

WORLD CUSTOMS
ORGANIZATION

ANNUAL
REPORT

2011-2012



WORLD CUSTOMS ORGANIZATION

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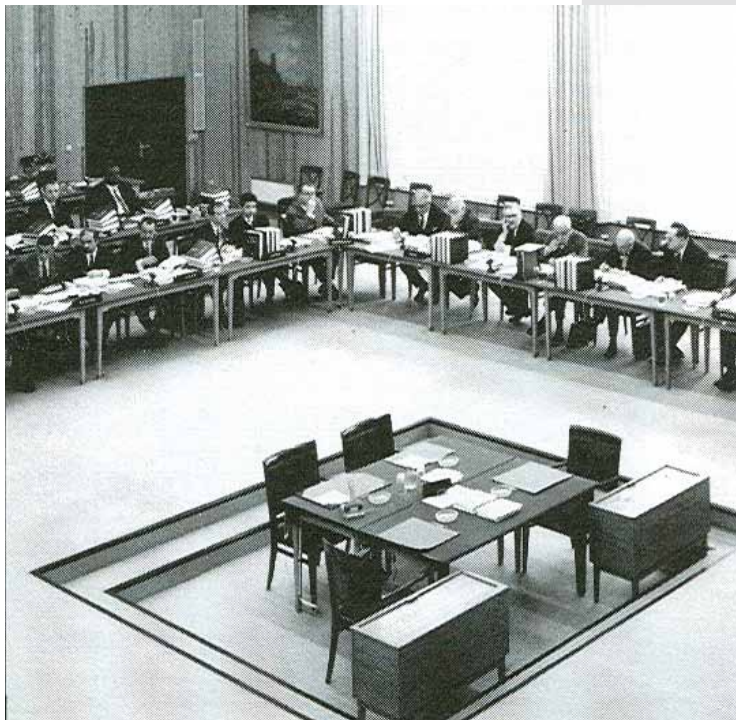
Who we are

The World Customs Organization is the steward of international Customs standards. Its main function is assisting Customs administrations to achieve their objectives, especially effective application of Customs controls while efficiently facilitating legitimate trade.

1953



AVENUE LOUISE 198



1964



RUE WASHINGTON 40

Using this report

The WCO's 2011-2012 Annual Report summarizes the WCO's objectives, history, and current activities. It also consists of an Annex which presents data on the 177 WCO Members.



1980



RUE DE L'INDUSTRIE, 26-83

1998



RUE DU MARCHÉ, 30

Customs is operating in an increasingly complex and rapidly changing environment characterized by new trade patterns, demands for better trade facilitation and efficiencies while at the same time dealing with growing safety and security concerns and new risks.

A Message from the Council Chair Josephine Feehily

The 60th Anniversary of the World Customs Organisation represents an important milestone in the history of our Organization. The Organization, which began with a membership of just 17 European countries (including Ireland) in 1952, has now grown to include 177 politically and culturally diverse countries worldwide. The WCO occupies a unique position as the international voice of Customs. In this our 60th year it is an appropriate time to reflect on our achievements over the years and re-focus on the challenges ahead.

I am very pleased to be contributing to this report. It is an excellent publication reaffirming the WCO mission and vision and providing a clear outline of our strategic goals and current key activities. The Report enables WCO Members and interested parties to evaluate our performance and gain a better understanding of the challenges ahead.

Over the years, the WCO, ably supported by the Secretary General and the Secretariat, has achieved a lot but there are always new challenges and more to do. Customs is operating in an increasingly complex and rapidly changing environment characterized by new trade patterns, demands for better trade facilitation and efficiencies while at the same time dealing with growing safety and security concerns and new risks. Over the years the WCO has played a crucial role in enabling Customs administrations to keep pace with change and cope with the emerging global challenges. It has done so by setting international standards in Customs administration, improving expertise, providing fora for sharing best practice and providing support to developing economies by fostering close cooperation worldwide.



It is appropriate on this occasion to remind ourselves that the WCO is an organization of Members. Looking ahead, for the WCO to hold its unique place in global affairs in the 21st Century requires strong leadership and commitment from Members. Members, working with the Secretariat, will ensure that our Organization is agile and responsive to emerging trends, new risks and new opportunities.

The theme chosen by the WCO for 2012 is 'Borders divide, Customs connects', which captures the Customs-to-Customs and Customs-to-Trade cooperation that is essential to the functions we carry out. It helps to highlight what can be achieved by Customs administrations working in partnership with the private sector and with each other in meeting the common objectives of supporting trade, collecting revenues and protecting society. It also means connecting with other international organizations with shared goals and agendas and exploring how we can help each other.

In recent months, in my capacity as the Council Chair, I have emphasized the point that the Council must think strategically, give direction and support to the Secretariat and be ready to help Members to respond effectively. I am committed to playing my part in the process and encourage the participation of all 177 Members in building a modern agile organization capable of setting and achieving well focused strategic goals.



This new WCO Annual Report takes stock of where the WCO has been, where it is now, and where it is going. It is intended as a window upon the many successes of the global Customs community, not only for itself but for all external stakeholders.

A Message from the Secretary General Kunio Mikuriya

60 years ago, several Customs administrations sought to create a new era of co-operation and information sharing by founding the Customs Cooperation Council (CCC) in Brussels, Belgium. Their foresight led to what we have today: a dynamic organization that is on the cutting-edge of Customs instruments, standards, tools, and technology and an integral participant in international trade.

As we look back on our past, it is self-evident that the CCC and the world itself are dramatically different from what our founders encountered. When the CCC was established in 1952, the number of Members was only 17, all of them exclusively European. Today in 2012, the membership has increased to 177 and covers every part of the globe. The current membership processes 98% of all international trade. We are now truly the World Customs Organization (WCO).

Not only has the WCO changed, but the role of Customs has evolved and expanded. Historically, the role of Customs was to collect the "customary" revenue paid to the State. A second responsibility was protection of domestic industries in their infancy from competition. As income tax replaced Customs duty as the main state revenue in many nations, Customs administrations shifted emphasis to enforcement against entities attempting to smuggle illicit goods across borders.

In the 1990s, many countries opened up their economies by reducing and simplifying tariff rates, and thus, for many, international trade became a national objective.

Consequently, Customs became more aware of the need to balance regulation with trade facilitation, and began to find ways of achieving this, especially with risk management and Customs-Business partnerships.

Following the attacks of 9/11, supply chain security was added to the increasing number of Customs portfolios. Moreover, some WCO Members are also now actors on climate change mitigation, including enforcement against the smuggling in ozone depleting substances and the collection of carbon taxes.

This new WCO Annual Report takes stock of where the WCO has been, where it is now, and where it is going. It is intended as a window upon the many successes of the global Customs community, not only for itself but for all external stakeholders.

In addition, the Annual Report emphasizes the WCO's philosophy, history, and current activities, and includes an Annex consisting of WCO Member profiles.

There is no doubt that the WCO has dramatically increased its output in recent years and this is clearly reflected in this Annual Report. But this is only the beginning! As we move boldly into the 21st Century, the WCO and Customs administrations are becoming even more an essential part of the international trade community.

2'1 WCO Profile



The World Customs Organization (WCO), established in 1952 as the Customs Co-operation Council (CCC), is an independent intergovernmental body whose mission is to enhance the effectiveness and efficiency of Customs administrations.

After years of membership growth, the CCC in 1994 adopted the working name WCO, to more clearly reflect its transition to a truly global intergovernmental organization.

Today, the WCO represents 177 Customs administrations across the globe that collectively process approximately 98% of world trade. As the global centre of Customs expertise, the WCO is the only international organization with competence in Customs matters and thus is the voice of the international Customs community.

The Council, which is the WCO's governing body, relies on the competence and skills of a Secretariat and a range of technical and advisory committees to accomplish its mission. The Secretariat consists of more than 130 officials, technical experts and support staff from many different nations.

As a forum for dialogue and exchange of experiences between national Customs delegates, the WCO offers its Members a range of Conventions and other instruments that contain modern Customs standards on topics as diverse as commodity classification, valuation, rules of origin, anti-smuggling, supply chain security, integrity, and trade facilitation.

The WCO and its partners also provide capacity building assistance to requesting Members to assist them with reform and modernization.

Besides the vital role played by the WCO in stimulating the growth of legitimate international trade, its efforts to combat fraudulent activities are also recognized internationally. The partnership approach championed by the WCO is one of the keys to building bridges between Customs administrations and their partners. By promoting the emergence of an honest, transparent and predictable Customs environment, the WCO directly contributes to the economic and social well-being of its Members.

Finally, in an international environment characterized by instability and the ever-present threat of terrorist activity, the WCO's mission to enhance the protection of society and the national territory, and to secure and facilitate international trade, takes on its full meaning.



2'2 WCO Milestones: 1947 - 2012

1947 Thirteen Governments represented in the Committee for European Economic Co-operation set up a Study Group to examine the possibility of establishing one or more Customs unions between the various European countries, in accordance with GATT principles.

1948 The Study Group decides to establish two Committees: an Economic Committee which later evolves into the Organization for Economic Co-operation and Development (OECD), and a Customs Committee which later becomes the Customs Co-operation Council (CCC).

1952 The Convention establishing the CCC enters into force on 4 November.

1953 The inaugural session of the Council is held in Brussels on 26 January in the presence of representatives of seventeen European countries. This date is now celebrated annually as International Customs Day.

1974 The WCO's International Convention on the Simplification and Harmonization of Customs Procedures (Kyoto Convention) enters into force on 25 September.

1988 The WCO's International Convention on the Harmonized Commodity Description and Coding System (HS Convention) enters into force on 1 January.

1993 The Council adopts the Arusha Declaration on Customs Integrity.

1994 The Council adopts the working name "World Customs Organization", in order to better reflect the worldwide nature of the Organization.

1999 The Council adopts the revised International Convention on the Simplification and Harmonization of Customs Procedures (Revised Kyoto Convention).

2002 The WCO celebrates its 50th anniversary and is honoured with a visit by HM King Albert II of Belgium, accompanied by the Hon. Didier Reynders, the Belgian Deputy Prime Minister and Minister of Finance.

2005 The Council adopts the Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework) and launches a capacity building programme to assist implementation.

2006 The Revised Kyoto Convention enters into force on 3 February.

2008 The Council adopts the "Customs in the 21st Century" strategy document which encompasses 10 building blocks.

2012 The 2012 version of the Harmonized System enters into force on 1 January. The WCO celebrates its 60th anniversary.

2'3

Vision, Mission and Values

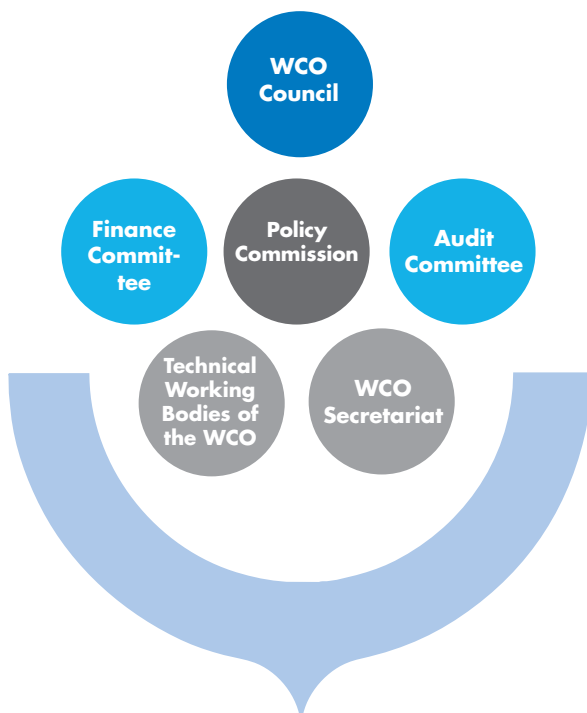
WCO Vision Statement

To be the voice of Customs and the Global Centre of Excellence for the development and delivery of effective, efficient, and modern Customs procedures and standards, international cooperation, knowledge and capacity building, to meet the needs of governments and society for a better world by being visionary, relevant and indispensable.

WCO Mission Statement

As the International Organization responsible for Customs matters, the WCO assists Customs administrations worldwide to achieve their objectives regarding revenue collection, community protection, and security and facilitation of international trade and supply chain, by developing international standards, tools and instruments, providing a forum for cooperation and information exchange, conducting research, and delivering capacity building.

WCO Structure



Core roles of Customs

Revenue collection
Community protection
Security and facilitation
Collecting trade data

WCO Values

We are a knowledge-based, and action-oriented organization.

We believe in transparent, honest, and auditable governance procedures.

We are responsive to our Members, stakeholders in trade, and society.

We capitalize on technology and innovation

WCO Strategic Goals

GOAL 1: International Cooperation and Information Sharing

GOAL 2: Development of International Standards for Customs Procedures

GOAL 3: Deliver Capacity Building

GOAL 4: Public Health, Safety, and Community Protection

GOAL 5: Security and Facilitation of International Trade & Supply Chain

GOAL 6: Revenue Collection

GOAL 7: Raise the Profile of the WCO, Promotion and Marketing

GOAL 8: Research and Analysis

GOAL 9: Good Governance and Use of Resources

Customs in the 21st Century strategy document (C21)'s Building Blocks

- 01 – Globally Networked Customs
- 02 – Better Coordinated Border Management (CBM)
- 03 – Intelligence-driven Risk Management
- 04 – Customs-Business Partnership
- 05 – Implementation of modern working methods, procedures and techniques
- 06 – Enabling technologies and tools
- 07 – Enabling (legal) powers
- 08 – Professional, knowledge-based service culture
- 09 – Capacity building
- 10 – Integrity



2'4 Strategic Goals and Activities

In order to fulfill its Mission, Vision and Values, the WCO has an annual Strategic Plan that includes, among other things, nine strategic goals. For each strategic goal, there are subordinate tasks called strategic activities.

GOAL 1

International Cooperation and Information Sharing

The WCO provides a forum for international cooperation to promote greater connectivity and more harmonious interaction, including the exchange of information and experience and the identification of best practices, between Member administrations, international organizations, both governmental and non-governmental, and other relevant stakeholders.

STRATEGIC ACTIVITY

- 1.1. Globally Networked Customs.

- 1.2. Continuation of nCEN pilot projects, introduction of new CEN and promotion of CENcomm platform.

- 1.3. Partnership with relevant international organizations.

GOAL 2**Development of International Standards for Customs Procedures**

The WCO will continue to work in developing international standards for Customs procedures. In this regard, the WCO promotes the Revised Kyoto Convention (RKC) and is working to support the Trade Facilitation Negotiating Group under the World Trade Organization (WTO).

The WCO also develops, maintains and promotes the Harmonized System (HS), the WTO Valuation Agreement, the Data Model, and other international instruments, tools and best-practice approaches to achieve standardization, harmonization and simplification of Customs systems and procedures.

STRATEGIC ACTIVITY

- 2.1. Promotion of the Revised Kyoto Convention (RKC).
- 2.2. WTO negotiations on trade facilitation.
- 2.3. Uniform interpretation, application and updating of the HS.
- 2.4. Harmonized interpretation and application of the WTO Valuation Agreement.
- 2.5. Harmonization of non-preferential rules of origin and work related to preferential rules of origin.
- 2.6. Promotion of the WCO Data Model.

GOAL 3**Deliver Capacity Building**

Effective and efficient Customs administrations are vital for the economic, social and security development of States. The WCO, as the global centre of Customs excellence, plays a central role in the development, promotion and support for the implementation of modern Customs standards, procedures and systems and has positioned itself as a global leader in Capacity Building policy development and delivery.

The WCO has mobilized the entire WCO Secretariat and Regional Structures toward a corporate approach, which is responsive, needs-driven and focused on Capacity Building.

The development and delivery of Capacity Building support is linked to the three enablers that were emphasized by the Capacity Building Committee as essential for sustainable development and modernization: Political Will, People and Partnerships.

STRATEGIC ACTIVITY

- 3.1. Further expand the WCO development and delivery of Customs Capacity Building support.
- 3.2. Strengthen the knowledge-based approach and raise the profile of the Organization as an information centre on Customs development.
- 3.3. Use existing and test new tools and methodologies for Customs Capacity Building.
- 3.4. Promote Customs integrity.

GOAL 4**Public Health, Safety, and Community Protection**

Customs by its very nature and location is aware of every international transaction, legitimate and presented as legitimate. This places Customs in a unique position to identify high-risk transactions and to have access to early warning systems to protect the community against dangerous or harmful cargos arriving, departing or moving through their territories.

The WCO initiative has been deliberately focused on the entire international trade supply chain, rather than restricting Customs' interest to that aspect of the international trade transaction when goods move across a border. The basic principle underpinning WCO's work has been to create an international mechanism for Customs administrations to gain access to relevant information relating to international trade well in advance, for the purposes of risk management and risk assessment.

