

APG ANNUAL BUSINESS PLAN



**Asia/Pacific Group
on Money Laundering**

2014 - 2015

APG ANNUAL BUSINESS PLAN 1 JULY 2014 TO 30 JUNE 2015

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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:
 1. effective implementation of the international anti-money laundering and countering the financing of terrorism (AML/CFT) standards by APG members; and
 2. effective participation in the international AML/CFT standard-setting process.
2. To achieve this mission, the APG adopts Annual Business Plans 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 Annual Business Plan outlines the major tasks and performance targets for the period 1 July 2014 to 30 June 2015 consistent with the APG's strategic mission.
4. This Business Plan and the *Budget Paper 2014–15 – REVI* (the financial basis of this plan) are the APG's core operating documents for 2014–15.

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 for 2014–15, 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.

Secretariat staff

3. The current APG Secretariat personnel resources include 12 full-time staff members¹, one (1) part-time staff member, and one (1) part-time secondee from the Australian Federal Police (14 in total). While these resources are sufficient to meet the tasks outlined in this Business Plan for FY 2014–15 and possibly for 2015–2016, it will be difficult to meet the burden of six (6) to seven (7) mutual evaluations per year (including follow-up processes) under the new time intensive assessment methodology 2013 commencing in FY 2014–15 and continuing until the close of the current mandate.

4. The Secretariat continues to review the level of staff resources in order to meet operational activities of the APG. As work demands increase (in part resulting from a delay in the commencement of the 3rd round mutual evaluation programme as noted immediately above) the membership will be informed of the need for additional resources to meet these burdens.

KEY TASKS FOR 2014-15

5. The APG's key tasks for 2014–15 (some of which are dependent on external funding) include the following:

Governance/Meetings

- The 18th APG Annual Meeting and Annual Forum on Technical Assistance & Training will be held in mid-July 2015 in New Zealand.
- The APG Typologies Workshop and Capacity Building Seminars will be held in Bangkok, Thailand (24 – 28 November 2014).
- The Steering Group will meet on a regular basis and will continue to provide ongoing advice to the membership and Co-Chairs.
- An APG Donors and Providers (DAP) Group meeting, one (1) Pacific/APG coordination meeting (APG/Pacific Islands Forum Secretariat), and one (1) ASEAN/APG coordination meeting (APG and ASEAN Secretariats) will be held during the year.
- Up to four (4) 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 be undertaken with external donor funding.

¹ Eleven of these positions are currently filled, with recruitment action for 12th position - the recently established third Executive Officer position - under way and to be completed in the second half of 2014.

Participation in global AML/CFT network & international cooperation

- The APG will contribute to delivery of training on the new FATF standards and methodology as part of the implementation of the new FATF Recommendations, and to the review of the FATF rules relating to the ICRG as a consequence of the new standards.
- 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, typologies activities, working group meetings, meetings of the Asia-Pacific Regional Review (RRG) Group, and up to three (3) inter-sessional meetings of the RRG. Members affected will be advised of outcomes.
- The APG will invite an FSRB(s) to participate in APG Mutual Evaluations. The APG will participate in the FATF Mutual Evaluation of Norway as an associate member, in order to support the FATF in finalising its first MER in the 4th Round, and to inform the APG's own mutual evaluation procedures and ME training.
- Information from FATF and other AML/CFT bodies will be communicated to members when received through email, APG website and/or individual correspondence/communication.
- The APG will provide priority assistance and support for APG members involved in the FATF's ICRG process, including participation at Asia-Pacific RRG meetings, ICRG meetings, information briefings, supply of information and interpretative materials, implementation assistance and coordination of TA&T.
- The APG will conduct up to seven (7) ICRG-related assistance visits to APG members under ICRG review. These may be in conjunction with other visits.
- The APG Secretariat will provide communications, information and liaison assistance to the Asia-Pacific RRG Group in further support of APG members in accordance with the *APG Strategic Plan 2012-2016*.

