



**Workshop in conjunction with the Enhanced Global Dialogue
Conference
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Topic:
Customs reform strategies - the role of Customs management skills**

Summary of the Donor perspective presented by:

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1. **Objective: To identify the views of key stakeholders on Management Development as a key issue in Customs Capacity Building**

➤ **Question:** Do you share the vision of Customs Management Development as a key issue in Capacity Building and Customs reform?

- Donor perspective
- A general perspective

- Management development is a very important issue, without leadership skills improvements are wasted.
This should be incorporated in every programme.
In project assessment The World Bank always checks 2 things first:
 1. Political backing
 2. Human resourcesLack of political will and of managerial competence are barriers for reform and reason for up to 90 % of the cases that failed along the WB surveys.
- Leadership has to be developed in a group and at the top to guarantee sustainability
- A clear project vision is essential for success (time management, team work, performance measurement)
- There exists no “book” on customs management, but there is a big need!!
- Question: How to develop own staff within the Customs services?
How to draw skills from outside?
- Combination of education and training
- Enhanced co-operation with private sector
- Co-education with universities: model of RIGA University could be best practise example: so far 4000 bachelors and masters, 50 % work in customs service, 50% business.
Teaching the same ideology to all stakeholders decreases misunderstanding

2. **Objective: To identify existing Management Development tools and standards in use by different stakeholders in Customs reform**

- Question: How do key stakeholders approach Management Development /what has been their experience and do they have standards and models?
 - Donor perspective
 - A general perspective

- Change management is important – if a service is not able to adapt to change, this is a risk to economy
- Leadership quality has to be developed in a team environment and not only to one key person
- Managers need understanding of ICT tools and international agreements about trade policy
- Managers must be able to manage projects
- Integrity is a key requirement
- Challenge: how to keep and sustain a high level of management standards?

This requires well developed management teams also in middle and low management level
- Importance of result based management
- Can private sector models be applied in public sector?

=> consideration of environment is important, public sector models are less flexible, remuneration systems differ
- How to evaluate management development?

Overall it is difficult to assess the success of management training. It is insufficient just to count the number of trained managers. Evaluation has to be seen over a longer term (see how managers are deployed and how they act, but: Objective of customs managers is often to meet revenue targets! If they fail to do so, they will be faced with difficulties.
- The Fellowship programme is a good practise, WCO could stimulate this.

3. Objective: Identify opportunities to co-operate achieve synergies to better equip Customs managers to fulfil the management and development roles.

➤ Question: What can the stakeholders contribute to development/enhancement of Management Development tools and standards?

- Donor perspective
- A general perspective

- Development of a database on existing management development programmes (US, Australia, Latvia are examples)
- Guidance along the Customs in the 21st century document
- WCO could assist in information sharing
- The WB can finance
 - I. programmes enabling countries to participate in WCO work
 - II. Monitoring
 - III. Information sharingThe WCO wants to take up this approach
- WCO could offer a forum and develop guidelines for result based management

CONCLUSION

- Management development is important
- There is a need of professional approach with academic support
- Customs management is a broaden task with many requirements since a holistic approach is required
- WCO is asked to take up in information sharing, offer a forum and develop guidelines also for results based management
- Political environment is essential
- Integrity: WCO integrity action plan can be taken as tool for implementation