



MEMORANDUM

To: William Claypole
Cc:
From: Laymond Martin Flippin
Date: August 30th, 2007
Subject: Exit Report

During the period of June 1st – August 31st, 2007, I constructed and conducted five separate periods of training on the topic of Intelligence for the Egyptian Customs Administration (ECA) at various in-country locations. Mr. Andy Cousineau, a Canada Customs Official, on assignment with the EU-Trade Enhancement Program ©, was a contributing instructor. Translators were furnished by the ECA-Reforms Unit. Ms. Mariam Magdby served as the primary; Ms. Noha Shaltot and Ms. Eftekhar Khalaf served as alternates. Mr. Abd El Nasser Ezz and Mr. El Sayed Ibahim, ECA-CRU, served as class coordinators. The training was conducted at the listed locations:

<u>Location</u>	<u>Period</u>	<u>No. of Participants</u>
Cairo	July 11 th , 2007	38

The selected participants for the training were ECA mid-level managers. Significantly noted was the attendance of Ms. Nadra E. Shabrawy, Head of the Central Directorate for Enforcement, ECA. The course consisted of a 58 PowerPoint slide presentation which projected the following learning objectives:

1. Provide the mid-level manager, Egyptian Custom Authority (ECA) with the insight and knowledge of the purpose, role and application of intelligence in the Customs environment.
2. Identify and articulate the five interrelated steps of the Intelligence process; collection, evaluation, collation, analysis and dissemination.
3. How to formulate and implement strategies and policies to carry out the mission of the Intelligence Unit.
4. How to identify and select potential intelligence officers. Additionally, how to manage the human and material resources of the intelligence unit.

All of the following class materials were in Arabic and provided to each participant in a neatly bound book which contained the following;

1. A copy of the PowerPoint presentation slides.

2. An 18 page detailed Lesson Plan.
3. A handout of the new ECA Organizational Structure.
4. A handout on Link Analysis which contained instructions, codes and blank forms for use in a practical exercise designed to place the participant in the role of an Intelligence Analyst conducting the “collation” phase of the five inter-related steps of the Intelligence process.
5. A handout reflecting a written practical exercise which portrayed me as a cigarette smuggler setting up my clandestine operation in Egypt via Cyprus.
6. A handout reflecting recommended guidelines about how to start and implement the new Intelligence Unit.
7. A U.S. Customs & Border Protection Job Vacancy Announcement in Arabic, for the position of "Intelligence Operations Analyst". It details much information about the duties, skills and ratings criteria of applicants.

By all known indicators, the class was well received by the participants and the learning objectives were met. Several favorable comments were made to me by various program personnel in attendance. Several attendees expressed their desire to me personally in open call forum for more related training with more practical class exercises.

As outlined in the following Class Syllabus, I conducted five-one week periods of training for ECA front-line personnel. Mr. Andy Cousineau, was a contributing instructor throughout the five-one week periods. Ms. Mariam Magdby, ECA-CRU, served as the primary translator. She was assisted by Ms. Noha Shaltot. Mr. Abd El Nasser Ezz and Mr. El Sayed Ibahim, ECA-CRU, served as class coordinators. Both offered occasional input in clarifying the course materials with the participants' duties in the customs environment.

<u>Location</u>	<u>Period</u>	<u>No. of Participants</u>
Cairo, Sonesta Hotel	July 15 th . – 19 th , 2007	28
Alexandria, Cecil Hotel	July 29 th , - August 2 nd , 2007	24
Port Said, Hotel Helnan	August 5 th , - 9 th , 2007	22
Cairo, Sonesta Hotel	August 12 th , - August 16 th , 2007	20

Each weekly period of training was conducted according to the following Class Syllabus:

- Day 1** 02_”Introduction to Intelligence” (35 PowerPoint slide presentation)
 02_Lesson Plan
- Learning Objectives: learn the fundamental steps of the intelligence process. Also, its' role, purpose and application, in the customs environment.

Class Syllabus

Handout-Link Analysis

Handout-Written Scenario for Charting by use of Link Analysis

Day 2 03_ "Developing Sources of Information"

Learning Objectives: learn to control sources, source files, evidence, compensation to sources, how to protect sources and apply methods to intelligence.

(43 PowerPoint slide presentation)

03_ Lesson Plan

Handout-11 Point Instructions to Source

Handout-Link Analysis

Handout-Practical Exercise-Written Scenario – Role Playing

Day 3 04_ "Passenger Processing" & Personal Searches"

Learning Objectives: learn proven professional techniques in passenger processing; interviewing techniques; targeting suspect passengers for personal searches; dissemination of relevant information to the Intelligence Unit.

(50 PowerPoint slide presentation)

04_ Lesson Plan

Handout-Written Scenario and Role Playing Exercise

Day 4 & 5 05_ "Risk Analysis & Selectivity"

(70 slide PowerPoint Presentation)

Learning Objectives: how to conduct risk assessment to maximize efforts against smugglers; its' application to examination of passengers, cargo and conveyances which pose the highest risk to smuggle. Use of profiling to identify common characteristics associated with smuggling. Selectivity, learn how to select for examination, the cargo, vehicles and aircraft previously identified through risk assessment and profiling.

05_ Lesson Plan

- 1- Handout-Terms Commonly used in Risk Analysis & Selectivity
- 2- Handout-Performing Risk Assessment of your Border Enforcement Environment
- 3- Handout-Performing Risk Assessment of your Airport
- 4- Handout-Profiling
- 5- Handout-Cargo Control Risk Indicators

Accomplishments

During the reported training periods, thirty-eight mid-level managers and 94 front-line ECA officers were trained in the fundamentals, purpose, role and application of Intelligence, in the customs environment. It is my view that the staff presentations and materials were well received. The role playing practical exercises generated substantial interest and favorable comments; often with requests for more. In a formal setting on the final day each period of training, each participant was presented a "Certificate of Attendance". Class photos were also taken.

Issues

For some participants, the new ECA organizational structure was perceived as a problem when presented with recommended intelligence and enforcement methods. Subsequently, Mr. Abd El Nasser Ezz, ECA-RU, was allotted varying amounts of time at the end of three remaining weekly training periods to explain the intended operational and administrative functions of the new ECA organizational structure. He utilized a slide presentation to make his points and successfully fielded several questions.

It should be noted that a significant portion of my remaining time on this assignment was intended to be utilized as an on-site advisor at one or more ECA ports of entry. Ms. Mariam Magdby, ECA-Reforms Unit advised me on 8/27/07, that appropriate protocol with management could not be established to approve my assignment(s) due to approved absences in observance of the religious holy period of Ramadan.

Risks

The criteria for the intelligence training calls for the selection of an ECA class participant for "train the trainer" designee. It should be noted that near the end of each weekly period of training, I provided my recommendation(s) to Ms. Mariam Magdby of the ECA-Reforms Unit. Typically, we were in general agreement with the named individuals. However, I am not aware of any other emphasis on fulfilling this training requirement. The absence of future internal trainers in intelligence and enforcement or, the continuance of such training from foreign professional sources, places the ECA at risk in their development of a proficiently operative intelligence component.

Counterpart Contacts

Mr. Brian Glancy, head of the EU-Trade Enhancement Program © offered his support at the outset and donated some training course materials. Mr. Andy Cousineau, his training instructor designee arrived in-country approximately three days before the initial training periods. Initially, he was well behind in his familiarity of the constructed course materials. However, he made the timely adjustment for each course and shared the instruction duties with me in a comparable fashion.

The support of the ECA-Reforms Unit is also noteworthy and appreciated. Each Unit participant was present for each class throughout the five training periods. It is my sincere desire that each ECA-RU

employee be recognized for their invaluable support and classroom attendance. Individual “Certificates of Appreciation” , signed by Mr. Mohamed Abu El Ella and Mr. Wm. “Bill” Claypole is recommended.

Appendix 1: ECA Training Report

Arab Republic of Egypt
Ministry of Finance
Egyptian Customs Administration
The C.D. of Customs Reform

A Report on the Intelligence Training for Enforcement Managers and Staff
July11- August 16, 2007

Presented to: Mr. Mahmoud Abou El Elaa
The Head of the C.D. of Customs Reform

From: The Enforcement Committee – C.D. of Customs Reform
Mr. Abd El Nasser Ezz El Din
Mr. El Sayed Ibrahim
Mr. Mohamed Abd El Moneim
Miss. Maryam Magdy

The Report was submitted on Wednesday, August 22, 2007

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Section2: Enforcement and Intelligence Staff Training

First: Objectives

Second: Attendees (Trainees)

Third: Instructors

Fourth: The Training Material

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Recommendations

Appendix (A)

A list of the participants' names

Appendix (B)

A detailed courses statement

First Course: Intelligence Managers Workshop

Second Course: Intelligence and Enforcement Staff Training – Cairo- July15-19, 07

Third Course: Intelligence and Enforcement Staff Training – Alexandria- July29, August2, 07

Fourth Course: Intelligence and Enforcement Staff Training – Portsaid- August5-9, 07

Fifth Course: Intelligence and Enforcement Staff Training- Cairo- August12-16, 07

Appendix ©

Courses evaluation

Appendix (D)

Photographs form the courses

Introduction

As a part of the E.C.A. initiative for reforming and modernizing the enforcement and intelligence systems and for establishing an integrated intelligence system to be lead and sponsored by Mr. Galal Abou El Fotouh- the Ministers Advisor for Customs Affairs, the C.D. of Customs Reform

represented in the Enforcement Committee in cooperation with the USAID represented in TAPR 11 Program, and the EU/ TEP C program had prepared for group of training courses and workshops in order to introduce the management of an intelligence system, the intelligence work cycle, and the relationship with other relevant directorates as one of the outcomes of the previous enforcement workshops which have been organized by the C.D. of Reform. Mr. Laymond Martin Flipin- the USAID/ TAPR11 expert had developed the entire training material and presented them assisted by the Canadian expert- Mr. Andrew Cousineau who presented some of Mr. Filpin's training material.

A plan was developed for holding those training courses for the E.C.A. enforcement and intelligence staff members including the following:

- A workshop for the Enforcement and Intelligence Managers (July11-12, 2007)
- Four Training courses for Enforcement and Intelligence Officers, each for five days distributed as follows:
 - The first course- July 15-19, 2007 at the Sonesta Hotel
 - the second course- July29- August 2, 2007, at the Cecil Hotel Alexandria
 - the third course- August 5-9, 2007, at the Helnan Hotel- Portsaid
 - the fourth course- August 12-16, 2007, at the Sonesta Hotel- Cairo

The total number of the participants the aforementioned courses was 120 enforcement officers form Cairo- Alexandria- Portsaid- Damietta- Suez- Luxor- Aswan.

Those courses were divided into two sections:

First Section: Enforcement and Intelligence Managers Course

First: Objectives:

The course objectives included providing the Middle Management with the following:

- Deep understanding for the role of intelligence and how it could be implemented in the customs environment whether being sea or air or land ports or at any area where a border nexus could be established.
- Identifying the 5 interrelated steps of the intelligence process: Information collection, evaluation, collation, analysis, and dissemination as well as identifying the related methodologies.
- Identifying the competencies and the skills of the potential customs enforcement officers as well as their official duties with respect to the intelligence process.
- How are the good informed decisions concerning the selection of the intelligence staff, the training and the management of human resources and the management of non human resources, being taken.
- Identifying the enforcement structure which is affiliated to the Trade Compliance Sector, the relationships between the General Directorates of Enforcement at the C.D. of Enforcement and the Directorates of Enforcement at the Operation Sector, and the relationships between the Directorates of Enforcement and other directorates such as RM and PCA.

Second: the Attendees (the trainees) (2):

The course was attended by 33 of the Intelligence and Enforcement General Directors and Directors, the Head of the C.D. of Enforcement -Mrs. Nadra El Shabrawy, The Sector Director of Corporate Affairs- Mr. Ahmed Ismaeil, The Head of the C.D. of Customs Reform- Mr. Mahmoud Abou El Elaa, the USIAD Advisors/ Mr. William Claypole and Mr. Laymond Martin Flippin, the EU advisor/ Mr. Andrew Cousineau, and the CRU Enforcement Committee members.

Third: The Instructors:

The lectures of this course were presented by:

- Mr. Laymond Martin Flippin- USAID/TAPR11 Advisor
- Mr. Manuel Henriques- USAID/TAPR11 Advisor
- Mr. Abd El Nasser Ezz El Din- Enforcement Committee- C.D. of Customs Reform
- Mr. Essam Mohamed Aly- The Organizational Structure Committee- C.D. of Customs Reform

Fourth: the Training Material:

Mr. Laymond Martin Flippin- the USAID/ TAPR11 Advisor has developed the training material for this course which included the following:

- Definition of Intelligence
- Principles of Intelligence
- Types of Intelligence
- Implementing Intelligence in a Live Customs Environment
- Selectivity
- Information Sources
- The General Duties of an Intelligence Officer
- Performance Indicators
- Work Force Optimization
- Exercises

Fifth: the Coordinating Committee:

Committee Members:

- Mr. Abd El Nasser Ezz el Din
- Mr. El Sayed Ibrahim
- Mr. Mohamed Abd El Moneim
- Miss. Maryam Magdy

The role of the Enforcement Committee- C.D. of Enforcement- in all the enforcement and Intelligence training courses was as follows:

- 1- Coordination with the C.D. of Enforcement and the donors in organizing the training courses.
- 2- Adapting the foreign expertise to fit the Egyptian customs environment whenever there is a need for further clarification during lectures.
- 3- Presenting the relationships between the General Directorates of Enforcement at the C.D. of Enforcement and the Directorates of Enforcement at the Operation Sector, and the relationships between the Directorates of Enforcement and other directorates such as RM and PCA.
- 4- Evaluating the trainees to identify the potential future trainers who will be transferring the knowledge that they gained through the courses to their work colleagues.
- 5- The simultaneous interpretation of the training course.

