

No.25

**ROCB A/P  
Customs Good Practice Report  
on**

**Exemplifying Follow-Up Actions taken after the WCO A/P  
Regional/Sub-regional Workshops organized in  
FY 2020/21**



**May 2022**

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## Foreword and Acknowledgments

After struggling with challenges and difficulties of capacity building activities last FY, ROCB A/P, as a leading Capacity Building Office, is getting more confident and experienced this FY under the ‘new normal’. Considering the global pandemic, Customs functions have been further expected to address to the evolving environment. In this connection, ROCB A/P is fully aware that Members’ effort in

response to the situation with cutting-edge topics such as E-Commerce, Data Analytics and Disruptive Technologies. At the same time ROCB A/P observes the high demand as well as high expectation from our Members for our office as a supporting and implementing organization.

With the target of providing high-quality capacity building programs, ROCB A/P has attached great attention to the follow-up action after the workshop has ended to evaluate whether the knowledge obtained from the WCO Workshops can strengthen their skills and capacities in performing the Customs roles and functions in their home administrations. As a result, this ‘Good Practice Report on Exemplifying Follow-Up Actions taken after the WCO A/P Regional/Sub-regional Workshops organized in FY 2020/2021’ has been published and distributed for our Members. My message here is that ROCB A/P as a workshop provider, would like to work with the efforts of our Members.

ROCB A/P would like to express our appreciation to Members’ continued support and active participation of Customs capacity building activities in this FY. Moreover, this report is expected to serve a useful reference point for Members and we wish the Member administrations will recognize the value of Customs capacity building.

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Norikazu Kuramoto

Head of ROCB A/P



## Executive Summary

In the FY 2020/21 (July 2020 – June 2021), the ROCB A/P organized a total of 11 regional/sub-regional workshops in which 9 workshops were subjected to the seventh round of the “Survey on the Follow-up Actions taken after the Participation in the WCO Regional Workshop” being conducted 6 months after the

respective workshops (hereinafter referred to as “the Survey 2021”). The total number of WS has been doubled as compared to previous FY year. All these WSs have been conducted online due to the ‘New Normal’ situation.

The total no. of replies to the Survey 2021 is 58. The rate of overall reply decreases to 38% (70% in 2020). However, the rate of reply received from the participants of sub-regional workshops is around 92%. It is a clear indication of strong commitment by the sub-regional members and a recognized result of the capacity building effort in addressing sub-regional issues.

The Survey 2021 reveals that the most common follow-up actions are sharing/circulation of training materials with colleagues (48%) and submission of reports to superiors (25%) and make recommendations to their senior officials for consideration (25%). The result is quite the same as last year survey that these above mentioned actions are the top three most common follow-up options for the participants.

There are proven correlations between follow-up actions and realization of direct effects as well as initiation of new projects. 84% of the respective respondents realized positive effects from circulating/sharing training materials and organizing in-house workshop, while 57% of whom initiated new projects attributed it to the submission of workshop reports and recommendations made to senior officials. The findings provide a convincing proof that taking timely and immediate follow-up actions after joining the WCO workshops will assist Member administrations to realize the potential contributions to their national development objectives. These follow-up actions can be as simple as writing reports or more intensive like organizing in-house workshops.

The ROCB A/P endeavors to delivering high-quality regional capacity building programs and always encourages the workshop participants to synchronize the knowledge learnt from the WCO workshops with the Customs modifications carrying out in their home administrations.

In this regard, the ROCB A/P recommends Members to mandate a workshop report for their representatives of WCO workshops to ensure the acquired knowledge and its values are properly recorded and reported to the management for consideration of further organizational development.

## **1.Introduction**

In 2015, the ROCB A/P initiated to conduct a “Survey on the Follow-Up Actions taken after the Participation in the WCO Regional Workshop (the Survey)” for all regional/sub-regional workshops organized in the A/P region. Six months

after each workshop, all participants will receive a questionnaire (Appendix I) from the ROCB A/P to collect pertinent information on the follow-up actions that the workshop participants had taken at their respective home administrations.

