

# ESA NEWSLETTER

JULY - SEPTEMBER 2025

## Adios, Director Emeritus

Region bids farewell  
to Director Larry Liza  
after a decade  
of progress,  
impact and legacy.

Also inside:



Mauritius concludes  
a remarkable term







# Director Larry Liza Pictorial





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We are happy to present to you a very special edition of our Newsletter as it marks the departure of our Director and Chief Editor, Mr. Larry Liza. As he exits the stage, he leaves us with a legacy of excellence, immense growth, and invaluable experiences that he has graciously shared with us over the years past. We commit to carrying on his vision of remaining the most visible region and supporting the ESA Region to become stronger and more impactful through continuous spotlighting of our milestones, achievements and solutions to emerging issues.

Mauritius has gracefully concluded its ESA Vice-Chair term, leaving behind a legacy of achievements.

Across the region, Customs administrations are making notable strides in integrity, innovation, trade facilitation, and regional cooperation. From Eswatini's firm implementation of the ESA Regional Code of Conduct on Integrity, to South Africa's hosting of successful ESA regional meetings.

Kenya's focus on the fight against illicit goods and counterfeits reflects a united stance in protecting both revenue and consumer safety. Meanwhile, Seychelles is cultivating the next generation by equipping young entrepreneurs with vital Customs knowledge.

In Tanzania, reforms and strategic enforcement are accelerating – evolving into a data-driven entity, while Non-Intrusive Inspection (NII) technologies at JNIA are redefining the balance between trade facilitation and security.

The official launch of the UNODC Global Maritime Crime Programme in Port-Louis and training in airport risk management demonstrate a strong alignment with international security and compliance standards. Even cultural diplomacy has played its role, with a golden moment shared between Mauritius and Madagascar.

Mozambique's spotlight on tax incentives highlights the country's efforts to attract investment through a clearer, compliant tax regime. In Zimbabwe, the future is being shaped from the classroom—where Customs education is being introduced to children to nurture a generation that understands and respects trade regulations.

These efforts underscore a shared regional vision: that places integrity, innovation, and partnership at the heart of Customs transformation. The ESA region is not only responding to today's challenges but is also laying the groundwork for a resilient, integrated, and forward-looking Customs environment.

With continued collaboration, the path ahead holds even greater promise for our region. Here's to achieving more together - stronger, bolder, and with unwavering purpose.

### **Acknowledgement**

Eswatini - Eswatini Revenue Service  
Kenya - Kenya Revenue Authority  
Madagascar- Malagasy Customs  
Mozambique - Mozambique Revenue Authority  
Mauritius - Mauritius Revenue Authority  
Seychelles - Seychelles Revenue Commission  
South Africa - South African Revenue Service  
Tanzania - Tanzania Revenue Authority  
Zimbabwe - Zimbabwe Revenue Authority  
SADC - Southern African Development Community

### **Editorial**

Larry Liza - Editor-in-Chief & Director  
Faith Mosongo - Programme Officer & Editor  
Erick Kaburu - ICT Officer, Design & Layout



**Faith Mosongo**  
Programme Officer & Editor



## ESA's Glowing Tribute to Outgoing Director

The Governing Council gave farewell remarks to Mr. Larry Liza, Director of the ESA ROCB after nearly 15 years of outstanding service, this includes ten as Director across an unprecedented three terms. Delegates paid glowing tributes, celebrating his unwavering dedication, strategic vision, and the transformative impact he has had across the region.

Mr. Liza was widely praised for elevating the region's visibility, strengthening Member engagement, and successfully steering three regional strategies. He fostered coordination among key stakeholders—including the WCO, ROCB, RILO, RTCs, RECs, and the private sector—and played a key role in founding the Regional Private Sector Group.

**Mauritius**, represented by Mr. Dinathsingh Mungla and speaking for Mr. V. Ramburun, Vice-Chair of the WCO ESA Region, delivered a heartfelt and detailed tribute to Mr. Liza. He commended Mr. Liza's professionalism, strong communication, and relentless commitment to the region's advancement. Mr. Ramburun highlighted his meticulous preparation of regional meetings, noting that agenda items were always consultatively developed and clearly communicated. His calm and structured delivery reflected not only mastery of the issues but also a remarkable ability to bring Member States together. Mr. Ramburun further acknowledged Mr. Liza's charisma and interpersonal skills, which built trust among Members, gained donor confidence, and expanded partnerships. His leadership, he noted, was pivotal in positioning ESA as one of the most dynamic WCO regions. Mauritius also recognized Mr. Liza's support for team welfare, work-life balance, and extracurricular engagement, conveying deep gratitude and best wishes for his next chapter.

**Kenya**, represented by Commissioner Dr. Fred Mwirigi (also on behalf of Customs Commissioner Dr. Lilian Nyawanda), expressed sincere appreciation for Mr. Liza's visionary leadership. Kenya recognized the significant progress achieved under his stewardship, particularly in capacity building, policy coherence, and regional integration. Dr. Mwirigi highlighted the strategic clarity, humility, and professionalism Mr. Liza brought to his role, contributing to the ROCB's exceptional performance. He thanked the ESA Member Administrations for their steadfast support of Mr. Liza, emphasizing the collective effort behind the office's success. Looking ahead, Dr. Mwirigi warmly welcomed

Mr. Liza back to the national administration, where new goals and challenges await his leadership.

**Zimbabwe**, represented by Commissioner Mr. Chadzingwa Batsirayi Denford, expressed appreciation for Mr. Liza's ability to push the region to greater heights and challenge Member Administrations to strive for excellence. He acknowledged Mr. Liza's steady leadership during the difficult COVID-19 period and his critical support during Zimbabwe's tenure as Vice-Chair.

**Uganda**, represented by Assistant Commissioner Brenda Kateu Wenene, expressed heartfelt gratitude for Mr. Liza's years of dedicated service and unwavering commitment to regional cooperation. She emphasized his legacy of building strong networks and lasting relationships, and expressed confidence that his impact will continue to resonate across the region.

**Madagascar**, represented by Director General Mr. Lainkana Zafivanona Ernest, paid tribute to Mr. Liza for his friendship, diplomacy, and steadfast support to Madagascar. He affirmed that the country would always value Mr. Liza's leadership and dedication to fostering strong and respectful relationships.

**Namibia**, represented by Commissioner Mr. Shivute Sam, described Mr. Liza as a distinguished diplomat and principled leader. He praised Mr. Liza's integrity, decorum, and excellence, highlighting his crucial role in anchoring capacity building across all levels of the region.

The **ESA Regional Private Sector Group (RPSG)**, represented by Mr. Devlyn Naidoo and speaking on behalf of the Chairperson, Ms. Juanita Maree, commended Mr. Larry Liza for his exceptional leadership, guidance to the Regional Private Sector Group (RPSG), and steadfast dedication to the programmes and interests of the private sector in the region. Mr. Naidoo hailed Mr. Liza as a visionary leader whose influence and contributions will leave a lasting legacy within the private sector landscape of the ESA region.

**IMF-AFRITAC South**, represented by its Head, Mr. Mendes Stephen John, reflected on Mr. Liza's professional journey—from his early days as a Programme Officer to becoming a seasoned leader. He commended his growth in leadership, management, and communication, as well as his consistent commitment to excellence, collaboration, and stakeholder inclusion.

## And his people said...

### ROCB Staff Message

The ROCB staff's message was a heartfelt tribute to their outgoing leader, celebrated for his humanity and humility—particularly his unwavering commitment to staff well-being and his consistent prioritization of their needs, including in matters relating to health and family.

*"After years of dedicated service at the WCO, we bid farewell to not just a Director, but a mentor, a leader, and a friend. You have been more than a boss to us—you've been family to us at the ROCB.*

*Your professionalism, vision, and unwavering dedication have shaped the culture of excellence we uphold today. We will always admire your eloquence, calm leadership, and the grace with which you navigated both challenges and milestones.*

*As you return to KRA, we carry with us the lessons, values, and inspiration you've shared throughout the years. We are proud to have walked this journey with you, and we wish you all the best in your next role. May your journey ahead be as impactful and inspiring as the legacy you are leaving behind. Though you're leaving, your place in the ROCB family remains. When the Commissioner gives you a corner office, please don't forget us—we hope you'll keep a wall of memories for the ROCB to remember the team that will miss you dearly.*

*With heartfelt gratitude and best wishes."*

# Asante Sana!





## Director Liza's Farewell Remarks to ESA

ROCB Director Larry Liza expressed his deep gratitude to the Member Administrations, the WCO, ROCB, RILO, RTCs, RECs, and the private sector for their unwavering support throughout his years of service at the WCO Regional Office. He celebrated them, alongside his dedicated team at the ROCB, emphasizing that his success as Director would not have been possible without their steadfast partnership and encouragement.

He extended heartfelt appreciation to his home administration, Kenya, for granting him the opportunity to serve the region. He acknowledged Kenya's unfailing backing over the years, noting their consistent and positive response to all requests related to his service and the ROCB. Mr. Liza affirmed that this support had strengthened his confidence, attributing this to Kenya's leadership, management, and teams, which significantly contributed to his professional growth.

Mr. Liza pledged to continue supporting the region and the ROCB whenever called upon, highlighting the importance of institutional memory as a valuable resource that can be harnessed to advance the region's economic development.

