



**ASIA/PACIFIC**  
Regional Customs

# Regional Strategic Plan

## 2026-2028

Innovate Innovate Innovate  
Collaborate Collaborate Collaborate  
Elevate Elevate Elevate



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### **Acknowledgement**

The WCO Asia/Pacific 2026–2028 Regional Strategic Plan (RSP) reflects the invaluable contributions of the RSP Working Group members: Australia, China, Hong Kong, China, India, Japan, Korea, Maldives, Sri Lanka and Thailand, Vietnam, RILO A/P and ROCB A/P. On behalf of the WCO A/P Members, the APVC led the development and production of this publication, which charts our shared vision for future development.

All photographs featured in this publication are courtesy of Hong Kong Customs.

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# 2026-2028 RSP

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# MESSAGE FROM THE WCO ASIA/PACIFIC REGIONAL VICE-CHAIRPERSON



Dear Esteemed Members of the WCO Asia/Pacific Region,

As the WCO Vice-Chairperson for the A/P Region (APVC), it is my pleasure to present the Regional Strategic Plan (RSP) for 2026-2028. The WCO has been undergoing modernization, with a major restructuring along the streams of (i) Policy and Standards; and (ii) Implementation and Capacity Building. The restructuring aims to better streamline the WCO's functions and improve its overall efficiency in implementing the new Strategic Plan (SP) for the year 2025-2028. Our regional priorities have been aligned with this overarching and important document to ensure cohesive growth and development.

I would like to extend my heartfelt gratitude to the RSP Focus Area Co-coordinators (FACs) including the Regional Intelligence Liaison Office for Asia and the Pacific (RILO A/P), the Asia Pacific Regional Office for Capacity Building (ROCB A/P), RSP Working Group Members, and the Regional Private Sector Group – Asia/Pacific (RPSG-AP), as well as all our Member administrations for their unwavering dedication and diligence which have contributed to the success of our region and to the creation of this document. Our regional achievements would not have been possible without their contributions, collaboration, engagement and steadfast commitment. Together, we have elevated the Customs mission to new heights, demonstrating that by synergising our diverse expertise and innovative perspectives, we can achieve far more collectively than any of us could alone.

Our region is distinguished by its unique characteristics, encompassing a rich tapestry woven by diverse histories, cultures and languages, distinctive geography such as archipelagos, small islands and landlocked areas, varying economic structures and productivity, and divergent levels of technological development. By joining hands and expanding our circle of friends, we have made remarkable progress despite all these differences.

I hope that the RSP 2026-2028 will serve as a guiding framework for our future initiatives while deepening the implementation of existing WCO tools and standards. I encourage Members to keep supporting and working towards our strategic plans, with the ultimate goal of fostering a data-driven, sustainable and green Customs environment.

Tsz-tat CHAN  
WCO Vice-Chairperson for the A/P Region  
Commissioner of Hong Kong Customs

# MESSAGE FROM THE HEAD OF SECRETARIAT OFFICE OF THE WCO VICE-CHAIRPERSON FOR THE ASIA/PACIFIC REGION

Dear WCO Asia/Pacific Colleagues,

It has been a great honour to lead the Secretariat Office of the WCO APVC in collaborating with the highly dedicated A/P RSP Working Group 2026-2028 which includes our outstanding RSP FACs: China and Korea for Focus Area 1, Hong Kong, China and RILO A/P for Focus Area 2, Japan and ROCB A/P for Focus Area 3, and Australia and Vietnam for Focus Area 4. We also acknowledge the invaluable contributions made by India, Maldives, Sri Lanka and Thailand.

We sincerely thank all our Members for their active engagement and valuable opinions, which have contributed significantly to this process. We are also grateful to our counterparts of the RPSG-AP for their remarkable insights, expertise and advice, which have been instrumental in shaping the RSP 2026-2028. We will continue to strengthen our partnerships with the private sector to enhance Customs capabilities. Last but not least, special thanks go to the WCO, RILO A/P and the ROCB A/P for their excellent support of the APVC's work.

The previous iteration of the RSP 2024-2026 was published during a period of recovery amid the pandemic and global crises. Thanks to the initiatives by the Australian Border Force, the concept of enhancing Customs resilience and flexibility has become a vital component of our regional strategy. This will remain a principle to guide our four Focus Areas namely "Trade Facilitation and Security", "Compliance and Enforcement", "Capacity Building", and "Resilience and Transformation".

We trust that the RSP 2026-2028 will provide a clear framework for guiding our collective efforts to strive for unity and continued success. Implementation is as important as planning, and we strongly encourage all Members to make use of this blueprint to build a brighter shared future for our A/P Region.

Kin-kei LI

[Head of the Secretariat Office of the WCO Vice-Chairperson for the A/P Region](#)  
Assistant Commissioner of Hong Kong Customs



# 2026-2028

## Regional Strategic Plan

# INTRODUCTION

The global economy has been on a path to recovery over the past two years following a period of economic instability, although growth rates have exhibited considerable variation across different regions due to a complex interplay of geopolitical and economic factors. In the A/P Region, economies have rebounded from the COVID-19 pandemic, having taken substantial steps to revitalize their growth engines in anticipation of an increase in international trade. However, this resurgence has been met with only moderate success, as ongoing and emerging challenges continue to pose significant barriers. These circumstances underscore the urgent need for enhanced cooperation among Customs administrations, as no single administration can drive meaningful change in isolation. Together, the Customs community has the potential to achieve remarkable outcomes that transcend individual capabilities.

In light of these developments and building on the WCO Strategic Plan for 2025–2028, the A/P Regional Strategic Plan (RSP) for 2026–2028 aims to chart a course focused on three pivotal pillars: innovation, sustainability, and e-commerce. As technology continues to advance at an unprecedented pace, it presents both challenges and opportunities for Customs operations. The shift towards a data-driven Customs system has emerged as a top priority for many Member administrations, particularly within the context of an increasingly complex international trade environment. To navigate this landscape effectively, it is crucial for Customs, alongside all stakeholders in the

global supply chain, to thoroughly understand and assess the technical impacts of innovative technologies. This understanding will ultimately facilitate the formulation of effective information technology strategies that underpin Customs operations in this digital age.

The call for sustainable management practices has never been more pressing. The WCO has taken proactive steps in this regard, notably through the development and implementation of the WCO Green Customs Action Plan. This Action Plan clearly outlines three core areas for enhancing sustainability: “Being”—which focuses on greening the administrations themselves; “Doing”—which emphasizes the implementation of policy measures for green trade; and “Innovating”—which advocates for the adoption of transformative measures based on innovative thinking. Customs administrations are encouraged to further devise and adopt green policies that pave the way for a sustainable future. This commitment to sustainability not only aligns with global priorities but also enhances the legitimacy and effectiveness of Customs operations.

In recent years, the rise of e-commerce has significantly transformed the landscape of global trade and business. On one hand, cross-border e-commerce serves as a vital engine for economic growth within the business sector, creating new opportunities for entrepreneurs and consumers alike. On the other hand, it introduces a host of unexpected challenges related to global logistics, revenue protection, and border



security. The rapid evolution of this trend necessitates that regional Customs communities refine their strategies in response. Concurrently, enhancing the information technology infrastructure of Customs administrations is crucial to ensure they can keep pace with these changes. Proactive preparations will enable Customs to effectively address current trends while also equipping them for future challenges.

Beyond these strategic priorities, it is essential to recognize that people remain the linchpin of any successful organization. Effective human resource management within Customs administrations is not merely a function of achieving organizational goals; it also fosters synergy through well-planned international cooperation and capacity building activities within the Customs community. Therefore, it is imperative for Members in the A/P Region—and globally—to cultivate a mutually reinforcing approach to reduce barriers to collaboration. By fostering an environment of collective advancement, we can work towards shared goals that benefit all stakeholders involved.

While challenges often present significant obstacles, they can simultaneously offer opportunities for growth and improvement.

The A/P RSP for 2024–2026 employed the PESTLE methodology to identify pressing issues in the post-COVID-19 landscape, and this approach will continue to be utilized to anticipate upcoming challenges. The insights and concerns of A/P Members regarding innovative technologies and the evolving international and regional trade environment will be invaluable in shaping our collective response. The A/P Region has a long-standing tradition of embracing a harmonized and cooperative spirit, which can only grow stronger through the integration of collective wisdom and broader collaboration aimed at achieving the common good.

The A/P RSP for 2026–2028 serves as a strategic framework that addresses the immediate challenges faced by Customs administrations while laying the groundwork for a sustainable and innovative future. This approach enhances our collective capabilities and contributes to a more resilient global economy. As we embark on this journey, let us remember that our greatest strength lies in our ability to collaborate, adapt, and innovate in the face of change. Together, we can create a Customs environment that is both responsive to current demands and proactive in shaping the future of international trade and enforcement responsibility.

