



SOUTHERN AFRICAN DEVELOPMENT COMMUNITY

Sub-Committee on Customs Cooperation

Indicative Strategic Plan

July 2011

2012-2016

VISION

To become a World Class Customs Network anchored on regional
integration and trade competitiveness

MISSION

To support regional economic development through secure and efficient
trade facilitation systems and processes, promotion of a professional
environment and collaboration amongst Customs administrations and
stakeholders.

TABLE OF CONTENTS

ACRONYMS/ABBREVIATIONS.....	3
EXECUTIVE SUMMARY	4
1. INTRODUCTION & BACKGROUND	5
2. GLOBAL CUSTOMS DEVELOPMENTS.....	6
3. CUSTOMS PROFILE IN SADC	8
4. TRADING CONDITIONS IN SADC.....	11
5. SADC CUSTOMS VISION, MISSION AND OBJECTIVES	13
6. STRATEGIC THEMES	13
7. KEY RESULT AREAS.....	15
8. RISKS AND MITIGATING STRATEGIES.....	15
9. MONITORING AND EVALUATION.....	16
ANNEX 1 SCCC – STRATEGIC INTERVENTIONS 2012 TO 2016.....	18

ACRONYMS/ABBREVIATIONS

AEC	African Economic Community
AEO	Authorised Economic Operator
ASYCUDA	Automated System for Customs Data
AU	African Union
CET	Common External Tariff
CTN	Common Tariff Nomenclature
EAC	East African Community
HS	Harmonised System
NTB	Non Tariff Barrier
OAU	Organisation of African Unity
OSBP	One Stop Border Post
REC	Regional Economic Community
RISDP	Regional Indicative Strategic Development Plan
ROO	Rules of Origin
SACU	Southern African Customs Union
SAD	Single Administrative Document
SADC	Southern African Development Community
SADCC	Southern African Development Coordination Conference
SADC-CD	Customs Declaration
SCCC	Sub Committee on Customs Cooperation
SIPO	Strategic Indicative Plan for the Organ
WCO	World Customs Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

The Regional Indicative Strategic Development Plan (RISDP) was adopted in 2004 by SADC Heads of States. One of the key objectives of the RISDP is the promotion of trade, economic liberalisation and development. Customs, as one of the government agencies responsible for administering the flow of trade plays a crucial role in the attainment of goals as outlined in the RISDP. Article 13 of the SADC Protocol on Trade establishes the Subcommittee on Customs Cooperation (SCCC) to coordinate customs activities in the SADC region. Annex 2 of the SADC Protocol on Trade sets out the framework for cooperation amongst Customs Authorities. The SCCC is therefore developing a five year strategic plan outlining the strategic intention of customs administrations in SADC for the period January 2012 to December 2016.

The Strategic Plan outlines the role of Customs within the context of the overall objectives as contained in the RISDP particularly as it relates to trade. The plan also outlines developments within the global customs community as a result of a number of events such as the increased focus on securing the trade supply chain and the increased pressures on customs administrations to support the attainment of government objectives such as trade facilitation and revenue collection, particularly following the recent financial economic meltdown.

The plan also spells out key priorities for the regional level in the next five years with particular emphasis placed on implementation for national level with regional impact. A viable, vibrant and modern Customs operating environment in the SADC region will require strong and agile national customs administrations therefore a substantial amount of work in modernizing and streamlining customs processes should be undertaken at a national level within the context of an agreed regional direction. The SCCC should be able to build on a strong national foundation and streamline processes for implementing RISDP objectives.

The following Key Result Areas are identified and broken down further into specific activities as elaborated in Annex 1:

- **Modernised and harmonised Customs Procedures and Processes**
- **Cooperation in Customs Matters (Trade Facilitation and Enforcement)**
- **Integrated Customs Stakeholder Networks**
- **Comprehensive Capacity Building Strategy**

1. INTRODUCTION & BACKGROUND

Deeper regional integration in Africa is seen as a key enabler for economic development through trade and the utilisation of resources freely in the continent. In 1991 the then Organisation of African Unity (OAU) founded the African Economic Community (AEC). Under the African Union, the AEC is to become the customs and monetary union in six stages over 34 years i.e. by 2025. The Regional Economic Communities (RECs) are to form the building blocks to an operational AEC which will ensure that goods and people are able to move freely leading to the creation of an African market of about a billion people.

