



WORLD CUSTOMS ORGANIZATION  
EAST AND SOUTHERN AFRICA

# REGIONAL STRATEGY IMPLEMENTATION PLAN

(July 2012 - June 2017)

**Goal:** To contribute to the economic growth of the Region with regard to trade, security and social protection.

**Purpose statement:** To develop professional Customs administrations that are fair, efficient and effective in revenue collection and border management service.

**Strategic objectives:** We intend to achieve our goal through the following Strategic Objectives;

- i. **Strategic objective 1:** Promote Trade Facilitation
- ii. **Strategic Objective 2:** Promote Fair and Efficient Revenue Mobilization
- iii. **Strategic Objective 3:** Protect the Society
- iv. **Strategic Objective 4:** Strengthen Professionalism in Human Capital
- v. **Strategic Objective 5:** Enhance Capacity to Support Regional Integration

## Strategic Objective 1: Promote Trade Facilitation

Outcome	Tasks	Activity	Timing / Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Harmonized policies, legislation and procedures in a view to implement CBM.	To simplify, standardize and harmonize policies, legislation and procedures based on global standards	CBM Workshop	September 2013	EUR. 30,000	WCO ESA Project	Simplified policies, legislation and procedures( Which countries attended and we require feedback)		Need feedback on the success Indicators
		National Policy Dialogues (6 countries)	September 2013	EUR. 36,000 (6,000 EACH) ((≈ USD. 46,550 (7,750 EACH))				
	To Adopt the WCO Data Model	Data Model: Expert-Training Seminar	18 -20 <sup>th</sup> November 2014.	USD. 55,000	WCO ESA Project	WCO Data Model adopted ( Which countries and feedback)		Need feedback on the success Indicators
	To Implement RKC	Revised Kyoto				Revised Kyoto	M	10

Outcome	Tasks	Activity	Timing / Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
		Convention: Workshop (Malawi)	22 <sup>nd</sup> May 2013	EUR. 40,000 (≈ USD. 51,000)	CCF JAPAN	Convention implemented		members still to Accede. Should state their challenges as to why and assistance which is required. Twice.
		Secretary General and Vice Chair to engage 10 members to accede and implement RKC	-	-	N/A	RKC accession and implementation	H	Should state their challenges as to why and assistance which is required. Twice.
		Gap analysis and coordination with RECs	TBA	TBA	TBA		H	As above
		To assist members in the implementation of the RKC by encouraging adoption of use of WCO tools.	Ongoing	N/A	N/A		H	As above

Outcome	Tasks	Activity	Timing / Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Preparing the implementation of TFA	Supporting implementation of National Trade Facilitation Committees	Regional workshop (TFA Awareness workshop)	24 - 26 June 2015	TBA	DfID	Implementation of the TFA -NTFC in place -Alignment of Legislation -Notification -Coordination and Sharing of Information regarding the Agreement. Standardization of Training	H	Report on progress.
		CMA Accreditation for WTO TFA process  Regional workshop for advanced experts ????	31 August – 4 Sept. 2015		DfID		H	Report on progress
		Crafting of project proposals	At least a month prior Needs Assessment workshop		Members			
		Needs Assessment workshop	20 - 22 July 2015		DFID		H	Report on progress
Enhanced Customs to Customs cooperation	To Promote MAAs among MS	MAA and Compliance Management workshop	2015-16	£ 62,000 (≈ USD. 100,000)	TBA	MAA`s signed		

Outcome	Tasks	Activity	Timing / Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Enhanced Customs to Business partnership	To Promote and implement Customer centricity and Service culture	Information sharing through Customs forums, internet, engaging the RECs.	Continuous	-	-	National & Regional Customs to Business Forum established	H	Report on progress
	To support the development and implementation of Authorised Economic Operator programmes	AEO: Regional Conference with workshops and panel discussions, MRAs.  Engage the RECs on sharing of practices and MRAs.	End of 2015  Ongoing (Panel Discussion).	USD. 55,000	TBA	AEO Policies and procedures implemented BY MEMBER STATES	H	iReport on progress
	To Adopt Single Window	Single Window: Workshop (Mauritius)	18 <sup>th</sup> – 20 <sup>th</sup> November 2014	USD. 60,000	WCO ESA Project	Regional Compendium of SW models  Pilot projects across ESA		
		Technical Assistance (TA) for Single window support - Mauritius	June 2014	EUR. 35,000 (≈ USD. 45,000)	WCO ESA Project			
		Site Visits	September 2013	EUR. 80,000 (≈ USD.	WCO ESA Project			

