



WCO Asia Pacific Regional Office for Capacity Building

Annual Report 2018/2019



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Executive Summary

The Asia Pacific Regional Office for Capacity Building (ROCB A/P) has played a pivotal role in providing capacity building activities to the Member Administrations in the region. The objective being to enhance Members' capacity in Customs modernization as well as to achieve the same regional goals on Customs development through effective collaboration. In order to meet its objectives, the ROCB A/P plans and conduct its activities under the four pillars built in accordance with the Asia Pacific Strategic Plan and in close consultation with the World Customs Organization (WCO) Secretariat, namely:

Pillar 1: Support the implementation of WCO Conventions, Instruments and Tools

Pillar 2: Further enhance collaboration with development partners

Pillar 3: Improve needs analysis, planning, delivery and management of regional capacity building activities

Pillar 4: Enhance communication and information sharing among members

This annual report covers the ROCB A/P activities conducted between 1 July 2018 and 30 June 2019. During this fiscal year, the ROCB A/P organized 13 regional and sub-regional workshops, 2 accreditation workshops and 25 national workshops. The ROCB A/P also represented the WCO in numerous national and regional conferences to promote its initiatives, instruments and tools and raise the awareness of the importance of Customs' role in trade, security and regional economic development.

Pillar I: Support the Implementation of WCO Conventions, Instruments and Tools

The WCO has developed a wide range of international conventions, instruments and tools on different Customs aspects to enhance the efficiency and effectiveness of Customs operations in trade facilitation and international security. The ROCB A/P supported Member administrations in the implementation of these standards through the coordination and arrangement of relevant regional/national capacity building activities in 2018/19 as outlined below:

Trade Facilitation

- National Workshop on TFA scoping for Cambodia (Aug 2018)
- National Workshop on SAFE implementation for Myanmar (Jan 2019)

Commodity Classification and Advance Ruling

- National Workshop on HS and advance ruling for PNG (Jul 2018)
- National Workshop on HS and advance ruling for Bhutan (Jul 2018)
- National Workshop on HS for Vietnam (Jul 2018)
- National Workshop on HS and advance ruling for Nepal (Jul 2018)

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Customs Valuation

- National Workshop on Valuation and Transfer Pricing for Thailand (Nov 2018)
- Sub-regional Workshop on Revenue Package for the Pacific (Dec 2018 in Fiji)
- WCO-OECD Joint Regional Workshop on Customs Valuation and Transfer Pricing (Mar 2019 in China)
- National Workshop on Customs Valuation for Bhutan (Apr 2019)

Rules of Origin

- National Workshop on Rules of Origin for Indonesia (Nov 2018)
- National Workshop on Origin for Laos (Dec 2018)

Post Clearance Audit (PCA)

- National Workshop on PCA for Sri Lanka (Dec 2018)
- National Workshop on PCA for Vanuatu (Jun 2019)

Times Release Study (TRS)

- National Workshop on TRS for Fiji (Dec 2018)
- Regional Workshop on Accreditation of TRS Experts (Mar 2019 in China)

E-Commerce

- Regional Workshop on E-Commerce Framework of Standard (Jul 2018 in India)

Security Program

- Regional Security Workshop (Sept 2018 in Australia)

Risk Management (RM)

- National Workshop on National Targeting Centre for Pakistan (Dec 2018)
- National Workshop on Risk Management for Thailand (Jan 2019)
- Mercator Implementation Planning and National Workshop on Risk Management for Cambodia (Jan 2019)
- Sub-regional Workshop on Risk Management for the Pacific (Mar 2019 in Fiji)
- National Workshop on Risk Management for Iran (Apr 2019)

Intellectual Property Right (IPR)

- Sub-regional Workshop on IPR for ASEAN (Jul 2018 in Malaysia)
- National Workshop on IPR for Laos (Nov 2018)
- National Workshop on IPR for Myanmar (Nov 2018)
- National Workshop on IPR for Cambodia (Dec 2018)
- Regional Workshop on Accreditation of IPR Experts (May 2019 in Thailand)

Coordinated Border Management (CBM)

- Sub-regional Workshop on Transit (Jan 2019 in India)

Environment

- Regional Workshop on Environmental Crime (Nov 2018 in China)

Money Laundering

- Regional Workshop on Anti-money Laundering and Terrorist Financing (Jan 2019 in Japan)

Information Communication Technology (ICT)

- National workshop on ICT in Customs procedures for Iran (Aug 2018)
- Regional Workshop on ICT Master Class (Nov 2018 in Korea)
- National Workshop on Single Window and Data Model for Mongolia (Dec 2018)
- National Workshop on ICT/AEO/E-payment for Pakistan (Jan 2019)
- Regional Workshop on Data Analytics (Feb 2019 in Korea)
- Regional Workshop on NII and Automated Threat Recognition (Apr 2019 in China)

Human Resource Development (HRD)

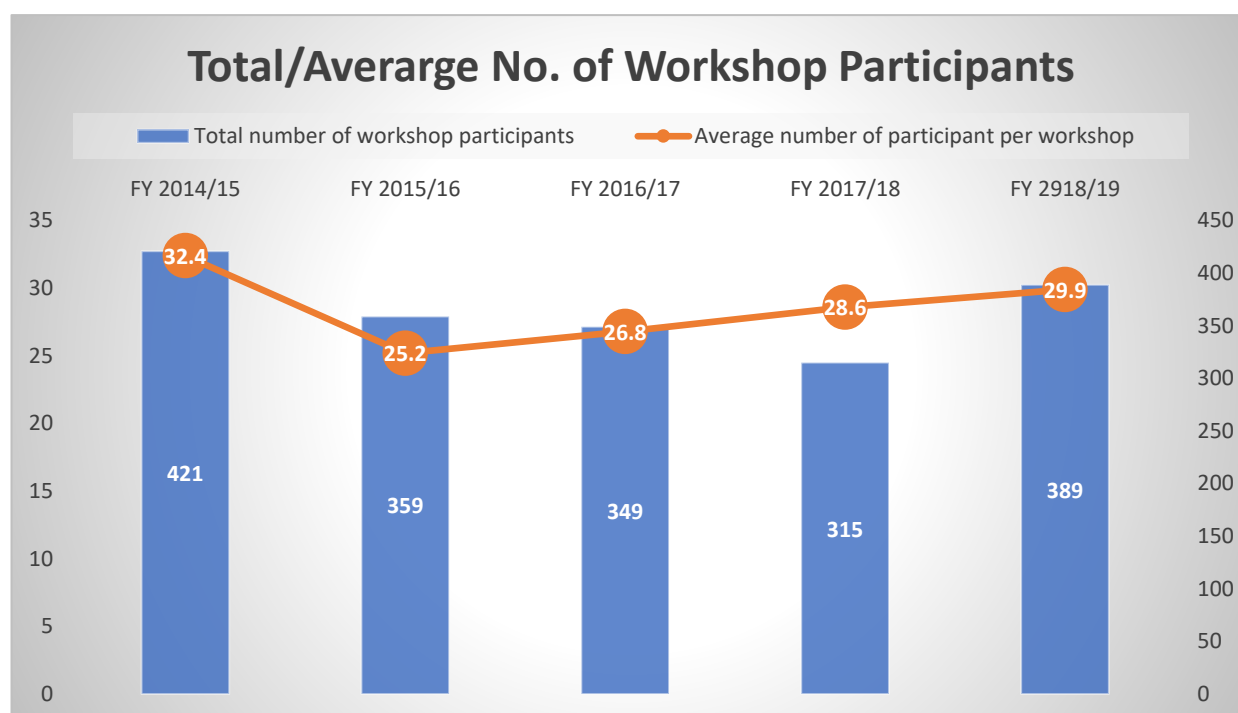
- National Workshop on Leadership and Management Development (LMD) for Mongolia (Oct 2018)
- Regional Workshop on Training Management (Mar 2019 in Japan)
- National Workshop on LMD for Lao (Mar 2019)

Participation to the Regional/Sub-Regional Workshops and follow-up actions

One of the primary roles of the ROCB A/P is to manage the delivery process of capacity building support to our regional members to enhance their core Customs competences and capabilities. At the Regional/Sub-regional workshops organized by the ROCB A/P, Members are not only introduced to newly developed WCO instruments and tools but are also able to share their good practices in various Customs operations in deal facing contemporary challenges. Accordingly, one of the key performance indicators for the ROCB A/P's undertakings is the number of participants attending these regional/sub-regional workshops.

In this fiscal year, the ROCB A/P had organized 13 regional/sub-Regional workshops with 389 participants, the second highest participation rate in the last 5 years. Given that in 2017/18, the ROCB A/P had arranged 13 Regional/Sub-Regional workshops, the workshop participation numbers have increased both in terms of absolute number of participants, from 315 to 389, and average number of participants per workshop, from 28.6 to 29.9 (see below Diagram 1). The average number of workshop participants in the last 5 years is maintained at a high level, around 370 participants per year. We believe that the active workshop participation rate reflects Member Administrations' strong commitment to the betterment of their organizational development.

Diagram 1: The Number of participants to the A/P Regional/Sub-Regional workshops



Since 2015, the ROCB A/P has been conducted the Regional Workshop Follow-Up Survey 6 months after the respective regional/sub-regional workshops organized during the fiscal year. The aim of the survey is to collect pertinent actions or benefits that Member administrations have received from the respective workshops. In March 2019, we had published the result of our 4th survey as a “ROCB A/P Customs Good Practice Report”. The ROCB A/P firmly believes that this survey and feedback provides Members administrations with abundant information and encouragement for continued reform and modernization by way of showcasing more successful stories.

Mobilization of the WCO Accredited Customs Experts (ACEs)

Use of the region’s expertise is one of the essential elements to foster collective efforts and mutual assistance among the regional Members for continued Customs development. With the support of the WCO and regional Member administrations, the ROCB A/P manages and monitors a pool of WCO accredited experts who actively contribute to regional capacity building as resource personnels. There are six categories of accredited experts under the WCO scheme, namely, Diagnostic Facilitators, Customs Modernization Advisors, Mercator Program Advisors, Technical and Operational Advisors, Expert Trainers and Leadership and Management Development Advisors. The list of contributions made by the WCO accredited experts (fully accredited experts only) is shown below (Diagram 2).

Diagram 2 – List of workshops conducted in cooperation with the Accredited Experts

Regional Workshops to which ACEs were mobilized in 2018/2019	ACEs from:
Sub-regional Workshop on IPR for ASEAN	ROCB (Japan) 1
Regional Workshop on ICT Master Class	Korea 2
Sub-regional Workshop on Revenue Package for the Pacific	Japan 1
Sub-regional Workshop on Transit	Czech Republic 1
Sub-regional Workshop on Risk Management for the Pacific	Australia 1, India 1
WCO-OECD Joint Regional Workshop on Customs Valuation and Transfer Pricing	China 1

National Workshops to which ACEs were mobilized in 2018/2019	ACEs from:
WCO National Workshop on TFA scoping for Cambodia	ROCB (Japan) 1
WCO National Workshop on IPR for Laos	ROCB (Japan) 1
WCO National Workshop on IPR for Myanmar	ROCB (Japan) 1
WCO National Workshop on IPR for Cambodia	ROCB (Japan) 1
WCO National Workshop on National Targeting Centre for Pakistan	Japan 1
WCO National Workshop on PCA for Sri Lanka	China 1
WCO National Workshop on TRS for Fiji	Laos 1
WCO Mercator Implementation Planning and National Workshop on Risk Management for Cambodia	Australia 1
WCO National Workshop on Risk Management for Thailand	Japan 1, India 1
WCO National Workshop on Risk Management for Iran	Lebanon 1
WCO National Workshop on Customs Valuation for Bhutan	Maldives 1

Pillar II: Further Enhance Collaboration with Development Partners

The ROCB A/P takes responsibility to develop, promote and maintain partnerships with key regional stakeholders in supporting capacity building activities. In this regard, we continue strategic discussions and cooperation with Development Partners (DPs) by conducting joint workshops and/or contributing to their meetings/seminars/conferences. Through a series of dialogue and collaboration, DPs and the ROCB A/P foster mutual understanding and supplement each other's expertise, creating synergy to carry out projects with common interest.

In 2018/19, the ROCB A/P enjoyed excellent collaboration with these DPs in various approaches, including, among others:

- UNESCAP Regional Workshop on Trade Facilitation for Sustainable Development (Aug 2018)
- World Bank Trade Facilitation International Conference (Sept 2018)
- ADB Inter-Sub Regional Forum on Enhanced Implementation of the WTO TFA (Oct 2018)
- ASEAN Seminar on Customs Human Resource Development (Nov 2019)
- Oceania Customs Organisation Annual Conference (May 2019)
- UNESCAP Meeting on Cross-border Electronic Data Exchange (May 2019)

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- WCO/JICA IPR Benchmarking Study for East African Revenue Authorities (May 2019)
- FIATA Region Asia/Pacific Field Meeting (Jun 2019)
- APPU Workshop on Network Innovation for China Express Sector in ASEAN Countries (Jun 2019)
- Thailand – EU Seminar on E-Commerce and General Data Protection Regulation (Jun 2019)
- Joint UPU–WCO Postal Security Workshop (Jun 2019)

Pillar III: Improve Needs Analysis, Planning, Delivery and Management of Regional Capacity Building Activities

The ROCB A/P has maintained a well-established regional practice to capture the regional Member administrations' technical assistance needs through the annual survey. Every January, Japan Customs and the ROCB A/P jointly conduct an annual technical assistance needs survey for the regional Members. The survey aims to stock take the Member administrations' implementation status of the international instruments and technical standards. It also provides the ROCB A/P and the WCO Secretariat with very useful information for designing and planning of the capacity building activities in the following fiscal year. In this regard, the ROCB A/P's Annual Work Plan for 2019/20 is attached to this Annual Report for your information.

Advancement in capacity building starts with mind-setting, followed by active participation and engagement, as well as good follow-up of the assistance programs provided, complemented with ownership and political support for changes. In this fiscal year, the ROCB A/P conducted our unique Follow-Up Survey on the regional/sub-regional workshops organized in 2017/18. The rate of replies to this year's survey reached 62%, a record-breaking year. Around two-thirds of the replies indicated that they observed direct impacts from applying the knowledge and lessons learned to their daily operations. Nothing that the workshops provided them with abundant knowledge on international standards as well as other Member administrations' good practices and success models realized through the application thereof. *Details of the survey can be found at Annex III.*

Pillar IV: Enhance Communication and Information Sharing among Members

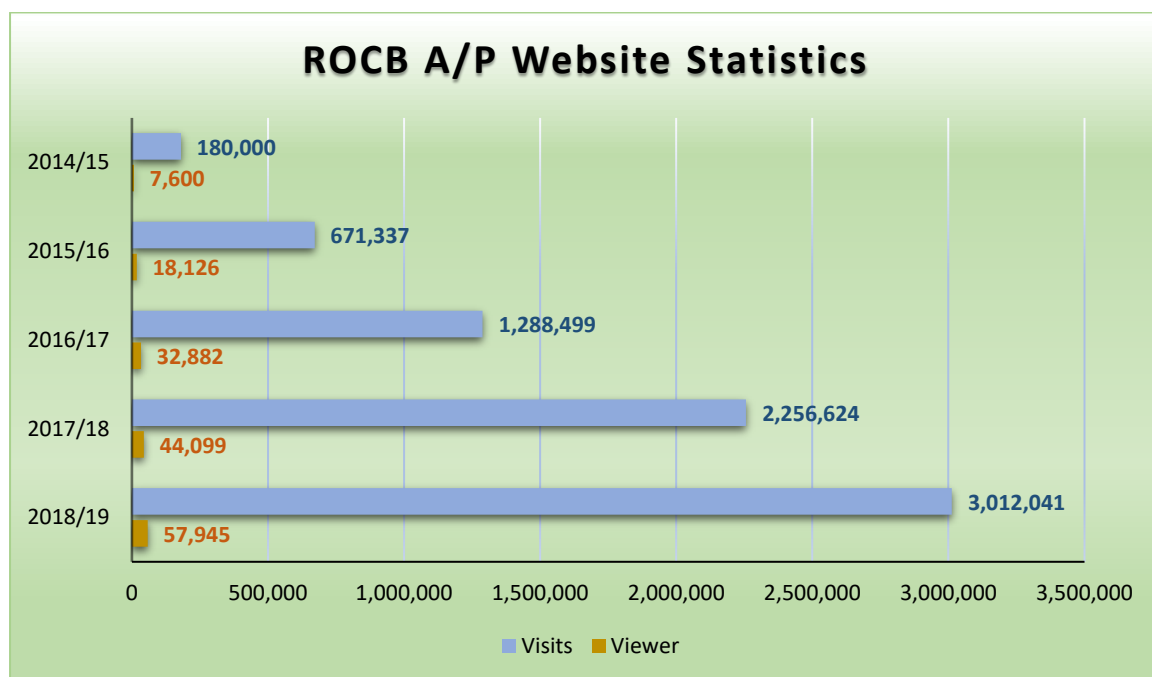
To enhance communication and knowledge sharing among Member administrations in the region, the ROCB A/P publishes an E-newsletter on a quarterly basis containing the latest and upcoming regional capacity building activities along with the good practices contributed by regional Members. As of 2018/19, the ROCB A/P had published a total of 64 issues of E-newsletters and 19 issues of Customs Good Practice Reports on specific subjects

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The ROCB A/P has had its own website (www.rocb-ap.org) since September 2014. The public can obtain information about our Office, ranging from our missions and relevant documents on the activities that we had conducted as well as the forthcoming events to be held in the region and at the WCO. In the fiscal year of 2018/19, the number of visits to our website was over 3 million, about 34% increase comparing with the last year's. (Diagram 3).

Diagram 3 – ROCB A/P Website Statistics



Conclusion

Taking this opportunity, the ROCB A/P would like to express our sincere appreciation to the WCO Secretariat, Regional Vice-Chair (Central Board of Indirect Tax and Customs of India), Regional Training Centers, Regional Customs Laboratories, accredited Customs experts, regional Director Generals, development partners and not to mention our gracious host administration, Thai Customs Department, for their tremendous supports, insightful guidance and professional advice to capacity building activities. We would also like to acknowledge the workshop and conference participants and applaud them for their active participation, cooperation and dedication to share their experiences and good practices at our organized events. From the point of view of administrative supports, I would like to express my special gratitude to Ms. Eva Suen from Hong Kong China for her solid devotion to the ROCB A/P's work during her tenure and would like to welcome her successor, Ms. Chloe Au, in joining us by contributing her Customs expertise to the region. Lastly, my deepest heartfelt thankfulness to Mr. Kazunari Igarashi of Japan Customs for his 5-year unwavering leadership and contributions to the capacity building activities not only for the ROCB A/P but the region as well. Without all your continued support, the ROCB A/P alone cannot fulfill the entrusted tasks and responsibilities. In the forthcoming years, the ROCB A/P continue to assist in building sustainable capacity of the A/P Members in the course of their Customs modernization and reforms. We will maintain close coordination and open cooperation with all the stakeholders in the region to address Members' needs for improving their core Customs competences and create synergies for achieving the common underlying goals. With your invaluable contributions, we look forward to another good start for the new fiscal year and are expecting fruitful and pragmatic outcomes.



A handwritten signature in black ink, consisting of four characters: 倉本智和 (Norikazu Kuramoto).

Norikazu KURAMOTO
Head of the ROCB A/P

Summary of the ROCB A/P Activities

Introduction

The ROCB A/P is seen as the cornerstone of the regionalization approach to implementing the WCO's Capacity Building Strategy. Every year, the ROCB A/P and the Regional training coordinator (i.e. Japan Customs) conduct a needs survey to collect and analyze Members' progress in Customs reforms and modernization. Individual requests from Members are also received on an ad-hoc manner. Considering the Members' needs and the regional priorities as enumerated in the A/P Regional Strategic Plan (RSP), the ROCB A/P devises its own 2 years Strategic Action Plan and its Annual Work Plan. The Annual Work Plan enumerates the ROCB A/P's specific actions categorized into the 4 pillars (Diagram 4)

Diagram 4: Four Pillars for the ROCB A/P Strategic Action Plan 2018/20



Summaries of the ROCB A/P's key activities undertaken during the 2018/2019, from July 2018 to June 2019, are illustrated below.

Pillar 1: Support the implementation of WCO convention, instruments and tools

WCO Sub-Regional Workshop for ASEAN Member States on Border Enforcement on Counterfeiting and Piracy

9-13 July 2018, Langkawi, Malaysia



The WCO Sub-Regional Workshop for ASEAN Member States (AMS) on Border Enforcement on Counterfeiting and Piracy was held on 9-13 July 2018 in Langkawi, Malaysia, under the sponsorship of Japan Customs Cooperation Fund (CCF/Japan). The Workshop was organized in cooperation with the Royal Malaysia Customs Department (RMCD) and the ROCB A/P. The commitment of the RMCD as a Country Coordinator of Strategic Plan of Customs Development (SPCD) 10 on Public Security and Protection of the Society under the ASEAN Framework realized the joint arrangement of the Workshop with the RMCD. A total of 24 Customs officials representing nine AMS, two observers from ASEAN Secretariat, and one observer from ASEAN Working Group on Intellectual Property Cooperation attended the Workshop. Resource persons from the WCO Secretariat and Japan Customs respectively facilitated the sessions and Ms. Saori Nojima, Program Manager of the ROCB A/P, also took part in the Workshop as a resource person and facilitator.

Representatives gave presentations on the basics of intellectual property rights (IPR), international agreements regarding the IPR including the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS Agreement), border enforcement of trademarks and copyrights, among other things, and the participants shared their administrations' practices to deepen their understanding on the IPR legal frameworks and learn good practices. In the course of the Workshop, the participants developed training materials pertaining to the afore-mentioned focused subjects, which are expected to be utilized for their training opportunities. In addition, joint sessions with rights holders were conducted to learn product identification techniques and discuss the way forward for effective border enforcement

while strengthening the cooperation between Customs and right holders. The Workshop was successfully concluded with participants' clear recognition about their roles in self-sufficient and sustainable domestic trainings and the possible way forward toward better IPR enforcement at the border.

WCO A/P Regional High-Level Seminar of Cross-Border E-Commerce Framework of Standards

16-17 July 2018, New Delhi, India



The WCO, in cooperation with the ROCB A/P and the Central Board of Indirect tax and Customs (CBIC) of India, organized the WCO A/P Regional High-Level Seminar of Cross-Border E-Commerce Framework of Standards (FoS) on 16-17 July 2018 at a hotel in New Delhi, India, with financial sponsorship of Customs Cooperation Fund of Japan (CCF/Japan). More than 40 high-level representatives from 26 WCO A/P Member administrations and the resource persons participated in this very first WCO regional event organized after the launch of the WCO Cross-border E-Commerce FoS, which was adopted at the recent WCO Council Session in June 2018. This High-Level Seminar was organized back-to-back with the CBIC's Assumption Ceremony of WCO A/P Regional Vice Chair. Mr. Kazunari Igarashi, Head of the ROCB A/P, and Mr. Poonyawee Sroythong, Program Manager, participated in this Seminar as facilitators.

At the Opening Session of the Seminar, Mr. Atsushi Iizuka, Director general of Japan Customs and Tariff Bureau, made his opening remarks in which he stressed the need for Members' collective actions towards the implementation of the FoS and his administration's determination in continued contribution to the WCO's technical assistance and capacity building supports. Mr. P.K. Das, Member of Customs of the CBIC, gave his keynote address, in which he highlighted the challenges and opportunities associated in the universal implementation of the WCO FoS.

Dr. Kunio Mikuriya, WCO Secretary General, also made keynote address highlighting the macro- and micro economic impacts of e-commerce and continued works to be undertaken by the WCO to remedy remaining technical and operational challenges. Mr. Visvanath Das, Chief Executive Officer of the Fiji Revenue and Customs Service and out-going regional Vice Chair, addressed his views on the significance of the WCO 's leading role on devising technical standards, including this FoS, and the economic and social impacts from the island country's perspective. He also recalled the private sector's future business models with e-commerce and disruptive technologies introduced at the recent Private Sector Engagement Conference, which his administration arranged preceding to the Regional Heads of Customs Administration Conference in May 2018 in Fiji and stressed the need for steady step forward towards the implementation of the newly adopted FoS.

Participants to the High-Level Seminar heard the overview and objectives of the FoS and relevant technical specification, as well as the Members' experiences and pertinent challenges, such as the use of advance electronic data and its accuracy, as well as organizational set-ups to cope with influx of small and low-value consignments. In the course of the Seminar, Mr. Sroythong of the ROCB A/P made a presentation on the regional capacity building approach and effort for optimizing the effects thereof. In addition, Mr. Igarashi reminded the participants of the required actions in accordance with the WCO Resolution on the FoS on Cross-Border E-Commerce, which was adopted at the recent WCO Council Session along with the FoS itself, especially the notification of the respective Member administrations' intention to implement the FoS and indicative timetable for implementation. The need for identifying the required sustainable capacity building measures was also reminded.