Reflecting on his leadership journey, he shared both positive and difficult lessons he had encountered experiences that have shaped his leadership values of dedication, integrity, fairness, and perseverance. He encouraged the Governing Council and all delegates to always treat their teams with respect and humanity, regardless of rank or position.

Mr. Liza offered special thanks to the Vice Chairs Mauritius, South Africa, Zimbabwe, Botswana and Uganda for their cooperation and guidance during their respective terms of service.



## Life at the ROCB Under Director Larry Liza

Working at the ROCB under Director Larry Liza has been many things: productive, fulfilling, and at times, a masterclass in precision and excellence. As a seasoned poet and writer, he had a sharp eye for language and encouraged us to uphold the same level of precision. He pushed us to take pride in our work, to be intentional in how we communicate, and to understand that how we do the small things often defines how we do everything.

Family is central to his leadership. He treated us like family, and in turn, the ROCB became a close-knit community. He often reminded us to take care of our own families too —and he didn't just say it he made it possible. Through flexible schedules, support during personal challenges, or just simple check-ins, he created a work culture that genuinely respected personal priorities.

Learning, growth and development weren't optional — they were part of the job description. With “growth” topping our performance contracts, courses and trainings became our new normal. It pushed us, yes, but in the end, we grew in ways we didn't expect —both professionally and personally.

Time management was non-negotiable. Meetings and appointments always started on time. To him, time was a form of discipline, and over time, most of us adopted the rhythm. Not out of fear, but because it made work smoother, and more manageable. These days, even my social life runs on a time schedule.

Looking back, working under Director Larry challenged and changed me for the better. He demanded excellence, but equipped us to rise to the occasion. As he embarks on his next assignment, I carry these lessons with deep appreciation. I wish him success, fulfillment, and the same positive impact wherever he goes.



**Clemence Wawuda**  
Finance Officer





## **Farewell Tribute: Key Takeaways from Our Director, Larry Liza**

I reflect with gratitude on the opportunity I had to work with Director Larry Liza for 7 years at the WCO ESA ROCB and as we bid farewell these are my key takeaways. Many lessons were learnt but these stood out the most.

One of the most powerful lessons that I was able to pick from our Director was to never stop learning. Under his leadership I pursued various certified courses that significantly enhanced my ICT skills and elevated my professional growth. He instilled in me the belief that growth is a continuous process and that knowledge truly is power. Albert Einstein once said, if you stop learning, you start dying.

Director Larry also championed putting family first, teaching us that while work is important, family is invaluable. He did this by being flexible whenever we have personal or family issues, and backing us where he could. This consistently gave us peace of mind and helped us maintain a healthy work-life balance.

Time management is another hallmark of his leadership. Director Larry taught us that punctuality is a form of respect. His discipline around time improved our productivity, planning, and professionalism, lessons that I will carry with me for life.

Equally impactful was his approachability and trust. Director Larry offered clear guidance, welcomed our input, and gave us space to lead. His trust in me to take on responsibilities helped build my confidence, while his constructive feedback kept me motivated and focused.

Above all Director Larry gave us a sense of genuine recognition and appreciation by praising our accomplishments and acknowledging our efforts.

Director, I appreciate your guidance and unwavering support. I hope you have good fortune and that God leads you at every turn.



**Erick Kaburu**  
ICT Officer



## Leadership in Transition - Honoring Director Larry Liza

In an ever evolving organizational environment, leadership often determines not just the direction of a team but the spirit with which its members move. Over the past eleven months, I have had the privilege of witnessing and learning under the stewardship of Director Larry Liza, a true servant leader whose approach continues to leave an indelible mark on all of us.

Director Larry stands out for his unwavering commitment to people. As a leader, he not only focuses on strategy and outcome but also places the welfare of staff at the heart of every decision. He has a calm, diplomatic way of handling even the most complex institutional issues always fair, always measured.

What stands out most about Director Larry's leadership is how he sees the potential in people. He knows how to bring out your strengths and at the same time, encourages you to stretch and grow in areas you may struggle with. You never feel judged just supported and inspired to do better.

Director Larry is also deeply knowledgeable his understanding of Customs and global organizational dynamics is not just academic, but intuitive. What's remarkable is his communication style is when he speaks, he speaks from the heart. Rarely relying on prepared notes, his presentations reflect a sincerity and clarity that command both attention and respect. He connects with audiences through authenticity rather than formality a quality that is both rare and inspirational.

As we reflect on the past and prepare for transitions ahead, I remain grateful for the example Director Larry has set. His servant leadership, humility and people-first approach are more than admirable, they are life changing.



**Linda Siele**  
Administrator & Executive Assistant





## Seasons of Goodbyes and New Beginnings

We have all experienced seasons of goodbyes and new beginnings, how well we do during these seasons depends wholly on our ability to accept and cope with change positively. It is in human nature to fear change, the uncertainty of the unknown often destabilizing our carefully curated realities and meticulous planning of the future not yet seen or understood. In both our personal and work environments we have, even without quite being aware of it, created walls and pillars to protect us, we have systems running so perfectly that any change, however small, recasts the course of our lives altogether.

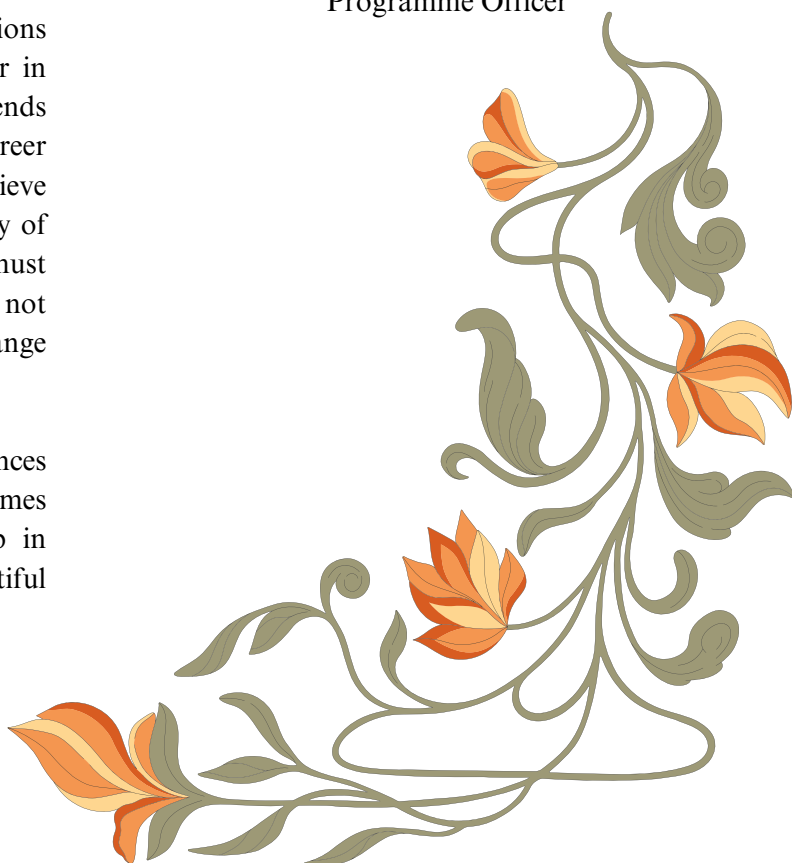
Personal or professional changes necessitate regrouping, restrategizing, and at times making the bold step to reroute the course of our lives. While we might live in fear of goodbyes, we must ask ourselves, is goodbye all that bad? Shouldn't we embrace the opportunity to rebuild and reshape our lives? Isn't the possibility of having new beginnings exciting? Don't new dawns come with new blessings, new dreams, new hopes, and even new relationships that can serve to build us positively?

We must always remain open to change, to the possibility of having new dreams and new aspirations and even embracing the possibility of starting over in places unknown, with people unknown, friends nonexistent, weather punishing, and with career opportunities a mystery. This is because we must believe in new dreams coming true, believe in the possibility of making new connections, and most importantly we must learn to live and let live. It does not mean we are not afraid, it only means we are willing to embrace change while in doubt and while afraid of the unknown.

Seasons of goodbyes often carry painful consequences and sometimes the anxiety of new realities becomes overwhelming. Regardless, we must always keep in mind that a new hello can be the beginning of a beautiful and fulfilling life.



**Faith Mosongo**  
Programme Officer



## Mauritius Concludes ESA Vice-Chair Term with Key Achievements (2023–2025) ...1/4



**Sudhir Dey ANCHARAZ**  
*Technical Officer  
Capacity Building Team  
Customs Department  
Mauritius Revenue Authority*

Mauritius assumed the position of Vice-Chair of the World Customs Organization East and Southern Africa (WCO-ESA) Region from June 2023 to June 2025. During the term of its two-year mandate, Mauritius has played a crucial and strategic role for Customs matters in the region. Mauritius was very much involved in the development, implementation and review of the Regional Strategy; identifying ESA Member States' capacity building needs in Customs matters; ensuring the smooth delivery of WCO capacity building initiatives and support in the region as well as pioneering important policy and governance initiatives.



