



NIGERIA CUSTOMS  
SERVICE COMMAND  
AND STAFF COLLEGE  
GWAGWALADA

# CURRICULUM 2012/2013



**WORLD CUSTOMS ORGANIZATION**  
Regional Training Centre

# Contents

<b>Introduction</b>	<b>4</b>
<b>Overview of the Curriculum</b>	<b>5</b>
<b>The Command and Staff College Curriculum</b>	<b>6</b>
BACKGROUND	6
STANDARDS	6
CONTENT AND LAYOUT	7
ATTENDANCE	10
ADMINISTRATION	10
DELIVERY OF TRAINING	10
NON NCS PARTICIPATION	10
<b>Section 1</b>	
<b>Basic Training</b>	<b>11</b>
SUPERINTENDENT CUSTOMS	12
BORDER CONTROL FOR MANAGERS	13
ENFORCEMENT FOR MANAGERS	14
STRATEGY, POLICY MAKING AND ADMINISTRATION	15
INTELLIGENCE AND RISK MANAGEMENT	16
COMPTROLLER CUSTOMS	17
MODERN CUSTOMS MANAGEMENT	18
FOR SENIOR MANAGERS	19
BASIC IT FOR MANAGERS	20
<b>Section 2</b>	
<b>Advanced Training</b>	<b>21</b>
LEADERSHIP AND MOTIVATION	22
ADVANCED MANAGEMENT TECHNIQUES	23
PERSONAL EFFECTIVENESS AND POWER	24
ADVANCED INVESTIGATION TECHNIQUES FOR MANAGERS	25
BUDGET MANAGEMENT	26
INTERNATIONAL CUSTOMS AND BORDER MANAGEMENT	27
UNDERSTANDING BUSINESS	28

## Section 3

<b>Personal Skills</b>	<b>29</b>
PRESENTATIONAL SKILLS	30
PROJECT MANAGEMENT	31
ANALYSIS AND RESEACH TECHNIQUES	32
NEGOTIATION SKILLS	33
REPORT WRITING TECHNIQUES	34
TIME MANAGEMENT	35
MEDIA TRAINING	36
STRESS MANAGEMENT	36

## Section 4

<b>Academic Training</b>	<b>38</b>
--------------------------	-----------

## Section 5

<b>Stakeholder Training and Engagement</b>	<b>39</b>
BORDER MANAGEMENT WORKSHOP	40
PROCEDURES FOR CUSTOMS AGENTS	41
ADVANCED PROCEDURES FOR CUSTOMS AGENTS	42
IMPORT EXPORT SEMINAR FOR BUSINESS	42

## Section 6

<b>Other events and Guest Speaker Programme</b>	<b>44</b>
---	-----------

# Introduction

by the Comptroller-General of Customs, Abdullahi Dikko Inde, OFR



Dear Colleagues,

You are aware of the considerable technical development that has taken place within the Nigeria Customs Service in recent years and the resulting improvement in performance.

The opening of the Command and Staff College for me represents a culmination of this phase of development, consolidating this improvement and securing the future through the development of modern Customs management and managers, which will be key to further success.

The facility at Gwagwalada has been built to the highest possible specifications and this curriculum, which will be developed and rolled out in 2012, has been designed to the same high standards. These reflect both the standards set by the World Customs Organisation's PICARD and Management Development Programmes. They also reflect the national requirement to build a professional organization serving the economic and security needs of Nigeria.

The curriculum has been designed to develop both the technical management and leadership skills of current NCS Officers and will provide a basis for the selection of the future leaders of the Service. In addition, elements of the curriculum will be offered to other stakeholders from both the public and private sectors, strengthening much needed co-operation with these groups.

It gives me particular pleasure that the launch of this curriculum coincides with the establishment of the college as a World Customs Organization Regional training centre, allowing Nigeria to take a leading role to reach out to fellow Customs Services and attracting the international recognition that our work deserves.

In closing, I wish to reaffirm my commitment to the goal of making NCS the most professional service within Nigeria and the region and look forward to seeing this development providing the benefits that the people of our nation deserve.

**Abdullahi, D. I., OFR**  
Comptroller-General of Customs  
November 2011

# Overview of the Curriculum



# The Command and Staff College Curriculum

## Background

The curriculum for the Command and Staff College has been developed based on the training needs analysis conducted by the World Customs Organization (WCO), research into other staff colleges in South Africa, Canada, and China, and the emerging findings from the research carried out in support of the ZUMA 2-13 Programme. It includes the planned training from the service providers to hand over their functions to the Nigerian Customs Service.

Delivery of the Programme commenced with the introduction of the Modern Customs Management training programme in October 2011. It provided for full programme and appropriate policies and structures to be developed over the next 15 months and be fully available by December 2012.

