

# APG ANNUAL BUSINESS PLAN



**Asia/Pacific Group  
on Money Laundering**

2015 - 2016

Asia/Pacific Group on Money Laundering  
Approved and adopted, 13 July 2015

**APG Annual Business Plan 2015 - 2016**

Applications for permission to reproduce all or part of this publication should be made to:

APG Secretariat  
Locked Bag A3000  
Sydney South  
New South Wales 1232  
AUSTRALIA

Tel: +61 2 9277 0600

E Mail: [mail@apgml.org](mailto:mail@apgml.org)

Web: [www.apgml.org](http://www.apgml.org)

© 13 July 2015/All rights reserved



Asia/Pacific Group  
on Money Laundering

# APG BUSINESS PLAN

## 1 JULY 2015 TO 30 JUNE 2016

### CONTENTS

Performance Targets, Resources and Key Tasks for 2015–16 .....	2
Strategic Plan Goal 1 .....	6
Strategic Plan Goal 2 .....	130
Strategic Plan Goal 3 .....	133
Strategic Plan Goal 4 .....	166
Strategic Plan Goal 5 .....	188
Common performance targets for 2015–16 .....	222

#### INTRODUCTION

1. The APG is a multilateral organisation formed in 1997 and consisting of 41 members. The strategic mission of the APG is to combat money laundering and the financing of terrorism and proliferation in the Asia/Pacific region through:
  - i. effective implementation of the international anti-money laundering and countering the financing of terrorism (AML/CFT) standards by APG members; and
  - ii. effective participation in the international AML/CFT standard-setting process.
2. To achieve this mission, the APG adopts Business Plans on an annual basis pursuant to the *APG Strategic Plan 2012–2016*. Execution of performance targets stated in these annual plans assists the membership to measure success in achieving the broader strategic objectives of the APG.
3. This Business Plan outlines the major tasks and performance targets for the period 1 July 2015 to 30 June 2016 consistent with the APG's strategic mission.
4. This Business Plan and the *Budget Paper 2015* (the financial basis of this plan) are the APG's core operating documents for 2015–16.

## **PERFORMANCE TARGETS/MEASURES**

1. A number of tasks including major APG events and projects have common performance targets. As in previous years, a project management approach is taken to plan, execute and follow-up each major task or event (**Annex A**).

## **RESOURCES**

### *Financial*

2. As stated in the *APG Budget Paper 2015*, the resources required to achieve the tasks in this Business Plan extend beyond members' core contributions to include additional financial resources, as well as human and technical resources. For instance, many technical assistance and other visits to members rely on voluntary funding and on participation by individual member experts. The APG has long been reliant on voluntary funding – to a varying extent each year – to undertake activities included in the APG Strategic Plan and Business Plans that would otherwise need to be funded from the core budget (or not undertaken).

### *Secretariat staff*

3. The secretariat continually reviews the level of resources needed in order to meet agreed programme requirements of the APG. As work demands increase (particularly because of the obligations under the FATF's assessment methodology 2013 and universal procedures for mutual evaluations) the membership is informed of the need for additional resources to meet these burdens.

4. Effective May 2015, secretariat personnel resources include 13 full-time staff members. It is not possible to meet all the tasks required within the current mandate and specifically outlined in this business plan (and beyond) without additional resources. The rationale for this statement is contained in a separate staffing paper for the 2015 annual meeting. Should members not approve the provision of additional resources, it will be necessary for members to identify which activities will not be undertaken in 2015–16 (and beyond).

## **KEY TASKS FOR 2015-16**

5. The APG's key tasks for 2015–16 (some of which are dependent on external voluntary funding) include the following:

### *Governance/Meetings*

6. The 19th APG annual meeting and annual Forum on Technical Assistance & Training will be held in July 2016 in Dhaka, Bangladesh. This will include the plenary sessions, working group meetings, a Donors and Providers (DAP) Group meeting and coordination meetings with APG/Pacific Islands Forum secretariats and ASEAN/APG secretariats.

7. The 2015 APG Typologies Workshop is, subject to final confirmation, scheduled to be held in Nepal in November 2015.

8. The steering group will meet on a regular basis and will continue to provide ongoing advice to the membership and Co-Chairs.

9. Up to two (2) membership-related visits will be undertaken to members and non-members to facilitate full and active membership and promote commitment to the global AML/CFT standards. Additional visits will/may be undertaken with external donor funding.

### ***Participation in global AML/CFT network & international cooperation***

10. The APG will deliver training on the FATF standards and assessment methodology, and contribute to the review of the FATF's ICRG rules during the year.
11. As an associate member of the FATF, the APG will continue to participate in:
  - three (3) FATF plenary meetings;
  - one (1) FATF inter-sessional meeting (if required);
  - typologies activities and FATF working group meetings (e.g. the working group on new ICRG rules/procedures);
  - up to three (3) meetings of the Asia-Pacific Regional Review (AP-RRG) Group and up to four (4) AP-RRG on-site visits.
12. The APG will invite an FSRB(s) to participate in APG mutual evaluations as assessors or as reviewers. APG secretariat staff will participate in MENAFATF assessor training scheduled for September 2015, both as facilitators and to enable new APG secretariat staff to be trained prior to mutual evaluation on-site visits taking place in late 2015.
13. Information from FATF and other AML/CFT bodies will be communicated to members when received through email, APG website and/or individual correspondence/communication.
14. The secretariat will provide communications, information and liaison assistance to the AP-RRG in further support of members in accordance with the APG Strategic Plan 2012-2016.
15. The APG will provide priority assistance and support for APG members involved in the FATF's ICRG process, including participation at AP-RRG meetings, ICRG meetings, information briefings, supply of information and interpretative materials, implementation assistance and coordination of TA&T.
16. The APG will conduct up to four (4) ICRG-related assistance visits to members under ICRG review. These may be in conjunction with other visits.

