

Strategic Action Plan 2024- 2026

For

WCO Asia/Pacific Regional Office for Capacity Building (ROCB A/P)

1. Vision

Being a focal point of capacity building to achieve “the World’s Best Regional Customs effectively enhancing security and prosperity together”

2. Mission

To assist building the capacity of Member Customs Administrations to continuously strive for securing and facilitating trade

3. Strategic Action Plan

In accordance with the Terms of Reference of the ROCB A/P, the ROCB A/P obliges to develop a Strategic Action Plan which includes vision and goals covering a period of two to five years. In order to ensure the close linkage and alignment with the A/P Regional Strategic Plan (RSP) for 2024-2026, most of the specific actions under this Strategic Action Plan refer to or quotes the relevant milestone actions of the RSP, which are categorized into the following four pillars of the ROCB activities:

- (1) Support the implementation of WCO conventions, instruments and tools
- (2) Further enhance collaboration with development partners
- (3) Improve needs analysis, planning, delivery and management of regional capacity building activities
- (4) Enhance communication and information sharing among members

In line with the A/P RSP 2024-2026, this ROCB A/P Strategic Action Plan also applies for 2-year term from July 2024 to June 2026.

ROCB A/P Strategic Action Plan (2024-2026)

1. Support the implementation of WCO conventions, instruments and tools

| Specific Actions of ROCB A/P | Relevant part of RSP 2024-2026 | KPI | Target | Deliverables in the RSP |
|---|---|--------------------------------|------------------------|-------------------------|
| a) Upon request, assist Member's effort in implementing risk management tools like the WCO Risk Management Compendium | 1.1.1 – 1 st milestone | Number of implementing Members | 35/35 Members | 30 June 2026 |
| b) Upon request, assist Member's effort in developing national risk management database (e.g. nCEN) | 1.1.1 – 2 nd milestone | Number of Members | At least 27/35 Members | 30 June 2026 |
| c) Upon request, assist Member's effort in developing and using national valuation database or the like as a risk management tool | 1.1.1 – 3 rd milestone | Number of Members | 35/35 Members | 30 June 2026 |
| d) Upon request, assist Member's efforts to develop Authorized Economic Operators (AEO) program and sign up to SAFE FOS | 1.1.2 – 1 st , 2 nd milestone | Number of Members | 35/35 Members | 30 June 2026 |
| e) Upon request, assist Member's efforts in increasing AEO MRA among Members | 1.1.2 – 3 rd milestone | Number of MRA | At least 28 MRA | 30 June 2026 |
| f) Upon request, assist Member's efforts in implementing trade recovery activities | 1.1.2 – 4 th milestone | Number of implementing Members | At least 20/35 Members | 30 June 2026 |
| g) Upon request, assist Member's effort to accede to and implement the Revised Kyoto Convention (RKC) | 1.1.3 – 1 st milestone | Number of contracting Members | 35/35 Members | 30 June 2026 |
| h) Upon request, assist Member's effort in implementing the WTO Trade Facilitation Agreement (TFA) | 1.1.3 – 2 nd milestone | Number of implementing Members | At least 28/35 Members | 30 June 2026 |

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| Specific Actions of ROCB A/P | Relevant part of RSP 2024-2026 | KPI | Target | Deliverables in the RSP |
|--|---|---|--|-------------------------|
| i) Upon request, assist Member's effort for: (1) smooth implementation of HS 2022 (for CPs) (2) adoption of the HS (for non-CPs) | 1.1.3 – 3 rd milestone | (1) Number of implementing Members (2) Number of new contracting Members | (1) At least 27 Members (2) 6 new contracting parties | 30 June 2026 |
| j) Upon request, assist Member's effort in introducing Advance Ruling System for tariff classification decision, origin of goods and Customs Valuation | 1.1.3 – 4 th milestone | Number of implementing Members | At least 28/35 Members | 30 June 2026 |
| k) Upon request, assist Member's effort in undertaking Time Release Study (TRS) in accordance with the WCO TRS Guidelines | 1.1.3 – 5 th milestone | Number of Members | 35/35 Members | 30 June 2026 |
| l) Upon request, assist Member's effort in introducing self-certification for Rules of Origin (ROO) | 1.1.3 – 6 th milestone | Number of Members | 35/35 Members | 30 June 2026 |
| m) Upon request, assist Member's effort in implementing WCO Data Model | 1.1.3 – 7 th milestone | Number of implementing Members | 35/35 Members | 30 June 2026 |
| n) Upon request, assist Member in creating Special Economic Zones (SEZ) / Free Zones / Special Customs Zones (SCZ) | 1.1.3 – 8 th milestone | Number of implementing Members | At least 5 Members per year | 30 June 2026 |
| o) Upon request, assist Member's effort in implementing the resolution on Natural Disaster Relief | 1.1.3 – 9 th milestone | Number of implementing Members | At least 20/35 Members | 30 June 2026 |
| p) Upon request, assist Member's effort in implementing the WTO Valuation Agreement | 1.1.3 – 10 th milestone | Number of contracting Members | 35/35 Members | 30 June 2026 |
| q) Upon request, assist Member's effort in introducing a Post Clearance Audit (PCA) scheme | 1.1.3 – 11 th milestone | Number of Members | 35/35 Members | 30 June 2026 |
| r) Upon Request, work with Vice Chair and Members to promote E-commerce tools and adoption of E-commerce FoS | 1.1.3 – 12 th milestone | Number of Members | At least 20/35 Members | 30 June 2026 |
| s) Upon request, assist Member's effort in promoting cooperation and coordination for | 1.2.1 – 1 st , 3 rd to 4 th milestones | Number of Members | 35/35 Members | 30 June 2026 |

