



USAID
FROM THE AMERICAN PEOPLE



MEMORANDUM

To: William Claypole
From: Laymond Martin Flippin
Subject: TAPR II-USAID Summary Enforcement Training Report

Date: August 10th, 2008

To refresh your memory, I arrived in Egypt on November 2nd, 2007 and moved timely to work with the Egyptian Customs Reforms Unit (CRU), to establish training dates and develop materials, for ten training events in Risk Assessment and Integrity. During this period, I accepted a six month extension of my contract to July 31st. 2008. The aforementioned training courses and prescribed events were successfully delivered as outlined in my closeout report dated March 16th, 2008.

Following my extension, on or about March 23rd, 2008, the ECA, Central Director, Customs Reforms Unit (CRU), submitted a request for future customs training and related program objectives, for four training courses:

1. Commercial Fraud; 2. Interview and Interrogation; 3. Informed Compliance and 4, Train the Trainer. Following consultations with the CRU and local TAPR II management, on April 6th, the reporting consultant submitted a proposal to you for USAID funding.

Subsequently, the USAID timely authorized funding for three training courses. I moved timely to develop and organize the related course lesson plans, slide presentations and handout training materials. In order to meet the Central Director's request, we agreed to assimilate the Interview and Interrogation course into the Commercial Fraud course.

The local TAPR II office was prepared and offered to begin training on June 1st 2008. The CRU, in its coordination with ECA management, moved the date to June 23rd, 2008. Between this date and July 28th, 2008, the coordinated efforts of the local TAPR II office conducted each training event sponsored by the USAID.

Here follows the descriptions of each training course, event and the required TAPR II-USAID closeout summary:

1. Commercial Fraud Program

No. of Events = 3; No. of Days = 3 each; No. of Participants = 30 Each Event

PowerPoint 99 Slide Presentation with five handouts and a Scenario for Practical Exercise

The continuing huge increases in the volume of international trade require Customs administrations to adopt more sophisticated methods to control the flow of goods across their borders. This is particularly true in the enforcement area, where the facilitation of international trade, through more simplified procedures, requires the development of specialized skills to prevent, detect and repress fraudulent abuses and manipulations of Customs controls. With these needs clearly in mind, this presentation covered the subject of commercial fraud and describes recommended approaches which can be taken to counter the adverse effect in loss of revenue. The program also targets import / export activities which include but is not limited to; classification, valuation, country of origin and other alleged false claims associated with Customs import and export documentation.

Port - Commercial Fraud Teams

The team concept is based on the US Customs system which creates district commercial fraud teams from local Custom Officers (Entry Specialists, Inspectors, Import Specialists, Auditors and Investigators) to ferret-out alleged individual and corporate violators in the local trade community. Conceptually, the team meets monthly or as necessary, at a pre-scheduled place and time to discuss their findings of alleged non-compliant stakeholders. The team leader assesses the team's findings for program sufficiency and then makes referrals to appropriate officials for regulatory audit and/ or investigation. A similar role is envisioned for the customs operational functions of the ECA; Tariff and Valuations, Risk Management teams, Post Audit and investigators. The program should also be promoted as a National enforcement strategy which incorporates the responsibilities of the Minister of Trade and the enforcement of Intellectual Property Rights (IPR). The programming infrastructure should be in place and considered implemented at the conclusion of the training events.

Throughout the Customs work environment, effective interviewing techniques can provide the customs officer with information that he/she would not be able to acquire by any other means. From seaports, land border stations and airports, the facts of each stakeholder's transaction and the manner in which the respondent answers, will give the officer valuable information to make good decisions. Many of the officer's questions will deal with stakeholder's declaration and authorized exemption(s). The stakeholder must be given the opportunity to make a valid declaration.

The training for this program was presented the last day with focus on the fundamental techniques of interviewing and interrogating suspect violators. Utilizing the Pyramid Method, has been proven to be highly effective throughout all of law enforcement in enhancing (customs officer's) skills to gain information relative to non-compliance from others. The central focus was on using two person interview teams; one being the lead officer and the other recording the notes for internal reports and for potential evidence in legal proceedings. Also, the systematic use of all interrogatories, who, what, when, where, why and how, were heavily emphasized during the practical exercises and the training.

Objectives:

At the conclusion of this training, the participants were expected to;

1. Define and apply the elements associated with Commercial Fraud.
2. Identify the most common types of commercial fraud offences to include IPR violations.
3. Define some proactive measures to detect suspect violators
4. Explain and apply the principles of risk management to Commercial Fraud.

Commercial Fraud – Cairo 23 June – 24 June 2008

Mr. Abd El Nasser Ezz began with a PowerPoint presentation on the organizational structure of the ECA. It was well received and he answered several participant questions. Mr. Naser and Mr. Elsayed Ibrahim, CRU, served as class coordinators. Both offered occasional input in clarifying the course materials application in the ECA operational environment. Ms. Mariam Magdby served as the primary translator.