The focus of the curriculum is the training, development and selection that can be delivered through the Command and Staff College Gwagwalada, but does not preclude the delivery of further training though the attendance of external training offered within Nigeria or internationally by NCS Staff.

## Standards

The curriculum is fully compliant with **World Customs Organization's Picard Academic Standards** and anticipates the content of the management development training standards currently under development by the organization's **Capacity Building Directorate**. An initial agreement has been reached with the WCO to use the development of this curriculum to provide accredited prior learning for courses delivered through the International Network of Customs Universities (INCUI).

Elements of the curriculum will be offered in due course to other Border Management Authorities within Nigeria and in the wider region.

## Content and Layout

The curriculum is composed of six sections, each consisting of a number of course specifications. These sections are:

- Section 1 Basic Training**
- Section 2 Advanced Training**
- Section 3 Personal Skills**
- Section 4 Academic Training**
- Section 5 Stakeholder Training and Engagement**
- Section 6 Other events and Guest Speaker Programme**

It provides the range of management, technical management, personal and leadership skills across the full range of NCS operational, policy and administrative responsibilities.

The training has been modularised so that managers can receive the training and development they require at the time they require it, in terms of both their personal and professional development.

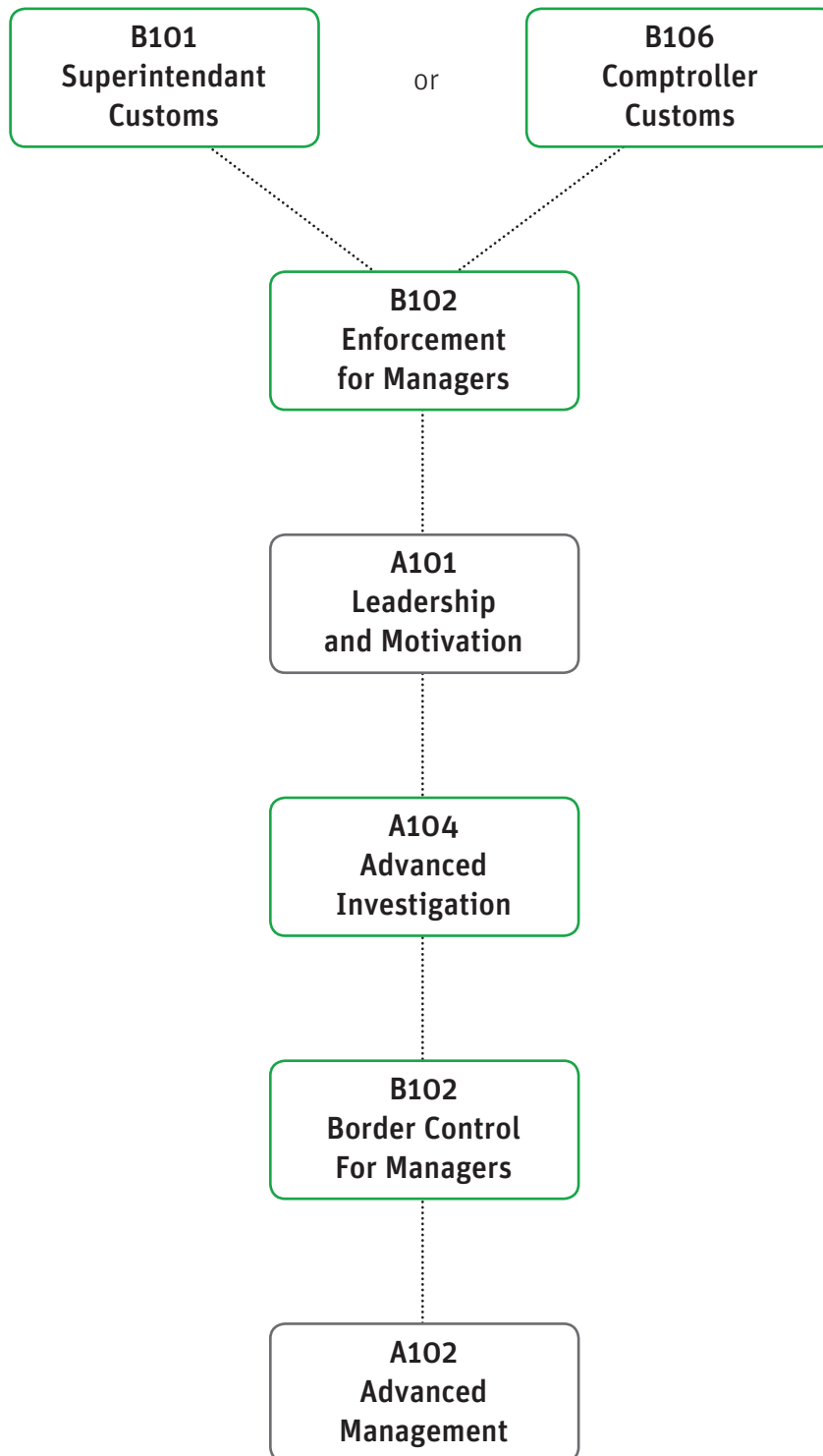
Each course specification indicates the experience required before attending the event and the specific experience required after the event to consolidate the learning. This allows individual managers to follow different career paths, in line with the posting requirements of NCS.