Outcome	Tasks	Activity	Timing / Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
				100,000)				
Harmonised ICT strategy implemented	To Automate and harmonize / interface Customs procedures	Reform and Modernization Conference (South Africa)	January 2014	£ 62,000 (≈ USD. 100,000)	DFID	Identification and assessment of the existing ICT programmes	H	To provide progress report of the implementation.
						Bilateral cooperation programmes under development		

## Strategic Objective 2: Promote Fair and Efficient Revenue Mobilization

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Effective Mobilization of Revenue Collection	To Enhance revenue collection techniques to increase the tax base and maximize revenue yield.	Rules of Origin workshop (South Africa).	February 2014	EUR. 40,000 (≈ USD. 51,000)	WCO	All MS using HS 2012, GATT Valuation, and correct Rules of Origin		
		Revenue Package (Valuation) Training - to be linked with SARS Transfer pricing training & RECs (South Africa)  (Note: 11 SADC members trained).	February 2014	USD. 60,000	OECD (for the first training)	Transfer pricing, commercial fraud combatting techniques knowledge		Application of the knowledge gain.

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
		Revenue Package (Valuation) Training - to be linked with SARS Transfer pricing training & RECs (South Africa)  For 13 yet to be trained)	2015 – 2016	TBA	TBA	ge disseminated	H	Application of the knowledge gain.
	To Implement Post Clearance Control and Audits	PCA: Expert Training Seminar (Zimbabwe)	July 1 - 5 2013	USD. 55,000	AUSAid	Utilization of PCA tools and techniques		
	To Establish National Advance Rulings Service	Technical assistance for crafting legislation for binding advance rulings	Continuous	TBA	TBA	National Advance Rulings Services established.	H	Report on progress and sharing of best practices
	Revenue impact on the TF	Evaluation on the impact of TF to revenue collection.	2017	TBA	TBA		L	



### Objective 3: Protect the Society

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Effective Risk Management policy, strategy and procedures	To Implement RM strategy	Risk Management: Training Seminar (11 SADC members trained, 13 members yet to be trained.)	August 2013	USD. 55,000	TBA	National Strategies developed	H	Report on status of implementation
		Risk Mapping workshop (Mauritius)	6 <sup>th</sup> – 10 <sup>th</sup> July, 2015		CCF Japan	Capacity Building activities (Workshops, Seminars, etc.)	H	Report on status of implementation
		nCEN Marketing	Ongoing	EUR. 15,000 (≈ USD. 20,000)	WCO ESA Project			
		nCEN Implementation – Expert Missions	Ongoing	EUR. 210,000 (≈USD. 270,000)	WCO ESA Project			
		nCEN Training	Continuous	EUR. 137,500 (≈USD. 178,000)	WCO ESA Project			
	To Use NII equipment for security and trade facilitation	NII Workshop (Mozambique)	July 2013 22 <sup>nd</sup> – 26 <sup>th</sup> July 2013	USD. 55,000	CCF/Japan	NII technology embraced		

	To Enhance transit management controls	Transit workshop (Uganda)	3 <sup>rd</sup> week of February, 2015	USD. 65,000	CCF Japan	Transit Management controls implementation facilitated		
Customs Security Intelligence	Use of Advance Information	Training on Detection methods	2016 – 2017	TBA	TBA		H	
		Effectively utilise the RILO in detecting security related issues counterfeiting and piracy.	Use of tools – dogs, scanners.	Continuous	-		-	
	Engaging other relevant security agencies.-	Continuous	-					
	Promotion of the use of the WCO IPM 2 tool	Continuous	N/A					
	Promotion of signing of MAAs							

#### Objective 4: Strengthen Professionalism in Human Capital

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Enhanced Regional Research and Analysis Capacity in Customs	To Develop key research programmes such as PICARD Programme and the Cooperation with Academia	ESA PICARD Chapter conference	March 2015	TBA	TBA	Research programmes with Picard and Academia in place  Regional PICARD Chapter implemented		
	To build institutional capacity and the body of knowledge in Customs through research	*Build capacity for Research on Customs and *Trade Facilitation Publish Working Papers *Establish a panel of customs experts; authors; writers and reviewers	June 2013 – July 2014		DfID	Research papers published		

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Competent Trainers	To equip trainers with appropriate training skills	Finalization of the ToT Material	22 – 26 June, 2015		DfID		H	
		Quality Control of ToT material	6 – 17 July, 2015		DfID		H	
		Training of Trainers (ToT) workshop.	August 2015		TBA	90 Trainers trained, 30 on E-learning tutorship	H	Roll out of training at national level
Regional E-learning platform	To roll out E-learning and E-learning platform	Build an e-learning platform at the ROCB  Pilot regional e-learning  Implement the regional e-learning programme	July 2013 – May 2015		DfID  CCF Korea	Portal built and operational  Creation and Implementation of Blended Learning courses for all the priorities including CBM, PCA, RKC, RM, Transfer Pricing.		

