

Risk-based Procedures Assisting to Determine the Necessary Capabilities and Capacities of the Organisations (Customs Administrations) Responsible to Guarantee the Economic Security

by Zágon Csaba

Author's Review of the Doctoral (PhD) Thesis

Academic Supervisor: László Király CSc.

Academic Co-Supervisor: Attila Horváth CSc., habil.

Doctoral School for Military Sciences

University of Public Service

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ACTUALITIES OF THE TOPIC AND A SHORT DRAFT OF THE ACADEMIC PROBLEM

We have seen fragmentation of states in two key regions related to the security environment of Hungary in the recent two decades: these were the Balkans and the former Soviet Union. Africa and Asia also provided examples of unexpected changes of the security environment. The end of the Cold War caused changes of paradigm in the security character of the “Bipolar World” which also resulted a wave in emerging of new states and de-facto states. This changed the structures of power, the status quo and the security situation that, in the same time, had a strong impact on the capabilities of states to guarantee security. Quite often with external assistance the new entities started to arrange their public administration and finding answers their security challenges.

From the European Union’s (EU) point of view these regions are subjects of the neighbourhood policy or even, in a longer term, these regions are potential areas of further enlargement. The motive of the EU’s attention might also be based on preventing state failures by targetted aid and development programmes there. International actors take efforts alone or in a joint manner with other states or international organisations to develop security in the post crises regions. Member states of the EU, the NATO, involving Hungary, take part in crisis reaction and peace operations as well as in development and capacity building projects. According to the volume of the efforts, diverse size of military and/or law enforcement contingents have been recorded, besides reconstruction teams, observers, advisors, development experts, donor and technical assistance programmes have also taken place. Hungary favours joint programmes with other countries or international organisations because of the synergy effect in the capabilities. Bilateral and multilateral twinning programmes are especially preferred with the aim of exchanging good practices, providing technical assistance, skill transfer in order to assist the beneficiary countries to be qualified for candidate, and in the longer term the member status of the EU.

The main objectives of the assistance programmes are promoting and maintaining regional stability. Additionally, they contribute to the development of cooperation in these respects that supports recipient countries’ efforts in handling and reducing their security risks effectively.

The phenomena of new security challenges, risks and threats specified in the security studies almost always concern the flow of materials such as smuggling of commodities fuelled by the differences between certain countries in costs of production, the tax levels, regulations and prohibitions, etc. Similar statements can be made in relation to the violations of intellectual property rights, illegal trafficking in art treasures, protected species, below-standard food, illicit drugs, weapons, ammunition, explosives, proliferation of weapons of mass destruction, dual use technologies, embargoed and export controlled goods. Smuggling in human beings as well as the trafficking in human beings, where individuals are sold as commodities, may also be interpreted as flow of “materials”. These phenomena have network character and are targeted by the international organised crime.

Most of these risks affect the sphere of the economic security, or have more or less impact on it, however, these programmes directly or indirectly contribute in all security dimensions. Due to the fragmentation of countries, several thousands of new state or customs borders and boundaries emerged that became the spheres of the international trade, the flow of goods and individuals and in the same time, they influence the economy and the incomes of the state budget. The responsibility of the control of cross border trade and traffic as well as maintaining the permeability of the borders belong to border security organisations involving customs administrations. These may be newly established or even formerly existing ones, the organisations usually face the challenges of the new security environment that they cannot cope with alone, or even follow effectively without external assistance. For this reasons the development, capacity building and modernisation of these organisations became a key issue of the security policy.

Participants standing at both sides of the assistance usually have strong anticipations concerning the programme results. Now, it seems to be clear that both participant sides have already understood that economic security is a fundamental condition for the stability of countries, or country-like new entities. Their integration or re-integration to the international trade and economic cooperation is mandatory for achieving this.

The responsible external trade and well functioning internal taxation system are essential conditions to be achieved for the new entities and in general for countries in the post-conflict zones. These objectives would be assisted with the exchange of know-how, transfer of new methods, procedures, and donation of technical equipment as part of the above mentioned programmes.

The risks, threats and challenges influencing the complex security, involving the economic security, are all subjects of changes. Thus, the organisations responsible for guarante-

ing the security have to be able to follow these changes in the security environment and react, or in ideal cases to take measures on a proactive manner.

