PEN-CP
Pan-European Network of Customs Practitioners

MAGAZINE

"Let's INNOVATE together, Let's work together!"

(page 4)

TABLE Of CONTENTS

Dear PEN-CP Magazine Readers

Despite the hot weather in June, PEN-CP partners have been working actively on various smaller and bigger tasks and activities – thanks to everyone for that!

Some of the, well, hot topics this summer calling for action by all partners include: (a) submissions for PEN-CP Customs Innovation Award competition (see Magazine pages 5-6); (b) registering new users on POP, the PEN-CP Online Platform (page 7); (c) identifying relevant University departments and Research institutes across PEN-CP countries (pages 8-9); (d) joining the first stage survey on "measuring the impacts of PEN-CP innovation intermediary services" (page 13); (e) scouting for promising start-up and scale-up companies in all PEN-CP countries (pages 14-15); and (f) thinking about the participants from each partner for the Year 1 Annual Event, and booking the hotel rooms (pages 16-17).

PEN-CP has also been active this summer in joining a handful of additional events – for collecting customs user needs, identifying leads to promising innovators, and exploring ways to cooperate with other networks and expert groups. Thanks Susana for running the PEN-CP booths in Baku (WCO IT/TI) and Singapore (INTERPOL World), and thanks Johan for delivering a PEN-CP presentation in Budapest (with CLEN/ 7th Seminar of European Customs Chemists). And of course, Susana and Johan please be prepared to write brief articles on these events and their outcomes to PEN-CP Magazine 5!

I wish everyone a pleasent holiday season – maybe with some innovative ways in spending it!

In Thun, 1.7.2019

Juha Hintsa

PS. The 4th Full consortium GoToMeeting will take place on Monday 12.8 at 10.15am CET (max duration 1 hour 45 mins) - https://www.gotomeet.me/JuhaHintsa (if you would like to test GoToMeeting before, please send an email to: pen-cp@cross-border.org).

PPS. We have been working on establishing a new layer called "PEN-CP Points-of-Contacts", ultimately consisting of minimum 1 expert per each PEN-CP partner, tasked for representing PEN-CP towards other pan-European practitioner networks (e.g. police networks); other relevant H2020 projects; select C2020 expert groups and WCO working groups; etc. More about this in Magazine 5!

PEN-CP Magazine Editorial Team

Susana Wong Chan, UNIL
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Pushing Boundaries - how Dutch Customs Reforms Innovation to Pursue an Ambitious Vision, Part 2

The implementation phase is seen as the most difficult part of innovation. Recently social innovation has been accepted at Dutch customs as both a part of the Innovation triangle, the way to work towards the vision Pushing Boundaries, and as an innovation theme in it's own right.

PEN-CP Magazine returns in this issue to Dutch Customs and Frank Heijmann, Head of Trade Relations and Maarten Veltman, Chair of the Coordination Group on Innovation, two Dutch customs experts that we talked to in April 2019.

In the previous issue, PEN-CP Issue 3 (May 2019), we presented the vision of Dutch Customs called Pushing Boundaries, and explained how Dutch Customs are working towards this goal through five innovation areas, an innovation coordination group who assess the feasibility of suggested innovations from the five areas and a triangle approach to innovation. The triangle consists of strategy, technology and social innovation, and the last caught our attention.

"Almost 70 per cent of failure of achieving new innovations is in the implementation phase", Maarten Veltman quotes scientific papers and stresses that implementation is the largest challenge to Customs when innovating. It is about the willingness to adapt new ways of working. Maarten Veltman continues:

"Social innovation is the capability of customs to change. That is how I would define this. Are we adaptive enough to change our ways of working, dealing with innovations? You can understand that sometimes you need some education to work with new ideas, or new concepts."

It is not only about training or education, though. It is also about the way Dutch Customs work when innovating and how they involve their staff. Since innovation to a large extent must happen in the daily operations and you need the commitment of management and staff to take time for innovation, it is seen as a management responsibility. Frank Heijmann

explains:

"Once you start implementing or actually testing, we need to involve the people, this is what we call social innovation. You can come up with the best ideas, the smartest ideas, when the people do not accept them, or when the people do not believe in them, then they will never work. So it is a management responsibility to take along the people and it is in our mind always as soon as you start to develop something new from scratch, we involve the people, we involve the staff from the working floor."

However, leaving innovation to the people on the floor is not the strategy. Even if people in their private lives often quickly adopt new technology, they are more reluctant to do so at work. Frank Heijmann tells us of a poll made in connection with the World Customs Organization IT/TI-conference in Amsterdam in 2015 to 1.000 professionals where 95 per cent had smartphones and 80 per cent used apps in their private sphere, but less than 5 per cent in their working environment. Also real innovation rarely happens on the working floor. Frank Heijmann:

"If you leave the innovation to the working floor staff then the experience, and this might sound a bit strange, but the experience is that they mainly come up with optimisation and not with innovation. When someone works on something then he has often smart ideas on how he can do some things smarter, but it is not said that when he does so, that it is real innovation. There is a difference between optimisation and innovation."

What are the tools for social innovation then? Some tools like education or training and involvement in the process have been mentioned already. New ways of looking at strategic Human Resources Management can be another important stepping-stone: Maarten Veltman gives us a concrete example:

"Since a couple of years we work with our data scientists, but in our strategic planning there is nothing written for instance for data analytics, the skills that you need for it, and what kind of education that you need to be a good data scientist within customs. We have a lot of documentations on how you do audits and things like that, but data analytics is something new and we still do not have a good plan for that."

Also management is an important part of Social innovation and there is a focus on finding out if managers are equipped enough to implement innovations. Maarten Veltman:

"We are a very active organisation doing things, we do something today one way, but tomorrow we have new means for it. We always think that that is a bit difficult. Also this type of looking at how management style can evolve or change is also a part of the social innovation, the innovation power within our organisation."

Dutch Customs plasn to expand the work force with 900 staff in the preparation of Brexit. This puts the training needs in the forefront. Video blogs, vlogging, are being tested as a possible tool to do training on for instance physical inspections and how to best carry them out. The proof of concept is there and the customs services are testing how this best can be of added value to the learning processes.