WCO supports Mercator Program Gap Analysis and Strategic Planning for Cambodia Customs

6-15 August 2018, Phnom Penh, Cambodia

The WCO Mercator Program Gap Analysis and Strategic Planning Support Mission for General Department of Customs and Excise of Cambodia (GDCE) was held on 6-15 August 2018 in Phnom Penh, Cambodia under the sponsorship of Japan Customs Cooperation Fund (CCF/Japan). Ms. Saori Nojima, Program Manager of the ROCB A/P, took part in the Mission as a Mercator Program Advisor (MPA) along with other experts.

The Mission aimed to conduct gap analysis regarding implementation of the WTO Trade Facilitation Agreement (TFA) and to support developing



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GDCE's strategy namely Strategy and Work Program on Reform and Modernization (SWRM) for the period of 2019-2023.

Through a series of discussions and consultations with GDCE officers and representatives from the private sector, the WCO team identified recommended actions to be taken for GDCE's effective implementation of the TFA. The WCO team also led discussions to support the GDCE to review the SWRM's structure and key elements to be incorporated in their future strategy in a logical and holistic manner.

The Mercator Program was launched in 2014 to support the WCO Members to implement the WTO Trade Facilitation Agreement and the MPAs are Members' experts with the capacity to support administrations with an organizational gap analysis, planning and implementation of the TFA, typically at a strategic level.

WCO Regional Workshop on Frontline Border Capability against Terrorist Threats

17-21 September 2018, Sydney, Australia



The WCI, in cooperation with the ROCB A/P and the Australian Border Force (ABF), organized the WCO A/P WCO Regional Workshop on Frontline Border Capability against Terrorist Threats on 17-21 September 2018 in Sydney, Australia, under the financial sponsorship of the Japan Customs Cooperation Fund (CCF/Japan). 33 participants from 24 WCO A/P regional Member administrations and 3 resources from the WCO, the RILO A/P and the ROCB A/P, as well as several colleagues from the host administrations, namely Australia, took part in this important regional event. Mr. Kazunari Igarashi, Head of the ROCB A/P participated in this Workshop as one of the resource persons.

The Workshop was initiated by an opening address by Mrs. Clare Reeds, Regional Commander ACT/HQ of the ABF, in which she stressed that the threat of terrorism is of global implication and the A/P region is not immune from it and she called for joint work to contend with all kinds of cross-border terrorist threats. In this context, she also described a set of counter measures taken by the ABF and wished a fruitful discussion and exchange among the participants and with the resource persons. Workshop participants heard a series of presentations on the regional threat environment, the WCO's initiatives on counter-terrorism, including its Security Program, the illicit financial flow, gist of the ABF's Operation SILVES, and Customs cooperation with the Police authorities and the financial intelligence

units, which served a good foundation for the discussion of the regional border security cooperation framework document. Among these scene-setting presentation sessions, Mr. Igarashi made a presentation on the ROCB A/P's capacity building assistance approaches and underlined that there is no one-size-fits-all training on counter-terrorism and encouraged the participants to make best use of the varied lessons learned from the past and future regional and national workshops. In this regard, he briefly touched upon the regional workshop follow-up survey and some of the tangible results accomplished by the regional Member administrations. Participants also had an opportunity of site visit to the Sydney Airport and had an on-site briefing on the ABF Counter Terrorism Units and their activities. The latter part of the Workshop was dedicated to an intensive discussion on the draft Cooperation Framework and its Work Plan under the excellent facilitation of Commander Rees. The outcomes of this Workshop will be further discussed among the regional working group members and then presented to the subsequent regional conferences, namely the Regional Contact Points Conference and the Regional Heads of Customs Administration Conference for adoption.

WCO-UNESCAP 4th UNNExT MASTERCLASS: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment

5-14 November 2018, Cheon An, Korea

The WCO and the UNESCAP organized the 4th UNNExT MASTERCLASS: License, Permits, Certificates and Other regulatory requirements (e-LPCO) in a Single Window Environment from 5 November to 14 November 2018 in the Customs Border Control Training Institute (CBCTI) in Cheon An, Korea, in cooperation with the ROCB A/P and the Korea Customs Service under the financial support of Customs Cooperation Fund of Korea (CCF/Korea).

This workshop was to organize with a view to support the WCO Members' commitment to the implementation of the WTO Trade Facilitation Agreement (TFA) and effective use of information and communications technology in the introduction of the National Single Window environment in the A/P region.

38 participants from 21 Member Customs administrations and relevant border agencies participated in the Workshop. Mr. Hong-Young Jo, Program Manager of the ROCB A/P, attended this workshop as one of the resource persons, and took a role of facilitator and presented on the ROCB A/P's contributions and activities in capacity building.



The workshop provided Members with the opportunity to examine their WTO TFA engagement and Single Window Implementation status by sharing international standards and best practices in the area of business processes, and information exchange on the Licenses, Permits, Certificates, and Other regulatory requirements (e-LPCOs) for verification and validation of the supporting documents for customs clearance.

Through this 10-day workshop, the participants actively took part in all the discussions and exercises and shared their views on the possible steps for their administrations to materialize the lessons learned from the workshop. In the course of the workshop, the participants had a study visit to regional customs house and observed the virtual training center for exercising customs process electronically and studied practical cases on the utilization of Single Window System for verifying required certificates for clearance, which were authorized by the responsible government agencies.

WCO National Workshop for Lao Customs on Border Enforcement of Intellectual Property Rights

12 -16 November 2018, Vientiane, Laos



The WCO National Workshop for Lao Customs on border enforcement of intellectual property rights (IPR) was held on 12-16 November 2018 in Vientiane, Laos, under the sponsorship of Japan Customs Cooperation Fund (CCF/Japan). A total of 12 Lao Customs officers participated in the Workshop and Ms. Saori Nojima, Program Manager of the ROCB A/P, together with an expert from Japan Customs, moderated the sessions and facilitated the discussion in the Workshop.

The Lao Customs has showed its strong commitment and eagerness to revise the existing administrative regulation for further enhancing the IPR enforcement and the Workshop participants intensively discussed the elements to be added or to be amended. In parallel with the discussion on the revision of the pertinent regulation, the participants also examined the organizational setting required to effectively implement relevant laws and regulation regarding the IPR border enforcement. They also exchanged opinions and views with the representatives from right holders to address existing challenges and identify possible way forward.

The Workshop was concluded with the strong determination of the Lao Customs to continuously work towards enhancing their IPR border enforcement in close cooperation and collaboration with the right holders.

Customs jointly ensure the security of the global ecological environment

20-23 November 2018, Shanghai China



The WCO, in cooperation with the ROCB A/P and the General Administration of China Customs (GACC), organized the WCO Regional Workshop on Combating Environmental Crime and the Debriefing of the WCO Operation “Demeter IV” on 20-23 November 2018 in Shanghai, China, with financial sponsorship of the Customs Cooperation Fund of China (CCF/China). More than 60 representatives from 36 WCO Member Administrations, 7 international organizations, 7 Chinese competent authorities and Academia participated in this years’ second environment related WCO regional event in the A/P region after the Green Customs Regional Workshop and briefing of “Demeter IV” Operation held in April 2018. Dr. Tong Hua, Program Manager of the ROCB A/P, and Ms. Vareemon Chairungsilert, ROCB A/P’s Program Coordinator, participated in this workshop as facilitators.

The Workshop was conducted to retain the fostered momentum and raise full awareness of the long-term and arduous nature of the work on combating illegal transboundary movement of hazardous wastes, Ozone-Depleting Substances (ODS) and wildlife as well as protecting the global ecological environment in the Customs enforcement context. Participants duly share their view and reaffirmed that, for law enforcement agencies, ecological and environmental protection is a long-term task, and members cannot expect to get it done just in one battle. Thus, Customs administrations should work together through continuous cooperation. Among the other things, information sharing, online illegal trade, risk profiling, new trade routes and the application of new technologies were the key topics discussed among the participants vigorously.

In the course of the Workshop, the debriefing session of the WCO Operation “Demeter IV” was arranged on 20 November and more than 150 guests, including Minister of the GACC, Vice Minister of the Ministry of China Ecology and Environment, Deputy Secretary General of the WCO, Secretary General of the IRU, Vice Mayor of Shanghai Municipal Government, other GACC executives, foreign Customs Attachés and police officers in China, witnessed the fruitful outcomes of the joint operation and supported the proposed way forward. The Operation “Demeter IV” initiated by China in March 2018 involved 15 international organizations, including the WCO, the United Nations Environment Programme, the International Criminal Police Organization, the Secretariat of the Basel Convention and 75 solid waste importing and exporting countries and regions. Mr. Ni Yuefeng, Minister of the China Customs, referred to the operation as "a pioneering success" in international collaboration. Mr. Ni stressed that "For the law enforcement departments, ecological environment protection is a long-term task," in his remarks addressed at the debriefing ceremony. Mr. Ni of the GACC underlined that "China Customs will continue to work with the international organizations and other member countries and regions to construct a prosperous, clean and beautiful world together."

WCO National Workshop for Myanmar Customs on Border Enforcement of Intellectual Property Rights

26 -30 November 2018, Yangon, Myanmar



The WCO National Workshop for Myanmar Customs on border enforcement of intellectual property rights (IPR) was held on 26-30 November 2018 in Yangon, Myanmar, under the sponsorship of Japan Customs Cooperation Fund (CCF/Japan). A total of 12 Myanmar Customs officers participated in the Workshop and Ms. Saori Nojima, Program Manager of the ROCB A/P, together with an expert from Japan

Customs, shared their knowledge and practices with the participants and facilitated the discussions.

In order to strengthen border enforcement, Myanmar Customs has strived to review its current practices and establish administrative regulations to implement international agreements, namely WTO Agreement on Trade-Related Aspects of Intellectual Property Rights. The participants from the IPR Working Group and newly established IPR Section of Myanmar Customs intensively discussed provisions and elements to be included in the regulations. The participants also discussed the roles and responsibilities of related sections especially regarding the communication in the IPR border

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enforcement procedures as well as the capacity building of Customs officers in order to effectively implement the rules and regulations.

Through the workshop, the participants reaffirmed the importance of robust IPR border enforcement whilst ensuring the procedures themselves do not become barriers to trade and showed their eagerness to continuously commit to the future necessary works for strengthening IPR border enforcement measures at Myanmar Customs.

WCO National Workshop on Customs Valuation and Transfer Pricing for Thailand

26-30 November 2018, Bangkok, Thailand



The WCO organized 5-day National Workshop on Customs Valuation and Transfer Pricing in Bangkok, Thailand, under the sponsorship of the Japan Customs Cooperation Fund (CCF/Japan), in which 15 English-speaking Thai Customs representatives participated. A WCO Senior Technical Officer and a recognized Valuation Expert from China Customs were invited as resource speakers.

Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the opening session of the Workshop held on 26 November 2018 along with Mrs. Nunthita Sirikup, Director of Thai Customs Human Resource Development Bureau, WCO resource persons and Mr. Tetsuro Higuchi, Second Secretary and Vice Consul of the Japan Embassy in Thailand, representing the CCF/Japan. In his opening remarks, Mr. Igarashi recalled the previous National Workshop held 2 years ago, and then spoke about the notions of the differentiated workshop modality and the expected outcomes for optimizing the value of the workshop for the sake of the Thai Customs' interest. Other guest speakers also touched upon the importance of Customs' revenue collection function and wished a successful workshop. The ROCB A/P hopes that this result-oriented workshop brings some tangible outcomes for their sustainable self-development and training on Customs valuation and other Customs businesses.

WCO Sub-regional Workshop on Customs Valuation for the Pacific

3-7 December 2018, Suva, Fiji



The WCO, in cooperation with the ROCB A/P and the Fiji Revenue and Customs Services (FRCS), organized the WCO Sub-regional Workshop on Customs Valuation on 3-7 December 2018 at the WCO Regional Training Center in Suva (FRCS Training Center) with sponsorship of the Japan Customs Cooperation Fund (CCF/Japan). 19 participants from the 5 WCO Members in the Pacific region and 5 OCO-funded non-WCO participants took part in this Workshop, which was led by a resource person from the WCO Secretariat and 2 resource speakers from Japan. Mr. Kazunari Igarashi, Head of the ROCB A/P joined the Workshop as one of the facilitators.

The Workshop was officiated by the keynote address delivered by Mr. Visvanath Das, Chief Executive Officer of the FRCS, who stressed the critical importance of proper appraisal of Customs valuation as approximately 98% of the global trade in goods is verified for ad valorem duty and taxes legally due. He also touched upon emerging challenges associated with e-commerce as “game-changer.” Representatives from the WCO Secretariat, Japan Customs, the ROCB A/P, and the Oceania Customs Organisation also gave their opening remarks and wished a successful workshop. Participants took part in the workshop programs in a very interactive manner and exchanged their valuation challenges and views on the way to enhance their valuation knowledge and proper application of the valuation principles at the border.

The program of this Sub-regional Workshop included, among other things, valuation key principles, overview of the transaction value, related party transaction, adjustments under Article 8, stages of valuation control including advance ruling and post clearance audit, alternative methods of valuation as well as group exercises on valuation case studies and the WCO Revenue Package Diagnostic Tool. Mr. Igarashi made a presentation on the regional capacity building approach. In addition to the demand-driven planning exercise, he explained the ROCB A/P’s initiatives in monitoring post-workshop impacts by way of Follow-Up Action Survey. He showed some of the findings from the last three rounds of the

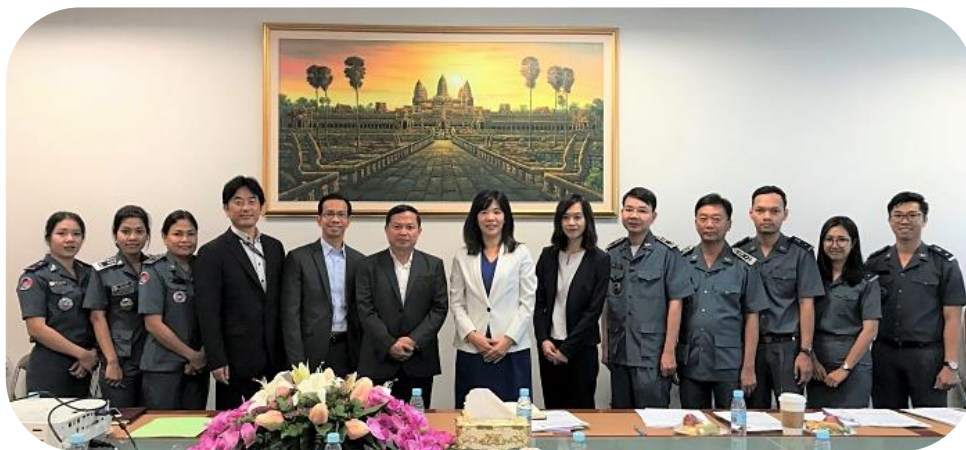
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Surveys, in particular, the impacts realized the Pacific colleagues in the wake of their participation in the WCO Regional Workshop on Customs Valuation held in June 2017 in Japan and encouraged them to institutionalize the lessons-learned from this Sub-regional Workshop through engaged post-workshop actions.

In the course of the Workshop, all Workshop participants and resource persons were kindly invited to join FRCS colleagues for their official Christmas program, where everybody present was blessed by a prayer by the FRCS Chief Executive Officer and wished a Happy New Year 2019.

WCO National Workshop for Cambodia Customs on Border Enforcement of Intellectual Property Rights

4 -7 December 2018, Phnom Penh, Cambodia



The WCO National Workshop for Cambodia Customs on Border Enforcement of Intellectual Property Rights (IPR) was held on 4-7 December 2018 in Phnom Penh, Cambodia, under the sponsorship of the Japan Customs Cooperation Fund (CCF/Japan) and in close cooperation and coordination with the Japan International Cooperation Agency (JICA). A total of 10 Cambodia Customs officers from the relevant departments and sections participated in the Workshop and Ms. Saori Nojima, Program Manager of the ROCB A/P, together with an expert from Japan Customs, led the Workshop and shared their respective expertise and knowledge, including other A/P regional Members' practices regarding IPR border enforcement.

The participants revisited the recommendations provided by the WCO team at the previous WCO National Seminar for Cambodia Customs on IPR held in 2017 and reaffirmed the future necessary actions in Cambodia Customs. This Workshop focused on the key components of the regulatory procedures of IPR border enforcement in line with the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights. The Workshop also provided the participants with an opportunity to identify the areas for further work to be undertaken by the relevant parties with a view to supporting their continuous effort in strengthening IPR border enforcement capability.

WCO National Workshop on Risk Management for Thailand

21-25 January 2019, Bangkok, Thailand

The WCO organized the National Workshop on Risk Management on 21-25 January 2019 in Bangkok, Thailand, under the sponsorship of the Japan Customs Cooperation Fund (CCF/Japan). A total of 16 Thai Customs officers from the relevant bureaus participated in the Workshop, which was led by two WCO Accredited Risk Management Experts from Japan and India Customs in addition to a resource speaker dispatched by Japan Customs.



Ms. Eva Suen, Program Manager of the ROCB A/P, attended the opening session of the Workshop held on 21 January 2019 along with Mr. Boonthiem Chokevivat, Deputy Director General of the Thai Customs Department. The Workshop targeted Customs officers in charge of national intelligence policy and coordination, who are involved in risk assessment, profiling and targeting of high-risk consignments and provided them with an opportunity for better understanding of the existing and recently developed WCO tools and instruments with a view to enabling them more structured and strategic application thereof.

WCO A/P Regional Workshop on Anti-Money Laundering and Terrorism Financing

21-25 January 2019, Kashiwa, Japan

The WCO, in cooperation with the ROCB A/P and Japan Customs, organized the A/P Regional Workshop on Anti-Money Laundering and Terrorism Financing on 21-25 January 2019 at the Japan Customs Training Institute in Kashiwa, Japan. This was delivered through the financial support of the Japan Customs Cooperation Fund (CCF/Japan). 31 participants from 26 A/P regional



Member administrations attended this Workshop. In addition, 5 resource speakers from the WCO, Interpol, RILO A/P and the ROCB A/P joined this Workshop and led the respective sessions.

This Workshop was organized to complement the previous Regional Workshop on the same subject, which was held in March 2018 in Sydney, Australia, and to provide further opportunities to gain a comprehensive understating of the existing and recently developed tools and instruments, thus explore a concreate joint action to contend with the threats of bulk cash smuggling and terrorist financing being perpetrated in various forms.

Accordingly, the Workshop program included, among other things, the introduction of examples of bulk cash smuggling and trade-based money laundering, crime scene management and evidence handling, Customs-Police cooperation, interview techniques, scenario-based practical exercises, as well as the participants' presentations on their challenges and enforcement efforts. Participants took part in these learning exercises and group discussions to share their national experiences and consider further ways to enhance their enforcement and investigation capabilities.

Mr. Kazunari Igarashi, Head of the ROCB A/P, delivered a presentation on the regional capacity building assistance approaches for optimizing the effects of the regional workshops. He also shared examples of post-workshop follow-up actions taken by the participants to the afore-mentioned regional workshop to stress the need for institutionalizing the lessons learned. In the course of the Workshop, thanks to a kind coordination provided by the host administration, the participants had a field-visit to the Narita Branch-Customs at the Narita International Airport, the biggest international airport in Japan. The aim of the visit was to observe their practices on countering gold smuggling and some of the detection/analytical equipment utilized for daily operations.

WCO AP High-Level Regional Seminar on Data Analytics for Customs

25-28 February 2019, Incheon, Korea

The WCO organized the WCO A/P High-Level Regional Seminar on Data Analytics for Customs on 25-28 February 2019 in Incheon, Korea, in cooperation with the ROCB A/P and the Korea Customs Service under the financial support of Customs Cooperation Fund of Korea (CCF/Korea) This supported the WCO Members' application of data analytics to their current risk management practices and provide some food-for-thought for their effective use of open source data and tools for data visualization.



45 participants from 20 Member Customs administrations and members of academia participated in the Seminar. Mr. Hong-Young Jo, Program Manager of the ROCB A/P, and Ms. Jate-arpa Benjaphong,

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ROCB A/P's Program Coordinator, attended this seminar as resource persons, and delivered a presentation on the ROCB A/P's contributions and activities in capacity building assistance.

The seminar provided the participants with a valuable opportunity to explore how to apply data analytics tools and practices with actual Customs data and promote data analytics in Customs administrations. The participants shared their views on the policies of Customs data management and related technical issues. Through this 4-day Seminar, the participants actively took part in the discussions and exercises for seeking optimized ways forward to apply data analytics to risk management techniques in various contexts, especially incorporating data mining and big data analytics into their administrations' daily practices or risk-based selectivity system.

WCO Regional Workshop on Training Management

4-8 March 2019, Kashiwa, Japan



The WCO, in cooperation with the ROCB A/P and Japan Customs, organized the WCO A/P Regional Workshop on Training Management on 4-8 March 2019 at the WCO Regional Training Center in Japan, i.e. Japan Customs Training Institute (CTI) in Kashiwa, Japan, under the sponsorship of the Japan

Customs Cooperation Fund (CCF/Japan). 32 participants from 24 regional Member administrations took part in the Workshop. Mr. Kazunari Igarashi, Head of the ROCB A/P, participated in the workshop as a facilitator along with 2 resource speakers from the WCO secretariat.

This Workshop was arranged to follow up the Regional Workshop on Human Resource Development held in April 2018 in Hanoi, Vietnam and it focused on the introduction and implementation of a competency-based training approach. Accordingly, the workshop program included sessions dedicated to, among others, job profiling and relevance to training, learning needs analysis, training program development and review, career-long learning, teaching staff development, training materials development and review, innovative learning, and training evaluation and training effectiveness assessment. In addition, under the initiatives of the CTI training instructors, some of which are WCO Accredited Experts, the Workshop conducted a group exercise on the training mapping and structural analysis on the current training programs. At the Workshop, Mr. Igarashi delivered a presentation on the A/P region's capacity building and technical assistance approaches and shared his findings on the study on the impacts of the WCO regional capacity building programs provided over the

last 4 years, especially on the correlation between the realized tangible effects and the follow-up actions taken by the workshop participants in the wake of their participation in the respective regional workshops, which highlights the significance and importance of those follow-up actions at their home administrations. He also presented the analysis of pre-workshop exercise replies to the WCO People Development Diagnostics Tool with a view to articulating the gaps between the recommended practices and the regional Members' current practices. He further suggested developing a compendium of the good practices in the regional Members' training programs, which is a living document for the Members' reference, in order to make optimal use of the shared good practices throughout the workshop.

WCO Sub-regional Workshop on Risk and Compliance Management for the Pacific

18-22 March 2019, Suva, Fiji

The WCO Sub-regional Workshop on Risk and Compliance Management for the Pacific was held on 18-22 March 2019 at the WCO Regional Training Center in Suva, Fiji, under the sponsorship of Japan Customs Cooperation Fund (CCF/Japan). The Workshop was organized in cooperation with the Fiji Revenue & Customs Service (FRCS) and the ROCB A/P. A total of 25 Customs officials representing six Pacific Island countries namely Fiji, Papua New Guinea, Samoa, Timor-Leste, Tonga, Vanuatu attended the Workshop and facilitators from Australia, India and Japan led the sessions. Ms. Saori Nojima, Program Manager of the ROCB A/P, also attended as a facilitator of the Workshop.



The Workshop program was designed to comprehensively cover the available WCO tools such as WCO Customs Risk Management Compendium, theoretical lectures, practice sharing among the participants for international benchmarking, discussions and group exercises. The Workshop captured a wide range of topics on risk and compliance management including risk management architecture, information collection, risk register, risk assessment, profiling, targeting among other things. Through the Workshop, the participants reviewed and assessed respective administrations' current situations on risk and compliance management and developed policy and procedural recommendations for their future way forward.

The workshop was successfully concluded with participants' clear recognition on their future actions and it also provided a platform to build a network among the participants. The participants

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showed their appreciation to the FRCS, WCO, ROCB A/P, CCF/Japan and the facilitators for their contribution and support to the Workshop.

WCO Regional Workshop on Non-Intrusive Instrument equipment and Automated Threat Recognition

1-5 April 2019, Shanghai, China



The WCO, in cooperation with the ROCB A/P and the General Administration of China Customs (GACC), organized the WCO Asia/Pacific Regional Workshop on Non-Intrusive Instrument (NII) equipment and Automated Threat Recognition on 1-5 April 2019 at the new international training facility of the WCO Regional Training Center in Shanghai, China under the sponsorship of Customs Cooperation Fund of China (CCF/China). 37 participants from 24 regional Member administrations joined the workshop. Dr. Tong Hua, Program Manager, and Mr. Poonyawee Sroythong, Program Coordinator of the ROCB A/P, participated in this workshop as facilitators.