Evaluating members' compliance with international standards

- The APG will:
 - a. Complete five (5) mutual evaluations to be adopted at the 2015 Annual Meeting (Australia, Malaysia, Samoa, Sri Lanka and Vanuatu) and participate in one FATF (Norway) to be adopted at the October 2014 FATF Plenary.
 - b. Update the 3rd round mutual evaluation schedule as appropriate.
 - c. Support the Mutual Evaluation Working Group.
 - d. Deliver one (1) assessor training workshop under the FATF standards.
 - e. Deliver one (1) regional workshop in early 2015 for APG members to be assessed and pre-mutual evaluation visits to six (6) APG members.
 - f. Commence work on the five (5) mutual evaluations to be adopted at the 2016 Annual Meeting (Bangladesh, Bhutan, Canada, Fiji and Singapore).
 - g. Complete the implementation of the 2nd round mutual evaluation follow-up procedures for members under enhanced follow-up, including preparation of detailed analyses of progress by selected members for 2015 Annual Meeting;
 - h. Adopt procedures to apply "peer pressure mechanisms" to members that have not exited the 2nd round follow-up process by the conclusion of the 2015 Annual Meeting.

Typologies Research

- The APG will continue to 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. This will include contributing to FATF and FSRB typologies projects, where APG resources permit, and participating in FATF typologies activities directly relevant to APG business.

- The TYWG will continue to pursue a number of priority projects as recommended by the TYWG in July 2014 and started during 2014-2015.
- The 2014 APG Typologies Workshop will be held 24-28 November 2014, hosted by Thailand. The workshop will focus on a range of ML and TF methods. The broad agenda will be confirmed by the TYWG during July 2014 and the sessions confirmed prior to the workshop.
- The TYWG will prepare in-depth studies and regional overviews of typologies for adoption and publication by the APG plenary in July 2015.
- The APG will continue to support regional training initiatives, led by donors and providers, by building upon relevant typologies work.

Implementation assistance – guidance, advice, technical assistance & training

- The APG Implementation Issues Working Group (IIWG) will assist members to develop sustainable strategies to meet mutual evaluation report recommendations.
- The IIWG will finalise the amendments to the SIP Framework for consistency with the revised FATF standards and new assessment methodology.
- The IIWG will continue to develop an implementation resource library reflecting APG members' implementation experiences.
- A number of regional AML/CFT TA&T 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.
- The Secretariat will support existing mechanisms with the Pacific Island Forum Secretariat and the ASEAN Secretariat, and will continue efforts to establish greater cooperation with a South Asian body, e.g., South Asian Association for Regional Cooperation.
- The APG Secretariat will collaborate with DAP Group members and recipient member jurisdictions to develop, coordinate and deliver AML/CFT-specific programmes, including:
 - Regional programmes to build 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
 - AML/CFT implementation programmes.



Asia/Pacific Group
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**APG ANNUAL BUSINESS PLAN
1 JULY 2014 TO 30 JUNE 2015**

**TASKS AND PERFORMANCE TARGETS
AGAINST AGREED STRATEGIES
2014-15**

STRATEGIC PLAN GOAL 1

BE A COHESIVE AND EFFECTIVELY GOVERNED AUTONOMOUS MULTILATERAL ORGANISATION

Strategies	Tasks	Performance Targets
1(i) Support effective governance structures, including the Plenary of Members, APG Steering Group and Co-Chairs	<ul style="list-style-type: none"> Plan, coordinate and deliver the 2015 APG Annual Meeting for Plenary decisions and related ‘in-session’ governance activities Steering Group sub-regional groups to provide representatives and commit to attending Steering Group meetings and activities Steering Group to meet at least five times in the year (with additional meetings out-of-session as may be required) Steering Group representatives to consult with their sub-regional members on governance, policy and operational issues as required Secretariat to support Steering Group under <i>APG Terms of Reference 2012</i>, Annex B Steering Group to provide written report to membership at 2015 Annual Meeting summarizing issue discussed and decisions made 	<ul style="list-style-type: none"> In conjunction with the government of New Zealand as host, organise the 2015 APG Annual Meeting for approximately 350 delegates, including arranging sponsorship for priority delegates At the 2015 Annual Meeting all sub-regional groups will elect one representative for a one-year term on the Steering Group (SG) Sub-regional SG representatives contribute to work of SG through participation in all meetings and consultation with sub-regions Secretariat provides administrative and advisory support and briefing documents to the SG as per section 6.3 and Annex A of the <i>APG Terms of Reference 2012</i> SG meets at least quarterly by teleconference (organised by Secretariat), or in other formats as agreed, including a face-to-face meeting in the margins of 2015 Annual Meeting SG, through the Co-Chairs, reports to the plenary at 2015 APG Annual Meeting on its work during the year and to members out of session
1(ii) Participate in decision making and the conduct of APG business through committing adequate resources to APG plenary meetings, working groups and other	<ul style="list-style-type: none"> APG member and observer contact points for each member and observer are identified and updated APG delegates consult with relevant stakeholders (public and private sector if necessary) within their jurisdiction and contribute to the consideration of APG policy papers in plenary and out-of-session 	<ul style="list-style-type: none"> APG contact points are identified, and /or updated, quarterly and promptly communicated to the Secretariat Individual APG members’ contributions to APG governance structures reflect the requirement of each member All APG members are represented by officials with decision-making authority at APG meetings