Significantly noted was the attendance of Ms Nadra Saleh ElShabrawy, Head of Sector for Trade Compliance and the Sector's Central Directorate for Enforcement, Mr. Hassanien Mohamed Shaban. The general consensus disclosed that the learning objectives for each course were met and that the course was well received by all in attendance. It should also be mentioned that the written scenario for the role playing practical exercise generated substantial interest and favorable comments. Ms. Nadra participated in the graduation ceremony. A list of participants and their job title appears as follows:

S	Name	Title	Male/Female
1	Nadra Saleh El Shabrawy	Head of the Trade Compliance Sector	F
2	Hassanien Mohamed Shaban	Head of the Central Directorate for Enforcement	M
3	Salwa Shehata	GD International Research	F
4	Said Mohamed Nasser	GD Enforcement	M
5	Mahmoud Hashem	GD Intelligence	M
6	Adel Farid Moussa	GD Analysis and Targeting	M
7	Abdel Nasser Aziz El-Din	GD Technical Office for the Head of the sector of Reform Initiatives CRU Enforcement Committee	M

8	Tharaa Mohamed	Director for Tariff	F
9	Mona Gamil	Director for Documents Review	F
10	Fathia Ibrahim	Documents Review	F
11	Salah Shehata	Post Clearance Audit	M
12	Mostafa ahmed Saleh	Tariff Officer	M
13	Hoyada Sayed Ahmed	Directorate for Passengers	F
14	Magdy Hassan Shaban	Customs Post	M
15	Ghali Sous Guirgis	Tariff Officer	M
16	Ossama Mohamed Rashad	Customs Officer	M
17	Mahmoud Ashor El Gebaly	Tariff Officer	M
18	Ali Fahim Hossam El Din	Tariff Officer	M
19	Mahmoud Ali El Naggar	Inspector - Operation	M
20	Afaf Mohamed Sadek	Director for Documents Review	F
21	Ahmed Mostafa Sobih	Director of Operation	M
22	Tamer Sobhi Mohamed	Intelligence Officer	M
23	Mohamed Abdel Karim	Intelligence Officer	M
24	Lamis Abdel Wadood	Intelligence Officer	F
25	Mohamed Sobih	Intellectual Propert Rights	M
26	Mohamed Hussein Hassan	Enforcement Officer	M
27	Tamer Wadie Aziz	Analysis and Targeting	M
28	Gad Tawfik Mosaad	Customs Operation Officer	M
29	Elsayed Ibrahim	CRU Enforcement Committee	M
30	Hanaa El Offy	CRU Enforcement Committee	F
31	Mariam Magdy Mounir	Interpreter	F
32	Riham Ahmed Marrey	Interpreter	F

Commercial Fraud – Port Said 29 June – 1 July 2008

Mr. Abd El Nasser Ezz conducted his PowerPoint presentation on the organizational structure of the ECA. It was well received. Along with Mr. Elsayed Ibrahim, CRU, they served as class coordinators and offered occasional input in clarifying the course materials as applicable to the ECA operational environment. Ms. Mariam Magdby served as the primary translator and was lauded for her excellent work.

Significantly noted in attendance were; Mr. Samy El Desouky Ibrahim, General Director, Operations Sector and Mr. Said Ibrahim Badawy, General Director for Enforcement, Trade Compliance Sector. Both were active in the related discussion for implementing Port Commercial Fraud Teams.

The general consensus disclosed that the learning objectives for each course were met and that the course was well received by all in attendance. It should also be mentioned that the written scenario for the role playing practical exercise generated substantial interest and favorable comments. Mr. Samy and Mr. Said participated in the graduating ceremony. A list of participants and their job titles appears as follows:

S	Name	Title	Male/Female
1	Samy El Desouky Ibrahim	GD Enforcement - Operation Sector	M
2	Said Ibrahim Badawy	GD Enforcement - Trade Compliance Sector	M
3	Abdel Nasser Aziz El-Din	GD Technical Office for the Head of the sector of Reform Initiatives CRU Enforcement Committee	M
4	Ahmed Ibrahim Shehata	Enforcement Officer - Trade Compliance Sector	M
5	Sabri Mohamed El Sayed	Enforcement Officer - Trade Compliance Sector	M
6	Mahmoud El Sayed Said	Enforcement Officer - Eastern Region	M
7	Ahmed Mahmoud Salama	Enforcement Officer - Eastern Region	M
8	Nasser Hassan Abd El Hafiz	Director PCA - Portsaid	M
9	Ahmed Abdel Salam Abou Klila	Head of Dept. PCA - Portsaid	M
10	Magdy El Sayed Soliman	Tariff Officer - Portsaid	M
11	Mahmoud Abou Yousef	Enforcement Director	M
12	Sherif Saleh Mohamed	Tariff Officer - Portsaid	M
13	Tarek Mohamed Wahdan	Enforcement Director - Damietta	M
14	Mamdouh Ali Gad	Director PCA - Damietta	M
15	Adel Hamed El Hadidy	Director for Abandant goods and Lab - Damietta	M
16	Hesham Meawad El Sweefy	Tariff Officer - Temp Release - Modern Customs Center	M
17	Ewida Soliman Rabee	Tariff Officer - Sokhna Customs	M
18	Mahmoud Mohamed Youssef	Tariff Officer - Suez Customs	M
19	Hamdy Mohamed Mostafa	Tariff Officer - Suez Customs	M
20	Abir Abdel Razik Afify	Tariff Officer - Suez Customs	F
21	Fatma Mohamed Foad	Tariff Officer - Suez Customs	F
22	Mohamed Ahmed Awad	Enforcement Officer - Oga Customs	M
23	Samir Khella Wissa	Tariff Director - Sinai Customs	M
24	Ismael Ahmed Abbas	Director for Tariff Research - Sinai	M
25	Abdallah Khaled El Haggawy	Tariff Officer	M
26	Eid Mostafa El Alakmy	Tariff Officer	M
27	Khalil Ibrahim El essily	Customs Inspector	M
28	Wafik El Sayed Rahim	Director for Investigation and Seizure	M
29	El Sayed Farag Hassan	Director Enforcement - Trade Compliance Sector	M
30	Ali Anis Ali	Tariff Officer - Modern Customs Center Portsaid	M
31	Hanaa El Offy	CRU Enforcement Committee	F
32	El Sayed Ibrahim	CRU Enforcement Committee	M
33	Mariam Magdy Mounir	Interpreter	F
34	Heba Abou El Dahab	Interpreter	F

Commercial Fraud – Alexandria 6 July – 8 July 2008

An excellent PowerPoint presentation on the ECA organizational structure was again conducted by

Mr. Abd El Nasser Ezz. Mr Nasser and Elsayed Ibrahim, CRU, served as class coordinators and offered input, where needed in clarifying the application of the course materials in the ECA operational environment. Ms. Mariam Magdby served as the primary translator and Ms. Heba Abou El Dahab served as alternate. Both were excellent in their work.