The Agenda for Customs in the African continent is mainly guided by the commitment for deeper integration at the African Union (AU) level. Other key drivers are global developments of the 21st Century such as: Increased Global Interconnectedness, Complex and Binding rules governing international trade, Increased international trade volumes, Changing role of Customs resulting from trade liberalisation, New Logistics and supply chain models, Changing Traditional trade patterns and increased participants, Advanced Global Production Networks, Emergence of Trans-national organised crime networks, International Security Threats, International Customs trade Facilitation and Security Rules Standards.

The Southern African Development Community (SADC) was established in 1980 and its vision is to *“promote economic success, improve the standards of living and quality of life and promote freedom, social justice, peace and security for the member states of the Southern African regional community.”*¹ This shared vision is anchored on the common values and principles and the historical and cultural affinities that exist between the peoples of Southern Africa.

The SADC Mission Statement is: *“To promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance, and durable peace and security, so that the region emerges as a competitive and effective player in international relations and the world economy”.*²

In March 2001, an extra-ordinary Summit of SADC approved the preparation of a Regional Indicative Strategic Development Plan (RISDP) to provide a clear direction for SADC policies and plans over the long term. The SADC agenda is driven by *deeper regional integration*. In 2003, the Heads of State and Government from SADC countries endorsed the RISDP³ and

¹ RISDP, p. X

² RISDP, p. X

³ The RISDP is a long term development framework, aimed at setting the priorities, policies and strategies and provide guidance to Member States, SADC Institutions, regional stakeholders, and International Cooperating Partners in the process of deepening integration.

the Strategic Indicative Plan for the Organ (SIPO)⁴ to fast track the development and implementation of deeper regional integration. The following are targets set in the RISDP to reach the goal of deeper Regional Economic Integration:-

• Target 1: Free Trade Area (FTA) – 2008 (Achieved)
• Target 2: Customs Union – to be advised
• Target 3: SADC Common Market - 2015
• Target 4: Monetary Union (and SADC Central Bank) - 2016
• Target 5: Regional currency - 2018

The focus of the RISDP is therefore to provide strategic direction with respect to SADC programmes. It also provides SADC and its institutions a clear view of SADC approved economic and social policies and priorities. It therefore follows that any SADC Strategic Plans must be aligned to RISDP.

Customs administrations are an important player in enabling the implementation of the RISDP and contribute to a sustainable process of SADC Regional Economic Integration through effective cooperation and adoption of customs international best practices. In responding to the various challenges and opportunities set out in the 21st century that will position Customs in the SADC region to effectively contribute to the attainment of regional goals as indicated above, efficient and modernised national customs administrations are crucial to building a strong regional customs presence. It is therefore crucial for national governments to invest sufficiently in resourcing customs operations.

2. GLOBAL CUSTOMS DEVELOPMENTS

In an increasingly globalised world where trade plays a key role in economic development and improvement of standards of living the role of customs in the context of facilitating the legitimate movement of trade has become very crucial. The international supply chain has become more complex with improvement in technology enabling manufacturers to produce goods in one part of the globe with final consumption happening in another part.

In addition to ensuring the facilitation of trade which drives economic growth, Customs Administrations are also expected to effectively ensure the security and reliability of the global supply chain of goods. Coupled with ever shrinking budgets and pressures placed on

⁴ The SIPO is a “complementary strategic framework and integral part of the RISDP, which provides general guidelines for the creation of a peaceful and stable political and security environment for the implementation of the RISDP and overall socio-economic development of the region”⁴.

limited resources, Customs Administrations have to employ interventions such as risk management to ensure that limited resources are focussed on the highest risk areas.

In regulating the supply chain, Customs Administrations are also cooperating with other stakeholders particularly the private sector and other government agencies. The introduction of initiatives such as the Authorised Economic Operator (AEO) enables Customs to form a strong partnership with the business community thereby extending the safety net in the supply chain. These programmes limit the possibility of incidence of non-compliance in the supply chain and provide the assurance that governments need to ensure well functioning international trade lanes.

