



STRATEGIC PLAN OF THE WCO VICE- CHAIR AMERICAS AND CARIBBEAN REGION 2026-2028



**REGIONAL VICE-CHAIR OF THE WORLD CUSTOMS
ORGANIZATION FOR THE AMERICAS AND THE CARIBBEAN**

JUNE, 2026

Summary

1 Introduction 1

2 Strategic Plan Of The WCO Vice-Chair – Americas And Caribbean Region..... 2

3 Actions for the Fulfillment of the Strategic Plan..... 3

4 Cross-cutting themes/Support for Implementation and Capacity Building..... 7

5 Performance Measurement..... 8

6 Implementation 8

STRATEGIC PLAN OF THE WCO VICE-CHAIR – AMERICAS AND CARIBBEAN REGION

July 2026 to June 2028

1 Introduction

The Regional Strategic Plan for the Americas and the Caribbean 2026–2028 aims to establish common actions to promote and boost the progressive modernization of Customs in the Americas and the Caribbean region, in order to ensure their key role in facilitating legitimate trade, fair and efficient revenue collection, protecting society, and intraregional cooperation.

Our mission is to unite the customs administrations of the Americas and the Caribbean (AMS) around the WCO vision of a connected world, where borders are not barriers, but intelligent connection points. We seek to promote an environment where "Borders divide, Customs connect", ensuring regional prosperity through technical cooperation and logistics chain security.

This Strategic Plan was prepared in alignment with the WCO Strategic Plan (2025-2028), by identifying the topics of greatest interest and relevance to the member countries of the Americas and the Caribbean region. The process involved conducting an analysis of the specific priorities and needs of the members, as well as assessing the issues that have the potential to significantly impact the region.

REGIONAL STRATEGIC PLAN AMERICAS AND THE CARIBBEAN 2026 - 2028



Consolidate the Americas and Caribbean region as a hub of excellence and leadership in the WCO, strengthening cooperation and regional customs modernization to ensure maximum visibility, an active voice, and global recognition of the region's innovations and specificities.



To be recognized as a region of modern, integrated, innovative customs committed to the development of international trade.

STRATEGIC OBJECTIVES



SO1
Trade
Facilitation



SO2
Revenue
Collection



SO3
Society
Protection



SO4
Intraregional
Cooperation

STRUCTURAL PILLARS



Border Management



SAFE/AEO



Technologies and
Digital Transformation



E-commerce



Valuation



Harmonized System



Origin



Experts and Laboratories



Stakeholders



Compliance, and Self-
Regularization



Fight Against Illicit Trade



Green Customs



Cross-Border Security



Risk Management



Integrity and Transparency



Mutual Recognition
Agreements



Information Exchange
for the suppression of
transnational crimes



EXPECTED
RESULT

Drive and promote integration, progressive modernization, and operational excellence of Customs in the Americas and Caribbean region.



3 Actions for the Fulfillment of the Strategic Plan

SO1: Trade Facilitation

Coordinated border management

- Promote good practices in coordinated border management, especially in cooperation:
 - Customs-Customs
 - Customs-business
 - Customs–other agencies
- Promote the integration of border controls, through actions that, based on data sharing, enable the customs involved to apply import and export controls concomitantly, not sequentially.

SAFE Framework – AEO Program

- Promote good practices in logistics chain security within the scope of the AEO Program.

Disruptive technologies and digital transformation

- Promote good practices related to disruptive technologies.
- Promote good practices in the digitalization of the logistics chain.

E-commerce

- Promote good practices in e-commerce, including topics such as risk management; use of technologies for the analysis of large volumes of data and cooperation with commercial platforms.

SO2: Revenue Collection

Customs valuation

- Encourage the integration of valuation specialists.
- Promote good practices to combat value fraud and undervaluation.
- Promote discussions on the issues that are under analysis by the WCO Customs Valuation Technical Committee.

Harmonized System

- Encourage the integration of tariff classification specialists.
- Disseminate updates to the Harmonized System, including on green customs.

Rules of origin

- Encourage the exchange of innovations (e.g., Declarations of Origin; Certificate of Digital Origin and interconnectivity of Certificates of Origin).
- Share best practices in origin verifications.
- Encourage the use of digital tools for information exchange.
- Promote integration between customs administrations in preferential agreements.

Expert and laboratory management

- Stimulate the sharing of experiences on customs laboratories.
- Encourage the sharing of good practices for carrying out forensic examinations when an administration does not have its own laboratory.
- Encourage exchanges of experiences on the treatment of chemical product reports.

Governance of Supply Chain Stakeholders

- Encourage the sharing of good practices in the qualification and registration of operators.
- Promote the exchange of experiences on the ultimate beneficial owner and corporate transparency.
- Encourage the monitoring of freight forwarders, brokers, enclosures, carriers and digital platforms.
- Promote the exchange of experiences on customs broker compliance programs

Compliance Management and Self-Regularization

- Encourage the use of preventive and guiding actions, with a focus on the voluntary correction of inconsistencies before the initiation of tax procedures.