Significantly noted in attendance were; Mr. Ahmed Abd El Azim, Head of Central Directorate for Program Support and Mr. El Sayed Abdel Halim Ahmed, Head of Directorate for Enforcement, Trade Compliance Sector.

The general consensus disclosed that the learning objectives for each course were met and that the course was well received by all in attendance. It should also be mentioned that the written scenario for the role playing practical exercise generated substantial interest and favorable comments. A list of participants appears as follows:

S	Name	Title	Male/Female
1	Ahmed Abd El Azim	Head of the Central Directorate for Program Support	M
2	El Sayed Abdel Halim Ahmed	Directorate for Enforcement - Trade Compliance Sector	M
3	Salwa Shehata	GD International Research	F
4	Abdel Nasser Aziz El din	GD Technical Office for the Head of the sector of Reform Initiatives CRU Enforcement Committee	M
5	Ahmed Abdel Monem Rizk	Director - Central Director for Trade facilitation	M
6	Ahmed Abdel Rahman Mohamed	Risk Management	M
7	Said Mohamed Abdel Motaleb	Head of Dept for risk Management	M
8	Gebril Abdel Naem Mohamed	Director for Post Clearance Audit	M
9	Mostafa Abdel Fattah Abou Nar	Director for Risk Management	M
10	Abdel Rahim Mohamed Hassan	Post Clearance Audit	M
11	Ibrahim Osman Ibrahim	Post Clearance Audit	M
12	Somaya Anwar Abdel Salam	Post Clearance Audit	F
13	Hossam Ali Mohamed Soliman	Tariff Officer - PCA	M
14	Abdel Hamid Fawzy Abdel Hamid	Tariff Officer - Cargo Village	M
15	Mostafa Ahmed ElGharabwy	Head of Tariff Dept. Modern Customs Center	M
16	Nabil Abdel Halim shabaka	Head of Tariff Dept. Dekhila Export	M
17	Sanaa Mohamed Abdel Halim EISharkawy	Tariff Officer - Modern Customs Center	M
18	Ahmed Taha Abdel Rahman	Tariff Officer - Cargo Village	M
19	Fathia Mahmoud Azmi	Director - Operation	F
20	Mahmoud Hamza Ahmed	Head of Tariff Dept. - Operation	M
21	Sobhi Awad Ismael	Head of Tariff Dept. - Enforcement	M
22	Reda Shehata Ismael	Legal Researcher - Operation	M
23	Ramadan Ibrahim Khirallah	Tariff Officer	M
24	Ahmed Mahmoud Shalaby	Enforcement	M
25	Abdel Monem Mohamed Kobeisy	Enforcement	M
26	Hamdy Abdel Baset Ahmed	Enforcement	M
27	Ahmed Abdel Latif Abdel Razik	Director - Western Region	M
28	Nada Ibrahim Abdel Kader	Tariff Officer - Operation	F
29	Amal Abdel Alim	Tariff Officer	F

30	Attiat Mohamed Ahmed	Director - Operation	F
31	Mahmoud Madany	Directorate for International Research	M
32	El Sayed Ibrahim	CRU Enforcement Committee	M
33	Mariam Magdy Mounir	Interpreter	F
34	Heba Abou El Dahab	Interpreter	F

2. Informed Compliance

No. of Events = 3; No. of Days = 2 each; No. of Participants = 30 Each Event
PowerPoint, 60 Slide Presentation with Program Plan and 7 handouts.

This outreach pro-active program is based on the concept that Customs will establish a program to educate the trade community to make commitments to dedicate resources to systems that ensure legal compliance with Customs law, regulations and procedures. Customs Brokers, Importers, Exporters, Shipping Agents and others in the international trade community will in turn adopt a conscious system of customs compliance. The result being, avoidance of being vulnerable to costly penalties, civil claims, delays in transit and the possible retroactive assessment of duties on goods imported in previous years.

The patterned program is the Customs Modernization Act, US Custom of 1993. It identifies six essential elements of a successful compliance program. The elements also serve as program objectives:

Objectives

1. Assistance in working with the stakeholder in developing a stated customs policy for adopting a formal company policy regarding legal compliance with the additional goal of cost savings to the company.
2. Formalized Procedure with the establishment of legally correct procedures by identifying all Customs and related laws and regulations that a company is required to satisfy.
3. Record keeping is critical in that Customs is moving to a paperless environment. As a result, the Egyptian Government should place a greater burden on stakeholders to retain information to support entry, classification, valuation of merchandise / cargo.
4. Training is an essential component of an effective Customs compliance program is training the people who are directly and indirectly involved in the importing process. Customs Regulations are very complex, as are valuation, tariff classification and duty preference entitlements.
5. Internal Reviews are an essential component of an effective Customs compliance program. These reviews should be formalized and be conducted periodically, preferably by persons outside the day-to-day management of customs activities.

6. Notification; a company procedure should be in place to encourage employees to come forward and disclose the Import Manager and then to legal counsel, the existence of any events reflecting non-compliance. It should also include the concept of “prior disclosure” and tender to ensure that the company has some measure of protection permitted by law. The procedure should also address all communications with Customs.