Customs Administrations are also using modern technology and methods in executing their responsibilities. The use of devices such as Non-intrusive technology including container and baggage scanners, detector dogs, powers of arrest, electronic processing and risk management systems, joint customs controls and post clearance inspection are some of the tools that customs employ in their quest to ensure a seamless flow of trade on the one hand whilst combating illegal activities in the global trade supply chain on the other hand.

The agenda for international customs in Africa is carried out within the following multilateral structures:

- World Customs Organization, which divides African regions into East and Southern Africa (ESA); North and Central Africa;
- African Union Subcommittee of Directors General of Customs (AUSDGC);
- Regional Economic Communities i.e. SADC; EAC; COMESA; ECOWAS; UEMOA;
- Regional Bodies such as SACU.

A number of Customs administrations in collaboration with the World Customs Organization (WCO) have undertaken and are currently in the process of reform and modernisation to enhance their abilities to meet the challenges of the modern trading environment. These reforms and modernisation programmes are aimed at implementing some of the best practices identified above in customs administration and will position customs as the prime facilitator of trade which also contributes to the overall government objectives such as economic development, improved standards of living, increased investment and enhanced security.

In charting the role of customs in the new millennium, Customs leaders adopted, in recent years, instruments with the two key ones being the SAFE Framework of standards to secure and facilitate global trade and a policy document entitled “Customs in the 21st century, Enhancing Growth and Development through trade facilitation and border security”. The latter outlines ten key building blocks for a new strategic direction for customs administrations in the 21st century as follows:



3. CUSTOMS PROFILE IN SADC

Customs is influenced by the need to achieve regional economic integration and reliance on trade taxes and duties as an important source of government income. The following are some of the key features of customs operations in the SADC region:

- **Membership to Multiple Regional Economic Communities**

Some countries in the Region are members of different and at times overlapping Regional Economic Communities (RECs). The RECs share broadly similar objectives, but use different and sometimes conflicting operational modalities or time phasing of trade liberalization program implementation schedules. As a result, Customs Administrations within those countries find that they are in a position where there is need for their involvement in the development and implementation of various and sometimes conflicting regional Customs programmes. This does not only hinder the process of regional integration but proves to be a very difficult exercise to carry out both legally and operationally.

- **Security Mandate**

After the events of 11th September 2001, security is an emerging priority confronting Customs Administrations around the world including those within the SADC Region. As a result, a number of Customs Administrations have introduced inconspicuous but effective controls of cargo transported by road, rail, air, and waterways to secure

supply chain of goods, to fight organized crime by tackling the lucrative side of crime, to impede sales of illegal products and to enforce laws related to issues of public health and safety, as well as environmental crime and national heritage.

- **Emergence of Revenue Authorities**

Over the recent past, there has been an emerging trend of establishing Revenue Authorities to replace Customs and Internal Taxes Departments. The experience of Customs Administrations which are within the Revenue Authorities has so far shown that there is generally a marginalization of Customs as well as an emphasis on the revenue collection role of Customs at the expense of trade facilitation and protection of society.

- **Willingness to Change**

Customs Administrations in SADC are implementing modernization initiatives in order to meet the challenges that they are confronted with. Reform and Modernisation projects have been carried out and others are still in progress to enhance Customs operations.

- **Revenue Mandate**

The collection of trade taxes and duties are an important source of government revenue and it remains the primary focus for most countries in the SADC region.

The challenge in the region is balancing the mandate of revenue collection with other roles that modern customs administrations are expected to play including working with other stakeholders such as governments, private sector, other non-governmental agencies and citizens and these include the following:

- Contributing to Border Security
- Facilitation of legitimate trade
- Protection of society from dangerous and harmful imports; and
- Providing accurate information to aid policy decision in the economy.

- **Change Management**

Given the number of reform and modernisation activities undertaken by administrations in SADC, it is important to also focus on communicating the intentions of such reforms and securing sufficient buy-in and understanding of the impact such improvements will have firstly internally for staff and secondly externally for stakeholders such as traders. It is therefore important to enhance project and change management skills in the region.

