



Egmont Group Strategic Plan 2022–2027

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List of Abbreviations

AML – Anti-Money Laundering

CFT – Counter Financing of Terrorism

ECOFEL – Egmont Centre of FIU Excellence and Leadership

FATF – Financial Action Task Force

FIU – Financial Intelligence Unit

FSRB – FATF Style Regional Body

the Group – the Egmont Group

IT – Information Technology

MENA – Middle East and North Africa

ML – Money Laundering

PPP – Public-Private Partnership

SAR – Suspicious Activity Report

SOAR – Strength/Opportunity/Aspiration/Results

STR – Suspicious Transaction Report

TAA – Thematic Area of Action

TF – Terrorist Financing

UTR – Unusual Transaction Report

WG – Working Group

Glossary

How the Mission, Vision, Thematic Areas of Action, Strategic Goals and Enablers are linked to the Strategic Plan:

- The Strategic Plan acknowledges the organisation’s Mission, establishes its Vision and Values and identifies four Thematic Areas of Action under-pinned by Strategic Goals that the Egmont Group will pursue in response to the changing environment, from 2022 to 2027.
- The Mission is the description of the fundamental purpose or ‘raison d’être’ of the Egmont Group.
- The Vision illustrates the desired long-term future for the Egmont Group and the aspirations that are linked to the fulfilment of the Strategy.
- The Thematic Areas of Action (TAA) are the building blocks of the Strategic Plan. There are four TAAs, each of which contains several Strategic Goals.
- The Strategic Goals are a set of statements that explain the objectives the Egmont Group wants to achieve within each Thematic Area of Action over the duration of the Strategic Plan. The delivery

of the Strategic Plan will be measured by evaluating progress against the delivery of the Strategic Goals. Delivery of the Strategic Goals will enable the Vision to be realised.

- Enablers facilitate achievement of the Strategic Goals. Enablers are the resources, capabilities, means, opportunities, or funds that the Egmont Group will use to achieve the Strategic Goals. They are tools in the Egmont Group toolbox that the Group currently has or will have (need to acquire). They are the assets that can be deployed to successfully reach the Strategic Goals. A non-exhaustive list of enablers in this Strategic Plan is included in the Annex.
- Delivery of the Strategic Plan will be evaluated by the Egmont Committee through a set of performance indicators, that are aligned to the Strategic Goals and Enablers. These indicators will allow progress against the strategic plan to be evaluated throughout the five-year period of the plan, enabling adjustments to be implemented if necessary.



Executive Summary

The Egmont Group's Strategic Plan 2022-2027 has been developed through an extensive consultation process, with a wide range of key stakeholders, including the Egmont Committee, the Egmont Group Members, the Egmont Group Secretariat, and the Observers such as the FATF. This Strategic Plan builds upon previous versions and the Egmont Group's Mission, which remains unchanged.

The Mission is described in the Statement of Purpose, which recognises the Egmont Group as:

- A facilitator between FIUs in the exchange of financial information and intelligence products internationally (both bilaterally and multilaterally) to assist and support the global fight against money laundering and the financing of terrorism via the development of an information exchange network and appropriate methods of exchanging information that have at their foundation the Principles for Information Exchange.
- An enabler of cooperation between FIUs to strengthen FIU capability and increase the overall effectiveness and development of each FIU individually, through providing continuous development and training opportunities as well as tailored support to expand the group's field of knowledge.

The Vision is underpinned by the following statements of values and high-level aspirations:

Values: The Egmont Group will:

- Be an agile, trustworthy, diverse and inclusive organization, supported by the voluntary commitment of its members;

- Work collectively and collaboratively to enable their members to maximise their potential domestically and internationally.
- Treat all members equally, regardless of size, maturity or national context
- Be a proactive organisation that anticipates emerging risks in the AML/CFT ecosystem, and which enables FIUs to react accordingly;

Aspirations: By living the values the Egmont Group will:

- Be recognised by its members and stakeholders as a cornerstone of the AML/CFT ecosystem;
- Play an essential and facilitating role in analysing and collating FIU-produced financial intelligence and knowledge-sharing on a global level;
- Promote continuous improvements in bilateral and multilateral information sharing amongst FIUs, including by embracing the most up-to-date technology;
- Enable greater operational effectiveness via targeted support and training for members, enhancing the FIU network's collective impact on the effectiveness of the AML/CFT ecosystem;
- Strengthen the global AML/CFT regime, by maximising the potential of Egmont Group members to contribute to the delivery of effective AML/CFT outcomes, and by enhancing coordination and intelligence sharing in an increasingly complex multi-stakeholder landscape; and
- Enhance its role as an effective operational arm that international stakeholders and FIUs can turn to, to help track and trace criminal money flows efficiently and effectively on an international basis.

