THE NORTHERN CORRIDOR TIME RELEASE STUDY

FINAL REPORT **2016**

Northern Corridor
Transit and Transport
Co-ordination Authority

TRS
TIME RELEASE STUDY

KGH
BORDER
SERVICES

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Acknowledgement

KGH Border Services wishes to thank the staff and officers of the revenue authorities of Burundi, the Democratic Republic of Congo, Kenya, Rwanda, South Sudan and Uganda without whose assistance, in particular at border crossings, this report would not be possible.

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Foreword

The World Trade Organisation Trade Facilitation Agreement, concluded in December 2013, firmly placed trade facilitation at the heart of the development agenda. Improved border management processes and procedures are a central part of trade facilitation by improving access to world markets for exporters and importers.

The need for fast and efficient access to the world's markets through the Port of Mombasa for the economies of Uganda, Rwanda and Burundi as well as Kenya was recognised as early as 1985 with the signing of the Northern Corridor Transit Agreement.

This agreement, later expanded to include the Democratic Republic of Congo (DRC) in 1987 and, in 2012, South Sudan, replaced a multitude of bi-lateral agreements and transit charges that stymied the development of trade with the outside world through the Port of Mombasa.

The Northern Corridor encompasses the transport system of roads, railways, inland waterways and pipelines linking the Port of Mombasa with the economies of Uganda, Burundi, Rwanda, DRC, South Sudan and Kenya.

The Northern Corridor Transit Agreement commits member states to and has the objectives of, amongst other things:

1. Promoting the use of the Northern Corridor as a most effective route for the surface transport of goods between the respective countries and the sea;
2. Granting each other the right of transit in order to facilitate movement of goods through their respective territories and to provide all possible facilities for traffic in transit between them, in accordance with the Agreement;
3. Taking all necessary measures for expeditious movement of traffic and for avoidance of unnecessary delays in the movement of goods in transit through their territories; to minimize the incidence of Customs fraud and tax avoidance; and to simplify and harmonize documentation and procedures relating to the movement of goods in transit; and
4. Facilitating the smooth and rapid movement of persons and goods between their territories and in transit, through the simplification and harmonization of documentation and procedures relevant to the movement of persons and goods between their territories and in transit through their territories.

The Northern Corridor is East and Central Africa's main trade transit route carrying more than 26 million tonnes of cargo each year[1]. The transit of this cargo involves the annual processing of approximately 500,000 SCT Customs declarations[2] for goods entering and leaving the Northern Corridor through the Port of Mombasa.

Previous studies have highlighted issues that are still prevalent along the Northern Corridor. As early as 2005, border procedures, weighbridges and general infrastructure were identified as bot-

[1] Kenya Port Authority (Corporate Author). (2015). *KPA Annual and Bulletin of Statistics 2015*. Kenya Port Authority

[2] Uganda Revenue Authority, Kenya Revenue Authority, NCTTCA Secretariat (2015, October-November). Meetings

tlenecks in the movement of goods to and from the Port of Mombasa along the Northern Corridor[3].

These bottlenecks have continued to hamper the development of trade along the Northern Corridor. Currently, all six member countries that form part of the Northern Corridor are in the bottom thirty per cent of countries in the World Bank's Doing Business Trading Across Borders Index[4].

The Northern Corridor Transit and Transport Coordination Authority (NCTTCA), the body charged with implementing the Northern Corridor Transit Agreement has, through its Secretariat and the Northern Corridor Transit Observatory that the Secretariat operates, been able to identify many of these bottlenecks, including delays caused by Customs or other border procedures.

Since 2013, the Northern Corridor Heads of State have engaged in championing a series of trade facilitation initiatives and projects designed to create the conditions for the freer movement of goods along the Northern.

The fact that Kenya, Uganda, Rwanda and DRC have acceded to the Revised Kyoto Convention provides an additional impetus for reform efforts.

The creation of the EAC SCT, a single customs declaration and other initiatives are important steps that can be leveraged for the more efficient movement of goods along the Northern Corridor. The positive effects of these reforms are already being felt with almost all countries having improved their standing the World Bank Doing Business Report's Trading Across Border rankings since 2013.

These initiatives are, however, on their own not a sufficient basis for a re-engineering of many of the border control and administrative processes that cause delays along the Northern Corridor.

Reform efforts are ongoing in all Northern Corridor member states. However, the different stages of Customs modernisation in each country makes process changes and improvements challenging unless and until both existing and new processes are fully implemented and operate to their full capability.

In addition, the EAC SCT is at different stages of development and is interpreted differently in different countries. To be effective, reforms associated with the EAC SCT must also be implemented in the DRC, a non-EAC member state.

This report makes use of the World Customs Organisation's Time Release Study methodology and a number of other recognised best practices to identify what process changes and enhancements are required based on an analysis of the movement of cargoes and the detailed mapping of border and other procedures.

Trade facilitation is of prime importance to the member economies of the Northern Corridor and this report provides the basis for trade facilitation enhancements and economic development opportunities for the Northern Corridor member economies.

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[3] Prome Consultants (Corporate Author). (2005). *Baseline Survey of Key Non-Physical Barriers Along the Northern Corridor and the Establishment of a Database at the NCTTCA Secretariat*. Kampala, Uganda. Prome Consultants

[4] World Bank (Corporate Author). (2016). *Doing Business – Trading Across Borders*. Washington DC, USA. World Bank

List of Abbreviations

Abbreviation	Description
ASYCUDA	Automated System for Customs Data
BPM	Business Process Map
CFS	Container Freight Station
COMESA	Common Market for East & Southern Africa
DPC	Document Processing Centre
DGDA	Direction Générale Des Douanes Et Accises (Democratic Republic of Congo Customs Authority)
DRC	Democratic Republic of Congo
EAC	East African Community
ECTS	Electronic Cargo Tracking System
HSWIM	High Speed Weigh In Motion Weighbridge
HVO	Head Verification Officer
IACC	International Anti-Corruption Conference
ICD	Inland Container Depot
KAFFA	Kenya Agriculture, Fisheries and Food Authority
KGH	KGH Border Services
KEBS	Kenya Bureau of Standards
KeNHA	Kenya National Highways Authority
KPA	Kenya Ports Authority
KEPHIS	Kenya Plant Health Inspection Services
KPHS	Kenya Port Health Services
KRA	Kenya Revenue Authority
MCT	Mombasa Container Terminal
NCIP	Northern Corridor Integration Projects
NCTA	Northern Corridor Transit and Transport Agreement
NC	Northern Corridor
NC-TRS	Northern Corridor Time Release Study
NCTTCA	Northern Corridor Transit and Transport Co-ordination Authority
NCTO	Northern Corridor Transport Observatory
NKE	Non Key Experts
OBR	Office Burundais des Recettes (Burundi Revenue Authority)
ODR	Office Des Routes - Burundi (Office of Roads – Burundi)
OGA	Other Government [Border Control] Agency
OSBP	One Stop Border Post
OSC	One Stop Centre
RRA	Rwanda Revenue Authority
RTDA	Rwanda Transport Development Authority
RVR	Rift Valley Railway
SAD	Single Administrative Document
SCT	Single Customs Territory
SSRA	South Sudan Roads Authority
TFA	Trade Facilitation (Bali) Agreement
THEA	Trade Hub East Africa
TRS	Time Release Study

UCR	Unique Consignment Reference
UN	United Nations
UNRA	Uganda National Roads Authority
URA	Uganda Revenue Authority
VO	Verification Officer
WB	World Bank
WCO	World Customs Organisation
WCO TRS	World Customs Organisation Time Release Study
WEF	World Economic Forum
WTO	World Trade Organisation

List of Tables and Figures

Tables

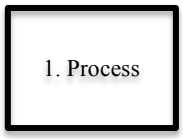
Figures

Key

This report contains a number of symbols and colour references. Outlined below is a guide to reading the systems and colour scheme:

Business Process Maps

1. Process: This symbol represents a process in the overall business process map. Each process is numbered for reference.



2. Action or decision point: This symbol represents a decision point, for example, the allocation of risk to a shipment.

Tables

For ease of recognition, the tables in this report are coloured to denote the study from which they are taken.

	NC-TRS
	Northern Corridor Transport Observatory
	EAC Pilot Regional Time Release Study - Northern Corridor (2012)
	Uganda National Time Release Study (2015)

Executive Summary

Each Northern Corridor member state's Customs administration has in place strong and robust processes that fulfil their core roles of regulating and controlling the movement of risky goods and securing borders. Reform efforts led by professional and trained staff continue to strengthening these traditional roles as well as meet new mandates from governments to facilitate trade with both neighbouring states and the wider world. This report addresses the role of primarily Customs administrations in facilitating trade.

As outlined in this report, one of the principal issues in developing trade along the Northern Corridor is that not all trade facilitation processes are being fully implemented and utilised as intended and there is currently no common approach amongst all NC member states to implementation of the EAC SCT.

Following the directives of the 10th Northern Corridor Integration Projects (NCIP) Summit, held in Kampala on 13th June 2015, the NCTTCA Secretariat and the Revenue Authorities of the member states embarked on an ambitious project to execute the largest and most complex Time Release Study ever undertaken using the WCO's Time Release Study methodology.

The purpose of the TRS was to monitor the impact of the implementation of the East African Community Single Customs Territory and to identify actions that can be taken collectively and by individual member states to reduce the cost and increase the speed of the movement of imports and exports along the Northern Corridor.

The NC-TRS aims to meet these objectives by identifying bottlenecks, assessing the implementation of the EAC SCT, creating a baseline for the measurement of future enhancements in the Northern Corridor and identifying opportunities for improvement.

Time Release Methodology and Approach to this Report
The operation of the NC-TRS involved three phases:

1. Preparation for the Study – this included Business Process Mapping for thirty-eight (38) separate border crossings, weighbridges, roads and other facilities on the Northern Corridor.
2. Collection and Recording of the Data (Execution) – the attachment of questionnaires for Customs declarations for the purposes of gathering data.
3. Analysis of Data and Conclusions (Analysis) – utilising the WCO's TRS analysis tool.

The NC-TRS is the largest TRS of its type to be conducted and differed from similar studies in other Corridors in the number of countries involved, the number of transit countries and the number of destinations. This added considerable complexity in all three phases of the NC-TRS.

There were three key considerations in the design of the NC-TRS:

1. It was important that there was sufficient volume of traffic through the selected border crossings to be able to capture a representative sample within the time frame to provide a realistic data set;
2. There was a requirement from the NCTTCA Secretariat to include as many border crossings in the study as possible; and,

3. There was a requirement to ensure that all the border crossings and relevant weighbridges and routes were mapped in business process maps.

Given the continued modernisation of national Customs regimes along the Northern Corridor, there was also a considerable amount of computer data that also needed to be incorporated into the TRS.

Expert input into, and verification of, the business process maps and the questionnaire was provided by all the Northern Corridor national Customs agencies at a workshop help in Nairobi on 26 April 2016. As part of the preparations for the TRS training was also held for enumerators who would assist Customs officials to complete the data required in the questionnaire.

The NC-TRS data collection phase commenced on Monday 23 May 2016 and closed on 18 June 2016. Import questionnaires were attached to import declarations at the Port of Mombasa over a five-day period commencing on 23 May 2016 and concluding on 27 May 2016 (this was extended to 2 June 2016 as a result of outages in the KPA computer systems). Export questionnaires were attached at various Customs stations along the Northern Corridor over the same five-day period. The movement of import and export questionnaires was monitored by enumerators stationed at border crossings along the Northern Corridor.

The execution of the NC-TRS faced a number of issues:

- Requirements that demanded a large and difficult to handle questionnaire;
- Port, Revenue and Customs Authority system outages;
- Strike Action[5];
- Inconsistent information and data on usage of the Northern Corridor and specific national agency practices;
- The fact that the Port Authority allows “free” parking inside the port facilities for clients;
- Lack of cooperation from Customs agencies at border crossings; and,
- An over-reliance on drivers and transporters to complete the questionnaire.

In total, 529 import questionnaires and 99 export questionnaires were attached to import and export declarations respectively.

Of the import questionnaires, 399 were for imports into Kenya and the return rate was 78%. 112 import questionnaires were attached for Uganda with a response rate of 66%. 13 import questionnaires were attached for Rwanda with a response rate of 0% and 4 were attached for the DRC with a return rate of 25%. There were no import questionnaires attached for South Sudan or Burundi as no imports were processed for these destinations in the period available for distribution of questionnaires. The overall response rate for the import questionnaires was 74%.

Export questionnaires were attached in all countries with 9 in Kenya (return rate 100%), 66 in Uganda (return rate 68%), 3 for South Sudan (return rate 0%), 18 for Rwanda (return rate 56%), 1 for DRC (return rate 0%) and 2 for Burundi (return rate 50%).

While this response rate was higher than with previous NC-wide studies that used a questionnaire as the basis for data collection, the low response rate – particularly for member states other than

[5] http://www.nation.co.ke/news/truckers-protest/-/1056/3234056/-/645mss/-/index.html

Uganda and Kenya - impacted on the ability to fully utilise the WCO TRS software on a statistically valid basis.

An additional challenge in the analysis was the low number of completed questionnaires returned. While the availability of computer data for returned questionnaires allowed a detailed look at individual processes at the Port of Mombasa and the Uganda/Kenya border, statistically valid analysis was not possible where drivers, Customs officers and other officials had not completed start/stop times for those individual processes.

The response rate and the low level of completed questionnaires has not prevented analysis and recommendations. This is due to the computer data provided by member states and the insights provided by KGH's internationally experienced staff based on their site visits and interviews with Customs and OGA officials and private sector stakeholders as well as the Business Process Maps (see Appendix 4.1).

Northern Corridor Findings and Analysis

The data collected as part of the TRS indicates that the implementation of EAC SCT procedures is having a positive effect.

As seen in the Table 1 below, SCT goods benefit at the Port of Mombasa where they are cleared and arrive at the Port Exit gate faster than goods for Kenya home use or other transit goods.

Regime	OVERALL			HOME USE			SCT			TRANSIT		
% of goods	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%	4	14	37	3	2	2	0	9	38	4	19	21
50%	6	19	2	3	15	18	0	13	32	6	23	38
75%	10	0	31	6	22	1	9	3	26	10	12	51
Average	7	18	51	4	13	20	4	10	15	8	4	40

Table 1: Port of Mombasa – Offloading to arrival at Exit Gate
Source: NC-TRS

Overall Transit Times and Movement within the Northern Corridor - Much of the NC-TRS data confirms the times taken for processing and transit that are available in the NCTTCA's Northern Corridor Transport Observatory. While it is likely that data for the NC-TRS was impacted by KPA and other system outages in the course of the study, some delays in the Port may be driven by the decisions of agents and transporters. A workshop with KPA and private sector stakeholders should be held to identify any issues and to identify administratively and commercially appropriate solutions.

Cargoes under the EAC SCT are cleared faster at the Port, DPC, OSC and Border Posts - The benefits of creating the EAC SCT can only be fully realised with the implementation of SCT procedures across all NC member states. Currently, NC member states are implementing the EAC SCT, though it is yet to achieve full harmonisation of processes and procedures. This process excludes the DRC that is a part of the NC but not a part of the EAC. Critical to the EAC SCT is the linking of member state Customs management computer systems, extending the adoption of the EAC SCT procedures to all NC member states and the development of a TIR-style transit system. An important first step in the process will be the creation of a unique identification number for

SCT shipments to allow tracking by all member states through linked Customs management systems.

Duplication of electronic and Paper-based processes - The greater use of increasingly sophisticated computer software in the Customs clearance process has the capacity to increase speed and efficiency as well as assist in the fight against corruption. Most of the jurisdictions within the Northern Corridor now rely to a greater or lesser extent on different specialised Customs software to lead the clearance process. The data from the TRS highlights the need to remove duplicate paper-based processes and rely instead on existing automated processes only.

Compared to other channels, it takes just as long, if not longer, for green channel goods to be cleared - The establishment of risk management systems is an important first step in moving away from a control approach to one of compliance. All NC member states that have invested in modern IT and Customs management systems can support a modern approach to risk management. Data from the TRS demonstrates that there is currently little difference, if any, in the clearance time for goods allocated to the green channel compared to clearance times for goods allocated to the red, yellow or blue channels. The challenge is to ensure that risk management systems are fully utilised for the maximum benefit of traders and Customs administrations.

Unnecessary cost and delay in transit - The need to use multiple agents and shippers creates unnecessary cost and delay in the movement of goods and can particularly disadvantage small and medium sized enterprises. While the EAC SCT has allows for a system for mutual recognition of agents, this appears not have been fully implemented. NC member states should move to implement mutual recognition of licensed agents and transporters along the lines envisaged by the EAC SCT.

Under SCT, there is an unnecessary amount of time from one transit border post to another - Unnecessary time is taken in goods moving from one transit border post to another where often identical processes will take place. New OSBPs at different border crossings would allow a simpler transfer between administrations and faster clearance times. In addition, processes should be put in place to reduce multiple sightings to single sightings at OSBPs.

There is a need to upgrade ASYCUDA and SIMBA systems – Delays are being caused by the need to have payments recorded before documentary scrutiny can begin. This process is in place both for historical reasons (i.e. systems were developed prior to the modern mandate for trade facilitation) and because of the need to reduce revenue loss risk. Member states should conduct reviews into system upgrades to allow documentary scrutiny to commence whilst payment processes are being undertaken. These reviews should also examine any revenue risks from such a change. In addition, the current 'workload' method of allocating declarations for processing causes delays to traders and distorts reported release times negatively.

There is a need to enhance integration with RVR – Both KPA and KRA do not currently use the train manifests produced by RVR. KPA, KRA, and RVR should work together to integrate rail manifest within the KWATOS and MMS/SIMBA systems.

Qualitative data is currently available on the Northern Corridor Transport Observatory – Most of the findings available from the NC-TRS are consistent with data that is currently available on the Northern Corridor, in particular through the NCTTCA's Northern Corridor Transport Observatory. Better use should be made of this data in assessing and monitoring performance. Processes should be further developed to allow sharing of new reports and data between NC member states.

Furthermore, release times measured against risk lane allocation (green, red, etc.) should be part of the standard management report for all Customs organisations.

Individual Country Findings and Analysis

Kenya should consider further refine activities at the Port of Mombasa One Stop Border Post, including:

- Co-locating all agencies in one physical location;
- Making processes fully electronic; and,
- Promoting a collaborative border management approach together with other agencies.

KRA should reduce the ability of staff to manually override the risk management system. Additionally, KRA should provide staff with access to electronic documents through the use of mobile devices as this would further speed up release times.

South Sudan as a first step, South Sudan should move to computerise its Customs processes to allow it to participate fully in the EAC SCT. In addition, delegating authority for clearance and release should speed up release times.

Burundi should review the deployment of staff at the Port of Mombasa once common SCT procedures are implemented.

DRC should move to ensure that the clearance of goods is facilitated by DRC staff at the Port of Mombasa. This will allow goods to be finally released on arrival at the first border post in the DRC without any need to move to an inland clearance facility, A process for the acknowledgement of the receipt of Certificates of Destination should also reduce the risks of diversion and revenue loss.

Rwanda can speed up OGA inspections through a Coordinated Border Management Approach in Mombasa. In addition, once a common transit system is in place, the need for staff to be based in Mombasa will be reduced and should be reviewed.

Handling Wet Goods: Oil and Petroleum Products

Given the high duties and the relatively high prices they command, fuels present considerable risk to revenue authorities and commercial operators and, as such, specialised controls are required. The current policy of high staff rotation was introduced to reduce the risk of corruption and consequent revenue loss. However, staff have proven difficult to recruit and train and the high rotation policy means the specialist skills that take time to develop are often lost. In the short term, the current system of frequent rotation of Customs and Revenue staff should be reconsidered and Customs and Revenue Service control staff should be allowed to remain longer in post with strengthened management and audit-based controls.

Empty Container Returns and Handling

There is minimal interference by government agencies in the repatriation of empty containers. The Business Process Mapping and site visits showed that controls are applied by commercial operators and these are mainly manual and would benefit from computerisation.

Weighbridges and Infrastructure Development

Weighbridges – In line with the recommendation of the 10th Summit of the Northern Corridor Integration Projects all member states should move to embrace High Speed Weigh in Motion weighbridges. In addition, strengthened enforcement and penalties should be evaluated.

Roads - One area that should be formally reviewed is the redesign or reduction in the number of speed humps on major arterial roads. While these speed humps were built to fulfil an important road safety role, they increase cost through damage to trucks and increase emissions of CO2 and other potentially environmentally harmful gases.

Rail - RVR should move to integrate manifests within the KWATOS and MMS/SIMBA systems.

1 CHAPTER 1: INTRODUCTION

1.1 Background to the NC-TRS

At the 10th Northern Corridor Initiatives Project (NCIP) Summit, held in Kampala on 13 June 2015, the NCTTCA Secretariat and the Revenue Authorities of the member states were directed to undertake a Time Release Study covering the transportation of cargo utilising the Northern Corridor in order to monitor the impact of the implementation of the EAC Single Customs Territory.

KGH Border Services was selected by the Northern Corridor Transit and Transport Authority (NCTTCA) to conduct the Northern Corridor Time Release Study (NCTRS).

The implementation of the EAC Single Customs Territory and the resultant initiatives such as a single transit document should mean significant enhancements in the movement of goods along the Northern Corridor. Not only do these initiatives reduce the administrative burden on traders importing or exporting through the Port of Mombasa, but they should also simplify the administrative work for Customs and other border management agencies by providing a common set of processes and practices.

In order be able to benefit fully from the SCT in the future, a clear understanding is required of which processes and practices must change or be improved both at a Northern Corridor level and within each individual revenue authority. The NC-TRS approach aims to provide an analysis of the movement of cargoes along the Northern Corridor. In addition, complementary mapping of road routes not already covered by existing NCTTCA reports identifies infrastructure-based trade constraints. Weighbridges were also included in the study as potential blockages along the Northern Corridor.

The NC-TRS is the largest and most complex Time Release Study ever undertaken using the World Customs Organisation's Time Release Study processes and software-based analysis tools. The aim of covering six different countries, all at different levels of Customs modernisation, across a large geographic area with significant infrastructure challenges, in two languages and three transit countries, was bold in its vision.

The findings and recommendations contained in this report are based on an expert analysis of the data obtained from the questionnaires, an analysis of the Business Process Maps at an individual procedure and macro process level, interviews with Customs officers and other stakeholders, as well as observations made in the course of visiting border crossings.

The Business Process Maps in particular are a valuable tool for revenue authorities for analysing 'as is' processes. These processes can often differ from policy and the intended implementation of those policies.

KGH Border Services experts have also reviewed a wide range of reports on both the Northern Corridor and East Africa and undertaken benchmarking against the WTO Trade Facilitation Agreement and the Revised Kyoto Convention as well as other internationally established best agreements and practices.

1.2 Time Release Methodology and Approach to this Report

Background and purpose of TRS Approach

The World Customs Organisation defines its Time Release Study methodology as:

> "… a unique tool and method for measuring the actual performance of Customs activities as they directly relate to trade facilitation at the border. The TRS thereby measures relevant aspects of the effectiveness of operational procedures that are carried out by Customs and other regulatory actors in the standard processing of imports, exports and in transit movements. It seeks to accurately measure these elements of trade flows so that related decisions to improve such performance can be well conceived and thereby carried out.[6]"

Since the development of tools to measure the effectiveness and efficiency of border procedures began in the 1990s, the WCO TRS has become the premier tool for measuring Customs and other border management agency border processes.

The main purposes of the WCO TRS are[7]:

a) Identifying bottlenecks in the international supply chain and/or constraints affecting Customs release;
b) Assessing newly introduced and modified techniques, procedures, technologies and infrastructure, or administrative changes;
c) Establishing baseline trade facilitation performance measurement;
d) Identifying opportunities for trade facilitation improvements; and,
e) Estimating the country's approximate comparative position as a benchmark tool.

The NC-TRS seeks to fulfil all of these purposes by identifying bottlenecks and assessing the implementation of the EAC SCT, by doing so, it creates a baseline for the measurement of future enhancements in the Northern Corridor and for identifying opportunities for improvement.

Based on the TRS outputs and utilising Business Process Maps and the outputs of meetings with officials and traders it is possible to develop recommendations that facilitate trade by improving Customs and OGA processes and procedures.

The operation of any TRS involves three phases:

1. Preparation for the Study (Design);
2. Collection and Recording of the Data (Execution); and,
3. Analysis of Data and Conclusions (Analysis)

These three phases in the context of the NC-TRS are described below.

[6] World Customs Organisation (Corporate Author). (2011). *Guide to Measure the Time Required for the Release of Goods, ver 2*. World Customs Organisation
[7] Ibid

Preparation for the Study (Design)

Given the scope and scale of the NC-TRS, detailed planning was necessary as to which border crossings, weighbridges and routes would form part of the TRS. The WCO TRS approach is designed to generate sufficient data to allow the software to provide an analysis of which processes and procedures create bottlenecks. It is not intended to provide a detailed analysis of what it is about an individual process that creates the bottleneck, however it can be a critical input into that analysis. The analysis is generally done, as it was in this project, through the process of, Business Process Mapping and expert analysis based on internal standards and best practices and site visits.

With that background, there were three key considerations in the design of the NC-TRS:

- It was important that there was sufficient volume of traffic through the selected border crossings to be able to to provide a valid data set within the available time frame;
- There was a requirement from the NCTTCA Secretariat to include as many border crossings in the study as possible; and,
- There was a requirement to ensure that all the border crossings and relevant weighbridges and routes were mapped in Business Process Maps.

Once the border crossings had been identified, the process of mapping business processes, weighbridges and road routes commenced.

As part of the preparation for the NC-TRS and to support the analysis phase, more than 40 interviews were conducted with Customs managers, border management staff and private sector stakeholders.

The purpose of the Business Process Maps is to describe in detail the actual processes and procedures that take place for goods passing through a border crossing or weighbridge. The actual, or 'as is', processes are important to capture as they enable later analysis of each bottleneck in sufficient detail to allow it to be addressed with the aid of the outputs of the WCO TRS software.

The process of developing the Business Process Maps required site visits to each of the selected border crossings and weighbridges. In addition, several road routes not covered in detail by existing NCTTCA reports were also mapped. In order to be able to capture processes for the movement of oil products by road as well as process for handling the return of empty containers additional mapping of those processes also took place.

There was also a considerable amount of computer data that needed to be incorporated into the TRS. Those agencies, with national electronic IT supported central clearance, such as Kenya, Uganda and Rwanda, were able to produce exact time stamp data for the start and conclusion of different procedures. Discussions were held with representatives of these agencies to ensure that the data could be made available for use in the WCO TRS software.

With the completion of the Business Process Maps and the identification of the computer data required, questionnaires for imports and exports could then be developed utilising the WCO TRS software. These questionnaires contained start and end times for all the procedures identified in the Business Process Maps at station and every border crossing included in the study.

Expert input into, and verification of, the Business Process Maps and the questionnaire was then provided by all the Northern Corridor national Customs agencies at a workshop help in Nairobi on 26 April 2016.

The volume of questionnaires to be collected and the frequency of distribution was determined with the support of statisticians. This was done to ensure that the data gathered would represent the actual volume of traffic through each border crossing and that the statistical outputs could be used with confidence. Further information on the statistical sampling methodology is available at Appendix 4.3.

The final stage in the Preparation and Design phase was the training of enumerators. These enumerators were employed through KGH Border Services to assist Customs and OGA officials to complete the data required in the questionnaire. The enumerators were trained in Mombasa on 17 May 2016 and in Kampala on 19 May 2016. A number of Northern Corridor national Customs agencies also attended the trainings and were able to make important expert contributions.

TRS Collection and Recording of Data

The NC-TRS data collection phase commenced on Monday 23 May 2016 and closed on 18 June 2016. As part of this phase, more than 2,000 questionnaires were printed and distributed over the course of five days for exports and eight days for imports.

Import questionnaires were attached to import declarations at the Port of Mombasa over a five-day period from 23 May to 27 May 2016. This period was extended to 2 June to account for outages in KPA's information technology systems that slowed the movement of goods.

Export questionnaires (for exports leaving via the Port of Mombasa) were attached at various Customs stations along the Northern corridor including Bujumbura, Juba, Kasindi and Gatuna. Again, this attachment took place over a five-day period from 23 to 27 May 2016.

Enumerators stationed at different border crossings monitored the movement of questionnaires along the Northern Corridor. Enumerators also assisted Customs and OGA officials in completing the questionnaires and in gathering and returning any completed questionnaires.

The questionnaires were collated by a trained central team and loaded in to the WCO TRS software. Before loading, the central collating team added the electronic data provided by the relevant authorities to the appropriate sections of the questionnaires.

The NC-TRS took learnings from a previous study commissioned by the NCTTCA in 2005 that used a similar approach. The 2005 study included the distribution of a questionnaire for drivers to complete as they moved along the Northern Corridor. This study had a response rate of less than 25% and it took over 14 months to recover the questionnaires despite extensive stakeholder consultation[8]. It is worth noting that the questionnaire used in the 2005 study was significantly simpler – at only one page – than the import questionnaire requested by the NCTTCA for this study, which extended to 25 pages. The final report for the 2005 study noted that that, "The quality of the responses received was generally not very good, and suggests that perhaps drivers are not the best persons to use for this kind of exercise[9]."

Based on the experiences from the 2005 study, the most important factor in the ability to execute the data collection phase of the NC-TRS was the active participation and responsiveness of individual member state Customs agencies. It would be Customs officers that would be responsible for inputting almost all the data into the questionnaire and for providing computer data. In this

[8]Prome Consultants (Corporate Author). (2005). *Baseline Survey of Key Non-Physical Barriers Along the Northern Corridor and the Establishment of a Database at the NCTTCA Secretariat*.Kampala, Uganda. Prome Consultants
[9]Ibid

regard, several member states were outstanding in the support and guidance they gave to the NC-TRS.

A number of issues arose in the course of the preparations for and the execution of the data collection phase. Understanding these issues is important for enhancing future cooperation and benchmarking amongst the Northern Corridor member states.

These issues included:
1. Lack of coordination amongst member nation revenue authorities;
2. The need to prioritise actions amongst member nation revenue authorities;
3. The need to gain the support and input of other government border control agencies in member states.

Issues in the execution of the TRS
The execution of the NC-TRS itself was problematic due to factors beyond the control of the NC-TRS managers. For some of these factors, the initiative shown by the enumerators stationed at the port and different border crossings meant that the NC-TRS was able to proceed. However, the limited resources provided for a TRS of this scale and the consequent short time frame allocated meant that not all issues could be addressed.

Outlined below is a summary of some of the issues encountered in the execution phase of the TRS.

Requirements that demanded a large and difficult to handle questionnaire:
One of the requirements for the NC-TRS was covered as many border crossings as possible along the Northern Corridor and that this was done in a single questionnaire. The resulted in an import questionnaire of 25 pages and 627 questions and an export questionnaire of 16 pages and 368 questions.

It was not only the size of the questionnaire that was problematic. The fact that goods follow different routes, and so not all sections are relevant for every route, meant the questionnaires were difficult to follow and it was often difficult for Customs officers and drivers to identify those sections they were required to complete. Drivers were given a letter with instructions as to what sections to complete, but this only had the effect of adding to the volume of paper.

Port, Revenue and Customs Authority system outages
There were a number of system outages in the course of the TRS that impacted on the ability to distribute questionnaires and to collect data.

In particular, the KPA billing system went down for the first four days of the five-day questionnaire distribution period. This outage severely delayed the movement of vehicles from the Port of Mombasa as manual clearance systems were used instead. In order to cover this issue, the period of monitoring the clearance of shipments from the Port was extended by two days. However, the delays proved problematic in the movement of questionnaires.

There were additional system outages unrelated to power shortages in different national systems that impacted to a lesser extent upon the data collection phase. These outages generally affected processing at border posts and slowed down the movement of goods and questionnaires. These outages included, but were not limited to:

- System outage in Rwanda on 24 May;

- System outage in Burundi on 27 May; and,
- System outages of varying lengths in Kenya on 29 May (SIMBA), 2 June, 6-7 June.

Strike Action

On Monday 6 June 2016, truck drivers in Kenya commenced a strike action and a road blockade on the main route to Uganda[10]. Given the delays in clearing shipments from the Port (see above), this added further to the delays along the Northern Corridor.

Inconsistent data

Conflicting and inconsistent data, such as volumes of declarations and transit times along the Northern Corridor, impacted on the ability to plan critical aspects of the TRS.

Idle time at Ports

Transit import containers are allowed nine free days storage at the Port of Mombasa and fifteen free days at ICDs[11] and it appears that agents tend to use all of this available time. This was inconsistent with some of the data around the movement of goods that had been provided to the NC-TRS managers.

Lack of cooperation from Customs agencies at border crossings

Enumerators that were deployed to assist Customs officers and other stakeholders complete the questionnaire often experienced difficulty in getting support from Customs officials. In many cases, this extended to an unwillingness or even refusal by Customs officers to complete the information in the questionnaire. Some of these issues were escalated to national Customs agencies and were resolved or partially resolved, but remained an ongoing problem throughout the NC-TRS.

An over-reliance on drivers and transporters

As noted in above, a previous study using a questionnaire in 2005 identified issues with using drivers to gather data. While this project sought to address those issues by relying more heavily on Customs officers to complete the questionnaire, anecdotal evidence suggests the key role played by drivers in carrying the questionnaires, combined with the size and complexity of the questionnaire, proved problematic. In addition, most drivers destined for South Sudan appear to use the Oraba and Madyope border posts rather than using Nimule.

Lack of information on specific national agency practices

Despite every border post being visited at least once (and several on more than one occasion) and meetings both at the start of the project and later in the project to validate the Business Process Maps and questionnaires, the Consultants were not provided with key information on national practices or reforms that would impact the TRS data collection phase. For instance, the Consultant was not informed that South Sudan uses the One Stop Centre at the Port of Mombasa to process strategic goods only and that processing and release of general merchandise was done at a CFS located away from Nimule. As this information was not disclosed in advance, the Consultant went ahead and deployed enumerators at the OSC and Nimule to attach and collect import questionnaires destined for South Sudan.

There were also unavoidable issues that impacted in the questionnaire and the collection of data such as the re-engineering of processes in Uganda after the mapping had been completed.

[10] http://www.nation.co.ke/news/truckers-protest/-/1056/3234056/-/645mss/-/index.html

[11] KPA. (2016). Tariffs. http://www.kpa.co.ke/Customer%20Center/Tariffs/Documents/CHARGES%20FOR%20SHOREHANDLING-WHARFAGE-STORAGE%20SERVICES.pdf. Accessed 20 June 2016. Kenya Ports Authority.

Incomplete Questionnaires

Whilst having questionnaires returned was important, even more critical was having complete data for individual procedures. Most returned questionnaires were substantially incomplete or had sections only partially completed. The computer generated data from Kenya and Uganda facilitated an analysis of processes to the Kenya-Uganda border only.

This absence of data was a function of both the limited number of questionnaires actually returned (see Appendix 4.3 and Table 2 and Table 3) and the issues outlined earlier in this section under 'Issues in the execution of the TRS'.

The absence of data has, however, not impacted on the ability to make fact-based recommendations based on Business Process Maps, interviews with Customs officers and other stakeholders, benchmarking against international standards and best practices and expert observations.

To analyse each procedure, the WCO analysis tool requires two related or sequential questions to be completed. For example, taking questions 430 to 433 as examples, the times filled in for each question signal the start of that procedure and the completion of the previous procedure. While there were sufficient questions completed (with the assistance of computer data) for the Kenya-Uganda border crossings, none of the questionnaires for other countries were competed in a way that provided finish/start times for processes and procedures for those countries.

The WCO TRS software uses the Customs declaration number to track the shipment from landing to release. The NC-TRS was set up to track changing declaration numbers as goods moved from one jurisdiction to another. It was on this basis that computer data from individual countries could be requested. In practice, in some countries, such as Uganda, the declaration numbers changed internally and this could not be tracked. This meant that it was often difficult to match declaration numbers provided as part of the computer data to the declaration numbers in the questionnaires.

The same issues in terms of data quality applied for the export questionnaire, although there was a larger number of export questionnaires returned than import questionnaires. In the case of export questionnaires, the issue of internally changing declaration numbers was even more significant.

Below are tables outlining the numbers of import and export questionnaires distributed and received. Appendix 4.3 contains a detailed exposition on the statistical sampling, distribution and return of questionnaires.

Import Questionnaires by Destination					
Country	**Destination**	**Req. Sample Size**	**No. Attached**	**No. Received**	**Response Rate (dist. Q'aires)**
Kenya	Kenya Home Use	654	146	60	41%
	One stop Centre (Never left port for Malaba/Busia)		253	253	100%
	Sub-total Kenya	654	399	313	78%
Uganda	Malaba One Stop Facility & Busia	147	101	69	68%
	Kampala Kenfreight W0242-ICD	57	1	1	100%
	Kampala SpedagInterfreight W0072		2	1	50%
	Elegu		4	3	75%
	Mpondwe		4	0	0%
	For Uganda but unknown border post		1	1	100%
	Sub-total Uganda	204	113	75	66%
South Sudan	Nimule	250	0	0	0%
	Juba		0	0	0%
	Sub-total South Sudan	250	0	0	0%
Rwanda	Nemba One Stop Shop	90	0	0	0%
	Gatuna		1	0	0%
	Akanyaru		0	0	0%
	Rubavu		0	0	0%
	For Rwanda but unknown border post		12	N/A	
	Sub-total Rwanda	90	13	0	0%
DRC	Kasindi	250	1	1	100%
	Goma		0	0	0%
	For DRC but unknown border post		3	N/A	
	Sub-total DRC	250	4	1	25%
Burundi	Kanyaru Haut	105	0	0	0%
	Bujumbura		0	0	0%
	For Burundi but unknown border post		0	N/A	
	Sub-total Burundi	105	0	0	0%
Attached in Mombasa but unkown destination			0	N/A	
	Total	**1553**	**529**	**389**	**74%**

Table 2: Attachment and Return of Import Questionnaires

Export Questionnaires by Origin				
Country	**Origin**	**No. Attached**	**No. Received**	**Response Rate**
Kenya	Kenya	9	9	100%
Uganda	Malaba One Stop Facility	60	45	75%
	Kampala RVR	0	0	0%
	Elegu	5	0	0%
	Mpondwe(Thro Interfreight)	1	0	0%
	Received from Uganda but unknown border post	N/A	0	
	Sub-total Uganda	66	45	68%
South Sudan	Juba	3	0	0%
Rwanda	Nemba One Stop Shop	1	1	100%
	Gatuna	17	9	53%
	Gikondo / MAGERWA	0	0	0%
	Akanyaru	0	0	0%
	Rubavu	0	0	0%
	Received from Rwanda but unknown border post	N/A	0	
	Sub-total Rwanda	18	10	56%
DRC	Kasindi	1	0	0%
	Goma	0	0	0%
	Received from DRC but unknown border post	N/A	0	
	Sub-total DRC	1	0	0%
Burundi	Gisenyi	2	1	50%
	Bujumbura	0	0	0%
	Received from Burundi but unknown border post	N/A	0	
	Sub-total Burundi	2	1	50%
Received in Mombasa but unkown Origin		N/A	0	
	Total	**99**	**65**	**66%**

Table 3: Attachment and Return of Export Questionnaires

TRS Analysis of Data and Conclusions

As completed import and export questionnaires were returned to the project team, the data was entered into the TRS software. The WCO TRS software then provided an average time for those processes, where data was available.

The limited availability of data beyond the Kenya-Uganda border impacted on the ability to fully utilise the WCO TRS analysis tool.

However, utilising the data available, the Business Process Maps, information gained from interviews with revenue authority officials and other stakeholders, as well as benchmarking against international standards and best practices, it was possible to make important fact-based recommendations at both a Northern Corridor and individual country level. In undertaking the analysis, it was critical that data not be reconstructed or assertions made that were not based on data received or observations made by experts in the course of interviews and in visiting border crossings, weighbridges, the Port and other facilities.

KGH Border Services experts have also reviewed at wide range of reports on both the Northern Corridor and East Africa and undertaken benchmarking against the WTO Trade Facilitation Agreement and the Revised Kyoto Convention as well as internationally established best practices.

1.3 Trade and Border procedures – International and Regional Benchmarking

As outlined earlier in this report, the purpose of the creation of the EAC SCT is to remove barriers to trade and in doing so support economic growth.

Currently, intercontinental trade along the Northern Corridor is dominated by imports. Based on information available from the Kenya Ports Authority, Kenya accounts for approximately two-thirds of trade passing through the Port of Mombasa, with transit trade to other member countries accounting for the remaining third. Of that third, 78% is transit trade to Uganda[12].

While clearly the location and relative size of the economies of Kenya and Uganda impact on the proportion of trade, this discrepancy highlights the need for the types of trade facilitation measures envisaged by the Northern Corridor member states.

This need for trade facilitation measures is also underlined by the fact that exports account for a small proportion of overall trade passing through the Port of Mombasa. In 2014, exports were only fractionally over 10% of total import volumes[13].

Northern Corridor member states perform poorly when compared to their major intercontinental trading partners based on a number of internationally recognised measures.

These measures take into account a range of different metrics to provide a ranking for global economies. Some are purely related to trade and logistics and include a specific element on Customs procedures (for example the Logistics Performance Index) while in others, Customs and other trade facilitation rankings are part of a broader assessment of individual economies (for example the Trading Across Borders ranking in the World Bank's Doing Business report).

Country	Logistics Performance Index (Customs Procedures- ranking out of 160, 2014)	World Bank - Doing Business (Trading Across Borders – ranking out of 189, 2016)	World Economic Forum (Global Enabling Trade – ranking out of 138 for Efficiency and Transparency of Border Administration, 2014)
USA	16	34	21
EU			
Netherlands	4	1	4
Germany	2	2	13
Belgium	11	1	26
China	38	96	48
India	65	133	74

Table 4: Rankings of Northern Corridor major intercontinental trading partners – border and customs procedures
Sources: World Bank Logistics Performance, 2014; World Bank Doing Business – Trading Across Borders, Margareta Drzeniek Hanouz, Thierry Geiger, Sean Doherty (Editors). The Global Enabling Trade Report 2014, World Economic Forum[14].

Of all of the Northern Corridor member states, only Kenya and Uganda score in the top quintile of countries in a measure of the efficiency of border and customs procedures on the World Bank's Trading Across Borders index. When compared to major trading partners - with the exception of India - all of the Northern Corridor member countries perform poorly on Customs and trade facilitation measures.

[12] Kenya Port Authority (Corporate Author). (2015). *KPA Annual and Bulletin of Statistics 2015*. Kenya Port Authority
[13] Ibid
[14] These reports have no overall ranking for the EU. However, the rankings for countries containing the EU's three busiest ports by container movements have been included.

This pattern is replicated across other international measures of facilitating trade at the borders. Both the World Bank's Logistic Performance Index and the World Economic Forum's Global Enabling Trade Report identify that trade into and out of NC member states is more costly, complex and time consuming than is the case with their major trading partners.

Country	Logistics Performance Index (Customs Procedures- ranking out of 160, 2014)	World Bank - Doing Business (Trading Across Borders – ranking out of 189, 2016)	World Economic Forum (Global Enabling Trade – ranking out of 138 for Efficiency and Transparency of Border Administration, 2014)
Kenya	151	131	101
Uganda	N/A	128	115
DRC	158	187	N/A
Rwanda	89	156	89
South Sudan	N/A	179	N/A
Burundi	77	154	136

Table 5: Rankings of Northern Corridor member states – border and customs procedures
Sources: World Bank Logistics Performance, 2014; World Bank Doing Business – Trading Across Borders, Margareta Drzeniek Hanouz, Thierry Geiger, Sean Doherty (Editors). The Global Enabling Trade Report 2014, World Economic Forum.

It is noticeable that all the Northern Corridor Member countries (with the exception of DRC) have improved their standings in the World Bank Doing Business Report's Trading Across Borders rankings since the launch of the EAC SCT. Most NC member states have made steady improvements in their rankings in this study since it commenced in the early part of this century. Table 6 below shows the change in rankings since 2013.

Country	World Bank Trading Across Borders 2013 (Ranking out of 185)	World Bank Trading Across Borders 2016 (Ranking out of 189)	Improvement
Kenya	148	131	+ 17
Uganda	159	128	+ 31
DRC	170	187	- 17
Rwanda	158	156	+ 2
South Sudan	N/A	179	N/A
Burundi	177	154	+ 23

Table 6: Rankings of Northern Corridor member states – World Bank Doing Business Trading Across Borders – 2013
Sources: World Bank Logistics Performance, 2014; World Bank Doing Business – Trading Across Borders, Margareta Drzeniek Hanouz, Thierry Geiger, Sean Doherty (Editors). The Global Enabling Trade Report 2014, World Economic Forum.

It is also useful to look at the performance of the Northern Corridor member states in comparison to countries in Sub-Saharan Africa. Of all the six member states, only Kenya and Uganda perform better in terms of the measures examined in the World Bank's Trading Across Borders Report. All other administrations perform at a lower level on these measures than other countries in Sub-Saharan Africa[15].

[15] World Bank (Corporate Author). (2016). Doing Business – Trading Across Borders. Washington, USA. World Bank

Based on the Logistics Performance Index measures, of those countries in the 2014 study, only Burundi and Rwanda score over the average for Sub-Saharan Africa for Customs procedures[16].

The Trade Facilitation Agreement in Context

Whilst only Kenya has ratified the 2013 Trade Facilitation Agreement, all NC members, with the exception of DRC and South Sudan, have made notifications under the TFA. Even for those countries that have not ratified or in any other way moved to implement measures associated with the TFA, it will continue to be the driving force behind developments in Customs procedures aimed at trade facilitation in the coming decades.

What the TFA means

The primary role of border management agencies remains revenue collection, social protection, immigration and security. The TFA now creates an additional obligation to fulfil those roles using the most facilitative methods available.

The Trade Facilitation Agreement as far as border management agencies are concerned is in effect a contract outlined in the diagram below

Overall trade facilitation contract

Border Agencies will make it easy and cost effective to comply with the requirements	→	**Meet the requirements and there will be minimum delay at the Border Posts** **Compliance**	→	**Fail to meet the requirements will result in delay, penalties or prosecution** **Non-Compliance**
Components				
SIMPLIFICATION		STANDARDS		**REALISTIC CHANCE OF GETTING CAUGHT**
Interagency co-operation to use common systems and controls		Proceed to borders		Monitoring of border user performance
Adoption of risk management		Inspection start after arrival		Fewer but more effective inspections
Advanced Declaration		Inspection completion after start		Continuing improvement is risk identification
Computerization		**MANAGEMENT STANDARDS**		Effective use of anti-smuggling to supplement controls and test risk
Ease of payment or deferred payment		Clearance targets for staff		**CONSEQUENCE OF GETTING CAUGHT**
Minimum documentation and use of paper		Inspection standards for staff		Delay /turn back
Processing in sequential order		Ability to override procedures during congestion		Application of meaningful administrative penalties
Inland clearance for consolidated loads		**OTHER**		Prosecution of persistent offenders
Benefits for compliant trade (preferred trader AEO etc.)		Trained Staff		
Use of modern technology		Guidance for staff		

Figure 1: The Trade Facilitation Contract
Source: Lesotho Customs Modernisation Programme 2012-2015

Practically implementing the TFA

[16] World Bank (Corporate Author). (2014). Logistics Performance Index 2014. Washington, USA. World Bank

The requirements of the TFA are relativity simple to implement in countries and regional communities where:

- There are a small number of agencies at the border that have been assigned the functions or are working on behalf of other agencies;
- The revenues collected at borders represent a low percentage of the overall government budget;
- There is a high level of compliance by traders;
- There are effective anti-corruption procedures in place, including internal management controls;
- Regulations are consistently enforced and offenders are effectively penalised; and,
- The business community uses modern auditable management and accounting controls.

In practice, this means large multi-national businesses can easily take advantage of the implementation of the TFA. These benefits are not, however, easily accessible for SMEs in countries where business practices have not been modernised. Therefore, it is essential that in smaller or developing regions and countries, effort is made to assist local traders so they are able to take advantage of modern controls, otherwise it is likely they will be overwhelmed by changes for which they are not prepared.

The modern border management techniques promoted by the TFA are based largely on the controls developed by the global Customs community. These are outlined in the World Customs Organisation's Revised Kyoto Convention (RKC) which advocates a compliance management approach based on risk management and computerisation. Considerable development funding and international expertise has been used over the past 20 years to implement these techniques across the East Africa region and Customs organisations are increasingly familiar with or have initially implemented many of the requirements.

Similar investment has not been made in the other border management agencies and therefore the understanding of these techniques is not well developed. A priority for the implementation of the TFA is the development of this understanding at a high level within all border management agencies.

Two major lessons from the implementation of the RKC need to be applied, even for those NC member states that have not ratified or made notifications under the RKC:

- Present risk assessment processes are focussed on the risks associated with goods, such as their origin, value standards etc. rather than the compliance record of the importer or exporter. This does not provide any incentive for traders to be compliant and has led to little or no reduction in the amount of checking conducted. Developing compliant traders is essential to a modern Customs approach to enable resources to be better directed to deal with non-compliance.
- Little effort has been made to change the attitude at the Customs operational level and there has been no incentive for them to apply risk management techniques in practise. This has led to Customs operational staff developing approaches which circumvent trade facilitation measures and in doing so create higher than necessary levels of intervention and record keeping at borders.

2 CHAPTER 2: FINDINGS AND ANALYSIS

Each Northern Corridor administration has in place strong and robust processes that fulfil the primary role of Customs agencies and OGAs: revenue collection, social protection, immigration, collection of economic data and national security. Increasingly, these processes are being reformed to further facilitate trade. The establishment of the EAC SCT and initiatives along the Northern Corridor are part of that reform process and are designed to facilitate trade whilst still fulfilling the key revenue and risk management roles.

If implemented as intended, the processes currently in place in each NC member state are mostly fit for purpose. With the support of common SCT procedures across all NC member states and some common and linked processes and procedures, the speed at which goods move would be significantly improved. Specific country-level reforms will also assist in speeding up the movement of goods.

2.1 Overall transit times within the Northern Corridor

The NC-TRS enabled the capture of transit times for one of the sub-corridors and routes within the Northern Corridor as well as total times for clearance at a number of OSBPs. In particular, the NC-TRS was able to capture data for travel times to and from the Port of Mombasa and Malaba and total times for clearance at the Malaba and Busia One Stop Border Posts. Data from the NCTO for key routes in Burundi and Rwanda have also been included in the analysis below.

Transit Times to and from Mombasa and Malaba

The tables below present three measures of the time taken for a shipment to travel from the Port of Mombasa to the Malaba OSBP. Table 7 is taken from the NC-TRS data and Table 8 is from the NCTO.

Whilst these two measures have differing start and end points and cover differing time periods[17], they show broadly similar times for transit between the Port of Mombasa and Malaba. Based on the TRS data, half of the shipments in the NC-TRS study transited in the same time period as shown in the NCTO data and a further 50% of shipments added, on average, just under one extra day in transit time.

% of Decs	Road Time		
	Days	Hrs	Mins
25%	2	3	18
50%	2	21	34
75%	4	6	50
Average	3	15	11

Table 7: Travel time from Port exit gate arrival of truck at Kenya Malaba
Source: NC-TRS

Period	23 May to 18 June		
	Days	Hrs	Mins
Average	2	21	21

Table 8: Transit time In Kenya (Road - Mombasa to Malaba)
Source: NCTO

[17] The NCTO measures the average time between issuance of release order and issuance of certificate of export at the border crossing, whilst the NC-TRS measures the time from leaving the Port exit gate to sighting at Kenya Malaba during the course of the TRS.

Notwithstanding that an average of slightly more than 3.5 days to travel the nearly 950 km from Mombasa to Malaba may be considered lengthy, it is broadly consistent with the time taken to travel from Malaba to the Port of Mombasa (see Tables 9 and 10).

% of Decs			
	Days	Hrs	Mins
25%	2	18	6
50%	4	20	13
75%	5	6	37
Average	4	7	14

Table 9: Travel time from Malaba to Port of Mombasa entry gate
Source: NC-TRS

Transit Time in Burundi between the Key Northern Corridor Border Posts

Period	Oct 2015 - Mar 2016		
	Days	Hrs	Mins
Average travel time Kanyaru Haut-Bujumbura	1	7	56
Average travel time Kanyaru Haut-Gatumba	0	21	42
Average travel time Kanyaru Haut-Kayanza	0	7	40

Table 10: Travel time between key Northern Corridor border posts in Burundi[18]
Source: NCTO

Table 11 above shows the average transit time for a vehicle travelling between key Burundi border posts along the Northern Corridor. Travel times for the route between Kanyaru Haut and Bujumbura - a distance of 118 kilometres on Burundi's main arterial No1 National Road - are largely consistent across the months surveyed (with a range of 28.54 hours to 35.11 hours) and the slow travel times are likely accounted for by often poor road conditions resulting from damage by rain and overloaded vehicles. Travel times for the other routes are slower (138 kms for Kanyaru Haut-Gatumba and 24 kms for Kanyaru Haut-Kayanza).

Transit Time in Rwanda between the Key Northern Corridor Border Posts

Transit times for Rwanda are shown below (see Table 11) for travel between key border posts in Rwanda. Generally better road conditions in Rwanda mean that many of these routes have faster travel times. For example, the Gatuna-Akanyaru route is 238 kms and is travelled in less than 20 hours, the fastest per hour transit for the data contained in this report.

[18] NCTO data for the exact dates of the NC-TRS was not available and so the period October 2015 to March 2016 has been used instead

Period	Oct 2015 - Mar 2016		
	Days	Hrs	Mins
Average travel time Gatuna-Akanyaru Haut	0	16	26
Average travel time Katuna-Rusizi	1	15	44
Average travel time Gatuna-Bugarama	1	11	2
Average travel time Gatuna-Nemba	0	12	46
Average travel time Gatuna-Rubavu	1	2	45
Average travel time Gatuna-Gikondo	1	2	9

Table 11: Travel time between key Northern Corridor border posts in Rwanda[19]
Source: NCTO

Figure 2: Roadside stop

Whilst the TRS can identify the times taken for these road journeys, it cannot identify the reasons for any delays. They may be accounted in part by road congestion and conditions or by the fact that drivers are stopping for various reasons. Issues associated with traveling by road are addressed in more detail in Chapter 2.5.

Exiting the Port of Mombasa

One potential issue captured by the NC-TRS is the period of time taken by agents and transporters to remove goods from the Port (see Table 12). Agents and transporters tend to make full use of the nine (9) days of free use of the Port.

[19] NCTO data for the exact dates of the NC-TRS was not available and so the period October 2015 to March 2016 has been used instead.

Table 12 captures NC-TRS data showing the time taken from the loading of the truck in the Port to exiting the Port. The use of this free time is highlighted further by the fact that NC-TRS data shows that goods at the CFS depart within one (1) day of being loaded onto its transport.

Some of the time that shipments were in the Port as shown in Table 12 may be accounted for by the fact that the KPA billing system was down for four of the five day period of the NC-TRS questionnaire distribution.

Data from the NCTO also shows that there are delays from the issue of the release order (which occurs immediately prior to loading the truck) to exiting the Port, although these are considerably shorter than those identified by the NC-TRS[20] (see Table 13).

% of goods	Port Clearance			CFS/ICD		
	Days	Hrs	Mins	Days	Hrs	Mins
25%	1	14	37	1	14	37
50%	4	17	46	1	18	12
75%	5	23	12	1	21	48
Average	4	8	41	1	18	12

Table 12: Loading on truck to exit
Source: NC-TRS

Period			
	Days	Hrs	Mins
May 2015	1	23	2
June 2015	1	21	7
April 2016	1	18	0
Average	1	21	3

Table 13: Transit time in Port after Customs release
Source: NCTO

As any extended delay adds time to transit, this data highlights the importance of engaging with KPA, agents and transporters to identify the reasons for delays at the Port and seeking to address those issues so that goods can leave the Port faster.

The issue of engagement with private sector stakeholders on faster submission and handling of documents was identified in the Uganda National Time Release Study (2015), where the report stated, "There is need for Customs to engage its stakeholders to chat [sic] a way forward on how to resolve the problem of the long time taken to lodge entries after arrival of truck/plane, submission of documents needed for clearance of cargo, timely picking of documents from customs officers and exit of goods after the release from CBCs."[21]

Best Practices & International Standards

The Revised Kyoto Convention strongly supports Customs and Business cooperation through Standards:
6.8 – "The Customs shall seek to co-operate with the trade and seek to conclude Memoranda of Understanding to enhance Customs control."
7.3 – "The introduction of information technology shall be carried out in consultation with all relevant parties directly affected, to the greatest extent possible."
8.5 – "The Customs shall provide for third parties to participate in their formal consultations with the trade."

[20] NCTO data for the exact dates of the NC-TRS was not available and so comparable months in 2015 and April 2016 have been used instead.
[21] Tirwomwe, Paulinus. (2015). *National Time Release Study*. Kampala Uganda. Uganda Revenue Authority

More information is available at Appendix 4.7.

Total Time for taken to Transit Border Posts

Based on the data available from the NC-TRS, it is possible to view the total time taken at an OSBP and how that time is broken up between different processes and procedures. In this case, it is the Malaba OSBP for which there are complete data sets available.

Table 14 below shows the total time taken for an import shipment to pass the Malaba OSBP - from arrival at the Kenya side to departure from the Uganda exit gate. This table shows that 75% of import declarations are processed and the shipments depart in less than 1.5 days. It is worth noting that due to the limited sample size (see Appendix 4.3 for total size available), the average can be impacted by a small number of outlying shipments that may, for example, have been subject to additional controls.

Regime	OVERALL		
% of Decs	Days	Hrs	Mins
25%	0	4	33
50%	0	22	46
75%	1	7	52
Average	2	5	52

Table 14: Time taken from Kenya arrival to Uganda exit at Malaba border crossing (imports)
Source: NC-TRS

The NC-TRS data in Table 14 is broadly consistent with the times from the EAC Pilot TRS (2012) in Table 15.

Period	June - July 2012		
	Days	Hrs	Mins
Average: Arrival of Truck at Malaba Kenya to Arrival Malaba Uganda	0	5	5
Arrival of Truck Malaba Uganda to Exit from Malaba Uganda	0	20	41
Total	1	1	46

Table 15: Time taken from arrival Malaba Kenya to Exit Malaba Uganda
Source: EAC Pilot TRS (2012)

There is data available that assists in seeing where the time as measured by the NC-TRS is being spent. Table 16 below shows the time taken for imports from arrival at the Kenya side of the border until hand over to URA. The NC-TRS shows a shorter period of processing in Kenya than is shown in the EAC Pilot TRS (2012) data in Table 15 above.

% of Decs	KRA		
	Days	Hrs	Mins
25%	0	0	36
50%	0	1	16
75%	0	3	3
Average	0	2	34

Table 16: Arrival at KRA gate to handover to URA (imports)
Source: NC-TRS

In turn, Table 17 below shows the time taken from import shipments being received by URA to arrival at the Uganda side exit gate. In this case, Table 17 shows the movement by regime - Home Use or Transit. It is worth noting the speed at which goods travelling under Transit are processed is significantly faster.

% of Decs	Home Use			Transit		
	Days	Hrs	Mins	Days	Hrs	Mins
25%	0	5	22	0	0	25
50%	1	2	17	0	7	16
75%	2	0	27	1	1	15
Average	1	14	1	0	15	48

Table 17: Received by URA to arrival at Uganda exit gate (imports)
Source: NC-TRS

This data contrasts to the Uganda National TRS (2015) (Table 18 below), which shows that while times from the NC-TRS for Home Use are consistent, there is considerable discrepancy with goods for transit to other countries. This may be accounted for by seasonal or other factors, but such a significant difference suggests other factors may be influencing the figures.

Period: August - September 2015	Home Use			Transit		
	Days	Hrs	Mins	Days	Hrs	Mins
Average time from arrivial to exit (Malaba)	1	2	15	1	23	26

Table 18: Average time from arrival to exit at Malaba by regime (imports)
Source: Uganda National TRS (2015)

As would be expected, given that exports are subject to fewer controls, the Tables below (Tables 19, 20 and 21) show the times taken for export shipments to arrive at the Uganda side of the OSBP to exiting the Kenyan side. The speed at which exports move is a trade facilitator.

% of Decs			
	Days	Hrs	Mins
25%	0	0	29
50%	0	1	13
75%	0	3	12
Average	0	2	25

Table 19: Received by URA to exit Uganda Malaba (exports)
Source: NC-TRS

% of Decs			
	Days	Hrs	Mins
25%	0	0	45
50%	0	0	50
75%	0	1	12
Average	0	3	28

Table 20: Exit Uganda Malaba to arrival Kenya Malaba (exports)
Source: NC-TRS

% of Decs			
	Days	Hrs	Mins
25%	0	3	36
50%	0	6	45
75%	0	23	25
Average	0	15	21

Table 21: Arrival Kenya Malaba to exit Kenya Malaba (exports)
Source: NC-TRS

Recommended Action	Responsible
Execute a workshop with KPA and private sector representatives to: • Identify reasons why traders and transporters are choosing to hold goods in the Port; • Identify administratively and commercially viable solutions that will speed up the departure of shipments.	NCIP / SCT Cluster / NCTTCA

2.1.1 Cargoes under SCT are cleared faster at the Port, OSC, DPC, OSC and Border Posts

The vision behind the creation of the EAC Single Customs Territory is to facilitate trade by simplifying the border crossing procedures for goods.

SCT Performance

The benefits of an SCT can be seen in the faster movement of goods travelling under the EAC SCT regime. This is most clearly evident at the Port of Mombasa in the time taken by SCT goods from offloading to arrival at the exit gate. At least 50% of the cargoes travelling under the EAC SCT are cleared and arrive at the Port Exit Gate within 13.5 hours of being offloaded. This compares to over 72 hours and 144 hours respectively for home use and transit goods (see Table 22).

Regime	OVERALL			HOME USE			SCT			TRANSIT		
% of goods	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%	4	14	37	3	2	2	0	9	38	4	19	21
50%	6	19	2	3	15	18	0	13	32	6	23	38
75%	10	0	31	6	22	1	9	3	26	10	12	51
Average	7	18	51	4	13	20	4	10	15	8	4	40

Table 22: Port of Mombasa – Offloading to arrival at Exit Gate
Source: NC-TRS

It is worth comparing the data captured on port dwell time in the NC-TRS with the data available for all goods on the Northern Corridor Transport Observatory[22] (see Table 23). These measures are based on the same start/finish points – arrival and the Port and arrival at the Port exit gate and are not weighted by regime.

Period			
	Days	Hrs	Mins
May 2015	4	13	55
June 2015	5	0	0
April 2016	4	0	57
Average	4	4	37

Table 23: Total dwell time at Port
Source: NCTO

NC-TRS data shows that goods travelling under Home Use and SCT spend, on average, a total time at the Port roughly equivalent to the times captured in the NCTO.

The NC-TRS data is impacted by Transit goods, where 50% of the goods are taking up to four days longer than Home Use and SCT goods to leave the Port. Again, the figures for the NC-TRS may be impacted by the fact that KPA systems were down for four of the five days of the questionnaire distribution period.

[22] NCTO data for the exact dates of the NC-TRS was not available and so comparable months in 2015 and April 2016 have been used instead throughout this report.

Given the issues during the NC-TRS data collection period (see Chapter 1), the NC-TRS data again underlines that the benefits of the EAC SCT are being felt by traders through faster processing and release times.

The benefits of the EAC SCT are seen not only at a macro total dwell time level, but also at the individual process level. For example, in the DPC when it comes to the creation of a DPC pass, SCT goods are processed faster than the average and at comparable rates to other categories of goods, although Transit goods appear to be processed faster than SCT goods (see Table 24).

Regime	OVERALL			HOME USE			SCT			TRANSIT		
% of Decs	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%	1	1	50	2	2	0	1	0	37	1	1	18
50%	1	7	26	4	0	52	2	3	10	1	5	39
75%	2	5	24	2	11	43	3	5	44	2	1	6
Average	2	9	47	5	16	25	2	3	10	1	20	56

Table 24: DPC – Time taken from allocation to Officer to creation of DPC pass
Source: NC-TRS

The same applies again in the OSC in the time taken for the verification officer to release goods. Those goods travelling under the SCT regime are processed at faster or comparable speeds to goods travelling under other regimes (see Table 25).

Regime	OVERALL			HOME USE			SCT			TRANSIT		
% of Decs	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%	0	2	18	0	1	11	0	3	48	0	2	25
50%	0	4	11	0	2	2	0	5	46	0	4	11
75%	0	6	30	0	6	47	0	6	30	0	6	30
Average	0	9	10	0	10	27	0	5	21	0	5	21

Table 25: OSC – Time taken from receipt by Verification Officer to creation of release order
Source: NC-TRS

Even at border crossings, the impact of the introduction of the EAC SCT can be seen with the total time taken at the Malaba border crossing being substantially less for goods traveling under SCT than the average release time for goods for Home Use (see Table 26). SCT goods, however, appear to be processed slower than Transit goods.

Regime	OVERALL			HOME USE			SCT			TRANSIT		
% of Decs	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%	0	4	33	0	22	30	0	1	34	0	3	13
50%	0	22	46	1	10	10	0	1	46	0	15	33
75%	1	7	52	3	6	58	0	3	13	1	4	5
Average	2	5	52	5	7	31	0	7	31	0	19	45

Table 26: Time taken from Kenya arrival to Uganda exit at Malaba border crossing
Source: NC-TRS

In the report from the Uganda National TRS (2015), it was noted that, "At Malaba border Customs Station, document processing for cargo under SCT arrangement take 64 percent of the total clearance time. Furthermore average time taken to exit released cargo at Kampala Customs Station is 59 percent of the total clearance time and the CBC process at Busia Customs takes 69 percent."[23] This clearly indicates that there are benefits for traders that can to utilise the SCT.

The impacts of the SCT can also be seen in the lower dwell times for trucks at inland stations. Table 27 below shows the dwell time for a truck at MAGERWA Kigali (Rwanda) from the time the truck arrives to the time the truck departs. Since the introduction of the EAC SCT, an increasing number of agents and transporters are paying duties and taxes at the Port of Mombasa and are able to transport goods direct to their premises in Rwanda rather than have to pass through MAGERWA[24]. This reduction in traffic may be resulting in lower dwell times for other traffic.

Period	April 2015-March 2016		
	Days	Hrs	Mins
April 2015	0	7	12
May 2015	0	5	38
June 2015	0	4	31
July 2015	0	1	31
August 2015	0	1	32
September 2015	0	0	52
October 2015	0	0	37
November 2015	0	1	52
December 2015	0	4	57
January 2016	0	1	15
February 2016	0	0	31
March 2016	0	1	20

Table 27: Time taken to offload a truck; measured from the time it enters the MAGERWA ICD to the time it exits
Source: NCTO – May 2016

Common SCT Procedures and Linked Computer Systems for all Member States

The EAC is currently in the process of implementing a Single Customs Territory. As it is a non-EAC member, this process does not encompass the DRC, an important country in the Northern Corridor. In addition, the differing levels of Customs modernization in each EAC member country means that the full suite of SCT trade facilitation initiatives are not yet in place.

[23] Tirwomwe, Paulinus, (2015). Ibid
[24] Ngarambe, Alex. (24 April 2015). *New Customs regime could make warehouses irrelevant*. Kigali, Rwanda. The East African Newspaper

The EAC SCT is most advanced in economies such as Kenya, Uganda and Rwanda. It currently includes a single declaration and the payment of duties at the first port of entry. An EAC SCT Procedure Manual outlines what is intended to be a common set of procedures for EAC SCT member countries.

Current EAC initiatives primarily target revenue collection and a reduction in the time and cost of transport. As noted earlier in this report, this is in line with the role that modern Customs agencies must play. As a result of these EAC initiatives, revenue collection has increased in those EAC members that are most advanced in implementing the EAC SCT. The time and cost of transporting goods has, in some cases, also been reduced[25][26].

The benefits generated by creating the EAC SCT can only be fully realised in the Northern Corridor with the implementation of common SCT procedures across all NC member states. This can be achieved by all NC member states, including the DRC, implementing the EAC SCT Procedure Manual and through the consequent reforms at an individual member state level.

Barriers to implementing common procedures and processes in EAC member states include differing levels of computerisation in Customs management and the fact that computer systems are not linked. It is not important which Customs management system member economies are using or adopt, but rather it is an issue of ensuring member state Customs management systems are linked in order to exchange data based on common standard procedures.

A process to link the Customs management systems of Kenya, Uganda and Rwanda has now commenced as part of the EAC SCT and this should be extended to all NC member states, including the DRC, so that common procedures can be properly implemented. In order to benefit from this, the DRC will need to adopt the EAC SCT processes and procedures.

One reform that would ease the movement of goods and the tracking of declarations is the creation of a single identification number - based on the WCO's Unique Consignment Reference (UCR) - for declarations travelling under the EAC SCT regime. Once implemented together with linked computer systems, this would allow member state revenue authorities to easily monitor - and control as necessary - SCT declarations prior to, during and after their own national Customs processes.

The fast and cost effective movement of transport through the Northern Corridor is impacted by complex and differing controls and documentation across a number of jurisdictions. This is a recurring problem globally and has been addressed by the introduction of a common bonded transporter system that allows the free movement of freight vehicles across borders with minimal documentation. Adoption of such a TIR-style system has been recommended at an EAC level as recently as June 2016[27].