The social innovation is of course also a measure to try to reduce the time to introduce new innovations in the organisation.   The rapidness with which the environment and technologies are changing demands it. Maarten Veltman stresses the importance of the triangle approach and how it has made a change for customs since they started working with a link between strategy, technology and social innovation:

"In the past we did try some new things, but it always stayed a bit fragmented. When we implemented a new device or something like that, the alignment with our strategy was not always clear and the added value of these innovations was not always clear. That is why we now say that alignment with strategy is the enforcement vision."

Working together and involving staff are important parts of making innovation work. Then again sometimes innovation can mean that processes or people get redundant. That is when leadership, training and a social dimension becomes crucial, so that innovation does not become a threat. It has to be in the genes of the business and of the management constantly.

One of the achievements Frank Heijmann puts forward when talking about the innovation work at Dutch customs is an increased collaboration with academia. This has been a process over 10 years. Also a new way of looking at qualification and competences has come as a result of this. Frank Heijmann:

"Another very positive thing is that we have learned, in the last 10 years, to work a lot with academia, so with research institutes, with universities and we now do a lot of research with universities. That also brought us to the knowledge that modern customs officials need to know much more than only about enforcement and law. We train our people today, at least the higher level people, in logistics and in IT, IT infrastructure, Business Process Mapping. You need to make a wider analysis of all the steps in any chain to optimise it."

The social innovation needed for successful implementation holds many dimensions, as we have seen. As the demand for quicker change grows, the agility of the organisation becomes crucial. A sense that the staff and their willingness to work together for something new is the most important element seems to be very present. Maarten Veltman sums it up:

"A quicker time to market with new ideas, new techniques and new ways of working together. Innovate, you can't innovate on your own, you have to work together. Innovation is all about working together on these new ways of looking at things and dealing with things. So working together that is also key, working together not only in the processes of having an idea, prototyping, or doing the proof of concept, evaluation and then the implementation, but also when getting people to work with those techniques, methods and nice applications."

That is also Maarten Veltman's take home message to PEN-CP: "Let's innovate together, let's work together!"

PEN-CP Customs Innovation Award 2019 – make your submissions by 10.9.2019!

The purpose of the PEN-CP Customs Innovation Award is to shed light on recent and on-going innovation work, across the 13 PEN-CP Customs partners. By doing this, we increase awareness on the importance of Customs innovation efforts and ambitions, and, of course, learn from each other on interesting innovation initiatives.

The scope of innovations for this competition can be very broad: anything from what customs considers as "incremental innovations" all the way to "radical innovations"; improvements in existing solutions and technologies, and introduction of new solutions and technologies; improvements in existing processes, as well as introduction of new processes; and so forth, are all in the scope of the Customs Innovation Award.

Scoring and selection of "best customs innovations" will happen in following two stages:

1. The PEN-CP Advisory Board makes a pre-selection of top 4 to 8 innovations; the Advisory Board members will make their independent assessment and ranking, based on the Innovation description, impacts, uniqueness, generalisability and status; the outcomes of this process are shared with all PEN-CP partners (by 10.10.2019)

2. Live voting will be held during the Year 1 Annual Event (Budapest, 20-22.11.2019); each Customs partner will have a pre-determined set of votes (exact number of votes each Customs can use will be explained by 10.10.2019); and the winner will be announced during the common dinner.

The plan is to share afterwards key information (on the PEN-CP Online Platform, POP) with all PEN-CP partners on all the submitted innovations; and of course, to identify which of the innovations (in the full pool of maximum 13 x 3 = 39 innovations) could be of interest for further assessment, sharing of further details between all customs partners etc.

For more information, please contact the task leader Mr. Ron Roelofs from Dutch Customs: rkw.roelofs@belastingdienst.nl ; please copy Ms. Susana Wong Chan of UNIL, susana.wongchan@unil.ch (copying her is particularly important as summer holidays are starting to kick in..)

Enter your candidates for the Customs Innovation Award by entering to the PEN-CP Online Platform:

https://cmt.eurtd.com/groups/profile/85016/pen-cp

&

CLICKING THIS BUTTON

Click here to submit your Customs Innovation action

(deadline 10.9.2019)

The rules and process for the PEN-CP Year 1 Customs Innovation Award are the following – please note that maximum 3 submissions per Customs partner are allowed:

1. The nature of innovations can be very broad: anything from what customs considers as "incremental innovations" all the way to "radical innovations"; improvements in existing solutions and technologies, and introduction of new solutions and technologies; improvements in existing processes, as well as introduction of new processes; and so forth, are all in the scope of the Customs Innovation Award.

2. The Customs innovations submitted to the competition can cover years 2018 and 2019; in other words, any innovations which were introduced/ implemented/ published during these two years qualify for the competition.

3. Deadline to submit your suggestions - maximum 3 per PEN-CP Customs - to the competition is 10.9.2019. In case your administration has (accidentally) proposed more than 3 innovations, by the given deadline, we will contact you to reduce the final submissions down to 3.

4. Only Ms. Susana Wong from the University of Lausanne – as a "trusted, non-customs party" - will have access to the full list of the submitted innovations. Once the submission is closed, she will assemble all the suggestions together, and pass them to the PEN-CP Advisory Board.

5. Advisory Board will score all innovations, and will produce a list of 4-8 top innovations. For this Year 1 Customs Innovation Award, we opted not to publish exact scoring formula up-front; this is in planning from Year 2 onwards. Instead, the Advisory Board members will make their independent assessment and ranking, based on the Innovation description, impacts, uniqueness, generalisability and status.

6. The 4-8 top innovations are then shared with all PEN-CP Customs partners, by 10.10.2019, so that each Customs partner has around 6 weeks time to consider which innovations they find as the best ones. In other words, each Customs partner should make their internal decisions on best innovations, before coming to the Year 1 Annual Event.

7. The final voting to find out the winner takes place during the Year 1 Annual Event, in Budapest, Hungary, 20-22.11.2019. And the winner will be announced & celebrated during the common dinner of the Year 1 event.

8. The plan is to share afterwards key information (on the PEN-CP Online Platform, POP) with all PEN-CP partners on all the submitted innovations; and of course, to identify which of the innovations (in the full pool of maximum 13 x 3 = 39 innovations) could be of interest for further assessment, sharing of further details between all customs partners etc.