### ***Evaluating members' compliance with international standards***

17. The APG will complete five (5) mutual evaluations and their reports for discussion at the 2016 annual meeting (Bangladesh, Bhutan, Canada, Fiji, and Singapore).
18. The APG will continue to support the Mutual Evaluation Working Group (MEWG), including the MEWG meetings in the margins of the APG annual meeting, to discuss key issues relating to APG draft mutual evaluation reports.
19. There will be at least one (1) assessor training workshop this year, one (1) regional workshop for members to be assessed and three (3) pre-mutual evaluation visits.
20. The APG will commence or continue five (5) mutual evaluations to be adopted at the 2017 annual meeting (Cambodia; Macao, China; Mongolia, Thailand; and the United States).
21. The transitional follow-up procedures (to be applied to members prior to, or after the commencement of their third round evaluation) will be adopted at the 2015 annual meeting and the third round mutual evaluation follow-up procedures for members whose mutual evaluation reports are adopted at the 2015 annual meeting will be implemented.

22. Amended third round mutual evaluation procedures will be adopted to reflect amendments by the FATF to its 4th round procedures as well as to clarify requirements based on the APG's experience to date.

### ***Typologies workshops and research***

23. The APG will support the typologies business framework, organise and convene the Typologies Working Group (TYWG) and closely collaborate with the FATF Research Trends and Methods Working Group (RTMG) and other FSRBs on typologies projects, where APG resources permit, and the APG will participate in FATF typologies activities directly relevant to APG business.

24. Subject to final confirmation, an APG Typologies Workshop in late 2015 will be convened in order to focus on ML and TF methods and trends. If possible, the agenda topics will be confirmed by the TYWG during July 2015 and the sessions confirmed prior to the workshop.

25. Priority typologies projects as recommended by the TYWG in July 2015 will be pursued, including a regional overview of typologies for adoption and publication by the APG plenary in July 2016.

26. The APG will also continue to support regional training initiatives building upon relevant typologies work.

### ***Implementation assistance – guidance, advice, technical assistance & training***

27. The APG Implementation Issues Working Group (IIWG) will assist members to develop integrated strategies to address recommendations stated in mutual evaluation reports through the preparation and adoption of amendments to the APG Strategic Implementation Planning (SIP) Framework.

28. The IIWG will support a number of TF-related implementation projects, including lessons arising from the APG's work on targeted financial sanctions and APG's contribution to the FATF global survey on CFT capacities.

29. A number of regional technical assistance and training projects will be considered (where secretariat resources permit) in collaboration with DAP Group members for legal, financial, FIU and law enforcement sectors, with a focus on issues arising from the revised FATF standards and the mutual evaluation process.

30. The secretariat will support existing coordination mechanisms with the Pacific Islands Forum secretariat and the ASEAN secretariat.

31. The secretariat will collaborate with DAP Group members and recipient member jurisdictions to develop, coordinate and deliver AML/CFT-specific programmes, including:

- Assessment of ML/TF risks and enhancing risk-mitigation strategies
- Building AML/CFT capacity amongst AML/CFT supervisors and regulators;
- Regional enforcement and prosecution capacity building programmes focusing on targeting policy responses to proceeds of crime, and
- CFT implementation programmes including targeted financial sanctions, financial investigations and international cooperation.

Prepared: June 2015



Asia/Pacific Group  
on Money Laundering

**APG BUSINESS PLAN  
1 JULY 2015 TO 30 JUNE 2016**

**TASKS AND PERFORMANCE TARGETS  
AGAINST AGREED STRATEGIES  
2015-16**

## STRATEGIC PLAN GOAL 1

### BE A COHESIVE AND EFFECTIVELY GOVERNED AUTONOMOUS MULTILATERAL ORGANISATION

Strategies	Tasks	Performance Targets
<p><b>1(i)</b> Support effective governance structures, including the plenary of members, APG steering group and Co-Chairs</p>	<ul style="list-style-type: none"> <li>• Plan, coordinate and deliver the 2016 APG annual meeting for membership decisions and related ‘in-session’ governance activities</li> <li>• The Steering Group’s sub-regional groups to provide representatives and commit to attending steering group meetings and activities</li> <li>• Steering Group to meet at least five (5) times in the year (with additional meetings out-of-session as required)</li> <li>• Steering Group representatives to consult with their sub-regional members on governance, policy and operational issues as required</li> <li>• Secretariat to support steering group under <i>APG Terms of Reference 2012</i>, Annex B</li> <li>• Steering Group to provide written report to membership at 2016 annual meeting summarizing issues discussed and decisions made</li> <li>• Prepare a report against the Strategic Plan 2012-2016</li> <li>• Establish a mechanism through the Steering Group to prepare a new Strategic Plan 2016-2020</li> <li>• Finalise a new draft 4-year Strategic Plan 2016-2020 for adoption at 2016 annual meeting</li> </ul>	<ul style="list-style-type: none"> <li>• In conjunction with the government of Bangladesh as host, organise the 2016 APG annual meeting, including arranging sponsorship for priority delegates</li> <li>• Sub-regional SG representatives will contribute to work of SG through participation in all meetings and consultation with sub-regions</li> <li>• Secretariat will provide administrative and advisory support and briefing documents to the Co-chairs and SG as per section 6.3 and Annex A of the <i>APG Terms of Reference 2012</i></li> <li>• SG will meet at least quarterly by teleconference (organised by secretariat), or in other formats as agreed, including a face-to-face meeting in the margins of 2016 annual meeting</li> <li>• SG, through the Co-Chairs, will report to the membership at the 2016 APG annual meeting on its work and decisions during the year and to members out of session</li> <li>• At the 2016 annual meeting all sub-regional groups will elect one representative for a one-year term on the steering group (SG)</li> <li>• Prepare a report against the Strategic Plan 2012-2016, in consultation with the SG and members, for adoption in July 2016</li> <li>• Prepare a consultation draft of a 4-year Strategic Plan 2016-2020 for review by the SG by February 2016. SG to consult with sub-regional members on the consultation draft and provide SG members with comments</li> <li>• Prepare final draft Strategic Plan 2016-2020 by May 2016 on the basis of SG consultation with members and for adoption by members in July 2016</li> </ul>

