



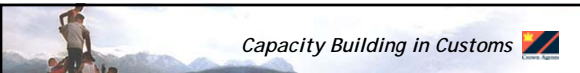
Strategic Management in Customs and Revenue Administrations

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Crown Agents:

- Established more than 100 years ago
- An International Development company providing direct assistance, consultancy and training in Public Sector modernisation, including Customs and tax
- Over 700 staff in more than 40 countries
- Projects often in joint ventures or partnerships with local organisations
- Work for more than 110 countries and for international development agencies and institutions



Capacity Building in Customs



World Customs Organization:

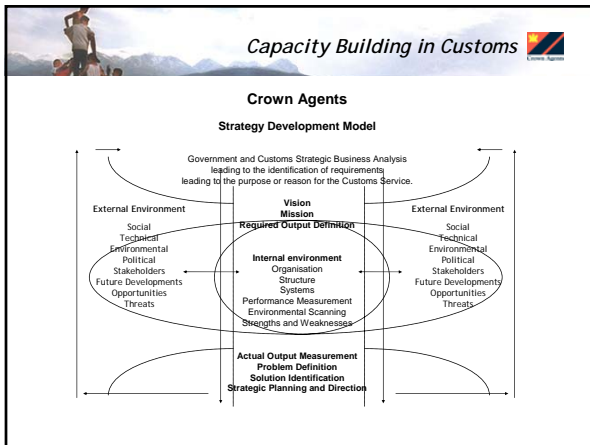
- *The vast majority of capacity building activities undertaken around the world have concentrated only on the provision of training and/or technical assistance.*
- *While such inputs can play a valuable role, capacity building should be directed at a range of more broadly focussed management, administrative, procedural and infrastructure related issues in order to produce the desired results.*

Capacity Building in Customs 



World Customs Organization:

- *Undertaking comprehensive reform and modernisation programmes in Customs is a difficult and challenging task.*
- *Problems need to be diagnosed and capacity building inputs need to be accurately targeted to the problems they are expected to overcome.*



Capacity Building in Customs 

Overall Operational Strategy:

Customs will contribute to macro-economic growth and stability through:

- facilitating compliant trade,
- collecting optimum revenue,
- tackling non-compliant trade
- assisting with national and international trade security,
- providing timely and accurate management information such as trade statistics, cargo flow data and internal resource and performance data and
- enforcing the law by combating smuggling, fraud and other organised crime.

Suggested Indicators:

- Organisational efficiency indicators such as cost to revenue, performance measurement systems, stakeholder feedback, compliance and non-compliance indicators.
- Revenue contribution to the economy at a level commensurate with the anticipated revenue due from accurate international and domestic trade statistics and workforce demography
- Freight Intelligence, level of non-compliance, trade flow data
- Prohibition and restriction seizures Vs cost



Capacity Building in Customs


Overall Developmental Strategy:

To develop the organisation, structure, systems, procedures, culture and people through:

- Institutional Development
- Capacity Building
- Building and sustaining drivers for continuous change and efficiency
- Managing the change process and measuring performance

Suggested Indicators:


- Business strategy linked to Government policies
- Structure designed to deliver outputs with optimum resources
- Planning and performance measurement system monitoring business performance
- People are able to manage at all levels and produce the outputs to the required standard
- A culture of service orientation, team work, innovation, speed of delivery and integrity
- Stakeholders working in partnership
- Requirements from all parties considered/acted on
- Continuous, transparent updating to procedures meeting customer satisfaction.
- Leadership, communication, participation, ownership.



Capacity Building in Customs

Lessons learned from previous capacity building and reform and modernisation work in Customs.


- No reform and modernisation project, no change initiative and no capacity building programme will succeed without effective, energetic and dynamic leadership and management.
- The need for change must be clearly analysed with problems identified and solutions clearly articulated. Solutions become objectives.
- Without understanding and addressing the institutional social behaviour and building commitment from people within the organisation then things won't change.
- Key stakeholders must be identified and motivated by the benefits to them of the change process.




Capacity Building in Customs

Lessons learned from previous capacity building and reform and modernisation work in Customs.

- Capacity building is a broad and comprehensive process involving all aspects of Customs administration and cannot be tackled successfully on a narrow technical or single-issue basis.
- Internal and external "drivers" are essential to start the reform and modernisation off and to keep it going.
- High-level political commitment should be regarded as an essential external "driver" for any reform and modernisation programme in any Customs administration.
- Essential internal "drivers" are the motivation and commitment from managers and staff within the Customs administration. This involvement, listening, participation, consultation and communication can not start too early.



Capacity Building in Customs 

Lessons learned from previous capacity building and reform and modernisation work in Customs.

- Managers and staff alike must be prepared to make and maintain their investment, confident that there will be a return in line with the business case made during the diagnostic phase.
- No reform and modernisation programme will succeed, no matter how well analysed or driven, without sufficient human and financial resources.
- The benefits of reform and modernisation drive essential (project) management tools such as plans, reports, budgets, staff meetings, milestone targets, risk management and, of course, continuous communications about direction progress and change
