



FCFASA FIVE YEAR BUSINESS PLAN 2012 – 2017

WORKING DRAFT FOR MEMBERS

Facilitated by Fikani Regional Support Services
Funded through TradeMark Southern Africa

April 2012

Contents

FOREWORD	4
ABBREVIATIONS, ACRONYMS & DEFINITIONS	5
EXECUTIVE BRIEF	6
PREAMBLE.....	7
ORGANISATION OF THE PLAN	7
1.0 INTRODUCTION	8
1.1 The Business Plan	8
1.2 About FCFASA	8
1.3 FCFASA'S objectives.....	9
2.0 INSTITUTIONAL OVERVIEW	9
2.1 Identity	9
2.2 Mandate (Basis for Existence)	9
2.3 Vision	10
2.4 Mission	10
2.5 Core Values	10
2.6 Governance and Management Structure.....	10
2.7 FCFASA'S Achievements to Date.....	10
2.8 Financial Performance	11
3.0 OPERATING ENVIRONMENT	11
3.1 Regional Overview	11
3.2 SADC Trade Protocol & FTA	12
3.3 Enlarged FTA	13
3.4 Future of SADC Trade Development	13
3.5 Regional infrastructure	14
3.6 Public-private Dialogue	15
3.7 Technological Environment.....	16
3.8 Support organisations in the Supply Chain	16
3.9 Regulatory and Policy Environment	16
3.10 The Regional Business Agenda	17
3.11 Border Management	17
3.12 Summary of Operating Challenges for FCFASA.....	17

4.0	SWOC AND STAKEHOLDERS ANALYSES	19
4.1	SWOC Analysis.....	19
4.2	Stakeholder Analysis.....	19
5.0	STRATEGIC FOCUS.....	29
5.1	Overview.....	29
5.2	FCFASA's Distinctiveness	29
5.3	Strategic Goal.....	29
5.4	Strategic Priorities	29
6.0	IMPLEMENTATION OF THE BUSINESS PLAN	32
6.1	Ownership of the Business Plan.....	32
6.2	Critical Success Factors.....	32
6.3	Monitoring Reporting and Evaluation.....	32
7.0	IMPLEMENTATION PLAN	33
7.1	Plan Period.....	33
7.2	Overall Goal	33
8.0	FIVE YEAR IMPLEMENTATION PLAN	34
9.0	FIRST YEAR (2012-2013) WORK PROGRAMME	39
10.0	SUSTAINABILITY	40
11.0	CASHFLOW FOR THE PERIOD APRIL 2012 - MARCH 2013.....	41
	APPENDIX I: FCFASA MEMBERSHIP	43
	A. FCFASA EXECUTIVE COMMITTEE (2010 – 2012)	43
	B. MEMBER ASSOCIATIONS	43
	APPENDIX II: FCFASA CONSTITUTION (Adopted 29 April 2010)	0

FOREWORD

The Southern African Region, comprising 15 unique sovereign states, offers as much opportunity for a good return on investment as any other emerging economy of the World. The deliberate drive towards – a never easy journey of – Regional integration, has broadened the business space for its 255 million inhabitants. This is a Region that has enjoyed socio-economic, political and infrastructural linkages for decades.

However there are many challenges. And for the Freight Forwarding industry, these manifest themselves in many forms ranging from inadequate skills at the firm level to less than optimal systems and infrastructure in the operating environment. Although the Countries of the Region have made many remarkable strides in trying to harmonise systems and leave no one too far behind on the path to integration, the region in some cases still grapples with daunting challenges. Further, this is a Region where, as part of our history, collection of duties has been given priority by Government Agencies over trade facilitation - and its benefits. Sadly therefore border posts are often viewed as points of high impedance to movement of goods rather than merely points of transit. The slow movement of goods in the Region increases the cost of doing business. These costs are passed on to consumers and adversely impact on our ability to compete globally.

The ever growing willingness, however, of policy makers and the public sector to dialogue with business, has over the last two decades contributed enormously to an improved regional business environment. We are also seeing greater understanding and learning on both sides. We believe therefore that the challenges we now face tend to be those of prioritisation (of the many national and regional competing interests and programmes) in implementation. This Region has moved forward in its quest for innovative engagement of interest groups by Governments. But more needs to be done and with a greater sense of urgency to encourage and support the much needed investments and sustainable wealth creating activities.

It is this advocacy space – the open door and accommodation policy – provided by Regional Governments to the private sector, that calls for a proactive and well organised business front. It calls for strengthening of Business Membership Organisations (BMOs) who must position themselves to be all weather dialogue partners of Governments and other stakeholders while delivering value to members and contributing to the growth of our Region.

This Business Plan by the Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA), a Regional BMO formed in April 2010, aims at launching FCFASA into a future of meaningful and results focused public-private dialogue. Whilst to a large extent depending on a “listening” public sector, such a partnership has to be anchored in highly capacitated National and Regional BMOs. Our Business Plan is also a value proposition to new members, development partners and our dialogue partners. It shows who we are, what we stand for and the benefits we intend to deliver to our many stakeholders. We believe that by consistently delivering value, we will ensure the sustainability of this organisation.

Like any other plan, our Business Plan is a living document, to be reviewed annually for relevance and performance. We invite all stakeholders to take a keen interest in its implementation and work with us as we steer through a challenging path to contribute to an efficient Regional Supply Chain.

Joseph Musariri
President
April, 2012

ABBREVIATIONS, ACRONYMS & DEFINITIONS

AEO	Authorised Economic Operators
AGM	Annual General Meeting
ASCCI	Association of SADC Chambers of Commerce and Industry
BMO	Business Membership Organisation
CCFFAAZ	Customs Clearing & Freight Forwarding Agents Association of Zambia
COMESA	Common Market for Eastern and Southern Africa
DRC	Democratic Republic of Congo (also “DR Congo” or “Congo DR”)
EAC	East African Community
Excom	Executive Committee as constituted in the FCFASA Constitution
FCFASA	(The old FCFASA)
FCFASA	Federation of Clearing & Freight Forwarders Associations of Southern Africa
FEAFFA	Federation of East African Freight Forwarders Associations
FEAFFA	Federation of East African Freight Forwarders Associations
FESARTA	Federation of East and Southern African Road Transport Associations
FIATA	Fédération Internationale des Associations de Transitaires et Assimilés
FTA	Free Trade Area
GDP	Gross Domestic Product
ICT	Information and Communications Technology
Industry	The clearing & freight forwarding industry
Member States	Member countries of SADC
Membership	Members of FCFASA as defined in its Constitution
MIASA	Mining Industry Associations of Southern Africa
MoU	Memorandum of Understanding
MS	Member States
Plan	FCFASA Five Year Business Plan
RBO	Regional Business Organisation
REC	Regional Economic Communities
Region	SADC Region
RISDP	Regional Indicative Strategic Development Plan
SACAU	Southern Africa Confederation of Agriculture Unions
SACU	Southern African Customs Union
SADC	Southern African Development Community ¹
SAEN	Southern African Enterprise Network
SARA	Southern African Railways Association
SBA	SADC Banking Association
SCCC	Subcommittee on Customs Cooperation ²
SDI	Spatial Development Initiatives
SEG	SADC Employers Group
SEPAC	Small Enterprise Promotion Advisory Council
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TMSA	TradeMark Southern Africa

¹ The 15 SADC members are: Angola, Botswana, DR Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe

² A subcommittee under the SADC Protocol on Trade

EXECUTIVE BRIEF

The Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA) has developed this Five year Business Plan (the Plan) in order to provide a strategic direction visible to its members and other stakeholders. This is FCFASA's first such Plan after its formation in April 2010.

The Business Plan will run over the period April 2012 to March 2017. The 5 year Plan will be backed by Annual Programmes, with Year One Programme (April 2012 – March 2013) being included in this Plan.

Among others the Plan aims to:

- Enhance FCFASA's advocacy work and dialogue with its key stakeholder SADC and its structures
- Capacitate FCFASA and its membership in order to contribute effectively to trade facilitation and to efficient trade logistics in order to bring down the costs of moving cargo in the SADC Region
- Deliver value to its membership; and act as a value proposition to interested stakeholders and networks.

In order to address the key challenges of the FCFASA operating environment, the Business Plan will focus on the following areas:

- (a) High level Advocacy
- (b) Research, Documentation & Information dissemination
- (c) Membership Support and Development (BMOs)
- (d) Partnerships and Networking
- (e) Institutional Strengthening (FCFASA)

The Business Plan highlights the need to focus on factors critical for sustainability.


In order to kick-start the Plan, FCFASA will require various resources in the Year One Programme, estimated at USD 60 000.00. At this formative stage it is estimated that the organisation will mobilise 80% of the funds from development partners and 20% from Membership fees. In the interest of sustainability, over the five year plan there will be a substantial decrease in donor dependence as FCFASA turns more to its members and other sources of support and funding.

PREAMBLE

This Business Plan aims to provide a strategic direction for the Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA) over a period of 5 years (2012-2017). It is a product of a consultative process involving all members of FCFASA and a selected number of key stakeholders.