<p><b>1(ii)</b> Participate in decision making and the conduct of APG business through committing adequate resources to APG plenary meetings, working groups and other APG events</p>	<ul style="list-style-type: none"> <li>• APG contact points (members and observers) are identified and updated</li> <li>• APG delegates consult with relevant stakeholders (public and private sector as needed) within their jurisdiction and contribute to the consideration of APG policy papers in plenary and out-of-session</li> <li>• APG members ensure adequate resources are available to allow their attendance at APG plenary meetings and to allow adequate consideration of, and input to, APG business out-of-session</li> <li>• APG members and, observers where requested, provide support /resources for APG working groups and priority APG events</li> <li>• Steering Group encourage participation from their sub-regions in APG activities</li> </ul>	<ul style="list-style-type: none"> <li>• APG contact points are identified and communicated to the secretariat, at least quarterly</li> <li>• Individual members will contribute to the APG governance structures</li> <li>• All APG members will be represented by officials with decision-making authority at APG meetings</li> <li>• All APG members will participate in APG decision-making</li> <li>• APG members and observers will provide information, support and resources to APG working groups</li> <li>• APG members and observers will provide information, support and resources to 2015 APG typologies workshop; mutual evaluation training workshops, 2016 APG annual meeting and other events</li> <li>• Steering Group sub-regional representatives will participate in membership visits, workshops, governance activities and meetings with members/observers including jurisdictions seeking membership or observer status</li> </ul>
<p><b>1(iii)</b> Support and resource the APG secretariat to meet APG goals and ensure proper management of APG funds and assets</p>	<ul style="list-style-type: none"> <li>• Members provide support and resources to secretariat to sustain its operations and work programme</li> <li>• Members support operations through voluntary contributions, project support, expert advice or other resources in addition to budget contributions</li> <li>• Members contribute to secretariat work through provision of specialist policy and technical advice</li> <li>• Secretariat manages revenue and expenditure in accordance with agreed budget and legal obligations of host government, Australia</li> </ul>	<ul style="list-style-type: none"> <li>• All members pay 2015-16 membership fees/subscriptions by 30 September 2015 or as soon as possible thereafter</li> <li>• Members will provide project support and voluntary contributions for APG programmes including funds for specific activities such as visits to members, sponsored travel, and workshop costs as well as seconded staff</li> <li>• Secretariat will implement project plans to effectively manage individual member/observer voluntary contributions and seconded staff (if any)</li> <li>• Members will provide experts for APG visits and activities, including ICRG support, membership and outreach visits, SIP and awareness raising, and mutual evaluations (including follow-up)</li> <li>• Secretariat will manage APG funds in accordance with Australian law, including host agency's governance framework and internal secretariat</li> </ul>

	<ul style="list-style-type: none"> <li>• Secretariat facilitates internal and external communications in accordance with APG's Information and Communications Strategy 2015</li> </ul>	<p>policies within agreed timeframes</p> <ul style="list-style-type: none"> <li>• Secretariat will cooperate with host agency in any audits or enquiries relating to expenditure of APG funds (in any form)</li> <li>• Communications across the membership and with observers and other external stakeholders will be conducted through annual reporting, mid-year report, APG website, email communications, and information updates</li> </ul>
<p><b>1(iv)</b> Encourage jurisdictions in the region which are not already members of the FATF or an FSRB to become a member of the APG</p>	<ul style="list-style-type: none"> <li>• Undertake up to three (3) outreach/membership visits to members and non-members</li> <li>• Reach out to non-members in Asia-Pacific region to raise awareness of AML/CFT standards, APG business and membership rules</li> <li>• Encourage prospective APG members to become observers and to participate actively in APG activities</li> <li>• Encourage observers eligible for membership to join APG as a member</li> </ul>	<ul style="list-style-type: none"> <li>• Up to two (2) outreach/membership visits will be conducted either to: <ul style="list-style-type: none"> <li>○ <u>priority members</u> to encourage greater commitment to implement AML/CFT standards arising from deficiencies identified in mutual evaluation follow-up reports; or</li> <li>○ <u>non-members</u> seeking member or observer status (with intention to join as members)</li> </ul> </li> <li>• APG will continue to engage with observers Democratic People's Republic of Korea (DPRK), Kiribati, Micronesia and Tuvalu to raise awareness of the APG and benefits and responsibilities of becoming a full member</li> </ul>
<p><b>1(v)</b> Maintain effective communication and enhance relationships with stakeholders to improve their awareness of and participation in the APG</p>	<ul style="list-style-type: none"> <li>• Visits to members to discuss priority APG issues with key stakeholders</li> <li>• Secretariat contributes to conferences, seminars and training workshops at members' request to promote the APG and expand awareness of AML/CFT issues</li> <li>• Members and observers to raise awareness of AML/CFT issues in national and regional forums</li> </ul>	<ul style="list-style-type: none"> <li>• APG will undertake visits to members (and observers, if budget permits) to discuss priority APG issues including governance, donor funding, technical assistance, hosting regional events, mutual evaluation follow-up, etc</li> <li>• Attend AML/CFT conferences and training seminars (if funding and secretariat staffing resources permit) with outcomes reported as soon as possible upon completion</li> <li>• Members will encourage bilateral or multilateral engagement between members/observers and other non-participating jurisdictions/organisations to advance APG strategic objectives</li> </ul>

	<ul style="list-style-type: none"> <li>• Engage with relevant AML/CFT bodies to enhance effective contribution to the APG</li> <li>• Identify opportunities to establish cooperative agreements with other strategically important organisations,</li> </ul>	<ul style="list-style-type: none"> <li>• Continue engagement with FATF, FSRBs, ADB, IMF, World Bank, UN CTED, UNODC, the Egmont Group and other similar bodies on conferences, seminars, workshops and strategically important regional initiatives</li> <li>• Identify effective contacts in other international organisations and establish communication by 30 June 2016 with a view to encouraging observer status</li> </ul>
--	--	---

