



## MY KEY ACHIEVEMENTS (1)

Since I took the helm of the WCO as the Secretary General, I brought about crucial and positive changes by enacting my vision. Under my leadership, the WCO has continuously improved its performance. The following are highlights of my tenure to date.

### HIGH-LEVEL ADVOCACY

- In 2016/2017, met with **19 Heads and Deputy Heads of States/ Governments, 49 Ministers and Deputy Ministers, 28 Heads of International Organizations**
- Spoke at high-impact events at the UN, the WTO, the G20, the African Union and the World Economic Forum.
- Concluded **30 MOUs** with international organizations and **20 MOUs** with non-governmental organizations.
- Accession to the WCO Revised Kyoto Convention grew from 40 (2009) to **113 Contracting Parties** (2017) thanks to these high-level meetings.

### IMPROVED TRANSPARENCY

- Established the **Management Committee** which prepares and shares its monthly reports with Members.
- Organized the Brussels-based **Customs Attaché Briefing**.
- Held continuous dialogues with Members through the **Vice Chair Network** and by attending all six **Regional Heads' Meetings** every year.
- Implemented the immediate and timely publication of **meeting documents**.

### COMMUNICATION

- Adopted **additional working languages**
- Expanded **publication** and **conference activities** to cover a range of topics including IT, AEO and Origin.
- Upgraded the WCO **website** and **social media**.

### SOUND FINANCE

- Accumulated surplus of **11M euro** in **Reserves** through sound financial management as of June 2017.
- As a result allocated **additional 3M euro** from the Reserve to support further capacity building activities.
- Doubled the **donor contributions** from 6.1M euro (2007) to **13.5M euro** (2017) .

### DIVERSITY

- Attracted a more diverse Secretariat which features **64 nationalities** (2017) compared with 34 (2008).

## MY KEY ACHIEVEMENTS (2)

### DEVELOPMENT OF TOOLS

- Launched the **Four Packages** (Economic Competitiveness, Revenue, Compliance and Enforcement, Organizational Development) under the new **Strategic Plan**.
- Expanded the **SAFE** with the Third Pillar (Cooperation with other government agencies).
- Published **76** Guidelines, including the WTO **Trade Facilitation Agreement (TFA) Implementation Guide**, the **E-Commerce Principles**, and in the areas of IT, post clearance audit, integrity, and cooperation with tax and police authorities.

### CAPACITY BUILDING

- Established the **Capacity Building Committee**.
- Doubled the **Capacity Building** activities to **488** (2016/2017), compared with 200 activities (2010/2011)
- Developed the pool of **403 Accredited Experts**.
- Launched the **Mercator Programme** in support of TFA implementation.
- Expanded and strengthened the **Regional Structure** in capacity building, intelligence sharing and laboratory collaboration.

### HUMAN RESOURCE DEVELOPMENT

- Created the Career Development Programme in which **65 Professional Associates** from **45** Members participated.
- Developed the Scholarship Programmes under which **235 students graduated** from **Master's degree courses**.
- Founded the Fellowship Programme for **Spanish-speaking countries**.
- Set up the E-learning platform "CLiKC!" which currently have **18,000 registered users**.
- Established the **Leadership and Management Development (LMD) Programme**.

### OPERATIONS

- Launched the WCO-coordinated law-enforcement operations to counter risks at borders and led **8 operational projects** in 2016/2017.
- Initiated the involvement of law enforcement and regulatory agencies and business in WCO operations.

### RESEARCH

- Founded the **Research Unit** within the WCO and published **43 Research Papers**.
- Established the WCO recognition of university curricula under which **9 universities** have been recognized.

## MY VISION FOR NEW CHALLENGES

To build on my achievements to date and to tackle new challenges, I intend to implement the following initiatives by using my extensive professional experience as well as my strong networks with political leaders and policy makers in my final term.



### ADVOCACY

- Promote the multi-faceted role of Customs to ensure a well-resourced and functional Customs.

### RESPONSIVENESS

- Transition Customs towards addressing innovations such as E-commerce, Artificial Intelligence, and Big Data.
- Strengthen Customs' response to new security/enforcement threats and financial fraud.

### DELIVERY

- Strategically expand capacity building activities by leveraging my robust network of donors and stakeholders.
- Maintain WCO instruments and keep them up to date.

### PARTNERSHIP

- Further collaborative relationships with other key actors with a particular emphasis on the business stakeholders.
- Continue to strengthen the WCO regional structure.

### GOVERNANCE

- Lead by promoting a culture of transparency, inclusiveness and integrity to encourage active participation of Members.





## MESSAGE FROM PRIME MINISTER

Customs plays a crucial role in managing borders by facilitating legitimate trade, protecting society from security and safety threats and collecting revenue, thereby contributing to the stability and prosperity of the global economy.

Under the leadership of the Secretary General, Dr. Kunio Mikuriya, the WCO has undergone a significant transformation, through a dynamic approach to become an agile and responsive organization.

In an ever-changing environment of uncertainty, having a leader with vision, integrity and a proven track record is more crucial than ever.

Please support Kunio Mikuriya for another five years so that he can continue to deliver for the global Customs community.

安倍晋三

**Prime Minister of Japan**  
**Shinzo Abe**

January 2018



Prime Minister of Japan visits the WCO

## KUNIO MIKURIYA

### PROFESSIONAL CAREER

|           |  |
|-----------|--|
| 2009 -    | Secretary General of the WCO   |
| 2002-2008 | Deputy Secretary General of the WCO  |
| 2001      | Counsellor (Customs), Minister's Cabinet, Ministry of Finance of Japan   |
| 1997-2001 | Director (Enforcement, International Affairs, Customs Policy), Customs and Tariff Bureau, Ministry of Finance,<br>Chairman of the WCO Finance Committee (2000-2001)  |
| 1995-1997 | Director (Aid and Industrial Policy, Remuneration policy), Budget Bureau, Ministry of Finance  |
| 1993-1995 | Director (Trade Negotiations including GATT/ WTO Uruguay Round and Free Trade Agreement), Customs and Tariff Bureau, Ministry of Finance<br>Vice-Chairman of the WCO Technical Committee on Rules of Origin (1995) |
| 1990-1993 | First Secretary/Counsellor at the Japanese Mission to the GATT/WTO in Geneva   |
| 1989-1990 | Deputy Director, Legal Division, Budget Bureau, Ministry of Finance  |
| 1987-1989 | Deputy Director (Justice and Police Policy), Budget Bureau, Ministry of Finance  |
| 1982-1984 | Seconded to Bank of Japan (Central Bank)   |
| 1981-1982 | Director, Okawa Local Tax Office, National Tax Agency  |
| 1976      | Joined Ministry of Finance, Japan  |

### ACADEMIC BACKGROUND

|      |   |
|------|---|
| 2009 | PhD (International relations), University of Kent, United Kingdom   |
| 1979 | Certificat d'étude, L'institut d'Études Politiques de Paris, France |
| 1976 | B.A. (Law), University of Tokyo, Japan                              |



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# KUNIO MIKURIYA

**For Secretary General**  
**World Customs Organization**



**JAPAN**