It also allows for the differing personal development requirements to be met whilst maintaining standards for technical knowledge, skills and managerial ability.

Example 1 below shows how this would work in practice for operational and management skills and Example 2 shows how the personal development requirements can be included as appropriate.

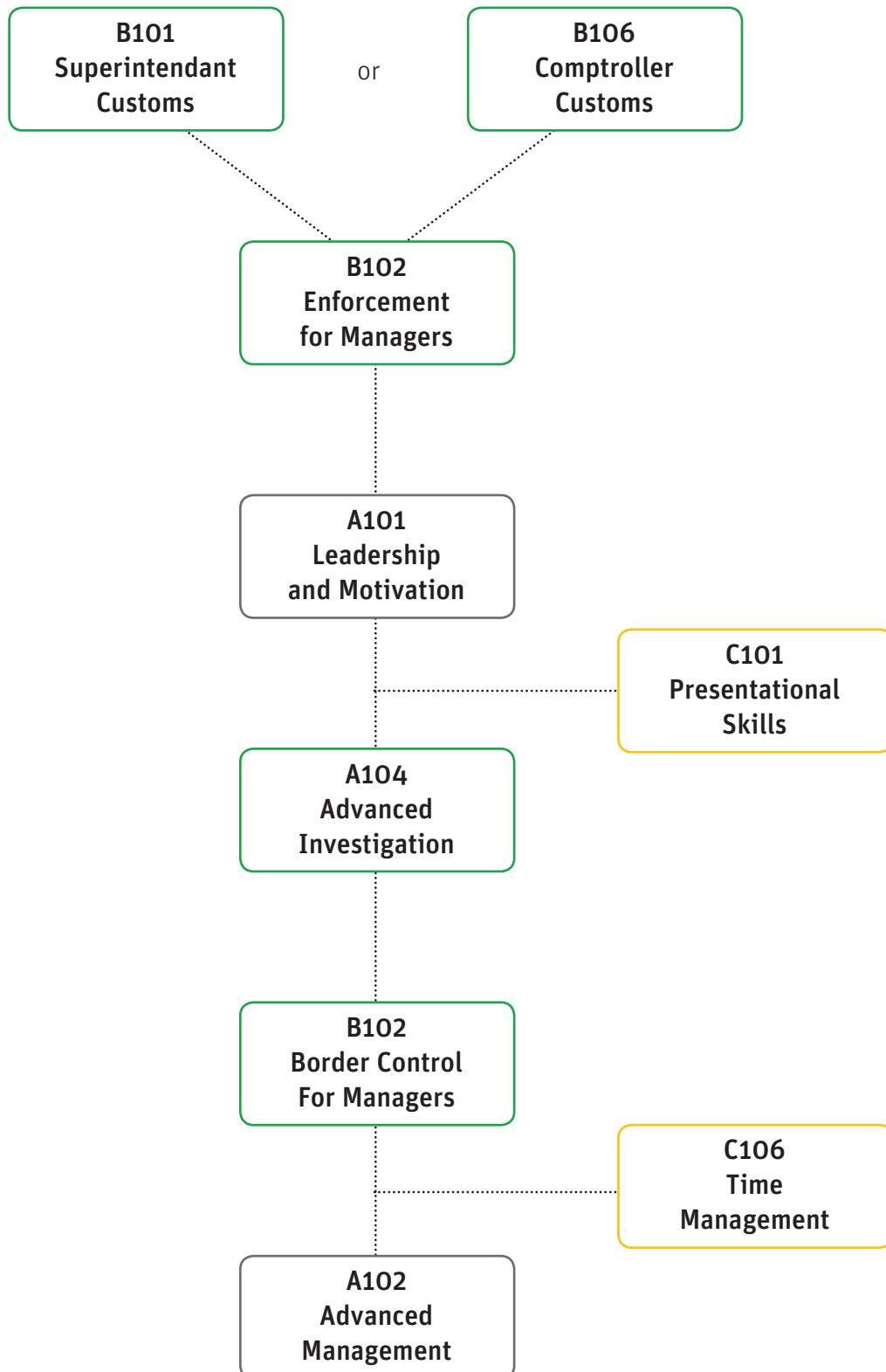
## Example 1

An officer starting in management in an Enforcement post then moving later to a border control post could follow this path to develop over a period of years both their technical and management skills:



## Example 2

In addition, the officer may receive training in personal skills. This will be determined by the personal individual requirement or the nature of the post, therefore the overall training and development programme may be as follows:



## Attendance

The courses outlined in **Section 1** and **Sections 2** are compulsory events. Although the timing in an individual's career may differ, the ability to take up promotion and/or certain key posts will depend on their successful completion. These events will include standard testing and assessment procedures.