## STRATEGIC PLAN GOAL 2

### PARTICIPATE IN THE GLOBAL AML/CFT NETWORK AND SUPPORT INTERNATIONAL COOPERATION ON AML/CFT

Strategies	Tasks	Performance Targets
<p><b>2(i)</b> Actively participate in international AML/CFT policy development and standard setting, including communicating members' implementation issues to the FATF and other international organisations</p>	<ul style="list-style-type: none"> <li>• Comply with FATF associate membership rules and individual members support the APG's participation in the FATF as associate member</li> <li>• Secretariat and APG delegates represent the APG at FATF plenaries, typologies meetings, FATF working groups and heads of FSRB meetings</li> <li>• Secretariat to encourage and assist APG members to contribute to FATF policy deliberations, typologies work, and other global dialogues on AML/CFT and proliferation financing</li> <li>• Secretariat publishes and distributes AML/CFT standards and guidance material to all APG members</li> </ul>	<ul style="list-style-type: none"> <li>• APG members will ensure effective associate member participation in FATF and effective compliance with associate member rules</li> <li>• APG will effectively participate in FATF's Global Network Coordination Group including any peer review of associate member FSRBs if requested</li> <li>• Secretariat staff and APG delegates will attend three (3) FATF plenaries, and one (1) inter-sessional meeting (if required) and report on APG progress, activities and achievements at those events</li> <li>• APG MEWG will contribute to FATF's policy development work on AML/CFT standards. Members of the MEWG will actively participate in workshops on implementation of the revised FATF standards</li> <li>• APG will participate as assessors in joint mutual evaluations with the FATF and other FSRBs (resources permitting) and also as reviewers (if resources are available)</li> <li>• Secretariat will provide outcome reports to APG members within four (4) weeks of FATF meetings or as information is made available</li> <li>• Secretariat will report APG's consolidated position and/or individual members' views to FATF for consideration in its policy development</li> <li>• The IIWG will coordinate APG inputs to the FATF TF fact finding project</li> <li>• Secretariat will inform APG members of FATF meetings/activities via APG website, steering group meetings and email communications</li> </ul>
<p><b>2(ii)</b> Establish, maintain and enhance APG mechanisms for working with the</p>	<ul style="list-style-type: none"> <li>• Secretariat provides liaison between members and FATF and facilitates input to and from FATF</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat will distribute FATF documents to APG members via APG secure website and/or email prior to FATF meetings</li> </ul>

<p>FATF, FSRBs and other relevant regional and international organisations and assist in strengthening the global AML/CFT network</p>	<ul style="list-style-type: none"> <li>• Secretariat provides policy, process, communications, liaison and awareness raising support to members under ICRG review</li> <li>• Secretariat provides documents and APG Working Group reports to FATF</li> <li>• Secretariat and APG delegates share regional experience with the FATF and with other relevant AML/CFT bodies</li> <li>• APG develops and supports mechanisms for joint work with the FATF, FSRBs and other relevant AML/CFT bodies</li> <li>• Secretariat attends one (1) FSRB plenary or typologies meeting and cooperates with other FSRBs</li> <li>• Secretariat and APG delegates identify opportunities for cooperative agreements with strategically important regional and global organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat will invite AML/CFT-related international/regional organisations (including FATF and FSRBs) to APG events, including the 2016 annual meeting, 2015 APG Typologies Workshop, SIP workshops, training seminars and other events</li> <li>• Secretariat will invite an FSRB to join at least one APG mutual evaluation (e.g. EAG on Mongolia evaluation)</li> <li>• Secretariat will identify one (1) FSRB to undertake a joint-regional project followed by report to members on outcomes</li> <li>• APG will pursue closer involvement of FSRBs and the Egmont Group in IIWG and Typologies WG events including planning for a possible joint workshop with an FSRB</li> <li>• Secretariat will participate in at least one (1) strategically important FSRB plenary or typologies meeting (e.g. EAG or ESAAMLG)</li> <li>• APG will participate in and deliver at another FSRB's assessor training course</li> <li>• Secretariat will identify effective contacts in regional and global organisations for on-going communication and cooperation by 30 June 2016</li> </ul>
<p><b>2(iii)</b> Support APG members' engagement with global AML/CFT compliance programs and processes, including the FATF International Cooperation Review Group (ICRG)</p>	<ul style="list-style-type: none"> <li>• Provide assistance and advice to APG members on FATF's ICRG rules and procedures</li> <li>• Provide APG input to FATF processes regarding the ICRG – i.e. continue to participate in the review of ICRG rules for the new round of evaluation</li> <li>• Actively participate in FATF ICRG meetings and inter-sessional RRG meetings</li> <li>• Harmonize APG's technical assistance coordination function with the strategies to support members under ICRG review</li> </ul>	<ul style="list-style-type: none"> <li>• Timely advice and explanatory materials will be provided to members, including: <ul style="list-style-type: none"> <li>○ advice on ICRG process, rules and practice;</li> <li>○ general comments on legislative, regulatory and administrative measures needed to address ICRG concerns; and</li> <li>○ impact of ICRG processes on APG membership status</li> </ul> </li> <li>• APG will provide policy input to FATF on the review of ICRG processes (e.g., consolidation of ICRG rules, harmonization with ME follow-up)</li> <li>• APG secretariat will participate in: <ul style="list-style-type: none"> <li>○ three (3) ICRG meetings per year (during FATF plenaries)</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ three (3) Asia-Pacific Regional Review Group (AP-RRG) meetings to support members under ICRG consideration</li> <li>○ up to four (4) AP-RRG onsite visits ahead of member de-listing</li> <li>○ FATF review of ICRG rules for the FATF's 4<sup>th</sup> round of evaluations</li> <li>● Secretariat will provide information and liaison assistance to AP-RRG in support of APG members (as per APG Strategic Plan 2012-2016)</li> <li>● Secretariat will provide support to members in ICRG process and to donors and providers of assistance via meetings, review papers, policy discussions, information resources and briefings</li> <li>● APG will conduct up to four (4) visits to members within, or soon to come within, ICRG review to: <ul style="list-style-type: none"> <li>○ Inform those members of the implications of the ICRG process, including APG member status</li> <li>○ Raise awareness at political-level of FATF standards and the need for effective AML/CFT implementation to meet the action plan</li> <li>○ Facilitate removal from the ICRG process by assisting with priority implementation planning</li> </ul> </li> </ul>
--	--	--