- Governing Council (GC) Meetings (30<sup>th</sup> GC, May 2024; 31<sup>st</sup> GC May 2025)
- Regional Steering Group (RSG) Meeting (38<sup>th</sup> RSG November 2023; 39<sup>th</sup> RSG May 2024; 40<sup>th</sup> RSG November 2024; 41<sup>st</sup> RSG May 2025)



**WCO ESA Regional Consultation held at the 145<sup>th</sup>/146<sup>th</sup> Sessions of the Customs Cooperation Council, 26 June 2025, Brussels, Belgium**

### Strategic Vision for the Region

Mauritius has overseen implementation of the ESA Region Strategic Plan 2022-2025 and spearheaded development of a new Strategy 2025-2028 for the Region. The new strategy includes a framework that supports its overall implementation through three main anchors; professionalism, targeted capacity building and strengthening stakeholder collaboration.



The major achievements/milestones during the two-year mandate of Mauritius can be summarized as follows:

### Strategic Leadership in the Region

Mauritius has chaired the following important regional meetings where key decisions have been taken for the ESA Region:

- ESA Management Committee (September 2023, February 2024, October 2024, March 2025, May 2025 –virtual)

### Support to WCO Strategic Initiatives

Mauritius contributed in high level consultations with WCO Secretary General and Deputy Secretary General on critical issues such as WCO Strategic Plan 2025 - 2028, WCO Modernization plan and Recruitment of WCO Directors.



## Mauritius Concludes ESA Vice-Chair Term with Key Achievements (2023–2025) ...2/4

### Support to WCO Strategic Initiatives

Mauritius contributed in high level consultations with WCO Secretary General and Deputy Secretary General on critical issues such as WCO Strategic Plan 2025-2028, WCO Modernization plan and Recruitment of WCO Directors.

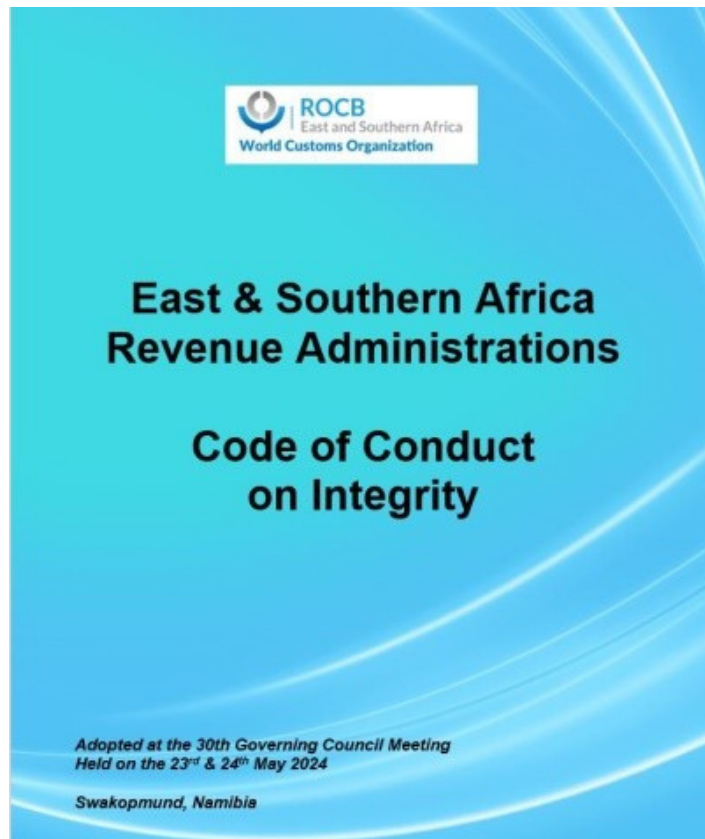


### Customs Policy and Governance

Mauritius has represented the ESA Region at the following WCO Policy Commission (PC) where important Customs policy and technical matters as well as governance matters were discussed. The PC provides strategic and management guidance to the WCO Council.

- 89<sup>th</sup> Sessions of the WCO PC held in Venice, Italy on 5-7 December 2023
- 90<sup>th</sup> Sessions of the WCO PC held at the WCO Headquarters on 24-25 June 2024
- 91<sup>st</sup> Sessions of the WCO PC held in Cape Town, South Africa on 3-5 December 2024
- 92<sup>nd</sup> Sessions of the WCO PC held at the WCO Headquarters on 23-24 June 2025

A significant milestone under the leadership of Mauritius as Vice-Chair is the launch of the ESA Regional Code of Conduct on Integrity in October 2024. This code establishes a unified standard for ethical conduct and accountability across member Customs administrations. The Code was drafted by a Virtual Working Group chaired by Mauritius and the resulting document was adopted in *toto* at the 30th Governing Council meeting in May 2024 in Namibia.



The launch of the Regional Code of Conduct on Integrity was followed by a series of workshops to promote its adoption and ensure institutional integration throughout the region. A Regional Training on Use of Integrity Coordinators' Toolkit was also conducted which was attended by more than fifty participants, revenue officials from the MRA and ESA Region as well as observers from the Financial Crimes Commission.

### Regional Stewardship Matters

Under guidance of the ESA Management Committee, Mauritius played a key role in the recruitment of a new Director for the ESA Regional Office for Capacity Building (ROCB), to replace the outgoing Director who has served the Region in this capacity for nine long years. Mauritius also initiated recruitment procedures for a Regional Development Manager which is still pending as it requires further discussions at the 31<sup>st</sup> Governing Council Meeting.

## **Mauritius Concludes ESA Vice-Chair Term with Key Achievements (2023–2025) ...3/4**

### **Relationship with WCO Secretariat and Member Administrations**

Mauritius, as Vice Chair, has fostered excellent relationship with the WCO Secretariat as well as WCO Members based on a communication strategy that upholds values such as international Customs fraternity, trust, cooperation, collaboration and support. Mauritius has conveyed best wishes to the WCO Secretariat, Council Chairperson, WCO Vice-Chairs and ESA members on special occasions such as International Customs Day and festive seasons.

### **Capacity Building/ Addressing contemporary issues for Customs**

Under the aegis of RTC Mauritius and in collaboration with the WCO and other key organizations, Mauritius has hosted several national and regional workshops, training and capacity building programmes as well as study visits and benchmarking missions.

The following webinars have also been organized to share knowledge and engage with ESA Members on critical issues:

- High Level Engagement on Promotion of Safe and Inclusive Working Environment (23 August 2023): This forum forms was dedicated to promoting gender equality and diversity for ESA members, stakeholders and partners and focussed on fostering a safe, conducive, diverse, equal, inclusive and violence-free working environment.
- High Level Engagement on Promotion of Green Customs in the ESA Region (30 September 2024)
- Strengthening WCO ESA Members' Engagement in the African Trade Observatory (August 2024) – in collaboration with the International Trade Centre (ITC).

Mauritius has also galvanized support of the WCO and other partners and organized high level regional workshops and training programmes in technical areas such:

- Post-Clearance Audit Workshop sponsored by CCF/Japan (April 2024)

- Anti-money Laundering and Counter-terrorism Financing (AML-CTF) under Project OCTAGON (October 2024)
- Briefing Meeting of Operation Demeter X concerning with the support of WCO and CCF-China (July 2024) – intercepting illegal shipments of hazardous waste
- Cross-border e-commerce with the support of WCO and CCF-China (May 2024) – to address the challenges as well as the proper management of the booming e-commerce trade
- EU-WCO HS Africa programme (October 2023)- Implementation of HS 2022
- Training of Trainers workshop on Rules of Origin under the RoO Africa Programme. 9 MRA Customs officers and 03 from Seychelles attended, with sessions led by WCO experts.

### **Technical Assistance to the Region**

WCO Accredited experts of the MRA have conducted various technical assistance missions in diverse Customs areas to a number of Customs administrations around the world as shown below:

- HS 2022 (Djibouti, Zambia);
- WCO Anti-Corruption & Integrity Promotion (A-CIP) Programme/Investigation (Tunisia, Jordan, Niger, Kenya, Malawi, Sierra Leone and Eswatini)
- Time Release Study (Belize, Lesotho);
- Cargo Targeting System (Togo)
- National Customs Enforcement Network (Nigeria)
- Mirror Data Analysis (Seychelles)
- Internal Audit (Madagascar)
- Free Zones (Ethiopia)
- HR and Training (South Sudan, Madagascar)

During the term of its mandate, Mauritius received vital collaboration and support from the Deputy Vice-Chair, South Africa, the Management Committee, and ESA Members, the WCO, the ESA Regional Office for Capacity Building, the Regional Intelligence Liaison Office, Regional Training Centres, as well as other key stakeholders and partners including donors and sponsors. Mauritius congratulates and wishes all the best to South Africa, the new ESA Vice-Chair and the new ESA Management Committee.



## Mauritius Concludes ESA Vice-Chair Term with Key Achievements (2023–2025) ...4/4



***Official Handing Over of the Vice-Chairmanship of the WCO East and Southern Africa Region to South Africa.  
Ceremony held at the 145th/146th Sessions of the Customs Cooperation Council, 26 June 2025, Brussels, Belgium.***

During the term of its mandate, Mauritius received vital collaboration and support from the Deputy Vice-Chair, South Africa, the Management Committee, and ESA Members, the WCO, the ESA Regional Office for Capacity Building, the Regional Intelligence Liaison Office, Regional Training Centres, as well as other key stakeholders and partners including donors and sponsors. Mauritius congratulates and wishes all the best to South Africa, the new ESA Vice-Chair and the new ESA Management Committee.