ORGANISATION OF THE PLAN

The Business Plan is presented in the Sections below, in the following order:

- A brief historical background and objectives of FCFASA
 - Information on the identity, mandate, vision, mission and core values of FCFASA. This section also highlights some of the partnerships that have been developed by FCFASA and areas of engagement
 - The operating environment. It provides the regional overview and looks at areas that are likely to affect the Clearing and Forwarding Industry
 - Provides an analysis of the Strengths and Weaknesses; Opportunities and Challenges (SWOC) of FCFASA
 - Identifies the key areas of strategic focus. It defines each area of focus and the supporting strategic objectives
 - Provides an overview of mechanisms for implementation, monitoring and evaluation of the plan
 - Presents the implementation framework for the plan in a simplified matrix form for the period 2012 - 2017
 - The Work Programme for the first year (April 2012 – March 2013)
 - A note on Sustainability; and
 - Cash flow for The Period April 2012 - March 2013.
- 

1.0 INTRODUCTION

1.1 The Business Plan

In response to developments in the Southern African Development Community (SADC) supply chain, the Federation of Clearing and Forwarding Associations of Southern Africa (FCFASA) has mobilised operators and their associations to strategically position themselves to the benefit of its members and the SADC Region. Hence this five year Business Plan which is intended to enhance FCFASA's role as an effective regional platform for dialogue with various key stakeholders, in particular SADC secretariat, SADC customs administrations and the clearing and forwarding industry.

From the external environment this Plan is informed by the provisions of the International Federation of Freight Forwarders Associations (FIATA)³, the SADC Customs Strategic Plan, the SADC Regional Indicative Strategic Development Plan (RISDP) and the SADC Protocol on Trade. Internally this Plan is informed by the Constitution of FCFASA, the priorities of the members and the work-to-date of the Executive Committee.

This Business Plan is the product of the FCFASA current membership who approved it in April 2012.

1.2 About FCFASA

FCFASA is the Regional apex body for the National Clearing and Forwarding Associations in SADC. Launched at its first Annual General Meeting (AGM) on 29th April 2010 in Zambia, FCFASA is registered in Zimbabwe as a non-profit membership organization.

The current membership of FCFASA comprises 14 National Associations from 12 (of the 15) SADC Countries (Appendix I). FCFASA provides a single voice at the Regional level for the clearing and freight forwarding industry in its quest to influence policies, agreements and their implementation at the Regional level. FCFASA engages SADC Secretariat, Member States and SCCC in order to facilitate a smooth supply chain across the Region. To do this FCFASA mobilizes all its members to effectively articulate issues and priorities of common interest which it transmits as one strong voice.

FCFASA aims at remaining a world class apex body by maintaining links with world class bodies such as FIATA, and collaborates with donor driven, public and private sector bodies who add value to the organization.

FCFASA members cover the key transit routes of SADC.

³ *Fédération Internationale des Associations de Transitaires et Assimilés*

1.3 FCFASA'S objectives

FCFASA's main goal is the creation and maintenance of a conducive supply chain environment through, primarily, high level advocacy. This goal will be attained by the realisation of the following objectives, adapted from the FCFASA Constitution (Appendix II):

- To co-ordinate the development and growth of the Clearing and Forwarding industry in Southern Africa, in the best interests of member Associations and the general public
- To establish a Code of Ethics to be adopted by each member Association.
- To promote the efficient movement of cargo by carriers, either surface or air, or any other parties involved in the freight supply chain.
- To promote and encourage the efficient and capable operations of Customs authorities in the region, with a view to standardization and simplification of documentation and procedures.
- To promote, support, advocate for or oppose, as may be deemed to be in the best interests of the Federation and Member Associations, any proposed legislative or other measures affecting the interests of the region.
- Independently or in consultation with any other organizations, person or company, to promote standards for vocational training at an affordable cost to member Associations.

2.0 INSTITUTIONAL OVERVIEW

2.1 Identity

FCFASA is the SADC Region apex membership organization in the clearing and freight forwarding industry, whose members are SADC National Associations in the same industry.

2.2 Mandate (Basis for Existence)

To act as the regional voice of the Clearing and Freight Forwarding Industry in its role of influencing appropriate legislation, policy, practices and procedures, and be the private sector dialogue partner of the relevant structures in SADC

2.3 Vision

The voice of the clearing and freight forwarding fraternity in Southern Africa

2.4 Mission

To facilitate and conduct effective advocacy and the promotion of members' interests in trade facilitation and the technical work of clearing and forwarding.

2.5 Core Values

FCFASA is committed to the following core values:

Our membership

Unity and strength in diversity, inclusiveness and teamwork
Respect for Members and their interests

Our internal self

Innovation, excellence with a focus on results
Integrity, transparency, accountability and ethical practices

Our context

Non-political
Good corporate citizenship

Our response to where we operate from

Trade facilitation in partnership with other players in the supply chain
Socio-economic and environmental responsibility
Sustainable use and management of all resources

2.6 Governance and Management Structure

FCFASA affairs are governed by, and the Executive Committee (Excom) and the general membership adhere to the provisions of, its Constitution. Elections are held biennially.

The FCFASA Excom is composed of the President, Vice President and five additional members. The regional focus of FCFASA informs the representation on the Excom. The Excom provides leadership and oversees the implementation of the FCFASA long term plan and annual work programme.

2.7 FCFASA'S Achievements to Date

Since its formation on 29th April 2010, FCFASA has attained the following:

- The development and adoption of its Constitution

- The President's office has successfully assumed the responsibility of the Secretariat during this period
- Mobilisation of funding for the strategic review meeting
- Mobilisation of funding to engage a short term consultant to facilitate the development of the FCFASA Business Plan.
- Mobilisation of funding to bring together all members to validate the Business Plan.
- Recognition by SADC and funding organisations (eg. TMSA) as a Regional Apex Clearing and Freight Forwarding membership organisation
- Active participation in the Common Market for East & Southern Africa (COMESA) and SADC regional integration initiatives and related meetings
- Good will from members as demonstrated by their continuous involvement in its activities.

2.8 Financial Performance

FCFASA is currently in its formative stage. No membership dues, direct monetary grants or contributions have been received and/or expended by the Association to date. No accounts are therefore available at this stage.

However FCFASA has held two main interventions during this formative stage with resources from the following organisations:

- **Inaugural meeting and AGM April, 2010** – Zambia: Funded by SADC under the EU-SADC Customs Modernisation Project
- **Strategic review session February 2012** – South Africa: Funded by TMSA

As part of its governance, once it starts receiving funds, FCFASA will present its audited accounts to every AGM.

3.0 OPERATING ENVIRONMENT

3.1 Regional Overview

SADC has fifteen Member States who, apart from Mozambique, are also members of other multilateral organisations within the same geographical space. These include the Southern African Customs Union (SACU), COMESA and the East African Community (EAC).

SADC has a population of around 255 million people and a combined Gross Domestic Product (GDP) of USD435.9 billion (2007). The overall objective of SADC is to achieve development and economic growth, which is to be attained through increased regional integration, built on democratic principles and equitable and sustainable development.

The Southern African region enjoys a fairly overall open investment and trade regime, making the region the most significant economic space in Africa. As a result, intra-SADC trade has grown significantly since the 1980s.

The development policies of the region are defined in the Regional Indicative Strategic Development Plan (RISDP), which was formally adopted in 2003, after a comprehensive consultation process with relevant stakeholders, including the private sector. The RISDP is a 15-year regional integration and development framework, setting the priorities and articulating the related economic and social policies and strategies. Its purpose is to deepen regional integration with the ultimate objective of eradicating poverty in the SADC region.

The SADC regional integration process is therefore guided, at the policy level, by the SADC Common Agenda and, at the strategic level, by the RISDP.

3.2 SADC Trade Protocol & FTA

Implementation of the RISDP has meant implementation of various key protocols and agreements. One such instrument is the SADC Trade Protocol with its far reaching implications on cross-border business development, the volume of goods that will move between the members, and value chains that can be created.

The SADC Free Trade Area (FTA), which is provided for in the Protocol on Trade, was launched in August 2008 following a trade liberalization programme which commenced in September 2000. Twelve of SADC's fifteen Member States are currently part of the FTA and 2012 should see the elimination of the remaining tariffs on sensitive products by most of the Members of the FTA.

Total SADC trade has risen sharply by as much as 155% between 2000 and 2009 following the implementation of the Protocol on Trade. However, as a proportion of total SADC trade, intra-SADC trade has only grown from 15.7% to 18.5% in the same period. As the process to remove tariffs on sensitive products is still ongoing until end of 2012, there is still potential for further improvement in the intra-SADC trade levels.

The Directorate of Trade, Industry, Finance and Investment (TIFI)⁴, at the SADC Secretariat, spearheads the trade agenda for SADC.

3.3 Enlarged FTA

SADC challenges for pursuing various development agendas, but in particular the trade agenda, include the multiple membership to Regional Economic Communities (RECs) of its Member States. The significant RECs (apart from SADC itself) are COMESA and the EAC. Further, SACU, which comprises 5 countries⁵, is a significant contributor to the challenges and opportunities of trading within SADC (as all members of SACU are also members of SADC, and one is also a member of COMESA). SACU contributes on average 73% to the SADC GDP⁶.

In October 2008 the countries making up the three regional economic communities (SADC, COMESA and EAC) resolved that the three RECs should commence a merger into a single REC, with the objective of fast tracking the attainment of the African Economic Community. This may increase both opportunities and challenges in the trading environment and, specifically, in the trade logistics.

3.4 Future of SADC Trade Development

Article 26 of the SADC Protocol on Trade provides that:

Member States shall adopt comprehensive trade development measures aimed at promoting trade within the Community, as provided for in Annex V of this Protocol.

