



Zayed University CBEX Center for Business Excellence

To provide continuing education, consulting and collaborative research relevant to the economic and social development of the UAE and the GCC - using business expertise of faculty and professional consulting staff of ZU.

**Sheikh Nahyan bin Mubarak Al Nahyan –
Minister for Higher Education and Scientific Research
signed MOU with
Michel Danet WCO (visited in 2003/04)
in Abu Dhabi, United Arab Emirates – May 2005**

Key Points: Food for thought.

Customs Context: Globalization – its impact & leverage potential

Knowledge Workers & Societies

Reform and Capacity Building Agenda - WCO

Regional Context for critical focus & understanding

Organizational Development – Change Management

Professional Bodies & Standards

‘competencies and standards’

University Contributions

Research

Consulting & Business Services

Masters

Bachelors

Vocational

Professional Development

OUTCOME: Strategic relevance to wider stakeholders and improved professional and organizational practice of all.

The Globalization of Business

Emerging global networks are created – these networks rely on harnessing ‘knowledge’ in all its forms, while acknowledging the ‘complexity of economic, social and cultural dynamics’ as being of increasing strategic importance’.

Manuel Castells 2000, The Network Society

Globalization brings with it

‘Increasingly complex sets of economic rules and dependencies. New ways of structuring and new technologies are the key drivers for accelerated development – at the personal, organizational, national and regional level’

Globalized growth is based upon multi-national firms accessing a variety of geographic locations through the use of cutting edge technology, capital, sophisticated value chains and logistics’

Sound familiar?

Globalization brings with it the need & leverage
for

**Customs Sector Change Management & Capacity Building
and
Organizational Development at the country level**

**Efforts should be generated from a strong foundation of
understanding international and subsequently regional business and
trade issues, including the**

economic impact of different decision making mechanisms

**These should take into account the culture, history, language/s,
economics, social, political and
legal frameworks of the region**

Knowledge workers

Undertake 'creative, systematic activity - in order to increase the stock of knowledge and use this knowledge to derive new applications

They have the skills to effectively use technology, strong interpersonal capabilities, the ability to learn skills and self awareness geared to incessant change.

Knowledge workers are those who consciously evolve the capacity to anticipate change (David & Foray 2002)

They update their technical knowledge base regularly as knowledge increasingly becomes obsolete, using new technologies and the latest information available.

Knowledge Workers

Are those who demonstrate the importance of intangible capital in total productive wealth (Abramovitz & David 2000)

The knowledge economy requires individuals to create, innovate, recombine or re-package data by decoding, interpreting & processing – then using that information for new applications/decisions (Hargraeves).

Knowledge in whatever field - empowers its possessors with the capacity for intellectual or physical action (David 2002)

The Operations of Customs:

Networked globally, based upon International Trade Frameworks, Conventions, Agreements

Role 'snapshot'

Promote Trade Facilitation,
Ensure Border Security,
Apply Transfer Pricing,
Determine Customs Valuation,
Protect Intellectual Property Rights,
Anticipate risk, and
Restrict trade in WMD, Illegal substances, etc

Knowledge Societies

Bring together like-minded or like-skilled and networked individuals, to
validate what they know,
to determine the standards of performance and
to promote ethical use of knowledge and capability

In essence,
to establish 'communities' of like-minded people with a rise in

PROFESSIONAL BODIES,

at the national and international level.

PROFESSIONAL BODIES

- * demonstrate their business relevance and value to broad range of stakeholders
- * provide leadership in their field – promote best practice operations, innovation and guidance
- * to update skills at an international level and to
- * anticipate and respond to change for the individual, their organization, their regional and international network's advantage

PROFESSIONAL BODIES

- * Professional Standards
- * Credentialling – assessment against standards - recurring
- * Codes of Conduct
- * Research in the Discipline
- * Professional ongoing updates

IN SUMMARY:

Customs Workers *have the capacity* to become
Professionals
who:

Anticipate and manage change, promote innovation, ethically use
information and technology, exercise judgment relating to a diverse
range of issues and goods

-on a daily basis

-

- and pro-actively
manage risk to protect society

So why hasn't this happened? And.....What needs to be done?

The unique contribution of high quality university partnerships

- active research across a wide range of critical areas,
- modeling of regional issues and independent advice,
- consultancy and business service provision and
- high quality, relevant and focused education and professional development

WCO,
Regional, and
Organizational level

**One View:
PUT THE SECTOR ON THE
INTERNATIONAL POLITICAL AGENDA**

International Trade & Customs Institute

**ZU Centre for Business
Excellence**

**ZU Centre for Economic &
Policy Research**

Education

Consultancy

Research

**Professional Short
Courses**

**Graduate
Education**

**Capacity
Building**

**International
Research Agenda**

International Trade & Customs Institute

ZU Centre for Business
Excellence

ZU Centre for
Economic & Policy
Research

Education

Consultancy

Research

Managerial Development

Professional Customs – risk, tariff, security

Graduate Diploma

International Trade & Customs

EMBA - International Trade & Customs

Train the Trainer (capacity building)

International Trade

International Economics

Law & Regulations

(including Intellectual Property)

Intelligence & Security

International Policy

Logistics & Transport

WCO Diagnostics

What can WCO & Customs sector do to adopt a 'professional standing'?

- * Actively engage the interest and attention of all international stakeholders – (broaden the scope)
- * Demonstrate business relevance and value add to all stakeholders
- * Bring global best practice frameworks and initiatives into the organization and promote reform and change internationally
- * Develop advice and support mechanisms and maintain them
at the International, Regional and Country level
with Ministries of Trade, Finance, Economy etc
- * Legitimize, Validate and promote Professional Standards at an international level

What can WCO & Customs sector do to adopt a 'professional standing'?

UTILIZING

High quality independent research findings,
statistical modeling,
consulting and business services,

and the development of
Customs staff
via
education &
professional development

provided through strong University partnerships

GROW & PROMOTE THE CIRCLE OF INTERNATIONAL INFLUENCE



Abramovitz M. & David P. 2000

American Macroeconomic Growth in an Era of Knowledge based Progress – The long-run perspective Cambridge University Press

Castells M. 2000

The Rise of the Network Society - Oxford, Blackwell Publishing

David P. Foray D. 2002

Economic fundamentals in the knowledge society – Stanford Institute for Economic Policy Research

Dollar D. 2002

Globalization, Growth and Poverty – Building an inclusive world economy

Hargreaves A. 2003

Teaching in the Knowledge Society – Education in the Age of Insecurity – Teachers College Press

Acknowledgement to Dr Tom Davies for his personal slides
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The End