In these respects, the determination of capabilities of the organisations responsible to guarantee economic security has exceptional relevance in a particular moment or even in longer terms as well as how these capabilities may be achieved.

Factors influencing the economic security have not always been recognised in the changing and globalised world and if recognised, their effects are often under or overestimated by experts, which leads to uncertainty in the defence potential estimates. The capabilities of such organisations may comply with the assumption of flexibility and fault tolerance on the one hand, which allows achieving their roles without significant losses between the time frame of risk recognition and risk management, on the other hand they may restrain from developing and maintaining excessive capabilities that would reduce cost efficiency. Expectedly, the conditions of resource economy and in the same time efficiency may be achieved through the composition of risk based solutions, strategic planning, decision making, and risk management.

The analyses of these items are subjects of the research that aims to prove or refute the hypotheses and to achieve the objectives below:

HYPOTHESES

- H₁ The organisation responsible to guarantee the economic security is a non-military element of the defence system and the defence potential of the country.
- H₂ The relationship between the areas of responsibilities, resources, operational expenditures, and the results of the Hungarian Customs Administration (as an example), can be proven by inquisitions conducted on macroeconomic level.
- H₃ The organisation responsible to guarantee the economic security has to be prepared by adequate capabilities to respond the distinct requirements posed by the reverse logistics.
- H₄ The increasing demand on the uninterrupted circulation of individuals and commodities and in general the need for security, require the awareness of the risks as well as a frequent revision and maintenance of risk maps for the organisation responsible to guarantee the economic security. The operational efficiency is increasing if such risks are considered by the organisation.
- H₅ It is possible to identify the character of the networks based on graph theory that influences the appearances, effects and efficient management of risks. Network analysis is an effective method in the preparation of modern risk-based decision-making.

OBJECTIVES AND LIMITATIONS

The objective of the research was to prove or refute the hypotheses. In this concern, I was looking for answers on several other questions listed below as additional objectives, and also proposed on reduction and management of the risks.

OBJECTIVES

Upon the prooval of hypotheses my additional objectives are to inspect the items as follows:

- O₁ Which most relevant risks have influence on the organisation?
- O₂ Are these permanent or altering risks?
- O₃ Do these risks affect one or more dimensions of security?
- O₄ Can the risks be classified, categorised based on any aspects?
- O₅ What opportunities are available for risk management and what sort of suggestions can be made? Are these organisations capable of managing their risks alone?
- O₆ What kinds of lessons have been learnt from the recent customs assistance and development (capacity building) programmes? What examples may be cited on these?
- O₇ How can risk analysis and management assist in more efficient deployment of the limited resources of the organisation? What measuring methods can be used for an objective performance assessment and for the recognition of the changes in the performance of the organisation?

LIMITATIONS

Due to the diverse topic and the limits of the dissertation I had no opportunity to go into details in each related aspect. I had to make compromises and limitations as follows:

- L₁ I focussed on the practical and expedient use of the methods of risk analysis concerning the above-mentioned organisations. I did not set all risk analysis techniques to be listed as an objective.
- L₂ Where appropriate, I used quality instead of quantity based risk analysis methods. The functions used at the network analyses are titled according to their regular names used in the graph theory both in the Hungarian and in the English languages. I demonstrated the use of the functions on the analysed graphs and their results, but not their mathematical formulas and descriptions.
- L₃ The dissertation has no Hungarian focus. I intended to analyse global phenomena and the concluded results may be applied by any of 179 the members of the World Customs

Organisation (WCO). The referred examples serve for illustration purposes, the understanding certain concepts and for proving hypotheses.