9. Please note that the nature of the PEN-CP Customs Innovation Award for Year 1 is on "recognition & fame style" (and a small trophy or similar). We hope that this becomes an interesting, a useful and, why not also a fun tradition in the PEN-CP project. And, maybe as of year 2020, we could also open a second track, where Customs administrations outside PEN-CP consortium could participate, too... (details to be explored and discussed during the Year 1 Annual Event in Budapest).

Information you are asked to enter about the innovation(s):

Which Customs administration you represent?

Name and email address for the contact person on the Innovation

Overview on the Innovation = Which Customs problem it aims to solve and how is it done?

The value/ benefits/ impact of the Innovation = Please explain
- For Customs it can be about new capabilities, faster performance, lower rate in false-positives/negatives, lower operational costs etc.
- You can also explain on positive impacts for supply chains and/or society.

Innovation novelty value/ uniqueness = Is the Innovation really a new way of thinking and/or doing things at customs? = Please explain

Innovation generalisability = Is it feasible to implement and to benefit from this Innovation in other Customs administrations? = Please explain

Implementation status (as summer 2019) of the Innovation (choose one):
- ○ Research and Development -stage
- ○ Proof of Concept -stage
- ○ Partial implementation -stage
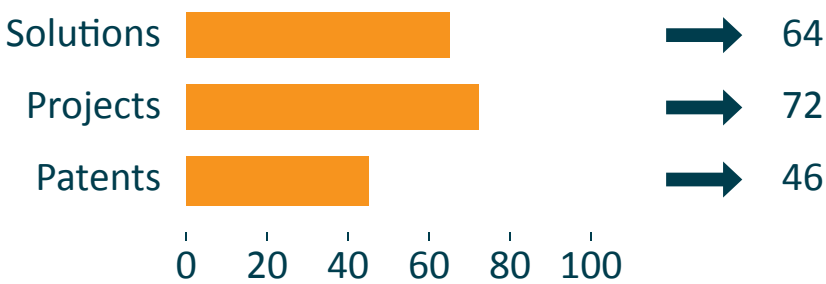- ○ Fully implemented

PEN-CP Online Platform – "POP-Corner"
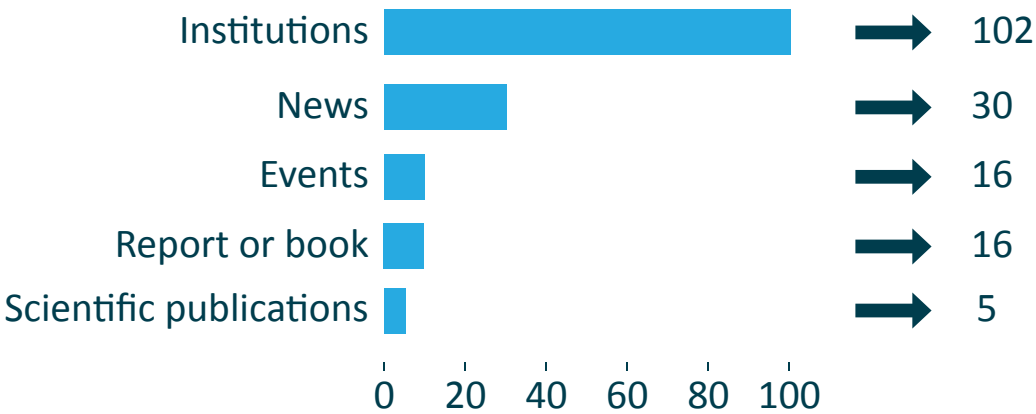
Updated Statistics of POP

33 Registered users on the POP-platform

31 User Needs/ Customs Challenges (PUNIs)

Number of Security Innovation Monitoring (PSIM) items: 182

Solutions	→ 64
Projects	→ 72
Patents	→ 46

0 20 40 60 80 100

Number of Information Observatory (PIO) items: 178

Institutions	→ 102
News	→ 30
Events	→ 16
Report or book	→ 16
Scientific publications	→ 5

0 20 40 60 80 100

POP USER GUIDES ARE OUT!

PUNI USER GUIDE

WITH THIS GUIDE YOU WILL LEARN HOW TO:

- Create new PUNI items
- Edit your own PUNI items
- Share a potential solution on a particular PUNI item
- Search PUNI items using the filtering options

PSIM USER GUIDE

WITH THIS GUIDE YOU WILL LEARN HOW TO:

- Create new PEN-CP Security Innovation Monitoring (PSIM) items
- Edit your own PSIM items
- Search PSIM items using the filtering options
- Share user experience on a particular PSIM item

NOTIFICATIONS USER GUIDE

WITH THIS GUIDE YOU WILL LEARN HOW TO:

- Setup and manage notifications
- Operate your personal digest settings
- Manage your newsletter subscriptions

« What is next? »

- PIO User guide will be ready by 15 July
- Short tutorial videos on all user guides will be ready by 15 August

▷ Seeking for Research institutes and University departments in all PEN-CP customs countries (by 31.8.2019)

Please help PEN-CP to expand the database on Research institutes and University departments, stored on the PEN-CP Online Platform (POP)!

Try to identify minimum 7 Research institutes and University departments in your country (smaller number is totally fine, too). Aim to be specific, by identifying department names and contact details of relevant professors, research directors, scientists etc.; include web-links, as much as possible. You can write all information on a word file, and email at any time to pen-cp@cross-border.org ; or, in case you prefer to

enter the information directly in the PEN-CP Online Platform, please contact susana.wongchan@unil.ch (and she will guide you on where to enter it = section in PEN-CP Information Observatory; as well as ensure with you that "informed consent"/ GDPR aspects are properly covered).

The main point of contact to assist you in this task is Mr. Kevin Humphreys from Irish Revenue, email: khumphre@revenue.ie , Tel & WhatsApp to reach Kevin: +353861593106

You can use the table format below to share the minimum information per institution. The table contains sample data from Ireland:

DATA	EXAMPLE
Institution name	National University Ireland Galway (NUIG)
Department	Biotechnology
Contact people	NN1 (n.n@nuigalway.com)
Topics of interest	Novel bio detection, new sensors, applications of glycomics. Also cleanup of CBRNE eg anthrax.
Website	http://www.nuigalway.ie/

We plan to store all this information in the PEN-CP Online Platform (POP), and to use it as a database when inviting institutions and experts for various PEN-CP calls/tenders and other activities. Examples of upcoming tenders and other activities where Research institutes and University departments may be invited to, during the remaining four years of the project, include the following:

Calls on Expert reports (max 15 in total, small studies on different topics interest for PEN-CP partners; total budget max around 90.000 EUR);

Calls on Technology prototype and field-test grants (2 on big data and risk management; 2 on detection technologies; and 2 on laboratory equipment; total budget max around 360.000 EUR);

Calls on NewView grants, Challenge competitions, Hackathons, Crowdsourcing ideas etc. (exact numbers for each are to be fixed later; total budget max around 100.000 EUR);

Seeking partners for new research-development-innovation proposals: national, H2020 etc.; and

Organizing Customs innovation promotion physical events, e.g. "Customs meets local innovators -breakfast meetings".

