Fellowship Programme
Objectives and Work

General comments

The Fellowship Programme is an integral part of the WCO's **Leadership and Management Development Programme**. The aim of this Programme is to assist Customs administrations with their **organizational development,** by endowing certain managers, selected on the basis of their potential for development within their administrative structure, with the technical knowledge and capacities relating to their administration's reform and modernization activities.

The selection of participants for this Programme is consequently based on candidates' skills, analytical abilities, work and development capacities.

During his/her time at the WCO Secretariat, each participant undertakes to make the most of the overlapping benefits of:
- his/her discussions with Secretariat staff and the other Fellows;
- his/her multifaceted Customs and management training;
- his/her thorough understanding of international Customs standards promoted by the WCO and issues relating to their national implementation;
- his/her direct experience of management tools for these standards (attendance at sessions of the WCO technical Committees, work of the Secretariat and the regions, etc.).

The objective is clear: provide the necessary information to enable each participant to give further thought as to how to effectively incorporate WCO standards (conventions, declarations, standards, tools, etc.) within his/her administration in support of **change** at middle management level.

Part 1 A): preparation and research paper

Preparations

The Fellows are invited **(1)** to give thought to a **study topic** which will further enhance their knowledge of the general strategic themes of Customs in the 21st Century promoted by the WCO and which will guide the drafting of their research paper. In this way, their administration will be able to benefit from their deliberations and practical expertise in the actual implementation of international Customs standards on a specific technical aspect.

The areas that the candidates will be able to choose are the following:
- Development of **Integrity** programmes within a national/local environment
- Planning and management of **organizational development**
- Implementation challenges and Management of **the Harmonized system**
- Development, establishment and management of an AEO programme, related policies and procedures
- Implementation Challenges of the WCO **Trade Facilitation Instruments** and of the **SAFE** Framework of Standards.
- Establishment and management of **Enforcement** policies and procedures

- Organizational Infrastructure Set up and Management of the Customs **Valuation**
- Organizational Infrastructure Set up and Implementation of the **Rules of Origin**

This study topic will be analysed and honed with the tutors, thanks to more accurate information collected during discussions and to the work within the Secretariat.

Programme participants are also invited **(2)** to compile the requisite **national documentation** regarding the situation within their administration in terms of the study area defined (based on the theme chosen).

The programme of work is also based on **(3) specific knowledge of the WCO and its programmes**. It is vital to ensure that participants have made the best use of the Programme preparation time to gain or build on their knowledge. The WCO Web sites also provide all the information required to familiarize oneself with the Organization's standards and tools. They are consequently heavily promoted prior to the Programme.

Research Paper

The structure of the research paper should adopt the practical approach favoured by the Programme, and focus on the implementation of WCO standards within the participant's administration.

The research paper should not exceed 25 pages in total. The detailed outline must be presented at the end of the second week of the Programme. As for the final research paper, it must be presented to the tutor, and then to the Capacity Building Directorate, by the Thursday preceding the Programme closure.

The research paper should consequently be structured as follows:

1. Introduction :
   - Defining the precise technical issue selected by the Fellow in relation to his/her experience in the field and in the chosen study area.
   - The analysis of the situation within the Fellow's national administration, and the challenges and problems noted in the study area, and more specifically in connection with the issues defined.

2. A more detailed examination focusing on :
   - A presentation of the WCO's tools and standards linked to the study area and issues;
   - Implementation stages and avenues for resolving operational problems.

When drafting the research paper, the Fellow will endeavour to include the management concepts presented during the Leadership and Management Development Workshop.

3. Conclusion

4. Annexes (maximum of four Annexes) :
   - Other additional information.

Study trip to the host administration: report on the practical training

The Fellow must present a report describing the activities carried out and the knowledge gleaned during his/her study trip. This report, which should not exceed 5 pages and ought to focus on the tangible aspects, procedures and practices of the chosen study topic, must be sent to the WCO Secretariat at the end of the study trip to the host administration.