Second Section: Enforcement and Intelligence Staff Training Courses (3):

Four training courses were held for enforcement and intelligence staff through which 87 participants of the enforcement and intelligence department heads and front line officers form

Alexandria, Cairo, Portsaid, Suez, Damietta, Luxor, and Aswan were trained. Those training courses were held at Cairo, Alexandria, and Portsaid.

Mr. Laymond Martin Flipin has developed 4 pieces of training materials in addition to the lesson plan, the course syllabus, and the exercises. The material was introduced along five days as follows:

- First document: Introduction to Intelligence
- Second File: Developing Sources of Information
- Third File: Passengers Processing and Personal Searches
- Fourth File: Risk Assessment and Selectivity

First: Objectives:

The main objectives for holding such training courses were:

- Identifying the basic principles for understanding the development of the intelligence process.
- Better understanding for the implementation of the intelligence process in a live customs environment.
- Identifying the management of sources, the evidences, and the control of sources files as well as awarding and protecting information sources.
- Identifying the proper passengers processing techniques.
- Learning the interviews and interrogations techniques.
- Targeting personal searches for suspected passengers
- Registering and forwarding the relevant information to the intelligence office.
- Assessing risks for focusing efforts on examining those passengers, goods, and transportation means representing the highest smuggling risks.

(3) The courses details, pls. refer to appendix (B) and the attendees list at appendix (A)

- Reinforcing enforcement efforts through risk assessment to permit focusing efforts on examining those passengers, goods, and transportation means representing the highest smuggling risks.
- How to identify the common features related to smuggling at site.
- How to carry out selectivity for examining those goods, vehicles, and aircrafts which have been previously identified through risk management and profiling and which represent the highest smuggling risks.
- Acquiring the knowledge concerning who to use the observation styles and the skills of interrogation and documents review as well as other skills for practicing selectivity.
- The basics of intelligence collection, analyzing precedent seizures, and the significant role that they play in any border control activity for enforcement, especially in assessing risks, profiling and selectivity.
- Recognizing the structure of enforcement at the Trade Compliance Sector and the relationships between the G. Directorates of Enforcement at the C.D. of Enforcement and the Directorates of Enforcement at Operations Sector as well as the relationships between the Directorates of Enforcement and other Directorates such as Risk Management and PCA.

Second: Attendees (trainees) (4):

In coordination between the Enforcement Committee- CRU, the USAID Expert Mr. Laymond Martin Flipin, and the EU Expert Mr. Andrew Cousineau, 87 participants of Intelligence and Enforcement Department Heads and officers were able to attend the courses.

Third: Instructors:

Lectures were introduced throughout the courses by:

- Mr. Laymond Martin Flipin- USAID-TAPR11
- Mr. Andrew Cousineau- EU- TEP ©
- Mr. Abd El Nasser Ezz El Din- the CRU Enforcement Committee

Fourth: The Training Material:

Mr. ~~Laymond Martin Flipin, the USAID- TAPR11~~ Expert has developed the training material for this course which included the following:

- 1- Introduction to intelligence which covered the following:
 - The intelligence Process in a Customs Environment
 - Types of intelligence
 - Assessment of intelligence
 - The duties of an Intelligence Officer
- 2- Developing Sources of Information which covered the following:
 - Sources of Information
 - Types of Information Sources

Attendees Name List- Pls. refer to appendix (A)

- Informants Handling
 - Finding and Evaluating a source
 - Sources documentation policy
 - Methods of developing sources
 - Evaluation and Control of Sources
- 3- Passengers Processing and Personal Searching which covered the following:
 - First impressions
 - Targeting
 - Enforcement at Airports
 - Consciousness and alertness
 - Targeting Styles
 - Passengers Questioning
 - Passengers Interviewing skills
 - Luggage Examination
 - Types of Personal Searches
 - 4- Risk Assessment and Selectivity which covered the following:
 - Border Control, Risk Assessment, Profiling, and Selectivity
 - Common Terms in Risk Assessment, Profiling and Selectivity
 - Identifying and Implementing Risk Assessment
 - Selectivity
 - Type of Commercial Fraud

- Risk Indicators

Results:

Participant's Evaluation Forms were distributed to survey their views concerning how successful was the course. The Evaluation form included the following:

- How helpful was this course in the conduct of duties
- How useful were the reference material provided with this course
- How effective was the instructor and the translator in presenting the course
- Is there any thing that should be changed if the course is to be presented in the future
- General Comments about the course

The course results were highly positive as follows:

- 1- The participants appreciated the training material and the instructor Mr. Martin Filipin who showed an excellent general performance and a high capability of easily and rapidly conducting the information.
- 2- Gaining skills through other countries expertises in customs operation will help proceeding through the E.C.A. reform process, reinforcing the enforcement role in implementing the best customs international practices, and bringing the E.C.A. into competition with the customs services of modern countries.
- 3- Identifying the intelligence role in the general structure and the intelligence applications at the Egyptian customs environment.
- 4- The course general organization was very good.
- 5- Identifying the roles of the Directorate of Intelligence and the role of the Intelligence officer as well as its relationship with other directorates.
- 6- Identifying how to deal with the smuggler during searching, how to discover fraud and how to assess risks and also identifying selectivity criteria and border control.
- 7- Information collection, collation, evaluation, analysis, and dissemination methods.
- 8- The participants appreciated the translation which was perfectly carried out even through the breaks.
- 9- The participants also appreciated the role of the CRU Coordinators form the Enforcement Committee for their good manners and their hard work to make this course a success, especially illustrating the work relationships between the Enforcement General Directorates reporting to the C.D. of Enforcement and the

Enforcement Directorates at the Operations Sector in accordance to the New E.C.A. Organizational Structure by Mr. Abd El Nasser Ezz El Din.

- 10- The Course was highly professional through which high cooperation levels were achieved and the discussions between the trainees and the instructors were fruitful.
- 11- How to identify the target; find good intelligence information sources and invest this information.
- 12- The exercises were very useful in learning how to deal with infringers and smugglers, how to have them interrogated and enlisted as sources of information.

Recommendations:

- 1- It is recommended to have the course duration extended to make the maximum benefit of the information and expertises since five days were not sufficient for introducing all the training materials taking into consideration that each of the materials needed a separate course to have more details provided.
- 2- Due to the fact of using foreign instructors, it is recommended to have them slightly oriented to the nature of the Egyptian customs operation so that the training material is properly connected to the actual work style in order to have the level of benefiting of this material increased.
- 3- Such courses should be made available for larger numbers of customs staff members to have their efficiency levels upgraded.
- 4- IT is recommended to enlarge the general intelligence concept and the scope of relationships with other directorates.
 - 5- Questions should not be addressed during lecturing to avoid distraction, and a separate floor should be dedicated for questions.
- 6- The legal support regulating the management of intelligence should be referred to or added to the training material.
- 7- The meaning of commercial fraud which is extracted out of the Commercial Law must be added to the training material.
- 8- Accuracy must be considered in the translation of the hand outs.
- 9- It is recommended to have the training material supported with pictures indicating vessels and aircrafts searching and it is also recommended to establish an archive containing vessels and aircrafts documents and maps.
- 10- More details should be provided about the American and the Canadian Customs Intelligence systems while comparing the Egyptian and the American Laws through the training material for guidance.
- 11- A documental film about other countries intelligence systems must be added to the training material.
- 12- The training material should be early forwarded prior to the start of the course to permit considering and reviewing this material as well as effectively preparing inquiries.
- 13- It is recommended to provide more exercises and to highlight the practical issues and the ways of identifying smuggling means.
- 14- The chance should be given to those E.C.A. members who have enforcement and intelligence experience- such as Mr. Abd El Nasser Ezz El Din- to give lectures to their colleagues so that their experience could be made use of.
- 15- The enforcement staff should be provided with tools and financial resources to enable them to perfectly carrying out their duties.
- 16- Information about transit goods (direct or indirect) should be added to the training material and the intelligence role with respect to transit containers must be activated in accordance to the law for well maintaining the transit trade due to its significance to the national economy.

- 17- Recorded presentations illustrating information extraction and targeting process with respect to passengers and goods must be added to the training material.
- 18- A foreign expert must be assigned at customs executive sites for monitoring the daily activities without any intervention in order to provide comments identifying strengths and weaknesses so that the customs officers' efficiencies could be improved.
- 19- More information should be introduced to indicate reform phases at other customs organizations.

Appendix (A)

Attendees Name Lists

(The names were nominated by the C.D. of Enforcement)

**Enforcement and Intelligence Managers Training
Cairo- July 11-12, 2007**

Attendees List:

Serial	Name	Position
1.	Mrs. Nadra El Shabrawy	Head of the C.D. of Enforcement
2.	Mr. Ahmed Abd EL Latif	General Director of Investigations & Seizures

3.	Mr. Samy El Dosouky Ibrahim	General Director of Eastern Region
4.	Mr. Mahmoud Mohey El Din	General Director of Analysis & targeting
5.	Mr. Mohamed Ali Abd El Karim	Director of Intelligence
6.	Mr. Mohamed Abd El Latif Kataya	General Director of Northern & Western Region
7.	Mr. Samy Sayed Gad	Director of Middle & Southern Region
8.	Mr. Ahmed El Sayed Radwan	Director of Northern Region- Operations Sector
9.	Mr. Saied Mohamed Nasser	Director of Northern & Western Region- Operations Sector
10.	Mr. Mohamed Hassan Amer	General Director of Middle & Southern Region- Operations Sector
11.	Mr. Moustafa Abd El Ghany	Director - Middle & Southern Region
12.	Mr. Youssef Ismaiel Hosny	Director- Middle & Southern Region
13.	MR. Mohamed Mahmoud Gomaa	Director of Coordination & Support- Intelligence
14.	Mr. Saeid Awad Hassan	Director- Northern & Western Region
15.	Mr. Tarek Mohamed Refaei	Director- Northern & Western Region
16.	Mr. Tarek Fahmy Abd Allah	Director- Northern & Western Region
17.	Mr. Moihamed Kamel Ahmed	Director- Northern & Western Region
18.	Mr. El Sayed Ahmed Hassan	Director of Intelligence- Eastern Region- Port Said
19.	Mr. Tarek Mohamed Ghanem	Director of Intelligence- Eastern Region- Port Said
20.	Mr. Mohamed Ahmed Shams	Director of Intelligence- Middle & Southern Region- Aswan
21.	Mr. Mohamed Fouad El Sayed	Director- Eastern Region- Suez
22.	Mr. Abd El moneim Mahmoud Emara	Director- Eastern Region- Suez
23.	Mr. Tarek Wahdan	Director- Eastern Region- Damietta
24.	Mr. Samir Eid Ahmed	Director- Eastern Region- Sainai
25.	Mr. El Sayed Radwan Ramadan	Director- Eastern Region- Sainai
26.	Mr. Nashaat Abou El Enin Ismaiel	Director- Eastern Region- Sainai
27.	Mr. Ali Hassan Arafa	Director of Analysis & Targeting
28.	Mr. Samy Abd El Kawy	Director of Analysis & Targeting
29.	Mr. Mohamed Hussein Hassan	Director of Investigations & Seizures
30.	Mr. Essam El Din Fathy El Sharkawy	Director at the C.D. of Enforcement
31.	Mr. Khaled Fathy El Sisi	Director at the C.D. of Enforcement
32.	Mr. Adedl Farid Moussa	Director- Middle & Southern Region
33.	Mr. Hossam Moawad Atteya	Intelligence Director
34.	Mr. Mahmoud Abou El Elaa	Head of the C. D. of Customs Reform
35.	Mr. Ahmed Ismaiel	Sector Director of Corporate Affairs
36.	Mr. Abd El Nasser Ezz El Din	CRU- Enforcement Committee (Course Coordinator)

37.	Mr. El Sayed Ibrahim	CRU- Enforcement Committee (Course Coordinator)
38.	Mr. Mohamed Abd El Moneim	CRU- Enforcement Committee (Course Coordinator)
39.	Miss. Maryam Magdy	CRU- Interpreter
40.	Miss. Noha Shaltot	CRU- Interpreter
41.	Mr. William Claypole	Customs Team Leader- Bearing Point
42.	Mr. Manuel Henriques	Deputy Team Leader- Bearing Point(joined the Workshop on July 12,07)
43.	Mr. Martin Flipin	USAID
44.	Mr. Andrew Cousineau	EU
45.	Mr. Essam Mohamed Ali	CRU- HR Committee (joined the Workshop on July 12,07)