# Thank You Mauritius!



## South Africa Hosts Successful WCO ESA Regional Meetings



*From left: WCO ESA Vice Chair, WCO Secretary General, South Africa Deputy Minister of Finance, SARS Commissioner & Director, WCO ESA ROCB.*

SARS had the honour of hosting a series of World Customs Organization (WCO) East and Southern Africa (ESA) regional meetings (41st Regional Steering Group Meeting, the Regional Training Centre Heads' Meeting, and the 31<sup>st</sup> Governing Council Meeting) from the 8<sup>th</sup> to 16<sup>th</sup> May 2025. The meetings reaffirmed its leadership and commitment to regional integration, capacity building, and strategic governance.

These gatherings brought together senior Customs officials, technical experts, and strategic partners from across the ESA region to deliberate on key developments, review progress, and shape the future of regional cooperation and capacity building. Dignitaries in attendance, included Ashor Sarupen, South Africa's Deputy Minister of Finance, and Ian Saunders, the Secretary-General of the WCO.

As the incoming Regional Vice Chair of the WCO East and Southern Africa (ESA) region, Commissioner Edward Kieswetter warmly welcomed delegates to Pretoria, expressing his deep appreciation for the trust placed in South Africa's leadership. In his opening remarks, he emphasised the importance of regional cooperation, common goals and collective response to common challenges facing Customs administrations across the region.

The Commissioner emphasized Customs' vital roles in revenue, health, and trade, framing today's disruptions as opportunities for reform and resilience. He urged regional integration, innovation, and unity to unlock ESA's potential and build a connected, prosperous future.



*SARS Commissioner interacting with delegates*

### South Africa's Position and Government Priorities

South Africa's position in these meetings was clear: to advance trade facilitation and economic integration across the African continent. Mr Sarupen highlighted the African Continental Free Trade Area as a milestone initiative that depends heavily on the capacity of Customs administrations to eliminate non-tariff barriers and facilitate seamless cross-border movement. This aligns with the government's priorities of economic development and efficient, fair-trade practices.

The discussions also touched on the rapid growth of e-commerce and the need for Customs systems to adapt to this evolving landscape. Mr Sarupen called for greater alignment with emerging global trends and deeper collaboration between the public and private sectors. Customs actors must oversee trade that is not only efficient, but also fair, building more resilient and inclusive economies. This aligns with Sustainable Development Goal 17, priority 17.1, which promotes sustainable economic growth. For SARS, it refers to strengthening domestic resource mobilisation through improved tax collection and revenue management.

### SARS Strategic Intent and Objectives

SARS's strategic intent of voluntary compliance was emphasised throughout the meetings. This aligns with SARS's Strategic Objective 8, spurring the organisation to work with and through stakeholders to improve the tax system. Fostering regional cooperation and data interconnectivity shows SARS's commitment to building resilient, future-ready institutions.



## Eswatini Revenue Service (ERS) Implements the ESA Regional Code of Conduct on Integrity



*ERS staff at one of the stations during a recent integrity awareness session, where the ESA Regional Code of Conduct on Integrity was presented.*

The Internal Affairs Division periodically visits all ERS stations to promote and reinforce integrity as a core value of the organization. In May 2025, all stations were visited, and the Regional Code of Conduct on Integrity was socialized as part of the implementation process. Other border stakeholders including Royal Eswatini Police, and Immigration Department also attended the sessions. Internal Affairs was joined by Enterprise Risk Management, Internal Audit as the ERS Combined Assurance Team and the Anti-Corruption Commission. This collaboration aimed to promote good governance, integrity and ethical conduct throughout the Customs and tax space. It was also aimed at promoting positive conduct aligning to the Regional Code of Conduct. Key takeaways:

**Leadership setting the standard:** ERS Leadership continues to demonstrate high commitment to the integrity culture as they also attended these sessions. Leadership's participation sets the tone in embedding integrity into the organization's culture. This further indicated that ERS prioritizes integrity at every level.

**Fostering Commitment:** Implementation of the code makes it more than words on paper but cultivates ownership.

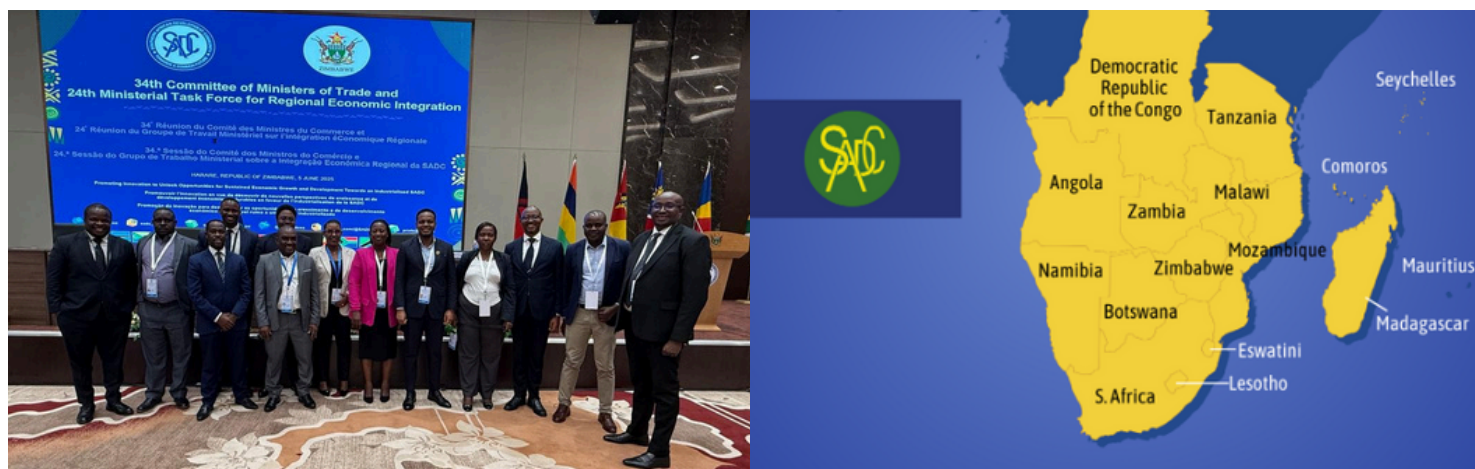
**Ethical Decision Making:** Socializing the code emphasized to all staff the importance of taking a decision to speak up when they witness ethical concerns. This also strengthens integrity.

**Training and Reinforcement:** It was also noted that the pillars of the Regional Code on Integrity are contained in the ERS Code of Ethics and Conduct. Continuous education on the ESA Regional Code of Conduct on Integrity, in the same manner as the ERS Code of Ethics and Conduct is essential.



**Paulette Thwala**  
 Director - Internal Affairs  
 Eswatini Revenue Service

## SADC Advances Trade Facilitation through Amendments to Annex III of the Protocol on Trade



*A delegation of senior officials from Tanzania attended the meeting*

The Council of Ministers of Trade (CMT) approved comprehensive amendments to **the SADC protocol on trade**, now retitled “**Annex III on Trade Facilitation**,” to align with international standards and expedite the movement of goods across borders. This was announced during the 34<sup>th</sup> Meeting of the CMT held from 2–5 June 2025 in Harare, Zimbabwe, where the Southern African Development Community (SADC) marked a significant milestone in enhancing intra-regional trade facilitation. The annex to the protocol on trade came into force on 25<sup>th</sup> January 2000 with only seven structured articles.

The revised Annex introduces **eight structured articles** covering definitions, trade in goods, Customs procedures, trade laws, and key trade relations. Notably, the amendments incorporate elements from the WTO Trade Facilitation Agreement, aiming to reduce trade costs, harmonize documentation, and digitalize border processes.

The transformative changes include **Article 3 and 4**, which emphasizes the reduction of documentation costs and aligning trade procedures with international standards; **Article 5**, which outlines practical facilitation measures, such as pre-arrival processing, authorized operator schemes, risk management systems, and One-Stop Border Posts; **Article 6**, which introduces mandatory publication of trade-related information and charges, encouraging the use of digital platforms; and

**Article 7** which promotes the establishment of National Trade Facilitation Committees to enhance implementation and coordination. The preamble now explicitly acknowledges all 16 SADC Member States by name, reinforcing collective ownership and commitment.

The amendments reaffirm SADC’s commitment to Vision 2050, by enhancing industrialization, market integration, social and human capital development, infrastructure development and trade facilitation. These strategic reforms strengthen intra-African trade through harmonized regulations and institutional cooperation, positioning SADC as a beacon of regional integration and economic transformation.



**Stefano Mathias**  
*Tanzania Revenue Authority*



## Rules of Origin: Customs Forges a Smoother Path to Trade Facilitation



SARS, in collaboration with the World Customs Organization (WCO) and the Japan International Cooperation Agency (JICA), hosted a national African Continental Free Trade Area (AfCFTA) workshop on Rules of Origin (RoO) from 27–29 May 2025. This workshop was part of a broader strategy to embed RoO expertise within SARS and align with the goals of the African Continental Free Trade Area.