The Strategic Plan outlines the following *Four Thematic Areas of Action* that provide the framework through which the Egmont Group's activities will be coordinated over the next five years. They are:

1. Enhance the framework for effective information exchange between FIUs;
2. Strengthen cooperation with international partner organisations;
3. Develop and promote knowledge on new or emerging AML/CFT methods and trends, good practises and Egmont Group requirements; and
4. Enhance support to Group members and candidate FIUs.

1 Introduction

1.1 Background to the Strategic Plan

This is the Egmont Group's latest strategic plan. It builds on work taken forward by members through the 2014 and 2018 strategic plans.

This strategic plan (running from 2022 to 2027) outlines a range of actions and activities that will secure the group's position at the heart of a more efficient and effective global AML/CFT framework.

The content of the plan has been developed through an inclusive, collaborative and extensive stakeholder engagement including:

- An Environmental Scan, Strength/Opportunity/Aspiration/Results (SOAR) Analysis and stakeholder interviews (Q3 and Q4 2021);
- Brainstorming sessions with the Egmont Committee to test the initial findings of the primary research (Q1 2022);
- Consultations with member FIUs at a regional level (Q2 2022).

1.2 The Strategic Plan Development Process

1.2.1 Environmental Scan, SOAR Analysis, and Stakeholder Analysis

The Environmental Scan, SOAR Analysis and Stakeholder Analysis were based upon the following:

- Scans and analyses on the main areas covered and raised in previous Egmont Group Annual Reports and Strategic Plans;

- Interviews with Egmont Committee members and Egmont Group Secretariat;
- An interview with a representative of the FATF;
- The consultation of experts in Strategy, Technology, AML, Financial Crime and Intelligence in the AML/CFT-field; and
- Open-source research concerning the Mandate of the Group and sector and market AML/CFT knowledge.

1.2.2 Brainstorm Sessions

In the Brainstorm Sessions, performed on the 16th and 17th of February 2022, the assumptions and proposals that were derived from the Environmental Scan, SOAR Analysis and Stakeholder Analysis, were tested in different sessions with representatives of the Egmont Committee. The outcomes of the Brainstorm Sessions were presented in a summary report that was reviewed by the Egmont Committee and consulted on by member FIUs at the regional level.

1.2.3 Strategic Plan drafting

The conclusions of the environmental scan and the outcomes of the brainstorming session informed the drafting process for the new Strategic Plan. During the drafting process, there have been multiple rounds of consultation that allowed the Heads of FIUs to provide input into the Strategic Plan.

2 Mission, Vision and Values

2.1 Mission

The Mission as reflected in the Group Charter (founding resolutions and statement of purpose) remains valid and thus this Strategic Plan does not seek to amend it.

The Mission leverages the capabilities of the Group membership to exchange financial information. It demands that the Group plays a central role in enhancing the operational capabilities of its members to support the identification, investigation, prosecution and prevention of money laundering, associated predicate offences, the financing of terrorism and the recovery of the proceeds of crime.

The Group is the key global forum for sharing financial information and intelligence between its members and is the only global forum for FIUs where financial information may contain detailed information with regard to legal and/or natural persons.

The Group stands for mutual trust, interdependence, fairness, reciprocity, and the consistent application of the law for its members, and accountability for all who seek to profit from financial crimes. The Group is not a treaty-based organisation but is instead based on the commitment of all its members to one set of values, which are reflected in the *Egmont Charter* and *Egmont Principles for Information Exchange*.

