

# APG Strategic Plan



**Asia/Pacific Group  
on Money Laundering**

## 2020-2024

Asia/Pacific Group on Money Laundering  
July 2021

**APG Strategic Plan 2020 - 2024**

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## APG CO-CHAIRS' STATEMENT AND CERTIFICATION

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**Deputy Commissioner McCartney**



**Deputy Governor Omar**

Under the APG Terms of Reference 2019, the APG is required to:

- develop a strategic plan every four years, to be endorsed by all members (the Co-Chairs to indicate this endorsement in each plan), which will set out the APG's mission and goals for each four-year period; and
- develop an annual business plan, to be endorsed by all members, which will set out in greater detail the work programme of the APG.

This is the eighth APG Strategic Plan since the establishment of the APG in 1997. This plan undertakes an operating environment analysis and identifies challenges opportunities and risks in our business environment and in the broader Asia-Pacific region.

The APG continues to grow and make a difference regionally and internationally. This four-year Strategic Plan commencing 1 July 2020 was prepared under the direction of the APG Governance Committee in accordance with the governance requirements of the APG Terms of Reference 2019 and an APG membership decision in August 2019.

Relevant operating and financial implications have been considered in the preparation on this plan. Priorities outlined in the plan were developed in the context of the APG's governance arrangements as contained in the APG's Terms of Reference 2019 and in various Co-Chairs' policy statements. The Governance Committee and the full membership have been closely consulted in the preparation of this plan.

The Co-Chairs, APG membership and the Governance Committee are fully committed to meeting the goals detailed in this Strategic Plan 2020-24.

**Dated:** 27 July 2021

Endorsed pursuant to Article 7 of the APG Terms of Reference 2019 by:

[signed]

**Ian McCartney**

**Deputy Commissioner Investigations**

Australian Federal Police

APG Co-Chair, Australia

[signed]

**MR. Marzunisham Omar**

**Deputy Governor of**

Bank Negara Malaysia

APG Co-Chair, Malaysia

## ORGANISATIONAL STATEMENTS

### VISION

***A proactive multilateral organisation focused on reducing serious crime in the Asia/Pacific region***

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The APG is an inter-governmental organisation operating regionally within the Asia/Pacific. Its focus is to ensure full compliance with the international standards against money laundering, terrorist financing and proliferation financing by its members and, in doing so, it assists in reducing serious crimes related to those issues.

### MISSION

***The effective implementation of the international anti-money laundering and countering the financing of terrorism and proliferation (AML/CFT) standards across the Asia/Pacific region***

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In order to achieve its vision, the APG's mission is to ensure that its members implement the international standards to mitigate the risks they face from money laundering, terrorist financing and proliferation financing. In this regard the APG's typologies programme seeks to understand the money laundering, terrorist financing and proliferation financing environment; the mutual evaluation programme tests a member's compliance with the international standards; and the technical assistance and implementation support programmes assists members to strengthen their implementation of the international standards.

### VALUES

***The APG as an organisation and through each of its delegates will be:  
cooperative, consistent and accountable***

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As a task force-style body, the APG conducts its business and makes significant decisions on the basis of consensus. Cooperation and consistency are therefore critical to achieving outcomes. Moreover, the nature of assessments against the international standards demands high levels of consistency in order for the APG to maintain its credibility as an international organisation. Accountability to the international standards and the APG's own rules of procedure are paramount. The APG is therefore committed to these three values in all of its activities.

## STRATEGIC INTERNATIONAL CONTEXT

The FATF, with input from the global AML/CFT network, sets the global standards for combating money laundering, terrorist financing and proliferation financing. The APG is one of nine FATF-style regional bodies (FSRBs) which bring together almost all jurisdictions to commit to and implement the global AML/CFT standards.

This Strategic Plan will be delivered in a regional and global context affected by national and regional responses to COVID-19. While the full range of these responses and related challenges are still emerging, it is clear that COVID-19 responses present a range of economic, social and practical challenges to the global AML/CFT network, including the APG.