In this regard, the survey does not intend to criticize any reporting or recommendations made by the workshop participants. It actually aims to take a snapshot of the impact that the capacity building programs have on the performance of the regional Member administrations in terms of work efficiency and effectiveness as well as organizational development. It is also expected that the Survey will remind workshop participants of their expected roles and encourage them to continuously utilize the skills and knowledge acquired, wherever possible after the respective regional/sub-regional capacity building programs.

## **2. Summation and Analysis of the Survey 2021**

### **2.1 Response to the Survey 2021**

In the FY 2020/21, the ROCB A/P organized a total of 11 regional/sub-regional workshops, excluding the accreditation workshops. 9 of which were subjected to the seventh round of the Survey (hereinafter referred to as “the Survey 2021”). The ROCB A/P circulated the questionnaires to all workshop participants approximately 6 months after the respective regional/sub-regional workshops and collected the replies in 3 weeks.

Among the 9 subjected workshops, 2 were specially designed for sub-regional Members and others were for regional workshop. The total number of replies to the Survey 2021 is 58. The rate of overall reply decreases to 38% (70% in 2020). However, the rate of reply received from the participants of sub-regional workshops is around 92%. It is regarded as an indication of strong commitment by the sub-regional members and a recognized result of the capacity building effort in addressing sub-regional issues. Summary of the number of replies is shown in Table 1.

ROCB A/P is always committed to coordinate and organize capacity building programs and activities for A/P Members. We have faith in that Members can strengthen their skills and capacities by applying the lessons learnt from the WCO workshops into their daily operations and disseminating the pertinent information to the right parties in their organizations for Customs modernization. In this regard,

the ROCB A/P takes every possible opportunity to give explanations about the objectives and findings of the Survey, especially at the regional/sub-regional workshops. Furthermore, in an attempt to collect more replies to the Survey, the ROCB A/P sends reminding messages to all workshop participants as the due date comes closer. With a view to further encouraging workshop participants' continued engagement to the reform and modernization based on the lessons learnt from the respective workshops and stimulating their interests in the follow-up actions taken by other workshop participants, the ROCB A/P provides them with the feedbacks regardless of whether they reply or not. This initiative helps to get additional inputs to the Survey even after the due date for the reply. In fact, more and more regional Members recognize the exemplifying follow-up actions and practical examples conducted by the workshop participants since the publication of the first Survey.

***(Table 1) Numbers of replies to the Survey 2021***

WCO Regional/Sub-regional Workshops		No. of participated administrations	No. of replies	
(1)	WCO Sub-regional Workshop on PCA (Pacific) (Nov. 2020)	6	5	
(2)	WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)	7	7	
(3)	WCO Regional Workshop on Performance Measurement (Dec. 2020)	22	6	
(4)	WCO Regional Workshop on E-Commerce (Jan. 2021)	25	10	
(5)	WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021)	17	6	
(6)	WCO Regional Workshop on Data Analytics (March 2021)	21	9	
(7)	WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021)	18	8	

(8)	WCO Regional Workshop on Free Zone (April 2021)	19	5	
(9)	WCO Regional Workshop on Canines (June 2021)	18	2	
Sub-total of Sub-Regional Workshops		13	12 (92%)	
Sub-total of Regional Workshops		140	46 (33%)	
Total		153	58 (38%)	

## 2.2 Follow-up actions taken

(Table 2) shows the number of different specific follow-up actions taken by the respondents after the respective regional/sub-regional workshops.

**(Table 2) Number of different specific follow-up actions taken after the workshops**

(NB)*	Share training materials	Submit reports	Make recommend-actions	Organize in-house workshop	Develop operational manuals	Others
(1)	5	3	3	2	2	0
(2)	6	4	4	2	2	0
(3)	3	5	1	2	0	0
(4)	10	4	5	0	1	3
(5)	3	1	2	1	0	3
(6)	8	1	3	1	0	3
(7)	6	5	5	2	2	1
(8)	5	1	1	2	1	1



(9)	2	1	1	2	0	0
Total	48	25	25	14	8	11

\*(NB): The sequential number of the Regional/Sub-regional Workshops is correspondent to (Table 1).