Depicted in the *Statement of Purpose*, the *Mission* therefore prioritises and leverages:

- A facilitator and support role of the Group in FIU exchange of financial information and intelligence products internationally (both bilaterally and multilaterally) to assist and support the global fight

against money laundering and the financing of terrorism via the development of an information exchange network and appropriate methods of exchanging information that have at their foundation the *Principles for Information Exchange*.

- Cooperation between FIUs to strengthen FIU capability and increase the overall effectiveness and development of every FIU individually, through providing continual development and training opportunities as well as tailored support to expand the group's field of knowledge.

2.2 Vision and Values

The Vision is comprised of the following statements of values and high-level aspirations:

2.2.1 Values

The Egmont Group will:

- Be an agile, trustworthy, diverse and inclusive organisation, supported by the voluntary commitment of its members;
- Work collectively and collaboratively to enable their members to maximise their potential domestically and internationally;
- Treat all members equally, regardless of size, maturity or national context; and
- Be a proactive organisation that anticipates emerging risks in the AML/CFT ecosystem, which enables FIUs to react accordingly.

2.2.2 Aspirations

By living the values, the Egmont Group will:

- Be recognised by its members and stakeholders as a cornerstone of the AML/CFT ecosystem;
- Play an essential and facilitating role in analysing and collating FIU-produced financial intelligence and knowledge-sharing on a global level;
- Promote continuous improvements in bilateral and multilateral information sharing amongst FIUs, including by embracing the most up-to-date technology;
- Enable greater operational effectiveness via targeted support and training for members, enhancing the FIU network's collective impact on the effectiveness of the AML/CFT ecosystem;

- Strengthen the global AML/CFT regime, by maximising the potential of Egmont Group members to contribute to the delivery of effective AML/CFT outcomes, and by enhancing coordination and intelligence sharing in an increasingly complex multi-stakeholder landscape; and
- Enhance its role as an effective operational arm that FIUs and international stakeholders can turn to, to help track and trace criminal money flows efficiently and effectively on an international basis.

The purpose of the strategy is to inspire continued commitment from every FIU to the Group's *Vision*, regardless of size or maturity by providing a clear set of values and aspirations that are relevant to all, and which will enable Group members to work collectively to maximise the contribution of the network to the development of a more efficient and effective global AML/CFT regime.

3 Execution of the Strategy over the next 5 years

The core components of the strategic plan are the Mission, the Vision, Thematic Areas of Action, the Strategic Goals and their Enablers (See the Glossary, pg. 3). All these elements are hierarchically linked. The progress and evaluation of the implementation and execution of the

Strategic Plan will be measured periodically through a range of performance indicators that are aligned to component parts of the Strategic Plan. The Strategic Plan covers a five-year period but can be updated and refreshed as required, ensuring its continued relevance.

4 Four Thematic Areas of Action

From the environmental scan, analyses, and the Brainstorm Sessions, four Thematic Areas of Action have been defined. The Strategic Goals within these four Thematic Areas of Action have been committed to by the Egmont Group for the next five years.

4.1 Thematic Area of Action 1 – Enhance the framework for effective information exchange between FIUs

The Egmont Group provides a platform dedicated to the exchange of information between FIUs. The Group is the only body that facilitates the direct exchange of operational and strategic insight and intelligence between FIUs on a global level. This capability, which operates around the clock, is built on a culture of trust, a strong legal foundation and secure technology.

FIU members derive their strength from their unique position in the AML/CFT framework as the recipient of SARs/STRs/UTRs. The Group

must ensure that the potential of this unique position is maximised. Effective FIUs produce financial intelligence that is actionable and impactful. Members must be supported to find ways to share intelligence (both FIU to FIU and FIU to other competent authorities/private sector if legally permitted) to drive desired outcomes. The Group must act as an enabler so that FIUs can effectively and efficiently share knowledge on how to build capacity to enable information sharing and exchange.

The Group seeks to continuously strengthen and improve information exchange between FIUs, for instance by increasing efficiencies, promoting cooperation between FIUs and national agencies and ensuring FIUs maintain the Egmont Group requirements.

We can do more, however, and a key focus for the organisation over the next five years will be to ensure the Group and its members are able to respond to and embrace new forms of information sharing driven by technology (such as data utility models), and new ways of working (such as PPPs).