Based on the existing EAC reforms and the international best practices outlined in Appendix 4.7, there are a number of areas that NC member countries need to examine in greater detail in order that the common procedures can be established and implemented. These include:

[25] Trade Mark East Africa (Corporate Author). (December 8 2015). One year later, Single Customs Territory drives growth in trade. Trade Mark East Africa. Nairobi, Kenya
[26] Freight Logistics (Periodical). (May 2016). Cost of Trade Drops as Region Embraces SCT. Federation of East African Freight Forwarders Associations. Nairobi, Kenya
[27] Perera, Sujeevan. (June 2016). International Transit Scheme to Improve Trading Environment across the East African Community. London, England. The Commonwealth Secretariat

- Addressing the issue of a fully functioning transit system. This should include the extension of planned EAC processes and procedures to both existing EAC members and the DRC and the adoption of a TIR-like system;
- Creating a single identification number for goods travelling under the EAC SCT. This does not require a new system or new procedures beyond those already in place and contemplated by the EAC SCT.

Best Practices & International Standards

Transit Procedures

The EAC SCT Procedures Manual provides the basis for creating a functioning transit system. In developing national legislation, the WCO Implementation Guidance for the WTO Trade Facilitation Agreement can be used as the basis for establishing those elements that should be present in national legislation. Appendix 4.7 contains a range of other issues to consider in relation to the legislative framework.

The Revised Kyoto Convention (RKC)[28] sets out a blueprint for modern Customs procedures and is fully compatible with, and complementary to, the WTO Agreement on Trade Facilitation[29]. While the WTO rules set out key principles (such as predictability, transparency, partnership and the use of modern techniques including risk management), the WCO instruments provide the administrative basis and practical guidance to ensure their effective implementation.

In the Revised Kyoto Convention, Annex E sets out the common standards to be used for Customs transit procedure.

The WTO Trade Facilitation Agreement addresses transit and its members must endeavour to cooperate and coordinate to enhance freedom of transit.[30]

TIR

The TIR Convention has almost 70 contracting parties – nations and multinational bodies – on four continents. With the continued expansion of TIR, and the benefits it has brought across the Eurasian landmass, many countries in Africa, Asia, the Middle East and South America are now joining the system. In the European Union, Customs transit is a procedure used to facilitate the movement of goods between two points of a Customs territory via another Customs territory, or between two or more Customs territories. It allows for the temporary suspension of duties, taxes and commercial policy measures that are applicable at import, thereby allowing Customs clearance formalities

[28] WCO. (1999). International Convention on the simplification and harmonization of Customs procedures (Kyoto Convention) as amended. Brussels, Belgium, World Customs Organisation
[29] WTO, (2013) Agreement on Trade Facilitation, Ministerial Decision of 7 December 2013. Chapter 11. Geneva, Switzerland, World Trade Organisation
[30] WTO, (2013) Agreement on Trade Facilitation, Ibid

to take place at the destination rather than at the point of entry into the customs territory[31].

The legislation regulating the EU transit procedure is the Union Customs Code[32] together with the Implementing Acts[33] and the Delegated Acts[34]. The framework for the transit system in the EU – and the transit system itself – is potentially the most sophisticated for a customs union. For the Northern Corridor and the Northern Corridor member states, the lesson to be learned from the EU is in the ambition to create a system of seamless trade that manages security and revenue risks, but treats goods equally.

Appendix 4.7 contains more detail on the basis for TIR systems globally.

Recommended Action	Responsible
Adopt EAC SCT procedures across all Northern Corridor member states, including the DRC.	NCIP / SCT Cluster / NCTTCA in conjunction with EAC
Link national computer systems to facilitate a joint transit system for all NC member countries based on the EAC SCT procedures.	NCIP / SCT Cluster / NCTTCA in conjunction with EAC
Develop and implement a TIR Carnet-style system that can be extended to both Northern Corridor and EAC member states. This must be done in close in cooperation with private sector stakeholders.	NCIP / SCT Cluster / NCTTCA in conjunction with EAC

[31] Retrieved from URL http://ec.europa.eu/taxation_customs/customs/procedural_aspects/transit/index_en.htm 13 June 2016

[32] EU, Regulation (EU) No 952/2013 of the European Parliament and of the Council of 9 October 2013 laying down the Union Customs Code

[33] EU, Commission Implementing Regulation (EU) 2015/2447 of 24 November 2015 laying down detailed rules for implementing certain provisions of Regulation (EU) No 952/2013 of the European Parliament and of the Council laying down the Union Customs Code

[34] EU, Commission Delegated Regulation (EU) 2015/2446 of 28 July 2015 supplementing Regulation (EU) No 952/2013 of the European Parliament and of the Council as regards detailed rules concerning certain provisions of the Union Customs Code

	Develop and implement a single identification number for the EAC SCT based on the WCO's UCR for the tracking of declarations via linked Customs management systems.	NCIP / SCT Cluster / NCTTCA

2.1.2 Duplication of electronic and paper-based processes at DPC and OSC and other stations

The continued introduction and upgrading of computer systems used by national Customs agencies is a key driver for future changes and enhancements to the EAC SCT. Most of the jurisdictions within the Northern Corridor now rely to a greater or lesser extent on different specialised Customs software to lead or assist in the clearance process.

The greater use of increasingly sophisticated computer software in the Customs clearance process has the capacity to increase speed and efficiency as well as assist in the fight against corruption. As noted earlier in this report, linked computer systems are also essential to the future operation of the EAC SCT.

Even in the period of time that this project was operational, the government of the DRC upgraded the ASYCUDA system that it uses. Kenya has also recently upgraded its IT systems to ensure that they remain up to date and state of the art.

Whilst the use of these computer systems has led to a decrease in the number of documents required – and the time taken to process electronic documents to the clearance stage - there is still an insistence that paper documentation be produced at the validation and release stages, requiring the continued use of official stamps. This means that governments are not getting full value from their investments in computer software.

This duplication creates unnecessary delays whilst agents, drivers and others wait for documents to be examined and stamped. This document handling and requirement for official stamps also increases the risk of integrity breaches.

One example of this is duplication is the requirement on landing imports in Mombasa to register on SIMBA at the DPC (see Figure 3 process 1[35]) and also present the same information on paper at the OSC (Figure 4 process 1[36]) following which the electronic and paper documents are then jointly reviewed (see Figure 4 processes 7 and 8[37]).

[35] See also Appendix 4.1 BPM 1.1 process 1
[36] See also Appendix 4.1 BPM 1.2 process 1
[37] See also and Appendix 4.1 BPM 1.2 process processes 7 and 8

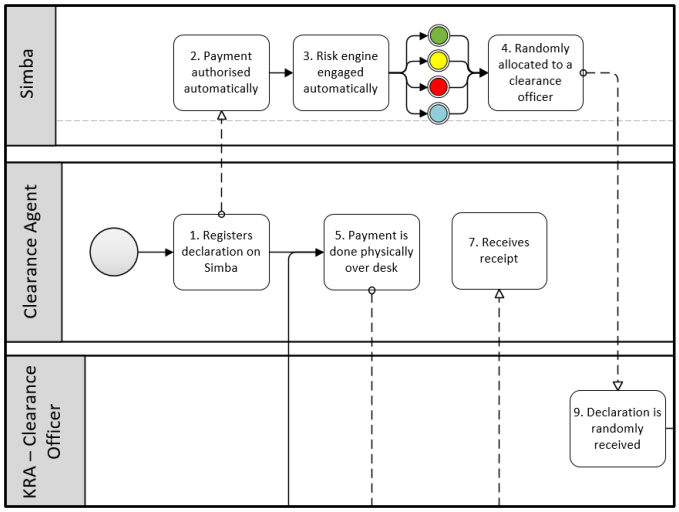


Figure 3: KRA DPC Processes
Source: NC-TRS BPM 1.1

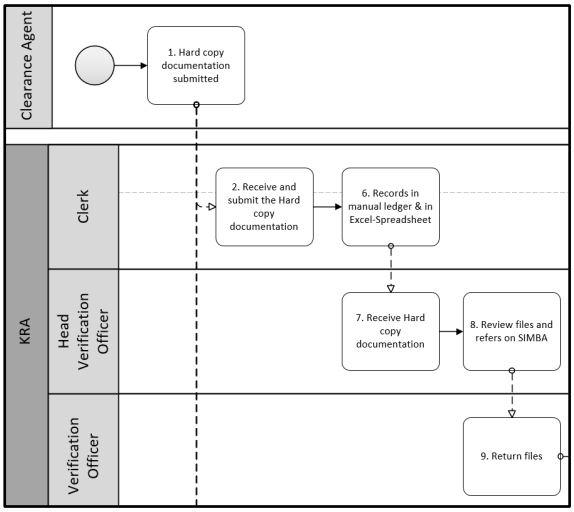


Figure 4: Mombasa OSC Processes
Source: NC-TRS BPM 1.2

The same applies at Malaba OSBP where paper documents are stamped whilst the same information is registered on ASYCUDA resulting in the unnecessary use of paper and duplicate processes (see Figure 5 processes 4-14 and Appendix 4.1 BPM 1.9 processes 1-15).

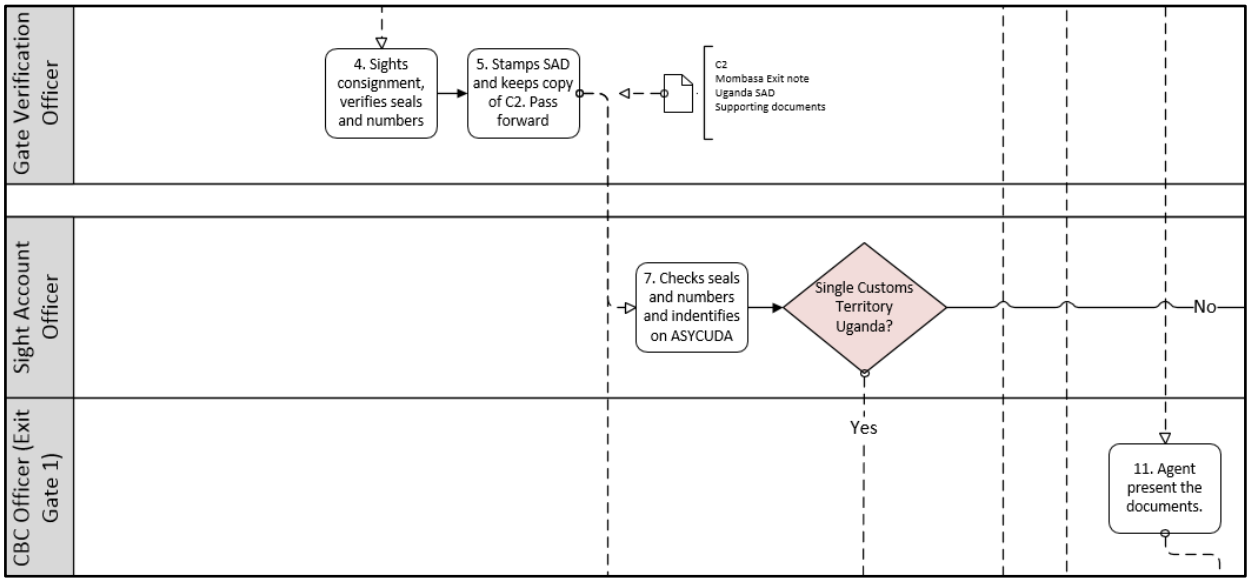


Figure 5: Malaba OSBP procedures
Source: NC-TRS BPM 1.9 process 5

Another example is at Elegu where paper documents are presented and signed whilst the same information is reconciled on ASYCUDA (see Figure 6 processes 11-16 and Appendix 4.1 processes 1-16).

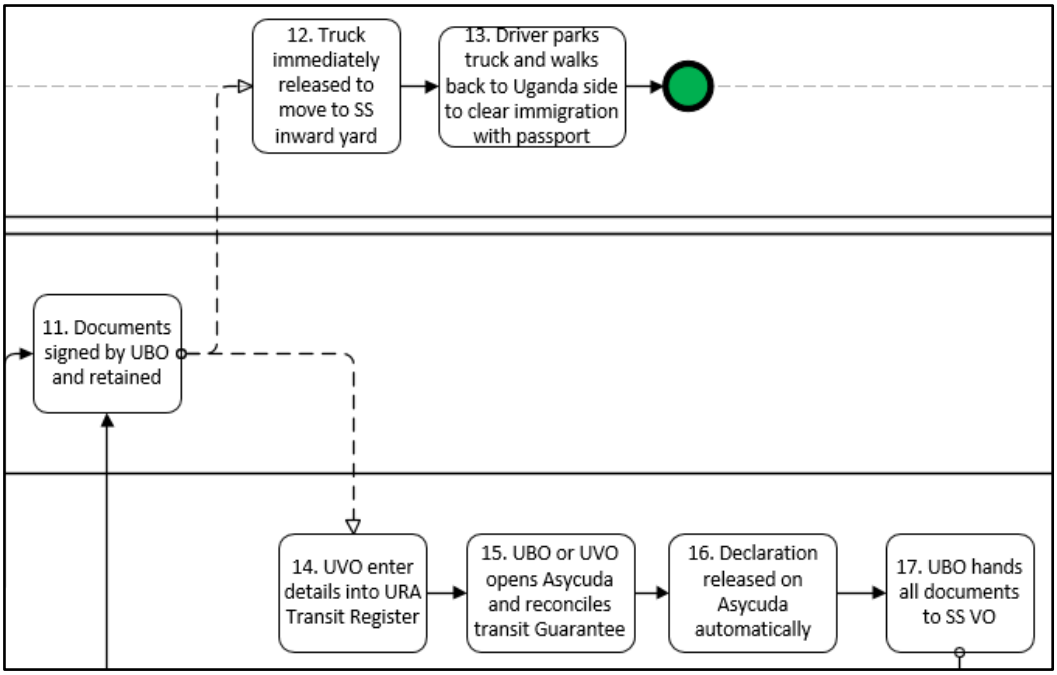


Figure 6: Uganda Elegu procedures
Source: NC-TRS BPM 1.12 processes 11-17

Uganda OSF requires the physical collection of a paper 'exit note' that could be delivered electronically.

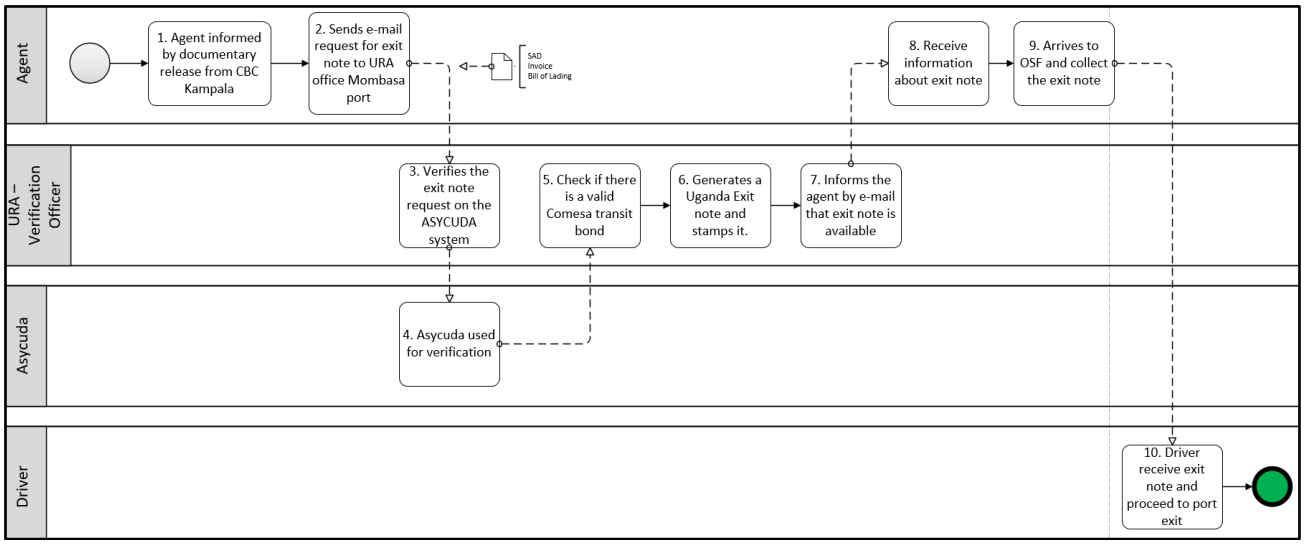


Figure 7: Uganda OSF procedures
Source: NC-TRS BPM 1.8 processes 1-10

Burundi Kanyaru Haut requires the stamping of documents where the information has already been registered on SYDONIA.

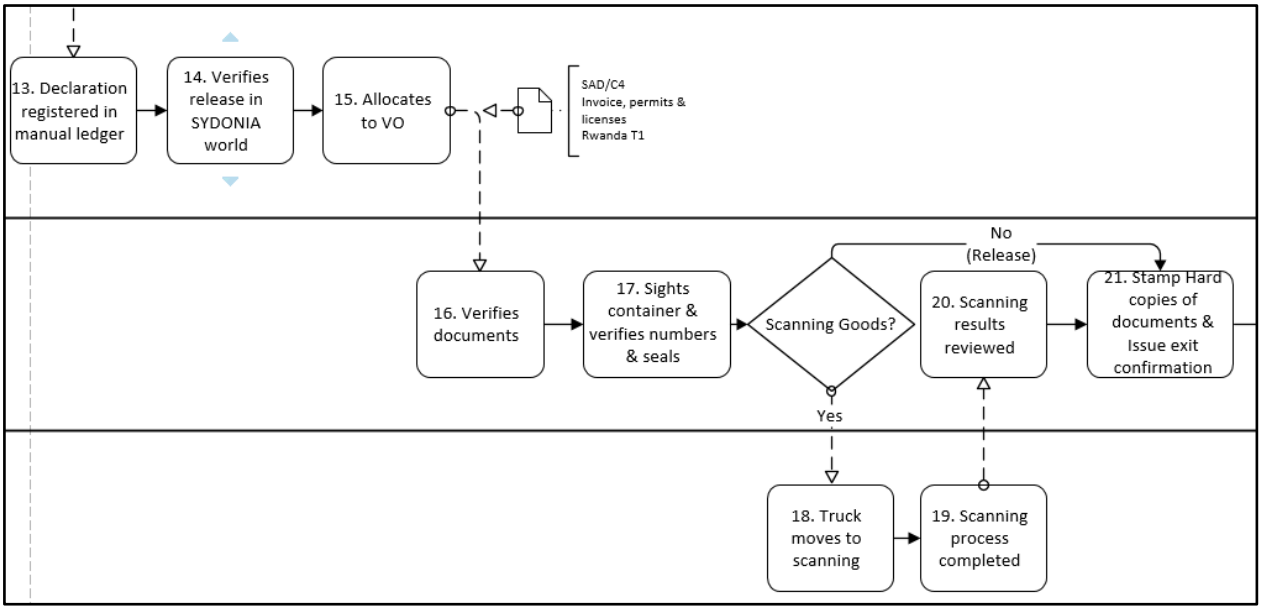


Figure 8: Burundi Kanyaru Haut procedures
Source: NC-TRS BPM 1.20 processes 13-21

Uganda Mpondwe combines manual processes that are also executed in ASYCUDA.

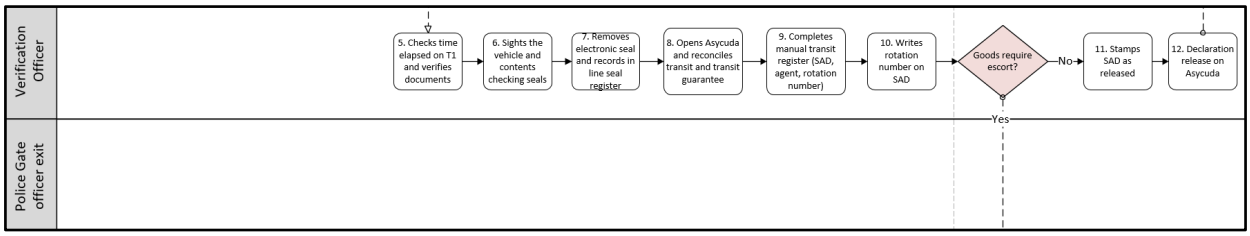


Figure 9: Uganda Mpondwe procedures
Source: NC-TRS - BPM 1.23 processes 5-12

At the Gasenyi/Nemba OSBP, the Burundi Verification Officer manually endorses paper documents that can be authorised in the ASYCUDA system.

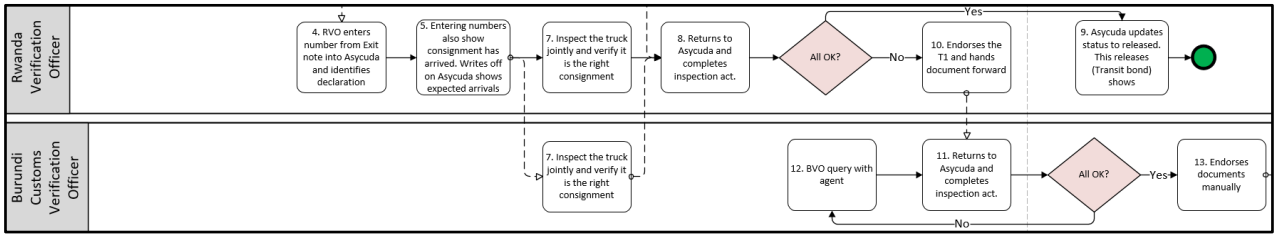


Figure 10: Gasenyi/Nemba OSBP procedures
Source: NC-TRS BPM 1.15 process 13

NC-TRS data from the OSC at the Port of Mombasa highlights the impact of a reliance on paper. For 75% of declarations, it takes over two days from the creation of the DPC pass to the submission of paper documents by the agent (see Table 28). By removing entirely the need for paper documents, this time can be reduced to no more than a few hours and it would place the onus for the speedy submission of documents and consequent movement of goods on agents and transporters.

% of Decs	SUBMISSION		
	Days	Hrs	Mins
25%	0	10	34
50%	1	7	31
75%	2	6	48
Average	1	8	41

Table 28: Time taken from creation of DPC pass and submission of paper documents
Source: NC-TRS

The EAC Pilot TRS (2012) also identified the time take from the release of the declaration to exit as an issue. This is the time during which paper documents are handled and which could be expedited with the use of electronic-only means (see Table 29).

Period	June - July 2012		
	Days	Hrs	Mins
Release of Declaration on CBC to Exit (Malaba)	0	4	40

Table 29: Time taken Release of Declaration to Exit
Source: EAC Pilot TRS (2012)

Trucks are the key mode for transporting goods to and from the Port of Mombasa. Currently, there is too much documentation required for the control of vehicles along the Northern Corridor. This not only creates unnecessary delays in the processing of vehicles carrying goods in transit, but also leaves open the opportunity for corrupt conduct by officials.

Best Practices & International Standards

There are a number of tools available to support both the legal framework for, and the operational implementation of, interconnected IT infrastructure, including the WCO's Recommendation of the Customs Co-operation Council concerning the use of WCO Data Model.

The EU's New Computerised Transit System offers a model that the NC can aim for in its transit IT infrastructure. Systems already exist that can operate on current Customs IT platforms.

The concept of Globally Networked Customs (GNC) is one of the building blocks of the WCO Customs in the 21st Century strategic vision.[38] The GNC concept is for a standardized approach by Customs authorities to the exchange of information, including a set of Protocols, Standards, and Guidelines for WCO Members to follow. By complying with GNC, countries can modernise their exchange of information agreements, i.e. speed up the creation of agreements and

[38] WCO. (2010) Colpin N. Chairman of the High Level Globally Networked Customs working group. Globally Networked Customs, Concept key elements. Presentation at World Customs Forum. Brussels, Belgium. World Customs Organisation

	replicate them at low cost, which is highly beneficial for trade facilitation. Appendix 4.7 provides further information on IT best practices and international standards.

Reducing the Impact of System Outages

Another issue to be addressed in the operation of computer systems is ensuring that when unplanned outages inevitably take place, electronic processin
g can still occur and that there is not a requirement to rely on manual processes.

The use of manual processes in the event of unplanned outages slows down clearance and places an unnecessary burden on officers to 'back-fill' information on systems and opens up opportunities for integrity breaches.

The establishment of alternate secondary data centres is the best way of ensuring that electronic processing can continue, even in the event of system outages.

Sufficient back-up generator capacity is also important to ensure that primary and secondary systems can operate effectively.

Best Practices & International Standards
Back up data centres are standard practice for modernised and modernising Customs and OGAs around the world, including in, for example, in South Africa.

Recommended Action	Responsible
Remove completely the need for the presentation of paper documents where electronic versions already exist on ASYCUDA or SIMBA or SYDONIA. This should be executed at: • Kenya DPC • Kenya OSC • Malaba OSBP • Uganda Elegu • Uganda OSF • Uganda Mpondwe • Uganda Katuna • Burundi Nemba OSBP • Burundi Kanyaru Haut	NCIP / SCT Cluster / NCTTCA
Establish alternate secondary data centres	National revenue authorities

2.1.3 Compared to other channels, it takes just as long, if not longer, for green channelled goods to be cleared

The purpose of channelling goods to red/green/yellow/blue is to create a control environment that provides trade facilitation based on risk management. The NC-TRS has identified that when compared to other channels it takes just as long, if not longer, for goods assigned green channel to be cleared.

Goods of compliant traders should be assigned to the green channel and be cleared quickly – a trade facilitation measure. Non-compliant or risky participants should have their goods assigned to yellow or red for a more thorough control process as they are deemed to constitute a greater threat. Green channel clearance times should be significantly shorter than other channel clearance times.

The establishment of risk management systems is an important first step in moving away from a control approach to one of compliance. All NC member states that have invested in modern IT and customs management systems can support a modern approach to risk management. The challenge is to ensure that these systems are fully utilised for the maximum benefit of traders and Customs administrations.

Appropriate risk management is critical for all modern Customs administrations. While only Kenya is a Party to the WTO Trade Facilitation Agreement and neither South Sudan nor Burundi are Contracting Parties to the Revised Kyoto Convention, both these international agreements stress the importance of, and provide an international legal basis for, risk management, including international cooperation on risk management.

The focus of risk management for Customs administrations undergoing modernisation is to identify and encourage compliant traders and to set realistic targets for increasing compliance amongst the trading community. Drastic or sudden changes in approaches to risk management not only risks rewarding non-compliant traders, but risks revenue loss.

Currently, the risk management systems in place are not generally being utilised sufficiently to reduce risk and facilitate trade. They are too focused on the nature of the goods, their value and origin as markers of potential risk (see Appendix 4.1: BPM 1.1 process 3-21; BPM 1.7 process 5-20; BPM 1.9 process 8-15; BPM 1.19 process 3; BPM 1.21 process 3-5; BPM 1.24 processes 12-26).

There is a tendency to use risk management systems as a measure or system for targeting goods and shipments for control rather than as a measure of compliance of a trader. Risk management should be a way of managing the compliance of participants in the trading system and of identifying non-compliant and risky participants.

These issues are most clearly highlighted in the clearance times for goods based on the channel to which they are allocated. The NC-TRS shows that there is no benefit at all for traders in being allocated to the green channel. It takes just as long - if not longer – for green channel goods to be cleared as it does for goods channelled red or yellow.

Evidence of this is seen in Table 30, which shows the overall time taken by KRA and OGAs to release goods broken down by channel.

Risk Lane	Green			Yellow			Red		
% of Decs	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%	5	1	41	3	11	46	3	15	18
50%	6	11	22	5	19	40	7	8	36
75%	9	9	19	9	9	18	8	0	10
Average	7	30	50	6	11	17	7	9	37

Table 30: Time taken by KRA and Kenya OGAs to release based on risk allocation
Source: NC-TRS

This same trend is evident at the Malaba border crossing in the total time taken for goods to be cleared when viewed by channel (see Table 31) where green and red channel goods are cleared within more or less the same time frames. It is worth noting that 'blue' channel times in Uganda are substantially faster as controls are carried out post-clearance and blue channel is also used as part of the Ugandan 'AEO' process.

Risk Lane	Green			Yellow			Blue			Red		
% of Decs	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%	0	22	46	0	5	35	1	0	50	0	5	50
50%	1	7	39	0	10	15	1	12	7	1	4	50
75%	2	17	4	3	6	58	1	23	25	3	22	53
Average	2	2	53	4	23	27	1	12	7	5	18	23

Table 31: Time taken for imports at Malaba border crossing from Kenya entry to Uganda exit based on risk allocation channel
Source: NC-TRS

The 2015 Uganda National TRS also identified the fact that risk management channel allocation failed to provide any benefit for traders. Table 32 shows clearance times by channel for Busia where there is little benefit in being allocated to the green channel and none in allocation to yellow over red. The Uganda National TRS (2015) identified that, "61 per cent of the goods at Busia border Customs are selected red by ASYCUDA World for physical verification."[39]

Period: August - September 2015	Average Time Lodgement to Release by Risk Allocation - Busia		
	Days	Hrs	Mins
Green / Blue	1	0	39
Yellow	1	12	47
Red	1	12	52

Table 32: Time taken for imports at to transit Busia Uganda based on risk allocation channel

[39] Paulinus, Tirwomwe. (2015). Op.Cit

Source: Uganda National TRS (2015)

The same trend is evident, but to a lesser extent, at the Uganda Malaba border crossing (Table 33), where green and blue channelled goods are cleared slower than yellow and only marginally faster than red.

Period: August - September 2015	Average Time Lodgement to Release by Risk Allocation - Malaba		
	Days	Hrs	Mins
Green / Blue	0	9	31
Yellow	0	3	21
Red	0	11	50

Table 33: Time taken for imports at to transit Malaba Uganda based on risk allocation channel
Source: Uganda National TRS (2015)

Closely associated with the misuse of risk management systems is the fact that the risk management systems can – and often are – overridden manually. This means that Customs officers can and do perform unnecessary controls on goods in transit within the SCT.

In addition, the overriding of risk management processes often results in 100% controls. This is both unnecessary and against the principles of good risk management. It also significantly increases the cost of trade and the risk of corrupt behaviour by increasing the interactions between private sector stakeholders and Customs. Risk parameters determined at strategic or tactical level should not be negotiable at an operational level by staff involved in managing trader compliance. Anti-smuggling controls should be subject to a separate risk analysis and implemented by dedicated anti-smuggling staff.

As the current risk management processes are not implemented, the very high levels of control on even green channelled goods means that the inspections carried out are often inadequate. This results in cursory controls where a container may be opened but not inspected sufficiently to meet security requirements and punishes traders and businesses by creating a lack of predictability. This is a management issue that needs to be addressed through discussion with policy, operational and anti-smuggling staff.
If a compliance management approach is to be adopted, the focus must be on improving the compliance performance of traders, agents, transporters and others involved in the trading environment. Creating a compliant trading culture necessarily requires engaging with the trading community to ensure that they change the culture and approach within their own businesses.

Current risk management approaches along the Northern Corridor are a potential negative for both trade and security.

Best Practices & International Standards

The importance of risk management for trade facilitation is highlighted in the Trade Facilitation Agreement. Pursuant to article 7.4, WTO Members are bound to set up or maintain a risk management system. Risk management is described as a "win-win" solution for government control of goods and the

businesses involved as it facilitates a reduction in the time required for clearance while improving controls[40].

There are a number of tools that are available to Customs administrations to assist with the implementation of risk management systems and processes. These include the WCO's Customs Risk Management Compendium and Customs Guidelines on Integrated Supply Chain Management. Appendix 4.7 outlines in detail both the purpose, benefits and frameworks for implementation of risk management based systems and the movement to risk based controls and away from a focus on 100% controls to 'intervention by exception'.

The Revised Kyoto Convention standard is that Customs should use risk analysis to determine which persons and which goods, including means of transport, should be examined and the extent of the examination[41]. This implies that when a Customs administration applies sound risk management, physical intervention or examination rates of goods and people decline. Risk management identifies risks and these are addressed, not everything or everybody.

'Intervention by exception' is a term used to describe a regulatory compliance strategy that is based on the principles of risk management. It implies regulatory intervention or inspection when there is a legitimate need for it, that is, intervention based on identified risk[42].

Appendix 4.7 contains further information on risk management and risk based controls best practices and international standards.

Recommended Action	Responsible
Develop risk management processes and procedures further within each jurisdiction to: • Utilise risk management information to identify compliant trade; • Reduce the independent authority of enforcement staff and rely on risk management processes and procedures; • Make a distinction between trade management and anti-smuggling requirements; • Educate traders and other private stakeholders to develop a culture of compliance.	National Governments led by NCTTCA
Expedite the proposed NC-wide AEO programme.	NCIP / SCT Cluster/

[40] WTO (2014) Agreement on Trade Facilitation UNCTAD Trade Facilitation Technical Note No. 12, Article 7.4, Rev 4, Dec 2014. Geneva, Switzerland, UNCTAD
[41] WCO. (2010). Ibid.
[42] Widdowson D. (2012) Risk-Based Compliance Management Making It Work in Border Management Agencies, New York, USA. World Bank

	NCTTCA

2.1.4 Unnecessary costs and delays in transit

Goods being transited to and from the Port of Mombasa can pass through up to three different jurisdictions. Whilst the EAC SCT has made it possible for agents to register in different jurisdictions, the reality is that agents may find it difficult to register in multiple jurisdictions each of which has differing regulatory requirements.

This creates unnecessary cost and delay in the transit of goods and can particularly disadvantage small and medium sized enterprises seeking to create new international markets for African goods.

Best Practices & International Standards
The Association of South East Asian Nations (ASEAN) has adopted a system for the mutual recognition of agents. Such a system also exists in the EU.

Recommended Action	Responsible
Implement a process for the mutual recognition of agents and transporters amongst all NC member countries based on the EAC STC approach	National revenue authorities in conjunction with EAC and SCT member states

2.1.5 Under SCT, there is unnecessary time taken from one border post to another

NC member countries have already moved to create a number of One Stop Border Posts where Customs and OGAs from bordering countries are co-located so as to facilitate the faster clearance of goods across borders. The challenge now is for all NC member states to expand the number of One Stop Border Posts and improve their operation.

Amongst landlocked countries heavily reliant on transit, one-stop facilities such as those the Rwanda/Burundi border and the Kenya/Uganda border offer clear benefits to traders.

While One Stop Border Posts have allowed some initial improvements to be made to the time taken at the borders involved, they do not meet the requirement for declaration's to be submitted once only electronically.

Best Practices & International Standards

Transitional Standard 3.5 in the Revised Kyoto Convention General Annex 3 states that, "Where the Customs intend to establish a new Customs office or to convert an existing one at a common border crossing, they shall, wherever possible, co-operate with the neighbouring Customs to establish a juxtaposed Customs office to facilitate joint controls". Still greater benefits could be obtained if single controls were introduced on a more widespread basis in juxtaposed national control offices. In particular, certain Customs operations, such as the control of goods in transit would benefit, as there would only be need for one officer checking seals and consignments/containers.

Appendix 4.7 contains further information on Coordinated Border Management.

Site visits show that unnecessary time is taken in goods moving from one transit border post to another where effectively identical processes will take place. A simpler transfer between administrations would be possible where there is co-location of the two national border posts.

In addition, at some OSBPs there are a large number of 'sightings' (visual verification of e.g. seals, container number) of containers during the clearance process. This is most obvious at the Malaba OSBP (see Figure 11 below).

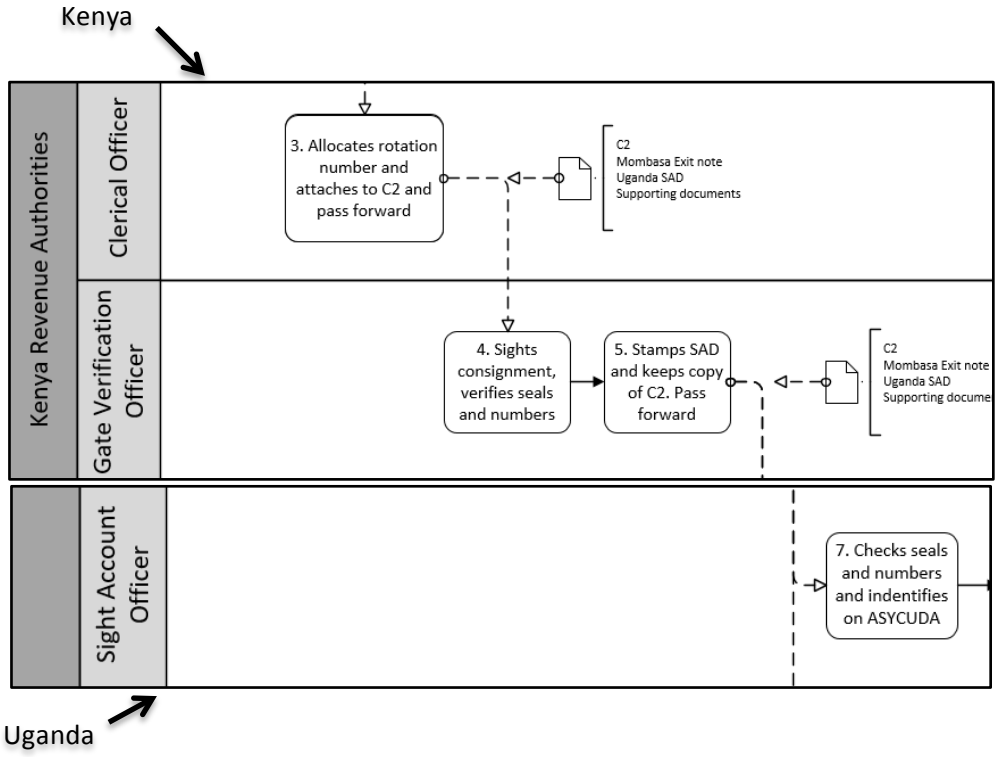


Figure 11: Double sighting at Malaba OSBP
Source: NC-TRS – BPM 1.9

This can be seen again at the Nemba/Gasenyi OSBP where, although one combined sighting is conducted by officers of both Rwanda and Burundi Customs (see Figure 12 below), a single sighting by an Officer from only one jurisdiction should be sufficient and would free up resources for other tasks.

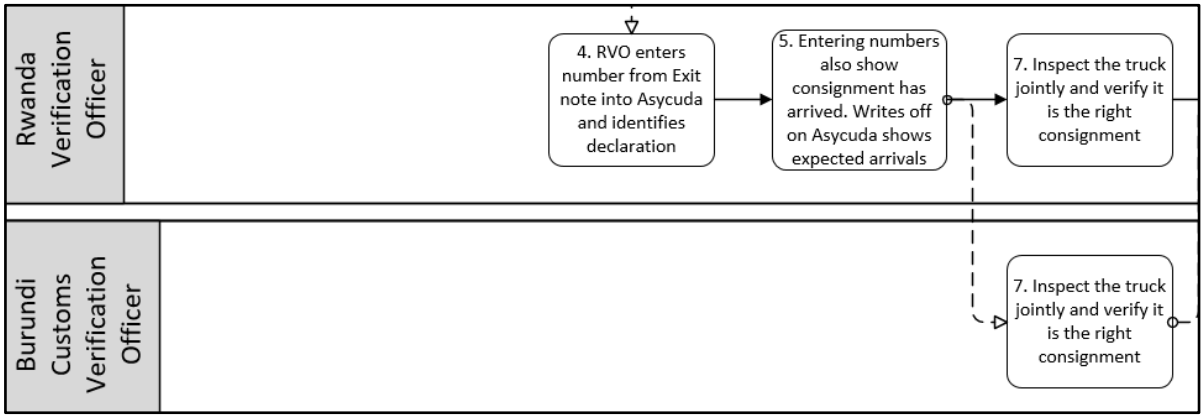


Figure 12: Combined sighting at Gasenyi / Nemba OSBP
Source: NC-TRS – BPM 1.15

Both KRA and URA at Malaba and OBR and RRA at Gasenyi/Nemba need to agree to a 'single sighting'. In addition, the other government border control agencies should be engaged to facilitate single sightings that can suit the needs of multiple agencies. In the longer term, sightings should be driven by risk management needs only, once trading stakeholders have become more compliant and Customs operations staff more mature in their approach to risk management.

Although the OSBP is intended to be 24/7, staff coverage at Malaba differs between the Kenyan and Ugandan authorities. This restricts the movement of traffic during the night shift. An early agreement on common staffing requirements is required should enable more movement, particularly at night when the roads are less trafficked.

Substantial time differences exist between the average time taken for Uganda and Kenya to handle export goods at Malaba (see Tables 34 and 35 below). This may be accounted for by the ability of Uganda to processes on a 24-hour basis. This trend is less clear, however, for the treatment of imports.

% of Decs			
	Days	Hrs	Mins
25%	0	0	29
50%	0	1	13
75%	0	3	12
Average	0	2	25

Table 34: In Uganda Malaba to out Uganda Malaba (exports)
Source: NC-TRS

% of Decs			
	Days	Hrs	Mins
25%	0	3	36
50%	0	6	45
75%	0	23	25
Average	0	15	21

Table 35: In Kenya Malaba to out Kenya Malaba (exports)
Source: NC-TRS

As there is currently no direct communication between the SIMBA and ASYCUDA systems, a procedure has been established at Malaba whereby URA staff note the rotation numbers and then give them to the KRA staff at the end of each day to load into the SIMBA system. The computer data on release times on the SIMBA system are, therefore, inaccurate. Adopting a common transit system would assist in resolving this problem.

Recommended Action	Responsible
Examine the establishment of additional One Stop Border Posts	NCTTCA and National Governments
Establish a process for joint sightings and the removal of multiple sightings at: • Malaba OSBP • Gasenyi/Nemba OSBP	KRA/URA RRA/OBR
Ensure 24/7 staff coverage for Kenya staff at the Malaba OSBP	KRA
Ensure that accurate rotation numbers are exchanged between IT systems at Malaba OSBP	KRA / URA

2.1.6 There is a need to upgrade ASYCUDA and SIMBA systems

Speeding up the Payment Process and the Movement of Goods
All countries (with the exclusion of non-computerised South Sudan) have systems that require payment to be made before documentary scrutiny can commence.

For Burundi, DRC, Rwanda and Uganda – all of which use ASYCUDA/SYDONIA - the system requires payments to be made and registered on the system before the risk engine is triggered (see Figures 13, 14, 15 and 16 below).

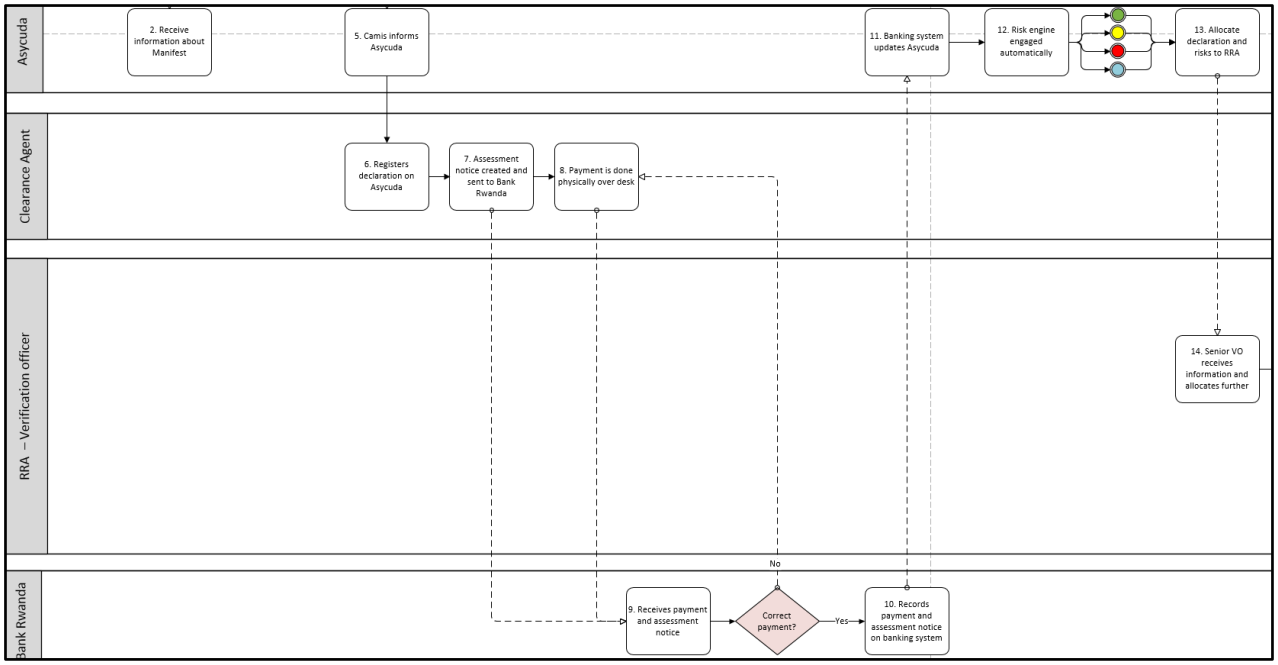


Figure 13: Payment and risk and verification process Rwanda OSF
Source: NC-TRS – BPM 1.24

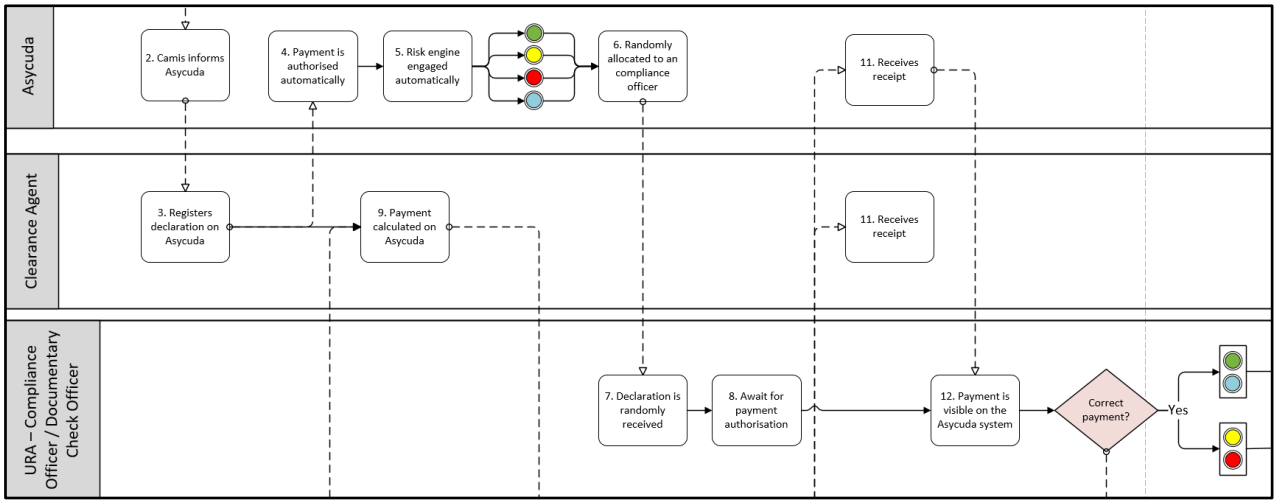


Figure 14: Payment and risk and verification process Uganda CBC
Source: NC-TRS – BPM 1.7

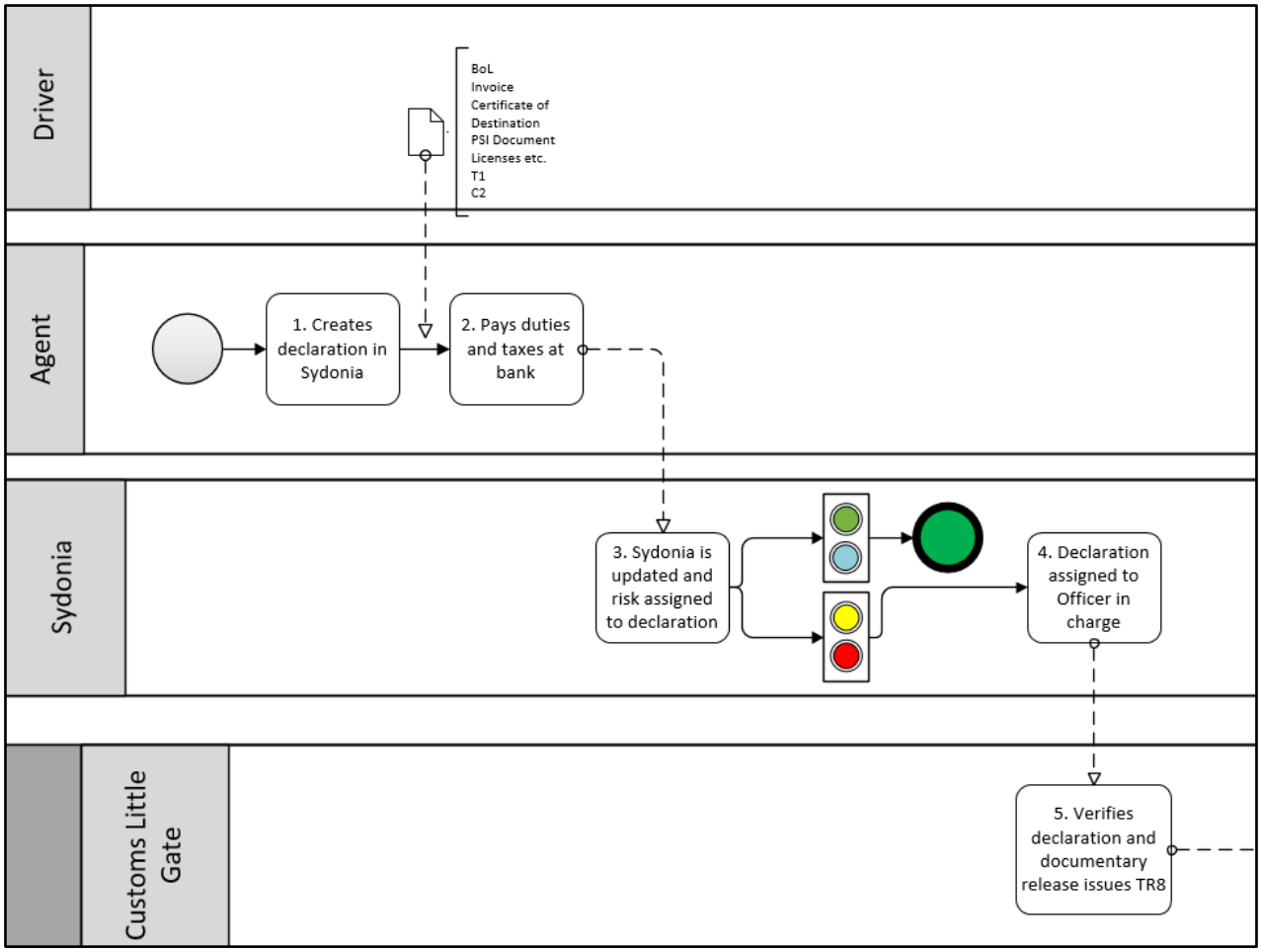


Figure 15: Payment and risk and verification process DRC
Source: NC-TRS – BPM 1.19

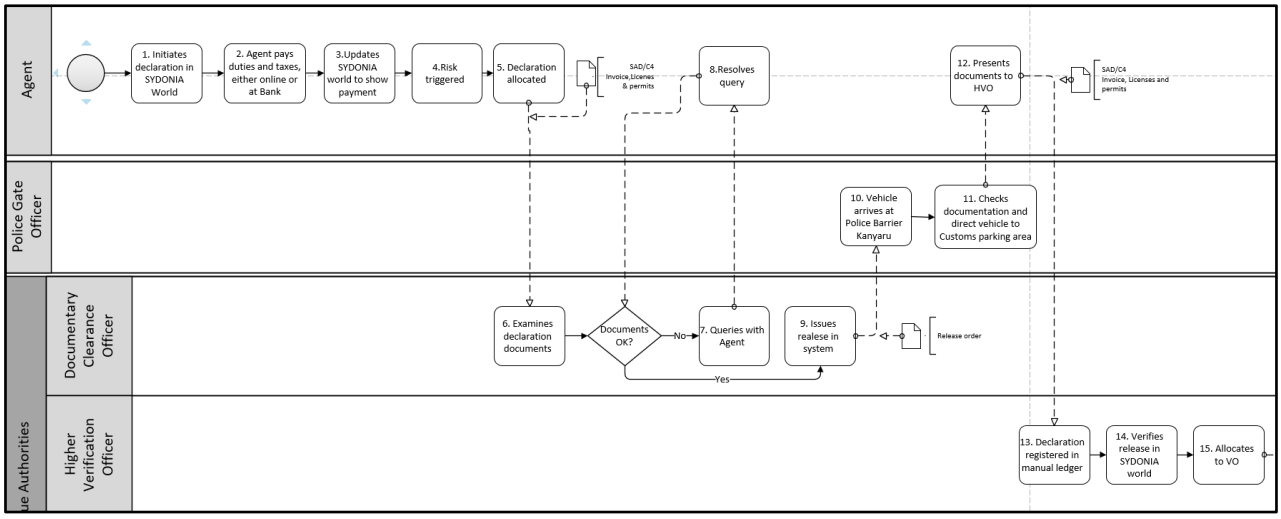


Figure 16: Payment and risk and verification process Burundi
Source: NC-TRS – BPM 1.20

This means that declarations cannot be allocated to documentary scrutiny before payment is registered. Depending on the efficiency of the payment system, this can lead to delays and a situation

where declarations that could be checked up to the point of release must to wait longer than necessary to continue their journey. It also means that staff cannot use the night shift or quiet times on the system to validate documents, but are required to wait for the registration of the payment.

The current ASYCUDA and SYDONIA procedures are in place for two principal reasons:

- The systems were developed prior to the TFA and so were developed with a 'control only' approach in mind; and,
- Legitimate concerns from countries using the systems about revenue loss based on the system's functionality.

As revenue collection is one of the most import roles for Customs agencies, revenue must be secured. However, the order in which different procedures occur is not as important as the fact that the checking of payment and documentary control occur prior to release. Revenue can be secured as long as the controls occur and no goods are released before payment is received.

The ASYCUDA and SYDONIA systems can now be upgraded to allow documentary controls and scrutiny to occur whilst payments are being made.

In other countries that have adopted this process, it has had the benefit of allowing the full utilisation of staff during quiet periods, such as night shift, to clear any documentary backlogs.

Kenya's SIMBA system has similar issues to those of ASYCUDA and SYDONIA. Currently, the importer or agent can make payment though a number of Kenyan banks and obtain a paper receipt for the payment. It is the responsibility of the banks to enter the payment electronically and to update the KRA account and the SIMBA system.

This is a two-stage process in which the cashier passes a copy of the payment slip to a manager within the bank who enters the payment onto the system after which documentary controls commence (see Figure 17 processes 5-12).

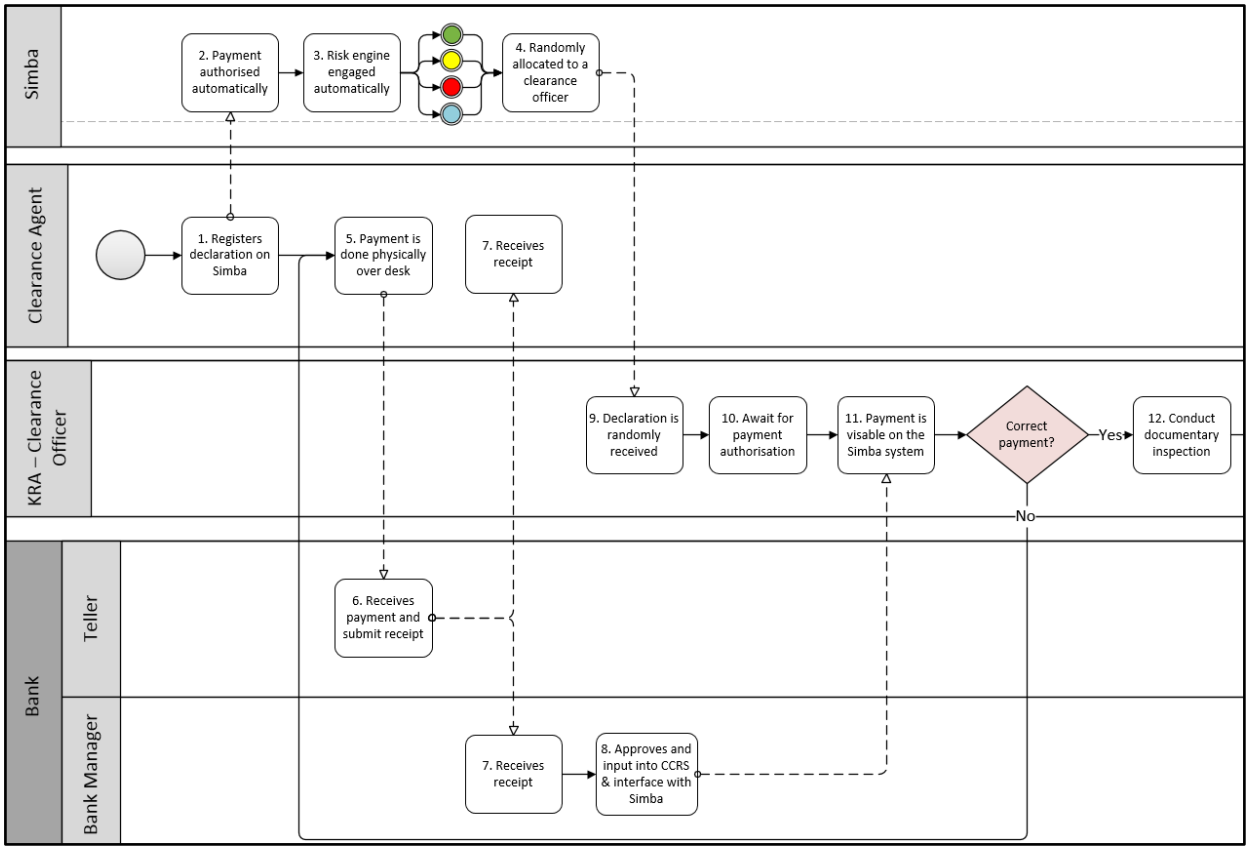


Figure 17: Payment and risk and verification process KRA DPC
Source: NC-TRS – BPM 1.1

This process can lead to considerable delays in the information appearing on SIMBA and the commencement of the documentary scrutiny process.

The impact of this delay can clearly be seen in the TRS where it takes up to 1.5 days for the payment procedures to be completed (see Table 36).

% of Decs	Payment		
	Days	Hrs	Mins
25%	0	15	57
50%	1	4	7
75%	1	16	17

Table 36: Time taken from declaration registration on SIMBA to registration of payment
Source: NC-TRS
(Note: the average is not included in this table as the limited data set distorts the overall finding)

As with ASYCUDA and SYDONIA users, this process has its roots in a concern about revenue loss and the historical set up of the processes. Again, as long as these twin processes occur before final clearance, revenue will be secured. The SIMBA system can be upgraded to allow concurrent procedures.

The current inbuilt delay is a great frustration for the importers and agents. With 24-hour working, a change in process would also allow the use of quiet periods to undertake documentary scrutiny whilst payments are being made, thus freeing up resources to operate in busy periods.

While it is clear that private sector participants, and agents in particular, have a role in delays in the payment process, there remains an opportunity for revenue agencies to speed up the processes within their control. This is clearly seen in the Uganda National TRS (2015), where Table 37 shows that the documentary control processes that start once payment is confirmed take considerably longer – nearly one day longer - than the other processes combined.

Period: August - September 2015	Bank Payment and Release (Busia)		
	Days	Hrs	Mins
Agent Document pick up to Bank process start (Agent)	0	19	11
Bank Process Start to Bank Process End (Agent)	0	1	3
Bank Process End to Lodgement (Agent)	0	14	34
Lodgement to Release (URA)	1	8	8

Table 37: Time for payment and documentary release Busia Uganda
Source: Uganda National TRS (2015)

Table 38 below shows that by removing or shortening the period of time from documentary lodgement to release, there is a nearly 20% potential time saving at Malaba Uganda.

Period: August - September 2015	Bank Payment and Release		
	Days	Hrs	Mins
Agent Document pick up to Bank process start (Agent)	0	12	41
Bank Process Start to Bank Process End (Agent)	0	1	26
Bank Process End to Lodgement (Agent)	0	14	34
Lodgement to Release (URA)	0	7	30

Table 38: Time for payment and documentary release Malaba Uganda
Source: Uganda National TRS (2015)

Most payments and payment process have a legislative perspective, an IT perspective as well as a trader consultation perspective and prior to any changes it would be important to review the legal and IT impacts as well as consult the trade.

Best Practices & International Standards

The Southern African Customs Union has updated the systems of member countries to allow documentary review and banking procedures to occur simultaneously prior to receiving documentary clearance.

Unless it is an agreed AEO benefit or as part of an agreed deferment system, goods should not be released before payment is registered in the revenue authorities account. SACU's experience suggests it is possible for consignments requiring documentary clearance to be dealt with to the documentary clearance stage before payment is registered.

Sequential Allocation of Declarations for Documentary Scrutiny

Currently, the ASYCUDA/SYDONIA system allocates each declaration to documentary scrutiny officers on a workload basis (see Figures 18, 19, 20 and 21 below). In practice, this means the system estimates how many declarations an individual can process in a day and allocates declarations to officers on that basis. In clearance centres where there are a number of officers, this means that the declarations are not cleared in the order of receipt. For example, it is possible for the entry received 50th to be cleared before one which was received 2nd.

This delay has the effect of distorting clearance time figures as sequential allocation can mean that some declarations can sit in the queue for a long period of time, impacting the mean clearance times negatively.

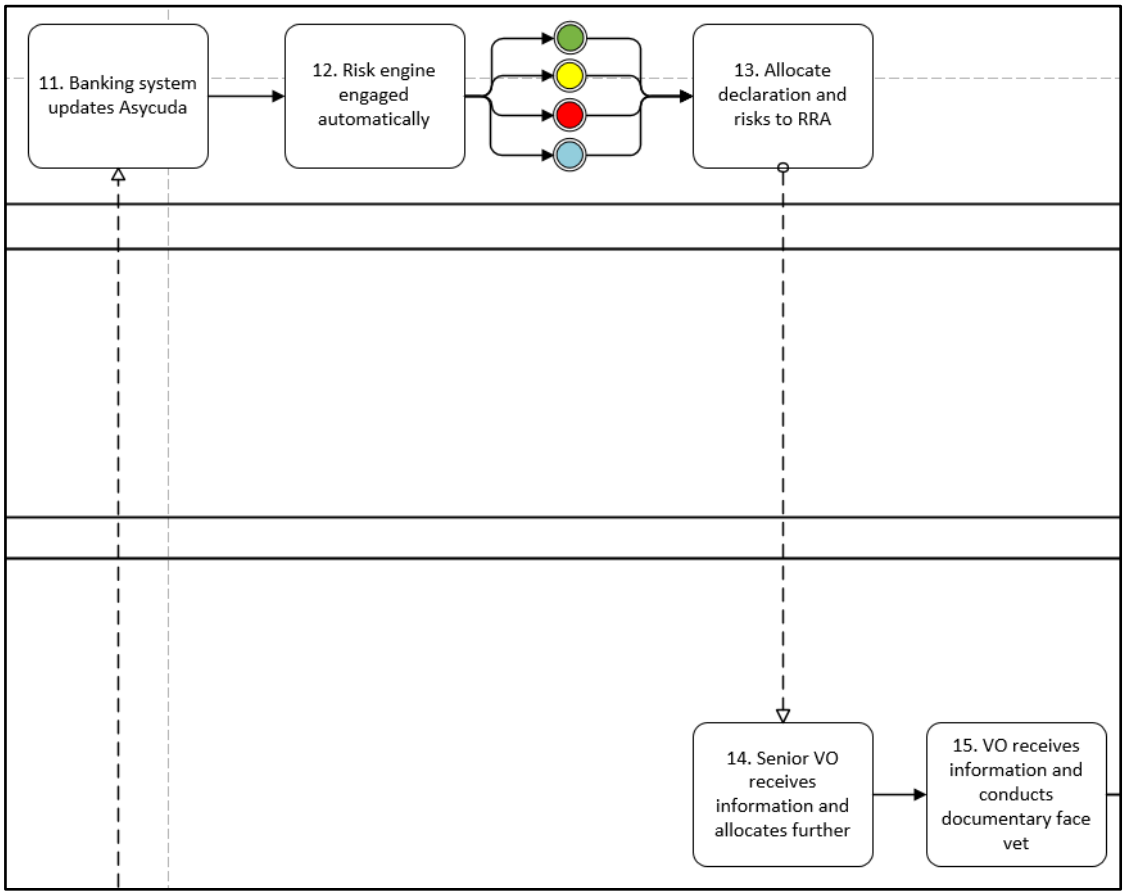


Figure 18: Allocation of declarations for documentary scrutiny Rwanda OSF
Source: NC-TRS – BPM 1.24

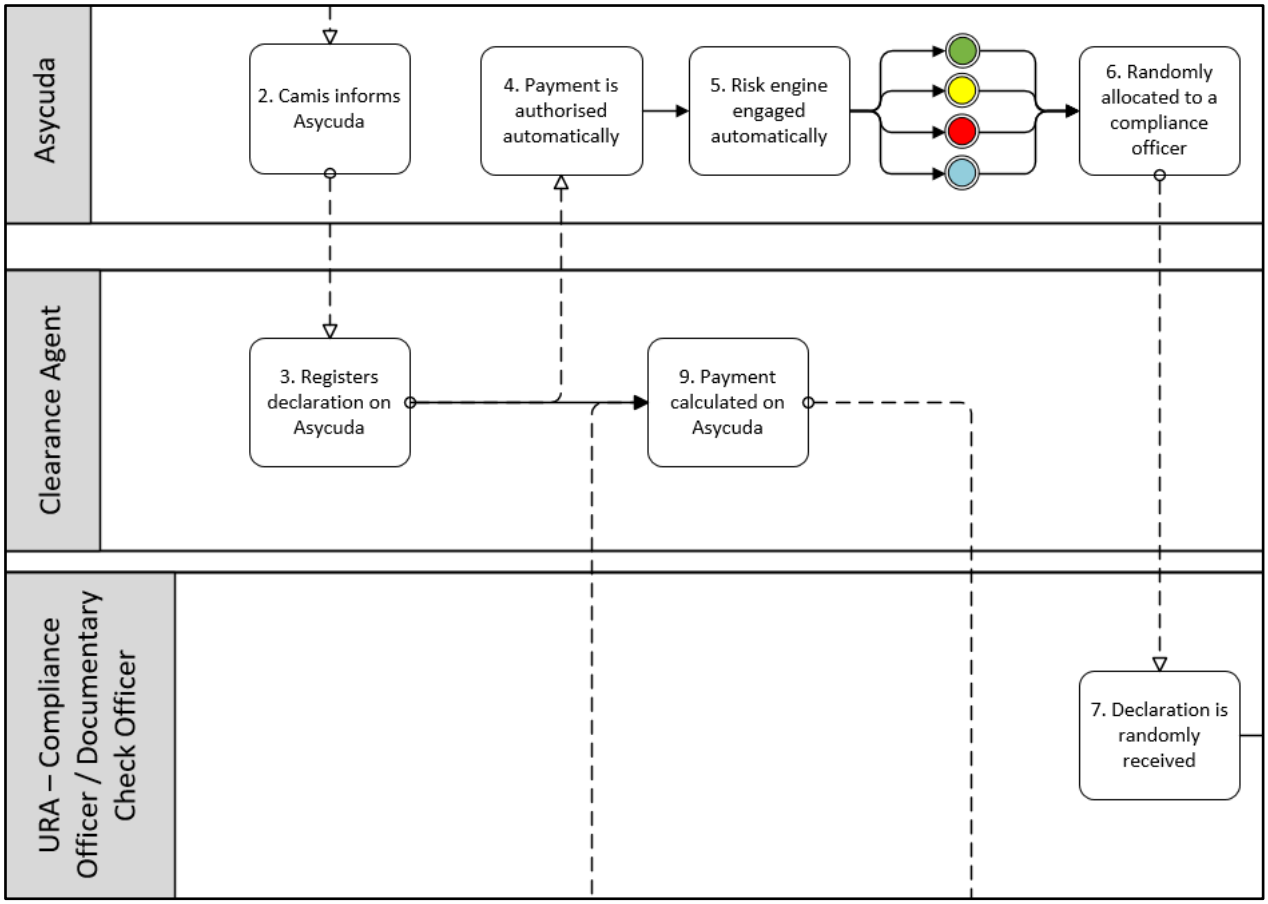


Figure 19: Allocation of declarations for documentary scrutiny Uganda CBC
Source: NC-TRS – BPM 1.7

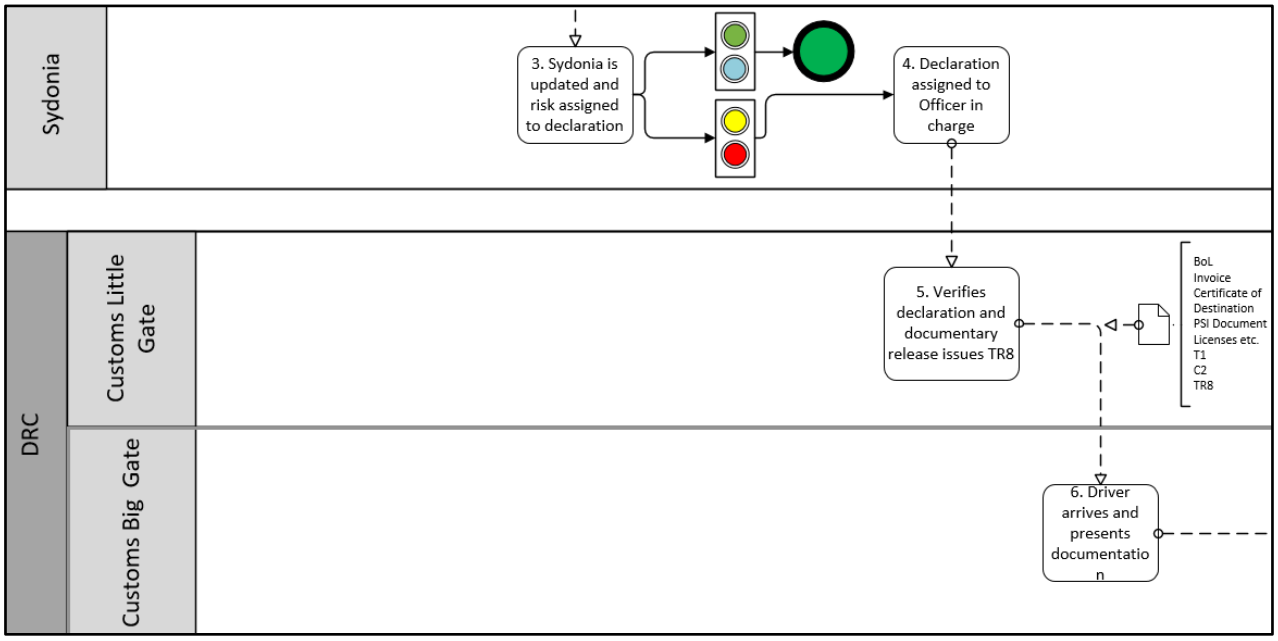


Figure 20: Allocation of declarations for documentary scrutiny DRC
Source: NC-TRS – BPM 1.19

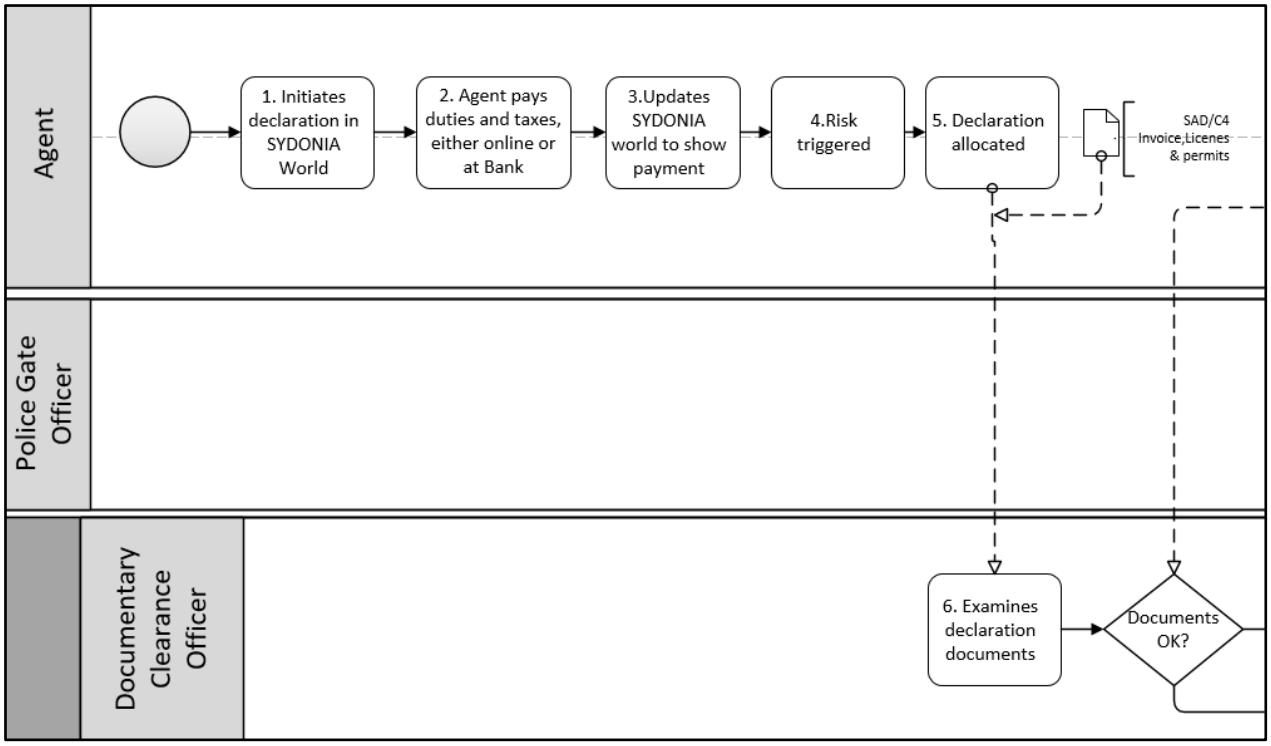


Figure 21: Allocation of declarations for documentary scrutiny Burundi
Source: NC-TRS – BPM 1.20

In Kenya's SIMBA system, the allocation of declarations to documentary inspectors is currently automated (see Figure 22 below). Currently this allocation separates the declarations into four categories:

- Imports;
- Exports;
- Transit; and,
- Warehousing.

