

No.27

**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 2021/22**



May 2023

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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 an supporting on 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 2021/2022' 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 2021/22 (July 2021 – June 2022), the ROCB A/P organized a total of 4 regional/sub-regional workshops in which 4 workshops were subjected to the eighth round of the “Survey on the Follow-up Actions taken after the Participation in the WCO Regional/Sub-regional Workshop” being conducted 6 months after the respective workshops (hereinafter referred to as “the Survey 2022”). The total number of WS has been reduced as compared to the previous FY year.

The total no. of replies to the Survey 2022 is 32. The rate of overall reply increases to 56% (38% in 2021). However, the rate of reply received from the participants of sub-regional workshops is around 80%. 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 2022 reveals that the most common follow-up actions are sharing/circulation of training materials with colleagues (24) and submission of reports to superiors (13) and organizing in-house workshop (12). The result is quite the same as last year survey that these top two actions are the most common follow-up options for the participants, while this year organizing in-house workshop is the third common action instead of making recommendation.

There are proven correlations between follow-up actions and realization of direct effects as well as initiation of new projects. 91% of the respective respondents realized positive effects from circulating/sharing training materials and organizing in-house workshop, while 78% 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/Sub-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 2022

2.1 Response to the Survey 2022

In the FY 2021/22, the ROCB A/P organized a total of 4 rRgional/Sub-regional workshops, excluding the accreditation workshops and HQs Project based workshops. 4 of which were subjected to the eighth round of the Survey (hereinafter referred to as “the Survey 2022”). 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 4 subjected workshops, 1 were specially designed for sub-regional Members and others were for regional workshop. The total number of replies to the Survey 2022 is 32. The rate of overall reply increases to 56% (38% in 2021). However, the rate of reply received from the participants of sub-regional workshops is around 80%. 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 2022

WCO Regional/Sub-regional Workshops		No. of participated administrations	No. of replies
(1)	WCO Sub-regional Workshop on Data Analytics for Pacific Islands (June 2022)	5	4
(2)	WCO Regional Workshop on HS 2022 Implementation (November 2021)	21	15
(3)	WCO Regional Workshop on Railway (May 2022)	14	4
(4)	WCO Regional Workshop on Training Management (May 2022)	17	9
Sub-total of Sub-Regional Workshops		5	4 (80%)

Sub-total of Regional Workshops	52	28 (54%)
Total	57	32 (56%)

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)	4	2	1	2	0	3
(2)	8	5	3	6	3	2
(3)	4	4	2	1	1	0
(4)	8	2	4	3	3	0
Total	24	13	10	12	7	5

*(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 (3) organize in-house workshop.

“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:

- An ad-hoc committee for making transposition of HS version was formed by including the officers who attended the Workshop. The committee arranged 4 meetings where we shared our knowledge acquired from the workshop. Finally, the committee produced a comprehensive report to make necessary amendment or addition in legislation for accommodating HS 2022 version (Bangladesh- WCO Regional Workshop on HS 2022)
- Began a data warehouse once I learnt the benefits (Fiji- WCO Regional Workshop on Railway)

2.2.1 Share training materials

24 respondents (75%) 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 2021/2022, 13 respondents (41%) 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, 10 (31%) out of 32 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

12 (38%) out of 32 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 WSS 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

- I'm starting off with a data warehouse, Improve data management log safety data in similar category (Fiji- WCO Sub-regional WS on Data Analytics)

- In the Workshop on Railway participants would have gained insights into current issues affecting the railway industry in line with the WCO Railway Guidelines, learned about best practices in rail transport and logistics, and gained a deeper understanding of customs procedures related to rail transport. Participants may have also had the opportunity to network with other professionals in the industry and develop new collaborations and partnerships. All of these can be utilized by administrations to improve their operations, increase efficiency, and enhance the overall quality of the services. (Mongolia- WCO Regional WS on Railway)
- To conduct the domestic or international training course by using internet. / Selecting or combining format of workshops (in-person, online and hybrid) by considering pros and cons of respective style. (Japan- WCO Regional WS on Training Management)

(b) Strategic empowerment

- The HS 2022 amendment is fully implemented by our administration (Mongolia- WCO Regional WS on HS 2022 Implementation)
- Absolutely yes, Thai Customs prepare the systems for multimodal transportation. (Thailand- WCO Regional WS on Railway)
- The workshop brought forward ideas and way forward on how to improve training approach with Customs Officers especially frontline Officers and assist us to utilize DCIR Officers to achieve the Departments objectives. (Vanuatu- WCO Regional WS on Training Management)

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 Data Analytics for Pacific Islands (June 2022)	4	1	3
(2)	WCO Regional Workshop on HS 2022 Implementation (November 2021)	15	5	5
(3)	WCO Regional Workshop on Railway (May 2022)	4	2	2
(4)	WCO Regional Workshop on Training Management (May 2022)	9	3	5
Total		32	11	15