# VISION

**“To be the leading WCO Region for Customs, through enhancing mutual growth, security, unity and prosperity by working collaboratively and effectively together for a more sustainable future.”**

In realizing this Vision, WCO Members of the A/P Region:

**RECOGNIZE** the need for Regional cooperation to ensure growth, security, unity and prosperity for all Members;

**AGREE** that all assistance, mutual cooperation, exchange or sharing of information shall be performed in accordance with national legal, regulative and administrative provisions of the respective Member administrations; and

**RESPECT** relevant WCO Conventions, tools, guidelines, and instruments implemented by Members.



# MISSION

**“To work collaboratively and cooperatively to continue to promote secure and facilitated trade, ensure compliance with and enforcement of Customs laws, and strengthen Customs capability and modernization.”**

WCO Members of the A/P Region agree to work collaboratively towards:

Maximizing economic competitiveness through harmonization, simplification and uniform application of Customs procedures relating to facilitation and security of the movement of goods and people through the border system.

Ensuring compliance of Customs laws and policy, and protection of community interests of Customs administrations of the Region, through maximum mutual cooperation and assistance, in particular with the mitigation of transnational crime.

Improving the working methods, capacity, and capabilities of Member Customs administrations of the Region, through promoting communications and cooperation between Members and stakeholders to establish a connected system, and fostering integrity and good governance processes.

Establishing robust and resilient Customs practices, including updating business continuity plans, implementing rudimentary digitalization, leveraging innovative approaches and technology, strengthening trust between Industry and Customs through increased data sharing, and expanding cooperation with partners in order to adapt to and overcome challenges in response to globally dynamic developments.

# THE WCO STRATEGIC PLAN 2025–2028

The WCO Strategic Plan 2025–2028 is formulated under three core principles: first, “Leading through excellence: ensuring relevance and adaptability”; second, “Focusing on what matters most: prioritization and strategic alignment”; and third, “Creating impact and visibility: communicating the Customs story”.

In view of the changing global paradigm impacting the WCO and Customs community since recovery from the pandemic and the fast-evolving technological development, the WCO Strategic Plan outlines three strategic objectives that Members aim to achieve with the WCO’s support and through its core functions, which empowers Customs to drive prosperity, security and sustainability:

- Trade Facilitation
- Revenue Collection
- Protection of Society

The WCO Strategic Plan introduces a new layer of “Areas of Work” to support its objectives. It aims to specify the tasks required for achieving the strategic objectives and to ensure prioritization through portfolio-based planning. Each area of work encompasses a set of related thematic subjects that require attention. These areas of work include:

- Nomenclature and Revenue
- Simplification and Modernization
- Supply Chain Integrity
- Border Security

The WCO Strategic Plan identifies three focus areas that will address both emerging trends and long-standing issues requiring enhanced

focus. It emphasizes the need for progress in standards and expertise, as well as capacity development and implementation. The anticipated deliverables should fully address the core functions of the WCO and align with its strategic objectives related to trade facilitation, revenue collection and protection of society, in a cross-cutting manner. The three focus areas are:

- Technology and Innovation
- E-commerce
- Green Customs

To ensure the WCO Strategic Plan is fit-for-purpose, a well-defined set of key performance indicators (KPI) are designed to measure its effectiveness and outcomes. Specifically, aggregated performance indicators for each portfolio are set in the Annual Implementation Plan, defining an aspired rate of achievement for the year. Additionally, KPIs for the Focus Areas in the WCO Strategic Plan depicting an aspired rate of achievement for the deliverables under each of the area are also in place. Moreover, an impact assessment through a performance measurement mechanism and the annual survey will be conducted for providing more evidence on its performance as well as for measuring the impact of WCO activities.

The RSP serves to support and complement the WCO Strategic Plan. Its four Focus Areas are tailored to align with the objectives of the WCO Strategic Plan, while addressing the specific interests and needs of our region. This approach helps our Members tackle the unique challenges and enhances cooperation and development in our region to achieve shared goals and prosperity.

# WCO ENVIRONMENTAL SCAN 2024

The WCO Environmental Scan 2024 underlies the WCO Strategic Plan 2025–2028 and includes a strengths, weaknesses, opportunities and threats (SWOT) analysis with recommendations for Customs responses. It draws on the collective expertise of WCO Members, the Secretariat's senior management and staff and the private sector to address emerging challenges. The RSP aligns with the WCO's triennial Strategic Plan and incorporates the PESTLE analysis (i.e. on six main areas including Political, Economic, Social, Technological, Legal and Environmental) for regional planning.

Trade is transforming due to rapid developments in e-commerce, digitalization, supply chain resilience alongside trends like fragmentation, slowbalization, reshoring, regionalization, on top of environmental protection concerns. These changes significantly impact Customs procedures and standards.

The 2024 Scan highlights challenges, such as poor visibility, limited financial and human resources, varying implementation of WCO instruments by Members, various legal constraints, and the impact of rapidly advancing technology. It serves as a guide for WCO to navigate risks and opportunities in its operating environment.

As a global organization, the WCO has the capacity to coordinate responses to international incidents and leverage vast amounts of data for analytics and trend reporting. Maximizing its potential as a strategic international platform should be a top priority.

## POLITICAL ASPECT

Recent studies on state-based and civil conflicts and their impact on international trade reveal a growing trend in conflicts with international implications. The longer conflicts persist, the greater their impact on neighboring countries as well as becoming internationalized. Such developments often lead to increased migration and disruption to cross-border movement of essential resources, including food supplies, thereby affecting the fiscal stability of affected governments.

Customs officers and infrastructure play a critical role in supporting the sustainability of many economic entities. They are vital for the stability of neighboring countries and the uninterrupted flow of international trade, particularly during armed conflicts, and should be recognized as essential and adequately protected. Additionally, conflicts have significant repercussions for societal safety and public health.

The factors leading to conflict extend to crises such as pandemics, economic strife, and disasters caused by climate change and other global calamities. For instance, the COVID-19 pandemic from 2020 to 2023, alongside droughts and severe weather, disrupted global maritime transportation through the critical routes such as the Suez and Panama Canals. These events have undeniably catalyzed changes in the rule-based international trade system and the existing world order.

Given the unpredictable nature of these challenges and their widespread consequences, a global and centralized

communication strategy is essential for the WCO and its Member administrations. Advanced planning is vital for the WCO to effectively support its Members and maintain global significance.

The WCO's strengths lie in its operational expertise and leadership regarding border management and supply chains. It is recognized as an implementation body, collaborating effectively with other partners and esteemed organizations to advance international projects.

## **ECONOMIC ASPECT**

Significant inflationary pressures emerged in the global economy due to the COVID-19 pandemic, compounded by supply chain disruptions and amplified by policy stimulus in advanced economies. Although inflation has since moderated, it remains persistent, leading to prolonged high interest rates that dampen trade sentiment.

The global economy appears to be navigating a soft landing, making it essential for many countries to prioritize addressing a weakening growth outlook. Resilience and stability will continue to be key focus areas for governments and businesses alike.

While conventional retail trade is slowing, e-commerce is experiencing rapid expansion. Sales volumes are growing quickly, outpacing traditional supply chains and projected to become a dominant force. The WCO has acknowledged this trend and proactively adopted the Framework on Cross-border E-Commerce in 2018, establishing global standards and guiding principles for cross-border e-commerce.

These developments present challenges for Customs operations, including increased parcelization, the exponential growth of trade-related data, the effects of policy

changes on de-minimis thresholds, and the involvement of unknown players with an in-built refund and return policy. Enhanced cooperation with e-commerce operators is crucial in addressing these challenges. E-commerce has enabled the rapid rise of micro, small and medium enterprises (MSMEs), allowing them to seize cross-border trading opportunities.

Indeed, MSMEs are the backbone of many economies, providing substantial employment opportunities. Customs procedures should therefore address their specific needs and concerns by streamlining, simplifying, and facilitating MSME participation in trade. Reducing intangible trade barriers and Customs clearance costs is vital for the survival and sustainability of small businesses, which can drive a significant proportion of Members' economies. The use of technology should empower, not disadvantage, these vital small players.

## **SOCIAL ASPECT**

The fundamental principle of trade facilitation is that the inclusion of MSMEs in trading activities benefits both the global economy and society. The World Bank has assessed the risks associated with trade tensions, projecting that between 30 to 50 million people could be pushed into poverty by 2030 due to the severity of protectionist measures. Social stability is essential for sustainable progress in governance.

The increasing digitalization of trade and e-commerce platforms serves as a catalyst for small business development, with higher female participation rates in manufacturing firms engaged in global trade. Customs can play a significant role in promoting social progress by facilitating legitimate trade, reinforcing cooperation with the business sector, and fostering confidence in emerging

economic models.