STRATEGIC ACTIVITY

- 4.1. Drugs and precursors.
- 4.2. UNODC Container Control Programme.
- 4.3. Money laundering.
- 4.4. Environmental protection.
- 4.5. IPR Programme.
- 4.6. Counter terrorism.
- 4.7. Project AIRCOP.

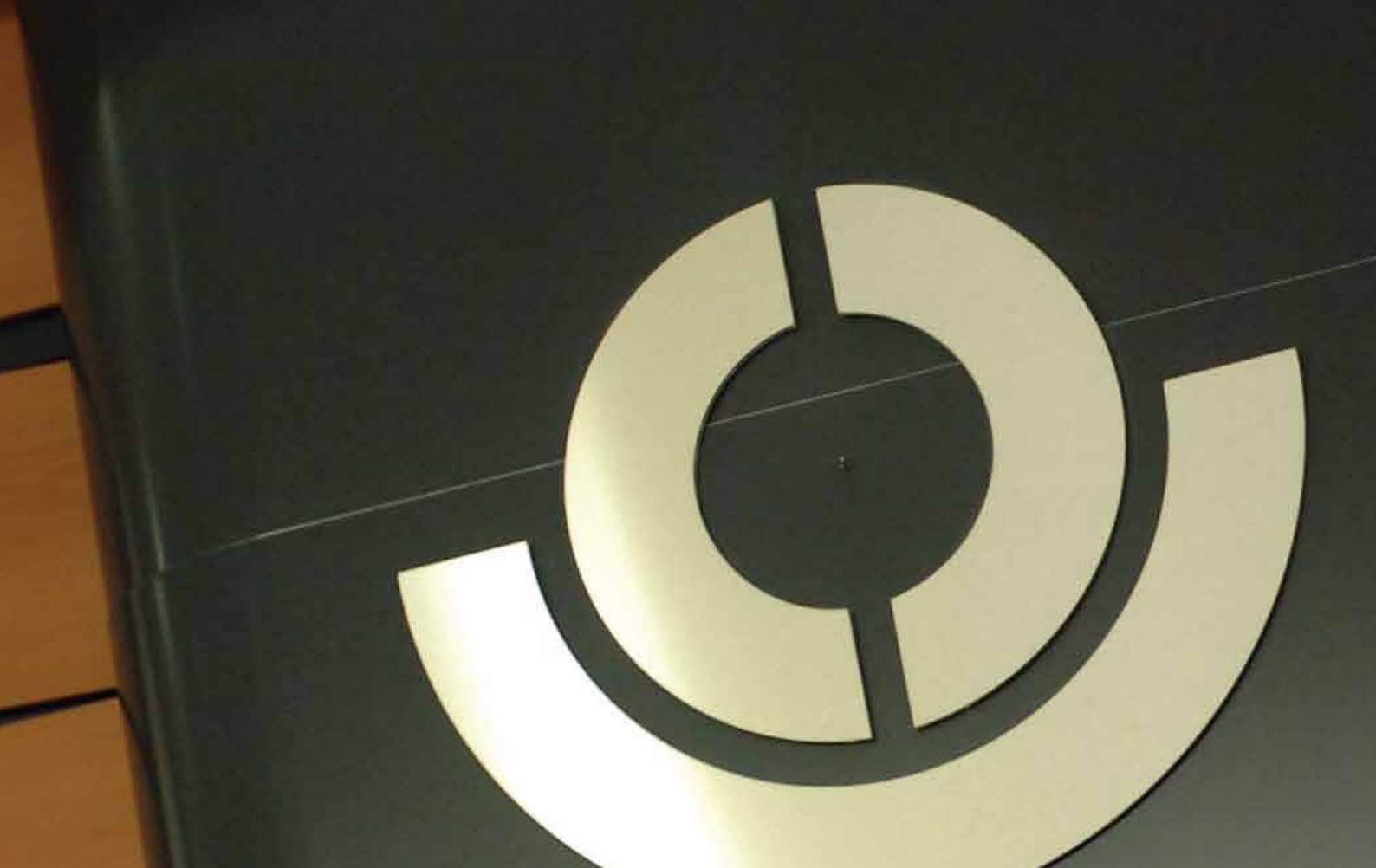
GOAL 5**Security and Facilitation of International Trade and Supply Chain**

The approach taken by the WCO is to improve the security of borders, without unduly hindering legitimate international trade. The WCO promotes the SAFE Framework of Standards (SAFE Framework) in order to enhance Customs-to-Customs networks and Customs-to-Business partnerships in a meaningful and mutually beneficial way, through continued dialogue with its Members and its Business partners to secure and facilitate the international trade supply chain.

STRATEGIC ACTIVITY

- 5.1. SAFE Framework of Standards.
- 5.2. Air cargo security.
- 5.3. Risk management.
- 5.4. Coordinated Border Management.
- 5.5. Single Window.
- 5.6. Time Release Study.
- 5.7. Role of Customs in natural disaster relief.





GOAL 6

Revenue Collection

Collection of revenue from imported goods remains a top priority for many Customs administrations, particularly in economies where a substantial portion of government revenue is derived from import duties. A modern Customs administration needs to apply the relevant tools and instruments - developed by the WCO and other international bodies - in a consistent manner in order to achieve fair and efficient revenue collection.

GOAL 7

Raise the Profile of the WCO, Promotion and Marketing

The WCO promotes the strategic interests and markets the role and contribution of the WCO and the wider international Customs community, through cooperation, communication and partnership with governments, other international and regional organizations, donor agencies and the private sector.

STRATEGIC ACTIVITY

- 6.1. Revenue Package.
- 6.2. Commercial fraud initiatives.
- 6.3. Post Clearance Audit (PCA).

STRATEGIC ACTIVITY

- 7.1. Organization of international meetings and conferences.
- 7.2. Promotional initiatives.



GOAL 8

Research and Analysis

The WCO conducts research and analysis on Customs and international trade policies, programmes, and practices of strategic and technical importance to the WCO and Member administrations, in cooperation with Customs administrations, journals, universities, research institutions and other relevant stakeholders.

STRATEGIC ACTIVITY

- 8.1. Research and Strategies Unit.
- 8.2. Club de la Réforme.

GOAL 9

Good Governance and Use of Resources

The WCO manages and administers its human and financial resources in a cost-effective, transparent and responsible manner, based on a long-term vision for Customs administrations and the WCO and an awareness of the international environment and drivers.

STRATEGIC ACTIVITY

- 9.1. WCO Secretariat coordination activities.
- 9.2. Administration of human and financial resources.

2'5 Organization

1) Secretariat

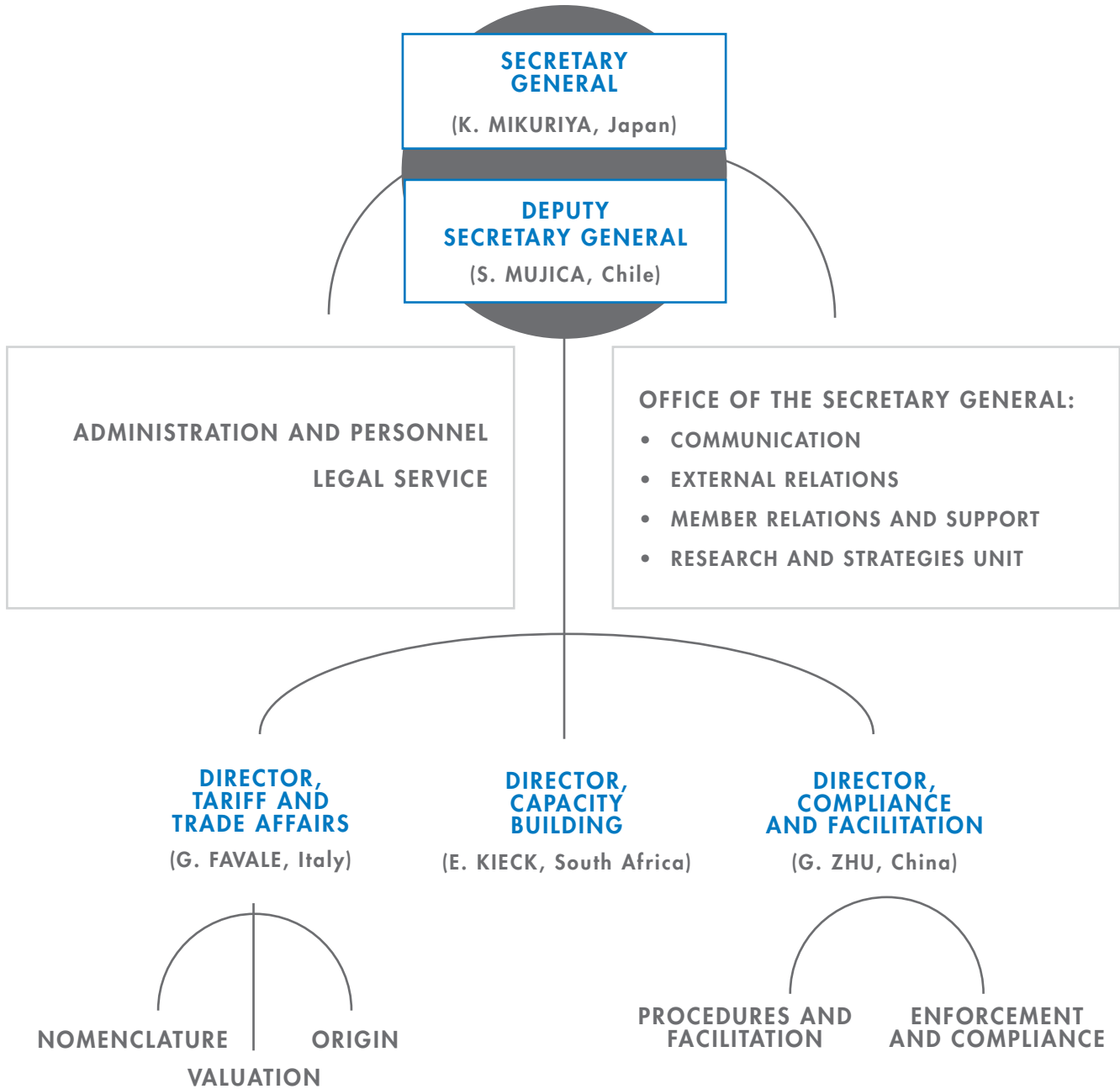
The Secretariat is responsible for the day-to-day running of the Organization. Together with the WCO's Committees, it carries out the key activities of the annual Strategic Plan approved by the Council.

The Office of the Secretary General, which includes the Secretary General and the Deputy Secretary General, sets the overall strategy of the WCO Secretariat.

The Division of Administration and Personnel is responsible for the Secretariat's administrative management, including the budget and human resources.

The Secretariat's three Directorates (**Tariff and Trade Affairs Directorate, Compliance and Facilitation Directorate, and Capacity Building Directorate**) conduct the programmatic work of the Organization and support the WCO technical committees.

The Tariff and Trade Affairs Directorate (T&TA) implements and maintains international Customs and trade instruments such as the Harmonized System, the WTO Valuation Agreement and the WTO Agreement on Rules of Origin. T&TA supports the uniform interpretation and application of the current version of the Harmonized System and prepares the next version, which usually is presented every five years. The Directorate promotes harmonized interpretation and application of the WTO Valuation Agreement by supporting the Technical Committee on Customs Valuation, including exploring the link between the Agreement and transfer pricing. T&TA also fosters better implementation of the Agreement by supporting Members with capacity building, especially through the Revenue Package. T&TA develops the role of the WCO in supporting Customs administrations in their management and application of rules of origin, particularly in response to the proliferation of preferential trade arrangements.



The Compliance and Facilitation Directorate (C&F) develops and promotes modern Customs processes and standards for Customs procedures, trade facilitation, compliance, and enforcement. C&F maintains and promotes several Customs instruments, including the Revised Kyoto Convention and the SAFE Framework of Standards. The Directorate develops and promotes vital WCO tools, including risk management methodologies, the Customs Enforcement Network (CEN), Time Release Study (TRS), and the WCO

Data Model. C&F is active in developing and promoting approaches to enforcement against commercial fraud and smuggling in commodities such as narcotics, tobacco, counterfeit goods, hazardous goods, and weapons of mass destruction. C&F manages the WCO’s network of Regional Intelligence Liaison Offices (RILOs) and coordinates WCO Member operations that use WCO enforcement tools. At WTO negotiating sessions in Geneva on trade facilitation, C&F provides expert advice on Customs procedures.



The Capacity Building Directorate (CBD)

provides assistance to Members for Customs reform and modernization. CBD's emphasis is on a comprehensive approach to support sustainable development, especially strategic planning and management development. CBD maintains and promotes WCO capacity building tools, including the Diagnostic Framework, the Capacity Building Development Compendium, and the Accredited Customs Experts Database. CBD manages the WCO's network of regional capacity building entities, which consists of Regional Offices for Capacity Building (ROCBs) and Regional Training Centres (RTCs). Under the Picard Programme, CBD co-ordinates with the International Network of Customs Universities (INCU) the linkage between Customs higher-learning education and research, and co-organizes with INCU the annual Picard Conference. In addition, CBD develops and implements use of the WCO's e-learning modules and manages its online portal CLiKC.

The Research and Strategies Unit (RSU),

within the Office of the Secretary General, produces, influences the production of, and disseminates evidence-based analytical research and policy analysis on a wide range of Customs and international trade topics. To achieve its research objectives and develop empiricism, the RSU works in close cooperation with Members which provide RSU researchers with access to their field operations and data in order to study and experiment with practical solutions on specified Customs topics.

Each of the three WCO Directorates and the RSU develop capacity building tools and deliver capacity building assistance in-country.

2) Regional entities

The Regional Intelligence Liaison Offices (RILOs) are the regional centres for collecting and analysing data, as well as disseminating information on trends, modus operandi, routes and significant cases of fraud. The RILO mechanism is supported by the Customs Enforcement Network (CEN), a global data and information-gathering, analysis and communication system for intelligence purposes. The aim of this mechanism is to enhance the effectiveness of global information and intelligence exchange, as well as cooperation between all the Customs services tasked with combating transnational crime. The RILO network currently covers all six WCO regions and consists of offices in the following 11 countries: Cameroon, Chile, Germany, Kenya, Korea (Republic of), Morocco, Poland, Russian Federation, Saudi Arabia, St. Lucia, and Senegal.

The Regional Offices for Capacity Building (ROCBs) are the cornerstone of the WCO's regional approach to capacity building. Their mission is to assist Member Customs administrations with their capacity building programmes at a regional level. The six ROCBs (Argentina, Azerbaijan, Côte d'Ivoire, Kenya, Thailand, and United Arab Emirates) cover each of the WCO's six regions.

The Regional Training Centres (RTCs) constitute one of the key components of the regional approach. Forming virtually independent and autonomous entities, the regions are best placed to identify and respond to their Members' training needs. This type of training, which is broader in scope than that offered to individual countries, makes it possible to pool and optimize resources within a single region.

To date, 23 RTCs have been established: six in the Asia Pacific Region (China; Hong Kong, China; India; Japan; Korea (Republic of); and Malaysia), three in the East and Southern Africa Region (Kenya; South Africa; and Zimbabwe), three in the West and Central Africa Region (Burkina Faso; Congo (Republic of) and Nigeria), six in the European Region (Azerbaijan; the Former Yugoslav Republic of Macedonia; Hungary; Kazakhstan; Russian Federation; and Ukraine), two in the Americas Region (Brazil; and Dominican Republic) and three in North Africa, Near and Middle East (Egypt; Lebanon; and Saudi Arabia).



Regional Entities





Regional Training Centre (RTC)



Regional Intelligence Liaison Office (RILO)



Regional Office for Capacity Building (ROCB)

2'6 Committee Structure

The WCO is governed by a Council, which brings together all the Members of the Organization, in a meeting chaired by an elected representative.

The Convention that established the Customs Co-operation Council aimed to secure the highest degree of harmony and uniformity in the Customs systems of Member Governments, and especially to study the problems inherent in the development and improvement of Customs techniques and Customs legislation in connection therewith. It is the WCO's supreme body and takes the final decisions regarding the Organization's work and activities.

The Policy Commission was established to respond to broad policy questions relevant to the WCO's activities. The Commission acts as a dynamic Steering Group to the Council. It initiates studies on the policies, practices, and procedures of the WCO with the objective of assisting the Council to achieve the broad aims of its activities. In fulfilling this task the Commission considers questions referred to it by the Council, or by members of the Policy Commission, or by the Secretary General, either at the request of the Chairperson of a Committee operating under the auspices of the Council, or on their own initiative.

The Finance Committee provides support and advice to the Policy Commission and Council on budgetary and financial matters. A specific responsibility of the Finance Committee is to examine the estimates of all Organization resources and uses for the following financial year and prepare a report to the Council.

