



## **SHORT BUSINESS CASE FOR THE LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAMME**

### **1. Introduction**

In late 2008, on the advice of the World Customs Organization (WCO) and its Members, the international donor community recognized the need to support capacity building in the area of leadership and management development. The WCO membership then formally endorsed Leadership and Management as a capacity building priority and from this point on the WCO began to build the various elements of a programme.

After almost three years of development and piloting the first definite 10-day Leadership and Management Development (LMD) workshop was delivered in South Africa (SARS) in November 2011. Since then a total number of 44 national LMD workshops have been delivered. Another 18 LMD workshops have been conducted as part of other WCO programmes. The WCO is grateful to the Finnish Ministry for Foreign Affairs for their support in delivering LMD workshops in the ESA-region in the period 2012-2015. The WCO is equally grateful to the World Bank for supporting the delivery of LMD workshops in Sub-Saharan Africa from 1 March 2013 until 31 October 2014.

To be able to continue delivery of the LMD workshop as well as the Top Executive Retreat additional funding is required. This short business case presents the Leadership and Management Development Programme to offer an opportunity to Donors to consider funding of the LMD Programme.

### **2. Why investing in Leadership and Management Development Programme**

Customs administrations around the world play a vital role in the implementation of a range of critically important government policies. They contribute to the achievement of a number of national development objectives in respect to trade facilitation, trade statistics, revenue collection, market access and the protection of society from a range of threats to national security. Moreover the implementation of the WTO Trade Facilitation Agreement (TFA) demands high reform and modernization efforts on Customs administration side.

WCO, Members and the Donor community focus strongly on the implementation of the WTO Trade Facilitation Agreement (TFA). As stated during the WCO council sessions in 2008, investment in leadership and management development is indispensable to support the increasing demands customs administrations are facing in their reform and modernization efforts.

### **3. Why partnering with WCO in the delivery of Leadership and Management Development**

The WCO has designed a Leadership and Management Development programme, based on the latest academic insights and theories in leadership and management development. All elements of the programme are strongly related and intertwined with customs practices and reality.

The WCO has recognized leadership and management development as a key priority for customs administrations to cope with the development agenda. WCO Members endorsed the content and material of a two week LMD workshop in 2012, followed by the endorsement of the format and content of a 3,5 day Top Executive Retreat in 2015.

Since the start of the delivery of the 10-day LMD workshop overall satisfaction on how much the different modules of the LMD workshop have developed participants' management skills and leadership capacity, have been measured. For all LMD workshops delivered in the period 2012-2015, the overall satisfaction percentage for all modules is 96%. Compared to what generally is regarded as a good result for a workshop (80-85%), this figure shows that participants feel inspired very positively directly after the LMD.

Since 2015 WCO also conducts an impact analysis of the LMD workshop 4-6 months after the workshop. WCO measures to what extent participants have really integrated new and better leadership and management attitude, skills and behaviour. To obtain reliable results an in-depth questionnaire (62 questions) is used, that is filled out by the participant, his/her superior, a colleague and at least two of his/her staff. The results of 10 LMD workshops held in 2015 show that on a scale from 1-10; the overall impact of the LMD workshop over all the different areas of leadership and management, as covered in the LMD workshop, is 8.1. In other words the tangible improvement as perceived by colleagues of the participants is 8.1 on a scale from "no improvement at all" (1) to "improvement beyond expectations" (10).

### **4. The Leadership and Management Development Programme**

#### **Leadership and Management Development Programme in general**

The WCO Leadership and Management Development Programme aims to achieve the following objectives :

- Contribute to creating organizations that can be more self-sufficient in their development, that can better anticipate and respond effectively to changes in the environment, and that can better meet the organizational objectives set by their respective governments;
- Contribute to organizations that have integrity issues high on their agenda and want to take responsibility for further development of integrity on organizational level as well as personal level;
- Develop leaders who can set a vision and strategy for the future and guide organizations through its implementation;
- Develop senior managers who understand the Customs environment, its challenges and emerging trends, and who can lead the development of solutions and their implementation;
- Develop the skills and behaviours of senior managers alongside modern leadership and management practices;

- Develop senior managers to take responsibility for their area, who are accountable for the results, who understand how they contribute to the organizational mission and vision, and who are proactive in achieving their assigned objectives;
- Develop senior managers to take responsibility for the people under their supervision and who are able to coach and develop them to increase their performance, satisfaction, and professionalism; and
- Provide opportunities for senior managers to build networks and relationships internally, and acquire the skills to establish other partnerships with stakeholders.