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Integrated HRM strategy	-To Develop integrated HRM strategies based on the WCO Framework on Customs Professionalism. To develop Integrity programmes to implement the Revised Arusha Declaration -To Implement staff retention and career development strategies -To Develop performance measurement tools to encourage the desired behaviours and meet stakeholder expectations.	Implement WCO Framework on Customs Professionalism (including Performance Management tools)	TBA	TBA	TBA	HR network in place  Regional Compendium of best practices Compendium of PM best practices Compendium of PM best practices	H	Report on the progress of implementation
		HRM regional network meeting	TBA	TBA	TBA		H	Report on the progress of implementation
		HRM Experts (Diagnosticians) Workshop	TBA	TBA	TBA		M	Implementation of the HRM Strategy
	To Promote a knowledge-based workforce and service culture	Marketing use of WCO tools	Continuou s	-	-	Optimum utilisation of available tools and support		

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
	-To develop and Implement a Leadership and Management Strategy -Communication	Regional Accreditation Workshop	May 2014 (Brussels)		World Bank / Finnish Government			
	To Develop and implement a Leadership and management development strategy	Regional LMDP Accreditation Trainings	TBA	USD. 55,000	World Bank	Increased Leadership capacity in MS		
		Swaziland	Oct. 12	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Mauritius	Feb. 13	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Botswana	Dec. 12	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Zimbabwe	Jan. 13	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Uganda	Feb. 13	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Angola	Mar. 13	EUR. 20,000	WCO ESA			

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
				(≈ USD. 26,000)	Project			
		Mozambique	Apr. 13	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Tanzania	May. 13	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Rwanda	June 13.	EUR. 20,000 (≈ USD. 26,000)	WCO ESA Project			
		Information sharing	-	-	-	No of programmes established Level of horizontal integration of Integrity		

**Objective 5: Enhance Capacity to support regional integration**

Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
Effective regional coordination procedures among the regional stakeholders	To Develop an integrated communication strategy	Develop communication strategy  DONE; 11 <sup>th</sup> RSG meeting in Lilongwe, Malawi.	Continuous	-	Member States	Website, and e-newsletters, developed and running  National Contact Points and Regional Customs Experts Database established and maintained  Regular communication with MS, RTCs, RECs, Vice-Chair, WCO Secretariat, and stakeholders		
	To Develop and Implement an integrated coordination strategy	Encourage use of WCO Project Map Database	September 2013  Ongoing  Continuous	EUR 65,000 (≈USD. 84,000)	WCO ESA Project	Donor coordination strategy implemented Project Map database implemented		



Outcome	Tasks	Activity	Time Frame	Cost	Source of Funding	Success indicators	Priority Level	Member Role
	To Empower the ROCB and RTCs to deliver on the ESA Capacity Building Strategy	RTC Heads – ROCB meetings	Continuous	USD. 15,000	Member States	Increased capability to deliver programmes within the region  Effective regional cooperation with Centres of Excellence and RECs		
Effective Monitoring and Evaluation framework	Develop and Implement a Monitoring and Evaluation framework and tools	M & E training for ROCB & RTCs (RBM)	2015	USD. 25,000	TBA	MS in Phase III  Performance management system in place and working for ROCB and RTCs	H	N/A
Performance Measurement	To Implement WCO PM tools	Performance Measurement tool workshop	12 – 16 October, 2015		DfID	Adoption of Performance Measurement tools by the region	H	Report on implementation
Funding Mobilization		Donor Conference (South Africa	23 -24 July 2015		WCO ESA Project	Successful implementation of plan	H	Project proposal developed

## Abbreviations / Acronyms

AEO;	Authorised Economic Operator	PCA;	Post – Clearance Audit
AUSAid ;	Australian Government Overseas Aid Program	PICARD;	Partnership in Customs Academic Research and Development
CBM;	Coordinated Border Management	PM;	Performance Measurement
GATT;	General Agreement on Tariffs and Trade	PMD;	Project Map Database
HRM;	Human Resource Management	RECs;	Regional Economic Committees
HRM;	Human Resource Development	RBM;	Result Based Management
HS;	Harmonised System	RM;	Risk Management
LMD;	Leadership & Management Development	RTCs;	Regional Training Centres
M&E;	Monitoring & Evaluation	SARS;	South Africa Revenue Service
MAA;	Mutual Assistance Agreements	SW;	Single Window
MS;	Member States	TA;	Technical Assistance
nCEN;	(national) Customs Enforcement Network	TBA;	To Be Announced / Advised
NII;	Non-Intrusive Inspection	TMSA;	TradeMark Southern Africa
OECD;	Organisation for Economic Co-operation and Development		