APG events	<ul style="list-style-type: none"> • 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 • APG members and, observers where requested, provide support /resources for APG working groups and priority APG events • Steering Group encourage participation from their sub-regions in APG activities 	<ul style="list-style-type: none"> • All APG members participate in APG decision-making • APG members and observers provide information, support and resources to APG Working Groups, including the Typologies Working Group, Mutual Evaluation Working Group and Implementation Issues Working Group • APG members and observers provide information, support and resources to 2014 APG Typologies Workshop; standards workshops; mutual evaluation training workshops, 2015 APG Annual Meeting and other events • Steering Group sub-regional representatives participate in membership visits; workshops, governance activities and other meetings with members/observers including jurisdictions seeking membership or observer status
1(iii) Support and resource the APG Secretariat to meet APG goals and ensure proper management of APG funds and assets	<ul style="list-style-type: none"> • Members provide support and resources to APG Secretariat to sustain its operations and work programme • Members support APG operations through voluntary contributions, project support, expert advice or other resources in addition to budget contributions • Members contribute to Secretariat work through provision of specialist policy and technical advice • Secretariat manage APG revenue and expenditure in accordance with agreed budget and legal obligations of host government, Australia • Secretariat facilitates internal and external communications in accordance with APG's Information and Communications Strategy 2014 	<ul style="list-style-type: none"> • All members pay 2014–15 membership fees/subscriptions by 30 September 2014 or as soon as possible thereafter • Members provide project support and voluntary contributions for APG programmes including funds for specific activities such as visits to members, sponsored travel, and workshop costs • Secretariat implements project plans and funding bids to effectively manage individual member/observer voluntary contributions and seconded staff (if any) • Members provide experts for APG visits and activities, including ICRG support, membership and outreach visits, SIP and awareness raising, and mutual evaluations (including follow-up) • Secretariat manages APG funds in accordance with Australian law including host agency's governance framework and internal APG Secretariat policies within agreed timeframes. • APG Secretariat cooperates with host agency in any audits or inquiries relating to expenditure of APG funds (in any form)

		<ul style="list-style-type: none"> • Communications across the membership and with observers and other external stakeholders is conducted through annual reporting, mid-year report, APG website, email communications, and information updates • APG website final upgrades are completed by the end of August 2014
1(iv) Encourage jurisdictions in the region which are not already members of the FATF or an FSRB to become a member of the APG	<ul style="list-style-type: none"> • Undertake up to three (3) outreach/membership visits to members and non-members • Reach out to non-members in Asia-Pacific region to raise awareness of AML/CFT standards, APG business and membership rules • Encourage prospective APG members to become observers and to participate actively in APG activities • Encourage observers eligible for membership to join APG as a member 	<ul style="list-style-type: none"> • Up to four (4) outreach/membership visits are conducted either to: <ul style="list-style-type: none"> ○ <u>priority members</u> to encourage greater commitment to implement AML/CFT standards arising from deficiencies identified in mutual evaluation follow-up reports; or ○ <u>non-members</u> seeking member or observer status (with intention to join as members) • Continue to engage with the Democratic People's Republic of Korea (DPRK), and Tuvalu, Kiribati and Micronesia and to raise awareness of the APG and the benefits and responsibilities of becoming an APG member
1(v) Maintain effective communication and enhance relationships with stakeholders to improve their awareness of and participation in the APG	<ul style="list-style-type: none"> • Visits to members to discuss priority APG issues with key stakeholders. • Contribute to conferences, seminars and training workshops involving members to promote the APG and expand awareness of AML/CFT issues • Members and observers to raise awareness of AML/CFT issues in national and regional forums • Engage with relevant AML/CFT bodies to enhance effective contribution to the APG 	<ul style="list-style-type: none"> • Undertake visits to members (and observers, if the budget permits) to discuss priority APG issues including Co-Chair issues, donor funding, provision of technical assistance, hosting regional events, Steering Group issues, mutual evaluation follow-up and so on • Attend AML/CFT conferences and training seminars, if funding available, with outcomes reported as soon as possible upon completion • Members encourage bilateral or multilateral engagement between members/observers and other non-participating jurisdictions/organisations to advance APG strategic objectives