- **Capacity Building**

In addition to traditional customs skills in Tariff Classification, Customs Valuation and Rules of Origin there is a growing need to enhance skills of customs officials in areas such as Post Clearance Controls and Risk Management, Managing Trader Compliance and applying measures to enforce compliance. This will ensure that customs officers are able to apply

modern techniques and processes in the administration of international trade. At the same time Customs need to facilitate capacity building for compliance by private sector and stakeholders.

It is also important for Customs administrations in Member States to take full ownership of technical assistance and training activities that happen in the region. It is important to also focus not only on explaining for example the World Trade Organization (WTO) Valuation agreement but emphasis should be on how does an administration implement the agreement, what institutional support and structures are required, case studies of how other countries have done it, lessons learnt, etc. The region should also develop a pool of regional experts in various customs disciplines who can be called upon to enhance skills of Customs officers across the region.

Customs Administrations should also work towards exchanging knowledge and expertise in the priority areas to better enhance processes and procedures at the member states level.

- **Information Technology**

The use of Information Technology is widespread in the region and the vast majority of customs goods clearance is processed electronically. The availability of reliable IT is however concentrated in the main centres and the situation is different in some border posts. This is due to factors such as lack of infrastructural development at border posts including lack of reliable electricity supply. Despite the availability of IT resources the capacity of these resources is not fully utilised and there is scope for expanding the use and extracting maximum benefit from such systems.

Customs administrations in the region do not use a common IT platforms and therefore a number of customs processing systems are employed by Member States in automating their customs processing and these include Asycuda, CAPE, CMS, TIMS etc. To ensure implementation of regional programmes it is important to develop strategies to aid interconnectivity of the various IT systems.

- **Customs / Private Sector Cooperation**

The relationship between Customs and the private sector in the region is maturing with both partners realising the need to collaborate to ensure that the SADC region becomes business friendly. At a regional level, work has progressed towards having a functioning cooperation mechanism that is action orientated and delivers practical benefits. A partnership has been cascaded to the national level through the Customs to Business forum.

There is a need to introduce a coordinated border management approach with other border agencies in facilitating the movement of goods and people across borders.

- **Legislation**

Despite being signatories to the various international conventions and regional instruments on Customs matters, Member States are at varying levels of implementation i.e. partial, full

and non implementation. Some of the major challenges in this regard are as follows: (i) lack of technical capacity to facilitate accession to most Conventions; (ii) slow ratification process; and (iii) inadequate implementation infrastructure. As an example, only a few Member States have aligned their Customs Act to the SADC Model Customs Act, leading to disparities in customs procedures and processes.

- **Customs Co-Operation**

For the last few years, Customs Administrations, besides the Annex II on Customs Cooperation of the SADC Protocol on Trade, signed various bilateral MOUs for cooperation on Customs matters. Despite the legal cooperation instruments of SADC on the ground, nearly no exchanges of information, joint investigations and other actions have taken place.

- **Enforcement and Risk Management**

“Customs enforcement is concerned with the protection of society and fighting trans-national organized crime based on the principles of risk management. In discharging this mandate, Customs enforcement services are involved in a wide range of activities relating to information and intelligence exchange, combating commercial fraud, counterfeiting, the smuggling of highly taxed goods (especially cigarettes and alcohol), drug trafficking, stolen motor vehicles, money laundering, electronic crime, smuggling of arms, nuclear materials, toxic waste and weapons of mass destruction. Enforcement activities also aim to protect intellectual and cultural property and endangered species of plants and animals”. WCO website

Customs Administrations in SADC should undertake to develop common approach towards addressing the scourge of illicit trade and anti-corruption measures at the border posts.

4. TRADING CONDITIONS IN SADC

Despite various efforts since the early 1960 to ensure a harmonised flow of trade and eradication of impediments to cross border trade, the African continent still ranks amongst the lowest in almost every study or survey on competitiveness. A number of these studies highlight weaknesses in the creation of a conducive environment for private investments to thrive, lack of infrastructure to support cross border trade, outdated and cumbersome procedures including customs processes at various border crossings. All these factors results in an increased cost of doing business in the region.

