

Fellowship Programme Objectives and Format

General comments

The Fellowship programme targets high-potential middle managers aiming to develop their skills, abilities, and knowledge so that they can actively contribute to **organizational development and modernization process within their Administration.**

The selection of participants for this Programme was consequently based on candidates' skills, analytical abilities, experience, as well as the assessed potential of rising to higher management positions.

During his/her participation to the Fellowship programme, each participant undertakes to make the most of the following benefits:

- 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	<u>Virtual activity, full-time</u> , through online meetings, self-learning on CLiKC! and remote tutorship sessions	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. Presentations of WCO Directorates' and units' activities and latest updates.	3 weeks
2	<u>In-person workshop, full-time</u> , at the WCO headquarters	Roundtable with the Secretary General. Experience-sharing sessions National presentations and introduction of the fellows' respective research projects. Leadership & Management Development workshop Participation to the LMD workshop enables to enhance and complement fellows' capacities to contribute to their administrations' development and modernization.	2 weeks
3	<u>In-person study visit, full-time</u> , within a partner organization	Field study trip Observation of operational practices within the hosting administration.	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** aligned with the national strategic priorities which will guide the drafting of their modernization 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:

WCO core values - Ethics and Inclusion	<input type="checkbox"/> Gender Equality, Diversity and Inclusion
Enforcement	<input type="checkbox"/> Green Customs <input type="checkbox"/> Risk Management <input type="checkbox"/> Intellectual Property Rights
Nomenclature & Revenue	<input type="checkbox"/> Harmonized System <input type="checkbox"/> Customs Valuation <input type="checkbox"/> Rules of Origin <input type="checkbox"/> Post Clearance Audit
Facilitation	<input type="checkbox"/> Free Zones <input type="checkbox"/> Globally Network Customs <input type="checkbox"/> Time Release Study <input type="checkbox"/> Natural Disaster Relief
Data and Technology	<input type="checkbox"/> WCO Data Model <input type="checkbox"/> Single Window <input type="checkbox"/> Postal Supply Chain <input type="checkbox"/> Customs Enforcement Network (CEN) Applications <input type="checkbox"/> Cargo Targeting System (CTS)
Supply Chain Integrity	<input type="checkbox"/> Maritime containers <input type="checkbox"/> Air cargo <input type="checkbox"/> Passengers <input type="checkbox"/> Insider threats <input type="checkbox"/> Evidence collection and investigations

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 for 3 weeks is mostly dedicated to the development of the modernization project. 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, excluding Annexes. The detailed outline must be presented on the first day of the second week of the Programme.

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 finalization of the modernization project and 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.

The final version of the modernization project must be **validated by the tutor**, after a thorough revision process. **Once validated**, it must be then presented to the Fellowship Programme Manager, **two days before the end of the second component of the programme at the latest**.

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.