In line with the WCO's theme for 2019, "SMART Borders for Seamless Trade, Travel and Transport", the workshop aimed at wider use of the WCO NII guideline and exploring the application of Unified File Format (UFF) of the scanned images, and providing an information and best practices sharing platform among the A/P regional Member administrations. At the workshop, Dr. Tong Hua delivered a presentation on the introduction to the WCO tools and initiatives on NII. He shared the relevant standards set forth within the WCO SAFE Framework of Standards, particularly focused on the use of NII technologies and data analytics with a view to facilitating cross-border flows of goods and strengthening Customs supply chain controls. China Customs



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also kindly arranged a field study to Shanghai Port, in which all the participants observed the latest Customs X-ray facilities, intelligent images analysis and smart port operation.

WCO Regional Workshop on the Accreditation of Technical and Operational Advisors on IPR

27-31 May 2019, Bangkok, Thailand



Under the sponsorship of the CCF/Japan, the WCO Regional Workshop on the Accreditation of Technical and Operational Advisors (TOA) on IPR was held on 27 - 31 May 2019 in Bangkok, Thailand. Ms. Saori Nojima, Program Manager of the ROCB A/P, participated in the Workshop as a facilitator along with two facilitators from the WCO Secretariat.

The Workshop aimed at establishing a pool of experts capable of independently leading legal advisory and institutional training activities on behalf of the WCO. 11 Customs officials, whose applications were pre-screened and qualified, were invited to participate in the Workshop. The participants were assessed against the requirements for WCO-accredited TOA especially on the IPR legal aspects through presentations, simulated interviews, role plays, group exercises and plenary discussions. Those who successfully demonstrated extensive knowledge as well as high competency in designing and delivering capacity building activities during this accreditation workshop were pre-accredited and they will be further invited to join subsequent WCO field missions to further demonstrate their performance for their full accreditation as the WCO TOA.

WCO Follow Up Mission on People Development Plan of the BCED

18-20 June 2019, Nassau, Bahamas



At the invitation of the WCO Secretariat, from 18-20 June 2019, Dr. Tong hua, Program Manager of the ROCB A/P, with other experts from the WCO worked together with their counterparts in the Bahamas Customs and Excise Department (BCED) to review the administration's Human Resource Management (HRM) and training approaches at the BCED Headquarter in Nassau, Bahamas. The working groups comprised members of the BCED's HR and Training Units, as well as representative from the Ministry of Public Service of Bahamas. The objective of this mission is to follow up of the People Development Plan focused on training initiatives.

Using the methodologies and frameworks drawn from the WCO Framework of Principles and Practices on Customs Professionalism (FPPCP), Dr. Tong Hua led the sessions on adult learning principles, blended learning approach and training evaluation tools. He underlined main findings and good practices of "the ROCB A/P Study on the Use of e-learning Modules for the Customs Professionalism and Human Resource Development" as well as prompted the ROCB A/P's training evaluation instruments package. A draft report on the BCED's People Development Plan 2019-2020, as the main outcome of this mission, will be submitted to the Comptroller of the BCED for final approval.



This mission was under the WCO-Bahamas Training Programme, which was delivered as part of a wider program of training support to BCED, linked to the WCO-Mercator Programme aiming to help Bahamas align with the WTO Trade Facilitation Agreement (TFA) and under the umbrella of the Inter-American Development Bank (IADB)'s Bahamas Trade Sector Support Program.

Pillar 2: Further enhance collaboration with development partners

ROCB A/P joins the Assumption Ceremony of India' A/P Vice Chair

16 July 2018, New Delhi, India

At the invitation of the Central Board of Indirect Tax and Customs (CBIC) of India, Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the Assumption Ceremony of WCO A/P Vice Chair of India, which was held on 16 July 2018 at a hotel in New Delhi, India, back-to-back with the WCO A/P Regional High-Level Seminar on Cross-Border E-Commerce Framework of Standards. Nearly 200 guests, including Shri Shiv Pratap Shukla, Minister of State for Finance of India, Dr. Kunio Mikuriya, WCO Secretary General, as well as high-level representatives from the A/P regional Member administrations, Indian government authorities and business industry associations, and local media.



At the Ceremony, in the wake of lighting of sacred lamps by chief guests, Shri S. Ramesh, Chairman of the CBIC delivered his welcome address, in which he touched upon 4 key guiding principles as new WCO Vice Chair, including enhancement of regional capacity building and capacity building activities in cooperation with the ROCB A/P and other regional bodies, such as WCO Regional Training Centers and Regional Customs Laboratories. Then, Dr. Mikuriya, WCO Secretary General, and Shri Shukla, India's Minister of State for Finance, made keynote addresses respectively. Mr. Visvanath Das, Chief Executive Officer of the Fiji Revenue and Customs Service and out-going Regional Vice Chair, and Mr. Atsushi Iizuka, Director General of Japan Customs and Tariff Bureau, made their congratulatory speeches. In the second part of the Ceremony, guests from the Member administrations and Indian business and industry associations made their congratulatory remarks and speeches on the Ceremony's theme of "Customs – Facilitating cross border clearance." In the course of the vote of thanks, Joint Secretary of Indian Customs complimented Head of the ROCB A/P as a co-initiator of this successful Ceremony and expressed continued close collaboration in their tenure of Regional Vice Chair and beyond. The ROCB A/P is going to work closely with the CBIC for the sake of optimizing the regional collective efforts and cooperation towards the Customs reform and modernization, so that the regional Customs community may contribute to furthering legitimate trade, which contending a series of challenges ahead.

ROCB A/P introduces the WCO instruments and AEO Program at the UNESCAP Regional Workshop on Trade Facilitation for Sustainable Development

7-10 August 2018, Bangkok, Thailand



At the invitation of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), in cooperation with the International Trade Development Institute (ITD), Mr. Hong-Young Jo of the ROCB A/P attended the UNESCAP-ARTNeT/ITD Regional Workshop on Trade Facilitation for

Sustainable Development held from 7 to 10 August 2018 at the UN Convention Center in Bangkok, Thailand. Approximately 40 representatives from private and public sectors, relevant international and government agencies participated in the Workshop. The Workshop focused on developing tools to implement trade facilitation measures and paperless trade initiatives, and resource persons provided the participants with their expertise in trade facilitation experiences, thus this workshop contributed to more effectively support or participate in the work of National Committee on Trade Facilitation (NCTF) or related inter-agency bodies.

Mr. Jo made a presentation on the AEO Program and pertinent WCO instruments and tools, as well as the ROCB A/P's activities for facilitating the implementation of the WTO Trade Facilitation Agreement (TFA). He emphasized proactive application of the WCO instruments and tools such as Revised Kyoto Convention (RKC) and SAFE Framework of Standards (SAFE FoS) for enhancing the supply chain security while assuring the implementation of the WTO TFA.

This event provided the participants with a good knowledge-building opportunity on an update on the state of implementation of key trade facilitation and paperless trade measures in the region. A series of key measures and instruments on trade facilitation were introduced, including the WTO TFA and the new Framework Agreement on the Facilitation of Cross-Border Paperless Trade in Asia and the Pacific. Participants learned how to conduct a Business Process Analysis (BPA) project to simplify trade procedures. The Workshop also dealt with emerging topics on trade facilitation in the context of logistics management, gender specific dimensions of trade facilitation and e-commerce technical issues and discussed the possible way to overcome perceived challenges in these emerging topics. Participants including Mr. Jo were actively participated group exercise on establishing NCTF and conducting BPA as well as study visit to Thai National Single Window (NSW).

ROCB A/P emphasizes the role of Customs in combating illicit wildlife trade

28-29 August 2018, Pathum Thani, Thailand

At the request of the WCO Secretariat, Dr. Tong Hua, Program Manager of the ROCB A/P, represented the WCO to the Conference on 'Science, Technology, and Innovation for Addressing Wildlife and Forest Crimes and Attaining SDGs' held from 28 to 29 August 2018 at the AIT Conference Center, Thailand, as a guest speaker. Approximately 80 representatives from academia, private and public sectors, relevant international and government agencies participated in this Conference, which was convened by the Asian Institute of Technology of Thailand. The conference was opened by the Permanent Secretary of Ministry of Thailand Natural Resources and Environment, Dr. Wijarn Simachaya. A video message from the President of the Republic of Nepal, Honorable Madam Bidya Devi Bhandar was also projected.



At the Conference, Dr. Tong made a presentation on the wild life protection and the role of Customs, as well as the WCO's priorities of tactical operational plan for 2018/2019 on combating wildlife crime, the progress of the WCO-INAMA Project which focus on strengthening the enforcement capacity of targeted Customs administrations in Sub-Saharan Africa, the WCO tools and instruments like IRIS Platform and the WCO Environment Programme. He re-affirmed the commitment of Customs administrations across the globe to

protecting the environment and introduced the none-intrusive inspection and human face recognizing technology applied in Customs administration's enforcement operation.

The conference provided a unique opportunity to raise awareness about applying cutting-edged technologies. The conference shared the success stories in science and technology where its applications are being used by the governments and other stakeholders in addressing wildlife and forest crimes in real case scenarios.

ROCB A/P delivers lectures to a WCO accredited Russian University

30 August-7 September 2018, Saint Petersburg, Russia

At the invitation from the North-West Institute of Management of Russian Presidential Academy (RANEPA Branch), Dr. Tong Hua, Program Manager of the ROCB A/P, attended an Academic Seminar on Customs Modernization, which was held on 30 August-7 September 2018 in Saint Petersburg, Russia. The purpose of the seminar was to create and develop young specialists' professional competencies who are ready to master and apply the best practices of customs administrations in their future professional activity. Around 40 professors and students from faculty of Customs Management and Security of RANEPA, the Azerbaijan State Economic University, the Armenia Customs Academy and the Shanghai Customs College attended the seminar.



During his mission, Dr. Tong gave several lectures on the WCO Secretariat and regional entities' missions, strategy, working bodies and functions. He emphasized the particular importance for future customs officers to be aware of the instruments and tools developed by the WCO. Dr. Tong also attended a roundtable discussion with the faculty staff and international students. He shared his views on how to implement the WCO PICARD standards closer with the course syllabus, and further pointed out the way of making full use of the WCO E-Learning platform and research series papers to cultivate future customs leaders.

On 1 September 2018, Dr. Tong was invited to join a special ceremony of initiating students of the North-West Institute of Management. He witnessed the sound gun salute performance and celebrate the opening of new semester together with the Rector of RANEPA, 1st Class Actual State Councilor of Russian Federation, Professor Vladimir Shamakhov.

The North-West Institute of Management provides one of the best programs on Customs education in Russia, and the Institute was recognized by the WCO as satisfying the professional PICARD standards. The Faculty of Customs Management and Security offers courses to more than 1200 undergraduate, postgraduate students and customs officers. Their delegation visited the ROCB A/P and Thai Customs Academy in April 2018.

ROCB A/P introduces the WCO trade facilitation instruments and AEO Program at the Trade Facilitation International Conference

11 September 2018, Ulaanbaatar, Mongolia



At the requests from the Customs General Administration of Mongolia (CGAM) and the Korea Customs Service (KCS), Mr. Hong-Young Jo of the ROCB A/P attended the Trade Facilitation International Conference held on 11 September 2018 in Ulaanbaatar, Mongolia, under the support of the World Bank Group International Finance Corporation. Over 200 representatives from Customs administrations and

specialized inspection agencies of Mongolia and its neighboring countries as well as related international organizations participated in the Conference.

The Conference focused on compiling some recommendations on collaborative activities of the Customs and Inspection Agencies towards the implementation of the WTO Trade Facilitation Agreement (TFA) in Mongolia. In the plenary session, the participants shared their WTO TFA implementation practices and examined good practices on risk-based inspection and control. Following the related sub-sessions, the participants discussed the roles of the Customs and the General Agencies for Specialized Inspection (GASI) to implement the WTO TFA in an efficient manner.

Mr. Jo made a presentation on the WCO Authorized Economic Operator (AEO) Program and relevant instruments and tools for facilitating the implementation of the WTO TFA in the Customs sub-session. He highlighted the importance of application not only the AEO Program but also Risk Management (RM) Technique, Time Release Study (TRS) and information technology (IT) system in Customs administration for facilitating the flow of legitimate goods while enforcing high risk cargoes. In response to the questions asked at the panel discussion session of the Conference, Mr. Jo suggested establishing a dedicated AEO validation team and electronic AEO System as part of the prominent recommendations to the CGAM for the implementation of the AEO Program successfully, to which the CGAM fully agreed.

This conference provided the participants with a platform to deepen their understanding on customs trade facilitation issues and inspection agencies' role at the border and inland for trade and business. Participants examined the key challenges for the GCAM and GACI on the implementation of the WTO TFA and discussed the possible way to cope with these perceived challenges in Mongolia with close collaboration among relevant authorities and stakeholders.

ROCB A/P has policy dialogue with Solomon Islands government officials and its stakeholders towards WCO Membership

24-25 September 2018, Honiara, Solomon Islands



At the invitation of Ms. Sarah Wickham, Acting Controller of the Solomon Islands Customs, Mr. Kazunari Igarashi, Head of the ROCB A/P as a WCO representative, visited the Solomon Islands to have political dialogues with senior government officials to pave the way for joining the WCO. These dialogues were initiated on the occasion of the recent Oceania Customs Organization's Annual Conference held in Melbourne, Australia, when the WCO delegation headed by Dr. Kunio Mikuriya, WCO Secretary General, had an informal talk with the Solomon Islands Customs delegation.

Because the Solomon Islands Customs belongs to the Ministry of Finance and Treasury, Mr. Igarashi met Mr. Mackeney Dentana, Acting Permanent Secretary of the Ministry of Finance and Treasury and handed him Secretary General's personal letter addressed to the Finance Minister and explained the benefits of the Membership from the perspectives of both technical assistance programs and socio-economic benefits which the Solomon Islands government may enjoy by engaging to the Customs reform and modernization with the WCO's comprehensive packages, in particular through the enhancement of revenue collection functions along with modernizing Customs clearance regime and human resource development, which was well received. In response to the questions asked by Acting Permanent Secretary, Mr. Igarashi explained briefly the process of acceding to the CCC Convention and the payment of annual subscription or membership fee. Acting Permanent Secretary kindly promised to convey the WCO's warm message to the Finance Minister at the earliest opportunity. Mr. Igarashi also met Mr. William Soaki, Deputy Secretary of the Ministry of Foreign Affairs and External Trade and echoed keen interests of the Solomon Customs to become a WCO Member and gave some explanations on the accession process to the CCC Convention and the payment of the annual membership fee. He also spoke to the Deputy Secretary about the benefits of Customs modernization in a broader context. The Deputy Secretary promised to expedite the accession process, i.e. cabinet approval, as soon as the Finance Minister give them the instruction to move forward.

In the margins of the above meetings, Mr. Igarashi had a friendly talk with Customs executives and middle-class managers at the Customhouse and he told them the need for ownership and change of mid-set towards reform and modernization as well as professional integrity. Mr. Igarashi also met representatives of Chamber of Commerce, Port Authority, JICA, Bio Security agency, Customs Brokers Association, and explained the need for concerted efforts for modernizing import and export process, including improving port logistics and other agencies business process, so that the costs of cross-border transactions may be reduced and business may enjoy the benefit of economic gains. They are all supportive for the Solomon Islands Customs' commitment for changes, along with the Customs' determination to become the WCO Member. They also asked the WCO to provide them with chances to hear about international good practices and consultation dialogues for improving their business models.

ROCB A/P promotes the WCO instruments and tools for the implementation of the WTO Trade Facilitation Agreement

30-31 October 2018, Bangkok, Thailand

At the request from the WCO Secretariat, Mr. Kazunari Igarashi, Head of the ROCB A/P, participated in the Asian Development Bank (ADB) Inter-Sub regional Forum on Enhanced Implementation of the WTO Trade Facilitation Agreement (TFA) held on 30-31 October 2018 in Bangkok, Thailand, as a resource speaker, along with Ms. Milena Budimirovic of the WCO Secretariat. This Inter-Sub Regional Forum brought more than seventy delegates from various Customs administrations and the Trade and Commerce

Ministries of twenty six Member States of the South Asia Sub-regional Economic Cooperation, the Central Asia Regional Economic Cooperation and other sub-regional economic cooperation mechanisms and shared their experiences in implementing the TFA provisions, such as release of goods, freedom of transit, publication of average release time, Customs cooperation, border agency cooperation and single window. In the wake of Opening session, which was officiated by Mr. Wencai Zhang, Vice President of the ADB, there were series of panel discussion sessions on the pertinent trade facilitation measures. Mr. Igarashi participated in the panel sessions on freedom of transit, Customs cooperation, border agency cooperation and single window with other resource persons and participants and spoke about key component of the pertinent WCO instruments and tools made readily available for the implementation of these essential trade facilitation measures. Ms. Budimirovic of the WCO Secretariat participated in the panel sessions for AEO, publication of average release times, national Committee on Trade facilitation. She also gave a presentation on the overview and progress in the WCO Mercator Program.



ROCB A/P discusses Customs Human Resource Management with ASEAN Member administrations

29 November 2018, Jakarta, Indonesia



At the invitation of the Director of the Indonesian Customs and Excise Education and Training Center (Pusdiklat BC), Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the ASEAN Seminar on Customs Human Resource Development. This was held on 29 November 2018, at the Education and Training Center, under the initiative of Indonesia Customs as coordinator for Customs capacity building within the ASEAN framework. Nearly 20 representatives from 6 ASEAN Member Customs administrations and the Jakarta-based Australian Border Force Liaison Office attended this 2-day Seminar to discuss and share their experiences in the development and assessment of the respective customs officers' performance and competencies. This included their training management approaches, including learning needs analyses, teaching staff development and the assessment of training effectiveness.



In the wake of the official opening remarks delivered by Mr. Harry Mulya, Director of the Pusdiklat BC, Mr. Igarashi gave a half-day lecture on the WCO's Framework on Principles and Practices on Customs Professionalism, focusing on the competency-based human resource management and job profiling as well as training management. Mr. Igarashi also introduced a series of WCO human resource development programs and guidelines. In the context of the assessment of the training, he

gave them an explanation on the ROCB A/P's initiatives in conducting Regional Workshop Follow-Up

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Actions Surveys that are conducted with a view to taking a snapshot of the impacts and effects accrued from these capacity building programs, instead of merely evaluating the satisfaction of respective workshops. Likewise, referring to the afore-mentioned WCO Framework, Mr. Igarashi suggested the result-based management approach to assessing “training effectiveness” rather than evaluating the training itself. Participants showed their keen interests in these principles and practices, which led to an interactive question and answer sessions.

Prior to attending the Seminar, Mr. Igarashi paid a courtesy call to Mr. Heru Pambudi, Director General of the Indonesian Directorate of Customs and Excise, at his office and thanked him for kind guidance to the ROCB A/P and sought further contribution to the regional capacity building and technical assistance programs through provision of both soft and hard resources. DG Pambudi echoed his administration’s determination and readiness to support the WCO’s initiatives and gave his kind words and encouragement to the ROCB A/P. DG Pambudi also explained his administration’s efforts in enhancing international collaboration in law enforcement and human resource development.

Mr. Igarashi was escorted to the “WCO garden and pool” where a large WCO logo is designed at the bottom of the fountain pond in front of the Customs complex and observed Indonesian Customs’ training and welfare facilities, including the dormitory, guesthouses and dog training center. He also received an interview for the Indonesian Customs Radio Program (Kanal Bea Cukai).

ROCB A/P promotes the WCO Framework of Standards on Cross-Border E-Commerce

26 February 2019, Bangkok, Thailand

At the invitation of the International Institute for Trade and Development (ITD, Thailand), Dr. Tong Hua, Program manager of the ROCB A/P, participated in the ITD Regional Workshop on Digital Trade and Future Commerce held on 25-28 February 2019 in Bangkok, Thailand, as a guest speaker. The workshop is a regional workshop aimed for around 30 government policy makers promoting cross-border e-commerce in Asia-Pacific countries. Dr. Tong Hua facilitated the whole morning sessions on Reforming Customs Administration Measure for SME participation on 26 February. During his presentation, Dr. Tong imparted 15 Standards of the WCO Framework of Standards on Cross-Border E-Commerce which had been adopted by the WCO Council in June 2018 and shared the latest practice among WCO Asia-Pacific members’ case studies. He also led a heated discussion on some key topics, such as coordinated border



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management, new technology application in customs clearance, single window, revenue collection and risk management.

ROCB attends the 6th Meeting between the GDCE of Cambodia and Developing Partners

5 March 2019, Phnom Penh, Cambodia

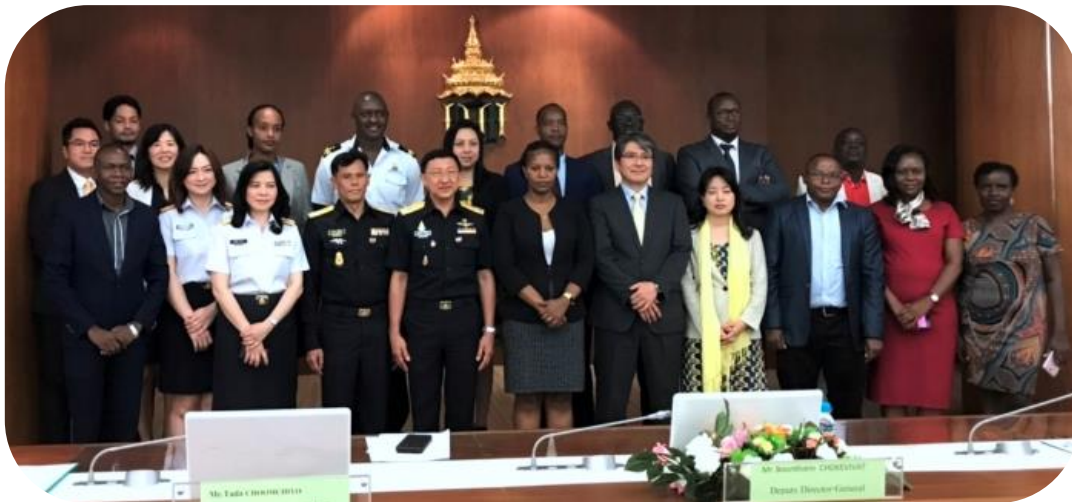


At the invitation from the General Department of Customs and Excise (GDCE) of Cambodia, Ms. Saori Nojima, Program Manager of the ROCB A/P, attended the 6th meeting between the GDCE and their development partners held on 5 March 2019 in Phnom Penh, Cambodia.

The meeting aimed at updating the implementation of the GDCE's Strategy and Work Program on Reform and Modernization for 2014-2018, briefing the renewed Strategy for Customs Modernization for 2019-2023 and discussing potential areas of technical assistance. After the progress report and explanation by the GDCE, the representatives of the development partners were invited to share their existing and future technical assistance programs for the GDCE. Ms. Nojima delivered a presentation on various WCO capacity building programs provided in the context of the Mercator Program for the GDCE and earmarked future assistance to the GDCE. Other development partners, such as the JICA, the IMF and the EU delegation also explained their assistance programs and projects to date and future technical assistance plans.

WCO/JICA IPR Benchmarking Study for East African Revenue Authorities to Thailand

7, 8 and 10 May 2019, Bangkok, Thailand



Under the WCO/JICA (Japan International Cooperation Agency) project, a total of 11 officers from five revenue authorities of the East African Community (EAC), namely Burundi, Kenya, Rwanda, Tanzania, and Uganda, and two representatives from EAC Secretariat visited Thailand for a benchmarking study on IPR and Customs Control on 7, 8 and 10 May 2019. The program in Thailand covered lectures and discussions, among others, on the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS Agreement) and IPR border enforcement practices by Thai Customs Department. The participants also had an opportunity to visit Bangkok port to observe Thai Customs' frontline practices. Ms. Saori Nojima, Program Manager of the ROCB A/P, took part in the program as one of the lecturers and led some sessions together with other resource persons from Thai Customs Department. She delivered presentations on the introduction to IPR, WCO's IPR related activities, IPR's possible impact and implications to the national economy, and the overview of the TRIPS Agreement.



Through the benchmarking study visit to Thailand, the participants reaffirmed the needs and importance of strengthening the IPR border enforcement in the EAC region by taking into account its impact to the economic development in the region as well as the threats on public health and safety, and intensively discussed possible way forwards. The participants expressed their heartfelt appreciation to the Thai Customs Department, resource persons and program coordinators for their guidance, support and hospitality.

21st Oceania Customs Organization Annual Conference

13-15 May 2019, Saipan, Commonwealth of the Northern Mariana Islands (CNMI)



At the invitation of Mr. Jose C. Mafnas, Director of the Commonwealth of the Northern Mariana Islands (CNMI) Customs Service cum Chairman of the Oceania Customs Organisation (OCO), Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the 21st OCO Annual Conference, which was held on 13-15 May 2019 in Saipan, CNMI, along with Mr. Ricardo Trevino, Deputy Secretary General of the WCO. More than 80 participants, including delegates from 23 OCO Member Customs administrations and representatives of the OCO's partners, including the WCO, took part in the Conference.