## STRATEGIC PLAN GOAL 3

### ASSESS AND IMPROVE MEMBERS' COMPLIANCE WITH THE INTERNATIONAL AML/CFT STANDARDS

Strategies	Tasks	Performance Targets
<p><b>3(i)</b> Conduct the APG's third round of mutual evaluations with the aim of assessing all members during the period of the APG's mandate 2012 – 2020</p>	<ul style="list-style-type: none"> <li>• In coordination with other assessor bodies, continue implementation of APG's third round of mutual evaluations</li> <li>• Members to ensure that assessors attend required meetings to complete mutual evaluation reports in accordance with APG procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Agree on an updated mutual evaluation schedule, in coordination with other assessor bodies, for approval at 2016 annual meeting – including an average five (5) evaluations per year and follow-up reports, onsite visits as required</li> <li>• Members commit to the third round mutual evaluation schedule and agreed time frames for each evaluation taking into account the ME procedures</li> <li>• Members and observers provide at least five (5) assessors for each APG-led evaluation and one (1) assessor for joint evaluations, and three (3) reviewers for each APG-led evaluation, and support their work in serving as assessors, including joining onsite visits and face-to-face meetings</li> <li>• Mutual evaluations/assessments are conducted (including on-sites and face-to-face meetings) for five (5) members (Bangladesh, Bhutan, Canada<sup>1</sup>, Fiji and Singapore)</li> <li>• Distribute ME reports at least five weeks ahead of the 2016 Annual Meeting</li> <li>• MEWG meets at the 2016 Annual Meeting to discuss MER key issues for Bangladesh, Bhutan and Fiji prior to Plenary consideration of the those MERs</li> <li>• Evaluation process commences in 2015-16 for five (5) members (Cambodia; Macao, China; Mongolia, Thailand and the United States) whose mutual evaluation reports will be adopted at the 2017 annual meeting</li> <li>• Identify at least 11 Mutual Evaluation Working Group members for quality and consistency review of draft mutual evaluation reports in 2015-2016</li> </ul>

<sup>1</sup> The evaluation of Canada will be conducted by the IMF on behalf of the FATF and APG. Due to resource constraints, the APG secretariat will not participate as a member of the assessment team but will seek to contribute as a reviewer.

<p><b>3(ii)</b> Provide assessment training for APG evaluators and for APG members undergoing evaluation</p>	<ul style="list-style-type: none"> <li>• Plan and deliver assessor training workshop in lead up to mutual evaluations planned for 2015-16 and 2016-17</li> <li>• Conduct pre-mutual evaluation training for members undergoing assessment in 2016-17</li> <li>• Conduct technical, administrative and procedural briefings for officials from members undergoing a mutual evaluation in 2015-16 and 2016-17</li> <li>• Provide further information and support to officials from members undergoing a mutual evaluation to raise awareness of procedures</li> </ul>	<ul style="list-style-type: none"> <li>• MEWG project team on horizontal issues produces will report on lessons learned from MERs adopted to date to be used at assessor training and pre-ME training</li> <li>• Members and secretariat will provide experts/facilitators for workshop in Seoul, Republic of Korea in August 2015 to discuss lesson learned from evaluations conducted to date and to prepare members to be assessed in 2015-16 and 2016-17</li> <li>• Secretariat will provide one experienced staff member for MENFATF assessor training in September 2015 at which three new secretariat staff will be trained</li> <li>• Secretariat to organise and deliver assessor training in December 2015 (India) and May 2015 (member to be identified). Members/observers to provide experts/facilitators</li> <li>• Members will provide at least 25 experts to be trained as assessors or reviewers for each assessor training workshop, in December 2015 in India and May 2016</li> <li>• Conduct three (3) pre-mutual evaluation visits: Bhutan, Cambodia and Mongolia</li> <li>• Secretariat will provide administrative, technical and other support for members to be evaluated on an as-needed basis (telephone/video conferences, etc.) prior to mutual evaluation on-site visits in 2015–16</li> <li>• Secretariat will provide mutual evaluation briefings for all members to be evaluated in 2015–16 in the margins of the 2015 annual meeting</li> </ul>
<p><b>3(iii)</b> Maintain APG mutual evaluation procedures which reflect best practice for AML/CFT assessments, including ensuring the</p>	<ul style="list-style-type: none"> <li>• Monitor FATF policy initiatives and changes/additions to mutual evaluation procedures, assessment methodology and pre-mutual evaluation training, and other procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat and members monitor and participate in FATF initiatives on assessor training and pre-mutual evaluation training</li> <li>• Secretariat solicits and consolidates comments and makes policy recommendations on FATF of review mutual evaluations procedural documents</li> </ul>