The Survey reveals the ranking of the common follow-up actions is (1) circulate/share the distributed training materials with their colleagues in the relevant departments/divisions, (2) submit reports to their management, and make recommendations to their senior officials for consideration.

“Others” includes outreaching activities as well as sharing the materials in domestic training programs, conducting self-assessment of the current working environment, which may contribute to the amendment of relevant laws and regulations so as to align with the learned good practices. Some of these prominent follow-up actions taken are as follows:

- Shared and formulated the materials of the workshop in the domestic training programs (Indonesia- WCO Regional Workshop on E-Commerce)
- Proposed a separate section of E-Commerce in the PNG Customs Act. (PNG-WCO Regional Workshop on E-Commerce)
- Assessed and evaluated the application of data analytic in units. (Indonesia - WCO Regional Workshop on Data Analytics)
- Made recommendations as well as improvements related to AI based risk management system (Sri Lanka -WCO Regional Online Experience-sharing Workshop on Disruptive Technologies)

**2.2.1 Share training materials**

48 respondents (83%) shared the training materials with their colleagues when they back to office as ROCB A/P at all times emphasizes the importance and advantages of sharing among Members. As the programs of the WCO workshops

were designed for providing food-for-thought for organizational reform and modernization, along with the exchange of good practices, it is appreciated that participants did not withhold the learned knowledge and skills by themselves and were more willing to share with their coworkers. It is also worth mentioning that more and more participants are using intranet or common drive as a means to share training materials. The seamless communication between units/departments helps staff to get information more quickly and easily.

### **2.2.2 Submit reports**

Report submission after attending each workshop is strongly recommended for Members to mandate their nominees to ensure the knowledge acquired is properly recorded and brought the agenda up for management's attention. In the FY 2020/2021, 25 respondents (43%) had submitted reports to their seniors and took responsibility in reporting.

### **2.2.3 Make recommendations**

Participants are becoming aware of the importance of making specific recommendations to their senior officials for considerations in the progress of customs reform and modernization. It is fair to presume that quite a good number of specific recommendations will ultimately lead to the realization of direct effects and/or initiation of new projects. Indeed, 25 (43%) out of 58 replies who made recommendations to management had resulted in initiation of new projects/enhancement of current programs. It is believed that the pragmatic recommendations had provided the management officials with concrete ideas for possible advancement in the organization.

### **2.2.4 Organize in-house workshops**

14 (24%) out of 58 replies that in-house workshops had been organized after the workshops. The survey reveals and confirms that the knowledge as well as other countries' good practices obtained from the WCO regional/sub-regional Ws would be introduced in Members' domestic training programs and definitely reinforced

the improvement in efficiency and effectiveness of Members' work.

### **2.3 Application of lessons learnt from the workshops**

One of the purposes of the Survey is to take a snapshot of the impact that the capacity building programs have on the performance of the regional Member administrations in terms of work efficiency and effectiveness and organizational development. Respondents were asked to reveal how they immediately applied the learned knowledge to improve their operational performance. In general, it can be categorized into 2 aspects by its objectives and effects: namely (a) operational improvement; and (b) strategic empowerment. Below are some exemplifying follow-up actions taken:

#### **(a) Operational improvement**

- Fast releasing of Import Cargo (Tonga- WCO Sub-regional WS on PCA)
- Better understood the best practices from counterparts on implementing PCA under the pandemic situation (Thailand- - WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)
- Shifted from trader-focused audits to issue-focused audits to maximize limited manpower and resources and enhanced feedback loops with front-line offices. (Philippines- WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)
- Reaffirmed that the existing performance management procedures are structured accordingly (Myanmar- WCO Regional Workshop on Performance Measurement (Dec. 2020)
- By utilizing analytic data, it will identify non-standard and unusual transactions (Indonesia- WCO Regional Workshop on Data Analytics (March 2021))
- Learnt how to use the WCO instruments and tools to monitor the implementation of different TFA articles to improve efficiency/effectiveness

of the administration's work (Bangladesh- WCO Regional Workshop on Data Analytics (March 2021))