Keywords (technical, scientific etc.) when identifying Research institutes and University departments include, but are not limited to the following:

Physics and chemistry departments: ionising radiation, non-ionising radiation, evaporation based detection, spectroscopy... chromatography, optical techniques, (any) physical characterization, (any) chemical characterization... etc.

IT and data science departments: data analytics, big data...artificial intelligence, machine learning...blockchain, internet-of-things... etc.

And of course, feel free to introduce any other "customs relevant keywords" when identifying interesting Research institutes and University departments in your country!

Public administration departments: customs management & operations, police management & operations, collaboration between public administrations, public-private partnerships... etc.

Other relevant disciplines/topics: robotics, sensor technologies, signal processing... criminology, security management, security performance measurement... global supply chains, global logistics.... etc.

One option to identify interesting Research institutes and University departments in your country is to talk to your National Contact Points (NCPs) for Horizon 2020 – Security. You can search for the names, emails and phone numbers of the NCPs in your country by using this web-link: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp

Once you are done with the exercise, **please email all the info (e.g. on a word file) to pen-cp@cross-border.org**. We will enter all data to POP platform; and, we will carry out the "informed consent" exercise regarding all personal data, before storing it in the platform - in other words, we will ask all named individuals if this is ok for them; and if not, then we store just the institution information.

Looking forward to having a rich set of data on interesting Research institutions and University departments, across all the 13 PEN-CP customs partner countries, collected and stored in PEN-CP Online Platform, by 31.8.2019.

PEN-CP Interview with Patrick Padding- Law Enforcement Pan-European Network leads the way

The i-LEAD project is another Horizon 2020 security practitioner networking project, active since Autumn 2017. i-LEAD's focus is on working with groups of operational practitioners from Law Enforcement Agencies (LEAs) in defining their user needs for innovative solutions. PEN-CP Magazine reached out to interview Patrick Padding, who is the Project Coordinator for i-LEAD, to find out if PEN-CP can learn from and cooperate with a project in the same spirit that has come a bit further down the road. This is our conversation.

PEN-CP: Good to meet you Patrick and thank you for giving us some time to talk. You are the project coordinator for the i-LEAD project, which is to a large extent a similar set-up as PEN-CP, but with focus on Police, or, Law Enforcement Agencies. Could you please expand a bit on i-LEAD and how you have set it up?

PP: Yes of course. I am part of the Dutch Police and I am also leading the European Network of Law Enforcement Technology Services, ENLETS, which unites 29 ENLETS member states in sharing best practices, activating co-creation and team writing research for law enforcement. Earlier, I have also been chair of a Security Advisory Group in Horizon 2020, and at that time we advised the European Commission to free resources for the Pan-European Security Practitioner Networks At that time, practitioners and end-users in security used to have very limited roles and budgets compared to academia and research institutes. So, the Commission took up this advice and freed 25 million euros, approximately, for the forthcoming years, to allow Pan-European networks to submit their proposals. When the call went out, I was leading ENLETS and having experiences already with all those partners, and all those member states, we made a bid in which we brought together LEA practitioners divided into groups of front-line policing, cross-border crime, cybercrime, crime and forensics. You find the groups named on our webpage (http://i-lead.eu)

Each year, five i-LEAD Practitioners' Groups (PGs), will come together in a specific workshop, which has a pre-defined method, and they will discuss the state-of-play, very briefly, and also discuss their needs and the gaps. The gaps and the analyses of them are brought into another work package that will scan for technical and social opportunities, to ensure that we will improve our work, that we will innovate our work as much as possible. So that second step, what we call the technology, or, tech watch, is also included in other diensions, such as social parts. After that all of our work packages receive the outcome of the workshops of the practitioner groups. After that the question is how can we standardise the technology that has been defined, or the opportunities, or the new ways forward? How can we issue recommendations to new standards, so that we can improve interoperability within Europe for the member states and also give some advise on the procurement?

We have also procured a secure chat app, available for all the participants in the practitioner groups, with a central repository. We have currently held eight workshops with the Practitioners' groups, joined by 15 members, and we plan to have 25 workshops in total. All those people can join us in the chat app and the central repository for two purposes: one to get access to their colleagues, and one to get access to the solution that has been defined.

The partners in i-LEAD are not only Law Enforcement Agencies, because we are convinced that organisations such as research and technology associations can contribute positively. So CEA from France is in, TNO from the Netherlands is in, and Lithuanian Cybercrime Center of Excellence is in, providing us with insights about Cybercrime. We also have the Dutch Standardisation Institute NEN, as well as the European Organisation for Security, and a few others, as listed on our website. So the first step to set i-LEAD up was ENLETS, the second was that we worked as we did in

the advisory group, and the third step was submitting the bid and winning it. And currently the situation is that we are overloaded with attention from law enforcement agencies, so the practitioner groups are doing extremely well. We have done something on DNA, drugs trafficking, human trafficking and so on.

PEN-CP: That was a very comprehensive overview of what you did as a set up and what the project is all about. Having started already in 2017, you are a bit further down the road than PEN-CP – what has been the most challenging and the most rewarding with the project, so far?

PP: The most rewarding part was to invite law enforcement to find recognisable topics, asking them to join us, spending some time with us in workshops. We have the experience that if you have tangible recognisable topics, people will join us. The vast majority of the work is similar, so that increases the attention, and I am very proud of that we have more requests than we can handle. Money is always limited, but we can easily have 18 to 20 participants in each PG, and still we need to say no because there is no room anymore. And the other part, the most challenging part, is the technology watch. There are so many gaps and we had to do so many analyses, which kind of technology or innovation would be appropriate, that we had to simplify the way we are carrying out the work. So currently from the outcome of the practitioners' groups, we will pick one of the scenarios and based on that scenario we will search for solutions to close those gaps. So for user needs for technology solutions to combat crime and support front-line policing, you could have ten i-LEADs working together, and they could still not provide all solutions, as there is so much work to do in this!