Enforcement and Intelligence Staff Training
Cairo- July 15-19, 2007

Serial	Name	Position
1	Mrs. Nadra El Shabrawy-	Head of the C.D. of Enforcement
2	Mr. Mohamed Ali Ahmed Abd El karim	Enforcement General Director
3	Mr. tamer Sobhy Khalil	3 rd .Researcher- Cairo Enforcement
4	Mr. Nasser Khalaf Nasser	3 rd .Researcher- Cairo Enforcement
5	Mr. Ahmed El Shorbagy El Sayed	CSI Department Head
6	Mr. Mamdouh Farouk Raslan	Coordination Department Head
7	Mr. Mohamed Zein El Abedin	Department Head- Cairo Enforcement
8	Mr. Mohamed Ibrahim Sobeih	Department Head- Cairo Enforcement
9	Mr. Gad Tawfeik Mousaad	Department Head- Cairo Enforcement
10	Ms. Reham Abouo El Mahasen Ramadan	Department Head- Cairo Enforcement
11	Mr. Fayez Omar Kamel	3 rd .Researcher- Cairo Enforcement
12	Mr. Mohamed Hamed Ahmed	3 rd .Researcher- Cairo Enforcement
13	Mr. Alaa El Din Farag	3 rd .Researcher- Cairo Enforcement
14	Mr. Mohamed Abd El Rahman Mostafa	Intelligence Officer- G.D. of Intelligence
15	Mr. Waeil Mohamed Ali Badr	Coordinator- The G.D. of Intelligence
16	Mr. Ibrahim El Sayed Bastawisy	Intelligence Officer- G.D. of Intelligence
17	Ms. Rania Bashir Abd Allah	Coordinator- The G.D. of Intelligence
18	Mr. Ahmed Eid Mostafa	Coordinator- The G.D. of Intelligence

19	Mr. Mohamed Ahmed Maher	Researcher- Cairo Enforcement
20	Mr. Nader Labib Tawfeek	3 rd .Researcher
21	Ms. Rania baou El Seoud	Intelligence Officer- G.D. of Intelligence- Middle Region
22	Ms. Reham Helmy Khela	Administrative Support- the G.D. of Intelligence
23	Mr. Ahmed El Sawy Ahmed Awad	Intelligence Officer- Aswan
24	Mr. Khaled Mohamed Mahmoud	Intelligence Officer- Luxor
25	Mr. Essam Moheamd Arafa	3 rd .Researcher- Enforcement Committee
26	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
27	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
28	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
29	Miss. Iftekhar Khalaf	Translator- The Commissioner's Office
30	Miss. Maryam Magdy	Translator- Enforcement Committee

**Enforcement and Intelligence Staff Training
Alexandria- July 29-August 2, 2007**

Serial	Name	Position
1	Mr. Mahmoud Moheye El Din	G. Director of Analysis & Targeting
2	Mr. Abd El Moneim Kobaisy	Enforcement Department Head- Northern & Western Region
3	Mr. Ahmed Helal	Enforcement Department Head- Northern & Western Region
4	Mr. Ismaeil El Sayed Ismaeil	Enforcement Department Head- Northern & Western Region
5	Mr. Ibrahim Ahmed Gomaa	Enforcement Department Head- Northern & Western Region
6	Mr. Medhat Mohamed Abd El Moneim	Enforcement Department Head- Northern & Western Region
7	Mr. Mohamed El Sayed Shehata	Enforcement Department Head- Northern & Western Region
8	Mr. Ahmed Mahmoud Shalaby	Enforcement Department Head- Northern & Western Region
9	Mr. Khamis El Sayed Mahmoud	Enforcement Department Head- Northern & Western Region
10	Mr. Gamil Gad El Hak	Enforcement Department Head- Northern & Western Region
11	Mr. Khamis Mohamed Kassem	Enforcement Department Head- Northern & Western Region
12	Mr. Mostafa Youssef Afifi	Enforcement Department Head- Northern & Western Region
13	Mr. Reda Gaber Ahmed	Enforcement Department Head- Northern & Western Region
14	Mr. Mohamed Rehan Mohamed	Enforcement Department Head- Northern & Western Region
15	Ms. Lamis Abd El Wadod Salem	Enforcement Department Head- Cairo
16	Mr. Sabry Mohamed Sayed	The G. Directorate of Investigations & Seizures- Cairo
17	Mr. Essam El Desouky	The G. Directorate of Investigations & Seizures-

		Cairo
18	Mr. Mohamed Hamdy Abd El Wahab	The G. Directorate of Investigations & Seizures- Cairo
19	Mr. Alaa El Din Mousaad	The G. Directorate of Enforcement- Cairo
20	Mr. Khaled Ahmed Aly	The G.D. of Enforcement- Eastern Region
21	Mr. Tarek Abd El Aziz	The G.D. of Enforcement- Eastern Region
22	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
23	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
24	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
25	Miss. Noha Shaltot	Translator- Enforcement Committee
26	Miss. Maryam Magdy	Translator- Enforcement Committee

**Enforcement and Intelligence Staff Training
Portsaid- August 5-9, 2007 (8)**

Serial	Name	Position
1.	Mr. Samy El Desouky Ibrahim	G.D. of Enforcement- Eastern Region
2.	Samy Mousaad Noumaan	The General Directorate of Enforcement- Eastern Region
3.	Mr. Mahomoud Mahmoud Abou Youssef	The General Directorate of Enforcement- Eastern Region
4.	Mr. Hassan Youssef Abd El Aal	The General Directorate of Enforcement- Eastern Region
5.	MR. Magdy Amine Helwa	The General Directorate of Enforcement- Eastern Region
6	Mr. Ahmed Fouad Latif	The General Directorate of Enforcement- Eastern Region
7	Mr. Reda El Saeid El Awad	The General Directorate of Enforcement- Eastern Region
8	Mr. Samy Ahmed Khalil	The General Directorate of Enforcement- Eastern Region
9	Mr. Gamal Abd El Hamid Rashwan	The General Directorate of Enforcement- Eastern Region
10	William Youssef Ghatas	The General Directorate of Enforcement- Eastern Region
11	Mr. Nagy Aziz Hana	The General Directorate of Enforcement- Eastern Region
12	Mr. Khalil Mohamed Ibrahim	The General Directorate of Enforcement- Eastern Region
13	Mr. Abd Allah Soliman Selmy	The General Directorate of Enforcement- Eastern Region
14	Mr. Fouad El Sayed Soliman	The General Directorate of Enforcement- Eastern Region
15	Mr. El Sayed Ahmed Shrdeya	The General Directorate of Enforcement- Eastern Region
16	Mr. Farag Gharib Ibrahim	The General Directorate of Enforcement- Eastern Region
17	Mr.Ahmed Mohamed Moursy	The C.D. of Enforcement- Cairo
18	Mr. Essam Mouawad Ateya	The G.D. of Investigations and Seizures- Cairo
19	Mr. Mohamed Ibrahim Othman	The General Directorate of Enforcement- Eastern Region
20	Mr. Hesham Lotfy Moukhtar	The General Directorate of Enforcement- Eastern Region
21	Mr. Mohamed Abd Alah	The G.D. of Investigations and Seizures- Cairo
22	Mr. El Sayed Ahmed Hassan	The General Directorate of Enforcement- Eastern Region

23	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
24	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
25	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
26	Miss. Noha Shaltot	Translator- Enforcement Committee
27	Miss. Maryam Magdy	Translator- Enforcement Committee

Enforcement and Intelligence Staff Training
Cairo- August 12-16, 2007

Serial	Name	Position
1	Mr. Ahmed Abd El Latif	General Director of Investigations & Seizures
2	Mr. Osama Abd El Momen Shalaby	The General Directorate of Enforcement- Cairo
3	Mr. Ahmed Mohamed Ahmed	The General Directorate of Enforcement- Cairo

4	Mr. Mahmoud Mohamed Aly	The General Directorate of Enforcement- Cairo
5	Mr. Mena Gamal Rasmy	The General Directorate of Enforcement- Cairo
6	Mr. Hamza Fahim Youssef	Enforcement Department Head- Aswan Customs
7	Mr. Mamdouh Mohamed Mahmoud	Enforcement Department Head- Luxor
8	Mr. Nader George Zekry	The G.D. of Investigations & Seizures- Cairo
9	Ms. Maryam Refaat Faleh	The G.D. of Analysis & Targeting- Cairo
10	Mr. Tarek Saeid Abbas	The G.D. of Investigations & Seizures- Cairo
11	Mr. Ahmed Mohamed Omran	The G.D. of Investigations & Seizures- Cairo
12	Mr. Abd El Nasser Mohamed Aly	The General Directorate of Enforcement- Cairo
13	Mr. tamer Wadei Hanna	The General Directorate of Enforcement- Cairo
14	Mr. Hassan Fekry Mohana	The G.D. of Investigations & Seizures- Cairo
15	Mr. Abd Allah Mostafa Aly	The General Directorate of Enforcement- Cairo
16	Mr. Osama Abd Allah Abd El Hamid	The General Directorate of Enforcement- Cairo
17	Mr. Ahmed El Sayed Radwan	The General Directorate of Enforcement- Cairo
18	Mr. Mamdouh Youssef zaka	The G.D. of Analysis & Targeting- Cairo
19	Ms. Fatma Abolu El Seoud Senos	The G.D. of Analysis & Targeting- Cairo
20	Mr. Samer lofty Abd El Fatah	The General Directorate of Enforcement- Hurghada- Sainai
21	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
22	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
23	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
24	Miss. Noha Shaltot	Translator- Enforcement Committee
25	Miss. Maryam Magdy	Translator- Enforcement Committee

Number of Female Participants for all courses: 17

Number of male Participants for all courses: 110

Total Number of Participants 127

* For course details pls. refer to appendix (B)

Appendix (B)

A detailed courses statement

First Course: Intelligence Managers Course

A workshop was held at Cairo, Sonesta Hotel for two days, July 11, 12, 2007, attended by 33 of the Intelligence and Enforcement Managers, the Enforcement Committee of the C.D. of Customs Reform represented in Mr. Abd El Nasser Ez El Din, Mr. El Sayed Ibrahim, Mr. Mohamed Abd El Moneim, as class coordinators, Mr. Claypole and Mr. Martin from USAID, Mr. Andrew Cousineau From EU, Mr. Ahmed Ismaiel- Sector Director of Corporate Affairs, Mrs. Nadra El Shabrawy- Head of the C.D. of Enforcement, Mr. Mahmoud Abou El Elaa- Head of the C.D. of Customs Reform.

Translation Works were carried out by Miss. Noha Shaltot and Miss. Mariam Magdy from the C.D. of Customs Reform.

First Day: July11, 2007

The first day of the workshop started at 9:30 am. by opening remarks from Mr. Ahmed Ismaeil, followed by a speech from Mrs. Nadra El Shabrawy, then Mr. Martin started his presentation which included the following:

- Definition of intelligence
- Principles of Intelligence
- Types of intelligence
- Implementing intelligence in a customs environment
- Selectivity
- Sources of information
- General duties of an Intelligence officer
- Performance indicators
- Work force optimization
- Exercises

Second day: July12, 2007

Mr. Essam Mohamed Ali from the new E.C.A. Organizational Structure Committee- CRU, and Mr. Manuel Henriques, the USAID Advisor joined the team of advisors, where the new Enforcement organizational structure was highlighted and its relationship with other sectors was addressed through three sessions as follows:

- The first session included Mr. Manuel's presentation for the new enforcement structure and the relationship between the C.D. of Enforcement and enforcement directorates at Operations Sector.
- The second session included Mr. Essam's presentation for the Work Teams and its significance for customs operations.
- The last session through which Mr. Abd El Nasser from the CRU Enforcement Committee addressed the direct relationships between the C.D. of Enforcement which is affiliated to the Trade Compliance Sector and those Enforcement Directorates which are affiliated to the Operations Sector, and also addressed the variances between intelligence, investigations, seizures, analysis, and targeting through the new enforcement style.

The workshop ended by a speech from Mrs. Nadra El Sabrawy and Mr. Mahmoud Abou El Elaa including the workshop recommendations and the answers for some of the participants' inquiries.

Second Course: Intelligence and Enforcement staff training

The course was held for five days from July15 till July17,2007, at Sonesta Hotel- Cairo. Mrs. Nadra El Shabrawy- Head of the C.D. of Enforcement, Mr. Martin Flipin and Mr. Andrew cousineau, the enforcement committee members (course coordinators), and 24 of the enforcement and intelligence staff members attended the course.

First day: Sunday, July15, 07

The workshop started at 9:30 am. ,on behalf of Mrs. Nadra El Shabrawy- Head of the C.D. of Enforcement- Mr. Mahmoud Heshmat- the General Director of Enforcement- Cairo, made the opening remarks.

Mr. Martin Flipin presented the first hand out which included the following:

- Intelligence in a customs environment

- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer
- Sources of information
- Sharing information
- Analysis and conclusion
- Dissemination of intelligence
- Reviewing the customs operational environment

At the end of the day an exercise was done to apply the aforementioned topics.

Second day: Monday, July 16, 07

The second day started at 9:30 am. Work was resumed and the second hand out (Developing Sources of information) was presented which included the following:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources
- Evaluation and control of sources

At the end of the day an exercise was done to apply the aforementioned topics.