The selection for academic programmes will be at the discretion of senior management.

All other training and events will be voluntary or upon recommendation from a line manager.

## Administration

Administration of the curriculum will be the responsibility of the Command and Staff College working closely with the HQ Human Resource Management Function. An annual training programme will be developed and published and the programme confirmed on a quarterly basis.

The Command and Staff College will also be responsible for the administration of the WCO distance learning programmes (IT based), which will be deployed to the college during 2012.

## Delivery of Training

The training will be largely delivered by NCS trainers who will be part of the programme development process. They will initially focus on the delivery of training in Section 1 and Section 2 of the curriculum, supported by external facilitators from the private sector and other Customs services. The WCO will be asked to provide accreditation for these trainers once they have finalised their standards.

Training in Section 3 should initially be contracted out to private sector specialist companies.

## Non NCS participation

A number of training events will, in due course, be advertised to other government departments and other Customs services within the region.

In the case of Customs Agents, training is compulsory and will be subject to assessment and examination.

# Section 1

## Basic Training

# 1



<b>B101</b>	<b>SUPERINTENDENT CUSTOMS</b>
<b>Target Population</b>	Staff on appointment or before promotion to the rank of Superintendent
<b>Course Aims</b>	To develop basic understanding of the management requirement of Nigeria Customs Service (NCS) To develop/assess the basic management skills required by NCS
<b>Course Content</b>	Structure and Role of NCS NCS management/supervision procedures Roles and responsibilities Law and legal powers Basic Personnel Management Basic Command and Control Management risk profiling Planning Communications Delegation
<b>Course Duration</b>	2 Weeks
<b>Course Timing</b>	Staff on appointment or before promotion to the rank of Superintendent
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Attendance on <b>B102</b> Border Control for Managers or <b>B103</b> Enforcement for Managers or <b>B104</b> Strategy Policy and Administration for Managers or <b>B105</b> Intelligence and risk management for Managers (depending on first appointment) Supervision by a local Mentor for 3 to 6 months

<b>B102</b>	<b>BORDER CONTROL FOR MANAGERS</b>
<b>Target Population</b>	Managers in Border control
<b>Course Aims</b>	To develop understanding of NCS Import, export, transit, warehousing, post clearance inspection procedures To understand the manager's role in NCS border control procedures
<b>Course Content</b>	Compliance management Supply chain management Import procedures Export procedures Transit procedures Warehousing procedures PCI ASYCUDA Scanning Valuation/HS/Origin for Managers Stakeholder management Integrity Inspection Search techniques
<b>Course Duration</b>	3 Weeks
<b>Course Timing</b>	On first appointment to border control posts (e.g. Points of entry, CPCs, warehouses etc.)
<b>Pre-Course Requirement</b>	Attendance on <b>B101</b> Superintendent Customs or <b>B106</b> Comptroller Customs
<b>Post-Course Requirements</b>	Appointment to a Border Control Post Supervision by a local Mentor for 3 to 6 months

<b>B103</b>	<b>ENFORCEMENT FOR MANAGERS</b>
<b>Target Population</b>	Managers in Enforcement
<b>Course Aims</b>	To develop understanding of NCS Enforcement policy and procedures To understand the managers role in Enforcement procedures
<b>Course Content</b>	Law and legal powers Mobile Control planning and management Patrol Search techniques Investigation techniques Investigation and surveillance technology Arrest procedures Evidence management Court procedures Integrity
<b>Course Duration</b>	4 Weeks
<b>Course Timing</b>	On first appointment to an Enforcement post, Mobile Controls, Patrol or Investigation
<b>Pre-Course Requirement</b>	Attendance on <b>B101</b> Superintendent Customs or <b>B106</b> Comptroller Customs
<b>Post-Course Requirements</b>	Appointment to an Enforcement Post Supervision by a local Mentor for 6 to 9 months

<b>B104</b>	<b>STRATEGY, POLICY MAKING AND ADMINISTRATION</b>
<b>Target Population</b>	A selection requirement for Managers in Policy Making or Administration at a zonal or HQ level
<b>Course Aims</b>	To explain the process of policy making and Administration To develop policy making and administration techniques
<b>Course Content</b>	Strategic management Organizational risk profiling Management reporting Visioning Purpose of Policy Making International and regional standards Stakeholder engagement Cost benefit analysis Analysis/audit techniques Overview of project management Change management Budget estimation and management Report writing Communication Negotiation
<b>Course Duration</b>	3 Weeks
<b>Course Timing</b>	On first appointment to a Policy or Administration post
<b>Pre-Course Requirement</b>	Attendance on <b>B101</b> Superintendent Customs or <b>B106</b> Comptroller Customs Operational Experience in either enforcement or Border management
<b>Post-Course Requirements</b>	Appointment to a policy or administration post Supervision by a local Mentor for 3 to 6 months

