

No. 21

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 2018/19



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CONTENTS

Foreword and Acknowledgements	3
Executive Summary	4-5
1. Introduction	6
2. Summation and Analysis of the Survey 2019	
2.1 Responses to the Survey 2019	7-9
2.2 Follow-up actions taken	9-12
2.3 Application of lessons learnt from the workshops	12-15
2.4 Realization of direct effects	15-19
2.5 Improvement in work efficiency and effectiveness	19-21
2.6 Initiation of modernization projects	21-27
3. Conclusion and Recommendations	27-30
(Appendix 1) ROCB A/P Questionnaire on the Follow-Up Actions taken after the participation in the WCO Regional Workshop	31-33
(Appendix 2) Abbreviations of Member administrations	34

Foreword and Acknowledgements

The ROCB A/P has been committed to organize capacity building programs and activities for WCO Members in the Asia Pacific region since its establishment in 2004. We believe that the success of a capacity building event counts on Members' active participation while the invaluable feed backs help the betterment and sustainability. We have faith in that Members can strengthen their skills and capacities in performing the Customs roles and functions by applying the lessons learnt from the WCO workshops into their operations and disseminating the pertinent information to the right divisions/departments in their home administrations for consideration of further organizational development. Since 2015, the ROCB A/P has been conducting the "Survey on the Follow-up Actions taken after the Participation in the WCO Regional Workshop" (the Survey) to evaluate the impact of the WCO capacity building programs has on the performance of the regional Members. With the assistance of Ms Chloe AU, Program Manager of ROCB A/P, this Good Practice Report provides the summary of the fifth round of the Survey on the regional/sub-regional workshops organized in the FY2018/19.

Thank you for Members' continued support, this report, as always, showcases the exemplifying follow-up actions the workshop participants had taken and declassifies the remarkable effects realized from these follow-up actions in the progress of Customs reform and modernization. We wish that this report will continuously give inspiration to Member administrations in the design of their modification initiatives by providing the exemplifying follow-up actions as reference, meanwhile may Members recognize the value of the WCO's capacity building programs as well as participants' practical recommendations.



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Executive Summary

In the FY 2018/19 (July 2018 – June 2019), the ROCB A/P organized a total of 13 regional/sub-regional workshops in which 11 workshops were subjected to the fifth 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 2019”). Among these subject workshops, 3 workshops were specially designed for the sub-regional members.

The total no. of replies to the Survey 2019 is 111. In spite of the rate of overall reply decreases to 54% (62% in 2018), the rate of reply received from the participants of sub-regional workshops is around 75%. 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.

Similar to the findings in the past surveys, the Survey 2019 again reveals that the most common follow-up actions are submission of reports to superiors (82%) and sharing/circulation of training materials with colleagues (76%). There are proven correlations between follow-up actions and realization of direct effects as well as initiation of new projects. 86% of the respective respondents realized positive effects from circulating/sharing training materials and organizing in-house workshop, while 92% 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. Members are also recommended to explore and utilize the electronic means for sharing of training materials (“e-sharing”) with a view to distributing the pertinent information to a larger number of staff, stimulating innovations for work performance efficiently. Lastly, in-house training by the workshop participants are indispensable. By conducting in-house workshops, Members not only will be empowered to take the ownership of capacity building programs but also will obtain benefits for their long-term organizational improvement and sustainable growth of human resource development.

1. Introduction

According to the ROCB A/P Terms of Reference and the A/P Regional Strategic Plan 2018-2020, the ROCB A/P has the responsibility to evaluate the development progress and identify the technical assistance needs of Members. In this regard, the ROCB A/P in cooperation with the Japan Customs conduct the Technical Assistance Needs Survey annually. Given the limited financial and human resources to accommodate the growing needs for capacity building assistance, the WCO and the ROCB A/P prioritize Members' needs and endeavor to deliver high-quality regional capacity building programs. In order to optimize the effectiveness of these regional capacity building programs, the ROCB A/P encourages the workshop participants to regulate the knowledge learnt from the WCO workshops by applying them into their daily operations and disseminating the pertinent information to the right people/departments in their administrations in a timely manner.

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. Workshop participants will receive a questionnaire (Appendix I) 6 months after the respective workshops. The Survey intends to collect pertinent information on the follow-up actions that the workshop participants had taken at their respective home administrations. It does not intend to criticize any reporting or recommendations made by the workshop participants. More exactly, it 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 2019

2.1 Responses to the Survey 2019

In the FY2018/19, the ROCB A/P organized a total of 13 regional/sub-regional workshops, excluding the accreditation workshops. 11 of which were subjected to the fifth round of the Survey (hereinafter referred to as “the Survey 2019”). 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.