The APG works closely with the FATF and other FSRBs both in terms of development of the FATF standards and in coordinating joint programmes, research and workshops. The FATF regularly reviews the international standards and the effectiveness of its own work programme. The APG will participate in, and remain flexible to, changes in the standards and will respond positively to the FATF's own strategic reviews.

Together with the APG and FATF there are a total of 10 AML/CFT bodies with which the APG is closely connected as follows:



The other FATF-style regional bodies are:

- CFATF Caribbean Financial Action Task Force, based in Trinidad and Tobago;
- EAG Eurasian Group, based in Moscow, Russia;
- ESAAMLG Eastern & Southern Africa Anti-Money Laundering Group, based in Dar es Salaam, Tanzania;
- GABAC Central Africa Anti-Money Laundering Group, based in Libreville, Gabon;
- GAFILAT South America Anti-Money Laundering Group, based in Buenos Aires, Argentina;
- GIABA West Africa Money Laundering Group, based in Dakar, Senegal;
- MENAFATF Middle East and North Africa Financial Action Task Force, based in Manama, Bahrain;
- MONEYVAL Council of Europe Anti-Money Laundering Group, based in Strasbourg, France.

The APG, FATF and the other bodies have reciprocal rights of attendance at each other's meetings as well as reciprocal sharing of documents and participation in working groups. The APG works jointly with these bodies in mutual evaluations, typologies, and other projects. The APG also works closely with the International Monetary Fund, World Bank and Group of International Finance Centre Supervisors on assessing and assisting APG members.

The size and diversity of the APG presents a number of issues in the long term for implementation of the international standards. Third round mutual evaluation reports adopted since 2015 demonstrate that:

- A large number of low capacity jurisdictions (as defined by the FATF) have structural economic issues that impact their ability to implement effective AML/CFT mechanisms;
- There are high levels of corruption within many countries in the APG region;
- Many APG members have large informal banking and trade sectors with low levels of financial inclusion which impacts their ability to respond effectively to ML and TF risks;
- A number of members lack the necessary political will (either because of corruption or capacity constraints) to fully implement the FATF standards.

Also, on an individual APG member basis:

- Securing the resources necessary to operate an effective AML/CFT system including a robust supervisory regime, can be costs prohibitive;
- Complying with the full requirements of the FATF standards within special economic zones designed to attract foreign investment with lesser or no direct and indirect tax obligations and other investment incentives also presents issues;
- The needs of members to operate an effective and efficient tax system including the collection of undeclared tax funds (including in off-shore accounts) through voluntary tax compliance programmes, balanced against the requirements to comply with the FATF standards are major challenges for individual APG members.

## APG MEMBERSHIP STRUCTURE

As at 1 July 2020, the APG membership consists of 41 member jurisdictions across the Asia/Pacific. For efficient management and effective representational purposes, the APG membership is divided into five easily identifiable sub-regions as follows:

1. North Asia;
2. South East Asia;
3. South Asia;
4. Pacific;
5. CANZUS.

The membership composition of each sub-region effective 1 July 2020 is as follows:

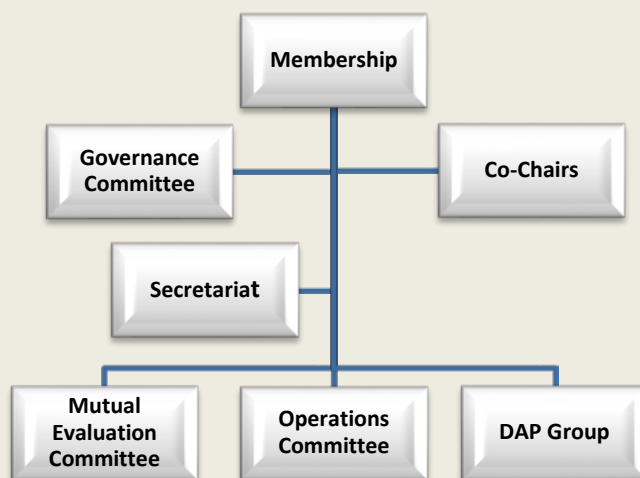
APG Members by Sub-Region				
North Asia	South East Asia	South Asia	Pacific	CANZUS
China	Brunei Darussalam	Afghanistan	Cook Islands	Australia
Hong Kong, China	Cambodia	Bangladesh	Fiji	Canada
Japan	Indonesia	Bhutan	Marshall Islands	New Zealand
Macao, China	Lao PDR	India	Nauru	United States
Mongolia	Malaysia	Maldives	Niue	
Republic of Korea	Myanmar	Nepal	Palau	
Chinese Taipei	Philippines	Pakistan	Papua New Guinea	
	Singapore	Sri Lanka	Samoa	
	Thailand		Solomon Islands	
	Timor-Leste		Tonga	
	Vietnam		Vanuatu	