Informed Compliance – Cairo 13 July – 14 July 2008

Mr. Abdel Nasser Aziz El Din conducted a PowerPoint presentation on the implementation of the ECA organizational structure. It was very helpful for most as several questions were asked by the participants. Ms. Mariam Magdby served as primary translator. Ms. Nadra Saleh El Shabrawy was also in attendance and was lauded for her presence being an excellent principle of leadership by example. She also assisted with the graduation ceremony.

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 while others expressed their desire in open call forum for more related training.

It should also be mentioned that some participants required repetitive explanation. This is mostly attributed to a fundamental lack of understanding of the core functions of a customs administration and their limited function within the full-scope of the customs environment. Consequently, the flip chart notes and verbal explanation of those functions were instituted for this class. The core functions are; 1. Import/Export; 2. Inspection or Examination; 3. Classification, Valuation and Origin and 4. Enforcement. All other functions are considered support functions. Those who appeared to benefit most from the training were the participants who work in the ECA Accounts Management System.

A list of the participants appears as follows:

S	Name	Title	Male/Female
1	Nadra Saleh El Shabrawy	Head of the Trade Compliance Sector	F
2	Salwa Shehata	GD International Research	F
3	Abdel Nasser Aziz El Din	GD Technical Office for the Head of the sector of Reform Initiatives CRU Enforcement Committee	M
4	Thoraya Fathi Afifi	Director - Central Directorate for Enforcement	F
5	Mostafa Hassan Mahmoud Hassan	AMS (Account Management System)	M
6	Ahmed El Shorbagy Mahmoud	Post Clearance Audit	M
7	Mohy Eldin Abdel Aziz Mohaba	Director - Post Clearance Audit	M
8	Mohamed Mohamed Badawy	AMS (Account Management System)	M
9	Mohamed Hassan Zakaria	AMS (Account Management System)	M

10	Ahmed Adel Osman	AMS (Account Management System)	M
11	Ehab Mostafa Khedr	AMS (Account Management System)	M
12	Magdy Ali El Sayed El Shafey	Operation Support - Enforcement	M
13	Ahmed Fattouh Hanafy	Operation Support - Enforcement	M
14	Salwa Ahmed Ahmed Shoman	Operation - Middle region	F
15	Mohamed Hassan Amin	Central Directorate for Enforcement	M
16	Mina Gamal EIDin Rasmy	Central Directorate for Enforcement	M
17	Alaa El Din Hassanein Mahmoud	Central Directorate for Enforcement	M
18	Samy Abd El Kawy Mohamed	Central Directorate for Enforcement	M
19	Mohamed Hamed Ahmed Hamed	Central Directorate for Enforcement	M
20	Osama Abdallah Abdel Hamid	Central Directorate for Enforcement	M
21	Sabri Mohamed Sayed	Investigation and Seizure	M
22	Tamer Sobhi mohamed	Central Directorate for Enforcement	M
23	Osama Mohamed Rashad	Customs Officer warehouses	M
24	George Ibrahim Mekhael	Tariff Officer - Sakr Customs	M
25	Khaled Syed Ali	Tariff Officer - Cairo Customs	M
26	Mariam Magdy Mounir	Interpreter	F
27	Noha Shaltot	Interpreter	F

Informed Compliance – Port Said 20 July – 21 July 2008

Mr. Abdel Nasser Aziz El Din conducted an excellent PowerPoint presentation on the implementation of the ECA organizational structure. Ms. Mariam Magdby served as primary translator. Also in attendance were Mr. Samy El Desouky, General Director for Enforcement, Operations Sector and Mr. Said Ibrahim Badawy, General Director for Enforcement, Trade Compliance Sector. Both were lauded for their presence as being an excellent principle of leadership by leading by example. Both also assisted with the graduation ceremony.

The class was well received by the participants. Several favorable comments were made to me by various program personnel in attendance while others expressed their desire in open call forum for more related training.

As in the Cairo class, some participants required repetitive explanation. The best explanation remains that this is result of a fundamental lack of understanding of the core functions of a customs administration and the participant's limited function within the full-scope of the customs environment. The flip chart notes and verbal explanation of those functions were very helpful for most.

A list of the participants for this class appears as follows:

S	Name	Title	Male/Female
1	Samy El Desouky Ibrahim	GD Enforcement - Operation Sector	M