Third day: July 17, 07

The day started by resuming the exercise of the precedent day, then the third handout (passengers processing and personal searches) was presented which included the following:

- First impressions
- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills
- Baggage examinations
- Personal searches

At the end of the day an exercise was done to apply the aforementioned topics.

Fourth day: July 18, 07

The day started at 9:30 am. by an exercise at the first session, then the handout of the fourth day (Risk Assessment and selectivity) was presented which included the following:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.
- Definition and implementation of risk assessment
- Selectivity
- Types of commercial fraud/ risk indicators

Fifth day: July 19, 07

The rest of the handout of risk assessment and selectivity was presented through the first session of the last day as scheduled.

Through the second session, Mr. Abd El Nasser presented the enforcement structure and the relationships between the General Directorates at the C.D. of Enforcement and the Enforcement Directorates at Operations Sector; he also illustrated the nature of work and responsibilities of each of the new enforcement directorates, and after the presentation was completed, the participant's inquiries were answered.

The workshop ended by a speech from Mrs. Nadra, who addressed her gratitude to Mr. Martin Flipin and Mr. Andy Cousineau for the good training material and lecturing. She also thanked Mr. Mahmoud Abou E Elaa for giving the opportunity to have such type of courses held, and special thanks to the organizers from the CRU Enforcement Committee's members. She also appreciated the efforts of the two interpreters, Miss. Iftekhhar Khalaf and Miss. Mariam Magdy for making this course a success.

The participants' evaluation forms were distributed, followed by the attendance certificates.

Third Course: Intelligence and Enforcement Staff Training – Alexandria- July29, August2, 07

The course was held for five days as of July29 till August 2, 2007, at the Cecil Hotel- Alexandria, attended by Mr. Mahmoud Mohye El Din- the General Director of Analysis and Targeting, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement, Mr. Laymond Martin Flipin- USAID/TAPR11 Enforcement Expert, Mr. Andrew Cousineau- Eu/TEPC Enforcement Expert, the CRU Enforcement Committee's members as Class coordinators, Mr. Akram Bastawy- EU. The Final of the workshop was attended by Mrs. Rasha Abd El Hakim- USAID Economic Expert.

First Day: Sunday, July29, 2007

The first day of the workshop started at 9:30 am. By opening remarks from

Mr. Mahmoud Mohye El Din- the General Director of Anaysis and Targeting, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement to attend the course.

Mr. Flipin started introducing the first day materials which covered the following:

- Intelligence in a customs environment
- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer

Through the second half of the day, the Canadian Expert Mr. Andrew Cousineau introduced the following:

- Sources of information
- Sharing information
- Analysis and conclusion
- Dissemination of intelligence
- Reviewing the customs operational environment

By the end of the day, Mr. Martin introduced an exercise/ a Scenario for one of the cases. The purpose of the exercise was to identify the confirmed and the non conformed relationships between individuals and organizations and how to deal with them.

Second Day: Monday, July30, 2007

The second day of the course started at 9:30 am. the work was resumed when Mr. Martin continued the discussions concerning the exercise which was introduced at the end of the precedent day. Then he started introducing his second material: developing sources of information to cover the following topics:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources
- Evaluation and control of sources

Third Day: Tuesday, July17, 2007

The third day started by an exercise for developing sources of information. The objective of this exercise was to gain the "Link Analysis" technique through which the information about the relationships between entities, individuals, organizations, places and others are being set in a chart to indicate the relationships and to help induction.

Also the exercise on handling and instructing informants to ensure their future cooperation in revealing significant information was carried out through using two participants to chare the instructor in performing a situation through which one of the sources which has a smuggling history is being handled and used to give information that can lead to arresting the whole criminal organization.

The third training material "Passengers Processing and Personal Searches" was presented by Mr. Andrew Cousineau to cover the following topics:

- First impressions
- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills
- Baggage examinations
- Personal searches

Fourth Day: Wednesday, July18, 2007

The day started at 9:30am. by presenting an exercise on "Passengers Processing and Personal Searches" through the first session of the day. The objective of this exercise was introducing the knowledge about the appropriate methods and styles of carrying out passengers processing, interviews and interrogation and also to identify the targeted passengers for the personal searches in addition to using sources of information.

Mr. Martin and Mr. Cousineau carried out presenting the first part of the training material of the fourth and fifth days concerning risk assessment and selectivity to cover the following topics:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.
- Definition and implementation of risk assessment
- Selectivity

Fifth Day: Thursday, July19, 2007

The risk assessment and selectivity training material was completed through the first session of the last day as scheduled to cover the following topics:

- Types of commercial fraud
- Risk indicators

Through the second session, Mr. Abd El Nasser presented the Organizational Structure of the Trade Compliance Sector and the relationships between the Enforcement General Directorates at the C.D. of Enforcement and the Enforcement Directorates at the Operations Sector, and also addressed the relationships between the Directorates of Enforcement and other directorates such as Risk Management and PCA. The participants' inquiries were answered after the end of this presentation.

The Workshop ended with a speech from Mr. Mahmoud Mohye El Din- the General Director of Analysis and Targeting at the C.D. of Enforcement who thanked Mr. Martin for developing and presenting the training material and also thanked Mr. Cousineau for assisting Mr. Martin in presenting the material. He also thanked the CRU team members and the Translators for their efforts and for well coordinating the course to make it a success.

Mrs. Rasha Abd El Hakim- the USAID Economic Expert attended the end of the workshop when she gave a speech thanking all the attendees while addressing the following comments:

- The duration of the last day of the course must be extended, and the participants replied on that addressing their recommendation to have the whole course duration extended since five days are not enough for presenting the extensive training materials.
- Mrs. Rasha addressed the intent of the USAID to provide a foreign expert who will be assigned for monitoring the executive customs activities at various customs sites without interfering with the daily activities, this expert will be later giving comments with respect to those activities to identify weaknesses and strengths in order to have the customs officers performance improved. This idea was appreciated by the attendees.

This was followed by distributing the participants' evaluation forms (10) to survey their views.

The fifth and last day of the course ended by distributing the participants' attendance certificates and by taking some photographs.

(10) Refer to page 10 for checking the components of the participants evaluation form

Fourth Course: Intelligence and Enforcement Staff Training – Portsaid- August5-9, 07

The course was held for five days as of August5-9, 2007, at the Helnan Hotel- Portsaid, attended by Mr. Samy El Desouky- the General Director of Enforcement- Eastern Region, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement, Mr. Laymond Martin Flipin- USAID/TAPR11 Enforcement Expert, Mr. Andrew Cousineau- Eu/TEPC Enforcement Expert, the CRU Enforcement Committee's members as Class Coordinators.

First Day: Sunday July29, 2007

The first day of the workshop started at 9:30 am. By opening remarks from Mr. Samy El Desouky- the General Director of Enforcement- Eastern Region, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement to attend the course.

Mr. Flipin started introducing the first day materials which covered the following:

- Intelligence in a customs environment
- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer
- Sources of information

Through the second half of the day, the Canadian Expert Mr. Andrew Cousineau introduced the following:

- Sharing information
- Analysis and conclusion
- Dissemination of intelligence

By the end of the day, Mr. Martin introduced an exercise/ a Scenario for one of the cases. The purpose of the exercise was to identify the confirmed and the non conformed relationships between individuals and organizations and how to deal with them.

Second Day: Monday, July30, 2007

The second day of the course started at 9:30 am. the work was resumed when Mr. Martin continued the discussions concerning the exercise which was introduced at the end of the precedent day. Then he started introducing his second material: developing sources of information to cover the following topics:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources

- Evaluation and control of sources
- Reviewing the customs operational environment

Third Day: Tuesday, July31, 2007

The third day started by an exercise for developing sources of information. The objective of this exercise was to gain the “Link Analysis” technique through which the information about the relationships between entities, individuals, organizations, places and others are being set in a chart to indicate the relationships and to help induction.

Also the exercise on handling and instructing informants to ensure their future cooperation in revealing significant information was carried out through using two participants to chare the instructor in performing a situation through which one of the sources which has a smuggling history is being handled and used to give information that can lead to arresting the whole criminal organization.

The third training material “Passengers Processing and Personal Searches” was presented by Mr. Andrew Cousineau to cover the following topics:

- First impressions
- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills
- Baggage examinations
- Personal searches

Fourth Day: Wednesday, August1, 2007

The day started at 9:30am. by presenting an exercise on “Passengers Processing and Personal Searches” through the first session of the day. The objective of this exercise was introducing the knowledge about the appropriate methods and styles of carrying out passengers processing, interviews and interrogation and also to identify the targeted passengers for the personal searches in addition to using sources of information.

Mr. Martin and Mr. Cousineau carried out presenting the first part of the training material of the fourth and fifth days concerning risk assessment and selectivity to cover the following topics:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.
- Definition and implementation of risk assessment
- Selectivity

Fifth Day: Thursday, August 2, 2007

The risk assessment and selectivity training material was completed through the first session of the last day as scheduled to cover the following topics:

- Types of commercial fraud
- Risk indicators

Through the second session, Mr. Abd El Nasser presented the Organizational Structure of the Trade Compliance Sector and the relationships between the Enforcement General Directorates at the C.D. of Enforcement and the Enforcement Directorates at the Operations Sector, and also addressed the relationships between the Directorates of Enforcement and other directorates such as Risk Management and PCA. The participants' inquiries were answered after the end of this presentation.

The Workshop ended with a speech from Mr. Samy El Desouky- the General Director of Enforcement- Eastern Region who thanked Mr. Martin for developing and presenting the training material and also thanked Mr. Cousineau for assisting Mr. Martin in presenting the material. He also thanked the CRU team members and the Translators for their efforts and for well coordinating the course to make it a success.

This was followed by distributing the participants' evaluation forms (10) to survey their views.

The fifth and last day of the course ended by distributing the participants' attendance certificates and by taking some photographs.

Fifth Course: Intelligence and Enforcement Staff Training- Cairo- August12-16, 07

The course was held for five days as of August12-16, 2007, at the Sonesta Hotel- Cairo, attended by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement, Mr. Ahmed Abd El Latif- The General Director of Analysis and Seizures, Mr. Laymond Martin Flipin- USAID/TAPR11 Enforcement Expert, Mr. Andrew Cousineau- Eu/TEPC Enforcement Expert, the CRU Enforcement Committee's members as Class Coordinators.

First Day: Sunday August 12, 2007

The first day of the workshop started at 9:30 am.

Mr. Flipin started introducing the first day materials which covered the following:

- Intelligence in a customs environment
- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer
- Sources of information

The Canadian Expert Mr. Andrew Cousineau introduced the following:

- Sharing information
- Analysis and conclusion
- Dissemination of intelligence

By the end of the day, Mr. Martin introduced an exercise/ a Scenario for one of the cases. The purpose of the exercise was to identify the confirmed and the non conformed relationships between individuals and organizations and how to deal with them.

Second Day: Monday, August 13, 2007

The second day of the course started at 9:30 am. the work was resumed when Mr. Martin continued the discussions concerning the exercise which was introduced at the end of the precedent day. Then he started introducing his second material: developing sources of information to cover the following topics:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources
- Evaluation and control of sources
- Reviewing the customs operational environment

Third Day: Tuesday, August 14, 2007

The third day started by an exercise for developing sources of information. The objective of this exercise was to gain the “Link Analysis” technique through which the information about the relationships between entities, individuals, organizations, places and others are being set in a chart to indicate the relationships and to help induction.

Also the exercise on handling and instructing informants to ensure their future cooperation in revealing significant information was carried out through using two participants to chare the instructor in performing a situation through which one of the sources which has a smuggling history is being handled and used to give information that can lead to arresting the whole criminal organization.

The third training material “Passengers Processing and Personal Searches” was presented by Mr. Andrew Cousineau to cover the following topics:

- First impressions
- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills
- Baggage examinations
- Personal searches

Fourth Day: Wednesday, August 15, 2007

The day started at 9:30am. by presenting an exercise on “Passengers Processing and Personal Searches” through the first session of the day. The objective of this exercise was introducing the knowledge about the appropriate methods and styles of carrying out passengers processing, interviews and interrogation and also to identify the targeted passengers for the personal searches in addition to using sources of information.

Mr. Martin and Mr. Cousineau carried out presenting the first part of the training material of the fourth and fifth days concerning risk assessment and selectivity to cover the following topics:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.

- Definition and implementation of risk assessment
- Selectivity

Fifth Day: Thursday, August 16, 2007

The risk assessment and selectivity training material was completed through the first session of the last day as scheduled to cover the following topics:

- Types of commercial fraud
- Risk indicators

Through the second session, Mr. Abd El Nasser presented the Organizational Structure of the Trade Compliance Sector and the relationships between the Enforcement General Directorates at the C.D. of Enforcement and the Enforcement Directorates at the Operations Sector, and also addressed the relationships between the Directorates of Enforcement and other directorates such as Risk Management and PCA. The participants' inquiries were answered after the end of this presentation.