The latest World Bank doing business survey highlights some of the challenges that make the African continent less competitive in comparison to other parts of the world. The following comparative table, based on the doing business survey 2009 look at some of the factors:

Table 1: Costs of doing business in the World

Measurements	Eastern Europe and Central Asia	OECD Average	Latin America and Caribbean	Sub-Saharan Africa	Middle East and North Africa	East Asia and Pacific
Time to import (days)	28	11	21	39	26	24
Time to export (days)	27	10	18	33	22	23
Cost to import(US \$)	1774	1146	1481	2365	1222	953
Cost to export (US \$)	1581	1090	1243	1942	1035	909

Source: World Bank doing business 2009

These challenges are derived from a variety of factors such as lack of infrastructural development; IT systems that responds to the needs of traders; multiple stakeholders operating at the border posts; lack of adequate human capacity to handle traffic; lack of financial capital to acquire modern skills and capacity. The unfortunate factor is that the consumers bear the costs incurred in the supply chain.

The above table places huge responsibilities on Customs Administrations in the sub-Saharan region to fast track and harmonise efforts towards addressing the challenges identified.

A number of studies have been carried out the quest to understand some of the key constraints that traders face in moving goods across borders within the SADC region. In addition to these studies, reports by international organisations such as the World Bank and the World Economic Forum have also highlighted some of the constraints that hinder the seamless flow of trade between the SADC Member States.

Some of the key factors in this regard include the following:

- Unpredictable and outdated customs processes;
- Lengthy and costly customs clearance procedures;
- Paper based processes;
- Low levels of integrity;
- Lack of systems' interconnectivity;
- Inadequate inter agency collaboration;
- Inadequate cooperation between Customs and private sector;
- Poor infrastructure;
- Limited financial resources; and
- No simplified trade regime (STR) for small scale traders.

The role of the private sector in achieving the goals outlined in the RISDP is crucial particularly the increased flow of intra SADC trade which creates employment and contributes to positive and sustained economic growth in the region. To achieve these goals business requires a predictable and transparent trading supply chain.

5. SADC CUSTOMS VISION, MISSION AND OBJECTIVES

VISION

To become a World Class Customs Network anchored on regional integration and trade competitiveness

MISSION

To support regional economic development through secure and efficient trade facilitation systems and processes, promotion of a professional environment and collaboration amongst Customs administrations and stakeholders.

STRATEGIC OBJECTIVES

- Simple, speedy, transparent and more predictable trade facilitation environment
- Enhanced competency of Customs administrations and their stakeholders

6. STRATEGIC THEMES

In achieving the strategic objectives, Customs administrations in the SADC region will be guided by the following themes.

- **Reducing the cost of doing business**

Customs procedures and processes should be simplified and streamlined to ensure a seamless flow of legitimate trade. This will contribute to making the SADC region competitive in comparison to other regions. Traders should be able to note a significant reduction in trading costs related to delays and cumbersome processes.

- **Apply international standards and best practices**

The World Customs Organization (WCO) and other multilateral organisations have developed best practices in the administration of international trade. Customs in the region will strive for the implementation of modern practices and technology in executing their mandate.

- **Contributing to border Security**

Given the latest development in cross border trade and an increase in trans-territorial organised criminal activities Customs has to play a significant role in supporting government objectives of ensuring proper border control. Through coordinated border management initiatives customs will work with other agencies to ensure facilitation of legitimate trade

whilst forming a collective body at national and regional level to combat criminal and illegal activities.

- **Building professional Relationships between customs administrations and private sector**

The supply chain that moves international trade has a large number of parties that are responsible for specific activities which together contribute to its efficiency. It is critical for Customs Administrations to cooperate with and coordinate the various parties particularly the private sector which includes importers, exports, transporters, clearing agents' etc. Cooperative arrangements should be established both at national and regional level.

For the supply chain to be effective, it is imperative that there region should develop disciplined, knowledgeable and honest customs officials. Well trained private sector operators who have the highest levels of integrity will also assist in creating this effective supply chain.