- L₄ I did not intend to describe the complete system of the security challenges, risks and threats entirely, as I believe it would be impossible. I did intend however, to collect, review and systematise the relevant risks as prudentially as possible.
- L₅ In the performance assessment of the customs administrations I dealt with macroeconomic level analyses where I inspected the “black box” including the entire organisation. The results and the conclusions refer to this level solely, although I did not exclude the possibility that the organisation may be analysed in separate and smaller elements. However I did not undertake such analysis.
- L₆ The limited extent and the survey character of the dissertation did not allow me to carry out the evaluation of the specific methods and phases, IT solutions, technical equipment of the criminal intelligence analysis and the risk analysis in very details.
- L₇ I did not evaluate whether the origin of the risks and their impact are related to the intention of any international actor.
- L₈ The network methods demonstrated in the dissertation are to be used either for the purposes of protection, or at the same time, for the destruction of the economic security, the supply chain and the traffic infrastructure. The objective of the use of such methods does not belong to the researcher’s responsibility.

My researches were closed on 25 July 2014.

RESEARCH METHODS

In order to reach the objectives of the research I collected and analysed primary and secondary sources having both domestic and international origins. I cited in the dissertation 241 from these sources elaborated between 1971 and the closing of the research. These sources consist of 28 regulations, 32 monographs 22 book chapters, 7 doctoral dissertations, 23 articles published in academic journals, 59 reports, 30 surveys, 5 unpublished papers and manuscripts, 5 conference presentations, 1 seizure and 3 statistical databases, 5 computer software programs, 6 internet homepages, 15 news agency reports.

I followed analytical thinking during the research that was followed by the synthesis of the relevant fractions and elements. I used the method of analogy to create a new circle of data for further analysis from the semi-results, and repeated the cycle until reaching my findings. With other words, I used the cyclic methods of risk analysis and intelligence analysis supplemented with inductive and deductive approaches as elements of analytical thinging.

During my professional career with the Hungarian Customs Administration I used several IT supported customs and trade registration, automatised, risk management and border alert and tracking solutions; between 2003 and 2004 I managed its central criminal analyst unit. Due to my duties I also used the risk information, alert dissemination, profiling and seizure notification systems of international organisations such as the WCO, the search facilities of the Interpol, the Schengen Information System (alerts on wanted individuals and objects e.g. stolen properties, vehicles, weapons, documents etc.), the strategic and operational threat reporting, risk warning dissemination and criminal intelligence analysis capabilities of the Europol, the Frontex and the South Eastern Law Enforcement Center (SELEC).

I gained experiences about the modular risk analysis and management systems of the German Federal Customs Administration on the spot. I studied risk management, monitoring and data mining solutions of the UK National Criminal Intelligence Service (NCIS). I initiated an early warning system in border security and I participated in its development and introduction in the frames of the customs cooperation of the EU and three Central European Countries.

In order to measure the performance of the customs administrations I reconstructed procedures from primary sources such as yearly assessment reports and laws on the implementation of the state budget, I selected indicators for further assessment of a particular customs administration, the Hungarian Customs and Finance Guard and I analysed these items based on macroeconomic approach. I evaluated through indicators and from several approaches the relations between the areas of responsibilities (assignments), the allocated resources (capacities and capabilities) and the expenses or the results of the organisation. For this, I used thematic assessment reports of the State Audit Office of Hungary as secondary sources as well as their methodology guidelines. I considered several legal sources such as the British, French, German, Hong-Kong, Hungarian and Serbian customs regulations, the Customs Code of the European Union, customs services' publications, Internet pages and certain internal rules of the Hungarian Customs Administration and the National Police.

I studied strategic assessment reports of the Europol, the WCO, the United Nations Office on Drugs and Crime (UNODC), other international organisations, and audit reports of the US Government Accountability Office (GAO). I analysed the Military Expenditure Database of the Stockholm International Peace Research Institute (SIPRI), furthermore, I performed (social) network analysis on mass of data records on the international flow of illegal goods available in the international database of the WCO. Based on these data records I proved the graph theoretic peculiarities of the international illicit supply chain of cigarettes. I worked out a

method to gauge the border security related effectivity of the network nodes, to reduce the amount of cigarettes circulating in the network and at the end, to dismantle the network.