Documentary inspectors can operate in only one category at a time and it is at their discretion as to when they move to another category. The effect of this is that declarations are not cleared sequentially based on time of receipt and that some consignments of even the lowest risk can take longer to clear than others even if its declaration was lodged earlier.

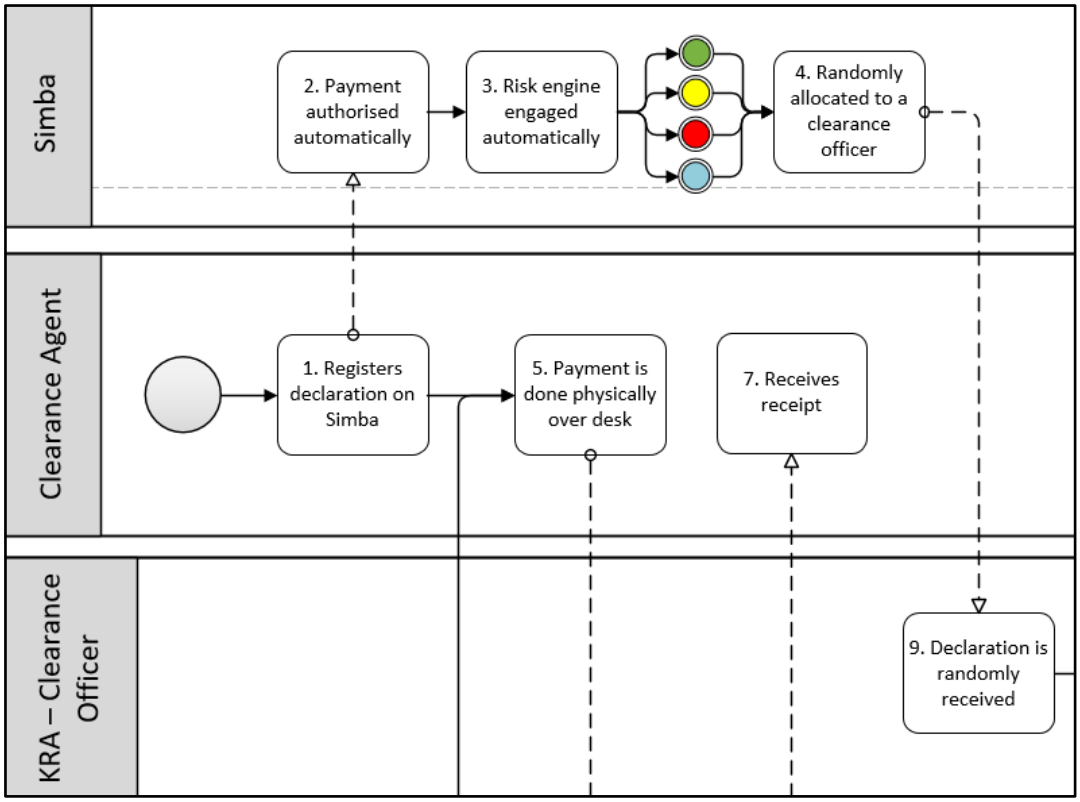


Figure 22: Allocation of declarations for documentary scrutiny Kenya DPC
Source: NC-TRS – BPM 1.1

Best Practices & International Standards
The Southern African Customs Union member states have sequential allocations for the more effective use of resources.

Both the ASYCUDA/SYDONIA and the SIMBA systems can be adapted to allow the declarations to be allocated sequentially to each officer or to be allocated by specific category on a shift-by-shift basis. This means that each officer can complete documentary clearance for the first declaration they are allocated and then request the next declaration in the queue.

These enhancements, particular once combined with a change in the payment processes (see above) and enhanced risk management (see Chapter 2.1.3), will not only speed up clearance, but ensure that Customs resources are better utilised in the documentary scrutiny process by avoiding any down time, particularly during quieter periods.

Recommended Action	**Responsible**
In line with modern revenue collection and trade facilitation priorities, commence a process to: • Update payment systems to operate in real time; and/or • Adapt the ASYCUDA/SYDONIA or SIMBA systems respectively to trigger the risk engine before payment is confirmed.	Governments of Burundi, DRC, Rwanda, Uganda, Kenya

As part of this process, a review should be undertaken to properly assess revenue risks associated with each option above.	
Commence a process to update the ASYCUDA/SYDONIA and SIMBA systems respectively to allow allocation of declarations on a sequential basis.	Governments of Burundi, DRC, Rwanda, Uganda, Kenya

2.1.7 integration with RVR

RVR are still in the process of developing new systems and processes for the more efficient movement of goods. The recent decision to move to single destination trains is to be welcomed and should allow controls to be applied more easily.

Both KPA and KRA do not currently use RVR's train manifests as part of their processes. Instead they have set up their own systems for rail manifest management (see Figure 23 processes 1-11 below).

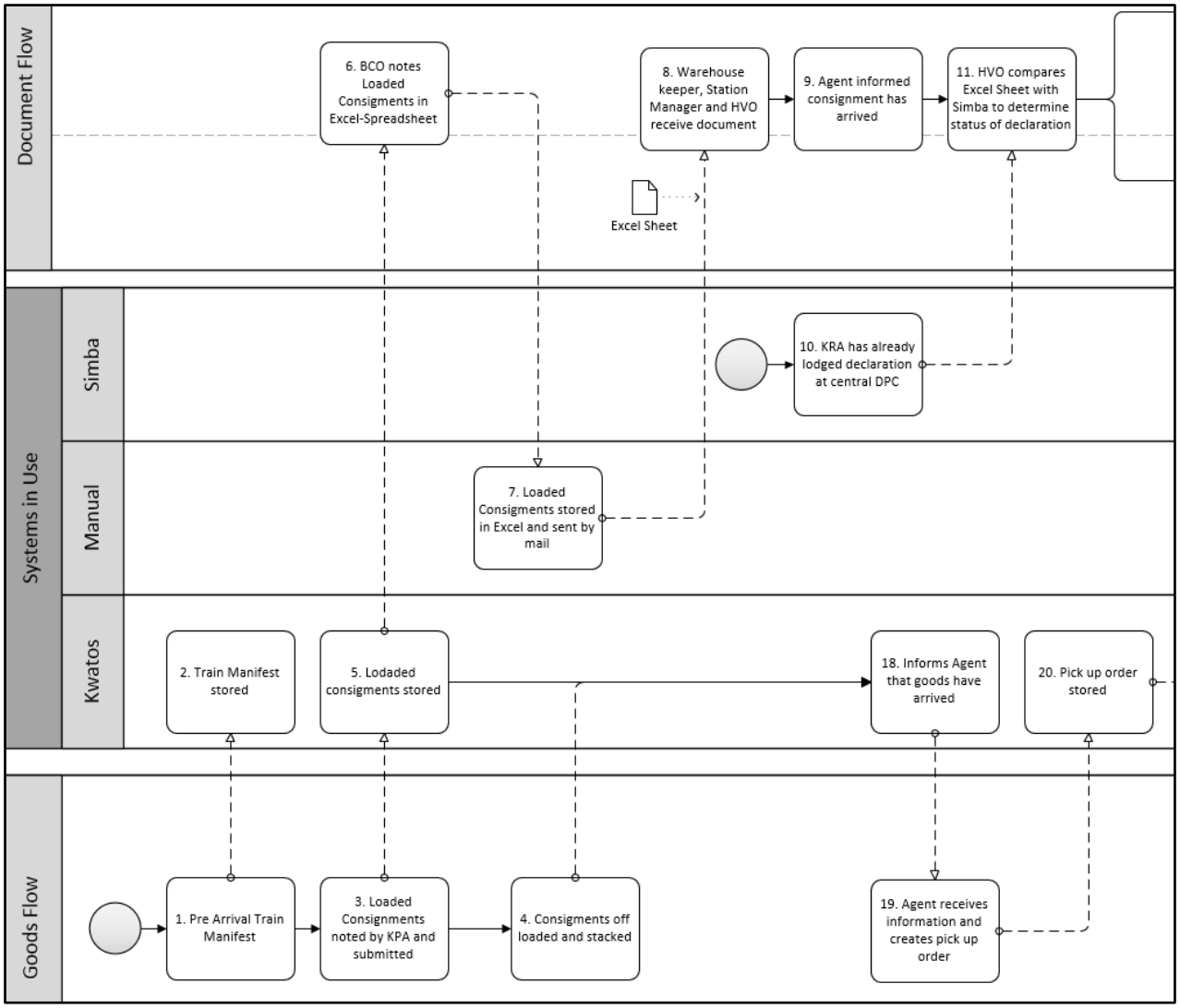


Figure 23: Allocation of declarations for documentary scrutiny Kenya DPC
Source: NC-TRS – BPM 1.5

This leads to delay, duplication and a requirement for additional administrative resources. These delays can easily be seen in a comparison of the times taken for goods to move to MCT, Consulbase or Embakasi (see Table 39).

% of goods	MCT			Consulbase			Embakasi		
	Days	Hrs	Mins	Days	Hrs	Mins	Days	Hrs	Mins
25%				4	4	30	1	20	29
50%				5	15	30	5	3	31
75%				6	22	22	9	9	18
Average	1	15	40	5	9	12	6	11	17

Table 39: Time taken from unloading of imports at Port of Mombasa to MCT, Consulbase and Embakasi
Source: NC-TRS

Computerised integration of the rail manifest within the KWATOS and MMS/SIMBA systems would provide simplified processes and further enhance trade facilitation.

Best Practices & International Standards
This approach to border management with the integration of not only public sector border management agencies, but also critical private sector stakeholders, is a key element of the Coordinated Border Management approach given life by the Revised Kyoto Protocol and supported through the WCO (see Appendix 4.7).

Recommended Action	Responsible
Integreate rail manifests within the KWATOS and MMS/SIMBA systems	KRA, KPA and RVR

2.1.8 Qualitative data is currently available on the Northern Corridor Transport Observatory

There is currently a significant amount of data available on the operation of the Northern Corridor. These sources of data are highly reliable and need to be better utilised to identify issues and the benefits of reform efforts.

Most notable amongst the data sources is the NCTO, which carries information on road transport times, Port volumes and dwell times and the time taken for specific processes, such as DPC clearance. The data on the NCTO is drawn from member country Customs systems, the Port of Mombasa's KWATOS system as well as information from tracking vehicles in real time.

As can be seen from this report, once allowance is made for uncontrolled variables (such as system downtime), the data available from the NCTO is reliable and consistent with that collected in the course of the NC-TRS.

Other sources of information available include national level reports, such as TRSs and diagnostics, as well as reports from development partners and other stakeholders. Appendix 4.8 to this report contains a significant, but by no means exhaustive list, of data sources on the operation of trade and logistics in East Africa and the Northern Corridor.

Reports commissioned or undertaken by national revenue authorities should be shared with other NC member states. The focus should be on sharing learnings about blockages, bottlenecks and, most importantly, best practices that have enhanced trade flows without risking critical revenue and security outcomes. It may be that only relevant sections of reports or findings need to be or can be shared, however, any data or learnings that can be shared should be shared.

The NCTTCA and its forums provide a platform for the sharing of data and best practices.

The sharing of data should not, however, be seen as a substitute for the review of data based on the internal management. It is essential that, for example, the release time by risk lane is monitored regularly by each individual administration.

Recommended Action	Responsible
Incorporate data from the NCTO into systems for performance reviews and benchmarking.	KRA, KPA, URA, RRA, OBR, South Sudan Customs, DGDA
Utilise NCTTCA forums to share data, best practices and learnings	NCTTCA

2.2 Country Specific Findings

Kenya

Reforming processes at the Mombasa One Stop Centre

The One Stop Centre at the Port of Mombasa has been created so that all agents are able to deal with all border agencies involved in imports in one place. The OSC also allows for joint examinations (see Figure 24 below). In addition, there is an agreement to use the SAD documentation as the basis for clearance by all agencies.

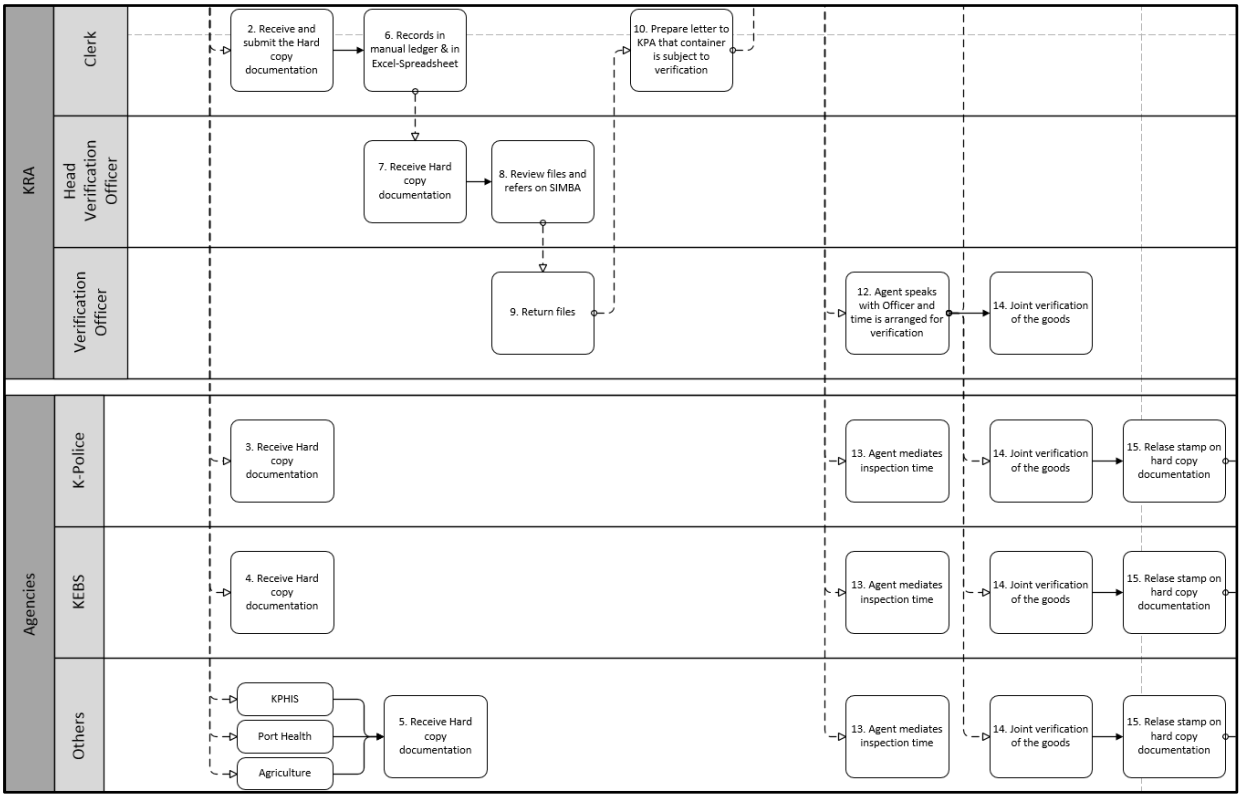


Figure 24: Joint verification and control processes – Kenya OSC
Source: NC-TRS – BPM 1.2

These developments enhance the operation of the OSC, however further refinements should be considered, including:

- Co-locating agencies in one office to eliminate the need for agents to visit individual offices for each border agency; and
- Adopting a collaborative border management approach where inspections are carried out by one inspector (based on which agency has the greatest interest in the consignment) on behalf of all agencies.

These reforms will have the effect of freeing up resources from KRA and OGAs by removing the need for the same shipment to be inspected by multiple agencies.

Issues of Coordinated Border Management, and in particular differing levels of access, are examined in Appendix 4.7.

<u>Manual handling and ability to override risk allocation creates delays and risk</u>
Currently, KRA makes little use of SIMBA as part of its verification processes and relies largely on manual handling, which requires additional systems and staff (see Figure 25 processes 2-12 below).

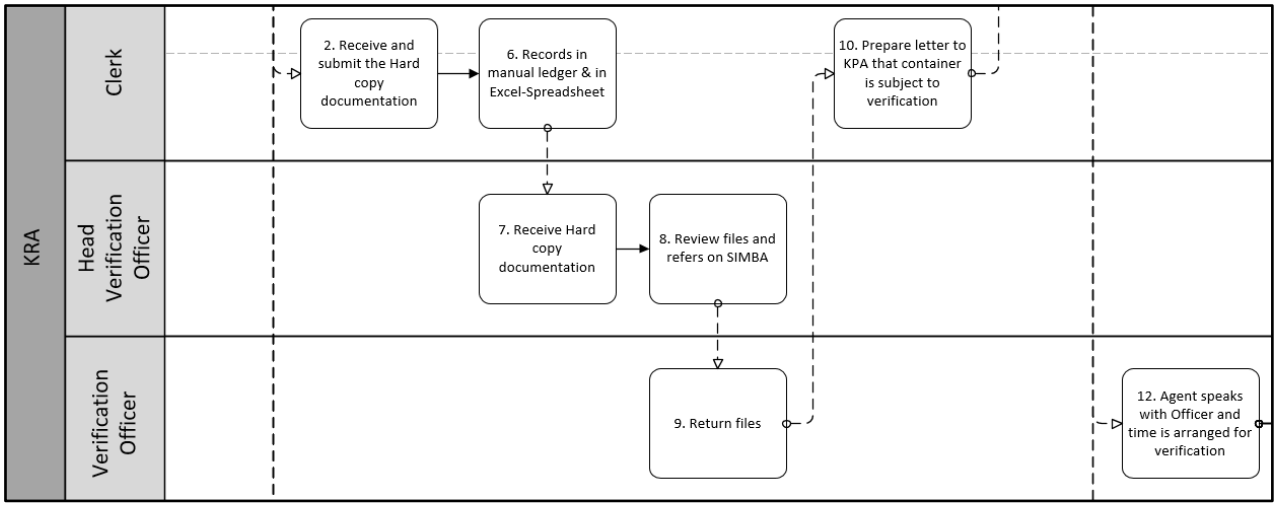


Figure 25: Manual handling at Kenya OSC
Source: NC-TRS – BPM 1.2

As an initial approach this is understandable, but apart from the additional administrative costs, it allows the basic procedures to be overridden and gives too much discretion to individual officers, particularly the HVO, creating a risk for integrity breaches.

This use of manual handling for the allocation to verification officers creates unnecessary delays in processing (see Table 40).

% of Decs	Allocation		
	Days	Hrs	Mins
25%	1	19	53
50%	2	21	233
75%	3	20	37
Average			

Table 40: OSC from creation of DPC pass to allocation to Verification Officer
Source: NC-TRS
(Note: the average is not included in this table as the limited data set distorts the overall finding)

By moving to electronic allocation of inspections and by limiting the ability of the HVO to manually override or ignore the SIMBA risk allocation, the HVO and clerks will be available for managerial and other clerical duties and there will be a reduced risk for integrity breaches.

As part of this reform, greater use can be made of electronic documents by providing staff with mobile access to electronic documentation through tablets or other devices. This also reduces administrative costs and the need to use paper documents.

As part of its ongoing process and systems upgrading, KRA should consider:

- Allowing inspections to be allocated to verification officers electronically on a sequential basis with the HVO moving to a management and monitoring role only;
- Limiting or withdrawing the ability of inspection staff to override or ignore the risk assessment provided by the electronic risk management system;

- Providing portable electronic tablets to enable inspection staff to have continual access to SIMBA and reporting documentation

Best Practices & International Standards

Coordinated Border Management

Coordination is recognised by many international bodies as essential to trade facilitation and the concept is known as "Integrated Border Management"[43] by the European Union, "Collaborative Border Management"[44] by the World Bank and "Comprehensive Border Management"[45] by the OSCE.

The WCO has recognised the importance of coordinated border management and has introduced a number of key tools and instruments, including the Co-ordinated Border Management[46] and Single Window Compendiums[47].

The Revised Kyoto Convention also supports cooperation between customs and other regulatory agencies as the transitional standards[48] mention coordination: "If the goods must be inspected by other competent authorities and the Customs also schedules an examination, the Customs shall ensure that the inspections are co-ordinated and, if possible, carried out at the same time."

The WTO addresses cooperation between border agencies in article 8 of the Trade Facilitation Agreement where it states, "Each Member shall ensure that its authorities and agencies responsible for border controls and procedures dealing with the importation, exportation, and transit of goods cooperate with one another and coordinate their activities in order to facilitate trade and Each Member shall, to the extent possible and practicable, cooperate on mutually agreed terms with other Members with whom it shares a common border with a view to coordinating procedures at border crossings to facilitate cross-border trade."

Risk Management and IT systems

Risk management benefits from electronic information exchange and electronic declarations as electronic processing facilitates automatic IT supported analysis. Using risk management processes and systems to reduce the number of controls on known compliant traders decreases the cost and complexity of border processing both for traders and Customs administrations while improving security and resource allocation.

[43] EU. (2008). Communication of 13 February 2008 from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: Preparing the next steps in border management in the European Union COM(2008) 69 final. Brussels, Belgium, European Commission
[44] McLinden G. Collaborative Border Management: A New Approach to an Old Problem, Poverty Reduction and Economic Management Network (PREM), #12, April 2008. New York, USA. World Bank
[45] OSCE/UNECE (corporate author) (2012). Handbook of Best Practices at Border Crossings – A Trade and Transport Facilitation Perspective, p 5. Organization for Security and Co-operation in Europe
[46] WCO (corporate author). Coordinated Border Management Compendium. Op. cit
[47] WCO (corporate author). (2011). WCO Compendium, How to Build a SW Environment, volume 1 and 2. Brussels, Belgium. World Customs Organisation
[48] International Convention on the Simplification and Harmonization of Customs Procedures. Op. cit

The WCO Revised Arusha Declaration deals with issues of good governance and addresses issues related to automation, reform and modernisation and relationships with the private sector.

As noted earlier in this report, sequential allocation is standard practice in may jurisdictions, including within the Southern Africa Customs Union.

Further information on both coordinated border management and risk management is available in Appendix 4.7.

Recommended Action	Responsible
Continue to upgrade operations at the OSC through: • Adoption of collaborative border management systems; • Co-location of border management agencies in a single office.	Government of Kenya (lead: KRA)
Upgrade KRA risk management, allocation and IT systems to: • Allow for full electronic allocation of inspections based on SIMBA risk assessment; • Eliminate the discretion of individual officers to override SIMBA risk allocation; • Generate release time reports; and • Provide continual electronic access to documentation for verification officers. •	KRA

South Sudan

Lack of computerisation prevents full SCT participation

One of the key themes in this report is the creation of efficiencies through use of information technology systems and connectivity.

South Sudan Customs currently has completely manual processes, including the physical escort of imported goods from the border to Juba, sometimes referred to as 'manual transit'. This requires the deployment of a considerable number of staff purely for the administration of systems and the maintenance of manual records and paper-based reports.

In order to be able to participate in the EAC SCT, the South Sudan government should immediately move to implement a computer information technology system for the lodging and processing of customs declarations. This system should also aim to connect with any systems used by other government border control agencies.

As a member of the EAC, South Sudan cannot fully participate in the SCT regime as it is unable to process declarations to and from South Sudan and connect simply with the systems used by other EAC or NC Customs agencies.

In addition to cost savings for the trade, computerisation would free up a number of administrative staff to be deployed on control duties.

In the longer term, the deployment of staff to clear strategic goods at the Port of Mombasa can be reviewed once SCT procedures are in place.

Priority in computerisation should be given to a basic import export declaration system with a second phase introducing a payment system.

Best Practices & International Standards

Although South Sudan is neither a signatory to the TFA or the RKC, these instruments provide the principles for computerisation of Customs.

Article 7.1 of the Trade Facilitation Agreement states, "Each Member shall adopt or maintain procedures allowing for the submission of import documentation and other required information."[49]

The Revised Kyoto Convention also supports the lodgement of electronic declarations and the necessary supporting documents, and promotes the use of international standards for electronic information exchange. [50]

The WCO Data Model provides the basis for developing interlinked systems based on national systems.

Implementation of data systems in all other EAC and NC member countries provides an important set of best practices for South Sudan.

Further information on issues associated with electronic information and computerisation Appendix 4.7.

Release slowed by lack of delegated authority

Currently, the release of all goods to home use or escort requires the signature of the Chief Administrative Officer, which is a very senior level (see Figure 26 below). This procedure is time consuming.

[49] WTO. (2013). Agreement on Trade Facilitation, Ministerial Decision of 7 December 2013. Op. cit.
[50] WCO. (1999). International Convention on the simplification and harmonization of Customs procedures (Kyoto Convention) as amended, Standards 3.11, 3.18 and 3.21. Brussels, Belgium, World Customs Organisation

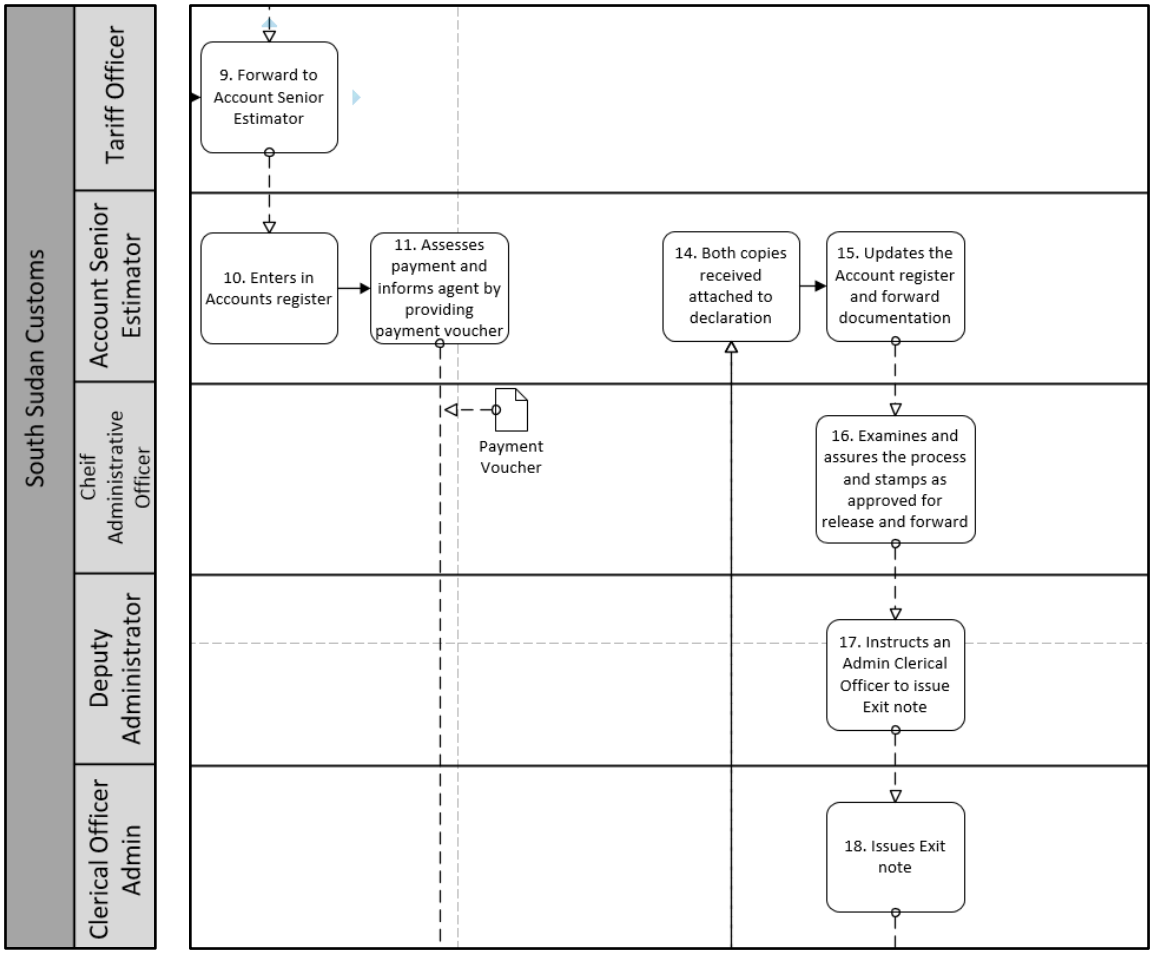


Figure 26: Release process South Sudan
Source: NC-TRS – BPM 1.14

In the short term, consideration should be given to delegating this authority to the Clerical Officer Administration with supervisory checks being done by their immediate manager.

Recommended Action	Responsible
Act immediately to implement a computerised system for the processing and lodging of customs declarations with priority to a basic import declaration system.	South Sudan Customs
Delegate the authorisation of release to Tariff Officer or their immediate manager	South Sudan Customs

Burundi

Review stationing of staff at Port of Mombasa once EAC SCT procedures in place

Burundi has recently deployed a member of OBR at the Port of Mombasa in order to clear goods travelling under the EAC SCT regime. Due to accommodation issues, they had not yet commenced work at the time the NC-TRS was undertaken.

Once a common transit system comes into operation, the need to station staff in Mombasa will be lessened and should be reviewed.

Recommended Action	Responsible
Review the deployment of staff at the Port of Mombasa once common SCT procedures are in place.	OBR

The Democratic Republic of Congo

Inland clearance creates delays

Currently, goods are not cleared at the DRC border, but rather pass through the border with immigration checks and onto an inland clearing station (see Figure 27 below).

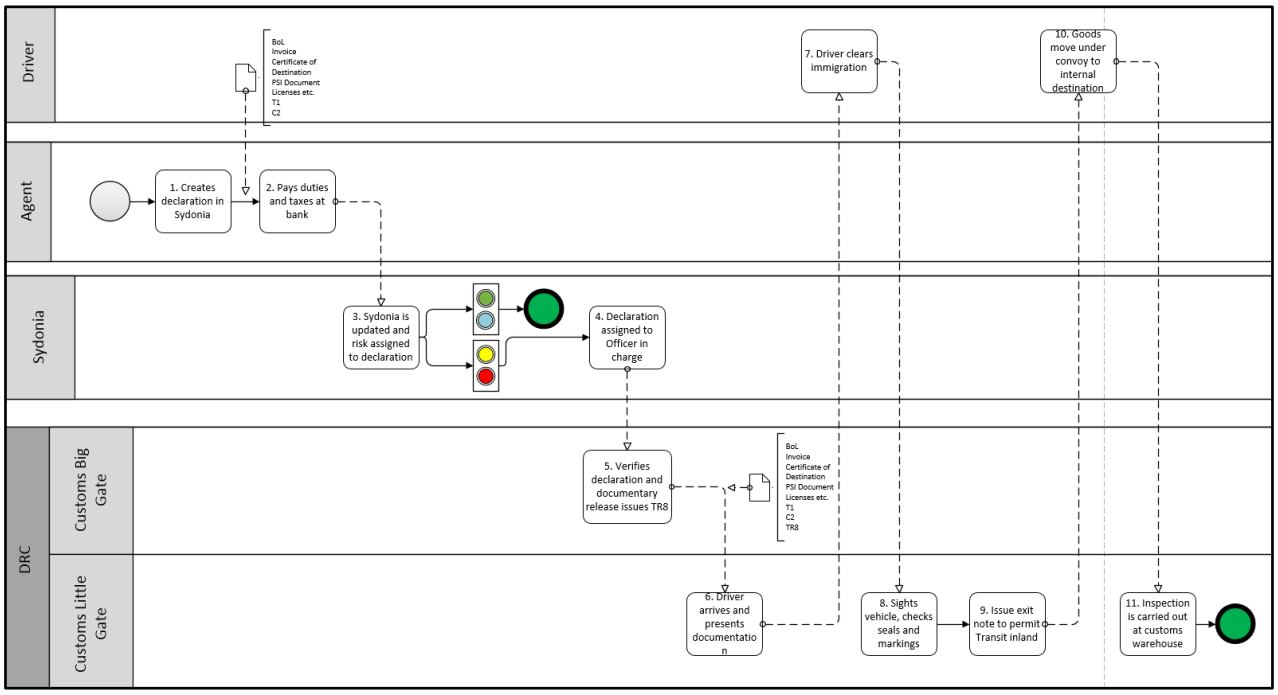


Figure 27: Border processes Goma and Kasindi
Source: NC-TRS – BPM 1.19

The current approach slows down the clearance and release process. Moving the DGDA processes to the border together with those of OGAs should mean a speeding up of the process of clearing goods and would release DGDA resources for other duties.

Best Practices & International Standards
A number of other NC member states have adopted or are adopting Coordinated Border Management approaches, including Kenya, Uganda and Rwanda. DRC can take learnings from these best practice ap-

proaches in adopting a coordinated border management approach.

The importance of cooperation between Customs and other Government and Inter-Government agencies involved in international trade and supply chain security increases as the international supply chain activities become more complex. The WCO has recognised this and has introduced a number of key tools and instruments, including the Coordinated Border Management[51] and Single Window Compendiums[52].

The Revised Kyoto Convention also supports cooperation between customs and other regulatory agencies as the transitional standards[53].

The WTO addresses cooperation between border agencies in article 8 of the Trade Facilitation Agreement where it states, "Each Member shall ensure that its authorities and agencies responsible for border controls and procedures dealing with the importation, exportation, and transit of goods cooperate with one another and coordinate their activities in order to facilitate trade and Each Member shall, to the extent possible and practicable, cooperate on mutually agreed terms with other Members with whom it shares a common border with a view to coordinating procedures at border crossings to facilitate cross-border trade."

Further information on coordinated border management is available at Appendix 4.7.

Control of Certificate of Destination

Currently, the OGEFREM based in Mombasa issues a Certificate of Destination for goods that will be released in the DRC (see Figures 28 and 29 and Appendix 4.1: BPM 1.18 process 5).

[51] WCO (corporate author). Coordinated Border Management Compendium. Op. cit

[52] WCO (corporate author). (2011). WCO Compendium, How to Build a SW Environment, volume 1 and 2. Brussels, Belgium. World Customs Organisation

[53] International Convention on the Simplification and Harmonization of Customs Procedures. Op. cit

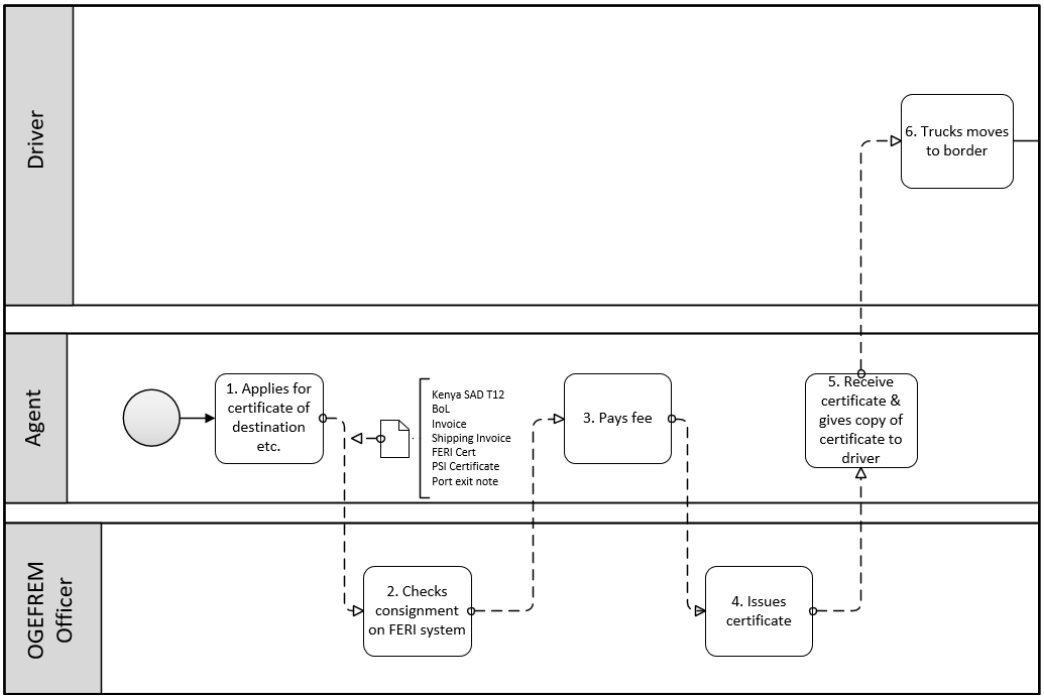


Figure 28: Issue of DRC Certificate of Destination OGEFREM
Source: NC-TRS – BPM 1.18

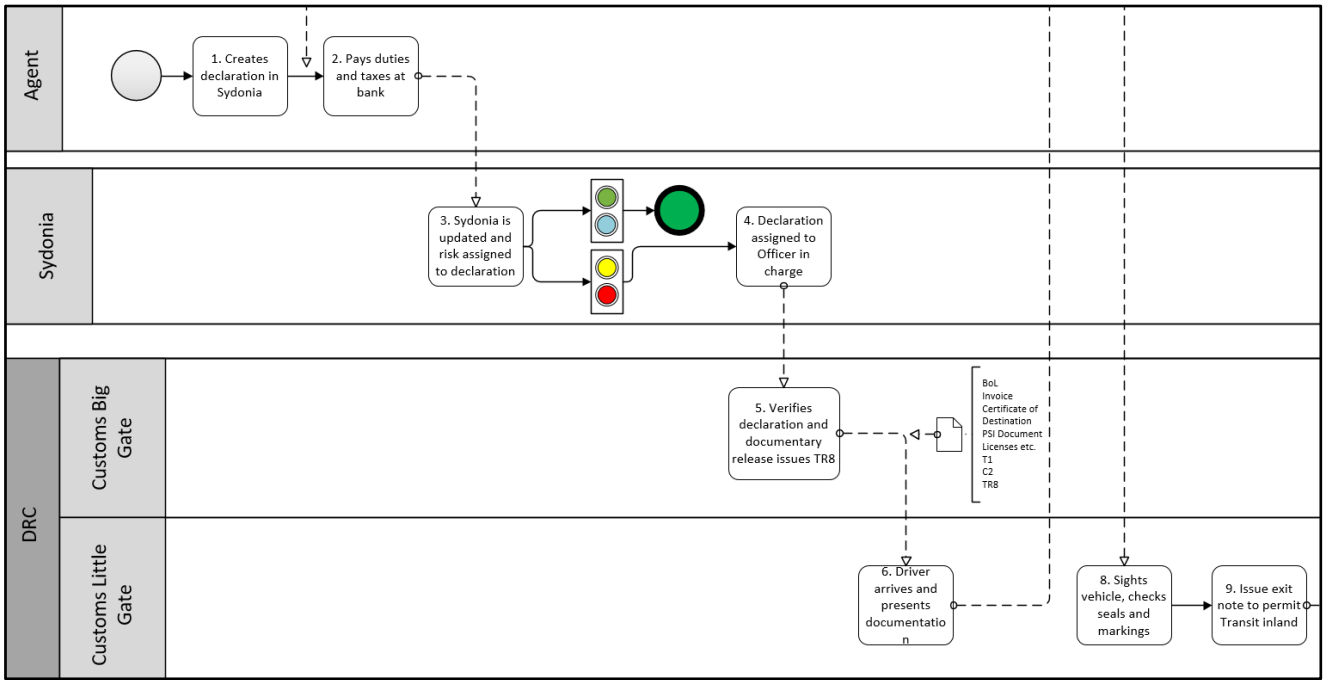


Figure 29: Border processes Goma and Kasindi
Source: NC-TRS – BPM 1.19

These certificates are issued based on the consignment as manifested and not by Customs declaration or vehicle. Without this certificate, goods cannot be released from the Port.

Currently, there does not seem to be a process in place to allow for the receipt of the certificate in the DRC to be communicated to Mombasa as confirmation that the goods have arrived.

The fact that there is no cross checking between issue and receipt of these certificates increases the risk for diversion of goods.

Stationing of staff at Port of Mombasa until SCT procedures in place

Until such time as the DRC reviews and adopts EAC SCT procedures, DGDA should initially clear and verify goods at the Port of Mombasa. These goods can then move under the SCT transit regime along the Northern Corridor

Once the SCT procedures are in place, the need to station staff at the Post of Mombasa can be reviewed.

Recommended Action	Responsible
Establish procedures for clearance of goods at the border together with OGAs.	DGDA
Establish a process to confirm receipt of certificates of destination with OGEFREM in Mombasa.	Government of the DRC
Station staff at Port of Mombasa to clear and verify goods until such time as SCT procedures are in place.	DGDA

Rwanda

Rwanda has invested heavily in the implementation of procedures and processes that best reflect the intention of the EAC SCT. Pre-clearance, pre inspection and simplification of transit documentation reflects this approach. This has minimised delays resulting from procedural requirements. RRA also monitors transit times and follows up when there are delays.

Multi-agency approach to speed to release

Rwanda has based advanced staff at the port of Mombasa and operates under full EAC SCT procedures. The Mombasa-based staff have both documentary clearance and inspection responsibilities and the exit note they issue is recognised by the other administrations (see Figure 30 below). The exit note from Mombasa is also recognised at the Rwanda border posts and allows goods to be released quickly to home use on arrival

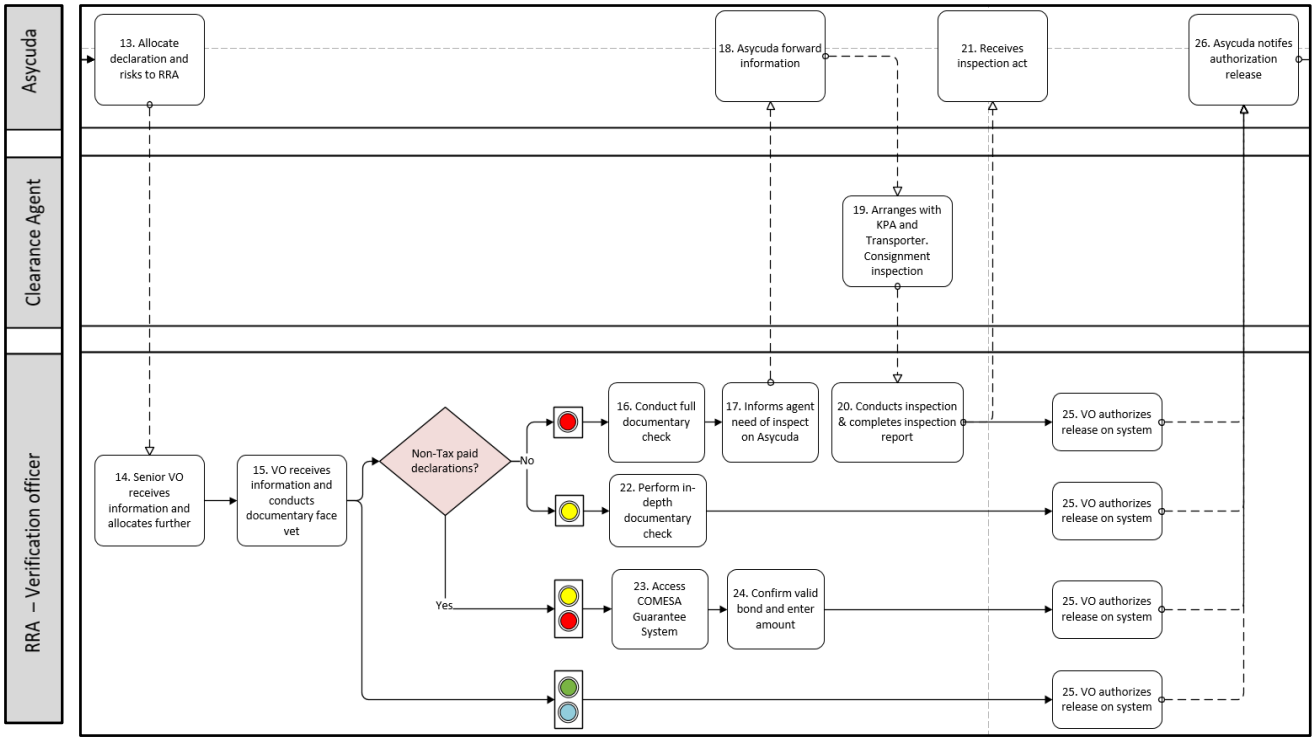


Figure 30: Rwanda OSF Procedures
Source: NC-TRS – BPM 1.24

At the present time, there can still be delays in the release of goods into free circulation in Rwanda caused by the needs of other government agencies e.g. Standards, Agriculture etc. While these agencies have agreed that the goods can move to a trader's premises for the purposes of inspection, there are still complaints from traders that these inspections can cause long delays whilst they wait for the agencies to visit.

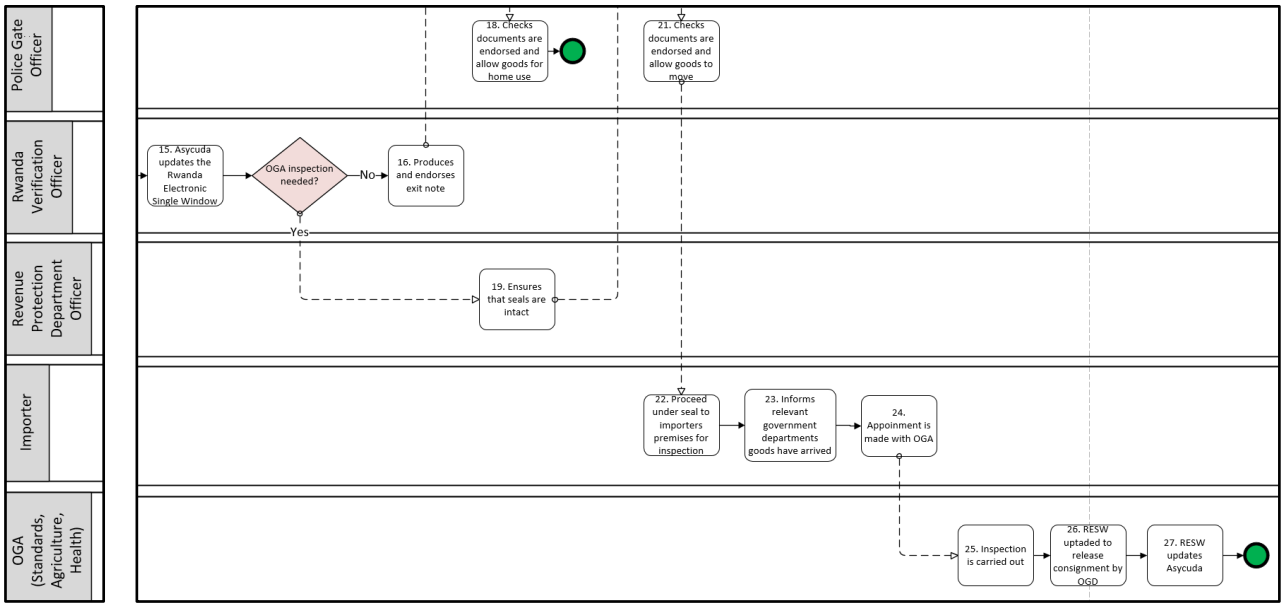


Figure 31: Rwanda procedures Gatuna
Source: NC-TRS – BPM 1.25

At a technical level, clearance release cannot be written off on the ASYCUDA system until these inspections have taken place, which has the effect of distorting the release statistics.

Rather than basing OGA staff at Mombasa, consideration should be given to the RRA staff currently based at Mombasa taking responsibility for conducting inspections on behalf of all relevant agencies. This would have the effect of speeding up clearance at the border and releasing OGA resources for other duties.

Best Practices & International Standards
International Best Practice is for the lead agency at the border, in most cases Customs, to take the lead in managing inspections for OGAs. This is the case in Sweden for example, where Customs has long had this responsibility.

Once the full suite of EAC SCT procedures are in place, the process of OGA inspections can again be reviewed.

Recommended Action	Responsible
RRA staff currently based at Mombasa be given responsibility for conducting inspections on behalf of all relevant agencies.	Government of Rwanda
Staffing at the Port of Mombasa to be reviewed once full EAC SCT procedures are in place.	RRA

2.3 Handling of Wet Goods: Oil and Petroleum Products

As part of the study, the Consultants were requested to look at the handling of petrol, oils and lubricants.

Given the high duties on fuels and the relatively high prices they command, they present considerable risk to both revenue authorities and commercial operators and specialised controls are required. The commercial risk to operators has resulted in a high level of commercial record keeping and compliance by oil terminal operators.

As part of the Business Process Mapping, the Consultants were able to map the handling processes at an oil handling depot (see Appendix 4.1 BPM 6).

Along the Northern Corridor, transport is by road, rail and pipeline. The basic documentary control of these goods is similar to the controls on all goods, requiring standard declarations for home use, warehousing and transit.

The control of fuel and oils imported through the Port of Mombasa is the responsibility of a specialist team, The Regional Petroleum Monitoring Team (RPMT). In addition to the normal DPC and Manifest Management staff based in Nairobi, the process requires RPMT staff, Report Officers, Surveyors and Depot Gate Officers. This is a high level of skilled staffing and all staff must

understand the complex measurement and management techniques that need to be applied. Staff at the major oil depots have proved difficult to recruit and are expensive to train.
In order to address the clear integrity risks associated with staff in such high revenue risk positions being in place for extended periods, KRA has instituted a policy of frequent rotation of staff.

Rather than relying on frequent rotation of staff, issues of integrity risk and consequent revenue loss can also be addressed through strengthened management controls. These management controls can include the introduction of audit based controls to replace the manual controls, given that although the revenue risk is high, the compliance levels are also high and can easily be monitored.

In the short term, the current system of frequent rotation of Customs and Revenue staff should be reconsidered and Customs and Revenue Service control staff should be allowed to remain longer in post.

Prior to any changes being undertaken, a full review should be undertaken to identify revenue loss risks based on the compliance level of the trader.

Recommended Action	Responsible
Institute a review aimed at introducing audit-based controls and extending the rotation period of control staff. The review should also address potential compliance risks.	KRA

2.4 Empty Container Returns and Handling

The movement of empty containers is controlled mainly by traders, agents and private logistics companies (see Appendix 4.1: BPM 3.1, 3.2 and 3.3).

In the course of this study, the consultants were able to gain access to a logistics services operator to review industry standards in relation to the handling of empty containers and the commercial controls used in obtaining, moving and using empty containers.

There is minimal interference by government agencies in the repatriation of empty containers, either in controlling movement or in other forms of control.

It became clear in the course of the mapping and site visits that the controls applied by commercial operators are mainly manual and involve email and would benefit from computerisation.

Recommended Action	Responsible
Work with logistics service providers and traders to encourage a move to computer-based management and controls.	NCTTCA

2.5 Weighbridges and Infrastructure Development

Weighbridges along the Northern Corridor

As an additional element, the Consultants were asked to examine the operation of weighbridges along the Northern Corridor to identify the contribution of weighbridges to delays as well as which processes can be improved to reduce 'transport friction'.

This process utilised the WCO TRS methodology even though it is not strictly designed for this purpose.

WEIGHBRIDGE	COUNTRY
Mariakani	Kenya
Gilgil	Kenya
Athi River	Kenya
Busitema	Uganda
Mbarara	Uganda
Magamaga	Uganda

Table 41: List of weighbridges surveyed for this report

The Business Process Maps for the weighbridges surveyed are at Appendix 4.1 maps 4.1-4.5.

The EAC Pilot TRS (2012) identified times taken to transit each of the weighbridges in its study of the route between Mombasa and Kampala.

Period	June - July 2012		
	Days	Hrs	Mins
Total time Mariakani weighbridge	0	0	47
Total time Gilgil weighbridge	0	0	34
Total time Athi River weighbridge	0	0	46
Average	0	0	41

Table 42: Times for transiting weighbridges
Source: EAC Pilot TRS (2012)
Note: Athi River covers only arrival to weighing and all figures prior to the installation of HSWIM Weighbridges.

Table 43 below shows the time taken for a truck that is flagged for control at an automatic weigh-bridge to complete the controls[54].

[54] The data is drawn from trucks are fitted with GPS kits and measures the time taken from 1 kilometre before and 0.5 kilometres after the weighbridge. The data is only for those trucks that are stopped and flagged to the fixed scale.

Period	April-September 2015			October 2015-March 2016		
	Days	Hrs	Mins	Days	Hrs	Mins
Crossing time Mariakani weighbridge	0	0	38	0	0	14
Crossing time Athi River weighbridge	0	0	44	0	0	44
Crossing time Webuye weighbridge	0	0	54	0	0	20

Table 43: Weighbridge Average Crossing Time – Northern Corridor GPS Road Survey
Source: NCTO

Weighbridges are often operated or regulated by roads agency with the purpose of ensuring that heavy vehicles travel at safe weights, both for the physical safety of heavy vehicles and other road users, and to manage wear to roads.

In June 2015, the 10th Summit of the Northern Corridor Integration Projects recommended that all member states embrace High Speed Weigh in Motion weighbridges (HSWIM)[55]. Generally speaking, the use of non-automatic weighbridges will inevitably create delays due to the requirement for vehicles to stop and be weighed.

Even with HSWIM weighbridges, vehicles found to be non-compliant must be stopped and checked and cleared or the necessary penalties applied.

Amongst the NC member states, only Kenya has moved to fully implement HSWIM weighbridges, whilst other jurisdictions have yet to move away from traditional stop-and-go weighbridges in line with the recommendation of the 10th Summit of the Northern Corridor Integration Projects (June, 2015).

Weighbridges remain a necessary control. Compliance rates will only improve if road management agencies - and other agencies, such as police - ensure that controls are applied and that the penalties are of sufficient deterrence.

Drivers often talk about paying 'fees' and being allowed to move on, which does not promote safety, security and sound road management. National laws should be strengthened so that persistent offenders are subject to legal action and not just fines. Legal action should be directed against transport companies and not just drivers.

Recommended Action	Responsible
Implement recommendation of the 10th Summit of the Northern Corridor Integration Projects (June, 2015) to embrace HSWIM weighbridges.	National Roads Authorities
Introduce laws to allow legal action to be taken against com-	National Gov-

[55] Northern Corridor Implementation Projects. (2015). *10th Summit of the Northern Corridor Integration Projects – Report of the Ministerial Meeting*. Kampala, Uganda. Northern Corridor Implementation Projects

	panies and drivers whose vehicles are persistently fined for being overloaded.	ernments
	Introduce a system of promiscuous checks on the integrity of the weighbridge staff.	National Roads Authorities

Infrastructure Development - Roads

Road remains the most important means of linking the member states of the Northern Corridor and the Port of Mombasa.

As part of this project, the NCTTCA Secretariat also requested mapping of some road routes not already covered in other reports or by the NCTTCA. The WCO TRS methodology clearly cannot be used in this circumstance and separate road mapping exercises were conducted.

In the course of the last five years, there has been extensive surveying and reporting on the condition of arterial roads along the Northern Corridor, either in its own right or as part of wider surveys.

Surveys and reports include:

- Rupa Ranganathan and Vivien Foster. (2011). COMESA's Infrastructure: A Continental Perspective.
- Nathan Associates Inc. (2011). Corridor Diagnostic Study Of The Northern And Central Corridors Of East Africa.
- Africa Development Bank (2013). State of Infrastructure in East Africa.
- Nashon Adero and Eric Aligula. (2012). Challenges Facing Transport Infrastructure In The East African Community.

In addition, the NCTTCA has undertaken extensive surveys and made a number of recommendations on several key routes in the Northern Corridor.

All of these reports, including those by the NCTTCA, contain recommendations in varying levels of detail as to the improvements that can be made in road infrastructure as well as the challenges for governments in investing in this infrastructure. The report prepared by Nathan Associates Inc. in particular has a detailed assessment and recommendations for improving the Northern Corridor road network, some of which still await implementation.

One of the issues faced within the Northern Corridor is the need to implement plans that are made to upgrade road and other transport infrastructure.

At the NCTTCA's request, the Consultant undertook additional mapping of roads. In doing so, effort was made not to duplicate earlier recommendations regarding town centre congestion and the upgrading of specific trunk routes. Also, recommendations are not made regarding road condition where it was obvious work was in progress.

The Consultant mapped the following:

Mombasa – Kampala (through Malaba)

The roads in Kenya are generally in good condition. The main arterial route from Mombasa to Kampala is fully paved and provides, at a minimum, single lane traffic along the route (see Figures 32, 33, 34 and 35 below).

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Mombasa port exit	0	0.00				
Mazeras	16	0.24		3		
Mariakani weighbridge	36	0.53		7	Weighbridge	
Samburu	58	1.23		3		
Taru	73	1.56		30		
Malikubwa	83	2.18		11		
Maungo	123	3.00		4		
Voi	153	3.34		1		
Mtito Andei	249	4.56		2		
Maikuu	281	5.41		2		
Nguumo	298	5.56		8	Police	
Makindu	312	6.14		4		
Kiboko	326	6.26		3		
Masimba	342	6.42		5		
Emali	358	7.01		4		
Matchacos	435	8.26		5		
Nairobi	466	9.10				
Total Speed Humps				92		

Figure 32: Road Map Mombasa to Nairobi
Source: NC-TRS – BPM 5.1

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Nairobi	0	0				
Nairobi start bypass road	13	0.21				
Nairobi start new road 4 lane	18	0.37				
End 4 lane road	53	1.15				
Maai Mahiu	74	1.43		2	Weighbridge	
Longonot	89	1.58		3		
Naivasha	108	2.13		9		
Gilgil weighbridge	128	2.32		5	Weighbridge	
Gilgil	151	3.02				
Total Speed Humps				19		

Figure 33: Road Map Nairobi to Gilgil

Source: NC-TRS – BPM 5.5

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Gilgil	0	0			Police	
Nakubrezze	20	0.26		2		
Enter Nakuru	24	0.31		9		
Exit Nakuru	34	0.44			Police	Heavy traffic and traffic jams inside Nakuru
Salga	57	1.13		39	2 Police checkpoints	
Sigowet	114	2.09		17	Police	
Entry Eldoret	183	3.3		30		
Exit Eldoret	189	3.56		8		Heavy traffic and traffic jams in Eldoret
Jua Kali	203	4.15		20		
Musembe	229	4.5		18		
Dina Junction	254	5.2			Weighbridge	
Kanduyi	278	5.44		10		
Enter Malaba Border	310	6.28				Before border 5 km of roadwork with very bad road
Exit Malaba Border	313	8.06				Procedures at the border took 1.38 hours mostly on the Ugandan side. Insurance for private car biggest obstacle.
Akapa (Uganda)	329	8.22		7		In Uganda there are not as many humps as in Kenya but they have very small humps in each villages first 2 then 4 and then 2 again. Annoying but doesn't reduce speed as much as real humps.
Busitema weighbridge	352	8.43		10	Weighbridge	
Busesa	398	9.17		7		
Jinja	459	10.28		25		
Total Speed Humps				177		

Figure 34: Road Map Gilgil to Jinja
Source: NC-TRS – BPM 5.2

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Jinja	0	0		2		
Najjembe	24	0.31				
Enter Mukonu	56	1.05		1		
Exit Mukono	60	1.2				Heavy Traffic Jam
Kampala	76	2.26			Police	Heavy Traffic Jam
Total Speed Humps				3		

Figure 35: Road Map Jinja to Kampala
Source: NC-TRS – BPM 5.3

The routes are heavily trafficked which means that there is a tendency for one incident to cause serious delays in traffic. The current construction of a dual carriageway out of the Port of Mombasa will significantly improve the flow of traffic around the Port and onto the main arterial route.

However, issues arise along this route primarily as a result of the use of speed humps that severely impact on the speed at which fully loaded transport vehicles can travel. For example, there are 292 speed humps on the road between Mombasa and Kampala. This means there is a speed hump, on average, every four kilometres. In practice, they are concentrated more heavily in built up areas.

These humps have been built with the important purpose of reducing speed and the risk of accidents that can endanger the lives of other road users, pedestrians and members of roadside communities.

However, the frequency of these humps, particularly in built up areas or semi-built areas, also has the additional impact of increasing vehicle emissions as trucks slow down and speed up. It is not clear that the benefits of reduced speed are always outweighed by the transport, environmental and amenity costs that all of these speed humps impose.

Kampala –Nimule

While roads in Uganda are generally of a high standard (with over 75% estimated to be paved[56]) road conditions tend to be more variable once the route heads north to the border with South Sudan. On the Kampala-Nimule route it has been estimated that approximately 60-70% of the roads are paved[57]. There are proportionally fewer speed humps on this section of road, in part due to the unpaved nature of some parts of the road.

[56] Nathan Associates Inc. (Corporate Author). (2011). Op. cit
[57] Ibid.

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Kampala	000	0.00				
Bombo	33	.46			Police Security	
Wubense	39					
Luwero	53	1.12				
Luwero Wg Station	56					
Migyera	140	2.00			Police	
Kafu	172	2.41				
Kigumbe	209	3.04			Police Security	
Kiryandongo	212	3.26				Single Lane Road works
Bweyele	231	3.35				
Karuma	274	3.52				
Gulu	341	5.49		10		
Parebongo	369	6.24		17	Police Security	
Pabo	379	6.34		14		
Pawel	391	6.48		8		
Atiak	410	7.01		6		
Bibia	437	7.24		8	Police	Non paved but solid
Elegu	447	7.35				
Nimule	450	N/A				
Total Speed Humps				63		

Figure 36: Road Map Kampala to Nimule
Source: NC-TRS – BPM 5.6

Based on the road survey, it is critical that work continues to upgrade the route from Kampala to Elegu.

Kampala – Mpondwe

With the road being fully paved and in good condition, the main challenges presented along the Kampala – Mpondwe routes are the excessive use of speed humps.

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Kampala	000	0.00				
Muduuma	046	1.07		32		
Mityana	088	1.28		22		
Mubenbe	149	1.32		16	Weighbridge	
Kyenjojo	247	2.54		32		
Rugombe	266	3.15		33	Police Check	
Fort Portal	295	3.50		10		
Rubona	317	4.16		16		
Kibiito	329	4.28		19		
Hima	352	4.55		11		
Kasese	374	5.27		22		
Kiroronga	397	5.48		8		
Bwera	427	6.24		14		
Mpondwe	434	6.35		10		
Total Speed Humps				245		

Figure 37: Road Map Kampala to Mpondwe
Source: NC-TRS – BPM 5.4

There are 245 speed humps within in a distance of approximately 400 kms – an average of one speed hump every 1.6 kms.

As noted above, these speed humps were built with the important goal of reducing speed and protecting the lives of road users, pedestrians and roadside communities.

The use of very regular speed humps also comes at a cost. These costs include, firstly, the additional time it takes to move goods as a result of drivers being forced to slow down and speed up, and, secondly in terms of damage to vehicles as the speed humps are often built too high. Finally, there is an environmental and amenity cost with the constant slowing down and speeding up resulting in higher than necessary vehicle emissions and excessive noise.

It is important that the benefits and costs of speed humps are properly assessed, including the optimal location for speed humps.

In addition, the work to continue to upgrade the road from Kampala to Mpondwe should continue.

Although not officially mapped, in the course of developing the business process maps, the Consultant travelled the roads between Gatuna and Kigali, Kigali and Nemba and Kigali Rubavu. These were well maintained roads and fit for purpose. There were no discretionary checkpoints and traffic-calming measures such as speed humps were only applied in urban areas.

Figure 38: Speed hump warning, Rwanda

Recommended Action	Responsible
Initiate projects to determine: • The costs and benefits of the use of large numbers of speed humps; • The optimal size and location of speed humps; • Which speed humps can be removed to allow faster travel and reduced vehicle emissions whilst not increasing risks for road users and roadside communities.	Government of Kenya Government of Uganda

Infrastructure Development - Rail

The railway line servicing the Port of Mombasa and providing linkage inland is the Rift Valley Railway (RVR). The RVR services a number of locations in Uganda, sufficiently far west as to bring it close to the border with the DRC.

Historically, a combination of poor reliability and uncompetitive pricing has meant that railways have been underutilised. As the African Development Bank has pointed out, existing rail routes are lightly used which acts as a hindrance to regional integration and that there is a need for investment so that rail networks can compete more effectively with road systems[58].

[58] Statistics Department Africa Infrastructure Knowledge Program (Corporate Author). (April, 2013). State of Infrastructure in East Africa. Abidjan, Ivory Coast. African Development Bank.

The RVR has undertaken a process of upgrading and system improvements in recent years that has enhanced operational effectiveness. This includes upgrades and new track between Mombasa and Nairobi as well as other network improvements.

As part of the ongoing upgrading, RVR plans to offer single destinations trains. This would allow faster and less expensive transport to Uganda as it will avoid the need to couple and uncouple trucks or load and unload containers for shipments going to particular locations on the RVR network.

2.6 Other TRS Data Analysis

This section provides additional information based on the data available from the TRS that is not included in Chapter 2. The tables here are provided for completeness only and to allow an overview of the data that may be used by member states for other purposes.