The APG has two Co-Chairs in accordance with the APG Terms of Reference 2020:

- One permanent Co-Chair from Australia; and
- Another rotating Co-Chair selected by the membership for a two-year term.

The permanent Co-Chair, Australia (represented by the Australian Federal Police), provides the necessary resources to host the APG Secretariat including office accommodation, legal, human resource, information/communication services and financial audit/compliance support.

In addition, a number of observer jurisdictions and organisations participate closely in the work of the APG. The organisational structure of the APG is as follows:



The APG membership is the ultimate decision-making body of the APG, although, the Governance Committee may make decisions on behalf of the membership if delegated to do so. Decisions within the membership and in the Governance Committee are made on a consensus basis. All organs of the APG including the Co-Chairs, Governance Committee and Secretariat are responsible and accountable to the APG membership.

## APG SECRETARIAT

Management and accountability of APG business is centred within the APG Secretariat which is managed by the Executive Secretary. The Secretariat is staffed in accordance with the requirements of the work programme as agreed by the APG membership. The Secretariat offices are located in Sydney, Australia and its operations and staff members are subject to Australian law.

Policy formulation, membership fee collection, budgeting and expenditure, asset management, financial audits and membership communication are all focused within the Secretariat. All staff members of the APG Secretariat are employed by the Australian government within the Australian Federal Police (AFP) for management and accountability purposes. The Secretariat's general responsibilities include:

- Supporting the governance framework of the APG, including Co-Chairs and Governance Committee;
- Providing Secretariat services to and serving as a focal point for the APG;
- Coordinating and leading AML/CFT mutual evaluations of APG members;
- Implementing the APG's technical assistance and training (TA&T) programme including the effective coordination of TA&T with donors and providers;
- Providing expertise and research on money laundering, terrorist financing and proliferation financing in relation to weapons of mass destruction as well as other emerging issues to members and interested persons and organisations;
- Organising and conducting the APG's annual meeting and other inter-sessional meetings, including working group meetings;
- Preparing, conducting and chairing the Annual Typologies Workshop to analyse and share information on methods, trends and case studies, and to conduct projects on emerging typologies;
- Attending FATF plenary meetings as an Associate Member and liaising regularly with the FATF Secretariat;
- Participating in the FATF's Asia/Pacific Joint Group on International Cooperation;
- Providing advice and information to, and linkages between, international and regional agencies (especially financial, legal and law enforcement agencies) on money laundering, terrorist financing and proliferation financing matters;



- Establishing and maintaining effective working relationships with relevant international and regional organisations, including the UN, World Bank, International Monetary Fund, Asian Development Bank, Egmont Group, OECD, APEC, Pacific Islands Forum Secretariat, ASEAN, the Group of International Finance Centre Supervisors, and other similar bodies to advance the APG's strategic goals;
- Providing information and education to private sector agencies, including universities and other tertiary education institutions, in relation to the global AML/CFT standards under the APG's private sector outreach programme.

