

Editorial



A number of the articles that appear in this issue of the Journal will be presented at the forthcoming PICARD (Partnership in Customs Academic Research and Development, a joint initiative of the World Customs Organization and the International Network of Customs Universities) conference to be held in Abu Dhabi from 23 to 25 November. These include Robert Ireland's comprehensive article on potential implications of climate change policy options on the role of Customs, in which he explores ways the customs community may be able to contribute to such policy. Leonardo Macedo's article on the use of dedicated compliance teams for large traders, and Arif Alfitiani's discussion of Jordan's electronic transit

monitoring and facilitation system will also be presented.

Other papers to be presented at the conference focus on performance measurement. These include Stephen Holloway's insightful article in which he examines existing methods of measuring the effectiveness of border management from a variety of perspectives. He argues that an integrated performance measurement framework for border management that is meaningful for both business and government can be developed on the basis of existing metrics. In a second article on the general theme, Thomas Cantens, Gaël Raballand and Samson Bilangna present a Cameroon case study that examines the introduction of staff performance measures and discusses how this has served to facilitate administrative reform.

In his article *Weaknesses in the supply chain: who packed the box?*, David Hesketh presents a cogent analysis of significant weaknesses in international trade supply chain practices, and also provides a clear vision for the future which is already being further explored by a number of key players in both government and the international trading community. The article represents an excellent example of an academic dissertation that has helped to inform policy decision making.

In closing, on behalf of the Editorial Board I would like to take this opportunity to thank Lars Karlsson for his exceptional contribution to the development of customs and academic partnerships through the WCO PICARD program as the World Customs Organization's inaugural Director of Capacity Building. The special report in Section 3 which outlines the accomplishments of the Capacity Building Directorate is testament to the dedication, commitment and passion that Lars has shown throughout his five-year term. We wish him every success for the future.

A handwritten signature in blue ink, appearing to read 'D. Widdowson'.

David Widdowson
Editor-in-Chief