Many of these processes are related to the choices and actions of agents, transporters and other private sector stakeholders where they have discretion. This underlines the importance of ongoing private sector consultation.

Imports

Kenya Ports Authority

Table 44: Offloading of goods to agent creating pick up order (KWATOS): This process is largely in the control of agents and highlights the need to engage the private sector in efforts to speed up the movement of goods.

% of goods	Pick up order		
	Days	Hrs	Mins
25%	2	8	49
50%	4	3	8
75%	7	17	41
Average	5	15	34

Table 44: Offloading of goods to agent creating pick up order (KWATOS)
Source: NC-TRS

Table 45: Offloading of goods to issue of invoice: This process is driven by KPA and in the course of the TRS may have been affected by the KPA billing system outage. Only 25% of shipments receive an invoice within three days of offloading and a further 50% must wait up to another 5 days to receive an invoice.

% of Decs	Declaration		
	Days	Hrs	Mins
25%	3	4	11
50%	5	0	58
75%	8	2	39
Average	6	10	26

Table 45: Offloading of goods to issue of invoice
Source: NC-TRS

Table 46: The timings for the process captured below (invoice to truck loading) is controlled by agents, but is also heavily based on the level of predictability, which, in turn, drives the ability of agents and others to plan. Given the issues with planning, loading happens quickly once the invoice is received with 50% being loaded within approximately 1.5 days.

% of goods	Declaration		
	Days	Hrs	Mins
25%	0	9	12
50%	1	18	39
75%	2	4	35
Average	1	10	48

Table 46: Issue of invoice to loading on truck
Source: NC-TRS

KRA and OGAs

Table 47: The majority of declarations are submitted within 1-2 days after offloading. This is driven by the private sector. Pre-declarations and engagement with the private sector may speed up this process or identify issues.

% of Decs	Declaration		
	Days	Hrs	Mins
25%	1	0	26
50%	1	23	54
75%	5	12	58
Average	3	23	48

Table 47: Offloading of goods to submission of declaration on SIMBA
Source: NC-TRS

OSC

Table 48: These timings are based on decisions made by agents and shippers. Whether a lack of predictability influences planning or other there are other commercial issues, most shipments are not moving until 2-3 days after the issue of the release order. Greater predictability in Port and clearance processes and engagement with the private sector may speed up processes and identify issues.

% of Decs	Port Exit		
	Days	Hrs	Mins
25%	0	19	48
50%	2	9	11
75%	3	16	1
Average	3	12	7

Table 48: Higher Verification Officer creation of release order to Port exit
Source: NC-TRS

Busia URA

Tables 49 and 50: Table 49 shows the total time for passing through Uganda Busia – from arrival at Uganda Busia to departure from Uganda Busia. Table 50 more specifically shows the times from declaration lodgement to the issue of the release order.

% of Decs			
	Days	Hrs	Mins
25%	0	2	24
50%	0	13	10
75%	1	15	1
Average	0	14	7

Table 49: Overall – In at Busia Uganda to out Busia Uganda
Source: NC-TRS

% of Decs			
	Days	Hrs	Mins
25%	0	1	15
50%	0	14	13
75%	1	3	21
Average	0	14	13

Table 50: Time from lodgement of declaration to creation of release order (Busia)
Source: NC-TRS

Exports

The timings for the movement of exports were significantly faster than for those of imports. This is a natural reflection of fewer controls being placed on exports. Most revenue authority processes are completed in no more than a few hours and within reasonable time frames.

Overall

Tables 51: Shows the time for handover between KRA and URA at Malaba.

% of Decs			
	Days	Hrs	Mins
25%	0	0	45
50%	0	0	50
75%	0	1	12
Average	0	3	28

Table 51: Out Uganda Malaba to in Kenya Malaba (exports)
Source: NC-TRS

Table 52: This outlines the time taken from the arrival of exports at the Port gate to loading on the dockside stack and release for export.

% of Decs			
	Days	Hrs	Mins
25%	0	21	54
50%	1	4	7
75%	1	8	41
Average	1	4	0

Table 52: Port of Mombasa – Arrival Gate 10 to export stack release (exports)
Source: NC-TRS

Table 53: Time from the agent submitting documents at Kilindini to arrival at the export stack. These timings are not significant with most occurring within one day.

% of Decs			
	Days	Hrs	Mins
25%	0	17	47
50%	0	19	59
75%	0	22	11
Average	0	19	59

Table 53: Kenya Exports – Agent submits documents at Kilindini to arrival at export stack (exports)
Source: NC-TRS

URA Malaba

Tables 54 and 55 These tables effectively capture the time taken for exports to pass through the Uganda Malaba border crossing. The average in Table 55 is influenced by an outlying data point.

% of Decs			
	Days	Hrs	Mins
25%	0	0	33
50%	0	1	39
75%	0	4	7
Average	0	4	3

Table 54: Arrival at exit gate to endorsement by URA Barrier Gate Officer (exports)
Source: NC-TRS

% of Decs			
	Days	Hrs	Mins
25%	0	0	47
50%	0	0	53
75%	0	1	13
Average	0	3	30

Table 55: Endorsement by URA Barrier Gate Officer to truck arrival on Kenyan side (exports)
Source: NC-TRS

KRA Kilindini

Table 56: This table captures the total time for exports at Kalindini. These times are short with 50% exiting within 2 hours and a further 50% cleared within a working day.

% of Decs			
	Days	Hrs	Mins
25%	0	1	30
50%	0	2	30
75%	0	8	20
Average	0	7	27

Table 56: Time from agents submitting documentation to exit to Kilindini (exports)
Source: NC-TRS

Table 57: This table shows the time taken from the agent submitting documents until the HVO receives them. The average here is influenced by an outlying data point (within a small sample size) and the timings are short.

% of Decs			
	Days	Hrs	Mins
25%	0	0	15
50%	0	0	21
75%	0	1	30
Average	0	5	21

Table 57: Time from agent submitting documentation to receipt by HVO (exports)
Source: NC-TRS

Tables 58 and 59: These tables outline timings for effective clearance. The total time is within one working day and would be considered adequate.

% of Decs			
	Days	Hrs	Mins
25%	0	0	20
50%	0	0	56
75%	0	3	53
Average	0	4	15

Table 58: Time from receipt by HVO to return for release (exports)
Source: NC-TRS

% of Decs			
	Days	Hrs	Mins
25%	0	0	15
50%	0	0	40
75%	0	2	15
Average	0	3	40

Table 59: Time from HVO allocation to VO to completion of inspection report (exports)
Source: NC-TRS

Table 60: Identifies the timings for OGA export inspections.

% of Decs			
	Days	Hrs	Mins
25%	0	0	5
50%	0	0	10
75%	0	0	15
Average			

Table 60: Time for OGA inspections (exports)
Source: NC-TRS
Note: there is no average due to low population size

Embakasi

Table 61: The time for loading on RVR at Embakasi. These issues are mainly associated with operations of RVR and would be partially addressed through the issues identified in Chapter 2 relating to RVR, but again also highlights the need for ongoing consultations with the private sector.

% of Decs			
	Days	Hrs	Mins
Average	2	17	53

Table 61: Time from arrival at Embakasi to loading on RVR train (exports)
Source: NC-TRS

3 CHAPTER 3: SUMMARY OF RECOMMENDATIONS BY COUNTRY AND ACTION PLAN

3.1 Northern Corridor

No.	Recommended Action	Responsible	Priority
1.1	Execute a workshop with KPA and private sector representatives to: • Identify reasons why traders and transporters are choosing to hold goods in the Port; • Identify possible administratively and, commercially viable solutions that will speed up the departure of shipments.	NCIP / SCT Cluster / NCTTCA	High
1.2	Adopt EAC SCT procedures for all NC member states, including the DRC.	NCIP / SCT Cluster / NCTTCA in conjunction with EAC	High
1.3	Ensure national computer systems are linked to facilitate a joint transit system for all NC member countries based on the EAC SCT procedures.	NCIP / SCT Cluster / NCTTCA in conjunction with EAC	High
1.4	Work with transporters and logistics operators to establish a TIR Carnet-style system for the Northern Corridor member countries that can be extended to other EAC member states.	NCIP / SCT Cluster / NCTTCA in conjunction with EAC	High
1.5	Develop a single identification number based on the WCO's UCR for the tracking of declarations through the Northern Corridor via linked Customs management systems.	NCIP / SCT Cluster / NCTTCA	High
1.6	Utilise NCTTCA forums to share data, best practices and learnings.	NCTTCA	High
1.7	Work with logistics service providers and traders to encourage a move to computer-based management and controls for empty container handling.	NCTTCA	Medium

3.2 Kenya

No.	Recommended Action	Responsible	Priority
2.1	Establish a process with URA for joint sightings and the removal of multiple sightings at Malaba OSBP.	KRA	Medium
2.2	Ensure 24/7 staff coverage for Kenya staff at the Malaba OSBP.	KRA	Medium
2.3	Ensure that accurate rotation numbers are exchanged between KRA and URA IT systems at Malaba OSBP as a part of the implementation of the recommendation establishing 24/7 staffing by KRA.	KRA	Low
2.4	Remove completely the need for the presentation of paper documents where electronic versions already exist on SIMBA. This should be executed at: • Kenya DPC; • Kenya OSC; • Malaba OSBP.	KRA	High
2.5	Establish alternate secondary data centres that can operate in the event of system outages.	KRA and KPA	High
2.6	Implement a process for the mutual recognition of licensed agents and transporters from other NC member countries based on the EAC SCT approach.	Government of Kenya in conjunction with EAC member states	Medium
2.7	Commence a process to: • Update payment systems to operate in real time; and/or • Adapt the SIMBA system to trigger the risk engine before payment is confirmed. As part of this process, a review should be undertaken to properly assess revenue risks associated with each option above.	KRA	Medium

2.8	Commence a process to update the SIMBA system to allow allocation of declarations on a sequential basis.	KRA	Low
2.9	Integrate rail manifests within the KWATOS and MMS/SIMBA systems.	KRA & KPA & RVR	High
2.10	Incorporate data from the NCTO into management systems for performance reviews and benchmarking.	KRA & KPA	High
2.11	Continue to upgrade operations at the OSC through: • Adoption of collaborative border management systems; • Co-location of border management agencies in a single office.	Government of Kenya (KRA Lead)	Medium
2.12	Upgrade KRA risk management processes and procedures to: • Utilise risk management information to identify compliant trade; • Reduce the independent authority of enforcement staff and increase reliance on risk management processes and procedures; • Make a distinction between trade management and anti-smuggling requirements; • Educate traders and other private stakeholders to develop a culture of compliance.	KRA	High
2.13	Upgrade KPA risk management, allocation and IT systems to: • Allow for full electronic allocation of inspections based on SIMBA risk assessment; • Eliminate the discretion of individual officers to override SIMBA risk allocation; • Generate release time reports; and • Provide continual electronic access to documentation for verification officers.	KPA	High

2.14	Institute a review aimed at introducing audit-based controls and extending the rotation period of control staff working with oil and petroleum products. The review should also address potential compliance risks.	KRA	Medium
2.15	Introduce laws to allow legal action to be taken against companies and drivers whose vehicles are persistently fined for being overloaded.	KeNHA	Low
2.16	Initiate a project to determine: • The costs and benefits of the use of large numbers of speed humps; • The optimal size and location of speed humps; • Which speed humps can be removed to allow faster travel and reduced vehicle emissions whilst not increasing risks for road users and roadside communities.	KeNHA	High
2.17	Introduce a system of checks on the integrity of the weighbridge staff.	KeNHA	High

3.3 Uganda

No.	Recommended Action	Responsible	Priority
3.1	Examine the establishment of additional One Stop Border Posts with Rwanda (Katuna/Gatuna), DRC (Mpondwe/Kasindi) and South Sudan (Elegu/Nimule).	URA	Medium
3.2	Establish a process with KRA for joint sightings and the removal of multiple sightings at Malaba OSBP.	URA	Medium
3.3	Ensure that accurate rotation numbers are exchanged between URA and KRA IT systems at Malaba OSBP as part of the implementation of the recommendation establishing 24/7 staffing by KRA.	URA	Low
3.4	Remove completely the need for the presentation of paper documents where electronic versions already exist on ASYCUDA. This should be executed at: • Malaba OSBP • Uganda Elegu • Uganda OSF • Uganda Mpondwe • Uganda Katuna	URA	High
3.5	Establish alternate secondary data centres that can operate in the event of system outages.	URA	High
3.6	Implement a process for the mutual recognition of licensed agents and transporters from other NC member countries based on the EAC SCT approach.	Government of Uganda in conjunction with EAC	Medium

3.7	Upgrade URA risk management processes and procedures to: • Utilise risk management information to identify compliant trade; • Reduce the independent authority of enforcement staff and increase reliance on risk management processes and procedures; • Make a distinction between trade management and anti-smuggling requirements; • Educate traders and other private stakeholders to develop a culture of compliance.	URA	High
3.8	Commence a process to: • Update payment systems to operate in real time; and/or • Adapt the ASYCUDA system to trigger the risk engine before payment is confirmed. As part of this process, a review should be undertaken to properly assess revenue risks associated with each option above.	URA	High
3.9	Commence a process to update the ASYCUDA system to allow allocation of declarations on a sequential basis.	URA	Low
3.10	Incorporate data from the NCTO into management systems for performance reviews and benchmarking.	URA	High
3.11	Move to implement 10th NCIP Ministerial meeting to embrace the use of High Speed Weigh in Motion Weighbridges	UNRA	High
3.12	Introduce laws to allow legal action to be taken against companies and drivers whose vehicles are persistently fined for being overloaded.	UNRA	Low

3.13	Initiate a project to determine: • The costs and benefits of the use of large numbers of speed humps; • The optimal size and location of speed humps; • Which speed humps can be removed to allow faster travel and reduced vehicle emissions whilst not increasing risks for road users and roadside communities.	UNRA	High
3.14	Introduce a system of checks on the integrity of the weighbridge staff.	UNRA	High

3.4 South Sudan

No.	Recommended Action	Responsible	Priority
4.1	Examine the establishment of additional One Stop Border Posts with Uganda (Elegu / Nimule).	South Sudan Customs	Medium
4.2	Implement a process for the mutual recognition of licensed agents and transporters from other NC member countries based on the EAC SCT approach.	Government of South Sudan in conjunction with EAC	Medium
4.3	Incorporate data from the NCTO into management systems for performance reviews and benchmarking.	South Sudan Customs	High
4.4	Act immediately to implement a computerised system for the processing and lodging of customs declarations with priority to a basic import declaration system.	South Sudan Customs	High
4.5	Delegate the authorisation of release to Tariff Officer or their immediate manager.	South Sudan Customs	Medium
4.6	Move to implement 10th NCIP Ministerial meeting to embrace the use of High Speed Weigh in Motion Weighbridges	SSRA	High
4.7	Introduce laws to allow legal action to be taken against companies and drivers whose vehicles are persistently fined for being overloaded.	SSRA	Low

3.5 Burundi

No.	Recommended Action	Responsible	Priority
5.1	Examine the establishment of additional One Stop Border Posts with Rwanda (Kanyaru Haut / Akanyaru).	OBR	Medium
5.2	Establish a process with RRA for joint sightings and the removal of multiple sightings at Gasenyi/Nemba OSBP.	OBR	Medium
5.3	Remove completely the need for the presentation of paper documents where electronic versions already exist on SYDONIA. This should be executed at: • Burundi Nemba OSBP • Burundi Kanyaru Haut	OBR	High
5.4	Establish alternate secondary data centres that can operate in the event of system outages	OBR	High
5.5	Implement a process for the mutual recognition of licensed agents and transporters from other NC member countries based on the EAC SCT approach	Government of Burundi in conjunction with EAC	Medium
5.6	Upgrade OBR risk management processes and procedures to: • Utilise risk management information to identify compliant trade; • Reduce the independent authority of enforcement staff and increase reliance on risk management processes and procedures; • Make a distinction between trade management and anti-smuggling requirements; • Educate traders and other private stakeholders to develop a culture of compliance.	OBR	High

5.7	Commence a process to: • Update payment systems to operate in real time; and/or • Adapt the SYDONIA systems to trigger the risk engine before payment is confirmed. As part of this process, a review should be undertaken to properly assess revenue risks associated with each option above.	OBR	High
5.8	Commence a process to update the SYDONIA system to allow allocation of declarations on a sequential basis.	OBR	Low
5.9	Incorporate data from the NCTO into management systems for performance reviews and benchmarking.	OBR	High
5.10	Review the deployment of staff at the Port of Mombasa once common SCT procedures are in place.	OBR	Low
5.11	Move to implement 10th NCIP Ministerial meeting to embrace the use of High Speed Weigh in Motion Weighbridges	ODR	High
5.12	Introduce laws to allow legal action to be taken against companies and drivers whose vehicles are persistently fined for being overloaded.	ODR	Low
5.13	Introduce a system of checks on the integrity of the weighbridge staff.	ODR	High

3.6 Democratic Republic of Congo

No.	Recommended Action	Responsible	Priority
6.1	Examine the establishment of additional One Stop Border Posts with Uganda (Mpondwe/Kasindi) and Rwanda (Rubavu/Goma).	DGDA	Medium
6.2	Establish alternate secondary data centres that can operate in the event of system outages.	DGDA	High
6.3	Implement a process for the mutual recognition of licensed agents and transporters from other NC member countries based on the EAC SCT approach.	Government of the DRC	Medium
6.4	Upgrade DGDA risk management processes and procedures to: • Utilise risk management information to identify compliant trade; • Reduce the independent authority of enforcement staff and increase reliance on risk management processes and procedures; • Make a distinction between trade management and anti-smuggling requirements; • Educate traders and other private stakeholders to develop a culture of compliance.	DGDA	High
6.5	Commence a process to: • Update payment systems to operate in real time; and/or • Adapt the ASYCUDA system to trigger the risk engine before payment is confirmed. As part of this process, a review should be undertaken to properly assess revenue risks associated with each option above.	DGDA	High
6.6	Commence a process to update the ASYCUDA system to allow allocation of declarations on a sequential basis.	DGDA	Low

6.7	Incorporate data from the NCTO into management systems for performance reviews and benchmarking.	DGDA	High
6.8	Establish procedures for clearance of goods at the border together with OGAs.	DGDA	High
6.9	Establish a process to confirm receipt of certificates of destination with OGEFREM in Mombasa.	Government of the DRC	High
6.10	Station staff at Port of Mombasa to clear and verify goods until such time as SCT procedures are in place.	DGDA	High
6.11	Introduce laws to allow legal action to be taken against companies and drivers whose vehicles are persistently fined for being overloaded.	Government of the DRC	Low

3.7 Rwanda

No.	Recommended Action	Responsible	Priority
7.1	Examine the establishment of additional One Stop Border Posts with Uganda (Katuna/Gatuna), DRC (Rubavu/Goma) and Burundi (Kanyaru Haut/Akanyaru).	RRA	Medium
7.2	Establish a process with OBR for joint sightings and the removal of multiple sightings at Gasenyi/Nemba OSBP.	RRA	Medium
7.3	Establish alternate secondary data centres that can operate in the event of system outages.	RRA	High
7.4	Implement a process for the mutual recognition of licensed agents and transporters from other NC member countries based on the EAC STC approach.	Government of Rwanda in conjunction with EAC	Medium
7.5	Upgrade RRA risk management processes and procedures to: • Utilise risk management information to identify compliant trade; • Reduce the independent authority of enforcement staff and increase reliance on risk management processes and procedures; • Make a distinction between trade management and anti-smuggling requirements; • Educate traders and other private stakeholders to develop a culture of compliance.	RRA	High
7.6	Commence a process to: • Update payment systems to operate in real time; and/or • Adapt the ASYCUDA system to trigger the risk engine before payment is confirmed. As part of this process, a review should be undertaken to properly assess revenue risks associated with each option above.	RRA	High

7.7	Commence a process to update the ASYCUDA system to allow allocation of declarations on a sequential basis.	RRA	Low
7.8	Incorporate data from the NCTO into management systems for performance reviews and benchmarking.	RRA	High
7.9	RRA staff currently based at Mombasa be given responsibility for conducting inspections on behalf of all relevant agencies.	Government of Rwanda	High
7.10	Review the deployment of staff at the Port of Mombasa once full EAC SCT procedures are in place.	RRA	Low
7.11	Move to implement 10th NCIP Ministerial meeting to embrace the use of High Speed Weigh in Motion Weighbridges.	RTDA	High
7.12	Introduce laws to allow legal action to be taken against companies and drivers whose vehicles are persistently fined for being overloaded.	RTDA	Low
7.13	Introduce a system of checks on the integrity of the weighbridge staff.	RTDA	High

3.8 Action Plan

Governance

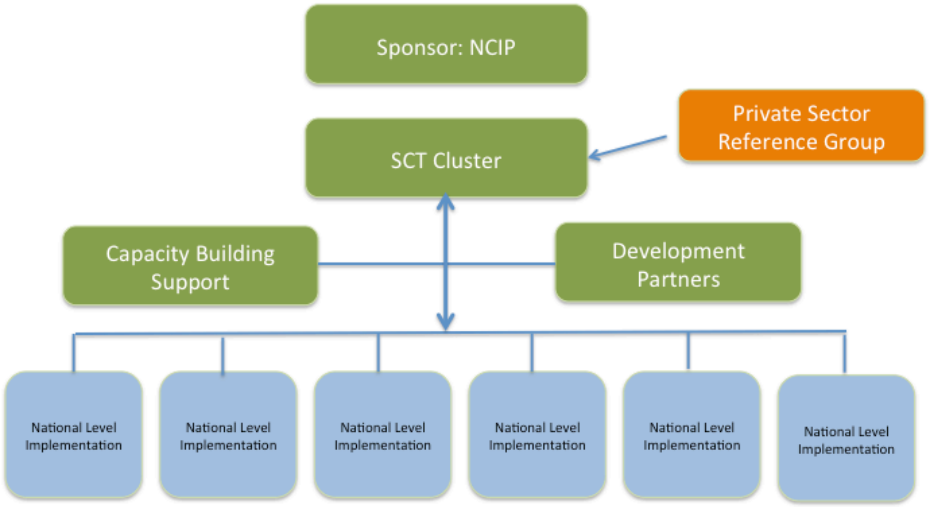


Figure 39: Governance for Implementation

Implementation of the recommendations will be sponsored by the NCIP and overseen by the NCIP Cluster. The NCIP Cluster will act as the implementation body and act as a forum for reporting and monitoring of national-level recommendations.

In implementing the recommendations, the SCT Cluster will:

- Agree a timeline for the implementation of the recommendations contained in this report based on a recommendation from the NCTTCA Secretariat.
- Lead the implementation of those recommendations that involve implementing existing EAC processes and procedures or developing new processes for the NC SCT that will also be implemented at an EAC level. This will require:
    - Liaison with the EAC via the NCTTCA Secretariat on implementation of common transit procedures;
    - Liaison with the EAC via the NCTTCA Secretariat on implementation of a joint transit system in the NC SCT based on existing EAC processes and in line with the recommendations in this report;
    - Working with the EAC via the NCTTCA Secretariat on the implementation of a TIR-Carnet style system;
    - Working with the EAC via the NCTTCA Secretariat on mutual recognition of agents and transporters.
- Oversee and monitor the implementation of national level recommendations based on an action plan to be presented by the NCTTCA Secretariat.
- Act as a change management champion within the Northern Corridor.

To facilitate the implementation, a Private Sector Reference Group should be established at the Northern Corridor level to assist the SCT in implementation. This group should include representatives of agents, transporters, logistics service providers and representatives of larges traders and SMEs.

The role of the Private Sector Reference Group is:

- To act as sounding board for proposed reforms and their implementation;
- To actively contribute to the development of reforms;
- To act as champions of change in the Northern Corridor within the private sector

Implementation Phases

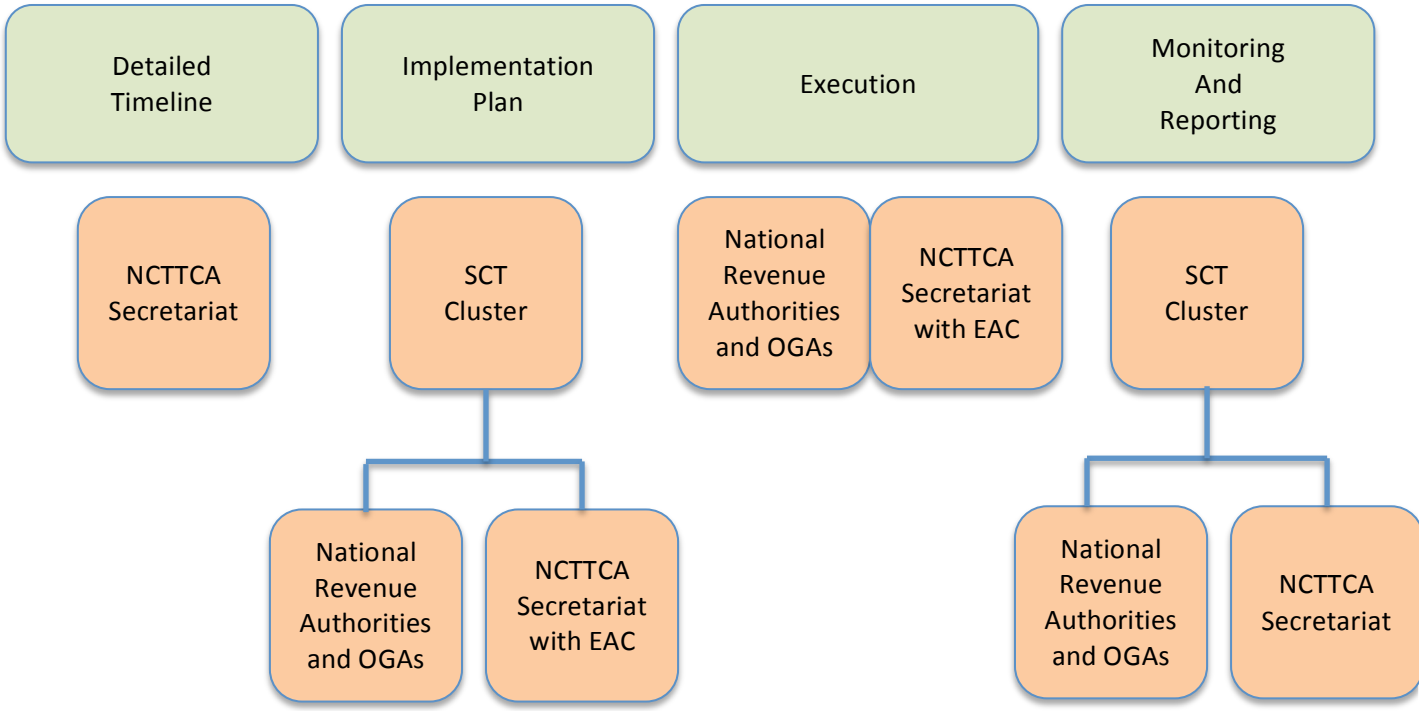
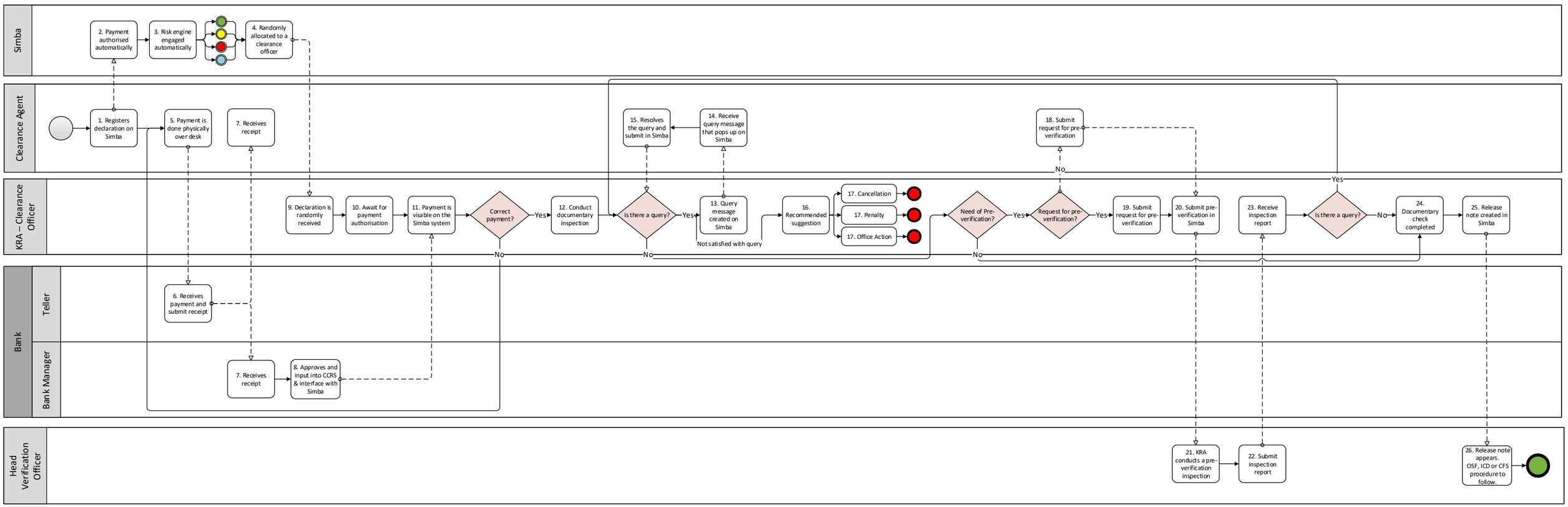


Figure 40: Implementation phases

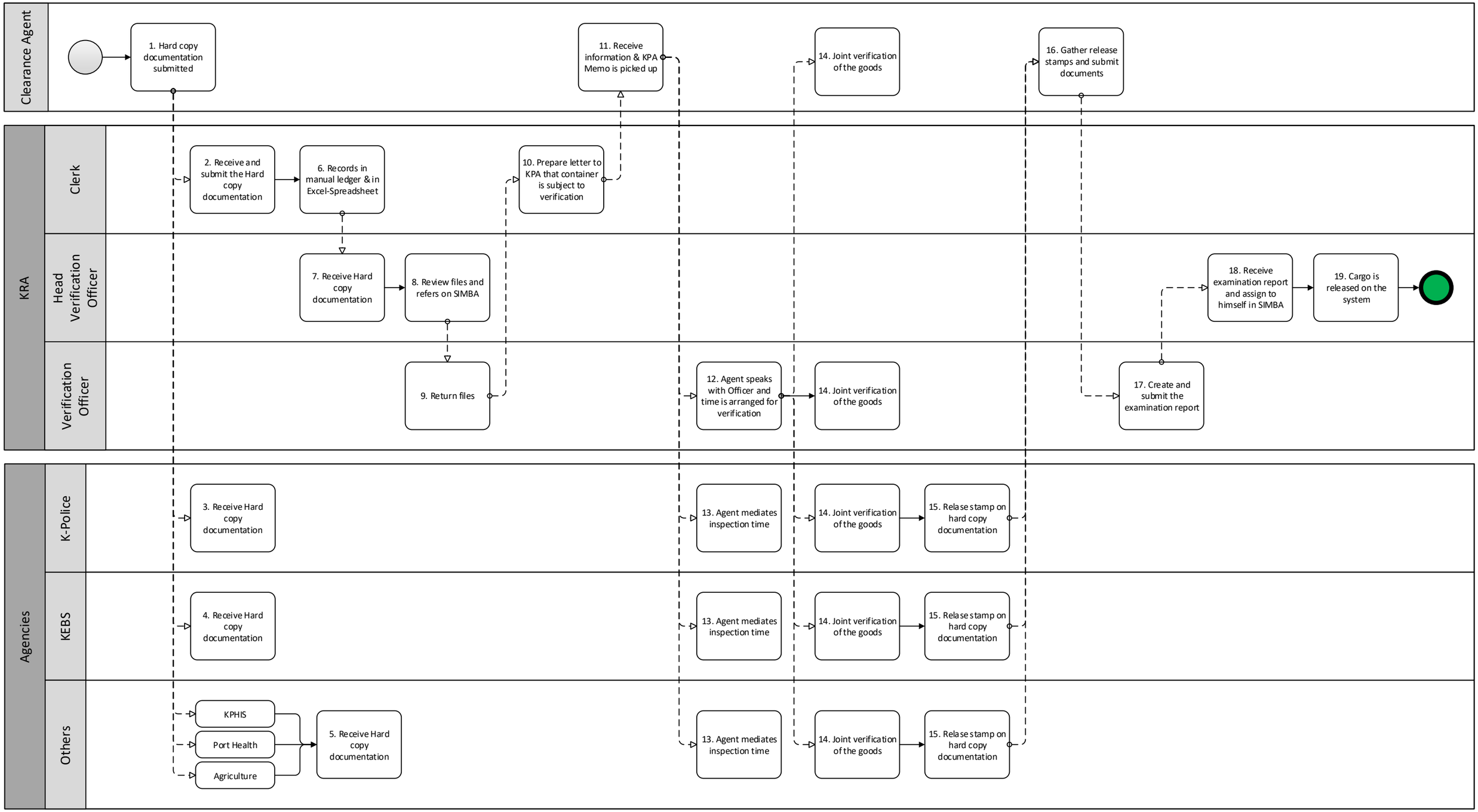
4 APPENDIX

4.1 Business Process Maps

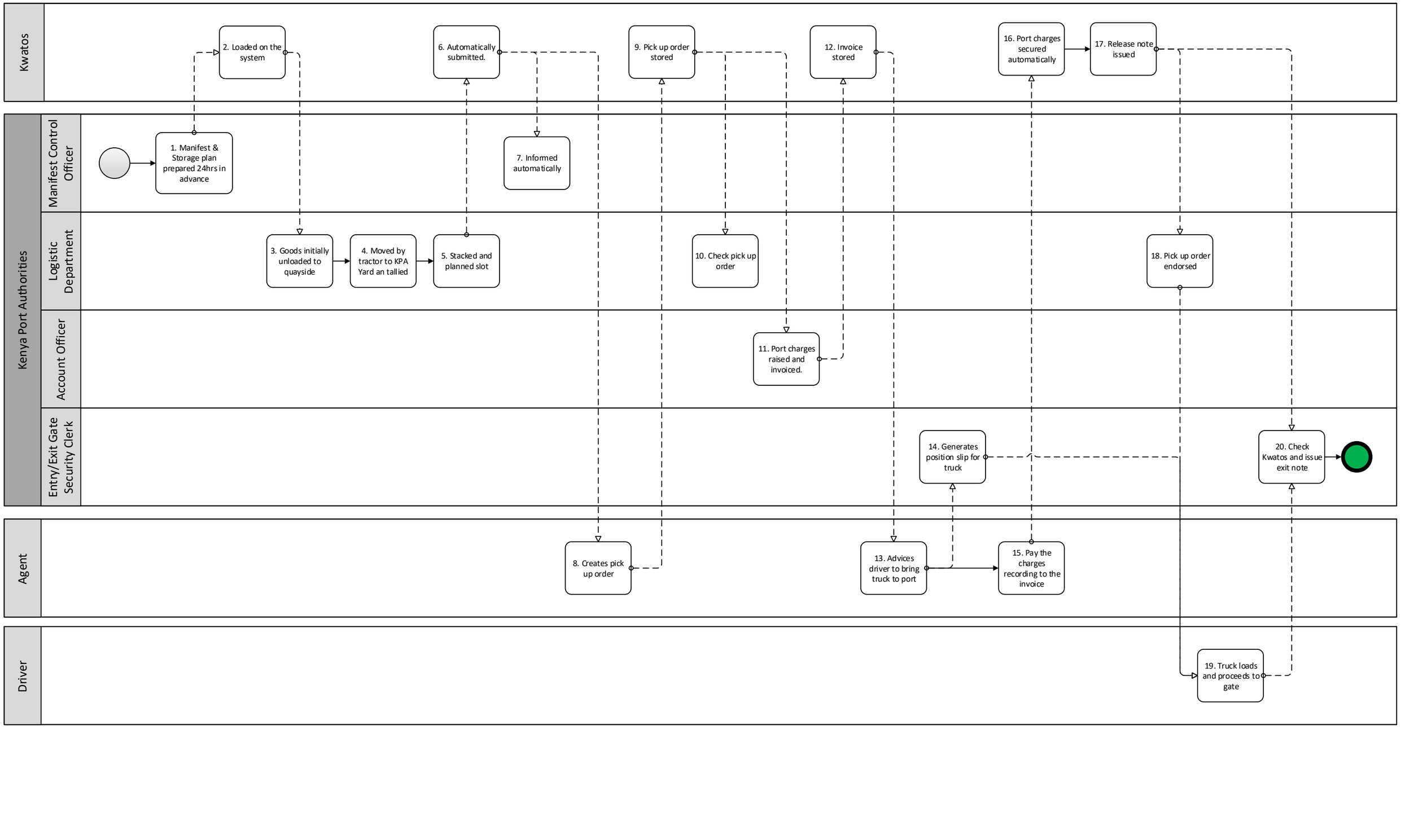
BPM 1.1 Kenya DPC



BPM 1.2 Kenya OSC



BPM 1.3 Port of Mombasa



BPM 1.4 Kenya CFS

Document Flow

- 4. KRA Gate Officer verifies seals and numbers and records on Camis
- 7. Agent presents paper copy of documentation to KRA Clerk
- 8. Clerk records places in file and refers file to HVO.
- 10. Head verification officer receives information.
- 11. Pre-verification
- 11. Verification
- 12. Inspection is OK. VO provides inspection report.
- 12. Inspection is OK. VO provides inspection report.
- Inspection Report
- 14. HVO receives inspection report. Possible clearing process
- 16. Agent informed of clearance and picks documentation from KRA office
- 18. KRA Gate Officer make sure there is an exit note on Camis
- 28. KRA Gate Officer updates Camis that goods have left

Systems in Use

Simba

- 15. HVO approves release and issue Exit Note

Camis

- 5. Seals, numbers and arrival recorded
- 17. Simba will automatically update Camis
- 29. Camis is updated

Manual

- 9. All records done in Excel.
- 13. The inspection report provides manually to HVO

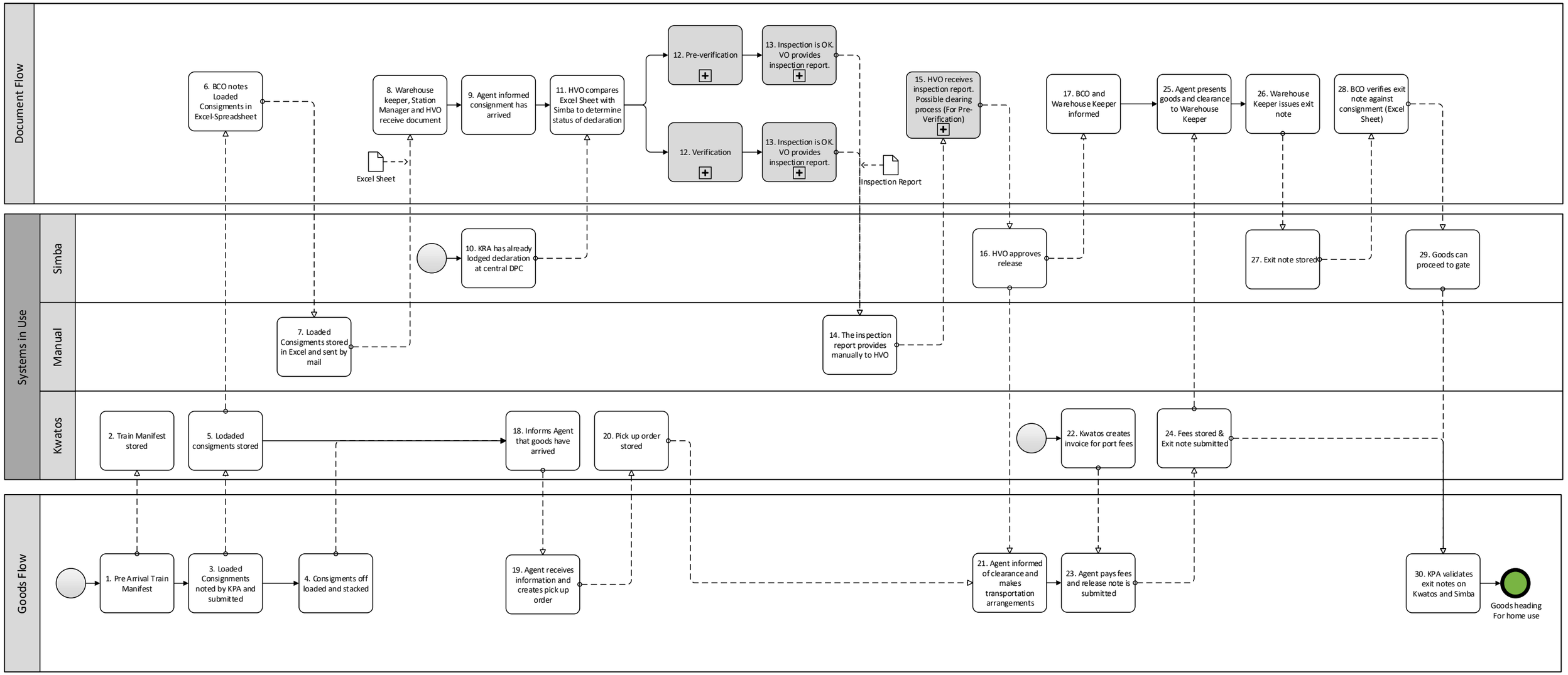
Port Operator System

- 3. Arrival recorded
- 19. Informs Agent that goods have arrived
- 21. Pick up order stored
- 23. Port operator system creates invoice for port fees
- 25. Fees stored & Exit note submitted

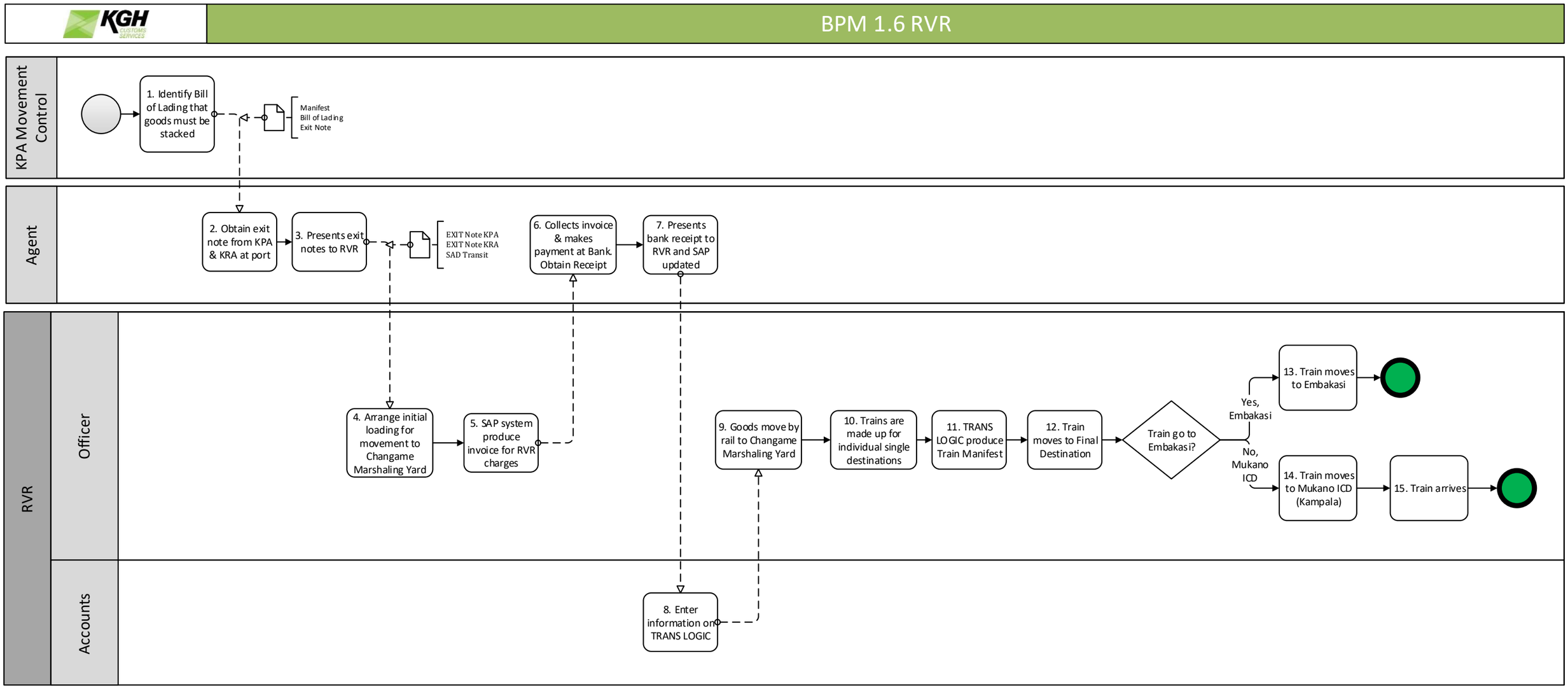
Goods Flow

- 1. Arrival of truck to in-gate
- 2. Operator Gate Officer verifies seals and numbers and records arrival
- 6. Truck moves into CFS
- 20. Agent receives information and creates pick up order
- 22. Agent informed of clearance and makes transportation arrangements
- 24. Agent pays fees, obtain receipt and release note is submitted
- 26. Port operator validates exit on Port operator system and confirm with KRA
- 27. Goods are leaving for home use

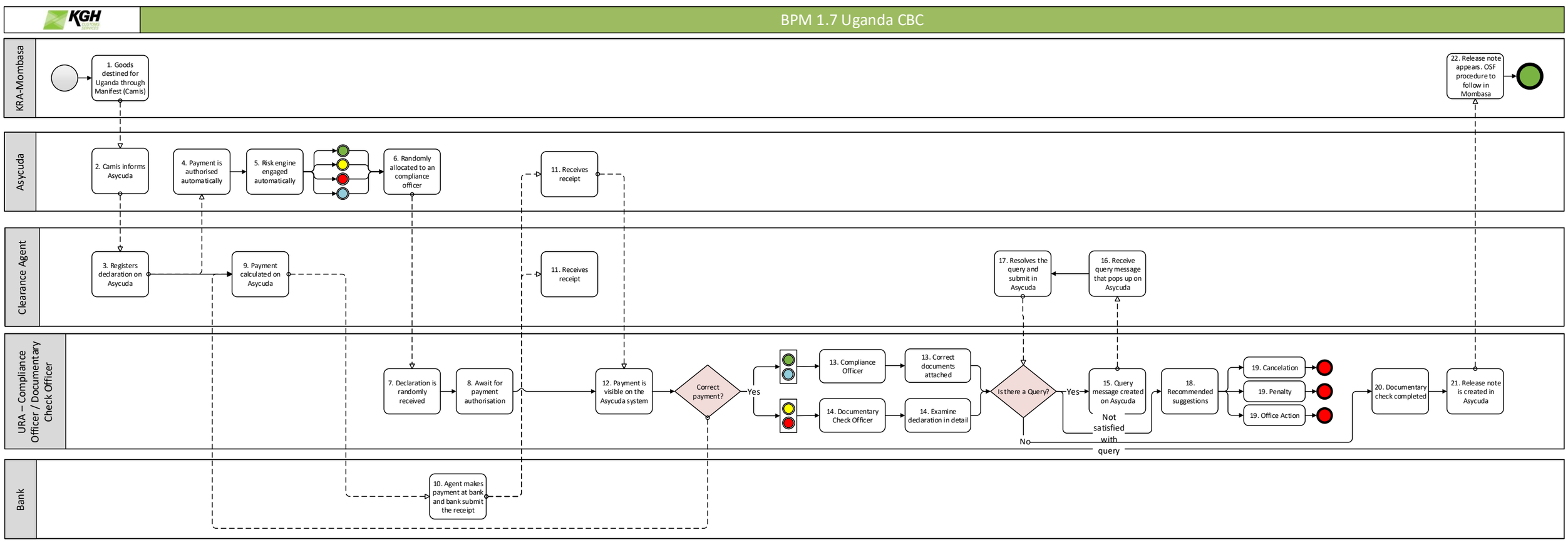
BPM 1.5 Kenya ICD



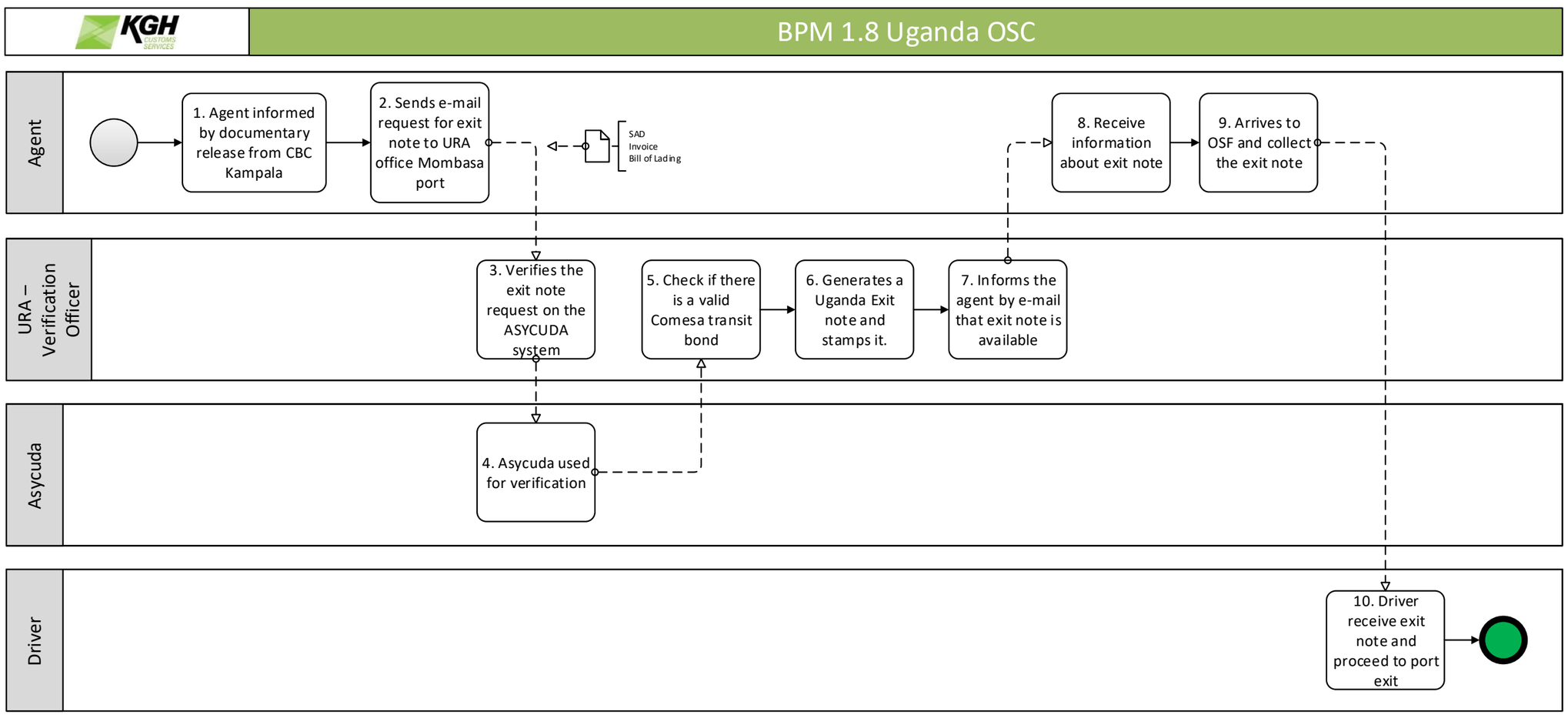
BPM 1.6 RVR


KPA Movement Control
1. Identify Bill of Lading that goods must be stacked
Manifest
Bill of Lading
Exit Note
Agent
2. Obtain exit note from KPA & KRA at port
3. Presents exit notes to RVR
EXIT Note KPA
EXIT Note KRA
SAD Transit
6. Collects invoice & makes payment at Bank. Obtain Receipt
7. Presents bank receipt to RVR and SAP updated
RVR
Officer
4. Arrange initial loading for movement to Changame Marshaling Yard
5. SAP system produce invoice for RVR charges
9. Goods move by rail to Changame Marshaling Yard
10. Trains are made up for individual single destinations
11. TRANS LOGIC produce Train Manifest
12. Train moves to Final Destination
Train go to Embakasi?
Yes, Embakasi
13. Train moves to Embakasi
No, Mukano ICD
14. Train moves to Mukano ICD (Kampala)
15. Train arrives
Accounts
8. Enter information on TRANS LOGIC

BPM 1.7 Uganda CBC



BPM 1.8 Uganda OSC



BPM 1.9 Malaba SCT

Driver

1. Vehicle and driver arrives.

Agent

2. Agent presents documents at Lower gate
- Mombasa Exit note
- Country Exit note
- T812
- Uganda SAD
- C2

Kenya Revenue Authorities

Clerical Officer

3. Allocates rotation number and attaches to C2 and pass forward
- C2
- Mombasa Exit note
- Uganda SAD
- Supporting documents

Gate Verification Officer

4. Sights consignment, verifies seals and numbers

5. Stamps SAD and keeps copy of C2. Pass forward
- C2
- Mombasa Exit note
- Uganda SAD
- Supporting documents

Uganda Revenue Authorities

Sight Account Officer

7. Checks seals and numbers and indentifies on ASYCUDA

Single Customs Territory Uganda?
- Yes
- No

16. Payment has to be done if carrying goods to destinations except Transit Uganda

Single Customs Territory Rwanda?
- Yes
- No (We know that it is Transit)

21. There is a transit to Uganda, DRC, Burundi or SS

CBC Officer (Exit Gate 1)

11. Agent present the documents.

14. Verifies documents (as per CBC map).

23. Documentary clearance and issues release note and T1 or WT4

24. Checks bond on COMESA system

Verification Team Officer

13. Inspection completed and inspection act completed

Verification Officer

8. Receive information. Checks the risk rating on ASYCUDA

12. Allocates to Verification Officer for inspection

15. Issues Exit Note

Upper Gate Officer

26. Vehicle is sent to Upper Gate

28. Enters vehicle arrival on Asycuda.

Seals

6. Kenya Electronic Seals removed

25. Uganda Electronic Seals applied

Driver

9. Goods moved to examination Area.

Agent

10. Informed that an inspection is to be made.
- SAD
- Supporting Documents

17. Road user fee is paid at the bank.

19. Receive the receipt and attach to SAD
- SAD + Bank Receipt
- Supporting Documents

22. Submits Asycuda declaration
- T810/812 or 814
- Docs creates new SAD on ASYCUDA
- Road fee receipt

Bank

18. Receipt issued by the bank.

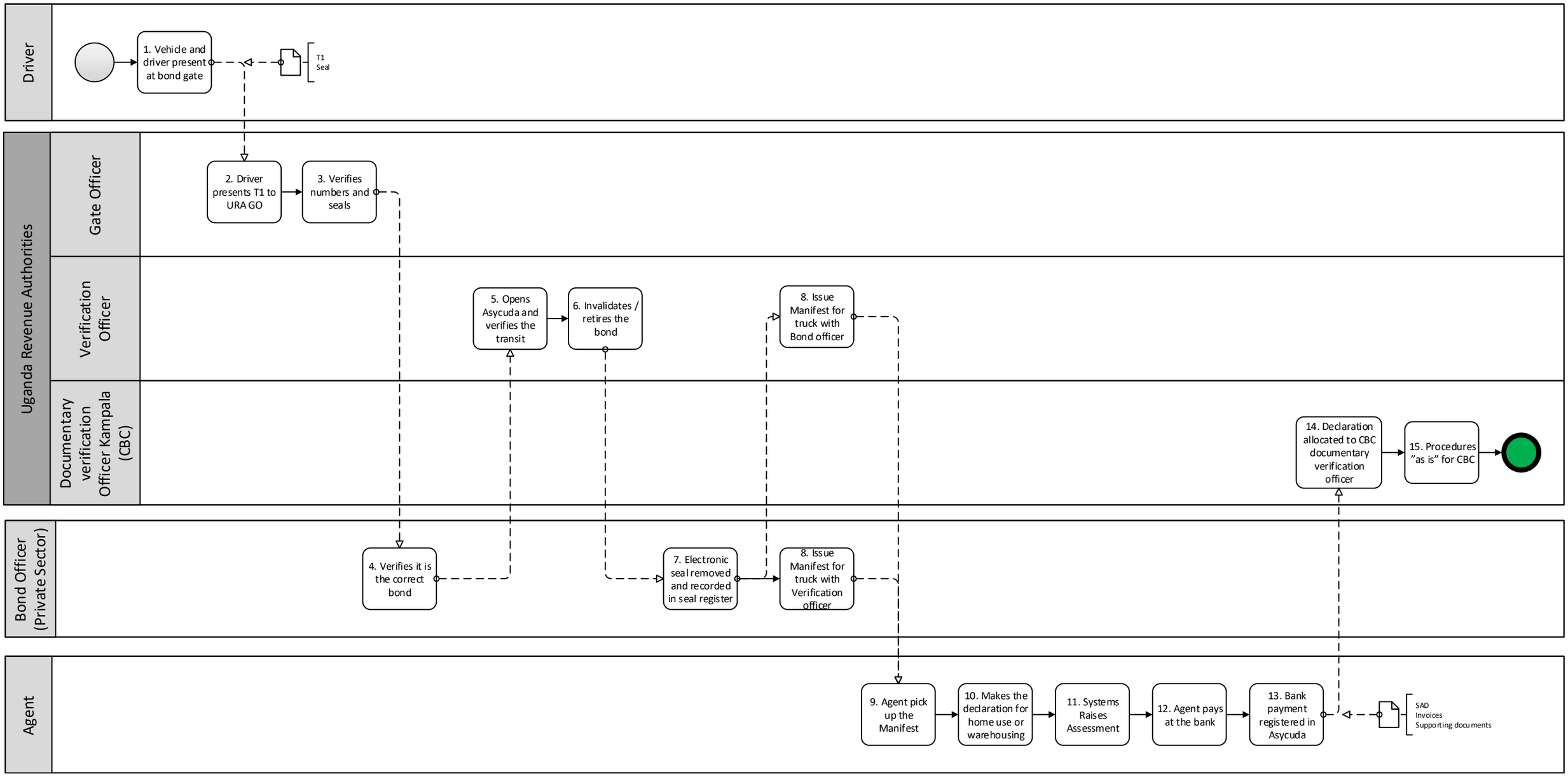
Driver

20. Receive the receipt and attach to SAD

Driver

27. Driver arrives at gate.

BPM 1.10 Kampala ICD



BPM 1.11 Uganda - Katuna Transit

Driver

1. Reports on arrival at barrier

Passport
SAD T1
SAD IM8
Kenya C2
Supporting documents

14. Truck moves to exit gate

17. Goods move to Rwanda

Agent

4. Presents necessary documents

SAD T1
SAD IM8
Kenya C2
Supporting documents
Road user payment slip
Weigh bridge slip

13. Released documents returns to Agent

Uganda Police

2. Verification checks for numbers and seals

3. Passport carried out together with URA BO IN

Uganda Revenue Authorities

Barrier Officer IN

3. Passport carried out together with Police

Verification Officer

5. Checks time elapsed on T1 and verifies documents

6. Sights the vehicle and contents checking seals

7. Removes electronic seal and records in line seal register

8. Opens Asycuda and reconciles transit and transit guarantee

9. Completes manual transit register (SAD, agent, rotation number)

10. Writes rotation number on SAD

11. Stamps SAD as released

12. Declaration release on Asycuda

Police Gate officer exit

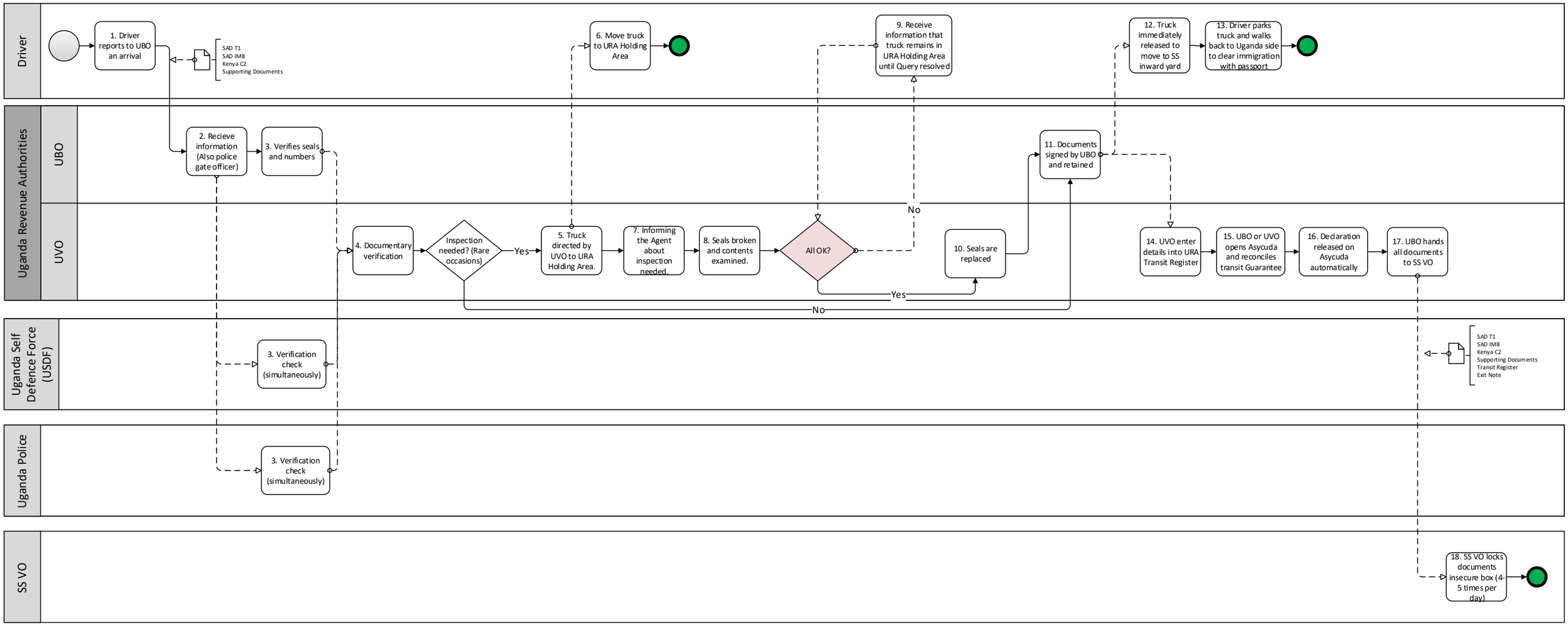
15. Checks number and seals together with BO OUT

Barrier Officer OUT

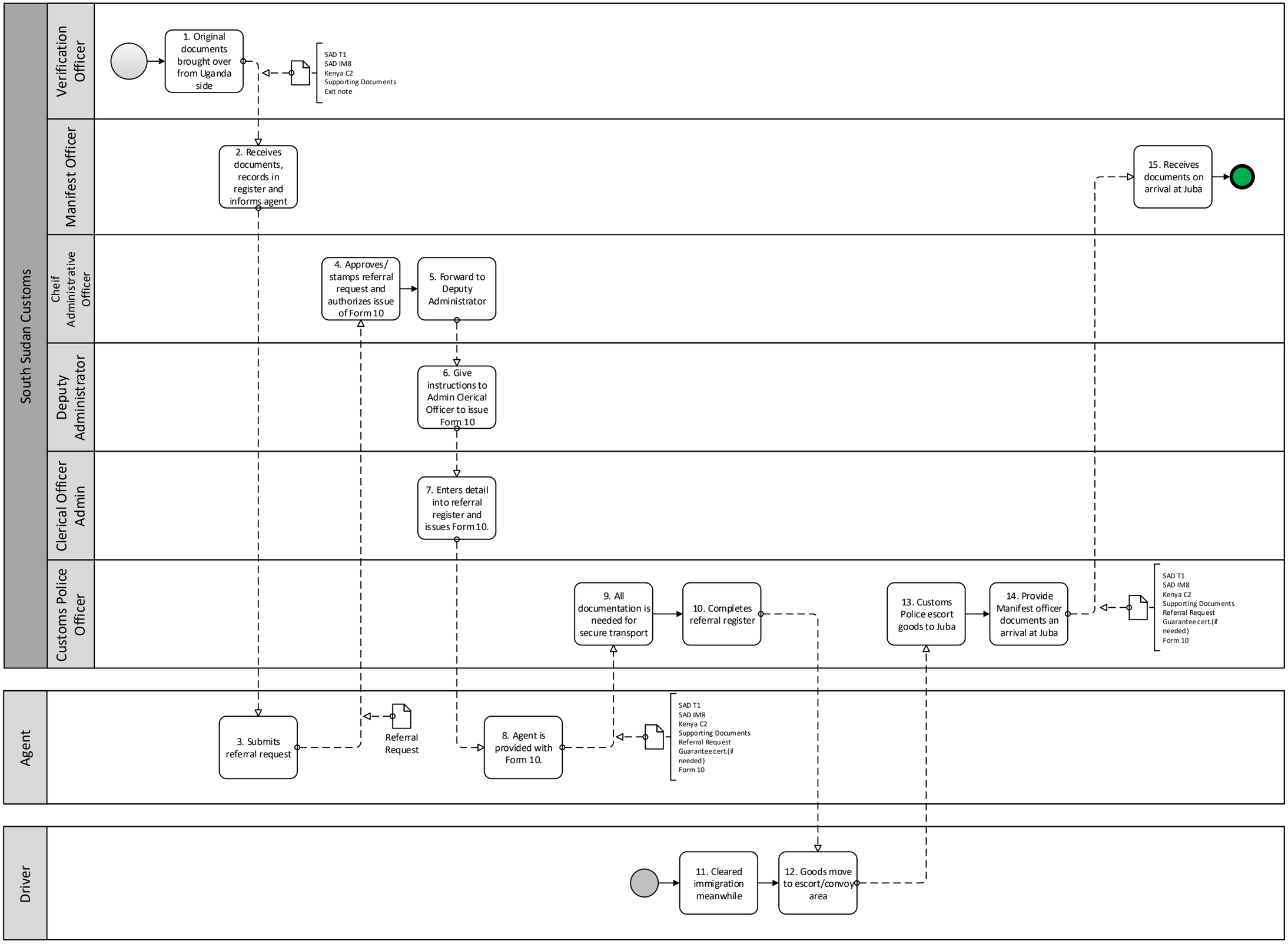
15. Checks number and seals together with Police

16. Records rotation number and enter details exit register

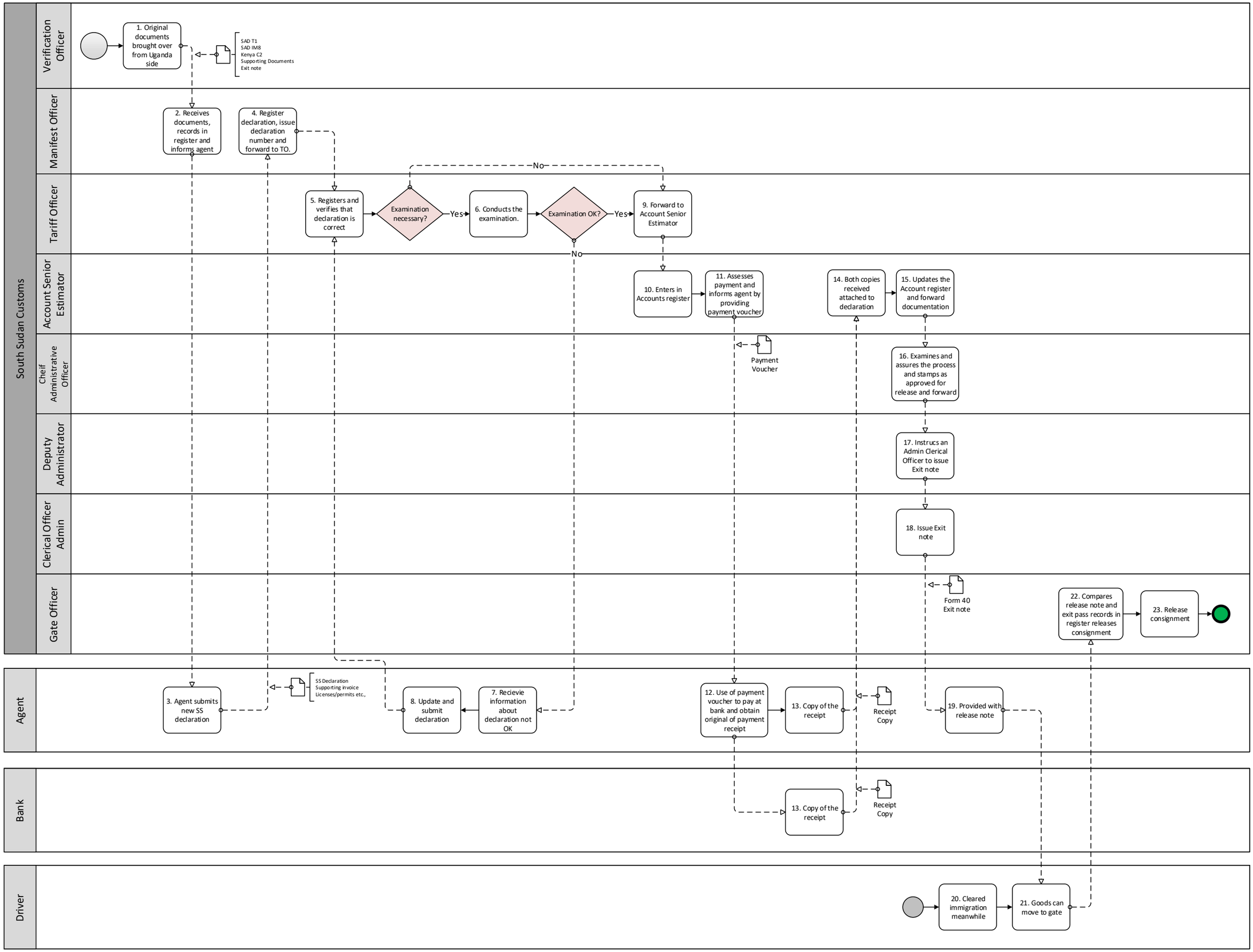
BPM 1.12 Uganda - South Sudan Elegu Transit