The A/P region is a region of great diversity which shares common challenges with differences in individual strengths and weaknesses. To consolidate the synergy and cooperation among Members more effectively, in FY2018/19, the WCO and the ROCB A/P decided to put more effort and allocate more resources on sub-regional capacity building activities than that of last fiscal year. Therefore, among the 11 subject workshops, 3 were specially designed for sub-regional Members. The total number of replies to the Survey 2019 is 111. In spite of the rate of overall reply decreases to 54% (62% in 2018), the rate of reply received from the participants of sub-regional workshops is around 75%. 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 2019

WCO Regional/Sub-regional Workshops		No. of participated administrations	No. of replies
(1)	WCO Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy (July 2018)	9	8
(2)	WCO High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards (July 2018)	26	12
(3)	WCO A/P Regional Workshop on Frontline Border Capability against Terrorist Threat (Sept 2018)	25	11
(4)	The WCO-UNESCAP 4 th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment (Nov 2018)	21	14
(5)	WCO Regional Workshop on Combating Environmental Crime (Nov 2018)	19	13
(6)	WCO Pacific Islands Sub-Regional Workshop on Customs Valuation (Dec 2018)	4	2
(7)	WCO Asia/Pacific Regional Workshop on Anti-Money Laundering and Terrorism Financing (Jan 2019)	27	12
(8)	WCO Asia Pacific Regional High-Level Seminar on Data Analytics for Customs (Apr. 2018)	20	8
(9)	WCO Asia Pacific Regional Workshop on Training Management (Mar 2019)	23	11

(10)	WCO Asia Pacific Sub-Regional Workshop on Risk and Compliance Management for the Pacific (Mar 2019)	6	4
(11)	WCO Asia Pacific Regional Workshop on NII Equipment and Automated Threat Recognition (Apr 2019)	27	16
Sub-total of Sub-Regional Workshops		19	14 (74%)
Sub-total of Regional Workshops		188	97 (52%)
Total		207	111 (54%)

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)	7	7	2	3	2	2
(2)	7	11	7	2	2	1
(3)	7	9	7	3	1	2
(4)	12	13	9	3	2	5
(5)	11	7	4	3	1	4
(6)	2	2	2	1	1	0
(7)	10	10	5	2	0	4
(8)	6	6	3	4	2	3
(9)	7	10	8	3	3	3
(10)	4	4	4	2	1	3
(11)	11	12	10	3	2	4
Total	84	91	61	29	17	31

(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) submit reports to their management, (2) circulate/share the distributed training materials with their colleagues in the relevant departments/divisions, and (3) make recommendations to their senior officials for consideration.

“Others” includes outreaching activities as well as knowledge sharing with other government agencies and private sector, 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:

- Enhanced and strengthened the networking on intelligence sharing with counterparts, e.g. sharing of information with regard to anti-terrorism (Australia - Regional Workshop on Frontline Border Capability against Terrorist Threat);
- Shared the information with other local enforcement agencies to facilitate the approval of a new act and regulation in relation to CITES (Nepal - Regional Workshop on Combating Environmental Crime);
- Joined meetings with other government departments to discuss the amendments on Foreign Exchange Act and Countering of Terrorist Financing Act (Sri Lanka - Regional Workshop on Anti-Money Laundering and Terrorism Financing);
- Worked with other enforcement agencies to review and update the Compliance Framework (Fiji - Sub-Regional Workshop on Risk and Compliance Management for the Pacific);

2.2.1 Submit reports

As always, submit reports is the most common follow-up actions among all. 91 respondents (82%) had submitted reports to their seniors. Although the good figure reflects that most participants take their responsibility in reporting, it is still recommended to Members to mandate their nominees of each workshop to submit a report after attending the workshops to ensure the knowledge acquired is properly recorded and brought up for management’s attention.

2.2.2 Share training materials

ROCB A/P at all times emphasizes the importance and advantages of sharing among Members. It is an exhilarating result that 84 respondents (76%) shared the training materials with their colleagues when they back to office. 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.