The workshop brought together SARS Customs officials and representatives from private sector and other government agencies to enhance understanding of the AfCFTA RoO and promote dialogue between SARS and the business community to ensure smoother implementation of preferential trade under AfCFTA. The workshop was facilitated by East and Southern Africa Master Trainers.

Representatives from the WCO and JICA stressed the significance of AfCFTA and the need to create stronger inter-African trade relationships. The overarching goal was to move beyond traditional training models toward a more interactive, collaborative approach that empowers participants to improve trade processes across the continent.

“This is the future of African trade”, declared Beyers Theron, Director: Customs Border Operations, Ports of Entry, and Customs and Excise Compliance, in his welcoming address. He explained the agreement’s significance: “It will change the way we do things and

how we look at risk associated with origin”. Describing the Rules of Origin as “the critical adjudicator of the nationality of goods”, Mr. Theron added that the workshop will help participants apply the benefits of preferential trade correctly.

Mr. Theron said that AfCFTA represents “the most ambitious trade initiative ever undertaken on the African continent”.

Rules of Origin are essential in global trade, determining the economic nationality of goods and guiding tariff treatments, trade agreements, and Customs procedures. They are categorized into preferential and non-preferential types, enabling fair trade and protection of domestic industries. Established through frameworks like the WTO and Kyoto Convention, they promote transparency and facilitate commerce. The African Continental Free Trade Area (AfCFTA) is now operational, with trade already occurring between countries such as South Africa, Ghana, and Kenya. As of May 2025, 49 of 54 African Union member states have ratified the agreement. Supported by the WCO and initiatives like the Master Trainer Programme, AfCFTA aims to boost industrialization, create jobs, and drive Africa’s economic transformation through streamlined rules and enhanced trade facilitation.



## **Homme – Animal – Technologie: Le Triangle Gagnant De la Douane Malagasy**

Dans un contexte mondial marqué par une intensification des flux de marchandises, de personnes et d'informations, la Douane Malagasy met en œuvre une approche stratégique novatrice reposant sur un triptyque gagnant: l'humain, l'animal et la technologie. Cette alliance opérationnelle renforce considérablement l'efficacité des contrôles aux frontières et incarne l'évolution d'une administration résolument moderne, agile et proactive.

L'efficacité de ce dispositif repose sur une complémentarité rigoureuse : les technologies de pointe – scanners intelligents, systèmes de ciblage automatisé, algorithmes d'analyse comportementale – orientent les inspections vers les zones à risques. Les équipes cynotechniques, quant à elles, interviennent pour des vérifications ciblées, rapides et fiables. L'agent douanier, véritable chef d'orchestre, mobilise ensuite son discernement pour décider des suites à donner. Cette chaîne d'intervention intégrée illustre une parfaite articulation entre machine, animal et humain : la technologie détecte, le chien confirme, l'homme décide. C'est dans cet équilibre que réside la véritable force du dispositif malagasy.

### **La promotion KIRA : illustration concrète de la stratégie**

La sortie officielle de la deuxième promotion de la Brigade Canine, baptisée Promotion KIRA, constitue une nouvelle matérialisation de cette stratégie. Composée de sept binômes maître-chien, cette unité spécialisée est formée à la détection de stupéfiants, devises dissimulées et espèces protégées. Elle sera prochainement déployée dans des points névralgiques tels que le port et l'aéroport de Toamasina, en appui aux dispositifs de contrôle existants.

Alors que la première promotion de la brigade canine sortie en 2021 avait été importée des Pays-Bas et formée par des experts étrangers, la Promotion KIRA marque une étape majeure dans l'appropriation nationale du dispositif. Fruit de la démultiplication des compétences issues de la première vague, cette nouvelle cohorte a été entièrement formée localement, par des maîtres-formateurs issus des rangs de la Douane Malagasy. Ce transfert de savoir-faire garantit non seulement la

pérennité du dispositif, mais affirme également la capacité de l'administration à ancrer durablement ce modèle au cœur de ses pratiques opérationnelles.





## Obtaining Tax Incentives in Mozambique



As we mentioned in the last article, the paragraph 1 of article 3 of the Tax Benefits Code (TBC), approved by the Law nr. 4/2009, of 12 January, establishes that investments carried out within the scope of the Investment Law enjoy the tax benefits defined in the TBC, as long as they comply with the conditions established therein.

The exemption from Customs duties and Value Added Tax (VAT) is only granted when the goods to be imported are not produced in the national territory or, being produced, do not satisfy the specific characteristics of purpose and functionality required or inherent to the nature of the project and the respective activity to be developed and explored. This exemption does not cover food, beverages, tobacco, clothing, light vehicles and other items for personal and domestic use.

Pursuant to articles 7 and 8 of the TBC, especially regarding deadlines and supervision, the exemption relating to Customs duties and VAT is granted during the first five years of project implementation. All individual or collective persons, entitled to enjoy tax benefits, are subject to systematic inspection and audit actions carried out by the Revenue or Tax Administration and other competent entities, to control the verification of the assumptions of the respective tax benefits and compliance with the obligations established for the same holders.

To obtain tax benefits, the general requirements include compliance, without prejudice to other special requirements established by law, having carried out tax

registration by obtaining the respective Unique Tax Identification Number; have organized accounting, in accordance with the General Accounting Plan and the requirements of Corporate Income Tax Code and Personal Income Tax; and to have never committed infractions of a tax nature, under the terms of the Tax Legal Order Law, referring to the Law nr. 2/2006, of 22 March.



***Benjamim Massocha***  
*Mozambique Revenue Authority*

## Customs for Tomorrow: Educating Kids for a Compliant Future



In an increasingly globalized world, the role of Customs authorities has never been more critical. "Customs for Tomorrow: Educating Kids for a Compliant Future" emphasizes the importance of early education regarding international trade, compliance, and the responsibilities that come with it. This can be achieved by convincing Education Authorities to include, in the curriculum, age-appropriate lessons that explore the concepts of cross-border movement of goods, trade regulations, the role of Customs in ensuring fair trade, the significance of tariffs, and the importance of compliance with local and international laws. By introducing Customs concepts to children, we prepare them to be responsible global citizens.

Between the ages of 8 and 12, children undergo significant physical, cognitive, social, and emotional development. This period marks a transition from concrete thinking to more abstract thought, increased independence, and a growing interest in social connections and activities beyond the immediate family. They are developing critical thinking skills and can understand more complex concepts. They are starting to engage with the world around them. This makes it a prime time to instil an understanding of how Customs impact their lives and communities. This age group is generally curious and open to learning about different cultures and systems, making them receptive to lessons on Customs and trade. Lessons on the impact of smuggling, the importance of protecting intellectual

property, and the benefits of adhering to trade regulations can instil values of integrity and respect for laws.

Educating children about Customs is not merely an academic exercise; it is an investment in a compliant future. By nurturing informed and responsible citizens today, we pave the way for a more compliant, ethical, and prosperous global trade environment tomorrow.



***Chitsike Onias***  
*Zimbabwe Revenue Authority*



## United Against Illicit Goods & Counterfeits

***Chege Macharia***

*Deputy Commissioner Border Control and Enforcement,  
Kenya Revenue Authority*

In recent years, Kenya has made significant strides in combating illicit goods and counterfeit products. Proliferation of fake and substandard goods continues to undermine the economy, endanger public health, and stifle legitimate businesses. While government agencies like the Kenya Revenue Authority (KRA) have been at the forefront of this fight, the role of ordinary citizens cannot be overstated. It is time for every Kenyan to take a stand against this menace and actively participate in safeguarding our nation's future.

The Kenyan government, through various agencies, has implemented robust measures to curb the influx and distribution of illicit goods. For KRA, border surveillance and Customs checks have been enhanced to intercept counterfeit products entering the country. Advanced technologies such as cargo scanners and data analytics have been deployed to detect and seize illicit goods at ports of entry.

Partner Agencies such as the Anti-Counterfeit Authority (ACA) has been instrumental in raising awareness about the dangers of counterfeit products and enforcing intellectual property rights. The ACA has conducted numerous raids, seized counterfeit goods worth millions of shillings, and prosecuted offenders. Additionally, the agency has partnered with stakeholders to educate the public on how to identify and report fake products. The Kenya Police have also played a critical role in dismantling networks involved in the production and distribution of illicit goods. Through coordinated operations with other agencies, they have disrupted smuggling rings and closed down illegal manufacturing hubs.

To complement these efforts, the fight against illicit goods therefore requires a collective approach. Counterfeit products, especially pharmaceuticals, cosmetics, and food items, pose serious health risks. Fake medicines, for instance, may contain harmful substances or lack active ingredients, putting lives at risk. There is an urgent need for consumers and citizens as a whole to come together and actively join the fight against illicit goods. By rejecting counterfeit goods, citizens can protect themselves and their loved ones from harm.

The business community plays a key role in economic growth and job creation by supporting importation, production and circulation of genuine products. In addition, there is need for collaboration between the business community and government agencies to achieve this critical milestone.

Counterfeit goods often undercut legitimate businesses by offering cheaper, substandard alternatives. This unfair competition discourages innovation and investment. Citizens can level the playing field by choosing authentic products and supporting local industries. Illicit trade is often linked to organized crime, including drug trafficking, money laundering, and terrorism; also undermines legitimate businesses, leading to job losses and reduced tax revenues. By rejecting counterfeit products, citizens can help disrupt these criminal networks and enhance national security.