<b>B105</b>	<b>INTELLIGENCE AND RISK MANAGEMENT</b>
<b>Target Population</b>	A selection requirement for managers working in Risk management or intelligence
<b>Course Aims</b>	To develop the knowledge and skills required to manage intelligence and risk management functions
<b>Course Content</b>	Strategic risk management Information sourcing Analysis techniques Profiling Strategic risk assessment Operational risk assessment ICT in information and risk management Security systems International co-operation Mutual assistance
<b>Course Duration</b>	3 Weeks
<b>Course Timing</b>	On appointment to Risk management and or Intelligence Posts at a HQ or Zonal Level
<b>Pre-Course Requirement</b>	Attendance on <b>B101</b> Superintendent Customs or <b>B106</b> Comptroller Customs Operational experience in either enforcement or Border management
<b>Post-Course Requirements</b>	Appointment to Risk management and/or Intelligence Posts at a HQ or Zonal Level. Supervision by a local Mentor for 3 to 6 months

<b>B106</b>	<b>COMPTROLLER CUSTOMS</b>
<b>Target Population</b>	Staff on appointment or before promotion to the rank of Comptroller
<b>Course Aims</b>	To develop the basic understanding of the management requirement of Nigeria Customs Service (NCS) To develop/assess the strategic management skills required by NCS
<b>Course Content</b>	Strategic Management Policy Roles and responsibilities Law and legal powers Organizational Risk Management Personnel Management Command and control Planning Communications Delegation
<b>Course Duration</b>	2 Weeks
<b>Course Timing</b>	Staff before promotion to the rank of Controller
<b>Pre-Course Requirement</b>	24 Months Management experience in NCS
<b>Post-Course Requirements</b>	Attendance on <b>B102</b> Border Control for Managers or <b>B103</b> Enforcement for Managers or <b>B104</b> Strategy Policy and Administration for Managers or <b>B105</b> Intelligence and risk management for Managers (depending on first appointment) Supervision by a local Mentor for 3 to 6 months



<b>B107</b>	<b>MODERN CUSTOMS MANAGEMENT</b>
<b>Target Population</b>	All Managers in NCS up to Comptroller level
<b>Course Aims</b>	To introduce modern customs techniques to NCS managers To prepare managers for the future reforms in NCS under the ZUMA 2-13 Programme.
<b>Course Content</b>	Compliance management Intelligence Risk management Operational management Single Window Management Techniques Change management
<b>Course Duration</b>	3 Weeks
<b>Course Timing</b>	Programme to be completed by 30 <sup>th</sup> June 2012
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Engagement with the <b>ZUMA 2-13</b> Programme.



<b>B108</b>	<b>MODERN CUSTOMS MANAGEMENT FOR SENIOR MANAGERS</b>
<b>Target Population</b>	Managers at CAC level and Above
<b>Course Aims</b>	To introduce modern customs techniques to NCS managers To prepare managers to lead future reforms in NCS under the ZUMA 2-13 Programme
<b>Course Content</b>	Compliance management Strategic Management Risk management Single Window Management Planning Change management HR development
<b>Course Duration</b>	2 Days
<b>Course Timing</b>	Programme to be completed by 30 <sup>th</sup> June 2012
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Leadership role in the <b>ZUMA 2-13</b> Programme

<b>B109</b>	<b>BASIC IT FOR MANAGERS</b>
<b>Target Population</b>	All managers in NCS
<b>Course Aims</b>	To improve the IT literacy of NCS To improve communications in NCS
<b>Course Content</b>	Using <i>Microsoft Office</i> <i>Word</i> <i>Excel</i> <i>PowerPoint</i> Overview of NCS IT systems
<b>Course Duration</b>	5 Days
<b>Course Timing</b>	By nomination
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Practice exercises to be completed at the workplace

## Section 2

### Advanced Training

# 2



<b>A101</b>	<b>LEADERSHIP AND MOTIVATION</b>
<b>Target Population</b>	Assistant Comptrollers and above
<b>Course Aims</b>	To develop the leadership and management skills required for senior managers
<b>Course Content</b>	Leadership styles Motivational techniques Team building Staff development Coaching skills Mentoring Communication Presentational skills Public speaking Problem solving and decision making
<b>Course Duration</b>	2 Weeks
<b>Course Timing</b>	9 months to 18 months after appointment as a manager
<b>Pre-Course Requirement</b>	Prior attendance <b>B101</b> Superintendent Customs or <b>B106</b> Comptroller Customs Experience as a staff manager / team leader
<b>Post-Course Requirements</b>	Completion of a management project