34% 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 47% 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:

- An improvement on how my team analyze data and the methodology to investigate more to ensure the accuracy of the analysis before any decision is made. (Samoa- WCO Sub-regional Workshop on Data Analytics)
- There are changes in the way of monitoring goods that are subject to the provisions of the restrictions and prohibitions on imports and exports that classification has been amended. (Indonesia- WCO Regional Workshop on HS 2022 Implementation)
- Provide inputs in the report of study on the status of transportation by rail by

GDCE (Cambodia- WCO Regional Workshop on Railway)

- The application of competency-based training strategy has improved the training programs of HKCC. With the use of the principles and criteria in training needs analysis acquired from the Workshop, trainees’ needs could be better addressed leading to higher training quality. (Hong Kong- WCO Regional Workshop on Training Management)

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 (65% in 2021 decreased to 43% in 2022 for sharing materials while 67% in 2021 decreased to 33% in 2022 for organizing in-house workshops), 91% (84% in 2021) 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 participants shared workshop materials	Member participants organized in-house workshop	Member participants realized direct effects
(1)	WCO Sub-regional Workshop on Data Analytics for Pacific Islands (June 2022)	<u>WS</u> , FJ, PG	PG, FJ	WS
(2)	WCO Regional Workshop on HS	<u>ID</u> , <u>MN</u> , PK,	MU, PK, TH,	BD, ID , MN ,

	2022 Implementation (November 2021)	PH, TH, <u>TL</u> , <u>VU</u> , VN	<u>TL</u> , VN, <u>VU</u>	TL, VU
(3)	WCO Regional Workshop on Railway (May 2022)	<u>BD</u> , TH, <u>KH</u> , LA	<u>BD</u>	BD, KH
(4)	WCO Regional Workshop on Training Management (May 2022)	BD, BT, <u>HK</u> , ID, JP, NZ, <u>PK</u> , <u>VA</u>	BD, NZ, <u>VA</u>	HK, PK, VA
Total		23	12	11
Numbers and percentage of respective actions presumably led to realizing direct effects		10 (43%)	4 (33%)	-
Number and percentage presumably attributed to sharing materials and/or in-house workshops				10 (91%)

(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 2022, respondents were asked whether or not the WCO workshops had contributed to improve work efficiency and effectiveness in their home administrations. Among the 32 replies to this question, 81% 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 Data Analytics for Pacific Islands (June 2022)	4	3	1
(2)	WCO Regional Workshop on HS 2022 Implementation (November 2021)	15	10	0
(3)	WCO Regional Workshop on Railway (May 2022)	4	4	0
(4)	WCO Regional Workshop on Training Management (May 2022)	9	9	0
Total		32	26(81%)	1

Some good examples of work improvement are listed as below:

- Yes, since the Harmonized system, specifically the HS 2022 version is a uniform nomenclature that is currently being utilized by all member countries. As such, knowledge of the latest updates and its amendments are necessary to ensure effectiveness and efficiency in performing tasks relating to customs tariff classification. (Philippines- WCO Regional Workshop on HS 2022 Implementation)
- It will be a steppingstone for us to enhance our regulation and administration as there is recently railway operation in Laos. We have been going for overseas field visits for the improvement of the operation in Laos. (Laos- WCO Regional Workshop on Railway)
- Workshop has contributed in improving the efficiency and effectiveness of analytical skills and the accuracy of analyzed data. (Samoa- WCO Sub-Regional Workshop on Data Analytics)
- Gives us an increased awareness of how other administrations in the Asia Pacific are tackling the changes and challenges faced over the last few years. (New Zealand- WCO Sub-Regional Workshop on Training Management)

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 32 of respondents, 28% 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 Data Analytics for Pacific Islands (June 2022)	4	1	3
(2)	WCO Regional Workshop on HS 2022 Implementation (November 2021)	15	3	7
(3)	WCO Regional Workshop on Railway (May 2022)	4	1	3
(4)	WCO Regional Workshop on Training Management (May 2022)	9	4	5
Total		32	9 (28%)	18 (58%)

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

- Update to the national goods classification system and national single window system. (Indonesia- WCO Regional Workshop on HS 2022

Implementation)

- Nong Khai Customs Office has been revised legal for railway transportation and offer to the Director general. (Thailand- WCO Regional Workshop on Railway)
- Yes, there are more talks on managing all these databases in the Administration. The Administration now understands the importance of data management and analytical data used for informed decision making. However, issues faced is due to lack of skilled staff, insufficient resources and funding constraints that actions are not taken. (Papua New Guinea- WCO Sub-Regional Workshop on Data Analytics)
- Pakistan Single Window is a project Pakistan Customs is constantly working on and recently Rules have also been drafted under PSW Act as per WCO guidelines. Apart from that there is constant development in WeBoC i.e Web Based One Customs. (Pakistan- WCO Sub-Regional Workshop on Training Management)