- Made adjustment in nature of work to focus on trade facilitation instead of collecting tax/duty (Myanmar- WCO Regional Workshop on Data Analytics (March 2021))
- Clarified many misconceptions on free zones and enhanced knowledge about the irregularities happened inside free zones (Bangladesh- WCO Regional Workshop on Free Zone (April 2021))
- Enhanced communication with the operating body of free zones and made recommendation to promote AEO Programme in free zones (Iran- WCO Regional Workshop on Free Zone (April 2021))
- The staffs of the AEO office and the AEO/MRA Working Group have been updated with the learnings from the workshop. (Fiji - WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021))

#### **(b) Strategic empowerment**

- Adjusted audit strategies emphasizing on risk rating or Risk-based audit approach. (Tonga- WCO Sub-regional WS on PCA)
- Decided to organize in house training to introduce new method/techniques that have learned from the workshop (WS- WCO Sub-regional WS on PCA)
- Adjusted the operational framework to the international standards and implemented PCA more effectively (Cambodia- WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)
- Decided to develop new KPI in the future (Indonesia- WCO Regional Workshop on Performance Measurement (Dec. 2020))
- Submitted a request of introducing AI based risk management system to the Ministry of Finance (Sri Lanka- WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021))

- Supported the decision to create a data analytics team as part of the proposed re-organization in the Bureau. (Philippines- WCO Regional Workshop on Data Analytics (March 2021))
- By utilizing analytic data, it will identify non-standard and unusual transactions
- Motivated by confirming innovative trends in international customs work (Korea- WCO Regional Workshop on Data Analytics (March 2021))
- The lessons learned will help the administration while formulating training policy, organizing refresher trainings and for upgrading the standard of Indian Customs K9 establishment. (India- WCO Regional Workshop on Canines (June 2021))
- Planned to develop the strategies and actions to target and profile new challenges such as fentanyl, electronics drugs and currency (Samoa- WCO Regional Workshop on Canines (June 2021))

## 2.4 Realization of direct effects

### 2.4.1 Direct effects obtained from the WCO workshops

Workshop participants observed a series of direct effects in the wake of the follow-up actions taken in their home administrations. (Table 3) shows the participants' views on the realization of direct effects after joining WCO workshops.

**(Table 3) Direct effects realized from application of lessons learnt**

WCO Regional/Sub-regional Workshops		Total No. of replies	Yes	No
(1)	WCO Sub-regional Workshop on PCA (Pacific) (Nov. 2020)	5	3	2
(2)	WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)	7	4	3

(3)	WCO Regional Workshop on Performance Measurement (Dec. 2020)	6	4	2
(4)	WCO Regional Workshop on E-Commerce (Jan. 2021)	10	7	3
(5)	WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021)	6	1	5
(6)	WCO Regional Workshop on Data Analytics (March 2021)	9	6	3
(7)	WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021)	8	5	3
(8)	WCO Regional Workshop on Free Zone (April 2021)	5	4	1
(9)	WCO Regional Workshop on Canines (June 2021)	2	2	0
Total		58	36	12

62% of respondents who had observed direct effects after participating the workshops agreed applying the lessons learnt at the managerial and operational levels brought about the positive effects, while another 38% revealed no observed direct impact for the time being or yet to realize, especially for those strategic projects carried out at the borders.