PEN-CP: I can imagine that there is a large number of gaps and possibilities. How do you tackle the dissemination of information to such a large network to make sure that all can benefit from what you are doing?

PP: There are three steps to communication. It is internal, relating to the project; the second is to disseminate to external parties; and the third part is to exploit your results. So, each project will have a dissemination work package, such as we have, for the side of social media, the website, making newsletters etc. But predominantly I think that the biggest potential success will be having a Pan-European chat app, in which people will be notified and be informed. It is not within the project to ensure that people procure the solutions or make use of the parts that we found or composed. The biggest task is to work with this community, and it already has 29 member states in ENLETS and we are running a lot of projects. And on

top of ENLETS and i-LEAD, we are running three other Internal Security Fund, ISF, funded projects, so the outreach of us in this law enforcement community is actually quite broad.

PEN-CP: Our focus in PEN-CP is very much on innovation, as you know, and we wonder have you found successful ways to foster innovation in your areas? And which tangible results can you show of that?

PP: Well, not to show, but to share. One major part of law enforcement is identification, as we all know, fingerprints and biometrics. But there are other methods and means to identify a person, so that is a part of what we are working on. However, we didn't have until now a reasonable solution to do more in this, because that was discussed just two months ago. On the open source and dark web, many software parts are made available when joining our workshops; in other words, people have access to tooling that has never been shared before. So, when they get home, they will have something like an additional toolbox, as an output from the i-LEAD community, to work on and to try out.

PEN-CP: Those are really good results of course.

PP: Yes, and there are several levels. The first part could be raising the awareness that there is still a lot to do. Another part is about standardisation and procurement so tomorrow (which was 23 May 2019) there will be a meeting on that of 25 people here in the Netherlands. High-level representatives with DG GROW and DG HOME have also asked us if they can join, that is always nice. And then the third level is that people are sharing the same tools and even a fourth level could be that people know what to buy in the end that will work. I think that this benchmarking is one part also. That is not part of the real objectives, but people will learn cross-border, who is using what, and if it is fit for purpose or a failure.

PEN-CP: Do you foresee possibilities for future joint-activities between the two networks, i-LEAD and PEN-CP – for example for developing training material or running field tests of new technologies?

PP: That is the right question. What I see now, due to the success of i-LEAD, the Commission is connecting us with other projects, so I am receiving daily request from other projects to get together to know who is doing what. This is also since this is a project building resources. On top of this everybody is asking us to become part of their project, or to give input, so I really have to say no sometimes. As you know, I am leading several projects, otherwise I endanger the progress of our own project.

So, the answer is yes, we will share outcomes, and for me it is more important to share outcomes with the PEN-CP, being also a dedicated EU-network. I am really focusing on operational needs connecting with academia and it has to be recognisable and tangible, so therefore predominantly the surrounding networks are limited to just PEN-CP. PEN-CP would be the preferred partners to share thoughts with and to disseminate to, so therefore this interview.

PEN-CP: OK that is good news. I also take it that if PEN-CP would have suggestions for training materials or field tests or other things we have come up with, you would be happy to consider an invitation to take part in an activity?

PP: Yes, as a bit earlier in one of Juha's (Juha Hintsa, CBRA) project we went through this training material (FP7 CORE, deliverable D19.1 on supply chain security educational materials for law enforcement agencies) and gave some comments on how we see things, so yes. And then it is more in line, although Customs and Law enforcement are not the same but very closely linked.

PEN-CP: Does this mean - when looking at it from a very general perspective - there is room for a closer collaboration between customs and police forces across the EU in the future?
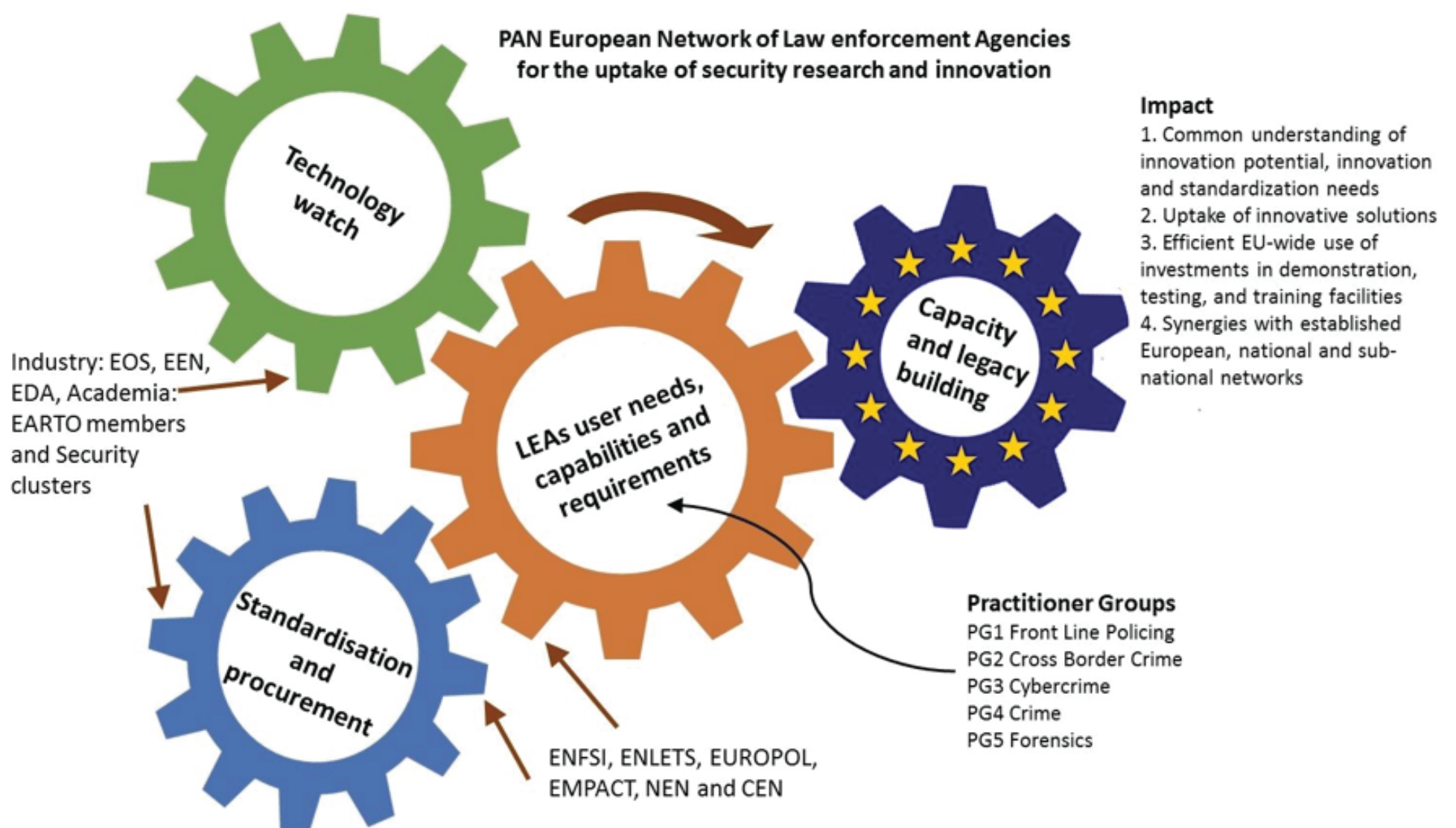
PP: Yes, we are talking about drugs trafficking and that means that drugs will be trafficking across borders and as always a customs organisation involved, so it is a logistic approach in which law enforcement and customs will have the same task, so that is quite