In the wake of the opening ceremony, which was attended by CNMI's Governor, Attorney General and Secretary of Finance, Mr. Trngila Elikana, Associate Minister of Finance of the Cook Islands and Mr. Tuilagi Teii, Director of Tuvalu Customs deposited their instruments of accession to the Revised Kyoto Convention (RKC) to Deputy Secretary General for Secretary General. In his congratulatory remarks, WCO Deputy Secretary General welcomed these two accessions by non-WCO Member States as complementing the WCO's on-going discussion on the Small Islands Economics development initiatives.

The Conference discussed sets of pertinent topics under the theme of "A United Pacific Working Towards A Common Solution." WCO Secretary General and Mr. Igarashi joined the other panelists and discussed the WCO's initiatives on trade facilitation and e-commerce under the Session 1 on Trade facilitation and the Session 2 on Revenue Mobilization, respectively. Other panel discussions focused border security and digital capacity, in which the representatives of the OCO Members and its partners spoke about challenges and possible way forward. In the course of a social program organized at the end of first day, Mr. Roy Lagolago, interim Head of the OCO Secretariat, presented a token of appreciation to Mr. Igarashi in recognition of his professional dedication and cooperation with the OCO and its Members, which has led to series of OCO Members' accessions to the RKC, during his 5-year tenure.



5th Meeting of the UNNExT Task Force on Cross-border Electronic Data Exchange

14-16 May 2019, Xiamen, China

At the invitation of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), in cooperation with the General Administration of China Customs (GACC), Mr. Hong-Young Jo of the ROCB A/P attended 5th Meeting of the UNNExT Task Force on Cross-border Electronic Data Exchange held on 14 - 16 May 2019 in Xiamen, China. Approximately 20 representatives from Customs administrations and government agencies participated in the Meeting. The Meeting focused on identifying possible electronic data exchange models, including reviewing data requirements, harmonizing data and implementation of electronic certificate of origin for facilitating legitimate shipments in cross-border trade environment.



Mr. Jo made a presentation on the WCO's new initiatives and pertinent WCO instruments and tools on cross-border paperless trade and digital Customs, as well as the ROCB A/P's activities in assisting Members for facilitating the implementation of the electronic data exchange. Particularly, he encouraged the use of international standards for advance electronic data, data analytics, and other cutting-edge technologies to develop a safe, secure and sustainable cross-border data exchange platform.

This event provided the participants with a good opportunity to share their good practices on harmonization of data elements, requirements and feasible models, and application of electronic certificate of origin for cross-border electronic data exchange. Key progresses made since the 4th meeting and future directions in developing data dictionaries for targeted documents on certificate origin, cargo manifest, and customs declaration were discussed. The participants recognized their administrations' current data exchange status on cross-border trade and envisaged possible solutions for application of electronic data exchange models by participating discussions, and exercises. During the workshop, the participants had a study visit to the Xiamen Customs' cross-border e-commerce center and Xiamen area of China (Fujian) pilot Free Trade Zone (FTZ) for understanding practical case on electronic data exchange.

WCO Asia Pacific Security Conference

28-30 May 2019, Kyoto, Japan

At the invitation of the WCO Secretariat, Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the WCO Asia Pacific Security Conference held on 28-30 May 2019 at the Kyoto International Conference Center in Kyoto, Japan, where the International Convention on Simplification and Harmonization of Customs Procedures, a.k.a. Kyoto Convention as revised in 1999, was



adopted in 1973. Nearly 70 high-level delegates from 25 Member administrations in the A/P region, as well as representatives from the partner organizations including UNOCD and ICPO, attended the Conference. The Conference was officiated with the opening remarks of Dr. Kunio Mikuriya, WCO Secretary General, Mr. Motoya Nakae, Director General of Japan Customs, His Excellency Ambassador Yamamoto, Ms. Izumi Nakamitsu, Under Secretary General and High Representative for Disarmament Affairs of the United Nations, and Mr. Krisada Chinavicharana, Director General of Thai Customs.

Delegates actively discussed the pertinent topics on global security environment, security threats and Customs' response, achievements in the Japan-funded WCO A/P Security Project and the future vision on the Customs' roles and responsibilities in counterterrorism. Delegates reaffirmed that the Customs has important roles in the counter terrorism, in particular in prevention and suppression of illicit trafficking in chemical substances used to produce improvised explosive devices, small arms and light weapons, and passenger controls. They further underlined the need for enhancing coordinated border management approaches at both national and international levels and the exchange of information and intelligence among the relevant stakeholders. Importance of striking right balance between trade and travel facilitation and border control was acknowledged along with the need for continued capacity building in a tailor-made manner. Delegates unanimously agreed to continuously raise the profile of Customs in this critical domain to contribute to the economic growth with the promotion and facilitation of legitimate trade in the years to come.

ROCB A/P highlights the WCO Framework of Standards on Cross-Border E-commerce at Asia Pacific Postal College

5 June 2019, Bangkok, Thailand



At the invitation of the Asian-Pacific Postal Union (APPU), Dr. Tong Hua of the ROCB A/P, as a guest speaker, contributed to the Workshop on Network Innovation for China Express Sector in ASEAN Countries, which was held from 29 May to 5 June 2019 at the Asian-Pacific Postal College in Bangkok, Thailand. Around 20 directors from the headquarters and different regional post bureaus of State Post Bureau of China participated in this Workshop.

During a session on 5 June 2019, Dr. Tong made a presentation on lifting barriers for Cross-Border E-Commerce in ASEAN countries. He highlighted key points of the WCO Framework of Standards on Cross-Border E-commerce and the most current work progress of the WCO E-Commerce Working Group. He also articulated a snapshot on the ASEAN Members' profiles analysis on E-Commerce development. He underlined the Customs' unique role on securing supply chain and facilitating legitimate trade at the border by applying cutting-edge technologies and risk management techniques. Mr. Lin Hongliang, Secretary General of the APPU, complimented Dr. Tong's contribution as a good example of the ROCB-APPU collaboration, which brought postal staff a better understanding of Customs business processes.

ROCB A/P spoke about the WCO Cross-Border E-Commerce Framework of Standards to business representatives in Thailand

6 June 2019, Bangkok, Thailand

At the invitation of the Royal Thai Embassy in Belgium, Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the Thailand – European Union Seminar on E-Commerce and General Data Protection Regulation (GDPR) held on 6 June 2019 in Bangkok, Thailand. More than 150 participants representing various government ministries and authorities, including the Thai Customs Department, as well as business associations gathered and discussed pertinent topics on challenges and chances in the digital age. Mr. Igarashi participated in a panel discussion session regarding the state of E-Commerce in the world, along with an Executive Director of the Bureau of Trade in Services and Investment of the Ministry of Commerce of Thailand, and spoke about the WCO's undertaking in the development of the "Cross- Border E-Commerce Framework of Standards" and its supplementary technical guidelines.



He highlighted joint work with all relevant stakeholders, including vendors, e-commerce platform providers, e-payment service providers and logistics operators, as well as the WCO's implementation and capacity building strategies to this end. He also stressed the need for a prompt and globally concerted implementation of the Framework of Standards with a view to allowing legitimate e-commerce be further flourished while the border control against illicit trafficking in harmful goods is assured through appropriate partnership with relevant stakeholders. He also responded a question on the taxation on the cross-border transactions of so-called digital contents/products.

ROCB A/P introduces the work progress of the Comprehensive Review of the Revised Kyoto Convention (RKC) at FIATA Region A/P Field Meeting

10 June 2019, Bangkok, Thailand

At the invitation of the International Federation of Freight Forwarders Associations (FIATA), Dr. Tong Hua of the ROCB A/P participated in and contributed to the 13th FIATA Region Asia/Pacific (RAP) Field Meeting held on 10 June 2019 in Bangkok, Thailand, to which about 60 representatives from FIATA members attended.

Dr. Tong made a presentation on the most current work progress of the comprehensive review of the Revised Kyoto Convention (RKC). He highlighted that in order for the RKC to remain a living strategic document for modern Customs procedures in the 21st Century, the comprehensive review would require an overall needs analysis to accommodate updated or new concepts contained in the WCO tools as well as the Member administrations' best practices. He underlined the importance of stakeholders' engagement, which includes the FIATA as a partner of the WCO, to further develop their proposals for the success of the comprehensive review. President of the FIATA complimented the ROCB A/P's contribution to update their members with the review of the WCO's flagship instrument. There was a heated Q&A session after Dr. Tong's presentation.



28th Meeting of the ASEAN Directors General of Customs

12 June 2019, Vientiane, Lao PDR

Mr. Kazunari Igarashi, Head of the ROCB A/P, accompanied Mr. Ricardo Trevino, Deputy Secretary General (DSG) of the WCO, to attend the 28th Meeting of the ASEAN DGs of Customs, which was held on 12 June 2019 in Vientiane, Lao PDR.

The WCO delegation had a closed consultation session with nearly 50 delegates from the ASEAN Member Customs administration and representatives from the ASEAN Secretariat, and spoke about the backgrounds and points of consideration on the key agenda items being tabled to the upcoming WCO Council sessions. At the request of co-chair of the consultation session, Mr. Igarashi recalled some cases of the collaboration with ASEAN Member administrations in capacity building programs during his 5-year tenure and complimented their spontaneous mutual assistance, which supplemented those of the WCO. He also took this opportunity to bid farewell to the ASEAN DGs and thanked them for their support and cooperation and wished them continued success in reform and modernization. In the margin of the Meeting, the WCO delegation had series of bilateral meetings with ASEAN DGs and heard their needs and priorities in the future work of the WCO.



Joint UPU–WCO Postal Security Workshop on Countering Transportation of Dangerous Contraband in the Asia Pacific Region

10-13 June 2019, Bangkok, Thailand

The Joint UPU–WCO Postal Security Workshop on Countering Transportation of Dangerous Contraband in the Asia Pacific Region was held on 10-13 June 2019 in Bangkok, Thailand with the financial support of the United States. A total of 64 Customs officials and Postal operators from 29 countries in the region participated in the Workshop. The Workshop aimed at enhancing capacities for countering illegal movement of dangerous items and contrabands in the postal chain and sharing best practices in application of the pertinent UPU and WCO instruments and standards. Ms. Chloe Au, Program Manager of the ROCB A/P, attended the Workshop on 12-13 June 2019 as one of the resource speakers. Other speakers included representatives from the UPU, the International Narcotics Control Board (INCB), the Asia-Pacific Postal Union (APPU) and the United States Postal Inspection Service (USPIS).



At the Workshop, Ms. Au presented the WCO's ongoing effort in organizing and coordinating global anti-drugs programs and operational activities and raised participants' awareness on the emerging trends in drug trafficking route and modus operandi. Ms. Au also updated the participants with the latest development of the WCO SAFE Framework of Standards and the Authorized Economic Operator (AEO) Program and encouraged them to join the AEO Program. She also reaffirmed the importance of the application of risk management techniques and the use of electronic advance data for identifying high-risk consignments in the course of handling huge volume of e-commerce trade.



Pillar 3: Improve needs analysis, planning, delivery and management of regional capacity building activities

WCO Global Mercator Program Advisor Seminar

2-6 July 2018, Brussels, Belgium

The second WCO Global Mercator Program Advisor (MPA) Seminar was held at the WCO Headquarters in Brussels, Belgium, on 2-6 July 2018 with a view to continuously providing a platform for MPAs to share experiences in their respective missions under the Mercator Program and update the recent developments in the initiatives undertaken by the WCO and its development partners so that the MPAs may provide the down-to-the-earth support in the tailor-made track approach. About 20 participants, who have been involved in activities pertaining to the Mercator Program, took part in the Seminar. Ms. Saori Nojima, Program Manager of the ROCB A/P, participated in the seminar as one of the fully accredited MPAs.



The Mercator Program was launched in 2014 to support the WCO Members to implement the WTO Trade Facilitation Agreement and the MPAs are Members' experts with the capacity to support administrations with an organizational gap analysis, planning and implementation of the TFA, typically at a strategic level.

16th WCO Regional Training Center (RTC) Heads Meeting

24-25 October 2018, Shanghai, China

The ROCB A/P convened its 16th Meeting of the Heads of the WCO A/P Regional Training Center (RTC) at the Shanghai Customs College (SCC) on 24-25 October 2018. Twenty-seven delegates from 7 RTCs as well as the WCO Secretariat and the ROCB A/P participated. The Meeting was opened by the welcoming address of Dr. Cong Yuhao, President of the SCC, which was followed by the opening remarks of Mr. Shinji Oda, WCO Regional Development Manager for the A/P region, and Mr. Kazunari Igarashi, Head of the ROCB A/P.

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Prior to commencing to the formal meeting agenda, the delegates were escorted on campus tour and visited the SCC Library. The delegates were impressed with the richness of the archives and excellent environment for academic research and studies.

The delegates elected Mr. Jizheng Zheng, Associate Professor of the SCC, as Chairperson of the Meeting by acclamation. In the wake of a round of reports from the WCO Secretariat, the ROCB A/P and the RTCs respectively, the delegates discussed and exchanged their views on the way to optimize the effects of the WCO capacity building and technical assistance programs, including the development and the use of e-learning programs, application of the WCO Training Strategy, a way forward to optimize the benefits of hosting the WCO workshops, and the enhancement of the RTCs' functions, among others. These discussion sessions provided the delegates with a great deal to consider and good practices for improving the effectiveness of the regional capacity building and technical assistance programs. Delegates also heard a presentation on the facilities and concept of the newly built Dutch Customs Training Center from Beijing-based Dutch Customs Attaché.

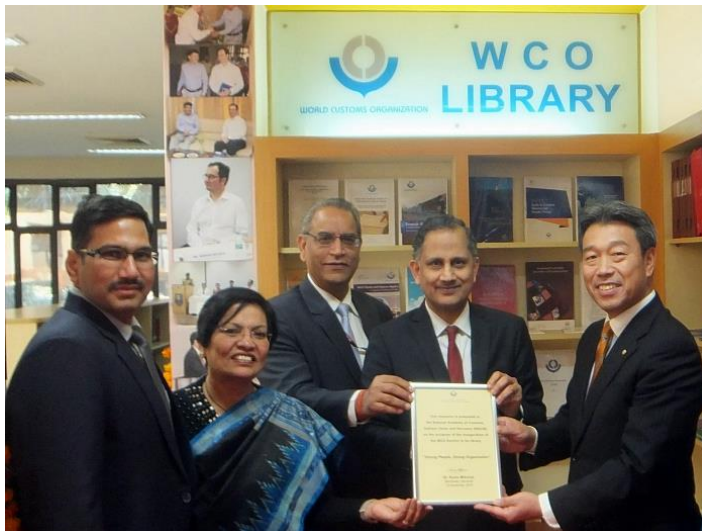
The SCC also kindly arranged a field trip to the Shanghai Free Trade Zone, which showcased a series of reform measures taken to facilitate and promote trade for furthering economic growth. At the invitation of the RTC Korea, next RTC Heads Meeting will be held in 2019 in Korea. The ROCB and delegates appreciated the warmest hospitality and excellent arrangements made by China Customs and the SCC for this Meeting.



ROCB A/P joins inauguration of the WCO Section at the NACIN Library

19 December 2018, Faridabad, India

At the invitation of Director General of the National Academy of Customs, Indirect Tax and Narcotics (NACIN) of India, Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the inauguration ceremony of the WCO Section at the NACIN Library on 19 December 2018. The newly established WCO Section provides the NACIN faculty and trainees with abundant archives of the WCO reports and publications for their research and study purposes. Mr. Igarashi joined Mr. S. Ramesh, Chairman of the Central Board of Indirect Tax and Customs (CBIC), Mr. Raj Kumar Barthwal, Member of



Customs (CBIC), Ms. Archana Pandey Tiwari, DG of NACIN CBIC Chairman and NACIN faculties for its tape-cutting ceremony. On this occasion, he presented a memento from Dr. Kunio Mikuriya, WCO Secretary General, on his behalf. (Please also see WCO A/P Regional website)

Prior to the inauguration ceremony of the WCO Section, Mr. Igarashi was also invited to the opening ceremony for the 2018 batch of inductees held on the same day at the NACIN. 65 new batches of Indian Customs and Excise officers and 3 Bhutanese Customs officers commenced their 2-year long training, including a field attachment program. CBIC Chairman and chief guests addressed the new recruits. Mr. Igarashi joined the chief guests for a lamp-lighting ceremony. Following the keynote addresses and a group photo session with new batches, Mr. Igarashi gave a special lecture on the Customs and its evolving roles to the trainees. In the course of the lecture, he introduced a brief history of Customs, and explained its evolving roles and function from revenue collection to protection of society and facilitation of legitimate trade as well as trade supply chain security. He also provided an overview of the WCO and its regionalization approach in fostering mutual administrative assistance cooperation and capacity building support. He also touched upon the current priority work subjects of the WCO, including trade facilitation, e-commerce, security, performance measurement as well as application of disruptive technology for smart Customs operations. Mr. Igarashi stressed the significance of networking among the colleagues, the need for career-long learning and the value of individual professionalism and integrity, so that they may better exercise their capabilities in their duties and to better serve for their nation.

14th Global Meeting of the Heads of the ROCBs, RTCs and Vice Chairs' Offices

4-5 April 2019, Brussels, Belgium

14th Global Meeting of the Heads of the ROCBs, Regional Training Centers (RTCs) and Vice Chairs' Offices was convened on 4-5 April 2019 at the WCO Headquarters in Brussels, Belgium. More than 30 delegates from these WCO regional structures attended this Meeting. Mr. Kazunari Igarashi, Head of the ROCB A/P, and his colleagues also attended.

The meeting elected Mr. Igarashi as the chair of the Meeting and facilitated a set of important agenda items, including the role and responsibilities of the regional structures in the promotion and implementation of the new WCO Strategic Plan, and the proliferation of the RTCs. Mr. Igarashi also made a presentation on the findings from the latest ROCB A/P's Workshop Follow-Up Survey under the agenda item on the evaluation of the WCO capacity building programs, which was followed by lively questions and answers session. Delegates from the A/P region discussed follow-up work undertaken by the ROCB A/P in the wake of the recent RTC Heads Meeting held in October 2018 in Shanghai, China, and reported back to the plenary session. Mr. Igarashi is going to report the key outcomes of the Global Meeting to the WCO Capacity Building Committee to be held on 8-10 April 2019 at the WCO Headquarters.



10th Session of the WCO Capacity Building Committee

8-10 April 2019, Brussels, Belgium

10th Session of the WCO Capacity Building was convened on 8-10 April 2019 at the WCO Headquarters in Brussels, Belgium. More than 200 delegates from the WCO Member administrations and its regional structures as well as academia and development partners attended this meeting. Mr. Kazunari Igarashi, Head of the ROCB A/P, and his colleagues also attended.

The meeting discussed a set of important topics, including the WCO Capacity Building Strategy, Mercator Program for the implementation of the WTO Trade Facilitation Agreement, business process management, performance measurement, Customs professionalism and gender equality and diversity. In the course of the Session, Mr. Igarashi reported the conclusions and the recommendations from the 14th Global Meeting of the Heads of the ROCBs, RTCs and Vice Chairs' Offices, including the gist of the ROCB A/P's Workshop Follow-Up Survey.

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Taking this opportunity, Mr. Igarashi and his colleagues paid a courtesy call to Secretary General, Dr. Kunio Mikuriya, along with Mr. Roy Lagolago, Head of the Oceania Customs Organization (OCO) Secretariat, and reported the collaboration between the ROCB A/P and the OCO, which is leading to the additional accessions to the Revised Kyoto Convention by the non-WCO OCO Members. Mr. Igarashi also expressed his appreciation to the WCO Secretariat for continued support and guidance to the regional capacity building activities in the A/P region.



Pillar 4: Enhance communication and information sharing among Members

ROCB A/P Attends the 30th Administrative Meeting for NCP of RILO A/P

4-6 September 2018, Solo/Surakarta, Indonesia



At the invitation from the Regional Intelligence Liaison Office for Asia and the Pacific (RILO A/P), Ms. Saori Nojima, Program Manager of the ROCB A/P, attended the 30th Administrative Meeting for National Contact Points (NCP) of RILO A/P, which was held on 4-6 September 2018 in Solo/Surakarta, Indonesia. More than 50 delegates and observers attended the meeting, which included representatives from 18 Member administrations, international organizations (WCO, INTERPOL, INCB, UNODC) and regional entities (ROCB A/P, RILO ECE and RILO WE),

and Customs Attachés stationed in the Asia region. Trends and Members' experiences in various Customs enforcement areas such as illicit trafficking in drug, environmental goods, security-related items and IPR-infringing goods, as well as duty/tax evasion and commercial fraud were shared in the Meeting. Ms. Saori Nojima made a presentation to give the delegates an update on WCO capacity building activities in the A/P Region and highlighted the importance of enhancing synergy effects between the capacity building activities and daily/special enforcement activities.

ROCB A/P discussed the IPR Border Enforcement with CLMVT Customs administrations

13 - 14 December 2018, Bangkok, Thailand

As an initiative of Thai Customs, the Workshop on Trade Facilitation Agreement and Intellectual Property Rights (IPR) was held on 10 -14 December 2018 in Bangkok, Thailand, Ms. Saori Nojima, Program Manager of the ROCB A/P, participated in the IPR-related sessions on 13 -14 December 2018 as a resource speaker. More than 20 officials of Customs administrations from Cambodia, Laos, Myanmar, Vietnam and Thailand (CLMVT) participated in the workshop and intensively discussed their border enforcement challenges and procedural regulation reviews regarding IPR border enforcement.



The WCO has conducted a series of regional and national workshops regarding IPR border enforcement for the WCO A/P Members, including the CLMVT.

This workshop provided them with an opportunity occasion to optimize the synergy between the WCO capacity building assistance activities and the Thai Customs' leadership in promoting regionally concerted IPR border enforcement. To this end, Ms. Nojima delivered a refreshing presentation about the pertinent WCO activities and tools. She also provided technical guidance and suggestions to follow up those WCO capacity building assistance activities so that the CLMVT Customs' efforts in amelioration of administrative procedures and enhancement of border enforcement are synchronized.

WCO A/P Regional Contact Points Meeting

14-16 November 2018, Jaipur, India

28th WCO A/P Regional Contact Points (RCPs) Meeting was convened on 14 November 2019 for a three-day session in Jaipur, India, under the initiative of the Regional Vice Chair, i.e. India. 38 delegates from 20 A/P regional Member administrations and 5 representatives from the WCO Secretariat, the RILO A/P and the ROCB A/P, as permanent observers, attended the Meeting and discussed series of region's collective efforts in such important topics as digital Customs, e-commerce, small islands economic development and counter-terrorism under the chairmanship of Mr. P.K. Das, Member of the Central Board of Indirect Tax and Customs (CBIC) of India. Mr. Kazunari Igarashi, Head of the ROCB A/P, participated in the Meeting and made a report on the ROCB A/P's activities in the last fiscal year 2017/18 and overview of the planned activities in the current fiscal year as well as the impacts of the WCO's regional workshops conducted in the last 3 years. Given the critical importance and ever-increasing needs of the institutional capacity building and professional human resource development, the delegates called for continued dedication of the ROCB A/P and suggested a couple of constructive ideas to further optimize the impacts of its undertakings. Mr. Igarashi also reported on the implementation of the A/P Regional Strategic Plan 2018-2020, focusing on capacity building-related actions, and the outcomes of the Regional Training Center Heads Meeting held in October 2018 in Shanghai, China. Other WCO regional bodies, namely the RILO A/P and Regional Customs Laboratories presented their activity reports. The delegates called for continued close collaboration among the WCO regional bodies, including the ROCB A/P, for continued good coordination and greater synergies in capacity building and technical assistance.



Prior to the RCPs Meeting, the WCO organized its Strategic Plan Workshop at the same venue as part of their global consultation approach for the renewal of the current 3-year Strategic Plan for the next 3-year term from 2019 through 2022 so that the WCO's strategic policy and tactical activities remain relevant to the Members' needs and continuously exercise their leadership amid of the rapidly changing business environment surrounding the Customs community. More than 30 delegates participated in this regional consultation workshop and shared their views and visions with WCO Deputy Secretary General and Regional Vice Chair. Members' views and inputs are aggregated and further examined at the upcoming WCO Policy Commission and subsequent WCO management committees for the adaption at the WCO Council in June 2019.