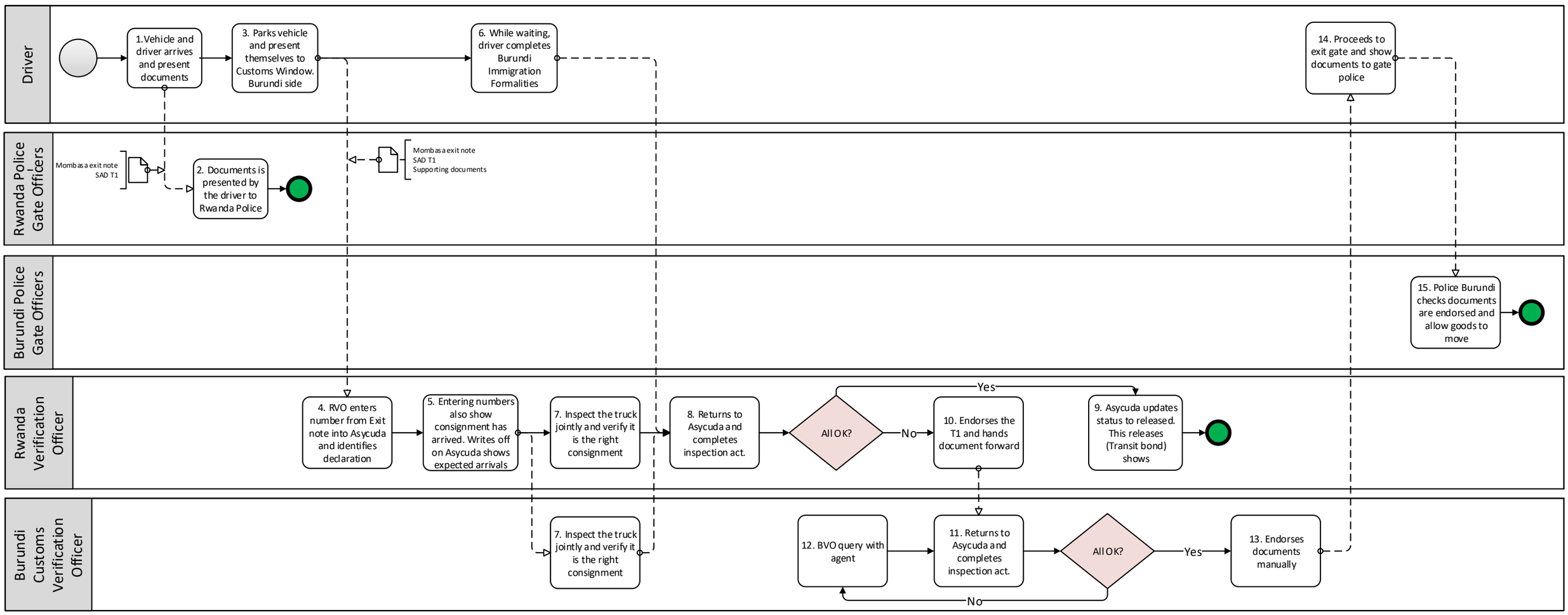
BPM 1.13 Uganda - South Sudan Nimule Referral



BPM 1.14 Uganda - South Sudan Border - Nimule clearance for home use



BPM 1.15 Rwanda Burundi Border - Nemba



BPM 1.16 Rwanda - Transit Akanyaru

Rwanda Revenue Authorities

Agent

1. Rwanda SAD/ T1 created
6. Submits paper Documentation & pays road fee seal fee
T1 Rwanda Payment
8. Receives receipt

System

2. Alerted about transit when goods entetred on SAD at POE

Driver

3. Truck Arrives at Barrier
21. Moves to exit barrier into Rwanda
23. Proceeds to Burundi

Police Gate Officer In

4. Verifies Truck documentation & Passport
5. Directs truck to Customs Holding Area
Exit confirmation Road fee payment

Police Gate Officer Out

Fees receipt
22. Verifies documentation

Senior Verification Officer

7. Issues receipt to Agent
9. Allocates file

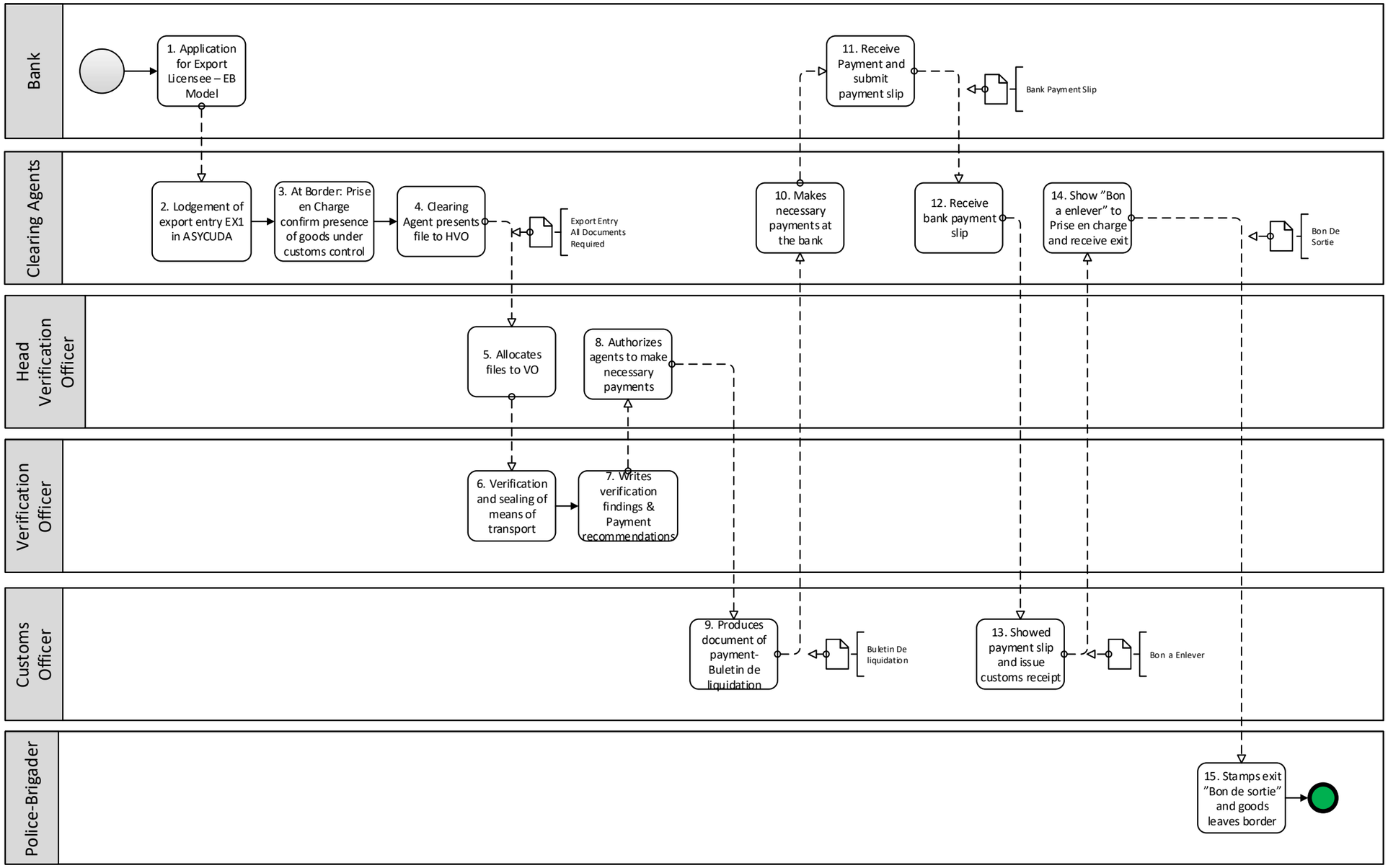
Verification Officer

10. Verifies in system
11. Sites container/ goods
12. Applies Rwanda seal
13. Completes Inspection act (ASYCUDA)
14.Confirm release in system
15. Writes of Transit
15. Allocates file
SAD C4/T1
Exit Confirmation note

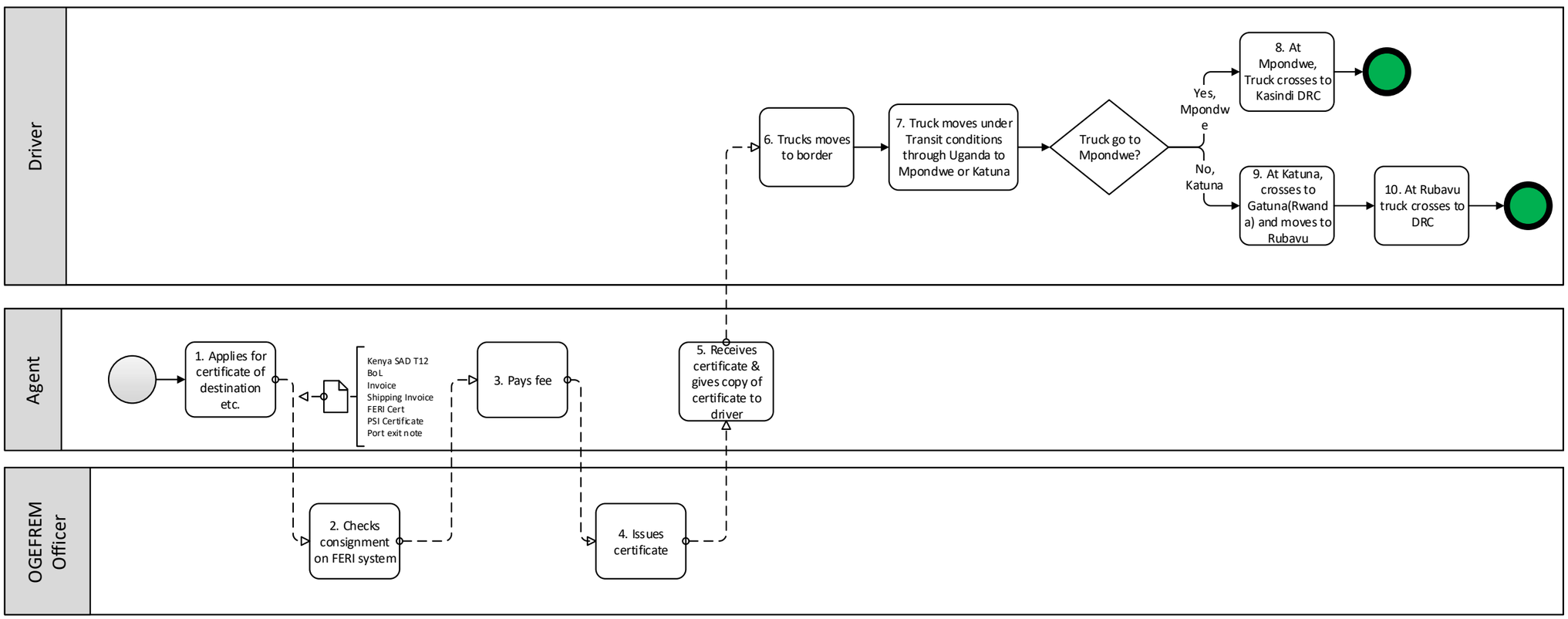
Exports Exit Officer

16. Checks documentation
Inspection Needed?
Yes
18. Conducts inspection
No
17. Sites Goods/ Container
19. ALL OK: Issues exit confirmation in system
20. Issues stamped exit note

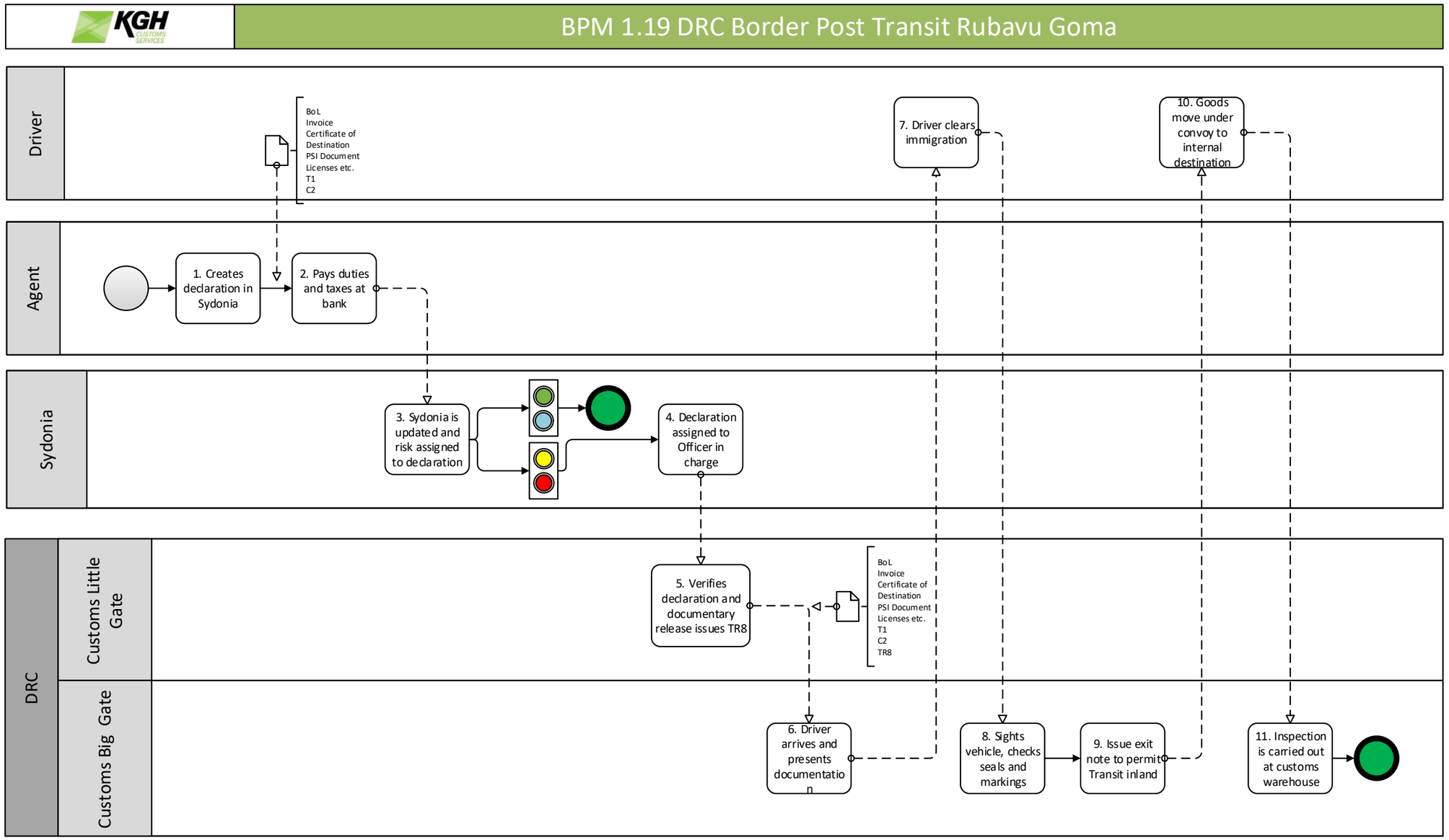
BPM 1.17 DRC Goma



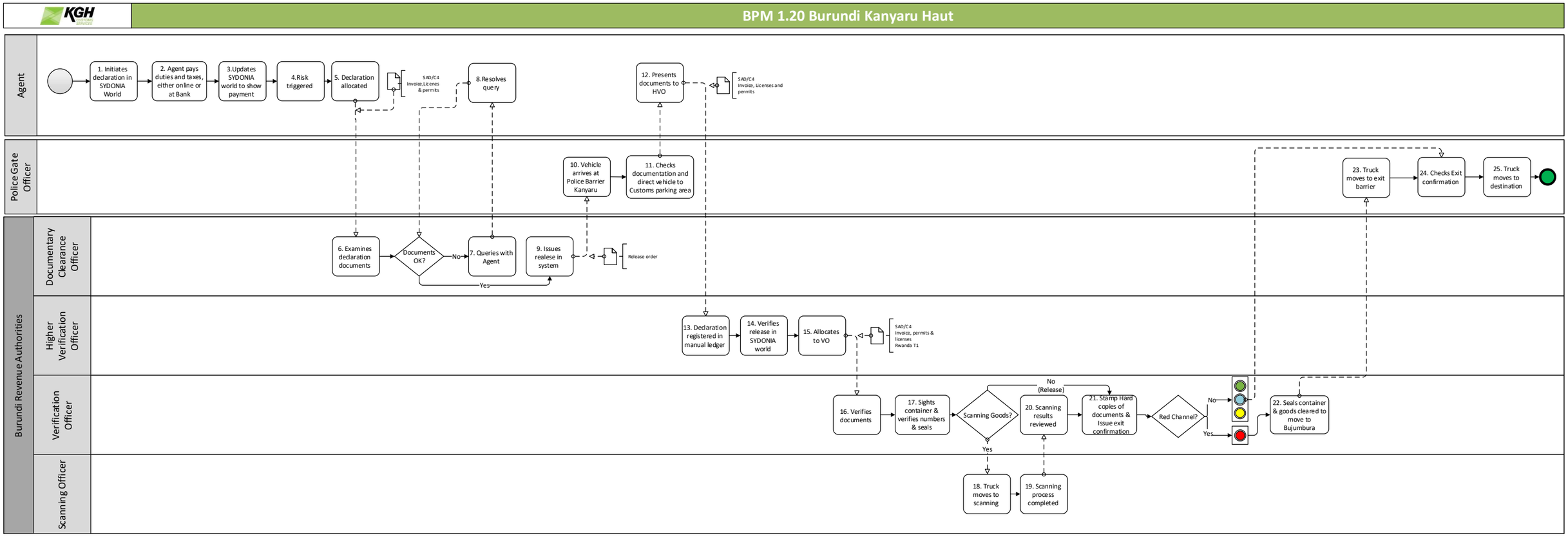
BPM 1.18 DRC Overall movement from Port of Mombasa



BPM 1.19 DRC Border Post Transit Rubavu Goma



BPM 1.20 Burundi Kanyaru Haut



BPM 1.21 Rwanda Akanyaru - Rubavu

Rwanda Revenue Authorities

Agent

1. Rwanda DAU/T1

6. soumet les documents papiers, paie les frais routiers et les frais de scelles douaniers

T1 Rwanda Payment

8. reçoit le reçu

System

2. Le système est alerté sous le régime du Transit

Driver

3. Le camion arrive à la frontière

21. Le camion se dirige vers la Barriere de Sortie au Rwanda

23. Le véhicule circule vers le point de sortie export du Rwanda

Police Gate Officer In

4. La police du Rwanda vérifie les documents

5. dirige le camion vers l'Aire de Parking des Douanes

Exit confirmation Road fee payment

Police Gate Officer Out

Fees receipt

22. vérifie les Documents

Senior Verification Officer

7. émet le reçu

9. alloue le dossier à l'Agent Vérificateur

Verification Officer

10. vérifie dans le système

11. visualise les Conteneur/ Marchandises

12. appose les scellés Rwandais

13. effectue le rapport d'Inspection

14. confirme la Mainlevée dans le système

15. transfert le dossier à l'Agent de Sortie Export

SAD C4/T1

Exit Confirmation note

Exports Exit Officer

16. vérifie tous les documents

La Visite est nécessaire ?

Yes

18. conduit la Visite

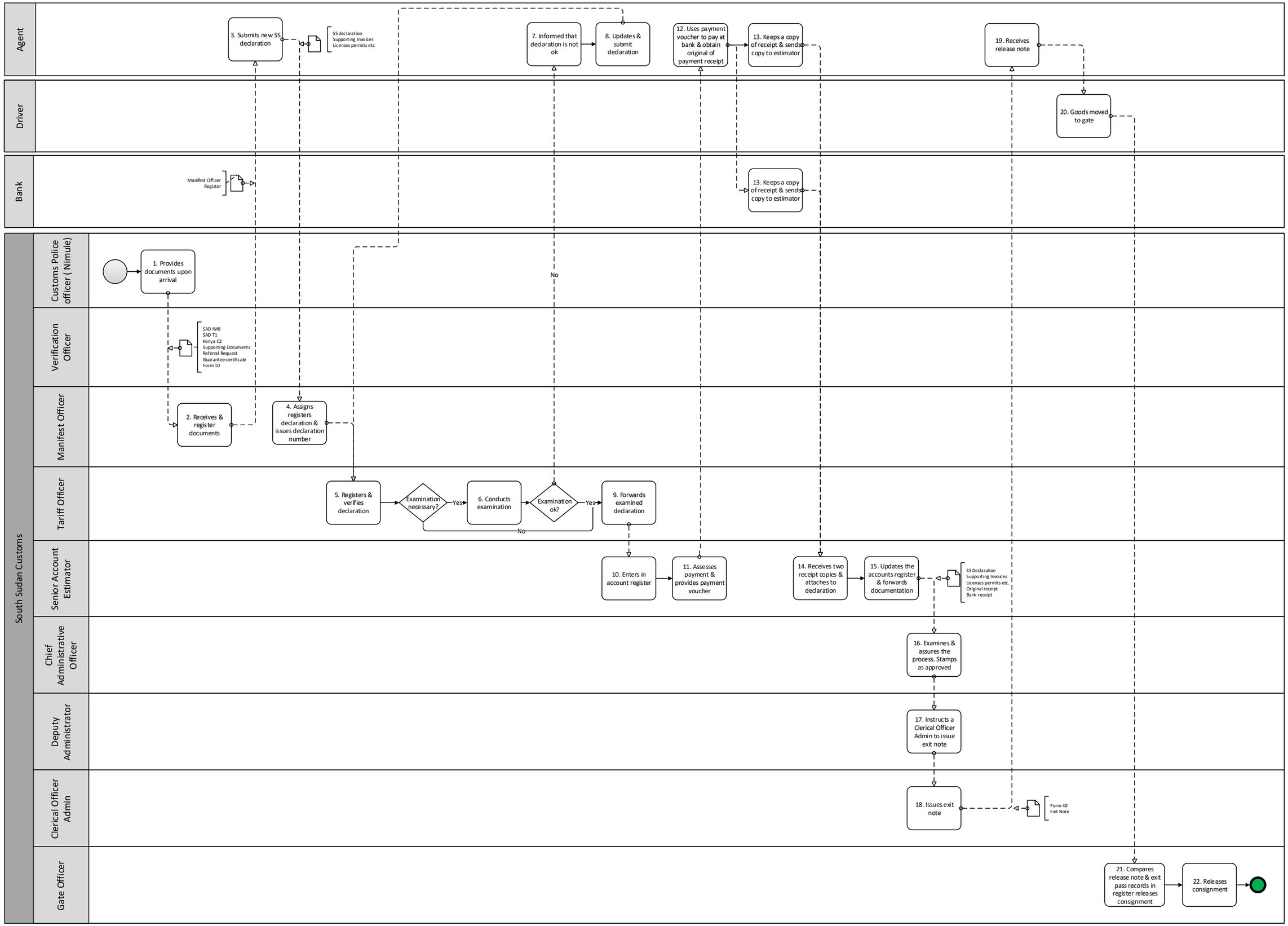
No

17. visualise les Conteneur/ Marchandises

19. émet la Confirmation de Sortie dans le système

20.émet le Bon à Enlever dûment tamponné

BPM 1.22 Juba Imports



BPM 1.23 Mpondwe Imports

Driver

1. Reports on arrival at barrier

Passport
SAD T1
SAD IM8
Kenya C2
Supporting documents

14. Truck moves to exit gate

17. Goods move to DRC

Agent

4. Presents necessary documents

SAD T1
SAD IM8
Kenya C2
Supporting documents
Road user payment slip
Weigh bridge slip

13. Released documents returns to Agent

Uganda Police

2. Verification checks for numbers and seals

3. Passport carried out together with URA BO IN

Uganda Revenue Authorities

Barrier Officer IN

3. Passport carried out together with Police

Verification Officer

5. Checks time elapsed on T1 and verifies documents

6. Sights the vehicle and contents checking seals

7. Removes electronic seal and records in line seal register

8. Opens Asycuda and reconciles transit and transit guarantee

9. Completes manual transit register (SAD, agent, rotation number)

10. Writes rotation number on SAD

Goods require escort?

No

11. Stamps SAD as released

12. Declaration release on Asycuda

Yes

Police Gate officer exit

15. Checks number and seals together with BO OUT

Barrier Officer OUT

15. Checks number and seals together with Police

16. Records rotation number and enter details exit register

Enforcement Officer

18. Documents reffered to EO

19. Conduct checks including search if necessary

20. Stamp release and fill in exit register

21. Goods escorted to DRC

BPM 1.24 Rwanda OSF

IT-Systems

1. MMS informs Simba, Asycuda, Kwatoa, Manifest now allocated
3. Manifest shows destination Country and Storage point (Port)
4. Storage point allocated on the Camis system

KRA/KPA - Mombasa

30. Driver proceeds to gate and presents Exit Note to KRA
31. KRA Enter Exit note on Camis & Close record
33. KRA Creates C2 (Movement document) and provide driver with copy
34. KPA verify release on Kwatos and issue port exit note
35. Consignment leaves port for Uganda border

Asycuda

2. Receive information about Manifest
5. Camis informs Asycuda
11. Banking system updates Asycuda
12. Risk engine engaged automatically
13. Allocate declaration and risks to RRA
18. Asycuda forward information
21. Receives inspection act
26. Asycuda notifies authorization release
32. Camis updates Asycuda

Clearance Agent

6. Registers declaration on Asycuda
7. Assessment notice created and sent to Bank Rwanda
8. Payment is done physically over desk
19. Arranges with KPA and Transporter. Consignment inspection
27. Provide transport information
29. Agent provides driver with Exit Note

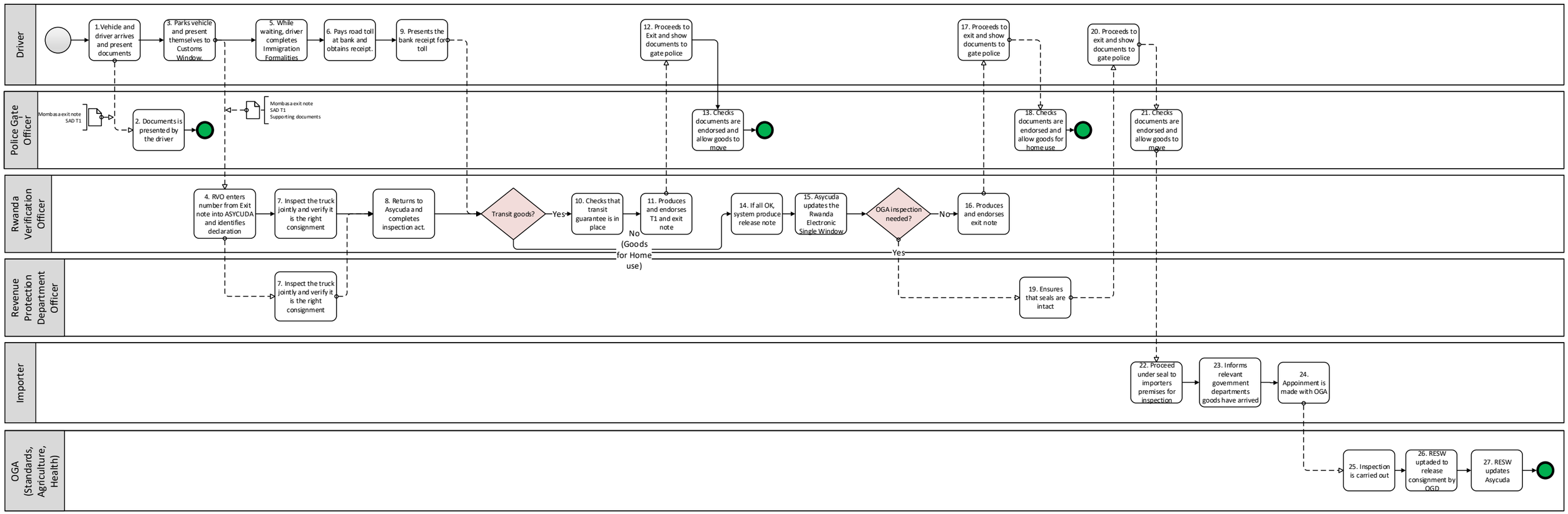
RRA – Verification officer

14. Senior VO receives information and allocates further
15. VO receives information and conducts documentary face vet
Non-Tax paid declarations?
No
Yes
16. Conduct full documentary check
17. Informs agent need of inspect on Asycuda
20. Conducts inspection & completes inspection report
22. Perform in-depth documentary check
23. Access COMESA Guarantee System
24. Confirm valid bond and enter amount
25. VO authorizes release on system
25. VO authorizes release on system
25. VO authorizes release on system
25. VO authorizes release on system
28. Enter information in system & issue Rwanda Exit Note

Bank Rwanda

9. Receives payment and assessment notice
Correct payment?
No
Yes
10. Records payment and assessment notice on banking system

BPM 1.25 Uganda - Rwanda - Gatuna



BPM 2.1 KRA Export Procedures - Port of Mombasa

Kenya Revenue Authorities

Driver

- 5. Waits for documentary procedures to be completed
- 12. Truck moves to Port Gate 10
- SAD Export, Invoice, Packing List, Licenses and permits required
- 14. Export goods sent to scanner
- 15. Scanning completed and awaits clearance
- 20.Move goods to export stack within port

Agent

- 1. Loads good at registered Export facility
- Packing List
- 4. Pays facility charges to facility management
- 6. Submits Export declaration in SIMBA
- 7. Declaration cleared to documentary release stage by DPC
- 8. Submits paper copy of declaration to CM at MEX
- 16. Submits paper copy of declaration
- SAD Export, Invoice, Packing List, Licenses and permits required

OGA (Agriculture, Health, etc.)

- 2. Jointly observes loading & seals container
- SAD Export, Invoice, Packing List, Licenses and permits required

Goods

Verification Officer, Registered Export Facility

- 2. Jointly observes loading & seals container
- 3. Sends online message about export intention to MEX
- Packing List, Retention to export

Head Verification Officer MEX

- 10. Allocates to VOM to verify export

Documents

Verification Officer MEX

- 3B. Receive message
- 11. Creates online release & forwards message to Port Gate 10 & Updates Simba
- Release message

Clerical MEX

- 9. Creates & registers file. File passed HOM
- SAD Export, Invoice, Packing List, Licenses and permits required

Gate Officer, Mombasa Gate 10

- 13. Receives folder from driver & creates export hold in Kwatos
- Goods or Documents?

Head Verification Officer, Kalindini

- 18. Allocates to VOK to verify export

Verification Officer, Kalindini

- 19.Creates KWATOS release

Clerical Kalindini

- 17. Creates and registers file.
- SAD Export, Invoice, Packing List, Licenses and permits required

BPM 2.2 KPA Export procedures – Kenya Goods

Driver

Agents

1. SA books slot on departing vessel
2. SA completes the Pre-Adivce in Kwatos
Payment online? — Yes / No
5. SA make payment online
8. SA makes booking in Kwatos
Truck Details
Arrival Date
Shipping Order
Payment slip
9. Truck moves to Port Entry gate 18
11. Enter Port and moves to scanning
12. Parks and awaits KRA Clearance
13. Moves to export stacking area. Present Position slip
Position Slip
17. Arrives at offloading area and offloaded
18. CA gather all export documentation

Kwatos

3. Gives Closing Window. Earliest/latest arrival date
4. Creates invoice for charges
Pre Advice Note
Invoice
7. Kwatos is updated
Invoice
Shipping order
Position slip
KRA Declaration

Kenya Port Authority

Container Interface Officer

6. CA make payment by cash

Gate Officer in Gate

10. Validates documents and create position slip in Kwatos

Export Document Officer

14. Accesses Kwatos and verifies release
19. Extract container loading list information from Kwatos
20. Create Final Loading list in Kwatos
21. Copy of Loading list provided to SM, SS & YS

Export Office Clerk

15. Endorses the Position Slip

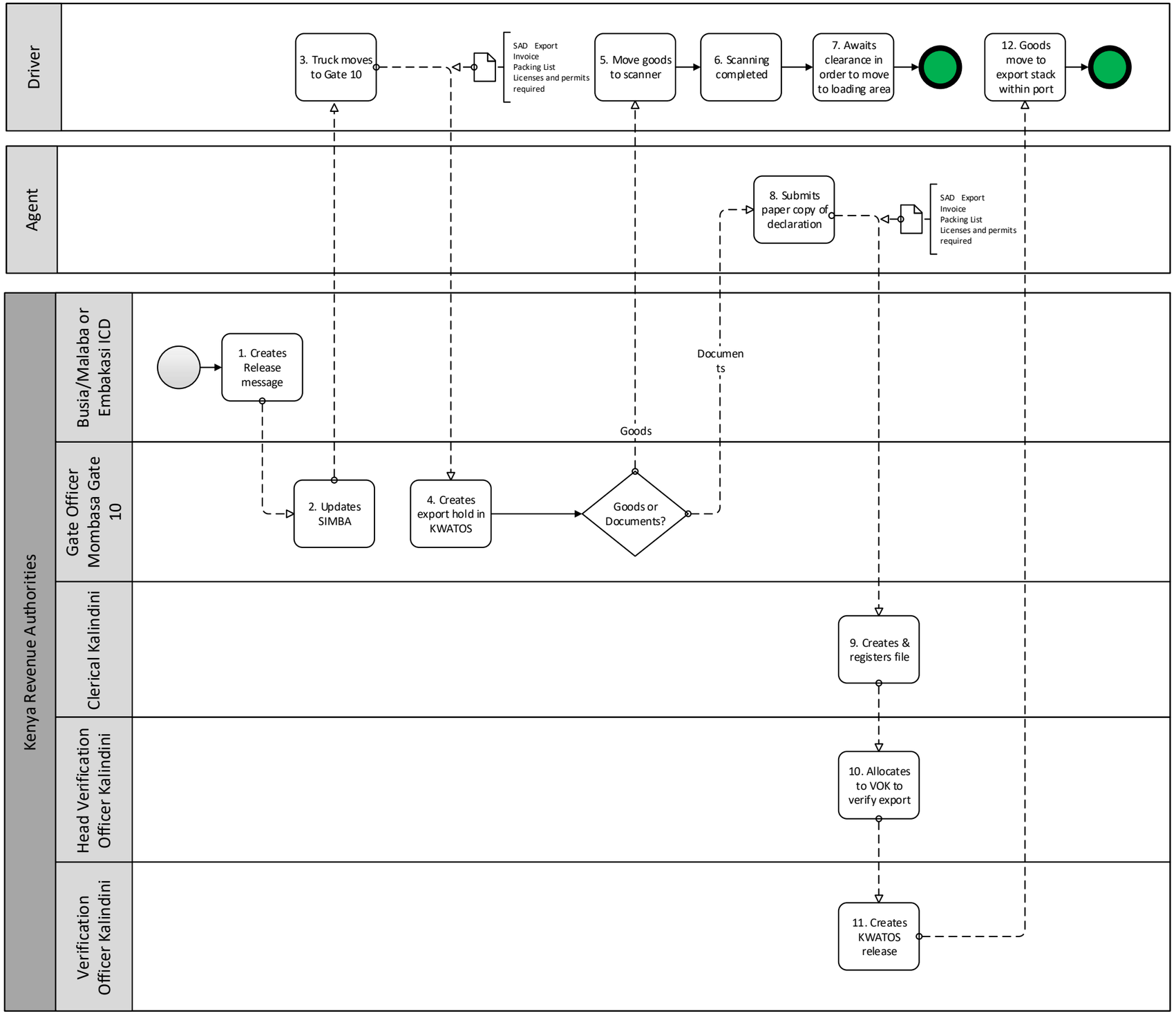
Loading Area Officer

16. Receive Position Slip

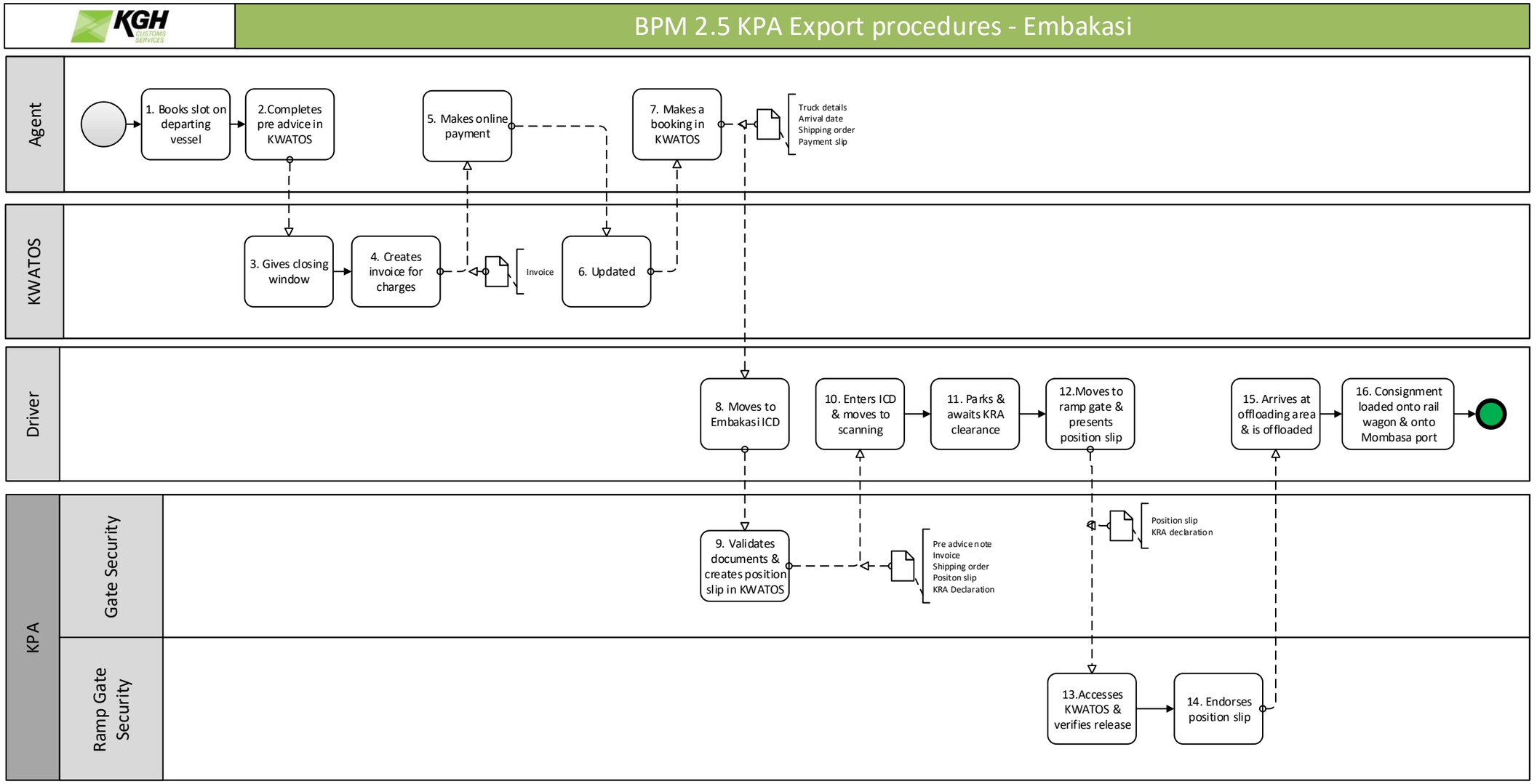
Quayside Clerk

22. Tally's containers onto vessel and updates Kwatos

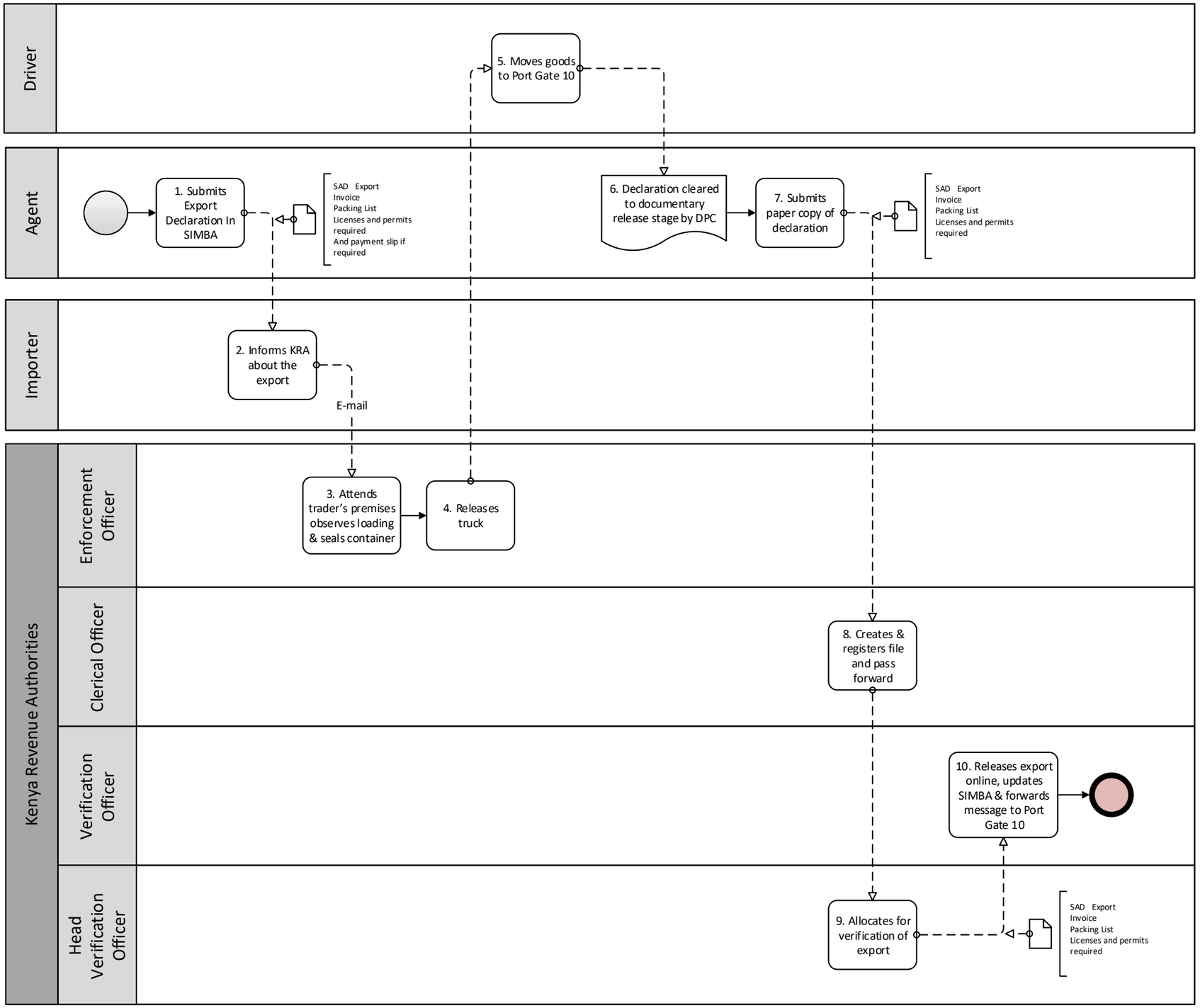
BPM 2.3 KRA export procedures – third country exports



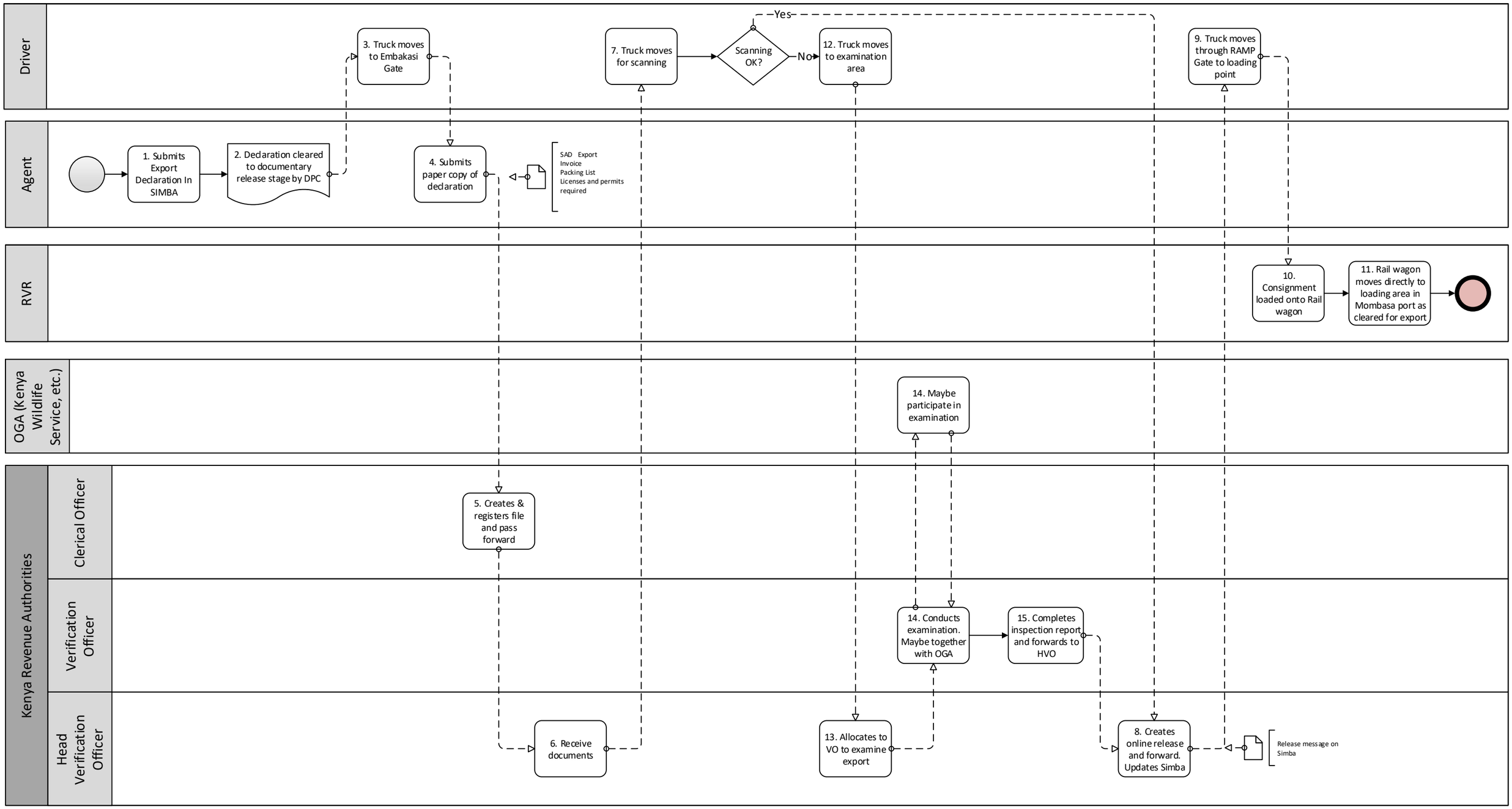
BPM 2.5 KPA Export procedures - Embakasi



BPM 2.6 KRA Export procedures (road) - Embakasi



BPM 2.7 KRA Export procedures (rail) - Embakasi



BPM 2.8 Malaba Transit for Export

Driver

1. Declaration cleared to documentary release stage by DPC
2. Arrives with export copy, URA SAD T1, Rotation number
Foregin?
Yes
No
13.Truck moves to gate
15. Truck moves to Kalindini

Bank Clerk

Bank receipt
Toll
3. Recieves payment from driver & gives receipt

Agent

4. Submits paper copy of declraration
10. Receive files and collect stamp from appropriate OGA
11. Returns file

SIMBA

URA Export T1
Bank receipt Toll
SAD (C17b) T8
Packing List
Licenses and permits required
URA Export T1
Bank receipt Toll
SAD (C17b) T8
Packing List
Licenses and permits required
12. SIMBA automatically sends message to Kalindini (Mombasa port) export station to expect consignment

Kenya Revenue Authorities

Clerical Data Caputure

5. Creates & registers file with same rotation number as on URA export T1

Head Verification Officer

6. Verifies in Simba and allocate
8. Returns file to Agent & OGA
12. Releases on Line
13. Verifies & updates SIMBA. Stamps declaration
URA Export T1
Bank receipt Toll
SAD (C17b) T8
Packing List
Licenses and permits required

Verification Officer

7. Verifies / Sites container
9. Fills in inspection act in Simba

Gate officer enforcement

14. Examines truck & verifies release & stamp C17 T8

OGA (KEBS, Agriculture, Health, etc.)

10. Stamp files with release stamp

BPM 2.9 Uganda Transit Procedures

Uganda Revenue Authorities

Driver

23. Exits and move to border at Malaba/Busia

24. Arrives at Malaba/Busia and waits at arrival exit GATE 2

Agent

1. Creates transit declaration & neccessary payments

SAD T1
Declaration
Invoice + any permits
licences etc

6. Resolves simple question

9. Resolves query by phone or e-mail

Foreign?

No

Yes

12. Pay road user fee

14. Prints neccessary documents

SAD T1
Declaration
Invoice + any permits
licences etc
Payment slip
(Road user receipt)

25. Presents documents to BCO

Bank Teller

2. Records payment in ASYCUDA

Payment slip

13. Issues road user receipt

Road user receipt

SAD T1
Declaration

ASYCUDA

3.Selectivity triggered

4. Automatic allocated to Compliance Officer

Sad T1
Declaration
Invoice + any permits
licences etc
Payment slip

20. Issues release order

21. Notifies Malaba/Busia about consignment due

Compliance Officer

Sad T1
Declaration
Invoice + any permits
licences etc
Payment slip

5. Examines declaration & attached documentation

Simple

Query?

No

7. Creates release order in system under **EX1** procedure

Release order

Complex

Document Control Officer

8. Examines declaration & attached documentation in detail

Query?

No

10. Yellow may rerouted to red if necessary

11. Creates release order in system under **T1** procedure

Clerical Officer Arrival

15. COA registers documents

SAD T1
Declaration
Invoice + any permits
licences etc
Payment slip
(Road user receipt)

Head Verification Officer Arrival

16. Allocates declaration

Verification Officer Arrival

Sad T1
Declaration
Invoice + any permits
licences etc
Payment slip
(Road user receipt)

17. Sights, verifies and affixes seal

18. Conduct full verification

Green, Blue and Yellow Lane

19.Verifies that bond is in place and completes inspection act

22. Prints release order & exit slip

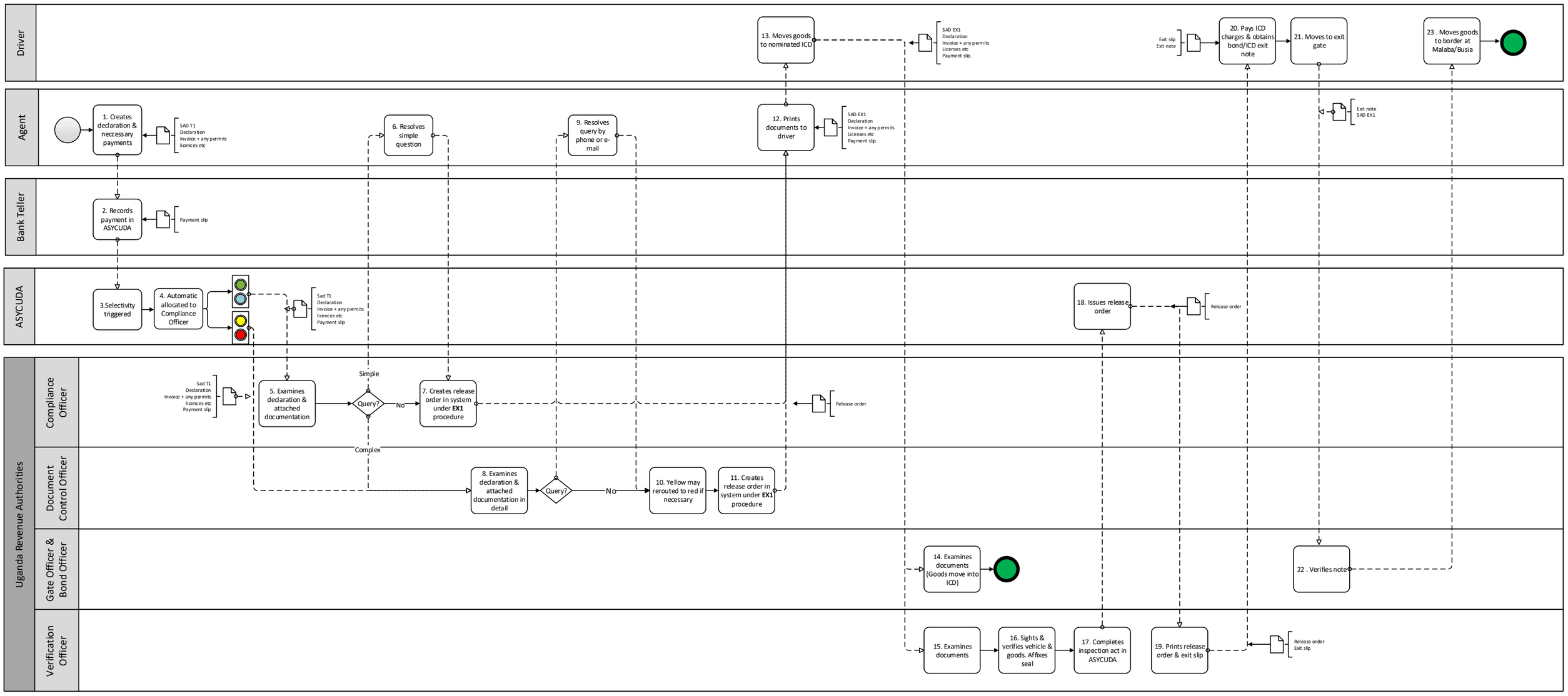
Exit slip

Barrier Control Officer (Malaba/Busia)

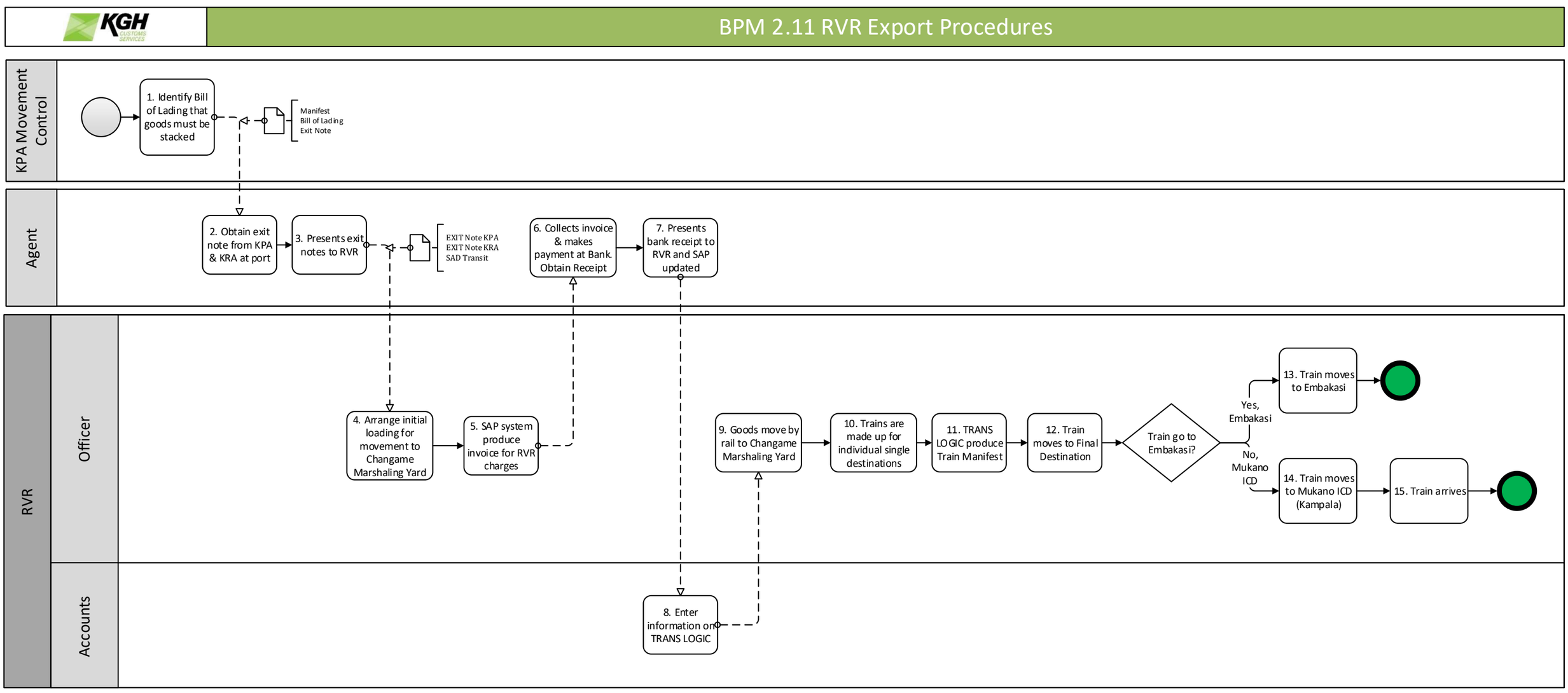
26. Allocates & registers rotation number

27. Ac
ASYCUD
cancels

BPM 2.10 Uganda Export procedures – CBC and Bond ICD



BPM 2.11 RVR Export Procedures



BPM 2.12 South Sudan Export procedures - Nimule

Agent

1. Truck arrives with export goods & copies of documents
2. Presents documents
17. Collects documents from account, proceeds to bank for tax payment
18. Recieves proof of payment
20. Recieves verified documents & forwards documentation
22. Export goods pre-cleared in Juba, truck arrives with goods & documentation
23. Presents documents to manifest section
26. Collects documents & handsthem over to head of customs for final release
SSC F 1/2

Driver

SSC form 1/2
Invoice, parking list
Licences & permits
Road manifest
SSCF ½
SSCF 48
Bank Slip
SSCF ½
SSCF 48
Bank Slip
SSC F 1/2

SSC

Manifest Officer

3. Documents registred, means of conveyance registred, truck recieves arrival number, description of goods done, SSC ½ declaration number given
24. Hands the documents to head of tariff who designates the physical verification

Head of Tariff section

4. Acknowledge receipt via register
5. Checks declaration
SSC form 1/2
9. Checks & confirms documentation
SSC form 1/2
SSCF48
13. Confirms assessments & dispatches documents through a register
SSC form 1/2
SSCF48
SSC F 1/2

Head verification Officer

6. Checks documentation
SSC form 1/2
8. Receieves VO's examination for confimation
SSC form 1/2
SSCF48

Verification Officer

7. Physically verifies goods, records on SSCF48 form
SSC form 1/2
SSCF48
25. Forwards his report after verification to head of tariff for confirmation
SSC F 1/2

Head of valuation

SSC form 1/2
SSCF48
10. Examines received documents
12. Confirms documentation

Valuation Officer

11. Checks documents & asses value & taxes to be paid
SSC form 1/2
SSCF48
SSC form 1/2
SSCF48
SSCF S4

Head of accounts

SSC form 1/2
SSCF48
14. Allocates documents
16. Maintains a control register & confirm assessment
19. Verifies documentation & send back to agent

Export Exit Officer

15. Verifies information & prepares SSC form S4
SSC form 1/2
SSCF48
SSCF S4

Head of Customs

21. Verifies documents & allows truck to proceed to Nimule under escort
SSC F 1/2

Exit gate Officer

27. Check documents then the truck is allowed to leave cushions yard & proceeds to Uganda

BPM 2.13 South Sudan Export Procedures - Juba

Agent

1. Truck arrives with export goods & copies of documents
2. Presents documents
17. Collects documents from account, proceeds to bank for tax payment
18. Recieves proof of payment
20. Recieves verified documents & forwards documentation
22. Export goods pre-cleared in Juba, truck arrives with goods & documentation
23. Presents documents to manifest section
26. Collects documents & handsthem over to head of customs for final release
SSC F 1/2

Driver

SSC form 1/2
Invoice, parking list
Licences & permits
Road manifest
SSCF ½
SSCF 48
Bank Slip
SSCF ½
SSCF 48
Bank Slip
SSC F 1/2

SSC

Manifest Officer

3. Documents registred, means of conveyance registred, truck recieves arrival number, description of goods done, SSC ½ declaration number given
24. Hands the documents to head of tariff who designates the physical verification

Head of Tariff section

4. Acknowledge receipt via register
5. Checks declaration
SSC form 1/2
9. Checks & confirms documentation
SSC form 1/2
SSCF48
13. Confirms assessments & dispatches documents through a register
SSC form 1/2
SSCF48
SSC F 1/2

Head verification Officer

6. Checks documentation
SSC form 1/2
8. Receieves VO's examination for confimation
SSC form 1/2
SSCF48

Verification Officer

7. Physically verifies goods, records on SSCF48 form
SSC form 1/2
SSCF48
25. Forwards his report after verification to head of tariff for confirmation
SSC F 1/2

Head of valuation

SSC form 1/2
SSCF48
10. Examines received documents
12. Confirms documentation

Valuation Officer

11. Checks documents & asses value & taxes to be paid
SSC form 1/2
SSCF48
SSC form 1/2
SSCF48
SSCF S4

Head of accounts

SSC form 1/2
SSCF48
14. Allocates documents
16. Maintains a control register & confirm assessment
19. Verifies documentation & send back to agent

Export Exit Officer

15. Verifies information & prepares SSC form S4
SSC form 1/2
SSCF48
SSCF S4

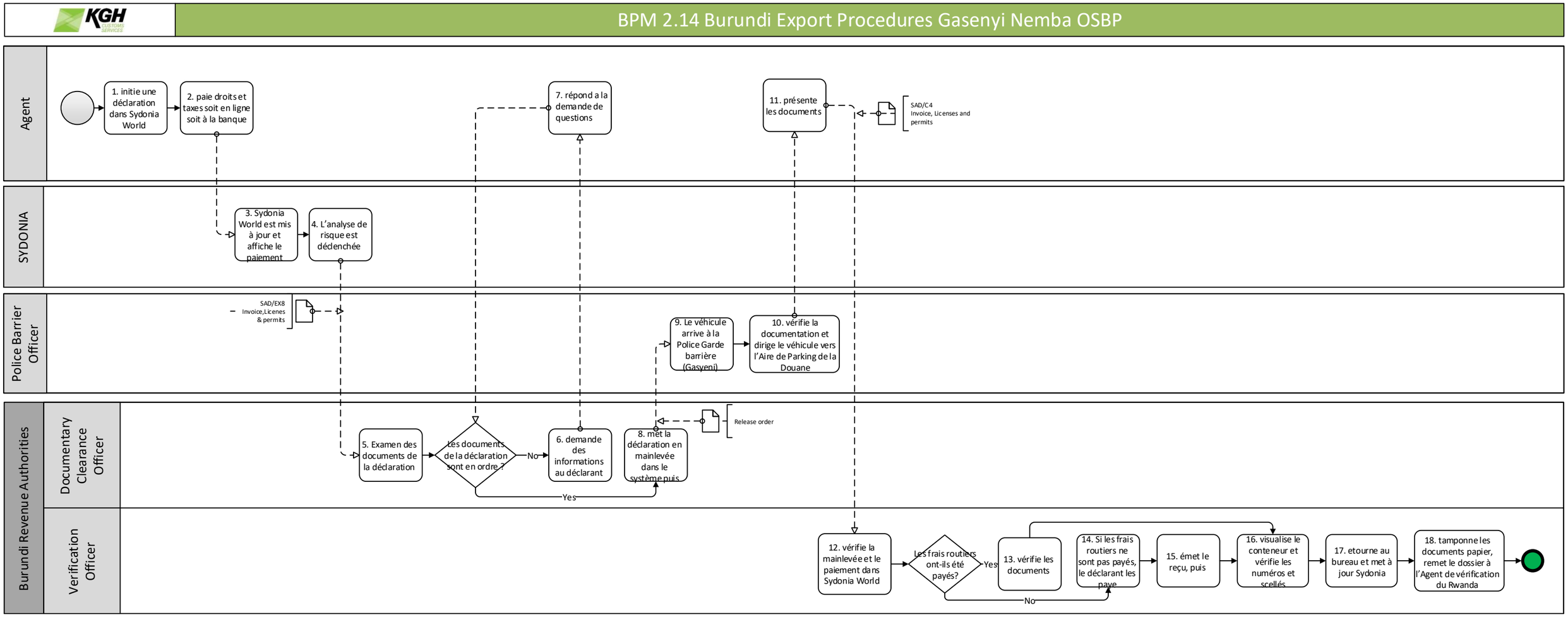
Head of Customs

21. Verifies documents & allows truck to proceed to Nimule under escort
SSC F 1/2

Exit gate Officer

27. Check documents then the truck is allowed to leave cushions yard & proceeds to Uganda

BPM 2.14 Burundi Export Procedures Gasenyi Nemba OSBP



BPM 2.15 Burundi Export Procedures – Kanyaru Haut

Agent

1. initie une déclaration dans Sydonia World
2. paie droits et taxes soit en ligne soit à la banque
7. répond à la demande de questions
11. présente les documents à l'Agent de vérification du Burundi
SAD/C4 Invoice, Licenses and permits

SYDONIA

3. Sydonia World est mis à jour et affiche le paiement
4. risqué est déclenchée

Police Barrier Officer

SAD/EX8 Invoice,Licenes & permits
9. Le véhicule arrive à la Police Garde-barrière
10. vérifie la documentation et dirige le véhicule vers l'Aire de Parking de la Douane

Burundi Revenue Authorities

Documentary Clearance Officer

5. Examen des documents de la déclaration
Les documents de la déclaration sont en ordre ?
No
6. demande des informations au déclarant
Yes
8. met la déclaration en mainlevée dans le système puis
Release order

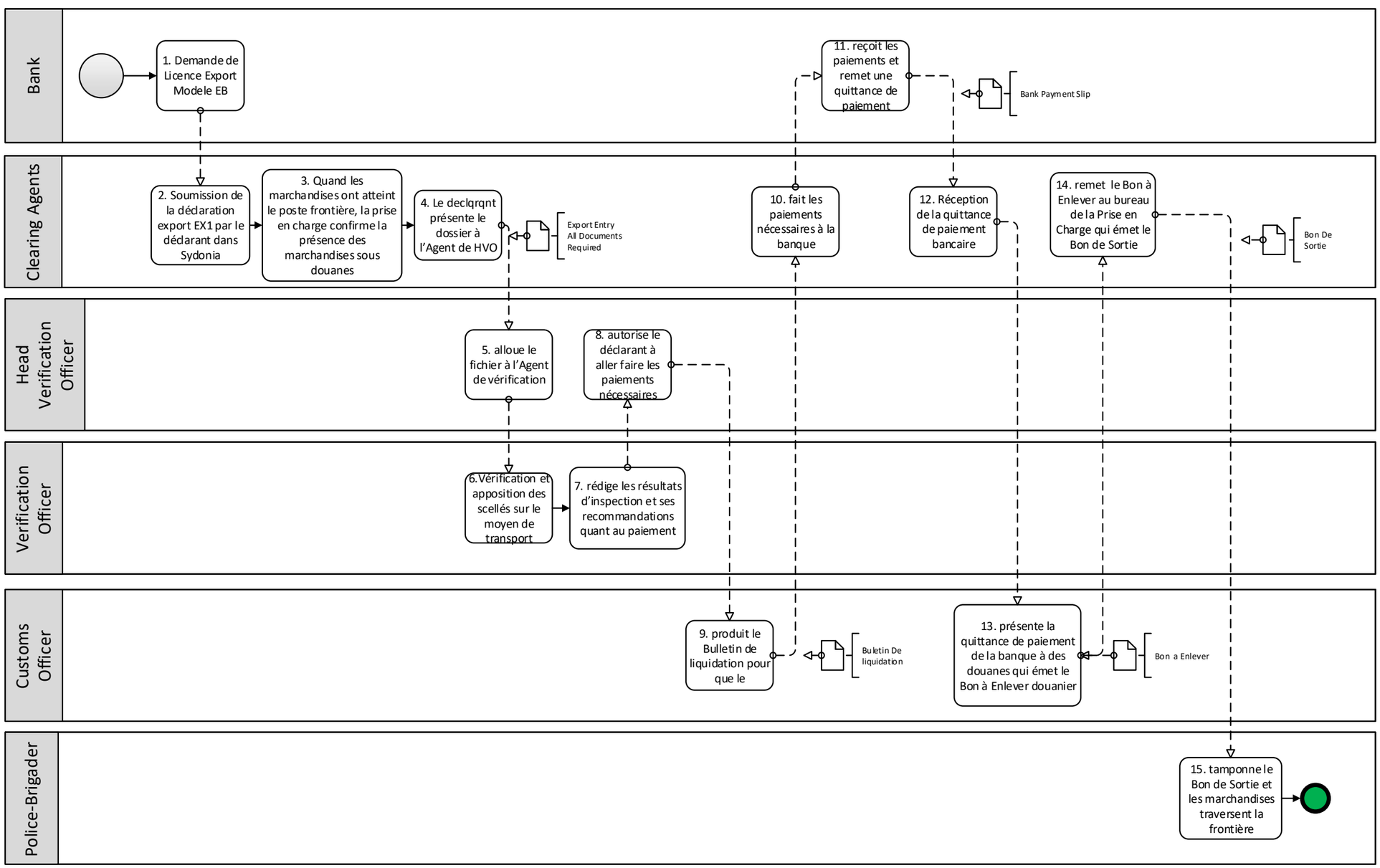
Verification Officer

12. vérifie la mainlevée et le paiement dans Sydonia World
Les frais routiers ont-ils été payés ?
Yes
13. vérifie les documents
No
14. le déclarant les paye frais routiers
15. émet le reçu
16. visualise le conteneur et vérifie les numéros et scellés
17. retourne au bureau et met à jour Sydonia
18. tamponne les documents papier, et émet la Confirmation de Sortie