## APG's OBJECTIVE AND PROGRAMME FRAMEWORK

The APG's objective (outlined in the APG Terms of Reference 2012) is to:

1. provide a focus for co-operative efforts in combating money laundering and the financing of terrorism and proliferation in the region;
2. provide a forum in which:
  - regional issues can be discussed and experiences shared; and
  - operational co-operation among members is encouraged;
3. facilitate the adoption and implementation by members of internationally accepted combating of money laundering and financing of terrorism and proliferation measures;
4. enable regional and jurisdictional factors to be taken into account in the implementation of international combating of money laundering and the financing of terrorism and proliferation measures;
5. encourage members to implement combating money laundering and the financing of terrorism and proliferation initiatives including more effective mutual legal assistance; and
6. coordinate and provide practical support, where possible, to members and observer jurisdictions in the region.

In order to achieve this objective, the APG has a five-fold programme framework including a governance framework, as follows:

<b>GOVERNANCE</b> Co-Chairs, Governance Committee, Secretariat Annual Meetings (plenary of members)	
<b>MUTUAL EVALUATIONS</b>	<b>TECHNICAL ASSISTANCE</b>
<ul style="list-style-type: none"> <li>• Mutual evaluations/reports</li> <li>• Follow-up reporting by members</li> <li>• Assessor training</li> <li>• Pre-mutual evaluation training</li> <li>• Policy development, including procedures</li> <li>• Contribution to global ME policy development</li> </ul>	<ul style="list-style-type: none"> <li>• Donors and Providers (DAP) Group coordination</li> <li>• Needs assessments</li> <li>• Technical assistance (TA) visits</li> <li>• Expert advice and training programmes – regional and member-specific</li> <li>• Participation with other bodies on global TA</li> <li>• Regional workshops</li> </ul>
<b>TYPOLOGIES</b>	<b>IMPLEMENTATION ISSUES</b>
<ul style="list-style-type: none"> <li>• Annual Typologies Workshops</li> <li>• Annual Typologies Report</li> <li>• Typologies Projects</li> <li>• Participation with FATF and FSRBs in global network typologies work</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in global implementation policy development</li> <li>• ICRG Joint Group participation and support</li> <li>• Strategic Implementation Planning</li> <li>• Implementation projects for regional priorities</li> <li>• High level visits</li> </ul>

## FUNDING SOURCES AND ALLOCATIONS

Since 1997 the membership has grown from 13 original members to 41 members across the entire region. As the membership has grown the work programme has increased. Consequently, the budget has increased to accommodate the need for more Secretariat staff to support the APG's core work.

The APG has two primary sources of funding:

Core Funds	Voluntary Grants
Funds that each member contributes annually to the APG based on a budget formula. These funds support most of the APG establishment costs and infrastructure.	Funds that are contributions in-kind to host the Secretariat, grants provided by APG members to meet certain costs related to the work programme and related to sponsorship of low capacity APG members.

Based on an average between 2016 and 2020:

- Core funds make up: between 70% and 77% of the annual budget.
- Voluntary funds make up: between 23% and 30% of the annual budget.

APG Funding Sources and Allocation			
Establishment Costs	Category	Source	Percentage Range
	Secretariat (salaries)	Core	59-67%
		Voluntary	3-10%
	Office accommodation, ICT systems, financial, HR and hosting support	Core	-
		Voluntary	11-17%
	Supplier (equipment, IT assets and website service)	Core	2-3%
		Voluntary	0-4%
Annual Operational Costs (travel)	Strategic Goal 1 (Governance)	Core	1-2%
		Voluntary	0-1%
	Strategic Goal 2 (Global Network)	Core	1-2%
		Voluntary	0-1%
	Strategic Goal 3 (MEs, follow-up and ICRG support)	Core	2-4%
		Voluntary	0-2%
	Strategic Goal 4 (Implementation, typologies and TA)	Core	0-1%
		Voluntary	0-1%

Annual operational costs (travel) reflect 9-12% of the annual budget from core funding and 13-26% of the annual budget from voluntary funding.

Secretariat salaries by activity type <sup>1</sup>		
Annual Salary Costs	Category	Percentage Range
	Strategic Goal 1 (Governance)	24-26%
	Strategic Goal 2 (Global Network)	7-8%
	Strategic Goal 3 (MEs, follow-up and ICRG support)	48-54%
	Strategic Goal 4 (Implementation, typologies and TA)	13-19%

As shown the largest portion of Secretariat staff salaries support the APG's mutual evaluation and ICRG programmes.