<b>A102</b>	<b>ADVANCED MANAGEMENT TECHNIQUES</b>
<b>Target Population</b>	Assistant Comptrollers and above
<b>Course Aims</b>	To provide managers with an opportunity to develop the skills required to occupy key management posts. Requirement of appointment to CAC level posts
<b>Course Content</b>	Strategic management techniques Political awareness Internal risk management Performance Management Resource management Internal control Management profiling
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	12 months to 30 months after appointment as a manager
<b>Pre-Course Requirement</b>	Prior attendance on <b>A101</b> leadership and Motivation
<b>Post-Course Requirements</b>	Completion of a management project

<b>A103</b>	<b>PERSONAL EFFECTIVENESS AND POWER</b>
<b>Target Population</b>	Selection event prior to appointment to senior management posts
<b>Course Aims</b>	To examine individual ability to lead manage and motivate at a strategic level
<b>Course Content</b>	The event will consist of a series of exercises and tests which will provide highly personal feedback on the personal management ability of individuals and identify personal management style
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	Staff entering the field for promotion to CAC or ACG posts
<b>Pre-Course Requirement</b>	Attendance on <b>A101</b> Leadership and motivation AND <b>A102</b> Advance management Techniques Management experience in a range of disciplines within NCS
<b>Post-Course Requirements</b>	Formal assessment for promotion

<b>A104</b>	<b>ADVANCED INVESTIGATION TECHNIQUES FOR MANAGERS</b>
<b>Target Population</b>	Managers involved in extensive investigations
<b>Course Aims</b>	To provide managers with the knowledge and skills to manage extensive ongoing investigations
<b>Course Content</b>	Law an legal powers Inter-Agency liaison Surveillance Static Foot Mobile Electronic Controlled delivery Reviewing evidence Case preparation
<b>Course Duration</b>	3 Weeks
<b>Course Timing</b>	Managers within 9 to 18 months of taking up investigation posts
<b>Pre-Course Requirement</b>	Attendance on <b>B103</b> Enforcement for Managers
<b>Post-Course Requirements</b>	Management of complex investigations

<b>A105</b>	<b>BUDGET MANAGEMENT</b>
<b>Target Population</b>	Managers with financial responsibilities
<b>Course Aims</b>	To provide managers with the knowledge and skills to manage budgets effectively
<b>Course Content</b>	Budget Estimating Budget Profiling Documentation and record keeping Budget monitoring and reporting Audit and accounting
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	Prior to appointment to budget management posts
<b>Pre-Course Requirement</b>	Prior attendance <b>B101</b> Superintendent Customs or <b>B106</b> Comptroller Customs (essential) Prior attendance <b>B104</b> Strategy, Policy making and Administration (Desirable)
<b>Post-Course Requirements</b>	Appointment to a budget management position for at least two years

<b>A106</b>	<b>INTERNATIONAL CUSTOMS AND BORDER MANAGEMENT</b>
<b>Target Population</b>	Managers with a responsibility to represent NCS Regionally or Internationally
<b>Course Aims</b>	To enable representative staff to maximize the benefits for NCS from engagement with Regional and International Organizations
<b>Course Content</b>	<p>Types of regional and international organizations</p> <p>Role of regional and international organizations (World Bank, IMF, WTO, WCO, Interpol, Donors, ECO-WAS, African Union)</p> <p>NCS interest is dealing with regional and international organizations</p> <p>How to operate effectively with International Organizations</p> <p>Representation Skills</p> <ul style="list-style-type: none"> <li>Protocols</li> <li>Procedures</li> <li>Negotiation</li> <li>Building support</li> </ul>
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	On appointment to Posts involving external representation
<b>Pre-Course Requirement</b>	<p>Prior attendance <b>B101</b> Superintendent Customs or <b>B106</b> Comptroller Customs (essential)</p> <p>Prior attendance <b>B104</b> Strategy, Policy making and Administration (desirable)</p>
<b>Post-Course Requirements</b>	Appointment to a post which involves international or regional representation skills

<b>A107</b>	<b>UNDERSTANDING BUSINESS*</b>
<b>Target Population</b>	Managers and Policy makers dealing with private sector stakeholders or with responsibility for compliance management
<b>Course Aims</b>	To develop managers who understand how business works To improve the quality of regulations To increase the level of compliance
<b>Course Content</b>	International trade Supply chain security Business transaction analysis Impact assessment Stakeholder communications Simplification Transparency
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	6 to 12 months after appointment to a border management or policy making post
<b>Pre-Course Requirement</b>	Prior attendance <b>B102</b> Border Control for Managers or <b>B104</b> Strategy, Policy making and Administration
<b>Post-Course Requirements</b>	Responsibility for dealing with private sector stakeholders