2	Said Ibrahim Badawy	GD Enforcement - Trade Compliance Sector	M
3	Abdel Nasser Aziz El-Din	GD Technical Office for the Head of the sector of Reform Initiatives CRU Enforcement Committee	M
4	Mostafa Abdel Fattah Abou nar	Risk Management	M
5	Mohamed Ali Ramadan	Evaluation and Selectivity - Risk Management	M
6	Tamer Ahmed El Sayed	Risk Management	M
7	Gebil abdel Naem Mohamed	PCA	M
8	Mamdouh El Sayed Hindawy	PCA	M
9	Samy Mohamed Osman	Director of the Technical office - operation	M
10	Magdy El sayed Ibrahim Abdel Hafez	Tariff Officer - PCA	M
11	Mohamed Hossam El Din	Tariff Officer - PCA	M
12	Helmy Helmy Abou El Hassan	Director PCA	M
13	Tarek Mohamed Ghanem	Director Enforcement - Operation	M
14	Mahmoud Abo Youssef	Director Enforcement - Operation	M
15	Khalil el Esily	Customs Inspector	M
16	Magdy Amin Helwa	Customs Inspector	M
17	Ali Anis Abd El Mawla	Customs Officer	M
18	El Sayed Ahmed Hassan	Enforcement - Operation	M
19	Mohamed Ali Noman	Tariff Officer	M
20	George Lamey Gabra	Director - Logistics Area	M
21	Essam Mohamed Abdel Rahman	Director - Logistics Area	M
22	Ahmed El Kilany Saber	Tariff Officer - PCA	M
23	Fatma Abdel Fattah Youssef	PCA	F
24	Mahmoud Mohamed Abdel Naem	Technical Office - Operation	M
25	Essam Farouk Hassan	Customs Officer	M
26	Abdel Hady El Sayed Hassan	Head of Enforcement Dept. - Trade Compliance	M
27	Mohamed Abdel Ghany Gad ElRab	Head of Enforcement Dept. - Trade Compliance	M
28	Samir Eid Ahmed	Director - Trade Compliance	M
29	Mohamed Abdel Motaleb Youssef	Director - Trade Compliance	M
30	Fathi Mohamed Khalil El Nakrany	Customs Security	M
31	Mohamed Hassan abdel Salam	Customs Security	M
32	Ayed Amr Mohamed Salem	Director - PCA	M
33	Mohamed Ibrahim El Ramal	AMS - Easter Operation	M
34	Gamal Taha Mahmoud Sheta	AMS	M
35	Hassan Youssef Abdel Al	Enforcement - Operation	M
36	Wafik ElSayed Rahim	Enforcement - Operation	M
37	El Sayed Farah Hassan	Enforcement - Operation	M
38	Wafe Hafez	Customs Officer	M
39	Mariam Magdy Mounir	Interpreter	F

Informed Compliance – Alexandria 27 July – 28 July 2008

The class was well received by most participants. The accounts managers appeared to benefit the most. Several favorable comments were made to me by various program personnel in attendance.

As in the classes for Cairo and Port Said, some participants required repetitive explanation. The best explanation remains that this is result of a fundamental lack of understanding of the core functions of a customs administration and the participant's limited experience within the full-scope of the customs environment. The flip chart notes and verbal explanation of those core functions were very helpful and appreciated by most.

Mr. Ahmed Abd El Azim was in attendance as well as Mr. El Sayed Abdel Halim Ahmed, Directorate for Enforcement, Sector for Trade Compliance. Both were lauded for their presence as being an excellent principle of leadership by leading by example. Both also assisted with the graduation ceremony. Ms. Mariam Magdby served as primary translator.

A list of the participants for this class appears as follows:

S	Name	Title	Male/Female
1	Ahmed Abd El Azim	Head of the Central Directorate for Program Support	M
2	El Sayed Abdel Halim Ahmed	Directorate for Enforcement - Trade Compliance Sector	M
3	Shafik Hussein Mohamed Nomir	Director for trade facilitation	M
4	Ahmed Abd El Rahman Mohamed	Risk Management	M
5	Mahmoud Mohamed Abd El Wahed	Risk Management	M
6	Gaber Abdel Aziz Ahmed	Risk Management	M
7	Said Mohamed Abd El mottaleb	Risk Management	M
8	Abdel Rahim Mohamed Mohamed Hassan	Post Clearance Audit (PCA)	M
9	Hossam Ali Mohamed Soliman	Tariff Officer PCA	M
10	Gaber Abdel Atti Abdel Fattah	Director PCA	M
11	Ahmed Khalaf Amin	Director PCA	M
12	Abdel Rahim Abdel Razik Ahmed	Tariff Officer PCA	M
13	Ibrahim Osman Ibrahim	Tariff Officer PCA	M
14	mohamed Waheed Mahmoud El Bassiouny	Tariff Officer PCA	M
15	Somaya Anwar Abdel Salam	Tariff Officer PCA	F
16	Ibtisam Gaber Mahmoud	Technical office western region	F
17	Mostafa Kamel Elsayed Ahmed	Customs Officer	M
18	Mohamed Abdellatif Ahmed youssef	Customs Officer	M
19	Mahmoud Mohamed Sheta	Customs Officer	M
20	Mohamed Ahmed Ramadan	PCA - Trade Compliance	M
21	Abdel hakim Mohamed Badr	PCA - Trade Compliance	M
22	Sohir Ibrahim Mostafa	Central Directorate for Operation Support	F
23	Sobhi Ismael Salem	Director PCA	M
24	Amal Fahmy Mohamed Aly	Tariff Officer PCA	F
25	Mostafa Youssef Afifi	Legal Affairs - Enforcement	M
26	Sana Hassan Zaki	Tariff Officer PCA	F
27	Nasser Mohamed Mohamed Abdo	AMS (Account Management System)	M

28	Hussein Mohamed Ahmed Doidar	AMS (Account Management System)	M
29	Fathy Ahmed Mohamed Abdel Rahim	AMS (Account Management System)	M
30	Gehad Galal Mohamed	AMS (Account Management System)	M
31	Ahmed Mahmoud Shalaby	Enforcement Officer	M
32	Abdel Monem Mohamed Kobeis	Enforcement Officer	M
33	Hamdy Abdel Basset Ahmed	Enforcement Officer	M
34	El Sayed Ibrahim	CRU Enforcement Committee	M
35	Mariam Magdy Mounir	Interpreter	F
36	Shahinaz Kotb	Interpreter	F

3. Train the Trainer Workshops and Program

No. of Events = 6; No. of Days = 1 each; No. of Participants Varied
PowerPoint, 15 slide presentation with program lesson plan

My initial discussions with Ms. Salwa Shehata, General Directorate, Best Practices Committee, CRU-ECA, focused on the development of train the trainer workshops and how to implement a train the trainer program with fiscal constraint were central to discussions.