- **Collaboration amongst Customs Administrations**

The seamless flow of trade in the region will be aided by enhanced cooperation and exchange of information amongst Customs Administrations. Modern regional legislative instruments are an imperative element to ensure joint investigations and routine information exchange; both in sending advance routine information to aiding specific enquiries. Customs Administrations should also cooperate in sharing best practices and learn from each other's modernisation initiatives. The exchange of staff and sharing of resources should be routine to foster seamless Customs operations in the region.

- **Global and Continental Alliances**

To aid the integration of the region to the continental and global trade lanes, the SADC region will cooperate closely with institutions such as the African Union Commission, other Regional Economic Communities in the African continent, the WCO and the WTO amongst others to ensure the application of modern practices and to benefit from expertise contained in these institutions.

- **Capacity Building**

Customs administrations in the SADC region will continually modernise their operations in an effort to benefit from the latest technological advances. The Customs Administrations will be responsive to the changing trading environment at a regional and global level. The region will ensure coordination of modernisation programmes and also actively participate in shaping the customs capacity building agenda at multilateral institutions such as the WCO and WTO.

7. KEY RESULT AREAS

In responding to a number of challenges and in line with its strategic objectives and themes, Customs should take advantage of opportunities presented by a deeper regional economic integration process within SADC. The following should therefore be Key Result Areas that SADC Customs Administrations should achieve in the next five years:

- Modernised and harmonised Customs procedures and processes
- Cooperation in Customs matters (Trade Facilitation and Enforcement)
- Comprehensive Capacity Building Strategy

8. RISKS AND MITIGATING STRATEGIES

For this Strategic Plan to be implemented successfully there are critical deliverables which should be attained. It is therefore critical that the assumptions are outlined and mitigating measures against their failure highlighted as well:

- **Seamless communication between the Secretariat and SCCC**

It is assumed that there will be seamless communication between the Secretariat and SCCC for the successful implementation of this plan.

- **Embracing change**

For meaningful integration for the region to take place, individual governments and revenue administrations should be willing to embrace the changes taking place at the global; continental and regional economic environment. With any change, there is bound to be challenges especially with a focus of bringing together peoples from Member States with diverse cultural backgrounds. Therefore, for this plan to succeed, it is critical to manage the changes in a more systematic way to achieve the desired result.

- **Convergence of national priorities with the regional objectives**

For regional integration to take place there should be convergence and meeting of minds among all the players in terms of national developmental goals which should in a way complement the integration agenda. One way of mitigating against divergence between national objectives and that of the region is to ensure that strategic plans for individual customs administrations and that of SCCC be aligned as much as possible.

- **Collaboration between trade, customs and other border enforcement agencies**

It is assumed that there will be necessary collaboration between and among all players within the trade facilitation chain for the successful meeting of objectives of this plan. One way of securing collaboration is sensitization of all players about the aims and objectives of the regional integration agenda.

- **Availability of resources**

Availability of adequate resources including financial and human is a necessary pre-condition to the success of this plan in all material respects.

- **Global economic recession**

The ability of member states to move the integration agenda forward is very much dependent on improvement of economic conditions both regionally and internationally.

- **Multiple memberships in regional economic groupings**

The COMESA/ EAC/SADC Tripartite Forum brings with it an opportunity to coordinate various efforts and harmonise systems, thereby enhancing the facilitation of licit trade in the region.

- **Reliance on donor funding**

The customs programme in SADC is highly reliant on funding from the donors and this poses a challenge towards achieving sustained implementation of the programme. Member states should consider developing mechanism towards sustaining the Customs Programme in the region within the confines of limited financial resources. High reliance should be on what is currently available in member states and how to better utilise the resources at a regional level. Donor assistance should be value addition to the current common regional programmes that member states are implementing.

9. MONITORING AND EVALUATION

This strategic plan will be subjected to (i) monitoring supported by annual SCCC work plans, (ii) a mid-term review in the year 2014, and (iii) a final evaluation exercise in 2016.

The SCCC will provide overall coordination of this Strategic Plan during all phases of the planning period. However it has to be noted that the main impetus and input must come from Member States. The implementation of the Project would be supported by a Project Management structure that includes SADC Secretariat's Customs Programmes Officer, a Project Leader and National Project Managers.