Some examples of tangible and direct effects apprehended are listed at below:

- Increased in defections of undervalued goods / shipments (PNG- WCO Sub-regional Workshop on PCA (Nov. 2020))
- Changed management approach in targeting high risk importer for post clearance audit (Malaysia- WCO Sub-regional Workshop on PCA (ASEAN))

(Nov. 2020))

- Increased collection of duties and taxes at the border as importers audited with valuation deficiencies are now declaring the correct customs values (Philippines- WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020))
- The training helped review and update the procedures to make the clearance process more transparent (Maldives-WCO Regional Workshop on E-Commerce (Jan. 2021))
- The Federal Board of Revenue is cognizant of the fact that due to increase in E-Commerce there is a need to develop online modules for swift clearance of shipments. (Pakistan -WCO Regional Workshop on E-Commerce (Jan. 2021))
- Analysis is more effective with data analytics (Hong Kong China- -WCO Regional Workshop on E-Commerce (Jan. 2021))

#### **2.4.2 Realization of direct impact correlates with specific follow-up actions taken**

An analysis on the correlation between realization of direct effects and follow-up actions taken, i.e. share materials and organize in-house workshops, was conducted and the findings are shown in Table 4. We can find the correlations between direct effects realized and individual follow-up action increased respectively (35% in 2020 increased to 65% in 2021 for sharing materials while 45% in 2020 increased to 67% in 2020 for organizing in-house workshops), 84% (75% in 2020) of respondents who realized direct effects had shared workshop materials with relevant colleagues and/or organized in-house workshops. Undoubtedly, sharing materials and steering in-house training are still regarded as the most effective way to disseminate the pertinent information, including the other Members' good practices, to colleagues and discuss the specific recommendations for operational improvement.

**(Table 4) Correlation between realization of direct effects and specific follow-up actions taken**

WCO Sub-/Regional Workshops	Member	Member	Member
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		participants <sup>1</sup> shared workshop materials	participants organized in-house workshop	participants realized direct effects
(1)	WCO Sub-regional Workshop on PCA (Pacific) (Nov. 2020)	<u>TO</u> , <u>WS</u> , <u>FJ</u> , <u>PG</u> , <u>VU</u>	<u>TO</u> , <u>WS</u>	<b>PG, FJ, TO,</b> <b>VU</b>
(2)	WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)	KH, <u>ID</u> , <u>MY</u> , MM, <u>PH</u> , <u>TH</u>	<u>MY</u> , <u>TH</u>	<b>ID, MY, PH,</b> <b>TH</b>
(3)	WCO Regional Workshop on Performance Measurement (Dec. 2020)	SG, TH, <u>MY</u>	TH, <u>MY</u>	KH, ID, LA, <b>MY</b>
(4)	WCO Regional Workshop on E-Commerce (Jan. 2021)	<u>AU</u> , BD, <u>BT</u> , <u>FJ</u> , <u>HK</u> , <u>ID</u> , MY, <u>MV</u> , PK, <u>PNG</u>	<u>ID</u>	<b>AU, BT, FJ,</b> <b>HK, ID, MV,</b> <b>PNG</b>
(5)	WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021)	<u>ID</u> , NZ, LK	HK	<b>ID, FJ</b>
(6)	WCO Regional Workshop on Data Analytics (March 2021)	BT, <u>HK</u> , <u>ID</u> , <u>KR</u> , <u>MY</u> , <u>PH</u> , TH, VU	TH	<b>HK, ID, JP,</b> <b>KR,</b> <b>MY, PH</b>
(7)	WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021)	<u>FJ</u> , <u>MY</u> , <u>WS</u> , <u>AF</u> , MM, BD	WS, <u>AF</u>	<b>FJ, MY, WS,</b> <b>AF, VU</b>
(8)	WCO Regional Workshop on Free Zone (April 2021)	BD, <u>BT</u> , <u>FJ</u> , <u>IR</u> , <u>MY</u>	<u>BT</u> , <u>IR</u>	<b>BT, FJ, IR,</b> <b>MY</b>
(9)	WCO Regional Workshop on Canines (June 2021)	<u>ID</u> , <u>WS</u>	<u>ID</u> , <u>WS</u>	<b>ID, WS</b>
Total		48	15	38

<sup>1</sup> Please refer to Appendix 2 the Abbreviation of A/P Member Administrations



Numbers and percentage of respective actions presumably led to realizing direct effects	31 (65%)	10 (67%)	-
Number and percentage presumably attributed to sharing materials and/or in-house workshops			32 (84%)

(NB1) The Members administrations who had realized direct effects are underlined in the columns of shared training materials and organized in-house workshops.