\*This event may also be run in Airport, Port, Land Frontier or Free Zone formats

## Section 2

### Personal Skills

# 3



<b>C101</b>	<b>PRESENTATIONAL SKILLS</b>
<b>Target Population</b>	<ol style="list-style-type: none"> <li>1. Assistant Comptroller and Above</li> <li>2. Staff who regularly have to make presentations</li> </ol>
<b>Course Aims</b>	To provide managers in NCS with the skills to communicate effectively
<b>Course Content</b>	<p>Types of presentation</p> <p>Understanding you audience</p> <p>Presentational planning</p> <p>Engaging the audience</p> <p>Visual aids</p> <p>Participative techniques</p> <p>Practice presentations</p>
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	By nomination
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Practice in presentations

<b>C102</b>	<b>PROJECT MANAGEMENT</b>
<b>Target Population</b>	<ol style="list-style-type: none"> <li>1. Deputy Comptroller and above</li> <li>2. All project team members on appointment to specific projects</li> </ol>
<b>Course Aims</b>	To provide managers with the skills to develop run and deliver effective projects
<b>Course Content</b>	Project Estimating Project Planning Project Risk management Project Change Management Project reporting Monitoring
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	Prior to appointment to a project team or to project/ programme management responsibilities
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Appointment to a post which has a project management component, or to a project team

<b>C103</b>	<b>ANALYSIS AND RESEACH TECHNIQUES</b>
<b>Target Population</b>	<ol style="list-style-type: none"> <li>1. Assistant Comptroller and above</li> <li>2. Staff who regularly have to conduct research work or brief senior management</li> </ol>
<b>Course Aims</b>	To provide managers with the skills to conduct effective research projects and reach accurate and appropriate conclusions
<b>Course Content</b>	<p>Research techniques</p> <ul style="list-style-type: none"> <li>Planning</li> <li>Questionnaire design</li> <li>Formatting information requests</li> </ul> <p>Interview techniques</p> <p>Analysis tools</p> <p>Structuring results</p> <p>Interim assurance</p> <p>Reporting</p>
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	By nomination
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Appointment to research projects or management of research programmes

<b>C104</b>	<b>NEGOTIATION SKILLS</b>
<b>Target Population</b>	Deputy Comptroller and above
<b>Course Aims</b>	To enable managers to conduct effective internal and negotiations
<b>Course Content</b>	Business negotiations Stakeholder negotiations Staff negotiations Setting objectives and requirements Identification of contingency positions Win-Win negotiation techniques Conflict resolution Practicing negotiations
<b>Course Duration</b>	3 Days
<b>Course Timing</b>	By negotiation
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Practice in negotiations

<b>C105</b>	<b>REPORT WRITING TECHNIQUES</b>
<b>Target Population</b>	<ol style="list-style-type: none"> <li>1. Deputy Comptroller and Above</li> <li>2. Staff who regularly have to make formal reports</li> <li>3. Project team members</li> </ol>
<b>Course Aims</b>	To provide managers with the skills to write effective reports
<b>Course Content</b>	Purpose of reporting Understanding your audience Report planning and layout Layering information Quality assurance techniques
<b>Course Duration</b>	3 days
<b>Course Timing</b>	By nomination
<b>Pre-Course Requirement</b>	<ol style="list-style-type: none"> <li>1. DC and above (None)</li> <li>2. Others (Attendance on either <b>C102</b> Project management or <b>C103</b> Analysis and Research event)</li> </ol>
<b>Post-Course Requirements</b>	Production and assessment of a formal report

<b>C106</b>	<b>TIME MANAGEMENT</b>
<b>Target Population</b>	Superintendent Customs and Above
<b>Course Aims</b>	To enable managers to make effective use of time
<b>Course Content</b>	Daily planning Clear desk strategies Reducing paperwork Accessing information Personal organization
<b>Course Duration</b>	2 Days
<b>Course Timing</b>	By nomination
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Monitoring by management

<b>C107</b>	<b>MEDIA TRAINING</b>
<b>Target Population</b>	<b>1.</b> CACs and Above <b>2.</b> All staff dealing with the media ( e.g. PROs)
<b>Course Aims</b>	To prepare staff to make maximum use of media to Promote NCS
<b>Course Content</b>	Understanding the Media Media as a strategic management tool Developing Press releases TV and Radio Interview practice Participation in Public Fora
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	CAC and Above on appointment Others before appointment to posts which require them to deal with the Media
<b>Pre-Course Requirement</b>	<b>C101</b> Presentational Skills (desirable)
<b>Post-Course Requirements</b>	Dealing with the media

<b>C108</b>	<b>STRESS MANAGEMENT</b>
<b>Target Population</b>	All managers by nomination
<b>Course Aims</b>	To enable managers to recognize and deal with personal stress and staff suffering from stress
<b>Course Content</b>	Understanding stress Stress indicators Stress avoidance techniques Stress counselling Managing stress
<b>Course Duration</b>	3 Days
<b>Course Timing</b>	All senior managers within 12 months of appointment Others by Nomination
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	None

## **Section 4**

### Academic Training

# 4





The Command and Staff College will take responsibility for the development of the NCS academic programme this will be based on the World Customs Organizations (WCO) PICARD Academic Standards for the professionalization of Customs Management.