It will also be important that members work closely with each other, building out from cooperation and towards collaboration. Bridging the gap between Egmont Group information exchange requirements and information exchange between FIUs in practice is another important focus.

Enhancing the Group's IT infrastructure is a key enabler of the Group's ambition of enabling information exchange both bilaterally and multilaterally and is an important part of the overall strategy.

Strategic Goals

1. Promoting international cooperation between FIUs, with a focus on efficient bilateral and multilateral information exchange that leads to the effective delivery of agreed outcomes.
2. Facilitating the collation and analysis of financial intelligence within appropriate legal frameworks, to help identify and articulate strategic insights into emerging threats to the benefit of the whole FIU community.
3. Raising awareness of the Group's mandate and outcomes, and the capabilities and requirements of its members with key stakeholders in domestic and international AML/CFT ecosystems to improve the quality and focus of information exchange and outcomes.
4. Developing capabilities and ways of working within the Group to enable and enhance collaborative analyses of threats and to promote the appropriate use of financial intelligence products by members as well as by competent authorities.

4.2 Thematic Area of Action 2 – Strengthen cooperation with international partner organizations

Effective cooperation with key international partner organisations in the AML/CFT community is vital in ensuring that the influence of the Group and its member FIUs is amplified, and the Group's full potential achieved.

Increasing the scope and depth of our engagement with international partners will, for example, help to ensure the Group is able to bring its unique insights to bear on key operational and policy debates and will enhance access to new sources of insight and intelligence to inform the groups own activities.

By working more closely with international partners, we will help build bridges between silos in the international AML/CFT/CPF framework and help maximise our potential to contribute to one of our key objectives: reducing crime and recovering assets.

Looking to the next five years, it is vital to ensure that the organisation's network of partnerships is fit for purpose and is maximising the Group and its members' ability to deliver outcomes against crime. The Group will build on and deepen the strong and well-established relationships with key stakeholders such as the FATF and will extend its engagement across with other key stakeholders in the AML/CFT ecosystem, including governments, supranational organisations, academia and relevant private sector stakeholders.

Strategic Goals

1. Strengthening and growing current strategic partnerships and exploring the creation of new partnerships with other key stakeholders.
2. Enhancing FIU members' access to useful information and intelligence through the development of new partnerships that enable increased data collection, knowledge sharing, and exchange of (operational) information.
3. Deepening the Group's relationship with FATF, whilst recognising and maintaining the Group's distinct purpose and identity.
4. Exploring engagement with non-traditional partners, including the private sector, academia, technologists and subject matter experts on specific topics and projects, strengthening the Group's ability to identify and address future vulnerabilities and threats.

4.3 Thematic Area of Action 3 – Develop and promote knowledge on new or emerging AML/CFT methods and trends, good practices, and Egmont Group requirements

The Group has leveraged the unique insight of its members and its unique position at the heart of the AML/CFT ecosystem to drive a range of important projects during the period of the last strategic plan, including for example the production of numerous papers on AML/CFT methods and trends.

The Group will continue to enhance its activities in this space, taking a leading role within the AML/CFT stakeholder community. We will be proactive in the identification of future threats, and agile in our response, for example by supporting fast and flexible cooperation and collaboration between small groups of FIUs with shared interests and priorities, and by building on the capabilities of the Egmont Centre of FIU Excellence and Leadership (ECOFEL).

Delivery in this Thematic Area will ensure the Group and its members are a leading voice in the provision of insightful, timely and high-quality threat insights. These insights will help enhance the effectiveness of the whole AML/CFT ecosystem by enabling stakeholders to respond to emerging threats more precisely and more quickly, helping to prevent and detect crime at scale.

The Group will also develop, implement and encourage good practises in combatting ML and the financing of terrorism. This will include helping members to comply with FATF standards and facilitating

the dissemination of good practices between the Group and its various partner organizations.

Taken together, sharing more and better typological insights and good practices, will help build capacity and capability amongst members helping to strengthen their AML/CFT frameworks, improve SAR/STR/UTR quality, and improve prevention and detection at scale.