(NB2) The Members administrations who had shared training materials and organized in-house workshops are shown in bold in the column of realized direct effects.

## 2.5 Improvement in work efficiency and effectiveness

With the goal of enhancing the effectiveness and efficiency of Customs administrations, the WCO attaches great effort to provide guidance and support to build its Members' capacity in achieving their national development goals particularly in the areas of trade facilitation, revenue collection, community protection and national security. In the Survey 2021, respondents were asked whether or not the WCO workshops had contributed to improve work efficiency and effectiveness in their home administrations. Among the 58 replies to this question, 98% agreed the lessons learnt from the workshops had positive advancement to their work (please see Table 5).

**(Table 5) Improvement in work efficiency and effectiveness**

WCO Sub-/Regional Workshops		Total no. of replies	Yes	No
(1)	WCO Sub-regional Workshop on PCA (Pacific) (Nov. 2020)	5	6	0
(2)	WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)	7	7	0
(3)	WCO Regional Workshop on Performance Measurement (Dec. 2020)	6	6	0

(4)	WCO Regional Workshop on E-Commerce (Jan. 2021)	10	10	0
(5)	WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021)	6	6	0
(6)	WCO Regional Workshop on Data Analytics (March 2021)	9	8	1
(7)	WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021)	8	8	0
(8)	WCO Regional Workshop on Free Zone (April 2021)	5	5	0
(9)	WCO Regional Workshop on Canines (June 2021)	2	2	0
Total		58	57(98%)	1

Some good examples of work improvement are listed as below:

- Improved my admin's work through the new methods learnt and through teamwork by connecting with other counterparts in different regions and studying the cases with them. Also, the new and techniques of identifying frauds and making sure that all officers are on the same level of understanding. (Fiji- WCO Sub-regional Workshop on PCA (Nov. 2020))
- Recognized the limitations of current risk assessments and improved effectiveness of post clearance audit risk assessment by utilizing integrated risk analysis and targeting learned from the workshop. (Malaysia- WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020))
- The Workshop has contributed PCA techniques and tools to improve PCA implementation of Myanmar Customs. (Myanmar - WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020))
- Offered experiences in conducting exercises and developing KPI's and

observing KPI examples from other members (Indonesia- WCO Regional Workshop on Performance Measurement (Dec. 2020))

- As E-Commerce is a global phenomenon, information sharing between customs authorities ensures that border policies for E-Commerce goods reflect a strong appreciation of the challenges of our regional colleagues. The Workshop, in particular, provided a valuable opportunity for policy officers in customs administrations to build their broad environmental awareness of cross-border E-Commerce challenges into their policy work. Australia, for example, has strengthened its resolve to promote a new global standard on data quality, as part of the review of the WCO Cross-Border E-Commerce Framework of Standards, in partial response to the regional challenges it developed an appreciation of in the Workshop. (Australia- WCO Regional Workshop on E-Commerce (Jan. 2021))
- Offered a good starting point for most of the administration including Hong Kong to make use of the technologies to increase the effectiveness of Customs clearance. (Hong Kong, China- WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021))
- Inspired by other Members' practices in improving the efficiency / effectiveness of work during the pandemic (Indonesia- WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021))
- Strengthened governance framework of how agencies would collaborate and trust between agencies increased. (Vanuatu- WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021))
- Provided guidance on the use of IT systems in FZ and integrating with FZ operating body's IT system for monitoring cargo movements, inventories and company operations. In line with these guidance, Bangladesh Customs is implementing an automation project in order to develop an IT system to monitor cargo movements into/from FZ and to conduct other customs activities by online which will definitely improve the efficiency of my administration's work. (Bangladesh- WCO Regional Workshop on Free Zone (April 2021))

## 2.6 Initiation of modernization projects

### 2.6.1 Development of new projects

The last question of the questionnaire is the initiation of new modernization projects. The capacity building programs organized by the WCO are not only aiming to enhance the effectiveness and efficiency of Customs performance, but also providing Members with abundant food-for-thought for the development of reform and modernization initiatives. In this context, the ROCB A/P does not have an exclusive definition on “modernization projects” for Members. These projects can be an institutional engagement work towards future enhancement of the current systems or programs with short/mid-term projections. Among 58 of respondents, 50% were enlightened by the fruitful content of the WCO workshops or the good practices shared by other Members, leading to the initiation of new projects in their home administrations. Table 6 shows the details of the result.