Through case studies, I analysed the practices on risk management and reduction of the organisations responsible to guarantee the economic security concerning several traffic infrastructures, and shipping modes where I used my personal experiences as well as numerous reports from development and assistance programmes as primary sources. I studied among others, the US Container Security Initiative, the US legislation on introducing a 100% scanning requirement for US-bound maritime cargo at export (i.e. “Implementing Recommendations of the 9/11 Commission Act of 2007”) and their impact on the international security of cargo shipping, moreover the effects of foreign trade liberalisation in Hungary after the change of regime and its challenges on the national customs organisation, their risk management methods, the modular risk management system of the German Federal Customs, the transformation process to the red and green clearway system of the Serbian Customs in the control of passengers circulating in the air traffic, the risk reduction results of the use of certain early warning and risk reporting systems involving the Danube River Early Warning System (DREWS), the advances of the use of electronic information systems on cargo transportation such as the introduction of the NCTS in Croatia, the achievements of international customs development programmes involving for instance the World Bank financed Trade and Transport Facilitation in Southeast Europe (TTFSE), and the EU financed Customs and Fiscal Assistance Office (EU CAFAO), in certain CIS countries the EU Border Assistance Mission to Moldova and Ukraine (EUBAM) and the Border Management Programme in Central Asia (BOMCA), and other examples.

I participated in several domestic and international conferences in the Czech Republic, the Federal Republic of Germany, and Romania. These conferences dealt with the topics of the international security, defence economy, defence industry, critical infrastructure protection, the security of cargo shipping, the international organised crime, criminal analysis and cross border cooperation in criminal matters, where I published the semi-results of my research and had discussions with researchers with similar focuses to me.

In the frames of scholarship, research programmes and study visits I collected experiences in several countries. With the support of Pompidou scholarship in 2002, I studied the application of intelligence-led policing and the introduction of the National Intelligence Model (NIM) at the NCIS in London, i.e. the former national criminal analysis and coordinative organisation of the UK. In 2003 I visited the Risk Analysis Centre of the German Federal

Customs Administration (Münster) and I gained experiences on their best practices on risk analysis and management.

As an expert I was invited to the critical traffic infrastructure protection researches at the University of Public Service conducted between 2012 and 2013 by the project manager who was, in the same time, the academic co-supervisor of my doctoral studies. In the frames of the research project I studied port security and procedures concerning container security in the Port of Hamburg in 2012.

More than 21 years of work experiences I collected with the Hungarian Customs Administration supported my research. I gained crosscutting knowledge on their responsibilities, I collected and analysed their yearly assessment reports, followed their newly introduced risk analysis and management procedures, their operational outcomes, and several sources from their macroeconomic results.

Moreover my research was supported very much by risk-based developments of the border security organisations and integrated border management (IBM) I participated in in Serbia and Montenegro, as well as in Croatia (2004-2005), in Moldova and Ukraine (2005-2006), and in Turkey (2011) and my contribution that I provided to a twinning programme application to Kosovo.

I also interviewed experts of the above-mentioned topics if necessary, who were on my assistance in proving the hypotheses and certain aspects of my research. I also analysed many study reports, assessment papers etc. without proper indication of the authors, I followed the relevant media sources released information concerning my research topics, and I got access to unpublished papers and manuscripts that were under the process of publishing. At the end of my dissertation I listed the literature I cited.

THE STRUCTURE OF THE DISSERTATION

In the introduction of the dissertation I explained the actualities of the topic and I drafted the academic problem I set my hypotheses and my objectives and limitations to the research. In this chapter I also listed the sources of core relevance, other researches related to my topic and the research methodology.

The first chapter contains an assessment on the role of organisations responsible to guarantee the economic security (i.e. the customs administrations) in the country's defence capabilities and the defence potential point of view. Besides, I conducted an analysis concerning the area of responsibilities of the Customs administrations, and how they have impact on the various security dimensions.

In the second chapter I drafted the macroeconomic assessment of the selected organisation, the Hungarian Customs and Finance Guard in relation to the area of responsibility, the allocated resources, the expenses and the outcome indicators. I found that the above factors are in risk-based relations. These relations however were not exactly proven on a macroeconomic basis from the necessary capabilities (stipulated in the regulations), the capacities (created from the human resources and technical equipment) specified by the organisational culture, traditions and the budget. Although it was demonstrated that the organisation reacts by structural changes (e.g. the increase of the staff responsible of mobile patrol operations and criminal investigations), and the development of procedures (e.g. the introduction of the influence of risks in customs procedures after the change of regime) on the global challenges and the changes of the risk environment.