It was known that some TAPR II work had been conducted in this area. However, it was not with ECA officers whose “train the trainer” training coincided with any specialize training they have received to date. Working with individuals who have received TAPR II specialized training, which has direct application to the actual job duty functions is most desirable in professional training environments.

Examples include; one or more standout attendees who attended the following 15 training workshops from June 2007 through February 2008; (A), 5 separate training courses on Intelligence; (B) 3 Integrity and Ethics workshops and (C), Risk Assessment, 7 specialized areas of training in areas which cover the customs operational environment.

Of the options considered, a favorable cost-saving measure was to conduct a two-day training session at port locations where the selected participants have attended specialized training. Any other TAPR II specialized areas of training conducted at each port location could be added to the class agenda. The only cost for per diem was envisioned to be for the traveling TAPR II instructor and a small ECA-CRU staff for over-night accommodations at a local hotel. Additionally, the workshops could be held at the same hotel or in conference rooms at local customs facilities.

It is recommended that the ECA - Head of Sector, Human Resources and Capacity Building, will work with the ECA-CRU to activate the infrastructure for the four training components under the Central Directorate NCTI.

Objectives:

1. Develop and or amend program Lesson Plans for PowerPoint Slide Presentations
2. Enhance individual communication and presentation skills
3. How to inspire, create and maintain a positive class-room learning environment
4. How to handle problematic participant issues arising from sensitive job related issues.
5. Provide heavy emphasis on developing “in-house” learning capacity
6. Instill in all participants an intense interest in developing and sustaining a learning organization culture
7. Decrease dependence on outside vendors and consultants

1. Train the Trainer – Intelligence Course, Cairo 25 June 2008

This course was introduced as a specially designed course to develop capacity building within the ECA. It was scheduled to be on the topic of Risk Assessment; however, there was a mis-communication of the instructions from the CRU and the Sector for Trade Compliance. Consequently, a USAID-TAPR II sponsored course on Intelligence was substituted since each had previously attended the course.

Subsequently, the course presentation was well received and generated a lot of enthusiasm by all in attendance. Ms. Mariam Magdby served as translator and provided excellent translation services throughout.

The course content is precise and moves quickly into learning the characteristics of a good trainer and how to employ and enhance good presentation skills. From there, it moves into how to make a positive entry to the classroom environment, attain and maintain effective control of the classroom, how to handle difficult questions and disruptive participants. Additionally, how to recognize the needs of an audience, improve classroom rapport, employ effective use of classroom activities, visual training aids and how to employ certain teaching trainer tools to enhance the learning environment.

The last two hours of the course were allocated for each participant to conduct their own presentation of the USAID TAPR II sponsored training course which they had previously attended. Each participant was asked to leave the classroom, re-enter and make their best introduction to the class and their course material. Then, they were required to take and maintain control of their class which included handling disruptive participants and questions. Each participant was given a new

scenario on entry. At the conclusion of their presentation, each participant was rated by their peer colleagues with the following criteria; 1. ability to make an effective introduction; 2. ability to take control of the class; 3. ability to present the material in an understandable way 4., ability to handle disruptive participants with two acts of disruption; 4. ability to handle difficult questions and 5. their effective use of training aids; flip charts and PowerPoint slides, etc.

The ratings and comments for this course were very positive with most expressing their desires for it to be a longer. It was also a very fun course to instruct. At the conclusion of the class, each participant was presented a USAID – TAPR II, ECA Certificate of Attendance. Here follows their names:

S	Name	Title	Male/Female
1	Adel Farid Moussa	Director for Middle & Southern Region	M
2	Mohamed Hussein Hassan	Director For Investigation & Seizure	M
3	Hossam Mowad Attia	Intelligence Director	M
4	Ali Hassan Arafa	Director Analysis and Targeting	M
5	Gad Tawfik Mosaad	Enforcement Officer	M
6	Essam El Sharkawy	Enforcement Director for the Central Directorate for Enforcement	M
7	Khaled Fathi El sisy	Enforcement Director for the Central Directorate for Enforcement	M
8	Samy Abd El Kawy	Director Analysis and Targeting	M
9	Mariam Magdy Mounir	Interpreter	F

2. Train the Trainer – Risk Assessment, Port Said 2 July 2008

This course was conducted in the same presentation format. It was well received and generated a lot of enthusiasm from the participants. Ms. Mariam Magdby served as translator and provided excellent translation services.

Each participant was allocated approximately 15 minutes to make their own presentation were evaluated by their peer colleagues against the same criteria with related commentary from the reporting consultant.

The names of the attending participants appear as follows:

S	Name	Title	Male/Female
1	El Said Ahmed Hassan	Enforcement Officer - Portsaid	M
2	Farag Ibrahim Gharib	Enforcement Officer - Portsaid	M
3	Helmy Helmy Abo El Hassan	Coordination Director with the PCA	M
4	Samy Saad Noman	Director for the technical Office - Enforcement	M

		Operation	
5	Foad El Sayed Soliman	Enforcement Officer - Portsaid	M
6	Mariam Magdy Mounir	Interpreter	F

3. Train the Trainer – Risk Assessment, Alexandria 9 July 2008

This course was also conducted in the same format and was well received. Ms. Mariam Magdby served as translator and provided excellent translation services.

Each participant was allocated approximately the same amount of time to conduct a presentation for subsequent evaluation by their peer colleagues. Mr. Mastour Salem Mahmoud was exemplary in all areas of his participation. It should be noted that he has been very successful in applying several methods and techniques learned from prior USAID-TAPR II sponsored training. Also, he is in the latter stages of obtaining a Master’s Degree.