**(Table 6) Initiation of new modernization projects**

WCO Sub-/Regional Workshops		Total no. of replies	Yes	No
(1)	WCO Sub-regional Workshop on PCA (Pacific) (Nov. 2020)	5	2	3
(2)	WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)	7	4	3
(3)	WCO Regional Workshop on Performance Measurement (Dec. 2020)	6	0	6
(4)	WCO Regional Workshop on E-Commerce (Jan. 2021)	10	7	3
(5)	WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021)	6	2	4
(6)	WCO Regional Workshop on Data Analytics (March 2021)	9	3	6

(7)	WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021)	8	7	1
(8)	WCO Regional Workshop on Free Zone (April 2021)	5	3	2
(9)	WCO Regional Workshop on Canines (June 2021)	2	0	2
Total		58	29 (50%)	29 (50%)

Below are some of the modernization projects newly initiated or enhanced on-going projects:

- Launched the Self-Assessment and AEO Project (Samoa- WCO Sub-regional Workshop on PCA (Nov. 2020))
- Reviewed PCA operating standard and initiated automated PCA module. (Vanuatu- - WCO Sub-regional Workshop on PCA (Nov. 2020))
- Developed verification & profiling system (Malaysia- WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020))
- Initiated the creation of an online payment platform specific to PCA, which increased efficiency in the collection of assessed duty and tax deficiencies. The terms of reference of the BOC's computerized risk-based management system (which we have initiated) was also being updated to reflect a learning circle risk assessment structure. (Philippines- WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020))
- Discussed with development partner and new project would be initiated very soon (Bangladesh- WCO Regional Workshop on E-Commerce (Jan. 2021))
- Initiated several projects to modernize customs systems such as the use of Data Analytics as analyzing tools for customs officials to detect anomaly transactions; the use of Artificial Intelligence as biometric verification of land border crossers who get facilities from customs. (Indonesia- WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March

2021))

- Launched the AEO project and strategical plans with a proposal to utilize ASYCUDA World as a single window in facilitation legitimate trade (Samoa- WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021))
- Implemented a strategy of Smart Customs with the introduction of 4.9 Technology, AI, Block Chain and etc. (Vanuatu- WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021))
- Intended to bring more companies under the AEO programme for SAFE FOS so that less intervention is done by customs to compliant traders. (Fiji- WCO Regional Workshop on Free Zone (April 2021))
- Expanded the programme of Authorized Economic actors to the free zones and the enhancement of statistical cooperation with the free zones has been approved. (Iran- WCO Regional Workshop on Free Zone (April 2021))

### **2.6.2 Initiation of new reform and modernization projects correlates with specific follow-up actions taken**

Policy and funding support are always the prerequisites for a successful implementation of customs reform and modernization. In order to gain support from the high-level management for launching new projects or enhancing existing systems, it is practicable to kickstart by submitting a detailed report with gap analysis and specific recommendations for their consideration.

As a matter of fact, the ROCB A/P found there is a correlation between initiation of new projects and application of knowledge acquired from the WCO workshops. The analysis finding shows that the detailed mission reports and/or specific recommendations made by the workshop participants, who had in-depth understanding of the perceived gaps in their operation against that of the learned international standards or good practices of other Members, contributed to the enhancement of the existing practices or initiation of new programs in their home administrations. 57% of the answered believed the new reform or advancement were attributed to the submission of mission reports and/or respective

recommendations made to the senior officials (Table 7).