2.2.3 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, 38 (62%) out of 61 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

An in-house workshop does not necessarily mean to be in large scale or with long duration. It can be a succinct briefing or a detailed presentation on the lessons learnt together with an illuminating discussion with a group of colleagues or teammates. Although only 29 respondents revealed that they had conducted in-house workshops when they went back to their administrations, 52% realized direct effects and 55% introduced new modernization projects in their

organizations in the end. All of them opined that the in-house workshops had definitely reinforced the improvement in efficiency and effectiveness of their 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

- Strengthened the knowledge in identifying counterfeited goods (Malaysia and the Philippines - Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy);
- Enriched the knowledge to handle and facilitate the cross-border e-commerce goods (Indonesia - High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards);
- Enhanced the collaboration in the region to fight against terrorism (Australia - Regional Workshop on Frontline Border Capability against Terrorist Threat);
- Further simplified and streamlined the business processes in Thailand National Single Window (Thailand - WCO-UNESCAP 4th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment);
- Strengthened the operational intelligence skills to detect illicit trade in waste especially in term of information exchange at national and international level (Malaysia - Regional Workshop on Combating Environmental Crime);

- Increased the problem-solving skills on Customs valuation assessment in daily operation (Vanuatu - Pacific Islands Sub-Regional Workshop on Customs Valuation);
- Enriched the operational knowledge in handling anti-money laundering activities, especially on whom to contact with at regional level and international level (Bhutan - Regional Workshop on Anti-Money Laundering and Terrorism Financing);
- Enhanced the data analytical skills on how to identify and select high-risk consignments, handle intelligent information, reduce bottlenecks in trade, reduce smuggling cases, improve security, facilitate trade, etc. (Cambodia - WCO Asia Pacific Regional High-Level Seminar on Data Analytics for Customs);
- Enabled to develop training module of PCA and Risk Management and organize two trainings in PCA and Risk Management (Nepal - Regional Workshop on Training Management);
- Increased the efficiency in targeting and resource management, leading to a more cost-effective operation (Samoa - Sub-Regional Workshop on Risk and Compliance Management for the Pacific);
- Reduced the number of physical inspections by using NII at borders (Fiji - Regional Workshop on NII Equipment and Automated Threat Recognition);

(b) Strategic empowerment

- Learnt from others Members to use electronic database for storing right holders' information and develop Lao Customs IPR Database System (Lao PDR - Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy);
- Drafted regulation and Standard of Procedures (SOP) for the new IPR laws by using the ideas and lessons learnt (Myanmar - Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy)

- Captured e-commerce as one of the activities to work on in the 2019 Modernization Division Annual Work-Plan (Papua New Guinea - High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards);
- Helped to develop the counter-terrorism measures efficiently and effectively (Japan - Regional Workshop on Frontline Border Capability against Terrorist Threat);
- Used the new skills and knowledge to prepare trade policy recommendations and supporting papers and provide inputs to the government on issues related to trade facilitation (Bangladesh - WCO-UNESCAP 4th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment);
- Helped to develop guidelines for Business Processing Re-engineering (BPR) in the current customs clearance system and National Single Window with a view to expediting the clearance process (Nepal - WCO-UNESCAP 4th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment);
- Aided to enhance the capacity and sensitiz the implementation of the act and regulation related to environment conservation (Nepal - Regional Workshop on Combating Environmental Crime);
- Applied the learned knowledge in the development of Action Plan on AML/TF for 2019-2023 (Cambodia - Regional Workshop on Anti-Money Laundering and Terrorism Financing);
- Improved and refined the risk management policies (Vietnam - Regional High-Level Seminar on Data Analytics for Customs);
- Enriched the process of training design to be more related to HRM career path (Indonesia - Regional Workshop on Training Management);
- Outlined most of the learned knowledge in the 2019-2020 CIS (Fiji - Sub-Regional Workshop on Risk and Compliance Management for the Pacific);
- Improved the procurement process of NII by following some of the

recommendations learnt from the workshop (Cambodia - Regional Workshop on NII Equipment and Automated Threat Recognition);

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 Sub-/Regional Workshops		Total no. of replies	Yes	No
(1)	WCO Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy (July 2018)	8	3	5
(2)	WCO High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards (July 2018)	11	7	4
(3)	WCO A/P Regional Workshop on Frontline Border Capability against Terrorist Threat (Sept 2018)	11	7	4
(4)	The WCO-UNESCAP 4 th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment (Nov 2018)	14	7	7
(5)	WCO Regional Workshop on Combating Environmental Crime (Nov 2018)	12	8	4
(6)	WCO Pacific Islands Sub-Regional Workshop on Customs Valuation (Dec 2018)	2	1	1
(7)	WCO Asia/Pacific Regional Workshop on Anti-Money Laundering and Terrorism Financing (Jan 2019)	7	6	1

(8)	WCO Asia Pacific Regional High-Level Seminar on Data Analytics for Customs (Apr. 2018)	7	4	3
(9)	WCO Asia Pacific Regional Workshop on Training Management (Mar 2019)	11	8	3
(10)	WCO Asia Pacific Sub-Regional Workshop on Risk and Compliance Management for the Pacific (Mar 2019)	3	2	1
(11)	WCO Asia Pacific Regional Workshop on NII Equipment and Automated Threat Recognition (Apr 2019)	16	9	7
Total		102	62 (61%)	40 (39%)

Of the respondents who had observed direct effects after participating the workshops, 61% agreed applying the lessons learnt at the managerial and operational levels brought about the positive effects. On the other hand, 39% revealed no observed direct impact for the time being or yet to realize, especially for those strategic projects carried out at the borders. Respondents opined that more time and effort are needed on the introduction and familiarization of the projects for the frontline officials.