The Annex recognises “*that trade development among Member States and between Member States and third countries is an important element of the strategy to achieve economic development and a more equitable international economic order.*” To that effect the Annex provides **amongst other proposals** for the following:

- Member States shall adopt coherent trade development strategies and shall develop internal capacities for trade development and create awareness on the role and importance of trade and economic development.

⁴ The SADC Secretariat structure provides for a Deputy Executive Secretary responsible for Regional Integration, who is supported by five separate Directorates: Policy, Planning and Resource Mobilisation; Trade, Industry, Finance and Investment; Infrastructure and Services; Food, Agriculture and Natural Resources; and Social and Human Development and Special Programmes. Each Directorate is headed by a Director and is made up of a number of separate functions, each under a Senior Officer.

⁵ SACU = Botswana, Lesotho, Namibia, South Africa and Swaziland

⁶ SADC GDP figures 2000 - 2007

- In order to ensure effective distribution of goods and services, Member States shall undertake to strengthen infrastructure related to trade especially in the areas of transport and storage facilities.
- Member States shall formulate and implement trade development policies in close co-operation with the private sector; and shall facilitate the formation of private sector business associations.
- Member States, in collaboration with the business community, shall encourage and facilitate the creation of small and medium scale enterprises and promote their participation in trade.
- In collaboration with the business community, Member States shall disseminate market information on the Community and third countries.
- Member States shall facilitate the provision of trade related services within the Community, including those relating to insurance, freight, banking, warehousing and communication.
- Member States shall facilitate the establishment of national and regional databases and trade information networks for the Region; and the trade information shall be made compatible and linked to the World Trade Information System.

3.5 Regional infrastructure

3.5.1 Regional infrastructure bottlenecks

Regional infrastructure bottlenecks constitute a major constraint to intra-regional and international trade in Southern Africa.

The low level of economic development has resulted in the majority of the SADC countries having a low percentage of paved **roads** in comparison to their total roads. The exceptions are South Africa, and the island states of Mauritius and Seychelles. The extent of the unpaved roads increases the cost of transportation. It also represents a physical constraint to greater intra-regional trade and other exchanges. The region also has an extensive **railway** network in particular between the Member States but is largely underutilised in preference for roads, and has lagged behind in its maintenance and modernisation. This has consequences for the volume of trade, cost of transporting bulk cargo and regional integration.

Although improvements have been recorded in **telecommunications** across the Region, the slow speed and inadequacy of connectivity is still seen as hampering greater economic activity.

Although the Region is rich in **energy** resources, energy availability to industry still remains a challenge in the Region. This therefore impacts on industrialisation and on the volume of tradable imports and exports.

With regards to **water resources**, the region is experiencing large imbalances between water availability and water usage. In SADC, water is not only an essential resource but also a limited and fragile resource. The water infrastructure is inadequate to alleviate vulnerability and provide secure water resources for sustainable socio-economic development.

3.5.2 Attempts to address some of the Infrastructure Gaps

Infrastructure constraints contribute to increasing transaction costs and therefore, make the region uncompetitive. In land-locked countries, such as Botswana, Lesotho, Malawi, Swaziland, Zambia and Zimbabwe transport costs account for a significant share of total import and export costs. There is also the need to maintain existing infrastructure needs to ensure continued reliability of service.

In order to address these gaps some countries have gone the privatisation route or increased the role of domestic and/or foreign private sector in hitherto State-Owned Enterprises.

Further, SADC has used Development Corridors and Spatial Development Initiatives (SDI) such as the Maputo Development Corridor and the South Africa's SDIs as strategies for promoting regional integration and sustainable development in the Region.

In addition to the physical infrastructure constraints and the maintenance problems there are still major transit challenges, which add to the cost of doing business in the region. For example, it is estimated that a truck spends at least as much time at the border post as travelling to its destination.

Of great concern in the SADC supply chain, the Region has hardly begun to address the railway infrastructure as a key strategy to bringing down costs of transportation and as an efficient bulk carrier.

3.6 Public-private Dialogue

The private sector has also begun to play a significant role in the process of regional integration and co-operation in SADC. SADC recognises the existence of both national and regional Business Membership Organisations (BMOs). The extensive engagement of the private sector since 2002, demonstrates this.

Of note, the SADC Trade Protocol provides for a Subcommittee on Customs Cooperation (SCCC). As part of "best practice", and in the shift from reinforcement to trade facilitation by customs administrations, the SCCC has held regular consultative meetings with business leaders, including current members

of FCFASA, between 2005 and 2010. During that period the private sector kick-started National Customs to Business dialogue.

There is a move by SADC to identify and work with a Regional Apex Association/Forum, representing all cross-cutting priorities of business. As a Sectoral organisation FCFASA cannot play this role, but will need to position itself to take full advantage of such a Forum.

3.7 Technological Environment

There is generally a *weak Information and Communications Technology (ICT)* base in the Region. This is further exacerbated by insufficient harmonisation of systems, poor IT infrastructure, low quality/absence of networks and unreliable electricity supply. The ICT challenge stands in the way of electronic clearance and electronic data exchange. Well managed ICT will contribute to trade facilitation, to lowering costs and speeding up movement of goods.

A further challenge is to ensure that the Region as a whole benefits from the information revolution, that inequalities between countries do not worsen, and that new technology helps bridge the gaps between the Region and the developed world, and within the countries of the Region.

3.8 Support organisations in the Supply Chain

The tripartite, led by SADC, with the financial support of TMSA is spearheading the establishment of a corridor management committee that supports efforts in improving the efficiency of the North –South transport corridor, a broad corridor that includes nearly all north bound routes and inter-connecting with other regional transport corridors. In order to establish an efficient and cost effective transit route, key stakeholders are establishing a corridor management structure which would provide platforms for the joint planning and coordination of infrastructure development and trade / transport facilitation projects. A Memorandum of Understanding (MoU) has been drafted and will soon be signed by all the corridor states. FCFASA has been included as a key stakeholder in these initiatives.

3.9 Regulatory and Policy Environment

SADC has been spearheading development of corridors as part of Protocols on Trade, Transport and customs modernisation. Further, the various protocols call for harmonisation of systems and implementation of initiatives and procedures that make transit cost effective.

Challenges still remain in both commitment by Member States and smooth implementation. Low capacities in some cases also hamper implementation.

3.10 The Regional Business Agenda

As part of its advocacy agenda, the then SADC Business Forum⁷ (2005), outlined the following, among others, as priority areas:

- Addressing the hindrances to trade and economic liberalisation in SADC (including NTBs)
- Upgrading and maintaining transport infrastructure
- Facilitate support of regional associations
- Promotion of good governance
- Working towards effective Public Private Partnerships [PPP]
- Supporting the development of SME's
- Bridging the digital divide

These priorities remain important in the work of the BMOs at both national and regional levels.

3.11 Border Management

One of the observations on all borders is the absence of a management responsible for the border post and to coordinate Customs, immigration, Police, health, weighbridge activities. Further, communication between Government agencies is less than optimal. This has a direct impact on the efficiency of each border post.

3.12 Summary of Operating Challenges for FCFASA

3.12.1 Summary of Key Challenges at the Industry level

The following challenges were identified as impacting the Industry at both national and regional levels:

- i. Need for simplified customs clearing processes, systems and documentation
- ii. Bad relationships with customs at the border posts. It was however reported that relations with customs administrations are generally good at the Head Office level but the experience is different on the ground at the ports of entry/exit
- iii. Stiff competition as a result of automation, and shipping lines and cargo handlers also getting involved in freight forwarding, thus threatening the Freight forwarders viability

⁷ SADC Business Forum included all known SADC Regional Business Organizations (RBOs) including ASCCI, FESARTA, MIASA, SACAU, SAEN, SARA, SBA, SEG, SEPAC,

- iv. Advancement of online ASYCUDA clearing systems in other SADC countries has caused serious compatibility problems at adjacent borders thereby causing serious delays e.g. Zimbabwe and Zambia.
- v. Need for regional communication system. Need a regional server to track goods/ trucks movement. Need to acquire latest technology. This aspect to be included in business plan
- vi. Infrastructure for, and association of small scale agents to facilitate their work, reduce the costs of processing documentation
- vii. Absence of service bureaus by national associations to provide an automated service to SMEs.

3.12.2 Summary of Challenges at the Association level

Participants also raised some key barriers experienced by their members which include the following:

- a. Legal framework necessary to facilitate delivery of a regional programme and for recognition by the regional mother body (SADC)
- b. Communication challenges with FCFASA due to lack of institutional infrastructure. The president to explore cost effective way to establish institution including volunteers, appointing coordinator, etc.
- c. Membership fees, at the current levels will not sustain operations of the organisation.
- d. Lack of commitment from members on implementation of organisational business plan
- e. There is inadequate capacity in the region. Most FCFASA members do not have national training programmes at association level to impart necessary skills to industry players. There is also need for training which targets long serving staff members in order to enable them acquire certification
- f. The bilateral discussions and development of One Stop Border Posts (OSBP) side-lines clearing and forwarding agents and private sector in general. There is need to involve private sector in the negotiations of OSBP.
- g. Lack of implementation of agreed programmes from various FCFASA forums

4.0 SWOC AND STAKEHOLDERS ANALYSES

4.1 SWOC Analysis

Table (i) below provides a SWOC analysis – the Strengths, Weaknesses, Opportunities and Challenges - of FCFASA, a base which partly informed the way forward in terms of focus areas and strategies for the organisation.