Conversely, Customs also has a critical responsibility in protecting society from threats posed by terrorist organizations and criminal infiltration within supply chains. Globalization has led to fragmented supply chains, increasing opportunities for organized crime and extremist groups to exploit trade networks to ply their illicit trade through the smuggling of high-value and dual-use goods, counterfeit products, pharmaceuticals, and trafficking in narcotics, weapons, and endangered species. Moreover, contemporary challenges such as cyber-crimes, the dark web, and non-bank financial intermediaries, including cryptocurrencies, pose significant risks to Customs and threats to society. Digital transactions enable cross-border exchanges without the need for physical goods movement, undermining traditional Customs checks and controls.

The WCO report on illicit trade reveals that, whilst all commodity categories have seen an increase in seizure quantities, illicit drugs and tobacco remain top priorities for Customs worldwide. The involvement of criminal organizations in global trade presents distinct challenges, especially for Customs administrations with limited resources, given the diversity and scope of illicit infiltration. Addressing these global challenges requires coordinated efforts from Customs administrations worldwide.

## **TECHNOLOGICAL ASPECT**

The adoption of technology has surged as the world emerged from the COVID-19 pandemic, a time when physical social interactions were heavily restricted. Consumers and businesses turned to online transactions to ensure uninterrupted access to essentials and entertainment, enabling round-the-clock operations. The rapid advancement of the Internet of Things (IoT) in supply chains,

encompassing robotics, 3D printing, data analytics, artificial intelligence (AI), blockchain, distributed ledger technology, decentralized payment methods, and smart border systems, has revolutionized trading practices, presenting both challenges and opportunities for Customs administrations.

The integration of technology into Customs procedures is essential, increasingly necessary and inevitable, reflecting a global trend towards interconnectivity, accessibility, and operational simplification. Businesses, traders, and consumers expect Customs services to keep pace with technological advancements. This includes reducing redundant declarations, minimizing repetitive and intrusive inspections, and enhancing data security. The proliferation of micro-level trade involving individual consumers rather than solely between businesses, incentivizes a redesign of business processes. Personalized interactions and guidance on Customs clearance can be facilitated through chatbots, improving compliance and efficiency without requiring additional human resources.

Digitalization not only enhances the control and efficiency of individual Customs administrations but also has the potential to elevate the role of the WCO as a key provider of information and policy advice. Collaborating with the private sector and trade associations is essential for establishing a network of trusted traders and securing supply chains, which further facilitates the flow of goods across borders. AI enables the integration of open-source data with Customs operations, increasing the effectiveness of consignment inspections through improved risk analysis algorithms.

The impact of technology and innovation on trade has been profound, making it a core value of the WCO. These elements were emphasized as a focus area in the WCO Strategic Plan 2022–2025 and continue to be

prioritized in the WCO Strategic Plan 2025–2028. Correspondingly, the A/P RSP 2024–2026 has included transition to digitalization as an objective under Focus Area 4, reinforcing the objective under Focus Area 1, which aims to capitalize on technology and innovation through experience sharing and workshops. Efforts in this area are expected to intensify in the future.

## LEGAL ASPECT

The Environmental Scan 2024 has identified significant challenges to the rule-based international trade order, primarily driven by geopolitical rivalry. These tensions present legal obstacles that hinder Customs from reaching agreements on new conventions, regardless of the topics involved. Such tensions can severely impact the development of a unified Customs framework for information exchange.

Whilst a number of WCO flagship instruments, such as the Revised Kyoto Convention (RKC) and the Harmonized System Convention, have achieved implementation rates exceeding 70%, the uptake of the remaining tools and instruments, over 100 in total, has been less than satisfactory, as noted in the WCO Environmental Scan 2021. The slow progress in implementation can largely be attributed to the non-mandatory nature of many WCO instruments.

Moreover, the integration of rules and standards with the programmes of other international organizations raises concerns regarding overlap, monitoring, and control. Enhanced political commitment from relevant governments and more centralized implementation by the WCO are essential. Furthermore, proactive and forward-looking planning is necessary to address legal delays.

A critical undercurrent involves the legal

ramifications of modifying de-minimis thresholds amid the rapid proliferation of e-commerce and the digitalization of Customs processes, which are reducing costs related to tariff administration. Although the WTO renewed the moratorium on Customs duties for digital transmissions in 2024 for an additional two years, Customs administrations may soon face the responsibility of implementing systems to enforce duties.

In response, the WCO has launched a series of studies and published the Legal Study on the Feasibility of the Customs Data Exchange Platform to address issues related to data ownership, cybersecurity, and privacy. The WCO study recommended that any legal framework should be structured across three tiers: domestic laws, international treaties, and administrative instruments. A/P Members should actively collaborate with the WCO to ensure effective engagement.

## ENVIRONMENTAL ASPECT

Human activities in trade and wealth generation have often come at the cost of our ecosystems, leading to significant environmental degradation. Climate change has resulted in extreme weather events, loss of biodiversity, threats of extinction for various species of flora and fauna, deforestation, soil erosion, receding glaciers, pollution, contamination, and the spread of zoonotic diseases. Additionally, waste generated from consumerism poses a threat to ecological equilibrium.

With 187 Member administrations, the WCO plays a pivotal role in fostering international cooperation to mitigate the negative impacts of cross-border trade. Through collaboration with the global community and the implementation of Multilateral Environmental Agreements, the WCO has created synergies in addressing

environmental offences.

The WCO Environment Programme has been launched to guide Member administrations and expand partnerships with organizations focused on environmental protection. The WCO has also developed a Customs Enforcement Handbook on Circular Economy, which outlines a comprehensive approach to moving away from the traditional “take-make-waste” economic model, with ongoing efforts aimed at creating a greener Harmonized System.

Projections indicate that many regions will remain major contributors to global waste generation. Waste reduction and recycling are vital for global sustainability. Furthermore, countries in this region often act as destinations for waste recycling and fuel production, highlighting the need for an international regulatory framework.

The A/P Region has been an active participant in various joint projects geared towards promoting Green Customs, including the Asia Pacific Plastic Waste Project and the subsequent Regional Joint Action Plan, as well as enforcement operations such as DEMETER, MEKONG DRAGON, SESH, and THUNDER. Training and capacity building initiatives are also part of these efforts.

Additionally, the WCO is committed to integrating Customs administrations into the Green Customs framework. Customs should not only combat environmentally unsustainable trade practices but should also seek to reduce their own environmental footprint. The adoption of advanced technologies can facilitate a paperless trading environment, making digitalization a priority for the Customs community.

July 2026 - June 2028

# REGIONAL STRATEGIC PLAN

## FOCUS AREAS



# FOCUS AREA 1

## TRADE FACILITATION AND SECURITY



A key challenge for Customs administrations globally is to maintain a suitable balance between securing and facilitating the movement of trade across borders. In addition, they must navigate a Customs environment which continues to increase in complexity, characterized by growing geopolitical instability, frequent supply chain disruptions, and expanding diversity of trade modalities. Customs agencies, in cooperation with their partner agencies and other stakeholders in the supply chain, have a key role in protecting the border on an increasing range of issues, such as the mitigation of risks from criminal exploitation of digitalized supply chain processes.

Customs administrations face new challenges. Criminal groups are leveraging encrypted communication tools, dark web marketplaces, and cryptocurrencies to enable

illicit trade, while inconsistent data sharing practices and gaps in legal frameworks for cross-border data exchange hinder timely risk detection among Members. Furthermore, criminal infiltration of global supply chains continues to be a significant concern. These developments require Customs to evolve from physical border controls to data-driven, predictive risk management models, supported by application of technologies.

Customs administrations seek to address these challenges and achieve a balance between trade facilitation and security through:

- The uniform, predictable and transparent application of international Customs and Trade instruments;
- The implementation of efficient, data-driven and risk-based procedures; and

- The transformation of Customs, by leveraging advancements in technology and innovation.

Working together to enhance Members' capability and capacity, through training programmes and workshops and increase intelligence cooperation, is fundamental to strengthening supply chain security and trade facilitation throughout the A/P Region.

## CONTEXT

A/P Members will continue to contribute to the implementation of the WCO tools and instruments on procedures, facilitation, enforcement and compliance, share innovative ideas and best practice, and contribute to global, regional and sub-regional initiatives.

The RKC remains the basis of all modern Customs procedures. An increasing number of A/P Members are acceding to the RKC. Actions to assist Members to implement certain provisions under the RKC will continue.

The WCO SAFE Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework of Standards) sets out the principles and minimum standards to be adopted by Member administrations. It is recognized that among Members who have acceded to the SAFE Framework of Standards, there are some who need further support and/or assistance.