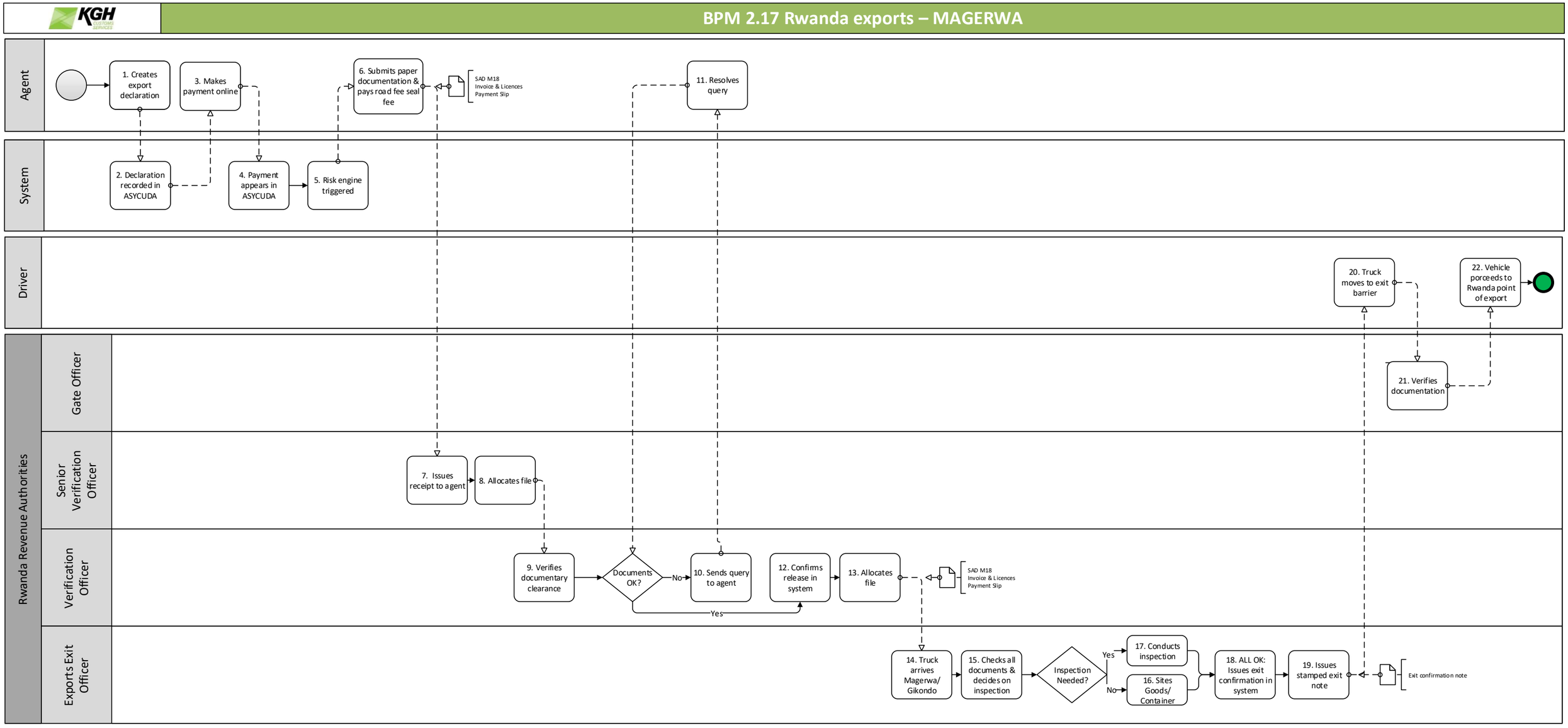
Driver

19. Le camion se dirige vers la Barrière et vérifie la Confirmation de Sortie
20. Le camion **circule** vers le côté Rwandais

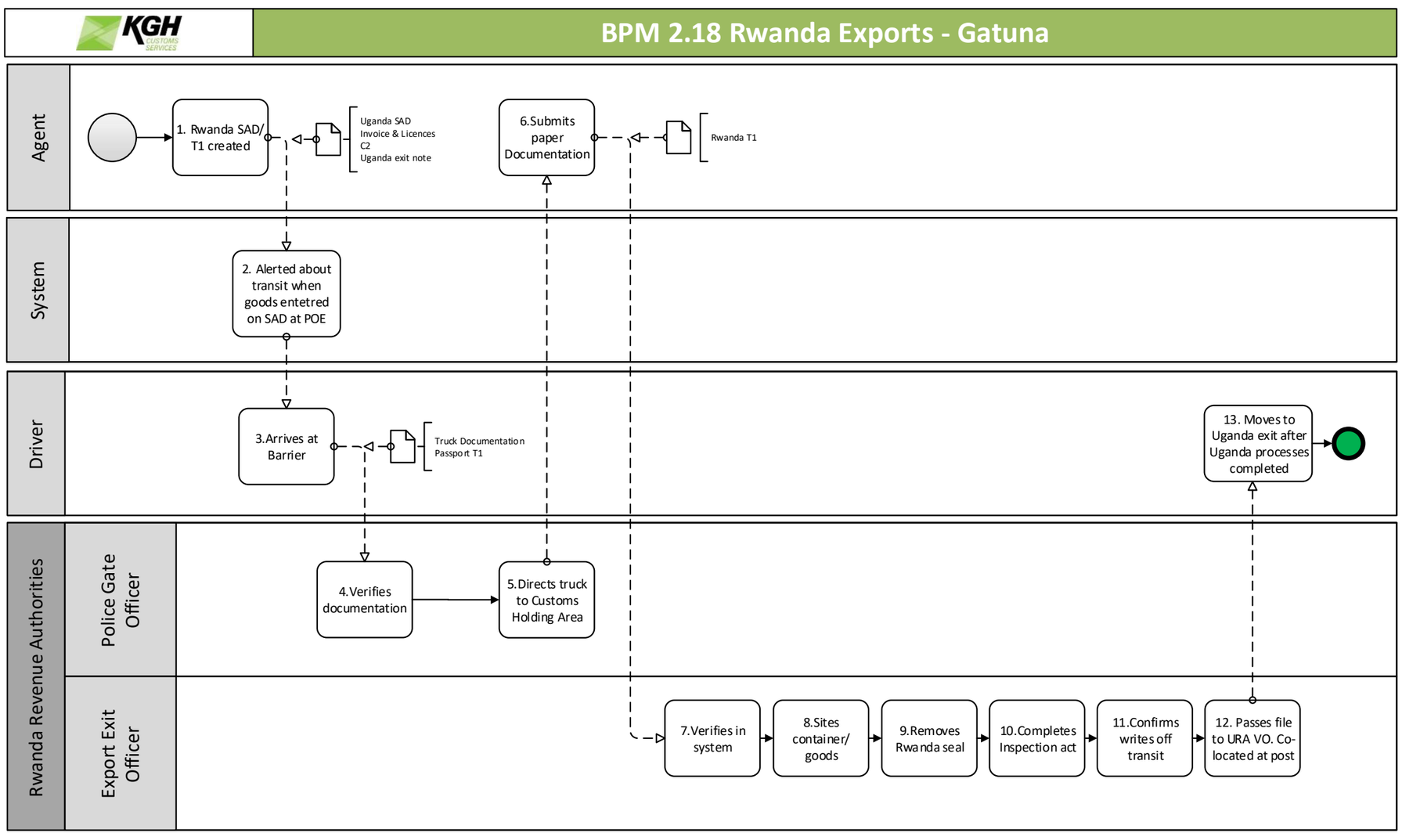
BPM 2.16 DRC export procedures – Goma Kasindi



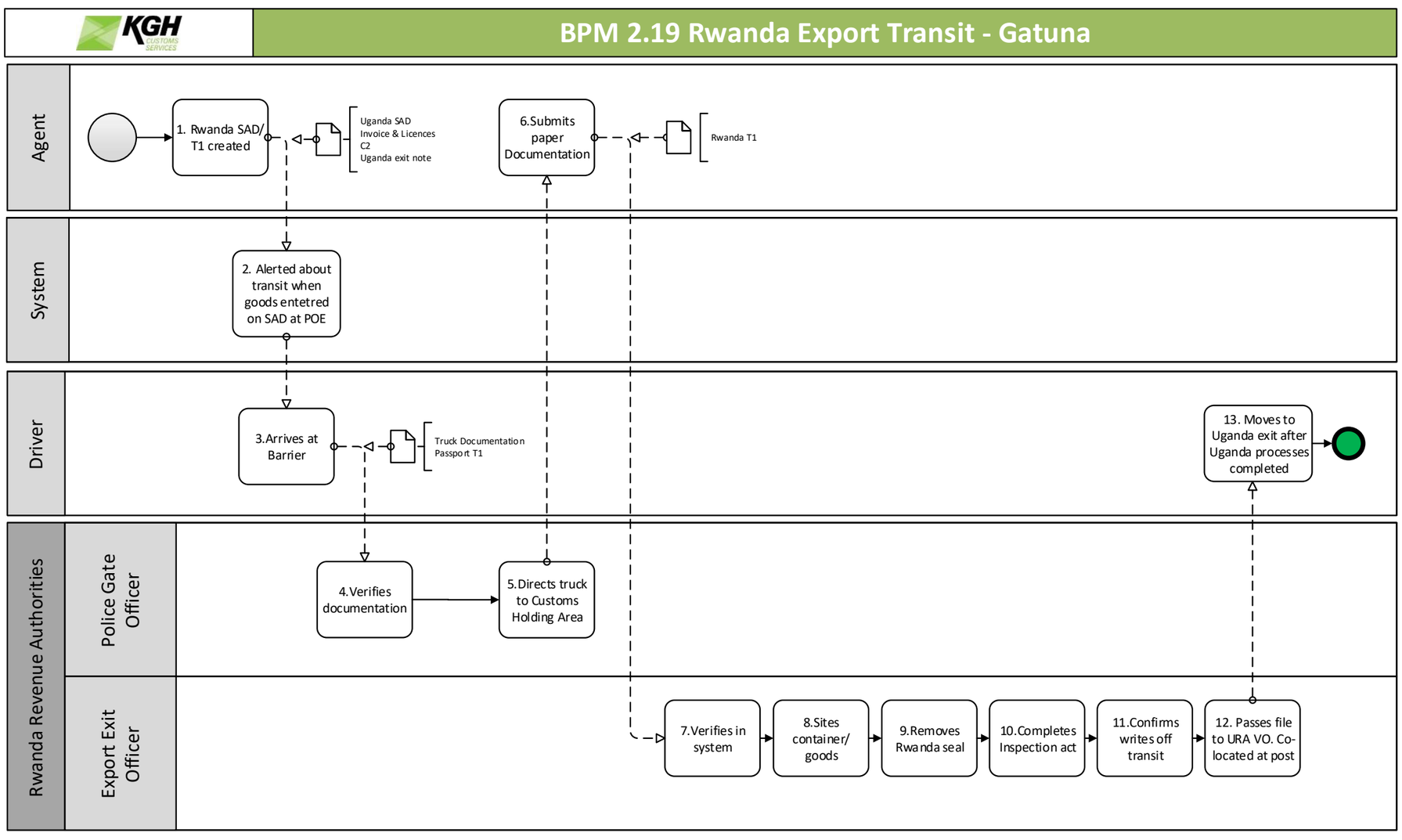
BPM 2.17 Rwanda exports – MAGERWA



BPM 2.18 Rwanda Exports - Gatuna



BPM 2.19 Rwanda Export Transit - Gatuna



BPM 2.20 Rwanda goods in transit export – Akanyaru

Rwanda Revenue Authorities

Agent

1. Rwanda SAD/ T1 created
6. Submits paper Documentation & pays road fee seal fee
T1 Rwanda Payment
8. Receives receipt

System

2. Alerted about transit when goods entetred on SAD at POE

Driver

3. Truck Arrives at Barrier
21. Moves to exit barrier into Rwanda
23. Proceeds to Burundi

Police Gate Officer In

4. Verifies Truck documentation & Passport
5. Directs truck to Customs Holding Area
Exit confirmation Road fee payment

Police Gate Officer Out

Fees receipt
22. Verifies documentation

Senior Verification Officer

7. Issues receipt to Agent
9. Allocates file

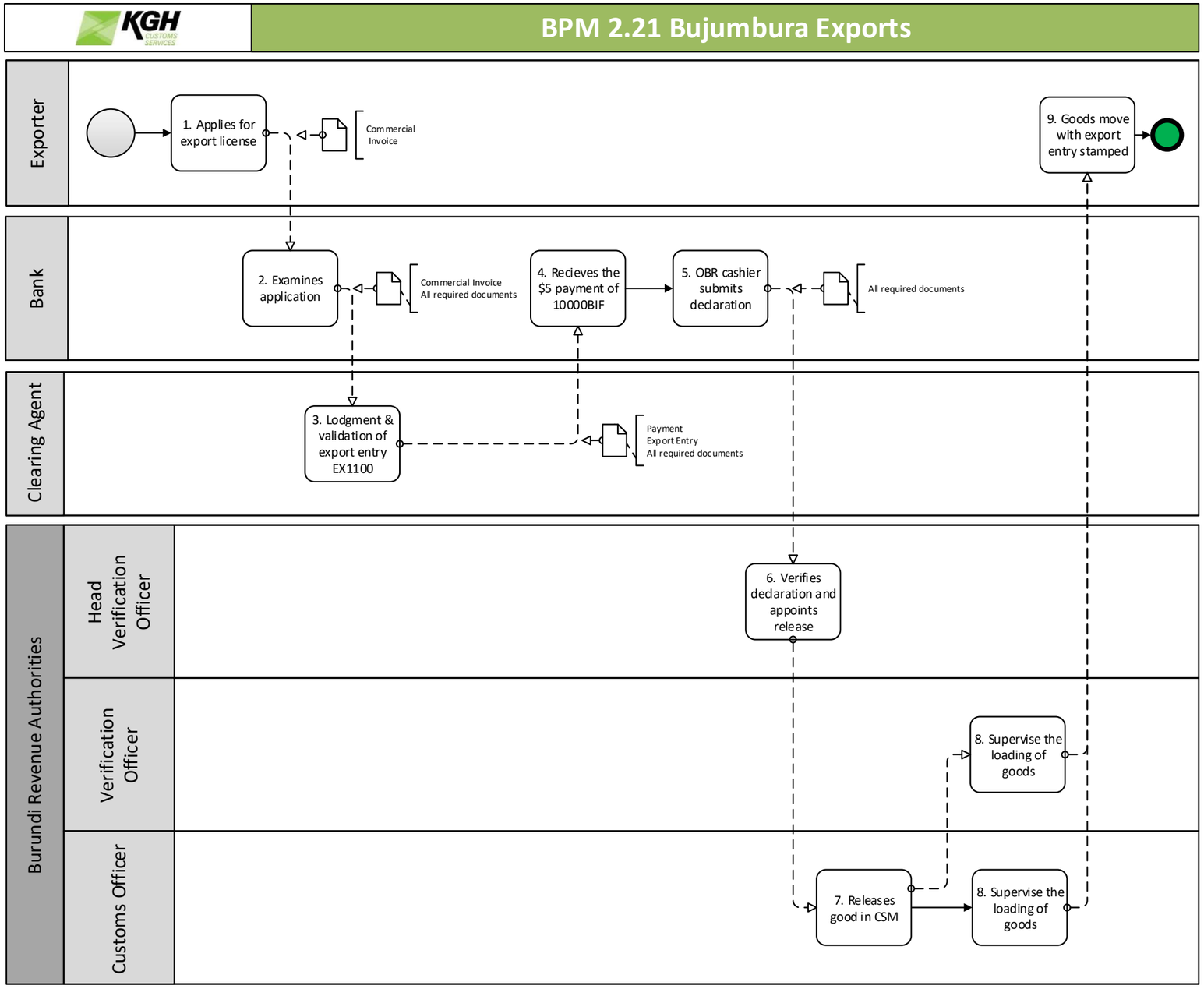
Verification Officer

10. Verifies in system
11. Sites container/ goods
12. Applies Rwanda seal
13. Completes Inspection act (ASYCUDA)
14.Confirm release in system
15. Writes of Transit
15. Allocates file
SAD C4/T1
Exit Confirmation note

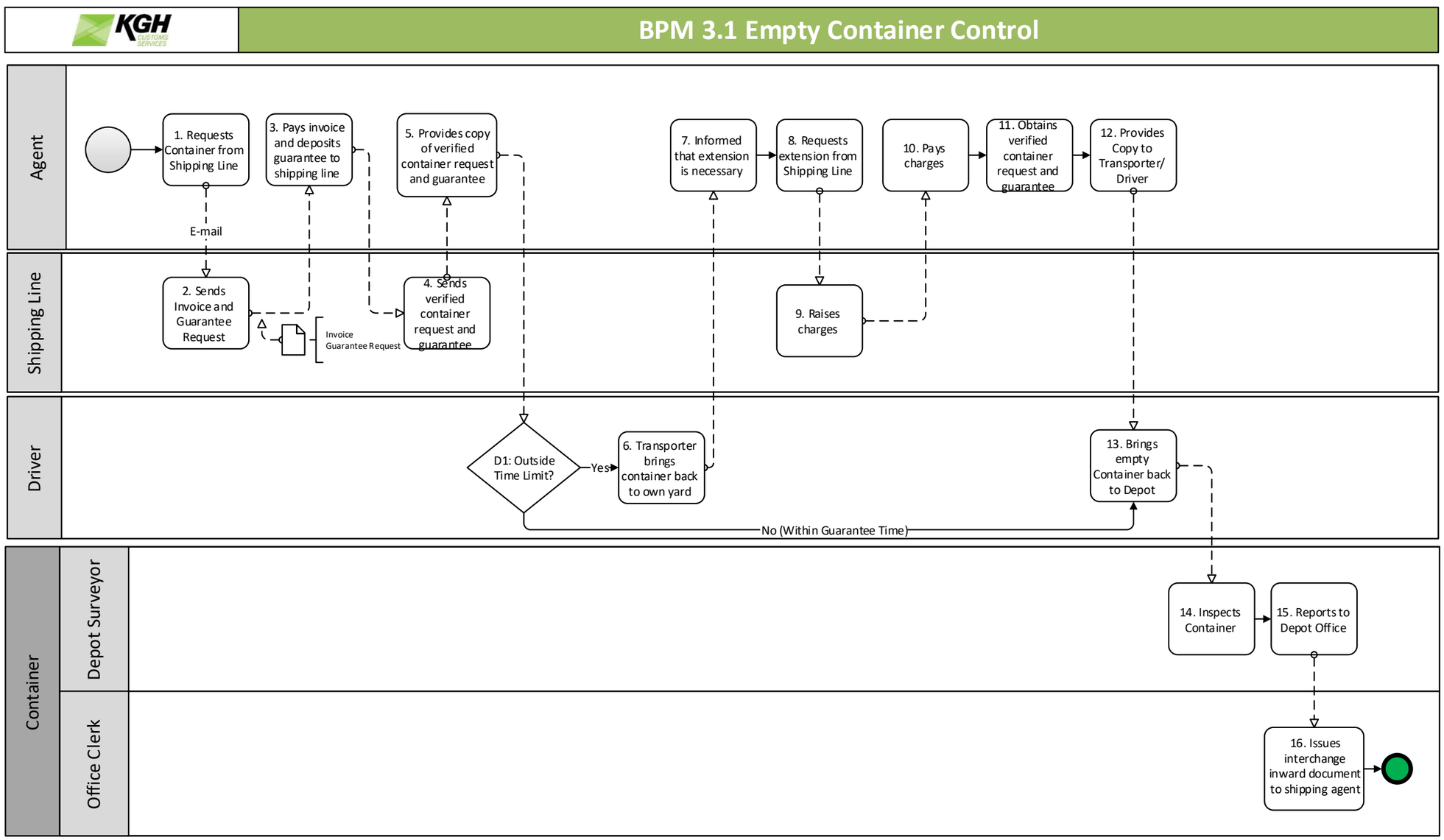
Exports Exit Officer

16. Checks documentation
Inspection Needed?
Yes
18. Conducts inspection
No
17. Sites Goods/ Container
19. ALL OK: Issues exit confirmation in system
20. Issues stamped exit note

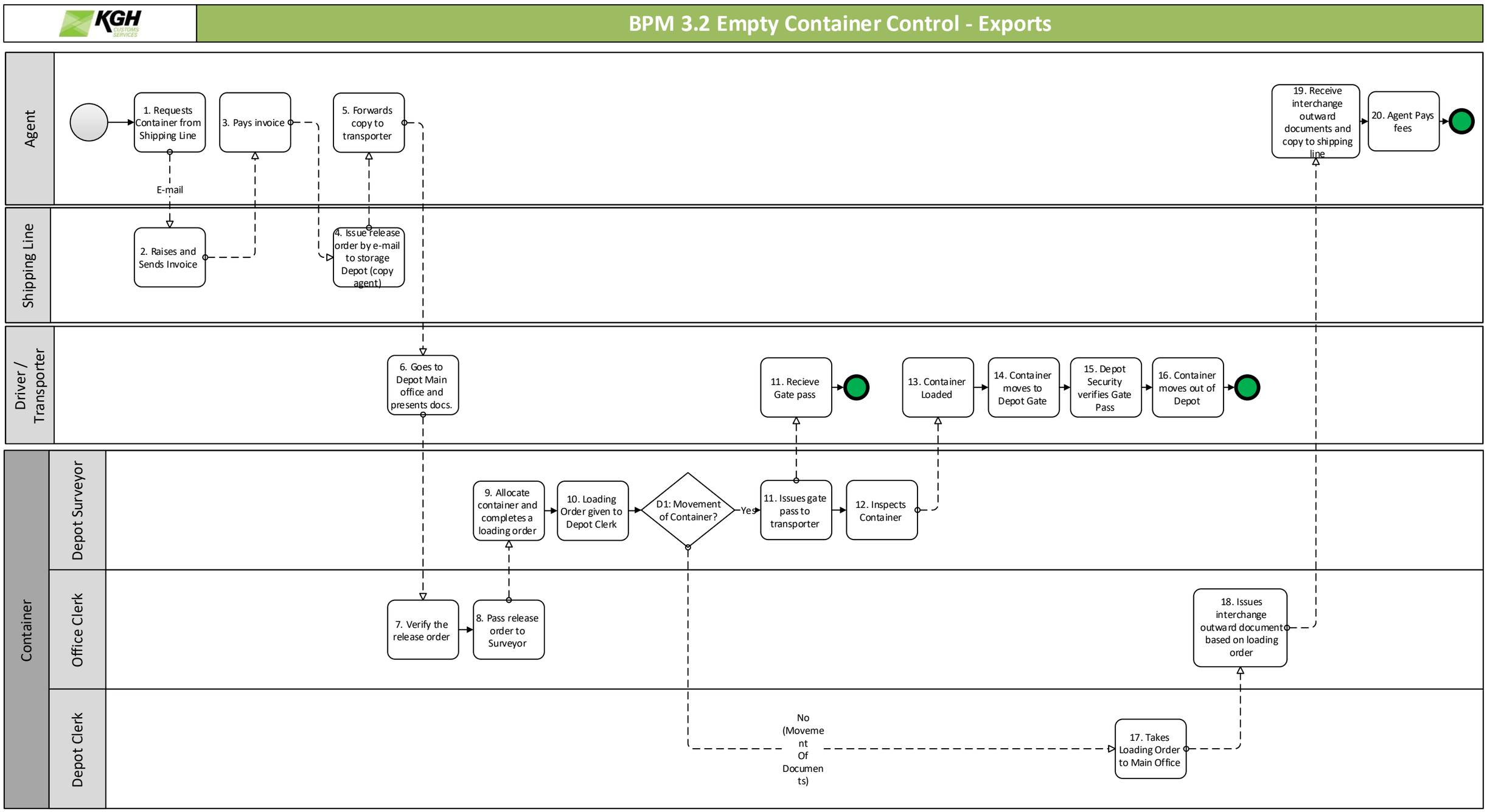
BPM 2.21 Bujumbura Exports



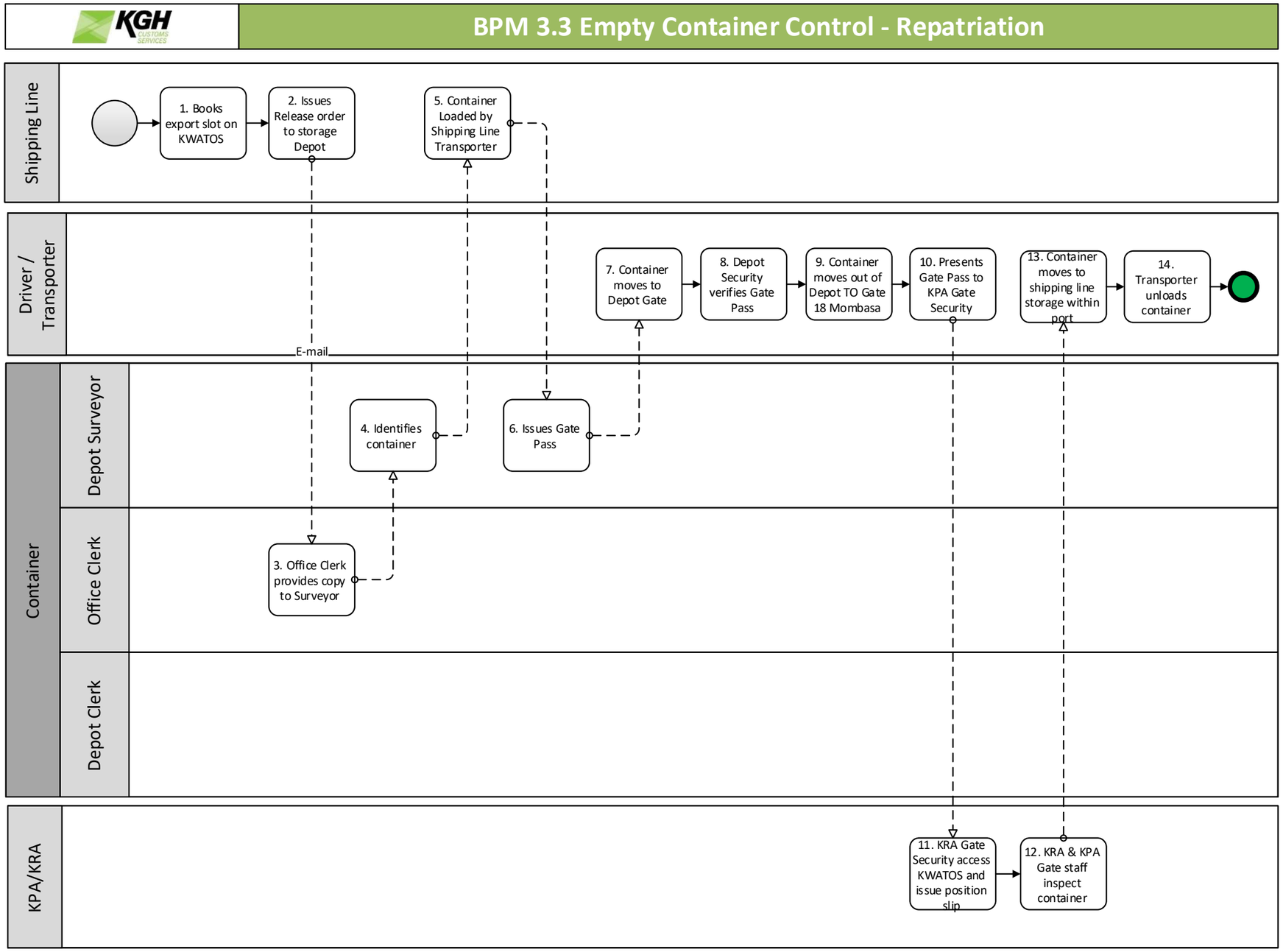
BPM 3.1 Empty Container Control



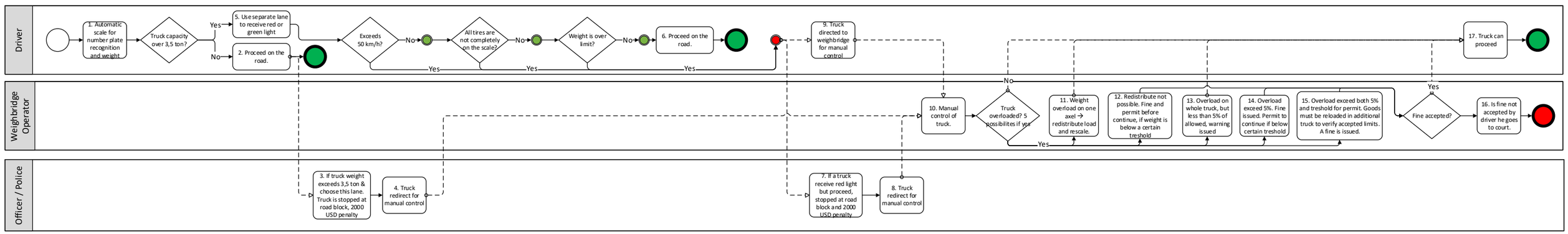
BPM 3.2 Empty Container Control - Exports



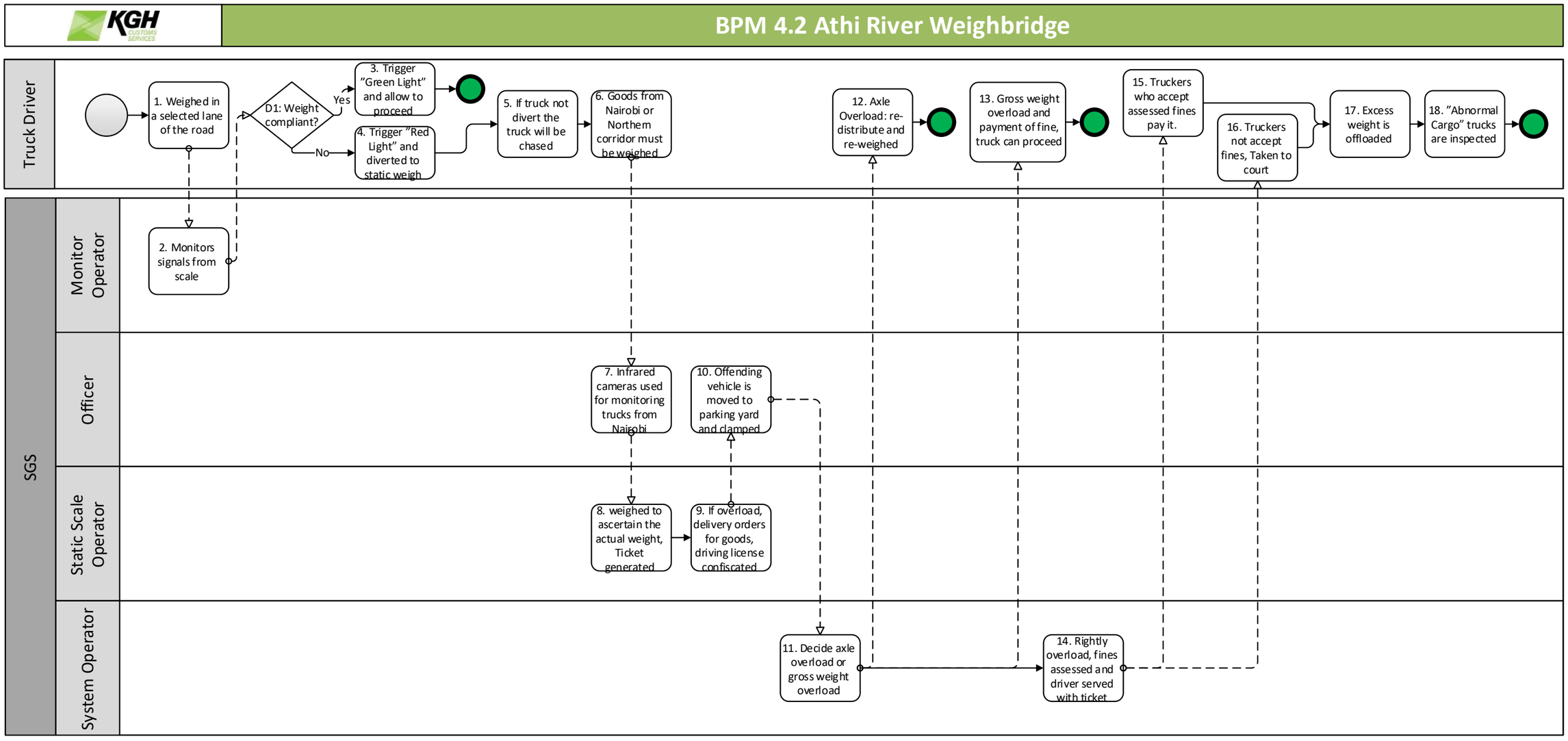
BPM 3.3 Empty Container Control - Repatriation



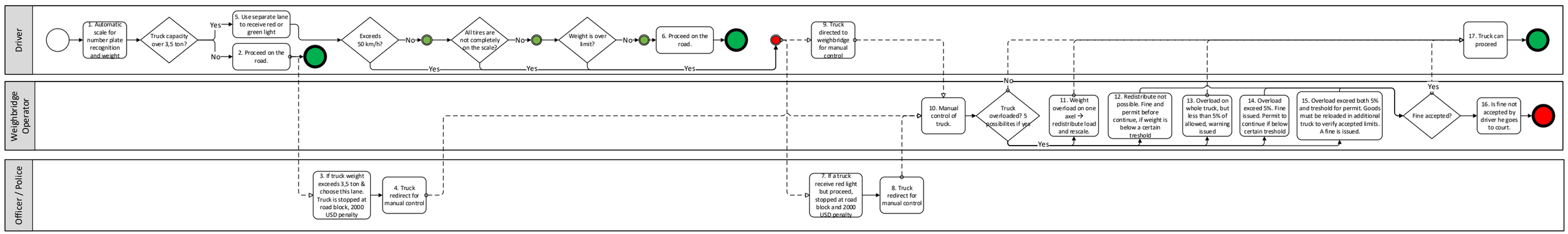
BPM 4.1 Mariakani Weighbridge



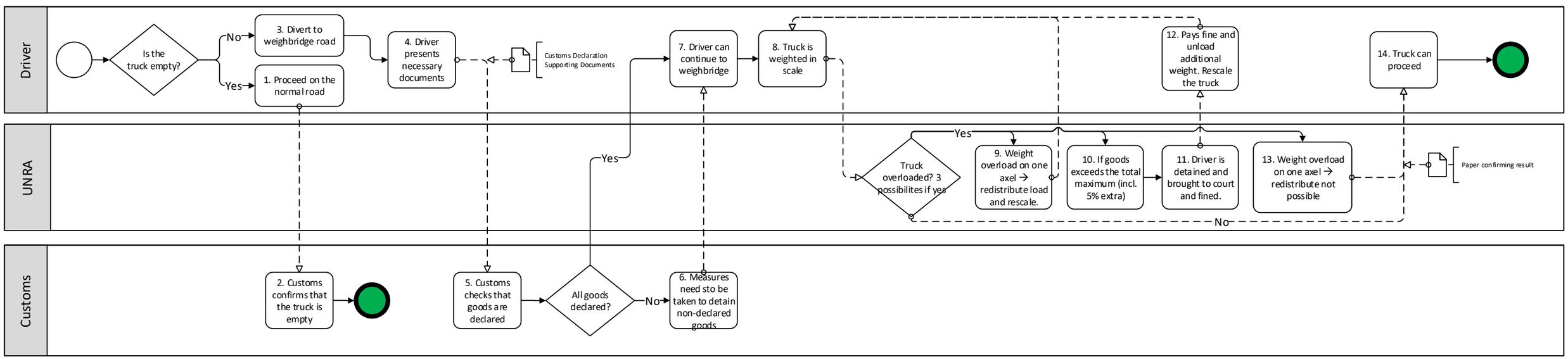
BPM 4.2 Athi River Weighbridge



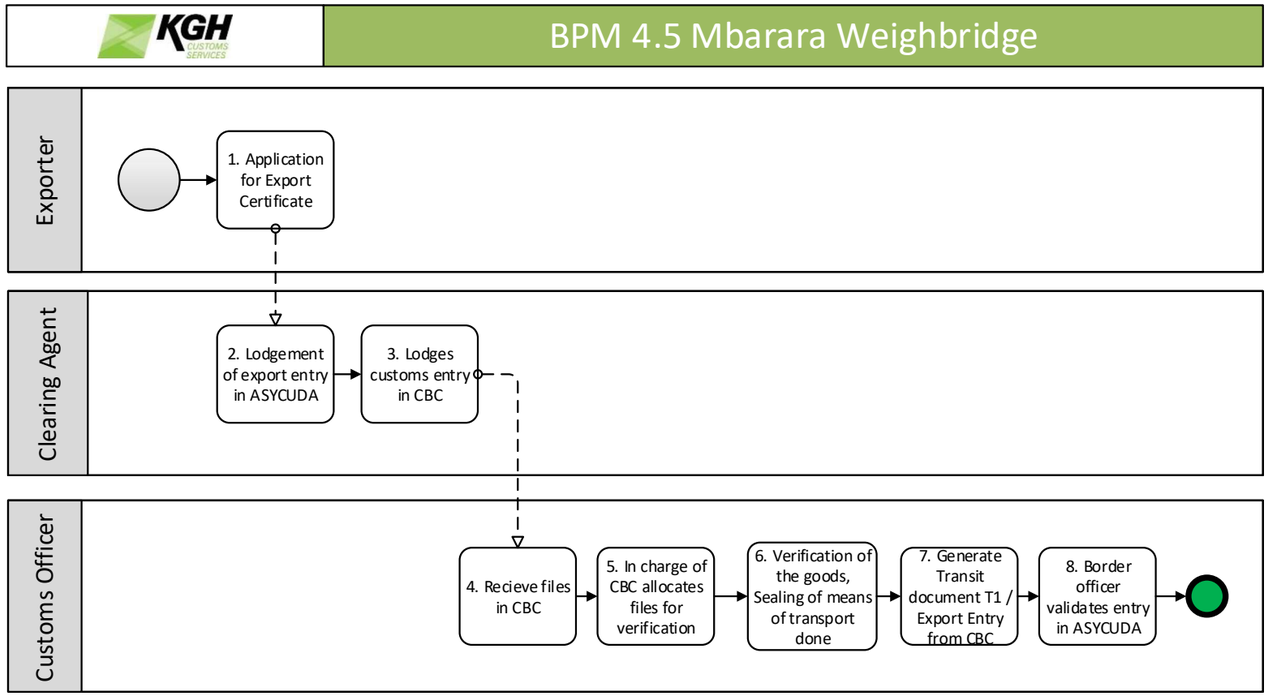
BPM 4.3 Gilgil Weighbridge



BUSITEMA WEIGHBRIDGE KENYAN BORDER – KAMPALA OR BEYOND



BPM 4.5 Mbarara Weighbridge



BPM 5.1 Mombasa - Nairobi

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Mombasa port exit	0	0.00				
Mazeras	16	0.24		3		
Mariakani weighbridge	36	0.53		7	Weighbridge	
Samburu	58	1.23		3		
Taru	73	1.56		30		
Malikubwa	83	2.18		11		
Maungo	123	3.00		4		
Voi	153	3.34		1		
Mtito Andei	249	4.56		2		
Maikuu	281	5.41		2		
Nguumo	298	5.56		8	Police	
Makindu	312	6.14		4		
Kiboko	326	6.26		3		
Masimba	342	6.42		5		
Emali	358	7.01		4		
Matchacos	435	8.26		5		
Nairobi	466	9.10				
Total Speed Humps				92		

Green = good surface speed can be maintained

Amber= potholed unpaved requiring occasional adjustment

Red = Traffic Jam , badly unpaved or roadworks

BPM 5.2 Gilgil - Jinja

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Gilgil	0	0			Police	
Nakubrezze	20	0.26		2		
Enter Nakuru	24	0.31		9		
Exit Nakuru	34	0.44			Police	Heavy traffic and traffic jams inside Nakuru
Salga	57	1.13		39	2 Police checkpoints	
Sigowet	114	2.09		17	Police	
Entry Eldoret	183	3.3		30		
Exit Eldoret	189	3.56		8		Heavy traffic and traffic jams in Eldoret
Jua Kali	203	4.15		20		
Musembe	229	4.5		18		
Dina Junction	254	5.2			Weighbridge	
Kanduyi	278	5.44		10		
Enter Malaba Border	310	6.28				Before border 5 km of roadwork with very bad road
Exit Malaba Border	313	8.06				Procedures at the border took 1.38 hours mostly on the Ugandan side. Insurance for private car biggest obstacle.
Akapa (Uganda)	329	8.22		7		In Uganda there are not as many humps as in Kenya but they have very small humps in each villages first 2 then 4 and then 2 again. Annoying but doesn't reduce speed as much as real humps.
Busitema weighbridge	352	8.43		10	Weighbridge	
Busesa	398	9.17		7		
Jinja	459	10.28		25		
Total Speed Humps				177		

Green = good surface speed can be maintained

Amber= potholed unpaved requiring occasional adjustment

Red = Traffic Jam , badly unpaved or roadworks

BPM 5.3 Jinja - Kampala

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Jinja	0	0		2		
Najjembe	24	0.31				
Enter Mukonu	56	1.05		1		
Exit Mukono	60	1.2				Heavy Traffic Jam
Kampala	76	2.26			Police	Heavy Traffic Jam
Total Speed Humps				3		

Green = good surface speed can be maintained

Amber= potholed unpaved requiring occasional adjustment

Red = Traffic Jam , badly unpaved or roadworks

BPM 5.4 Kampala - Mpondwe via Fort Portal

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Kampala	000	0.00				
Muduuma	046	1.07		32		
Mityana	088	1.28		22		
Mubenbe	149	1.32		16	Weighbridge	
Kyenjojo	247	2.54		32		
Rugombe	266	3.15		33	Police Check	
Fort Portal	295	3.50		10		
Rubona	317	4.16		16		
Kibiito	329	4.28		19		
Hima	352	4.55		11		
Kasese	374	5.27		22		
Kiroronga	397	5.48		8		
Bwera	427	6.24		14		
Mpondwe	434	6.35		10		
Total Speed Humps				245		

Green = good surface speed can be maintained

Amber= potholed unpaved requiring occasional adjustment

Red = Traffic Jam , badly unpaved or roadworks

BPM 5.5 Nairobi - Gilgil

Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Nairobi	0	0				
Nairobi start bypass road	13	0.21				
Nairobi start new road 4 lane	18	0.37				
End 4 lane road	53	1.15				
Maai Mahiu	74	1.43		2	Weighbridge	
Longonot	89	1.58		3		
Naivasha	108	2.13		9		
Gilgil weighbridge	128	2.32		5	Weighbridge	
Gilgil	151	3.02				
Total Speed Humps				19		

Remarks: One very important factor in order to gain speed and reduce time for travelling is that currently the road is only single lane in each direction. This makes overtaking of slow moving traffic very difficult and sometimes dangerous. To expand the road to two lanes in each direction would significantly improve travel conditions and reduce time to destination.

Green = good surface speed can be maintained

Amber= potholed unpaved requiring occasional adjustment

Red = Traffic Jam , badly unpaved or roadworks

BPM 5.6 Kampala - Nimule

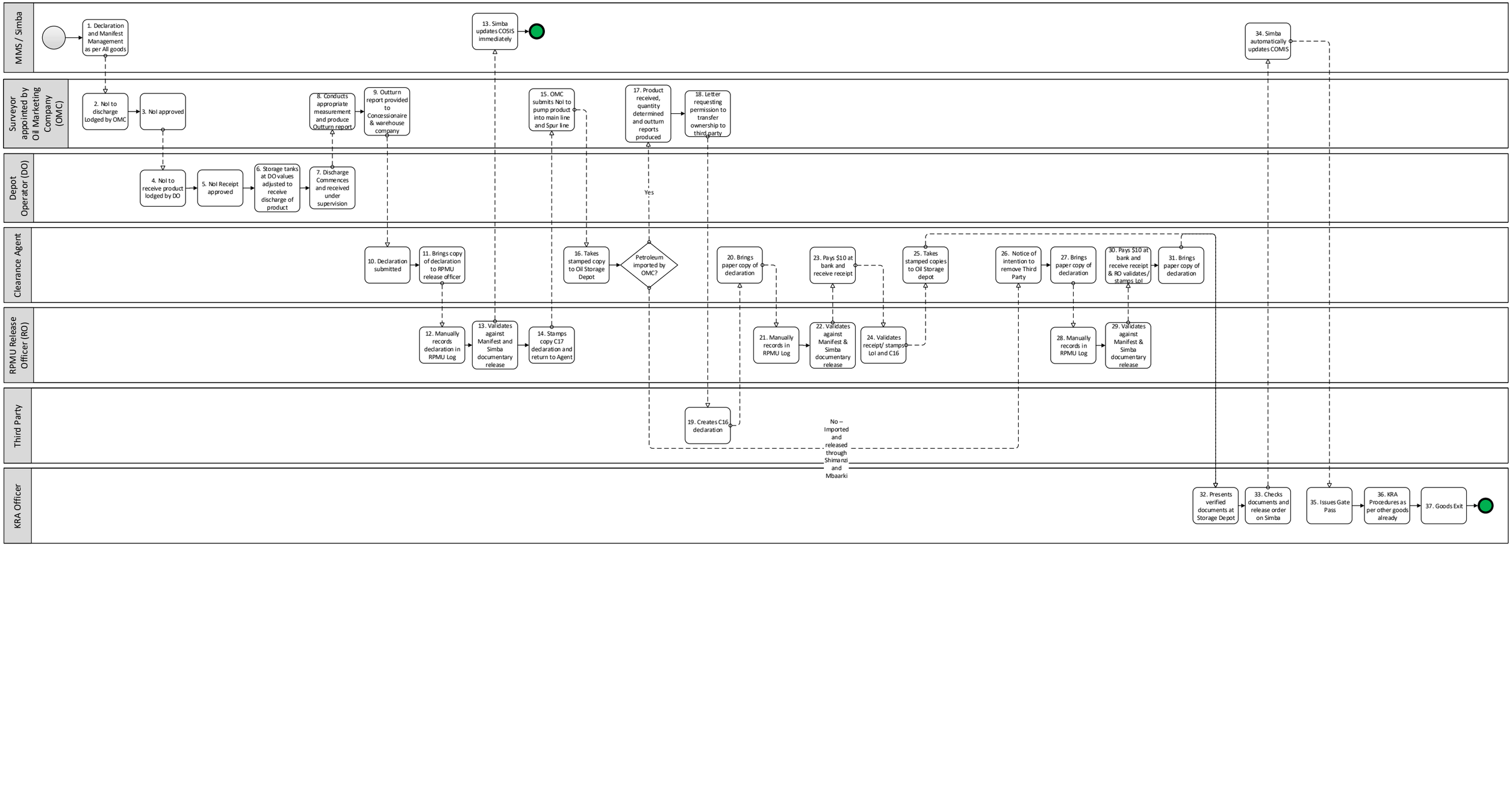
Location	Kms	Time (h. mins)	Road	Traffic humps	Check points	Notes
Kampala	000	0.00				
Bombo	33	.46			Police Security	
Wubense	39					
Luwero	53	1.12				
Luwero Wg Station	56					
Migyera	140	2.00			Police	
Kafu	172	2.41				
Kigumbe	209	3.04			Police Security	
Kiryandongo	212	3.26				Single Lane Road works
Bweyele	231	3.35				
Karuma	274	3.52				
Gulu	341	5.49		10		
Parebongo	369	6.24		17	Police Security	
Pabo	379	6.34		14		
Pawel	391	6.48		8		
Atiak	410	7.01		6		
Bibia	437	7.24		8	Police	Non paved but solid
Elegu	447	7.35				
Nimule	450	N/A				
Total Speed Humps				63		

Green = good surface speed can be maintained

Amber= potholed unpaved requiring occasional adjustment

Red = Traffic Jam , badly unpaved or roadworks

BPM 6.1 Port of Mombasa Oil and Petroleum Products Handling Procedures



4.2 Mapping Locations

Border Crossings / Control Points

Point	Country	Measurement
Port of Mombasa	Kenya	Processes for import (road and rail) Processes for export (road and rail)
Document Processing Centre	Kenya	Documentary clearance process for imports and exports
Mombasa Port Rwanda Revenue Authority (OSC)	Rwanda	Rwanda SCT procedures
Mombasa Port Uganda Revenue Authority (OSC)	Uganda	Uganda SCT
Mombasa Port OGEFREM	DRC	DRC Ogefrem procedures
Mombasa Port Exit Gate	Kenya	SCT transit to NC member countries and imports for Kenya home use
Mombasa Port –CFS Consul Base	Kenya	Exports/Imports for Kenya home use
Mombasa Port –CFSMCT	Kenya	Exports/Imports for Kenya home use
Mombasa Port –ICD Embakasi	Kenya	Exports / Imports for Kenya home use
KRA Kalindini	Kenya	Export data entry and collection of export questionnaires
Malaba One Stop Facility	Uganda	Imports for Uganda home use and originating exports
Uganda CBC (Kampala)	Uganda	Documentary clearance process for imports and exports
Kampala KenfreightW0242	Uganda	Imports for Uganda home use
Kampala SpedagInterfreightW0072	Uganda	Imports for Uganda home use
Kampala Rift Valley Railway Railhead	Uganda	Distribution of export questionnaire and export data
Elegu	Uganda	Imports and Exports to/from South Sudan;
Mpondwe	Uganda	Imports and Exports to/from DRC
Nimule	South Sudan	Imports for South Sudan home use and originating exports
Juba	South Sudan	Imports for South Sudan home use
Nemba One Stop Border Post	Rwanda	Imports and Exports

Gatuna	Rwanda	Exports and Imports to/from Rwanda
Akanyaru	Rwanda	Imports and Exports
Gikondo / MAGERWA (Kigali)	Rwanda	Exports
Rubavu	Rwanda	Imports and Exports to/from Rwanda
Kasindi	DRC	Imports and Exports to/from DRC
Goma	DRC	Imports and Exports to/from DRC
Gasenyi	Burundi	Imports and Exports to/from Burundi
Kanyaru Haut	Burundi	Imports and Exports to/from Burundi
Bujumbura	Burundi	Imports and Exports to/from Burundi

Weighbridges

Weighbridge	Country
Mariakani	Kenya
Gilgil	Kenya
Athi River	Kenya
Busitema	Uganda
Mbarara	Uganda
Magamaga	Uganda

Arterial Road Routes

Route
Mombasa – Kampala (through Malaba)
Kampala –Nimule
Kampala – Mpondwe

4.3 Statistical Sampling

One of the key elements in the design of the TRS was to ensure that a sufficient number of completed questionnaires were returned to be able to have a robust and statistically valid analysis once the data from the questionnaires was entered into the WCO TRS software.

The aim in estimating the sampling size was to ensure a 95% confidence level that the data collected represented the actual flow of goods through individual border posts.

Based on this confidence level, it was necessary to work backwards using the data available on the flow of transit goods to and from the Port of Mombasa. This enabled an estimatation of the number of questionnaires that should be distributed at the Port of Mombasa and the border crossings handling exports to depart through the Port of Mombasa. This included an estimate on the expected 'wastage', that is, the number of questionnaires that would be lost in the course of the TRS.

There were a number of constraints placed on the project that made it challenging to estimate the number of completed questionnaires required to achieve the 95% confidence level:

- There is no consistency between data from the NCTTCA and national Customs agencies as to the volumes of SCT declarations and/or shipments that transit or that are released at individual border crossings.
- The NCTTCA requested that statistics be valid at a very large number of border crossings. This required analysis of each border crossing as a separate entity as each border crossing has differing volumes of Customs declarations.
- The limited resources allocated for the project meant that there was only a small window where questionnaires could be distributed and a limited time in which the questionnaires could be returned for analysis.
- Varying information in different studies as to the transit time for shipments between the Port of Mombasa to the farthest border stations in the Northern Corridor. It was expected that the time taken (mean, median, and standard deviation) for processing and release of cargo would be approximately normally distributed; probably slightly skewed to the right, but transport actually takes far longer than the average – up to 30 days longer.
- Given the above, a very large number of questionnaires were required and the questionnaire itself needed to be very large.
- For both Burundi and the DRC, there is a preference by transporters to use the Central Corridor.

Planned Distribution of Import Questionnaires

Outlined below are the sampling sizes and approach for the data collection phase.

One issue that the study faced is that the requirement for this project is that measurements are taken at a station or border crossing level. However, goods leaving Mombasa Port have a country of destination only and it is not obvious in Mombasa which border crossing(s) or station(s) will be used along the way. This required additional controls at distribution to ensure that the sampling is appropriate to fulfil the target of a 95% confidence level.

An additional issue was the fact that the smaller the population (in this case import/export size per week), the larger sampling size is needed in order to achieve the confidence level/interval. In or-

der to use a small sampling size of, for example, 10 %, a population of about 3500 is needed. Already at a population of about 400 roughly 50 % of the population needs to be sampled. If the population is 20, it is necessary to collect 95 % of the population.

It was also important to qualitatively consider to what extent the week of distribution was representative for all weeks of the year

The assumptions used to determine the sampling size required for the study and the resultant distribution was provided by the NCTTCA Secretariat and adjusted for information received during visits to border stations and from national Customs agencies.

Outlined below is the approach taken for the distribution of questionnaires:

DISTRIBUTION STRATEGY FOR UGANDA:

Released in:	Total Decs / Week	Mean Decs / Day	Required samples / week	Required samples per day over 5 days	Estimated samples (of population) if declarations are randomly selected (%)	Required % of samples	Distributed forms per day
Malaba	2167	310	455	91	72.67	44.56	148
Busia	398	57	280	56	13.35	27.42	27
Kampala	417	60	286	57	13.98	28.01	29

Based on the Uganda volumes 1 in every 2 (50%) of declarations should be sampled.

DISTRIBUTION STRATEGY FOR DRC:
Based on the number of declarations the sampling rate is 100% (i.e. all declarations going to the DRC). This is approximately 250 questionnaires.

DISTRIBUTION STRATEGY FOR RWANDA:
Based on the number of declarations the sampling rate is 100% (i.e. all declarations going to the Rwanda). This is approximately 75-90 questionnaires.

DISTRIBUTION STRATEGY FOR BURUNDI:
Based on the number of declarations the sampling rate is 100% (i.e. all declarations going to the Burundi). This is approximately 85-105 questionnaires.

DISTRIBUTION STRATEGY FOR SOUTH SUDAN:
Based on the number of declarations the sampling rate is 100% (i.e. all declarations going to the South Sudan). This is approximately 250 questionnaires.

DISTRIBUTION STRATEGY FOR KENYA (OSC/MCT/ICD):
Total Population of declarations: 4566

	Required samples per week	Required Dist. w 30% wastage	Total population handled	Sampling rate	To be handed out
Mombasa Port	351	501	4018	12%	1 in every 5
CFS	80	114	137	83%	100%
CFS	80	114	137	83%	100%
ICD	143	204	274	75%	3 in every 4

Planned Distribution of Export Questionnaires

Given the relatively low level of exports, the sampling for all stations for exports is 100% or approximately 1,500 questionnaires in total.

Actual Return of Import Questionnaires

Outlined below are the actual returns of import questionnaires.

As outlined earlier in this report, there were a number of constraints placed on the data collection phase that directly impacted on the rate of return of questionnaires. These included:

- That agents and/or transport companies take full advantage of the nine (9) days free dwell time at the port and the up to thirty days that can be used post-clearance at CFSs.
- Regular system outages at KRA and KPA.
- A strike and blockade of the main Northern Corridor road route that commenced on 6 June[59].
- Lower volumes of traffic than NCTTCA data and other data sources suggested, in particular to Burundi and Rwanda.
- The excessive size of the questionnaire.
- Removal of questionnaires by agents, drivers and Customs officials. This often occurred early in the transportation.
- DRC preferring to use the Southern Corridor.
- Truck drivers diverting from the main routes to South Sudan. Rather than exiting Uganda through Nimule, they exit through Oraba and Madyope border posts.

[59] The Daily Nation. (2016, 6 June). 'Gridlock looms as 3,000 long-distance trucks plan to block roads in protest'. Nairobi, Kenya. Nation Media Group.

Import Questionnaires by Destination					
Country	**Destination**	**Req. Sample Size**	**No. Attached**	**No. Received**	**Response Rate (dist. Q'aires)**
Kenya	Kenya Home Use	654	146	60	41%
	One stop Centre (Never left port for Malaba/Busia)		253	253	100%
	Sub-total Kenya	654	399	313	78%
Uganda	Malaba One Stop Facility & Busia	147	101	69	68%
	Kampala Kenfreight W0242-ICD	57	1	1	100%
	Kampala SpedagInterfreight W0072		2	1	50%
	Elegu		4	3	75%
	Mpondwe		4	0	0%
	For Uganda but unknown border post		1	1	100%
	Sub-total Uganda	204	113	75	66%
South Sudan	Nimule	250	0	0	0%
	Juba		0	0	0%
	Sub-total South Sudan	250	0	0	0%
Rwanda	Nemba One Stop Shop	90	0	0	0%
	Gatuna		1	0	0%
	Akanyaru		0	0	0%
	Rubavu		0	0	0%
	For Rwanda but unknown border post		12	N/A	
	Sub-total Rwanda	90	13	0	0%
DRC	Kasindi	250	1	1	100%
	Goma		0	0	0%
	For DRC but unknown border post		3	N/A	
	Sub-total DRC	250	4	1	25%
Burundi	Kanyaru Haut	105	0	0	0%
	Bujumbura		0	0	0%
	For Burundi but unknown border post		0	N/A	
	Sub-total Burundi	105	0	0	0%
Attached in Mombasa but unkown destination			0	N/A	
	Total	**1553**	**529**	**389**	**74%**

Export Questionnaires by Origin				
Country	**Origin**	**No. Attached**	**No. Received**	**Response Rate**
Kenya	Kenya	9	9	100%
Uganda	Malaba One Stop Facility	60	45	75%
	Kampala RVR	0	0	0%
	Elegu	5	0	0%
	Mpondwe(Thro Interfreight)	1	0	0%
	Received from Uganda but unknown border post	N/A	0	
	Sub-total Uganda	66	45	68%
South Sudan	Juba	3	0	0%
Rwanda	Nemba One Stop Shop	1	1	100%
	Gatuna	17	9	53%
	Gikondo / MAGERWA	0	0	0%
	Akanyaru	0	0	0%
	Rubavu	0	0	0%
	Received from Rwanda but unknown border post	N/A	0	
	Sub-total Rwanda	18	10	56%
DRC	Kasindi	1	0	0%
	Goma	0	0	0%
	Received from DRC but unknown border post	N/A	0	
	Sub-total DRC	1	0	0%
Burundi	Gisenyi	2	1	50%
	Bujumbura	0	0	0%
	Received from Burundi but unknown border post	N/A	0	
	Sub-total Burundi	2	1	50%
Received in Mombasa but unkown Origin		N/A	0	
	Total	**99**	**65**	**66%**

4.4 Import Questionnaire

Time Release Study - Northern Corridor Time Release Study

Purpose of Survey

BACKGROUND and PURPOSE of STUDY: During the 10th Northern Corridor Integration Projects (NCIP) Summit, the Heads of States of the NCIP directed the Revenue Authorities to undertake a Time Release Study along the Northern Corridor. The Northern Corridor Transit and Transport Coordination Authority was enjoined to spearhead the TRS in conjunction with the Revenue Authorities. The purpose of the TRSis to identify bottlenecks that negatively affect the time taken to clear and move cargo along the Northern Corridor. The results of this study will be used to eliminate such bottlenecks. Your co-operaion in partaking in this study is appreciated.