	<ul style="list-style-type: none"> • Identify opportunities to establish cooperative agreements with other strategically important organisations, such as the European Union and SAARC 	<ul style="list-style-type: none"> • 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 • Identify effective contacts in other international organisations and establish communication by 30 June 2015 with a view to encouraging observer status
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STRATEGIC PLAN GOAL 2

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

Strategies	Tasks	Performance Targets
<p>2(i) 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"> • Comply with FATF Associate Membership criteria and individual members support the APG's participation in the FATF as an Associate Member • Secretariat and APG delegates represent the APG at FATF plenaries, Typologies meetings, FATF working groups and heads of FSRB meetings • 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 • Secretariat publishes and distributes AML/CFT standards and guidance material to all APG members 	<ul style="list-style-type: none"> • APG members ensure effective Associate Member participation in FATF and effective compliance with Associate Member rules and procedures • Effectively participate in FATF's Global Network Coordination Group including any peer review of Associate Member FSRBs if requested • Secretariat staff and APG delegates attend three (3) FATF plenaries, and one (1) inter-sessional meeting and report on APG progress, activities and achievements at those events • APG Mutual Evaluation Working Group contributes to the FATF's continuing policy development work on AML/CFT standards. Members of the WG actively participate in workshops on implementation of the revised FATF standards • The APG to participate in the FATF Mutual Evaluation of Norway as an associate member to support the FATF in finalising its first MER in the 4th Round, and the APG's mutual evaluation procedures and ME training. • Provide outcome reports to APG members within four (4) weeks of FATF meetings or as information is made available • Report APG's consolidated position and/or individual members' views to FATF for consideration in its policy development • Secretariat informs members of FATF meetings/activities via APG website, Steering Group meetings and email communications

<p>2(ii) Establish, maintain and enhance APG mechanisms for working with the 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"> • Secretariat provides liaison between members and FATF and facilitates input to and from FATF • Secretariat provides policy, process, communications, liaison and awareness raising support to members under ICRG review • Secretariat provides documents and APG Working Group reports to FATF • Secretariat and APG delegates share regional experience with the FATF and with other relevant AML/CFT bodies • APG develops and supports mechanisms for joint work with the FATF, FSRBs and other relevant AML/CFT bodies • Secretariat attends one (1) FSRB plenary or typologies meeting and cooperates with other FSRBs (funding permitting) • Secretariat and APG delegates identify opportunities for cooperative agreements with strategically important regional and global organisations 	<ul style="list-style-type: none"> • Distribute FATF documents to APG members via APG secure website and/or email prior to FATF meetings • Invite AML/CFT-related international/regional organisations (including FATF and FSRBs) to APG events, including the 2015 Annual Meeting, 2014 APG Typologies Workshop, SIP workshops, training seminars and other events • Invite an FSRB to join at least one APG Mutual Evaluation • Secretariat identifies one (1) FSRB to undertake a joint-regional project followed by report to members on outcomes • 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 • Secretariat <u>identifies one (1) FSRB as strategically important</u> and attends a plenary or typologies meeting of that organisation (funding permitting) • Identify effective contacts in regional and global organisations for on-going communication and cooperation by 30 June 2015
<p>2(iii) 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"> • Provide assistance and advice to APG members regarding the FATF's ICRG • Provide APG input to FATF processes regarding the ICRG • Actively participate in FATF ICRG meetings and inter-sessional RRG meetings 	<ul style="list-style-type: none"> • Timely and accurate advice is provided to members under ICRG review including: <ul style="list-style-type: none"> ○ Advice on ICRG process, rules and practice to assist APG members in dealing with the ICRG process; ○ General comments on legislative, regulatory and administrative measures needed to address ICRG concerns; and ○ Impact of ICRG processes on APG membership status