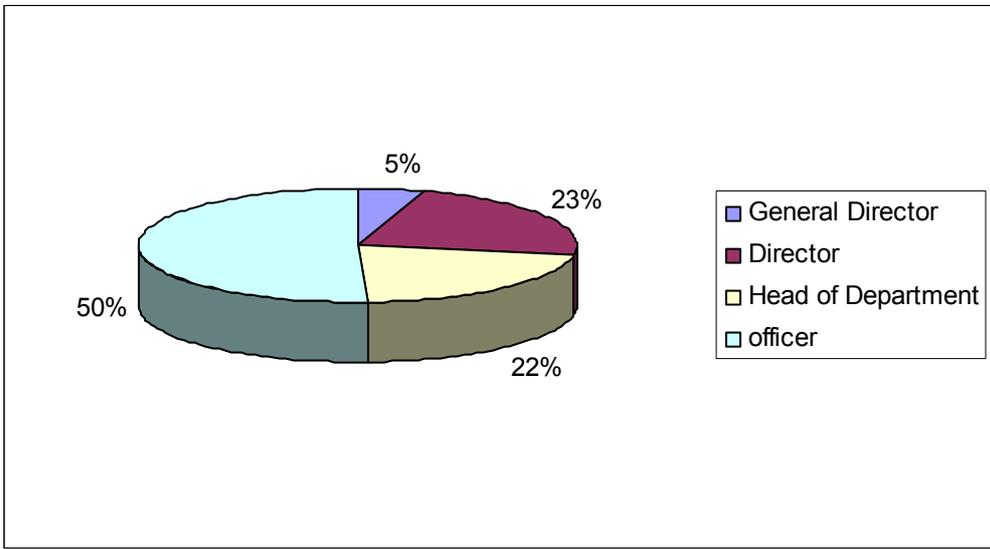
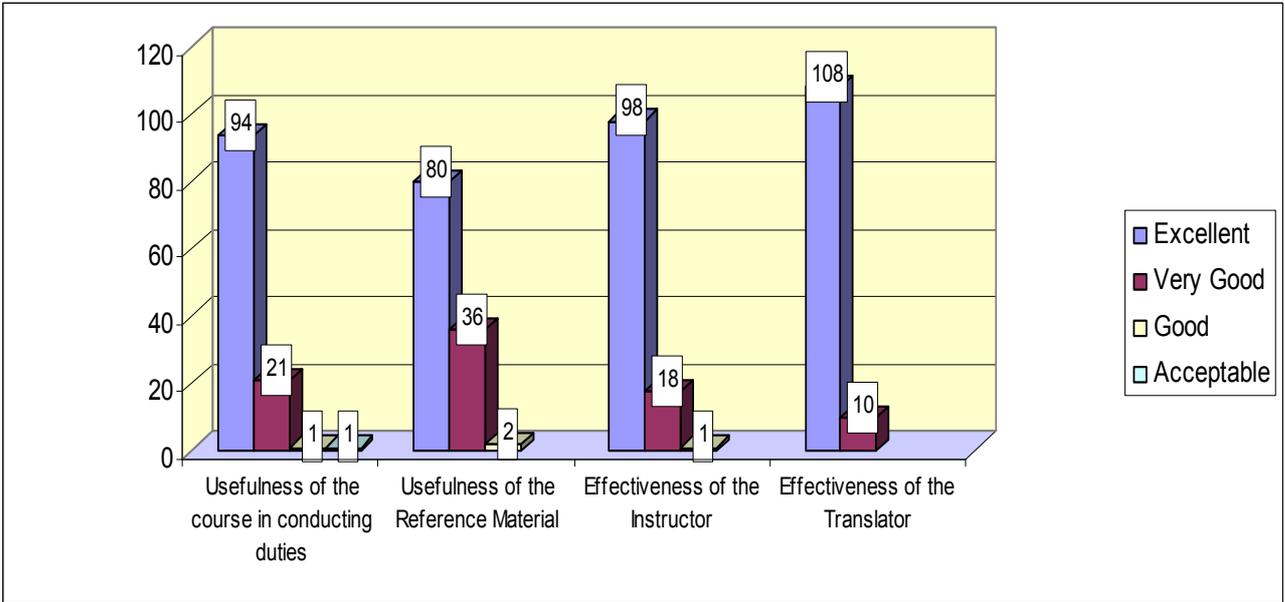
The Workshop ended with a speech from Mr. Ahmed Abd El Latif- The General Director of Analysis and Seizures- Cairo, who thanked Mr. Martin for developing and presenting the training material and also thanked Mr. Cousineau for assisting Mr. Martin in presenting the material. He also thanked the CRU team members and the Translators for their efforts and for well coordinating the course to make it a success.

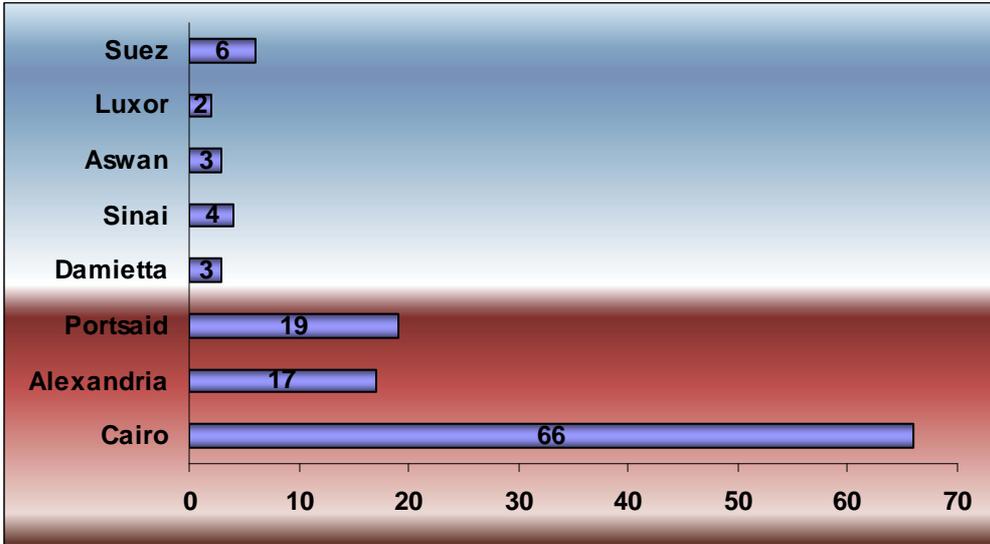
This was followed by distributing the participants' evaluation forms to survey their views.

The fifth and last day of the course ended by distributing the participants' attendance certificates and by taking some photographs.

Appendix ©

Courses evaluation





Annex 1

Arab Republic of Egypt
Ministry of Finance
Egyptian Customs Administration
The C.D. of Customs Reform

A Report on the Intelligence Training for Enforcement Managers and Staff
July 11- August 16, 2007

Presented to: Mr. Mahmoud Abou El Elaa
The Head of the C.D. of Customs Reform

From: The Enforcement Committee – C.D. of Customs Reform
Mr. Abd El Nasser Ezz El Din
Mr. El Sayed Ibrahim
Mr. Mohamed Abd El Moneim
Miss. Maryam Magdy

The Report was submitted on Wednesday, August 22, 2007

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Section one: Enforcement and Intelligence Managers Training

First: Objectives

Second: Attendees (Trainees)

Third: Instructors

Fourth: The Training Material

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Section2: Enforcement and Intelligence Staff Training

First: Objectives

Second: Attendees (Trainees)

Third: Instructors

Fourth: The Training Material

Results

Recommendations

Appendix (A)

A list of the participants' names

Appendix (B)

A detailed courses statement

First Course: Intelligence Managers Workshop

Second Course: Intelligence and Enforcement Staff Training – Cairo- July15-19, 07

Third Course: Intelligence and Enforcement Staff Training – Alexandria- July29, August2, 07

Fourth Course: Intelligence and Enforcement Staff Training – Portsaid- August5-9, 07

Fifth Course: Intelligence and Enforcement Staff Training- Cairo- August12-16, 07

Appendix ©

Courses evaluation

Appendix (D)

Photographs form the courses

Introduction

As a part of the E.C.A. initiative for reforming and modernizing the enforcement and intelligence systems and for establishing an integrated intelligence system to be lead and sponsored by Mr. Galal Abou El Fotouh- the Ministers Advisor for Customs Affairs, the C.D. of Customs Reform represented in the Enforcement Committee in cooperation with the USAID represented in TAPR 11 Program, and the EU/ TEP C program had prepared for group of training courses and workshops in order to introduce the management of an intelligence system, the intelligence work cycle, and the relationship with other relevant directorates as one of the outcomes of the previous enforcement workshops which have been organized by the C.D. of Reform. Mr. Laymond Martin Filipin- the USAID/ TAPR11 expert had developed the entire training material and presented them assisted by the Canadian expert- Mr. Andrew Cousineau who presented some of Mr. Filipin's training material.

A plan was developed for holding those training courses for the E.C.A. enforcement and intelligence staff members including the following:

- A workshop for the Enforcement and Intelligence Managers (July11-12, 2007)
- Four Training courses for Enforcement and Intelligence Officers, each for five days distributed as follows:
 - The first course- July 15-19, 2007 at the Sonesta Hotel
 - the second course- July29- August 2, 2007, at the Cecil Hotel Alexandria
 - the third course- August 5-9, 2007, at the Helnan Hotel- Portsaid
 - the fourth course- August 12-16, 2007, at the Sonesta Hotel- Cairo

The total number of the participants the aforementioned courses was 120 enforcement officers form Cairo- Alexandria- Portsaid- Damietta- Suez- Luxor- Aswan. Those courses were divided into two sections:

First Section: Enforcement and Intelligence Managers Course

First: Objectives:

The course objectives included providing the Middle Management with the following:

- Deep understanding for the role of intelligence and how it could be implemented in the customs environment whether being sea or air or land ports or at any area where a border nexus could be established.
- Identifying the 5 interrelated steps of the intelligence process: Information collection, evaluation, collation, analysis, and dissemination as well as identifying the related methodologies.
- Identifying the competencies and the skills of the potential customs enforcement officers as well as their official duties with respect to the intelligence process.

- How are the good informed decisions concerning the selection of the intelligence staff, the training and the management of human resources and the management of non human resources, being taken.
- Identifying the enforcement structure which is affiliated to the Trade Compliance Sector, the relationships between the General Directorates of Enforcement at the C.D. of Enforcement and the Directorates of Enforcement at the Operation Sector, and the relationships between the Directorates of Enforcement and other directorates such as RM and PCA.

Second: the Attendees (the trainees) (2):

The course was attended by 33 of the Intelligence and Enforcement General Directors and Directors, the Head of the C.D. of Enforcement -Mrs. Nadra El Shabrawy, The Sector Director of Corporate Affairs- Mr. Ahmed Ismaeil, The Head of the C.D. of Customs Reform- Mr. Mahmoud Abou El Elaa, the USIAD Advisors/ Mr. William Claypole and Mr. Laymond Martin Flippin, the EU advisor/ Mr. Andrew Cousineau, and the CRU Enforcement Committee members.

Third: The Instructors:

The lectures of this course were presented by:

- Mr. Laymond Martin Flippin- USAID/TAPR11 Advisor
- Mr. Manuel Henriques- USAID/TAPR11 Advisor
- Mr. Abd El Nasser Ezz El Din- Enforcement Committee- C.D. of Customs Reform
- Mr. Essam Mohamed Aly- The Organizational Structure Committee- C.D. of Customs Reform

Fourth: the Training Material:

Mr. Laymond Martin Flippin- the USAID/ TAPR11 Advisor has developed the training material for this course which included the following:

- Definition of Intelligence
- Principles of Intelligence
- Types of Intelligence
- Implementing Intelligence in a Live Customs Environment
- Selectivity
- Information Sources
- The General Duties of an Intelligence Officer
- Performance Indicators
- Work Force Optimization
- Exercises

Fifth: the Coordinating Committee:

Committee Members:

- Mr. Abd El Nasser Ezz el Din
- Mr. El Sayed Ibrahim
- Mr. Mohamed Abd El Moneim
- Miss. Maryam Magdy

The role of the Enforcement Committee- C.D. of Enforcement- in all the enforcement and Intelligence training courses was as follows:

- 6- Coordination with the C.D. of Enforcement and the donors in organizing the training courses.
- 7- Adapting the foreign expertise to fit the Egyptian customs environment whenever there is a need for further clarification during lectures.
- 8- Presenting the relationships between the General Directorates of Enforcement at the C.D. of Enforcement and the Directorates of Enforcement at the Operation Sector, and the relationships between the Directorates of Enforcement and other directorates such as RM and PCA.
- 9- Evaluating the trainees to identify the potential future trainers who will be transferring the knowledge that they gained through the courses to their work colleagues.
- 10- The simultaneous interpretation of the training course.

Second Section: Enforcement and Intelligence Staff Training Courses (3):

Four training courses were held for enforcement and intelligence staff through which 87 participants of the enforcement and intelligence department heads and front line officers from Alexandria, Cairo, Portsaid, Suez, Damietta, Luxor, and Aswan were trained. Those training courses were held at Cairo, Alexandria, and Portsaid.