ROCB A/P accompanies WCO Secretary General for a policy dialogue with Macao Customs

26-27 February 2019, Macao, China

Mr. Kazunari Igarashi, Head of the ROCB A/P, accompanied Dr. Kunio Mikuriya, WCO Secretary General, for his visit to Macao, China, on 26-27 February 2019 for an informal policy dialogue with Macao Customs Service executives. The WCO delegation was warmly welcomed by Mr. Alex Vong, Director General of the Macao Customs Service, and Ms. Vong Man Chong, Deputy Director General, as well as senior management officials at the Macao Customs Headquarters and exchanged views on Customs innovation and other challenges. The WCO delegation also visited the Macao Port where the newly built Hong Kong- Zhuhai-Macao Bridge (HZMB) is located, this is a tripartite check points to go to and come from both mainland China and Hong Kong Special Administrative Region. The delegation also observed the comparative passenger and cargo clearance mechanism and Customs clearance practices.



ROCB A/P accompanies WCO Secretary General for a policy dialogue with Hong Kong Customs and Excise Department

27 February – 1 March 2019, Hong Kong, China

Mr. Kazunari Igarashi, Head of the ROCB A/P, accompanied Dr. Kunio Mikuriya, WCO Secretary General, for his visit to Hong Kong, China, on 27 February – 1 March 2019 for an informal policy dialogue with Hong Kong Customs Service executives. The WCO delegation was warmly welcomed by Mr. Hermes Tang Yi-hoi, Commissioner of the Hong Kong Customs and Excise Department (HKCED), and Ms. Louise Ho, Deputy Commissioner, as well as senior management officials at the Hong Kong Customs Headquarters and exchanged view on Customs innovation and other challenges. On this occasion, Mr. Igarashi expressed his sincere



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appreciation to Hong Kong Customs for seconding officials to the ROCB A/P and accommodating a number of WCO regional capacity building programs. Mr. Tang thanked Mr. Igarashi his kind words of encouragement and assured of his administration's continued support and commitment to the WCO capacity building activities in various forms.

Prior to the high-level dialogue, the WCO delegation also visited the Hong Kong Port of the newly built Hong Kong- Zhuhai-Macao Bridge (HZMB), which is a forerunning check points to realize SMART Customs concepts for smooth clearance of travelers and cargoes.



On 1 March 2019, Dr. Mikuriya and Mr. Igarashi visited the WCO Regional Training Center in Hong Kong, which is renamed as the Hong Kong Customs College on 1 January 2019 in the wake of successful accreditation of its induction courses under the Hong Kong Qualifications Framework. Mr. Ngan Hing-Cheung, Assistant Commissioner of the HKCED, and Ms. Cecilia Tam, Commandant of the College escorted the delegation for the tour within the College. Dr. Mikuriya expressed his appreciation to the RTC Hong Kong for its continued dedication for the WCO's regional capacity

building assistance programs and called for continued efforts in the provision of high-quality human resource development for both its own and the Member administrations in the A/P region.

20th WCO A/P Regional Heads of Customs Administration Conference

8-10 May 2019, Kochi, India

20th WCO A/P Regional Heads of Customs Administration (RHCA) Conference was convened on 8-10 May 2019 in Kochi, India, in which more than 80 delegates from 19 Member administrations participated. In addition, 6 representatives from the WCO Secretariat, including Dr. Kunio Mikuriya, Secretary General, and the ROCB A/P and the RILO A/P attended as observers. Mr. Kazunari Igarashi, Head of the ROCB A/P, attended the Conference and made presentations on the ROCB A/P's report and the

implementation of the A/P Regional Strategic Plan 2018-2020 on capacity building. In the course of his presentation on the ROCB A/P's activities, he highlighted the invaluable dedication of other ROCB A/P staff seconded by the regional Member administrations, and the impact of the regional capacity building activities conducted over the last 4 years, which are leading to the initiation of new modernization



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projects and complementing the on-going efforts of reform and modernization. Given that Mr. Igarashi is to complete his terms at the end of June 2019, he expressed his sincerest appreciation for the support and guidance provided during his tenure by all of the ROCB A/P's stakeholders, among others, the Regional Vice Chairs (Malaysia, Fiji and India), the host administration (Thailand), his home administration (Japan), WCO Secretary General and the professionals including Regional Development Managers, ROCB A/P staff and the regional Member administrations. In the wake of his presentation, several delegates took the floor and gave their kind words of compliments and encouragement. Mr. Igarashi also exchanged warm words with the delegates in the margins of the Conference and renewed friendship and professional exchanges with them. WCO Secretary General presented a plaque of commendation to Mr. Igarashi for his tireless efforts and engagement to the regional capacity building programs and accomplishments achieved during his 5-year tenure.

The Conference, which was chaired by Mr. P.K. Das, Chairman of the Central Board of Indirect Tax and Customs (CBIC), India and the Regional Vice Chair, discussed a set of important policy and technical issues, such as small islands economic development, trade facilitation, performance measurement, security and enforcement, and e-commerce among others. The Conference endorsed the appointment of Mr. Norikazu Kuramoto of Japan as next Head of the ROCB A/P for a 5-year term starting from July 2019.



About ROCB A/P

Who We Are

The World Customs Organization (WCO) is an independent intergovernmental body whose mission is to enhance the effectiveness and efficiency of Customs administrations. The WCO is composed of 183 member governments. It is the only worldwide intergovernmental organization competent in Customs matters. The WCO has devoted a great deal of attention to improving the quality, relevance, accessibility and availability of its capacity building activities. A regional approach to delivering effective and efficient capacity building activities, in close cooperation with regional members, is one of its priority initiatives to improve Customs capabilities based on the needs of each region. In this regard, the Regional Office of Capacity Building Asia/Pacific (ROCB A/P) was established in September 2004 as the first ROCB aimed at coordinating and improving Customs capacity building activities in line with the WCO's regional approach

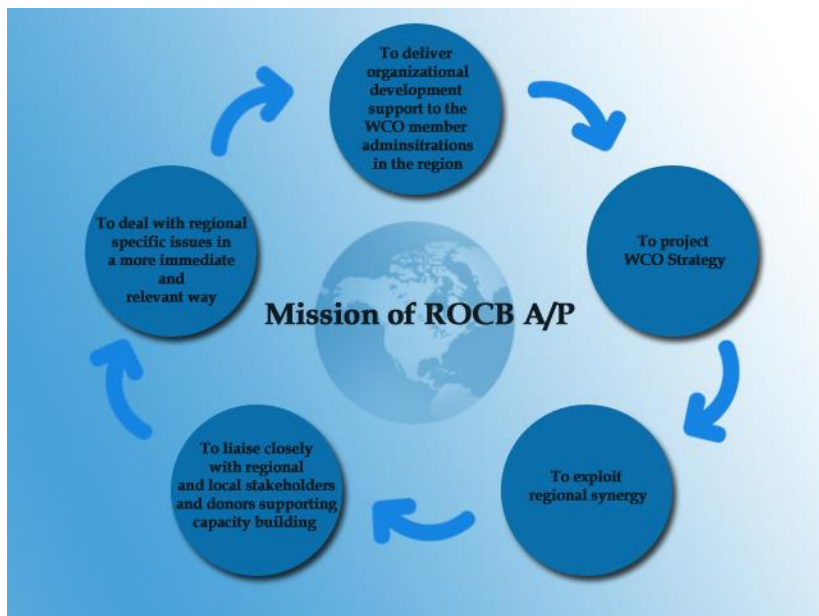


Since its establishment, through the generous hosting of the Thai Customs Department (TCD), the ROCB A/P has been located at the premises of the TCD Headquarters in Bangkok, Thailand.

Mission

The mission of the ROCB A/P is to assist Members to be efficient and effective Customs administrations. Diagram 5 illustrates the missions of the ROCB A/P.

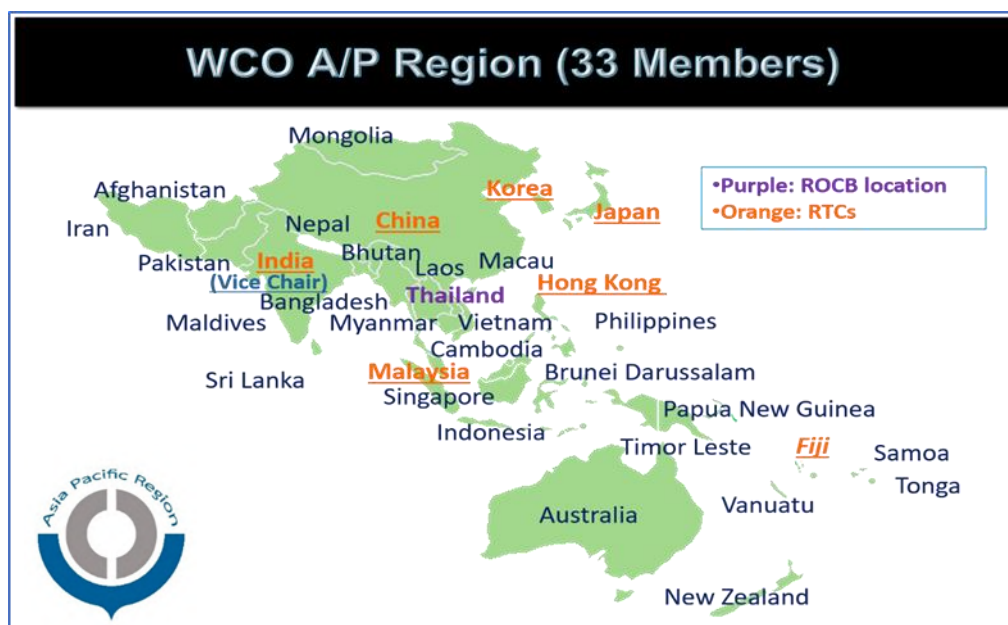
Diagram 5: Mission of ROCB A/P



The ROCB A/P acts as a cornerstone of the regional approach for implementing the WCO's Capacity Building Strategy. In cooperation with seven WCO Regional Training Centers (RTCs) in the A/P region, it supports 33 Member administrations in Asia Pacific Region (Diagram 6).

With the WCO Customs Cooperation Funds (mainly contributed from China, Japan and Korea), the ROCB A/P organizes a series of capacity building activities for regional Members in need of technical assistance. The ROCB A/P works with the WCO's development partners, such as the Asia Development Bank and United Nations agencies, as well as stakeholders of the private and business sectors. The WCO Secretariat and the Regional Vice Chair provide the ROCB A/P with guidance and support to fulfill the mandates and responsibilities as set forth in its Terms of Reference.

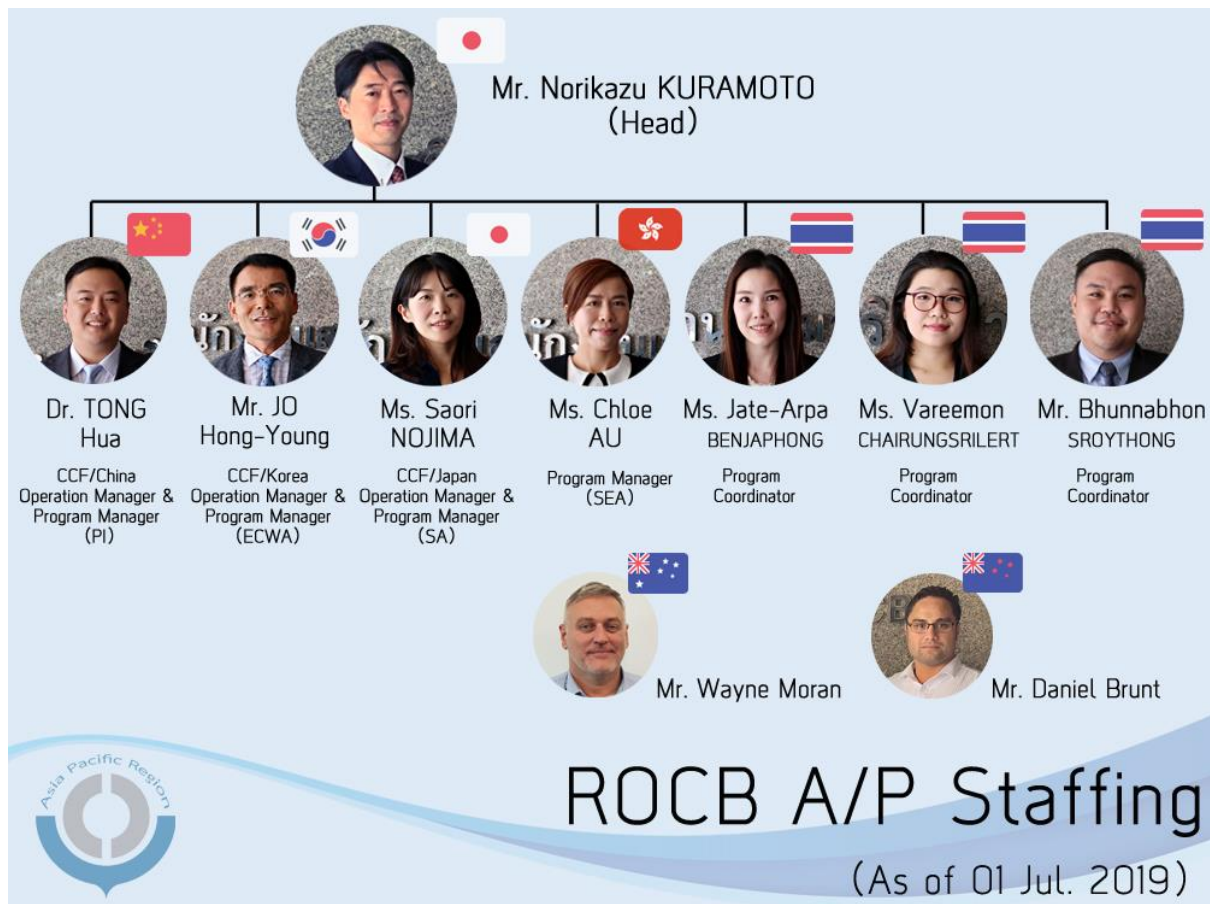
Diagram 6: WCO A/P Members



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Staff

The ROCB A/P has 8 full-time seconded staff members (as of 1 July 2019). This includes one from China, one from Hong Kong China, two from Japan (including Head of the ROCB A/P), and one from Korea and three from Thailand. In addition, representatives from the Australian Border Force and New Zealand Customs Service based in Bangkok provide ad hoc support and assistance to the ROCB A/P's activities, especially for its communications and publications.



In order to provide more focused quality assistance to the A/P Members, the ROCB A/P has designed posts of Program Managers responsible for different sub-regions. Their roles and responsibilities as well as contact details are as follows:

- ◆ Role and responsibilities
 - To enhance contact with responsible countries;
 - To encourage participation of responsible countries in regional events;
 - To respond to individual requests made by responsible countries;
 - To collect Customs related information from responsible countries; and
 - To liaise with officers responsible for the sub-region on various DPs.

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During the year 2018/2019, Ms. Eva Suen from Hong Kong Customs completed her secondment to ROCB A/P and returned to her home administration in March. We would like to thank Ms. Suen for her devotion and dedication to the capacity building work. The ROCB A/P would also like to express our deepest heartfelt thankfulness to Mr. Kazunari Igarashi of Japan Customs who completed his 5-year tenure as the Head of ROCB A/P. His unwavering leadership and contributions to the capacity building activities not only for the ROCB A/P but the region as well.



Contact details

Sub-region	A/P Members	Responsible Program Manager	Contact
Head		Mr. Norikazu KURAMOTO	Email: norikazu.kuramoto@rocbap.org Tel: +66 2 667 6017
East, Central and West Asia (ECWA)	Afghanistan, China, Hong Kong, China, Iran, Japan, Korea, Macao China, Mongolia, Pakistan	Mr. JO Hong-Young	Email: johy@rocbap.org Tel: +66 2 667 6542
Pacific Islands (PI)	Australia, Fiji, New Zealand, Papua New Guinea, Samoa, Timor-Leste, Tonga, Vanuatu	Dr. TONG Hua	Email: tonghua@rocbap.org Tel: +66 2 667 6539
South Asia (SA)	Bangladesh, Bhutan, India, Maldives, Nepal, Sri Lanka	Ms. Saori NOJIMA	Email: saori.nojima@rocbap.org Tel: +66 2 667 6018
Southeast Asia (SEA)	Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Philippines, Singapore, Thailand, Union of Myanmar, Vietnam	Ms. Chloe AU	Email: chloeau@rocbap.org Tel: +66 2 667 6552
-	Program Coordinator	Ms. Vareemon CHAIRUNGSRILERT	Email: vareemon@rocbap.org Tel: +66 2 667 7026
-	Program Coordinator	Ms. Jatearpa BENJAPHONG	Email: jatearpa@rocbap.org Tel: +66 2 667 5921
-	Program Coordinator	Mr. Bhunnabhon SROYTHONG	Email: poonyawee@rocbap.org Tel: +66 2 667 6814

Strategic Action Plan 2018- 2020 for WCO Asia/Pacific Regional Office for Capacity Building (ROCB A/P)

1. Vision

Being a focal point of capacity building to achieve “the World’s Best Regional Customs effectively enhancing security and prosperity together”

2. Mission

To assist building the capacity of Member Customs Administrations to continuously strive for securing and facilitating trade

3. Strategic Action Plan

In accordance with the Terms of Reference of the ROCB A/P, as revised at the 19th Regional Heads of Customs Administration Conference in May 2018, the ROCB A/P has set the following Strategic Action Plan. In order to ensure the close linkage and alignment with the A/P Regional Strategic Plan (RSP) for 2018-2020, most of the specific actions under this Strategic Action Plan refer to or quotes the relevant milestone actions of the RSP, which are categorized into the following four pillars of the ROCB activities:

1. Support the implementation of WCO conventions, instruments and tools
2. Further enhance collaboration with development partners
3. Improve needs analysis, planning, delivery and management of regional capacity building activities
4. Enhance communication and information sharing among members

In line with the A/P RSP 2018-2020, this ROCB A/P Strategic Action Plan also applies for 2-year term from July 2018 to June 2020.

ROCB A/P Strategic Action Plan (2018-2020)

1. Support the implementation of WCO conventions, instruments and tools

Specific Actions of ROCB A/P	Relevant part of RSP 2018-2020	KPI	Target	Timeframe in the RSP
5. Upon request, assist Member's effort in implementing risk management tools including guidelines and Standardized Risk Assessment	1.1.1 - 1st milestone	Number of implementing Members	At least 22/33 Members	On-going
6. Upon request, assist Member's effort in developing national risk management database (e.g. nCEN)	1.1.1 - 3rd milestone	Number of Members	At least 14/33 Members	June 2020
7. Upon request, assist Member's effort in developing and using national valuation database or the like as a risk management tool	1.1.1 - 4th milestone	Number of Members	33/33 Members	June 2020
8. Upon request, assist Member's efforts to develop Authorized Economic Operators (AEO) program	1.1.2 – 2nd milestone	Number of assistance provided	At least once per year	On-going
9. Upon request, assist Member's efforts in implementing trade recovery activities	1.1.2 - 4th milestone	Number of assistance provided	At least once per year	On-going
10. Upon request, assist Member's effort to accede to and implement the Revised Kyoto Convention (RKC)	1.1.3 - 1st milestone	Number of contracting Members	At least 24/33 Members	June 2020
11. Upon request, assist Member's effort in implementing the WTO Trade Facilitation Agreement (TFA)	1.1.3 - 2nd milestone	Number of implementing Members	At least 19/33 Members	June 2020

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12. Upon request, assist Member's effort for: (1) smooth implementation of HS 2017 (for CPs) (2) adoption of the HS (for non-CPs)	1.1.3 - 3rd milestone	(1)Number of implementing Members (2)Number of contracting Members	(1) At least 28 Members (1) At least 4 new contracting parties	On-going
13. Upon request, assist Member's effort in introducing Advance Ruling System for tariff classification decision, origin of goods and Customs Valuation	1.1.3 – 4th milestone	Number of implementing Members	At least 33/33 Members	On-going
14. Upon request, assist Member's effort in undertaking Time Release Study (TRS) in accordance with the WCO TRS Guidelines	1.1.3 - 5th milestone	Number of Members	33/33 Members	June 2020
15. Upon request, assist Member's effort in introducing self-certification for Rules of Origin (ROO)	1.1.3 - 6th milestone	Number of Members	33/33 Members	June 2020
16. Upon request, assist Member's effort in implementing WCO Data Model	1.1.3 – 7 th milestone	Number of implementing Members	33/33 Members	On-going
17. Upon request, assist Member's effort in implementing the resolution on Natural Disaster Relief	1.1.3 – 8 th milestone	Number of implementing Members	At least 20/33 Members	On-going
18. Upon request, assist Member's effort in implementing the WTO Valuation Agreement	1.1.3 – 9 th milestone	Number of contracting Members	33/33 Members	On-going
19. Upon request, assist Member's effort in introducing a Post Clearance Audit (PCA) scheme	1.1.3 – 10 th milestone	Number of Members	33/33 Members	On-going
20. Upon request, assist Members' effort in implementing Cross-Border E-Commerce Framework of Standards (FoS)	1.1.3 – 11 th milestone	Number of implementing Members	20/33 Members	June 2020

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21. Upon request, assist Member's effort in promoting cooperation and coordination for Coordinated Border Management (CBM)	1.2.1 - 2nd milestones	Number of operating CBM	33/33 Members	June 2020
22. Upon request, assist Members' effort in implementing Single Window	1.2.1 - 2nd milestones	Number of operating SW	33/33 Members	June 2020
23. Upon request, assist Member's effort in enhancing Customs-Customs, and if appropriate, Customs-to-Business interconnectivities in various aspects	1.2.2 - 1st to 3rd milestones	Number of participation	33/33 Members	June 2020
24. Upon request, assist Member's effort in utilizing Advance Passenger Information (API) / Passenger Name Record (PNR) for the risk assessment of travelers	2.1.1 - 4th milestone	Number of Members accepted WCO Recommendation	At least 17/33 Members	June 2020
25. Work with Vice Chair and Members to promote activities to raise awareness of IPR issues	2.2.1 - 2nd milestone	Number of discussions in meetings in A/P region	At least once per year	June 2020
26. Work with Vice Chair and Members to promote the application of sustainable anti-drug initiatives (e.g. WCO Compliance and Enforcement Package (CEP))	2.2.1 - 3rd milestone	Number of discussion in meetings in A/P region	At least once per year	June 2020
27. Work with RILO A/P and Members to promote activities to raise awareness on environment issue (e.g. hazardous waste and wildlife)	2.2.1 - 4th milestone	Number of activities conducted in A/P region	At least once per year	June 2020
28. Upon request, assist Member's effort in enhancing border security in order to tackle with terrorists threats	2.2.1 – 5th milestone	Number of activities conducted in A/P region	At least once per year	June 2020

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29. Undertake capacity building activities to promote trade security and facilitation in the region (e.g. SAFE FoS, RM and WTO TFA)	3.2.2 - 1st milestone	Number of CB activities undertaken	At least 3 times per year	June 2020
30. Work with RILO A/P and Members to undertake capacity building activities to enhance capacity of compliance and enforcement in the region (e.g. IPR, Commercial Fraud, drugs and precursors, environmental crime and digital crime)	3.2.2 - 2nd milestone	Number of CB activities undertaken	At least 3 times per year	June 2020
31. Upon request, undertake leadership and management training programs	3.2.3 - 1st milestone	Number of activities	At least once per year	June 2020
32. Upon request, assist Member's effort in devising and implementing integrity action plan	3.2.3 - 2nd milestone	Number of implementing Members	33/33 Members	On-going

2. Further develop partnerships with development partners

Specific Actions of ROCB A/P	Relevant part of RSP 2016-2018	KPI	Target	Timeframe in the RSP
a) Enhance cooperation, coordination and mutual understanding between development partners and ROCB A/P	1.2.3	Number of exchange of information	At least 4 times per year	On-going
b) Promote joint activities with international and regional development partners	3.1.1 – 3rd milestone	Number of activities	At least twice per year	June 2020

3. Improve needs analysis, planning, delivery and management of regional capacity building activities

Specific Actions of ROCB A/P	Relevant part of RSP 2016-2018	KPI	Target	Timeframe in the RSP
a) Encourage and provide Members with platform to exchange knowledge and training materials amongst national training centers	3.1.1 – 2nd milestone	Number of opportunities provided	At least once every quarter	June 2020
b) Pool, utilize, support and increase accredited experts in the region based on the framework	3.1.2 - 1st milestone	Number of experts utilized	Use of accredited experts for at least one half of the requested missions	June 2020
c) Upon request, assist Members to promote the WCO e-learning programs in cooperation with Regional Training Centers (RTCs) and accredited experts	3.1.2 - 2nd milestone	Number of implementing Members	At least 20/33 Members	June 2020
d) Work with developed Members to ensure their contribution to the regional capacity building activities	3.1.2 - 3rd milestone	Number of contributions	Meet at least 75% of the ROCB requests	June 2020
e) Work with regional training coordinator to identify and review Members' capacity building needs and priorities through conducting a needs assessment via a survey and ongoing consultation	3.2.1 - 1st milestone	Number of surveys conducted	At least once per year	June 2020
f) Develop and conduct capacity building activities paying due attention to the needs and priorities identified	3.2.1 - 2nd milestone	Number of CB activities	At least once per year	June 2020
g) Work with the WCO Secretariat and Members to evaluate the regional capacity building program	3.2.1 - 3rd milestone	Results of participants' evaluation	At least average of 4 out of 5	June 2020
h) Work with regional training coordinator to feed results back into planning for regional capacity building activities	3.2.1 - 4th milestone	Number of post action undertaken	At least once per year	June 2020
i) Evaluate the impact of capacity building activities through follow-up surveys	3.2.1 – 5th milestone	Result of the evaluation	At least 50% of positive replies	June 2020