I drafted a risk-based assessment of the border control in the third chapter. I used multiple approaches and I suggested creating unified risk profiles from the relevant risks and I proposed their use in border security.

In the fourth chapter I examined the risks of the supply chains and besides the military logistical support for the crisis response operations implemented in distant theatres. I analysed it as an example mostly from the point of view of the customs and I initiated risk reduction measures respectively.

I compiled an assessment on the security of the global containerised trade in the fifth chapter and assessed the vulnerabilities of the infrastructure, the aspects of its continuous operation and the issues of protection.

In the sixth chapter I came across several risk management techniques and best practices in the customs use, and I analysed how the organisations can reduce their operational risks threatening to achieve their objectives.

I analysed the global supply chain of illicit cigarettes in the seventh chapter and produced key findings and areas of exploitation of my research. I reconstructed the flows of illicit cigarettes from the database called Customs Enforcement Network of the WCO. I chose three terms of time frame from the 1 January 2003 to 30 June 2004, because several reasons such as the consolidation of the dynamic database since then and I concluded that I did not need any newer amounts of data for the purposes of my analysis. Additionally, the chosen time frame was proven narrow enough not to change the criminal operational situation. I could take therefore it as a constant that allowed me to achieve the academic results through the recognition of the changes of the graph independently from other influencing circumstances, as well as to determine its further peculiars.

Finally I summed up the achievements of my research in the eighth chapter in relation to the preliminary hypotheses, I listed the ones I proposed to be accepted as scientific findings and I suggested areas for exploitation of the research results and further researches.

CONCLUSIONS: NEW SCIENTIFIC FINDINGS

During the research I proved the hypotheses and I propose to be accepted as scientific findings as follows:

- F₁ Independently from the traditional organisational types fulfilling the duties of the customs authority, I proved that customs administrations supports all dimensions of the security as parts of the defence potential of the country.

The exact relationship between the area of responsibility, resources and operational expenditures, or the results of the Hungarian Customs and Finance Guard in the time frame between 1994 and 2008 could not be proven by inquisitions conducted on macro-economic level.

- F₂ I proved through the analysis of the examples of foreign mission assignments and the tasks of being connected with the operational area as well as the peculiars of the circulation of empty containers that the organisation responsible to guarantee the economic security has to be prepared by adequate capabilities to respond the distinct requirements posed by the reverse logistics.

- F₃ The increasing demand on the uninterrupted circulation of individuals and commodities and in general the needs for security require the use of new risk based solutions, technical equipment and organisational procedures from the authority responsible to guarantee the economic security that's core activity is to monitor the flow of materials (commodities and services) through traffic networks and the economic operators being involved. Performing the organisational duties influenced by changing risks requires knowing the risks as well as a frequent revision and maintenance of risk maps. The operational efficiency is increasing if such risks are considered by the organisation.

- F₄ It is possible to identify the character of the networks based on graph theory that influences the appearances, effects and efficient management of risks. Network analysis is an effective method in preparation of modern risk-based decision-making. It is proven through the inspection of the international network of illicit cigarette flow that the network has a so-called small world character. Based on the graph theory I worked out effective methods to reduce, to limit the network operability, and also a scheme to dismantle it.

F₅ I worked out recommendation for measuring the effectiveness of the nodes (states and their border security agencies) of networks consisting of illicit flow of commodities/individuals objectively that is based on the countable measurement and comparison of the resistance of all intersections that are locating along the path of the flow.

PRAGMATIC USE OF THE FINDINGS OF THE RESEARCH

The outcomes of the research may be made use of in the development of the organisations responsible to guarantee the economic security in Hungary or elsewhere, with the proper adjustments to the local circumstances at most of the 179 member customs administrations of the WCO, and on the other hand in the development and assistance programmes.

The dissertation achieved mostly findings that are suitable to handle global and regional processes. These are to be used on the one hand in the fight against international organised criminal networks and systems concerning flow of materials – focussing not exceptionally on the illicit cigarettes – influenced by them, or contraversary at the protection of legal supply chains. These parts of the outcomes fit in the approach of intelligence-led policing and by the use of them the efforts concerning the international and community cooperation may be supported by the influence of the operational criminal situation ufficiently.