logical. Another thing that we are missing currently is a permanent, consistent, sustainable collaboration platform for law enforcement, on a European level, on a strategic level, and also on an advisory level, to discuss daily work, potential ways forward, solutions, and collaboration. And I think that these projects will help us to to bring people together to get some funding, and we should be able to have a proven platform in the next ten years, from which law enforcement and customs can work together, because we all do the same. This is also true for procurements: we are losing a lot of money because everybody is buying different tools and not always the best.
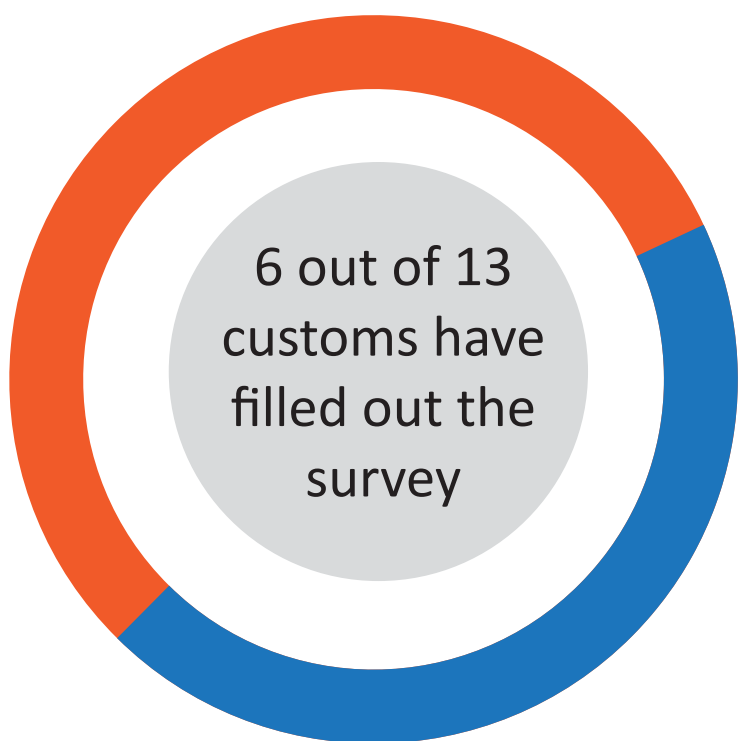
PEN-CP: Do you have a message for the PEN-CP-consortium that you want us to convey?

PP: Law enforcement and customs are doing the same job mostly and I think we need to be open-minded to come up with new solutions, enough of these solutions, and that takes courage. What I mean with that is that all of us are placed in quite hierarchical institutes. Police is hierarchical and also customs is hierarchical and leadership in law enforcement and customs should be open to innovate and to allow their staff to innovate and come up with solutions out in the field. People that are working in the field often know quite well what a better way forward could be for a solution.

PEN-CP Thank you Patrick for the interview and thank you also for agreeing to join the panel on Horizon 2020 practitioners' networks' experiences during the PEN-CP annual event in Budapest 20-22 November this year.

PAN European Network of Law enforcement Agencies for the uptake of security research and innovation

Technology watch

Industry: EOS, EEN, EDA, Academia: EARTO members and Security clusters

LEAs user needs, capabilities and requirements

Standardisation and procurement

ENFSI, ENLETS, EUROPOL, EMPACT, NEN and CEN

Capacity and legacy building

Impact
1. Common understanding of innovation potential, innovation and standardization needs
2. Uptake of innovative solutions
3. Efficient EU-wide use of investments in demonstration, testing, and training facilities
4. Synergies with established European, national and sub-national networks

Practitioner Groups
PG1 Front Line Policing
PG2 Cross Border Crime
PG3 Cybercrime
PG4 Crime
PG5 Forensics

Measuring the Impact of the PEN-CP Innovation Intermediary (Innomediary) Services

6 out of 13 customs have filled out the survey

Attention main PEN-CP contact persons per customs administration: if you didnt yet fill out the survey, please click on this link to do so!

https://www.surveymonkey.com/r/pencp1

What is the PEN-CP Innomediary impact measurement about and why is it of high importance?

The objective of this exercise is to assess how well PEN-CP is able to serve and support the Customs partners in their innovation related plans and efforts. The measurement is done in "before PEN-CP and POP platform is in full use versus after PEN-CP and POP platform have been up-and-running for a period of time" -style. More specifically, this exercise will shed light on following factors:

- The overall usefulness and value of each PEN-CP service for the Customs administrations;
- The improvements in the information exchange and other interaction between solution seekers (= Customs administrations) and solution providers (= the firms, including SMEs, start-ups and scale-ups); and
- The tangible benefits in the context of "better solutions for customs (faster performing, more accurate, cheaper..) developed in shorter R&D-cycles"

How is the impact measurement done?