Strategic Goals

1. Maintaining the Group's position as a forum of experts on AML/CFT and a leading knowledge sharer and provider of information and insight to its members and the wider ecosystem.
2. Continuing to be a leader and facilitator in engagement with FATF on the implementation and evolution of FATF standards relevant to FIUs.
3. Helping FIUs to enhance their operational effectiveness within the AML/CFT regime, through enhancing FIUs alignment with national and international priorities in that AML/CFT regime.
4. Promoting compliance with relevant international standards and Egmont Group requirements.
5. Pursuing a more substantive role for the Group in the FATF assessment process.
6. Encouraging and supporting FIU members in applying international good practices to combat money laundering and terrorist financing, including those developed by the Egmont Group.
7. Enhancing the Group's role as a leading voice for its members in defining and articulating ML/TF typologies, methods, and trends.
8. Being proactive and agile in the identification, assessment, understanding and articulation of future ML/TF threats at the regional and/or global levels.

4.4 Thematic Area of Action 4 – Enhance support to Group members and candidate FIUs

The Group has continued to build trust among its members by treating all FIUs equally, and by providing critical support through ECOFEL, which has helped enhance excellence and leadership amongst members, and has enabled them to raise their status and increase their influence within their domestic AML/CFT frameworks. In addition, the group's unique insights and technical expertise have helped to establish it as a respected international organisation.

This Thematic Area of Action is focused on how the Egmont Group can continue to build on progress to date to help all FIUs enhance their capabilities and impact regardless of size or differences in capability.

Over the next five years, the Group will continue to provide effective support to its members. The Group will help them achieve our shared Strategic Goals and will ensure all FIUs have a voice within the Group, ensuring a membership that is engaged, collaborative and operationally effective.

A key consideration for this Thematic Area of Action, is to enable active participation by all FIUs in the Group's activities and initiatives, while recognising that members all have different levels of resources and varying levels of maturity.

Money laundering, Terrorism financing and serious crime are global issues and thus must be tackled globally. As such the Group maintains its ambition to expand its global outreach. Critical to this is to redouble efforts to support candidate FIUs applying to obtain Egmont

membership with a particular focus on Africa and Asia where membership is comparatively low.

Strategic Goals

1. Helping FIUs to be effective on a national and international level, for example through fostering more regional-based output in terms of projects, prioritisation of technological enhancement, and visibly supporting local FIU strategies.
2. Encouraging FIUs' growth and development and enhancing their capabilities for example using ECOFEL, sharing of best practices,

training and capacity building. This fosters equity in capabilities and engagement across members.

3. Continuing to foster trust between member FIUs and within the Group for example through facilitating shared lessons and supporting FIUs in better understanding ML/TF risks associated with and faced in their own jurisdictions.
4. Focusing renewed efforts towards the expansion of the Group's membership including more Asian, African and MENA FIUs.

5 Performance Mechanism

The progress and evaluation of the implementation and execution of the Strategic Plan will be measured periodically through a built-in performance mechanism with performance indicators that are attached to the components of the Strategic Plan, such as the Strategic Goals and their enablers. The Egmont Committee will send questionnaires regarding these indicators to all its members and/or relevant Egmont Group bodies to measure the progress of the strategy. This ensures a timely and structural report of the progress and relevance of the strategy. Furthermore, this mechanism supports the periodic evaluation

of the strategy, so that potential adjustments can be implemented. Lastly, the performance mechanism will help the strategy to connect the individual annual plans of the Working Groups and Regional Groups, ensuring that these feed better into the strategy and are strongly connected to the Thematic Areas of Action.

The Egmont Committee is the owner of the performance mechanism and the reporting thereof, ensuring that all members of the Group are timely and well informed.

6 Concluding statements

Where the previous Strategic Plan 2018–2021 provided a broad framework for action at an aspirational level, the Strategic Plan 2022-2027 builds further upon the initiatives derived from the previous Plan by providing an elaborated direction of the Strategy, thus forming aspirations into outcomes.

This will consolidate and strengthen the role of the Egmont Group in the global AML/CFT field and the organization's capability in helping member FIUs to be the strongest FIUs they can be.