<p>quality and consistency of APG mutual evaluations</p>	<ul style="list-style-type: none"> <li>• Seek input from APG membership to incorporate FATF changes within APG procedures, if necessary</li> <li>• Support effective mechanisms to ensure consistency and quality of APG mutual evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• APG third round mutual evaluation procedures are amended as needed based on FATF policy changes and lessons learned to date for adoption at 2016 annual meeting</li> <li>• Members and observers provide at least nine (9) expert reviewers for APG MEs and their effective participation is supported. APG takes steps to include experts from observer organisations (including from other FSRBs, if available)</li> <li>• Secretariat and/or member delegates participate in the FATF's quality control mechanism in relation to joint APG/FATF members to ensure consistency with other non-FATF APG members</li> </ul>
<p><b>3(iv)</b> Maintain and enhance mechanisms, including follow-up procedures and strategic implementation planning, to monitor action taken and improve compliance by evaluated APG members in response to their mutual evaluation reports</p>	<ul style="list-style-type: none"> <li>• Implement transitional follow-up procedures to monitor compliance efforts by members against global AML/CFT standards</li> <li>• Implement APG third round ME follow-up procedures to monitor compliance efforts by members against global AML/CFT standards</li> <li>• Secretariat to report cases of insufficient progress to MEWG, Steering Group and Co-Chairs in accordance with APG mutual evaluation procedures</li> <li>• Membership to consider actions to be taken in cases of insufficient progress</li> </ul>	<ul style="list-style-type: none"> <li>• Commence implementation of the transitional follow-up procedures (to be applied to members prior to, or after the commencement of their third round evaluation) adopted at the 2015 annual meeting</li> <li>• Commence implementation of the third round mutual evaluation follow-up procedures for members whose mutual evaluation reports are adopted at the 2015 annual meeting</li> <li>• Members file Status Reports for 2016 annual meeting at least 30 days prior to annual meeting</li> <li>• Members consider any action required due to insufficient progress reflected in status reports</li> </ul>

## STRATEGIC PLAN GOAL 4

### CONDUCT RESEARCH AND ANALYSIS TO ENHANCE UNDERSTANDING OF THE ML, TF AND PF ENVIRONMENTS AND THE EFFECTIVENESS OF AML/CFT EFFORTS

Strategies	Tasks	Performance Targets
<p><b>4(i)</b> Support the work of the APG Typologies Working Group to research and analyse AML/CFT typologies issues, including through the conduct of an annual Typologies Workshop.</p>	<ul style="list-style-type: none"> <li>• Implement APG Typologies Framework, as updated from time to time</li> <li>• Ensure adequate resources and support for the APG Typologies Working Group</li> <li>• Members commit resources and provide information to the APG Working Group on Typologies</li> <li>• Identify and confirm a suitable host for the 2016 APG Typologies Workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Typologies Working Group (WG) Chair(s) are identified for 2015-2016</li> <li>• Timely information, support and resources are provided by members to the Typologies Working Group</li> <li>• Member status reports and typologies information are circulated prior to 2015 Typologies Workshop</li> <li>• Sponsorship funding is sought and provided for identified priority members to attend 2015 Typologies Workshop</li> <li>• A host for 2016 APG Typologies Workshop is confirmed by July 2016</li> </ul>
<p><b>4(ii)</b> Identify priority AML/CFT typologies issues, case studies and risks through collection, analysis and dissemination of typologies information and publication of typologies reports</p>	<ul style="list-style-type: none"> <li>• Identify key issues from the Asia/Pacific region to be explored during typologies workshops, including on a range of ML, TF and proliferation financing methods and techniques</li> <li>• Identify priority projects for study by the APG Typologies Working Group</li> <li>• Publish yearly typologies report and in-depth studies of priority topics</li> <li>• Disseminate APG typologies products, including findings, reports and research proposals to all stakeholders</li> <li>• Conduct, support and participate in 2015 APG Typologies Workshop</li> </ul>	<ul style="list-style-type: none"> <li>• 2015 APG Typologies Report is published on APG's website by no later than August 2015 and distributed to members, observers, regional and international partners and the private sector via APG events, the website and email</li> <li>• Typologies WG agrees on a work plan at 2015 annual meeting and reports on its progress at the 2016 annual meeting</li> <li>• Members provide project proposals for in-depth study prior to the Typologies WG meeting at the 2016 annual meeting</li> <li>• Members and observers provide typologies information, including methods and trends reports, at least annually and provide AML/CFT case studies throughout the year</li> <li>• Typologies WG prepares a regional overview of typologies by May 2016, for adoption at the annual meeting in July 2016 and publication in August 2016</li> <li>• Plan, coordinate and deliver the APG 2015 Typologies Workshops with host member, in November 2015, in accordance with Annex A</li> </ul>

		<ul style="list-style-type: none"> <li>• APG delegates participate in the 2015 Typologies Workshop by attendance, providing presentations and jurisdiction information and participation in breakout sessions and plenary discussions</li> <li>• APG experts and the secretariat actively engage in other typologies-related events including via: presentations, contributions to capacity building and education events and private sector events</li> <li>• APG typologies products, including findings, reports and research proposals are disseminated to stakeholders</li> </ul>
<p><b>4(iii)</b> Cooperate with typologies partners, including the global AML/CFT network, the private sector, and other research partners to conduct AML/CFT-related research</p>	<ul style="list-style-type: none"> <li>• Participate in FATF typologies activities including, typologies projects, research papers and standing activities</li> <li>• Cooperate with regional and global partners including the private sector on AML/CFT typologies research</li> <li>• Encourage engagement with the academic sector for partnered typologies research projects</li> </ul>	<ul style="list-style-type: none"> <li>• As resources permit, secretariat will participate in FATF Risk, Trends and Methods Group (RTMG), including attending RTMG meetings and participating in relevant RTMG projects: <ul style="list-style-type: none"> <li>○ Distribution of FATF RTMG documents to members and observers</li> <li>○ Solicitation of member comments and input</li> </ul> </li> <li>• APG Typologies WG will engage with FATF, IMF, World Bank, ADB, UNODC, FSRBs, the Egmont Group and with members of FATF and FSRBs and others to further AML/CFT typologies research</li> <li>• APG will invite academic and private sector partners to participate in the 2015 Typologies and Capacity Building Workshop and to contribute to typologies studies and technical seminars</li> <li>• APG will invite academic and private sector partners to provide input to APG typologies projects and research</li> <li>• Contributions to the 2015 APG Typologies Workshop by private sector and academic research partners are shared and reflected in typologies reports</li> </ul>

## STRATEGIC PLAN GOAL 5

### ASSIST MEMBERS TO IMPLEMENT THE INTERNATIONAL AML/CFT STANDARDS THROUGH GUIDANCE, ADVICE AND TECHNICAL ASSISTANCE AND TRAINING