The analysis and assessment of risks as well as the conclusions made from these may be the basis of decision-making that allows the cost efficient deployment of the limited resources through risk reduction.

The analysis of border traffic risk assessment would serve the education sector of the border security organisations and would also support further researches. In these aspects a multiple use of the research outcomes are recommended.

RECOMMENDATIONS

The use and the application of new results of network researches have begun in the analysis of several flows of commodities, shipping and network patterned systems. I cited a few of these, however, I believe that there are much more opportunities to research at these areas. Besides the researches in the flow of cigarettes other similar systems may be analysed through the new methodology described in the dissertation such as the certain types of illicit drugs like the heroin and the cocaine, or even the illegal migration, trafficking in human beings, etc.

Further researches may take place concerning the use of risk analysis in the spheres of customs administration and in wider terms, the border security organisations with their opera-

bility, area of responsibility, and the developments of their procedures. I suppose that the researches of the recent years from the gains of the revolution in the areas of infocommunications and informatics led to computer-aided researches or they pinpoint the use of their outcomes by computers in most of the cases.

Although several and separate telematics systems are already operating worldwide using certain standards, additional researches are needed if the development goes further in line with my proposal. I suggest linking together the various early warning and preliminary risk reporting systems into a unified telematics system that deals with container security globally.

PUBLICATIONS RELATED TO THE RESEARCH

I. Book Chapters

1. Horváth, Attila – Csaba, Zágon: On the vulnerability and reliability of towns and cities. In: Csapó, Tamás and Balogh, András (eds.), Development of the Settlement Network in the Central European Countries, Springer Publishing Berlin Heidelberg 2011. pp.299-312. ISBN: 9783642203138. DOI: 10.1007/978-3-642-20314-5_22
2. Csaba Zágon: A tengeri konténeres szállítás biztonsága In: Horváth Attila (szerk.): Fejezetek a kritikus infrastruktúra védelemből: Kiemelten a közlekedési alrendszer. Magyar Hadtudományi Társaság, Budapest, 2013. pp.138-171. URL address: http://mhtt.eu/hadtudomany/KIV_tanulmanykotet.pdf ISBN: 9789630869263
(An additional book chapter written in English is currently in the press.)

II. Articles and Study Papers

1. Csaba Zágon: Határellenőrzés kockázati értékelése: Határátkelőhelyek kockázati profilja. In. MAGYAR RENDÉSZET 2012:(1) pp. 69-77. (2012) ISSN: 1586-289
2. Csaba Zágon: Border traffic risk assessment. In. ACADEMIC AND APPLIED RESEARCH IN MILITARY SCIENCE 11:(2) pp. 273-285. (2012) ISSN: 1588-8789 URL address: <http://www.zmne.hu/aarms/docs/Volume11/Issue2/pdf/11.pdf>
3. Csaba Zágon: A szállítási lánc biztonságának aktuális kérdései a missziós feladatok kapcsán. In. HADMÉRNÖK 2009:(3) pp. 151-158. (2009) ISSN: 1788-1919 URL address: http://hadmernok.hu/2009_3_csaba.pdf
4. Csaba Zágon: A logisztikai támogatást biztosító eszközök és azok alkalmazása. In. HADTUDOMÁNY XVIII:(3-4) pp. 28-32. (2008) ISSN: 1215-4121 URL address: http://www.mhtt.eu/hadtudomany/2008/3_4/26_30.pdf

III. Publications in Conference Issues

1. Csaba Zágon: 9/11 – ten years after: Security improvements in global container shipping during the recent decade. In: 9/11 – Ten years after, International Conference, Romanian Diplomatic Institute, Bucharest, Romania. 8-10, September 2011. 21 p. ISBN: 9789730114058
2. Csaba Zágon: Border Control Risk Assessment. In: Jakub Picka (ed.) 7th International Ph.D. Conference: New Trends in National Security. Defence University, Brno, Czech Republic, 7 March 2012. pp.248-258. ISBN: 9788072318766. URL address: <http://www.unob.cz/fem/struktura/k102/Documents/SBORNÍK%207.doktorandské%20konference%202012.pdf>
3. Csaba Zágon: Setting Capacities for Customs Administrations. In: Svatopluk Kunc (ed.): Ekonomická racionalita v prostředí armády (elektronický zdroj): Sborník příspěvků. Defence University, Brno, Czech Republic 24-25 November 2010. pp.1-11. ISBN: 9788072317745
4. Csaba Zágon: Review of Certain Operational Risks of Peace Support Missions. In: Marie Sosnová, Luboš Štancl (eds.): Ekonomické aspekty zahraničních misí AČR: sborník ze VII. mezinárodní vědecké konference. Defence University, Brno, Czech Republic, 29-30 September 2009. pp.15-28. ISBN: 9788072316915