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j) Further strengthen cooperation among 7 Regional Training Centers (RTCs) and ROCB A/P paying due attention to establishing /supporting regional experts for more sustainable capacity building delivery in the region	ROCB A/P specific (not mentioned in the RSP)	Number of activities	At least once per year	June 2020
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4. Enhance communication and information sharing among members

Specific Actions of ROCB A/P	Relevant part of RSP 2016-2018	KPI	Target	Timeframe in the RSP
a) Work with Members, Vice Chair and RILO A/P to share experiences on capacity building activities with Members on regular basis via regional communication tools (e.g. WCO A/P Website and Newsletter, ROCB A/P Website and E-Newsletters)	3.1.1 - 1st milestone	Number of sharing experiences	At least once every quarter	June 2020
b) Work with Members, Vice Chair and Regional Training Centers (RTCs) to share good practices and forward thinking work with other Members via regional communication tools	ROCB A/P specific (not mentioned in the RSP)	Number of items shared	At least once per quarter	On-going
c) Work with Vice Chair, RILO A/P and interested Members to ho region) to hold “visiting expert” exchanges, speaking events, webinars or TED talks featuring keynote speakers and experts (from inside or outside region) to highlight pertinent strategic issues	3.3.1	Number of talks and uptake across the region	At least once every quarter	June 2020

ROCB A/P Annual Work Plan (2019-2020)

1. Support the implementation of WCO conventions, instruments and tools

Specific Actions of ROCB A/P (Relevance to A/P RSP 2018-2020)	Annual Work Plan for 2019-2020	RSP Key Performance Indicator
a) Upon request, assist Member's effort in implementing risk management tools including guidelines and Standardized Risk Assessment (RSP 1.1.1 - 1st milestone)	<ul style="list-style-type: none"> ➤ Conduct national workshops on risk management for Malaysia, Maldives, Mongolia, Philippines, Sri Lanka, and Vietnam (See also 1-(b), (c) and (x)) ➤ Organize sub-regional workshops on risk management for South Asia (See also 1-(b) and (x)) 	Number of implementing Members
b) Upon request, assist Member's effort in developing national risk management database (e.g. nCEN) (RSP 1.1.1 - 3rd milestone)	<ul style="list-style-type: none"> ➤ Conduct national workshops on risk management for Malaysia, Maldives, Mongolia, Philippines, Sri Lanka, and Vietnam (See also 1-(a), (c) and (x)) ➤ Organize sub-regional workshops on risk management for South Asia (See also 1-(a) and (x)) ➤ Conduct national workshops on Passenger Control for Samoa, and 	Number of Members

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	Vanuatu (See also 1-(t) and (x))	
c) Upon request, assist Member's effort in developing and using national valuation database or the like as a risk management tool <i>(RSP 1.1.1 - 4th milestone)</i>	<ul style="list-style-type: none"> ➤ Conduct a national workshop on Revenue Package Diagnostic on HS and Valuation for Timor-Leste (See also 1-(h) and (n)) ➤ Conduct national workshops on risk management for Malaysia, Maldives, Mongolia, Philippines, Sri Lanka, and Vietnam (See also 1- (a) and (x)) ➤ Conduct a national workshop on Valuation for Cambodia (See also 1-(n) and (i)) 	Number of Members
d) Upon request, assist Member's efforts to develop Authorized Economic Operators (AEO) program <i>(RSP 1.1.2 – 2nd milestone)</i>	<ul style="list-style-type: none"> ➤ Conduct national workshops on SAFE for Afghanistan and Iran (See also 1-(s), (x) and (y)) ➤ Organize a regional workshop on AEO (See also 1-(s), (x) and (y)) 	Number of assistance provided
e) Upon request, assist Member's efforts in implementing trade recovery activities <i>(RSP 1.1.2 - 4th milestone)</i>	<ul style="list-style-type: none"> ➤ Upon request, provide the assistance in implementing trade recovery activities (as at 30.6.2019, no requests were received from Members) 	Number of assistance provided
f) Upon request, assist Member's effort to accede to and implement the Revised Kyoto Convention (RKC) <i>(RSP 1.1.3 - 1st milestone)</i>	<ul style="list-style-type: none"> ➤ Conduct a national workshop on the implementation of the RKC for Afghanistan ➤ Organize a sub-regional workshop on Small Island Economies (SIE) for the Pacific (See also 1-(g), (q), (r), (y) and (bb)) 	Number of contracting Members
g) Upon request, assist Member's effort in implementing the WTO Trade Facilitation Agreement (TFA) <i>(RSP 1.1.3 - 2nd milestone)</i>	<ul style="list-style-type: none"> ➤ Organize a regional workshop on TFA implementation and performance measurement (See also 1-(y)) ➤ Conduct a national workshop on Strategic Management and TFA for Timor-Leste ➤ Conduct a national workshop on Mercator Programs Scoping and implementation planning for Philippines 	Number of implementing Members

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	<ul style="list-style-type: none"> ➤ Organize a sub-regional workshop on Small Island Economies (SIE) for the Pacific (See also 1-(f), (q), (r), (y) and (bb)) ➤ Conduct a national workshop on advance ruling on ROO for Sri Lanka (See also 1-(k)) ➤ Conduct a national workshop on advance ruling on classification and Valuation for Thailand (See also 1-(i)) ➤ Organize a sub- regional workshop on transit for ASEAN (See also 1-(s) and (y)) ➤ Conduct a sub-regional workshop on PCA for the Pacific (See also 1-(o)) ➤ Conduct a national workshop on TRS for Samoa (See also 1-(j)) ➤ Conduct a national workshop on CBM for Nepal ((See also 1-(q)) 	
h) Upon request, assist Member's effort for: (1) smooth implementation of HS 2017 (for CPs) (2) adoption of the HS (for non-CPs) <i>(RSP 1.1.3 - 3rd milestone)</i>	<ul style="list-style-type: none"> ➤ Conduct a national workshop on Revenue Package Diagnostic on HS and Valuation and for Timor-Leste (See also 1-(c) and (n)) ➤ Conduct a national workshop on advance ruling on classification for Thailand (See also 1-(g)) 	(1) Number of implementing Members (2) Number of contracting Members
i) Upon request, assist Member's effort in introducing Advance Ruling System for tariff classification decision, origin of goods and Customs Valuation <i>(RSP 1.1.3 – 4th milestone)</i>	<ul style="list-style-type: none"> ➤ Conduct a national workshop on Valuation for Cambodia (See also 1-(c) and (n)) 	Number of implementing Members
j) Upon request, assist Member's effort in undertaking Time Release Study (TRS) in accordance with the WCO TRS Guidelines <i>(RSP 1.1.3 - 5th milestone)</i>	<ul style="list-style-type: none"> ➤ Conduct a national workshop on TRS for Samoa (See also 1-(g)) 	Number of Members
k) Upon request, assist Member's effort in introducing	<ul style="list-style-type: none"> ➤ Conduct a national workshop on ROO for Myanmar 	Number of Members

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self-certification for Rules of Origin (ROO) (RSP 1.1.3 - 6 th milestone)	➤ Conduct a national workshop on advance ruling on ROO for Sri Lanka (See also 1-(g))	
l) Upon request, assist Member's effort in implementing WCO Data Model (RSP 1.1.3 – 7 th milestone)	<ul style="list-style-type: none"> ➤ Organize a regional workshop on IT/Data Model/Digital Customs ➤ Organize a national workshop on IT/Data Model/Digital Customs for Bhutan 	Number of implementing Members
m) Upon request, assist Member's effort in implementing the resolution on Natural Disaster Relief (RSP 1.1.3 – 8 th milestone)	➤ Upon request, provide assistance for the implementation of the WCO Resolution on Natural Disaster Relief	Number of implementing Members
n) Upon request, assist Member's effort in implementing the WTO Valuation Agreement (RSP 1.1.3 – 9 th milestone)	<ul style="list-style-type: none"> ➤ Conduct a national workshop on Valuation and for Cambodia (See also 1-(c) and (i)) ➤ Conduct a national workshop on Revenue Package Diagnostic on HS and Valuation or Timor-Leste (See also 1-(c) and (h)) 	Number of contracting Members
o) Upon request, assist Member's effort in introducing a Post Clearance Audit (PCA) scheme (RSP 1.1.3 – 10 th milestone)	➤ Conduct a sub-regional workshop on PCA for the Pacific (See also 1-(g))	Number of Members
p) Upon request, assist Members' effort in implementing Cross-Border E-Commerce Framework of Standards (FoS) (RSP 1.1.3 – 11 th milestone)	➤ Organize a national workshop on cross-border e-commerce Framework of Standards for Nepal	Number of implementing Members
q) Upon request, assist Member's effort in promoting cooperation and coordination for Coordinated Border Management (CBM) (RSP 1.2.1 - 2 nd milestones)	<ul style="list-style-type: none"> ➤ Conduct a national workshop on CBM for Nepal (See also 1-(g)) ➤ Organize a sub-regional workshop on Small Island Economies (SIE) for the Pacific (See also 1-(f), (g), (r), (y) and (bb)) 	Number of operating CBM

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r) Upon request, assist Members' effort in implementing Single Window <i>(RSP 1.2.1 - 2nd milestones)</i>	➤ Organize a sub-regional workshop on Small Island Economies (SIE) for the Pacific (See also 1-(f), (g), (y) and (bb))	Number of operating SW
s) Upon request, assist Member's effort in enhancing Customs-Customs, and if appropriate, Customs-to-Business interconnectivities in various aspects <i>(RSP 1.2.2 - 1st to 3rd milestones)</i>	➤ Organize a sub-regional workshop on transit for ASEAN (See also 1-(g) and (y)) ➤ Conduct national workshops on AEO for Afghanistan and Iran (See also 1-(d), (x) and (y)) ➤ Organize a regional workshop on AEO (See also 1-(d), (x) and (y))	Number of participation
t) Upon request, assist Member's effort in utilizing Advance Passenger Information (API) / Passenger Name Record (PNR) for the risk assessment of travelers <i>(RSP 2.1.1 - 4th milestone)</i>	➤ Conduct national workshops on Passenger Control for Samoa, and Vanuatu (See also 1-(b) and (x))	Number of Members accepted WCO Recommendation
u) Work with Vice Chair and Members to promote activities to raise awareness of IPR issues <i>(RSP 2.2.1 - 2nd milestone)</i>	➤ Conduct a national workshop on IPR for Iran (See also 1-(z)) ➤ Organize a sub-regional workshop on IPR for the Pacific (See also 1-(z)) ➤ Upon request, provide assistance on IPR issues (See also 1-(z))	Number of discussions in meetings in A/P region
v) Work with Vice Chair and Members to promote the application of sustainable anti-drug initiatives (e.g. WCO Compliance and Enforcement Package (CEP)) <i>(RSP 2.2.1 - 3rd milestone)</i>	➤ Organize a regional workshop on K9 (See also 1-(x)) ➤ Organize a regional workshop on Digital Forensics (See also 1-(x))	Number of discussion in meetings in A/P region
w) Work with RILO A/P and Members to promote activities to raise awareness on environment issue (e.g. hazardous waste and wildlife) <i>(RSP 2.2.1 - 4th milestone)</i>	➤ Organize a regional workshop on environment topics	Number of activities conducted in A/P region
x) Upon request, assist Member's effort in enhancing	➤ Organize a regional workshop on K9 (See also 1-(v))	Number of activities

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border security in order to tackle with terrorists threats <i>(RSP 2.2.1 – 5th milestone)</i>	<ul style="list-style-type: none"> ➤ Organize a regional workshop on Digital Forensics (See also 1-(v)) ➤ Conduct national workshops on risk management for Malaysia, Maldives, Mongolia, Philippines, Sri Lanka, and Vietnam (See also 1-(a)) ➤ Organize sub-regional workshops on risk management for South Asia (See also 1-(a)) ➤ Conduct national workshops on SAFE for Afghanistan and Iran (See also 1-(d), (s) and (y)) ➤ Organize a regional workshop on AEO (See also 1-(d), (s) and (y)) ➤ Conduct national workshops on Passenger Control for Samoa, and Vanuatu (See also 1-(b), (t) and (bb)) 	conducted in A/P region
y) Undertake capacity building activities to promote trade security and facilitation in the region (e.g. SAFE FoS, RM and WTO TFA) <i>(RSP 3.2.2 - 1st milestone)</i>	<ul style="list-style-type: none"> ➤ Organize a sub-regional workshop on Small Island Economies (SIE) for the Pacific (See also 1-(f), (g), (q), (r) and (bb)) ➤ Organize a sub-regional workshop on transit for ASEAN (See also 1-(g) and (s)) ➤ Conduct national workshops on SAFE for Afghanistan and Iran (See also 1-(d) (s) and (x)) ➤ Organize a regional workshop on AEO (See also 1-(d), (s) and (x)) ➤ Upon request, provide assistance for the implementation of WTO TFA 	Number of CB activities undertaken
z) Work with RILO A/P and Members to undertake capacity building activities to enhance capacity of compliance and enforcement in the region (e.g. IPR, Commercial Fraud, drugs and precursors, environmental crime and digital crime) <i>(RSP 3.2.2 - 2nd milestone)</i>	<ul style="list-style-type: none"> ➤ Conduct a national workshop on IPR for Iran (See also 1-(u)) ➤ Organize a sub-regional workshop on IPR for the Pacific (See also 1-(u)) ➤ Upon request, provide assistance on IPR issues (See also 1-(u)) 	Number of CB activities undertaken
aa) Upon request, undertake leadership and management training programs	<ul style="list-style-type: none"> ➤ Conduct national workshops on Human Resource Development for Afghanistan, Pakistan, PNG and Vietnam (See also 3-(a)) 	Number of activities

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(RSP 3.2.3 - 1st milestone)	<ul style="list-style-type: none"> ➤ Conduct national workshops on Leadership Development Management (LMD) for Indonesia and Maldives ➤ Conduct a national workshop on Strategic Planning (Organization Development) for Lao ➤ Organize a regional accreditation workshop on Human Resource Development (See also 3-(b)) 	
bb) Upon request, assist Member's effort in devising and implementing integrity action plan (RSP 3.2.3 - 2nd milestone)	<ul style="list-style-type: none"> ➤ Organize a sub-regional workshop on Small Island Economies (SIE) for the Pacific (See also 1-(f), (g), (q), (r), and (y)) ➤ Upon request, provide assistance on integrity action plan (as at 30.6.2019, no requests were received from Members) 	Number of implementing Members

2. Further develop partnerships with development partners

Specific Actions of ROCB A/P (Relevance to A/P RSP 2018-2020)	Annual Work Plan for 2019-2020	RSP Key Performance Indicator
a) Enhance cooperation, coordination and mutual understanding between development partners and ROCB A/P (RSP 1.2.3)	<ul style="list-style-type: none"> ➤ As appropriate, work with Vice Chair, continue strategic dialogues and cooperation with development partners through participation in the meetings and seminars organized by them 	Number of exchange of information

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<p>b) Promote joint activities with international and regional development partners</p> <p><i>(RSP 3.1.1 – 3rd milestone)</i></p>	<ul style="list-style-type: none"> ➤ As appropriate, work with Vice Chair, continue to work with WB, ADB, UNEP and other interested development partners to conduct joint projects for reform and modernization of Member administrations and send experts for the joint projects ➤ Participate in sub-regional meetings organized by development partners to monitor and assist Members' efforts in reform and modernization 	<p>Number of activities</p>
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3. Improve needs analysis, planning, delivery and management of regional capacity building activities

<p>Specific Actions of ROCB A/P</p> <p><i>(Relevance to A/P RSP 2018-2020)</i></p>	<p>Annual Work Plan for 2019-2020</p>	<p>RSP Key Performance Indicator</p>
<p>a) Encourage and provide Members with platform to exchange knowledge and training materials amongst national training centers</p> <p><i>(RSP 3.1.1 – 2nd milestone)</i></p>	<ul style="list-style-type: none"> ➤ Conduct national workshops on Human Resource Development for Afghanistan, Pakistan, PNG and Vietnam (See also 1-(aa)) 	<p>Number of opportunities provided</p>
<p>b) Pool, utilize, support and increase accredited experts in the region based on the framework</p> <p><i>(RSP 3.1.2 - 1st milestone)</i></p>	<ul style="list-style-type: none"> ➤ Organize a regional accreditation workshop on Human Resource Development (See also 1-(aa)) ➤ Discuss and cooperate with Regional Training Centers to keep update the knowledge and skills of these accredited experts and candidates 	<p>Number of experts utilized</p>
<p>c) Upon request, assist Members to promote the WCO e-learning programs in cooperation with Regional Training Centers (RTCs) and accredited experts</p> <p><i>(RSP 3.1.2 - 2nd milestone)</i></p>	<ul style="list-style-type: none"> ➤ Take every possible opportunity to promote the WCO e-learning programs and CLiKC! platform in cooperation with the RTCs and accredited experts to support Members' continuous self-efforts for training of their personnel 	<p>Number of implementing Members</p>

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d) Work with developed Members to ensure their contribution to the regional capacity building activities <i>(RSP 3.1.2 - 3rd milestone)</i>	➤ Identify areas of existing expertise and their possible inputs from the developed Members and seek further contribution from them for the regional capacity building activities at an early stage of planning	Number of contributions
e) Work with regional training coordinator to identify and review Members' capacity building needs and priorities through conducting a needs assessment via a survey and ongoing consultation <i>(RSP 3.2.1 - 1st milestone)</i>	➤ Work with the Regional Training Coordinator to further review capacity building needs survey aiming at properly collecting Members' most current needs and reform/modernization priorities ➤ Work with the WCO Secretariat, Member and development partners to plan, deliver and review capacity building activities paying due attention to the Members' needs and priorities. ➤ Conduct Regional Workshop Follow-Up Action Surveys and share findings with the WCO Secretariat, RTCs and Members as appropriate	Number of surveys conducted
f) Develop and conduct capacity building activities paying due attention to the needs and priorities identified <i>(RSP 3.2.1 - 2nd milestone)</i>		Number of CB activities
g) Work with the WCO Secretariat and Members to evaluate the regional capacity building program <i>(RSP 3.2.1 - 3rd milestone)</i>		Results of participants' evaluation
h) Work with regional training coordinator to feed results back into planning for regional capacity building activities <i>(RSP 3.2.1 - 4th milestone)</i>		Number of post action undertaken
i) Evaluate the impact of capacity building activities through follow-up surveys <i>(RSP 3.2.1 – 5th milestone)</i>		Result of the evaluation

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j) Further strengthen cooperation among Regional Training Centers (RTCs) and ROCB A/P paying due attention to establishing /supporting regional experts for more sustainable capacity building delivery in the region (ROCB A/P specific (not mentioned in the RSP))	➤ In cooperation with the Regional Vice Chair, convene a Meeting of Heads of RTC to further strengthen their network and devise regional strategy for the pooling and better use of the regional experts in capacity building activities	Number of activities
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4. Enhance communication and information sharing among members

Specific Actions of ROCB A/P (Relevance to A/P RSP 2018-2020)	Annual Work Plan for 2019-2020	RSP Key Performance Indicator
a) Work with Members, Vice Chair and RILO A/P to share experiences on capacity building activities with Members on regular basis via regional communication tools (e.g. WCO A/P Website and Newsletter, ROCB A/P Website and E-Newsletters) (RSP 3.1.1 - 1st milestone)	<ul style="list-style-type: none"> ➤ Issue ROCB A/P e-newsletters every 3 months and include more information on Members' experiences in reform and modernization ➤ Maintain ROCB website and upload pertinent information in a timely manner to inform Members and stakeholders of the ROCB A/P's activities. 	Number of sharing experiences
b) Work with Members, Vice Chair and Regional Training Centers (RTCs) to share good practices and forward-thinking work with other Members via regional communication tools (ROCB A/P specific (not mentioned in the RSP))	➤ Assist Members, Vice Chair and the RTCs to share good practices by issuing a series of regional good practice reports on selected topics	Number of items shared

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c) Work with Vice Chair, RILO A/P and interested Members to hold “visiting expert” exchanges, speaking events, webinars or TED talks featuring keynote speakers and experts (from inside or outside region) to highlight pertinent strategic issues (RSP 3.3.1)	➤ As appropriate, work with Vice Chair, RILO A/P and interested Members to hold “visiting expert” exchanges, speaking events, webinars or TED talks	Number of talks and uptake across the region
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ROCB A/P
Customs Good Practice Report No. 18
on
Exemplifying Follow-Up Actions taken
after the WCO Regional Workshops
organized in FY 2017/18



February 2019

Foreword by the ROCB A/P

The WCO and the ROCB A/P endeavor to deliver high-quality capacity building support programs and take a result-oriented approach from the various perspectives. The ROCB A/P's Terms of Reference includes the evaluation of the progress of the A/P Members at regular intervals for the purpose of monitoring the regional Members' modernization progress and, as appropriate, identify further development assistance needs. The regional workshops are in fact the opportunities for those participants to undergo so-called "train-the-trainers." In order to optimize the effectiveness of regional capacity building assistance programs, as a matter of course, the workshop participants are expected to institutionalize the lessons-learned from the workshops and apply them to their daily operations wherever appropriate by way of disseminating pertinent information to the right people/departments in a timely manner. In this context, the ROCB A/P initiated a "Survey on the Follow-Up Actions taken after the Participation in the WCO Regional Workshop (the Follow-Up Action Survey)" in 2015 to evaluate the effects realized in the wake of the organization of the regional workshops in FY2014/15. In addition, the A/P Regional Strategic Plan for 2018-2020, which was adopted by the A/P Regional Heads of Customs Administration Conference in May 2018, added a task for the ROCB A/P to evaluate the impact of capacity building activities through follow-up surveys.

This Good Practice Report provides the summation of the fourth round of the Follow-Up Action Survey on the WCO A/P sub-/regional workshops organized in the FY2017/18 and showcases several exemplified follow-up actions and remarkable effects realized from the application of the lessons learned. It is strongly hoped that the Member administrations are continuously inspired from those exemplifying follow-up actions and recognize the value of the WCO's capacity building assistance programs as well as the participants' practical recommendations, which their respective workshop participants may create synergy with the on-going reform and modernization initiatives for their own sake.

February 2019



Kazunari Igarashi
Head of the ROCB A/P

Executive Summary

In the FY2017/18 (July 2017 – June 2018), the ROCB A/P organized a total of 11 sub-/regional workshops, excluding the accreditation workshops, and these 11 workshops were subject to the fourth round of the Follow-Up Action Survey in 2018. 6 months after the respective workshops (hereinafter referred to as “the Survey 2018”).

The rate of reply to the Survey 2018 was 62% and it has increased drastically from the previous rounds (28% in 2015, 47% in 2016 and 57% in 2017). It could attribute to continued awareness-raising of the need for workshop follow-up actions and gentle encouragement made to the workshop participants.

The Survey 2018 revealed that the common follow-up actions include, among others, the submission of their reports to the management and the sharing of distributed training materials with their colleagues. However, it was again found that not all participants filed their reports to their managers, or shared workshop materials. The ROCB A/P strongly recommends that the Member administration should require the workshop participants to submit their reports to the managers and/or share the workshop materials with colleagues in the relevant departments/sections in the right time manner as the minimal follow-up action in context of institutionalizing the lessons learned. Quite a good number of replies told that participants organized in-house workshops to disseminate their lessons learned and discuss particular recommendations aiming for the operational amelioration.

64% of the replies indicated that the participants observed direct effects from the application of the lessons learned at the tactical and operational levels in 2018. The ratio is almost the same level in the Survey 2017, which was 65%. Most immediate and prominent tangible results were the increase in the seizure cases and additional revenue collection. On the other hand, 34% of the replies indicate none or little direct impact observed at the time of conducting the Survey, but several of them explained that more time is needed for the introduction of the new methodologies and/or practices and get familiarized with its application at the frontline.

57% of the replies indicated that the application of the lessons learned from the workshop organized in FY2017/18 have resulted in initiating modernization projects. These replies do not necessarily mean new projects, but these figures include the cases of complemented on-going reform and modernization projects as well.

