

# 16<sup>th</sup> Picard conference

WCO

IRICA

**LESSONS LEARNT FROM COVID-19 PANDEMIC  
BY ISLAMIC REPUBLIC OF IRAN CUSTOMS ADMINISTRATION**

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# RESEARCH TEAM

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# The Impact of COVID-19 on Customs Administration Performance and Structure

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## Transferring of Goods

- Decrease
- Difficulties



## Production and distribution of Goods

- Medical and pharmaceutical equipments
- Transport and shipping companies



## Other departments related to Customs' procedures

- Health organization, Standard organization, Economic Security Police,...
- Task overlap and inconsistency



## Cost

- Increasing cost of Goods

# QUESTION

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1

- How has the COOVID-19 pandemic affected customs performance in recent months?

2

- What components are effective in increasing productivity, accelerating, and facilitating services in Iran's Customs Organization?

# METHODOLOGY

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## Study Design

- An exploratory mixed method was used to conduct the research.
- This design seeks to learn more about the unknown situation.

## Analysis

- thematic analysis was used to identify factors influencing the conditions, performance, and productivity of IRICA.
- The magnitude of the relationships was then assessed using structural equation modeling (SEM).

# STUDY POPULATION

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## Inclusion criteria

- Qualitative
- Quantitative

## Qualitative

- Experience, expertise, and a research background were all considered inclusion criteria.

## Quantitative

- All employees, experts, and individuals involved in the subject, including target personnel in the customs administration.

# STUDY POPULATION

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Sampling  
method

- convenient

Sample  
size

- Qualitative:  $N=12$
- Quantitative:  $N=385$

# QUALITATIVE FINDINGS

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## 8 Open Codes derived from interviews

- Operational delays
- Return of goods
- Dissatisfaction
- Overwork for personnel
- Decreased productivity
- Changes in goods imports and exports
- Increased stress
- Rising import and export prices



## 12 criteria influence customs productivity and performance

- Electronic customs
- Human resources
- System communication infrastructure
- Risk management
- Extensive vaccination
- The type of relationship between organizations involved in customs procedures
- Delegation of authority to executives
- Macromanagement
- Technology and innovation
- Reduction of bureaucracy
- Human resource motivational factors
- Welfare facilities
- Transfer of experiences among WCO member countries

# QUANTITATIVE FINDINGS

Independent variable	Dependent variable	Coefficient of Determinants	P-value
Electronic Customs	Productivity and Facilitation of Custom Services	0.49	7.86
Human Resources	Productivity and Facilitation of Custom Services	0.44	6.94
System Communication Infrastructure	Productivity and Facilitation of Custom Services	0.42	6.13
Risk Management	Productivity and Facilitation of Custom Services	0.38	4.39
Extensive Vaccination	Productivity and Facilitation of Custom Services	0.43	6.28
Communication between Neighboring Organization	Productivity and Facilitation of Custom Services	0.41	5.93
The Extensive Delegation Authority to the Executives	Productivity and Facilitation of Custom Services	0.37	4.17
Macro Management	Productivity and Facilitation of Custom Services	0.45	7.18
Technology and Innovation	Productivity and Facilitation of Custom Services	0.39	4.96
Reduction of Bureaucracy	Productivity and Facilitation of Custom Services	0.38	3.69
Motivational Factors and Welfare Facilities	Productivity and Facilitation of Custom Services	0.34	4.56
Transfer of Experiences	Productivity and Facilitation of Custom Services	0.31	3.37

# QUANTITATIVE FINDINGS

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	X2	AFGI	GFI	CFI	RMSEA
ICQ	482.89	0.96	0.94	0.94	0.009

ICQ=  
X2=  
AFGI=  
GFI=  
CFI=  
RMSEA=

# CONCLUSION

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12 criteria can work for solving problems in the face of the Covid-19 pandemic crisis if:

1) We overcome communication structural and infrastructural weaknesses

2) We overcome the weakness in the telecommuting structure

# CONCLUSION

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By utilizing resources and infrastructure appropriate to the situations, conditions can be improved and customs managers' executive power can be increased

# LAST WORD FOR FUTURE RESEARCHERS

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What customs administrations really need, in addition to all of the above criteria, is strong managers who can make sound decisions and implement appropriate policies in times of crisis.



**Thank you**

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