The most immediate and prominent tangible results included the increase in numbers of cases, amount of contraband seizures and additional revenue collection. Some examples of tangible and direct effects apprehended are listed at below:

- Frontline officers became more knowledgeable in detecting IPR cases and resulted in more IPR cases (The Philippines - Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy);
- A huge increase in contraband seizures at the post/courier office after applied the learned techniques (Maldives - Regional Seminar on Cross-Border E-Commerce Framework of Standards);
- A refreshed engagement/management approach was adopted to work more

collaboratively with New Zealand in providing timely information and operational support immediately after the Christchurch terror attacks to achieve the desired outcome (Australia - Regional Workshop on Frontline Border Capability against Terrorist Threat);

- In 2018 Samoa Customs detected and confiscated small shipment of sea cucumber conceal in cans of milk powder via air freight at the domestic airport at Fagali'i (Fiji - Regional Workshop on Combating Environmental Crime);
- For the first time collected more than \$100,000 penalties on forged shipping document submitted by stakeholders after PCA (Tonga - the Sub-Regional Workshop on Customs Valuation);
- Resulted in greater collaboration with other law enforcement agencies when MOU with Department of Immigration & Emigration, Inland Revenue Department, Sri Lanka Police were concluded (Sri Lanka - Regional Workshop on Anti-Money Laundering and Terrorism Financing);
- Detection of undeclared goods as well as seizure at the ports of entry by undergoing principles of risk management (Samoa - Sub-Regional Workshop on Risk and Compliance Management for the Pacific);
- Detection of cases with seizure of gold by using XRF in laboratory (Nepal - Regional Workshop on NII Equipment and Automated Threat Recognition).

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. Despite the correlations between direct effects realized and individual follow-up action decreased respectively (67% in 2018 dropped to 58% in 2019 for sharing materials while 70% in 2018 decreased to 52% in 2019 for organizing in-house workshops), 86% (82% in 2018) 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 ¹ shared workshop materials	Member participants organized in-house workshop	Member participants realized direct effects
(1)	WCO Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy (July 2018)	KH, ID, MM, MY, <u>PH, VN</u> , TH	ID, MM, MY	LA, PH, VN
(2)	WCO High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards (July 2018)	<u>AF, BT, ID</u> , <u>MY, MV, NP</u> , SG	<u>ID, NP</u>	AF, BT, ID, MY, MV, NP, PG
(3)	WCO A/P Regional Workshop on Frontline Border Capability against Terrorist Threat (Sept 2018)	<u>AU, BT, FJ</u> , <u>ID, JP, WS</u> , TO	<u>ID, MM</u> , TO	AU, FJ, ID, LA, MM, WS, TH
(4)	The WCO-UNESCAP 4 th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment (Nov 2018)	VU, <u>FJ</u> , KH, <u>NP, LK</u> , TH, BD, <u>MV, MY</u> , CN, <u>IR, AF</u>	VU, <u>FJ, NP</u>	FJ, NP, LK, MV, MY, IR, AF
(5)	WCO Regional Workshop on Combating Environmental Crime (Nov 2018)	LK, <u>NP, WS</u> , ID, <u>PK, VN</u> , TH, AF, <u>MM</u> , <u>KH, MY</u>	<u>BD, HK</u> , AF	NP, BD, HK, WS, MM, KH, MY, PK
(6)	WCO Pacific Islands Sub-Regional Workshop on Customs Valuation (Dec 2018)	VU, <u>TO</u>	<u>TO</u>	TO

