

14 ■ Further Support

14.1 Available standardized support

WCO Columbus Programme Action Planning Workshop

WCO specific seminars/workshops such as

- Integrity
- SAFE
- Strategic Management
- Diagnostic Workshop

Technical assistance provided by the WCO or other parties such as

- Risk Management
- IPR
- Time Release
- Management Development

WCO e-learning modules such as

- Integrity
- Customs valuation
- HS with the 2007 amendments
- Customs Controls
- Istanbul Convention
- IPR
- Cites

14.2 Tailor-made support

The compendium is laid out chronologically so that it can be used by Customs administrations to build their own modernization process towards the WCO Framework Of Standards. However, Customs administrations could also include an additional workshop as a useful next step in their organizational development process.

Equipped with the WCO diagnostic report on the current situation, the gap analysis and recommendations, and this Compendium, countries will have to make choices about their own organizational development action plans. They can consult change experts for guidance.

The aims of the workshop will be :

- To go into greater depth with particular topics from the Compendium;
- To reinterpret the content in terms of their own specific home-situation;
- To engage in capacity (skills & knowledge) building with the participants;
- To guide the country through various steps, resulting in the selection of action plans;
- To create ownership within the Customs administration for its own development process and to make a concerted effort to start this process.

To enhance the chances that the above-mentioned goals are met, the workshop should preferably be attended by (members of) the strategic management, but also by a variety of members of lower levels who carry out a diverse range of tasks. These other members should be selected with the criteria in mind that they have both the will and the competencies to play an active role in the imminent modernization process. Working with such a mixed group of participants provides the organization with a multi-disciplinary task-force for organizational development. After the workshop, this group of people can meet regularly to monitor progress and to plan new steps, according to the working method presented in the section on Organic Change Management. They will also be able to involve other employees within the organization if required.

Another possible further action is the use of a benchmark. As explained in the section on Benchmarking, this can be a very powerful method to spur the development process. Benchmarking may well be conducted after a workshop has taken place. Preparation of the benchmark would then become one of the goals of the workshop. Of course, benchmarks can be prepared and performed without a workshop.

Furthermore, it can be very useful for Customs administrations to be guided by a change consultant. This consultant can be someone from the same country, but also from another (donor) country. The most important factor is that consultants have the necessary skills and know-how, and that they 'click' with (have a good, professional mutual understanding) the top management of the Customs administration. Most of all, however, it is important that Customs administrations become and remain the owners of their own modernization process.