We will collect information and data – facts, opinions, viewpoints, additional contacts etc. - from each PEN-CP Customs Administrations via interviews (phone or live) and electronic questionnaires. This information will be collected minimum twice during the 5-year project, in order to compare the effects and impacts that the PEN-CP innovation intermediary services have within each organization.

Who are invited to join the assessment?

We plan to start by interviewing each main Custom contact point for PEN-CP. Next to several interview questions (which we share before the interviews with the main contact points), we will be asking the following:
- The person(s) in your administration in charge of dealing with innovation activities, promotion etc. within your organization (for example: the head of the innovation department or the coordinator of an innovation program)
- The person(s) in your administration in charge with the procurement of detection technologies; laboratory equipment; and, big data and risk management tools.

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PEN-CP Interview with Jan Bormans (European Startup Network) and Yannick Van Ranst (Belgian Customs)

PEN-CP Magazine: Good day, Jan and Yannick - and thank you for agreeing to join our PEN-CP Magazine interview on "Expert report: screening of customs related scale-up and start-up companies in Europe." Can you both first tell us a little bit about your backgrounds, and what you do today?

Jan Bormans: I spent the first 15 years of my professional life at the imec nanotechnoloy research centre, first as researcher, then as project leader and subsequently as business developer and strategic advisor. These were exciting times where innovation was heavily linked with technological progress. However, I then strongly felt that even more impact could be achieved by combining technology with business model innovation, entrepreneurship and creativity. As a result, I moved to leading the knowledge centre of Flanders DC in collaboration with Vlerick Business School and the Antwerp Management School that had exactly such a focus for five years. I was fortunate to be at the right place at the right time when the star-tup scene started taking off in Belgium so that I could devote my passion to this new ecosystem. After being COO of startups.be , I became CEO of the European Startup Network (ESN) in 2018. ESN aims to unify national start-up organisations to create a common voice for European start-ups so that more can start, scale and succeed in the EU.

Yannick Van Ranst: I've been working for Belgian customs for 8 years. I started off in the risk management department where I worked as an expert in environmental and financial risks. After a few years I switched to the more strategic work, mainly control and compliance policy. Since the beginning of 2017 I took on a new job in the Policy and International relations department. My day-to-day job currently consists of providing policy advise on strategic topics to our Head of Department and Director-General, preparing high level international policy meetings and writing policy papers. In addition, I'm involved in different Customs 2020 projects such as Customs Union Performance (CUP; Co-ordinator horizontal issues) and Foresight. Since we've organised the 85th Meeting "Club"-meeting in Antwerp last year my work has become more oriented towards innovation and innovation related projects and national and European level. The latter

being the link to PEN-CP.

Magazine: Thanks Jan, and thanks Yannick for sharing this. If we have understood it correctly, PEN-CP and the European Startup Network have just signed a contract, where the latter produces an expert report on mapping the pan-European start-up and scale-up landscape. Yannick, can you please explain about the background for this exercise?

Yannick: As I previously mentioned, last year Belgian Customs had the honour to organize the "85th Meeting of Directors General for Customs in the EU and Turkey" (the "Club"-meeting). This is a yearly, informal event in which the top management of the EU customs administrations and DG TAXUD are brought together to brainstorm on common challenges. The main topic in Antwerp was "Embracing innovative culture and new technologies to future-proof European customs". The outcome was that customs should re-invent itself, collaborate more with its external ecosystem (start-ups, scale-ups, universities) and start making use of open innovation tools such as hackathons and prize competitions to tackle customs business challenges. One of the first things to be done to enable such a collaboration with start-ups and scale-ups would be the mapping of the European landscape of start-ups and scale-ups relevant for customs purposes. For this mapping exercise we would need to team up with an external partner that has the necessary expertise. The initial idea was to conduct these activities within a new Customs 2020 Project Group. However, after careful consideration, we concluded that both because of the clear substantial complementarity and an efficient allocation of our national resources it would be better to deepen our involvement in the H2020 PEN-CP project to realize the outcome of the Antwerp Club meeting. Shortly after an agreement was reached with the PEN-CP management team to proceed in this way.

Magazine: Thanks Yannick - and Jan, how does such a topic fit to what the European Startup Network is doing in its daily business?

Jan: Since its establishment in 2016, European Startup Network, ESN, quickly became a pan-European net-

work, unifying 28 European national start-up associations to create a common voice for European start-ups. Today, ESN houses a joint representation of 25.000+ start-ups and works hard to build a bridge between established corporates, institutions and start-ups, a key to start-up growth. ESN and most of its members have been actively involved in Startup Europe projects - both past and ongoing - and have a deep understanding of the context and opportunities for collaboration. In different EU-wide associations, team members coach 1.000+ start-ups in order to enable collaboration with 100+ corporates. ESN has also extensive experience working on EU-funded projects. We translate innovation challenges into solutions on a daily basis by scouting relevant start-ups for accelerator programs, investors and partnerships as well as prepare the stakeholders to engage into such a relationship and learn how to prepare and nurture the partnership focusing on the long-term goals on both sides.

Magazine: Well, that sounds like a good fit, doesn't it! Jan, what are the first steps that you plan to take with the project with PEN-CP – is anything happening already during the summer?

Jan: Definitely, and we are very excited about the whole project! Following our first productive kick-off meeting, where we have refined among other things PEN-CP's needs and determined the underlying technologies for each of the 6 security themes, we have started to identify European startups and scaleups directly relevant to customs operations and security innovations according to the jointly developed criteria. Our objective is to longlist and map 250 startups and scaleups and present these to the PEN-CP network beginning of August.

Magazine: OK, it sounds like the action has started already! By the way, Yannick, does the "national start-up identification exercise for all PEN-CP Customs partners", as announced in PEN-CP Magazine 3 (p.10), link to this Expert report project?

Yannick: The idea behind the national start-up identification exercise is that every PEN-CP customs partner would look for minimum 3 relevant start-ups for customs in their own country and provide me with the required details on these companies to integrate them on the PEN-CP platform. You could see it as a warm-up for all PEN-CP customs partners for the upcoming expert report by the European Start-up Network.

Magazine: Nice synergies in place, indeed… Jan and Yannick, what do you see as the most challenging parts of this project?