The names of the participants are as follows:

S	Name	Title	Male/Female
1	Mastour Salem Mahmoud	Customs Officer - Borg Al Arab Airport	M
2	Mohamed Ramadan	Director Risk Management	M
3	Mostafa Abdelfattah Abonar	Director Risk Technology	M
4	Ahmed Abdel rahman	Director Risk Management	M
5	Ezat Ellithy Hassan Ellithy	Customs Officer - Cargo Village	M
6	Ragab Mohamed Attalah	Director PCA	M
7	Mariam Magdy Mounir	Interpreter	F

4. Train the Trainer Course – Intelligence and Ethics, Alexandria 10 July 2008

This course was conducted in the same presentation format and was well received. It also generated a lot of enthusiasm from the participants. Ms. Mariam Magdby served as translator and provided her usual excellent translation services.

Each participant was allocated the same approximat time to make their own presentation for subsequent evaluation by their peer colleagues and the reporting consultant.

Their names appear as follows:

S	Name	Title	Male/Female
1	Ahmed Helal	Director Northern & Western Region	M
2	Tarek Fahmy Abdallah	Director Northern & Western Region	M
3	Khamis El Sayed Mahmoud	Director Northern & Western Region	M
4	Abdel Monem Kobeis	Director Northern & Western Region	M
5	El Sayed El Sawy	General Directorate for Investigation	M
6	Ibrahim El Kholy	General Directorate for Investigation	M
7	Mona Ahmed Ali Morsi	Central Directorate for Legal Affairs	F
8	Mariam Magdy Mounir	Interpreter	F

5. Train the Trainer Course – Intelligence and Ethics, Cairo 15 July 2008

This course was also conducted in the same format and was well received. Ms. Mariam Magdby served as translator and provided excellent translation services.

Each participant was allocated approximately the same amount of time to conduct a presentation for subsequent evaluation by their peer colleagues. Their passion for participation and level of demonstrated skills, was far more than could be expected. During this time, Mr. Mahmoud Mohamed Hashim, the General Director for the Intelligence Unit, disclosed that each participant had paid their own money to attend a similar private course of instruction. Additionally, this USAID-TAPR II sponsored course had accomplished far more than the private course had done for its' 21 day event. This class and each participant, was exemplary for the concept of capacity building for instructors.

The names of the participants appear as follows:

S	Name	Title	Male/Female
1	Mahmoud Mohamed Hashim	G Director for Intelligence	M
2	Samy Said Mohamed Gad	G Director for Analysis & Targeting	M
3	Said Mohamed Mahmoud Naser	G Director for Enforcement	M
4	Ahmed El Shorbagy El- Sayed	Intelligence	M
5	Mohamed Ali Ahmed Abdel Karim	Enforcement	M
6	Mariam Magdy Mounir	Interpreter	F

6. Train the Trainer Course – Intelligence and Ethics, Port Said 22 July 2008

This course followed the same format with Ms. Mariam Magdby serving as translator.

Each participant was allocated about the same amount of time to conduct their presentation for subsequent verbal evaluation by their peer colleagues. Many favorable comments were made about the course, the reporting consultant's presentation, the translator and the course materials. All ECA evaluations of the course were in the excellent category.

The names of the participants are as follows:

S	Name	Title	Course	Male/Female
1	El Sayed Ahmed Hassan	Intelligence	Intelligence	M
2	Tarek Mohamed Hassan Ghanem	Intelligence	Intelligence	M
3	Tarek Wahdan	Intelligence	Intelligence	M
4	Rizk Ibrahim Abo El maaty	Inspector	Ethics	M
5	Mariam Magdy Mounir	Interpreter		F

ACCOMPLISHMENTS

A total of 243 Egyptian Customs personnel received TAPR II-USAID sponsored training during the period of June 23rd 2008 and July 28th, 2008. The applicable categories are as follows:

Commercial Fraud = 100; Informed Compliance = 102; Train the Trainer = 41
 Sub-categories for Train the Trainer are; Intelligence = 24; Risk Assessment = 13 and Ethics = 4

The Commercial Fraud Team training was well received at each training event. In each event, the critical role delegating resources from the Sector for Operations and the Sector for Trade Compliance was heavily emphasized along with the Team Leader position which was recommended to be alternated between the two sectors.

It is noteworthy to report that at the beginning of the graduation ceremony for the training at Port Said on July 1st, 2008, Mr. Samy El Desouky Ibrahim, Regional GD Enforcement, Sector for Operations and Mr. Said Ibrahim Badawy, Regional GD Enforcement, Sector for Trade Compliance, made a joint announcement to the class. With Mr. Sami as the primary spokesman, they announced that they were ending their long-standing personal conflict and were now going to work together in a new spirit of cooperation to implement and make the Port Said Commercial Fraud Team successful. They shook hands and embraced in traditional Arab fashion. The class was very impressed and cheered the occasion.

Off-budget Training Assistance

In early May, Madam Nadra Saleh El Shabrawy, Head of the Sector for Trade Compliance, advised the reporting consultant that the Analysis Targeting Unit was trying to operate as intelligence analysts and duplicate the role of the Intelligence Unit. She personally asked for the consultant's assistance and related training to prevent the duplication of efforts. Subsequent to her request, the reporting consultant, along with Ms. Mariam Magdby as translator, conducted a one-day workshop in the Customs Headquarters, Cairo, regarding the role and functional responsibilities of the Analysis Targeting Unit.

The focus on the training for the ATU was on its operational relationship as defined in the World Customs Organization. In the Arusha Declaration, the WCO acknowledged that an audit process should be utilized to ensure Customs enforcement procedures are clear, concise, logical, in writing and implemented. This defines the role of the ATU and the training material was developed and presented for this purpose. It included; an ATU functional plan, 2. An Enforcement Operational outline, 3. How to Start After Training, and 4. Proposed Program Manager Job Description.