	<ul style="list-style-type: none"> • Harmonize APG's technical assistance coordination function with the strategies to support members under ICRG review 	<ul style="list-style-type: none"> • APG provides policy input to FATF on ICRG processes and how to improve those processes (e.g., publication of consolidated ICRG rules of procedure) • APG Secretariat participates in: <ul style="list-style-type: none"> ○ three (3) ICRG meetings per year (during FATF plenary meetings) ○ three (3) Asia-Pacific Regional Review Group (AP-RRG) meetings to support members under ICRG consideration ○ RRG onsite visits ahead of de-listing APG members • Secretariat provides information and liaison assistance to the AP-RRG in support of APG members (as per APG Strategic Plan 2012-2016) • Secretariat provides support to members in ICRG process and to donors and providers of assistance via meetings, review papers, policy discussions, information resources and briefings • All ICRG materials and explanatory/interpretative material to support members' understanding of ICRG policies, procedures and processes is provided on a timely basis • Conduct up to seven (7) visits to members within, or soon to come within, ICRG review to: <ul style="list-style-type: none"> ○ Inform those members of the implications of the ICRG process ○ Raise awareness at political-level of FATF standards and the need for more effective AML/CFT implementation ○ Discuss the implications of ICRG review on APG membership status ○ Facilitate removal from the ICRG process • Participate in the FATF's Global Network Coordination Group providing information on issues of APG concern
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STRATEGIC PLAN GOAL 3

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

Strategies	Tasks	Performance Targets
3(i) 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	<ul style="list-style-type: none"> In coordination with other assessor bodies, continue implementation of APG's 3rd round of mutual evaluations Members to ensure that identified experts attend required meetings to complete mutual evaluation reports in accordance with APG procedures 	<ul style="list-style-type: none"> Agree on an updated/revised mutual evaluation schedule in coordination with other assessor bodies for approval at 2015 Annual Meeting, which will include an average of five (5) evaluations per year Members to commit to the 3rd round mutual evaluation schedule Mutual evaluations are conducted (including onsite and face to face meetings) for six (5) members (Australia, Malaysia, Samoa, Sri Lanka and Vanuatu), ME reports are distributed at least five weeks ahead of, and adopted at the 2015 Annual Meeting Five (5) members (Bangladesh, Bhutan, Canada, Fiji, and Singapore) commence the mutual evaluation process in 2014-2015 for mutual evaluation reports to be adopted at the 2016 Annual Meeting Participate in the first FATF Mutual Evaluation of their 4th Round (Norway) Identify Mutual Evaluation Working Group members for quality and consistency review of draft mutual reports in 2014-2015
3(ii) Provide assessment training for APG evaluators and for APG members undergoing evaluation	<ul style="list-style-type: none"> Plan and deliver assessor training workshop in lead up to mutual evaluations planned for 2014-15 Conduct pre-mutual evaluation training for members undergoing assessment in 2014-15 Conduct technical, administrative and procedural briefings for officials from members undergoing a mutual evaluation in 2014-15 Provide further information and support to officials 	<ul style="list-style-type: none"> Members to provide experts for assessor training workshop in August 2014 in Seoul, Korea Conduct pre-mutual evaluation regional training in early 2015 for members to be assessed Conduct six (6) pre-mutual evaluation visits as follows: <ul style="list-style-type: none"> Samoa and Vanuatu – 3rd quarter of 2014; Bangladesh, Bhutan, Fiji and Mongolia – 1st half of 2015