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

(7)	WCO Asia/Pacific Regional Workshop on Anti-Money Laundering and Terrorism Financing (Jan 2019)	BT, <u>KH</u> , <u>ID</u> , MN, MM, PG, <u>LK</u> , <u>TH</u> , <u>TL</u> , VN	MN, PG	KH, ID, LK, TH, TL, TO
(8)	WCO Asia Pacific Regional High-Level Seminar on Data Analytics for Customs (Apr. 2018)	<u>BT</u> , <u>KH</u> , <u>FJ</u> , MY, <u>MV</u> , VN	<u>FJ</u> , MY, SG, TO	BT, KH, FJ, MV
(9)	WCO Asia Pacific Regional Workshop on Training Management (Mar 2019)	AF, <u>JP</u> , <u>MV</u> , <u>LK</u> , <u>TO</u> , <u>MY</u> , TH	<u>IN</u> , <u>TO</u> , MM,	IN, ID, JP, MV, NP, LK, TO, MY
(10)	WCO Asia Pacific Sub-Regional Workshop on Risk and Compliance Management for the Pacific (Mar 2019)	<u>FJ</u> , <u>PG</u> , <u>WS</u> , TO	<u>FJ</u> , TO	FJ, WS
(11)	WCO Asia Pacific Regional Workshop on NII Equipment and Automated Threat Recognition (Apr 2019)	<u>BD</u> , <u>KH</u> , <u>FJ</u> , <u>ID</u> , <u>MY</u> , <u>MV</u> , NP, NZ, <u>PG</u> , <u>LK</u> , TH	<u>BD</u> , <u>MV</u> , NZ	BD, FJ, ID, IR, MY, MV, PG, WS, LK
Total		84	29	62
Numbers and percentage of respective actions presumably led to realizing direct effects		49 (58%)	15 (52%)	
Number and percentage presumably attributed to sharing materials and/or in-house workshops				53 (86%)

(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 2019, respondents were asked

whether or not the WCO workshops had contributed to improve work efficiency and effectiveness in their home administrations. Among the 110 replies to this question, 97% 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 for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy (July 2018)	8	8	0
(2)	WCO High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards (July 2018)	12	11	1
(3)	WCO A/P Regional Workshop on Frontline Border Capability against Terrorist Threat (Sept 2018)	11	11	0
(4)	The WCO-UNESCAP 4 th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment (Nov 2018)	14	13	1
(5)	WCO Regional Workshop on Combating Environmental Crime (Nov 2018)	13	13	0
(6)	WCO Pacific Islands Sub-Regional Workshop on Customs Valuation (Dec 2018)	2	2	0
(7)	WCO Asia/Pacific Regional Workshop on Anti-Money Laundering and Terrorism Financing (Jan 2019)	10	10	0
(8)	WCO Asia Pacific Regional High-Level Seminar on Data Analytics for Customs (Apr. 2018)	8	8	0
(9)	WCO Asia Pacific Regional Workshop on Training Management (Mar 2019)	11	11	0
(10)	WCO Asia Pacific Sub-Regional Workshop on Risk and Compliance Management for the Pacific (Mar 2019)	5	4	1

(11)	WCO Asia Pacific Regional Workshop on NII Equipment and Automated Threat Recognition (Apr 2019)	16	16	0
Total		110	107 (97%)	3 (3%)

Some good examples of work improvement are listed at below:

- Improved the efficiency of National Single Window e.g. improved the quality of National Standard Data Set and increased the participation in single window environment (Thailand - WCO-UNESCAP 4th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment);
- Raised awareness of the frontline officers on the overall smuggling situations and control measures, thus becoming more tactful and effective in risk profiling of different cargoes (Hong Kong China - Regional Workshop on Combating Environmental Crime);
- Reinforced the importance of data analytics and introduced other possible open data sources, e.g. OECD, UN Comtrade and World Bank data, which enabled further compatible study on data use for enhancing work efficiency (Singapore - Regional High-Level Seminar on Data Analytics for Customs);
- Improve the effectiveness of the workshops/seminars held in Customs Training Institute through applying the learned knowledge (Japan - 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 about 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 to provide 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 105 of the answered, 58% 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 for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy (July 2018)	8	3	5
(2)	WCO High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards (July 2018)	11	9	2
(3)	WCO A/P Regional Workshop on Frontline Border Capability against Terrorist Threat (Sept 2018)	11	4	7
(4)	The WCO-UNESCAP 4 th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment (Nov 2018)	14	9	5
(5)	WCO Regional Workshop on Combating Environmental Crime (Nov 2018)	13	3	10
(6)	WCO Pacific Islands Sub-Regional Workshop on Customs Valuation (Dec 2018)	2	1	1
(7)	WCO Asia/Pacific Regional Workshop on Anti-Money Laundering and Terrorism Financing (Jan 2019)	5	4	1
(8)	WCO Asia Pacific Regional High-Level Seminar on Data Analytics for Customs (Apr. 2018)	8	5	3
(9)	WCO Asia Pacific Regional Workshop on Training Management (Mar 2019)	12	9	3