Strategies	Tasks	Performance Targets
<p><b>5(i)</b> Support the Implementation Issues Working Group, the Donor and Provider Group and other mechanisms to assist members to implement the international AML/CFT standards.</p>	<ul style="list-style-type: none"> <li>• Ensure adequate resources and support for the APG Implementation Issues Working Group (IIWG)</li> <li>• Ensure adequate resources and support for the APG Donor and Provider (DAP) Group</li> <li>• Identify, include and support new DAP Group members</li> </ul>	<ul style="list-style-type: none"> <li>• Members will provide information, support and resources to the IIWG and its project teams to support its work program</li> <li>• Donors and providers will continue to commit to the technical assistance coordination programme in accordance with the DAP Group's terms of reference</li> <li>• Secretariat provides support to the DAP group and other TA&amp;T coordination mechanisms, including sub-regional arrangements with ASEAN and PIFS</li> <li>• New members are identified/invited to join the DAP Group as appropriate</li> <li>• Secretariat will maintain DAP Group contact and resource information</li> </ul>
<p><b>5(ii)</b> Identify domestic and regional issues that affect implementation of the international AML/CFT standards.</p>	<ul style="list-style-type: none"> <li>• Support awareness raising</li> <li>• Support effective operation of AML/CFT coordination mechanisms in each APG member</li> <li>• APG members with global partners to employ the Strategic Implementation Planning (SIP) Framework for members by: <ul style="list-style-type: none"> <li>○ undertaking visits to individual members in order to assist with implementation plans</li> </ul> </li> <li>• Undertake additional work on the implementation of AML/CFT measures including new issues of the financing of proliferation</li> </ul>	<ul style="list-style-type: none"> <li>• Members, DAP Group, and secretariat support awareness raising at political level to reinforce commitment for AML/CFT implementation and coordinated resource allocation through domestic coordination mechanisms</li> <li>• Secretariat will provide feedback on members' experience and best practice with improving national policy, operational coordination and conduct of national and sector-specific risk assessments</li> <li>• The IIWG will assist members to develop sustainable strategies to meet mutual evaluation report recommendations through the preparation of amendments to the SIP Framework for consistency with the revised FATF standards and new assessment methodology.</li> <li>• amendments to the SIP Framework to be considered at the 2016 annual meeting</li> </ul>

	<ul style="list-style-type: none"> <li>Identify other AML/CFT implementation issues and concerns</li> </ul>	<ul style="list-style-type: none"> <li>The IIWG will support a number of TF-related implementation projects, including lessons arising from the APG’s work on targeted financial sanctions (TFS) and APG’s contribution to the FATF global survey on CFT capacities</li> <li>APG will support work to identify and address implementation issues with TFS against WMD proliferation</li> <li>APG will continue to work with MENAFATF, FATF, DAP and members to work on follow up issues relating to a jointly prepared paper on “Technical Assistance and Training Guidance and Good Practices”</li> <li>Thematic implementation concerns for potential IIWG focus are identified</li> </ul>
<p><b>5(iii)</b> Identify and support private and academic sector engagement in AML/CFT implementation assistance</p>	<ul style="list-style-type: none"> <li>APG members and observers to take pro-active approach to assist other members to implement AML/CFT standards through bi-lateral advice and assistance</li> <li>Secretariat to assist as appropriate with provision of bi-lateral implementation advice</li> </ul>	<ul style="list-style-type: none"> <li>Members, observers and the secretariat identify and support opportunities to engage with the private and academic sectors through the conduct of risk assessments, policy development and implementation planning</li> </ul>
<p><b>5(iv)</b> Identify technical assistance and training needs of APG members</p>	<ul style="list-style-type: none"> <li>Assess TA&amp;T needs of APG members and observers in conjunction with international and regional partners</li> <li>Assist members and DAP Group to coordinate TA&amp;T responses including TA&amp;T for ICRG affected members</li> <li>Identify specific AML/CFT TA&amp;T issues to be addressed by APG members arising from MERs, TA&amp;T visits and the ICRG process</li> </ul>	<ul style="list-style-type: none"> <li>APG will scope TA&amp;T needs of members on/off-site</li> <li>APG provides additional technical support to members under ICRG review: <ul style="list-style-type: none"> <li>assistance visits to members will identify TA&amp;T needs both as a result of ICRG reports/actions plans and additional needs beyond those reports</li> <li>secretariat informs DAP Group after ICRG-related visits of TA&amp;T issues/needs in order to enhance TA&amp;T responses to members under ICRG review</li> <li>secretariat identifies TA&amp;T needs of members arising from ME follow up and questionnaires and distributes findings to DAP members</li> </ul> </li> </ul>
<p><b>5(v)</b> Provide guidance, advice and technical assistance in collaboration</p>	<ul style="list-style-type: none"> <li>Develop and expand APG’s Implementation Library and advise members of independent sources relevant to AML/CFT implementation</li> </ul>	<ul style="list-style-type: none"> <li>APG members, observers and secretariat will identify and disseminate: <ul style="list-style-type: none"> <li>laws, guidelines, best practice materials, case studies etc., which focus on identifying and consolidating implementation experience</li> </ul> </li> </ul>