In response to the growing demand for digitalization from the public and private sectors, Customs administrations can look to integrate key disruptive technologies (e.g. AI, big data analytics, blockchain, etc.) into their operations to address the challenges in support of facilitating and securing international trade. By leveraging these technologies and innovative applications,

they can realize the promise of innovative concepts of smart Customs to enhance operational performance, drive greater efficiency and transparency, and improve security across global supply chains. A/P Members have led by example by employing several innovative approaches. One recent example of initiatives that leverage new and emerging technological tools includes Project "ValidAP", initiated by Hong Kong Customs, as the APVC from 2024–2026, which leverages blockchain and cryptography technologies to provide a real-time verification service of electronic documents.

## IMPLEMENTATION GUIDANCE AND CONSIDERATIONS

Beyond regional innovative solutions to modern challenges, Members can draw on and should consider implementing the various achievements developed through the WCO, including the RKC, the WCO SAFE Framework of Standards and other WCO tools and instruments on procedures, facilitation, enforcement and compliance, to simplify and standardize Customs practices, and better facilitate and secure trade.

A/P Members will also benefit from exploring ways to improve Customs administrations' value proposition by working together in a smarter and more effective manner by leveraging the potential of practical application of advancements in technology and innovative solutions. Members will cooperate to share their experiences, lessons learned and best practice through related workshops, contribute to WCO technological research and other efforts aimed at streamlining Customs procedures, better implement efficient Customs operations and identify more targeted border control measures. Together, such efforts help to bridge digital and technological gaps among Members and uplift Members' capacity and capability towards achieving shared development and modernization of Customs.

## 2026–2028 RSP Focus Area 1 Strategic Summary

| Strategic Objectives:  | Related Customs in the 21st Century Building Blocks:   |
|--|--|
| <p>Enhance Members' economic competitiveness through implementation of WCO tools and instruments, and related international agreements and conventions to secure and facilitate international trade.</p> | <ul style="list-style-type: none"> <li>• Implementation of modern working methods, procedures and techniques</li> <li>• Intelligence-driven, risk management</li> </ul>  |
| <p>Strengthen cooperation among Customs, border management agencies, industry, international and regional organizations.</p>   | <ul style="list-style-type: none"> <li>• Globally networked Customs</li> <li>• Better coordinated border management</li> <li>• Customs-Trade Partnership</li> </ul>      |
| <p>Strengthen information exchange and experience sharing on threats to supply chain security.</p>   | <ul style="list-style-type: none"> <li>• Intelligence-driven, risk management</li> <li>• Better coordinated border management</li> <li>• Closer collaboration</li> </ul> |
| <p>Leverage advancements in technology and innovation for more effective and efficient Customs procedures and border management.</p>   | <ul style="list-style-type: none"> <li>• Enabling technology and tools</li> <li>• Implementation of modern working methods, procedures and techniques</li> </ul>         |

# FOCUS AREA 2

## COMPLIANCE AND ENFORCEMENT

Compliance and enforcement are fundamental responsibilities of Customs administrations. In today's rapidly evolving environment, Customs administrations must contend with increasingly complex and dynamic threats. Criminal networks have become more resourceful and sophisticated, expanding their operations far beyond traditional smuggling of contraband or prohibited items. By exploiting emerging technologies such as blockchain and AI, these actors discover new methods to circumvent detection and perpetrate unlawful activities, with particular emphasis on financial crimes. Furthermore, the exponential surge in digital trade, most notably cross-border e-commerce, exacerbates these challenges. The significant volume of small, anonymous shipments provides ideal cover for concealing the identities and activities of those involved in a broad spectrum of illicit trafficking.

### CONTEXT

Serving as the primary gatekeepers at entry points, Customs administrations play a pivotal role in ensuring the security and integrity of the global supply chain while facilitating legitimate trade. To address the aforementioned challenges, Focus Area 2 identifies two strategic objectives:

- Strengthening information exchange and experience sharing on intelligence and enforcement matters; and
- Enhancing enforcement and compliance competence.

### IMPLEMENTATION GUIDANCE AND CONSIDERATIONS

The first objective emphasizes the strategic utilization of the Customs Enforcement Network (CEN) as a primary repository of high-quality enforcement data. This data is essential for the RILO A/P to produce comprehensive analytical reports and timely intelligence alerts tailored to the specific needs of the A/P region. In this context, the consistent and substantial contribution of accurate enforcement data by Customs administrations is paramount. Such engagement ensures the integrity, effectiveness, and overall success of this initiative, enabling informed decision-making and proactive enforcement measures across the region.

Furthermore, it is highly recommended that Customs administrations actively establish robust information exchange arrangements to enhance mutual risk assessment capabilities. Facilitating the timely and secure sharing of relevant intelligence enables administrations to identify emerging threats and respond more effectively to cross-border risks. In particular, Advance Passenger Information (API) and Booking and Reservation Information (BRI) / Passenger Name Record (PNR), serve as valuable sources of risk indicators. Leveraging these datasets significantly reinforces the overall risk assessment framework, supporting more targeted, efficient, and proactive enforcement strategies.

While the first objective focuses on laying the foundation for information and intelligence exchange, the second objective focuses on



transforming this foundation into effective enforcement operations and achieving fruitful outcomes.

The rigorous identification of enforcement priorities, coupled with systematic evaluation of operational results, is essential for developing an effective enforcement framework. Over the years, RILO A/P has exemplified this approach by consistently allocating resources based on evolving threat landscapes and striving to achieve the highest standards of enforcement excellence. Notably, collaborative projects and operations such as SKY-HOLE-PATCHING, CROCODILE, DEMETER, MEKONG DRAGON, STOP, TIN CAN, LYNX, and PACIFIC SHIELD serve as compelling demonstrations of the unity and synergy between RILO A/P, the WCO, and A/P Member administrations. These initiatives have significantly contributed to regional stability, operational effectiveness, and the attainment of meaningful and measurable enforcement outcomes across the A/P Region. To further direct these collective enforcement efforts, FA2 has identified seven key enforcement priorities: drug trafficking, criminal infiltration, intellectual property rights (IPR) violations, environmental crimes,

security threats, money laundering and terrorism financing and cruise ship-related offences. These priorities are of paramount importance to the Region. FA2 is committed to raising Members' awareness and strongly encourages ongoing, coordinated efforts to counter these persistent and emerging challenges, thereby ensuring sustained protection of the A/P Region and the integrity of the global supply chain.

Finally, FA2 is committed to ensuring that regional initiatives are closely aligned with the key focus areas outlined in the WCO Strategic Plan 2025–2028, namely, E-Commerce, Technology and Innovation, and Green Customs. By prioritizing awareness-raising activities and facilitating substantive dialogue, FA2 seeks to encourage deeper engagement and collaboration among Member administrations in these critical domains. The ultimate objective is to seamlessly integrate these focus areas into the routine operational models of Customs authorities, thereby enhancing the region's capacity to respond proactively to emerging challenges and promote continuous improvement.

## 2026–2028 RSP Focus Area 2 Strategic Summary

| Strategic Objectives:   | Related Customs in the 21st Century Building Blocks:   |
|---|--|
| <p>Strengthen information exchange and experience sharing on intelligence and enforcement matters</p> | <ul style="list-style-type: none"> <li>• Better coordinated border management</li> <li>• Intelligence-driven risk management</li> <li>• Enabling technology and tools</li> <li>• Enabling powers</li> </ul>  |
| <p>Enhance enforcement and compliance competence</p>  | <ul style="list-style-type: none"> <li>• Better coordinated border management</li> <li>• Intelligence-driven risk management</li> <li>• Implementation of modern working methods, procedures and techniques</li> <li>• Enabling technology and tools</li> <li>• Integrity</li> </ul> |

# FOCUS AREA 3

## CAPACITY BUILDING



Capacity building remains an important Focus Area for the Region both in terms of developing frontline capability, as well as strategic thinking and policy development amid growing complexity in global trade environment.

For that purpose, the WCO adopted the new Capacity-Building Paradigm, which calls for a more targeted, efficient, and evidence-based approach to capacity building. It emphasizes strategic alignment, the increased use of WCO Accredited Experts, blended learning methodologies, and the implementation of monitoring and evaluation mechanisms to ensure long-term, sustainable results. With the newly introduced Member Support Roadmap (MSR), capacity building and technical assistance will be provided for developing Members with the aim of ensuring sustainable longer-term approaches.

Regional capacity building activities will continue to pursue the Member centricity as

provided for in the Paradigm, ensuring that all initiatives are tailored to the specific needs and priorities of Members in the Region. The ROCB A/P in Bangkok, Thailand, is expected to play a crucial role in coordinating capacity-building activities in the Region, including needs assessment and prioritization, implementation planning and delivery, and monitoring and evaluation.

### CONTEXT

Capacity building programmes will be addressed in line with the WCO Strategic Plan, especially emphasizing technology and innovation, Green Customs and the ongoing WCO modernization.