**(Table 7) Correlation between initiation of new modernization projects and specific follow-up actions taken**

WCO Sub-/Regional Workshops		Member participants <sup>2</sup> submitted reports	Member participants made specific recommendations	Member participants initiated new projects
(1)	WCO Sub-regional Workshop on PCA (Pacific) (Nov. 2020)	<u>WS</u> , PG, <u>VU</u>	<u>WS</u> , TO, <u>VU</u>	<b>WS, VU</b>
(2)	WCO Sub-regional Workshop on PCA (ASEAN) (Nov. 2020)	<u>KH</u> , LA, <u>MM</u> , <u>PH</u>	<u>KH</u> , LA, <u>MM</u> , <u>PH</u>	<b>KH, MY MM, PH</b>
(3)	WCO Regional Workshop on Performance Measurement (Dec. 2020)	KH, ID, LA, TH, MY	TH	0
(4)	WCO Regional Workshop on E-Commerce (Jan. 2021)	AU, <u>ID</u> , HK, <u>PNG</u>	AU, <u>ID</u> , HK, <u>PNG</u> , <u>BT</u>	BD, FJ, MV, PK, <b>ID</b> , <b>PNG, BT</b>
(5)	WCO Regional Online Experience-sharing Workshop on Disruptive Technologies (March 2021)	<u>ID</u>	<u>ID</u> , LK	FJ, <b>ID</b>
(6)	WCO Regional Workshop on Data Analytics (March 2021)	VU	HK, <u>ID</u> , <u>PH</u>	ID, KR, <b>PH</b>
(7)	WCO Regional Workshop on the WTO Trade Facilitation Agreement (April 2021)	<u>WS</u> , <u>VN</u> , <u>AF</u> , <u>BD</u> , MM	<u>FJ</u> , <u>WS</u> , <u>VN</u> , <u>AF</u> , <u>BD</u>	<b>FJ, MY, WS, AF, VN, BD, VU</b>
(8)	WCO Regional Workshop on	<u>IR</u>	<u>IR</u>	BT, FJ, <b>IR</b>

<sup>2</sup> Please refer to Appendix 2 the Abbreviation of A/P Member Administrations

	Free Zone (April 2021)			
(9)	WCO Regional Workshop on Canines (June 2021)	WS	WS	0
Total		25	25	28
Numbers and percentage of respective actions presumably led to realizing direct effects		13 (52%)	17 (68%)	--
Number and percentage presumably attributed to sharing materials and/or in-house workshops				16 (57%)

(NB1) The Members administrations who had initiated new projects are underlined in the columns of submitted reports and made specific recommendations.

(NB2) The Members administrations who had submitted reports and made specific recommendations are shown in bold in the column of initiated new projects.

### 3. Conclusion

Referred to the findings of Survey 2021, the ROCB A/P observes that most workshop participants shared the information and learning back home, submitted the report to their supervisors and organized the in-house training. It also reveals the WCO workshops did inspire the Member Administrations to initiate the new projects as well as improved efficiency of Members' work as well as organizational development. Furthermore, Members emphasized virtual workshops were one of the most valuable occasions for them to exchange views on the focus areas of the region even we facing connectivity problem and lower communication compared with ordinary face to face workshop. They also highlighted the importance of such online workshops in contributing to enhance collaboration to overcome the negative effects caused by COVID-19 pandemic.

In the next FY, the ROCB A/P is getting ready to organize face-to-face/hybrid capacity activities with our commitment to encourage Member representatives in the WCO workshops to optimize the value of the regional capacity building programs in their organizations, while evaluate the development progress and



identify further technical assistance needs of Member administrations. This Report is expected to serve a useful reference point for our Members.

For questions and comments to this Good Practice Report or the Follow-Up Actions Survey, please feel free to write to Ms. Zhengqing Ye, Program Manager of ROCB A/P, at [graceye@rocbap.org](mailto:graceye@rocbap.org) or Mr. Norikazu Kuramoto, Head of ROCB A/P, at [norikazu.kuramoto@rocbap.org](mailto:norikazu.kuramoto@rocbap.org).