<p>with global partners to support effective implementation of the international AML/CFT standards.</p>	<ul style="list-style-type: none"> <li>• Design and facilitate projects and resources to enhance effective AML/CFT implementation</li> <li>• Facilitate and assist in delivery of TA&amp;T projects and programmes across the APG region</li> <li>• Assistance provided, in conjunction with DAP group members, to priority members to address specific issues identified including: <ul style="list-style-type: none"> <li>○ undertaking ML/TF risks assessments</li> <li>○ building capacity in AML/CFT supervision</li> <li>○ building capacity amongst law enforcement in ML/TF investigations, undertaking provisional measures and asset forfeiture</li> </ul> </li> <li>• Collaborate with the DAP Group in identifying priority TA&amp;T needs for the region or sub-regions and encourage design and delivery of TA&amp;T programs in response to such needs by members of the DAP Group</li> <li>• Support collaboration with regional private sector bodies on AML/CFT training</li> <li>• Encourage members to provide feedback to, and consult with, the private sector on AML/CFT issues</li> </ul>	<ul style="list-style-type: none"> <li>○ information concerning global AML/CFT standards and implementation strategies</li> <li>• Secretariat will provide information and advice to DAP Group members to assist in developing and designing TA&amp;T projects to build capacity and enable effective implementation of AML/CFT standards across the region</li> <li>• Secretariat will consider regional AML/CFT TA&amp;T projects (where secretariat resources permit) in collaboration with DAP Group members for legal, financial, FIU and law enforcement sectors, with a focus on issues arising from the revised FATF standards and the mutual evaluation process</li> <li>• Secretariat will encourage provision of resources by members to facilitate TA&amp;T delivery by members and the DAP group to meet priority TA&amp;T needs for up to two (2) TA&amp;T projects on topical issues/areas of need as identified in collaboration with Pacific Islands Forum secretariat and ASEAN secretariat</li> <li>• APG will contribute to regional AML/CFT TA&amp;T projects in collaboration with DAP Group members for legal, financial, FIU and law enforcement sectors</li> <li>• Secretariat will assist DAP Group members in delivery of their projects and workshops to APG members, and facilitate at these events</li> <li>• Members and secretariat will include private sector representatives, where appropriate, in APG initiatives to raise awareness on AML/CFT implementation and encourage DAP Group to do likewise</li> <li>• APG delegates will highlight opportunities for shared public/private sector consultation and implementation support when presenting APG's work in regional seminars and workshops involving private sector representatives</li> <li>• Members will collaborate with the private sector in identifying opportunities for shared training during mutual evaluations and outreach visits</li> </ul>
---	---	--

<p><b>5(vi)</b> Support the coordination of technical assistance activities between the Donor and Provider Group and APG members through mechanisms including advice and information-sharing processes</p>	<ul style="list-style-type: none"> <li>• Organise, support and facilitate during the 2016 APG TA&amp;T Forum: <ul style="list-style-type: none"> <li>○ DAP Group members' meeting</li> <li>○ individual meetings with APG members to discuss TA&amp;T needs and available assistance with DAP Group</li> <li>○ sub-regional meetings between the DAP Group and the relevant members co-chaired by relevant regional bodies and APG Secretariat, to discuss sub-regional needs and opportunities for TA&amp;T</li> </ul> </li> <li>• Conduct other relevant TA&amp;T meetings, including DAP Group teleconferences</li> <li>• Provide TA&amp;T coordination between APG members and DAP Group members</li> <li>• Contribute to collection of up-to-date TA&amp;T information</li> <li>• Support DAP Group members in their TA&amp;T planning and programming for members</li> </ul>	<ul style="list-style-type: none"> <li>• DAP Group and secretariat will: <ul style="list-style-type: none"> <li>○ coordinate planning for TA&amp;T, regional assistance challenges and opportunities and opportunities to cooperate and collaborate</li> <li>○ meet individual APG members to discuss priority needs</li> <li>○ discuss TA&amp;T issues common to members under ICRG consideration during annual TA&amp;T forum and via DAP Group teleconferences</li> <li>○ meet sub-regional members (ASEAN and PIFS) to discuss TA&amp;T</li> <li>○ develop and deliver technical seminars for APG members and observers on emerging TA&amp;T issues</li> </ul> </li> <li>• APG members will identify priority TA&amp;T needs and notify the secretariat and the DAP Group for consideration and response where possible</li> <li>• Secretariat will organise, support and participate in scheduled and ad hoc meetings to identify TA&amp;T needs, provision and coordination</li> <li>• Secretariat will collect and share information on members' TA&amp;T needs and the planning and delivery of assistance</li> <li>• Secretariat will scope TA&amp;T needs, identify gaps in assistance provided to members and coordinate assistance with donors</li> </ul>
--	--	---

## MAJOR APG EVENTS APPROACH TO ACHIEVING KEY PERFORMANCE TARGETS 2015-2016

Major APG events/projects for which key performance targets have been developed are listed, followed by a planning framework

### MAJOR APG EVENTS – 2015-16

- 19<sup>th</sup> annual meeting 2016 (Bangladesh).
- Annual Technical Assistance & Training Forum 2016 (Bangladesh).
- APG Typologies Workshop 2015 (Kathmandu, Nepal).
- Mutual Evaluation Training Workshops.
- Membership/Outreach Visits.
- Participation in FATF plenary, Working Group meetings and inter-sessional meetings.
- Technical assistance needs-assessment visits and projects.
- Implementation Issues Working Group projects, including SIP visits.
- Private sector events including outreach, seminars and conferences.

### PREPARATIONS

- Required resources are identified and secured.
- Hosting and logistical planning is efficiently documented and budgets prepared.
- Invitations and sponsorship for priority delegates are organised to provide for the attendance of all key participants.
- Policy documents and discussion papers are prepared and distributed within agreed timeframes.

### CONDUCT/PARTICIPATION

- APG events are delivered in accordance with established procedure and agreed practice.
- Voluntary funding sources outside core budget to support APG events and visits and to sponsor travel for delegates, will be communicated to the membership and to those who benefit from the voluntary funding.
- Business arising is identified and delegated to particular members, or referred for appropriate attention.

### OUTCOMES/FOLLOW-UP

- All key events or project outcomes are met and/or outputs achieved.
- All plans are realised within the projected budgets and agreed timeframes.
- Resources are accounted for, or acquitted as required.
- Records of meetings, including lists of participants, are distributed to delegates.
- Required follow-up reports are prepared and circulated within the projected timeframes.

### FEEDBACK

- Feedback from APG delegates in relation to, and on any aspect of, an APG event (administrative, policy or otherwise) is welcome and encouraged in accordance with the *APG Information and Communications Strategy 2015*.