Considering the recent acceleration of digital transformation, the global Customs community needs to respond to this global trend by utilizing data and harnessing innovative approaches and technology.

Through the effective and efficient delivery of targeted capacity building, more technologically capable Members and regional bodies can assist other administrations for the advancement of the Region as a whole.

Environmental aspects should also be considered in the context of capacity building to contribute to the global green economy, in particular, trade-related aspects like plastic waste management and recycled goods. The APPW Project is the Region's leading project on Green Customs to date, setting a solid foundation for further contribution to be explored with the aim of strengthening Customs administrations' capabilities and priorities to mitigate and appropriately respond to environmental waste-related threats in the Region.

Gender Equality and Diversity, which is a key area in the Sustainable Development Goals, remains as a priority in the capacity building agenda. Noting SIEs face unique challenges due to their geographical environment, the WCO has launched the SIEs initiative to support SIE Members. For capacity building to be effective in meeting the unique needs of SIEs or Pacific Island Members, regional capacity building must focus on the enhancement of their capacities for trade facilitation, security and revenue collection through targeted and tailored activities and initiatives. To achieve this end, further coordination with regional bodies and development partners should be undertaken.

The ROCB A/P, together with the RTCs in China, Cambodia, Fiji, Hong Kong, China, India, Indonesia, Iran, Japan, Korea, Malaysia and Thailand have undertaken a significant amount of work on human resource and organizational development. In parallel, the RCLs in China, India, Indonesia, Japan and Korea have played a vital role in strengthening technical capabilities in chemical analysis and scientific expertise through their specialized capacity building

programmes. Likewise, the RDTCs in Australia, China, Hong Kong, China, Indonesia and Korea have also provided capacity building on canine training and deployment. Together, these WCO regional bodies have formed a strong network of expertise, significantly enhancing the Region's overall capacity.

## **IMPLEMENTATION GUIDANCE AND CONSIDERATIONS**

Having highly skilled and qualified Customs expertise, either acquired or as part of regional resources, is an essential part of conducting a successful capacity building programme. Acknowledging the limited resources available for regional capacity building programmes, the ROCB A/P will endeavour to make greater use of existing regional and sub-regional organizations and fora to ensure coordination of activities at the national, regional and sub-regional levels. As a Region we need to work even more closely to coordinate capacity building and ensure the cost-effective deployment of scarce resources.

Actions are also undertaken by the ROCB A/P to increase the number of WCO accredited experts and its usage in the Region. Where possible, assistance programmes conducted on a regional basis should be complemented or aligned with existing regional initiatives and developmental opportunities to maximize its impact.

Members are also encouraged to utilize the WCO Organizational Development Package (ODP) in the context of self-capacity building. The ODP provides a simple and accessible overview of the texts, tools and instruments related to organizational development. The guidance provided by the ODP will help ensure that regional and national approaches to reform and modernization are conducted in a planned and structured manner.

## 2026–2028 RSP Focus Area 3 Strategic Summary

| Strategic Objectives:   | Related Customs in the 21st Century Building Blocks:   |
|---|--|
| Enhance the effective deployment of resources in capacity building through cooperation among Members and regional bodies.   | <ul style="list-style-type: none"> <li>• Capacity building</li> <li>• A professional, knowledge-based service culture</li> </ul>   |
| Effective and efficient delivery of targeted capacity building programmes and technical assistance.   | <ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Implementation of modern working methods, procedures and techniques</li> <li>• Integrity</li> </ul>  |
| Build resources and exchange information in handling the specificities linked to SIEs. Supporting the Customs administrations of SIEs to meet their developmental goals, capacity building needs and international obligations. | <ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Sharing information, and experts</li> </ul>  |
| Further strengthen policy, research and strategic capability so that A/P Members are prepared for the future.   | <ul style="list-style-type: none"> <li>• Implementation of modern working methods, procedures and techniques</li> <li>• Enabling technology and tools</li> <li>• Enabling powers</li> <li>• A professional, knowledge-based service culture</li> </ul> |

# FOCUS AREA 4

## RESILIENCE & TRANSFORMATION



The concept of ‘resilience’ in Customs has become an increasing focus for Members as they assess supply chain security in response to a myriad of unprecedented external challenges and disruptions caused by novel natural and human-induced crises to global supply chains. Members have sought to adapt and recover from the full spectrum of the challenges faced, but could benefit further from practices and procedures that help Members better anticipate, prevent, absorb and ultimately evolve from the impacts of such crises. This is especially the case in ensuring the resilience of the Supply Chain so it meets the needs and priorities of Members

with timely delivery of essential goods, medical and other critical supplies.

In parallel, Customs administrations are facing increases in the volume and velocity of trade and commerce through new methods and networks of delivery. The digitalization of the marketplace, growth of e-commerce, and ‘parcelization’ of consumer goods from online sales is changing the nature, level of risk and intensity of the work of Customs across the border system.

In addition, foreign direct investment is becoming more mobile, shifting to countries

with competitive advantages of cheaper labour, abundant natural resources and/or preferential policies to attract investors, including the benefits from bilateral or multilateral Free Trade Agreements (FTAs). This has made it easier for the private sector to shift in response to geopolitical competition, natural disasters, epidemics, and conflict in order to find the greatest value of or avoid any disruptions to the global Supply Chain.

However, at the same time the impacts, promise and potential from the Fourth Industrial Revolution—with remarkable advancements in technology, collection of large data sets, and development of artificial intelligence and robotics—is fundamentally changing former labour-intensive industries and even narrowing some industries as new innovations come to the forefront.

These developments within an environment of increasing complexity challenge the work of more traditional Customs functions and stretch the capacity and capability of Customs administrations to effectively and efficiently fulfil the role of trade compliance, enforcement, facilitation and security.

The way in which the border functions have evolved over time to extend beyond the scope of the physical demarcation of border control has been a transformative process that Customs administrations have and continue to embody in their responses to challenges and changes within the border system from a traditional threshold to a border continuum.

As the WCO undertakes its largest scale reform since its establishment in 1952, Customs administrations also look to their relationships within the global trade networks and strengthening what have historically been considered as traditional and non-traditional partnerships with renewed purpose. This also includes considering the future of Authorized Economic Operator

(AEO) Programmes, and the value and benefit that both Customs and Industry can obtain from AEO Programmes respectively and how this can grow commensurate with the rapid change of the global operating environment.

The relationship between Customs and Industry has evolved from one primarily based on facilitation to one that incorporates a strong focus on security and resilience. In 2023, the WCO endorsed a standard definition for ‘resilience’ applicable to Customs, Industry and legitimate stakeholders operating in the border system, which is now included in the WCO Glossary of Customs Terms. This provides a critical foundation as Customs and Industry explores opportunities to collaborate and expand on existing foundations, including those set by the record-breaking outcomes of the 2022 WCO Operation TIN CAN.

By leveraging the technology and infrastructure of partners, Customs is able to act with greater agility, speed and assurance, building a connected border system that is resilient and robust enough to proactively meet challenges posed by new and emerging threats operating within this continuum.

Customs is often not only the first responder to globally disruptive situations at the border but also one of the most critical, as evidenced during crises such as the COVID-19 pandemic, and fragile conflict situations. The balance between trade facilitation and security is a critical one, as explored in Focus Area 1: Trade Facilitation and Security, and this balance is a key component of resilient borders. All the Focus Areas considered within this RSP are core components that build resilience and aid transformation, including through compliance and enforcement and capacity building activities. Nonetheless, in this data-driven age, resilience and transformation are critical components to short and long-term growth, unity, security and prosperity in Customs. A

better connected global Supply Chain and border systems is something that Customs should strive to achieve through the implementation of the frameworks and tools at WCO Members' disposal.

## CONTEXT

In 2015, the WCO adopted the Punta Cana Resolution, which prescribes Customs administrations to intensify collaboration within the Customs community and with other domestic and international border control and law enforcement agencies. In 2021, the WCO also endorsed the Guidelines on Disaster Management and Supply Chain Continuity (the Guidelines).

During the COVID-19 pandemic, Customs were mobilized and additional resources were redirected to ensure the continuity of supply chains and transit of goods across borders. The need for such guidelines and initiatives is underscored by society's increasing reliance on or preference for e-commerce to meet its many commercial needs and demands for convenience at a cost-effective and competitive rate. Moreover, Customs itself was not immune from the challenges of the pandemic and the disruptions it caused. On the other side of Members' borders, Industry was pressured to navigate the complexity and multitude of changes in response to the crisis and deliver on its commercial offerings. This crisis exposed the need to improve our systems, procedures, capabilities, capacities and responses to meet new challenges in possible future crises.