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| Specific Actions of ROCB A/P | Relevant part of RSP 2024-2026 | KPI | Target | Deliverables in the RSP |
|---|------------------------------------|---|-------------------------|-------------------------|
| Coordinated Border Management (CBM) | | | | |
| t) Upon request, assist Members' effort in implementing Single Window | 1.2.1 - 2 nd milestones | Number of operating SW | 35/35 Members | 30 June 2026 |
| u) Upon Request, work with Vice Chair and Members to enhance Customs-Customs, and if appropriate, Customs- to-Business interconnectivities in various aspects | 1.2.2 - 1 st milestones | Number of experiences sharing | At least 11/35 Members | 30 June 2026 |
| v) Upon Request, work with RILO A/P to evaluate seizures data on CEN | 2.1.1 - 1 st milestone | Publish evaluation report | Once a year | 30 June 2026 |
| w) Upon request, assist Members to increase seizure data inputs into CEN | 2.1.1 - 2 nd milestone | Number of members who have participating in inputting CEN data | 25/35 Members | 30 June 2026 |
| x) Upon request, assist Members to establish information exchange arrangement | 2.1.1 - 3 rd milestone | Number of Members who have entered into info exchange arrangement | 23/35 Members | 30 June 2026 |
| y) Upon request, assist Member's effort in utilizing Advance Passenger Information (API) / Passenger Name Record (PNR) for the risk assessment of travelers | 2.1.1 - 4 th milestone | Number of Members who accepted WCO Recommendation concerning the use of API and PNR | At least 27/35 Members | 30 June 2026 |
| z) Upon request, assist Members to raise awareness of PFCWG | 2.1.1 - 5 th milestone | Number of Cruise Ships activities in AP region | Once per year | 30 June 2026 |
| aa) Work with RILO A/P to identify Members' intelligence and enforcement needs | 2.2.1- 1 st milestone | Number of survey conducted | Once per year | 30 June 2026 |
| bb) Work with Vice Chair, RILO A/P and Members to promote activities to raise awareness of IPR issues | 2.2.2 - 4 th milestone | Number of discussions in meetings in A/P region | At least once per year | 30 June 2026 |
| cc) Work with Vice Chair, RILO A/P and Members to promote activities to raise awareness on environment issue (e.g. hazardous waste and wildlife) | 2.2.2 - 5 th milestone | Number of activities conducted in A/P region | At least twice per year | 30 June 2026 |

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| Specific Actions of ROCB A/P | Relevant part of RSP 2024-2026 | KPI | Target | Deliverables in the RSP |
|--|---|---|---|-------------------------|
| dd) Work with Vice Chair, RILO A/P and Member to enhance border security in order to tackle with terrorists' threats | 2.2.2 – 3 rd , 6 th milestone | Number of activities conducted in A/P region | At least once per year | 30 June 2026 |
| ee) Upon Request, work with Vice Chair, RILO A/P and Members to promote the application of sustainable anti-drug initiatives (e.g. WCO Compliance and Enforcement Package (CEP)) | 2.2.2 – 1 st - 2 nd milestone | Number of discussions in meetings conducted in A/P region | At least once per year | 30 June 2026 |
| ff) Upon Request, work with Vice Chair, RILO A/P and Members to promote the use of NII | 2.2.3 – 1 st - 3 rd milestone | (1) Number of Members (2) publish evaluation report Number of Members sharing | (1) 25/35 Members (2) once per year At least 5 Members per year | 30 June 2026 |
| gg) Upon request, assist Members in promoting the information sharing on data analytic tools such as machine learning | 3.1.2 – 4 th milestone | Number of sharing experience | At least 2 Members | 30 June 2026 |
| hh) Upon request, undertake capacity building activities to promote trade security and facilitation in the region (e.g. SAFE FoS, RM and WTO TFA) | 3.2.2 – 1 st milestone | Number of CB activities undertaken | At least 3 times per year | 30 June 2026 |
| ii) Upon request, work with RILO A/P to undertake capacity building activities to enhance capacity of compliance and enforcement in the region (e.g. IPR, Commercial Fraud, drugs and precursors, environmental crime and digital crime) | 3.2.2 – 2 nd milestone | Number of CB activities undertaken | At least 3 times per year | 30 June 2026 |
| jj) Upon request, undertake leadership and management training programs | 3.2.3 – 1 st milestone | Number of activities | At least once per year | 30 June 2026 |
| kk) Upon request, assist Member's effort in devising and implementing integrity action plan utilizing integrity development tools | 3.2.3 – 2 nd milestones | Number of implementing Members | 35/35 Members | 30 June 2026 |
| ll) Upon request, assist Members in implementing 'Smart Customs' solutions, technology and innovation to modernize Customs procedures, trade facilitation and border management | 1.3.1 – 1 st milestone | Number of Participating Members | 20/35 Members | 30 June 2026 |