Mr. Laymond Martin Flipin has developed 4 pieces of training materials in addition to the lesson plan, the course syllabus, and the exercises. The material was introduced along five days as follows:

- First document: Introduction to Intelligence
- Second File: Developing Sources of Information
- Third File: Passengers Processing and Personal Searches
- Fourth File: Risk Assessment and Selectivity

First: Objectives:

The main objectives for holding such training courses were:

- Identifying the basic principles for understanding the development of the intelligence process.
- Better understanding for the implementation of the intelligence process in a live customs environment.
- Identifying the management of sources, the evidences, and the control of sources files as well as awarding and protecting information sources.
- Identifying the proper passengers processing techniques.
- Learning the interviews and interrogations techniques.
- Targeting personal searches for suspected passengers
- Registering and forwarding the relevant information to the intelligence office.
- Assessing risks for focusing efforts on examining those passengers, goods, and transportation means representing the highest smuggling risks.

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- (3) The courses details, pls. refer to appendix (B) and the attendees list at appendix (A)
- Reinforcing enforcement efforts through risk assessment to permit focusing efforts on examining those passengers, goods, and transportation means representing the highest smuggling risks.
 - How to identify the common features related to smuggling at site.

- How to carry out selectivity for examining those goods, vehicles, and aircrafts which have been previously identified through risk management and profiling and which represent the highest smuggling risks.
- Acquiring the knowledge concerning who to use the observation styles and the skills of interrogation and documents review as well as other skills for practicing selectivity.
- The basics of intelligence collection, analyzing precedent seizures, and the significant role that they play in any border control activity for enforcement, especially in assessing risks, profiling and selectivity.
- Recognizing the structure of enforcement at the Trade Compliance Sector and the relationships between the G. Directorates of Enforcement at the C.D. of Enforcement and the Directorates of Enforcement at Operations Sector as well as the relationships between the Directorates of Enforcement and other Directorates such as Risk Management and PCA.

Second: Attendees (trainees) (4):

In coordination between the Enforcement Committee- CRU, the USAID Expert Mr. Laymond Martin Flipin, and the EU Expert Mr. Andrew Cousineau, 87 participants of Intelligence and Enforcement Department Heads and officers were able to attend the courses.

Third: Instructors:

Lectures were introduced throughout the courses by:

- Mr. Laymond Martin Flipin- USAID-TAPR11
- Mr. Andrew Cousineau- EU- TEP ©
- Mr. Abd El Nasser Ezz El Din- the CRU Enforcement Committee

Fourth: The Training Material:

Mr. ~~Laymond Martin Flipin, the USAID- TAPR11~~ Expert has developed the training material for this course which included the following:

5- Introduction to intelligence which covered the following:

- The intelligence Process in a Customs Environment
- Types of intelligence
- Assessment of intelligence
- The duties of an Intelligence Officer

6- Developing Sources of Information which covered the following:

- Sources of Information
- Types of Information Sources

Attendees Name List- Pls. refer to appendix (A)

- Informants Handling
- Finding and Evaluating a source
- Sources documentation policy
- Methods of developing sources
- Evaluation and Control of Sources

7- Passengers Processing and Personal Searching which covered the following:

- First impressions

- Targeting
 - Enforcement at Airports
 - Consciousness and alertness
 - Targeting Styles
 - Passengers Questioning
 - Passengers Interviewing skills
 - Luggage Examination
 - Types of Personal Searches
- 8- Risk Assessment and Selectivity which covered the following:
- Border Control, Risk Assessment, Profiling, and Selectivity
 - Common Terms in Risk Assessment, Profiling and Selectivity
 - Identifying and Implementing Risk Assessment
 - Selectivity
 - Type of Commercial Fraud
 - Risk Indicators

Results:

Participant's Evaluation Forms were distributed to survey their views concerning how successful was the course. The Evaluation form included the following:

- How helpful was this course in the conduct of duties
- How useful were the reference material provided with this course
- How effective was the instructor and the translator in presenting the course
- Is there any thing that should be changed if the course is to be presented in the future
- General Comments about the course

The course results were highly positive as follows:

- 1- The participants appreciated the training material and the instructor Mr. Martin Flipin who showed an excellent general performance and a high capability of easily and rapidly conducting the information.
- 2- Gaining skills through other countries expertises in customs operation will help proceeding through the E.C.A. reform process, reinforcing the enforcement role in

implementing the best customs international practices, and bringing the E.C.A. into competition with the customs services of modern countries.

- 3- Identifying the intelligence role in the general structure and the intelligence applications at the Egyptian customs environment.
- 4- The course general organization was very good.
- 5- Identifying the roles of the Directorate of Intelligence and the role of the Intelligence officer as well as its relationship with other directorates.
- 6- Identifying how to deal with the smuggler during searching, how to discover fraud and how to assess risks and also identifying selectivity criteria and border control.
- 7- Information collection, collation, evaluation, analysis, and dissemination methods.
- 8- The participants appreciated the translation which was perfectly carried out even through the breaks.
- 9- The participants also appreciated the role of the CRU Coordinators from the Enforcement Committee for their good manners and their hard work to make this course a success, especially illustrating the work relationships between the Enforcement General Directorates reporting to the C.D. of Enforcement and the Enforcement Directorates at the Operations Sector in accordance to the New E.C.A. Organizational Structure by Mr. Abd El Nasser Ezz El Din.
- 10- The Course was highly professional through which high cooperation levels were achieved and the discussions between the trainees and the instructors were fruitful.
- 11- How to identify the target; find good intelligence information sources and invest this information.
- 12- The exercises were very useful in learning how to deal with infringers and smugglers, how to have them interrogated and enlisted as sources of information.

Recommendations:

- 20- It is recommended to have the course duration extended to make the maximum benefit of the information and expertises since five days were not sufficient for introducing all the training materials taking into consideration that each of the materials needed a separate course to have more details provided.
- 21- Due to the fact of using foreign instructors, it is recommended to have them slightly oriented to the nature of the Egyptian customs operation so that the training material is properly connected to the actual work style in order to have the level of benefiting of this material increased.
- 22- Such courses should be made available for larger numbers of customs staff members to have their efficiency levels upgraded.
- 23- IT is recommended to enlarge the general intelligence concept and the scope of relationships with other directorates.
 - 24- Questions should not be addressed during lecturing to avoid distraction, and a separate floor should be dedicated for questions.
- 25- The legal support regulating the management of intelligence should be referred to or added to the training material.
- 26- The meaning of commercial fraud which is extracted out of the Commercial Law must be added to the training material.
- 27- Accuracy must be considered in the translation of the hand outs.
- 28- It is recommended to have the training material supported with pictures indicating vessels and aircrafts searching and it is also recommended to establish an archive containing vessels and aircrafts documents and maps.

- 29- More details should be provided about the American and the Canadian Customs Intelligence systems while comparing the Egyptian and the American Laws through the training material for guidance.
- 30- A documental film about other countries intelligence systems must be added to the training material.
- 31- The training material should be early forwarded prior to the start of the course to permit considering and reviewing this material as well as effectively preparing inquiries.
- 32- It is recommended to provide more exercises and to highlight the practical issues and the ways of identifying smuggling means.
- 33- The chance should be given to those E.C.A. members who have enforcement and intelligence experience- such as Mr. Abd El Nasser Ezz El Din- to give lectures to their colleagues so that their experience could be made use of.
- 34- The enforcement staff should be provided with tools and financial resources to enable them to perfectly carrying out their duties.
- 35- Information about transit goods (direct or indirect) should be added to the training material and the intelligence role with respect to transit containers must be activated in accordance to the law for well maintaining the transit trade due to its significance to the national economy.
- 36- Recorded presentations illustrating information extraction and targeting process with respect to passengers and goods must be added to the training material.
- 37- A foreign expert must be assigned at customs executive sites for monitoring the daily activities without any intervention in order to provide comments identifying strengths and weaknesses so that the customs officers' efficiencies could be improved.
- 38- More information should be introduced to indicate reform phases at other customs organizations.

Appendix (A)

Attendees Name Lists

(The names were nominated by the C.D. of Enforcement)

**Enforcement and Intelligence Managers Training
Cairo- July 11-12, 2007**

Attendees List:

Serial	Name	Position
46.	Mrs. Nadra El Shabrawy	Head of the C.D. of Enforcement
47.	Mr. Ahmed Abd EL Latif	General Director of Investigations & Seizures
48.	Mr. Samy El Dosouky Ibrahim	General Director of Eastern Region
49.	Mr. Mahmoud Mohey El Din	General Director of Analysis & targeting
50.	Mr. Mohamed Ali Abd El Karim	Director of Intelligence
51.	Mr. Mohamed Abd El Latif Kataya	General Director of Northern & Western Region
52.	Mr. Samy Sayed Gad	Director of Middle & Southern Region
53.	Mr. Ahmed El Sayed Radwan	Director of Northern Region- Operations Sector
54.	Mr. Saied Mohamed Nasser	Director of Northern & Western Region- Operations Sector
55.	Mr. Mohamed Hassan Amer	General Director of Middle & Southern Region- Operations Sector
56.	Mr. Moustafa Abd El Ghany	Director - Middle & Southern Region
57.	Mr. Youssef Ismaiel Hosny	Director- Middle & Southern Region
58.	MR. Mohamed Mahmoud Gomaa	Director of Coordination & Support- Intelligence
59.	Mr. Saeid Awad Hassan	Director- Northern & Western Region
60.	Mr. Tarek Mohamed Refaei	Director- Northern & Western Region
61.	Mr. Tarek Fahmy Abd Allah	Director- Northern & Western Region
62.	Mr. Moihamed Kamel Ahmed	Director- Northern & Western Region
63.	Mr. El Sayed Ahmed Hassan	Director of Intelligence- Eastern Region- Port Said
64.	Mr. Tarek Mohamed Ghanem	Director of Intelligence- Eastern Region- Port Said
65.	Mr. Mohamed Ahmed Shams	Director of Intelligence- Middle & Southern Region- Aswan
66.	Mr. Mohamed Fouad El Sayed	Director- Eastern Region- Suez
67.	Mr. Abd El moneim Mahmoud Emara	Director- Eastern Region- Suez
68.	Mr. Tarek Wahdan	Director- Eastern Region- Damietta
69.	Mr. Samir Eid Ahmed	Director- Eastern Region- Sainai

70.	Mr. El Sayed Radwan Ramadan	Director- Eastern Region- Sainai
71.	Mr. Nashaat Abou El Enin Ismaiel	Director- Eastern Region- Sainai
72.	Mr. Ali Hassan Arafa	Director of Analysis & Targeting
73.	Mr. Samy Abd El Kawy	Director of Analysis & Targeting
74.	Mr. Mohamed Hussein Hassan	Director of Investigations & Seizures
75.	Mr. Essam El Din Fathy El Sharkawy	Director at the C.D. of Enforcement
76.	Mr. Khaled Fathy El Sisi	Director at the C.D. of Enforcement
77.	Mr. Adedl Farid Moussa	Director- Middle & Southern Region
78.	Mr. Hossam Moawad Atteya	Intelligence Director
79.	Mr. Mahmoud Abou El Elaa	Head of the C. D. of Customs Reform
80.	Mr. Ahmed Ismaiel	Sector Director of Corporate Affairs
81.	Mr. Abd El Nasser Ezz El Din	CRU- Enforcement Committee (Course Coordinator)
82.	Mr. El Sayed Ibrahim	CRU- Enforcement Committee (Course Coordinator)
83.	Mr. Mohamed Abd El Moneim	CRU- Enforcement Committee (Course Coordinator)
84.	Miss. Maryam Magdy	CRU- Interpreter
85.	Miss. Noha Shaltot	CRU- Interpreter
86.	Mr. William Claypole	Customs Team Leader- Bearing Point
87.	Mr. Manuel Henriques	Deputy Team Leader- Bearing Point(joined the Workshop on July 12,07)
88.	Mr. Martin Flipin	USAID
89.	Mr. Andrew Cousineau	EU
90.	Mr. Essam Mohamed Ali	CRU- HR Committee (joined the Workshop on July 12,07)

Enforcement and Intelligence Staff Training
Cairo- July 15-19, 2007

Serial	Name	Position
1	Mrs. Nadra El Shabrawy-	Head of the C.D. of Enforcement
2	Mr. Mohamed Ali Ahmed Abd El karim	Enforcement General Director
3	Mr. tamer Sobhy Khalil	3 rd .Researcher- Cairo Enforcement