As a Citizenry, we must continually remain vigilant and identify counterfeit products by checking subtle indicators such as trademarks, holograms and quality certifications. We can also use our voice to educate others about the dangers of counterfeit goods, share information on social media, participate in community awareness campaigns, and encourage our peers to join the fight. We can also engage with policymakers and advocate for stricter laws and penalties against counterfeiters, and thereby support initiatives that promote transparency and accountability within the supply chain.

Developed countries have successfully tackled the issue of counterfeit goods through a combination of interventions for instance, the United States established the National Intellectual Property Rights Coordination Centre which brings together multiple agencies to combat counterfeit trade. Public awareness campaigns such as the You Can Help Stop Fakes have empowered citizens to report counterfeit goods. China has significantly reduced the problem through strict enforcement, public education, and the use of digital tools like QR codes to authenticate products.

Kenya can draw inspiration from these examples by leveraging technology, strengthening partnerships, and empowering citizens to take an active role in the fight against illicit goods.

## Seychelles Imparts Customs Knowledge to Young Aspiring Entrepreneurs



To promote youth entrepreneurship into the Seychelles and to ensure the young entrepreneurs remains abreast of the Customs processes and regulations, the Seychelles Revenue Commission (SRC) recently conducted an educative session to a group of young entrepreneurs upon invitation of the Seychelles National Youth Council (SNYC).

The entrepreneurs who are the beneficiaries of the young entrepreneurship grant's programme administered by the SNYC councils of entrepreneurship, are required to attend various mandatory sessions prior to starting their business and to receiving the grant.

The sessions aimed at providing the entrepreneurs the chance to understand the challenges of setting up a small business also provides the platform for the right guidance on key procedures and processes as well as regulations when it comes to tax and Customs to better help and assist the aspiring entrepreneurs, especially those whose business activities will engage with importation of products into the Seychelles, on the formalities to be applied.

The sessions which started on 16<sup>th</sup> June will proceed up to 21<sup>st</sup> June 2025. The SRC Education Officer specialized in Customs knowledge together with the Provision of Advice Officer facilitated the interactive sessions held at the SNYC headquarters in the capital of Seychelles Victoria.

### TESD Unit

Seychelles Revenue Commission





## **Official Launch Ceremony of the UNODC Global Maritime Crime Programme Project Activities in Port-Louis, Mauritius**



Maritime security is essential not only for protecting vital economic activities and ensuring the free movement of goods but also for maintaining national security.

In this perspective, the UNODC launched the commendable project to train law enforcement officials in the region including Mauritius, Seychelles, Kenya and South Africa under the Global Maritime Crime Programme funded by the Government of Japan.

Indeed, this programme is of crucial importance as it aims to enhance regional cooperation and support Member States in strengthening the Maritime Law Enforcement capacities needed to counter illicit activity at sea. Moreover, the theme focuses on “Improving sustainability of maritime law enforcement agencies in East Africa through standardization and advanced skills for employment of technology”.

This programme perfectly illustrates UNODC’s commitment to counter illicit maritime activities by providing both theoretical and practical trainings to law enforcement authorities. The official launch marks the beginning of a series of qualification training courses and maritime law enforcement specialization trainings aimed at building the capacity of the Mauritian National Coast Guard and the Mauritian Revenue Authority (Customs) - the units undertaking the national response to emerging and evolving criminal trends that threaten maritime security in the Indian Ocean and beyond.

The official launch ceremony took place at the Custom House, Port-Louis Mauritius in the presence of His Excellency, Mr. Masahiro KAN, Ambassador of Japan to the Republic of Mauritius. The following imminent personalities also attended the function: Mrs. Mithulina Chatterjee, Head of the UN Resident Coordinator's Office in Mauritius and Seychelles; Mr. Rajendra Gupta Ramnarain, Ag. Director, Customs, MRA; Commandant CG Binoop of the National Coast Guard; as well as Mr. Mostafa Elbanna, Programme Coordinator, UNODC Global Maritime Crime Programme.



***Sudhir Dey ANCHARAZ***  
*Technical Officer*  
*Capacity Building Team*  
*Customs Department*  
*Mauritius Revenue Authority*

## Tanzania Customs Cracks Down on Money Laundering

Money laundering involves disguising illegally obtained funds to make them appear legitimate. In Tanzania, this is driven by economic vulnerabilities, a large informal sector, and weak financial oversight, making detection difficult.

Tanzania's economy, dominated by agriculture, mining, tourism, and services, relies heavily on cash transactions. Limited access to formal banking and poor regulatory enforcement create opportunities for illicit financial flows. Common sectors used for laundering include real estate, mining, and casinos, where illegal funds are often funneled and reintegrated into the legal economy. Gold and gemstone trades are especially vulnerable due to lax oversight and the high value of transactions.

Trade-based money laundering is also prevalent. Techniques such as under- or over-invoicing, fake documentation, and phantom shipments are used to justify questionable financial transfers. Corruption and weak checks at Customs borders and ports, particularly the Port of Dar es Salaam, further facilitate illegal trade and fund movements.

Informal financial systems like hawala and mobile money platforms provide essential services in rural areas but operate beyond regulatory oversight, offering anonymity for money launderers.

The government has responded by establishing the Financial Intelligence Unit (FIU) under the Anti-Money Laundering Act. While the FIU works with banks and law enforcement to detect suspicious activity, its effectiveness is limited by resource constraints and institutional corruption.

Although banks must follow Know Your Customer (KYC) and Anti-Money Laundering (AML) rules, gaps remain due to weak internal controls and limited training. Many citizens remain unbanked, relying instead on informal financial networks.

Money laundering erodes development by distorting markets, reducing tax revenue, and deterring investment. To combat it, Tanzania must tighten

regulations, improve enforcement, raise public awareness, adopt better technology, and strengthen regional and international collaboration.



**Ezekia Brown**

*Principal Customs Officer  
Internal Container Depot  
Tanzania Revenue Authority*



## Coming Together for Regional Impact: Regional Training Centre Heads Meeting



The Heads of Regional Entities meeting, hosted at SARS Linton House on 8<sup>th</sup> May 2025 brought together representatives of Regional Office for Capacity Building (ROCB), Regional Training Centres (RTC's in in Kenya, Mauritius, Zimbabwe, and South Africa) and Regional Intelligence Liaison Office (RILO) to deliberate and review progress against 2022–2025 Regional Strategy, share capacity good practices on capacity building, and trends from regional intelligence data.

The meeting opened with a warm welcome that underscored the RTC's pivotal role in implementing the regional strategy. Emphasis was placed on capacity-building, expert accreditation, and the need for Customs officers to be equipped with the skills to meet evolving trade and enforcement demands.

A highlight of the session was the address by the SARS Commissioner, who commended the RTCs for their dedication and stressed the importance of regional cooperation. The Commissioner encouraged Customs officials to embrace continuous learning and to take full advantage of the training resources available online, especially those offered through the WCO's e-learning platforms.

Director Larry Liza of the Regional Office for Capacity Building delivered a heartfelt farewell, marking his final RTC Heads Meeting. He acknowledged the challenges

posed by the absence of a Regional Development Manager and called for renewed efforts to secure this critical role to implement strategy and mobilize funding.

SARS reported notable progress in expert accreditation, having added ten new experts to its pool, bringing the total to 31. However, challenges remain in achieving full accreditation, with some experts still awaiting missions. The meeting also celebrated the success of a recent webinar on post-clearance audit, which exceeded attendance expectations and highlighted the region's appetite for knowledge sharing.

The meeting concluded with a call to action: Customs officers across the region are encouraged to explore the wide array of online training opportunities, including WCO tools and learning paths tailored to Customs operations. These resources are vital for professional growth and for driving excellence in Customs administration.

As the region looks ahead, the RTCs remain committed to fostering a culture of learning, collaboration, and innovation. These centres are preparing Customs offices for today's challenges and equipping them to lead tomorrow's solutions.

## Nigeria Customs Service Delegation Undertakes Study Tour in Zimbabwe



### *Nigeria Customs Service Delegation meet the ZIMRA Commissioner General and Executive Management*

In a momentous move intended to strengthen knowledge sharing and bilateral cooperation, a Nigeria Customs Service (NCS) delegation, led by the Assistant Comptroller General of Customs Oluyomi Bolaji Adebakin, visited the Zimbabwe Revenue Authority (ZIMRA) for a comprehensive study tour from 19 -24 May 2025.

The tour was aimed at enhancing understanding of the geo-political settings, technological advancements and administrative structures within the Customs and Excise Department.

The Commissioner General Ms. Regina Chinamasa emphasised the benefits of study tours in enhancing operational efficiency, “ZIMRA has managed to streamline processes, enhance operational transparency and combat corruption through the use of drones, scanners and seals, said Ms Chinamasa.”

The tour commenced with an overview of Zimbabwe’s geo-political landscape, with experts from the ZIMRA presenting insights into the nations, economic achievements and potential opportunities for trade.

The programme commenced with an intensive workshop held at Kurima House ZIMRA training school facility, with the ZIMRA team exploring the administrative structure of the Authority in-depth. One of the highlights and key focus of the study tour was the physical visit to Mutare Station and Forbes border post, which displayed technological strategies adopted by ZIMRA to optimize operational efficiency.