(*) = Mandatory - if indicated for a **section**, mandatory questions for the section must be completed / if indicated for a **question**, the question must be completed if the section is used

SECTION A - TRS DATA	
1. Name of Importer	
2. PIN/TIN number	
3. Motor vehicle licence number	
4. Name of vessel and Voyage/Rotation Number	
5. Bill of Lading Number and Date	
6. Bill of Entry Number and Date	
7. Container number	
8. Customs Regime	Home consumption ☐ Transit ☐ Warehousing ☐
9. Cancellation required	Yes ☐ No ☐
10. Country of final destination	Burundi ☐ DRC ☐ Kenya ☐ Rwanda ☐ South Sudan ☐ Uganda ☐
11. Description of cargo	Wet Cargo ☐ Dry Cargo ☐ - containerized ☐ - conventional ☐
12. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non dutiable ☐ Perishable ☐ Non Perishable ☐
13. Declarant	Clearing Agent ☐ Self declared ☐
SECTION B - VESSEL ARRIVING PROCEDURES	
14. Name of Ships Agent	
15. Ships Agent Identification number	
16. Date and time approved/registered manifest lodged	☐ day ☐ mth - ☐ hr ☐ min
17. Date and time of submission to SIMBA/ASYCUDA/TANCIS/KWATOS	☐ day ☐ mth - ☐ hr ☐ min
18. Date and time of manifest submission	☐ day ☐ mth - ☐ hr ☐ min
19. Date and time of vessel offloading - starts	☐ day ☐ mth - ☐ hr ☐ min
20. Date and time of arrival of ship at berth	☐ day ☐ mth - ☐ hr ☐ min

21. Date and time of vessel offloading - ends	☐ day ☐ mth - ☐ hr ☐ min
SECTION C - DECLARATION PROCESS	
22. Date and time manifest lodged in MMS	☐ day ☐ mth - ☐ hr ☐ min
23. Date and time manifest approved by manifest officer	☐ day ☐ mth - ☐ hr ☐ min
24. Date and time agent registers declaration on SIMBA	☐ day ☐ mth - ☐ hr ☐ min
25. Date and time payment authorized	☐ day ☐ mth - ☐ hr ☐ min
26. Date and time declaration allocated to clearance officer	☐ day ☐ mth - ☐ hr ☐ min
27. Date and time stamp on agent's paper copy of bank payment slip	☐ day ☐ mth - ☐ hr ☐ min
28. Date and time payment information is available in SIMBA	☐ day ☐ mth - ☐ hr ☐ min
29. Date and time documentary check commenced	☐ day ☐ mth - ☐ hr ☐ min
30. Query notification generated	Yes☐ No☐
31. Date and time query sent to Agent	☐ day ☐ mth - ☐ hr ☐ min
32. Pre - verification required	Yes☐ No☐
33. Pre - verification requested by	Agent☐ ☐ Customs☐
34. Date and time pre-verification request sent to OSC/ICD/CFS via SIMBA	☐ day ☐ mth - ☐ hr ☐ min
35. Date and time inspection report received in DPC	☐ day ☐ mth - ☐ hr ☐ min
36. Date and time query resolved	☐ day ☐ mth - ☐ hr ☐ min
37. If query not resolved, date and time declaration sent for office action	☐ day ☐ mth - ☐ hr ☐ min
38. Date and time documentary check resumed	☐ day ☐ mth - ☐ hr ☐ min
39. Date and time documentary check completed	☐ day ☐ mth - ☐ hr ☐ min
40. Date and time DPC Pass (release note) created in SIMBA	☐ day ☐ mth - ☐ hr ☐ min
SECTION D - KRA CUSTOMS RELEASE PROCEDURES	
41. Declaration number	
42. BILL OF LADING NUMBER AND DATE	
43. During which shift was the declaration submitted	Day☐ Evening☐ Night☐
KENYA REVENUE AUTHORITY PROCESSING	
44. Description of Cargo	Wet Cargo☐ Dry Cargo☐ - containerized☐ - conventional☐
45. Transit Monitoring	SCT☐ Non SCT☐ ECTS☐ Non ECTS☐ Dutiable☐ Non Dutiable☐

46. Risk management processing lane assigned	Green ☐ Yellow ☐ Red ☐
47. Date and time Agent submits hard copy documentation	☐ day ☐ mth - ☐ hr ☐ min
48. Date and time reception clerk completes ledger and system input	☐ day ☐ mth - ☐ hr ☐ min
49. Date and time Head Verification Officer receives documentation	☐ day ☐ mth - ☐ hr ☐ min
50. Date and time Head Verification Officer completes review and assigns file to Verification Officer and updates SIMBA	☐ day ☐ mth - ☐ hr ☐ min
51. Head Verification Officer recommends scanning	Yes ☐ No ☐
52. If scanning required - date and time KPA advised to present goods for scanning	☐ day ☐ mth - ☐ hr ☐ min
53. If scanning required - date and time scanning commences	☐ day ☐ mth - ☐ hr ☐ min
54. If scanning required - date and time scanning ends	☐ day ☐ mth - ☐ hr ☐ min
55. Date and time Verification Officer commences review	☐ day ☐ mth - ☐ hr ☐ min
56. Goods require verification (physical examination)	Yes ☐ No ☐
57. NOTE: IF NO VERIFICATION REQUIRED PROCEED TO QUESTION 76	
58. Date and time file returned to reception clerk	☐ day ☐ mth - ☐ hr ☐ min
59. Date and time KPA advised that goods subject to verification	☐ day ☐ mth - ☐ hr ☐ min
60. Date and time file returned to Agent with notification that verification required	☐ day ☐ mth - ☐ hr ☐ min
61. Is verification by Other Government Agencies required	Yes ☐ No ☐
62. Name of Other Government Agencies involved in joint verification	KEBS ☐ Port Health ☐ Agriculture ☐ Police ☐ Other ☐
63. Date and time Agent schedules verification	☐ day ☐ mth - ☐ hr ☐ min
64. Date and time goods available for inspection	☐ day ☐ mth - ☐ hr ☐ min
65. Date and time verification commences	☐ day ☐ mth - ☐ hr ☐ min
66. Date and time verification ends	☐ day ☐ mth - ☐ hr ☐ min
67. Date and time Agent submits file to Verification Officer with all relevant OGA release stamps	☐ day ☐ mth - ☐ hr ☐ min
68. Date and time Verification Officer creates inspection report on SIMBA	☐ day ☐ mth - ☐ hr ☐ min
69. Date and time Verification Officer forwards inspection report to Head Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
70. Amendment required	Yes ☐ No ☐
71. NOTE: IF NO AMENDMENT REQUIRED PROCEED TO QUESTION 76	

72. IF Yes- date and time F147 created	☐ day ☐ mth - ☐ hr ☐ min
73. Consultation required on major compounded penalties	Yes☐ No☐
74. If yes - date and time consultation/referral sent	☐ day ☐ mth - ☐ hr ☐ min
75. If yes - date and time results of consultation sent to Chief Manager - Port Operations	☐ day ☐ mth - ☐ hr ☐ min
76. If yes - date and time decision on consultation/referral received	☐ day ☐ mth - ☐ hr ☐ min
77. Date and time Head Verification Officer receives file, assigns it to himself and updates SIMBA	☐ day ☐ mth - ☐ hr ☐ min
78. Date and time Release Order created in SIMBA	☐ day ☐ mth - ☐ hr ☐ min
79. Date and time Exit Note and C2 issued	☐ day ☐ mth - ☐ hr ☐ min
RWANDA REVENUE AUTHORITY PROCESSING - MOMBASA OFFICE	
80. Customs regime	Home consumption☐ Warehousing☐
81. Transit monitoring	SCT☐ Non SCT☐ ECTS☐ Non ECTS☐ Dutiable☐ Non Dutiable☐
82. Description of Cargo	Wet Cargo☐ Dry Cargo☐ - containerized☐ - conventional☐
83. Risk management lane assigned	Green☐ Yellow☐ Red☐ Blue☐
84. Date and time agent submits declaration	☐ day ☐ mth - ☐ hr ☐ min
85. Date and time Senior Verification Officer accesses ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
86. Date and time Senior Verification Officer allocates declarations to Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
87. Date and time Verification Officer conducts documentary face vet - commences	☐ day ☐ mth - ☐ hr ☐ min
88. Date and time Verification Officer conducts documentary face vet ends	☐ day ☐ mth - ☐ hr ☐ min
89. Red lane verification required	Yes☐ No☐
90. Date and time VO informs agent of the need to inspect via ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
91. Date and time goods available for physical examination	☐ day ☐ mth - ☐ hr ☐ min
92. Date and time examination commences	☐ day ☐ mth - ☐ hr ☐ min
93. Date and time examination ends	☐ day ☐ mth - ☐ hr ☐ min
94. Date and time VO Completes Inspection report (inspection Act on ASYCUDA)	☐ day ☐ mth - ☐ hr ☐ min
95. Time agent is informed of release	☐ day ☐ mth - ☐ hr ☐ min
96. Date and time agent provides transport information	☐ day ☐ mth - ☐ hr ☐ min
97. Date and time VO issues Exit Note and C2	☐ day ☐ mth - ☐ hr ☐ min

UGANDA REVENUE AUTHORITY PROCESSING - MOMBASA OFFICE	
98. Customs Regime	Home Use ☐ Transit ☐ Warehousing ☐
99. Transit monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non dutiable ☐
100. Description of Cargo	Wet Cargo ☐ Dry Cargo ☐ - containerized ☐ -conventional ☐
101. Date and time of receipt of agents' emails Exit Note request	☐ day ☐ mth - ☐ hr ☐ min
102. Date and time Head Verification Officer checks release status and allocates to Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
103. Date and time Verification Officer's review - commences	☐ day ☐ mth - ☐ hr ☐ min
104. Date and time Verification Officer's review - ends	☐ day ☐ mth - ☐ hr ☐ min
105. Date and time Verification Officer creates and stamps Exit Note	☐ day ☐ mth - ☐ hr ☐ min
106. Time agent is informed of release	☐ day ☐ mth - ☐ hr ☐ min
107. Date and time agent retrieves approved Exit Note	☐ day ☐ mth - ☐ hr ☐ min
DEMOCRATIC REPUBLIC OF THE CONGO	
108. Date and Time agent applies to OGEFREM for certificate of destination	☐ day ☐ mth - ☐ hr ☐ min
109. Date and time OGEFREM completes checks on consignment in FERI system	☐ day ☐ mth - ☐ hr ☐ min
110. Date and time Agent pays fees	☐ day ☐ mth - ☐ hr ☐ min
111. Date and Time Agent OGEFREM issues certificate of destination	☐ day ☐ mth - ☐ hr ☐ min
BURUNDI	
112. Date et heure auxquelles les documents sont présentés	☐ day ☐ mth - ☐ hr ☐ min
113. Date et heure de commencement de la vérification des documents	☐ day ☐ mth - ☐ hr ☐ min
114. Date et heure de fin de la vérification des documents	☐ day ☐ mth - ☐ hr ☐ min
115. Date et heure auxquelles le Bon de Sortie et le C2 sont émis	☐ day ☐ mth - ☐ hr ☐ min
SOUTH SUDAN	
116. Date and time documents submitted	☐ day ☐ mth - ☐ hr ☐ min
117. Date and time verification of document commences	☐ day ☐ mth - ☐ hr ☐ min
118. Date and time verification of documents ends	☐ day ☐ mth - ☐ hr ☐ min
119. Date and time exit Note and C2 issued	☐ day ☐ mth - ☐ hr ☐ min
SECTION E: KENYA PORT AUTHORITY RELEASE PROCEDURES	
120. Date and time Pick Up Order created in KWATOS	☐ day ☐ mth - ☐ hr ☐ min

121. Date and time agent receives KPA bill	☐ day ☐ mth - ☐ hr ☐ min
122. If cash payment - date and time agent pays fees at bank	☐ day ☐ mth - ☐ hr ☐ min
123. If cash payment - date and time Agent receives bank receipt	☐ day ☐ mth - ☐ hr ☐ min
124. If cash payment - date and time agent presents bank receipt to KPA	☐ day ☐ mth - ☐ hr ☐ min
125. Date and time Freight Forwarder books truck to enter port	☐ day ☐ mth - ☐ hr ☐ min
126. Date and time truck enters port	☐ day ☐ mth - ☐ hr ☐ min
127. Date and time container is loaded on truck	☐ day ☐ mth - ☐ hr ☐ min
128. Date and time KPA clerk enters loading instructions in KWATOS	☐ day ☐ mth - ☐ hr ☐ min
129. Date and time KPA clerk endorses loading instructions document	☐ day ☐ mth - ☐ hr ☐ min
130. Date and time KPA clearance and forwarding clerk creates Gate Pass	☐ day ☐ mth - ☐ hr ☐ min
131. Date and time Gate Pass given to agent	☐ day ☐ mth - ☐ hr ☐ min
132. Cargo processed off dock at CFS	Yes☐ No☐
133. If processed at CFS - date and time cargo transferred	☐ day ☐ mth - ☐ hr ☐ min
134. If processed at CFS - date and time cargo received at facility	☐ day ☐ mth - ☐ hr ☐ min
SECTION F - EXIT GATE PROCEDURES	
135. Date and time truck arrives at exit gate	☐ day ☐ mth - ☐ hr ☐ min
136. ECTS seal required	Yes☐ No☐
137. Date and time seal applied	☐ day ☐ mth - ☐ hr ☐ min
138. Date and time exit note and form C2 issued	☐ day ☐ mth - ☐ hr ☐ min
139. Date and time truck exits port	☐ day ☐ mth - ☐ hr ☐ min
140. Date and time vehicle vehicle moves to ICD/CFS	☐ day ☐ mth - ☐ hr ☐ min
SECTION G - CFS/ICD KRA CUSTOMS RELEASE PROCEDURES	
141. Name of CFS/ICD	Embakasi ICD☐ Consolbase☐ MCT☐
KRA Processing	
142. Date and time truck arrives at CFS/train at ICD	☐ day ☐ mth - ☐ hr ☐ min
143. Date and time agent submits hard copy documentation	☐ day ☐ mth - ☐ hr ☐ min
144. Customs Regime	Home Consumption☐ Transit☐
145. Transit Monitoring	SCT☐ Non SCT☐ ECTS☐ Non ECTS☐ Dutiable☐ Non Duriable☐

146. Risk management lane assigned	Green ☐ Yellow ☐ Red ☐
147. Date and time clerk completes ledger and system input	☐ day ☐ mth - ☐ hr ☐ min
148. Date and time Head Verification Officer receives documentation	☐ day ☐ mth - ☐ hr ☐ min
149. Date and time Head Verification Officer completes review and assigns file to Verification Officer and updates SIMBA	☐ day ☐ mth - ☐ hr ☐ min
150. Date and time Verification Officer commences review	☐ day ☐ mth - ☐ hr ☐ min
151. Goods require verification (physical examination)	Yes ☐ No ☐
152. NOTE: IF NO VERIFICATION REQUIRED PROCEED TO QUESTION 170	
153. Date and time file returned to Customs clerk	☐ day ☐ mth - ☐ hr ☐ min
154. Goods subject to Pre Verification	Yes ☐ No ☐
155. Date and time CFS/ICD advised that goods subject to verification	☐ day ☐ mth - ☐ hr ☐ min
156. Date and time file returned to Agent with notification that verification required	☐ day ☐ mth - ☐ hr ☐ min
157. Is verification by Other Government Agencies required	Yes ☐ No ☐
158. Name of Other Government Agencies involved in joint verification	KEBS ☐ Agriculture ☐ Police ☐ Other ☐ KePHIS ☐
159. Date and time Agent schedules verification	☐ day ☐ mth - ☐ hr ☐ min
160. Date and time goods available for inspection	☐ day ☐ mth - ☐ hr ☐ min
161. Date and time verification commences	☐ day ☐ mth - ☐ hr ☐ min
162. Date and time verification ends	☐ day ☐ mth - ☐ hr ☐ min
163. Date and time Agent submits file to Verification Officer with all relevant OGA release stamps	☐ day ☐ mth - ☐ hr ☐ min
164. Date and time Verification Officer creates inspection report on SIMBA	☐ day ☐ mth - ☐ hr ☐ min
165. Date and time Verification Officer forwards inspection report to Head Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
166. Amendment required	Yes ☐ No ☐
167. NOTE: IF NO AMENDMENT REQUIRED PROCEED TO QUESTION 170	
168. IF Yes- date and time F147 created	☐ day ☐ mth - ☐ hr ☐ min
169. Consultation required on major compounded penalties	Yes ☐ No ☐
170. If yes - date and time of consultation	☐ day ☐ mth - ☐ hr ☐ min
171. If yes - date and time consultation/referral sent	☐ day ☐ mth - ☐ hr ☐ min

172. If yes - date and time decision on consultation/referral received	☐ day ☐ mth - ☐ hr ☐ min
173. Date and time Head Verification Officer receives file, assigns it to himself and updates SIMBA	☐ day ☐ mth - ☐ hr ☐ min
174. Date and time Release Order created in SIMBA	☐ day ☐ mth - ☐ hr ☐ min
175. Date and time KWATOS creates port invoice	☐ day ☐ mth - ☐ hr ☐ min
176. Date and Time Agent pays Port fees	☐ day ☐ mth - ☐ hr ☐ min
177. Date and time Gate Officer verifies exit note	☐ day ☐ mth - ☐ hr ☐ min
178. Date and time truck leaves CFS/ICD	☐ day ☐ mth - ☐ hr ☐ min
RRA PROCESSING - MOMBASA OFFICE	
179. Date and time CFS advised that goods subject to verification	☐ day ☐ mth - ☐ hr ☐ min
180. Date and time Agent notified that verification required	☐ day ☐ mth - ☐ hr ☐ min
181. Date and time Agent schedules verification	☐ day ☐ mth - ☐ hr ☐ min
182. Goods available for verification at scheduled time	Yes☐ No☐
183. Date and time verification commences	☐ day ☐ mth - ☐ hr ☐ min
184. Date and time verification ends	☐ day ☐ mth - ☐ hr ☐ min
185. Date and time Release Order created	☐ day ☐ mth - ☐ hr ☐ min
SECTION H - BORDER PROCESSING / TRAITEMENT EN FRONTIÈRE	
BORDER PROCESSING MALABA	
MALABA KENYA PROCESSING	
186. Declaration number	
187. Description of Cargo	Wet Cargo☐ Dry Cargo☐ -containerized☐ -conventional☐
188. Transit monitoring	SCT☐ Non SCT☐ ECTS☐ Non ECTS☐ Dutiable☐ Non Dutiable☐
189. Customs Regime	Transit☐
190. Date and Time of Arrival of truck at Kenya Side	☐ day ☐ mth - ☐ hr ☐ min
191. Date and time Agent presents docs to KRA clerical officer at Lower Gate	☐ day ☐ mth - ☐ hr ☐ min
192. Date and time KRA clerical officer allocates rotation number and attaches to C2	☐ day ☐ mth - ☐ hr ☐ min
193. Date and time KRA Verification Officer receives documentation	☐ day ☐ mth - ☐ hr ☐ min
194. Date and time KRA Verification Officer sights consignment verifies seals and numbers	☐ day ☐ mth - ☐ hr ☐ min
195. Date and time KRA Verification Officer finishes sighting and Stamps SAD	☐ day ☐ mth - ☐ hr ☐ min

196. Date and time Kenyan Electronic Seals removed	☐ day ☐ mth - ☐ hr ☐ min
197. Date and Time KRA Verification Officer hands over to URA Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
198. Date and time URA Verification Officer checks seals and container numbers	☐ day ☐ mth - ☐ hr ☐ min
199. Date and time URA Verification Officer captures shipment on CURES and assigns rotation numbers	☐ day ☐ mth - ☐ hr ☐ min
MALABA UGANDA PROCESSING	
200. Previous declaration number	
201. Customs Regime	Home consumption☐ Transit☐ Warehousing☐
202. Date and time agent receives documents from driver	☐ day ☐ mth - ☐ hr ☐ min
203. Date and time agent electronically lodges declaration in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
204. Date and time agent pays duty	☐ day ☐ mth - ☐ hr ☐ min
205. Risk management processing lane assigned	Green☐ Blue☐ Red☐ Yellow☐
206. NOTE:IF IDENTIFIED AS GREEN OR BLUE LANE GO TO QUESTION 222	
207. NOTE: IF IDENTIFIED AS YELLOW LANE GO TO QUESTION 209 to 222	☐ day ☐ mth - ☐ hr ☐ min
208. NOTE: IF RED LANE COMPLETE QUESTIONS 213 to 222	
209. If query, date and time agent notified	☐ day ☐ mth - ☐ hr ☐ min
210. If query, date and time agent responds	☐ day ☐ mth - ☐ hr ☐ min
211. If query date and time agent responds	☐ day ☐ mth - ☐ hr ☐ min
212. NOTE if all OK go to question 222	☐ day ☐ mth - ☐ hr ☐ min
213. Date and time verification officer completes documentary check	☐ day ☐ mth - ☐ hr ☐ min
214. Date and time examination - commences	☐ day ☐ mth - ☐ hr ☐ min
215. Joint inspection with OGA	Yes☐ No☐
216. If No - date and time OGA examination commences	☐ day ☐ mth - ☐ hr ☐ min
217. If no - date and time OGA examination ends	☐ day ☐ mth - ☐ hr ☐ min
218. Query raised during examination	Yes☐ No☐
219. Date and time query sent to agent	☐ day ☐ mth - ☐ hr ☐ min
220. Date and time query resolved	☐ day ☐ mth - ☐ hr ☐ min
221. Date and time Verification Officer completes Inspection Act	☐ day ☐ mth - ☐ hr ☐ min
222. Date and time Verification officer enters into	

CURES	☐ day ☐ mth - ☐ hr ☐ min
223. Date and time Release Order issued	☐ day ☐ mth - ☐ hr ☐ min
224. IF IN TRANSIT TO OTHER MEMBER STATES - date and time Agent submits ASYCUDA declaration to Malaba CBC	☐ day ☐ mth - ☐ hr ☐ min
225. Date and time document check completed and T1 issued	☐ day ☐ mth - ☐ hr ☐ min
226. Date and time agent picks up Release Order or T1	☐ day ☐ mth - ☐ hr ☐ min
227. Date and time Ugandan electronic seal applied	☐ day ☐ mth - ☐ hr ☐ min
228. Date and time driver presents documents to Customs Officer at Upper Gate	☐ day ☐ mth - ☐ hr ☐ min
229. Date and time Customs Officer matches marks and numbers of truck and container and Customs seal against T1 or Release Order	☐ day ☐ mth - ☐ hr ☐ min
230. Date and time Customs Officer verifies information from lower gate and CBC matches that presented at upper gate	☐ day ☐ mth - ☐ hr ☐ min
231. Date and time truck exits	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING BUSIA	
BUSIA KENYA	
232. Previous declaration number	
233. Declaration number	
234. Description of cargo	Wet Cargo ☐ Dry Cargo ☐ - containerized ☐ - conventional ☐
235. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non Dutiable ☐
236. Customs Regime	Home Consumption ☐ Transit ☐
237. Date and time of vehicle arrival	☐ day ☐ mth - ☐ hr ☐ min
238. Date and time Agent presents documents to KRA clerical officer at Lower Gate	☐ day ☐ mth - ☐ hr ☐ min
239. Date and time KRA clerical officer allocates rotation number and attaches to C2	☐ day ☐ mth - ☐ hr ☐ min
240. Date and time KRA Verification Officer receives documentation	☐ day ☐ mth - ☐ hr ☐ min
241. Date and time KRA Verification Officer sights consignment verifies seals and numbers	☐ day ☐ mth - ☐ hr ☐ min
242. Date and time KRA Verification Officer finishes sighting and Stamps SAD	☐ day ☐ mth - ☐ hr ☐ min
243. Date and time Kenyan Electronic Seals removed	☐ day ☐ mth - ☐ hr ☐ min
244. Date and time truck moves to Ugandan side	☐ day ☐ mth - ☐ hr ☐ min
BUSIA UGANDA	
245. Previous declaration number	

246. Customs Regime	Home Consumption ☐ Transit ☐
247. Date and time agent receives documents from driver	☐ day ☐ mth - ☐ hr ☐ min
248. Date and time agent pays duty and electronically lodges declaration in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
249. Date and time URA Sight Account Officer receives documents	☐ day ☐ mth - ☐ hr ☐ min
250. Date and time URA Sight Account Officer checks seals and numbers and identifies on ASYCUDA and assigns rotation number	☐ day ☐ mth - ☐ hr ☐ min
251. Date and time agent presents documents to the URA CBC Busia	☐ day ☐ mth - ☐ hr ☐ min
252. Risk management processing lane assigned	Green ☐ Blue ☐ Red ☐ Yellow ☐
253. NOTE: IF IDENTIFIED AS GREEN OR BLUE LANE GO TO QUESTION 258	
254. NOTE: IF RED LANE COMPLETE QUESTIONS 249 to 257	
255. Date and time Documentary Check Officer (DCO) verification - commences	☐ day ☐ mth - ☐ hr ☐ min
256. Date and time Documentary Check Officer (DCO) verification - ends	☐ day ☐ mth - ☐ hr ☐ min
257. Date and time examination - commences	☐ day ☐ mth - ☐ hr ☐ min
258. Joint inspection with OGA	Yes ☐ No ☐
259. If No - date and time OGA examination commences	☐ day ☐ mth - ☐ hr ☐ min
260. If No - date and time OGA examination ends	☐ day ☐ mth - ☐ hr ☐ min
261. Query raised during examination	Yes ☐ No ☐
262. Date and time query sent to agent	☐ day ☐ mth - ☐ hr ☐ min
263. Date and time query resolved	☐ day ☐ mth - ☐ hr ☐ min
264. Date and time examination - ends	☐ day ☐ mth - ☐ hr ☐ min
265. Date and time Verification Officer completes Inspection Act	☐ day ☐ mth - ☐ hr ☐ min
266. Date and time Release Order issued	☐ day ☐ mth - ☐ hr ☐ min
267. IF IN TRANSIT TO OTHER MEMBER STATES - date and time agent submits ASYCUDA declaration to Busia CBC	☐ day ☐ mth - ☐ hr ☐ min
268. Date and time document check completed and T1 issued	☐ day ☐ mth - ☐ hr ☐ min
269. Date and time agent picks up Release Order or T1	☐ day ☐ mth - ☐ hr ☐ min
270. Date and time Ugandan electronic seal applied	☐ day ☐ mth - ☐ hr ☐ min
271. Date and time driver presents documents to Customs Officer at Upper Gate	☐ day ☐ mth - ☐ hr ☐ min
272. Date and time Customs Officer matches truck and container numbers and Customs seal	

against T1 or Release Order	day mth - hr min
273. Date and time Customs Officer matches information from lower gate, CBC processes and documentation on hand	day mth - hr min
274. Date and time truck exits	day mth - hr min
KAMPALA CBC PROCESSING	
275. Date and time truck manifest issued	day mth - hr min
276. Date and time agent picks up manifest	day mth - hr min
277. Date and time Agent makes declaration	day mth - hr min
278. Date and time assessment issued	day mth - hr min
279. Date and time agent pays duties and taxes at bank	day mth - hr min
280. Date and time Documentary Check Officer verification - commences	day mth - hr min
281. Date and time Documentary Check Officer verification - ends	day mth - hr min
BORDER PROCESSING - KAMPALA ICD	
282. Previous declaration number	day mth - hr min
283. Name of ICD	Kenfreight Speedag Interfreight
284. Description of Cargo	Wet Cargo Dry Cargo - containerized -conventional
285. Transit Monitoring	SCT Non SCT ECTS Non ECTS Dutiable Non Dutiable
286. Customs Regime	Home Consumption Warehousing
287. Date and time truck arrives at bond gate	day mth - hr min
288. Date and time driver presents documents to URA Gate Officer	day mth - hr min
289. Date and time Gate Officer verifies release in register	day mth - hr min
290. Date and time Verification Officer verifies numbers and seals - commences	day mth - hr min
291. Date and time Verification Officer verifies numbers and seals - ends	day mth - hr min
292. Date and time Verification Officer verifies transit in ASYCUDA	day mth - hr min
293. Date and time Verification Officer cancels transit bond	day mth - hr min
294. Date and time electronic seal removed and information recorded in Seal register	day mth - hr min
295. Date and time exit notice issued	day mth - hr min
296. Date and time conveyance exits	day mth - hr min

BORDER PROCESSING - MPONDWE	
297. Previous declaration number	
298. Declaration number	
299. Description of cargo	Wet Cargo ☐ Dry Cargo ☐ - containerized ☐ - conventional ☐
300. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non Dutiable ☐
301. Customs Regime	Transit ☐
302. Date and time driver reports to the Police	☐ day ☐ mth - ☐ hr ☐ min
303. Date and time verification checks by Police and URA Barrier Officer - commence	☐ day ☐ mth - ☐ hr ☐ min
304. Date and time verification checks by Police and URA Barrier Officer - end	☐ day ☐ mth - ☐ hr ☐ min
305. Date and time agent presents documents to Officer in Charge (Verification Officer)	☐ day ☐ mth - ☐ hr ☐ min
306. Date and time VO performs verification of documents - commences	☐ day ☐ mth - ☐ hr ☐ min
307. Date and time VO performs verification of documents - ends	☐ day ☐ mth - ☐ hr ☐ min
308. Date and time VO sights vehicle, contents and seals - commences	☐ day ☐ mth - ☐ hr ☐ min
309. Date and time VO sights vehicle, contents and seals - ends	☐ day ☐ mth - ☐ hr ☐ min
310. Date and time electronic seals removed and information recorded in line seal register	☐ day ☐ mth - ☐ hr ☐ min
311. Date and time VO completes manual transit register	☐ day ☐ mth - ☐ hr ☐ min
312. Date and time VO reconciles transit and transit guarantee in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
313. Goods require escort	Yes ☐ No ☐
314. NOTE: IF GOODS REQUIRE ESCORT COMPLETE QUESTIONS 326 to 329	
315. Date and time VO stamps SAD as released	☐ day ☐ mth - ☐ hr ☐ min
316. Date and time declaration released in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
317. Date and time agent given release documents	☐ day ☐ mth - ☐ hr ☐ min
318. Date and time exit verification checks commence	☐ day ☐ mth - ☐ hr ☐ min
319. Date and time exit verification checks ends	☐ day ☐ mth - ☐ hr ☐ min
320. Date and time truck exits	☐ day ☐ mth - ☐ hr ☐ min
321. Date and time documents referred to URA Enforcement Officer (EO)	☐ day ☐ mth - ☐ hr ☐ min
322. Date and time EO checks commence	☐ day ☐ mth - ☐ hr ☐ min
323. Date and time EO checks - end	

	day mth - hr min
324. Date and time EO stamps release	day mth - hr min
325. Date and time truck exits under escort to DRC	day mth - hr min
TRAITEMENT EN FRONTIÈRE à KASINDI	
326. Numéro de la déclaration antérieure	
327. Date et heure auxquelles le déclarant soumet la déclaration dans SYDONIA	day mth - hr min
328. Date et heure auxquelles le déclarant paye les droits et taxes à la banque	day mth - hr min
329. Couloir de traitement de la gestion du risque douanier	Vert Bleu Jaune Rouge
330. Date et heure auxquelles l''Agent en charge de la Grande Porte vérifie la déclaration	day mth - hr min
331. Date et heure auxquelles le conducteur arrive à la Petite Porte et présente les documents pour vérification à l''Agent	day mth - hr min
332. Date et heure auxquelles le conducteur complète les formalités d''immigration	day mth - hr min
333. Date et heure auxquelles l''Agent Vérificateur de la Petite Porte constate le véhicule, vérifie les scellés et les marques	day mth - hr min
334. Date et heure auxquelles l''Agent Vérificateur de la Petite Porte émet le Bon de Sortie pour autoriser le transit intérieur	day mth - hr min
335. Date et heure auxquelles les marchandises commencent à être acheminées sous escorte à destination d''un bureau intérieur (Entrepots sous douane)	day mth - hr min
BORDER PROCESSING - KATUNA/GATUNA	
BORDER PROCESSING -KATUNA	
336. Description of Cargo	Wet Cargo Dry Cargo - containerized - conventional
337. Transit Monitoring	SCT Non SCT ECTS Non ECTS Dutiable Non Dutiable
338. Customs Regime	Home Use Transit
339. Date and time verification checks by Police and URA Barrier Officer - commences	day mth - hr min
340. Date and time verification checks by Police and URA Barrier Officer - ends	day mth - hr min
341. Date and time agent presents documents to Officer in Charge (Verification Officer)	day mth - hr min
342. Date and time Verification Officer performs verification documents - commences	day mth - hr min
343. Date and time VO performs verification of documents - ends	day mth - hr min
344. Date and time VO sights vehicle, contents and seals - commences	day mth - hr min
345. Date and time VO sights vehicle, contents and seals - ends	day mth - hr min

346. Date and time electronic seals removed and information entered in line seal register	☐ day ☐ mth - ☐ hr ☐ min
347. Date and time VO completes manual transit register	☐ day ☐ mth - ☐ hr ☐ min
348. Date and time VO reconciles transit and transit guarantee in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
349. Date and time VO stamps SAD as released	☐ day ☐ mth - ☐ hr ☐ min
350. Date and time declaration released in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
351. Date and time driver presents documents to Police gate officer	☐ day ☐ mth - ☐ hr ☐ min
352. Date and time agent given release documents	☐ day ☐ mth - ☐ hr ☐ min
353. Date and time exit verification checks commence	☐ day ☐ mth - ☐ hr ☐ min
354. Date and time exit verification checks end	☐ day ☐ mth - ☐ hr ☐ min
355. Date and time truck exits	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING GATUNA	
356. Declaration number	
357. Previous declaration number	
358. Description of cargo	Wet Cargo ☐ Dry Cargo ☐ - containerized ☐ - conventional ☐
359. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non Dutiable ☐
360. Customs Regime	Home Consumption ☐ Transit ☐ Warehousing ☐
361. Date and time driver reports to Entry Gate	☐ day ☐ mth - ☐ hr ☐ min
362. Date and time RVO enters number from exit note into ASYCUDA and identifies declaration	☐ day ☐ mth - ☐ hr ☐ min
363. Date and time agent pays road toll	☐ day ☐ mth - ☐ hr ☐ min
364. Date and time RVO and Revenue Protection Department Officer verification - commences	☐ day ☐ mth - ☐ hr ☐ min
365. Date and time RVO and Revenue Protection Department Officer verification and RVO completes Inspection Act	☐ day ☐ mth - ☐ hr ☐ min
366. Date and time driver presents receipt for road toll	☐ day ☐ mth - ☐ hr ☐ min
367. Date and time RVO endorse exit note	☐ day ☐ mth - ☐ hr ☐ min
368. Date and time Police at exit gate verifies release	☐ day ☐ mth - ☐ hr ☐ min
369. Date and time truck exits	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING NEMBA/GASENYI	
BORDER PROCESSING NEMBA	

370. Previous declaration number	
371. Previous declaration number	
372. Customs Regime	Transit ☐
373. Description of Cargo	Wet Cargo ☐ Dry Cargo ☐ - conventional ☐ - containerized ☐
374. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non Dutiable ☐
375. Date and time vehicle arrives at Nemba	☐ day ☐ mth - ☐ hr ☐ min
376. Date and time driver presents himself to Rwanda Customs Window on Burundi side	☐ day ☐ mth - ☐ hr ☐ min
377. Date and time Rwanda Verification Officer (RVO) enters Exit Note number into ASYCUDA and identifies declaration	☐ day ☐ mth - ☐ hr ☐ min
378. Date and time truck inspection by Burundi/Rwanda Verification Officers - commences	☐ day ☐ mth - ☐ hr ☐ min
379. Date and time truck inspection by Burundi/Rwanda Verification Officers - ends	☐ day ☐ mth - ☐ hr ☐ min
380. Date and time RVO completes inspection act in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
381. Date and time RVO updates release status in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
382. Date and time RVO refers endorsed documents to BVO	☐ day ☐ mth - ☐ hr ☐ min
TRAITEMENT EN FRONTIÈRE à GASENYI BURUNDI	
383. Numéro de la déclaration antérieure	
384. Régime douanier	Transit ☐ Mise à consommation ☐
385. Couloir de traitement de la gestion du risque douanier assigné	Green ☐ Red ☐
386. Note - Si le traitement en couloir Rouge est assigné, répondre aux questions 451 à 458	
387. Date et heure auxquelles la visite commence	☐ day ☐ mth - ☐ hr ☐ min
388. Visite conjointe avec les Autres Agences Gouvernementales	Oui ☐ Non ☐
389. Si NON, Date et heure de commencement de la visite conjointe avec les Autres Agences Gouvernementales	☐ day ☐ mth - ☐ hr ☐ min
390. Si NON, Date et heure de fin de la visite conjointe avec les Autres Agences Gouvernementales	☐ day ☐ mth - ☐ hr ☐ min
391. En cas de modification nécessaire, date et heure auxquelles le déclarant est notifié	☐ day ☐ mth - ☐ hr ☐ min
392. En cas de modification nécessaire, date et heure auxquelles le déclarant soumet la déclaration modifiée	☐ day ☐ mth - ☐ hr ☐ min
393. Date et heure de fin de la visite	☐ day ☐ mth - ☐ hr ☐ min
394. Date et heure quxauelles l"Agent Vérificateur du Burundi (AVB) complète le rapport	☐ day ☐ mth - ☐ hr ☐ min

de visite	
395. Date et heure l''Agent Vérificateur du Burundi (AVB) met à jour le statut de main-levée dans SYDONIA	☐ day ☐ mth - ☐ hr ☐ min
396. Date et heure l''Agent Vérificateur du Burundi (AVB) fournit les documents approuvés au conducteur	☐ day ☐ mth - ☐ hr ☐ min
397. Date et heure de sortie du véhicule	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING RUBAVU/GOMA	
BORDER PROCESSING RUBAVU	
398. Previous declaration number	☐ day ☐ mth - ☐ hr ☐ min
399. Description of Cargo	Wet Cargo ☐ Dry Cargo ☐ - conventional ☐ - containerized ☐
400. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non Dutiable ☐
401. Customs Regime	Transit ☐
402. Date and time driver reports to Police	☐ day ☐ mth - ☐ hr ☐ min
403. Date and time RVO enters number fro exit note and identifies declaration in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
404. Date and time RVO and Revenue Protection Officer verification commences	☐ day ☐ mth - ☐ hr ☐ min
405. Date and time RVO and Revenue Protection Officer verification ends	☐ day ☐ mth - ☐ hr ☐ min
406. Date and time RVO completes Inspection Act	☐ day ☐ mth - ☐ hr ☐ min
407. Date and time RVO endorses exit note	☐ day ☐ mth - ☐ hr ☐ min
408. Date and time Police at exit gate verifies release	☐ day ☐ mth - ☐ hr ☐ min
409. Date and time driver presents receipt for road toll	☐ day ☐ mth - ☐ hr ☐ min
410. Date and time truck exits	☐ day ☐ mth - ☐ hr ☐ min
TRAITEMENT EN FRONTIÈRE à GOMA	
411. Numéro de la déclaration antérieure	
412. Régime douanier	Mise à consommation ☐
413. Date et heure auxquelles le déclarant soumet la déclaration dans SYDONIA	☐ day ☐ mth - ☐ hr ☐ min
414. Date et heure auxquelles le déclarant paye les droits et taxes à la banque	☐ day ☐ mth - ☐ hr ☐ min
415. Couloir de traitement de la gestion du risque douanier	Vert ☐ Jaune ☐ Rouge ☐
416. Date et heure auxquelles l''Agent en charge de la Grande Porte vérifie la déclaration	☐ day ☐ mth - ☐ hr ☐ min
417. Date et heure auxquelles le conducteur arrive à la Petite Porte et présente les documents pour vérification à l''Agent	☐ day ☐ mth - ☐ hr ☐ min

418. Date et heure auxquelles le conducteur complète les formalités d''immigration	☐ day ☐ mth - ☐ hr ☐ min
419. Date et heure auxquelles l''Agent Vérificateur de la Petite Porte constate le véhicule, vérifie les scellés et les marques	☐ day ☐ mth - ☐ hr ☐ min
420. Date et heure auxquelles l''Agent Vérificateur de la Petite Porte émet le Bon de Sortie pour autoriser le transit intérieur	☐ day ☐ mth - ☐ hr ☐ min
421. Date et heure auxquelles les marchandises commencent à être acheminées sous escorte à destination d''un bureau intérieur (Entrepots sous douane)	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING - AKANYARU HAUT	
422. Previous declaration number	☐ day ☐ mth - ☐ hr ☐ min
423. Declaration number	
424. Description of Cargo	Wet Cargo ☐ Dry Cargo ☐ - conventional ☐ - containerized ☐
425. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non Dutiable ☐
426. Customs Regime	Home Consumption ☐ Transit ☐
427. Time Rwanda SAD T/1 created	☐ day ☐ mth - ☐ hr ☐ min
428. Time Truck Arrives at Barrier	☐ day ☐ mth - ☐ hr ☐ min
429. Time Rwanda Police Gate Officer Verifies Documentation	☐ day ☐ mth - ☐ hr ☐ min
430. Time Rwanda Police directs truck to Customs Holding Area	☐ day ☐ mth - ☐ hr ☐ min
431. Date and time Agent Submits Paper Documentation to SVO	☐ day ☐ mth - ☐ hr ☐ min
432. Date and time Agent Pays Road fee seal fee To SVO (RFF if available)	☐ day ☐ mth - ☐ hr ☐ min
433. Date and time SVO issues receipt	☐ day ☐ mth - ☐ hr ☐ min
434. Date and time SVO allocates File to VO	☐ day ☐ mth - ☐ hr ☐ min
435. Date and time VO Verifies on System	☐ day ☐ mth - ☐ hr ☐ min
436. Date and time truck leaves port area under Customs Police escort	☐ day ☐ mth - ☐ hr ☐ min
437. Date and time VO removes Rwanda seal	☐ day ☐ mth - ☐ hr ☐ min
438. Date and time VO Completes Inspection Act	☐ day ☐ mth - ☐ hr ☐ min
439. Date and time VO Confirms release on System	☐ day ☐ mth - ☐ hr ☐ min
440. Date and time VO writes off transit	☐ day ☐ mth - ☐ hr ☐ min
441. Date and time VO Passes file to Export Exit Officer	☐ day ☐ mth - ☐ hr ☐ min
442. Sight or inspection	Yes ☐ No ☐

443. If yes, date and time inspection starts	☐ day ☐ mth - ☐ hr ☐ min
444. Date and time EO issues Exit Confirmation in System	☐ day ☐ mth - ☐ hr ☐ min
445. Date and time EO Issues stamped Exit Note	☐ day ☐ mth - ☐ hr ☐ min
446. Date and time Truck Moves to Exit Barrier	☐ day ☐ mth - ☐ hr ☐ min
447. Date and time OGO verifies Documentation	☐ day ☐ mth - ☐ hr ☐ min
448. Date and time Vehicle proceeds to Burundi	☐ day ☐ mth - ☐ hr ☐ min
TRAITEMENT EN FRONTIÈRE à KANYARU HAUT	
449. Numéro de la déclaration antérieure	
450. Numéro de la déclaration	
451. Date et heure auxquelles le camion arrive - BURUNDI	☐ day ☐ mth - ☐ hr ☐ min
452. Date et heure la Police vérifie les documents et dirige le véhicule vers la Zone d''Attente	☐ day ☐ mth - ☐ hr ☐ min
453. Date et heure auxquelles le déclarant présente les documents à l''Agent Vérificateur Superieur (AVS) du Burundi	☐ day ☐ mth - ☐ hr ☐ min
454. Date et heure auxquelles l''AVS assigne l''AV (Agent Vérificateur)	☐ day ☐ mth - ☐ hr ☐ min
455. L''Agent Vérificateur constate le conteneur et vérifie les Numéros et scellés	☐ day ☐ mth - ☐ hr ☐ min
456. Date et heure l''Agent Vérificateur sélectionne les conteneurs soit pour une scannerisation soit pour la main-levée	☐ day ☐ mth - ☐ hr ☐ min
457. Date et heure auxquelles le camion se dirige vers le scanner	☐ day ☐ mth - ☐ hr ☐ min
458. Date et heure auxquelles le processus de scannerisation est achevé	☐ day ☐ mth - ☐ hr ☐ min
459. Date et heure auxquelles l''Agent Vérificateur tamponne les copies papier des documents et émet la Confirmation de Sortie	☐ day ☐ mth - ☐ hr ☐ min
460. Date et heure auxquelles le camion se dirige vers la barrière de Sortie	☐ day ☐ mth - ☐ hr ☐ min
461. Date et heure auxquelles l''Agent au portail vérifie la Confirmation de Sortie	☐ day ☐ mth - ☐ hr ☐ min
462. Date et heure auxquelles le camion se dirige vers sa destination	☐ day ☐ mth - ☐ hr ☐ min
463. Si modification est nécessaire, date et heure auxquelles le déclarant soumet la déclaration modifiée	☐ day ☐ mth - ☐ hr ☐ min
464. Date et heure de fin de la visite	☐ day ☐ mth - ☐ hr ☐ min
465. Date et heure auxquelles l''Agent de vérification du Burundi (AVB) complète le rapport de visite	☐ day ☐ mth - ☐ hr ☐ min
466. Date et heure l''Agent de vérification du Burundi (AVB) met à jour le statut de main-levée dans SYDONIA	☐ day ☐ mth - ☐ hr ☐ min

467. Date et heure l'Agent de vérification du Burundi (AVB) fournit les documents approuvés au conducteur	☐ day ☐ mth - ☐ hr ☐ min
468. Date et heure de sortie du véhicule	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING - ELEGU/NIMULE	
ELEGU	
469. Declaration number	
470. Previous declaration number	
471. Customs Regime	Home Consumption ☐ Transit ☐
472. Description of Cargo	Wet Cargo ☐ Dry Cargo ☐ - conventional ☐ - containerized ☐
473. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non SCTS ☐ Dutiable ☐ Non Dutiable ☐
474. Date and time driver reports to Uganda Barrier Officer (UBO)	☐ day ☐ mth - ☐ hr ☐ min
475. Date and time verification checks by UBO, Police and Uganda Self Defence Force - begins	☐ day ☐ mth - ☐ hr ☐ min
476. Date and time verification checks by UBO, Police and Uganda Self Defence Force - ends	☐ day ☐ mth - ☐ hr ☐ min
477. Date and time Agent notified of examination requirement	☐ day ☐ mth - ☐ hr ☐ min
478. Date and time examination commences	☐ day ☐ mth - ☐ hr ☐ min
479. Date and time examination ends	☐ day ☐ mth - ☐ hr ☐ min
480. Date and time truck proceeds to South Sudan inward yard	☐ day ☐ mth - ☐ hr ☐ min
481. Date and time details entered into URA Transit Register	☐ day ☐ mth - ☐ hr ☐ min
482. Date and time UBO gives documents to South Sudan Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
483. Date and time transit guarantee reconciled in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
484. Date and time shipment released in ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING NIMULE	
485. Previous declaration number	
486. Declaration number	
487. Customs Regime	Home Consumption ☐
488. Description of Cargo	Wet Cargo ☐ Dry Cargo ☐ - conventional ☐ - containerized ☐
489. Transit Monitoring	SCT ☐ Non SCT ☐ ECTS ☐ Non ECTS ☐ Dutiable ☐ Non Dutiable ☐
490. IF GOODS ARE BEING REFERRED INLAND GO TO QUESTION 582	
491. Date and time documents received in South Sudan	☐ day ☐ mth - ☐ hr ☐ min

492. Date and time SS Verification Officer enters information in ledger	☐ day ☐ mth - ☐ hr ☐ min
493. Date and time SS Verification Officer informs Agent	☐ day ☐ mth - ☐ hr ☐ min
494. Date and time agent submits SS declaration	☐ day ☐ mth - ☐ hr ☐ min
495. Date and time SS Manifest Officer registers declaration, assigns declaration number and forwards to SS Tariff Officer	☐ day ☐ mth - ☐ hr ☐ min
496. Date and time Tariff Officer's review commences	☐ day ☐ mth - ☐ hr ☐ min
497. If amendments required - date and time agent advised	☐ day ☐ mth - ☐ hr ☐ min
498. If amended entry required - date and time agent submits amended entry	☐ day ☐ mth - ☐ hr ☐ min
499. Date and time examination commences	☐ day ☐ mth - ☐ hr ☐ min
500. Joint inspection with OGA	Yes☐ No☐
501. If No - date and time OGA examination commences	☐ day ☐ mth - ☐ hr ☐ min
502. If No - date and time OGA examination ends	☐ day ☐ mth - ☐ hr ☐ min
503. Date and time examination ends	☐ day ☐ mth - ☐ hr ☐ min
504. If amended entry required - date and time agent advised	☐ day ☐ mth - ☐ hr ☐ min
505. If amendment required - date and time agents submits amended entry	☐ day ☐ mth - ☐ hr ☐ min
506. Date and time Tariff Officer's review ends	☐ day ☐ mth - ☐ hr ☐ min
507. Date and time declaration forwarded to Accounts Senior Estimator	☐ day ☐ mth - ☐ hr ☐ min
508. Date and time Accounts Senior Estimator enters information in Accounts Register	☐ day ☐ mth - ☐ hr ☐ min
509. Date and time Accounts Senior Estimator assesses payment and informs agent	☐ day ☐ mth - ☐ hr ☐ min
510. Date and time agent makes payment at bank	☐ day ☐ mth - ☐ hr ☐ min
511. Date and time bank presents copy of receipt to Accounts Senior Estimator	☐ day ☐ mth - ☐ hr ☐ min
512. Date and time agent presents original receipt to Accounts Senior Estimator	☐ day ☐ mth - ☐ hr ☐ min
513. Date and time Accounts Senior Estimator updates Accounts register and forwards documentation to Chief Administration Officer	☐ day ☐ mth - ☐ hr ☐ min
514. Date and Time Chief Administration Officer approves release	☐ day ☐ mth - ☐ hr ☐ min
515. Date and time Chief Administration Officer forwards documentation to Deputy Administrator	☐ day ☐ mth - ☐ hr ☐ min
516. Date and time Deputy Administrator instructs Clerical Officer Admin to issue Exit Note	☐ day ☐ mth - ☐ hr ☐ min
517. Date and time Clerical Officer Admin issues Exit Note	☐ day ☐ mth - ☐ hr ☐ min

518. Date and time agent given Exit Note	☐ day ☐ mth - ☐ hr ☐ min
519. Date and time truck arrives at Gate	☐ day ☐ mth - ☐ hr ☐ min
520. Date and time Agent submits referral request	☐ day ☐ mth - ☐ hr ☐ min
521. Date and time Chief Administrative Officer approves request and authorizes Form 10	☐ day ☐ mth - ☐ hr ☐ min
522. Date and time Chief Administrative Officer forwards documents to Deputy Administrator	☐ day ☐ mth - ☐ hr ☐ min
523. Date and time Deputy Administrator gives instructions to Clerical Officer to issue Form 10	☐ day ☐ mth - ☐ hr ☐ min
524. Date and time shipment details entered in referral register and Form 10 issued	☐ day ☐ mth - ☐ hr ☐ min
525. Date and time Agent given Form 10	☐ day ☐ mth - ☐ hr ☐ min
526. Date and time Customs Officer verifies all documentation for secure transport	☐ day ☐ mth - ☐ hr ☐ min
527. Date and time truck moves to escort/convoy area	☐ day ☐ mth - ☐ hr ☐ min
JUBA IMPORT PROCESSES	
528. Date and time Customs police provide documents to Manifest officer on arrival at Juba	☐ day ☐ mth - ☐ hr ☐ min
529. Date and time Manifest Officer receives document records in Register and informs agent	☐ day ☐ mth - ☐ hr ☐ min
530. Date and time Agent submits new Declaration	☐ day ☐ mth - ☐ hr ☐ min
531. Date and time Manifest Agent registers declaration number and forwards to Tariff officer	☐ day ☐ mth - ☐ hr ☐ min
532. Date and time Tariff Officer registers and verifies that declaration is correct	☐ day ☐ mth - ☐ hr ☐ min
533. Inspection Required	Yes☐ No☐
534. If yes, date and time inspection commences	☐ day ☐ mth - ☐ hr ☐ min
535. Inspection OK	Yes☐ No☐
536. If problems, date and time agent receives information about declaration	☐ day ☐ mth - ☐ hr ☐ min
537. If problems, date and time agent updates and submit declaration	☐ day ☐ mth - ☐ hr ☐ min
538. Date and time Tariff Officer forwards to Account Senior Estimator	☐ day ☐ mth - ☐ hr ☐ min
539. Date and time Account Senior Estimator enters in account register	☐ day ☐ mth - ☐ hr ☐ min
540. Date and time Account Senior Estimator Accounts Senior Estimator provides payment voucher to agent	☐ day ☐ mth - ☐ hr ☐ min
541. Date and time Agent uses payment Voucher to pay at bank and obtains Original of Payment receipt	☐ day ☐ mth - ☐ hr ☐ min
542. Date and time Senior Estimator receives both copies of receipt and attaches to declaration	☐ day ☐ mth - ☐ hr ☐ min

543. Date and time Senior Estimator Updates the Accounts register and forwards Documentation to Chief Administration Officer	☐ day ☐ mth - ☐ hr ☐ min
544. Date and time Head Administrator approves for release	☐ day ☐ mth - ☐ hr ☐ min
545. Date and time Deputy administrator instructs a Clerical Officer Admin to issue Exit note	☐ day ☐ mth - ☐ hr ☐ min
546. Date and time Clerical Officer Admin Issues Exit note	☐ day ☐ mth - ☐ hr ☐ min
547. Date and time Agent is provided with release note	☐ day ☐ mth - ☐ hr ☐ min
548. Date and time Gate officer releases consignment	☐ day ☐ mth - ☐ hr ☐ min
SECTION I - ROAD STOPPAGES	
KENYA	
Stop I	
549. Weigh bridge	Mariakani☐ Athi River☐ Gilgil☐ Busia☐ Webuye☐
550. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
551. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
552. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
553. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
554. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop II	
555. Weigh bridge	Mariakani☐ Athi River☐ Gilgil☐ Busia☐ Webuye☐
556. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
557. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
558. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
559. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
560. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop III	
561. Weigh bridge	Mariakani☐ Athi River☐ Gilgil☐ Busia☐ Webuye☐
562. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
563. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
564. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
565. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
566. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min

Stop IV	
567. Weigh bridge	Mariakani ☐ Athi River ☐ Gilgil ☐ Busia ☐ Webuye ☐
568. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
569. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
570. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
571. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
572. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop V	
573. Weigh bridge	Marakani ☐ Athi River ☐ Gilgil ☐ Busia ☐ Webuye ☐
574. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
575. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
576. Other reasons for stop	Police checks ☐ Customs checks ☐ Security checks ☐ Other ☐
577. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
578. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop VI	
579. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
UGANDA	
Stop I	
580. Weigh bridge	Busitema ☐ Kases ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐ Lira ☐ Lukaya ☐
581. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
582. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
583. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
584. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
585. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop II	
586. Weigh bridge	Busitema ☐ Kasese ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐ Lira ☐ Lukaya ☐
587. Date and time of arrival at weighbridge	☐ day ☐ mth - ☐ hr ☐ min
588. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
589. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
Stop III	

590. Weigh bridge	Busitema ☐ Kasese ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐
591. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
592. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
593. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
Stop IV	
594. Weigh bridge	Busitema ☐ Kasese ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐ Lira ☐ Lukaya ☐
595. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
596. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
597. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
598. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
599. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop V	
600. Weigh bridge	Busitema ☐ Kasise ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐ Lira ☐ Lukaya ☐
601. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
602. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
603. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
604. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
605. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop VI	
606. Weigh bridge	Busitema ☐ Kasese ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐ Lira ☐ Lukaya ☐
607. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
608. And time of departure	☐ day ☐ mth - ☐ hr ☐ min
609. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
RWANDA	
Stop I	
610. Reason for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
611. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
612. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min

Stop II	
613. Reason for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
614. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
615. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop III	
616. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
617. Date and time stoppage commenced	☐ day ☐ mth - ☐ hr ☐ min
618. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop IV	
619. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
620. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
621. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop V	
622. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
623. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
624. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop VI	
625. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
626. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
627. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min

(*) = Mandatory - if indicated for a **section**, mandatory questions for the section must be completed / if indicated for a **question**, the question must be completed if the section is used

4.5 Export Questionnaire

Time Release Study - Northern Corridor Time Release Study - Export to Non Member States

Purpose of Survey

BACKGROUND and PURPOSE of STUDY: During the 10th Northern Corridor Integration Projects (NCIP) Summit, the Heads of States of the NCIP directed the Revenue Authorities to undertake a Time Release Study along the Northern Corridor. The Northern Corridor Transit and Transport Coordination Authority was enjoined to spearhead the TRS in conjunction with the Revenue Authorities. The purpose of the TRSis to identify bottlenecks that negatively affect the time taken to clear and move cargo along the Northern Corridor. The results of this study will be used to eliminate such bottlenecks. Your co-operaion in partaking in this study is appreciated.

(*) = Mandatory - if indicated for a **section**, mandatory questions for the section must be completed / if indicated for a **question**, the question must be completed if the section is used

SECTION A - TRS DATA	
1. Name of Exporter	
2. Business identification number of exporter	
SECTION B - BORDER PROCESSING / TRAITEMENT EN FRONTIÈRE	
TRAITEMENT EN FRONTIÈRE BUJUMBURA	
3. Numéro de conteneur	
4. Numéro de la déclaration	
5. Numéro du camion / Numéro de permis	
6. Description des marchandises	
7. Heure de l""agent entre dans l""entrée à l""exportation dans SYDONIA	☐ day ☐ mth - ☐ hr ☐ min
8. Heure le caissier Burundi Revenue Authority dépose la déclaration avec les documents requis aux chefs Agent de Vérification	☐ day ☐ mth - ☐ hr ☐ min
9. Heure de la direction Chef de Vérification vérifie et ferme déclaration et nomme officier de libérer dans le système de gestion des douanes	☐ day ☐ mth - ☐ hr ☐ min
10. Heure les marchandises chargées sous surveillance douanière et l""étanchéité du camion ou le conteneur	☐ day ☐ mth - ☐ hr ☐ min
11. Heure produits se déplacent avec un timbre d""entrée à l""exportation	☐ day ☐ mth - ☐ hr ☐ min
TRAITEMENT EN FRONTIÈRE DE GASENYI	
12. Numéro de conteneur	
13. Numéro de la déclaration	
14. Numéro du camion / Numéro de permis	
15. Description des marchandises	
16. Heure à laquelle le véhicle arrive à la barrière de Police de Ganesyi	☐ day ☐ mth - ☐ hr ☐ min
17. Heure à laquelle la Police vérifie les documents et dirige le véhicule vers l"aire de parking de la douane	☐ day ☐ mth - ☐ hr ☐ min
18. Heure à laquelle le déclarant présente les	

documents à l''agent Vérificateur	☐ day ☐ mth - ☐ hr ☐ min
19. Si les frais routiers ne sont pas acquittés, Heure à laquelle le déclarant les paye à l''Agent Vérificateur du Burundi	☐ day ☐ mth - ☐ hr ☐ min
20. Heure à laquelle l''Agent Vérificateur du Burundi émet la quittance de paiement (suivi par l''étape 36)	☐ day ☐ mth - ☐ hr ☐ min
21. Heure à laquelle l''Agent Vérificateur du Burundi constate la présence du conteneur et vérifie les Numéros et l''intégrité des scellés	☐ day ☐ mth - ☐ hr ☐ min
22. Heure à laquelle l''Agent Vérificateur du Burundi retourne au bureau et met à jour les données dans le SYDONIA	☐ day ☐ mth - ☐ hr ☐ min
23. Heure à laquelle l''Agent Vérificateur du Burundi tamponne la copie papier des documents	☐ day ☐ mth - ☐ hr ☐ min
24. Ll''Agent Vérificateur du Burundi transfer les documents à l''Agent Vérificateur du Rwanda	☐ day ☐ mth - ☐ hr ☐ min
TRAITEMENT EN FRONTIÈRE DE KANYARU HAUT	
25. Numéro de la déclaration antérieure	
26. Heure ou le véhicule arrive à la barrière de police de Kanyaru en provenance du Burundi	☐ day ☐ mth - ☐ hr ☐ min
27. Date à laquelle la Police vérifie les documents et dirige le véhicule vers l''aire de parking de la douane	☐ day ☐ mth - ☐ hr ☐ min
28. Heure à laquelle le déclarant présente les documents à l''Agent Vérificateur du Burundi	☐ day ☐ mth - ☐ hr ☐ min
29. Heure à laquelle l''Agent Vérificateur du Burundi vérifie la main-levée des marchandises et les paiements dans SYDONIA	☐ day ☐ mth - ☐ hr ☐ min
30. Si les frais routiers ne sont pas acquittés, Heure à laquelle le déclarant les paye à l''Agent Vérificateur du Burundi	☐ day ☐ mth - ☐ hr ☐ min
31. Heure à laquelle l''Agent Vérificateur du Burundi émet la quittance de paiement et le Q49	☐ day ☐ mth - ☐ hr ☐ min
32. Heure à laquelle l''Agent Vérificateur du Burundi constate la présence du conteneur et vérifie les Numéros et l''intégrité des scellés	☐ day ☐ mth - ☐ hr ☐ min
33. Heure à laquelle l''Agent Vérificateur du Burundi retourne au bureau et met à jour les données dans le SYDONIA	☐ day ☐ mth - ☐ hr ☐ min
34. Heure à laquelle l''Agent Vérificateur du Burundi tamponne la copie papier des documents et émet la Confirmation de Sortie	☐ day ☐ mth - ☐ hr ☐ min
35. Heure à laquelle le camion circule jusqu''a la barrière de sortie	☐ day ☐ mth - ☐ hr ☐ min
36. Heure à laquelle l''officier de police à la barrière vérifie la Confirmation de Sortie	☐ day ☐ mth - ☐ hr ☐ min
37. Heure à laquelle le camion circule en direction du Rwanda	☐ day ☐ mth - ☐ hr ☐ min
TRAITEMENT EN FRONTIÈRE DE GOMA	
38. Heure le véhicule arrive	☐ day ☐ mth - ☐ hr ☐ min
39. Heure à laquelle le déclarant présente le dossier au HVO	☐ day ☐ mth - ☐ hr ☐ min

40. Heure à laquelle le HVO assigne le dossier à l''Agent Vérificateur	☐ day ☐ mth - ☐ hr ☐ min
41. Heure de la vérification et du scellement du moyen de transport (conteneur ou camion)	☐ day ☐ mth - ☐ hr ☐ min
42. Heure à laquelle le HVO autorise les déclarants à effectuer les paiements nécessaires dans le système	☐ day ☐ mth - ☐ hr ☐ min
43. Heure à laquelle les déclarants effectuent les paiements nécessaires à la banque	☐ day ☐ mth - ☐ hr ☐ min
44. Heure à laquelle le déclarants présente le reçu de paiement bancaire à l''"officier des douanes qui, en retour, lui émet le Bon à Enlever	☐ day ☐ mth - ☐ hr ☐ min
45. Heure à laquelle le déclarant apporte le Bon à Enlever au bureau de Prise en Charge qui émet le Bon de Sortie	☐ day ☐ mth - ☐ hr ☐ min
46. Heure à laquelle l''officier de police tamponne le Bon de Sortie et ou les marchandises quittent le bureau de passage frontalier	☐ day ☐ mth - ☐ hr ☐ min
TRAITEMENT EN FRONTIÈRE DE KASINDI	
47. Heure à laquelle le déclarant présente le dossier au HVO	☐ day ☐ mth - ☐ hr ☐ min
48. Heure à laquelle le HVO assigne le dossier à l''Agent Vérificateur	☐ day ☐ mth - ☐ hr ☐ min
49. Heure de la verification et du scellement du moyen de transport (conteneur ou camion)	☐ day ☐ mth - ☐ hr ☐ min
50. Heure à laquelle le HVO autorise les déclarants à effectuer les paiements necessaires dans le system	☐ day ☐ mth - ☐ hr ☐ min
51. Heure à laquelle les déclarants effectuent les paiements necessaires à la banque	☐ day ☐ mth - ☐ hr ☐ min
52. Heure à laquelle le déclarants présente le recu de paiement bancaire à l''officier des douanes qui, en retour, lui émet le Bon à Enlever	☐ day ☐ mth - ☐ hr ☐ min
53. Heure à laquelle le déclarant apporte le Bon à Enlever au bureau de Prise en Charge qui émet le Bon de Sortie	☐ day ☐ mth - ☐ hr ☐ min
54. Heure à laquelle l''officier de police tamponne le Bon de Sortie et ou les marchandises quittent le bureau de passage frontalier	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING AKANYARU	
55. Container number	
56. Truck number/Licence number	
57. Truck manifest number	
58. Previous declaration number	
59. Date and time truck arrives at Customs Barrier	☐ day ☐ mth - ☐ hr ☐ min
60. Time Rwanda Police Gate Officer Verifies Documentation	☐ day ☐ mth - ☐ hr ☐ min
61. Time Agent Submits Paper Documentation to Senior Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
62. Time agent pays road seal fee to Senior Verification Officer (RFF if available)	☐ day ☐ mth - ☐ hr ☐ min

63. Time Senior Verification Officer issues receipt	☐ day ☐ mth - ☐ hr ☐ min
64. Time Senior Verification Officer allocates file to Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
65. Time Verification Officer Sites Container/Goods	☐ day ☐ mth - ☐ hr ☐ min
66. Time Verification Officer applies Rwanda seal	☐ day ☐ mth - ☐ hr ☐ min
67. Time Verification Officer confirms release on System	☐ day ☐ mth - ☐ hr ☐ min
68. Time Export Exits Officer EO Checks all documents	☐ day ☐ mth - ☐ hr ☐ min
69. Inspection	Yes Q70 ☐ No Q71 ☐
70. Time Exports Exit Officer conducts inspection	☐ day ☐ mth - ☐ hr ☐ min
71. Time Export Exits Officer issues Exit Confirmation in System	☐ day ☐ mth - ☐ hr ☐ min
72. Time Exports Exit Officer issues stamped Exit Note	☐ day ☐ mth - ☐ hr ☐ min
73. Time Truck Moves to Exit Barrier and into Rwanda	☐ day ☐ mth - ☐ hr ☐ min
74. Time Rwanda Gate Out Officer verifies documentation	☐ day ☐ mth - ☐ hr ☐ min
75. Time vehicle proceeds to Rwanda point of export	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING RABAVU	
76. Container number	
77. Truck number/License number	
78. Truck manifest number	
79. Previous declaration number	
80. Date and time truck arrives at Customs Barrier	☐ day ☐ mth - ☐ hr ☐ min
81. Time Rwanda Police Gate Officer Verifies Documentation	☐ day ☐ mth - ☐ hr ☐ min
82. Time Agent Submits Paper Documentation to Senior Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
83. Time agent pays road seal fee to Senior Verification Officer (RFF if available)	☐ day ☐ mth - ☐ hr ☐ min
84. Time Senior Verification Officer issues receipt	☐ day ☐ mth - ☐ hr ☐ min
85. Time Senior Verification Officer allocates file to Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
86. Time Verification Officer Sites Container/Goods	☐ day ☐ mth - ☐ hr ☐ min
87. Time Verification Officer applies Rwanda seal	☐ day ☐ mth - ☐ hr ☐ min
88. Time Verification Officer confirms release on System	☐ day ☐ mth - ☐ hr ☐ min
89. Time Export Exits Officer Checks all	

documents	☐ day ☐ mth - ☐ hr ☐ min
90. Inspect	Yes Q91☐ No Q92☐
91. Time Exports Exit Officer conducts inspection	☐ day ☐ mth - ☐ hr ☐ min
92. Time Export Exits Officer issues Exit Confirmation in System	☐ day ☐ mth - ☐ hr ☐ min
93. Time Exports Exit Officer issues stamped Exit Note	☐ day ☐ mth - ☐ hr ☐ min
94. Time truck Moves to Exit Barrier and into Rwanda	☐ day ☐ mth - ☐ hr ☐ min
95. Time Rwanda Police Gate Officer Verifies Documentation	☐ day ☐ mth - ☐ hr ☐ min
96. Time vehicle proceeds to Rwanda point of export	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING MAGERWA/GIKONDO EXPORTS	
97. Time truck Arrives Magerwa/Gikondo	☐ day ☐ mth - ☐ hr ☐ min
98. Time Export Exits Officer Checks all documents	☐ day ☐ mth - ☐ hr ☐ min
99. Inspection	Yes Q116☐ No Q117☐
100. Time Exports Exit Officer conducts inspection	☐ day ☐ mth - ☐ hr ☐ min
101. Time Export Exits Officer issues Exit Confirmation in System	☐ day ☐ mth - ☐ hr ☐ min
102. Time Exports Exit Officer issues stamped Exit Note	☐ day ☐ mth - ☐ hr ☐ min
103. Time truck moves to exit barrier	☐ day ☐ mth - ☐ hr ☐ min
104. Time Gate Officer verifies documentation	☐ day ☐ mth - ☐ hr ☐ min
105. Time vehicle proceeds to Rwanda point of export	☐ day ☐ mth - ☐ hr ☐ min
BORDER PROCESSING GATUNA RWANDA EXPORTS	
106. Time truck arrives at barrier	☐ day ☐ mth - ☐ hr ☐ min
107. Rwanda Police Gate Officer verifies documentation	☐ day ☐ mth - ☐ hr ☐ min
108. Time agent submits paper documentation to Rwanda Exports Exit Officer	☐ day ☐ mth - ☐ hr ☐ min
109. Time Exports Exit Officer sites container/goods	☐ day ☐ mth - ☐ hr ☐ min
110. Time Export Exit Officer removes Rwanda seal	☐ day ☐ mth - ☐ hr ☐ min
111. Time Exports Exit Officer completes inspection	☐ day ☐ mth - ☐ hr ☐ min
112. Time Export Exit Officer passes file to URA Verification Officer co-located at Post	☐ day ☐ mth - ☐ hr ☐ min
113. Time truck only moves to Uganda exit after Uganda processes completed	☐ day ☐ mth - ☐ hr ☐ min
EXPORT PROCESSES GATUNA/KATUNA ONE STOP SHOP EXPORTS IN TRANSIT TO MOMBASA FROM BURUNDI	

114. Time truck arrives at barrier	day mth - hr min
115. Rwanda Police Gate Officer verifies documentation	day mth - hr min
116. Time agent submits paper documentation to Rwanda Exports Exit Officer	day mth - hr min
117. Time Exports Exit Officer sites container/goods	day mth - hr min
118. Time Export Exit Officer removes Rwanda seal	day mth - hr min
119. Time Export Exits Officer confirms writes off transit	day mth - hr min
120. Time Export Exit Officer passes file to URA Verification Officer co-located at Post	day mth - hr min
121. Time truck only moves to Uganda exit after Uganda processes completed	day mth - hr min
BORDER PROCESSES JUBA EXPORT PROCEDURE	
122. Time truck arrives with export goods and copies of export declaration documents already prepared by the clearing agent	day mth - hr min
123. Time documents are presented by the agent to the manifest section	day mth - hr min
124. Time documents are registered in the control register at Manifest Section	day mth - hr min
125. Time documents are dispatched to the tariff section	day mth - hr min
126. Time head of tariff section acknowledges receipt	day mth - hr min
127. Time Head of tariff section hands documents over to the head verification officer	day mth - hr min
128. Time the head verification officer allocates documents to a verification officer	day mth - hr min
129. Time verification officer physically verifies the goods on the truck and records the verification account	day mth - hr min
130. Time Verification officer hands over his examination account back to the head verification officer	day mth - hr min
131. Time head of verification officer hands documents over to the head of tariff	day mth - hr min
132. Time head of tariff section hands over documents to the head of valuation/estimation	day mth - hr min
133. Time Head of Valuation/Estimation allocates documents to a valuation officer	day mth - hr min
134. Time valuation officer returns the documents to the head of valuation	day mth - hr min
135. Time head of valuation/estimation hands documents to the head of tariff section	day mth - hr min
136. Time head of tariff set ion sends documents to the heads of accounts section	day mth - hr min
137. Time head of accounts allocates the documents to an accounts officer	day mth - hr min
138. Time accounts officer hands back the	

documents to the head of accounts	☐ day ☐ mth - ☐ hr ☐ min
139. Time head of accounts checks and confirms assessment	☐ day ☐ mth - ☐ hr ☐ min
140. Time clearing agent collects the documents from accounts and proceeds to the bank to pay the taxes	☐ day ☐ mth - ☐ hr ☐ min
141. Time agent returns the documents to accounts section with proof of payment	☐ day ☐ mth - ☐ hr ☐ min
142. Time agent takes the document to the head of the customs station for final release of the goods	☐ day ☐ mth - ☐ hr ☐ min
143. Time documentation given to Customs Enforcement Officer	☐ day ☐ mth - ☐ hr ☐ min
144. Time truck is allowed to leave the customs yard and proceed to Nimule under escort	☐ day ☐ mth - ☐ hr ☐ min
145. Time truck with goods pre-cleared in Juba arrives with export documents and parks in the yard at Nemule	☐ day ☐ mth - ☐ hr ☐ min
EXPORT PROCESSES NEMULE	
146. Time documents are presented by the agent to the manifest section	☐ day ☐ mth - ☐ hr ☐ min
147. Time documents are registered in the control register at Manifest Section	☐ day ☐ mth - ☐ hr ☐ min
148. Time documents are dispatched to the tariff section	☐ day ☐ mth - ☐ hr ☐ min
149. Time head of tariff section hands documents over to the head verification officer	☐ day ☐ mth - ☐ hr ☐ min
150. Time the head verification officer allocates documents to a verification officer	☐ day ☐ mth - ☐ hr ☐ min
151. Time verification officer physically verifies the goods on the truck and records the verification account	☐ day ☐ mth - ☐ hr ☐ min
152. Time Verification officer hands over his examination account back to the head verification officer	☐ day ☐ mth - ☐ hr ☐ min
153. Time head of verification officer hands documents over to the head of tariff	☐ day ☐ mth - ☐ hr ☐ min
154. Time head of tariff section hands over documents to the head of valuation/estimation	☐ day ☐ mth - ☐ hr ☐ min
155. Time Head of Valuation/Estimation allocates documents to a valuation officer	☐ day ☐ mth - ☐ hr ☐ min
156. Time valuation officer returns the documents to the head of valuation	☐ day ☐ mth - ☐ hr ☐ min
157. Time head of valuation/estimation hands documents to the head of tariff section	☐ day ☐ mth - ☐ hr ☐ min
158. Time head of tariff set ion sends documents to the heads of accounts section	☐ day ☐ mth - ☐ hr ☐ min
159. Time head of accounts allocates the documents to an accounts officer	☐ day ☐ mth - ☐ hr ☐ min
160. Time accounts officer hands back the documents to the head of accounts	☐ day ☐ mth - ☐ hr ☐ min
161. Time head of accounts checks and confirms assessment	☐ day ☐ mth - ☐ hr ☐ min

162. Time clearing agent collects the documents from accounts and proceeds to the bank to pay the taxes	☐ day ☐ mth - ☐ hr ☐ min
163. Time agent returns the documents to accounts section with proof of payment	☐ day ☐ mth - ☐ hr ☐ min
164. Time agent takes the documents to the head of the customs station for final release of the goods	☐ day ☐ mth - ☐ hr ☐ min
165. Time exit gate officer checks documents and truck is allowed to leave the customs yard and proceed to Uganda	☐ day ☐ mth - ☐ hr ☐ min
166. GOODS ORIGINATING IN JUBA: Time agent presents the documents to the manifest section	☐ day ☐ mth - ☐ hr ☐ min
167. GOODS ORIGINATING IN JUBA: Time manifest officer hands over the documents to the head of tariff section	☐ day ☐ mth - ☐ hr ☐ min
168. GOODS ORIGINATING IN JUBA: Time head of tariff section designates an officer to do physical verification of the goods	☐ day ☐ mth - ☐ hr ☐ min
169. GOODS ORIGINATING IN JUBA: Time verification officer forwards his report to the head of tariff section	☐ day ☐ mth - ☐ hr ☐ min
170. GOODS ORIGINATING IN JUBA: Time agent collects documents and hands to head of customs station for final release	☐ day ☐ mth - ☐ hr ☐ min
171. GOODS ORIGINATING IN JUBA: Time exit gate officer checks documents and truck is allowed to proceed to Uganda	☐ day ☐ mth - ☐ hr ☐ min
EXPORT PROCESSING UGANDA	
172. Time agents creates declaration in ASYCUDA and makes payment	☐ day ☐ mth - ☐ hr ☐ min
173. Time selectivity triggered on ASYCUDA (Green/Blue/Yellow/Red)	☐ day ☐ mth - ☐ hr ☐ min
174. Time system allocates the declaration to a Compliance officer in CBC	☐ day ☐ mth - ☐ hr ☐ min
175. Time query raised by Officer at CBC (if any)	☐ day ☐ mth - ☐ hr ☐ min
176. Time release order created on system	☐ day ☐ mth - ☐ hr ☐ min
177. Time at ICD documents presented to URA Gate officer and Bond Officer and goods move into ICD	☐ day ☐ mth - ☐ hr ☐ min
178. Time driver presents docs to URA Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
179. Time verification officer sights and verifies vehicle and goods and affixes seal	☐ day ☐ mth - ☐ hr ☐ min
180. Time verification officer completes inspection act on ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
181. Time verification officer prints release order and exit slip	☐ day ☐ mth - ☐ hr ☐ min
182. Time driver pays ICD charges and obtains bond/ICD exit note	☐ day ☐ mth - ☐ hr ☐ min
183. Time driver moves to exit gate	☐ day ☐ mth - ☐ hr ☐ min
184. Time Gate Officer and Bond Officer verify	☐ day ☐ mth - ☐ hr ☐ min

note	
185. Time driver and goods exit and move to border at Malaba/Busia	☐ day ☐ mth - ☐ hr ☐ min
UGANDA TRANSIT PROCEDURES MPONDWE, KATUNA, ELEGU, MIRAMA HILLS	
186. Time agent creates transit declaration in ASYCUDA and payment	☐ day ☐ mth - ☐ hr ☐ min
187. Time Selectivity triggered in ASYCUDA after payment (Green/Blue/Yellow/Red)	☐ day ☐ mth - ☐ hr ☐ min
188. Time system allocates the declaration to a Compliance officer in CBC	☐ day ☐ mth - ☐ hr ☐ min
189. Time query raised by Officer at CBC (if any)	☐ day ☐ mth - ☐ hr ☐ min
190. Time release order created on system	☐ day ☐ mth - ☐ hr ☐ min
191. IF APPLICABLE: Time foreign haulier agent pays road user fee at bank	☐ day ☐ mth - ☐ hr ☐ min
192. Time bank teller accepts payment and issues receipt	☐ day ☐ mth - ☐ hr ☐ min
193. Time agent prints documents and presents to URA Clerical Officer	☐ day ☐ mth - ☐ hr ☐ min
194. Time Clerical Officer registers documents and passes to Head Verification Officer Arrival	☐ day ☐ mth - ☐ hr ☐ min
195. Time Head Verification Officer Arrival allocates declaration to Verification Officer Arrival	☐ day ☐ mth - ☐ hr ☐ min
196. IF GREEN, BLUE OR YELLOW: Time Verification Officer Arrival sights and verifies vehicle and goods and affixes seal	☐ day ☐ mth - ☐ hr ☐ min
197. IF RED: Time full verification commences	☐ day ☐ mth - ☐ hr ☐ min
198. IF RED: Time full verification ends	☐ day ☐ mth - ☐ hr ☐ min
199. Time Verification Officer Arrival completes inspection act on ASYCUDA	☐ day ☐ mth - ☐ hr ☐ min
200. Time Verification Officer Arrival prints release order and exit slip	☐ day ☐ mth - ☐ hr ☐ min
201. Time driver exits and moves to border at Malaba/Busia	☐ day ☐ mth - ☐ hr ☐ min
UGANDA TRANSIT PROCEDURES MALABA / BUSIA	
202. Time driver arrives Malaba Busia and waits at Arrival Exit GATE 2	☐ day ☐ mth - ☐ hr ☐ min
203. Time agent presents documents to Barrier Control Officer	☐ day ☐ mth - ☐ hr ☐ min
204. Time Barrier Control Officer accesses ASYCUDA and cancels bond	☐ day ☐ mth - ☐ hr ☐ min
205. Time Barrier Control Officer endorses documents and releases consignment	☐ day ☐ mth - ☐ hr ☐ min
206. Time goods move to Kenya side	☐ day ☐ mth - ☐ hr ☐ min
KENYA TRANSIT PROCEDURES AT MALABA / BUSIA	
207. Time declaration cleared to documentary release stage by DPC	☐ day ☐ mth - ☐ hr ☐ min
208. Time truck arrives with export copy URA	☐ day ☐ mth - ☐ hr ☐ min