The Audit Committee assists the Policy Commission and the Council in fulfilling their oversight responsibility with respect to: the overall implementation of the WCO Strategic Plan; the budget allocation process and performance measurement policies and practices of the Organization; efficient and effective programme management and the attainment of objectives; the protection of resources and their

efficient and effective application against stated priorities; and the identification and mitigation of significant risks.

The Harmonized System Committee interprets the HS legal texts in the most appropriate manner to secure uniform classification of goods, including settlement of classification disputes between contracting parties, and amends the HS legal texts to reflect developments in technology and changes in trade patterns, as well as other needs of HS users. The HS was developed by the WCO to classify the merchandise in international trade.

The HS is used by more than 200 countries and economies as a basis for their Customs tariffs and for the collection of international trade statistics.

The Permanent Technical Committee (PTC) discusses and shares information on international standards and best practices for Customs procedures. In particular, the PTC is responsible for activities related to the harmonization and simplification of Customs procedures.

The Technical Committee on Customs Valuation was established in accordance with Article 18 of the Agreement on Implementation of Article VII of the General Agreement on Tariffs and Trade 1994, under the auspices of the



WCO, with a view to ensuring, at the technical level, uniformity in interpretation and application of the Valuation Agreement.

The Technical Committee on Rules of Origin (TCRO) was established by the WTO Agreement on Rules of Origin (Origin Agreement), Article 4.2 (Institutions). The TCRO is a WTO body, but it has operated under the auspices of the WCO, as provided for under Article 4.2 of the Origin Agreement. The TCRO's two major mandates are to: (i) undertake the technical exercise of the Work Programme for harmonizing non-preferential rules of origin; and (ii) assume its permanent responsibilities, such as examining specific technical problems arising in the day-to-day administration of the rules of origin of Members.

The Capacity Building Committee develops strategies, standards, tools, and information exchange to benefit Customs administrations seeking to reform and modernize. The Committee devises capacity building visions and strategies, and operational policies. It also reviews the management of a donor network platform, and the WCO regional structure of six Regional Offices for Capacity Building (ROCBs) and 23 Regional Training Centres (RTCs).

The Enforcement Committee develops strategies and tools, and shares experiences on enforcement matters. The Committee contributes to the WCO's work on anti-smuggling, compliance, and intelligence in areas such as security, commercial fraud, mutual administrative assistance, illicit drug trafficking, and money laundering. The Committee also promotes the exchange of views, experiences and best practices and facilitates improved cooperation between Customs administrations, the business/private sector and governmental and non-governmental organizations.

The SAFE Working Group maintains and further develops the SAFE Framework of Standards to Secure and Facilitate Global Trade.

3'1 Council Decisions

The Council-elected Chairperson, Vice-Chairpersons, and members of the Policy Commission, Finance Committee, and Audit Committee are as follows:

The Council

Chairperson	Ms. J. Feehily (Ireland)
Vice-Chairpersons	Guatemala, Mauritius, Morocco, Nigeria, Norway, Thailand

The Policy Commission

Members	Argentina, Bahrain, Canada, Croatia, Democratic Republic of Congo, Finland, France, Germany, Guatemala, Hong Kong - China, India, Ireland, Korea (Republic of), Japan, Kenya, Liberia, Mauritius, Mexico, Morocco, Nigeria, Norway, Portugal, Russian Federation, Saudi Arabia, Singapore, South Africa, Spain, Thailand, United Kingdom, United States
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The Finance Committee

Chairperson	Mr. T. Schoeneck (Germany)
Vice-Chairperson	Mr. B. O'Hearn (United States)
Members	Azerbaijan, China, European Union, Gambia, Germany, Italy, Japan, Mongolia, Netherlands, Panama, Paraguay, Saudi Arabia, Spain, Switzerland, Uganda, United Kingdom, United States

The Audit Committee

Chairperson	Mr. M. Pinto (Ecuador)
Vice-Chairperson	Mr. A. Bellot (Luxembourg)
Members	Australia, Ecuador, Gabon, Ireland, Jordan, Lesotho, Luxembourg, Malaysia, Tanzania, Togo, Tunisia, Uruguay

3'2 Resolution on the Role of Customs in Natural Disaster Relief

The Council adopted a Resolution on the Role of Customs in Natural Disaster Relief (June 2011) which provides a set of actions to be undertaken in order for Customs to be prepared for natural disasters.

Noting the increase in the number of natural disasters affecting populations and requiring urgent international humanitarian assistance, and the need to enhance the role of Customs in the management of humanitarian relief operations, the Council resolved to invite Members to:

1 implement measures as contained in Chapter 5 of Specific Annex J to the Revised Kyoto Convention (RKC) relating to relief consignments and, where necessary, sign the United Nations Model Agreement on Customs Facilitation;

2 plan for, in the interests of proper preparation, all the Customs procedures specifically applicable to relief consignments and incorporate them in their national legislation and/or regulations and, wherever possible, in their national emergency plan. These procedures, including the list of operational border entry and exit points, should be made available to the public, using tools such as Members' national Websites and/or the Directory managed by the United Nations Office for the Co-ordination of Humanitarian Affairs;

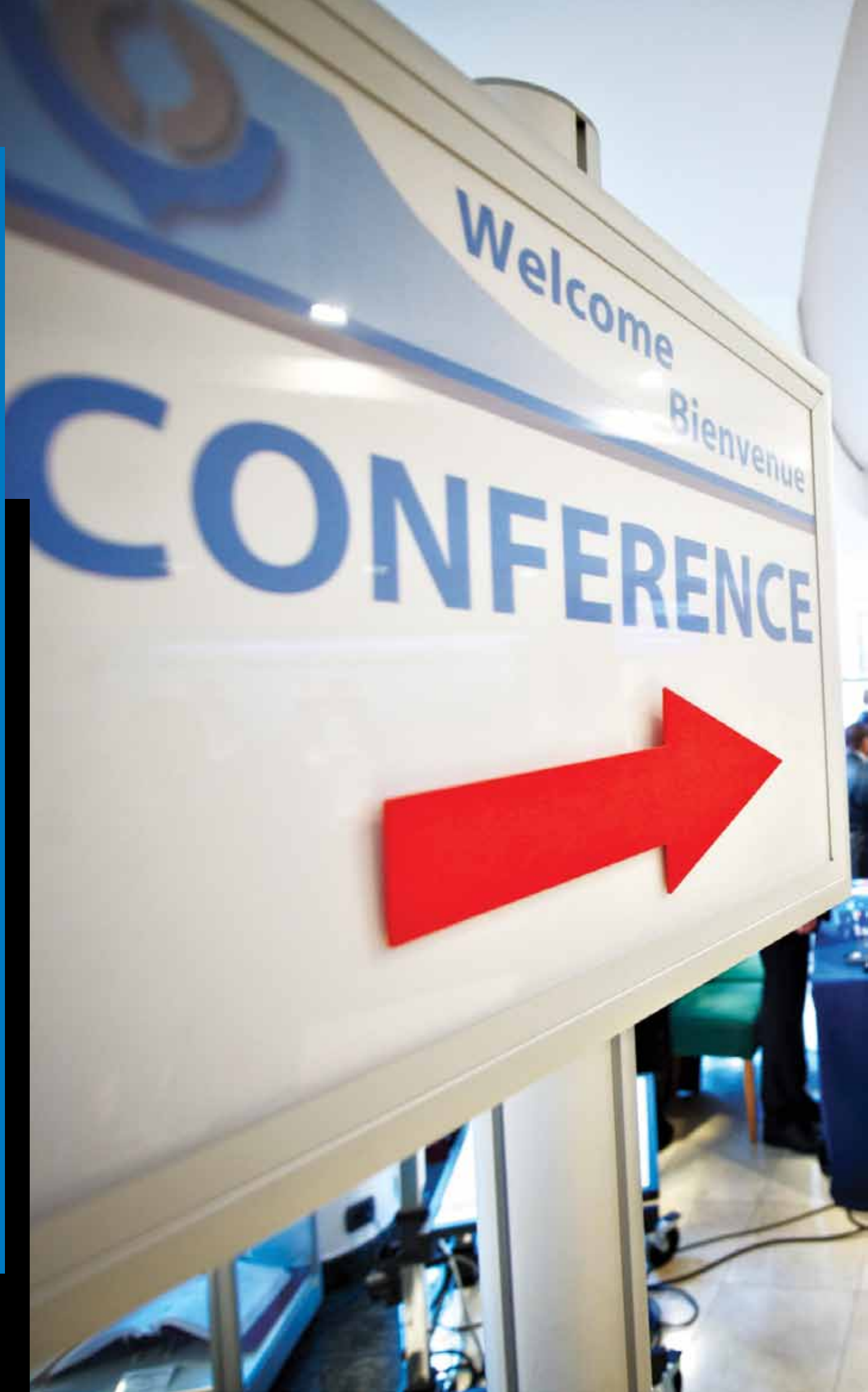
3 carry out (1) diagnostics on the procedures introduced for the Customs processing of emergency humanitarian assistance and their capacity to put those procedures into operation in the event of a natural disaster; and (2) simulation exercises to test their level of preparedness and capacity to manage emergency situations and possibly to verify the quality of national emergency plans;



4 draw up and implement a training plan to ensure that their Customs staff are qualified and able to manage these kinds of emergencies;

5 manage borders in an efficient, simplified and coordinated manner, including sharing of information, with the other national authorities involved in the handling of relief consignments, disaster relief personnel and their possessions, while using existing clearance systems in order to provide for rapid, efficient and centralized processing of these consignments;

6 review and, where necessary, update bilateral mutual administrative assistance arrangements between Customs administrations in order to manage emergencies.



Event**Date****Place****2011**

Open Day for Trade	27-28 June	Brussels
Knowledge Academy for Customs & Trade	28 June-8 July	Brussels
6th PICARD Conference	14-16 September	Geneva, Switzerland
8th EastWest Institute Worldwide Security Conference	3-5 October	Brussels
International Forum: "Customs and Business: International Aspects of Cooperation"	19-20 October	Moscow, Russia
Security of the Supply Chain and Commerce Facilitation: Challenges of the Revised Kyoto Convention	7-8 November	Sao Paulo, Brazil
World Customs and Trade Forum	24-25 November	Guangzhou, China

2012

Global Forum on Combating Illicit Drug Trafficking and Related Threats	25-27 January	Brussels
International Customs Day	26 January	Brussels
Research Conference on Measurement in Customs and Tax Administrations	5-6 March	Algiers, Algeria
Technology and Innovation Forum	6-9 March	Kuala Lumpur, Malaysia
Global AEO Conference	17-19 April	Seoul, Korea
IT Conference and Exhibition	6-8 June	Tallinn, Estonia

The WCO organizes a large number of events related to the core competencies of WCO Members in order to share information, nurture partnerships, and promote WCO tools. This section briefly describes a sampling of the major WCO events that took place between June 2011 and June 2012.

4'1 **Open Day for Trade**

27-28 JUNE 2011, BRUSSELS

Business sector representatives and Customs officials attended the Open Day for Trade, which focused on the theme "Sharing Knowledge to Strengthen the Customs-Business Partnership."

The event provided an opportunity for the private sector to learn more about the WCO, international Customs standards, and the international Customs community. Sharing of information between leaders and experts from both Customs and business leads to improved compliance with Customs requirements and better understanding of business needs.

During the event, the International Chamber of Commerce (ICC) and the WCO signed a revised Memorandum of Understanding (MoU) that sets out a list of agreed activities and enhanced communication. The ICC and the WCO have a long history of working together on international Customs issues, including those that positively impact on national Customs operations such as the ATA Carnet System, a key trade facilitation instrument.

4'2 **Knowledge Academy for Customs & Trade**

28 JUNE-8 JULY 2011, BRUSSELS

The launch of the first WCO Knowledge Academy for Customs & Trade was a great success: over 50 experts from both the private sector and WCO Member administrations travelled to Brussels from all parts of the world to attend the Academy.

In total, 11 modules were offered within three learning tracks. Tracks one and two were for the private sector and focused on key areas of WCO work, including commodity classification, valuation, rules of origin, transfer pricing, enforcement tools, and trade facilitation. The third track was designed for WCO Member administrations.

In addition to classroom training and plenary sessions, participants travelled to the Port of Rotterdam for a presentation by Dutch Customs followed by a boat tour of the port sponsored by L-3 Communications. This visit provided participants with the opportunity to see in practice Customs procedures discussed and analysed during the Academy.

34 speakers, trainers and facilitators participated. Speakers included experts from several international organizations including the WCO, the World Trade Organization (WTO), the International Monetary Fund (IMF), and the Organization for Economic Co-operation and Development (OECD).



4'3 **PICARD Conference**

**14-16 SEPTEMBER 2011,
GENEVA, SWITZERLAND**

The PICARD Programme was launched in 2006 by the WCO and the International Network of Customs Universities (INCU) to provide a platform to promote Customs education programmes and research on Customs matters. The *World Customs Journal*, which is published by the University of Canberra, Australia and the University of Münster, Germany on behalf of the International Network of Customs Universities, is a leading academic journal focused on Customs matters.

The 6th annual PICARD Conference took place at the United Nations Economic Commission for Europe (UNECE) and was jointly organized by the WCO, INCU, the Cross-border Research Association (CBRA) Lausanne, and the State Secretariat for Economic Affairs of Switzerland. The PICARD Conference provides participants with an opportunity to interact with government, academic and trade stakeholders from around the world.

Research papers were delivered on coordinated border management, performance measurement, best practices in economic recovery and poverty reduction, and integrity.

4'4 **EastWest Institute Worldwide Security Conference**

3-5 OCTOBER 2011, BRUSSELS

The EastWest Institute's (EWI) annual Worldwide Security Conference (WSC) is a platform to reframe perceptions of international security threats and opportunities. It mobilizes experts from governments, businesses, non-governmental organizations, and academia to make practical policy recommendations.

WSC began in 2003 as a response to concerns on both sides of the Atlantic about the need to develop a more comprehensive and collaborative counter-terrorism effort. It has since become an annual event in Brussels, and has broadened to cover most aspects of EWI's work, including countering violent extremism; protecting people, economies, and infrastructure; energy security; and building a new East-West consensus on weapons of mass destruction.

At the start of the 8th EWI Conference, WCO Secretary General Kunio Mikuriya discussed the four areas of major WCO activities since the previous conference. These included work on air cargo security in a strengthened partnership with the air transport sector following the air courier incident in Yemen; the launch of Programme "Global Shield" to tackle illicit trade in explosive precursors, in close cooperation with law enforcement agencies; heightened security for information communication networks, particularly in the cloud computing era; and contributions to economic security through trade facilitation and revenue tools.

There was also a focus on the G20 and economic security, highlighted by a representative of the French Ministry of Foreign Affairs, who presented the G8 and G20 agendas. He emphasized the need to work with international organizations on common challenges and to maintain dialogue with all stakeholders while using the G8 and the G20 in a complementary manner. During the ensuing discussions, participants saw a clear linkage between the WCO agenda and the work of the G8/G20.

4'5 International Forum "Customs and Business"

19-20 OCTOBER 2011, MOSCOW, RUSSIA

This event was co-organized by the WCO and the Russian Federal Customs Service in Moscow, Russia. The Forum comprised an exhibition and a conference. The exhibition attracted more than 100 exhibitors of technological innovations from all over Russia and abroad. The WCO presented its latest products, including IPM, its database on counterfeit products that supports efforts to combat IPR infringements.

4'7 World Customs and Trade Forum

24-25 NOVEMBER 2011, GUANGZHOU,
CHINA

The World Customs and Trade Forum brought together approximately 500 key thought leaders from around the world, including policymakers from Customs administrations and multilateral organizations, leading representatives of major trade and industry advocacy groups, recognized experts in global trade, supply chain security and trade law, as well as stakeholders from the logistics industry and other governmental agencies. Attendees benefited by meeting on a face-to-face basis, building trust, developing business relationships and exchanging ideas with target markets.



4'6 Security of the Supply Chain and Commerce Facilitation

7-8 NOVEMBER 2011, SAO PAULO, BRAZIL

This event provided insight for companies and those interested in improving their competitive opportunities both regionally and internationally. Additionally, experts from Customs, academia and international business discussed the importance of Customs simplification as a pillar to promote Latin America in a very competitive global market. These experts also discussed the benefits, challenges and realities of acceding to the Revised Kyoto Convention.

4'8 Global Forum on Combating Illicit Drug Trafficking and Related Threats

25-27 JANUARY 2012, BRUSSELS

The first Global Forum on Combating Illicit Drug Trafficking and Related Threats brought together over 170 delegates from 65 Customs administrations as well as several international and regional organizations. The WCO has given priority to the fight against trafficking in drugs and chemical precursors including money laundering and corruption, thus responding to the concerns of its 177 Members and its partners. The morning of 26 January (International Customs Day) was given over to an exhibition affording the private sector an opportunity to display a range of equipment and technical aids available to officials responsible for combating the traffic in drugs and chemical precursors, such as drug tests, ionscan, and endoscopes.