(10)	WCO Asia Pacific Sub-Regional Workshop on Risk and Compliance Management for the Pacific (Mar 2019)	5	3	2
(11)	WCO Asia Pacific Regional Workshop on NII Equipment and Automated Threat Recognition (Apr 2019)	16	11	5
Total		105	61 (58%)	44 (42%)

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

- Reviewed and strengthened the roles of relevant IPR enforcement agencies (Malaysia - Sub-Regional Workshop for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy);
- Initiated the single window feasibility study (Afghanistan - High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards);
- Provided very useful inputs for ongoing development of new customs systems and customs law relating to e-commerce (Bhutan - High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards);
- Developed an IT system dedicated for customs clearance of cross border e-commerce, commenced on 1 April 2019 (Indonesia - High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards);
- Strengthened the confidence and knowledge towards the initiation of modernization project on electronic pre-alert manifest for air cargo (Malaysia - High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards);
- Decided to form a Strategic Command and Coordination Centre as a part of Action Plan (Thailand - WCO A/P Regional Workshop on Frontline Border Capability against Terrorist Threat);
- Initiated a project called 'Cross-Border Tourist Vehicle Management' to control the movement of tourist vehicles crossing borders (Cambodia - WCO-UNESCAP 4th UNNExT Masterclass: License, Permits, Certificates and

Other regulatory requirements (e-LPCO) in a Single Window Environment);

- Initiated to strengthen the cooperation at national level between customs and other enforcement agencies to resolve the environmental crime problem especially the repatriation of plastic waste to the country of origin (Malaysia - Regional Workshop on Combating Environmental Crime);
- Introduced online foreign currency declaration system which provides real time data to the Financial Intelligence Unit (Sri Lanka - Regional Workshop on Anti-Money Laundering and Terrorism Financing);
- Started a project to develop a valuation database and a holistic risk management system which will assist to identify high risk cargoes / traders and facilitate the compliance / legitimate traders (Maldives - Regional High-Level Seminar on Data Analytics for Customs);
- Enhanced the existing data analytics capabilities to improve sense-making and targeting inspired by the learned knowledge (Singapore - Regional High-Level Seminar on Data Analytics for Customs);
- Proposed to the Ministry of Finance to establish a separate HRM section (Nepal - Regional Workshop on Training Management);
- Accelerated the development of Training Manual (Myanmar - Regional Workshop on Training Management);
- Developed the Compliance Improvement Strategy (CIS) through integration of Customs & Tax data (Fiji - Sub-Regional Workshop on Risk and Compliance Management for the Pacific);
- Changed the management approach from single control room at each customs inspection site to centralized control room for image analysis and also planned to develop a Assets Management System for NII (Malaysia - Regional Workshop on NII Equipment and Automated Threat Recognition);
- Planned to improve the centralized image supervision by getting real time image data (Cambodia and Indonesia - Regional Workshop on NII Equipment and Automated Threat Recognition);

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. 92% 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 for ASEAN Members States on Border Enforcement on Counterfeiting and Piracy (July 2018)	KH, ID, <u>LA</u> , MM, <u>MY</u> , <u>PH</u> , TH	MM, <u>PH</u>	LA, MY, PH
(2)	WCO High-Level Regional Seminar on Cross-Border E-Commerce Framework of Standards (July 2018)	<u>AF</u> , <u>ID</u> , <u>LA</u> , <u>MY</u> , <u>MV</u> , <u>NP</u> , <u>PG</u> , <u>WS</u> , SG, LK, <u>TH</u>	<u>ID</u> , <u>LA</u> , <u>MV</u> , <u>NP</u> , <u>PG</u> , SG, <u>TH</u>	AF, BT, ID MY, MV, NP, PG, WS, TH