4.2 Stakeholder Analysis

Table (ii) is an analysis of the key FCFASA stakeholders, their interests or motivation as far as FCFASA is concerned and the level of engagement. It also outlines some of the inputs in this engagement. FCFASA's key stakeholders are SADC and its relevant structures (eg. SCCC, Customs Unit), Customs administrations, development partners and its members.

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
INDUSTRY vis-a-vis REGIONAL DEVELOPMENTS				
Industry Role	Long standing expertise in clearing and forwarding	Capacity to change as an Industry away from simply a customs agent for revenue collection to engagement in freight logistics	Embarking more on diversified freight logistics activities rather than relying on processes that depend on government revenue collections.	Change of focus from clearing and forwarding to a more robust freight logistics industry
Customs	Customs modernisation programme on going Incentivised revenue authorities, with much more focus on trade facilitation, being established in SADC	Customs modernisation versus national priority of revenue collection	Significant reduction and phasing out of tariffs; Customs clearing procedures continue to be rationalised and harmonised	Streamlined customs procedures; Ability for Customs to market the double edged value of trade facilitation to their principals, and assimilation by officials.
NTBs	SADC secretariat has since put in place an NTB reporting system that appears to be producing positive results.	Propensity by the Region to introduce short term measures to protect domestic producers/suppliers	Identifying these barriers across the region and reporting them as is appropriate.	Focus on trade facilitation in the Region Deliberate reduction to old and emerging NTBs
Regional Transit Bond	Accelerated movement of cargo	Absence of all round confidence in the players in the supply chain by both service providers and some Member States	SADC Regional Customs Transit Bond Chain Guarantee System whose objective is to address the current challenges of border delays for goods in transit due to time consuming and costly procedures, multiple physical examinations, revenue leakages and the high cost of raising bonds at each border crossing point.	Adherence to the Regional Transit Bond by Member States. Concerns that the regional transit bond system will result in significant loss of business for clearing agents in transit and destination countries. Fears of extended risk have been raised by bond holders in the countries of removal..

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Authorised Economic Operators (AEO)	AEOs raise confidence of players by Customs, etc	Cross border recognition of AEOs	Implementation of the Authorised Economic Operator system as mooted by the World Customs Organisation.	Institutional support for enhancing confidence in the system by Customs and fellow players
Infrastructure	The SADC regional integration process has also resulted in a significant drive by Customs administrations towards more enhanced electronic clearance systems that are aimed at improving general efficiency and reducing human intervention that results in unnecessary delays and errors	Poor border management	improvement in infrastructure and more efficient use of the existing infrastructure at border posts	To lower the Cost of transport and transit To enhance reliability of services
Regional rail system	Existing vast outreach system and rolling stock Experience of running a railway system	Poor investment in the rail system; Current system has a narrow gauge; Current lines tend to be inefficient and slow as they follow contours	More cost effective for hauling bulk cargo and less urgent consignments; Decongestion at road border posts, Reduced risk of transportation of dangerous goods by road Reducing costs of road maintenance now caused by the damage by truckers;	Development of a viable railway connection system from port to hinterland Massive financial investment to meet speed of delivery currently demanded by modern business.
OSBP	Enhances quicker border clearance process and limited duplication of border agency	Officials mindset – there to collect revenue not to move trucks faster; Absence of electronic data links	Transit time and costs are reduced, transit times become more predictable, logistical efficiency increases and	Multiplicity and responsibilities of government agencies at the border a cause of

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
	interventions;	across the border and lack of signage within the customs control zone; Reliable power supply Poor interface & sometimes incompatibility between electronic clearing systems of SADC Member States	countries' trade competitiveness is enhanced; Adopt unified border agencies model (eg. South Africa); Electronic clearing system: Improved acquittals of removals in transit	concern. Implementation of the full letter of the agreement. Engagement of private sector in the on-going consultative process before and during implementation.
GOVERNANCE				
Executive Committee Other committees Membership to FCFASA	Very motivated Executive Committee (Excom); Excom filled with person of good standing in the industry; Good efforts to adhere to the provisions of the Constitution.	Not enough involvement of broader membership through committee work.	Potential to attract and retain wider representation for strong advocacy & funding; Use of current goodwill from industry supporters to strengthen FCFASA Potential to brand FCFASA as a legitimate, representative apex organization	Observing the requirements of the Constitution (eg. Regular elections) without funding may become difficult thereby compromising the standing of the EXCOM & the organization itself.
Identity: Mandate, Vision, Mission, Core Values and Goals Logo to define FCFASA	Some elements of FCFASA identity are exhibited in FCFASA documents. Trust, confidence and credible legitimacy evolving around FCFASA at SADC level, among donors and other RBOs	Vision and Mission not documented and disseminated. Profile of Core Values and overarching goals not developed as yet.	Availability of resources to define identity through choice of advocacy agenda Expertise and experience in the membership for branding FCFASA depicted as non-partisan & sector focused; and acceptance among stakeholders and the public	Poor dissemination and inculcation of distinctiveness might inhibit brand development and public relations. Loss of trust, and confidence by stakeholders would undermine legitimacy of FCFASA

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
INSTITUTIONAL				
Structure	<p>Constitution allows for a lean structure</p> <p>Constitution allows for quick decision making</p>	<p>Unclear structure in relation to key stakeholders such as SADC and SCCC</p> <p>Envisaged programmes not clearly backed by a strong structure in terms of capacities (eg. No Secretariat)</p>	A willing stakeholder and existing opportunity for MOU	<p>Current structure may face challenges to deliver on the programme</p> <p>A sustainable coordinating unit/secretariat</p>
Policies, Systems, Procedures, Records (HR, Finance, Procurement, Administrative)	Not in place at this formative stage but FCFASA has responsive leadership which at the appropriate time would ensure these are in place.	The absence of a plan to ensure policies, systems etc are in place at given time	Staying abreast of institutional and organizational development practices makes FCFASA a bankable organization	Resources & capacities to develop and implement
Functions, Roles Responsibilities, Practices	Clearly defined functions, roles and responsibilities and implemented sufficiently.	Silent on staff (refer to absence of policies, etc)	<p>Role conflict unlikely to occur at this stage and hence the need for pro-action</p> <p>Clear role of each member on the Excom</p>	<p>Potential role conflict between CEO when hired and EXCOM.</p> <p>Capacity of CEO/Secretariat to meet Excom/member expectations</p>
Communication	<p>Regular interaction within the EXCOM</p> <p>Experience within the Excom for meeting information needs of members.</p>	<p>Inadequate information gathering from members and forums that are timely to input processes.</p> <p>Medium limited to email, no regular e-letter or news letter; no website</p>	<p>Membership & stakeholders ready to hear the voice of business through regular newsletters, press releases on topical issues</p> <p>Development of a communications strategy and</p>	<p>Research capacity; dedicated information dissemination unit;</p> <p>Capacity to and cost of maintenance of an informative and user friendly Website</p>

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
		Current FCFASA structure unlikely to contribute to knowledge development and institutional learning	implementation plan using partnership funding.	
PROGRAMME				
High Level Advocacy and Lobbying	<p>Clear and strong knowledge of core issues impacting on the membership</p> <p>Availability of skills in the membership to handle the advocacy</p> <p>Ability to engage stakeholders in policy formulation (governments & regional bodies)</p>	<p>Coordination capacity is inadequate to ensure effective follow through</p> <p>Low research capacity to ascertain relevance of issues, size of the challenge to members</p> <p>Inadequate analysis of direct effects of how the industry and economy are affected if issues being advocated are not addressed.</p>	<p>Increasing access to high level forums</p> <p>Greater opportunities for identifying best practice when engaging SADC & SCCC for example</p> <p>Opportunity to engage SADC and others at Apex Forum of Private sector</p> <p>Use of best experiences to document case studies as basis for learning, dissemination and sharing lessons among BMOs.</p>	<p>Limited interpretation and understanding of the interests, motivation, expectations and priorities of members might weaken FCFASA exposing it to the whims of eg. influential members, derailing it from its mandate and core business.</p> <p>Reliance on existing or on-going research by others, might not adequately address core needs of FCFASA and its members in the most relevant manner.</p>
BMO Support and Development	FCFASA already identified needs of BMOs	<p>Inadequate analysis of the needs and priorities of each of the member</p> <p>Lack of coordinating and monitoring capacity to support interventions</p> <p>No repository for feedback on</p>	FCFASA has opportunity to mobilize resources for BMO development	Without analysis, data, statistics and clear information on gaps in capacity this might hinder the process of capacity building and in maintaining the relevance FCFASA's initiative.