	<p>from members undergoing a mutual evaluation to raise awareness of procedures</p>	<ul style="list-style-type: none"> • Secretariat provides 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 2014–15 • Provide mutual evaluation briefings for all members to be evaluated in 2015–16 in the margins of the 2015 Annual Meeting
<p>3(iii) Maintain APG mutual evaluation procedures which reflect best practice for AML/CFT assessments, including ensuring the quality and consistency of APG mutual evaluations</p>	<ul style="list-style-type: none"> • Monitor FATF policy initiatives and changes/additions to mutual evaluation procedures, assessment methodology and pre-mutual evaluation training, and other procedures • Seek input from APG membership to incorporate FATF changes within APG procedures, if necessary • Support effective mechanisms to ensure consistency and quality of APG mutual evaluations 	<ul style="list-style-type: none"> • Secretariat and members monitor and participate when funds are available in FATF initiatives on assessor training and pre-mutual evaluation training • Secretariat participates in the first FATF Mutual Evaluation of their 4th Round (Norway) and feeds in lessons learned to APG procedures and ME training • Secretariat solicits and consolidates comments, and/or makes necessary policy recommendations, on procedural documents in FATF's 4th round discussions • APG 3rd round mutual evaluation procedures are amended as needed based on FATF policy changes and lessons learned in FY 2014–15 for adoption at 2015 Annual Meeting • Members and observers provide experts for APG quality control mechanisms and their effective participation in is encouraged. APG takes steps to include experts from observer organisations (including from other FSRBs, if available) • APG Secretariat and/or APG 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
<p>3(iv) Maintain and enhance mechanisms, including follow-up procedures and strategic implementation planning, to monitor action taken</p>	<ul style="list-style-type: none"> • Implement APG ME follow-up procedures to monitor compliance efforts by members against global AML/CFT standards • Secretariat to report cases of insufficient progress 	<ul style="list-style-type: none"> • Complete implementation of 2nd round mutual evaluation follow-up procedures in 2014–15, including reporting within agreed timeframes, staff and operation of expert review teams and preparation of detailed analyses; and recommendations to 2015 Annual Meeting • Select interveners for 2nd round progress reports to be reviewed and adopted at

and improve compliance by evaluated APG members in response to their mutual evaluation reports	<p>to Co-Chairs and Steering Group in accordance with APG mutual evaluation procedures</p> <ul style="list-style-type: none"> • Membership to consider actions to be taken in cases of insufficient progress 	<p>2015 Annual Meeting</p> <ul style="list-style-type: none"> • Peer pressure mechanisms (adopted at the 2014 Annual Meeting) are applied to members that have not exited the 2nd round follow-up process by the end of the 2015 Annual Meeting • Members file Status Reports for 2015 Annual Meeting at least 30 days prior to Annual Meeting • Members consider any action required due to insufficient progress reflected in status reports • 3rd round follow-up procedures are applied in relation to the five mutual evaluation reports adopted at the 2015 Annual Meeting
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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
4(i) 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.	<ul style="list-style-type: none"> Implement APG Typologies Framework, as updated from time to time, including the Typologies Management Plan Ensure adequate resources and support for the APG Typologies Working Group Members commit resources and provide information to the APG Working Group on Typologies Identify and confirm a suitable host for the 2015 APG Typologies Workshop 	<ul style="list-style-type: none"> Typologies Working Group (WG) Chair(s) and members are identified for 2014-2015 Timely and appropriate information, support and resources are provided by members to the Typologies Working Group Plan, coordinate and deliver the APG 2014 Typologies and Capacity Building Workshops with host member, Thailand, in November 2014, in accordance with Annex A Active participation by APG delegates in the 2014 Typologies Workshop is encouraged and supported Member status reports and typologies information are circulated prior to 2014 Typologies Workshop Sponsorship funding for identified priority members to attend 2014 Typologies Workshop is sought A host member for 2015 APG Typologies Workshop is confirmed by July 2015
4(ii) Identify priority AML/CFT typologies issues, case studies and risks through collection, analysis and dissemination of typologies information and publication of	<ul style="list-style-type: none"> Identify key issues from the Asia/Pacific region to be explored during the Typologies Workshop including on a range of ML, TF and proliferation financing methods and techniques, Identify priority projects for in depth study by the APG Typologies Working Group 	<ul style="list-style-type: none"> Members and observers provide typologies information, including methods and trends at least annually and provide AML/CFT case studies throughout the year Typologies WG agrees on a “work plan” at 2014 Typologies Workshop and reports on its progress at that workshop Typologies WG prepares in-depth studies and regional overviews of

typologies reports	<ul style="list-style-type: none"> • Conduct, support and participate in 2014 APG Typologies Workshop • Publish yearly typologies report and in-depth studies of priority topics • Disseminate APG typologies products, including findings, reports and research proposals to all stakeholders 	<p>typologies by May 2015 for adoption and publication at the Annual Meeting in July 2015</p> <ul style="list-style-type: none"> • 2014 APG Typologies Report is published on APG's website by no later than August 2014 and distributed to members, observers, regional and international partners and the private sector via APG events, the website and email • APG experts and Secretariat actively engage in typologies events including: public presentations, education and private sector events • Members provide project proposals for in-depth studies prior to the Typologies WG meeting at the 2015 Annual Meeting
4(iii) Cooperate with typologies partners, including the global AML/CFT network, the private sector, and other research partners to conduct AML/CFT-related research	<ul style="list-style-type: none"> • Participate in FATF typologies activities including, typologies projects, research papers and standing activities • Cooperate with regional and global partners including the private sector on AML/CFT typologies research • Encourage engagement with the academic sector for partnered typologies research projects 	<ul style="list-style-type: none"> • 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"> ○ Distribution of FATF RTMG documents to members and observers ○ Solicitation of member comments and input • APG Typologies WG engages 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 • APG invites academic and private sector partners to participate in the 2014 Typologies Workshop and to contribute to typologies studies • APG invites academic and private sector partners to provide input to APG typologies projects and research • Contributions to the 2014 APG Typologies Workshop by private sector and academic research partners are shared and reflected in typologies reports