(3)	WCO A/P Regional Workshop on Frontline Border Capability against Terrorist Threat (Sept 2018)	BT, <u>ID</u> , JP, LA, MM, WS, LK, <u>TH</u> , <u>TO</u>	<u>AU</u> , FJ, <u>ID</u> , LA, MM, WS, <u>TO</u>	AU, TH, ID, TO
(4)	The WCO-UNESCAP 4 th UNNExT Masterclass: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment (Nov 2018)	VU, PG, <u>FJ</u> , <u>KH</u> , NP, <u>LK</u> , <u>TH</u> , BD, <u>MV</u> , <u>MY</u> , CN, <u>IR</u> , <u>AF</u>	VU, PG, <u>FJ</u> , <u>KH</u> , NP, <u>LK</u> , <u>MV</u> , CN, <u>IR</u>	FJ, KH, NP, LK, TH, MV, MY, IR, AF
(5)	WCO Regional Workshop on Combating Environmental Crime (Nov 2018)	NP, BD, PK, VN, AF, MM, KH	BD, AF, <u>MY</u> , <u>ID</u>	WS, ID, MY
(6)	WCO Pacific Islands Sub-Regional Workshop on Customs Valuation (Dec 2018)	VU, <u>TO</u>	VU, <u>TO</u>	TO
(7)	WCO Asia/Pacific Regional Workshop on Anti-Money Laundering and Terrorism Financing (Jan 2019)	<u>BT</u> , KH, ID, JP, <u>MN</u> , PG, <u>LK</u> , TL, <u>TO</u> , VN	<u>BT</u> , MM, PG, <u>LK</u> , TH	BT, MN, LK, TO
(8)	WCO Asia Pacific Regional High-Level Seminar on Data Analytics for Customs (Apr. 2018)	<u>KH</u> , MY, <u>MV</u> , SG, <u>VN</u> , <u>TO</u>	MY, <u>MV</u> , <u>TO</u>	KH, FJ, MV, VN, TO
(9)	WCO Asia Pacific Regional Workshop on Training Management (Mar 2019)	<u>AF</u> , IN, <u>ID</u> , <u>JP</u> , MV, NP, <u>LK</u> , TO, MY, <u>TH</u>	<u>AF</u> , ID, JP, <u>MV</u> , MM, <u>LK</u> , TO, <u>TH</u>	AF, IN, ID, JP, MM, MV, NP, LK, TH
(10)	WCO Asia Pacific Sub-Regional Workshop on Risk and Compliance Management for the Pacific (Mar 2019)	<u>FJ</u> , PG, <u>WS</u> , <u>TO</u>	<u>FJ</u> , PG, <u>WS</u> , <u>TO</u>	FJ, WS, TO
(11)	WCO Asia Pacific Regional Workshop on NII Equipment and Automated Threat Recognition (Apr 2019)	HK, <u>ID</u> , <u>IR</u> , <u>MY</u> , MV, <u>MM</u> , NP, NZ, PG, <u>WS</u> , <u>LK</u> , <u>TH</u>	<u>BD</u> , FJ, <u>ID</u> , LA, MV, <u>NP</u> , NZ, PG, <u>WS</u> , <u>LK</u>	BD, KH, FJ, ID, IR, MY, MM, NP, WS, LK, TH
Total		91	61	61

Numbers and percentage of respective actions presumably led to initiating new projects	51 (56%)	38 (62%)	
Number and percentage presumably attributed to mission reports submitted and/or specific recommendations made			56 (92%)

(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 and Recommendations

Based on the findings of Survey 2019, the ROCB A/P observes that the workshop participants did brought an abundance amount of information and learning back home and practically applied them in their administrations through different kinds of follow-up actions. Indeed, the impact of these exemplifying follow-up actions are recognized by participants as well as their management officials and such potential benefits are significant and should not be underestimated. Among all other kinds of follow-up actions, the ROCB A/P would like to highlight the followings for Members' considerations:

(a) Mandatory filing of workshops reports

Although filing report of the workshop attended is always regarded as the most common and easiest follow-up action, the Survey 2019 reveals that not 100% of the respondents put on record of what they had learned from the WCO workshops. As always, the ROCB A/P emphasizes that the new knowledge and skills acquired from the WCO workshops should be administered but not be withheld by the workshop participants themselves because the workshop programs are designed for providing food-for-thought for organizational reform and modernization, along with the exchange of good practices. Workshop participants should cherish themselves as representatives of their administrations and prepare to play the roles as trainers and rapporteurs when back to their home administrations. 92% of respondents who had submitted reports and/or made good recommendations to their seniors resulted in introduction of new projects or

enhancement of the current programs in their administrations. In view of this, the ROCB A/P strongly recommends Members to mandate their representatives of each WCO workshop to submit a workshop report, better if incorporated with constructive recommendations, so as to ensure the acquired knowledge and its values are properly reported to the management for consideration of further organizational development.