## ANALYSIS OF APG OPERATING ENVIRONMENT

### 1. STRENGTHS

- Strong and effective governance arrangements, including effective operation of the Governance Committee and other committees.
- Consistently well-managed budgets with sound financial and strategic management within Australian Government financial accountability framework.
- Stable, well-supported hosting arrangement for the APG Secretariat with transparent human resource management systems.
- Large and diverse membership from which to draw implementation experience and typology information.
- 11 members of the APG are also FATF members/observers ensuring high visibility in the global network.
- Members and observers have provided high levels of practical support to APG work over many years, including a large pool of trained assessors for 3<sup>rd</sup> round evaluations.
- Global political pressure for action on AML/CFT is strong and drives regional action.
- APG has a strong record and a positive reputation within the global AML/CFT network.
- Significant voluntary funding support from a number of members and observers over a lengthy period of time.
- The stability, management and combined experience of the Secretariat.
- Engaged and cooperative group of technical assistance providers.

### 2. WEAKNESSES

- Size and diversity of APG members (from the largest to the smallest economies) means that only one plenary meeting is currently undertaken each year, which reduces the frequency of in-session decision-making by the plenary of members.
- Some members lack capacity to contribute to all key APG programmes.
- A general lack of public awareness/misunderstanding of APG's role in the global community of inter-governmental organisations.
- There is a low availability of experienced and effective assessors to participate in mutual evaluations.

### 3. CHALLENGES

- Resourcing mutual evaluation teams and APG projects with sufficient member experts and Secretariat staff.
- Inherent complexity of mutual evaluations is a challenge for many members.
- Balancing resources between the APG's extensive work programme.
- APG is increasingly required to respond to FATF universal policies and procedures, which has resource and policy implications.

<sup>1</sup> This is based on an average of the last three years since the introduction of recording APG expenditure (including employee expenses) against APG business goals and strategies in the budget paper.

#### 4. OPPORTUNITIES

- Closer working relationships with FSRBs to share assessors and expertise across a range of issues.
- Additional APG members may join FATF, further enhancing APG's profile.
- Possible use of external experts/consultants to deliver specific projects to fill Secretariat resource gaps.
- More delegates to assume project and support roles for mutual evaluation and project work.
- Members second/place staff into Secretariat to improve APG capacity.
- Members' AML/CFT institutional capacity is increased by involving delegates in APG programmes.
- Increased resources are applied to members preparing for and responding to mutual evaluations.

#### 5. THREATS/RISKS

- Unforeseen circumstances resulting in the discontinuance of some activities in the short- to medium- term.<sup>2</sup>
- APG's positive reputation and support from the global AML/CFT network diminishes over time.
- Within the APG there is a loss of confidence in core structures, including the Secretariat, working groups or governance structures.
- Discontinuance of voluntary funding and subsequent demands on core budget.
- Inherent length and complexity of mutual evaluations leads to a reduction in the pool of assessors.
- A lack of Secretariat staff resources over the balance of APG mandate to deliver all expected programmes.

### COMMUNICATION

The APG's *Information and Communications Strategy 2019* is the framework within which the membership manages its internal and external communications for stakeholders. The APG website ([www.apgml.org](http://www.apgml.org)) is the single most effective platform to share information with members and the general public to distribute material.

The APG (membership and secretariat) will continue to reach out to the private sector to inform key stakeholders of the APG, its work and its effectiveness within the global network.

### STRATEGIC GOALS AND STRATEGIES

The APG has four principal goals to achieve in this strategic planning cycle:

- **Goal 1:** Be an effectively governed inter-governmental organisation supporting implementation of the FATF standards and the work of the global AML/CFT network.
- **Goal 2:** Be an effectively organised and engaged inter-governmental organisation.
- **Goal 3:** Conduct and respond to the assessment of members' compliance with, and implementation of, the FATF standards.
- **Goal 4:** Work cooperatively to understand the risk environment for money laundering and terrorist financing and support implementation of the FATF standards.