## Leadership and Management Development Workshop

The LMD workshop is targeted at 16-20 senior managers and some promising middle-managers, with a balance in managers from the head office, operations, and corporate management functions. Also a balance in the number of men and women is expected. They are appointed with the direct involvement of the Commissioner General / Director General.

**Table 1: Leadership and Management Workshop Delivery Summary 2012-2016**

Region	ESA <sup>1</sup>	WCA <sup>2</sup>	AMS <sup>3</sup>	AP <sup>4</sup>	MENA <sup>5</sup>	Europe	FS <sup>6</sup>	Scholars <sup>7</sup>	TOTAL
English	20	3		3	1	2	5	4	38
French	1	8	1		1		4		15
Spanish			4				5		9
<b>TOTAL</b>	<b>21</b>	<b>11</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>14</b>	<b>4</b>	<b>62</b>

The LMD workshop material is made available in six languages (English, French, Spanish, Portuguese, Arabic, Russian). The availability of the material in six languages opens the opportunity to deliver the LMD workshop in many member administrations in their mother tongue. Delivery however is also depending on the availability of facilitators.

Two eLearning modules are part of the LMD workshop. Future participants follow these modules 2-4 weeks in advance of the actual workshop. Also part of the LMD workshop is the "Monitoring and Evaluation" tool that measures the impact of the LMD workshop on participants and organisation 4-6 months after the workshop.

Since February 2012 the WCO has created a pool of accredited facilitators. Further development of this pool of qualified and experienced facilitators to deliver the LMD programme is an ongoing process. Next to knowledge and experience on the content of the workshop, broad and ample facilitation skills are of key importance for effective delivery of the LMD workshop.

<sup>1</sup> East and Southern Africa

<sup>2</sup> West and Central Africa

<sup>3</sup> Americas and Caribbean

<sup>4</sup> Asia Pacific

<sup>5</sup> Middle East and Northern Africa

<sup>6</sup> LMDWs conducted as part of the Fellowship Programme

<sup>7</sup> LMDWs conducted as part of the Scholarship Programmes (GRIPS and EPCBA).

**Table 2: Leadership and Management Workshop Accredited Facilitators as at March 2016**

Region	Lead facilitators <sup>8</sup>	Co-facilitators <sup>9</sup>	Facilitators in training <sup>10</sup>	TOTAL
English	9	3	2	14
French	5	2	-	7
Spanish	1	2	2	5
Portuguese	-	1	1	2
Arabic	1	1	-	2
Russian	-	-	-	-
<b>TOTAL</b>	<b>16</b>	<b>9</b>	<b>5</b>	<b>30</b>

The WCO plans to deliver **10 national LMD workshops per year**. In addition, 4-5 extra LMD workshops will be conducted as part of scholarship programmes like the WCO Fellowship Programme and EPCBA. At present 28 requests for a LMD workshop are on the waiting list.

### Top Executive Retreat

The Top Executive Retreat is aimed at executive teams (CG and executive team, or Commissioner Customs and executive team, etc.) of administrations at a national level. The Top Executive Retreat is a crucial element in implementing sustainable and organization-wide Leadership and Management Development. So far 3 Top Executive Retreats were delivered (Swaziland, Lesotho and Nigeria). The Top Executive Retreat strives to achieve the following objectives :

- Develop a greater awareness of key strategic emerging drivers for change in the administration's context;
- Increase capacities to implement change and achieve organizational results through effective leadership, with special focus to elevate the level of integrity;
- Increase personal awareness as a foundation for effective leadership to guide the organization to meet the many challenges of the 21<sup>st</sup> Century;
- Improve understanding of the role of executive level managers and further development of personal leadership qualities and attitude; and
- More effective teamwork within the executive team through building trust and openness.

