



The South African Experience: Modernization and Inter-Agency Collaboration



Presentation by Gene Ravele,
Chief Officer: Customs and Border Management

- SA Borders at a Glance
- A Potted History: SA Borders
- Key Strategic Drivers and Implications
- Strategic Foundation and Key Elements: NIBMS
- Lessons Learnt
- Next Steps
- Way Forward: Opportunities for the WCO



A POTTED HISTORY: SA BORDERS

Pre 1994

- Apartheid regime: Border control goal = prevent “terrorist” incursion
- International sanctions: compliance impact, sanctions busting
- Limited role: Customs and Immigration

1994 - 2001

- “Re-admission” into global community
- Rapid growth: across border people and goods movement
- Establish NIDS

2002 onwards

- Establish BCOCC
- SARS: Chair of BCOCC and Lead Agency
- Cabinet: Integrated Border Management Strategy

KEY STRATEGIC DRIVERS AND IMPLICATIONS

Drivers

- **Global financial crisis**
- **Poverty alleviation: employment**
- **Cross-border criminal networks**
- **Supply chain competitiveness**
- **Supply chain security**
- **FIFA 2010 Readiness**

Implications

- **Trade, revenue and compliance**
- **Protect economy, optimise revenue**
- **Human trafficking, people smuggling, contraband (drugs, guns, IPR)**
- **Simplification, reduce transaction costs**
- **Implement new standards: C2C, C2B**
- **Increased tourism, threats (incl. IPR)**

VISION

Deliver excellent border management outcomes for South Africa by planning and acting within one framework whilst retaining agency-specific accountabilities

MISSION

Facilitate inter-agency cooperation

Facilitate legitimate border crossings

Prevent, detect and interdict illicit crossings

Based on the following design principles:

Common border outcomes and interventions

“Form follows function (and function follows policy)”

“Whole-of-Government” and “Whole-of-Border” approach

Retain current accountabilities and structures

Act early: risk management approach

“Future-proofing” by becoming more strategic and outcomes-focused

KEY ELEMENTS: NIBMS

Create BCOCC regulatory framework



Legal basis: "Border" Act

Establish BCOCC: statutory body

Harmonise agency laws: align, no overlap

Establish National Coordination Centre



"Shared national assets"

Situational awareness: Monitoring System

Smart border technology

Integrated Port Operating Model



Traffic control and flow management

End-to-end business processes

CBM SOPs

Regional coordination



Mozambique: One-stop border post

Lesotho: Systems, AEO mutual recognition

JPCC, JPCD+S

Other



Cross-functional training

Integrated HR strategy

Integrated anti-corruption strategy

- **Strategic alignment** – Both overall and agency-specific strategies
- **Governance** – High-level, technical and support structures
- **Political support and policy space** – Political support and buy-in
- **Administrative leadership** – Heads of agencies to demonstrate unity
- **Monitor and report** – Early detection of constraints and elevate
- **Chip away at silo's** – Adopt joint initiatives

- State of the Nation: “Single Border Entity”
- New Operating Model: Single Window, End-to-End business processes
- Accelerate 2010 readiness

If not we, who?

And if not now, when?

(With respect to the sage Hillel)



- Research, best practices, models / options
- Integrated / Coordinated Border Management “Checklist”
- “Institutionalise” I/C Border Management in WCO: develop proposals
- Reach-out to other international organisations: networked
- Include C-2-OGA in addition to C-2-C and C-2-B

Thank you



PORT OF DURBAN – DURBAN CONTAINER TERMINAL