The SCCC will have a leading role in guiding project implementation, review and approve project implementation on a regular base, give and approve project activities. The SCCC will also act as a forum to inform all partners about the progress on the Strategic Plan and to discuss possible challenges and propose/develop remedial activities. The SCCC will also be responsible for organizing national events, such as the Stakeholder Forums, stakeholder consultations and meetings etc. In implementing this Strategic Plan, the SCCC shall endeavour to ensure that not more than three (3) achievable priorities and implemented in any given year with the view to optimizing success rate.

The Strategy & Policy Advisory Group (SPAG) will support the work of the SCCC.

Project Leader

The Project Leader will oversee the Project, and, have responsibility to implement the Project Plan. The Project Leader will commission various projects, each one controlled and directed by the National Project Manager at national level. The Project Leader will sign off each stage of the project and sanction any significant project changes working in consultation with the SCCC who has the overall responsibility for delivery of the Strategic Plan's goals.

National Project Manager

The Heads of Customs will nominate one (1) officer to be a member of SPAG and act as a National Project Manager per Member State.

The National Project Manager will ensure that the Project produce the required deliverables to the required standard of quality within specified constraints of time and cost agreed with the Project Leader in the work planning stages. Specific responsibilities in this regard are:

- To plan the Project activities and sub-activities, and agree the plan with the Project Leader and his/her Head of Customs;
- Prepare all stages of the plans before submission to Project Leader;
- To monitor progress and resource utilization in all stages, and to initiate corrective action where necessary, liaising and coordinating with the Project Leader ;
- Submit progress reports to the Project Leader for consolidation for onwards submission to the SCCC at the end of each reporting period;
- To coordinate national activities aimed at achieving deliverables;
- To advise the Project Leader and the SCCC of all deviations from the plan, and to notify of any correction taken; and
- To recommend action and submit exception plans to the Project Leader and the SCCC where corrective action cannot be completely accommodated within project tolerances.

ANNEX 1 SCCC – STRATEGIC INTERVENTIONS 2012 TO 2016

- TIFI 5 Year Strategic Plan: **2.1. TRADE FACILITATION - Simplification and harmonization of customs laws and procedures**
- SCCC Key Result Area 1: **Modernised and harmonised Customs procedures and processes**

Main Activity	Sub –Activities	Key performance Indicator
1.1.Automation of Customs processes	1.1.1 Automation of common key Customs processes	Regional priority Customs processes identified and automated
		Reduced direct interaction between Customs officers and Private sector players
1.2 Harmonised Customs Systems and Processes	1.2.1 Development of Regional Customs Policy and Practices	National Customs policies and legislation reviewed and reports submitted
		SADC Customs Policy and practices developed taking into account international best practices
		SADC Customs policy and practices incorporated into Member States legislative framework
	1.2.2 Development of modern, simplified and harmonized Regional Customs Best Practices (e.g. SADC Accredited Economic Operator (AEO), Regional Post Clearance system, Risk Management system, One Stop Border Posts, Common Operating Procedures)	<ul style="list-style-type: none"> • Guidelines for simplified and harmonised Customs processes developed and implemented (based on WCO instruments and international best practices). • Common Customs Management Act in place
	1.2.3 Development of SADC Simplified Trade Regimes for small scale traders	
1.2.4 Implementation of SADC Simplified Trade Regimes for small scale traders		

	1.2.5 Regional Transit Management System reviewed	
	1.2.6 Regional Transit Management System implemented	<p>Regional Transit Management System launched in the SADC Region</p> <p>Automated SADC transit system and Bond management systems developed</p> <p>Payment Systems Streamlined to National Banking Systems</p>

- **TIFI 5 Year Strategic Plan: 2.2. ENFORCEMENT MATTERS - Facilitate cooperation in the prevention, investigation and suppression of Customs offences**
- **SCCC Key Result Area 2: Cooperation in Customs matters (Trade Facilitation and Enforcement)**