The WCO plans to deliver **5 Top Executive Retreats per year**. At present 4 requests for a Top Executive Retreat are on the waiting list.

### Future of the Leadership and Management Development Programme

It is the intention of the WCO to also develop Leadership and Management Development material for middle level managers. This material will be developed by the WCO and be at the disposal of participants of the LMD workshop, who can then disperse the same concepts, but adapted to the level and needs of middle managers.

<sup>8</sup> Experienced accredited facilitators, with vast experience in conducting LMDW's.

<sup>9</sup> Accredited facilitators.

<sup>10</sup> Facilitators that have passed the accreditation workshop, but still have to be accredited according to step 2 of the accreditation process.

## 5. Donor Engagement to the Leadership and Management Development Program

### Introduction

International organizations play an important role in supporting the capacity building efforts of Customs administrations. International organizations are able to generate global agreement to international agreements and standards and can support such efforts through targeted training, technical assistance programmes and political engagement.

Regional development banks provide guidance and funding to assist Customs administrations to undertake various capacity building activities. In many cases, the assistance that is provided is directly related to complementary regional initiatives.

The Leadership and Management Development Programme provides various opportunities for donor partnering through financial support through:

- WCO capacity building delivery under the LMD Programme: LMD workshops and LMD Top Executive Retreats
- Development/translation of WCO LMD training and e-learning material and compendia
- Accreditation and permanent education of LMD pool of (potentially) accredited experts

### Planning and Finance

LMD workshops	Travel 2 facilitators	Per diem 2 facilitators	Venue Including lunch & coffee breaks	TOTAL Per year	TOTAL 3 years	TOTAL 5 years
Per LMD workshop	\$ 7.000	\$ 8.000	\$ 8.000	\$ 23.000	\$ 69.000	\$ 115.000
2 LMD workshops per region yearly	\$ 14.000	\$ 16.000	\$ 16.000	\$ 46.000	\$ 138.000	\$ 230.000
12 LMD workshops per year worldwide	\$ 84.000	\$ 96.000	\$ 96.000	\$ 276.000	\$ 828.000	\$ 1.380.000

Top Executive Retreats	Travel 2 facilitators	Per diem 2 facilitators	Hotel accommodation full board 10 participants	TOTAL Per year	TOTAL 3 years	TOTAL 5 years
Per TER	\$ 7.000	\$ 3.000	\$ 10.000	\$ 20.000	\$ 60.000	\$ 100.000
1 TER per region yearly	\$ 7.000	\$ 3.000	\$ 10.000	\$ 20.000	\$ 60.000	\$ 100.000
6 TERs per year	\$ 42.000	\$ 18.000	\$ 60.000	\$ 120.000	\$ 360.000	\$ 600.000

Development LMD Programme	TOTAL Year 1	TOTAL 3 years	TOTAL 5 years
Translation into French, Spanish, Portuguese, Arab, Russian	\$ 25.000	\$ 35.000	\$ 40.000
Accreditation and permanent education facilitators	\$ 70.000	\$ 100.000	\$ 150.000
Development LMD material middle management	\$ 25.000	\$ 40.000	\$ 50.000
Funding a dedicated PA/ TA position for the LMD Program	\$ 60.000	\$ 180.000	\$ 300.000
<b>Total</b>	<b>\$ 155.000</b>	<b>\$ 355.000</b>	<b>\$ 540.000</b>

TOTAL	TOTAL per Year	TOTAL for 3 years	TOTAL for 5 years
LMD Workshops	\$ 276.000	\$ 828.000	\$ 1.380.000
Top Executive Retreats	\$ 120.000	\$ 360.000	\$ 600.000
Development LMD Program	\$ 155.000	\$ 355.000	\$ 540.000
<b>TOTAL (rounded)</b>	<b>\$ 550.000</b>	<b>\$ 1.500.000</b>	<b>\$ 2.500.000</b>

## Conclusion

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The WCO is grateful to the donor community and international organizations that acknowledge the sustainable approach taken by the Leadership and Management Development Programme and that are offering support to the WCO.