

Workshop for Senior Managers on Leadership and Management Development

The Former Yugoslav Republic of Macedonia, 6-16 April 2010

Report

The first regional workshop took place from 1-12 March 2010 in Kenya which was attended by 21 senior or middle managers from the East and Southern Africa region (Angola, Burundi, Malawi, Uganda, Ethiopia, Madagascar, Lesotho, Kenya, Comoros, Mozambique) and two observers (South Africa and Cameroon).

This second regional workshop, which was funded by CCF Japan, included managers from Albania, Armenia, Azerbaijan, The Former Yugoslav Republic of Macedonia, Serbia, Turkey, and the Ukraine. 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.

The workshop participants were encouraged to consider the viability of using the WCO Management Development Programme in a cross-cultural and multi-agency environment, especially where there were issues related to regional cooperation or integration, to enhance its development potential. It was apparent that there was support for the trialling of a multi-agency workshop especially in view of the increase in coordinating the activities of border agencies in the region.

Participants worked in two teams during the project development phase of the workshop to produce presentations and action plans related to the further enhancement of integrity and equality of opportunity within their administrations. Each participant also made a short presentation on what action they intended to do within their work area to demonstrate their commitment to proactively manage both issues.

In addition, visits to the headquarters of the Revenue Authority were undertaken. The first visit was an opportunity to develop participants' understanding of the use of technology, particularly as a management tool. During the visit they were treated to a presentation on the development and use of both electronic and scanned documentation within the system and the creation of a paperless environment for all operational and administrative processes, and also visited the Operations Room to discuss the use of live closed circuit TV monitoring of border point activities for anti-smuggling and integrity management issues. The second visit included a presentation on the work and development of the Revenue Authority. Both visits provided additional insight into the operation, development and management of a Customs service in a challenging transitional economy and demonstrated the benefits that could be accrued from the active exchange of experience in a regional context.

Rob Jansen (Dutch Customs) and Jim Williams (University of Canberra) were the workshop facilitators. They were supported by Riitta Passi and Takashi Nakao from the WCO Secretariat. Rainer Ehmcke (University of Muenster) observed the training event.