By providing a built-in performance mechanism, the implementation of the Strategic Plan 2022-2027 will be measured concretely and structurally, leveraging the involvement of its members in the execution of the Plan.

Valuable resources, time, and budget, such as the capacity of the Working Groups, the funding of ECOFEL and the staffing of the Egmont Group Secretariat, can be directed more efficiently and effectively via the implementation of the Strategic Plan 2022-2027 and the measurement thereof.

Annex

Below is a non-exhaustive list of potential Enablers for each TAA. These are designed to act as indicators of the potential resources, capabilities, means, opportunities, or funds that the Egmont Group may need to deliver the Strategic Goals.

TAA 1: Enhance the framework for effective information exchange between FIUs

- An improved IT system which will contribute to successful Joint Analyses and multilateral exchanges of information, as well as an increased preparedness for the future of information exchanges, both bilaterally and multilaterally.
- Facilitation of the awareness and understanding with Law Enforcement and Intelligence Agencies in the global AML/CFT field, regarding the members' information exchange possibilities and capabilities.
- Enhanced information sharing through exploring how the Group and its membership can better use its legal basis and heritage that facilitates Group members' unique position of being able to share financial information across borders.
- The use of a previously successful project (the ISIL project) as an example that demonstrated multilateral information exchange was possible so that the Group can demonstrate multilateral collaboration in a more regular, systematic way for the Group FIUs who want to do so.

TAA 2: Foster cooperation with international partner organizations

- A more targeted approach to partnerships: Focus more on operational results, and then deliver on indicators and criteria the Group can use to identify the organisations that are most strategically relevant to partner with.
- Stakeholder selection and management based on suggested prioritisation criteria (alongside the defined observer criteria), such as:
 - 'Strategic' relevance for reaching strategic goals (e.g., FATF)
 - Reciprocity—achieving Egmont group goals but also how to help partners achieve theirs
 - Potential to improve the visibility and impact of the Group within relevant networks
 - Platforms or alliances that are beneficial for sharing good practises
- The quality of partnerships refers to the extent to which they can help the Group and its members achieve their strategic ends, with the aim of increasing data collection, knowledge sharing, and exchange of (operational) information in mind.
- Involvement across the different Working Groups with the best quality partners and stakeholders.
- Leverage the Group's regional footprint to ensure better alignment and collaboration between Egmont Regional Groups and other AML/CFT focussed regional bodies such as FSRBs.
- Input on how engagement with FATF can be enhanced, in terms of both collaboration via shared working groups and shared areas of

focus, and with the FATF organisation via mutually beneficial joint projects and new engagements.

TAA 3: Promote and develop knowledge on new or emerging AML/CFT methods and trends, good practices and Egmont Group requirements

- A potential future role for the Group in enhancing the operational effectiveness of FIUs, keeping in mind both that FATF is the standard setter and watchdog for both effectiveness and technical compliance in the global AML/CFT regime and that any development in this area would not impact the Support and Compliance mechanism employed within the Group.
 - Development and promotion of good practices on relevant topics, derived from mutual evaluation results and external threats and trends.
 - The Group's facilitation of cooperation and information sharing in an operational manner: this could be done via ECOFEL training as well as cross-member best practise sharing.
 - Discussions and decisions around securing and sustaining the future of ECOFEL, taking into consideration that the desired role for ECOFEL cannot be separated from its lifespan, which is directly linked to its funding. Thus, discussions around funding must be held at an appropriate future time.
 - The understanding of how FIUs can engage and collaborate with Public-Public collaboration and Public-Private Partnerships as a good practice in enhancing the effectiveness of the AML/CFT regime. This could be done via FIU-FIU knowledge sharing, a possible future project and/or ECOFEL training.
- Preparation of FIUs for Mutual Evaluations by the Group providing input or contributions to the FATF assessor training programmes so that assessors are better prepared for and aware of FIU particularities. This will help FIUs better handle the assessment process. These efforts would support FATF to apply the relevant technical standards to understand the FIU and the ecosystem in which they operate, which will in turn better ensure FIUs optimise their effectiveness and that technical compliance is assessed as part of effectiveness.
 - The improved understanding of FIU members of the particularities of other FIUs and what a well-performing FIU looks like, to enhance performance (during a FATF Mutual Evaluation).
 - Development of a reformed Support and Compliance Process as a successor to current arrangements, with greater emphasis on support for FIUs which have difficulty in meeting their obligations as Egmont Group members.
 - Sufficient space, flexibility and agility to allow members and the organisation to work on and shift plans and projects towards critical, high-risk, new and emerging trends and threats.
 - Appropriate technology in place to deal with and explore new and emerging trends so that members are provided with support to leverage and be aware of these technologies as much as possible.
 - Training tools to help members increase their knowledge of new trends.
 - Development of a formalized "Antenna" mechanism to support the Working Groups in their ability to pick up on and anticipate emerging new trends, threats and typologies for research. Although the Group is already doing a lot of trend and threat sharing via exchange through the working groups (particularly, the IEWG), it is advantageous to provide a structure or mechanism to ensure that

