

Workshop for Senior Managers on Leadership and Management Development

Ethiopia, 27 April-7 May 2010

Report

The merger of the Ministry of Revenue, the Ethiopian Customs Authority and the Federal Inland Revenue Authority into one new organisation called the Ethiopian Revenue and Customs Authority (ERCA) and the significant reform programme set in place by ERCA required senior management and staff to have a fuller understanding of modern Customs management and techniques.

This workshop was the second one held in Ethiopia funded by SIDA (Swedish International Development Cooperation Agency). Twenty-three senior managers (including future managers) participated, 13 of which were women. Significantly Mr. Girma Gebretsadik, ERCA's Deputy Director General of Corporate Functions, commented that the decision to increase the involvement of women at the event had been taken directly as a result of his experience at the WCO Management Development Workshop held in Mombasa (Kenya) in March.

The interactive workshop's sessions took a variety of forms from presentations to case studies and the programme covered leadership and management, managing and communicating change, solving problems, and communication. In addition, at the request of participants, presentations on trade facilitation and coordinated border management were also given. Professor Fonseca (an observer from the University of Costa Rica) commented on the academic significance of the workshop as it covered an intense version of the core subjects of many management related Masters programmes.

The workshop resulted in the production of four action plans in key management areas within ERCA: the development of a project which can be effectively implemented within ERCA to ensure that equality of opportunity is visibly practised in all areas of activity; the development of a project which can be effectively implemented within ERCA to ensure that integrity is visibly practised in all areas of activity; the development of a project for the coordination of border management to ensure the effective integrated use of risk management between agencies in order to facilitate trade in keeping with WCO policies and recommendations; and the development of a project which can be effectively implemented within Customs and/or the domestic tax division which aims to improve compliance rates and reduce compliance costs for both ERCA and taxpayers.

At the end of the workshop, implementation plans for four key areas of management development were presented to the top Management of ERCA.

Peter Diston (twinning programme manager between ERCA and HMRC) and Jim Williams (University of Canberra) were the workshop facilitators. They were supported by Riitta Passi from the WCO Secretariat.