4	Mr. Nasser Khalaf Nasser	3 rd .Researcher- Cairo Enforcement
5	Mr. Ahmed El Shorbagy El Sayed	CSI Department Head
6	Mr. Mamdouh Farouk Raslan	Coordination Department Head
7	Mr. Mohamed Zein El Abedin	Department Head- Cairo Enforcement
8	Mr. Mohamed Ibrahim Sobeih	Department Head- Cairo Enforcement
9	Mr. Gad Tawfeik Mousaad	Department Head- Cairo Enforcement
10	Ms. Reham Abouo El Mahasen Ramadan	Department Head- Cairo Enforcement
11	Mr. Fayez Omar Kamel	3 rd .Researcher- Cairo Enforcement
12	Mr. Mohamed Hamed Ahmed	3 rd .Researcher- Cairo Enforcement
13	Mr. Alaa El Din Farag	3 rd .Researcher- Cairo Enforcement
14	Mr. Mohamed Abd El Rahman Mostafa	Intelligence Officer- G.D. of Intelligence
15	Mr. Waeil Mohamed Ali Badr	Coordinator- The G.D. of Intelligence
16	Mr. Ibrahim El Sayed Bastawisy	Intelligence Officer- G.D. of Intelligence
17	Ms. Rania Bashir Abd Allah	Coordinator- The G.D. of Intelligence
18	Mr. Ahmed Eid Mostafa	Coordinator- The G.D. of Intelligence
19	Mr. Mohamed Ahmed Maher	Researcher- Cairo Enforcement
20	Mr. Nader Labib Tawfeek	3 rd .Researcher
21	Ms. Rania baou El Seoud	Intelligence Officer- G.D. of Intelligence- Middle Region
22	Ms. Reham Helmy Khela	Administrative Support- the G.D. of Intelligence
23	Mr. Ahmed El Sawy Ahmed Awad	Intelligence Officer- Aswan
24	Mr. Khaled Mohamed Mahmoud	Intelligence Officer- Luxor
25	Mr. Essam Moheamd Arafa	3 rd .Researcher- Enforcement Committee
26	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
27	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
28	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
29	Miss. Iftekhar Khalaf	Translator- The Commissioner's Office
30	Miss. Maryam Magdy	Translator- Enforcement Committee

**Enforcement and Intelligence Staff Training
Alexandria- July 29-August 2, 2007**

Serial	Name	Position
1	Mr. Mahmoud Moheye El Din	G. Director of Analysis & Targeting
2	Mr. Abd El Moneim Kobaisy	Enforcement Department Head- Northern & Western Region
3	Mr. Ahmed Helal	Enforcement Department Head- Northern & Western Region
4	Mr. Ismaeil El Sayed Ismaeil	Enforcement Department Head- Northern & Western Region
5	Mr. Ibrahim Ahmed Gomaa	Enforcement Department Head- Northern & Western Region
6	Mr. MEhdat Mohamed Abd El Moneim	Enforcement Department Head- Northern & Western Region
7	Mr. Mohamed El Sayed Shehata	Enforcement Department Head- Northern & Western Region
8	Mr. Ahmed Mahmoud Shalaby	Enforcement Department Head- Northern &

		Western Region
9	Mr. Khamis El Sayed Mahmoud	Enforcement Department Head- Northern & Western Region
10	Mr. Gamil Gad El Hak	Enforcement Department Head- Northern & Western Region
11	Mr. Khamis Mohamed Kassem	Enforcement Department Head- Northern & Western Region
12	Mr. Mostafa Youssef Afifi	Enforcement Department Head- Northern & Western Region
13	Mr. Reda Gaber Ahmed	Enforcement Department Head- Northern & Western Region
14	Mr. Mohamed Rehan Mohamed	Enforcement Department Head- Northern & Western Region
15	Ms. Lamis Abd El Wadod Salem	Enforcement Department Head- Cairo
16	Mr. Sabry Mohamed Sayed	The G. Directorate of Investigations & Seizures- Cairo
17	Mr. Essam El Desouky	The G. Directorate of Investigations & Seizures- Cairo
18	Mr. Mohamed Hamdy Abd El Wahab	The G. Directorate of Investigations & Seizures- Cairo
19	Mr. Alaa El Din Mousaad	The G. Directorate of Enforcement- Cairo
20	Mr. Khaled Ahmed Aly	The G.D. of Enforcement- Eastern Region
21	Mr. Tarek Abd El Aziz	The G.D. of Enforcement- Eastern Region
22	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
23	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
24	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
25	Miss. Noha Shaltot	Translator- Enforcement Committee
26	Miss. Maryam Magdy	Translator- Enforcement Committee

**Enforcement and Intelligence Staff Training
Portsaid- August 5-9, 2007 (8)**

Serial	Name	Position
1.	Mr. Samy El Desouky Ibrahim	G.D. of Enforcement- Eastern Region
2.	Samy Mousaad Noumaan	The General Directorate of Enforcement- Eastern Region
3.	Mr. Mahomoud Mahmoud Abou Youssef	The General Directorate of Enforcement- Eastern Region
4.	Mr. Hassan Youssef Abd El Aal	The General Directorate of Enforcement- Eastern Region
5.	MR. Magdy Amine Helwa	The General Directorate of Enforcement- Eastern Region
6	Mr. Ahmed Fouad Latif	The General Directorate of Enforcement- Eastern Region
7	Mr. Reda El Saeid El Awad	The General Directorate of Enforcement- Eastern Region
8	Mr. Samy Ahmed Khalil	The General Directorate of Enforcement- Eastern Region
9	Mr. Gamal Abd El Hamid Rashwan	The General Directorate of Enforcement- Eastern Region
10	William Youssef Ghatas	The General Directorate of Enforcement- Eastern Region
11	Mr. Nagy Aziz Hana	The General Directorate of Enforcement- Eastern Region
12	Mr. Khalil Mohamed Ibrahim	The General Directorate of Enforcement- Eastern Region
13	Mr. Abd Allah Soliman Selmy	The General Directorate of Enforcement-

		Eastern Region
14	Mr. Fouad El Sayed Soliman	The General Directorate of Enforcement- Eastern Region
15	Mr. El Sayed Ahmed Shrdeya	The General Directorate of Enforcement- Eastern Region
16	Mr. Farag Gharib Ibrahim	The General Directorate of Enforcement- Eastern Region
17	Mr.Ahmed Mohamed Moursy	The C.D. of Enforcement- Cairo
18	Mr. Essam Mouawad Ateya	The G.D. of Investigations and Seizures- Cairo
19	Mr. Mohamed Ibrahim Othman	The General Directorate of Enforcement- Eastern Region
20	Mr. Hesham Lotfy Moukhtar	The General Directorate of Enforcement- Eastern Region
21	Mr. Mohamed Abd Alah	The G.D. of Investigations and Seizures- Cairo
22	Mr. El Sayed Ahmed Hassan	The General Directorate of Enforcement- Eastern Region
23	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
24	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
25	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
26	Miss. Noha Shaltot	Translator- Enforcement Committee
27	Miss. Maryam Magdy	Translator- Enforcement Committee

Enforcement and Intelligence Staff Training
Cairo- August 12-16, 2007

Serial	Name	Position
1	Mr. Ahmed Abd El Latif	General Director of Investigations & Seizures
2	Mr. Osama Abd El Momen Shalaby	The General Directorate of Enforcement- Cairo
3	Mr. Ahmed Mohamed Ahmed	The General Directorate of Enforcement- Cairo
4	Mr. Mahmoud Mohamed Aly	The General Directorate of Enforcement- Cairo
5	Mr. Mena Gamal Rasmy	The General Directorate of Enforcement- Cairo
6	Mr. Hamza Fahim Youssef	Enforcement Department Head- Aswan Customs
7	Mr. Mamdouh Mohamed Mahmoud	Enforcement Department Head- Luxor
8	Mr. Nader George Zekry	The G.D. of Investigations & Seizures- Cairo
9	Ms. Maryam Refaat Faleh	The G.D. of Analysis & Targeting- Cairo
10	Mr. Tarek Saeid Abbas	The G.D. of Investigations & Seizures- Cairo
11	Mr. Ahmed Mohamed Omran	The G.D. of Investigations & Seizures- Cairo
12	Mr. Abd El Nasser Mohamed Aly	The General Directorate of Enforcement- Cairo
13	Mr. tamer Wadei Hanna	The General Directorate of Enforcement- Cairo
14	Mr. Hassan Fekry Mohana	The G.D. of Investigations & Seizures- Cairo
15	Mr. Abd Allah Mostafa Aly	The General Directorate of Enforcement- Cairo
16	Mr. Osama Abd Allah Abd El Hamid	The General Directorate of Enforcement- Cairo
17	Mr. Ahmed El Sayed Radwan	The General Directorate of Enforcement- Cairo
18	Mr. Mamdouh Youssef zaka	The G.D. of Analysis & Targeting- Cairo
19	Ms. Fatma Abolu El Seoud Senos	The G.D. of Analysis & Targeting- Cairo
20	Mr. Samer lofty Abd El Fatah	The General Directorate of Enforcement- Hurghada- Sainai
21	Mr. Abd El Nasser Ezz El Din	Enforcement Committee- C.D. of Reform
22	Mr. El Sayed Ibrahim	Enforcement Committee- C.D. of Reform
23	Mr. Mohamed ABD El Moneim	Enforcement Committee- C.D. of Reform
24	Miss. Noha Shaltot	Translator- Enforcement Committee
25	Miss. Maryam Magdy	Translator- Enforcement Committee

Number of Female Participants for all courses: 17
Number of male Participants for all courses: 110

Total Number of Participants 127

* For course details pls. refer to appendix (B)

Appendix (B)

A detailed courses statement

First Course: Intelligence Managers Course

A workshop was held at Cairo, Sonesta Hotel for two days, July 11, 12, 2007, attended by 33 of the Intelligence and Enforcement Managers, the Enforcement Committee of the C.D. of Customs Reform represented in Mr. Abd El Nasser Ez El Din, Mr. El Sayed Ibrahim, Mr. Mohamed Abd El Moneim, as class coordinators, Mr. Claypole and Mr. Martin from USAID, Mr. Andrew Cousineau From EU, Mr. Ahmed Ismaiel- Sector Director of Corporate Affairs, Mrs. Nadra El Shabrawy- Head of the C.D. of Enforcement, Mr. Mahmoud Abou El Elaa- Head of the C.D. of Customs Reform.

Translation Works were carried out by Miss. Noha Shaltot and Miss. Mariam Magdy from the C.D. of Customs Reform.

First Day: July 11, 2007

The first day of the workshop started at 9:30 am. by opening remarks from Mr. Ahmed Ismaeil, followed by a speech from Mrs. Nadra El Shabrawy, then Mr. Martin started his presentation which included the following:

- Definition of intelligence
- Principles of Intelligence
- Types of intelligence
- Implementing intelligence in a customs environment
- Selectivity
- Sources of information
- General duties of an Intelligence officer
- Performance indicators
- Work force optimization
- Exercises

Second day: July 12, 2007

Mr. Essam Mohamed Ali from the new E.C.A. Organizational Structure Committee- CRU, and Mr. Manuel Henriques, the USAID Advisor joined the team of advisors, where the new Enforcement organizational structure was highlighted and its relationship with other sectors was addressed through three sessions as follows:

- The first session included Mr. Manuel's presentation for the new enforcement structure and the relationship between the C.D. of Enforcement and enforcement directorates at Operations Sector.
- The second session included Mr. Essam's presentation for the Work Teams and its significance for customs operations.
- The last session through which Mr. Abd El Nasser from the CRU Enforcement Committee addressed the direct relationships between the C.D. of Enforcement which is affiliated to the Trade Compliance Sector and those Enforcement Directorates which are affiliated to the Operations Sector, and also addressed the variances between intelligence, investigations, seizures, analysis, and targeting through the new enforcement style.

The workshop ended by a speech from Mrs. Nadra El Sabrawy and Mr. Mahmoud Abou El Elaa including the workshop recommendations and the answers for some of the participants' inquiries.

Second Course: Intelligence and Enforcement staff training

The course was held for five days from July15 till July17,2007, at Sonesta Hotel- Cairo. Mrs. Nadra El Shabrawy- Head of the C.D. of Enforcement, Mr. Martin Flipin and Mr. Andrew cousineau, the enforcement committee members (course coordinators), and 24 of the enforcement and intelligence staff members attended the course.

First day: Sunday, July15, 07

The workshop started at 9:30 am. ,on behalf of Mrs. Nadra El Shabrawy- Head of the C.D. of Enforcement- Mr. Mahmoud Heshmat- the General Director of Enforcement- Cairo, made the opening remarks.

Mr. Martin Flipin presented the first hand out which included the following:

- Intelligence in a customs environment
- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer
- Sources of information
- Sharing information
- Analysis and conclusion
- Dissemination of intelligence
- Reviewing the customs operational environment

At the end of the day an exercise was done to apply the aforementioned topics.

Second day: Monday, july16, 07

The second day started at 9:30 am. Work was resumed and the second hand out (Developing Sources of information) was presented which included the following:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources
- Evaluation and control of sources

At the end of the day an exercise was done to apply the aforementioned topics.

Third day: July17, 07

The day started by resuming the exercise of the precedent day, then the third handout (passengers processing and personal searches) was presented which included the following:

- First impressions
- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills

- Baggage examinations
- Personal searches

At the end of the day an exercise was done to apply the aforementioned topics.

Fourth day: July18, 07

The day started at 9:30 am. by an exercise at the first session, then the handout of the fourth day (Risk Assessment and selectivity) was presented which included the following:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.
- Definition and implementation of risk assessment
- Selectivity
- Types of commercial fraud/ risk indicators

Fifth day: July19, 07

The rest of the handout of risk assessment and selectivity was presented through the first session of the last day as scheduled.

Through the second session, Mr. Abd El Nasser presented the enforcement structure and the relationships between the General Directorates at the C.D. of Enforcement and the Enforcement Directorates at Operations Sector; he also illustrated the nature of work and responsibilities of each of the new enforcement directorates, and after the presentation was completed, the participant's inquiries were answered.