(b) E-sharing of training materials

In this digital era, the use of information technology helps increase the speed and span of knowledge to be shared across and within nations. Through instant sharing of know-how within the organization, the staff are able to obtain up-to-date information which would stimulate innovation for work improvement and deliver better outcomes. The WCO workshops are organized in a paperless fashion and the distribution of training materials is made via CLiKC!². Workshop participants are issued with an individual user account and password for access to CLiKC! to undergo the relevant e-learning modules, share their presentation materials or even join discussion with the trainers and other participants. Meanwhile, the ROCB A/P also encourages Members to make use of electronic means to share information and training materials after participating the WCO workshops. “E-sharing” of training materials helps disseminate the information to a larger number of trainees, especially via intranet or common drive folder connecting with other users on a server within the organization. Many respondents in the Survey 2019 revealed that they had shared the workshop materials with hundreds of staff in a short period of time via their organizational intranet. Some respondents who had a copy of the training materials saved in the computer network of the division/department for sharing also received positive comments from their colleagues. In light of that, the ROCB A/P firmly recommends Members to explore and utilize the techniques of e-sharing of training materials with a view to distributing the pertinent information to a larger number of staff cost-effectively and improving the work performance efficiently.

² CLiKC! is a WCO e-learning platform which provides a wide range of training materials to Members. There are more than 300 hours of courses on various customs subjects available in English, French, Arabic, Spanish, Russian and Portuguese.

(c) Organization of in-house training

To achieve meaningful and long-term improvement of work performance in terms of efficiency and effectiveness, Member should be empowered to take ownership of their capacity building programs. The ROCB A/P attaches great effort in promoting in-house training to the WCO workshop participants, encouraging them to conduct domestic training when back to their home administrations. Based on Members' capacity building needs, the ROCB A/P organizes regional/sub-regional workshops on specific topics with contents covering the latest international standards and guidelines delivered by Customs experts and the good practices of Member administrations. The institutional impact of the acquired information can be materialized only if the workshop participants commit and continuously pass on the knowledge to their fellow colleagues. More than half of the respondents who had initiated new projects/enhancement of the current operational practices agreed it is attributed to the effective in-house training. These in-house trainings do not necessarily mean to be in large-scale training workshop or with long duration training program, rather it can be a short but concise briefing or a comprehensive presentation on the lessons learnt combined with constructive group discussion. In fact, there are numerous advantages of in-house training: cost effective, flexible time, customized training, enhanced team building, etc. With support of more personal stake in and commitment to the workplace training, not only will the work performance in front-line operation be improved, but also will a solid and supportive foundation for organization reforms rooted in.

The WCO is committed to develop professional standards and guidelines on Customs matters for enhancing the efficiency and effectiveness of the performance of Customs administrations, while the ROCB A/P strives to offer a wide range of capacity building assistance, ranging from trade facilitation, revenue collection to securing and protecting the society, for strengthening A/P Members' capacity to achieve their national goals. The capacity building programs organized by the ROCB A/P are delivered by experienced Customs experts, containing the latest international standards and guidelines along with the good practices undertaken by different Members. A progressive approach

is proposed to Members to realize the potentials of these programs in their progress of Customs reforms and modernization. This approach requires the workshop participants to actively continue the learning cycle when back to their office through carrying out follow-up actions in a timely manner. On top of that, the ROCB A/P also appeals for Members' support to voluntarily undertake these follow-up actions in their home administrations as an engagement in the organizational development. Only if Members take ownership of these technical assistance programs will they realize the potentials in assisting them to achieve their national goals. The Survey 2019 reveals the pertinent information on these exemplifying follow-up actions and provides a snapshot of the impact that these capacity building programs had on the performance of the regional Member administrations in terms of work efficiency and effectiveness as well as organizational development. The ROCB A/P will continue to encourage Member representatives in the WCO workshops to optimize the value of the regional capacity building programs in their organizations, while in the meantime, evaluate the development progress and identify further technical assistance needs of Member administrations.

For questions and comments to this Good Practice report or the Follow-Up Actions Survey, please feel free to write to Ms Chloe AU, Program Manager of South East Asia of ROCB A/P, at chloeau@rocbap.org or Mr. Norikazu Kuramoto, Head of ROCB A/P, at norikazu.kuramoto@rocbap.org.

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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 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:

xxxx@rocbap.org

by no later than dd mm yyyy

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

Q1	After you have come back from the Workshop, what specific follow-up actions you have done up till today?	(Please tick applicable answer(s) and/or fill in additional information, as appropriate) <input type="checkbox"/> Circulated/shared training materials with colleagues <input type="checkbox"/> Submitted a mission report to superiors <input type="checkbox"/> Made some recommendations to management officials for consideration <input type="checkbox"/> Organized an in-house workshop <input type="checkbox"/> Developed/updated operation manuals, etc. <input type="checkbox"/> Others (Please describe below)
Q1bis	In case you have circulated/shared training materials you have brought back, how many of your colleagues have learnt from them?	(Please estimate approximate number)
Q2	How the lessons learnt at the Workshop are being utilized at your administration in general?	(Please briefly describe)

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

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