Alongside the exhibition, a small number of WCO Members showcased a variety of products or objects discovered by Customs services in the course of their duties. The Forum also included demonstrations by dog and handler teams specialized in drug and cash detection.

4'9 Research Conference on Measurement in Customs and Tax Administrations in Developing and Emerging Countries

5-6 MARCH 2012, ALGIERS, ALGERIA

This Research Conference, which was opened by the WCO Secretary General, brought together over 200 academics and practitioners to discuss performance measurement methods to assist Customs and Tax authorities to modernize. Research shows that measurement is a crucial component for successful capacity building and modernization.

The Conference was sponsored by the WCO, the World Bank and Algerian Customs, and also received additional donor support from the Korea Customs Service, French Customs, and the Islamic Development Bank. The results of the Conference will be published in a Collective Book on measurement.

4'10 Technology and Innovation Forum

6-9 MARCH 2012, KUALA LUMPUR, MALAYSIA

The Technology and Innovation Forum is dedicated to inspection equipment and hardware used in daily Customs operations. In addition to demonstrating a wide range of new and emerging technologies, this year's Forum focused on engaging all relevant stakeholders in the discussion on the efficient use of technology at the border.

The Forum's major objectives are to learn from the experiences of different stakeholders on how to build a successful business case for technology acquisition, maintenance and deployment; develop expertise on securing funding for technology projects; analyse the pros and cons in the processes of technology deployment, maintenance and replacement; offer technological solutions to assist daily border inspection activities; learn more about emerging technologies and innovations

(e.g. e-seals, track and trace); and forge new partnerships and encourage the exchange of best practices in the sphere of using technologies and innovations between stakeholders.

4'11 Global AEO Conference

17-19 APRIL, SEOUL, KOREA

Over 800 delegates from more than 90 countries attended the WCO Global AEO Conference in Seoul, Republic of Korea from 17-19 April 2012 with the theme 'AEO, the way towards secure and competitive growth.' The Conference, which was jointly organized by the WCO and the Korea Customs Service, focused on engaging all relevant stakeholders in discussions on the implementation of Authorized Economic Operator (AEO) programmes. In his keynote address, the WCO Secretary General spoke about the importance of AEO as a concrete programme for Customs-Business partnerships in meeting the challenge of rapidly increasing trade volumes that require risk management for Customs and compliance for traders.

4'12 IT Conference and Exhibition

6-8 JUNE, 2012, TALLINN, ESTONIA

This premier IT event provides participants with the ideal platform to discuss the role of IT in securing and facilitating global trade, with a special emphasis on how it can improve core Customs functions, particularly in developing countries.

The 2012 IT Conference and Exhibition is the 11th organized by the WCO and follows the success of those held in Brussels in 2002, Johannesburg in 2003, Kuala Lumpur in 2004, Istanbul in 2005, Bangalore in 2006, Veracruz in 2007, Seoul in 2008, Marrakesh in 2009, Dublin in 2010, and Seattle in 2011.

IT is crucial for the world's Customs community and remains a top priority for the 177 WCO Members. Many aspects of the role of IT as a driver for development across a number of core business areas were discussed at the IT Conference. Discussions focused on information exchange between Customs authorities and between Customs and other government agencies in a Single Window environment, and seamless exchanges with industry.

The WCO coordinates a number of operations conducted by Customs administrations and other law enforcement agencies. This section provides a sampling of operations between June 2011 and June 2012.

5'1 Project GAPIN

Over 100 seizures of wildlife protected by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) were made in a two-week transregional operation in January and February 2011 to combat the illegal cross-border trade in great apes and other wildlife species, including their derivatives.



Project Gapin (Great Apes and Integrity) is an enforcement initiative coordinated by the WCO and funded by the Swedish Government. It aims to deter the illegal trade in wildlife whilst cracking down on corrupt practices that fuel illicit trafficking.

Increasing wildlife crime and associated corruption is a matter of grave concern to governments and the international community;

being on the frontline at international border crossings enables Customs to play a critical role in the fight against transnational organized crime, which is more often than not linked to the smuggling of endangered species.

5'2 Global Shield

The WCO has strongly encouraged collective action against the use of improvised explosive devices which are most commonly manufactured from readily available precursor chemicals such as ammonium nitrate. Given the threat posed by improvised explosive devices, the WCO coordinated an initiative aimed at fighting illicit trade involving precursor chemicals through

more effective border controls. Thus, to bolster global efforts to stop the exploitation and illegal diversion of these chemicals, the WCO Council adopted in June 2010 "Project Global Shield", an unprecedented multilateral law enforcement operation to combat terrorist acts and transnational organized crime.



Supported by INTERPOL, UNODC, and 70 Customs administrations worldwide, the operational phase of Global Shield proved to be a stunning success, resulting in 22 seizures amounting to 33 tonnes of chemicals, and the arrest of 13 suspects.

5'3 Operation Pangea IV

Operation Pangea IV, which took place from 20 to 27 September 2011, was run by 81 countries targeting the sale on the internet of counterfeit and illegal medicines, resulting in dozens of arrests and the seizure of 2.4 million potentially harmful medicines worldwide.

The operation was undertaken in support of the International Medical Products Anti-Counterfeiting Taskforce (IMPACT) and involved Customs, police and national regulatory agencies, with support from internet service providers, payment systems providers and delivery services.



Its aim was to disrupt online criminal networks and activities connected with the selling of fake medicines online, such as credit card fraud, and to raise public awareness of the health

risks linked to purchasing medicines online.

The global operation targeted the three main components misused in the illegal website trade: the internet service providers, the electronic payment system, and the delivery service. It was coordinated by INTERPOL, the WCO, the Permanent Forum of International Pharmaceutical Crime (PFIPC), the Heads of Medicines Agencies Working Group of Enforcement Officers (HMA WGEO), the pharmaceutical security industry and the electronic payments industry.

5'4 Operation Short Circuit

Forty-three WCO Member Customs administrations joined in an operational effort to fight imports of substandard and counterfeit electrical products in "Operation Short Circuit", which began in July and concluded in September 2011.

Initiated by US Immigration and Customs Enforcement, the operation was facilitated by the WCO CENcomm platform; a unique tool for Customs administrations to rapidly share information and intelligence spontaneously with their partners across the globe.

Worldwide, 388 shipments were seized within the operational period, resulting in the seizure of the following substandard and/or counterfeit commodities: 4,760 boxes of holiday lights; 359 boxes of surge protectors; 3,736 boxes of extension cords; 791,936 individual batteries; 17,873 boxes of batteries; 41,621

power supplies; 34,050 power adaptors; and 115,231 chargers.

Apart from seizures, Operation Short Circuit generated important intelligence on companies involved in the production and trade in such products, which in many cases are dangerous to public health and safety as insulation is too thin or batteries do not contain proper ventilation mechanisms, that could cause them to explode.



5'5 Operation Tigre 2

On 9 December 2011, twelve countries launched Operation Tigre 2, an enforcement operation to combat counterfeiting and piracy, led jointly by the WCO and the Panama Customs Administration with funding provided by the Japanese Government.

Tigre 2 built on the successes of Tigre 1, which recorded seizures of approximately 3.5 million counterfeit goods, including medicines, pharmaceutical products, mechanical spare parts, and food products.

Operation Tigre has two main objectives: to protect consumers from goods that threaten their health and safety; and to test the WCO Interface Public-Members (IPM), a tool for right holders to share information that will lead to faster identification of counterfeit goods by Customs officials.

Panama hosted the Operational Coordination Unit (OCU) which oversaw the running of the multi-country operation. Participating countries used the WCO IPM tool to check the authenticity of goods in real-time during the course of Operation Tigre 2.

6'1 Knowledge

Knowledge is now a definitive part of today's political and business environment. Harnessing knowledge and using its power to become visionary, relevant and indispensable is one of the keys to success. The WCO embraced this notion in 2008 when it adopted the Customs in the 21st Century strategy document, in which "a professional, knowledge-based service culture" is recognized as one of the ten building blocks of a modern Customs administration.

The WCO Secretary General designated 2011 as the WCO Year of Knowledge with the theme: "Knowledge, a catalyst for Customs excellence." In the striving for excellence, knowledge is a catalyst, a critical mindset that enables Customs to excel in performing its expanding roles. In a fast-moving world, Customs administrations need to continuously adjust, often rapidly, to social, economic and political developments.

Knowledge empowers the WCO and its 177 Members because it is an essential Customs resource that needs to be rationalized, managed and applied as part of a continuous learning process.

Knowledge creation is triggered by dialogue and collective reflection: information comes from an individual's experience and understanding; subtle techniques accumulated over time. This body of experience and information becomes knowledge that can easily be processed and disseminated, thus enabling others to be enriched. The different meetings and events organized by the WCO and its partners throughout the year have facilitated dialogue and interaction. Technology too has an important role to play in taking forward our knowledge agenda. People are now able to meet and exchange information online. The WCO took advantage of these developments when it launched its own online think-tank, known as Club de la Réforme – a virtual meeting place for Customs officers and researchers to enhance their knowledge on topical Customs and international trade issues.



Academic research is also a source of knowledge. The WCO has established partnerships with universities to promote research on a range of issues that impact Customs and trade, with many of them now offering high-end education which meets international standards for the Customs profession.

The WCO Research and Strategies Unit, which was established in 2009 to create a WCO knowledge-based centre of excellence, undertakes valuable research which is published on its public website and in renowned policy journals. This has encouraged WCO Members to begin a dialogue with national academics on Customs topics that could benefit from research as this reinforces professionalism. Partnerships with technical and other professional institutions of learning also provide Customs with relevant and useful expertise. These actions and more will help to promote a learning culture in our organizations.

The high levels of performance and service delivery needed today require learning, lots of learning. Success and continuity of reforms are only possible if Customs managers and officers who put them into practice have the necessary support. To support the training needs of Customs officers, the WCO offers its Members a comprehensive capacity building programme which includes Customs specialists skilled in training, quality e-learning modules, and a global Regional Training Centre network. A new learning platform called CLiKC! – Customs Learning and Knowledge Community – has also been launched to offer access to online courses and open up a new world of possibilities for WCO Members to take ownership of their training initiatives and professional development. WCO Members will take advantage of this new tool, as well as others that are available, as they take up the challenge of making learning a watchword for success.

6'2 Supply Chain Security

The attacks of 9/11 changed the world for ever and their ramifications were equally felt by the Customs and trade world. Security, in particular global trade security, became a priority policy objective and was included in Customs' existing border protection portfolio to prevent such violent attacks from re-occurring.

In response to 9/11, the WCO has developed many international standards, including the renowned SAFE Framework of Standards to Secure and Facilitate Global Trade, and further supported national Customs administrations to implement the SAFE Framework through a vigorous and highly successful capacity building programme.

The SAFE Framework promotes supply chain security through the submission of advance cargo information, the application of risk management, the use of non-intrusive cargo scanning equipment, the development of Authorized Economic Operator (AEO) programmes, and partnerships between Customs administrations and between Customs and their trade stakeholders.

In addition, the WCO has strongly encouraged collective action against global threats through the recent introduction of Programme Global Shield, which aims to monitor diversions of chemicals that can be used for the illegal manufacture of improvised explosive devices.

The detection of explosives in air cargo packages in October 2010 was the latest reminder of terrorist threats to the global trade supply chain, which is vulnerable to disruption. Fortunately, the plot was thwarted due to specific intelligence information and the collaboration of various public and private agencies, including

Customs. Conscious of remaining responsive to world events, the international Customs community earnestly considered the role of Customs in air cargo security at the WCO's Policy Commission Session that was held in Shanghai in December 2010. As an outcome of these deliberations, the WCO issued a Communiqué on air cargo security, advocating a partnership approach between the international transport and trade community to deter such plots in the future in order to protect the vitality of the global trading system.

National Customs administrations are well positioned to support air cargo security, drawing on their vast experience in maritime transport security. While transport ministries, intelligence services and the military generally have the lead in identifying and stopping plots, Customs' extensive knowledge and experience is of great use and benefit to reduce the risk of supply chain disruption. For example, Customs has access to an immense stock of data, especially manifest and declaration data, which could be analysed by Customs for managing security risks. Moreover, upon receipt of initial intelligence reports, Customs produces useful information for the wider intelligence and transport community. With its legal powers to inspect and seize goods, and its cooperation with business, Customs enhances the security of premises and human resources at airports.



6'3 Trade Facilitation

Trade facilitation is sometimes mistakenly viewed as speeding up the clearance of goods, regardless of revenue and other implications, thereby solely delivering benefits to the private sector. Some regrettably still believe the myth that rejecting trade facilitation, such as inspecting all consignments even when compliance is substantial, is effective. One example of such thinking is physical inspection of all imports for fear that, without this, there will be substantial revenue leakage. A second example is the US 100% scanning legislation, ostensibly for purposes of supply chain security. In both instances these overwrought demands add unnecessary transaction costs and are not helpful in achieving their specified objectives. This is where a key role is played by the use of risk management supported by the use of technology – a core principle of the WCO Revised Kyoto Convention (RKC) – supplemented by recent work on the WCO Customs Risk Management Compendium.

Risk management presupposes that Customs services have a good knowledge of traders through daily interaction, investigation and dialogue, preferably supported by a risk management database. When Customs is confident about the compliance of traders, it more readily considers them partners in discharging Customs responsibilities. This is the background behind the “Authorized Person” concept contained in the RKC, which stipulates simplified procedures for compliant traders.

Another question often asked by policymakers is the way to improve the global ranking of the efficiency of border procedures, because they know that trade facilitation will enhance the investment climate. The WCO recommends that Customs use the Time Release Study as a fact-based performance indicator that will clearly show bottlenecks and possible solutions, not only limited to Customs but also applying to business and other agencies. The recent work on updating the WCO Time Release Study Guide will provide a more client-friendly tool, and enable the question of trade corridors, that provide a trade link to land-locked countries, to be addressed.

Likewise, since the role of other agencies at borders is widely recognized, it is essential to strengthen Coordinated Border Management (CBM) to achieve optimal trade facilitation. CBM is best supported by a Single Window (SW) environment, but unfortunately other border agencies often wrongly perceive the SW as a Customs attempt to gain more power. So the WCO has often used opportunities to explain to political leaders that Customs is providing a support service to other border agencies, and therefore it is crucial to provide support to Customs for the benefit of the country as a whole. In this connection, the WCO Data Model is increasingly being viewed as indispensable in implementing a SW environment.

6'4

Revenue Package



The Revenue Package was developed in response to Members' concerns in regard to falling revenue returns in the light of the global financial crisis and declining duty rates. Collection of revenue has historically been the cornerstone of a Customs administration's responsibilities.

The Revenue Package consists of all available tools and instruments relevant to revenue collection. These include, among other things, formal instruments and Conventions, guidance notes and training material. Members have been encouraged to consult the Package to ensure that necessary requirements have been met and that all relevant material has been obtained by the administration and is being utilized as appropriate. The Revenue Package is divided into six topics: facilitation and procedures; Customs valuation; Harmonized System; origin; compliance and enforcement; and capacity building and training.

Following a series of six Regional Workshops in 2009-10, the WCO Secretariat has identified certain areas where Members are facing particular challenges and seek further guidance and assistance in relation to fair and efficient revenue collection. To address these issues, the Policy Commission, at its 64th Session in December 2010, endorsed an Action Plan which sets out the steps to be taken by the Secretariat to research and develop further material which will be added to the Revenue Package in due course.

The Action Plan addresses the following three key topics: (1) technical assistance to verify the declared Customs value, (2) technical assistance to implement and verify preferential rules of origin of new Free Trade Agreements, and (3) technical assistance to improve tariff classification work and infrastructure.

6'5

Capacity Building

Capacity building has been and continues to be a top WCO priority. Beginning in January 2009, the entire WCO became mobilized to deliver capacity building for all areas sought by its diverse membership. In June 2011, the Council welcomed the "Strategic Roadmap for Customs Capacity Building in the 21st Century" and it is replicated below:

"It is proposed that the following 3 strategic objectives for the WCO Capacity Building Agenda should be prioritized for the next few years:

1 Further expand WCO development and delivery of Customs Capacity Building support

- Enhance the formal and informal mechanisms for identifying the Capacity Building needs of Members.
- Further develop delivery models and make use of new partnership arrangements.
- Explore new methods of identifying expertise availability.
- Increase financial capacity – further develop and maintain a collaborative relationship with a network of Donors and Organizations that finance development; acquire and disseminate the ability to successfully propose projects, secure funds and meet Donors' requirements.
- Enhance the regional structures' abilities to assume the responsibility for managing the delivery process of Capacity Building support.