- Share experiences on customs self-regulation programs, reports of inconsistencies, letters of compliance and mechanisms to induce spontaneous compliance.
- Encourage the adoption of risk-proportionate approaches, reserving repressive enforcement for situations of fraud or resistance to compliance.

SO3: Protection of Society

Cooperation in the fight against illicit activities

- Boost customs operations in cooperation with the RILO network (Regional Intelligence Liaison Offices)
- Monitor the creation of the regional community of K9 experts.
- Promote the exchange of experiences and good practices in combating structured customs fraud, especially those practiced by criminal organizations and complex business networks that use mechanisms of asset concealment, fraudulent interposition of third parties and other sophisticated forms of tax and customs evasion.
- Share methodologies for identifying and confronting abusive planning structures aimed at artificially reducing or suppressing taxes levied on foreign trade operations.
- Encourage integration between customs, tax, and financial intelligence areas, promoting a comprehensive view of the risks associated with economic chains and international trade flows.
- Foster cooperation between customs administrations and agencies responsible for criminal prosecution, anti-money laundering, asset recovery, and anti-corruption, strengthening coordinated action against transnational criminal organizations.
- Promote the sharing of experiences on models of network action, integrating inspection, intelligence, investigation and risk analysis units, with a focus on identifying complex fraud and dismantling illicit schemes.

Green Customs

- Promote:
 - Wildlife protection

- Combating illegal timber trafficking
- Combating illegal mining
- Sustainable disposal of seized goods

Border security

- Raise awareness about the role of Customs in fragile borders.
- Consolidate the role of Customs as the central border security agency, through the strengthening of international cooperation, public-private partnerships, and integration with other authorities, in alignment with the Customs-to-Customs, Customs-to-Business, and Customs-to-Other Government Agencies pillars of the WCO SAFE Framework.

Risk management and intelligence

- Promote good practices in:
 - Risk management
 - Use of analytical models
 - Exchange of information

Supply Chain Integrity and Transparency

- Strengthen the integrity of the global supply chain by expanding customs risk management, ensuring the safe and lawful movement of goods by balancing effective control and facilitation of legitimate trade.
- Promote the continuous mapping of vulnerabilities along logistics links, with a view to confronting various illicit trade tactics, including structured financial fraud, infiltration of organized crime groups, and insider threats.

SO4: Intra-regional cooperation

Mutual Recognition Agreements (MRAs)

- Monitor the implementation and evaluate the results of the regional MRA.
- Support the accession of new countries to the Regional MRA.

Information Exchange in the Fight Against Transnational Crimes

- Promote joint operations to combat drug trafficking, money laundering, trade in counterfeit products, and other illicit activities.
- Promote data and intelligence exchange for efficient risk management in the region.

- Foster the creation of a structured channel (**Regional Intelligence Platform**) for sharing risk alerts and intelligence in real time.
- Develop a **Digital Enablement Hub**, an ecosystem of joint online training focused on disruptive technologies and risk management.

4 Cross-cutting themes/Support for Implementation and Capacity Building

Promoting inclusion

- **Regional Women in Customs Program for the Americas and the Caribbean**

With four pillars:

- **Governance**
 - Network of national focal points.
- **Leadership**
 - Regional mentoring.
 - Leadership development program.
- **Working environment**
 - Diagnosis of harassment and gender violence.
 - Protocol sharing.
- **Data**
 - Regional application of WCO Gender Equality Organizational Assessment Tool (GEOAT).
 - Regional Gender Indicator Dashboard

Leadership, integrity and human capital

- Promote good practices in:
 - Leadership
 - Integrity
 - People management

- Encourage better practices in professional training.

WCO Tools

- Encourage the use of WCO instruments and tools.

Capacity building

Regional seminars

- Risk Management
- E-commerce and International Shipping
- Customs Valuation Agreement
- Harmonized System (HS)
- Customs Control of Passengers and Baggage
- Use of artificial intelligence in customs
- Non-Intrusive Technologies in Customs Inspection
- AEO Program / Mutual Recognition Agreements (MRA) / SAFE
- Border Management
- Combating smuggling, illicit trade
- Anti-Money Laundering and Tax Fraud

5 Performance Measurement

To evaluate the effectiveness of the Regional Strategic Plan, among other factors, the following will be analyzed:

- Number of in-person and virtual training activities on each topic;
- Volume of information exchange, based on the information provided to RILO;
- Number and results of joint operations among members in the region;
- Member satisfaction survey.

6 Implementation

The management of this Strategic Plan will be carried out by the Regional Vice-Chair (Brazil Customs), with the support and active participation of customs administrations, the WCO and other international organizations (such as the IDB,

OAS/CICTE and COMALEP) so that it is possible to achieve its effective implementation.

The collaboration of members is essential in all actions provided for in this Strategic Plan, including the dissemination of training actions; participation of customs officers in the sharing of good practices; carrying out joint operations and presenting information on the results achieved.

Equally important is the coordinated action of the Vice-Chair with the other regional structures of the WCO (Regional Capacity Building Office; Regional Training Centers; Regional Laboratories; Canine Training Centers and Regional Intelligence Liaison Offices).

Communications with the Vice-Chair should be sent to <americaribe@rfb.gov.br>.