Some analyses were conducted on the linkage between the follow-up actions and the realization of direct effects as well as the initiation of new projects. The analyses indicate that these tangible

results may attribute to the sharing of the lessons learned and/or the provision of specific recommendations, which were inspired in the respective sub-/regional workshops.

1. Introduction

The Terms of Reference of the ROCB A/P, which was adopted at the Regional Heads of Customs Administrations Conference held in 2014, states that the ROCB A/P's overall objectives include the delivery of organizational development support to the Member administrations. The same specifies that the ROCB A/P is required to evaluate the development progress of the Members at regular intervals, to both confirm progress and identify further development requirements. The Annual Technical Assistance Needs Survey, which is conducted in cooperation with the Japan Customs, is part of the means to fulfill the afore-mentioned tasks. Given the limited financial and human resources to accommodate growing needs for capacity building assistance, the WCO and the ROCB A/P prioritize the Members' needs and deliver the relevant regional capacity building programs on these prioritized topics and continuously make efforts to design high-quality workshop programs by accommodating the expressed Member administrations' needs. At the same time, in order to optimize the effectiveness of these regional capacity building assistance programs, the ROCB A/P encourages the workshop participants to institutionalize these lessons learned and apply them to their daily operations wherever appropriate by disseminating pertinent information and sharing experiences with the right people/departments within their administrations in a timely manner.

In this regard, in 2015, the ROCB A/P initiated a "Survey on the Follow-Up Actions taken after the Participation in the WCO Regional Workshop (the Follow-Up Action Survey)" for the sub-/regional workshops organized in the FY2014/15. The ROCB A/P sent a questionnaire template, which is appended to this Report, to all of the workshop participants 6 months after the respective workshops. Since then, the Follow-Up Action Survey has been continuously conducted. The Follow-Up Action Survey intends to collect pertinent information on the modalities of the follow-up actions taken at their respective home administrations in the wake of participation in the sub-/regional workshops. This survey does not intend to criticize any of reporting or recommendations the workshop participants made. Rather, it is to take a snapshot of the impact the capacity building programs has had on the regional Member administrations' performance efficiency and effectiveness. It has been also expected that the questionnaire would remind the workshop participants of their expected roles and encourage them to continuously utilize the skills and knowledge they have gained, wherever possible after the respective

regional capacity building programs.

2. Summation of the replies/inputs to the ROCB A/P's Survey 2018

(1) Responses to the Survey

In the FY2017/18, the ROCB A/P organized a total of 11 sub-/regional workshops, excluding the accreditation workshops, and they are subject to the fourth round of the Follow-Up Action Survey in 2018 (Hereinafter referred to as "The Survey 2018"). The ROCB A/P circulated questionnaires to all of the workshop participants approximately 6 months after the respective sub-/regional workshops were organized and gave them some 3 weeks for their reply. Titles of the surveyed WCO sub-/regional workshops, the numbers of the participated administrations and the replies to it, are shown in the following Table 1.

(Table 1) Numbers of participated administrations and survey replies

WCO Sub-/Regional Workshops		No. of participated administrations	No. of replies
(1)	Regional Workshop on Small Arms and Light Weapons (Jul. 2017)	25	7
(2)	WCO Regional Workshop on Trade facilitation Agreement (Nov. 2017)	22	14
(3)	WCO Regional Workshop on Cyber Investigation and Digital Forensics (Nov. 2017)	23	14
(4)	WCO Sub regional Workshop on Combating Counterfeit and Piracy for the Pacific (Dec. 2017)	5	4
(5)	WCO Regional Workshop on Risk Management and Post-Seizure Analysis (Dec. 2017)	25	20
(6)	WCO Regional Workshop on AEO and Mutual Recognition Agreements / Arrangements (Feb. 2018)	19	16
(7)	WCO Regional Workshop on Anti-Money Laundering and Terrorist Financing (Mar. 2018)	25	13
(8)	WCO Regional Workshop on Customs Laboratory (Apr. 2018)	22	17
(9)	WCO Regional Workshop on Human Resource Development (Apr. 2018)	24	15
(10)	WCO Regional Workshop on Environment	20	10

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	Program (Apr. 2018)		
(11)	WCO Regional Workshop on Compliance and Enforcement Package (Jun. 2018)	23	15
Total		233	145 (62 %)

(a) ROCB A/P's endeavor to collect more replies and inputs to the Survey

Given the commendable and exemplifying follow-up actions taken by the workshop participants, which became known as a result of the first round of the Survey, it was important to showcase practical examples to the workshop participants. The ROCB A/P took every possible opportunity to give an explanation about the objectives and findings of the Survey, especially in the course of the sub-/regional workshops organized in the FY2017/18. Furthermore, in an attempt to collect more replies to the Survey, the ROCB A/P sent reminding messages as the due dates have come closer. Because of these continued awareness-raising actions, the rate of replies to the Survey 2018 reached to 62%, which is much higher than those in the previous Surveys (28% in 2015, 47% in 2016, and 57% in 2017).

(b) Provision of feedback to inspire and further encourage follow-up actions

With a view to further encouraging workshop participants' continued engagement to the reform and modernization based on the lessons learned from the respective workshops and, hopefully, further whetting their interests in the follow-up actions taken by other workshop participants, the ROCB A/P provided the workshop participants, regardless of whether they replied nor not, with feedback with aggregated table of their replies. This initiative also led to additional inputs to the Survey even after the due date for the reply.

(2) Follow-Up actions taken by the workshop participants

Below Table 2 shows the number of replies indicating the specific follow-up actions taken after the respective regional Workshops.

(Table 2) Specific Actions taken by the participants after the workshops

(NB)	Shared Training materials	Submitted reports	Made Recommendations	Organized in-house workshop	Developed operational manuals	Others
(1)	4	7	5	3	1	1
(2)	8	12	8	5	2	3

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(3)	9	9	7	2	4	4
(4)	3	3	3	3	0	2
(5)	16	16	13	7	2	4
(6)	11	11	10	3	6	8
(7)	12	11	8	5	0	1
(8)	14	15	11	6	3	5
(9)	12	12	10	6	4	4
(10)	8	8	6	0	0	1
(11)	12	14	9	4	3	7
Total	109	118	90	44	25	40

(NB) Sequential numberings of Regional Workshops shown correspondent to the numberings in the Table 1.

The Survey showed that the most common follow-up actions are the submission of their reports to their management, followed by the sharing of distributed training materials with their colleagues at the relevant departments/divisions.

“Others” include outreaching activities as well as knowledge sharing with other government agencies and the private sector, thus contributed to the amendment of relevant laws and regulations to align with learned good practices. Some of the “other” prominent follow-up actions taken are as follows:

- Liaised with other enforcement agencies, e.g. police, by sharing of information with regard to small arms (Tonga after the Regional Workshop on Small Arms and Light Weapons);
- Initiated a feedback mechanism as well as filing of AEO application and its initial scrutiny to make them more facilitative and contribute towards toward ease of doing business for applicants spread all across the country. (India after the Regional Workshop on Trade facilitation Agreement);
- Conducted a gap analysis and shared the finding with the Ministry of Economic Development, responsible for notification (Maldives after the Regional Workshop on Trade facilitation Agreement);
- Added hard copy of the training materials to the Customs Laboratory library (Sri Lanka after the Regional Workshop on Customs Laboratory);
- Participated in the process for the accreditation of ISO17025:2017 of the Revenue Laboratory (India after the Regional Workshop on Customs laboratory);

- Building more e-learning programs for human resource development (Indonesia after the Regional Workshop on Human Resource Development); and
- Discussed the transformation of customs control paradigm regarding smuggling to pay more attention to trade-based money laundering and amending existing Customs law to this end (Indonesia after the Regional Workshop on Compliance and Enforcement Package).

(a) Use of intranet to disseminate workshop materials

The WCO workshops are organized in a paperless fashion, and distribution of relevant workshop materials are made via CLiKC! platform. Training materials in electronic files can be easily shared, especially by using intranet or common drive file, thus make them available to a large number of their colleagues. Several participants translated these workshop materials into national languages for their colleagues' easier reference.

To this end, the Secretariat kindly provided the workshop participants with individual user ID and password of CLiKC! prior to their participation in the workshop. It also enabled the workshop organizers to ask the participants to undergo CLiKC! E-learning modules on the pertinent topics to increase basic knowledge of the workshop topics prior to their participation.

(b) In-house workshops to share lessons learned from the Workshops

It is pleasant to observe that more Member administrations organized in-house workshops to disseminate their lessons learned, including the other administrations' good practices, and discuss specific recommendations for their operational amelioration. The Survey 2018 shows that 23 participated Member administrations organized in-house cascading workshops after the participation in the sub-/regional workshops. The number is the highest in the last 4 years. Below Table 3 shows those participated Members organized in-house cascading workshops over the last 4 years.

(Table 3) Transition of the numbers of organized in-house cascading workshops

	FY2014/15	FY2015/16	FY2016/17	FY2017/18
Number of in-house cascading workshops organized	10	42	47	44
Member administrations ¹ organized the	KH, IN, MY, MN, PK, TO	AF, BD, BT, KH, CN, FJ, HK, IN, MY, MV,	BT, KH, CN, FJ, IN, ID, MY, MV, MN,	AF, AU, BD, BT, CN, FJ, HK, IN, ID, IR, JP,

¹ For the purpose of saving spaces, Member administrations are indicated with the ISO Alpha-2 codes as shown in the Appendix 2.

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in-house cascading workshops	(6)	MM, PK, WS, SG, LK, TH, TO, VU (18)	MM, NP, NZ, PK, WS, LK, TH, TL, TO, VU (19)	MY, MN, NP, PK, PG, WS, SG, LK, TH, TO, VU, VN (23)
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It is also worth mentioning that these administrations organized the in-house brought more positive results, in terms of realizing direct effects and initiating modernization projects. Please see below Section 2-(4) and Table 5, as well as Section 2-(6) and Table 8 respectively.

(c) Specific recommendations filed for possible improvement in their operational efficiency and effectiveness

It is encouraging that the workshop participants' mission reports are often accompanied by specific recommendations, rather than merely reporting what they have learned from the workshops. It is fair to presume that quite a good number of specific recommendations have led to realizing direct effects and/or initiating modernization projects. In FY2017/18, out of 90 replies of submitting recommendations, 56 replies somewhat led to the initiation of projects. As shown in below Section 2-(6) and Table 8, pragmatic recommendations might have provided the management officials with some concrete ideas for possible improvement in their daily business.

(ROCB A/P's Recommendation)

Member administrations should set forth minimum requirements of follow-up actions for the workshop participants

Although the Survey showed us several good practices as above, it was also revealed that not all participants filed their reports to their managers, or shared workshop materials with colleagues in a timely manner. As repeatedly stressed, the lessons learned should be institutionalized, not be withheld by the participants by themselves, because the programs for the sub-/regional workshops are designed for providing food-for-thought for organizational reform and modernization, along with the organizational exchange of good practices. Participants to the sub-/regional workshops should bear in mind that they are represent their administrations and expected to play the role of trainers and rapporteurs once they are back to home administrations. Otherwise, there is no chance to realize the anticipated effects. The ROCB A/P therefore strongly recommends that the Member administrations should require the workshop participants to submit their reports to the managers and/or share workshop materials with colleagues at the relevant departments/sections in the right time manner as the minimal follow-up actions, in context of institutionalize the lessons learned.

(3) Application of lessons learned from the workshops for the administrations' performance improvement

As shown in the summation of the replies to the first question on the specific follow-up actions taken, a good number of workshop participants shared their lessons learned and training materials with relevant departments and divisions within their respective administrations through wider use of intranet or organizing cascading in-house workshops. The knowledge and lessons learned should be applied wherever possible to the Member administrations' daily operations since the workshops have provided the participants with abundant knowledge on the international standards as well as other Member administrations' good practice and success models realized through the application thereof.

Replies to this question show the ways of immediate use of the lessons learned in the context of improving efficiency and effectiveness of their operational performance. These lessons learned are commonly used for raising awareness of both management and frontline officials to the mounting importance of the workshop subjects and reproduced for the internal training purposes. Generally, speaking, it appears that the way of applying lessons learned may be categorized into 2 aspects by its objectives and effects: namely (a) operational improvement; and (b) strategic empowerment.

(a) Application for operational improvement

- Reference for the internal training modules regarding restricted and prohibited goods related to terrorism. (Indonesia after the Regional Workshop on Small Arms and Light Weapons);
- Revision and/or re-drafting policy and procedures for digital forensics (Australia, India, Indonesia and Malaysia after the Regional Workshop on Cyber Investigation and Digital Forensics);
- Enhancement of screening and targeting methodologies (Papua New Guinea and Vanuatu after the Sub-regional Workshop on Combating Counterfeit and Piracy for the Pacific);
- Formation of new PCA Unit and/or Intelligence Unit (Bhutan and Mongolia after the Regional Workshop on Risk Management and Post Seizure Analysis);
- Revision of existing concepts and process for risk management (Cambodia, India, Maldives and Thailand after the Regional Workshop on Risk Management and Post Seizure Analysis);
- Expansion of the existing AEO program (The Union of Myanmar after the Regional Workshop on AEO and Mutual Recognition Arrangements);
- Improvement in structure of investigative teams tasked with tackling trade-based money

laundering and illicit financial flow (Australia after the Regional Workshop on Anti-Money Laundering and Terrorist Financing);

- Increased training on the border cash reporting process as well as enforcement activities for cash smugglers (New Zealand after the Regional Workshop on Anti-Money Laundering and Terrorist Financing);
- Upgrading equipment and library archives at the laboratory (Pakistan and Sri Lanka after the Regional Workshop on Capacity Building of Customs Laboratories); and
- Further use of CEN platform is being considered to enhance current intelligence and operational activities (Australia after the Regional Workshop on Compliance and Enforcement Package).

(b) Application for strategic empowerment

- Reflection into the new Customs law (Bhutan after the Regional Workshop on Trade Facilitation Agreement);
- Establishment of responsible body for Customs trade facilitation and/or development of action plan for the implementation of TFA (Lao PDR and Mongolia after the Regional Workshop on Trade Facilitation Agreement);
- Incorporation of the other Members' experiences and practices into the benchmarking studies (Philippines after the Regional Workshop on Risk Management and Post Seizure Analysis);
- Drafting and/or enacting Customs laws and regulations to introduce Authorized Economic Operators Program or Trusted Traders Program (Fiji, Mongolia, Nepal, Pakistan, Sri Lanka and Vietnam after the Regional Workshop on AEO and Mutual Recognition Arrangements);
- Conducted international benchmarking (Australia after the Regional Workshop on AEO and Mutual Recognition Arrangements);
- Enhancement of workforce planning model to build improved investigative capability (Australia after the Regional Workshop on Anti-Money Laundering and Terrorist Financing);
- Continued exercise for ISO17025:2017 accreditation of laboratories (India after the Regional Workshop on Capacity Building of Customs Laboratories);
- Mandatory completion of CLiKC! e-learning courses for all Customs officers (Bhutan after the Regional Workshop on Human Resource Development);

- Restructured training and human resource management system (Fiji, India and Thailand after the Regional Workshop on Human Resource Development);
- Working on current clearance system to identify if we can create something similar to the WCO Container targeting System (Fiji after the Regional Workshop on Compliance and Enforcement Package); and
- Reinforcement of current policies and framework in place, such as the Compliance Framework, Integrity Framework and Enterprise Risk Management Framework (Samoa after the Regional Workshop on Compliance and Enforcement Package).

(4) Observed direct effects realized from the application of lessons learned

In the wake of the sharing of the workshop materials and application of lessons learned to the frontline work in the operational and institutional contexts, the workshop participants observed series of direct effects. The counts of the replies to this question are shown in the following Table 4.

(Table 4) Direct effects realized from the application of lessons learned

WCO Sub-/Regional Workshops		Total no. of replies (NB)	Yes	No
(1)	WCO Regional Workshop on Small Arms and Light Weapons (Jul. 2017)	7	6	1
(2)	WCO Regional Workshop on Trade facilitation Agreement (Nov. 2017)	14	8	5
(3)	WCO Regional Workshop on Cyber Investigation and Digital Forensics (Nov. 2017)	14	8	6
(4)	WCO Sub-regional Workshop on Combating Counterfeit and Piracy for the Pacific (Dec. 2017)	4	4	0
(5)	WCO Regional Workshop on Risk Management and Post-Seizure Analysis (Dec. 2017)	20	13	7
(6)	WCO Regional Workshop on AEO and Mutual Recognition Agreements/Arrangements (Feb. 2018)	16	7	9
(7)	WCO Regional Workshop on Anti-Money Laundering and Terrorist Financing (Mar. 2018)	13	10	3
(8)	WCO Regional Workshop on Customs Laboratory (Apr. 2018)	17	12	5

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(9)	WCO Regional Workshop on Human Resource Development (Apr. 2018)	15	7	7
(10)	WCO Regional Workshop on Environment Program (Apr. 2018)	10	6	4
(11)	WCO Regional Workshop on Compliance and Enforcement Package (Jun. 2018)	15	12	3
Total		145	93 (64%)	50 (34%)

(NB) Total numbers of replies to this question do not necessarily equal to the number of replies to this Survey, since some participants did not indicate either yes or no.

64% of the replies indicated that the participants observed direct effects from application of the lessons learned at both the managerial and operational levels. On the other hand, 34% of the replies say that there are no observed direct impact for the time being, but several of them explained that it could take more time to realize the effects at the border mainly because the topics covered at the workshops have not been introduced yet or more time is needed to initiate and/or familiarize with the application of the new methodologies and/or practices.

Most immediate and prominent tangible results were the increase in the numbers of cases and amount of contraband seizures and additional revenue collection. For example, Indonesia Customs reported that, after the participation in the Regional Workshop on Small Arms and Light Weapons, the application of control techniques has resulted in seizure of 194 pieces of SALW and explosives in 2017, which was a big increase from 63 pieces seized in the previous year. In addition to the above-mentioned numerically measurable effects, i.e. increase in the seizures and additional revenue collection, the Survey shows that the following tangible and direct effects were perceived, among other things:

- AEO Mutual Recognition Arrangements with Korea and China are agreed and ready for signing (Mongolia after the Regional Workshop on AEO and Mutual Recognition Arrangement);
- Established Anti-Money Laundering and Terrorism Financing Group under Director General of Customs (Mongolia after the Regional Workshop on Anti-Money Laundering and Terrorist Financing);
- Enhanced passenger and baggage monitoring and scanning system deterred gold and cash smuggling through airport (Bhutan after the Regional Workshop on Anti-Money Laundering and Terrorist Financing);
- Upgrading existing human resource practices towards more competency-based assessment with

the respective officers' frontline work performances (Fiji, Tonga and Vietnam after the Regional Workshop on Human Resource Development);

- Equipped with how to detect fraud, gather information and apply controlled delivery techniques (Bhutan after the Regional Workshop on Compliance and Enforcement Package); and
- Changes in the Customs Rules and Regulations, issuance of Post Clearance Audit manual and Guidelines (India after the Regional Workshop on Compliance and Enforcement Package).

(Analysis) Essentials for realizing direct impacts from the application of lessons learned

An analysis on the correlation between the realization of direct effects and the follow-up actions taken in the wake of the respective regional workshops shows that sharing materials and conduct of in-house are essential. 82% of the 93 replies to the realization of direct effects attribute to the sharing of workshop materials with relevant colleagues and/or organization of in-house cascading workshops. In-house cascading workshop is regarded as one of the most effective ways to share workshop materials with colleagues, and 70% of the replies to such conducts indicate the realization of direct effects as well. Please refer the correlation in the following Table 5 for this analysis.

(Table 5) Correlation between the follow-up actions and the realization of direct effects

WCO Sub-/Regional Workshops		Member participants ² shared workshop materials	Member participants organized in-house cascade workshop	Member participants indicated direct effects realized
(1)	WCO Regional Workshop on Small Arms and Light Weapons (Jul. 2017)	<u>BD</u> , <u>ID</u> , <u>MY</u> , <u>TO</u>	<u>BD</u> , <u>ID</u> , <u>TO</u>	<u>BD</u> , <u>ID</u> , <u>FJ</u> , <u>MY</u> , <u>TO</u> , NP
(2)	WCO Regional Workshop on Trade facilitation Agreement (Nov. 2017)	<u>BD</u> , BT, ID, <u>JP</u> , LA, <u>LK</u> , <u>MY</u> , <u>TO</u>	BT, <u>LK</u> , MN, <u>MY</u> , <u>PK</u>	<u>BD</u> , <u>JP</u> , <u>LK</u> , MV, <u>MY</u> , <u>PK</u> , TH, <u>TO</u>
(3)	WCO Regional Workshop on Cyber Investigation and Digital Forensics (Nov. 2017)	AU, <u>CN</u> , ID, <u>JP</u> , <u>LK</u> , TH, VN, <u>VU</u> , <u>WS</u>	<u>JP</u> , <u>PK</u>	<u>CN</u> , IN, <u>JP</u> , <u>LK</u> , <u>MY</u> , <u>PK</u> , <u>VU</u> , <u>WS</u>
(4)	WCO Sub-regional Workshop on Combating Counterfeit and Piracy for the Pacific (Dec. 2017)	<u>PG</u> , <u>WS</u> , <u>VU</u>	FJ, <u>PG</u> , <u>VU</u>	FJ, <u>PG</u> , <u>WS</u> , <u>VU</u>

² For the purpose of saving spaces, Member administrations are indicated with the ISO Alpha-2 codes as shown in the Appendix 2

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(5)	WCO Regional Workshop on Risk Management and Post-Seizure Analysis (Dec. 2017)	AF, <u>BD</u> , <u>BT</u> , <u>CN</u> , <u>FJ</u> , <u>IN</u> , <u>IR</u> , <u>JP</u> , <u>MV</u> , <u>MN</u> , <u>PK</u> , <u>PH</u> , <u>SG</u> , <u>LK</u> , <u>TH</u> , <u>VU</u>	AF, <u>BD</u> , <u>FJ</u> , <u>IN</u> , <u>IR</u> , <u>MN</u> , <u>SG</u>	<u>BD</u> , <u>BT</u> , <u>CN</u> , <u>IN</u> , <u>IR</u> , <u>JP</u> , <u>LA</u> , <u>PK</u> , <u>PG</u> , <u>LK</u> , <u>TH</u> , <u>VU</u> , <u>VN</u>
(6)	WCO Regional Workshop on AEO and Mutual Recognition Agreements / Arrangements (Feb. 2018)	<u>BT</u> , <u>CN</u> , <u>PK</u> , <u>TH</u> , <u>NP</u> , <u>LK</u> , <u>FJ</u> , <u>MY</u> , <u>AU</u> , <u>MN</u> , <u>MV</u>	<u>NP</u> , <u>FJ</u> , <u>LK</u>	<u>PG</u> , <u>MN</u> , <u>FJ</u> , <u>LA</u> , <u>TH</u> , <u>LK</u> , <u>MY</u>
(7)	WCO Regional Workshop on Anti-Money Laundering and Terrorist Financing (Mar. 2018)	<u>AU</u> , <u>BT</u> , <u>FJ</u> , <u>IN</u> , <u>ID</u> , <u>JP</u> , <u>LA</u> , <u>MV</u> , <u>MN</u> , <u>MM</u> , <u>NZ</u> , <u>WS</u>	<u>AU</u> , <u>BT</u> , <u>HK</u> , <u>IN</u> , <u>ID</u>	<u>AU</u> , <u>BT</u> , <u>FJ</u> , <u>HK</u> , <u>IN</u> , <u>JP</u> , <u>LA</u> , <u>MN</u> , <u>NZ</u> , <u>WS</u>
(8)	WCO Regional Workshop on Customs Laboratory (Apr. 2018)	<u>ID</u> , <u>LK</u> , <u>JP</u> , <u>TH</u> , <u>PK</u> , <u>NP</u> , <u>BT</u> , <u>CN</u> , <u>IR</u> , <u>KR</u> , <u>MV</u> , <u>AF</u> , <u>WS</u> , <u>MY</u>	<u>LK</u> , <u>TH</u> , <u>PK</u> , <u>CN</u> , <u>IR</u> , <u>WS</u>	<u>ID</u> , <u>JP</u> , <u>TH</u> , <u>PK</u> , <u>NP</u> , <u>BT</u> , <u>CN</u> , <u>IR</u> , <u>KR</u> , <u>AF</u> , <u>WS</u> , <u>MY</u>
(9)	WCO Regional Workshop on Human Resource Development (Apr. 2018)	<u>BT</u> , <u>CN</u> , <u>FJ</u> , <u>IN</u> , <u>ID</u> , <u>MY</u> , <u>NP</u> , <u>PK</u> , <u>LK</u> , <u>TH</u> , <u>TO</u> , <u>VN</u>	<u>BT</u> , <u>FJ</u> , <u>NP</u> , <u>LK</u> , <u>TO</u> , <u>VN</u>	<u>CN</u> , <u>FJ</u> , <u>IN</u> , <u>PG</u> , <u>LK</u> , <u>TO</u> , <u>VN</u>
(10)	WCO Regional Workshop on Environment Program (Apr. 2018)	<u>AF</u> , <u>BD</u> , <u>BT</u> , <u>KH</u> , <u>MY</u> , <u>MM</u> , <u>PG</u> , <u>LK</u>	-	<u>AF</u> , <u>KH</u> , <u>IN</u> , <u>IR</u> , <u>MM</u> , <u>LK</u>
(11)	WCO Regional Workshop on Compliance and Enforcement Package (Jun. 2018)	<u>AF</u> , <u>AU</u> , <u>BD</u> , <u>BT</u> , <u>FJ</u> , <u>HK</u> , <u>IN</u> , <u>ID</u> , <u>MM</u> , <u>TH</u> , <u>VN</u> , <u>WS</u>	<u>BT</u> , <u>FJ</u> , <u>IN</u> , <u>WS</u>	<u>AF</u> , <u>BD</u> , <u>BT</u> , <u>FJ</u> , <u>IN</u> , <u>ID</u> , <u>MM</u> , <u>PG</u> , <u>PH</u> , <u>TH</u> , <u>VN</u> , <u>WS</u>
Total		109	44	93
Numbers and ratios of respective actions presumably led to realizing direct effects (i.e. underlined)		73 (67%)	31 (70%)	
Number and ratio presumably attributed to materials sharing and/or in-house cascade workshops (i.e. underlined)				76 (82%)

(NB) Underlined Members in the columns of shared materials and organized in-house workshop indicate those realized direct effects

(5) Perception on the improvement in the work efficiency and effectiveness

The ROCB A/P asked the workshop participants if they consider that the workshops have contributed or would contribute to the improvement in the efficiency and effectiveness of their administrations' performance. The counts of the replies to this question are shown in the following Table 6.