Jan: Scanning and identifying as well as shortlisting start-ups and scaleups in the thematic customs areas requires expertise and significant investment in terms of time. The challenge is that the scanned & identified

start-ups and scaleups must be relevant and deliver value to PEN-CP. This being said, we were enthusiastic about our first joint meeting because it allowed us to further align on needs and criteria for selection. Also, I believe we share a common 'vibe' to make this collaboration successful.

Yannick: I think the most difficult part of this exercise could be to find a common understanding of customs work, the PEN-CP domains and the challenges for which we are looking to find solutions. What seems logical to us as customs experts, could be interpreted differently by an 'outsider'. Different interpretations could then imply that the mapping exercise to find relevant start-ups would be initiated and oriented wrongly and the end result would not live up to the expectations. But after the kick-off meeting with the ESN project team we are confident to have found the right partner as they attended the meeting well prepared with a structured approach and good understanding of our expectations. It quite soon became clear that we were on the same page. We've also agreed to have a systematic virtual follow-up of the mapping activities to ensure things are moving in the right way.

Magazine: Understood - some obstacles may exist, like with any research or development action… Jan, when do you expect that a near-final report will be ready, for all PEN-CP partners to review?

Jan: We expect the final report to be ready for the 2nd of December this year. During the six-month project, ESN will apply its proven methodology based on a strategy consisting of a three-step process: scanning and identifying, shortlisting and engaging selected start-ups and scale-ups to the PEN-CP network. The outputs of each stage will be described in the final report.

Magazine: And finally, Jan, are there already plans in place on how to exploit all the information, during the coming four years? And of course, how should we keep the start-up/ scale-up database up-to-date?

Jan: In the final report, ESN will additionally design a plan for the PEN-CP network on how to keep expanding the pool of start-ups and scale-ups throughout the 5-year PEN-CP project based on our own best practices. Finally, we will present our conclusions during an interactive workshop that will provide insights into the outcomes of the project and developed long-term project strategy in order to ensure effective implementation by the PEN-CP network.

Thank you both for taking part in this interview, and good luck in completing this highly important and relevant start-up/ scale-up mapping project, for the great benefit of the PEN-CP network..!

Venue for the Year 1 Annual Event: Continental Hotel Budapest Superior

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Dohány utca 42-44, H-1074 Budapest, Hungary

Tel / email
+36 1 815 1000
continentalinfo@zeinahotels.com

Website
https://continentalhotelbudapest.com/

The hotel is offering following room options and prices for anyone who wants to stay there:
- Superior double room for single use: EUR 105/room/night
- Superior double room for double use: EUR 120/room/night

The above rates are inclusive of taxes (VAT (18%), city tax (4%) and the breakfast) and free entrance to Wellness and Fitness area on the rooftop.

Please use this link to make your booking: https://continentalhotelbudapest.com/ and use the promotion code: pencp2019

If you have any questions about the venue, rooms etc., please send an email to: pen-cp@cross-border.org

Year 1 Annual Event – Latest agenda

Panel sessions (in plenary: short opening presentations, followed with rich discussions, audience included)
- User experiences - what works so far and what not – with the PEN-CP Online Platform (POP) - focusing particularly on Customs challenges & User needs (PUNIs), and Security innovation monitoring with solutions, projects, patents (PSIMs) (note: there will be also a workshop session on how to use POP)
- Past experiences and future opportunities in country-level open innovation activities (3-4 customs partners in the panel)
- Lessons learned and way forward with other H2020 practitioner networks: Police networks (iLEAD and ILEAnet), and 1-2 others, tbc.
- Eye on productive cooperation with Customs2020 expert groups (we could invite experts from CDTPG, CELBET, CLEN and 1 more to join the panel, tbc – noting that most of these expert groups are already present at the Year 1 Event)

Breakout sessions (where "all partners are asked to work hard on a topic in small groups" – followed by the plenary)
- Brainstorming on topics for PEN-CP Prototype grants, NewView grants, Innovation prizes, Crowdsourcing, Hackathons and more (for project years 2 to 5)
- Identifying user needs and relevant topics for education and training materials.
- User needs and requirements for a future customs operations related communication toolbox – something like "Whatsapp & LinkedIn & Gotomeeting for Customs"
- Final session: How to drive maximum value out of PEN-CP during the coming 12 months?

Workshop sessions (parallel style, where we split to sit in two different rooms)
- PEN-CP Online Platform (POP) tutorial and exercises (great, if many participants have their own laptops with them!) - focusing particularly on Customs challenges & User needs (PUNIs), and Security innovation monitoring with solutions, projects, patents (PSIMs)
- Formal reporting in H2020 projects - tutorial and exercises: timesheets, work package level reporting, calculating working hour costs, filling in Form Cs (for Month 18, 36, 54 and 60), etc.

Presentations, announcements and formalities (in plenary)
- Presentation on the 1st Expert report (intermediate draft version): Mapping start-up and scale-up landscape in Europe – and how to work further with the mapping outcomes.
- Presentations on Annual study chapters (Big data for fraud and crime detection; Value of data analytics in customs processes; Customs societal protection index; and, Good practices in customs & postal targeting and detection)
- PEN-CP General Assembly meeting (details to follow in due time)
- Announcement: Winner of Year 1 Customs Innovation Award (or, this can take place during the main dinner, tbd)

Follow PEN-CP online

Twitter: @PENCP_NET

LinkedIn group: https://www.linkedin.com/groups/8183667/

Researchgate: https://www.researchgate.net/project/PEN-CP-EU-H2020

URL: www.pen-cp.net

PEN-CP videos

Short video: https://youtu.be/OXwQPHHS5Ls

Long animation: https://youtu.be/wq9y36J4ET8

What is PEN-CP?: https://youtu.be/4nLzL3viQ80

PEN-CP Key services: https://youtu.be/dcoI-Gjihqo

PEN-CP Customs Challenges and User Needs: https://youtu.be/QfosnAgae3M

PEN-CP Security Innovation Monitoring: https://youtu.be/ZLnrvOblELc

Read more about PEN-CP

WCO News:
https://mag.wcoomd.org/magazine/wco-news-88/the-pen-cp-project/

WCO RILOs ECE and WE:
https://bit.ly/2Tp905y

EU-C2020-CELBET:
https://bit.ly/2T9cSrX

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