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2. Further develop partnerships with development partners

| Specific Actions of ROCB A/P | Relevant part of RSP 2024-2026 | KPI | Target | Deliverable in the RSP |
|---|-----------------------------------|--|-------------------------|------------------------|
| a) Work with Vice Chair to enhance cooperation, coordination and mutual understanding with the development partners | 1.2.3 – 1 st milestone | Number of reports/exchanges of information | At least twice per year | 30 June 2026 |
| b) Promote joint activities with international and regional development partners | 3.1.1 – 3 rd milestone | Number of activities | At least twice per year | 30 June 2026 |

3. Improve needs analysis, planning, delivery and management of regional capacity building activities

| Specific Actions of ROCB A/P | Relevant part of RSP 2024-2026 | KPI | Target | Deliverable in the RSP |
|--|-----------------------------------|--|---|------------------------|
| a) Encourage and provide Members with platform to exchange knowledge and training materials amongst national training centers | 3.1.1 – 2 nd milestone | Number of exchanging knowledge and materials | At least twice per year | 30 June 2026 |
| b) Pool, utilize, support and increase accredited experts in the region based on the framework | 3.1.2 – 1 st milestone | Number of experts utilized | Use of accredited experts for at least one half of the requested missions | 30 June 2026 |
| c) Upon request, assist Members to promote the WCO e-learning programs in cooperation with Regional Training Centers (RTCs) and accredited experts | 3.1.2 – 2 nd milestone | Number of implementing Members | At least 20/35 Members | 30 June 2026 |
| d) Work with developed Members to ensure their contribution to the regional capacity building activities | 3.1.2 – 3 rd milestone | Number of contributions | Meet at least 75% of the ROCB requests | 30 June 2026 |

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|---|---|--|--|--------------|
| e) Work with Vice Chair and Members to promote full and effective participation of women in international fora and trainings | 3.1.3 – 1 st and 2 nd milestone | (1) Number of women participations for workshops (2) Women participation for international fora | (1) At least 25% of the participations (2) At least 20% annual growth of female Head of delegation at international forums. | 30 June 2026 |
| f) Work with regional training coordinator to identify and review Members' capacity building needs and priorities through conducting a needs assessment via a survey and ongoing consultation | 3.2.1 – 1 st milestone | Number of surveys conducted | At least once per year | 30 June 2026 |
| g) Develop and conduct capacity building activities paying due attention to the needs and priorities identified | 3.2.1 – 2 nd milestone | Number of CB activities | At least once per year | 30 June 2026 |
| h) Work with the WCO Secretariat and Members to evaluate the regional capacity building program | 3.2.1 – 3 rd milestone | Results of participants' evaluation | At least average of 4 out of 5 | 30 June 2026 |
| i) Work with regional training coordinator to feed results back into planning for regional capacity building activities | 3.2.1 – 4 th milestone | Number of post action undertaken | At least once per year | 30 June 2026 |
| j) Work with Members to evaluate the impact of capacity building activities through follow-up surveys | 3.2.1 – 5 th milestone | Number of tangible results realized by Members | At least 10 success stories | 30 June 2026 |
| k) Work with Vice Chair and Members to support Customs Administrations of SIEs to meet their development goals, capacity building needs and international obligations | 3.3.1 – 1 st to 3 rd milestones | (1) Number of expert exchanges (2) Number of Members sharing their experiences (3) Workshops conducted | (1) At least once per year (2) At least 5 Members per year (3) At least twice per year | 30 June 2026 |
| l) Further strengthen cooperation among the Regional Entities (ex. RTCs) and ROCB A/P paying due attention to establishing /supporting regional experts for more sustainable capacity building delivery in the region | ROCB A/P specific action (not mentioned in the RSP) | Number of activities | At least once per year | 30 June 2026 |

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4. Enhance communication and information sharing among members

| Specific Actions of ROCB A/P | Relevant part of RSP 2024-2026 | KPI | Target | Deliverable in the RSP |
|--|---|--------------------------------|-----------------------------|------------------------|
| a) Work with Vice Chair, RILO A/P and Members to share experiences on capacity building activities on regular basis via regional communication tools (e.g. WCO A/P Website and Newsletter, ROCB A/P Website and E-Newsletters) | 3.1.1 – 1 st milestone | Number of sharing experiences | At least twice per year | 30 June 2026 |
| b) Work with Vice Chair, RILO A/P and Members to raise awareness of the importance of high-level commitment in the pertinent strategic issues | 3.4.1 – 1 st milestone | Number of high-level dialogues | At least once every 2 years | 30 June 2026 |
| c) Work with Vice Chair, Members and RTCs to share good practices and forward-thinking work via regional communication tools | ROCB A/P specific action (not mentioned in the RSP) | Number of items shared | At least once per quarter | 30 June 2026 |