The Commissioner Customs and Excise Mr. Batsirai Chadzingwa, shared in-depth Customs experiences which continue to enhance operational Customs efficiency.

Aa robust risk management system ensures adequate focus on high-risk cargo while streamlining low risk transactions, said Mr Chadzingwa”

During the tour, the Assistant Comptroller General of Customs, Oluyomi Bolaji Adebakin met the Commissioner General Ms. Regina Chinamasa and expressed profound gratitude for the tour and lessons learnt.



***Tapiwa E. Marunda***  
*International Affairs*  
*Zimbabwe Revenue Authority*



# The Roles of Customs Checkpoints in Customs Operation



Customs check point has been an important official point in making importers or exporters comply with the Customs procedures by ensuring proper documentation and observing with all other required permits before starting the journey.

It acts as the first line of defense thus making them necessary to both national security and revenue collection.

Tanzania Revenue Authority, Customs and Excise Department has established a number of Customs check points within the country where the output is seen and compliance is increasing by most of the smugglers deciding to use authorized entry. For the case of Mara region, we have three Customs checkpoints which are Kirumi Customs check point located at Rorya district, Rubana Customs check point located at Bunda district and Nyasurura Customs checkpoint located at Serengeti district.

Customs officers use the power vested upon Section 153 of East African Customs Management Act of 2004 Revised Edition 2019 in implementation of their duties. The following are some of the roles of Customs check point;

- Prevent smuggling, illegal imports/exports, and trafficking of prohibited goods (e.g., drugs, weapons).

- Enforcement of Customs laws and other tax regulations for example issuance of proper EFD receipts.
- Controlling goods in transit as Checkpoints used to monitor goods moving across borders, ensuring they are not diverted or used for illicit purposes.
- Collection of revenue
- Trade facilitation by ensuring smooth flow of goods in compliance with laws.
- Regulate and monitor import to prevent dumping or unfair competition against local industries/producers.



**Evodius Elias Mugisha**  
 Senior Customs Officer  
 Tanzania Revenue Authority

# Training on the Application of Risk Management Principles at the Airport



Customs plays a crucial role in national security, public safety, and economic protection. With increasing volumes of international travel and trade, effective risk management is essential to identifying threats, ensuring compliance with laws and regulations, and facilitating legitimate movement across borders. The dynamic nature of global threats—such as terrorism, pandemics, and organized crime—requires continuous adaptation and vigilance.

Key risk management principles in this context include intelligence-led targeting, risk profiling, data analysis, and the use of advanced screening technologies. Customs must assess risk based not only on documentation and declarations but also behavioural cues, travel history, and real-time intelligence shared with national and international agencies.

In this context, the IMF AFRITAC South conducted training on the Practical Application of Risk Management Principles at the SSR International Airport for the benefit of Mauritius Revenue Authority (MRA) Customs Officers. This training aimed at equipping operational level Customs officers with the effective knowledge, skills and abilities required to manage risks efficiently.

The training covered the main aspects of risk management and was a combination of theory and practical exercises culminating in ‘live’ interface with passengers at the airport. The practical exercise

included questioning techniques, observation skills and basic search techniques to make risk assessments; same principles can be applied to cargo consignments.

With this training, the MRA Customs aims to train its officers to strike a balance between enforcement and trade facilitation. Thus, excessive delays that impact airport operations and passenger satisfaction can be avoided without any compromise on border security.

In order to address these challenges, it is important to foster inter-agency collaboration and maintain robust systems for information sharing and risk assessment. The importance of managing risks at airports cannot be overstated, effective risk management is essential to the integrity and efficiency of Customs and border control at airports.



**Parvatee Ghoola**  
 Customs Officer II  
 Director's Office, Customs  
 Department  
 Mauritius Revenue Authority



## Eswatini Continues to Align with the 10 Key Elements of the Revised Arusha Declaration

**Key Element 1: Leadership Commitment** - On 21<sup>st</sup> March 2025, the Eswatini Revenue Service (ERS) demonstrated its commitment to integrity by involving Internal Affairs in the ERS Suppliers Day, hosted by the Finance Department's Procurement Unit. Internal Affairs delivered a presentation on ethics and integrity, highlighting the ethical expectations for vendors working with ERS. The session focused on the dangers of corruption in procurement and emphasized ERS's zero-tolerance stance on fraud. Suppliers were urged to uphold integrity, as its absence undermines the procurement process. Strategies to combat corruption were also discussed.

**Key Element 10: Relationship with Private Sector** - The event also addressed the importance of collaboration between ERS and the private sector in fighting corruption, particularly in Customs and tax. Transparency and accountability were encouraged to foster a culture of integrity.



*Manager Internal Affairs, Shadrack Gwebu presenting at the ERS Suppliers' Day*

**Key Element 1: Leadership Commitment** - Further reinforcing its ethical leadership, ERS participated in an Ethics Breakfast Meeting on 31<sup>st</sup> March 2025, hosted by the Eswatini Institute of Accountants. Senior ERS leaders joined Internal Affairs in discussing the theme "Leading with Integrity: How Ethical Accountants and Auditors Can Transform the Profession." The meeting emphasized that ethical leadership extends beyond the workplace and should be reflected in all actions and decisions.

Integrity was presented not just as a professional requirement but as a way of life. Ethical behaviour, both in and out of work, builds trust and strengthens public confidence—especially vital in sectors like tax and Customs, where credibility and ethical conduct are essential.



*Director Internal Affairs - Paulette Thwala, Commissioner Domestic Taxes - Vusie Ngcamphalala, Chief Financial Officer - Thobile Dlamini and Financial Controller - Swazi Nkonde*

## EAC Begins Review of 2015 Rules of Origin to Advance Trade, Integration, and Industrial Growth



Rules of Origin (RoO) is the economic nationality of goods and are critical in assessing eligibility for preferential treatment. They are broadly categorized as preferential – applied within free trade arrangements such as the EAC, COMESA, and SADC, and non-preferential which are used for general Customs purposes including quotas, anti-dumping measures, statistics or origin labelling. The 2015 RoO required review to align with evolving trade dynamics, technology, and regional integration standards.

The 2025 edition of the East African Community (EAC) Customs Union RoO, as stipulated in Annex III and Article 14 of the EAC Protocol, marks a significant milestone in strengthening intra-regional trade. The updated framework aligns the EAC RoO with continental initiatives, notably the African Continental Free Trade Area (AfCFTA) and the Tripartite Free Trade Area (TFTA), aiming to simplify trade procedures, enhance policy coherence, and accelerates regional integration.

The 2025 version shows progressive increase in rules, schedules, and definitional clarity. Rules has increased from 30 in 2015 to 41, covering Special Economic Zones (SEZs), trade fairs & exhibitions, registration of exporters, general requirements for origin qualification, importation by instalments, and mutual assistance. Recognizing new seventh schedule for the EAC simplified certificate of origin under rule 20(1) (a). Cumulation types have expanded to seven, enhancing regional sourcing flexibility. Vessel origin criteria have been relaxed, reducing the crew

nationality requirement from 75% to 20%, provided the vessel is registered in a Partner State. Additionally, updated definitions clarify key operational terms, while the recognition of the Democratic Republic of Congo, the Republic of South Sudan and Somalia into the EAC Partner States reflects the EAC's expanded membership.

The 2025 RoO framework offers a streamlined, inclusive, and modernized approach to rules-based trade, supporting industrial development and deeper regional integration.



**Stefano Mathias**  
 Tanzania Revenue Authority



## Temporary Importation of Motor Vehicles into Tanzania: Emerging Risks of Dumping and Recommended Mitigation Measures

Tanzania Revenue Authority (TRA) is a government agency established by Act of Parliament No. 11 of 1995 and started its operation on 1st July 1996. While carrying out its statutory functions, the organization is regulated by Laws and is responsible for administering impartially various taxes of the Central Government.

The average monthly revenue trend for the last Semiannual performance review has raised from 2.319 TZs Trillion in the last semiannual of the financial year 2023/2024 to 2.755 TZs Trillion in the same period of financial year 2024/2025.

Among many others, strategies that have helped the Custom department to contribute toward achieving organization objectives are as follows;

- Improvement in the quality of service provision through good Customer care has resulted in voluntary taxpayer compliance.
- Modernization and innovation. The automation of Customs procedures through enhanced Tanzania Customs integrated system (TANCIS) has been a milestone strategy as it embraces transparency and hence reduces fraud in revenue collection.

The East African Community (EAC) Customs Management Act (CMA) permits the temporary importation of motor vehicles by residents of EAC Partner States and other foreign countries visiting Tanzania, exempting such imports from applicable Customs duties and taxes. This facilitation is subject to compliance with specific conditions stipulated under the law. A vehicle temporarily imported under this arrangement must be covered by a duly completed Form 32, in which the importer is required to disclose full details of the vehicle, the purpose of entry, and the designated exit point.

Despite the existence of these regulatory controls, recent reports indicate that a large percentage of all vehicles temporarily imported into Tanzania during the 2023/2024 fiscal year were not re-exported to their countries of origin. This trend has raised serious



concerns within the Tanzania Revenue Authority (TRA), as it may signal the deliberate abuse of temporary import provisions as a mechanism for dumping used vehicles into the domestic market thereby circumventing normal import procedures and tax obligations.