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
		<p>exposure/training.</p> <p>Low capacity to act as clearing house for capacity development initiatives</p> <p>Comprehensive guidelines, frameworks and manuals that BMOs can refer to for operations and engaging government are lacking.</p> <p>No capacity development plan or strategy (to include training)</p>		<p>FCFASA's involvement in areas with weak or small BMOs would overstretch its current capacities</p>
<p>Partnerships, Networking,</p>	<p>Positive rapport with key stakeholders at the appropriate levels</p> <p>SADC sees itself as key dialogue partner of FCFASA</p> <p>Increasing profile of FCFASA attracting donor support and membership</p>	<p>Limited capacity to service its networks;</p> <p>Absence of a strategy for networking (with whom, for what, by whom, when/how often)</p>	<p>FCFASA's articulation of the corridor and supply chain challenges placing it in high demand by several stakeholders.</p> <p>Networking, Collaboration as value adding processes upheld in FCFASA.</p> <p>Existing partnerships, networks and collaboration efforts providing opportunity for exerting influence on core issues</p>	<p>A networking strategy</p> <p>A monitoring system for value derived from the networks</p> <p>Communicating results to the membership</p>
<p>Research, Knowledge Development and</p>	<p>Research recognized as crucial at all programme levels</p>	<p>Limited research can inhibit critical analysis which could lead to clearer understanding of the</p>	<p>Access to information for critical analysis and ongoing monitoring of trends and</p>	<p>Inadequate research compromises the need for FCFASA to effectively</p>

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Framework for Active Institutional Learning	FCFASA able to identify and use research initiatives of others where such research contributes to its work.	status/issue Inadequate analysis and documentation of membership expectations, needs and priorities that inform membership nurturing and development.	emerging issues as a basis for action No other competing entity is in equal positioning to that of FCFASA for generating credible research outputs in this Industry.	address issues and limits institutional learning Without informed and published research findings FCFASA risks becoming irrelevant
Coordination of National Forums	Adequate knowledge of the areas needing intervention Experience of coordinating Forums exists in the Membership	FCFASA's role spreads too widely/thinly comparative to its capacities FCFASA's lack of follow through capacity.	Advocacy at the national level supports that at the Regional level FCFASA's value could be enhanced	FCFASA's capacity. Resource mobilization
RESOURCE MOBILISATION (INCLUDING HR & FINANCE)				
	Resource mobilization has started The growing positive FCFASA Brand informs the goodwill of stakeholders Stable membership base. Ability to foster speedy introduction of service bureaus in member states.	No resource mobilization strategy No funded budget Reliance on traditional approaches, donors and sources Limited level of innovation inhibits take off of resource mobilizing processes Lack of HR plan to guide future response to needs and priorities in FCFASA	Goodwill among members, donors Emerging positively strong FCFASA Brand Diversification in mobilizing resources is being considered There is room for innovative Membership and Corporate contributions Possibility of raking in resources at national levels to create ability to fund	Dependency on single source or traditional sources Lack of consistency in resource mobilizations and long-term planning for sustainability backed by a plan and staff Dependency on few sources of revenue can undermine FCFASA Change of good will among BMO,

TABLE (i): SWOC Analysis

FACTORS/ CORE AREAS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
		Continued reliance on possible subscriptions and donors is prohibitive to growth and sustainability	regional programmes	Corporate members and donors could impede FCFASA's work
MEMBERSHIP DEVELOPMENT/SERVICES				
	Membership services/development upheld in FCFASA as an important function	Unclear link of value added from FCFASA's work to expectations, needs and priorities of Members Redefining membership development outside of resource mobilizing function	Expand the analysis of value added and disseminate to members. Analyze factors motivating interest, needs and priorities of members to link them better to factors of sustained membership to FCFASA. Identify cross cutting issues internal to the Industry that are in line with FCFASA's expertise and mandate for FCFASA to articulate them within and for the Industry	Dependency on membership development as a source of revenue. Emergence of more relevant entities taking up role of FCFASA in more realistic and beneficial manner to members. Research on the principles of effective membership development and services Impact of loss of trust and confidence

TABLE (ii): Stakeholder Analysis

Stakeholder Categories	Interests/Motivation	Scope of Engagement	Inputs
Governments/ Customs administrations	<ul style="list-style-type: none"> • Revenue collection • A communication channel to exporters/importers • To inform policy/procedure development 	Daily at National level; High level engagement through established forums at SADC; Engagement on future policies & procedures	<ul style="list-style-type: none"> • Consultative meetings • Formal briefs • Representations
SADC and relevant structures	One voice of the Clearing & Freight Forwarding industry	Regular consultations on policy and programme implementation	<ul style="list-style-type: none"> • Consultative meetings • Formal briefs
Members	Engagement on enabling legislative, policy and regulatory environment <ul style="list-style-type: none"> • Interests, Priorities, concerns on maintenance of an enabling business environment • Internal information exchange and learning • Improved productivity and enhanced global competitiveness • Monitoring and reporting on public sector performance against development goals 	<ul style="list-style-type: none"> • Participation in the making of legislation and policies through structured engagement • Partnership in policy making • Experience and information sharing through structured means and forums • Local, Regional and global markets • Tracking public sector efficiency on plans and policy implementation 	<ul style="list-style-type: none"> • Consultative meetings • Formal briefs • Representations • ICT-based sharing and exchange
Development Partners	Sustenance of a vibrant and engaged private sector <ul style="list-style-type: none"> • Value adding engagement between private sector and other stakeholders 	<ul style="list-style-type: none"> • Improved dialogue between private sector and other stakeholders • Improved governance within private sector and the stakeholders 	<ul style="list-style-type: none"> • Technical assistance • Resource support
Civil Society	Work on areas of common good for the wider public <ul style="list-style-type: none"> • Profiling and scaling up issues of mutual benefit to wider public 	<ul style="list-style-type: none"> • Identified issues of mutual concern and interest • Joint monitoring and reporting public sector efficiency • Joint advocacy and lobbying on issues 	<ul style="list-style-type: none"> • Information sharing and exchange • Joint research initiatives
Alliances and Networks	<ul style="list-style-type: none"> • Enhancing visibility and engagement by private sector • Identification of areas of mutual benefit that add value beyond local and regional perspective • Institutional enrichment through mutual sharing, exchange and learning 	<ul style="list-style-type: none"> • Representation and engagement on relevant initiatives locally, regionally and globally • Participation and Partnership on issues of mutual benefit • Experience and information sharing through structured mechanisms 	<ul style="list-style-type: none"> • Consultative meetings • Formal briefs and reviews • Representation • ICT-based sharing and exchange • Feedback mechanisms

5.0 STRATEGIC FOCUS

5.1 Overview

FCFASA was formed due to the need for effective representation at the Regional level in this Industry. The felt need agreed among a representative group of National Associations in 2007, resulted in the inaugural meeting and first AGM three years later. Views collected over the three year mobilisation phase, experiences of the old umbrella body (the defunct regional freight forwarders association) and lessons learnt in the interaction of the members in the trading chain have been used to define the strategic focus for the period 2012 – 2017. Lessons learnt have also focused the attention of FCFASA on issues of sustainability.

5.2 FCFASA's Distinctiveness

The following factors distinguish FCFASA from other BMOs or RBOs:

- FCFASA is the Regional apex body and therefore the voice of operators in the Clearing & Freight Forwarding industry in SADC;
- FCFASA is recognised by SADC as a regional sector representative through which private sector issues from this Industry are channelled to or discussed within the SADC relevant structures
- FCFASA is recognised by other RBOs in SADC as deserving a seat at all Forums where the Private Sector of the Region through their RBOs are represented;
- FCFASA is non-partisan and in this regard seeks to gain the trust and confidence of its key stakeholders

5.3 Strategic Goal

FCFASA was formed 2 years ago to provide support to its National members on regional issues, to ensure effective advocacy at the Regional level and to be the dialogue partner of multilateral organisations, such as SADC, in the Region.

5.4 Strategic Priorities

There are five key areas that will form FCFASA's strategic focus over the period 2012 to 2017. These are:

- (a) High level Advocacy
- (b) Research, Documentation & Information dissemination

- (c) Membership Support and Development (BMOs)
- (d) Partnerships and Networking
- (e) Institutional Strengthening (FCFASA)

5.4.1 High level Advocacy

FCFASA will implement the following strategies under this focus area:

- ❖ Prioritise the issues impacting on the supply chain and the clearing and freight forwarding industry and develop an advocacy agenda targeted at appropriate decision-making organs/organizations
- ❖ Develop and sign MOUs with SADC TIFI, SCCC and other key partners to the advocacy process
- ❖ Schedule high level meetings/forums/workshops to address existing priorities or emerging issues including the Regional and National Customs to Business partnership Forums as well as Business to Business Dialogue
- ❖ Develop negotiating and advocacy skills within the membership
- ❖ Develop monitoring and tracking systems and mechanisms that facilitate annual progress reporting from stakeholders (SADC, SCCC, donors, membership)
- ❖ Agree an annual stakeholders' forum with key stakeholders.

5.4.2 Research, Documentation & Information dissemination

FCFASA will implement the following strategies under this focus area:

- ❖ Develop mechanisms for knowledge development and institutional learning.
- ❖ Undertake action-research to analyse best practices, lessons learnt, and value adding in engaging government in advocacy and lobbying work by the private sector.
- ❖ Undertake research to support new initiatives and development of engagement processes in FCFASA
- ❖ Develop and produce annual updates on the state of the industry operators and their BMOs in SADC and position papers on areas of common interest to the sector.
- ❖ Develop mechanisms for communication and information dissemination to the membership.
- ❖ Establish a repository on emerging issues.

5.4.3 Membership Support and Development

FCFASA will implement the following strategies under this focus area:

- ❖ Facilitate the conducting of self-analysis among BMOs to establish their status, depict inherent factors underpinning interests and motivation for membership including the critical BMO needs to inform capacity building support.

