

Customs Reform and Modernisation: The role of leadership

I.V. Mazorodze, Customs Adviser,
Sierra Leone National Revenue Authority






Effective automation within customs can generate the following positive outcomes:

- Internal and external governance and oversight
- Modern and efficient operations compliant with international standards
- Equitable and transparent revenue collection that supports investment and economic growth
- Technology-led, customer oriented service-delivery

However.....



The effective use of IT as part of customs modernisation requires strong leadership....

- Ensuring sufficient political commitment and ownership of reforms.
- Managing internal resistance to change and developing change management strategies are important.
- Dealing with weak national IT infrastructures.
- Coping with inadequate system design with respect to local tailoring.
- Tackling staff retention issues that effect many countries.
- Procurement of IT takes time and costs money.

Governments risk getting left behind and/or losing control of modernisation goals and budgets if they do not show strong leadership.

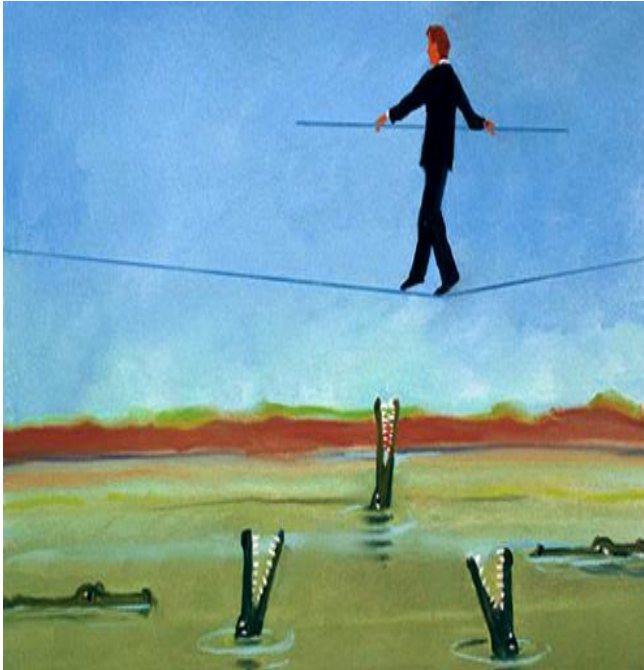


**Once upon a time there lived
a contented fisherman ...**



He lived his life like a frog in the pot ...

Poor Risk Management



Good Risk Management



He did not understand the importance of Risk Management!

**One of the biggest
risks of our time is
the risk of being
LEFT BEHIND**

Keeping up requires

LEADERSHIP MENTALITY

Leadership requires “Anablep Capability”



MANAGEMENT is about:

ADMINISTRATION

Dealing with **CURRENT RISKS**

Meeting **OBJECTIVES**

PLANNING for the future

LEADERSHIP is about:

INNOVATION

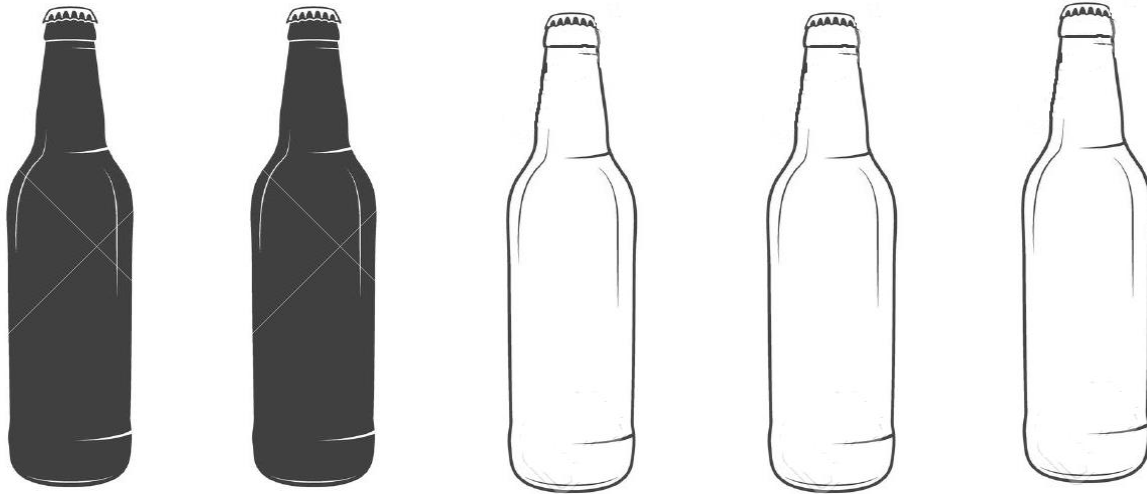
Dealing also with **RISKS NOT YET IN EXISTENCE**

SURVIVING the future

PREPARING for the future

NB: Management & Leadership mentalities can co-exist in one head

LEADERSHIP IS A STATE OF MIND



$$5 - 3 = !!!$$

A momentous decision...



How Can “Little Customs” Influence Other Government Agencies (OGAs) on modernisation?



Don't Re-invent the Wheel!

Emulate the WCO

1. **Evangelize** about modernization at every opportunity
2. Acquire a system with **capability for IT connectivity**
3. Procure **technical assistance for OGAs** to connect to system
4. **TAKE THE LEAD** in establishing national committees. **Hijack chairmanship** or settle for the Secretariat
5. **TAKE THE LEAD** in the creation of **integrated border management system** and **seek sponsorship for workshops and joint training** to **SPREAD THE LEADERSHIP MENTALITY**

BEWARE OF A COMMON PITFALL...



**“When all you have is a
hammer, everything tends
to look like a nail”**



- Our Customs projects in, **Sierra Leone, South Sudan, Somaliland, Burundi** and **Afghanistan** contain major IT components (such as supporting the implementation and rollout of ASYCUDA and its integration with other systems).
- These are always as part of larger modernisation programmes which look at policy, legislation, procedures and the development of One-Stop Border Posts



**To avoid being rendered
IRRELEVANT
adopt a
LEADERSHIP MENTALITY**

Thank You