In light of this development, it is imperative that immediate measures be undertaken to address this loophole. It is hereby recommended that the government introduce an electronic tracking system for all vehicles granted temporary importation status. This system would allow real-time monitoring of vehicle movements within the country and enable authorities to identify and take prompt action against vehicles that overstay or deviate from declared routes and exit points.

The adoption of such technological measures will substantially mitigate the risk of illegal dumping and protect the integrity of Tanzania's Customs and tax regime.

**Ipyana Francis**  
Senior Customs Officer  
Tanzania Revenue Authority  
Mkenda Nakawale Mitomoni - Ruvuma

## Sparkling Golden Moment Between Mauritius and Madagascar

In 2019 two Malagasy nationals flying from Reunion Island and being in transit for Dubai were intercepted by MRA Customs at the Airport for currency control. They were found in possession of 25.5 kg gold ingots and foreign currencies (EUR 60,000 and USD 7,800) which they failed to declare. Upon questioning, they were unable to justify the possession of same with relevant documentary evidence. The two persons were reasonably suspected to be involved in money laundering; and the gold items and currencies were detained by MRA Customs pending investigation. Mauritius shared this information with the Malagasy authorities who then testified during trial that the items seized were smuggled from Madagascar. The intermediate court found that the exhibits are proceeds of crime and ordered their forfeiture; the smugglers were fined and sentenced accordingly.

In April 2025, the repatriation of the gold was made according to Article 14 of the CMAAA between Customs Authorities of Mauritius and Madagascar. During a handing over ceremony in Madagascar, the Mauritian Prime Minister, Dr the Hon Navinchandra RAMGOOLAM, GCSK, FRCP handed over the consignment to the President of the Republic of Madagascar. The Director Customs of MRA and Section Head from the MRA Customs were also present to facilitate the restitution exercise.

The event was seen as a demonstration of cooperation and solidarity between the two Republics. It should be noted that in 2016, 6 containers of Rosewood seized by MRA Customs were returned to the Republic of Madagascar. Regular capacity building is also provided by MRA Customs to its Malagasy counterparts, especially in relation to tariff, drugs, risk management, post clearance audits.

The MRA is equally grateful to the French Customs from Reunion Island for their assistance and support; they showed exceptional professionalism during this gold bullion restitution exercise in Madagascar.



**Parvatee Ghora**  
 Customs Officer II  
 Director's Office, Customs Department  
 Mauritius Revenue Authority





## Customs Innovation in Practice: The Role of Non-Intrusive Inspection (NII) Technologies Towards Trade Facilitation and Security at JNIA



The deployment of Non-Intrusive Inspection (NII) technologies at Julius Nyerere International Airport (JNIA) in Dar Es Salaam represents a critical step in modernizing Tanzania's Customs operations in line with global standards. Tools such as X-ray scanners, CCTV systems and RFID tracking enhance the Tanzania Revenue Authority's ability to detect risk passengers, undeclared or prohibited goods without delaying trade flows. This advancement responds directly to Chapter 3 of the WCO Revised Kyoto Convention which calls for modern Customs procedures and technology-driven inspection techniques.

NII technologies support key principles of the WCO SAFE Framework by strengthening border security while facilitating legitimate trade. The automation of cargo screening and integration of scanner data into the Tanzania Customs Integrated System (TANCIS) improves risk-based targeting and compliance oversight, in line with the WCO Risk Management Compendium. This approach not only accelerates clearance but also enables intelligence-driven inspections, minimizing physical intervention and human bias.

Through improved efficiency and transparency, NII deployment contributes to the implementation of Article 7 of the WTO Trade Facilitation Agreement which encourages expedited release of goods using modern control techniques. Faster clearance times reduce business costs, making JNIA a competitive gateway in East and South Africa.

In conclusion, NII technologies at JNIA have significantly enhanced Customs control, risk management and trade facilitation. These efforts position Tanzania to better secure its borders, promote efficient logistics and comply with international standards. Expanding NII to other border posts with sustained policy and infrastructure investment, will be vital to achieving a resilient and modern Customs system nationwide.



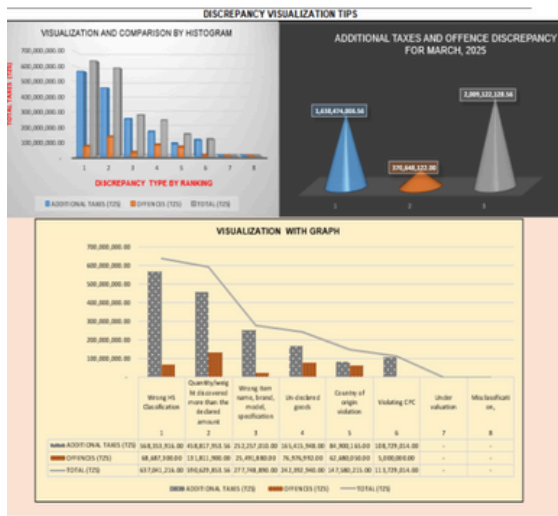
*With every sniff detection, dogs protect our country from illegal goods.*



**Irene Mwanga**

*Tanzania Revenue Authority*

## Tanzania Customs & Excise Department Evolve into Data Driven Department



Tanzania Customs and excise department has been taking various steps in modernization initiatives. These includes; Electronic submission of Customs data, application of risk management techniques, use single window, coordinated border post operations, compliance management techniques, advance ruling, post clearance audit to name just a few.

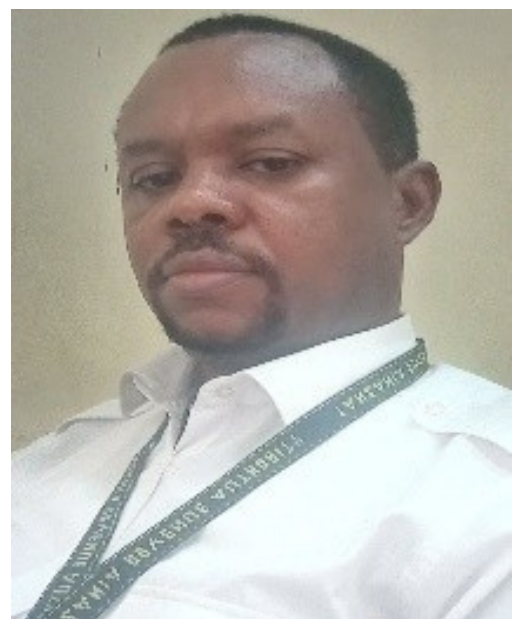
Recognising the importance of making informed decision, recently Tanzania has introduced data driven decision making practice. In this, decision about various aspects of Customs operations such as; risk management, Customs inspections prioritization, training needs and trade facilitations are made based on existing data. Further, Trends pattern and actionable insight obtained from data guides in making informed decision.

That said, Data-driven decision-making has transformed the way decision are made in Tanzania Customs and excise department. For example, Decisions about which goods to inspect or facilitate has been simplified, areas that needs capacity building for staff's skills enhancement are easily identified. Additionally, efficient allocation of resources is done through accurate identification of risk areas.

Data driven decision making process starts with organising inspection reports. Inspection reports collected from various inspection points are sent to reconciliation unit. The reconciliation unit analyse the

collected data to identify patterns, and predict trends. Additionally, data visualization charts, and graphs are generated to gain more insight and simplify information sharing for quicker decision making by management.

In conclusion, recently data has become a critical organizations asset. Subsequently, Data-driven decision-making has become organizations priority. Thus, embracing data driven decision making Tanzanian Customs administration has significantly improved its decisions accuracy.



**Edmund Augustino**  
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## Crisis Communication Today: Tweets, Trends, and Turmoil

In this digital era, crises unfold at unprecedented speed. The internet whispers travel fast—just ask Kenyans on X, formerly Twitter.

Organizations need to communicate swiftly, transparently, and across multiple digital platforms when it comes to protect their reputation and maintaining stakeholder trust.

The perfect example is Zoom's response to its 2020 security crisis as the COVID-19 pandemic had hit a major shift globally, where learning and working remotely forced Zoom's user base to surge. While the growth was good, it came with very serious privacy concerns—including Zoomboombing, questions on data routing to China, and encryption flaws.

Instead of being defensive or choosing the silent treatment, Zoom embraced transparent communication and a proactive strategy. They got their CEO up hosting live weekly webinars answering user's questions, their concerns, and sharing their security improvements. They launched a 90-day plan which focused on security and privacy. This was followed by a series of progress reports, blog updates, and commitments to the public, making it an open communication channel in real time, reassuring its users.

This perspective has shown some of the key principles of effective digital era crisis communication, which are:

- Visibility in leadership
- Active online presence across multiple platforms
- Transparency
- Speed: Immediate response to the issue at hand.

Organizations should be prepared for potential issues. Silencing or spinning the issue only erodes public trust. Setting up an effective communication team, a digital response plan, and a culture of honesty will do well for any organization, especially in today's digital world.

Zoom's case offers a critical lesson —especially during emergencies: how you communicate matters just as much as what you communicate. Be honest, compassionate, and reliably informative. That's how lasting trust is built and reputational risk managed.



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