

Fellowship Programme Objectives and Work

General comments

The Fellowship Programme forms part of the **Leadership and Management Development Programme** and its initiatives to develop Member administrations' management capacities. 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 was consequently based on candidates' skills, analytical abilities, work and development capacities.

During his/her participation to the Fellowship programme, 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.

New delivery format of the programme (implemented from September 2023)

Component	Delivery mode	Content	Duration
1	<i>Virtual activity, full-time</i> , through online meetings, self-learning on CLiKC! and remote tutorship sessions	<p>Introduction to the Programme Modernization project Specialization in one technical area, self-learning through the CLiKC! e-learning modules. Research work, analysis, drafting, realization of a modernization project, supervised by a WCO tutor. Provide each beneficiary administration with practical and technical recommendations, based on the application or implementation of a WCO tool, instrument or standard, aiming at responding to the organizational or operational issue that has been identified.</p> <p>Presentations of WCO Directorates' and units' activities and latest updates.</p>	3 weeks
2	<i>In-person workshop, full-time</i> , at the WCO headquarters	<p>Roundtable with the Secretary General.</p> <p>Experience-sharing sessions National presentations and introduction of the fellows' respective research projects.</p> <p>Leadership & Management Development workshop Participation to the LMD workshop enables to enhance and complement fellows' capacities to contribute to their administrations' development and modernization.</p>	2 weeks
3	<i>In-person study visit, full-time</i> , within a partner organization	<p>Field study trip Observation of operational practices within the hosting administration.</p>	2 weeks
Total: 7 weeks			

Component 1: Preparation and draft of the research paper (virtual component)

Preparations

Prior to their arrival in Brussels, 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:

- Planning and management of **organizational development**
- Development of **Integrity** programmes within a national/local environment
- Implementation challenges and Management of **the Harmonized system**
- Organizational Infrastructure Set up and Management of the Customs **Valuation**
- Organizational Infrastructure Set up and Implementation of the **Rules of Origin**
- Establishment and management of **Enforcement** policies, operations and procedures
- **Disruptive Technologies** in the Modernisation of Customs Operations

This study topic will be analysed and honed with the tutors, thanks to more accurate information collected during online 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 first component which is delivered remotely during 3 weeks is dedicated to the development of the research paper. It should adopt the practical approach favoured by the Programme and focus on the implementation of WCO standards within the participant's administration. It should not exceed 25 pages in total. The detailed outline must be presented at the end of the first 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 last day of the Programme component 1.

The research paper might consequently be structured as follows (to be approved or advised by the tutor):

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

Component 2: In-person workshop at the WCO Secretariat

The work schedule of the workshop in Brussels revolves mainly around the leadership and management development workshop. The objective is clear: to provide the necessary elements for an in-depth individual reflection on the support for **change management** of beneficiary administrations.

During the two weeks, participants will also have the opportunity to interact with the Secretary-General and share their experiences with other fellows.

Component 3: Study trip to a partner administration

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 observed during the field trip, must be sent to the WCO Secretariat at the end of the study trip to the host administration.