

HMRC-WCO-UNCTAD CAPACITY BUILDING PROGRAMME

A quarterly newsletter brought to you by the World Customs Organization

Top stories in this newsletter

Enhanced leadership
management skills in
Jamaica

PCA diagnostics in
Bangladesh

PCA training in Malawi in-
cluding piloting of a new
training package

Time-Release Study support
to the National Revenue Au-
thority of Sierra Leone

Dynamic Leadership Management Development for the Jamaica Customs Authority

Enhanced leadership and management skills for 19 managers to lead reform and modernization

The WCO delivered a two weeks Leadership Management Development Programme in Kingston, Jamaica on the 11 to 22 of February 2019 for a group of 19 managers. The two weeks programme provided an opportunity for the participants to enhance their self-awareness and develop skills to lead reform and modernization within the administration. This workshop was a follow up to the Top Executive Retreat held three months earlier with the Commissioner of JCA and her executive team, with the overall objective to strengthen the senior management's capacity to lead and drive reforms within the JCA based on a more modern management culture.

A wide range of topics was discussed under the umbrella of personal and organizational development, including leadership, integrity, capacity to influence, ability to trust, negotiation skills, people management, strategic and personal communication and change management. Senior managers from various departments and different border posts of JCA participated in the workshop, which provided an opportunity to deeply reflect on themselves, as well as the JCA as a whole. The dynamic discussions resulted in a firm commitment to fundamentally change the management and communication styles, focusing more on people and involving staff, with the long term objective to improve performance and efficiency.



"Towards a leading customs administration", is the renewed vision that has driven the JCA to achieve its many accomplishments on the road to excellence and efficiency. The WCO's LMD Programme was indeed timely in its execution, augmenting the efficiencies already achieved by building the leadership capacity, quotient and acumen within the Agency. The riveting sessions engendered greater self awareness and better strategic leadership. Simplified and harmonized procedures and process, modern legislation, ongoing automation, increased compliance levels, greater facilitation of legitimate trade and effective leadership at all levels of management equals 'customs in the 21st century'. Heartfelt thanks to the WCO and LMD team." - Velma Ricketts Walker, Commissioner of Customs — Jamaica Customs Authority

Post Clearance Audit diagnostic for the National Board of Revenue in Bangladesh



Improved Post Clearance Audit capacities to support trade facilitation

The WCO delivered a Post Clearance Audit (PCA) diagnostic for the National Board of Revenue (NBR) in Dhaka on the 4 to 7 of February 2019. Through extensive consultations with different departments and sections within the NBR, including the PCA, Central Risk Management department, IT, ASYCUDA, Customs Valuation and Audit among others, the mission team could identify current gaps. The mission also included a one day, onsite visit to the Customs House in Chittagong on the 11 of February, to directly observe Customs pre - and post clearance processes and their impact on trade facilitation in that country. A meeting was also held with external stakeholders, to discuss the role of PCA in trade facilitation and how compliance levels can be improved by increasing the understanding of PCA among traders and Customs brokers. The discussions also covered traders' responsibilities to keep records to enable effective post clearance control. The exchange was fruitful and the stakeholders were pleased to learn about the WCO concept of PCA and NBR's commitments to implement the PCA function in accordance with WCO guidelines and international best practices. The NBR also expressed its satisfaction with the support of the WCO under the framework of the Mercator Programme.

WCO, together with the World Bank move ahead to prepare a TRS at the Queen Elizabeth II Quay in Freetown, Sierra Leone

Improved skills in Time Release Study to measure release times to improve performance

Following the Mercator Plan for Sierra Leone the WCO delivered jointly with the World Bank under the Trade Facilitation Support Programme (TFSP), a mission to assist the National Revenue Authority (NRA) of Sierra Leone to plan the implementation of a Time Release Study (TRS) line with Article 7.8 of the TFA and enhance their border agency cooperation in line with Article 8 of the TFA. The workshop provided an opportunity for 15 participants to enhance their skills on the concept of TRS and its importance as a tool to measure performance in trade facilitation. Discussions were also held on the importance to involve other stakeholders including other government agencies and the private sector in the whole process. During the workshop, a business process mapping exercise was completed, together with the involvement of other key stakeholders (Brokers association, Bank Freight forwarder association, Sierra Leone Terminal and Shipping lines), which also included a field visit to operational areas. The mission resulted in the development of a preliminary draft TRS work programme with proposed deadlines and responsible persons, which will be presented for the Commissioner General. The WCO team also developed a questionnaire to prepare the actual data collection which will be undertaken by the TRS working Group of the NRA in the forthcoming months.

"The NRA in Sierra Leone has become a great example of what dedicated top leadership, a focused in-country coordination point, and indeed supportive middle to senior management can achieve in building a capable and solid Customs administration. The journey is still long in some areas, but the attendant challenges are not insurmountable, especially with the dedicated support under the Mercator Programme."

- Matome Mathole, lead Mercator Programme Advisor for Sierra Leone from the South African Revenue Authority (SARS)



Advanced Post Clearance Audit training for the Malawi Revenue Authority

Enhanced skills in Post Clearance Audit (PCA) and launch of a new advanced PCA training package

Following an initial pilot conducted in November 2018, in collaboration with the South African Revenue Service (SARS), a second advanced PCA training pilot was conducted at the Malawi Revenue Authority (MRA) in Blantyre, from 21 to 25 January 2019. This second training allowed 17 Customs officers, mainly from the PCA unit of the MRA, to increase their PCA capacities by benefitting from a newly developed

advanced training package on PCA. This advanced PCA training package, which builds on the WCO PCA guidelines, has been developed under the framework of the Mercator Programme and responds to specific needs raised by Mercator Programme beneficiaries.

The objective of this advanced PCA training package is to improve professional and operational competencies among Customs by providing a set of practical tools and techniques related to the effective implementation of systems-based audits. The hands-on training package focuses on a system based audit of traders within the context of a facilitative Customs-to-business partnership. It is adapted to Customs administrations in developing countries that tend to use manual audit tools, and seeks to address the gaps in using PCA as a facilitative measure, allowing Customs controls to move away from the border in line with Article 7.5 of the WTO TFA.

The training package was well received by the MRA, participants provided honest feedback to further enhance the material and also commended the WCO for developing this training package which effectively allows auditors to enhance their skills and confidence to conduct onsite systems based audits. The WCO looks forward to continuing the pilot programme and enhancing this PCA training package for the benefit of future Mercator Programme beneficiaries.

For more information about the **HMRC-WCO-UNCTAD programme**: <http://www.wcoomd.org/en/topics/capacity-building/activities-and-programmes/cooperation-programmes/hmrc-wco-unctad-programme.aspx>

For more information about the work of the **WCO Mercator Programme**: <http://www.wcoomd.org/en/topics/wco-implementing-the-wto-atf/mercator-programme.aspx>

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