- ❖ Facilitate the strengthening of BMOs in critical areas of their operations through a Capacity Building programme to include training
- ❖ Develop guidelines and frameworks that guide BMOs on operations, issue development and engagement with government and other stakeholders. Facilitate the development of data base for referral on BMO support and development including, competencies, strengths, value adding factors for use in sharing, exchange and learning forums and position papers
- ❖ Set up national associations in SADC member states where such associations do not exist.
- ❖ Strengthening capacity (including setting up of training structures) of existing national associations. (developing the skills required to run an Association successfully)
- ❖ Draft and disseminate a regional training curricula for clearing & freight forwarding staff
- ❖ Develop and facilitate the implementation of a programme to equip freight forwarding firms with pertinent knowledge and skills necessary to compete and make profits, with special focus on SMEs

5.4.4 Partnerships and Networking

FCFASA will implement the following strategies under this focus area:

- ❖ Develop mechanisms for engagement with key forums and processes that address issues pertinent to the industry
- ❖ Identify opportunities for FCFASA to work with other entities for the greater benefit of the industry
- ❖ Facilitate active engagement in Public-Private Sector Partnerships.
- ❖ Develop and appropriately use mechanisms for networking and building alliances for engagement on key issues that affect the industry and the wider public.
- ❖ Facilitate interactive forums with partners and key stakeholders that contribute to the creation of an enabling business environment and sustainable Economic Regional integration.
- ❖ Facilitate interaction through workshops to encourage SME's merger/networking in particular business transactions.

5.4.5 Institutional Strengthening

FCFASA will implement the following strategies under this focus area:

- ❖ Review FCFASA's identity, image and brand and strengthen its capacity to effectively meet its mandate.
- ❖ Review and set up an appropriate and cost effective FCFASA coordinating structure or unit.
- ❖ Establish organizational and functional competencies at governance, management, programme and individual levels
- ❖ Establish a strong, stable and sustainable resource base in areas of

finance, human resource and program delivery infrastructure at FCFASA.

6.0 IMPLEMENTATION OF THE BUSINESS PLAN

6.1 Ownership of the Business Plan

This five year Business Plan gives a broad strategic direction for FCFASA. It will form the basis upon which specific annual operational plans will be developed by the Excom/management. The overall ownership of this Business Plan lies with FCFASA Membership, with the responsibility for implementation falling under the Excom.

6.2 Critical Success Factors

The successful implementation of this Business Plan will depend on a number of factors. Among these are:

- ❖ **Maintenance of adequate and relevant competencies and skills at all levels**
- ❖ **Coordination to facilitate** the effective engagement of FCFASA in all initiatives and programmes
- ❖ **Mobilization of Adequate Resources.** This will be supported by a
 - resource mobilization strategy which will, among others move the organization away from the traditional to more innovative approaches in widening and diversifying its resource base

6.3 Monitoring Reporting and Evaluation

Following are the core tools and approaches that will be used in monitoring and evaluation:

- ❖ **Periodic Reviews and Analysis of Outcomes:**
 - There will be ongoing Reviews and Analysis of achievement against objectives in order to draw out lessons, and share best practices, provide
 - opportunity or learning and communicate value added from FCFASA work to stakeholders.
- ❖ **Periodic Reporting to the Excom/Membership:**
 - Pre-scheduled Periodic status-reports will be prepared and disseminated.
- ❖ **Feedback, Information Sharing and Continuing Institutional Learning :**
 - The organization will enhance information sharing at all levels. Lessons learnt will be documented and shared not only internally but with other key stakeholders.

7.0 IMPLEMENTATION PLAN

7.1 Plan Period

The simplified matrix under 8.0 (below) outlines the Five Year Plan in terms of annual mile stones/achievements. This matrix informs the Work Programme in each year (under 9.0), subject to review by the Membership or the Excom. The five year period runs from April 2012 to March 2017. The Work Programme runs from April 2012 – March 2013.

7.2 Overall Goal

The overall goal of this Business Plan is to provide support to Members on regional issues, to ensure effective advocacy at the Regional level and for FCFASA to be the dialogue partner of multilateral organisations, such as SADC, in the Region.

8.0 FIVE YEAR IMPLEMENTATION PLAN

STRATEGIC FOCUS AREA	STRATEGIC OBJECTIVES	IMPORTANT MILESTONES (OVER THE FIVE YEAR PERIOD)					DESIRED END STATE (after 5 years)
		2012 - 2013	2013 - 2014	2014 - 2015	2015 -2016	2016 - 2017	
1: High level Advocacy	1.1 Prioritize the issues impacting on the supply chain and the clearing and freight forwarding industry and develop an advocacy agenda targeted at appropriate decision-making organs/organizations	Development of a FCFASA advocacy agenda.	A comprehensive study on the impact of regional integration initiatives (such as the Customs Union, regional transit bonds, one stop border posts etc) on the freight forwarding industry in the region conducted.		A SADC Public private dialogue policy endorsed by MS.		Regional & national Policy on public private dialogue facilitated.
	1.2 Develop and sign MOUs with SADC TIFI, SCCC and support partners to the advocacy process	Separate MOUs with SCCC and SADC TIFI signed.					
	1.3 Schedule high level meetings/forums/workshops to address existing priorities or emerging issues	Workshop on supply chain priorities held with key stakeholders & partners	Workshop on supply chain priorities held with key stakeholders & partners	Workshop on supply chain priorities held with key stakeholders & partners	Workshop on supply chain priorities held with key stakeholders & partners	Workshop on supply chain priorities held with key stakeholders & partners	
	1.4 Develop negotiating and		Programme on				

STRATEGIC FOCUS AREA	STRATEGIC OBJECTIVES	IMPORTANT MILESTONES (OVER THE FIVE YEAR PERIOD)					DESIRED END STATE (after 5 years)
		2012 - 2013	2013 - 2014	2014 - 2015	2015 -2016	2016 - 2017	
	advocacy skills within the membership		negotiating and advocacy Skills developed				
	1.5 Develop monitoring and tracking systems and mechanisms that facilitate annual progress reporting from stakeholders (SADC, SCCC, donors, membership)						
	1.6 Agree an annual stakeholders forum with key stakeholders.						
2: Research, Documentation & Information dissemination	2.1 Develop mechanisms for knowledge development and institutional learning.						Knowledge management, value adding information dissemination, a supportive website and a robust communication strategy under implementation
	2.2 Undertake action-research to analyse best practices, lessons learnt, and value adding in engaging government in advocacy and lobbying work by the private sector.						
	2.3 Undertake research to support new initiatives and development of engagement processes in FCFASA						
	2.4 Develop and produce annual updates on the state of the industry operators and their BMOs in SADC and position	A state of the Industry operators &					

STRATEGIC FOCUS AREA	STRATEGIC OBJECTIVES	IMPORTANT MILESTONES (OVER THE FIVE YEAR PERIOD)					DESIRED END STATE (after 5 years)
		2012 - 2013	2013 - 2014	2014 - 2015	2015 -2016	2016 - 2017	
	papers on areas of common interest to the sector.	their BMOs survey conducted.					
	2.5 Develop mechanisms for communication and information dissemination to the membership	FCFASA Website developed and launched.					
	2.6 Establish a repository on emerging issues.						
3: Membership Support and Development (BMOs)	3.1 Facilitate the conducting of self-analysis among BMOs to establish their status, depict inherent factors underpinning interests and motivation for membership including the critical BMO needs to inform capacity building support.						All current BMOs capacity has been facilitated, and training programmes are in place
	3.2 Facilitate the strengthening of BMOs in critical areas of their operations		Cargo Tracking infrastructure and systems in place.				
	3.3 Develop guidelines and frameworks that guide BMOs on operations, issue development and engagement with government and other stakeholders. Facilitate the development of data base for referral on BMO support and development including, competencies, strengths, value adding factors for use in sharing, exchange and learning						

STRATEGIC FOCUS AREA	STRATEGIC OBJECTIVES	IMPORTANT MILESTONES (OVER THE FIVE YEAR PERIOD)					DESIRED END STATE (after 5 years)
		2012 - 2013	2013 - 2014	2014 - 2015	2015 -2016	2016 - 2017	
	forums and position papers						
	3.4 Set up national associations in SADC member states where such associations do not exist.						
	3.5 Strengthening capacity (including setting up of training structures) of existing national associations. (developing the skills required to run an Association successfully)						
4: Partnerships and Networking	4.1 Develop mechanisms for engagement with key forums and processes that address issues pertinent to the industry						FCFASA is networked to key stakeholders/partners/forum through letters of agreement or MOU; network is fully functional.
	4.2 Identify opportunities for FCFASA to work with other entities for the greater benefit of the industry						
	4.3 Facilitate active engagement in Public-Private Sector Partnerships.	Key stakeholders and partners identified					
	4.4 Develop and appropriately use mechanisms for networking and building alliances for engagement on key issues that						

STRATEGIC FOCUS AREA	STRATEGIC OBJECTIVES	IMPORTANT MILESTONES (OVER THE FIVE YEAR PERIOD)					DESIRED END STATE (after 5 years)
		2012 - 2013	2013 - 2014	2014 - 2015	2015 -2016	2016 - 2017	
	affect the industry and the wider public.						
	4.5 Facilitate interactive forums with partners and key stakeholders that contribute to the creation of an enabling business environment and sustainable Economic Regional integration.	At least 5 National Customs to Business Forums revived or initiated.	At least 5 National Customs to Business Forums revived or initiated	At least 5 National Customs to Business Forums revived or initiated			
5: Institutional Strengthening (FCFASA)	5.1 Review FCFASA's identity, image and brand and strengthen its capacity to effectively meet its mandate.	FCFASA legal reviewed and regularised for recognition at Regional level.					FCFASA coordinating unit with a capacity to implement the Members programme is in place.
	5.2 Review and set up an appropriate and cost effective FCFASA coordinating structure or unit			FCFASA Secretariat established			
	5.3 Establish organizational and functional competencies at governance, management, programme and individual levels						
	5.4 Establish a strong, stable and sustainable resource base in areas of finance, human resource and program delivery infrastructure at FCFASA.						