(Table 6) Contribution to the improvement in the efficiency and effectiveness of performance

WCO Sub-/Regional Workshops		Total no. of replies (NB)	Yes	No
(1)	WCO Regional Workshop on Small Arms and Light Weapons (Jul. 2017)	7	6	0
(2)	WCO Regional Workshop on Trade facilitation Agreement (Nov. 2017)	14	14	0
(3)	WCO Regional Workshop on Cyber Investigation and Digital Forensics (Nov. 2017)	14	13	1
(4)	WCO Sub regional Workshop on Combating Counterfeit and Piracy for the Pacific (Dec. 2017)	4	4	0
(5)	WCO Regional Workshop on Risk Management and Post-Seizure Analysis (Dec. 2017)	20	19	0
(6)	WCO Regional Workshop on AEO and Mutual Recognition Agreements /Arrangements (Feb. 2018)	16	16	0
(7)	WCO Regional Workshop on Anti-Money Laundering and Terrorist Financing (Mar. 2018)	13	12	0
(8)	WCO Regional Workshop on Customs Laboratory (Apr. 2018)	17	17	0
(9)	WCO Regional Workshop on Human Resource Development (Apr. 2018)	15	15	0
(10)	WCO Regional Workshop on Environment Program (Apr. 2018)	10	10	0
(11)	WCO Regional Workshop on Compliance and Enforcement Package (Jun. 2018)	15	15	0
Total		145	141 (97%)	1 (1%)

(NB) Total numbers of replies to this question do not necessarily equal to the number of replies to this Survey, since some participants did not indicate either yes or no.

There is no one-size-fits-all solution. Having said that, almost all of the replies indicated positive effects of the workshops, which have been realized or could be realized in the near future.

(6) Modernization projects initiated based on the lessons learned from the workshops

As stated in the WCO's current Capacity Building Strategy, the WCO or the ROCB A/P does not necessarily supervise the Members' continued reform and modernization efforts and programs. Rather, it relies on the Member administrations' organizational priority and ownership.

The WCO's capacity building assistance programs provide the regional Member administrations with abundant food-for-thought for initiating modernization projects. In this regard, the ROCB A/P is keen to see how the WCO sub-/regional workshops have led to fostering the Members' ownership and self-efforts towards improving institutional work performance and its efficiency and effectiveness. It may not be realized overnight, and it may require drastic revision of the current practices and intensive debate within the administrations concerned in the form of their reform and modernization projects.

In addition to the above question on the realization of direct effects (i.e. 2-(4)), this question focuses on whether the dissemination and application of lessons learned in the operational and institutional context have led to initiating any modernization projects.

For the purpose of this Follow-Up Action Survey, the ROCB A/P did not specify the definition of the "modernization projects" in a strict term, but as a common sense, it can be described rather institutional engagement work towards future amelioration of the current systems and regime with short- and mid-term projections. In fact, launching of new modernization projects require internal coordination and discussion, along with budgetary allocation, which may require time and high-level political support. These modernization projects may not be new initiatives, but the lessons learned from the workshops could complement on-going reform and modernization projects as a matter of course.

The counts of the replies to this question is shown in the following Table 7.

(Table 7) Initiation of new modernization projects

WCO Sub-/Regional Workshops		Total no. of replies (NB)	Yes	No
(1)	WCO Regional Workshop on Small Arms and Light Weapons (Jul. 2017)	7	4	2
(2)	WCO Regional Workshop on Trade facilitation Agreement (Nov. 2017)	14	8	5
(3)	WCO Regional Workshop on Cyber Investigation and Digital Forensics (Nov. 2017)	14	2	12
(4)	WCO Sub-regional Workshop on Combating Counterfeit and Piracy for the Pacific (Dec. 2017)	4	2	2
(5)	WCO Regional Workshop on Risk Management and Post-Seizure Analysis (Dec. 2017)	20	11	9
(6)	WCO Regional Workshop on AEO and Mutual Recognition Agreements / Arrangements (Feb. 2018)	16	11	5
(7)	WCO Regional Workshop on Anti-Money Laundering and Terrorist Financing (Mar. 2018)	13	8	6
(8)	WCO Regional Workshop on Customs Laboratory (Apr. 2018)	17	14	3
(9)	WCO Regional Workshop on Human Resource Development (Apr. 2018)	15	7	8
(10)	WCO Regional Workshop on Environment Program (Apr. 2018)	10	6	4
(11)	WCO Regional Workshop on Compliance and Enforcement Package (Jun. 2018)	15	10	5
Total		145	83 (57%)	61 (42%)

(NB) Total numbers of replies to this question do not necessarily equal to the number of replies to this Survey, since some participants did not indicate either yes or no, and there were plural participants took part from some administrations.

Below is a showcase of some of the indicated modernization projects newly initiated and/or on-going projects being complemented with the lessons learned from the workshops:

- Procurement of new x-ray machines to detect small arms and light weapons (Fiji and Tonga after the Regional Workshop on Small Arms and Light Weapons);

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- Introduction and/or expansion of AEO / trusted traders' program (Bangladesh, Bhutan, Malaysia and Tonga after the Regional Workshop on Trade Facilitation Agreement / Cambodia, Fiji, Lao PDR, Nepal and Pakistan after the Regional Workshop on Trade Facilitation Agreement);
- Conduct of Time Release Studies (Sri Lanka and Tonga after the Regional Workshop on Trade Facilitation Agreement);
- Set-up of new and more cyber forensics laboratories across the country (India after the Regional Workshop on Cyber Investigation and Digital Forensics);
- Application of artificial intelligence and big data in risk management (China after the Regional Workshop on Risk Management and Post Seizure Analysis);
- Establishment of a National Intelligence and Targeting Center (Lao PDR, Sri Lanka and Thailand after the Regional Workshop on Risk Management and Post Seizure Analysis);
- Development of a risk management system for transit trade clearance (Pakistan after the Regional Workshop on Risk Management and Post Seizure Analysis);
- Revising Customs laws for empowerment (Australia and Lao PDR after the Regional Workshop on Anti-Money Laundering and Terrorist Financing);
- Joint exercise against trade-based money laundering (Australia, Fiji and Samoa after the Regional Workshop on Anti-Money Laundering and Terrorist Financing);
- Institutional modernization / reform projects to improve efficiency and effectiveness of laboratories (China and Korea after the Regional Workshop on Capacity Building of Customs Laboratories);
- Development of laboratory manuals (Thailand and Pakistan after the Regional Workshop on Capacity Building of Customs Laboratories);
- Development of web-based Customs Management System (Bhutan after the Regional Workshop on Human Resource Development);
- Development of online learning portal (Fiji after the Regional Workshop on Human Resource Development);
- Conclusion of an MOU with National Environmental Protection Agency regarding capacity building and information sharing (Afghanistan after the Regional Workshop on Environmental Topics);
- Development of web-based system and inclusion of the lessons learned on PCA and risk management is in pipeline (Bhutan after the Regional Workshop on Compliance and Enforcement

Package);

- Establishment of Joint Targeting Task Force to enhance the efficiency of Airport Interdiction Task Force against drug smuggling (Thailand after the Regional Workshop on Compliance and Enforcement Package); and
- Revision of Compliance Framework and Risk Management Framework (Samoa after the Regional Workshop on Compliance and Enforcement Package).

(Analysis) Essentials for initializing new reform and modernization projects with the application of lessons learned

Initiation of new projects requires management officials' policy support as well as allocation of certain amount of budgeting and resources. Accordingly, for the purpose of gaining high-level management's support for the initiation of new projects for the application of the lessons learned and/or incorporate them into the on-going modernization projects, there should have specific recommendations made to the management officials by the workshop participants, who are familiar with those perceived gaps in their operation against that of earned good perceptions on the potential benefits to be accrued thereof. Likewise, the applicability of the lessons learned from the sub-/regional workshops should be well examined and pertinent concepts are well understood by the officers in charge of the subjects and/or initiating projects. In this regard, organization of in-house cascading workshops would also be quite valuable opportunities to have the workshop participants to explain the respective notions of the lessons learned and its possible implication to the future design of the daily operation and/or management policies. Correlation between the initiation of projects with making specific recommendations as well as organizing in-house cascading workshops is shown in the following Table 8.

(Table 8) Correlation between the follow-up actions and the initiation of new modernization projects

WCO Sub-/Regional Workshops		Member participants ³ made specific recommendations	Member participants organized in-house cascade workshop	Member participants initiated new projects
(1)	WCO Regional Workshop on Small Arms and Light Weapons (Jul. 2017)	BD, ID, MY, <u>TH</u> , <u>TO</u>	BD, ID, <u>TO</u>	FJ, <u>MY</u> , <u>TH</u> , <u>TO</u>

³ For the purpose of saving spaces, Member administrations are indicated with the ISO Alpha-2 codes as shown in the Appendix 2

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(2)	WCO Regional Workshop on Trade facilitation Agreement (Nov. 2017)	BD, <u>ID</u> , LA, <u>LK</u> , <u>MN</u> , <u>MY</u> , <u>PK</u> , <u>TO</u>	<u>BT</u> , <u>LK</u> , <u>MN</u> , <u>MY</u> , <u>PK</u>	<u>BT</u> , <u>ID</u> , <u>LK</u> , <u>MN</u> , MV, <u>MY</u> , PK, <u>TO</u>
(3)	WCO Regional Workshop on Cyber Investigation and Digital Forensics (Nov. 2017)	ID, <u>IN</u> , LK, MY, TH, <u>VU</u> , WS	JP, PK	<u>IN</u> , <u>VU</u>
(4)	WCO Sub-regional Workshop on Combating Counterfeit and Piracy for the Pacific (Dec. 2017)	PG, <u>WS</u> , <u>VU</u>	FJ, PG, <u>VU</u>	<u>WS</u> , <u>VU</u>
(5)	WCO Regional Workshop on Risk Management and Post-Seizure Analysis (Dec. 2017)	AF, <u>BD</u> , <u>BT</u> , IR, JP, <u>LA</u> , MM, <u>PK</u> , <u>PH</u> , <u>LK</u> , <u>TH</u> , <u>VU</u> , KH	AF, <u>BD</u> , FJ, IN, IR, <u>MN</u> , SG	<u>BD</u> , <u>BT</u> , CN, <u>LA</u> , <u>MN</u> , <u>PK</u> , <u>PH</u> , <u>LK</u> , <u>TH</u> , <u>VU</u> , VN
(6)	WCO Regional Workshop on AEO and Mutual Recognition Agreements/ Arrangements (Feb. 2018)	<u>VN</u> , CN, PK, <u>TH</u> , <u>NP</u> , <u>KH</u> , <u>LK</u> , <u>FJ</u> , AU, MM	<u>NP</u> , <u>FJ</u> , <u>LK</u>	PG, MN, <u>FJ</u> , <u>VN</u> , LA, PK, <u>TH</u> , <u>NP</u> , <u>KH</u> , <u>LK</u> , MY
(7)	WCO Regional Workshop on Anti-Money Laundering and Terrorist Financing (Mar. 2018)	<u>AU</u> , BT, <u>FJ</u> , HK, <u>JP</u> , <u>LA</u> , <u>NZ</u> , <u>WS</u>	<u>AU</u> , BT, HK, <u>IN</u> , <u>ID</u>	<u>AU</u> , <u>FJ</u> , IN, <u>ID</u> , <u>JP</u> , <u>LA</u> , <u>NZ</u> , <u>WS</u>
(8)	WCO Regional Workshop on Customs Laboratory (Apr. 2018)	<u>ID</u> , <u>LK</u> , <u>PK</u> , NP, <u>CN</u> , IR, <u>KR</u> , <u>KH</u> , VN, <u>IN</u> , <u>WS</u>	<u>LK</u> , <u>TH</u> , <u>PK</u> , <u>CN</u> , <u>IR</u> , <u>WS</u>	<u>ID</u> , <u>LK</u> , JP, <u>TH</u> , <u>PK</u> , NP, <u>CN</u> , IR, <u>KR</u> , <u>KH</u> , <u>IN</u> , AF, <u>WS</u> , MY
(9)	WCO Regional Workshop on Human Resource Development (Apr. 2018)	<u>CN</u> , <u>FJ</u> , <u>IN</u> , <u>ID</u> , MY, NP, PK, PG, <u>LK</u> , <u>VN</u>	<u>BT</u> , <u>FJ</u> , NP, <u>LK</u> , TO, <u>VN</u>	<u>BT</u> , <u>CN</u> , <u>FJ</u> , <u>IN</u> , <u>ID</u> , <u>LK</u> , <u>VN</u>
(10)	WCO Regional Workshop on Environment Program (Apr. 2018)	<u>AF</u> , BD, <u>KH</u> , IR, PG, <u>LK</u>	-	<u>AF</u> , BT, <u>KH</u> , IR, MM, <u>LK</u>
(11)	WCO Regional Workshop on Compliance and Enforcement Package (Jun. 2018)	<u>AF</u> , BD, <u>FJ</u> , <u>IN</u> , ID, PG, PH, <u>TH</u> , <u>WS</u>	<u>BT</u> , <u>FJ</u> , <u>IN</u> , <u>WS</u>	<u>AF</u> , BT, <u>FJ</u> , <u>IN</u> , MM, PH, <u>TH</u> , VN, <u>WS</u> , AU
Total		90	44	82
Numbers and ratios of respective actions presumably led to initiating new projects (i.e. underlined)		56 (62%)	29 (66%)	

Number and ratio presumably attributed to specific recommendations and/or in-house cascade workshops (i.e. underlined)	60 (73%)
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(NB) Underlined Members in the columns of shared materials and organized in-house workshop indicate those realized direct effects.

3. General observation by the ROCB A/P

As seen in the above summation, it is clear that the workshop participants brought an abundance of information and lessons-learned back home and nicely institutionalized the knowledge by sharing them with the right persons/divisions for their attention and practical application thereof through various means, for example in-house cascading workshops and the use of intranet, rather than withholding the knowledge for their own. Indeed, the impact from the participants' follow-up actions showed that the potential of application of these learns learned are huge and they should not be underestimated. As the analyses on the afore-mentioned sections 2-(4) and 2-(6), in particular Tables 5 and 8, suggest, that the more colleagues were informed of the workshop lessons, the more direct effects may be accrued. Likewise, it would be fair to say that the Member administrations, which organized in-house cascade workshops opt for initiating more modernization projects. Therefore, in order to further optimize the effectiveness of the WCO's capacity building assistance programs, the ROCB A/P shall continue to encourage the workshop participants to consider exercising these good practices as appropriate. The ROCB A/P believes that participation of the right persons to the workshop with clear objectives and mid-set, the ownership and commitment of the respective workshop participants and continued dialogue are the keys for harvesting the good fruits from the collective efforts towards Customs reform and modernization. At the same time, the ROCB A/P considers that this survey provides the WCO and the ROCB A/P with quite a good snapshot of synergies the sub-/regional workshops have created along with the on-going reform and modernization efforts made at the respective member administrations in the A/P region.

The ROCB A/P is going to continue this initiative to optimize the value of the regional capacity building assistance programs in cooperation with the WCO Secretariat and other development partners and monitor the effects of continuous joint efforts with the regional Member administrations.

For questions and comments to this Good Practice report and/or the Follow-Up Actions Survey 2018, please feel free to write to Mr. Kazunari Igarashi, Head of the ROCB A/P, at igarashi@rocbap.org by e-mail.

Abbreviation of A/P Member administrations

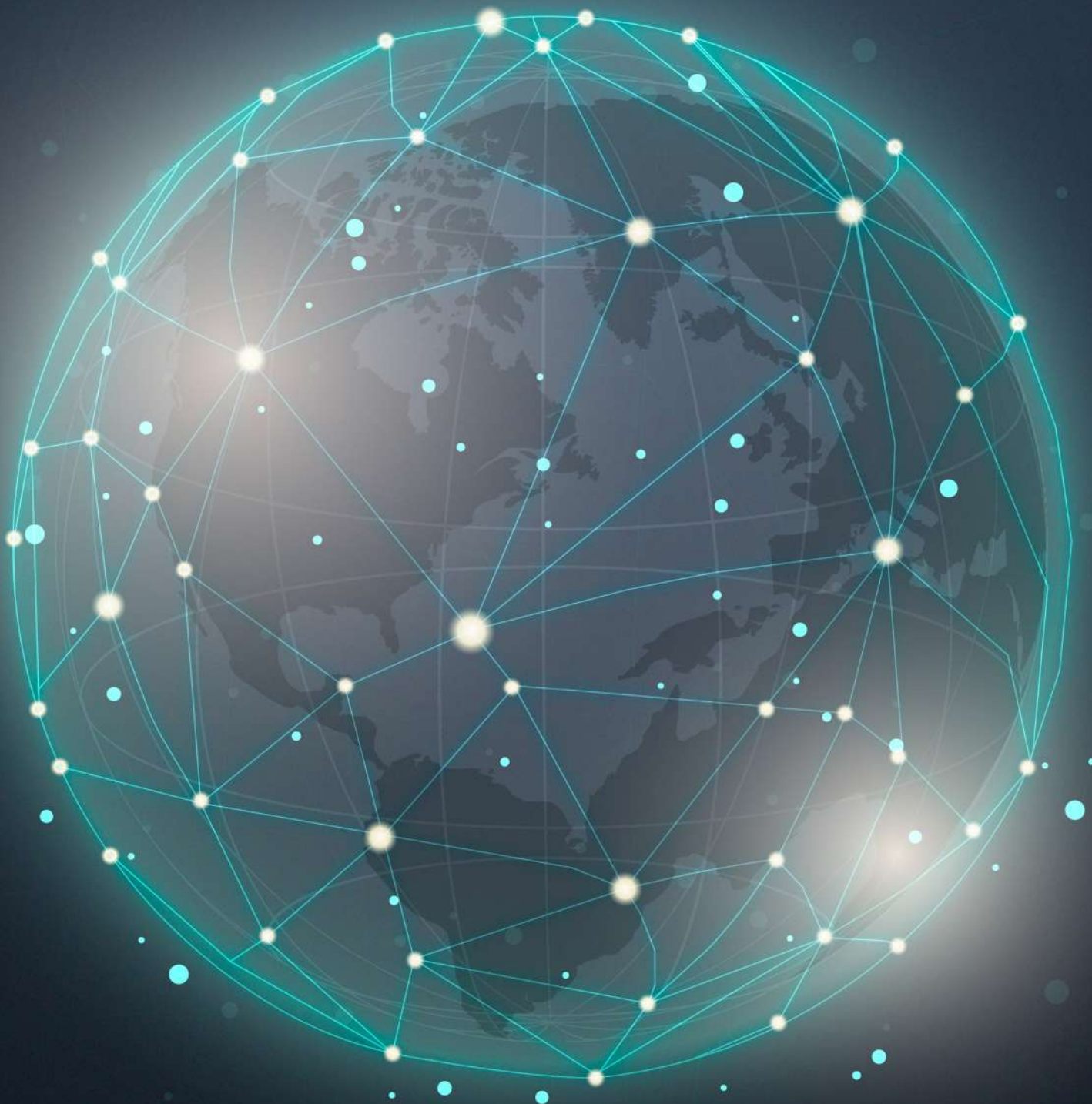
Abbreviation	Members
AF	Afghanistan
AU	Australia
BD	Bangladesh
BT	Bhutan
BN	Brunei Darussalam
KH	Cambodia
CN	China
FJ	Fiji
HK	Hong Kong, China
IN	India
ID	Indonesia
IR	Iran
JP	Japan
KR	Korea
LA	Lao PDR
MO	Macao, China
MY	Malaysia
MV	Maldives
MN	Mongolia
MM	Union of Myanmar
NP	Nepal
NZ	New Zealand
PK	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

Abbreviation

ABF	Australian Border Force
ADB	Asian Development Bank
AEO	Authorized Economic Operator
AMS	ASEAN Member States
A/P	Asia Pacific
APPU	Asian-Pacific Postal Union
ARTNeT	Asia-Pacific Research and Training Network on Trade
ASEAN	Association of Southeast Asia Nations
BCED	Bahamas Customs and Excise Department
BPA	Business Process Analysis
CBCTI	Customs Border Control Training Institute
CBIC	Central Board of Indirect tax and Customs
CCF	Customs Cooperation Fund
CGAM	Customs General Administration of Mongolia
CLMVT	Customs administrations from Cambodia, Laos, Myanmar, Vietnam and Thailand
CNMI	Commonwealth of the Northern Mariana Island
CTI	Customs Training Institute
DP	Development Partner
DSG	Deputy Secretary General
EAC	East African Community
e-LPCO	Electric License, Permits, Certificates and Others
FIATA	International Federation of Freight Forwarders Associations
FPPCP	Framework of Principles and Practices on Customs Professionalism
FRCS	Fiji Revenue and Customs Service
FTZ	Free Trade Zone
GACC	General Administration of China Customs
GASI	General Agencies for Specialized Inspection
GDCE	General Department of Customs and Excise of Cambodia
GDPR	General Data Protection Regulation
HKCED	Hong Kong Customs and Excise Department
HRM	Human Resource Management
HZMB	Hong Kong- Zhuhai-Macao Bridge
IADB	Inter-American Development Bank
ICPO	International Criminal Police Organization
INCB	International Narcotics Control Board
INTERPOL	The International Criminal Police Organization
IPR	Intellectual Property Right
IRU	International Road Transport Union
IT	Information Technologies
ITD	International Trade Development Institute

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JICA	Japan International Cooperation Agency
KCS	Korea Customs Service
MOU	Memorandum of Understanding
MPA	Mercator Program Advisors
NACIN	National Academy of Customs, Indirect Tax and Narcotics
NCTF	National Committee on Trade Facilitation
NII	Non-Intrusive Inspection
NSW	National Single Window
OCO	Oceania Customs Organisation
ODS	Ozone depleting substances
PCA	Post Clearance Audit
PDR	People's Democratic Republic
PICARD	Partnerships in Customs Academic Research and Development
RANEPA	Russian Presidential Academy of National Economy and Public Administration
RAP	Regional Asia Pacific
RCPs	Reginal Contact Points
RHCA	Regional Heads of Customs Administration
RILO A/P	Asia Pacific Regional Intelligence Liaison Office
RKC	Revised Kyoto Convention
RM	Risk Management
RMCD	Royal Malaysian Customs Department
ROCB	Regional Office for Capacity Building
ROCB A/P	Asia Pacific Regional Office for Capacity Building
RSP	Regional Strategic Plan
RTC	Regional Training Center
SAFE FoS	SAFE Framework of Standard
SCC	Shanghai Customs College
SPCD	Strategic Plan of Customs Development
SWRM	Strategic and Work Program on Reform and Modernization
TFA	Trade Facilitation Agreement
TOA	Technical and Operational Advisers
TRS	Time Release Study
TRIPS	Trade-Related Aspects of Intellectual Property Rights
UFF	Unified File Format
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNODC	United Nations Office on Drugs and Crime and International Narcotics Control
USPIS	United States Postal Inspection Service
WCO	World Customs Organization
WTO	World Trade Organization



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