Behind these periodic disruptions, longer-term forces continue to shape the activity of everyday life and the systems that underpin its seamless operations. The relentless march of technology, digitalization and modernization has seen the greatest pace of change in human history and fundamentally transforms the nature of modern society

every few years. Customs is witness to these changes, evident in the increase in volume and velocity of work at the border to facilitate trade and commerce, including through new forms and methods of delivery.

## IMPLEMENTATION GUIDANCE & CONSIDERATIONS

Together these developments and underlying forces coalesce to question the practices and utility of institutions of society and drive the need for change in order that they modernize and transform to meet the challenges in front of society and those over the horizon. And they compel institutions to re-evaluate risk and find ways to increase resilience to better meet the needs of Members' economies and ensure the health and wellbeing of societies.

Customs administrations will consider how to fundamentally transform their role to be more resilient and offer a better value proposition as a provider of customer-orientated facilitation while balanced against the role of Customs compliance, enforcement and border security. The 2024–2026 RSP introduces advice and guidance on practical, strategic and other measures to help support Members increase their value-proposition in facilitating trade and commerce during time of disruption and upheaval. This will provide a means for Members to increase preparedness, strengthen readiness and fine tune targeted responses; Member Customs administrations will be able to better anticipate, prevent, absorb, adapt, recover and evolve to respond to a broad range of possible natural and human-induced crises.

## 2026–2028 RSP Focus Area 4 Strategic Summary

| Strategic Objectives:   | Related Customs in the 21st Century Building Blocks:  |
|---|---|
| <p>Strengthening resilience through increased preparedness, strengthening readiness and targeted responses to the full spectrum of possible crises.</p>   | <ul style="list-style-type: none"> <li>• Enabling Technology and Tools</li> <li>• Implementation of Modern Working Methods, Procedures and Techniques</li> </ul>  |
| <p>Explore pathways to establish, build and increase greater trust between Customs and Industry as a pillar of resilience and transformation.</p>   | <ul style="list-style-type: none"> <li>• Implementation of Modern Working Methods, Procedures and Techniques</li> <li>• Customs-Trade Partnership</li> </ul>  |
| <p>Explore greater use of technology that encourage greater efficiencies in facilitation, processing and security with the aim of strengthening supply chain resilience, and safely prioritizing goods the WCO defines as 'essential' to enable critical services in times of crises.</p> | <ul style="list-style-type: none"> <li>• Globally Networked Customs</li> <li>• Enabling Technology and Tools</li> <li>• Implementation of Modern Working Methods, Procedures and Techniques</li> <li>• Customs-Trade Partnership</li> </ul> |

July 2026 - June 2028

# REGIONAL STRATEGIC PLAN

# WORK PLANS



**FOCUS AREA 1: TRADE FACILITATION AND SECURITY****CO-COORDINATORS: CHINA AND KOREA**

**Objective 1.1 - Enhance Members' economic competitiveness through implementation of WCO tools and instruments, and related international agreements and conventions to secure and facilitate international trade**

| Specific Actions   | Milestones  | Responsible       | All KPI                          | Target                 | Baseline / Deliverable                           | Comments |
|--|---|-------------------|----------------------------------|------------------------|--|----------|
| 1.1.1 Identify and mitigate risk through Intelligence-driven Risk (Intelligence-driven Risk Management)  | (a) Implementation of Risk Management in accordance with Art 6.3 of the General Annex of the RKC and Art 7.4 of the WTO TFA | Members           | Number of implementing Members   | At least 35/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Develop a National Risk Management Database (e.g. NCEN)   | Members           | Number of Members                | At least 28/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Develop and use a National Valuation Database or similar as a risk management tool                                      | Members           | Number of Members                | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 1.1.2 Promote enhanced trade security in the Region by adopting WCO Standards and implementing international best practices                              | (a) All Members to sign up to WCO SAFE Framework of Standards   | Members           | Number of Contracting Members    | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Develop AEO programmes based on WCO SAFE FoS utilizing the WCO AEO implementation guidelines and compendium             | Members           | Number of Members                | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Increase AEO Mutual Recognition Arrangements (MRAs) among Members   | Members           | Number of AEO MRAs among Members | At least 30 MRA        | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (d) Implement and share experiences on trade recovery activities with other Members   | Members           | Number of implementing Members   | At least 24/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 1.1.3 Promote enhanced trade facilitation in the Region by adopting WCO Standards and implementing international best practices (Modern Working Methods) | 1. RKC (Revised Kyoto Convention)<br>(a) Increase number of contracting parties to the RKC in the Region                    | Members           | Number of contracting Members    | 34/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Assisting Members to implement the provisions of the RKC  | Members, ROCB A/P | Number of implementing Members   | At least 35/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

| Specific Actions | Milestones   | Responsible       | All KPI                        | Target                 | Baseline / Deliverable                           | Comments |
|------------------|--|-------------------|--------------------------------|------------------------|--|----------|
|                  | 2. WTO Trade Facilitation Agreement (TFA)<br>(a) Implement the WTO TFA   | Members           | Number of implementing Members | At least 32/35         | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | (b) Assisting developing Members to implement the WTO TFA  | Members, ROCB A/P | Number of activities           | At least 8 activities  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | (c) Set up National Committee on Trade Facilitation as mandated by WTO   | Members, APVC     | Number of Members              | At least 22/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 3. Harmonized System (HS)<br>(a) Implementation of HS 2022   | Members           | Number of implementing Members | At least 29/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | (b) Encourage / Assist Members to implement HS 2022  | Members, ROCB A/P | Number of activities           | At least 6 activities  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 4. Advance Ruling<br>(a) Introduce Advance Ruling System for tariff classification decision, origin of goods and Customs valuation | Members           | Number of implementing Members | At least 28/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 5. Time Release Study (TRS)<br>(a) Undertake respective national TRS in accordance with the WCO TRS guidelines                     | Members           | Number of Members              | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 6. Rules of Origin<br>(a) Consider the implication of practices that allow for self-certification for Rules of Origin              | Members           | Number of Members              | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 7. WCO Data Model<br>(a) Implement the WCO Data Model and share experiences  | Members           | Number of implementing Members | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

| Specific Actions | Milestones  | Responsible                   | All KPI                        | Target                       | Baseline / Deliverable                           | Comments |
|------------------|---|-------------------------------|--------------------------------|------------------------------|--|----------|
|                  | 8. Encourage and assist Members in implementing the WCO practical guidance on Special Economic Zone/Free Zones/Special Customs Zones  | Members                       | Number of implementing Members | At least 6 Members per years | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 9. Natural Disaster Relief<br>(a) Implement the WCO Resolution on Natural Disaster Relief   | Members                       | Number of implementing Members | At least 23/35 Members       | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 10. WTO Valuation Agreement<br>(a) Implement the WTO Valuation Agreement  | Members                       | Number of implementing Members | 35/35 Members                | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 11. Post Clearance Audit<br>(a) Introduce a Post Clearance Audit System   | Members                       | Number of Members              | 35/35 Members                | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | 12. E-commerce<br>(a) Share experiences and practices in implementing the E-commerce Framework of Standards (FoS) and E-commerce package, to encourage Members to utilize the E-commerce FoS and E-commerce package | Members,<br>APVC,<br>ROCB A/P | Number of activities           | At least 2 activities        | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**Objective 1.2 - Strengthen cooperation among Customs, border management agencies, international and regional organizations**

| Specific Actions   | Milestones   | Responsible                   | All KPI   | Target                 | Baseline / Deliverable                           | Comments |
|--|--|-------------------------------|---|------------------------|--|----------|
| 1.2.1 Promote effective cooperation and coordination amongst Member's border control agencies  | (a) Establish a consultative group with national border control agencies and participate in interagency border strengthening initiatives   | Members                       | Number of Members   | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Introduce a national Single Window by adopting United Nations Recommendation 33  | Members                       | Number of operating SW  | 35/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Knowledge and practice sharing based on the experience related to implementation of WCO Transit Guideline  | Members,<br>APVC,<br>ROCB A/P | Number of Activities  | At least 2 activities  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (d) Promote Customs-Tax Cooperation  | Members,<br>APVC              | Number of cooperation events  | 10 per year            | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 1.2.2 Enhance cooperation amongst Customs across the Region and, if appropriate, Customs to Business   | (e) Share experience of cooperation within the administrations and between Customs and industry including data exchange projects   | Members                       | Experience sharing on the existing data exchange projects   | At least 15/35 Members | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 1.2.3 Enhance cooperation with other international organizations to develop and implement a coherent approach to trade facilitation and security initiatives | (f) Report on how multilateral organizations such as the Association of South East Asian Nations (ASEAN), Asia-Pacific Economic Cooperation (APEC), Asia Europe Meeting (ASEM) and Oceania Customs Organisation (OCO) approach security and trade facilitation and develop closer links to share experiences | APVC                          | Number of events inviting other International Organization(s) to present their relevant experience. | At least 10 per year   | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**Objective 1.3 – Leverage advancements in technology and innovation for more effective and efficient Customs procedures, trade facilitation and border management.**

