

**WCO FRAGILE BORDERS ACTION PLAN (FBAP)**  
**2023 - 2026**

|    | Title    | WCO Strategic Plan | Activity   | Implementing body   | Funding                                | Timeline             | KPI                                | Progress/Remarks  | Secretariat comments   |
|----|----------|--------------------|--|---|--|----------------------|------------------------------------|---|--|
| 1. | Research | SP4 SO3            | Fragile and Conflict-affected States (FCS) research through field missions, internal and external publications supporting other pillars of the Action Plan                                   | WCO Secretariat<br><br>[EC/PTC]                           | WCO statutory budget and donor funding | 2023-2026            | Number of publications and reports | Implementation on hold for lack of resources            | --   |
|    |          | SP4 SO3            | <del>Annual report to the Council on incidents related to the border economy and security</del>  | <del>WCO Secretariat and Members</del>                    | <del>WCO statutory budget</del>        | <del>2023-2026</del> | <del>Annual report</del>           | <del>Implementation on hold for lack of resources</del> | <del>The item was deleted as per decision of the 91st session of the Policy Commission</del> |
|    |          | SP4 SO3            | Guidelines for state authorities on the role of Customs in fragile and conflict-affected situations and a compendium of best practices for effective Customs performance in these situations | Implementing/oversight body to be identified<br><br>[PTC] | TBD                                    |                      |                                    | Subject to funding                                      | New item, approved as per decision of the 91st session of the Policy Commission              |

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|    |  | SP4<br>SO3 | Conducting further research regarding conflict-affected situations caused by armed conflicts and their impact on Customs and trade   | Implementing/<br>oversight body<br>to be identified<br><br>[EC/PTC] | TBD   |           |  | Subject to funding                         | <b>New item, approved as per decision of the 91st session of the Policy Commission</b> |
| 2. | Global advocacy and communication the role of Customs in FCS | SO2<br>SO3 | Strong advocacy on the role of Customs in FCS at international fora organized by regional and international partner organizations, including WCO major stakeholders, donors and academia | WCO Secretariat<br>[EC]   | WCO statutory budget and donor funding          | 2023-2026 | Number of meetings and events                            | In progress                                | -  |
|    |  | SO2<br>SO3 | Proactive communication to Members and other partners and stakeholders on all WCO activities in the Action Plan  | WCO Secretariat<br>[EC/PTC]   | WCO statutory budget and donor funding          | 2023-2026 | Development and implementation of the communication plan | In progress                                | -  |
| 3. | Institutional arrangements and inter-agency cooperation      | SO2<br>SO3 | National and regional workshops led by Customs, involving policy-makers and representatives of   | Members and WCO Secretariat<br>[EC]                                 | Members' national funding and WCO donor funding | 2023-2026 | Number of national and regional workshops                | Implementation on hold for lack of funding | -  |

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|  |  |            | internal security forces and the military, to agree on policy recommendations aimed at better integrating Customs in national security, incident command, post-conflict rebuilding of Customs policies, at the highest level (e.g. national intelligence committee, national security committee), and at fostering inter-agency cooperation |                             |   |           |  |  |  |
|  |  | SO2<br>SO3 | National audits including recommendations on Customs' institutional and inter-agency arrangements to improve the handling of national security issues at borders, including violent extremism and insurgencies, and   | Members and WCO Secretariat | Members' national funding and WCO donor funding | 2023-2026 | Recommendations issued in the form of a Members-only restricted publication based on experiences in the MENA region; other FCS to be covered | Implementation on hold for lack of funding | <b>The item was deleted as per decision of the 91st session of the Policy Commission</b> |