2 Strengthen the knowledge-based approach and raise the profile of the Organization as an information centre on Customs development

- Conduct and share research about Customs topics.
- Develop effective and feasible performance criteria: Results-based management approach and corresponding procedures.
- Increase knowledge of Members' development needs, priorities, plans, partners and existing projects.
- Improve coordination: In a time of scarcity, resources must continue to be used optimally to avoid duplication.
- Enhance the Capacity Building delivery models to ensure that the WCO captures and manages information and secure knowledge and experience to transfer to other Members.
- Enhance Capacity Building reporting mechanisms.
- Contribute to the development of the future Customs Professional under the Picard Programme.
- Introduce and test coordination tool in the Americas region before it is rolled out globally.
- Enhance WCO communication capacity and visibility on its role in Capacity Building.

3 Use existing and test new tools and methodologies for Customs Capacity Building

- Test new methodologies for implementation of WCO standards as embodied in WCO

instruments, including but not limited to the revised Kyoto Convention, the HS Code, and the SAFE Framework of Standards.

- Continue development assistance for core Customs competencies and capacities.
- Prepare for the Customs Capacity Building needs of the conclusion of the Doha Development Round, and of the implementation of its outcomes.
- Adapt the Diagnostic Framework: At the heart of the WCO's 2003 Capacity Building Strategy is the WCO Diagnostic Framework, a comprehensive instrument to assist in the needs assessment of Customs administrations. It also serves as an effective implementation guide for WCO, WTO and other trade and Customs tools, best practice approaches and useful materials that can assist in the development of Capacity Building solutions. The WCO should commence a process of enhancing the Diagnostic Framework to:
 - Update it with the latest standards and best practices developed (e.g. the Risk Management Compendium);
 - Use the tool as a reference for monitoring and evaluation;
 - Highlight the specific requirements of the core competencies of Customs to meet the needs of the various Customs missions (Revenue collection, security, trade facilitation, social protection).
- Identify and publish case studies, best practices and lessons learned from Customs Capacity Building experiences.
- Further develop tools related to Capacity Building."

07 ENFORCEMENT TREND REPORTS



7'1 Drugs Report



The 2010 Customs and Drugs Report, which takes stock of and analyses drug seizures made by Customs services and joint teams in 2010, forms part of the WCO's dynamic drug enforcement approach.

Customs administrations' anti-drug efforts have included operations to destroy drugs and chemical precursors seized by Customs; actions to raise public awareness about drug-related problems; heightened controls; and symposiums to show how Customs and other law enforcement agencies are marshalling their forces to combat drug trafficking.

The success of pilot Operation "COCAIR 1", the first of its kind in Africa, which was initiated by the WCO, implemented in close cooperation with INTERPOL and UNODC, and funded by the European Commission, was built upon and led to Operation "COCAIR 2". The latter Operation took place in June 2010 with 25 participating Member countries from West and Central Africa, together with Brazil and Morocco. In view of the excellent results achieved during this second Operation, Members wished to repeat this exercise in 2011.

These COCAIR Operations serve as the operational application of Project "AIRCOP" in which the WCO is playing an active role. AIRCOP is aimed at enhancing border controls and management, especially in the international airports of Africa, South America and the Caribbean. Joint Airport Interdiction Task Forces (JAITFs) are being set up and provided with access to the WCO's CENcomm secure communication tool, as well as to INTERPOL's I-24/7 system.

As part of these efforts, the WCO organized a Global Forum on the topic of dog and handler teams as part of the enforcement apparatus. The Forum was held from 25 to 27 January 2011, encompassing the celebrations to mark International Customs Day. This was the first Global Forum held by the WCO on this issue, which requires a continuous exchange of experiences.

The primary objective of this Forum was to share current best practices and experiences among the various countries having set up dog and handler training centres, as well as to identify shared challenges in terms of rolling out new canine centres with the requisite training programmes and operational models to accompany them.

Overall, the number of drug seizures reported by WCO Members in 2010 decreased compared to 2009 and there was also a slight drop in the total quantity of drugs intercepted as reported by Members. This decrease can be explained by a number of factors, primarily changes in some Members' operating structures.

The figures show that 21,079 seizure reports covering a total of 764 tonnes of drugs were recorded in 2010. Over the course of 2010, seizures of all forms of cannabis (resin, herbal and oil) amounted to a total of 640 tonnes, a drop of over 9% compared to 2009. Spain nevertheless remains the country having seized most cannabis resin, and Morocco is unquestionably still the primary source country of this substance.

A little over 76 tonnes of cocaine were intercepted during 2010, compared to over 65 tonnes in 2009, equating to an increase of some 15%. As in 2009, the countries of Western Europe seized the most cocaine (45%), followed by the United States with 35%.

	Opiates	Cocaine	Cannabis	Psychotropic substances	Total
Eastern & Southern Africa	215.60	308.40	6,858.00	2.30	7,384.30
West Africa	50.40	2,859.40	6,285.00	-	9,194.80
North Africa		19.90	40,623.00	-	40,642.90
Middle East	78.20	118.00	2,479.00	113.00	2,788.20
Asia & the Pacific	26,673.30	963.10	66,332.00	7,528.70	101,497.10
Eastern & Central Europe	1,795.50	2,318.80	2,053.00	115.00	6,282.30
Western Europe	1,567.50	35,182.75	187,570.00	740.60	225,060.85
CIS Region	1,631.80	134.20	354.00	23.00	2,143.00
North America	1,096.70	26,618.10	326,971.00	3,420.70	358,106.50
Caribbean	2.10	1,850.10	1,359.00	-	3,211.20
South America	3.00	6,852.10	4,479.00	-	11,334.10
Total	33,114.10	77,224.85	645,363.00	11,943.30	767,645.25

The trend noted between 2005 and 2008, showing a somewhat uncharacteristic routing whereby cocaine shipments consigned in South America and with Europe as their final destination were stored in and transited via West and Central Africa, still prevails.

Nevertheless, this phenomenon declined in importance in 2009 and 2010, with countries in the Caribbean region playing a greater role.

Over 33 tonnes of opiate products were intercepted by Customs in 2010, compared to only 23 tonnes in 2009. This substantial increase can be explained by exceptional seizures of poppy straw reported by Pakistan Customs.

The origin of opiate products intercepted in the course of 2010 is essentially Afghanistan, thus confirming the trends observed for many years now.

With respect to psychotropic substances, the overall quantity of amphetamines and methamphetamines seized by Customs services remained stable (16 tonnes of products in 2010, the same as in 2009).

The countries of the Middle East were the most effective in terms of amphetamine seizures, together with the United States in the case of methamphetamines.

The data in this Report was compiled using information contained in the Customs Enforcement Network (CEN) database, which has been operational since July 2000. Today, 165 WCO Member administrations have access to the CEN database (over 420,000 entries on all manner of Customs offences), an information and communication system, a dedicated enforcement website and a data bank of places of concealment. The growing number of Customs officers using this network on a daily basis bears witness to its effectiveness. The CEN also includes applications such as the CENcomm communication tool, which has enjoyed burgeoning success since 2004, the year it was introduced. Many regional or international operations were carried out in 2010 to combat not only trafficking in drugs and chemical precursors, but also in weapons, cigarettes and counterfeit goods, as well as money laundering. Some 33 operations relating to various areas of crime, but essentially drugs, were conducted in 2010, compared to 24 in 2009.

7.2 Tobacco Report



The 2010 Customs and Tobacco Report, which takes stock of and analyses tobacco seizures made by Customs services and joint teams in 2010, forms part of the WCO's dynamic tobacco enforcement approach.

Customs plays a significant role in ensuring that global trade conforms with international requirements and that all taxes due are paid. Where goods are highly taxed and easily portable, and penalties remain relatively light for trafficking, transnational criminal organizations will take advantage of any weaknesses in Customs, revenue or other border controls to amass profits. They do not care whether laws are flouted, consumers' health is damaged, governments lose revenues, or legitimate businesses lose trade.

The Report's analysis of illicit trade of cigarettes is based on a total of 3,521 pieces of information on cigarette seizures with a minimum limit of 100,000 pieces carried out in 2009 and 2010 by sixty-seven WCO Members. The relevant figures recorded in the CEN database come to a total of 2,002 seizures in 2009 and 1,519 in 2010, accounting for around 3.5 billion pieces in 2009 and 3.2 billion pieces in 2010.

Almost 90% of the seizures were reported by Members affiliated to the three European RLOs. The contraband concerned accounts for around 80% of the total quantity of cigarettes reported to the CEN database.

Although the contribution from other regions needs to be improved in terms of input into the CEN, the figures confirm that the illicit trade in cigarettes is widespread.

The figures recorded in Eastern and Southern Africa are particularly noteworthy.

The largest seizure in 2010 was recorded in Greece.

With reference to the number of seizures, 20% of all seizures worldwide in 2010 were made in the top ten locations. More than one location recorded the same remarkable number of seizures.

Not surprisingly, nearly all sites are located in Europe, where most of the seizures were reported from.

The top ten locations by quantity accounted for nearly one third of the contraband seized globally in 2010. All are European except Busia and Malaba (Kenya).

Half of the contraband was detected at seaports, where around 16% of global seizures were carried out. Nearly half of the seizures were made at inland locations, where 23% of the contraband was seized in 2010 as compared with 35% in the previous year.

There was a remarkable decrease in detections of significant shipments at rail locations. This is probably due to a lack of reporting.

Ukraine and Poland were the most frequent source for the contraband detected in Europe and destined for this region.

China was the source of the highest amount of contraband (21% of the global quantity seized), followed by the United Arab Emirates (9%).

Marlboro remains the most seized brand. It was also the brand most often counterfeited.

At a regional level other brands were also targeted by smugglers and involved shipments of genuine cigarettes.

	Number of seizures		Quantity (pieces)	
	2009	2010	2009	2010
Asia & the Pacific	79	79	253,890,340	281,074,687
Eastern & Southern Africa	28	87	55,245,920	309,319,075
West Africa	38	3	39,809,800	400,000
Middle East	23	18	60,617,020	44,754,840
Eastern & Central Europe	970	736	926,790,977	1,077,114,591
Western Europe	799	536	1,991,756,399	1,299,576,438
CIS Region	40	43	119,258,500	125,771,760
North America	6	2	1,680,000	337,800
Caribbean	-	1	-	317,400
South America	19	13	48,058,440	41,755,800
Total	2,002	1,518	3,497,107,396	3,180,422,391

A significant and growing threat is from cheap white cigarettes.

Large consignments of cigarettes are illegally moved across borders worldwide by criminal organizations. In some regions the phenomenon of "ant smuggling" is additionally recorded.

Smugglers continue to pose a challenge to Customs for the detection of contraband which is very well concealed inside legitimate goods. In this respect, timber, door frames and rolled up goods continue to be reported as typical cover loads.

Syndicates are now using cover loads which they believe are high in density so as to circumvent checks at the scanning stations – there may be a belief that rubber could prevent or absorb X-rays.

2010 data show that more cases than in the past involved cigarettes concealed or simply loaded in the means of transport without the use of a cover load.

The courier and postal system is being used to move cigarettes illegally. Large quantities are subdivided into a number of smaller quantities that are shipped individually. Although each individual shipment involves only a small quantity of cigarettes, the total quantity is significant.

As was the case in previous years, the figures show that more than half of the counterfeit contraband originated in China. The figures identify the United Arab Emirates as the second source in terms of both quantity and incidents. It cannot, however, be clearly stated whether this was the true origin of the consignments, or whether they were simply transhipped there.

Recognized for its success in combating illegal cigarette trades in the Asia/Pacific Region, Project Crocodile is now being considered for global implementation as combating the illegal cigarette trade is not just a regional concern.

Given the significant impact that the future implementation of the Protocol on the Illicit Trade of Tobacco Products will have on the Customs activities in this particular field, the WCO Secretariat strongly recommends that Customs administrations maintain close contact with the competent national office which will represent their respective country in the ongoing negotiations, with a view to ensuring that the negotiations on the text also reflect the Customs perspective.

On various occasions, the alerts published by the WCO Secretariat led to additional seizures by the Customs services. The WCO Secretariat therefore invites all Customs administrations to continue providing information on seizures to the CEN database.

7'3 IPR Report



The 2010 WCO Customs and IPR Report shows the continued importance of combating the trade in counterfeit goods, with more than 23,700 seizure cases provided by 70 of the WCO's 177 Member Customs administrations from all 6 WCO regions. It also shows the wide

variety of seized products, ranging from accessories and electronic appliances to foodstuff and pharmaceutical products; and the activities that the WCO has rigorously been pursuing.

The scale of the counterfeiting phenomenon, particularly relating to counterfeit medicaments, is illustrated by a typical method of concealment. During the physical inspection of a container declared as containing "various goods", Customs officers discovered 631,000 fake tablets and additional items of this nature hidden inside cartons at the back of the container. The estimated value of the goods was more than 9 million US dollars.

In 2010, a marked increase was also observed over the previous year in the number of seizures concerning computer accessories (50% increase), electronic appliances (up 37%), and goods related to international sports events (up 52%). As support for Members' efforts against counterfeited items related to international sports events, the WCO and its Regional Intelligence Liaison Office (RILo) network conducted operations focusing on the 2010 FIFA World Cup in South Africa. Significant seizures made during the operations clearly illustrate the effectiveness of the concerted efforts of Customs in thwarting the expectations of criminal gangs to make and launder vast amounts of money during such major international sports events.

Mexico, Saudi Arabia and the Republic of Korea showed significantly enhanced results for 2010. This increase in reporting of seizure cases

reflects the reporting countries' strong political commitment to protecting IPR. A total of 13,661 cases, equivalent to 58% of seized shipments, departed from China. This was far more than from Hong Kong, China (4,497 shipments, 19%). India was third with 806 cases, followed by the United Arab Emirates (356 cases) and the United States (198 cases).

In terms of seized items, 103 million pieces, equating to 68% of the total of counterfeit shipments, departed from China. The top 10 departure countries dominated, accounting for 80% of departures for all items seized in 2010. Shipments departing from China comprising all types of goods in 2010 included miscellaneous (25%), electronic appliances (10%) and tobacco (12%). The items were distributed to 143 countries, with the top five being the United States, Saudi Arabia, the Democratic Republic of the Congo, Spain and Portugal.

More than 143 countries were the intended destinations of seized shipments in 2010, headed by the United States for 11,041 shipments, followed by Germany (1,213), Mexico (1,064), France (1,052) and Japan (904). Shipments heading for the top 10 countries made up 80% of total seizures.

Based on the available information, articles in 2,980 (13 %) seizures were intended for transit in third countries en route to their final destinations. Among them, 393 shipments were to be transited more than twice and more than three times. A few had undergone as many as five transits before being finally stopped by Customs. This seems to be a strategy used by traffickers to disguise the actual origin and distract the attention of Customs agencies.

Of all those shipments using transit routes, a few rare shipments reached and were seized at their final destinations. This means most of the shipments were intercepted en route to transit. This

	Number of seizures			Quantity (pieces)		
	2009	2010	Change	2009	2010	Change
Asia & the Pacific	3,526	1,692	-52%	98,775,360	3,722,979	-96%
Eastern & Southern Africa	25	245	880%	2,416,145	908,321	-62%
West Africa	5	1	-80%	124,830	2,100,000	1,582%
North Africa	4	20	400%	15,964	3,550,648	22,142%
Middle East	822	1,206	47%	53,193,350	2,551,994	-95%
Eastern & Central Europe	1,157	900	-22%	14,503,647	7,169,646	-51%
Western Europe	7,066	6,418	-9%	73,897,804	53,345,267	-28%
CIS Region	166	175	5%	6,870,779	935,000	-86%
North America	8,653	12,624	46%	74,925,906	46,621,681	-38%
South America	475	93	-59%	9,572,192	2,794,515	-71%
Total	23,908	25,484	7%	334,297,986	123,702,061	-63%

shows that where it is possible to do so, more enforcement actions focusing on goods in transit could be effective in detecting counterfeiting and piracy.

Various locations in Germany were used as initial transit points in 783 cases, but most of the shipments were stopped there. The Netherlands was used as a transit point in 297 cases and most of the shipments were intercepted locally. Hong Kong, China seized 230 transit shipments passing through its territory. Italy seized 221 shipments in transit.

Seizures made at importation accounted for 90% (21,160 cases) of the total. Seizures made in transit accounted for 6% (1,466 cases). 693 (3%) internal seizures were reported by 19 countries. With regard to internal seizures, Hungary and Poland reported 190 and 180 cases, respectively, followed by Mexico (137 cases) and France (95 cases). These four countries are responsible for 84% of all 4,609 seizures made internally since 2004. Seizures (158 cases) at export reported by 18 countries accounted for 1% (in 2009, export constituted 14%). The reason for the decrease was a sharp fall in cases reported by Chinese Customs which mainly involve seizures at export.