9.0 FIRST YEAR (2012-2013) WORK PROGRAMME

PRIORITY (YEAR ONE MILESTONES)	ACTIVITY	RESPONSIBILITY	TIME FRAME	TARGETED OUTPUT	RESORCES (OTHER)	BUDGET
Development of a FCFASA advocacy agenda	Hold a Workshop of stakeholders to agree priority areas and the task teams to take these forward.	Excom	Apr- Jun 2012	A prioritised action list with Task Teams from FCFASA membership		
Separate MOUs with SCCC and SADC TIFI signed.	Draft MOUs for both organisations. A small FCFASA Team to meet with these institutions for discussion and finalisation.	EXCOM		Signed MOUs		
Workshop on supply chain priorities held with key stakeholders & partners	FCFASA to come with researched papers on eg. Transit Bond, OSBP implementation, railway infrastructure. FCFASA to develop programme and handle logistics	EXCOM	Survey in Apr – Jun Workshop in Aug/Sep	Validated reports for input to policy/programme dialogue with eg. SADC		
A state of the Industry operators & their BMOs survey conducted	Develop TOR for this Survey. Survey to focus on selected countries	EXCOM	Oct-Dec	Input to capacity building plan for the BMOs		
FCFASA Website developed and launched.	Task team to develop Website for members views via email; Finalize and Launch	Task Team on Website	May-Jul	A FCFASA interactive WEBSITE		
Key stakeholders and partners identified	Conduct a desk study of key stakeholders			Detailed list of Stakeholders analysed & on FCFASA Website		
At least 5 National Customs to Business Forums revived or initiated.	Review guidelines to Customs to Business Forums under SADC and circulate to members. Facilitate in those Countries needing assistance.			Dialogue arrangements at national finalised		
:						

10.0 SUSTAINABILITY

Some of the key challenges for FCFASA will be to attract and retain an active membership, be an MBO of choice by stakeholders (members and others) when there is an issue to be addressed in the supply chain and to retain a level of internal capacity that will facilitate service delivery to members.

In order to sustain this level of organisation FCFASA will, while implementing its Business Plan, pay special attention to the following key factors:

TABLE (iii): Sustainability considerations		
Factor	Status	Approach
Profile	High visibility	Informative and up to date Website; Delivery on the Programme; Value adding activities, surveys; Stakeholders kept informed; Serviced networks; Information dissemination; Strong and innovative leadership.
Membership	All possible members on board; Service delivery	High engagement of members on various forums, committee work, etc; Highly responsive to members' needs; Adherence to a code of conduct & the constitution
Funding	Adequate cash flows or Timely meeting of grant commitments	High level of resource mobilisation; Donors should be from both local/regional (large corporates deriving value from implementation of Business Plan) and international arena ; Prudent resource utilisation and cost containment; Membership timely payment of fees, spread over 10 months of each year (therefore opportunity to raise fee level); Long term goal: a FCFASA able to meet its running costs from membership fees with grants being applied to programmes.
Coordination	Optimal capacity	Secretariat capable of carrying the Programme in place in year three. Competent and motivated staff.

11.0 CASHFLOW FOR THE PERIOD APRIL 2012 - MARCH 2013

FCFASA START UP CASHFLOW

	Q1 - 2012		Q2 -		Q3 -		Q4 - 2012		Y1 (2012-2013)Total	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME										
Membership Fees (plus VAT)	10,000	-	10,000	-	10,000	-	10,000	-	40,000	-
Extra contributions (Members)	2,000	-	5,000	-	7,000	-	15,000	-	29,000	-
Grants (donors/Government)	-	-	-	-	-	-	-	-	-	-
Revenue from Consultancies (10% of Fees)	-	-	-	-	-	-	-	-	-	-
TOTAL USD	12,000	-	15,000	-	17,000	-	25,000	-	69,000	-
EXPENDITURE										
Salaries & Wages	-	-	-	-	10,500	-	10,500	-	21,000	-
Premises (rent, rates & utilities)	-	-	-	-	2,100	-	2,100	-	4,200	-
Telephone & Broadband	-	-	-	-	900	-	900	-	1,800	-
Printing, post & stationery	-	-	-	-	-	-	-	-	-	-
Advertising & promotion	-	-	-	-	-	-	-	-	-	-
Bank charges	-	-	-	-	-	-	-	-	-	-
Professional fees	-	-	-	-	-	-	-	-	-	-
Insurances	-	-	-	-	-	-	-	-	-	-
Vehicle hire	-	-	-	-	-	-	-	-	-	-

Travel expenses - Flights	-	-	-	-	-	-	-	-	-	-
Board & Lodging (incl. perdiem)	-	-	-	-	-	-	-	-	-	-
Capital Expenditure	-	-	-	-	-	-	-	-	-	-
Other Payments	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-
Other Consumables	-	-	-	-	-	-	-	-	-	-
Other (please specify)	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL USD	-	-	-	-	13,500	-	13,500	-	27,000	-
Income less Expenditure	12,000	-	15,000	-	3,500	-	11,500	-	42,000	-
Opening Balance			12,000	-	27,000	-	30,500	-		
Closing Balance	12,000	-	27,000	-	30,500	-	42,000	-		

APPENDIX I: FCFASA MEMBERSHIP

A. FCFASA EXECUTIVE COMMITTEE (2010 – 2012)

POSITION	NAME		COUNTRY	ASSOCIATION	EMAIL CONTACT
President	Joseph	Musariri	Zimbabwe	SFAAZ	joseph.musariri@yahoo.com
Committee Member	David	Watts	South Africa	SAAFF	dhwatts@mweb.co.za
Committee Member	Eddie	Kaluwa	Malawi	CFAAM	edkaluwa@combinecargo.mw
Committee Member	Mr. S G	Mligo	Tanzania		mligo@lupalila.co.tz or sfmu@intnet.mu
Committee Member	Afzal	Delbar	Mauritius	CHBA	afzal@silverlineservices.com or chba@intnet.mu
Vice President	Valerie	Sesia	Zambia	ZCFAA	valerie@ccfzambia.com
Committee Member	Desiderio	Fernandes	Mozambique	ASANTROP	desiderio.fernandes@gmail.com
Secretariat	Elisha	Tshuma	Zimbabwe	SFAAZ	Tshumaelisha72@gmail.com

B. MEMBER ASSOCIATIONS

S/No	COUNTRY	ASSOCIATION	REPRESENTATIVE	EMAIL ADDRESS
1	Botswana	Botswana Freight Forwarders Association	BFFA	Oduetse Makgane omakgane@info.bw
2	DRC			Guy Kimenyembo guykimenyembo@yahoo.fr

S/No	COUNTRY	ASSOCIATION		REPRESENTATIVE	EMAIL ADDRESS
3	Lesotho			Hilary Woelk	hilary@kayhil.co.ls
4	Malawi	Clearing And Forwarding Agents Association of Malawi	CFAAM	Edward Kaluwa	edkaluwa@combinecargo.mw
5	Mauritius	Customs House Brokers Association www.customshousebrokers.com	CHBA	Afzal Delbar	afzal@silverlineservices.com chba@intnet.mu
6	Mozambique	Mozambique Freight Forwarders Association	ASANTROP	Novele Geraldo	fassubuje@manica.co.mz
7	Namibia			Malakia Elindi	onyekame@mweb.com.na
8	South Africa	South African Association of Freight Forwarders	SAAFF	David Watts	dhwatts@mweb.co.za
9	Swaziland			Jabu Vilakati	j.vilakati@realnet.co.sz
10	Tanzania			Steven J. Ngatunga	sngatunga@yahoo.com
11	Zambia	Customs Clearing & Freight Forwarding Agents Association of Zambia	CCFFAAZ	Jonathan Moono	jmoonoo@yahoo.com
12	Zambia	Zambia Clearing & Forwarding Agents Association	ZCFAA	Valerie Sesia	valerie@ccfzambia.com
13	Zambia	Zambia Freight Forwarders Association	ZFFA	Billy Syamutinta	cargonet2@yahoo.co.uk
14	Zimbabwe	Shipping & Forwarding Agents Association of Zimbabwe	SFAAZ	Phaniel Gukwe	pgukwe@yahoo.com

APPENDIX II: FCFASA CONSTITUTION (Adopted 29 April 2010)

1. NAME AND DOMICILE

- 1.1 The name of the organization shall be The Federation of Clearing and Forwarding Associations of Southern Africa which may be abbreviated to FCFASA.
- 1.2 The registered office of the Federation shall be in Harare. The location of this office may be transferred by decision of members at the Annual General Meeting of the Federation.