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|    |  |            | facilitation of humanitarian aid   |   |   |                      |   |   |  |
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| 4. | Security of personnel and infrastructure | SO2<br>SO3 | Regional and cross-regional workshops on Customs Personal Protection Equipment (PPE) and Customs infrastructure security | WCO Secretariat and Members [EC]        | WCO statutory budget and donor funding            | 2023-2026            | Development of guidelines and number of workshops | Implementation on hold for lack of funding            |  |
|    |  | SO2<br>SO3 | <del>National audits on Customs PPE standards and Customs infrastructure security at fragile borders</del>               | <del>WCO Secretariat and Members</del>  | <del>WCO statutory budget and donor funding</del> | <del>2023-2026</del> | <del>Number of audits</del>                       | <del>Implementation on hold for lack of funding</del> | <b>The item was deleted as per decision of the 91st session of the Policy Commission</b> |
|    |  | SO2<br>SO3 | Development of WCO training modules for Customs administrations on the protection of staff and Customs infrastructure    | WCO Secretariat and Member experts [EC] | WCO donor funding, as available                   | 2023-2024            | Number of training modules                        | Implementation on hold for lack of funding            |  |

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|  |  | SO2<br>SO3<br>SP3 | Development of a WCO ACE programme for accredited experts in the area of fragile border security   | WCO Secretariat and Members<br>[EC/PTC] | WCO donor funding, as available                               | 2024-2026 | Number of ACE experts   | Dependent on the development of WCO training modules on the protection of staff and Customs infrastructure   |  |
|  |  | SO3<br>SP3        | Joint national training of Customs with other national military and security authorities, according to operational needs and requirements of the national Customs administration | Members and WCO Secretariat<br>[EC]     | Members' national funding and WCO donor funding, as available | 2023-2026 | Number of joint training sessions   | Implementation on hold for lack of funding   |  |
|  |  | SO2<br>SO3        | Joint inter-agency national and cross-border patrols and controls  | Members and WCO Secretariat<br>[EC]     | Members' national funding and WCO donor funding as available  | 2023-2026 | Number of Members who have implemented joint inter-agency national and cross-border patrols | Within the GEOINT component, participating Members identified opportunities to use GEOINT in planning cross-border operations. Discussions are ongoing on the practical implementation of such |  |

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|    |   |             |   |                                  |                                 |           |  | operational activities  |  |
| 5. | Mobilization of Customs data and intelligence for security in FCS | SO3 FA1     | National and regional awareness- raising on the use of Customs data for fragile border security intelligence purposes | WCO Secretariat and Members [EC] | WCO donor funding, as available | 2023-2026 | Number of workshops and round tables       | Implementation on hold for lack of funding  |  |
|    |   | SO3 FA1 SP3 | National and regional training for experts on the use of Open-Source Intelligence (OSINT) in the Customs domain       | WCO Secretariat and Members [EC] | WCO donor funding, as available | 2024-2026 | Number of training sessions                | Pilot training course conducted in June 2024. Study Report published in September 2024. Further development on hold for lack of funding |  |
|    |   | SO3 FA1 SP3 | National and regional training for experts on GEOINT (including the use of specialized mapping tools, such as QGIS)   | WCO Secretariat and Members [EC] | WCO donor funding, as available | 2022-2026 | Number of training sessions                | In progress. First workshop held in September 2024 in Côte d'Ivoire for five WCO Members in WA (funds: WASP and WCO/JICA Joint Project) |  |
|    |   | SO3 FA1     | Enhanced use of the WCO IRIS application for the mapping of fragile border incidents                                  | WCO Secretariat and Members      | WCO donor funding, as available | 2023-2026 | Number of recorded and displayed incidents | Review of IRIS tool as part of OSINT project.   | <b>A document with the review of the tool and a suggested way forward will be presented to</b> |

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|  |  |  |  |  |  |  |  |  | <b>the<br/>Enforcement<br/>Committee in<br/>March 2025<br/>(see Annex II<br/>to Doc.<br/>EC0858Ea).</b> |
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### **Glossary of Terms - Fragile and Conflict-Affected Situations**

Conflict - sustained violent activity over a time frame of more than two weeks, involving both state and non-state armed actors.

Dual-use - an item, component or commodity with both a legitimate civil use and a military or weapons-focused use.

GEOINT - geospatial intelligence.

IED - improvised explosive device.

Incident - incidents are situations where armed attacks have been undertaken against individuals or infrastructure. In the case of incidents against Customs, these are defined as physical attacks against Customs personnel or infrastructure.

OSINT - open-source intelligence.

Post-conflict - a post-conflict context denotes a period of transition between the cessation of armed violence and the establishment of stable governance.

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