| Specific Actions   | Milestones  | Responsible | All KPI                                 | Target                 | Baseline / Deliverable                           | Comments |
|--|---|-------------|---|------------------------|--|----------|
| 1.3.1 Promote the use of technology and adoption of innovative solutions to allow for Customs transformation, with more effective and efficient Customs procedures, trade facilitation and border management among regional Members. | (a) Customs related Workshop(s) and activities on technology and innovation   | Members     | Number of Participating Members         | 22/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Share experiences, lessons learnt and best practice on the practical application of technology and adoption of innovative solutions                             | Members     | Number of Experiences shared by Members | 14/35 Members          | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Share knowledge and experiences on tech-driven initiatives and projects (e.g. Smart Customs and Project “ValidAP”, etc.) to catalyze broader Members engagement | Members     | Number of activities                    | At least once per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**FOCUS AREA 2: COMPLIANCE AND ENFORCEMENT****CO-COORDINATORS: HONG KONG, CHINA AND RILO A/P****Objective 2.1 - Strengthen information exchange and experience sharing on intelligence and enforcement matters**

| Specific Actions                                   | Milestones  | Responsible  | All KPI  | Target   | Baseline / Deliverable                           | Comments |
|--|---|--|--|--|--|----------|
| 2.1.1 Foster data sharing and information exchange | (a) Evaluate seizure data input into CEN and publish analysis reports or alerts | RILO A/P   | Publish analysis reports   | 4 times per year                                 | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  |   |  | Publish alerts   | 40 times per year                                | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Increase seizure data inputs into CEN                                       | RILO A/P   | Increase of inputs   | 5% increase of inputs per year                   | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  |   | Members  | Members that have participated in inputting CEN data   | 27/35 Members                                    | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Establish information exchange arrangements                                 | Members  | Members that have entered into information exchange arrangements with other enforcement agencies | 23/35 Members                                    | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| (d) Utilize API and PNR, also/now known as (BRI)   | Members   | Members that have implemented / are implementing API and BRI / PNR for risk assessment of travellers | 20/35 Members  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |  |          |

**Objective 2.2 - Enhance enforcement and compliance competence**

| Specific Actions   | Milestones  | Responsible | All KPI   | Target                 | Baseline / Deliverable                           | Comments |
|--|---|-------------|---|------------------------|--|----------|
| 2.2.1 Formulate robust operational plans and undertake comprehensive reviews | (a) Identify Members' intelligence and enforcement needs  | RILO A/P    | Number of surveys conducted   | 3 times per year       | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Evaluate the effectiveness of regional operations or activities and share the outcomes with Members | RILO A/P    | Number of evaluation reports published  | 5 reports per year     | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 2.2.2 Improve Members' capabilities in enforcement and compliance            | (a) Enhance the participation in anti-drugs operation or activities                                     | Members     | Members that have organized or participated in anti-drugs operations or activities in the A/P Region                              | 19/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  |   |             | Members that have published statistic / analysis reports or shared data on drugs  | 14/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Raise awareness of the threat of trusted insiders and criminal infiltration of the supply chain     | Members     | Members that have organized or participated in activities related to trusted insiders and criminal infiltration in the A/P Region | 10/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Enhance the participation in IPR operations or activities   | Members     | Members that have organized or participated in IPR related operations or activities in the A/P Region                             | 19/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (d) Enhance the participation in environmental operations or activities                                 | Members     | Members that have organized or participated in environmental operations or activities in the A/P Region                           | 21/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

| Specific Actions   | Milestones   | Responsible | All KPI   | Target                 | Baseline / Deliverable                           | Comments |
|--|--|-------------|---|------------------------|--|----------|
|  | (e) Enhance the participation in security (e.g. counter terrorism, national security or strategic trade controls) operations or activities | Members     | Members that have organized or participated in security operations or activities in the A/P Region  | 15/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (f) Enhance the participation in anti-money laundering and counter-terrorism financing (AML/CTF) operations or activities                  | Members     | Members that have organized or participated in AML/CTF operations or activities in the A/P Region   | 20/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (g) Raise awareness of facilitation and control of cruise ship travellers  | Members     | Members that have organized or participated in operations or cruise ships-related activities in the A/P region                                      | 8/35 Members per year  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 2.2.3 Enhance the effectiveness of regional efforts in addressing persistent and emerging trends | (a) Raise awareness of enforcement risks associated with e-commerce  | Members     | Members that have organized or participated in e-commerce-related activities in the A/P Region or share best practices within their administrations | 20/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Utilize technology and innovation (e.g. data analytics, NII, AI, etc.) in Customs enforcement, operations or activities                | Members     | Members that have utilized technologies or share best practices within their administrations  | 20/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Promote Green Customs  | Members     | Members that have promoted Green Customs or share best practices within their administrations   | 18/35 Members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**FOCUS AREA 3: CAPACITY BUILDING****CO-COORDINATORS: JAPAN AND ROCB A/P**

**Objective 3.1 - Enhance the effective deployment of resources in capacity building through cooperation among Members and regional bodies**

| Specific Actions  | Milestones   | Responsible                 | All KPI  | Target  | Baseline / Deliverable                           | Comments |
|---|--|-----------------------------|--|---|--|----------|
| 3.1.1 Strengthen cooperation among Members and regional bodies, and coordination with donors and partners for capacity building in the Region | (a) Share experiences on capacity building activities with Members on regular basis via regional communication tools (e.g. Website, Newsletters and Regional meetings) | Members, ROCB A/P, RILO A/P | Number of sharing experiences                  | At least twice per year   | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (b) Exchange of knowledge and experiences of training amongst national training centers and regional bodies  | Members, ROCB A/P           | Number of exchanging knowledge and experiences | At least twice per year   | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (c) Promote information exchange or joint activities with international and regional donor institutions  | ROCB A/P                    | Number of activities                           | At least twice per year   | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 3.1.2 Utilize available resources to enhance the capacity of regional Members   | (a) Encourage Members to pool, increase and mobilize Accredited Customs Experts (ACE)  | ROCB A/P                    | Number of Accredited experts and its usage     | Use of Accredited experts for at least one half of the requested missions | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (b) Explore better use of the WCO e-learning programmes  | Members                     | Number of implementing Members                 | At least 20/35 Members  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (c) All developed Members contribute to the regional capacity building activities  | Developed Members           | Number of contributions                        | Meet at least 75% of the ROCB A/P requests                                | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (d) Knowledge and best practices sharing on latest Data analytic tools and highlighting Members efforts with new techniques such as machine learning                   | Members                     | Number of sharing experience                   | At least 2 Members  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

| Specific Actions  | Milestones   | Responsible   | All KPI                       | Target   | Baseline / Deliverable                           | Comments |
|---|--|---------------|-------------------------------|--|--|----------|
| 3.1.3 Gender equality and diversity, and encouraging women working in Customs | (a) Promote the full and effective participation of women at WCO Regional Meetings, Workshops and trainings on Customs administrations | Members, APVC | Number of Women participation | At least 50% of participants                                       | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (b) Increase the representation of women in senior levels at WCO Regional Meetings or Workshops  | Members       | Women participation           | At least 50% of female Head of delegation at international forums. | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

### Objective 3.2 - Effective, efficient delivery of targeted capacity building programmes and technical assistance

| Specific Actions  | Milestones   | Responsible       | All KPI  | Target  | Baseline / Deliverable                           | Comments |
|---|--|-------------------|--|---|--|----------|
| 3.2.1 Further improve the quality of capacity building activities by reflecting Members' needs and priorities | (a) Identify and review Members' capacity building needs and priorities through conducting a needs assessment via a survey and ongoing consultation                          | Japan, ROCB A/P   | Number of surveys conducted                    | At least once per year                                      | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (b) Develop and conduct capacity building activities paying due attention to the needs and priorities identified   | ROCB A/P          | Number of CB Activities                        | At least once per year                                      | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (c) Evaluate the regional capacity building programme in cooperation with the WCO Secretariat, and feed results back into planning for regional capacity building activities | ROCB A/P, Members | Results of participants' evaluation            | At least average of 4 out of 5 Workshops that ROCB involved | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (d) Evaluate the impact of capacity building activities through follow-up surveys  | ROCB A/P, Members | Number of tangible results realized by Members | At least 10 success stories                                 | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