IV. Conference Contributions (No Conference Issue Released)

1. Csaba Zágon - Horváth Attila: Az ellátási lánc és a logisztika, mint közlekedési kritikus infrastruktúra - bizonyítás egy esettanulmánnyal” In: Szervezeti, szabályozási és innovatív változások a létfontosságú rendszerek védelmében című tudományos-szakmai konferencia. University of Public Service - Hungarian Association for Military Sciences, NUPS Miklós Zrínyi Campus, Budapest. 14 November 2013.
2. Csaba, Zágon: International Law Enforcement Cooperation Centre (ILECC): Current Situation and Opportunities in Fight Against Cross Border Crime In. “Possibilities for improving international criminal co-operation against crimes threatening economic and financial security of the European Union” OLAF-NTCA international conference held with the assistance of the Hercule II Programme, Hotel Forrás, Budapest, 25-28 March 2013.
3. Csaba Zágon: The Role of Seaports in the Trade Supply Chain. In. Konference Ekonomické řízení v prostředí obrany. Defence University, Brno, Czech Republic, 16 October 2012.

4. Csaba Zágon: A tengeri kikötők és a szállítási lánc, mint a kritikus infrastruktúra védelem fontos eleme. In. „A közlekedési és logisztikai rendszer kritikus infrastruktúrájának védelme” szakmai tudományos konferencia. University of Public Service, Budapest, 13 November 2012.
5. Csaba Zágon: A konténeres szállítás biztonsága. In. A közlekedési és logisztikai rendszer kritikus infrastruktúrájának védelme. University of Public Service, Budapest, 31 May 2011.
6. Csaba Zágon: A szállítási lánc biztonságának aktuális kérdései a missziós feladatok kapcsán. In. A katonai logisztika időszerű kérdései. Miklós Zrínyi National Defence University, Budapest, 11 December 2008.
7. Csaba Zágon: Security means of the supply chain and logistics at the operational area – Security at the checkpoints – contraband detection. In. Foreign Military Missions from Defence Economy’s Point of View (with Afghanistan in Focus). International conference, Miklos Zrínyi National Defence University, Budapest 29-30 May 2008. URL address: <http://zrinyi.zmne.hu/kulso/mhht/sections/vedelemgazdasag/konferencia.html>

V. Informatory Contributions

1. Csaba Zágon: Kritikus infrastruktúra - gazdasági biztonság. In. HADTUDOMÁNY XXII:(3-4) pp. 171-175. (2012) URL address: http://mhht.eu/hadtudomany/2012/3_4/HT_2012_3-4_Csaba_Zagon.pdf
2. Csaba Zágon - Király László: A közlekedési és logisztikai rendszer kritikus infrastruktúrájának védelme. In. HADTUDOMÁNY 2011:(4) pp. 54-58. (2011) ISSN: 1215-4121 URL address: http://www.mhht.eu/hadtudomany/2011/4/HT_2011_4_7.pdf
3. Csaba Zágon: A hazai vállalkozások lehetőségei és korlátai a hon- és rendvédelmi/rendészeti szervek technikai eszközállományának és gazdálkodásának korszerűsítésében. In. HADTUDOMÁNY XXII:(1-2) pp. 130-134. (2011) ISSN: 1215-4121 URL address: http://www.mhht.eu/hadtudomany/2011/1/HT-2011_1-2_15.pdf
4. Csaba Zágon - Jászay Béla: Integritásfejlesztés és korrupciósökkentés a védelmi szektorban – a legjobb gyakorlatok összefoglalója. In. HADTUDOMÁNY 2010:(elektronikus szám) pp. 1-6. (2010) ISSN: 1215-4121 URL address: http://www.mhht.eu/hadtudomany/2010/2010_elektronikus/2010_e_27.pdf
5. Csaba Zágon - Király László: A cseh haderő külföldi misszióinak gazdasági vonatkozásai című nemzetközi konferenciáról. In. HADTUDOMÁNY 2009:(3-4) pp. 165-167. (2009)