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
5(i) Support the Implementation Issues Working Group, the Donor and Provider Group and other mechanisms to assist members to implement the international AML/CFT standards.	<ul style="list-style-type: none"> • Ensure adequate resources and support for the APG Implementation Issues Working Group (IIWG) • Ensure adequate resources and support for the APG Donor and Provider (DAP) Group • Identify, include and support new DAP Group members 	<ul style="list-style-type: none"> • Members provide information, support and resources to the IIWG and its project teams to support its work program • Donors and providers continue to commit to the technical assistance coordination programme in accordance with the Donor and Provider (DAP) Group's terms of reference • Secretariat provides support to the DAP group and other TA&T coordination mechanisms, including sub-regional arrangements with ASEAN and PIFS • New members are identified/invited to join the DAP Group • Secretariat maintains DAP Group contact and resource information
5(ii) Identify domestic and regional issues that affect implementation of the international AML/CFT standards.	<ul style="list-style-type: none"> • Support awareness raising • Support effective operation of AML/CFT coordination mechanisms in each APG member • APG members with global partners to employ the Strategic Implementation Planning (SIP) Framework for members by: <ul style="list-style-type: none"> ◦ Undertaking visits to individual members in order to assist with implementation plans • Undertake additional work on the implementation of AML/CFT measures including new issues of the financing of proliferation • Identify other AML/CFT implementation issues 	<ul style="list-style-type: none"> • 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 • Secretariat provides feedback on members' experience and best practice with improving national policy and operational coordination • APG continues partnership with the World Bank on implementation issues, particularly on the SIP Framework • APG members consider developments with the APG 3rd round of mutual evaluations and take steps towards proposing amendments to the SIP Framework to ensure consistency with the revised FATF Standards • 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" • APG prepares for and delivers a workshop to engage with DAP Group

	and concerns	<p>members on implementation lessons on targeted financial sanctions</p> <ul style="list-style-type: none"> • APG works with APG members, the DAP Group and NPO sector bodies to develop a regional workshop in support of effective and targeted implementation of FATF Recommendation 8. • Thematic implementation concerns for potential IIWG focus are identified
5(iii) Identify and support private and academic sector engagement in AML/CFT implementation assistance	<ul style="list-style-type: none"> • APG members and observers to take pro-active approach to assist other members to implement AML/CFT standards through bi-lateral advice and assistance • Secretariat to assist as appropriate with provision of bi-lateral implementation advice 	<ul style="list-style-type: none"> • Members provide or facilitate assistance to other APG members on legal, law enforcement and financial/regulatory issues on request from members and/or ratings disclosed in mutual evaluation reports • APG members and observers actively contribute to the planning and conduct of the capacity building seminars at the November 2014 Typologies and Capacity Building Workshops, being held jointly in Thailand. • Secretariat provides information and assistance to members and to coordinate advice and assistance through a variety of methods including updates to implementation library and direct contact during APG visits
5(iv) Identify technical assistance and training needs of APG members	<ul style="list-style-type: none"> • Assess TA&T needs of APG members and observers in conjunction with international and regional partners • Assist members and DAP Group to coordinate TA&T responses including TA&T for ICRG affected members • Identify specific AML/CFT TA&T issues to be addressed by APG members arising from MERs, TA&T visits and the ICRG process 	<ul style="list-style-type: none"> • Secretariat scopes TA&T needs of APG members on/ off-site • APG provides additional technical support to members under ICRG review: <ul style="list-style-type: none"> ○ Assistance visits to members will identify TA&T needs both as a result of ICRG reports and additional wider needs beyond those reports ○ Secretariat informs DAP Group after ICRG-related visits of TA&T issues/needs in order to enhance TA&T responses to members under ICRG review ○ Secretariat identifies TA&T needs of members arising from ME follow up, SIP visits, and questionnaires and distributes findings to DAP members

