impact of trade facilitation measures (on average clearance times, trade costs, trade volumes, trade security, transparency, revenue, etc.); obstacles to implementing trade facilitation measures; and managing e-commerce.

The Security topic refers to the contribution of Customs to securing territories at the border and against threats accompanying trade and financial 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.

The Customs-Tax Cooperation topic refers to all forms of interaction between Customs and tax agencies, including organizational interactions (e.g. Revenue Authorities) and the exchange of information between the two agencies, particularly relating to data exchange mechanisms - interoperable or integrated IT systems.

The Conference in particular welcomes and encourages attendance and submissions from Customs professionals as well as researchers from various academic disciplines, such as anthropology, criminology, economics, geography, history, international relations and international trade, law and political science. The WCO Research Unit is particularly interested in developing 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 adopted this approach at other research conferences with great success.

This year (and in contrast to the 2015 and 2016 PICARD Conferences), applicant submissions can include (1) Presentation Summaries of up to 1,000 words; (2) Papers of up to 9,000 words; or (3) Proposals for Panels.

Papers will not have any inherent advantage over Presentation Summaries. Submissions should be submitted in accordance with following requirements:

- Arial font size 11.
- Submissions should be in English or French (they can be translated from the original language).

Ample time will be allowed for discussion and simultaneous

interpretation will be provided at the Conference in the aforementioned two languages.

Proposals for Panels should consist of two or three speakers presenting research on one cohesive topic. 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 Presentation Summaries, Papers or Panel Proposals with the following details by email to picard2017@wcoomd.org no later than 16 June 2017:

- Name, title, and biography (maximum 250 words) of researcher or researchers.
- Current position, organization, and country of researcher or researchers.
- Contact email and telephone.
- Proposed title of contribution.
- For papers of more than 1,000 words, an abstract of no more than 300 words is required.

Authors will be notified by 17 July 2017 of selection or non-selection of their paper for presentation at the Conference.

The WCO is particularly grateful for the support from:

- The Tunisian Customs Administration.

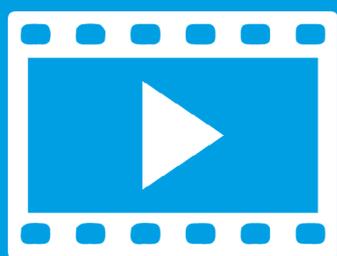
- The Korea Customs Service.
- The Scientific Board Members, including Emmanuel Brunet-Jailly, Jawher Hassayoun, Juha Hintsa, Alena Ledeneva, Larry Liza, Dennis Ndonga, Cedric Parizot, Gaël Raballand, Jeffrey Snyder, and David Widdowson.

If necessary, the WCO will seek to identify funding for reasonable travel and hotel expenses for a small number of presenters that lack institutional backing and have been selected following this Call for Papers.

If you have any questions or concerns, please email picard2017@wcoomd.org.

Information about the Conference including venue, accommodation, visa requirements, and registration will be made available in due course at the following website address: <http://www.wcoomd.org/en/events.aspx>

Issued February 2017



Featured video clip!

CORE project video

<https://www.youtube.com/watch?v=JkVOtM-q8jM>

For more information about the CORE project, please visit the following webpage:
<http://www.coreproject.eu>

Upcoming

EVENTS

Read all Event entries at:

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

Multimodal Conference

4-8 April 2017, Birmingham, UK

15th World Free Zone Convention

5-6 April, Doha, Qatar

Border Security Expo

11-13 April 2017, San Antonio, Texas, USA

Customs Policy and Topical Issues of Economic Security (Administrative, Financial, Economic, Legal, Information Technological, Humanitarian Aspects)

20 April 2017, Dnipro, Ukraine

IATA Ops Conference 2017: Managing Operations in a Changing World

24-26 April 2017, Seoul, South Korea

The WEEE Forum Conference 2017

26-27 April 2017, Malta

WCO Global Origin Conference

3-4 May 2017, Addis Ababa, Ethiopia

Security & Counter Terror Expo 2017

3-4 May 2017, London, England

The 30th IAPH World Ports Conference

7-12 May 2017, Bali, Indonesia

Transport Logistics Exhibition

9-12 May 2017, Munich, Germany

IV International Youth Conference i-Customs

18-20 May 2017, Saint-Petersburg, Russia

Governance of Transport

31 May- 1 June 2017, Leipzig, Germany

International Cargo Insurance Conference (ICIC)

5-7 June 2017, Oxfordshire, England

2017 WCO IT Conference & Exhibition

7-9 June 2017, Tbilisi, Georgia

Ports and Terminals Insurance Seminar

13-14 June 2017, London, the UK

IFSEC International 2017

20-22 June 2017, London, England

4th International Physical Internet Conference (IPIC) 2017

4-6 July 2017, Graz, Austria

INTERPOL World

4-7 July 2017, Singapore

International Law Enforcement IP Crime Conference

28-29 August 2017, New York City, USA

European Intelligence and Security Informatics Conference (EISIC) 2017

11-13 September 2017, Dekelia Air Base, Attica, Greece

The Council of Supply Chain Management Professionals (CSCMP) EDGE 2017

24-17 September 2017, Atlanta, USA

12th Annual WCO PICARD Conference

26-28 September 2017, Tunis, Tunisia

FIATA World Congress 2017

4-8 October 2017, Kuala Lumpur, Malaysia

Homeland security week

23-25 October 2017, Washington D.C., USA

8th Middle East Security Conference & Exhibition

5-7 November 2017, Bahrain

19th ACM International Conference on Multimodal Interaction

13-17 November 2017, Glasgow, Scotland

ODASCE 2017

16-17 November 2017, France

Milipol Paris 2017

21-24 November 2017, Paris, France



PLEASE CONTACT US WITH ANY QUESTIONS OR SUGGESTIONS:

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