information reaches all members and also to avoid duplication of work in this area.

- Reflection of projects, Working Group outputs and the impact thereof, with both the topics relevant to the strategic goals outlined in this Plan, as well as any emerging or urgent topics or trends, by adding a pre-assessment requirement, conducted by the Egmont Group Secretariat that must be completed before any project proposals are considered or approved. This pre-assessment is not intended to act as another layer of approval or to take away work previously performed by the working groups.
- Notification of projects and Working Group final products to all members.
- Completion of at least one (operational) project in each region, fostering a shift in mindset—namely that operational issues do not only need to be discussed in Working Groups but can also be tackled in Regional Groups or groups of FIUs that have joined around one topic, that could be used for running more operational (Regional) projects.
- The raising of emerging topics and trends in plenaries and/or working groups, allowing members to anticipate and better understand new threats.
- More knowledge cases in the Working Groups thus improving prevention, which contributes to more effectiveness and efficiency in the AML/CFT ecosystem.

TAA 4: Enhance support to the Group member and candidate FIUs

- Training and support in thematic areas and on the new developments in the changing AML/CFT environment to foster equity in member capabilities and enhance capacity building.
- The help of FIUs with transforming requirements and aspirations into capabilities and resources, such as technical capabilities/IT systems for data analyses, thus enhancing the quality of financial intelligence.
- Evolvement of the current approach of development into a more targeted and tailored training program for all different FIU maturity levels to facilitate FIUs' further improvement. Assisting them in reaching their full potential by segmenting the training programs into different clusters in which FIUs of similar maturity levels can share their expertise and build tools together, to help them leverage common goals and challenges.
- Demonstration of awareness and consideration of, and efforts to diminish, the regional differences within the organisation, such as language barriers and different technological capabilities.
- More regional-based output in terms of projects and reports. The Group has the foundations for a strengthened regional approach, therefore regionally based outputs can be explored.
- An informal “sandbox” environment or framework that is easy and quickly accessible, where FIUs can come together to cooperate on operational topics in regional or other configurations and/or exchange information, without compromising information exchange hygiene.
- Prioritisation of technological enhancement, advancement, and development, despite different levels of capability amongst FIUs.

- Visible enablement and support of local FIU strategies.
- The availability of ECOFEL technical assistance program to those candidate FIUs that demonstrate proven commitment to Egmont Group members within the next three to five years, provided there are additional resources to do so.
- Creation of a cross-regional team across the African and Asian regions, overseen by the Secretariat, that keeps these regions focused on the candidate issue and on revitalising candidate FIU progress into the organisation.
- More visibility of Egmont Group presence in Africa and Asia. This can be achieved through the regular participation of the Egmont Group Chair or the Executive Secretary in the workings of the relevant FSRBs as well as a more pro-active involvement of ECOFEL in the region, provided there are additional resources for ECOFEL to do so.
- Sufficient funds for ECOFEL and resources for WGs to play their respective roles.
- Invitations for candidate FIUs that are struggling to progress to Egmont Group plenary meetings and/or hosting a session that is focused specifically on them.
- Shared lessons between those FIUs who have had their applications recently successfully processed with those that are struggling.
- Support for member FIUs to better understand what they can do in their own jurisdictions to be better equipped and resourced via learning from those FIUs that have successfully done this and improved their domestic situation.