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. 78% 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 submitted reports	Member participants made specific recommendations	Member participants initiated new projects
(1)	WCO Sub-regional Workshop on Data Analytics for Pacific Islands (June 2022)	WS, <u>PG</u>	<u>PG</u>	PG
(2)	WCO Regional Workshop on HS 2022 Implementation (November 2021)	<u>ID</u> , HK, PK, <u>TL</u> , VN	PK, PH, <u>TL</u>	ID, TL, VU
(3)	WCO Regional Workshop on Railway (May 2022)	BD, <u>TH</u> , KH, LA	BD, <u>TH</u>	TH
(4)	WCO Regional Workshop on Training Management (May 2022)	BT, JP	BT, <u>ID, PK, VA</u>	HK, ID, PK, VA
Total		13	10	9
Numbers and percentage of respective actions presumably led to initiating new projects		4 (31%)	6 (60%)	--
Number and percentage presumably attributed to submitting reports and/or making specific recommendations				7 (78%)

(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 2022, the ROCB A/P observes that most workshop participants shared the information and backed home what have learnt, 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.

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. Pavida Tarapoom, Assistant Program Manager of ROCB A/P, at maypavida@rocbap.org or Mr. Norikazu Kuramoto, Head of ROCB A/P, at norikazu.kuramoto@rocbap.org.



ROCB A/P Questionnaire on the Follow-Up Actions taken after the participation in the WCO Regional Workshop

Event subject to survey:	
Conducted Date and venue of the Workshop:	
Participated Members: (- i.e. The administrations the replies are being sought)	

(Notes)

1. *This questionnaire is intended to collect pertinent information on the follow-up actions taken at your home administrations in the wake of the participation in the captioned sub-regional workshop. Please kindly provide us with your inputs/information on the follow-up actions taken after the workshop and up till today.*
2. *This questionnaire is never intended to evaluate and/or criticise any of reporting or recommendations you have made, but this is rather to take a sort of snapshot of impact of the technical cooperation, which the ROCB A/P has initiated in cooperation with the WCO secretariat.*

Please return this questionnaire to:

by no later than

Responding administration	
Name and contact e-mail address of Responder (i.e. Workshop participant)	(Name of responder/Workshop participant)
	(E-mail address)

<p>Q1 After you have come back from the Workshop, what specific follow-up actions you have done up till today?</p>	<p>(Please tick applicable answer(s) and/or fill in additional information, as appropriate)</p> <p><input type="checkbox"/> Circulated/shared training materials with colleagues</p> <p><input type="checkbox"/> Submitted a mission report to superiors</p> <p><input type="checkbox"/> Made some recommendations to management officials for consideration</p> <p><input type="checkbox"/> Organized an in-house workshop to cascade-down lessons learned (e.g. a briefing or detailed presentation on the lessons learnt together with a discussion with a group of colleagues or teammates)</p> <p><input type="checkbox"/> Developed/updated operation manuals, etc.</p> <p><input type="checkbox"/> Others (Please describe below)</p>
<p>Q1bis In case you have circulated/shared training materials you have brought back, how many of your colleagues have learned from them?</p>	
<p>Q2 How the lessons learned at the Workshop are being utilized at your administration in general?</p>	
<p>Q3 Have you observed any direct effects realized from the application of techniques acquired/shared with frontline colleagues (e.g. change of management approach, seizures at the border)?</p>	<p><input type="checkbox"/> Yes (please briefly describe the effects realized)</p> <p><input type="checkbox"/> No</p>

Q4	Do you consider that the Workshop has contributed or will contribute to improve efficiency/effectiveness of your administration's work?	<input type="checkbox"/> Yes (Please briefly describe "how" contributed / will contribute) <input type="checkbox"/> No (Please briefly describe)
Q5	As a result of the Workshop and lessons learned, has any new modernization project initiated at your administration level?	<input type="checkbox"/> Yes (please briefly describe the project(s) initiated) <input type="checkbox"/> No

Thank you for your cooperation

ROCB A/P

Abbreviation of A/P Member administrations Abbreviation Members

AF	Afghanistan
AU	Australia
BD	Bangladesh
BT	Bhutan
BN	Brunei Darussalam
KH	Cambodia
CN	China
FJ	Fiji
HK	Hong Kong, China
IN	India
ID	Indonesia
IR	Iran
JP	Japan
KR	Korea
LA	Lao PDR
MO	Macao, China
MY	Malaysia
MV	Maldives
MN	Mongolia
MM	Union of Myanmar
NP	Nepal
NZ	New Zealand
PK	Pakistan
PG	Papua New Guinea
PH	Philippines
WS	Samoa
SG	Singapore
LK	Sri Lanka
TH	Thailand
TL	Timor-Leste
TO	Tonga
VU	Vanuatu
VN	Vietnam