The United States reported 101 cases of seizures at export in 2010, followed by Italy (10 cases), the Russian Federation (10 cases), France (8 cases) and Mexico (5 cases).

Seizures carried out at airports accounted for 37% (8,767 cases) of the total. 27% (6,391 cases) were made at mail centres, 5,708 cases (24%) at seaports and 1,596 cases (7%) inland. Only 2% of seizures were made at land borders.

In terms of items seized, consignments at seaports amounted to as much as 67% (102 million) of the total number of items seized, followed by airport seizures (12%), inland seizures (12%) and seizures at mail centres (5%).

Based on the available information (20,889 cases), 13,864 cases (66%) related to trademark infringement, far more than the 6,800 cases related to copyright (33%). 86 cases (0.4%) involved patents. There were 86 cases (0.4%) relating to design and model rights. 95 cases (0.4%) were reported in relation to geographical indications. Several rights were frequently infringed at the same time.

Almost all of the seizures in 2010 were counterfeit products. In 726 cases, labels/signs were shipped in separate consignments. It is thought that the intention was to attach all these labels/signs to the counterfeit products once they arrived at their destinations.

The 2010 situation was different to 2009 in terms of the methods of concealment. In 11,264 (48%) out of 23,477 cases, goods were concealed inside mail such as postal or express packages. Based on the available information, 3,833 cases (34%) involving mail were conveyed by express carrier. In 4,350 (19%) cases, counterfeits were found concealed in freight. In 4,254 (18%) cases, goods were not concealed, either because they were seized in the market place, or abandoned, or simply declared to Customs without concealment. 1,528 (7%) cases were seized in baggage. 767 (3%) cases were seized in transport. It is a different story in terms of seized units. 45% of the goods were concealed in freight, and this was followed by means of transport (16%). Counterfeit products were sometimes mixed with authentic products in the same consignment, thus making it difficult to distinguish fake from genuine goods.

As in previous years, 50% (11,738) of the cases were found during routine checks, which have remained the most important method for Customs to detect this kind of trafficking. 7% (1,762) of the total was the result of profiling, a 47% decrease compared with 2009. This means that Customs needs more intensified implementation of risk management. Intelligence investigations and random checks led, respectively, to 1,108 cases (4%) and 777 cases detected (3%). 525 seizures (3%) were the outcome of Customs documentary checks.

In 659 cases where the declaration status was indicated, articles in 520 cases were declared to Customs. In the context of non-declaration, the fake articles were not concealed in 38 cases. This is probably because, in many countries, passengers are no longer obliged to submit written declaration forms and small quantities of articles for personal use – although possibly infringing intellectual property rights – are not subject to relevant national legislation. The declared goods included handbags (Harmonized System (HS) heading 42.02), toys (HS 95.03), shoes (HS 64.04), trousers (HS 62.04), sunglasses (HS 90.04) and tobacco (HS 24.03). In cases of declaration to Customs, counterfeit goods are frequently declared fraudulently as these goods.

The WCO will continue to build the border enforcement capacity of Customs administrations worldwide in combating counterfeiting and piracy. It will also continue to promote inter-agency and Customs-Business partnerships, in order to further strengthen the line of defence against this serious criminal activity.

The WCO has a large portfolio of tools that assist Members in achieving their objectives. The following are several tools that are either new or have recently been updated.

8'1 Interface Public-Members (IPM)



IPM THE WCO TOOL
 INTERFACE PUBLIC-MEMBERS IN THE FIGHT AGAINST COUNTERFEITING

Customs are the front line troops in the battle against counterfeit products – Customs accounts for approximately 70% of counterfeit goods confiscated worldwide. The WCO has a unique position in respect of national Customs authorities and has launched an innovative initiative to promote the exchange of information between the private sector and Customs to improve the identification and seizure of counterfeit products. The WCO's IPM (Interface Public-Members) is a secure communication tool for the exchange of information between Right Holders and Customs. IPM provides Right Holders with access to WCO tools and publications related to combating counterfeiting, including a genuine/fake database. Several other areas of information are under development.



8'2 Customs Enforcement Network (CEN)

Operational since July 2000, the Customs Enforcement Network (CEN) now offers 2,000 Customs officers representing more than 150 countries access to:

- a database of (non-nominal) Customs seizures and offences, comprising data required for the analysis of illicit traffic in the various areas of Customs competence.
- the CEN Web site containing alerts as well as information of use to Customs services; and a Concealment Picture Database to illustrate exceptional concealment methods and to exchange X-ray pictures.
- A communication network facilitating co-operation and communication between Customs services and CEN users at international level.

The CEN uses modern technologies to perform reliable, secure and inexpensive operations. It is Internet-based and has effective database protection, only permitting access to authorized users.



The CEN relies on encryption technology to protect communication and data transfers. Its main characteristics are simplicity, user-friendliness and low-cost communication which is rapid and secure. The CEN contains 13 different headings and products covering the

main fields of Customs enforcement activity, including drugs; tobacco; alcoholic beverages; CITES; IPR – counterfeiting; precursors; tax and duty evasion; weapons and explosives; currency; nuclear materials; hazardous material; and other prohibitions and restrictions (including works of art, stolen vehicles, anabolic steroids, etc.).

8'3 Time Release Study (TRS)

The WCO's Time Release Study (TRS) methodology assists Customs administrations and other border agencies to measure the effectiveness and efficiency of operational procedures in the processing of imports, exports and transit movements. Thus, TRS is a useful tool for identifying bottlenecks in border-related procedures and helping Customs achieve their regulatory objectives.

The WCO recently developed online software to conduct a TRS more efficiently, and the Guide to Measure the Time Required for the Release of Goods provides more guidance on how the TRS can be applied to different border procedures.



Country Name	Name of Head of Customs Administration ^a	Title of Head of Customs Administration	Name of Customs Administration	Customs Website Address
Afghanistan (Islamic Republic of)	Elhamuddin MAZHAR	Director General of Customs	Afghan Customs Department, Ministry of Finance	www.customs.mof.gov.af
Albania	Flamur GJYMISHKA	Director General of Customs	Directorate General of Customs, Ministry of Finance	www.dogana.gov.al
Algeria	Mohamed Abdou BOUDERBALA	Directeur général des Douanes	Direction Générale des Douanes, Ministère des Finances	www.douane.gov.dz
Andorra	Marta BOQUERA VERGARA	Directrice des Douanes	Douane Andorrane Ministère des Finances	www.duana.ad
Angola	Silvio Franco BURITY	General Director of Customs	National Service of Angola Customs	www.alfandegas.gv.ao
Argentina	Ricardo ECHEGARAY	Federal Administrator of Public Revenues	Federal Administration of Public Revenues	www.afip.gob.ar
Armenia	Gagik KHACHATRYAN	Chairman, Lieutenant General	State Revenue Committee	www.customs.am
Australia	Michael CARMODY	Chief Executive Officer	Australian Customs and Border Protection Service	www.customs.gov.au
Austria	Wolfgang NOLZ	Director General of Customs and International and Organizational Tax Matters	The Directorate General IV, Federal Ministry of Finance	www.bmf.gv.at
Azerbaijan	Aydin ALIYEV	Chairman of the State Customs Committee	State Customs Committee	www.customs.gov.az
Bahamas	Charles TURNER	Comptroller of Customs	Customs Department, Ministry of Finance	www.bahamas.gov.bs/customs
Bahrain	Mohamed bin Khalifa AL KHALIFA	President of Customs	Customs Affairs, Ministry of the Interior	www.customs.gov.bh
Bangladesh	Nasiruddin AHMED	Chairman	Customs and VAT Wing, National Board of Revenue	www.nbr-bd.org
Barbados	Frank HOLDER	Comptroller of Customs	Customs and Excise Department	customs.gov.bb
Belarus	Aleksandr SHPILEVSKY	Chairman	State Customs Committee	www.customs.gov.by
Belgium	Noël COLPIN	Administrateur général des Douanes et Accises	Administration générale des Douanes et Accises, Service Public Fédéral Finances	fiscus.fgov.be
Belize	Gregory GIBSON	Comptroller of Customs and Excise	Customs and Excise Department	www.customs.gov.bz
Benin	Théophile SOUSSIA	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects	www.gouv.bj
Bermuda	Lucinda PEARMAN	Acting Collector of Customs	H.M. Customs	www.customs.gov.bm
Bhutan	Choyzang TASHI	Director	Department of Revenue and Customs, Ministry of Finance	www.mof.gov.bt
Bolivia	Marlene ARDAYA VÁZQUEZ	Executive President	National Customs of Bolivia	www.aduana.gov.bo
Bosnia and Herzegovina	Zdravko CVJETINOVIC	Director Assistant for Customs Section	Indirect Taxation Authority	www.uino.gov.ba
Botswana	Phodiso Philiso VALASHIA	Acting Commissioner of Customs	Botswana Unified Revenue Service	www.burs.org.bw
Brazil	Emani Argolo CHECCUCCI FILHO	Undersecretary of Customs and International Relations	Secretariat of the Federal Revenue of Brazil, Ministry of Finance	www.receita.fazenda.gov.br
Brunei Darussalam	A.A. bin Haji Abd RAHMAN	Acting Controller of the Royal Customs and Excise Department	Royal Customs and Excise Department, Ministry of Finance	www.customs.gov.bn
Bulgaria	Vanyo TANOV	Director General	National Customs Agency, Ministry of Finance	www.customs.bg
Burkina Faso	Kuibila Jean Sylvestre SAM	Directeur général	Direction générale des Douanes, Ministère des Finances et du Budget	www.douanes.bf
Burundi	Domitien NDIHOKUBWAYO	Commissaire Général Adjoint et Commissaire des Douanes et Accises	Commissariat des Douanes et Accises, Office Burundais des Recettes	www.obr.bi
Cambodia	Pen SIMAN	Delegate of the Royal Government in charge of the General Department of Customs and Excise	The General Department of Customs and Excise	www.customs.gov.kh
Cameroon	Minette LIBOM LI LIKENG	Directeur général des Douanes	Direction générale des Douanes	douanescustoms-cm.net
Canada	Luc PORTELANCE	President	Canada Border Services Agency	www.cbsa-asfc.gc.ca
Cape Verde	Marino VIEIRA DE ANDRADE	Director General of Customs	Directorate General of Customs	www.alfandegas.cv
Central African Republic	Alain Fred Pépin BONEZOUÏ	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects	www.douane-rca.org
Chad	SALEH DEBY	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects	n.a.
Chile	Rodolfo ÁLVAREZ Rapaport	Director General of Customs	National Customs Service	www.aduana.cl
China	Guangzhou YU	Minister of Customs	General Administration of Customs	www.customs.gov.cn
Colombia	Juan Ricardo ORTEGA	Director General	Directorate General for Taxation and Customs	www.dian.gov.co
Comoros	Ali Hamissi MOUSSA MOHAMED	Directeur général	Direction générale des Douanes, Ministère des Finances, du Budget et du Plan	n.a.

Number of Customs staff (approximate) ^a	Customs duties in tax revenue (%) ^{b,h}	Revenue collected by Customs in tax revenue (%) ^{b,h}	Simple tariff average (%) ^{b,m}	Weighted tariff average (%) ^{c,m}	Year of WCO Accession	Key WCO Instrument		
						HS ^c	RKC ^c	SAFE ^v
1,637	33.5 ^a	50.7 ^a	5.6 ^{a,h}	7.6 ^{a,h}	2004			◆
984	4.3 ^{e,i}	n.a.	5.0	5.0	1992	◆		◆
16,140 ^b	13.8	37.6	13.8	12.1	1966	◆	◆	
100	9.9	54.0	n.a.	n.a.	1998	◆		
1,594	21.7 ⁱ	n.a.	7.3 ^c	3.9 ^{a,h}	1990	◆		◆
5,154	12.8	24.5	12.6	12.2	1968	◆		◆
733 ^b	4.7	42.6	n.a.	n.a.	1992	◆		◆
5,674 ⁱ	2.0	3.3	2.8 ^h	3.9 ^h	1961	◆	◆	◆
1,700	0.4	10.6	5.1	3.2	1953	◆	◆	◆
2,600	3.7 ^{d,i}	n.a.	9.4 ^{a,h}	5.9	1992	◆	◆	◆
769	24.1	50.6	35.9	21.8	1974	◆		◆
840	70.9 ^{o,i}	n.a.	5.1 ^c	5.8	2001	◆		◆
2,051	14.6	40.5	n.a.	14.7 ^{a,h}	1978	◆	◆	◆
502	10.8 ^c	47.6 ^c	15.1 ^{e,k}	14.8 ^{e,k}	1999			
n.a.	8.8 ^{c,i}	n.a.	10.7 ^{a,h}	6.8	1993	◆	◆	◆
3,650	2.2	10.2	5.1	3.2	1952	◆	◆	◆
207	n.a.	n.a.	11.0	13.6 ^d	2008			
780	22.3 ^{o,i}	n.a.	11.9	n.a.	1998	◆		◆
186	19.6	19.6	17.8	27.8 ^k	1990			◆
350	2.6	30.8	18.2 ^{e,k}	17.8 ^{e,k}	2002	◆		◆
1,273	6.7	31.5	11.2	8.8	1997	◆		◆
1,277	1.5 ^{c,i}	n.a.	6.5	8.2	2008			◆
900 ^p	24.2 ^l	n.a.	7.7	7.7	1978	◆	◆	◆
4,410	2.6	8.6	13.7	10.0	1981	◆		◆
474	3.8 ^{c,i}	n.a.	2.5	5.0 ^h	1996			◆
3,337	0.6	34.7	5.1	3.2	1973	◆	◆	◆
1,362	18.0 ^{o,i}	42.0	11.9	10.5	1966	◆		◆
156	5.9 ^o	51.1 ^a	11.7 ^{a,h}	14.0	1964			◆
1,165	16.9	56.3	11.7 ^{a,h}	8.1 ^h	2001	◆		◆
3,000 ^b	15.2	34.9	19.4	11.0 ^b	1965	◆		◆
13,000 ^v	1.7	11.1	3.7	3.4	1971	◆	◆	◆
170	20.4 ^c	48.5	10.2	12.2 ^d	1992	◆		◆
463	7.9 ^o	40.5 ^o	17.8 ^c	19.2	1986	◆		◆
2,796	n.a.	n.a.	17.9 ^o	14.7	2005	◆		◆
1,588 ^b	1.6	33.8	6.0 ^h	1.0 ^h	1966	◆		◆
52,200 ^b	2.8 ^o	18.0 ^o	9.6	4.1	1983	◆	◆	◆
3,791	6.9	20.7	12.5	11.6	1993	◆		◆
300	48.9 ^{e,i}	n.a.	11.3	7.8 ^{l,k}	1993			◆