It is an established premise in professional training environments that there is a direct correlation between job training and job performance. The premises was recently affirmed again when an ECA officer participant effectively applied "interview and personal search" techniques he had learned in a TAPR II-USAID sponsored Risk Assessment training workshop he had recently attended in Alexandria.

It came to the attention of the reporting consultant on or about June 9th, 2008 upon receipt of telephone call from the seizing officer, Mr. Mastour Salem Mastour, Borg El Arab International Airport. Mr. Mastour, subsequently reported the details of his seizure of significant quantities of gold jewelry from two women who were entering Egypt from Dubai on Air Emirate Flight # 931. His letter reflects two Arabic women passengers were searched by female Police officers who found elastic rolls of gold jewelry in concealed in elastic rolls in under-garment carry. According to the letter, the two passengers were afforded the opportunity of reconciliation in lieu of criminal investigation. Consequently, an un-disclosed amount of duties and compensations were paid in the amount of 293200 LE and the jewelry was forfeited.

Recognizing Excellence: In an effort to honor the request of Ms. Rasha Hakim, ECA-USAID, Cairo, the reporting consultant conversed with Mr. Abd El Nasser Ezz and Ms. Mariam Magdby, to identify ECA participants who were perceived to be capable of performing at higher levels within the ECA. Just as in recognizing candidates for Train the Trainer, the names were to be agreed on by Mr. Nasser, Ms. Magdby and the reporting consultant.

Since the conclusion of the training and up to the present date, the reporting consultant has made several efforts, through Ms. Magdby, to retrieve those names for this report. In each instance, the response given is that those names are with Mr. Nasser. Each promised

date of delivery, up to the present date, has been met with negative results. All is not lost provided the following is taken into consideration. Each of the training events had two or more males who could be considered for the next level. However, it was the women who were consistently under-represented and typically low-level participants in all training events. The Commercial Fraud Class in Alexandria was the exception. It had two female participants who demonstrated a higher level of job expertise, ability to grasp new ideas and leadership in discussions of understanding how the training material could be applied in the ECA environment. Regrettably their names are not known to the reporting consultant at this time. However, Mr. Nasser, Ms. Magdby and the reporting were in agreement that one female stood-out above the class. A personal conversation disclosed that she is an Appraiser who has background in law.

It should also be noted that everyone in the local TAPR II office was very supportive in all efforts to package and deliver the training course materials at each training event location. Ms. Mona Gobashy had the most difficult job of translating the course materials. She also exercised oversight of the mass production, the packaging and coordinated delivery, of the training materials to the ECA-CRU for each training event.

ISSUES

The recent ECA re-organized structure continued to surface as a source of confusion for several participants at each training event; regardless of the training course. To counter this, Mr. Abd El Nasser Ezz, ECA-RU, was again allotted approximately one-hour at the beginning of each training event 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. To correlate with Mr. Nasser's presentation, the reporting consultant, explained the core functions of universal customs administrations to carry-out the simultaneous responsibilities defined by the World Customs Organization's Arusha Declaration; 1. Facilitate Trade and Stop the Violators / Smugglers.

Those core functions are; 1. Entry/ Export, 2. Inspection and Examination, 3. Description, Classification, Valuation and Origin, and 4. Enforcement. Each customs function was applied to the job functions of the Appraisers in the Sector for Operations and the enforcement job functions under the Sector for Trade Compliance; Post Audit, Risk Analysis, Investigations and Intelligence. The core functions and related ECA job functions, were written on a flip-chart in the Arabic language and explained in detail, how it applies to the current Egyptian Customs Authority organizational structure. It was well received.

The future of the TAPR II project was not known at the time of departure but its' expected continuation was perceived by several informed sources to be in serious doubt. Based on the sum total of one year of work in ECA enforcement based training and a personal review of the TAPR II customs component, it is highly recommended that any future custom trade facilitation project(s) include an enforcement component and an

assigned experienced long-term enforcement advisor. This is more often the norm than the exception with the stated mission of customs under Arusha Declaration No. 1, World Customs Organization; 1. Facilitate Trade and 2. Stop the Smuggler / Violator.

RISKS

From the concept of administrative operations, the most notable important obstacle to the transitional reform of the ECA is the lack of an administrative mechanism at the ECA-CRU to take a TAPR II deliverable and implement the best elements of the deliverable into the ECA operational environment. This could easily be an accountable internal CRU function. The Head of Sector for Human Resources, the office of the Commissioner, ECA are best suited for this task.

The “train the trainer” provision was reported as a perceived risk in each of the consultant’s exit reports during the past year. Based on the talent and individual skills exhibited in the recently completed workshops, there is good reason to be optimistic that this risk can be eliminated provided the ECA management continues such training by utilizing the newly trained-instructors. Mr. Abd El Nasser Ezz has excellent presentation skills and is well qualified to manage future ECA capacity building through enforcement based training.

COUNTERPART - CONTACTS

The change in the management of the ECA-Reforms Unit in March 2008, was not helpful; both operationally and administratively. However, it is worthy to note the continued support of the members of the Enforcement Committee and the Best Practices Committee which at times, operated as one committee.

It should also be noted that budgetary constraints limiting per diem prevented the maximum participation of the assigned Executive Committee during the latter part of July 2008. Ms. Mariam Magdy was exemplary in that she continued her translation duties with no assurance from CRU management that she would be compensated. Mr. Abd El Nasser Ezz and Ms. Noha also continued some of their time without assurance of authorized per diem compensation.

DOCUMENTS RECEIVED

An electronic file reflecting the report of seized smuggled gold jewelry at Borg el Arab Airport by the seizing officer.