These goals are supported by overarching strategies designed to give them effect. The strategies will be implemented through annual business plans which will articulate achievable and clear objectives (key performance indicators) to achieve the goals outlined in this document. Each goal is stated below with four strategies each to achieve the designed objectives.

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<sup>2</sup> For example the COVID-19 pandemic in 2020.

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# GOAL 1:

## Effectively governed multilateral organisation

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### PURPOSE

The APG Terms of Reference provide that the APG will have a governance structure comprised of the Membership; the Co-Chairs; the Governance Committee; and the Secretariat. In addition, there is a continuous reporting obligation on the membership to ensure financial accountability and transparency.

The goals below enhance the governance function and capability of the APG in order to ensure effective and transparent business planning and delivery.

### STRATEGIES TO ACHIEVE GOAL 1

**1) Continuously utilise and improve on effective governance structures, including the Membership, Co-Chairs Governance Committee and Secretariat.**

- a) The APG will be effectively structured and transparent in its strategic and operational planning and reporting, including financial reporting, to foster confidence and respect within the APG membership and the global network of FSRBs.
- b) Governance structures within the APG will be open to members to participate in and will be continuously reviewed and monitored to identify improvements and streamlining measures to enhance effectiveness.

**2) Use open, transparent and inclusive business and financial planning.**

- a) The APG will prepare and file annual business plans, and reports against those plans, for adoption by the membership. Business planning will be costed and agreed by the membership each year and incorporate the goals within this plan.
- b) In addition, as required by the APG Terms of Reference, the APG will report against this strategic plan at its expiry in four years.
- c) Financial planning and monitoring will be open and transparent and subject to APG secretariat compliance monitoring and audits to provide further accountability to the membership and to ensure compliance with Australian laws relating to the management and reporting of public funds.

**3) Effectively resource the APG and its operations, and ensure proper management of APG assets.**

- a) The APG membership, collectively and individually through its member-delegations, will properly resource and support the Secretariat as the focal point of APG governance, planning and business.
- b) The APG secretariat will also be subject to a formal hosting framework with the Australian government to further support the APG secretariat to fulfil its function as an inter-governmental organisation and to further ensure that secretariat staff members have a governance structure for accountability and personnel management.

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## GOAL 2:

### Effectively organised and engaged multilateral organisation

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#### PURPOSE

The APG Terms of Reference provide that in order to ensure a global approach to combating money laundering and the financing of terrorism and proliferation, and as an associate member of the FATF, members of the APG will work closely with the FATF and other FATF-style regional bodies.

The APG's primary goal is to ensure that its members effectively implement the FATF standards. In order to be effective, the APG must effectively participate in the global network.

#### STRATEGIES TO ACHIEVE GOAL 2

- 1) Continuously utilise and effectively support priority work streams within the APG Operations Committee and Mutual Evaluation Committee.**
  - a) The APG will engage with members and key AML/CFT stakeholders within the context and structures of the Operations and Mutual Evaluation committees.
- 2) Engage with all relevant AML/CFT regional and international stakeholders.**
  - a) The APG will strategically engage and work with its key stakeholders (members, observers and others) in the APG's priority work programmes.
  - b) The FATF, in particular, is a key stakeholder in the APG and the hub of the international AML/CFT network. The APG will continue to closely engage with, and participate in, the work of the FATF. In this regard, the FATF as a unique APG observer will act as the 'guardian' of the FATF brand.
- 3) Actively participate in international AML/CFT policy development and standard-setting processes through cooperation with the FATF and international partners.**
  - a) The APG will actively engage in the FATF global network to shape and influence AML/CFT policy, and ensure the effective delivery of APG's objectives.
  - b) The APG will collectively, and through its individual member-delegations, participate in and support the FATF standard-setting process as the key initiative to mitigate the threats of money laundering and terrorist/proliferation financing.