Main Activity	Sub –Activities	Key performance Indicator
2.1 IT connectivity	2.1.1 Develop a SADC Wide area Network Infrastructure	Wide Area Network developed and deployed
	2.1.2 Interface Customs IT systems	
2.2 Customs Cooperation & Enforcement	2.2.1 Revise Annex II of the SADC Protocol on Trade to enhance cooperation and information sharing	Annex II of the SADC Protocol on Trade reviewed, adopted and implemented
	2.2.2 Policy on Implementation of Joint Controls Developed and Implemented	Joint Controls Implemented
		Regional Enforcement campaigns held jointly.
		Compliance Strategy developed

	2.2.3 Align common programmes amongst the regional grouping such as SADC; WCO ESA; SACU; and TKC	Programme of alignment implemented
2.3 External Stakeholder Engagement	2.3.1 Memorandum of Understanding between Customs and the Private sector at a regional level.	Negotiation and Conclusion of a Memorandum of Understanding between Customs and the Private sector at a regional level.
	2.3.2 Establishment of customs-private sector fora in all SADC Member States	Private Sector Forum meetings convened consistently
2.4 Coordinated Border Management	2.4.1 Develop Coordinated Border management system guidelines	Better coordination between customs and other border agencies at national level
	2.4.2 Implement Coordinated Border management system guidelines	
	2.4.3 Regional blue print for customs administration infrastructure development	Regional blue print for customs administration infrastructure

- **TIFI 5 Year Strategic Plan: 2.1. TRADE FACILITATION - Customs capacity building facilitated**
- **SCCC Key Result Area 3: Comprehensive Capacity Building Strategy**

Main Activity	Sub –Activities	Key performance Indicator
3.1 SADC Customs Regional Capacity Building Strategy	3.1.1 Framework for exchange programs and bilateral and multilateral missions	Regional exchange programmes in place
	3.1.2 Incorporate WCO Capacity Building Agenda to SADC Capacity Building Strategy	Alignment created
	3.1.3 SADC Customs E-Learning Facility	E-Learning Portal developed and deployed
	3.1.4 Regional Customs Code of Ethics and Conduct	<ul style="list-style-type: none"> • Anti-corruption units set-up in member states • High levels of integrity

KEY RESULT AREAS	2012				2013				2014				2014				2015		
	I	II	III	IV	I	II													
1.0 Modernised and harmonised Customs procedures and processes																			
1.1 Automation of Customs processes																			
1.1.1 Automation of common key Customs processes																			
1.2 Harmonised Customs Systems and Processes																			
1.2.1 Development of Regional Customs Policy and Best Practices																			
1.2.2 Development of Modern, simplified and harmonized Regional Customs processes																			
1.2.3 Development of SADC Simplified Trade Regimes for small scale traders																			
1.2.4 Implementation of SADC Simplified Trade Regimes for small scale traders																			
1.2.5 SADC Transit Management System reviewed																			
1.2.6 SADC Transit Management System implemented																			
2.0 Cooperation in Customs matters (Trade Facilitation and Enforcement)																			
2.1 IT connectivity																			
2.1.1 Develop a SADC Wide Area Network Infrastructure																			
2.1.2 Interface Customs IT systems																			
2.2 Customs Cooperation & Enforcement																			
2.2.1 Revise Annex II of the SADC Protocol on Trade																			
2.2.2 Policy on Implementation of Joint Controls Developed and Implemented																			
2.2.3 Align common programmes amongst the regional grouping																			
2.3 External Stakeholder Engagement																			
2.3.1 MoUs between Customs and the Private sector at a regional level																			
2.3.2 Establishment of customs-private sector fora at all SADC Member States																			
2.4 Coordinated Border Management																			
2.4.1 Develop Coordinated Border Management system guidelines																			
2.4.2 Implement Coordinated Border Management system guidelines																			
2.4.3 Regional blue print for customs administration infrastructure development																			
3.0 Implementation of Capacity Building Strategy																			
3.1 SADC Customs Regional Capacity Building Strategy																			
3.1.1 Framework for exchange programs and bilateral and multilateral missions																			
3.1.2 Incorporate WCO Capacity Building Agenda to SADC Capacity Building Strategy																			
3.1.3 SADC Customs E-Learning Programme																			
3.1.4 Develop and implement Regional Customs Code of Ethics and Conduct																			