| Specific Actions   | Milestones   | Responsible           | All KPI                            | Target                    | Baseline / Deliverable                           | Comments |
|--|--|-----------------------|------------------------------------|---------------------------|--|----------|
| 3.2.2 Develop and provide capacity building programmes to Members to assist their implementation of WCO conventions, instruments and tools | (a) Undertake capacity building activities to promote trade security and facilitation in the Region (e.g. SAFE FoS, Risk Management and WTO TFA)   | ROCB A/P              | Number of CB activities undertaken | At least 3 times per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Undertake capacity building activities to enhance capacity of compliance and enforcement in the Region (e.g. IPR, Commercial Fraud, drugs and precursors, environmental crime digital crime) | ROCB A/P,<br>RILO A/P | Number of CB activities undertaken | At least 3 times per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
| 3.2.3 Work to foster high ethical standards of Members (integrity)   | (a) Upon request, undertake leadership and management training programmes  | ROCB A/P              | Number of activities               | At least once per year    | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Devise and implement integrity action plan utilizing Integrity development guideline and compendium of integrity best practice while promoting Revised Arusha Declaration implementation     | Members               | Number of implementing Members     | 35/35 Members             | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**Objective 3.3: Capacity Building of Small Island Economies of Asia/Pacific**

| Specific Actions   | Milestones  | Responsible                   | All KPI                            | Target                         | Baseline / Deliverable                           | Comments |
|--|---|-------------------------------|------------------------------------|--------------------------------|--|----------|
| 3.3.1 Build resources and exchange information in handling the specificities linked to SIEs. Supporting the Customs administrations of SIEs to meet their developmental goals, capacity building needs and international obligations | (a) Organizing workshops to meet SIEs development goals, capacity building needs and international obligations        | ROCB A/P,<br>APVC,<br>Members | Number of expert exchanges         | At least 3 times per year      | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Sharing of best practices to meet their development goals, capacity building needs and international obligations. | ROCB A/P,<br>APVC,<br>Members | Members sharing their experiences. | At least five members per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**Objective 3.4: Further strengthen policy, research, and strategic capability, so that Asia/Pacific Members are prepared for the future**

| Specific Actions  | Milestones   | Responsible                                | All KPI                       | Target               | Baseline / Deliverable                           | Comments |
|---|--|--|-------------------------------|----------------------|--|----------|
| 3.4.1 Develop a community of expertise to support strategic thinking and policy development across the Region | (a) Raise awareness of the importance of high-level commitment in the pertinent strategic issues | APVC,<br>Members,<br>ROCB A/P,<br>RILO A/P | Number of high level dialogue | At least once a year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**FOCUS AREA 4:****RESILIENCE & TRANSFORMATION****CO-COORDINATORS: AUSTRALIA & VIETNAM**

Objective 4.1: Strengthen resilience through increased preparedness, strengthening readiness and targeted responses to full spectrum of possible crises.

| Specific Actions   | Milestones  | Responsible                                   | All KPI   | Target  | Baseline / Deliverable                           | Comments |
|--|---|---|---|---|--|----------|
| 4.1.1 Strengthen business continuity plan(s) (BCPs) in accordance with WCO tools and parameters and current best practices | (a) Initiate consideration for and/or development of BCPs   | Members                                       | 25 Members with established BCPs  | 12/35 Members: An additional three (3) (of previous nine (9) Members) undertake to develop a new BCP(s)           | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (b) Review existing BCPs and assess whether they are fit for purpose and meet the objectives  | Members                                       | Number of reviews of BCPs   | 18/35 Members: An additional three (3) Members (from the initial 15) to undertake a review of their existing BCPs | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (c) Assess against or use the WCO BCP template for Members reference  | APVC / RSP<br>FA4 Co-coordinators,<br>Members | Attach WCO guidance / template to the RSP as an annex for Members' reference and assessment of comparison | 10/35 Members   | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (d) Engage with other Members and share experiences, lessons learned and best practice in supporting development and implementation of BCPs | Members                                       | Number of engagements   | At least two (2) engagements  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|  | (e) Collaborate among Members to update or develop new BCPs to strengthen resilience.   | Members                                       | Number of updated or newly developed BCPs   | At least five (5) Members undertaking update their existing BCP(s) by 30.06.28                                    | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

| Specific Actions  | Milestones   | Responsible | All KPI               | Target   | Baseline / Deliverable                           | Comments |
|---|--|-------------|-----------------------|--|--|----------|
| 4.1.2 Members to engage with traditional and new partners and consider the development of a cooperation mechanism to exchange information | (a) Share experience among Members and trusted partners, potentially through a cooperation mechanism | Members     | Number of engagements | 15/35<br>Members:<br>Another five (5) engagements (from the initial 10)                              | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (b) Engage with relevant agencies or Members on the response plans to possible crises                | Members     | Number of engagements | 12/35<br>Members: an additional four (4) Members (to the initial 8) to engage at least once per year | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**Objective 4.2: Explore pathways to establish, build and increase greater trust between Customs and Industry as a pillar of resilience and transformation.**

| Specific Actions  | Milestones   | Responsible           | All KPI                                      | Target                                    | Baseline / Deliverable                           | Comments |
|---|--|-----------------------|--|---|--|----------|
| 4.2.1 Members to Strengthen Customs-Industry resilience through great trust, cooperation and collaboration. | (a) Increase value and benefits for AEOs   | Participating Members | Number of acceding businesses                | At least five (5) per year                | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (b) Discuss and collaborate respective AEO programmes about how to increase benefits and value for business  | Participating Members | Number of engagements                        | At least five (5) engagements per year    | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (c) Share elements of BCPs with Industry or the private sector and vice-versa in order to strengthen Customs-Industry resilience                     | Members               | Number of engagements with Industry          | At least ten Members                      | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (d) Members to provide opportunities to help improve mutual understanding between AEO business and Customs on how to reform practices and procedures | Participating Members | Number of individual stakeholder engagements | At least ten (10) engagements per year    | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (e) Host of Customs-Industry dialogue on policy, management method, conditions for the implementation of Customs laws and regulations                | Members               | Number of dialogues annually                 | At least 16 Members to host annual events | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

| Specific Actions | Milestones  | Responsible           | All KPI                                       | Target  | Baseline / Deliverable                           | Comments |
|------------------|---|-----------------------|---|---|--|----------|
|                  | (f) Grow respective AEO Programmes (which names may differ across countries) by numbers of ascribing businesses   | Participating Members | Increase in the number of acceding businesses | 10 Members exhibiting growth in their respective programmes | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|                  | (g) Consider implementation of recommendations of the WCO Resolution on Strengthening Customs-Industry Resilience | Members               | Number of supporting Members                  | 8/35 Members  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

**Objective 4.3: Explore greater use of technology that encourage greater efficiencies in facilitation, processing and security with the aim of strengthening supply chain resilience.**

| Specific Actions  | Milestones  | Responsible | All KPI           | Target   | Baseline / Deliverable                           | Comments |
|---|---|-------------|-------------------|--|--|----------|
| 4.3.1 Members to explore how to modernize processes, procedures and work towards a paperless and digital trading system | (a) Members to implement rudimentary digitalization with acceptance of Portable Document Formats (PDFs)                             | Members     | Number of Members | 25/35 Member: An additional one (1) Member to digitalize their processes and procedures                                  | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |
|   | (b) Members to transition to Electronic Data Interchange and transition away from physical copies for risk assessment and clearance | Members     | Number of Members | 22/35 Members: An additional one (1) Member (of initial 21 identified) to undertake preparations to transition to an EDI | Baseline at 30.06.26<br>Deliverable for 30.06.28 |          |

# CONCLUSION

Since its inception in 1952, the WCO has set out to provide leadership and guidance to Customs administrations across the globe to achieve efficiency and effectiveness. Our ongoing efforts involve close collaboration with the World Trade Organization and other global organizations to implement international agreements, facilitate trade, standardize Customs procedures, enhance revenue collection, and protect society from the harms of illicit trade and transactions. Throughout various eras of rapid economic growth fueled by free trade, we now find ourselves at a pivotal crossroad.

To date, the benefits of free trade have been especially significant for the A/P Region, where GDP growth has consistently surpassed the global average. However, progress is now slowing, as nations grapple with persistent geopolitical tensions, military conflicts, and environmental threats. This underscores the urgent need for strategic planning to foster coordinated efforts that contribute to regional prosperity and well-being.

The A/P RSP 2026–2028 serves as our region’s roadmap, reflecting the collective goals and aspirations of the regional Customs community. It has been crafted with our regional priorities, aligning seamlessly with the overarching WCO Strategic Plan 2025–2028. Clear objectives, specific actions, and milestones have been outlined to support Members in achieving the targets.

By leveraging technology, accelerating digitalization, and adopting data-driven Customs practices, we can enhance operational agility while delivering innovative initiatives and novel solutions to emerging challenges. To collaborate effectively and to commit unwaveringly to our goals will enable our Region to elevate its capabilities and scale new heights in efficiency and service excellence.



**ASIA/PACIFIC**  
Regional Customs