Country Name	Name of Head of Customs Administration ^a	Title of Head of Customs Administration	Name of Customs Administration	Customs Website Address
Congo (Republic of the)	Jean-Alfred ONANGA	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects, Ministère des Finances du Budget et du Portefeuille Public	www.douanes.gouv.cg
Costa Rica	Gerardo BOLAÑOS ALVARADO	Director General	National Customs Service, Ministry of Finance	www.hacienda.go.cr
Côte d'Ivoire	Issa COUIBALY	Directeur général des Douanes	Direction générale des Douanes	www.douanes.ci
Croatia	Zlatko GRABAR	Director General of Customs	Customs Directorate, Ministry of Finance	www.carina.hr
Cuba	Pedro Miguel PÉREZ BETAN-COURT	Chief of the General Customs	General Customs of the Republic of Cuba	www.aduana.co.cu
Curaçao	Julian LOPEZ RAMIREZ	Commissaire des douanes	Douane Curaçao	n.a.
Cyprus	Constantinos NICOLAIDES	Director General of Customs & Excise	Department of Customs and Excise, Ministry of Finance	www.mof.gov.cy/ce
Czech Republic	Pavel NOVOTNY	Director General of Customs	General Directorate of Customs	www.celnisprava.cz
Democratic Republic of the Congo	Déo RUGWIZA MAGERA	Directeur général	Direction générale des Douanes et Accises	www.douanes.cd
Denmark	Erling ANDERSEN	Director General of Customs	Tax and Customs Administration	www.skat.dk
Djibouti	Abdi Houssein BIDID	Directeur général des Douanes et Droits indirects	Direction des Douanes et Droits indirects	www.douanes.dj
Dominican Republic	Rafael CAMILO	Director General of Customs	Directorate General of Customs	www.aduanas.gob.do
Ecuador	Xavier CARDENAS MONCAYO	Director General	National Customs Service of Ecuador	www.aduana.gob.ec
Egypt	Ahmad Faraj SEOUDI	Commissioner of Customs	Egyptian Customs Authority	www.customs.gov.eg
El Salvador	Deisy REYNOSA	Director General of Customs	Directorate General of Customs, Ministry of Finance	www.mh.gob.sv
Eritrea	Fessahaie HAILE	Director General of Customs	Customs Department, Ministry of Finance	n.a.
Estonia	Marek HELM	Director General	Estonian Tax and Customs Board	www.emta.ee
Ethiopia	Chay MELAKU FENTA	Director General / Minister	Ethiopian Revenues and Customs Authority	www.erca.gov.et
Fiji	Jone LOUIE	General Manager of Customs and Excise	Fiji Revenue and Customs Authority	www.frca.org.fj
Finland	Antti HARTIKAINEN	Director General	National Board of Customs	www.tulli.fi
The Former Yugoslav Republic of Macedonia	Vanco KARGOV	Director General	Customs Administration, Ministry of Finance	www.customs.gov.mk
France	Jérôme FOURNEL	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects	www.douane.gouv.fr
Gabon	Fridolin ONGUINDA	Directeur général des Douanes et Droits Indirects	Direction Générale des Douanes et Droits Indirects, Ministère de l'Économie, de l'Emploi et du Développement Durable	www.douanes.ga
Gambia	Malamin SANYANG	Commissioner of Customs and Excise	Gambia Revenue Authority	www.gra.gm
Georgia	Jambul EBANOIDZE	Head of Revenue Service	Revenue Service	www.rs.ge
Germany	Hansjoachim STÄHR	Director General of Customs	Directorate of Customs, excise duties and spirits monopoly, Federal Ministry of Finance	www.zoll.de
Ghana	Carl SETORWU MODEY	Commissioner of Customs	Customs Division, Ghana Revenue Authority	www.gra.gov.gh
Greece	Konstantinos NICHORITIS	Director General of Customs and Excise	Directorate General of Customs and Excise, Ministry of Finance	www.gsis.gov.gr
Guatemala	Nilda Judith TELLES ESCOBAR	Intendant of Customs	Intendancy of Customs, Superintendency of Tax Administration	www.sat.gob.gt
Guinea	Toumany SANGARE	Directeur général des Douanes	Direction générale des Douanes	www.douanesguinee.gov.gn
Guinea-Bissau	António Augusto BORJA MONTEIRO	Director General of Customs	Directorate General of Customs	www.minfin.gov.bissau.net/dga
Guyana	Khurshid SATTAUR	Commissioner General	Guyana Revenue Authority	www.revenuegy.org
Haiti	Fresnel JEAN-BAPTISTE	Directeur général	Administration générale des Douanes	www.mefhaiti.gouv.ht
Honduras	Rosa María BORJAS ESPINAL	Deputy Director of Customs Revenue	Executive Directorate of Revenue	www.dei.gob.hn
Hong Kong, China	Wan-ching Clement CHEUNG	Commissioner of Customs and Excise	Customs and Excise Department	www.customs.gov.hk
Hungary	Mihály ARNOLD	VicePresident for Customs and Finance Guard	National Tax and Customs Administration	nav.gov.hu
Iceland	Snorri OLSEN	Director General	Directorate of Customs	www.tollur.is

Number of Customs staff (approximate) ^a	Customs duties in tax revenue (%) ^{b,h}	Revenue collected by Customs in tax revenue (%) ^{b,h}	Simple tariff average (%) ^{b,m}	Weighted tariff average (%) ^{c,m}	Year of WCO Accession	Key WCO Instrument		
						HS ^e	RKC ^f	SAFE ^g
2,386	17.3 ^{ai}	n.a.	n.a.	14.7 ^{e,k}	1975	◆		◆
637 ^b	4.1	33.4	5.9 ^h	4.1 ^h	2001			◆
1,900	12.6	58.4	11.9	7.5	1963	◆		◆
3,177	1.3	34.3	4.8	4.5	1993	◆	◆	◆
3,548	n.a.	n.a.	10.7	6.0 ^h	1988	◆	◆	◆
243	12.4 ^{di}	n.a.	n.a.	n.a.	2001			◆
400	0.5	40.8	5.1	3.2	1967	◆	◆	◆
4,260	0.3 ^a	26.2 ^a	5.1	3.2	1993	◆	◆	◆
4,500	11.8	32.9	11.0	11.0 ^k	1972	◆	◆	◆
535 ^b	0.6	0.6	5.1	3.2	1952	◆	◆	◆
353	n.a.	n.a.	20.9 ^c	17.3	2008			◆
4,549	8.0	24.3	7.3 ^h	5.3 ^h	2004	◆		◆
1,589	7.6	20.6	9.6 ^h	5.3 ^h	1997	◆		◆
15,700	7.7	16.9	11.2 ^h	5.5 ^h	1956	◆	◆	◆
400	0.4	4.8	5.9	6.9 ^d	2005			◆
n.a.	n.a.	n.a.	9.6 ^{jk}	5.4 ^{lk}	1995	◆		
550	2.7	21.1	5.1	3.2	1992	◆	◆	◆
3,068 ^b	15.2	48.5	17.3 ^h	10.4 ^h	1973	◆		◆
323	15.5 ^a	48.8 ^a	10.6 ^{a,h}	15.4	1997	◆	◆	◆
2,280	0.4	28.6	5.1	3.2	1961	◆	◆	◆
1,175	6.5	75.7	6.9	4.9 ^h	1994	◆	◆	◆
17,435	0.6	18.0	5.1	3.2	1952	◆	◆	◆
906	18.1	41.4	39.8 ^h	25.7 ^h	1965	◆		◆
310	32.6 ^{ci}	n.a.	14.0	11.6	1987			◆
1,150 ^b	86.3 ^{ci}	n.a.	1.3	1.2	1993	◆		◆
33,700 ^b	1.9	49.4	5.1	3.2	1952	◆	◆	◆
3,355	23.1 ^{ci}	n.a.	13.0	10.1	1968	◆		◆
2,449	0.4	29.8	5.1	3.2	1952	◆	◆	◆
1,092	6.4	36.6	5.6	5.5	1985			◆
2,393	1.1 ^{ci}	n.a.	11.8	11.9 ^d	1991	◆		◆
312	n.a.	n.a.	11.9	13.5 ^d	2010			◆
76	n.a.	n.a.	10.9	10.7 ^d	1976			
1,200	16.0 ^{hi}	n.a.	4.7	5.1 ^k	1958	◆		◆
750	5.3 ^{ci}	n.a.	5.6 ^c	6.5	2005			◆
5,582	0.0	3.1	0.0	0.0	1987			◆
7,216 ^b	0.1	14.4	5.1	3.2	1968	◆	◆	◆
220	1.4	40.3	5.6	3.0	1971	◆		◆

Country Name	Name of Head of Customs Administration ^a	Title of Head of Customs Administration	Name of Customs Administration	Customs Website Address
India	Satish Kumar GOEL	Chairman	Central Board of Excise and Customs, Department of Revenue, Ministry of Finance	www.cbec.gov.in
Indonesia	Agung KUSWANDONO	Director General of Customs and Excise	Customs and Excise Directorate General, Ministry of Finance	www.beacukai.go.id
Iran (Islamic Republic of)	Abbas MEMARNEJAD	President	Islamic Republic of Iran Customs Administration	www.irica.gov.ir
Iraq	Saleem Hameed NAWFAL	Director General of Customs	Ministry of Finance	www.iraqcustoms.org
Ireland	Josephine FEEHILY	Chairman	Office of the Revenue Commissioners	www.revenue.ie
Israel	D. ARBELY	Director General	Israel Customs Directorate	www.mof.gov.il/customs/eng/
Italy	Giuseppe PELEGGI	Director General of the Customs Agency	Italian Customs Administration	www.agenziaadogane.it
Jamaica	Major R. REESE	Commissioner	Jamaica Customs Department	www.jacustoms.gov.jm
Japan	Atsuo SHIBOTA	Director General	Customs and Tariff Bureau, Ministry of Finance	www.customs.go.jp
Jordan	Ghaleb KASSEM	Director General	Customs Department, Ministry of Finance	www.customs.gov.jo
Kazakhstan	Mazhit YESSENBAEV	Chairman	Customs Control Committee, Ministry of Finance	www.customs.kz
Kenya	Beatrice Mirehane MEMO	Commissioner	Kenya Revenue Authority	www.kra.go.ke
Korea (Republic of)	Seong HA	Director General	Customs and Tariff Bureau, Ministry of Strategy and Finance	www.customs.go.kr
Kuwait	I.A. ALGHANIM	Director General of Customs	General Administration of Customs	www.customs.gov.kw
Kyrgyzstan	Kubanychbek KULMATOV	Chairman, Colonel of Customs Service	State Customs Service	www.customs.gov.kg
Lao People's Democratic Republic	Athsaphangthong SIPHANDONE	Acting Director-General	Department of Customs, Ministry of Finance	customs.gov.la
Latvia	Talis KRAVAIS	Director	National Customs Board, State Revenue Service	www.vid.gov.lv
Lebanon	Chafic MERHI	Président par intérim des douanes	Conseil supérieur des Douanes libanaises	www.customs.gov.lb
Lesotho	Thabo MOLEKO	Commissioner of Customs and Excise	Lesotho Revenue Authority	www.lra.org.ls/Customs.php
Liberia	Dixon SEBOE	Commissioner of Customs	Bureau of Customs and Excise	www.mofrevenue.gov.lr
Libya	Salem K. EZABI	Director General of Customs	Customs Administration	www.customs.ly
Lithuania	Antanas SIPAVICIUS	Director General of the Customs Department	Customs Department, Ministry of Finance	www.cust.lt
Luxembourg	Alain BELLOT	Directeur des Douanes et Accises	Direction des Douanes et Accises	www.etat.lu/DO
Macau, China	Lai Hang CHOI	Director General	Macao Customs Service	www.customs.gov.mo
Madagascar	Vola RAZAFINDRAMIANDRA	Directeur général des Douanes	Direction générale des Douanes, Ministère des Finances et du Budget	www.douanes.gov.mg
Malawi	Shadric Johny NAMALOMBA	Commissioner of Customs and Excise	Malawi Revenue Authority	www.mra.mw
Malaysia	Dato' Sri Haji Mohamed Khalid bin Haji YUSUF	Director General of Customs	Royal Malaysian Customs Department	www.customs.gov.my/index.php/en
Maldives	Mohamed ASWAN	Commissioner General of Customs	Maldives Customs Service	www.customs.gov.mv
Mali	Modibo MAIGA	Directeur général des Douanes	Direction générale des Douanes	douanes.gouv.ml
Malta	Joseph P. BRINCAT	Director General	Customs Department, Ministry of Finance, the Economy and Investment	www.maltacustoms.gov.mt
Mauritania	DAH OULD HAMADY OULD EL MAMY	Directeur général	Direction générale des Douanes, Ministère des Finances	n.a.
Mauritius	Sudhamo LAL	Director-General	Mauritius Revenue Authority	www.mra.mu
Mexico	Gerardo PERDOMO SANCIPRIAN	General Manager of Customs	General Administration of Customs	www.aduanas.gob.mx
Moldova	Tudor BALITCHI	Director General of Customs	Customs Service, Ministry of Finance	www.customs.gov.md
Mongolia	Derjee TSEVEENJAV	Director General	Customs General Administration of Mongolia	www.ecustoms.mn
Montenegro	Vladan JOKOVIC	Director General of Customs	Customs Administration	www.mip.gov.me
Morocco	Zouhair CHORFI	Directeur général de l'Administration des Douanes et Impôts indirects	Administration des Douanes et Impôts indirects	www.douane.gov.ma
Mozambique	Domingos Vasco TIVANE	Director General of Customs	General Directorate of Customs, Mozambique Revenue Authority	www.alfandegas.gov.mz

Number of Customs staff (approximate) ^a	Customs duties in tax revenue (%) ^{b,h}	Revenue collected by Customs in tax revenue (%) ^{b,h}	Simple tariff average (%) ^{b,m}	Weighted tariff average (%) ^{c,m}	Year of WCO Accession	Key WCO Instrument		
						HS ^e	RKC ^f	SAFE ^g
70,000	15.3	n.a.	12.9 ^h	6.0 ^h	1971	◆	◆	◆
10,477	n.a.	n.a.	n.a.	n.a.	1957	◆		◆
7,000	26.0	26.5	26.0 ^d	19.6 ^{d,k}	1959	◆	◆	◆
2,695	n.a.	n.a.	n.a.	n.a.	1990			◆
602 ^b	0.7	13.8	5.1	3.2	1952	◆	◆	◆
900	1.4	27.5	6.4 ^e	3.4	1958	◆		◆
9,613 ^b	0.5	6.1	5.1 ^c	3.2 ^d	1952	◆	◆	◆
1,200	7.4	35.0	9.5	9.0	1963			◆
8,975	1.8	11.4	6.7 ^h	1.7 ^h	1964	◆	◆	◆
2,977	9.2	36.8	10.0	8.6	1964	◆	◆	◆
6,000	26.0	36.5	9.2	9.3	1992	◆	◆	◆
1,470	6.9	33.5	12.5	10.9	1965	◆	◆	◆
4,574 ^a	6.0	31.4	12.1	7.9	1968	◆	◆	◆
3,000	61.9 ^{e,i}	n.a.	4.7 ^e	4.6 ^d	1993	◆		◆
1,275	13.7 ^{e,i}	n.a.	5.1 ^{a,h}	4.8	2000	◆		◆
915	9.6 ^a	23.4 ^a	9.8 ^d	13.2 ^d	1993			◆
1,096	0.5	2.5	5.1	11.3 ^{a,h}	1992	◆	◆	◆
1,661	8.5 ^{e,i}	n.a.	6.3	6.7	1960	◆		◆
300	62.0 ^{d,i}	n.a.	7.6	13.2 ^k	1978	◆	◆	◆
325 ^b	23.0	46.0	15.0 ^h	4.5 ^h	1975	◆		◆
6,000	20.9 ^{e,i}	n.a.	n.a.	n.a.	1983	◆		◆
2,312 ^b	1.4	41.7 ^w	5.1	3.2	1992	◆	◆	◆
489	0.2 ^a	14.9 ^a	5.1	3.2	1953	◆	◆	◆
1,182	0.0	0.4	0.0	0.0	1993			◆
1,250	8.7	41.9	11.7	8.8 ^d	1964	◆	◆	◆
380	9.5	34.5	12.7	9.3	1966	◆		◆
13,000 ^b	1.3	17.4	8.0 ^e	5.1	1964	◆	◆	◆
698	68.7	70.2	20.5	20.9	1995	◆		◆
1,943	14.4 ^{e,i}	n.a.	11.9	10.6 ^d	1987	◆	◆	◆
385	0.6	11.9	5.1	3.2	1968	◆	◆	◆
832	15.1 ^d	n.a.	9.6	9.3 ^d	1979	◆		◆
633	2.8 ^{e,i}	n.a.	1.4	1.3	1973	◆	◆	◆
7,745	n.a.	n.a.	9.0	8.4	1988	◆		◆
1,826 ^b	5.1	65.9	4.6	3.7	1994	◆		◆
1,400 ^b	7.2	32.6	5.0	n.a.	1991	◆	◆	◆
543	6.0 ^{e,i}	n.a.	4.9	8.0	2006	◆	◆	◆
4,559	5.6 ^a	41.4 ^a	18.1	13.9	1968	◆	◆	◆
1,804 ^b	8.2	36.5	10.3 ^h	8.1 ^h	1987			◆