The workshop ended by a speech from Mrs. Nadra, who addressed her gratitude to Mr. Martin Flipin and Mr. Andy Cousineau for the good training material and lecturing. She also thanked Mr. Mahmoud Abou E Elaa for giving the opportunity to have such type of courses held, and special thanks to the organizers from the CRU Enforcement Committee's members. She also appreciated the efforts of the two interpreters, Miss. Iftekhar Khalaf and Miss. Mariam Magdy for making this course a success.

The participants' evaluation forms were distributed, followed by the attendance certificates.

Third Course: Intelligence and Enforcement Staff Training – Alexandria- July29, August2, 07

The course was held for five days as of July29 till August 2, 2007, at the Cecil Hotel- Alexandria, attended by Mr. Mahmoud Mohye El Din- the General Director of Analysis and Targeting, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement, Mr. Laymond Martin Flipin- USAID/TAPR11 Enforcement Expert, Mr. Andrew Cousineau- Eu/TEPC Enforcement Expert, the CRU Enforcement Committee's members as Class coordinators, Mr. Akram Bastawy- EU. The Final of the workshop was attended by Mrs. Rasha Abd El Hakim- USAID Economic Expert.

First Day: Sunday, July29, 2007

The first day of the workshop started at 9:30 am. By opening remarks from

Mr. Mahmoud Mohye El Din- the General Director of Anaysis and Targeting, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement to attend the course.

Mr. Flipin started introducing the first day materials which covered the following:

- Intelligence in a customs environment
- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer

Through the second half of the day, the Canadian Expert Mr. Andrew Cousineau introduced the following:

- Sources of information
- Sharing information
- Analysis and conclusion
- Dissemination of intelligence
- Reviewing the customs operational environment

By the end of the day, Mr. Martin introduced an exercise/ a Scenario for one of the cases. The purpose of the exercise was to identify the confirmed and the non conformed relationships between individuals and organizations and how to deal with them.

Second Day: Monday, July30, 2007

The second day of the course started at 9:30 am. the work was resumed when Mr. Martin continued the discussions concerning the exercise which was introduced at the end of the precedent day. Then he started introducing his second material: developing sources of information to cover the following topics:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources
- Evaluation and control of sources

Third Day: Tuesday, July17, 2007

The third day started by an exercise for developing sources of information. The objective of this exercise was to gain the "Link Analysis" technique through which the information about the relationships between entities, individuals, organizations, places and others are being set in a chart to indicate the relationships and to help induction.

Also the exercise on handling and instructing informants to ensure their future cooperation in revealing significant information was carried out through using two participants to chare the instructor in performing a situation through which one of the sources which has a smuggling history is being handled and used to give information that can lead to arresting the whole criminal organization.

The third training material “Passengers Processing and Personal Searches” was presented by Mr. Andrew Cousineau to cover the following topics:

- First impressions
- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills
- Baggage examinations
- Personal searches

Fourth Day: Wednesday, July 18, 2007

The day started at 9:30am. by presenting an exercise on “Passengers Processing and Personal Searches” through the first session of the day. The objective of this exercise was introducing the knowledge about the appropriate methods and styles of carrying out passengers processing, interviews and interrogation and also to identify the targeted passengers for the personal searches in addition to using sources of information.

Mr. Martin and Mr. Cousineau carried out presenting the first part of the training material of the fourth and fifth days concerning risk assessment and selectivity to cover the following topics:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.
- Definition and implementation of risk assessment
- Selectivity

Fifth Day: Thursday, July 19, 2007

The risk assessment and selectivity training material was completed through the first session of the last day as scheduled to cover the following topics:

- Types of commercial fraud
- Risk indicators

Through the second session, Mr. Abd El Nasser presented the Organizational Structure of the Trade Compliance Sector and the relationships between the Enforcement General Directorates at the C.D. of Enforcement and the Enforcement Directorates at the Operations Sector, and also addressed the relationships between the Directorates of Enforcement and other directorates such as Risk Management and PCA. The participants’ inquiries were answered after the end of this presentation.

The Workshop ended with a speech from Mr. Mahmoud Mohye El Din- the General Director of Analysis and Targeting at the C.D. of Enforcement who thanked Mr. Martin for developing and presenting the training material and also thanked Mr. Cousineau for assisting Mr. Martin in presenting the material. He also thanked the CRU team members and the Translators for their efforts and for well coordinating the course to make it a success.

Mrs. Rasha Abd El Hakim- the USAID Economic Expert attended the end of the workshop when she gave a speech thanking all the attendees while addressing the following comments:

- The duration of the last day of the course must be extended, and the participants replied on that addressing their recommendation to have the whole course duration extended since five days are not enough for presenting the extensive training materials.
- Mrs. Rasha addressed the intent of the USAID to provide a foreign expert who will be assigned for monitoring the executive customs activities at various customs sites without interfering with the daily activities, this expert will be later giving comments with respect to those activities to identify weaknesses and strengths in order to have the customs officers performance improved. This idea was appreciated by the attendees.

This was followed by distributing the participants' evaluation forms (10) to survey their views.

The fifth and last day of the course ended by distributing the participants' attendance certificates and by taking some photographs.

(10) Refer to page 10 for checking the components of the participants evaluation form

Fourth Course: Intelligence and Enforcement Staff Training – Portsaid- August5-9, 07

The course was held for five days as of August5-9, 2007, at the Helnan Hotel- Portsaid, attended by Mr. Samy El Desouky- the General Director of Enforcement- Eastern Region, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement, Mr. Laymond Martin Flipin- USAID/TAPR11 Enforcement Expert, Mr. Andrew Cousineau- Eu/TEPC Enforcement Expert, the CRU Enforcement Committee's members as Class Coordinators.

First Day: Sunday July29, 2007

The first day of the workshop started at 9:30 am. By opening remarks from

Mr. Samy El Desouky- the General Director of Enforcement- Eastern Region, who was authorized by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement to attend the course.

Mr. Flipin started introducing the first day materials which covered the following:

- Intelligence in a customs environment
- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer
- Sources of information

Through the second half of the day, the Canadian Expert Mr. Andrew Cousineau introduced the following:

- Sharing information
- Analysis and conclusion
- Dissemination of intelligence

By the end of the day, Mr. Martin introduced an exercise/ a Scenario for one of the cases. The purpose of the exercise was to identify the confirmed and the non confirmed relationships between individuals and organizations and how to deal with them.

Second Day: Monday, July30, 2007

The second day of the course started at 9:30 am. the work was resumed when Mr. Martin continued the discussions concerning the exercise which was introduced at the end of the precedent day. Then he started introducing his second material: developing sources of information to cover the following topics:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources
- Evaluation and control of sources
- Reviewing the customs operational environment

Third Day: Tuesday, July31, 2007

The third day started by an exercise for developing sources of information. The objective of this exercise was to gain the “Link Analysis” technique through which the information about the relationships between entities, individuals, organizations, places and others are being set in a chart to indicate the relationships and to help induction.

Also the exercise on handling and instructing informants to ensure their future cooperation in revealing significant information was carried out through using two participants to chare the instructor in performing a situation through which one of the sources which has a smuggling history is being handled and used to give information that can lead to arresting the whole criminal organization.

The third training material “Passengers Processing and Personal Searches” was presented by Mr. Andrew Cousineau to cover the following topics:

- First impressions
- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills
- Baggage examinations
- Personal searches

Fourth Day: Wednesday, August1, 2007

The day started at 9:30am. by presenting an exercise on “Passengers Processing and Personal Searches” through the first session of the day. The objective of this exercise was

introducing the knowledge about the appropriate methods and styles of carrying out passengers processing, interviews and interrogation and also to identify the targeted passengers for the personal searches in addition to using sources of information.

Mr. Martin and Mr. Cousineau carried out presenting the first part of the training material of the fourth and fifth days concerning risk assessment and selectivity to cover the following topics:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.
- Definition and implementation of risk assessment
- Selectivity

Fifth Day: Thursday, August 2, 2007

The risk assessment and selectivity training material was completed through the first session of the last day as scheduled to cover the following topics:

- Types of commercial fraud
- Risk indicators

Through the second session, Mr. Abd El Nasser presented the Organizational Structure of the Trade Compliance Sector and the relationships between the Enforcement General Directorates at the C.D. of Enforcement and the Enforcement Directorates at the Operations Sector, and also addressed the relationships between the Directorates of Enforcement and other directorates such as Risk Management and PCA. The participants' inquiries were answered after the end of this presentation.

The Workshop ended with a speech from Mr. Samy El Desouky- the General Director of Enforcement- Eastern Region who thanked Mr. Martin for developing and presenting the training material and also thanked Mr. Cousineau for assisting Mr. Martin in presenting the material. He also thanked the CRU team members and the Translators for their efforts and for well coordinating the course to make it a success.

This was followed by distributing the participants' evaluation forms (10) to survey their views.

The fifth and last day of the course ended by distributing the participants' attendance certificates and by taking some photographs.

Fifth Course: Intelligence and Enforcement Staff Training- Cairo- August 12-16, 07

The course was held for five days as of August 12-16, 2007, at the Sonesta Hotel- Cairo, attended by Mrs. Nadra El Shabrawy- the Head of the C.D. of Enforcement, Mr. Ahmed Abd El Latif- The General Director of Analysis and Seizures, Mr. Laymond Martin Flipin- USAID/TAPR11 Enforcement Expert, Mr. Andrew Cousineau- Eu/TEPC Enforcement Expert, the CRU Enforcement Committee's members as Class Coordinators.

First Day: Sunday August 12, 2007

The first day of the workshop started at 9:30 am.

Mr. Flipin started introducing the first day materials which covered the following:

- Intelligence in a customs environment
- Types of intelligence
- Assessment of intelligence
- Duties of an intelligence officer
- Sources of information

The Canadian Expert Mr. Andrew Cousineau introduced the following:

- Sharing information
- Analysis and conclusion
- Dissemination of intelligence

By the end of the day, Mr. Martin introduced an exercise/ a Scenario for one of the cases. The purpose of the exercise was to identify the confirmed and the non confirmed relationships between individuals and organizations and how to deal with them.

Second Day: Monday, August 13, 2007

The second day of the course started at 9:30 am. the work was resumed when Mr. Martin continued the discussions concerning the exercise which was introduced at the end of the precedent day. Then he started introducing his second material: developing sources of information to cover the following topics:

- Sources of information
- Types of information sources
- Informants handling
- Source development/ evaluation
- Policy for documenting sources
- Methods of developing sources
- Evaluation and control of sources
- Reviewing the customs operational environment

Third Day: Tuesday, August 14, 2007

The third day started by an exercise for developing sources of information. The objective of this exercise was to gain the “Link Analysis” technique through which the information about the relationships between entities, individuals, organizations, places and others are being set in a chart to indicate the relationships and to help induction.

Also the exercise on handling and instructing informants to ensure their future cooperation in revealing significant information was carried out through using two participants to chare the instructor in performing a situation through which one of the sources which has a smuggling history is being handled and used to give information that can lead to arresting the whole criminal organization.

The third training material “Passengers Processing and Personal Searches” was presented by Mr. Andrew Cousineau to cover the following topics:

- First impressions

- Targeting
- Enforcement at airports
- Awareness and alertness
- Targeting techniques
- Passenger questioning
- Interviewing skills
- Baggage examinations
- Personal searches

Fourth Day: Wednesday, August 15, 2007

The day started at 9:30am. by presenting an exercise on “Passengers Processing and Personal Searches” through the first session of the day. The objective of this exercise was introducing the knowledge about the appropriate methods and styles of carrying out passengers processing, interviews and interrogation and also to identify the targeted passengers for the personal searches in addition to using sources of information.

Mr. Martin and Mr. Cousineau carried out presenting the first part of the training material of the fourth and fifth days concerning risk assessment and selectivity to cover the following topics:

- Border Control and risk assessment, profiling, and selectivity in border control
- Terms commonly used in risk assessment, profiling, and selectivity.
- Definition and implementation of risk assessment
- Selectivity

Fifth Day: Thursday, August 16, 2007

The risk assessment and selectivity training material was completed through the first session of the last day as scheduled to cover the following topics:

- Types of commercial fraud
- Risk indicators

Through the second session, Mr. Abd El Nasser presented the Organizational Structure of the Trade Compliance Sector and the relationships between the Enforcement General Directorates at the C.D. of Enforcement and the Enforcement Directorates at the Operations Sector, and also addressed the relationships between the Directorates of Enforcement and other directorates such as Risk Management and PCA. The participants’ inquiries were answered after the end of this presentation.

The Workshop ended with a speech from Mr. Ahmed Abd El Latif- The General Director of Analysis and Seizures- Cairo, who thanked Mr. Martin for developing and presenting the training material and also thanked Mr. Cousineau for assisting Mr. Martin in presenting the material. He also thanked the CRU team members and the Translators for their efforts and for well coordinating the course to make it a success.

This was followed by distributing the participants’ evaluation forms to survey their views.

The fifth and last day of the course ended by distributing the participants’ attendance certificates and by taking some photographs.

Appendix ©

Courses evaluation