The programme has set standards required to achieve a Degree in Customs Management at Bachelor and Masters level. These qualifications, based on a distance learning approach, are available through the International Network of Customs Universities (INCUI) and accredited by the WCO.

The components of the degree and MBA courses are

- Modern Customs
- Business management
- Law
- International trade
- Management and leadership
- Policy and politics

The full list of the PICARD Standards can be made available.

NCS will be partnering in 2012 with a Nigerian University to enable these courses to be made available to NCS staff as part of a wider career development programme.

Further detail will be made available through the Command and Staff College by June 2012.

## **Section 5**

# Stakeholder Training and Engagement

# 5



<b>E101</b>	<b>BORDER MANAGEMENT WORKSHOP</b>
<b>Target Population</b>	Managers from NCS and other Border Management Ministries and Agencies
<b>Course Aims</b>	To develop a common understanding of modern border management approaches To promote the single window
<b>Course Content</b>	Compliance management Strategic Management Information Management and ICT Risk management Single Window
<b>Course Duration</b>	3 Days
<b>Course Timing</b>	By nomination ( from January 2012)
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	None

<b>E102</b>	<b>PROCEDURES FOR CUSTOMS AGENTS*</b>
<b>Target Population</b>	<ol style="list-style-type: none"> <li>1. New Customs Agents as part of their basic licensing process</li> <li>2. Existing Customs Agents who consistently make basic errors in the clearance process</li> </ol>
<b>Course Aims</b>	To improve the basic level of compliance in customs processing
<b>Course Content</b>	Import Procedures Import Documentation Export Procedures Export Documentation Transit Procedures Transit Documentation Warehousing Procedures Warehousing Documentation E-Customs Valuation, Classification, Origin
<b>Course Duration</b>	3 Weeks
<b>Course Timing</b>	<ol style="list-style-type: none"> <li>1. New Customs agents prior to licensing</li> <li>2. At the direction of NCS</li> </ol>
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	Attendees will be required to pass an examination to receive a certificate for this event as part of the licensing process

\*A Course fee will be charged

<b>E103</b>	<b>ADVANCED PROCEDURES FOR CUSTOMS AGENTS*</b>
<b>Target Population</b>	1. Customs Agents as part of their basic licensing process 2. Existing Customs Agents who consistently make errors in the clearance process
<b>Course Aims</b>	To improve the level of compliance in customs processing
<b>Course Content</b>	Special Regimes Free Zones Accredited clients Compliance Management Advanced information
<b>Course Duration</b>	1 Week
<b>Course Timing</b>	<b>1.</b> 6 to 12 months from starting Customs agent duties <b>2.</b> At the direction of NCS
<b>Pre-Course Requirement</b>	At least 6 months experience of customs clearance work + attendance on <b>E102</b> Procedures for Customs agents
<b>Post-Course Requirements</b>	Attendees will be required to pass an examination to receive a certificate for this event as part of the licensing process

\*A Course fee will be charged

<b>E104</b>	<b>IMPORT EXPORT SEMINAR FOR BUSINESS</b>
<b>Target Population</b>	Traders importing, exporting, or transiting through Nigeria
<b>Course Aims</b>	To improve the level of compliance in customs processing To encourage the use of e-customs
<b>Course Content</b>	Customs Clearance Procedures E-Customs Compliance Management Preferred Client Schemes
<b>Course Duration</b>	2 Days
<b>Course Timing</b>	None
<b>Pre-Course Requirement</b>	None
<b>Post-Course Requirements</b>	None

## Section 6

### Other events and Guest Speaker Programme

# 6





The Command and Staff College will also host training programmes offered by other border management organisations both nationally and internationally. These programmes and ‘one off’ events and will be co-ordinated by NCS to complement the Nigerian Curriculum and in particular promote/support the **ZUMA 2-13** Programme. The topics to be covered will be

- Professional management
- Single Window
- Co-ordinated Border Management
- Change management
- Leadership and motivation
- International Border management experience
- Supply Chain Security

A programme of events will be developed and advertised through the College Administration.

Similarly a ‘Guest Speaker Programme’ will be organised to include speakers from:

- Trade, Economic and Security Departments and Agencies of the Nigerian Government
- The Airline Industry
- Shipping Lines
- Road Hauliers
- The oil industry
- Leaders in Nigerian Business
- Organisational Development Experts
- ECOWAS
- World Bank
- IMF
- Communications Companies