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6. Csaba Zágon: Előértécsítési rendszer a kikötőkben. In. PÉNZÜGYŐR 2005:(6) p. 14. 1 p.
(2005) ISSN: 1416-5850

CURRICULUM VITAE

Name: Zágon Csaba

Place and Date of Birth: Pécs, 4/9/1972

E-mail: csabaz (at) dravanet.hu

Studies:

2008-2011. Miklós Zrínyi National Defence University - Doctoral School for Military Sciences – Student in Ph.D. programme

2002-2005. Expert in Security Policy (MSc), Miklós Zrínyi National Defence University, Budapest.

1996-2000. Expert in Customs Administration (BSc), Police College, Budapest.

Language Skills:

- English: NATO STANAG 3-3-3-3 (2004)
- German: Intermediate Origó Exam (1999)

Scholarships, Study Visits and Trainings:

- Port Security with Container Security in the Focus. Water Police, Hamburg, FRG, 2012.
- Best practices in the customs administration's risk analysis, Risk Analysis Centre of the Federal Customs Administration of Germany, Münster, FRG, 2003.
- Pompidou Fellowship in combating drug abuse and illicit drugs trafficking. Pompidou Group, Council of Europe. Essay title: Intelligence-led policing for tackling serious and organised crime. Host: National Criminal Intelligence Service (NCIS), London, UK, 2003.
- Measures for increasing the effectivity of border crossing points – Airports, ports and inland customs houses. Eurocustoms Consortium, Budapest, 2000.
- International Law Enforcement Academy, (ILEA), Budapest, 1999.
- Export control and non-proliferation. Project Amber, USDS, Budapest, 1997.

Professional Career:

2011- Customs Liaison Officer @ Europol National Unit, International Law Enforcement Cooperation Centre, National Police HQ.

2012-2013. Researcher @ University of Public, Critical Transport Infrastructure Protection Priority Research Area, Project #TÁMOP-4.2.b-11/2/KMR-001.

- 2011. Short Term Expert @ Integrated Border Management Twinning Programme TR-07-IB-JH-04, Ankara, Turkey.
- 2007-2011. Customs Liaison Officer @ SIRENE Bureau, International Law Enforcement Cooperation Centre, National Police HQ.
- 2006-2007. Senior Officer @ Criminal Directorate, Hungarian Customs and Finance Guard (HCFG).
- 2005-2006. Senior Risk Analysis Advisor @ EU Border Assistance Mission (EUBAM) for Moldova and Ukraine, National Customs HQ, Chisinau, Republic of Moldova.
- 2004-2005. Senior Risk Analysis Advisor @ Integrated Border Management Team, EU Customs and Fiscal Assistance Office (EU CAFAO), Belgrade, Serbia and Montenegro.
- 2003-2004. Head of Division @ Division for Criminal Intelligence Analysis, Criminal Directorate General, HCFG.
- 2000-2002. Integrity Officer @ Division for Internal Security, Department of Special Affairs, HCFG.
- 1996-2000. Deputy Head of Division @ Division for Supervision of Mobile Control, Central Patrol HQ of HCFG.
- 1995-1996. Senior Officer @ Excise Division, Southern-Plain Regional HQ of HCFG.
- 1993-1995. Customs Officer @ Customs Houses of Pécs and Szeged.

Academic and societal activities:

- 2007- Member (2010-2012 secretary) of the Defence Economy and Logistics Department of the Hungarian Association for Military Sciences.
- 2010. Study Review of Scientific Students' Association, Corvinus University, Budapest.
- 2011- Member of the Border Policing Department of the Hungarian Association of Police Science.
- 2012- Member of the Hungarian Club of the Law Enforcement Doctoral Candidates.