2. INTERPRETATION

Interpretation of any article of this Constitution, Code of Ethics or any Regulation made in terms of it shall rest with the Executive Committee, provided that if the decision of the Executive Committee cannot be obtained urgently, a ruling may be made by the President, in consultation with at least one other member of the Executive Committee, subject to review by the Executive Committee at the earliest opportunity.

3. LEGAL STANDING AND LIABILITY

- 3.1 The Federation is a separate legal entity with perpetual succession distinct from its members and is capable of suing and being sued in its own name.
- 3.2 The liability of members shall at all times be strictly limited to the subscription or levy currently outstanding and any money that may otherwise be owing to the Federation.
- 3.3 All Officers, Committee Members, servants and Agents of the Federation, while acting in the bona fide exercise of their duties shall be fully indemnified by the Federation against all loss, costs or expenses consequent upon their acts.
- 3.4 The income and property of the Federation shall be applied solely towards the promotion and objectives of the Federation. Any of its profits and gains shall not be distributed to any person and shall be invested for the objectives of the Federation.
- 3.5 The Federation may at any time be dissolved subject to such decision to dissolve the Federation being made at a General Meeting where at least three quarters of the total number of paid up members vote in favour of such dissolution.

- 3.6 Should the Federation be dissolved any assets remaining after satisfaction of its liabilities shall be given or transferred to any other Federation or entity with objectives similar to those of this Federation and no assets shall be distributed amongst the members or to any other person or entity.

4. OBJECTIVES

- 4.1 To co-ordinate the development and growth of the Clearing and Forwarding industry in Southern Africa, in the best interests of member Associations and the general public recognizing that the Federation should do so by influence and persuasion, and that it shall not attempt to do so by authoritarian methods.
- 4.2 To establish a Code of Ethics to be adopted by each member Association.
- 4.3 To promote the efficient movement of cargo by carriers, either surface or air, or any other parties involved in the freight supply chain.
- 4.4 To promote and encourage the efficient and capable operations of Customs authorities in the region, with a view to standardization and simplification of documentation and procedures.
- 4.5 To encourage the settlement of disputes by mediation.
- 4.6 To promote, support, advocate or oppose, as may be deemed to be in the best interests of the Federation and Member Associations, any proposed legislative or other measures affecting the interests of the region.
- 4.7 To co-operate or affiliate with any other body, group or person having objectives similar to those of the Federation.
- 4.8 To do all other lawful things which from time to time appear to be in the best interests of the Federation and member Associations.
- 4.9 Independently or in consultation with any other organization, person or company, to promote standards for vocational training at an affordable cost to member Associations.

5. POWERS

- 5.1 In pursuance of the Objectives stated in paragraph 3, the Federation shall have the Power to do all or any of the following:
- 5.1.1 To invest any monies of the Federation not immediately required in such manner as may be determined by the Executive Committee and to

undertake and execute any trust which may seem conducive to the objectives of the Federation.

- 5.1.2 To institute, conduct, defend or compound legal proceedings.
- 5.1.3 To appoint, remunerate and remove employees or agents of the Federation.
- 5.1.4 To borrow, invest, or lend money, or to acquire in any manner whatsoever any property of any kind for the purpose of the Federation and to deal with such money and/or property.
- 5.1.5 To do all such lawful things as are incidental or conducive to the attainment of the objectives of the Federation as may appear to be in the interest of members.
- 5.1.6 To insure the assets of the Federation.
- 5.1.7 To amalgamate, affiliate, or co-operate with, or subscribe to any association, society, corporation or other body, whose objectives are in general similar to those of the Federation.

6. STRUCTURE AND ORGANISATION

- 6.1 Membership shall be open to any National Clearing and Forwarding Associations established in Southern Africa and the SADC region.
- 6.2 All member Associations shall lodge with the Federation a copy of their constitution, updated list of the general membership and leadership of the association. Such constitution shall contain a provision for regular and democratic election of the leadership of the association. This provision shall not apply to the founding member Associations at the initial adoption of this constitution, provided that all such members shall be required to regularise their membership before the next Annual General Meeting of the Federation, failure of which such member will forfeit all the benefits of membership including the right to vote at meetings of the Federation.
- 6.3 Where more than one Association is established in any country all such Associations shall be eligible to join the Federation but each country shall have only one vote at any Executive Committee Meeting, General Meeting or Annual General Meeting.
- 6.4 General Meetings shall be open to all member Associations and by invitation to such other persons as may be felt by the President to be useful in the meeting's deliberations.

- 6.5 Where no formal Association exists in any country, all steps will be taken by the Federation to encourage and foster the creation of an appropriate Association in that country.
- 6.6 A President, Vice President and other Executive Committee members shall be elected bi-annually by a simple majority of those paid up members present at the Annual General Meeting on the basis of each country present having one vote.
- 6.7 The Executive Committee shall include the President and Vice President and five additional members. No more than one Executive Committee member shall be elected from any one country.
- 6.8 Any vacancy occurring in the Executive Committee shall be filled by the Executive Committee, and a person so co-opted shall hold office until the next Annual General Meeting of the Federation.
- 6.9 The President, in consultation with the Vice President and the Executive Committee, shall determine when and where General Meetings of the Federation will take place from time to time. The Annual General Meeting shall be held within six months of the end of the financial year. Any other General meetings may be held at the discretion of the Executive Committee.
- 6.10 There shall be prepared for each General Meeting, an agenda based on the inputs of each member Association who shall be invited to contribute. Such agenda shall include a report by the President to the General Meeting.
- 6.11 Decisions, recommendations and resolutions at any meetings of the Federation shall be adopted by consensus. In the event of one or more countries being unable to concur on any matter, all steps shall be taken to achieve a compromise and, if that shall prove impossible, the matter shall be decided by a vote where a simple majority shall prevail. There shall be no proxy voting system.
- 6.12 With the exception of the Annual General Meeting the President may, at his discretion, call a General Meeting or Executive Committee meeting to be held by electronic means such as conference call, video conference or e-mail. Such meeting shall require a quorum and be properly recorded by the secretary. Such meeting will be considered a proper meeting in terms of this Constitution and any decisions taken will be binding on Members.
- 6.13 The Executive Committee shall have the authority to form sub committees.

- 6.14 A quorum at any General Meeting shall comprise a minimum of five members or failing that fifty per cent of the members, whichever shall be the lesser.
- 6.15 Should insufficient members be present to form a quorum the meeting shall be held over for thirty minutes. Should there still be no quorum after the expiry of the thirty minutes those members present shall form a quorum and proceed with the meeting.
- 6.16 Where a General Meeting is held in terms of clause 6.15 any decision by such meeting shall require written ratification by at least half of the members within thirty days of the meeting concluding.
- 6.17 A quorum for any Executive Committee Meeting shall constitute the President, or in his absence the Vice President, and at least three other members of the Executive Committee.

7. SECRETARIAT

- 7.1 The Executive Committee shall appoint Secretaries to the Federation.
- 7.2 The responsibilities of the secretaries shall be, inter alia, to act as clearing house for the circulation of information among member Associations, to act as a contact point for any other regional organisation or state organs as appropriate.
- 7.3 The Secretariat shall prepare agendas for general meetings in consultation with the President and all member Associations and shall distribute documentation to all member Associations and other bodies as may be deemed necessary from time to time.
- 7.4 Where no secretaries have been appointed in terms of clause 7.1 the President's office shall assume the responsibility of the secretariat

8. FINANCES

- 8.1 The Federation may levy subscriptions, enrolment or other fees on members, the amounts of which are to be determined at a General Meeting.
- 8.2 In the event that a member's subscription is in arrears for a period exceeding six months, such member shall not be entitled to any of the benefits of membership including the right to vote at meetings of the Federation but shall continue to remain liable, for the obligations imposed on him which obligations may include interest at a rate to be determined by the Executive Committee

- 8.3 The Federation shall cause proper accounts of all its financial transactions to be kept at the Secretariat. Auditors will be appointed at the Annual General Meeting and accounts will be audited annually.
- 8.4 The Federation may maintain an account at such bank as the Executive Committee shall determine. Cheques drawn on such account shall be signed by such persons being not less than two in number appointed by the Executive Committee, one of whom shall be the President or Vice President.
- 8.5 The books of accounts of the Federation shall be kept at the offices of the Secretariat and shall be open for inspection by any member during normal business hours.
- 8.6 The financial year for the Federation shall be 1 January to 31 December.
- 8.7 Annual accounts shall be presented to members, duly audited in terms of clause 8.3, at least 14 days prior to each Annual General Meeting.

9. TERMINATION OF MEMBERSHIP

- 9.1 Membership of the Federation may be terminated by voluntary resignation or by the liquidation of the member association.
- 9.2 Membership may also be suspended or terminated by a verdict at the Annual General Meeting or any other General Meeting of the Federation on the advice of the Executive Committee if the member fails to comply with the provisions of this Constitution or Code of Ethics, provided that such member shall be notified in writing 30 days prior to such meeting of the complaints against it and shall have the right to address the meeting.
- 9.3 A member shall give three months notice of its intention to resign from the Federation, subject to payment of all outstanding financial obligations.

10. AMENDMENTS

- 10.1 Amendments to any part of this constitution shall be tabled by a member in good standing at any general meeting of the Federation provided that the proposed amendment has been included as an agenda item and been circulated to all members at least 30 days prior to the meeting.
- 10.2 Any amendment to the constitution shall require the approval of at least three quarters of the paid up members.