Country Name	Name of Head of Customs Administration ^a	Title of Head of Customs Administration	Name of Customs Administration	Customs Website Address
Myanmar (Republic of the Union of)	HTUN THEIN	Director General	Customs Department, Ministry of Finance and Revenue	www.myanmar.com/finance/dept_customs.html
Namibia	Bevan Sililo SIMATAA	Commissioner of Customs and Excise	Customs and Excise	www.mof.gov.na/custom1.htm
Nepal	Mukti Narayan PAUDEL	Director General of Customs	Department of Customs, Ministry of Finance	www.customs.gov.np
Netherlands	Angelique BERG	Director General	Dutch Tax and Customs Administration, Ministry of Finance	www.douane.nl
New Zealand	Carolyn TREMAIN	Comptroller of Customs and Chief Executive of the Customs Service	New Zealand Customs Service	www.customs.govt.nz
Nicaragua	Eddy Francisco MEDRANO SOTO	Director General of Customs	Directorate General of Customs	www.dga.gob.ni
Niger	Ibro SALIFOU DODO	Directeur général des Douanes	Direction générale des Douanes, Ministère de l'Economie	www.mef-niger.org
Nigeria	Dikko Inde ABDULLAHI	Comptroller General	Nigeria Customs Service	www.customs.gov.ng
Norway	Bjorn ROSE	Director General	Directorate of Customs and Excise	www.toll.no
Oman	Issa Ben Saeed ALKYUMI	Director General	Directorate General of Customs	www.rop.gov.om
Pakistan	Mumtaz Haider RIZVI	Member (Customs)	Federal Board of Revenue	www.fbr.gov.pk
Panama	Gloria MORENO DE LÓPEZ	Director General of Customs	National Customs Authority	www.aduanas.gob.pa
Papua New Guinea	Ray PAUL	Acting Commissioner of Customs	Customs Service	www.customs.gov.pg
Paraguay	Julio Cesar CANTERO	Director General of Customs	National Directorate of Customs	www.aduana.gov.py
Peru	Tania Lourdes QUISPE MANSILLA	National Superintendent	National Superintendency of Customs and Tax Administration	www.sunat.gob.pe
Philippines	Rozzano Rufino B. BIAZON	Commissioner	Bureau of Customs, Department of Finance	www.customs.gov.ph
Poland	Jacek KAPICA	Director General of Customs	Customs Service, Ministry of Finance	www.mf.gov.pl
Portugal	José António Azevedo PEREIRA	Director General	Tax and Customs Administration	portaldasfinancas.gov.pt
Qatar	Ahmad Ali Mohammad AL-MO-HANNADI	Director General	General Directorate of Customs, Ministry of Economy and Finance	www.customs.gov.qa
Romania	Dorel FLONEA	Vice-President	National Customs Authority, National Agency of Fiscal Administration	www.customs.ro
Russian Federation	Andrei BELIANINOV	Head of the Federal Customs Service	Federal Customs Service	www.customs.ru
Rwanda	Richard TUSABE	Commissioner for Customs Services	Rwanda Revenue Authority	www.rra.gov.rw
Saint Lucia	Herman ST. HELEN	Comptroller of Customs and Excise	Customs and Excise Department, Ministry of Finance	www.customs.gov.lc
Samoa	Pitolau Lusía SEFO LEAU	Chief Executive Officer	Customs Service, Ministry for Revenue	www.revenue.gov.ws
Sao Tome and Principe	Ilza AMADO VAZ	Director General of Customs	Directorate General of Customs, Ministry of Finance and International Cooperation	n.a.
Saudi Arabia	Saleh M. AL-KHAIWI	Director General	Saudi Customs, Ministry of Finance	www.customs.gov.sa
Senegal	Mouhamadou Makhtar CISSE	Directeur général	Direction générale des Douanes, Ministère de l'Economie et des Finances	www.douanes.sn
Serbia	Predrag PETRONIJEVIC	Director General	Customs Administration, Ministry of Finance	www.carina.rs
Seychelles	Jennifer MOREL	Revenue Commissioner	Customs Division, Revenue Commission	www.src.gov.sc
Sierra Leone	Santos KAMARA	Acting Commissioner of Customs and Excise Department	National Revenue Authority	www.nra.gov.sl/nra/
Singapore	Yong Kian FONG	Director General	Singapore Customs	www.customs.gov.sg
Slovakia	Mária MACHOVÁ	Director General for Customs	Financial Administration of the Slovak Republic	www.financnasprava.sk
Slovenia	Rajko SKUBIC	Director General	Customs Administration	www.carina.gov.si
South Africa	Oupa George MAGASHULA	Commissioner	South African Revenue Service	www.sars.gov.za
Spain	P. JURADO BORREGO	Director of Customs and Excise	Department of Customs and Excise, State Tax Administration Agency	www.agenciatributaria.es
Sri Lanka	Neville GOONEWARDENA	Director General of Customs	Sri Lanka Customs	www.customs.gov.lk
Sudan	Seif Eldin Omer SULEIMAN	Police Major General	Sudan Customs General Administration	www.customs.gov.sd
Swaziland	I.V. MAZORODZE	Commissioner of Customs	Swaziland Revenue Authority	www.sra.org.sz

Number of Customs staff (approximate) ^a	Customs duties in tax revenue (%) ^{b,h}	Revenue collected by Customs in tax revenue (%) ^{b,h}	Simple tariff average (%) ^{b,m}	Weighted tariff average (%) ^{c,m}	Year of WCO Accession	Key WCO Instrument		
						HS ^e	RKC ^f	SAFE ^g
2,387	3.2	3.2	n.a.	3.2 ^{dk}	1991	◆		◆
500	47.6 ^{ei}	n.a.	7.7	8.9 ^d	1992	◆	◆	◆
1,272	19.6	48.6	12.3	11.5	1985	◆		◆
4,862	1.6	10.4	5.1	3.2	1953	◆	◆	◆
1,200	3.4	16.5	2.1	2.2	1963	◆	◆	◆
1,154	4.4 ^{ei}	n.a.	5.6	5.8	1998			◆
1,064	34.6 ^{ei}	n.a.	11.9	10.8	1981	◆		◆
18,000	56.0	96.5	11.7	10.6	1963	◆		◆
1,930	0.2	17.5	7.0	3.1	1952	◆	◆	◆
1,130	n.a.	n.a.	5.6 ^e	5.0 ^d	2000			◆
8,002	11.9	37.3	14.7 ^h	9.8 ^h	1955	◆	◆	◆
1,475	9.5 ^a	31.0 ^a	7.2 ^e	7.3	1996	◆		◆
280	2.3 ^{ei}	n.a.	5.1	2.6 ^{dk}	2002			◆
1,150	13.1	52.8	9.7 ^h	3.3 ^h	1969	◆		◆
2,629	2.8	29.2	5.0 ^h	2.0 ^h	1970	◆		◆
3,900	7.4	23.7	7.0 ^h	5.0 ^h	1980	◆	◆	◆
15,627 ^b	0.7	32.8	5.1	3.2	1974	◆	◆	◆
1,384	0.5	18.1	5.1	3.2	1953	◆	◆	◆
1,500	4.4 ^{ei}	n.a.	5.0 ^e	5.2 ^d	1992	◆	◆	◆
3,007	0.4 ^a	5.0 ^a	5.1	3.2	1969	◆	◆	◆
63,531	9.5 ^{ei}	n.a.	9.5	10.0	1991	◆	◆	◆
250	8.7 ^{ei}	n.a.	12.5	11.6	1964	◆	◆	◆
260	15.6 ^{ei}	n.a.	n.a.	9.0 ^k	2005			◆
72	n.a.	n.a.	n.a.	n.a.	2001			◆
61	28.5	52.8	11.0 ^h	n.a.	2009			
10,154 ^b	15.5	15.5	4.2 ^h	3.8 ^h	1973	◆	◆	◆
1,300	13.4 ^a	36.3 ^a	11.9	9.5	1976	◆	◆	◆
2,542 ^e	8.1	59.0	7.4	6.5	2001	◆	◆	◆
116	15.0 ^{ei}	n.a.	7.7	23.0	2000			◆
196	25.7 ^{ei}	n.a.	n.a.	n.a.	1975			◆
841	0.03 ^e	19.2 ^e	0.0	0.0	1975	◆		◆
3,547 ^b	0.4	52.4	5.1	3.2	1993	◆	◆	◆
1,654	1.5	36.4	5.1 ^e	3.2 ^d	1992	◆	◆	◆
15,263 ^{bp}	3.3	15.0	7.7	5.7	1964	◆	◆	◆
4,065 ^b	1.0	6.1	5.1	3.2	1952	◆	◆	◆
3,000 ^b	12.9	52.4	10.6	9.0	1967	◆	◆	◆
7,818	35.6	70.7	19.9	20.1 ^{ah}	1960	◆	◆	◆
250	40.0	62.8	7.7	n.a.	1981	◆		◆

Country Name	Name of Head of Customs Administration ^a	Title of Head of Customs Administration	Name of Customs Administration	Customs Website Address
Sweden	Therese MATSSON	Director General of Customs	Swedish Customs	www.tullverket.se
Switzerland	Rudolf DIETRICH	Directeur général	Direction générale des Douanes	www.ezv.admin.ch
Syrian Arab Republic	Majdi ELHIKME	Director General	Directorate General of Customs	www.customs.gov.sy
Tajikistan	G. ZARIPOV	Head of the Customs Service	Customs Service	mfa.tj
Tanzania	Walid JUMA	Commissioner of Customs and Excise	Tanzania Customs and Excise Department	www.tra.go.tz
Thailand	Somchai POOLSAVASDI	Director-General of Customs	Customs Department, Ministry of Finance	www.customs.go.th
Timor-Leste	Brigida da SILVA	National Director of Customs	National Directorate of Customs	www.mof.gov.tl/customs
Togo	Kodjo Sévon-Tépé ADEDZE	Directeur général des Douanes	Direction générale de l'Administration des Douanes, Ministère de l'Economie, des Finances et des Privatisations	www.douanes.tg
Tonga	Iepaola VAEA	Commissioner of Revenue	Ministry of Revenue	www.revenue.gov.to
Trinidad and Tobago	Fitzroy A. JOHN	Comptroller of Customs and Excise	Customs and Excise Division, Ministry of Finance	www.customs.gov.tt
Tunisia	Ghediri MEHREZ	Directeur général des Douanes	Direction générale des Douanes, Ministère des Finances	www.douane.gov.tn
Turkey	Ziya ALTUNYALDIZ	Undersecretary	Ministry of Customs and Trade	www.gumrukicaret.gov.tr
Turkmenistan	Muhammat BERDYEV	Chairman	State Customs Service	customs.gov.tm
Uganda	Richard KAMAJUGO	Commissioner of Customs	Uganda Revenue Authority	www.ura.go.ug
Ukraine	Ihor KALETNIK	Chairman	State Customs Service of Ukraine	www.customs.gov.ua
United Arab Emirates	Khalid Ali AL BUSTANI	Acting Director General	Federal Customs Authority	www.dxbcustoms.gov.ae
United Kingdom	Mike NORGROVE	Director Customs	H.M. Revenue and Customs	www.hmrc.gov.uk
United States	David V. AGUILAR	Acting Commissioner	U.S. Customs and Border Protection	www.cbp.gov
Uruguay	Enrique CANON PEDRAGOSA	Director General of Customs	National Customs Bureau	www.aduanas.gub.uy
Uzbekistan	Zohid DUSANOV	Chairman	State Customs Committee	www.customs.uz
Vanuatu	Ben Wotu LEESHI	Director	Department of Customs and Inland Revenue	customsinlandrevenue.gov.vu
Venezuela	Elpidio Jesus PÉREZ CHIRINOS	National Customs Intendant	National Integrated Customs Service and Tax Administration	www.seniat.gov.ve
Vietnam	NGUYEN NGOC TUC	Director General	General Department of Vietnam Customs, Ministry of Finance	www.customs.gov.vn
Yemen	Mohammed Mansour ZEMAM	Chairman	Yemen Customs Authority	www.customs.gov.ye
Zambia	Dingani C. BANDA	Commissioner of Customs Services Division	Zambia Revenue Authority	www.zra.org.zm
Zimbabwe	Gershem T. PASI	Commissioner General	Zimbabwe Revenue Authority	www.zimra.co.zw

Footnotes

- a figure in column or cell refers to calendar or fiscal year 2011 unless otherwise indicated
b figure in column or cell refers to calendar or fiscal year 2010 unless otherwise indicated
c figure in column or cell refers to calendar or fiscal year 2009
d figure in column or cell refers to calendar or fiscal year 2008
e figure in column or cell refers to calendar or fiscal year 2007
f figure in column or cell refers to calendar or fiscal year 2006
g figure in column or cell refers to calendar or fiscal year 2005
h source is WCO Member unless otherwise indicated
i source is IMF
k source is World Bank
m source is WTO unless otherwise indicated
n as of June 2012
o sum 4,530 of Korea Customs Service and 44 of Ministry of Strategy and Finance
p total number of officers at Revenue Authority including Customs
r includes the number of officers in Border Protection
s Harmonized Commodity Description and Coding System
t Revised Kyoto Convention
u Framework of Standards to Secure and Facilitate Global Trade
w includes import duties collected by the State Tax Inspectorate

Explanatory notes

Customs duties in tax revenue was calculated by dividing customs duties, such as import duties and export duties, by tax revenue collected by government.
Revenue collected by Customs in tax revenue was calculated by dividing tax revenue collected by Customs by tax revenue collected by government.
Simple tariff average refers to simple average of MFN applied duties on imports.
Trade weighted tariff average refers to HS six-digit MFN tariff averages weighted with HS six-digit import flows.

Number of Customs staff (approximate) ^a	Customs duties in tax revenue (%) ^{b,h}	Revenue collected by Customs in tax revenue (%) ^{b,h}	Simple tariff average (%) ^{b,m}	Weighted tariff average (%) ^{c,m}	Year of WCO Accession	Key WCO Instrument		
						HS ^e	RKC ^f	SAFE ^g
2,200 ^b	0.7	8.3	5.1 ^c	3.2 ^d	1952	◆	◆	◆
4,438 ^b	1.8	39.9	5.2	3.0	1952	◆	◆	
4,611	9.5 ^{d,i}	n.a.	14.2 ^c	7.6 ^d	1959	◆		◆
1,164	5.4 ^{c,i}	n.a.	7.8	n.a.	1997	◆		◆
1,172	9.0	43.0	12.5	8.8	1964	◆		◆
6,045	5.8	23.0	9.9	4.8	1972	◆		◆
235	11.3	57.1	n.a.	n.a.	2003			
840	11.4 ^a	30.3 ^a	11.9	n.a.	1990	◆		◆
55	11.1	79.4	11.7	7.3 ^k	2005			◆
706	4.2 ^{d,i}	n.a.	n.a.	n.a.	1973			◆
6,474 ^b	8.3 ^{c,i}	n.a.	16.5	19.6	1966	◆		◆
10,590	1.8 ^a	21.1 ^a	9.9	4.3	1952	◆	◆	◆
n.a.	n.a.	n.a.	n.a.	n.a.	1993			
813	8.9 ^a	46.4 ^a	12.5	10.6	1964	◆	◆	◆
18,204	3.7	35.7	4.6 ^a	2.8 ^a	1992	◆	◆	◆
5,586	n.a.	n.a.	4.9 ^c	4.1 ^d	1979	◆	◆	◆
66,000 ^a	0.5	n.a.	5.1	3.2	1952	◆	◆	◆
58,000 ⁱ	n.a.	n.a.	3.5	2.1	1970	◆	◆	◆
1,095	3.1	28.1	9.4 ^h	7.7	1977	◆		◆
4,000	n.a.	n.a.	15.4 ^c	n.a.	1992	◆		◆
90	n.a.	n.a.	15.5 ^c	n.a.	2009			
2,800	9.0 ^{a,i}	n.a.	12.5 ^c	15.0 ^d	1996	◆		
9,000	9.6	34.9	11.1 ^{a,h}	6.5 ^d	1993	◆	◆	◆
3,000	12.5 ^{d,i}	n.a.	7.1 ^c	5.7	1993	◆		◆
370	9.2 ^a	39.4 ^a	13.4	8.4	1978	◆	◆	◆
1,150	8.2 ^a	40.3 ^a	19.5	17.1	1981	◆	◆	◆

Abbreviations

AEO	Authorized Economic Operator
AIRCOP	AIRport COmmunication Project
C&F	Compliance and Facilitation Directorate
C21	Customs in the 21st Century strategy document
CBD	Capacity Building Directorate
CBM	Coordinated Border Management
CBRA	Cross-border Research Association
CCC	Customs Co-operation Council
CEN	Customs Enforcement Network
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CLiKC	Customs Learning and Knowledge Community
EWI	EastWest Institute
HS	Harmonized Commodity Description and Coding System of Tariff Nomenclature
HMA WGEO	Heads of Medicines Agencies Working Group of Enforcement Officers
ICC	International Chamber of Commerce
IMF	International Monetary Fund
IMPACT	International Medical Products Anti-Counterfeiting Taskforce
INCU	International Network of Customs Universities
INTERPOL	INTERNational Criminal POLice Organization
IPM	Interface Public-Members
IPR	Intellectual Property Rights
JAITFs	Joint Airport Interdiction Task Forces
MOU	Memorandum of Understanding
nCEN	national CEN
OCU	Operational Coordination Unit
OECD	Organization for Economic Co-operation and Development
PCA	Post Clearance Audit
PFIPC	Permanent Forum of International Pharmaceutical Crime
PTC	Permanent Technical Committee
RILO	Regional Intelligence Liaison Office
RKC	Revised Kyoto Convention
ROCB	Regional Office for Capacity Building
RSU	Research and Strategies Unit
RTC	Regional Training Centre
SAFE Framework	Framework of Standards to Secure and Facilitate Global Trade
SW	Single Window
T&TA	Tariff and Trade Affairs Directorate
TCRO	Technical Committee on Rules of Origin
TRS	Time Release Study
UNECE	United Nations Economic Commission for Europe
UNODC	United Nations Office on Drugs and Crime
UPU	Universal Postal Union
WCO	World Customs Organization
WSC	Worldwide Security Conference
WTO	World Trade Organization

www.wcoomd.org