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## **GOAL 3:**

### **Conducting and responding to assessments**

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#### **PURPOSE**

The APG's assessment programme is a comprehensive process of mutual evaluations, annual and periodic follow-up of those assessments and the publication of reports, to identify the strengths and weaknesses of members' national measures and programmes to combat money laundering, the financing of terrorism and the financing of proliferation.

The mutual evaluation assessment process has grown in complexity over a number of decades since the APG was first formed in 1997 and continues to evolve. The APG is currently in its third round of assessments which commenced in 2014 and is expected to be completed in 2023.

#### **STRATEGIES TO ACHIEVE GOAL 3**

##### **1) Complete the APG's third-round mutual evaluation programme**

- a) The APG's third round programme consists of a full evaluation (including pre-evaluation support and on-site visits), annual follow-up reporting and a fifth year on-site follow up visit.

##### **2) Respond to mutual evaluations with follow-up processes**

- a) APG members' progress in responding mutual evaluation report findings are reported, reviewed and subject to further action by the membership.

##### **3) Seek assessment experts, conduct training and improve assessment procedures in order to effectively deliver the APG's assessment programme**

- a) The intensity and complexity of the FATF assessment methodology places resource demands on the APG for trained experts to act as evaluators and reviewers. APG members commit to the training of experts and making those experts available to participate as assessors, reviewers and experts for mutual evaluations and follow-up reports.

##### **4) Support the FATF's ICRG process and APG members in the ICRG process**

- a) The FATF's ICRG is a global compliance mechanism separate, but related to, APG compliance mechanisms. The APG will contribute to all aspects of the ICRG process, including:
  - the Asia-Pacific Joint Group;
  - the provision of a Co-Chair for the Asia-Pacific Joint Group;
  - attendance at, and support for, APG members in ICRG meetings; and
  - policy discussions in order to ensure effective operation of the ICRG process.
- b) The APG will provide advice and support to the Asia-Pacific Joint Group Co-Chairs and members.
- c) The APG will provide advice, guidance and direction to individual APG members in the FATF's ICRG process.

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## **GOAL 4:**

### **Working cooperatively & supporting implementation**

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#### **PURPOSE**

In order for APG members to effectively implement AML/CFT measures tailored to their own risk and context, it is necessary to understand the risk environment including methods, trends, techniques and patterns of money laundering, terrorist financing and proliferation financing.

Unless resources dictate otherwise, the APG will therefore undertake detailed and relevant typologies research to better understand the money laundering and terrorist financing environment in the Asia/Pacific region. Findings regarding the risk environment help the APG and its members individually to target policies and strategies to combat these threats and to identify broader implementation issues and opportunities for technical assistance.

#### **STRATEGIES TO ACHIEVE GOAL 4**

- 1) Conduct and/or support research on existing and emerging AML/CFT risks and contextual issues.**
  - a) The APG will continue to support typologies research as central to understanding emerging risks, trends and contextual issues in money laundering, terrorist financing and proliferation financing.
  - b) The APG membership will undertake typologies research projects and publish consolidated annual reports in order to support policy-makers and stakeholders involved in implementing AML/CFT systems.
- 2) Identify domestic, regional and global issues that may affect implementation of the FATF standards and assess members' assistance needs and opportunities to improve international cooperation.**
  - a) APG members face different risks and opportunities in the implementation of the FATF standards. Across the APG there are varying levels of capacity and political will which need to be identified with specific plans to assist with implementation advice and to highlight policy issues relevant to the APG and global network.
- 3) Provide guidance, advice, and technical assistance on implementation of the FATF standards in collaboration with regional and global partners.**
  - a) The APG will share best AML/CFT practices within the APG membership and within the international AML/CFT network to assist countries to achieve closer compliance with, and effective implementation of, the international FATF standards.
  - b) The APG will contribute to the design and delivery of advice, guidance and training programmes to support members and observers and also to assist them to achieve higher levels of compliance with the international standards.
- 4) Support the coordination of technical assistance between members and relevant providers of assistance.**
  - a) The APG will continue to improve and enhance its coordination of technical assistance and training to APG members and will deliver technical assistance and training to members and observers in partnership with key regional and international donors and providers.