<p>5(v) Provide guidance, advice and technical assistance in collaboration with global partners to support effective implementation of the international AML/CFT standards.</p>	<ul style="list-style-type: none"> • Develop and expand APG's Implementation Library and advise members of independent sources relevant to AML/CFT implementation • Design and facilitate projects and resources to enhance effective AML/CFT implementation • Facilitate and assist in delivery of TA&T projects and programmes across the APG region • Assistance provided, in conjunction with DAP group members, to priority members to address specific issues identified including: <ul style="list-style-type: none"> ○ Undertaking ML/TF risks assessments ○ Building capacity in AML/CFT supervision ○ Building capacity amongst law enforcement in ML/TF investigations, undertaking provisional measures and asset forfeiture • Collaborate with the DAP Group in identifying priority TA&T needs for the region or sub-regions and encourage design and delivery of TA&T programs in response to such needs by members of the DAP Group • Support collaboration with regional private sector bodies on AML/CFT training • Encourage members to provide feedback to, and consult with, the private sector on AML/CFT issues 	<ul style="list-style-type: none"> • APG members, observers and Secretariat disseminate: <ul style="list-style-type: none"> ○ laws, guidelines, best practice materials, case studies etc., which focus on identifying and consolidating implementation experience ○ information concerning global AML/CFT standards and implementation strategies • Secretariat provides information and advice to DAP Group members to assist in developing and designing TA&T projects to build capacity and enable effective implementation of AML/CFT standards across the region • The Secretariat considers regional AML/CFT TA&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. • Secretariat secures resources to facilitate TA&T delivery by members and the DAP group to meet priority TA&T needs for up to two (2) TA&T projects on topical issues/areas of need as identified in collaboration with Pacific Island Forum Secretariat and ASEAN Secretariat • APG contributes to regional AML/CFT TA&T projects in collaboration with DAP Group members for legal, financial, FIU and law enforcement sectors • Secretariat assists DAP Group members in delivery of their projects and workshops to APG members, and facilitate at these events • Members and Secretariat include private sector representatives, where appropriate, in APG initiatives to raise awareness on AML/CFT implementation and encourage DAP Group to do likewise • APG representatives 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 • Members collaborate with the private sector in identifying opportunities for shared training during mutual evaluations and outreach visits
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<p>5(vi) 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"> • Organise, support and facilitate during the 2012 APG TA&T Forum: <ul style="list-style-type: none"> ○ DAP Group members' meeting ○ individual meetings with APG members to discuss TA&T needs and available assistance with DAP Group ○ 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&T • Conduct other relevant TA&T meetings, including DAP Group teleconferences • Provide TA&T coordination between APG members and DAP Group members • Contribute to collection of up-to-date TA&T information • Support DAP Group members in their TA&T planning and programming for members 	<ul style="list-style-type: none"> • DAP Group and Secretariat: <ul style="list-style-type: none"> ○ Coordinate planning for TA&T, regional assistance challenges and opportunities and opportunities to cooperate and collaborate. ○ meet individual APG members to discuss priority needs ○ discuss TA&T issues common to members under ICRG consideration during Annual TA&T forum and via DAP Group teleconferences ○ meet sub-regional members (ASEAN and PIFS) to discuss TA&T ○ develop and deliver technical seminars for APG members and observers on emerging TA&T issues • APG members identify priority TA&T needs and notify the Secretariat and the DAP Group for consideration and response where possible • Secretariat organises, supports and participates in scheduled and ad hoc meetings to identify TA&T needs, provision and coordination • Secretariat collects and shares information on the members' TA&T needs and the planning and delivery of assistance • Secretariat seeks and advises on planned assistance, gaps with assistance, TA&T needs and cases of successful assistance
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MAJOR APG EVENTS APPROACH TO ACHIEVING KEY PERFORMANCE TARGETS 2014-2015

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

MAJOR APG EVENTS – 2014-15

- 18th Annual Meeting 2015 (New Zealand).
- Annual Technical Assistance & Training Forum 2015 (New Zealand).
- APG Typologies Workshop 2014 (Bangkok, Thailand).
- 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 2014*.