SAD T1 with export rotation Number	
209. IF APPLICABLE: time foreign driver pays road toll at back and obtains receipt	☐ day ☐ mth - ☐ hr ☐ min
210. Time agent submits paper copy of declaration	☐ day ☐ mth - ☐ hr ☐ min
211. Time clerical officer creates and registers file and passes to Head Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
212. Time Head Verification Officer allocates file to Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
213. Time Verification Officer verifies/sites container	☐ day ☐ mth - ☐ hr ☐ min
214. Time Verification Officer fills in inspection report on SIMBA	☐ day ☐ mth - ☐ hr ☐ min
215. Time Head Verification Officer returns file to agent	☐ day ☐ mth - ☐ hr ☐ min
216. Time agent takes file around other government agencies	☐ day ☐ mth - ☐ hr ☐ min
217. Time agent returns file to Head Verification Officer	☐ day ☐ mth - ☐ hr ☐ min
218. Time Head Verification Officer verifies and updates SIMBA and stamps declaration	☐ day ☐ mth - ☐ hr ☐ min
219. Time truck moves to gate	☐ day ☐ mth - ☐ hr ☐ min
220. Time Gate Officer examines truck and verifies release and stamps	☐ day ☐ mth - ☐ hr ☐ min
221. Time truck moves to Kalindi	☐ day ☐ mth - ☐ hr ☐ min
SECTION C - MOMBASA PROCESSING	
MOMBASA KRA EXPORT PROCEDURES KENYA GOODS	
222. Container number	
223. Truck number/Licence number	
224. Declaration number	
225. Time Verification Officer and Other Government Agencies observe loading and seal container	☐ day ☐ mth - ☐ hr ☐ min
226. Time VO sends online message notifying intention to export to MEX	☐ day ☐ mth - ☐ hr ☐ min
227. Time agent pays facility charges to facility management	☐ day ☐ mth - ☐ hr ☐ min
228. Time Agent Submits Export Declaration on SIMBA	☐ day ☐ mth - ☐ hr ☐ min
229. Time declaration cleared to documentary release stage by DPC	☐ day ☐ mth - ☐ hr ☐ min
230. Time VOM creates online release and forwards Message to Port Gate 10 and updates SIMBA	☐ day ☐ mth - ☐ hr ☐ min
231. Tim Truck Moves to Gate 10	☐ day ☐ mth - ☐ hr ☐ min
232. Time Gate Officer receives folder from Driver and creates export hold on KWATOS	☐ day ☐ mth - ☐ hr ☐ min

233. Time scanning ends	☐ day ☐ mth - ☐ hr ☐ min
234. Time agent submits paper copy of declaration to CK at Kalindini	☐ day ☐ mth - ☐ hr ☐ min
235. Time CK creates and registers file and passes to HOK	☐ day ☐ mth - ☐ hr ☐ min
236. Time HOK allocates to VOK to verify export	☐ day ☐ mth - ☐ hr ☐ min
237. Time VOK Creates KWATOS Release	☐ day ☐ mth - ☐ hr ☐ min
238. Time goods move to export stack within port	☐ day ☐ mth - ☐ hr ☐ min
MOMBASA KRA EXPORT TRANSIT PROCESSES	
239. Time Gate Officer receives folder from driver and creates export hold in KWATOS	☐ day ☐ mth - ☐ hr ☐ min
240. Time scanning ends	☐ day ☐ mth - ☐ hr ☐ min
241. Time driver awaits clearance to move to loading area	☐ day ☐ mth - ☐ hr ☐ min
242. Time agent Agent submits paper copy of declaration to CK at Kalindini	☐ day ☐ mth - ☐ hr ☐ min
243. Time CK creates and registers file and passes to HOK	☐ day ☐ mth - ☐ hr ☐ min
244. Time HOK allocates to VOK to verify export	☐ day ☐ mth - ☐ hr ☐ min
245. Time VOK Creates KWATOS Release	☐ day ☐ mth - ☐ hr ☐ min
246. Time goods move to export stack within port	☐ day ☐ mth - ☐ hr ☐ min
MOMBASA KPA EXPORT PROCEDURES - KENYA GOODS	
247. Time shipping agent completes pre advice on KWATOS	☐ day ☐ mth - ☐ hr ☐ min
248. Time KWATOS creates invoice for charges	☐ day ☐ mth - ☐ hr ☐ min
249. Time shipping agent make payment online	☐ day ☐ mth - ☐ hr ☐ min
250. Time shipping agent makes booking on KWATOS	☐ day ☐ mth - ☐ hr ☐ min
251. Time KDO accesses KWATOS and verifies release	☐ day ☐ mth - ☐ hr ☐ min
252. Time KDO creates final loading list on KWATOS	☐ day ☐ mth - ☐ hr ☐ min
253. Time quayside clerk tallies containers onto vessel and updates KWATOS	☐ day ☐ mth - ☐ hr ☐ min
EMBAKASI KRA/KPA EXPORT PROCEDURES - KENYA GOODS - ROAD	
254. Time Agent Submits Export Declaration on SIMBA	☐ day ☐ mth - ☐ hr ☐ min
255. Time Importer informs KRA that they are about to export	☐ day ☐ mth - ☐ hr ☐ min
256. Time enforcement officer attends trader's premises observes loading and seals container	☐ day ☐ mth - ☐ hr ☐ min
257. Time enforcement officer releases truck	☐ day ☐ mth - ☐ hr ☐ min

258. Time Declaration cleared to documentary release stage by DPC	☐ day ☐ mth - ☐ hr ☐ min
259. Time Agent submits paper copy of Declaration to clerical officer	☐ day ☐ mth - ☐ hr ☐ min
260. Time CM creates and registers file and passes to head verification officer	☐ day ☐ mth - ☐ hr ☐ min
261. Time Head Verification Officer allocates to Verification Officer to verify export	☐ day ☐ mth - ☐ hr ☐ min
262. Time Verification Officer creates online release and forwards Message to Port Gate 10 and updates SIMBA	☐ day ☐ mth - ☐ hr ☐ min
EMBAKASI KRA/KPA EXPORT PROCEDURES - KENYA GOODS - RAIL	
263. Time Agent Submits Export Declaration on SIMBA	☐ day ☐ mth - ☐ hr ☐ min
264. Time Declaration cleared to documentary release stage by DPC	☐ day ☐ mth - ☐ hr ☐ min
265. Time Truck moves to Embakasi Gate	☐ day ☐ mth - ☐ hr ☐ min
266. Time agent submits paper copy of Declaration to clerical officer	☐ day ☐ mth - ☐ hr ☐ min
267. Time CM creates and registers file and passes to HVO	☐ day ☐ mth - ☐ hr ☐ min
268. Time Truck moves to scanning	If OK Q271☐ If not OK Q 275☐
269. Time HVO creates online release and forwards and updates SIMBA	☐ day ☐ mth - ☐ hr ☐ min
270. Time Truck Moves through RAMP Gate to allocated loading point	☐ day ☐ mth - ☐ hr ☐ min
271. Time Consignment loaded onto Rail wagon	☐ day ☐ mth - ☐ hr ☐ min
272. Time Rail wagon moves directly to loading area in Mombasa Port as cleared for export	☐ day ☐ mth - ☐ hr ☐ min
273. Time moves to examination area	☐ day ☐ mth - ☐ hr ☐ min
274. Time HVO allocates to VO to examine export	☐ day ☐ mth - ☐ hr ☐ min
275. Time VO completes inspection report and forwards to HVO	☐ day ☐ mth - ☐ hr ☐ min
276. Inspection Result	If OK Q271☐ If not OK Q275☐
SECTION D - ROAD STOPS	
RWANDA	
Stop I	
277. Reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
278. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
279. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop II	
280. Reasons for stop	

	Police check ☐ Customs check ☐ Security check ☐ Other ☐
281. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
282. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop III	
283. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
284. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
285. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop IV	
286. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
287. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
288. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop V	
289. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
290. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
291. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
292. Stop VI	☐ day ☐ mth - ☐ hr ☐ min
293. Reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
294. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
295. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
UGANDA	
Stop I	
296. Weigh bridge	Busitema ☐ Kases ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐
297. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
298. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
299. Other reasons for stop	Police checks ☐ Customs checks ☐ Security checks ☐ Other ☐
300. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
301. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop II	
302. Weigh bridge	Busitema ☐ Kases ☐ Luwero ☐ Magamaga ☐ Mbale ☐ Mbarara ☐
303. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min

304. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
305. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
306. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
307. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop III	
308. Weigh bridge	Busitema☐ Kases☐ Luwero☐ Magamaga☐ Mbale☐ Mbarara☐
309. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
310. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
311. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
312. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
313. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop IV	
314. Weigh bridge	Busitema☐ Kases☐ Luwero☐ Magamaga☐ Mbale☐ Mbarara☐
315. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
316. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
317. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
318. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
319. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop V	
320. Weigh bridge	Busitema☐ Kases☐ Luwero☐ Magamaga☐ Mbale☐ Mbarara☐
321. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
322. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
323. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
324. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
325. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop VI	
326. Weigh bridge	Busitema☐ Kases☐ Luwero☐ Magamaga☐ Mbale☐ Mbarara☐

327. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
328. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
329. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
330. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
331. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
KENYA	
332. Weigh bridge	Marakani☐ Athi River☐ Gilgil☐ Busia☐ Webuye☐
333. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
334. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
335. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
336. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
337. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop II	
338. Weigh bridge	Marakani☐ Athi River☐ Gilgil☐ Busia☐ Webuye☐
339. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
340. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
341. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
342. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
343. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop III	
344. Weigh bridge	Marakani☐ Athi River☐ Gilgil☐ Busia☐ Webuye☐
345. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
346. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
347. Other reasons for stop	Police check☐ Customs check☐ Security check☐ Other☐
348. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
349. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
350. Stop IV	☐ day ☐ mth - ☐ hr ☐ min
351. Weigh bridge	Marakani☐ Athi River☐ Gilgil☐ Busia☐ Webuye☐
352. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
353. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min

354. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
355. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
356. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop V	
357. Weigh bridge	Marakani ☐ Athi River ☐ Gilgil ☐ Busia ☐ Webuye ☐
358. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
359. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
360. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
361. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
362. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min
Stop VI	
363. Weigh bridge	Marakani ☐ Athi River ☐ Gilgil ☐ Busia ☐ Webuye ☐
364. Date and time of arrival at weigh bridge	☐ day ☐ mth - ☐ hr ☐ min
365. Date and time of departure	☐ day ☐ mth - ☐ hr ☐ min
366. Other reasons for stop	Police check ☐ Customs check ☐ Security check ☐ Other ☐
367. Date and time stop commenced	☐ day ☐ mth - ☐ hr ☐ min
368. Date and time stop ended	☐ day ☐ mth - ☐ hr ☐ min

(*) = Mandatory - if indicated for a **section**, mandatory questions for the section must be completed / if indicated for a **question**, the question must be completed if the section is used

4.6 Stakeholder Interviews

In the course of the Design and Data Collection phases of the NC-TRS, interviews were conducted with a wide range of stakeholders. These interviews supported the development of the Business Process Maps and the Analysis phase of the NC-TRS.

Burundi
Office Burundais des Recettes (OBR), including Customs and revenue officers at the following locations:

- Gasenyi;
- Kanyaru Haut;
- Port of Mombasa.

The Democratic Republic of the Congo
Direction Générale des Douanes et Accises (DGDA), including Customs and revenue officers at the following locations:

- Goma;
- Port of Mombasa;
- OGEFREM.

Kenya
Kenya Revenue Authority (KRA), including Customs and revenue officers at the following locations:

- Nairobi DPC and Manifest Management;
- The Port of Mombasa;
- OSC;
- Kalindini Exports;
- Kalindini Oils;
- Scanners;
- Embakasi;
- Malaba.

Kenya Ports Authority (KPA):

- Port of Mombasa;
- Embakasi.

Kenya National Highways Authority, including representatives of SGS at:

- Mariakani;
- Athi River;
- Gilgil.

Kenya Plant Health Inspection Service

Kenya Bureau of Standards

Rift Valley Railways

Through the Port Partnership :

- Kenya Pipeline Company;
- KIFWA;
- Kenya Ships Agents Association;
- Kenya Shippers Council;
- CFS Association;
- KENTRADE.

Rwanda

Rwanda Revenue Authority (RRA), including Customs and revenue officers at the following locations:

- Kigali Giconda;
- Gatuna;
- Nemba;
- Akanyaru;
- Mombasa Port OSF.

At Gatuna, interviews were held with :

- Rwanda Standards Board;
- Rwanda National Police;
- Rwanda Directorate General of Immigration and Emigration.

South Sudan

South Sudan Customs Service, including Customs officers at the following locations:

- Nimule;
- Juba;
- Port of Mombasa.

Uganda

Uganda Revenue Authority (URA), including Customs and revenue officers at the following locations:

- CBC Kampala;
- OSF Mombasa;
- Elegu;
- Mpondwe;
- Malaba.

Uganda National Roads Authority staff at Busitema.

Technical and Financial Partners

Meetings and interviews were also held with the following organisations:

- EAC;
- COMESA;
- World Bank;
- World's Road Transport Organisation.

4.7 International Best Practices

Land Locked Countries

Landlocked countries have inherent disadvantages compared to countries with coastlines and deep-sea ports. Trade is more difficult and costly because landlocked country must access most foreign markets through international transport corridors connecting them to ports in neighbouring countries[60]. Being landlocked is a challenge and a major economic disadvantage as it raises the transport costs of a country's foreign trade by around 50 per cent compared to coastal economies and reduces trade volume by as much as 60 per cent.[61] It has been estimated that the level of development in landlocked developing countries is on average 20 per cent lower than what it would be were they not landlocked[62].

Being landlocked adds on average four days to exports and the fastest imports, which reflects the time it takes to cover the extra distance given the current infrastructure, plus clearance at destination. On average, however, imports take much longer in transit—about nine days more than for their coastal neighbours. Imports are widely subject to more demanding transit controls than exports, so it is reasonable to assume that transit systems are responsible for this difference. Customs clearance alone does not explain the poor performance of Land Locked Developing Countries as the data shows that clearance takes no more time in landlocked countries than it does in non-landlocked countries, which points instead to the transit procedure that takes place before Customs clearance as being responsible for the additional delays. [63]

The World Bank recommends a focus on corridor performance for developing trade with landlocked countries and states that addressing bottlenecks in corridors is a practical way to facilitate trade and transportation.[64]

The Northern Corridor provides the landlocked countries of Rwanda, Burundi, Uganda and South Sudan access to the sea in accordance with the UNCLOS Article 125 "Right of Access to and from the Sea and freedom of transit"[65].

Transit

If goods can be transported from one place to their destination on the same document using the same guarantee and with no additional controls on-route, the economy would benefit as costs and

[60] Arvis J-F. Carruthers R. Smith G. & Willoughby C. (2011). Connecting Developing Landlocked Countries to Markets – Trade Corridors in the 21st Century. Washington, USA. World Bank
[61] Limão N. & Venables A. J. Infrastructure, (2001). Geographical Disadvantage, Transport Costs, and Trade, The World Bank Economic Review, vol. 15, no. 3, pp 451–479, Washington, USA, World Bank
[62] United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) (Corporate Author). (2013) The Development Economics of Landlockedness: Understanding the development costs of being landlocked, New York, USA, United Nations
[63] Arvis J-F. Carruthers R. Smith G. & Willoughby C. (2011). Connecting Developing Landlocked Countries to Markets – Trade Corridors in the 21st Century. Washington, USA. World Bank
[64] Ibid
[65] UN. (1982). United Nations Convention on the Law of the Sea, Article 125, United Nations

time related to the transport would be reduced. It is for this reason that transit regimes are major trade facilitation tools.

An effective and efficient transit system is dependent on a number of factors including: Well-designed guarantee systems that cover the payment of import duties, taxes and other charges; Information sharing among Customs offices and streamlined documentation flows that make transit procedures straightforward and transparent; and, The management of customs seals that are mechanisms ensuring the physical integrity of the goods, making certain that the goods present at the start of a transit operation will leave the transit country in the same state and quantity.[66]

The need for a transit regime became obvious in Europe after the Second World War when the work to rebuild the continent began. Goods were required to cross multiple borders and facilitation was required to stimulate economic regrowth. Over time, some important prerequisites have been identified as essential for a successful transit regime: Common legal basis, common forms, common database, one guarantee, all controls being risk based, no additional controls en-route, no additional paperwork en-route, acceptance of seals and an appointed joint committee that can resolve any issues.

The Revised Kyoto Convention (RKC)[67] sets out a blueprint for modern Customs procedures and is fully compatible with, and complementary to, the WTO Agreement on Trade Facilitation[68]. While the WTO rules set out key principles (such as predictability, transparency, partnership and the use of modern techniques including risk management), the WCO instruments provide the administrative basis and practical guidance to ensure their effective implementation.

In the Revised Kyoto Convention a specific Annex E sets out the common standards to be used for Customs transit procedure.

The WTO Trade Facilitation Agreement addresses transit and its members must endeavour to cooperate and coordinate to enhance freedom of transit.[69]

TIR - Transports Internationaux Routiers

One of the areas addressed in this report is the need for an institutional and legal framework that allows goods to be transported with controls only in exceptional circumstances and without risking the duties and taxes.

Work on the TIR transit system was initially started by International Road Transport Union (IRU) under the auspices of the United Nations Economic Commission for Europe (UNECE) in the late 1940s and the first TIR Agreement was concluded in 1949 between a small number of European countries. The success of this limited scheme led to the negotiation of a TIR Convention that was adopted in 1959 by the UNECE Inland Transport Committee and entered into force in 1960.

[66] WCO (corporate author). (2014). Transit Handbook to Establish Effective Transit Schemes for LLDCs. Brussels, Belgium. World Customs Organisation
[67] WCO. (1999). International Convention on the simplification and harmonization of Customs procedures (Kyoto Convention) as amended. Brussels, Belgium, World Customs Organisation
[68] WTO, (2013) Agreement on Trade Facilitation, Ministerial Decision of 7 December 2013. Chapter 11. Geneva, Switzerland, World Trade Organisation
[69] WTO, (2013) Agreement on Trade Facilitation, Ibid

The purpose of the TIR Convention is to facilitate the international carriage of goods by road vehicle. The contracting partners agree that improvements in transport are an essential factor for developing and enhancing cooperation. The TIR convention simplifies and harmonises administrative formalities through the introduction of a single transit document, the TIR Carnet, which reduces the risk of presenting inaccurate information to Customs administrations. [70]

The TIR Carnet additionally reduces the normal requirements of national transit procedures. The TIR scheme reduces the need for physical inspections in countries of transit other than the checking seals and the checking of the external condition of the load compartment or container. Article 5 of the TIR Convention contains the general principle that goods carried under the TIR regime in sealed road vehicles, combinations of vehicles or containers shall not be subjected to examination at Customs offices en-route, unless in extraordinary circumstances.

TIR dramatically reduces the administrative and financial burdens on businesses by creating one international guarantee for a transport operator, replacing costly guarantees in each country of transit. Article 8 of the TIR Convention states, "The guaranteeing association shall undertake to pay up to the maximum of the guaranteed amount of the import and export duties and taxes together with any default interest due under the Customs laws and regulations of the Contracting Party in which an irregularity leading up to a claim against the guaranteeing association has been established in connection with a TIR operation." Customs authorities also benefit from the international guarantee, covering the risk of non-payment of customs duties and taxes.

TIR offers a wide range of innovative resources and tools:

- ASKTIRweb is an online tool for transport associations to manage their TIR Carnets from the point at which they are ordered to when they are returned.
- TIR Electronic Pre-Declaration or TIR-EPD allows transport operators to send advance information on goods transported under TIR procedures to Customs authorities in every country along the TIR journey in one go. TIR-EPD helps Customs perform advance risk assessments and to reduce fraud, and for transport operators to be more efficient.
- Once a TIR journey has been completed, Real-Time SafeTIR automatically sends a message to the IRU, the body that manages the Carnets. More than 70% of completed transits are communicated by Customs authorities through this system on the same day. This system also handles the TIR Carnet 'query module' which allows Customs officials to immediately access information about the status of a TIR Carnet at any given time.
- The IRU's TIR Customs Portal allows Customs authorities and all TIR stakeholders to obtain information about a TIR Carnet in the event of any irregularities, or to check the validity of a TIR guarantee or view other details about a TIR Carnet.

In 2003, as a response to changes in the operating environment, the Contracting Parties to the TIR Convention launched the so-called "eTIR Project" aimed at providing an electronic exchange platform for all stakeholders. eTIR will replace all paper-based procedures with a digital data exchange between transport operators, Customs authorities, the TIR System guaranteeing organisations and the UN. It is designed for low-cost implementation and will not need major new investment in existing national Customs systems or IT equipment.

[70] Customs Convention on the International Transport of Goods under Cover of TIR Carnets (TIR Convention) Geneva, 14 November 1975, 2009 revision (1975). Geneva, Switzerland. United Nations Economic Commission for Europe

The implementation of eTIR has proven to be a challenge as not all contracting parties are currently ready to implement an electronic solution. However, eTIR is being successfully trialled in live pilot shipments between Iran and Turkey.

The advantages of TIR are obvious; Goods can travel across national frontiers with a minimum of interference by Customs authorities and, through TIR's international guarantee chain, it provides relatively simple access to the required guarantees for transit.

The TIR Convention has almost 70 contracting parties – nations and multinational bodies – on four continents. With the continued expansion of TIR, and the benefits it has brought across the Eurasian landmass, many countries in Africa, Asia, the Middle East and South America are now joining the system.

Transit and the European Union

In the European Union, Customs transit is a procedure used to facilitate the movement of goods between two points of a Customs territory via another Customs territory, or between two or more Customs territories. It allows for the temporary suspension of duties, taxes and commercial policy measures that are applicable at import, thereby allowing Customs clearance formalities to take place at the destination rather than at the point of entry into the customs territory[71].

The legislation regulating the EU transit procedure is the Union Customs Code[72] together with the Implementing Acts[73] and the Delegated Acts[74].

The framework for the transit systems in the EU – and the transit system itself – is potentially the most sophisticated for a customs union. For the Northern Corridor and the Northern Corridor member states, the lesson to be learned from the EU is in the ambition to create a system of seamless trade that manages security and revenue risks, but treats goods equally.

Customs transit is particularly relevant when a single customs territory is combined with different of fiscal territories as it allows the movement of goods under transit from the point of entry to the point of clearance, where both the customs and national fiscal obligations are completed.

All signatories to the EU Common Transit Convention share common legislation on transit, the use of a single guarantee, acceptance of seals attached by other Customs administrations, common forms, acceptance of controls made by other Customs administration, no controls en-route except in exceptional cases and have a common Transit Manual[75] detailing the process and the responsibilities for each part of a transit movement. The manual is published on Internet, however, some

[71] Retrieved from URL http://ec.europa.eu/taxation_customs/customs/procedural_aspects/transit/index_en.htm 13 June 2016
[72] EU, Regulation (EU) No 952/2013 of the European Parliament and of the Council of 9 October 2013 laying down the Union Customs Code
[73] EU, Commission Implementing Regulation (EU) 2015/2447 of 24 November 2015 laying down detailed rules for implementing certain provisions of Regulation (EU) No 952/2013 of the European Parliament and of the Council laying down the Union Customs Code
[74] EU, Commission Delegated Regulation (EU) 2015/2446 of 28 July 2015 supplementing Regulation (EU) No 952/2013 of the European Parliament and of the Council as regards detailed rules concerning certain provisions of the Union Customs Code
[75] European Commission, Transit Manual TAXUD/A2/TRA/003/2016-EN. (2016). Brussels, Belgium. European Union

parts are confidential and are only disclosed to Customs administrations (such as those related to seals).

The Union Customs Codes Implementing Acts[76] stipulate that all transit declarations should be submitted electronically, except in clearly defined exceptional circumstances.

The New Computerised Transit System (NCTS) is a system for electronic Customs declarations and for the processing of transit declarations. Every Customs administration is connected to the system and there is a common database containing information about all transit movements. The NCTS processes declarations and controls the transit movement of goods in transit. It is used by all member states of the EU as well as signatories to the Common Transit Convention.

When a transit declaration is entered into the NCTS, an electronic message is sent to the Customs office of departure. If the declaration is accepted, the system will allocate a movement reference number. Following that, an Anticipated Arrival Record message is sent by the office of departure to the destination Customs office.

Goods moving under the transit procedure are accompanied by a Transit Accompanying Document (TAD) for presentation at the Customs office of destination, upon diversion, or there are any incidents during transit. The TAD can be printed out at the customs office of departure or at the trader's own premises. TADs are authenticated by the system and require no stamps by Customs. When the goods arrive at the destination country, the TAD is presented to Customs at the office of destination. The Customs officials at destination then electronically inform the NCTS that the goods have arrived.

The NCTS provides transparency to its users as it allows anyone with a valid movement reference number to check the status of a particular transit declaration on-line through the European Commission's webpage[77].

Electronic Declarations

There are many advantages with electronic communication between Customs and trade. In the private sector, communication is increasingly electronic and the reuse of information from the source makes the quality better, speeds up procedures and makes information available earlier allowing for faster risk analysis. Additionally, electronic communication reduces direct contact between officials and trade reducing the risk for breaches of integrity. The submission of electronic information simplifies traders' activities and enhances the security of customs revenue collection.

Article 7.1 of the Trade Facilitation Agreement states, "Each Member shall adopt or maintain procedures allowing for the submission of import documentation and other required information, including manifests, in order to begin processing prior to the arrival of goods with a view to expediting the release of goods upon arrival and Members shall, as appropriate, provide for advance lodging of documents in electronic format for pre-arrival processing of such documents."[78]

[76] EU, Commission Implementing Regulation (EU) 2015/2447 of 24 November 2015. Op. cit
[77] Retrieved from URL http://ec.europa.eu/taxation_customs/dds2/tra/transit_home.jsp?Lang=en 16 June 2016
[78] WTO. (2013). Agreement on Trade Facilitation, Ministerial Decision of 7 December 2013. Op. cit

The Revised Kyoto Convention also supports the lodgement of electronic declarations and the necessary supporting documents, and promotes the use of international standards for electronic information exchange. [79]

The concept of Globally Networked Customs (GNC) is one of the building blocks of the WCO Customs in the 21st Century strategic vision.[80] The GNC concept is for a standardized approach by Customs authorities to the exchange of information, including a set of Protocols, Standards, and Guidelines for WCO Members to follow. By complying with GNC, countries can modernise their exchange of information agreements, i.e. speed up the creation of agreements and replicate them at low cost, which is highly beneficial for trade facilitation.

When implemented, the GNC concept facilitates Customs-to-Customs communication with the ultimate goal of having one Customs document worldwide. This single document can cover imports and exports and have one data set and one single access point for trade to lodge their declarations. Full GNC implementation - linking electronic information and systems across borders - would mean large cost savings for both traders and Customs.

Risk Management

Risk management is a key component of a modern Customs administration and enables a balance between the need for secure supply chains and trade facilitation. Most Customs administrations recognise the need to move from traditional 'gatekeeper' style controls towards a risk based operating model.

Risk is defined[81] as the effect of uncertainty on objectives (whether positive or negative). Risk can be measured in terms of cost, quality and range to achieve a goal.[82]

Risk management can be used to determine where the greatest areas of exposure to risk exist, and can support management in deciding how to allocate limited resources effectively. In managing risk, a balance must be struck between costs and benefits, as clearly it would not be cost effective to address all risks equally. Using risk management processes and systems to reduce the number of controls on known compliant traders decreases the cost and complexity of border processing both for traders and Customs administrations while improving security and resource allocation.

Risk management benefits from electronic information exchange and electronic declarations as electronic processing facilitates automatic IT supported analysis.

The Revised Kyoto Convention defines risk management as "the systematic application of management procedures and practices which provide Customs with the necessary information to address movements or consignments which present a risk."[83] WCO states that risk management

[79] WCO. (1999). International Convention on the simplification and harmonization of Customs procedures (Kyoto Convention) as amended, Standards 3.11, 3.18 and 3.21. Brussels, Belgium, World Customs Organisation
[80] WCO. (2010) Colpin N. Chairman of the High Level Globally Networked Customs working group. Globally Networked Customs, Concept key elements. Presentation at World Customs Forum. Brussels, Belgium. World Customs Organisation
[81] International Organisation for Standardisation (corporate author). (2009). ISO Guide 73:2009 Risk Management-Vocabulary, First Edition, 2009. Geneva, Switzerland, International Organisation for Standardisation
[82] Iacob C. Zaharia S. (2012). Risk management — a new priority system customs and its consequences, Craiova, Romania. University of Craiova
[83] WCO. (1999) International Convention on the Simplification and Harmonization of Customs Procedures-Op. cit.

should be embedded as an integral part of all organizational processes including strategic and business planning as well as all project and change management activities.[84]

The Revised Kyoto Convention Standard 6.3 states, “In the application of Customs control, the Customs shall use risk management.” A core element of the WCO SAFE Framework of Standards is that each country joining the SAFE Framework commits to employing a consistent risk management approach to address security threats.[85]

The importance of risk management for trade facilitation is highlighted in the Trade Facilitation Agreement. Pursuant to article 7.4, WTO Members are bound to set up or maintain a risk management system. Risk management is described as a "win-win" solution for government control of goods and the businesses involved as it facilitates a reduction in the time required for clearance while improving controls[86].

The European Union recognises that in order for the Single Market to work efficiently and to ensure the equal treatment of goods across the EU, risk management based on a common framework with uniform treatment of risks is necessary[87]. A unified approach to risk management in a region, or as in this case along a Trade Corridor, further strengthen trade facilitation.

Through implementation and use of a risk management programme, Customs can also determine which goods and which traders are in compliance with Customs law and thus pose a low risk for control purposes[88]. At times, this is not what Customs would normally consider the most important aspect of risk management. But the identification of compliant traders and low risk goods will free resources that can be deployed for other goods and traders that are not as compliant. Using risk management processes and systems to reduce the number of controls on known compliant traders decreases the cost and complexity of border processing both for traders and for customs administrations while improving security and resource allocation.

Additionally identification of the “good ones” implies that Customs have a compliance measurement strategy in place, which meets another Revised Kyoto Convention standard[89].

Risk Based Control

Pursuant to the Revised Kyoto Convention, "Customs control" means measures applied by a Customs administration to goods and means of transport in order to ensure compliance with Customs law. In many countries, Customs still perform a vast number of physical inspections at the time of border crossing that are counterproductive to trade facilitation.

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[84] WCO (corporate author). Customs Risk Management Compendium. Vol 1. p 8. Brussels, Belgium, World Customs Organisation

[85] WCO (2015) SAFE Framework of Standards to secure and facilitate global trade. Brussels, Belgium, World Customs Organisation

[86] WTO (2014) Agreement on Trade Facilitation UNCTAD Trade Facilitation Technical Note No. 12, Article 7.4, Rev 4, Dec 2014, Geneva, Switzerland, UNCTAD

[87] EU (corporate author). (2007) EUCOM Taxud, Standardised Framework for Risk Management in the Customs Administrations of the EU, Brussels, Belgium, European Commission

[88] WCO (corporate author). (2004). Customs Guidelines on Integrated Supply Chain Management. Brussels, Belgium. World Customs Organisation

[89] WCO. (2010). International Convention on the Simplification and Harmonization of Customs Procedures (Revised Kyoto Convention). (2010) Standard 6.5. World Customs Organisation

Apart from Customs, there are often other agencies present such as phytosanitary agencies, that may also be required to make a physical examination of goods, means of transport or the people accompanying them. Adding to the challenge is the fact that such multiple inspections normally lack coordination.

The Revised Kyoto Convention standard is that Customs should use risk analysis to determine which persons and which goods, including means of transport, should be examined and the extent of the examination[90]. This implies that when a Customs administration applies sound risk management, physical intervention or examination rates of goods and people decline. Risk management identifies risks and these are addressed, not everything or everybody.

'Intervention by exception' is a term used to describe a regulatory compliance strategy that is based on the principles of risk management. It implies regulatory intervention or inspection when there is a legitimate need for it, that is, intervention based on identified risk[91].

Coordinated Border Management

The WCO term Coordinated Border Management refers to a coordinated approach by the border control agencies of two countries in the context of seeking greater efficiencies over managing trade and travel flows, while maintaining a balance with compliance requirements[92].

Coordination is recognised by many international bodies as essential to trade facilitation and the concept is known as "Collaborative Border Management"[93] by the World Bank and "Comprehensive Border Management"[94] by the OSCE.

The WTO addresses cooperation between border agencies in article 8 of the Trade Facilitation Agreement where it states, "Each Member shall ensure that its authorities and agencies responsible for border controls and procedures dealing with the importation, exportation, and transit of goods cooperate with one another and coordinate their activities in order to facilitate trade and Each Member shall, to the extent possible and practicable, cooperate on mutually agreed terms with other Members with whom it shares a common border with a view to coordinating procedures at border crossings to facilitate cross-border trade."

The Revised Kyoto Convention standard 6.7 promotes international cooperation for improved controls by stating saying that Customs shall seek to co-operate with other Customs administrations and seek to conclude mutual administrative assistance agreements to enhance Customs control.

One key element in common controls is a common view on risk profiles and risk assessment as pointed out in the Trade Facilitation Agreement article 7.4. This is also a key element in SAFE Framework of Standards where in the objectives and principles it states, "Strengthen co-operation between Customs administrations to improve their capability to detect high-risk consignments."

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[90] WCO. (2010). Ibid
[91] Widdowson D. (2012) Risk-Based Compliance Management Making It Work in Border Management Agencies, New York, USA. World Bank
[92] WCO (corporate author). (2013). Cross Border Management Compendium. Op. cit
[93] McLinden G. Collaborative Border Management: A New Approach to an Old Problem, Poverty Reduction and Economic Management Network (PREM), #12, April 2008. New York, USA. World Bank
[94] OSCE/UNECE (corporate author) (2012). Handbook of Best Practices at Border Crossings – A Trade and Transport Facilitation Perspective, p 5. Organization for Security and Co-operation in Europe

One Stop Border Posts

A One Stop Border Post have been described as a place where offices of both states are relocated in close proximity, necessitating only 'one stop' for border crossings; a control zone (or zones) is demarcated, within which officers from both states conduct controls in accordance with their respective laws; the control zone comprises offices, inspection areas and related facilities and is usually located within the national territory of only one state; immigration and import and export formalities are handled as a seamless transaction between the two countries, and; inspections and searches of cargoes or vehicles are generally conducted in the presence of officers from both states[95].

A One Stop Border Post significantly reduces times and costs for crossing a border. It eliminates the need for traders to perform administrative procedures twice – once at the exporting side and then again at the importing side. Additionally, officers working side by side can enhance cooperation between the agencies concerned and the neighbouring countries. An OSBP may increase the efficiency of Customs control without causing any additional burden for transit operators.

Transitional Standard 3.5 in the Revised Kyoto Convention General Annex 3 states that, "Where the Customs intend to establish a new Customs office or to convert an existing one at a common border crossing, they shall, wherever possible, co-operate with the neighbouring Customs to establish a juxtaposed Customs office to facilitate joint controls". Still greater benefits could be obtained if single control were introduced on a more widespread basis in juxtaposed national control offices. Certain customs operations, such as the control of goods in transit would benefit, as there would only be need for one officer checking seals and consignments/containers.

Transitional Standard 3.35 in Chapter 3 of the Revised Kyoto Convention General Annex establishes the principle that Customs inspection of goods should take place in coordination with the inspections performed by other competent authorities. For this to occur, a border post needs to provide space and infrastructure for different competent authorities and communication leading to actual coordination be established through formal agreements.

Article 8 of the Trade Facilitation Agreement requests all national border authorities/agencies to cooperate with each other and coordinate border control and procedures to facilitate trade. This kind of cooperation and coordination may include alignment of working days and hours, alignment of procedures and formalities, development and sharing of common facilities, joint controls and establishment of one stop border post control.

Integrated Border Management

The importance of cooperation between Customs and other Government and Inter-Government agencies involved in international trade and supply chain security increases as the international supply chain activities become more complex.

The impact of a lack of integration is recognised by the World Bank in its annual Doing Business ranking. For the topic "Trading Across Borders" the World Bank asks contributors to estimate the total time and cost for clearance and inspections by *customs and all other government agencies* for the specified product. These estimates account for inspections related to health, safety, phyto-

[95] Kieck E. (2010). Coordinated border management: unlocking trade opportunities through onestop border posts, World Customs Journal, volume 4, number 1. Brussels, Belgium. World Customs Organisation

sanitary standards, conformity and the like, and thus capture the efficiency of agencies that require and conduct these additional inspections[96]. As highlighted earlier in this section, all countries along the Northern Corridor have room for improvement in this area.

SAFE Framework of Standards states that the main objective of integration is to ensure that the government response to the challenges of supply chain security is both efficient and effective, by avoiding duplication of requirements and inspections, streamlining processes, and ultimately working toward global standards that secure the movements of goods in a manner that facilitates trade. Through greater cooperation, cross-border regulatory agencies are able to tap into shared resources and leverage capabilities that are not organic to the administration in order to achieve greater effectiveness.

SAFE Framework of Standards Pillar 3 - Customs to Other Government and Inter-Government Agencies Standard 1 states, "Governments should foster mutual cooperation between their Customs administration and other competent government agencies." SAFE Framework of standards also addresses the importance of developing and maintaining cooperative arrangements or procedures among agencies involved in international trade and security as well as the harmonisation of control measures[97].

The Revised Kyoto Convention also supports cooperation between customs and other regulatory agencies as the transitional standards[98] mention coordination: "If the goods must be inspected by other competent authorities and the Customs also schedules an examination, the Customs shall ensure that the inspections are co-ordinated and, if possible, carried out at the same time."

Single Window

The need for simplification and harmonization is particularly evident in the preparation and submission of the extensive range of information and documents required by governmental authorities to comply with import, export and transit-related regulations. These requirements place a heavy burden on the resources of companies and can constitute a serious barrier to the development and efficiency of international trade, especially for small and medium sized enterprises. As a trade facilitation measure targeted to address this challenge, the Single Window (SW) is defined as a facility that allows parties involved in trade and transport to lodge standardized information and documents with a single entry point to fulfil all import, export, and transit-related regulatory requirements. If information is electronic, then individual data elements should only be submitted once[99].

The Single Window aims to expedite and simplify information flows between trade and government and bring meaningful gains to all parties involved in cross-border trade. When traders submit all the required information and documents through a single entity, more effective systems can be established for a quicker and more accurate validation and distribution of this information to all relevant government agencies. This will also result in better coordination and co-operation between the governmental authorities involved in trade-related activities.

[96] World Bank (2016). Doing Business. Op. cit
[97] WCO (2015) SAFE Framework of Standards. Op. cit
[98] International Convention on the Simplification and Harmonization of Customs Procedures. Op. cit.
[99] United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) (2005). Recommendation and Guidelines on establishing a Single Window to enhance the efficient exchange of information between trade and government. Recommendation 33. Geneva, Switzerland, United Nations

The value of SW implementation has taken on increased importance in today's security focused environment with its emphasis on advance information and risk analysis as this could easily be provided to the relevant stakeholders using a SW.

The SW is also supported by the Trade Facilitation Agreement, which in Chapter 4 states, "Members shall endeavour to establish or maintain a SW, enabling traders to submit documentation and/or data requirements for importation, exportation or transit of goods through a single entry point to the participating authorities or agencies." The TFA also mentions that the SW participating authorities or agencies shall use the SW to communicate with traders.

The WCO has issued SW Guidelines detailing the steps necessary to take in order to build a fully functioning SW environment[100].

The World Bank takes a similar approach and includes the development of a national SW as part of overall border management modernisation. The term 'national single window' is increasingly used to denote coordinated national electronic information exchanges with a focus on legislation, procedures, and information and communications technology (ICT) implying paperless trading — for customs clearance, for license and permit approval by government agencies, and (in a few cases) for transport and logistics activities associated with cargo import, export, transit, transshipment, and border management[101].

As exchange of data is at the core of a Single Window, the WCO recommends that its members to adopt the WCO Data Model for the identification and definition of all cross-border regulatory data requirements related to pre-arrival/pre-departure formalities and procedures for import, export and transit[102].

Among the benefits identified to Customs of the SW environment are more effective and efficient deployment of resources, correct (and often increased) revenue yield, improved trader compliance, enhanced security and increased integrity and transparency.

For traders, SW benefits include cutting costs through reducing delays, faster clearance and release, predictable application and explanation of rules, more effective and efficient deployment of resources and increased transparency.

Customs to Business

It is also important to have an ongoing dialogue with trade to ensure that processes related to cross border trade are designed in a way that works for all parties. Business should be engaged in the process from the beginning and not only to get information on any changes but also to be a constructive partner in designing any changes that will take place.

A dynamic partnership is essential to drive innovation and economic growth opportunities and, at the same time, create a more cost-effective, efficient and responsive Customs administration.

[100] WCO (corporate author). (2011). WCO Compendium, How to Build a SW Environment. Op. cit
[101] McLinden G. Fanta E. Widdowson D. & Doyle T. (2011) Border Management Modernization. New York, USA. World Bank
[102] WCO. (2009). Recommendation of the Customs Co-Operation Council concerning the use of WCO Data Model (27 June 2009). Brussels, Belgium, World Customs Organisation

There is a correlation between the level of stakeholder engagement in policy creation and development and the level of effectiveness of the policy.[103]

SAFE Framework of Standards Pillar 2 Customs-to-Business mentions that each Customs administration will establish a partnership with the private sector in order to involve it in ensuring the safety and security of the international trade supply chain.

The Revised Kyoto Convention strongly supports Customs and Business cooperation through the Standards:
6.8 – "The Customs shall seek to co-operate with the trade and seek to conclude Memoranda of Understanding to enhance Customs control."
7.3 – "The introduction of information technology shall be carried out in consultation with all relevant parties directly affected, to the greatest extent possible."
8.5 – "The Customs shall provide for third parties to participate in their formal consultations with the trade."

Corridor management, which is highly relevant for the Northern Corridor, is as much about the relationships between different institutions and how they collaborate as it is about ensuring that the infrastructure and services are operational. The public and private sectors must cooperate effectively to enhance operational efficiency[104].

Efficient transit transport systems can be established through genuine partnerships between landlocked and transit developing countries and their development partners at the national, bilateral, sub regional, regional and global levels and through partnerships between the public and private sectors[105].

IT Infrastructure

A robust IT infrastructure includes:

- Servers capable of hosting the information exchange and/or data exchange interface with other agencies and other national Customs administrations;
- The absence of frequent Internet blackouts or weak connections that hinder effective and efficient information sharing, and
- The existence of back-up or redundancies in the systems to enable electronic operations to continue at all times.

The concept of Globally Networked Customs (GNC) is one of the building blocks of the WCO Customs in the 21st Century strategic vision.[106] The GNC concept is for a standardized approach by Customs authorities to the exchange of information, including a set of Protocols, Standards, and Guidelines for WCO Members to follow. By complying with GNC, countries can modernise

[103] WCO (corporate author). (2015). Customs - Business Partnership Guidance. Brussels, Belgium. World Customs Organisation
[104] Arvis J-F. Carruthers R. Smith G. & Willoughby C. (2011). Connecting .
[105] UNECE. (2003). Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries. United Nations Economic Commission for Europe
[106] WCO. (2010) Colpin N. Chairman of the High Level Globally Networked Customs working group. Globally Networked Customs, Concept key elements. Presentation at World Customs Forum. Brussels, Belgium. World Customs Organisation

their exchange of information agreements, i.e. speed up the creation of agreements and replicate them at low cost, which is highly beneficial for trade facilitation.

Article 7.1 of the Trade Facilitation Agreement states, "Each Member shall adopt or maintain procedures allowing for the submission of import documentation and other required information."[107]

The Revised Kyoto Convention also supports the lodgement of electronic declarations and the necessary supporting documents, and promotes the use of international standards for electronic information exchange. [108]

The WCO Data Model[109] provides the basis for developing interlinked systems based on national systems.

Implementation of data systems in all other EAC and NC member countries provides an important set of best practices for South Sudan.

Legislation

Legislation must support all aspects of the cooperation required. Legal Acts of different regulatory agencies involved in the cross border trade environment need to be harmonized as far as possible. These are complex tasks that will involve a whole of government approach as they could be affected by or affect political or other strategic objectives. Interagency cooperation within or between countries must be designed and secured through the implementation of agreements and initiatives[110].

The Northern Corridor Agreement, together with other agreements that support trade, such as the agreements underpinning COMESA and the EAC, provide a framework within which national cooperation can take place. The SCT, which is founded in the East African legislative process, is an example of the legislation required to allow Customs officers to act and for traders to have certainty.

Exchange of data or information is at the very core of trade facilitation whether manifested as transit regimes, single windows, risk management, coordinated border management or as other measures. As data can for many reasons be very sensitive it is important that its exchange is legal, secure, regulated and well managed.

The WCO Revised Kyoto Convention is the key instrument to ensure that the legislation of the Contracting Parties is harmonized to contribute effectively to the development of trade through among other things the implementation of relevant international standards. The Contracting Parties undertake to promote the simplification and harmonization of Customs procedures and, to that end, to conform, in accordance with the provisions of the Convention, to the Standards, Transitional Standards and Recommended Practices in the Annexes to the Convention. This undertaking requires in many cases changes in national legislation. The Revised Kyoto Convention even en-

[107] WTO. (2013). Agreement on Trade Facilitation, Ministerial Decision of 7 December 2013. Op. cit.
[108] WCO. (1999). International Convention on the simplification and harmonization of Customs procedures (Kyoto Convention) as amended, Standards 3.11, 3.18 and 3.21. Brussels, Belgium, World Customs Organisation
[109] WCO. (corporate author). (2009). *Recommendation of the Customs Co-Operation Council concerning the use of WCO Data Model (27 June 2009).* Brussels, Belgium, World Customs Organisation
[110] McLinden. (2011). Opcit.

courages any contracting party to grant greater facilities than those mentioned in the convention, as extensively as possible[111].

The WCO Globally Networked Customs Concept addresses the potential to rationalize, harmonize and standardize the secure and efficient exchange of information between WCO Members found that "the exchange of information between Customs is not merely a questions of IT systems, but the outcome of mutually acceptable decisions based on law, derived business rules and processes and identified data elements." [112]

This finding on the importance of legislation is in line with the WCO Single Window Compendium[113] that identifies legislative interoperability or "ensuring compatibility and alignment between legislations so that information exchange is legally enabled, and data protection legislation in both originating and receiving countries are respected" as a prerequisite for customs to customs exchange of data.

Among other important areas that need to be addressed from a legislative point of view are Customs controls including acceptance of controls made by another administration, risk management, common procedures and mutual recognition of AEO programs. All of the above are part of the four main pillars of SAFE Framework of Standards.

The international supply chain is a 24/7 365 days per year operation and disruptions have economic consequences. Of all the border agencies, Customs in particular are expected to provide reliable and predictable services as a part of their overall trade facilitation efforts. Supply chains are expected to be resilient and modern Customs administrations need to be able to provide high levels of service even in cases of disruptions.

Performance Measurement

It is true that "If a man knows not to which port he sails, no wind is favourable"[114]. However, it is equally important to know which port one is in, in order to plan how to use the wind to reach the port of destination. Performance measurement provides the snapshot of the present situation required for modern decision makers when planning for the future.

Performance measurement is additionally important in modernisation projects for setting a baseline to measure from, so that the project impact (expected or not) can be measured, monitored and evaluated. It is critical in performance measures to have the right baselines, measured with the right tools and to have the right tools to measure improvements.

SAFE Framework of Standards Standard 8 Performance Measures is as its name implies, devoted to performance measurements and also promotes the WCO Time Release Study (TRS)[115] as an appropriate instrument.

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[111] International Convention on the Simplification and Harmonization of Customs Procedures (Revised Kyoto Convention), (2010). Chapter 2, article II. World Customs Organisation

[112] WCO, Permanent Technical Committee, Globally Networked Customs and Information Technology - Discussion on the envisaged report to the Policy Commission on the Proof-of-Concept Phase, PC0413E1b, 207th/208th Sessions 3 – 6 March 2015

[113] WCO, How to Build a Single Window Environment, Vol 1, The Executive Guide, 2011

[114] Attributed to Lucius Annaeus Seneca (4 BC – AD 65)

[115] WCO (corporate author). (2011). Guide to Measure the Time Required for the Release of Goods Version 2, Brussels, Belgium, World Customs Organisation

WCO recognises the importance of measuring the performance of different customs procedures both nationally and in transit corridors and promotes the use of Time Release Studies.

The WCO has also developed performance indicators concerning the implementation of the WTO Trade Facilitation Agreement. The main objective of these indicators is to encourage WCO Members to conduct a quick self-assessment to check their preparedness for implementation of the Trade Facilitation Agreement and to assess their capacities to implement trade facilitation measures. The results of the needs assessment/gap analysis will help Members identify measures for which they require, and could get, technical assistance and capacity building support to implement them[116].

Good Governance

As the intergovernmental organisation linking the vast majority of national Customs administrations and representing 180 countries and 98 per cent of world trade, the WCO plays an important role in supporting good governance and sound integrity. The mission statement established by the WCO is: "to provide leadership, guidance and support to Customs administrations to secure and facilitate legitimate trade, realise revenues, protect society and build capacity"[117].

The Declaration of the Customs Co-operation Council Concerning Good Governance and Integrity in Customs (WCO Revised Arusha Declaration), lays down the key principles a Customs administration should apply when launching a comprehensive integrity development programme[118].

The WCO Revised Arusha Declaration is comprehensive and addresses issues related to leadership and commitment, regulatory frameworks, transparency, automation, reform and modernisation, audit and investigation, codes of conduct, human resource management, morale and organisational culture, and relationship with the private sector. Issues such as leadership, reform and modernisation and last, but not least, the importance of fostering a sound and efficient relationship with the private sector were highlighted for inclusion in the WCO Revised Arusha Declaration by global Customs leaders.

The WCO SAFE Framework of Standards to Secure and Facilitate Global Trade also provides guidelines relevant to good governance and sound integrity as it highlights and encourages the need for improvements in customs capability and integrity to provide a comprehensive framework for global trade security[119].

Numerous initiatives by the WCO have followed the development of the WCO SAFE Framework of Standards, and perhaps the most important is the development of the WCO Integrity Development Guide[120], updated as the WCO Revised Integrity Development Guide[121]. This Guide provides a framework for self-assessment and action planning followed by action plan review, evaluation and redevelopment, and recognises that the WCO Revised Arusha Declaration should re-

[116] WCO (corporate author). (2014). Introduction to the Implementation Guidance for the WTO Trade Facilitation Agreement. Op. cit
[117] WCO (corporate author). (2016). WCO in Brief. Brussels, Belgium. World Customs Organisation
[118] WCO. (2003). Declaration of the Customs Co-operation Council Concerning Good Governance and Integrity in Customs (WCO Revised Arusha Declaration). Brussels, Belgium. World Customs Organisation.
[119]. WCO (corporate author). (2015). The WCO SAFE Framework Op. cit.
[120] WCO (corporate author). (2007). *WCO integrity guide*. Brussels, Belgium. World Customs Organisation
[121] WCO (corporate author). (2012). *Revised integrity development guide*. Brussels, Belgium. World Customs Organisation

main the focal tool and central feature of a global and effective approach to preventing corruption and increasing the level of integrity of WCO Members[122][123].

The WCO Revised Integrity Development Guide defines integrity as "A positive set of attitudes which foster honest and ethical behaviour and work practices"[124] and at the same time emphasises the fact that integrity challenges remain a major obstacle to effective reforms and have a detrimental effect on the overall pride, esprit de corps and professionalism of an organisation.

Finally, the Guide[125] identifies a number of other relevant initiatives such as the Columbus Declaration[126] and the Lima Declaration[127], which outline a number of recommendations related to integrity that are of specific relevance to any customs administration. In addition, there are references to the work of the Organization for Economic Co-operation and Development (OECD), the Organization of the American States (OAS), the European Union, the United Nations, the World Bank and Transparency International, all of which have a general focus on preventing administrative corruption.

Container Repatriation

There is a range of conventions that facilitate the use of containers as a means of holding and transporting goods so that the containers themselves are not subject to unnecessary controls that do not relate to their contents.

These conventions provide a framework from which national legislation can be developed. Even where NC member states are not Parties to these agreements (for example the Revised Kyoto Convention).

Outlined below are the key frameworks and best practices.

Container Convention[128]

The basis for using a container to transport goods is the UN/International Maritime Organisation Customs Convention on Containers from 1972.

Article 2 of the Convention states that each Contracting Party shall grant temporary admission to containers, whether loaded with goods or not loaded with goods. There are exceptions from this if a container has been the subject of purchase, hire-purchase, lease or a contract of a similar nature, concluded by a person resident or established in its territory.

There are also additional rules in Articles 4-9.

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[122] WCO. (2003). Declaration of the Customs Co-operation Council Concerning Good Governance and Integrity in Customs. Op. cit.
[123] WCO (corporate author). (2012). *Revised integrity development guide*. Op. cit
[124] WCO (2012). Ibid
[125] WCO (2012). Ibid
[126] UN. (1994). Columbus Ministerial Declaration on Trade Efficiency. http://sunsite.icm.edu.pl/untpdc/tei/columbus.html Retrieved from http://sunsite.icm.edu.pl/untpdc/tei/columbus.html
[127] IACC. (1997). *Lima Declaration Against Corruption*. Lima, Peru. International Anti-Corruption Conference
[128] Customs Co-operation Council, General Secretariat. (1972) Customs Convention On Containers. Geneva, 2nd December 1972. United Nations/International Maritime Organization

Article 4 states that re-exportation of the container shall take place within three months and that the time period can be extended by a competent Customs authority, if necessary. It is worth noting that in the EU, the period of temporary admission is twelve months.

In Article 5, there are some exceptions as to when a container does not need to be re-exported:

(a) when subjected to the import duties and taxes to which they are liable at the time when, and in the condition in which, they are presented; or
(b) abandoned, free of all expense, to the competent authorities of that country; or
(c) destroyed, under official supervision, at the expense of the parties concerned, any parts or materials salvaged being subjected to the import duties and taxes to which they are liable at the time when, and in the condition in which they are presented.

The demand for re-exportation is also waived if the container is seized by the authorities.

Article 6 states that, without prejudice to Articles 7-8, temporary admission should be granted without the production of Customs documents being required on importation and re-exportation of a container and without the furnishing of a form of security.

Article 7 states that each Contracting Party may require that the temporary admission of containers be subject to compliance with all, or part of, the provisions of the procedure for temporary admission of containers, set out in Annex 2, in which it states:

1. For the purpose of applying the provisions of Article 7, each Contracting Party shall use, for checking movements of containers granted temporary admission, the records kept by the owners or operators or their representatives.

2. The following provisions shall be applied:
(a) the owner or operator of the containers will be represented in the country in which the containers are to be granted temporary admission;
(b) the owner or operator or the representative of either will undertake in writing :

(i) to supply to the Customs authorities of the said country, at their request, detailed information concerning the movements of each container granted temporary admission including the dates and places of entry into and exit from the said country;
(ii) to pay such import duties and taxes as may be required in cases where the conditions of temporary admission have not been fulfilled.

However, in Article 8 it states that each Contracting Party shall retain the right, when the provisions of Article 6 cannot be applied, to require the furnishing of a form of security and/or the production of Customs documents on the importation or re-exportation of the container.

Article 9 states that a container under temporary admission also is permitted to be used for domestic transport during the 3 months' time frame subject to the conditions set down in Annex 3.

The requirements for both providing and receiving information on containers, in particular unloaded containers, also underlines the importance of the ability to communicated electronically with traders.

TIR Convention[129]

[129] TIR Convention, (1975). Op cit.

Article 15§1 of the TIR Convention states, "No special Customs documents shall be required in respect of the temporary importation of a road vehicle, combination of vehicles or container carrying goods under cover of the TIR procedure. No guarantee shall be required for the road vehicle or combination of vehicles or container."

However in Article 15§2 it states that, "The provisions of Paragraph 1 shall not prevent a Contracting Party from requiring the fulfillment at the Customs office of destination of the formalities laid down by its national regulations to ensure that, once the TIR operation has been completed, the road vehicle, the combination of vehicles or the container will be re-exported.

Revised Kyoto Convention[130]

Annex G provides rules for temporary admission and in article 22 (recommended practice) it says Temporary admission with total conditional relief from duties and taxes should be granted to the goods referred to in the following Annexes to the Convention on Temporary Admission (Istanbul Convention) of 26 June 1990[131]: (3) "Containers, pallets, packings, samples and other goods imported in connection with a commercial operation" referred to in Annex B.3.

In the Istanbul Convention Annex B.3, it states that "goods imported in connection with a commercial operation" means containers, pallets, packings, samples, advertising films and any other goods imported in connection with a commercial operation but whose importation does not in itself constitute a commercial operation.

[130] WCO. (1999). International Convention on the simplification and harmonization of Customs procedures (Kyoto Convention) Op. cit

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4.9 Glossary of Terms

Term	Description
World Customs Organization (WCO)	The WCO is an independent intergovernmental body whose mission is to enhance the effectiveness and efficiency of Customs administrations. The WCO represents 180 Customs administrations across the globe that collectively process approximately 98% of world trade.
SCT (Single Customs Territory)	The removal of restrictive internal border controls on goods moving between SCT partner states. The ultimate goal is the free circulation of goods.
ASYCUDA (Automated System for Customs Data)	A computerised customs management system that covers most foreign trade procedures. The system handles manifests and customs declarations, accounting procedures, transit and suspense procedures. It was developed by the United Nations Conference on Trade and Development (UNCTAD).
Port of Mombasa	Is used generically to refer to the port facilities at Mombasa
Northern Corridor	The Northern Corridor is the transport corridor linking Uganda, Rwanda and Burundi, South Sudan and the DRC with Kenya's maritime port of Mombasa.
NCTTCA / TTCANC (Northern Corridor Transit and Transport Coordination Authority)	The institution responsible for the management of the Northern Corridor (NCTTCA). The Authority's three key organs comprise the Council of Ministers, the Executive Board and the Executive Secretariat based in Mombasa.
NCIP (Northern Corridor Integration Projects)	Comprises the states of Kenya, Uganda, Rwanda and South Sudan. The NCIP aims to promote integration in partner states by fast tracking projects for the benefit of citizens and the development of the region.
Customs Declaration	The document(s) providing information required for clearance of goods by a national Customs agency.
Permit and License	An approval required for the release of goods (usually imports) by a government agency. This may include approvals for goods considered dual use or which are governed by standards or phytosanitory requirements.
Other government border control agencies (OGAs)	Refers to other government agencies apart from Customs that also fulfill a control function at national borders for both imports and exports. This can include, for example, agencies such as Ministries of Agriculture with responsibility for phytosanitory controls of im-

	ports and ensuring certification of agricultural exports.
TIR Carnets (Customs Convention on the International Transport of Goods under Cover of TIR Carnets (1975))	A multilateral treaty that was concluded in Geneva on 14 November 1975, with the aim of simplifying and harmonizing the administrative formalities of international road transport.
One Stop Centre	A facility where Customs and OGAs are co-located in order to facilitate faster controls of goods for import and export.
One Stop Border Post	A facility where goods in transit cross use a single facility staffed – on either side – by Customs (and often OGAs) from neighbouring countries.
SAD Single Administrative Document	A single form containing standardized information required for different customs clearance processes such as import, export, transit, etc. The Single Administrative Document (SAD) of the European Community is the most widely used standardized Customs form, as it is the basis for the ASYCUDA Customs IT System developed and promoted by UNCTAD.

4.10 KGH Border Services NC-TRS Leadership Team

KGH Border Services is an independent consultancy supporting businesses and governments all over the world with strategies, tactical planning, reform and modernization projects, education and training, human development and implementation of modernized Border Management.

KGH Border Services utilises an extensive global network of partners and international associates that provide our clients with the latest state-of-the-art customs and trade solutions based on international standards and experience.

KGH Border Services works with businesses, governments, customs administrations and the public sector in countries all around the world. KGH Border Services also works with international institutions, including the United Nations, European Union/European Commission, World Bank, IMF, OECD, CEFTA, EAC, SACU and Swedish International Development and Cooperation Agency (SIDA).

KGH Leadership Team for the NC-TRS

Outlined below is the Leadership Team that undertook the NC-TRS in the course of the TRS.

Mr Joe Kelly
Senior Consultant (Customs and TRS Expert)
Joe Kelly has extensive experience having worked for different Customs Administrations for almost forty years. Mr Kelly started in the British Customs and in the late 1990s and began his international careers being seconded by the HMRC to the European Union. He has been instrumental in the development of the WCO Capacity Building strategy including Columbus, PICARD and private sector engagement as well as the UNEP/WCO Capacity Building strategy for Green Customs.

Mr Kelly has headed numerous development projects in various parts of the customs environment including, amongst others, the Nigeria Customs Service, Cayman Island Customs Service and Iraq. Mr Kelly was the WCO Deputy Director for Capacity Building between 2004 and 2009 and is also accredited by the WCO as trainer in Diagnostic and Implementation as well as for Integrity Development. He has extensive knowledge in project management and the development of strategies and policies that he has honed whilst working for Customs agencies in Afghanistan, UAE, Palestine. He has been an important resource in the Integrity Reform of Kenya Revenue Authority. Presently Joe Kelly is working as a Border Management Advisor to Lesotho Revenue Authority and has extensive experience from working in various African countries.

Mats Larsson
Customs Procedures Expert
Mats Larsson is widely recognized as a leading Customs expert, particularly the development and implementation of modernization programs. He has extensive experience in the development of standards and policies and has been working as a Senior Adviser both at national level and for the WCO and EU in various technical working groups related to customs modernization. During his

work in the WCO SAFE Working Group he participated in the drafting and development of the SAFE Framework of Standards.

Mr Larsson is also a certified WCO diagnostician. He has participated in numerous conferences and workshops as keynote speaker, including in the areas of AEO, supply chain security and the WCO Framework of Standards.

When working for the European Commission, Mr. Larsson had a key role in the development of the Albanian Customs legislation and implementing provisions. As a Senior Policy Advisor, he participated in numerous missions to Greece providing analysis of customs processes resulting in modernization reforms to improve the competiveness of Greek trade. Mr Larsson's international experience includes having been the Swedish Customs delegate in ASEM working group on Customs matters and in developing models for best practices related to Customs to Business cooperation.

Mats Larsson is experienced in monitoring simultaneous project implementation in different states and was the EU Commission's Advisor ensuring a harmonized AEO implementation during 2008-2012.

As operational manager in Swedish Customs, he was responsible for the implementation of the EU Common Union Transit regime and also responsible for the reorganization of the Customs House at the largest container port in Sweden and the introduction of new procedures when Sweden joined EU. He has detailed knowledge of legislation related to transit procedures in multiple countries. Mr Larsson is very familiar not only with the theory of transit but also with various operational issues in multiple countries, including challenges related to guarantees and the setting of guarantees as well as transit management for NCTS and TIR.

Patrik Heinesson
Contract Manager

Patrik Heinesson has extensive background in Customs and international trade policy. He has served as a Counsellor with responsibility for Customs at the Permanent Representation of Sweden to the European Union and the World Customs Organization.

Mr. Heinesson was made Director and Head of the Executive Office of the Swedish Customs Administration in 2004 with responsibility for International Affairs (WTO, WCO, UN), International Development Assistance, relations with government offices, Risk Management, Change Management, Strategic Planning and internal corporate planning, reporting directly to the Director General of Customs.

Mr. Heinesson has been a permanent member of the Management Board of Swedish Customs, member of the Policy Board of Eurocustoms in Paris and the Swedish Representative to ASEM (Asia Europe Meeting) Heads of Customs Group as well as the ASEM Customs Procedures and Enforcement Working Groups.

Mr. Heinesson has also been assigned as Senior Advisor to the World Customs Organizations Regional Office for Capacity Building in East and Southern Africa. The Office is responsible for co-ordination of capacity building activities in 22 African countries, discussions with possible donors and for acting as an intermediate between the World Customs Organizations Secretariat in Brussels and its regional members. In addition, he has long term experience from international projects, including capacity building in the Baltic States and several major World Bank and European Union projects.

Mr. Heinesson is an experienced international project manager with extensive experience of developing and implementing AEO Programmes, Security initiatives and Customs Modernizing Programmes. He is also one of the pioneers behind the Swedish Starirway Concept.

Currently, he is the Vice President and COO within the KGH Group of companies being responsible for Border Services.

Veronica Blixt
Assessment Expert
Veronica Blixt has vast experience of the processes related to customs procedures and trade facilitation having worked with the Swedish Customs at different positions for over 25 years. She is very experienced in the processes that are the foundation of modern border management.

As a Custom Adviser, she introduced new technologies and implemented new processes and operating procedures and provided analysis, information and reports for strategic decision making. Ms Blixt also contibuted with her expertise to the international customs community as the Swedish representative in various forums and EU Technical Working Groups.

Being an excellent communicator, she facilitates the transition between strategy and operations and has worked extensively with policies, setting of standards and the definition of operating procedures. During all her years with Swedish Customs, Ms Blixt worked with training and since leaving has provided training in modern customs processes to border agencies and private sector stakeholders in Kyrgyzstan, Tajikistan, Turkmenistan, Afghanistan, Uzbekistan and Dubai as well as in Kenya and Uganda.

Ms Blixt has provided Change Management strategy and plans for World Bank Single Window projects in Nepal and Ethiopia and provided technical trade facilitation assistance for the UNDP in Mongolia. Recently, Ms Blixt analysed the business processes of risk management in the Georgian Revenue Service to be able to provide a Customs Risk Management Framework including Risk Management policy, strategy, operating instructions and KPIs.

Ms Blixt is presently providing strategies and plans for change management, communication and training as a part of Dubai Customs AEO program which included the stakeholder analysis as well as the Dubai Customs organizational impact analysis.

Samuel Maher
Project Manager
Samuel is a PRINCE2 qualified project manager and has run regional and country-level projects in South East Asia, Australasia, South Asia and China. These projects have involved managing interfaces with public sector agencies and the private sector in often complex environments

He has worked with the private sector on Customs related issues and projects in Australia, South Asia, South America and South East Asia. Samuel's mix of senior commercial and public sector experience gained over 25 years means has the ability to identify and manage strategic issues that can impact on both sectors. His understanding of the differing perspectives is invaluable in projects that require engagement with both sectors and meeting differing priorities.

Contracting Agencies

Trade Hub East Africa

Trade Hub East Africa is a trade facilitation and development consulting company domiciled in Kenya. THEA works closely with governments, aid agencies, NGO's and private companies to fast track East Africa's economic development. The company has extensive expertise and experience in the areas of Customs and International Trade and Trade Facilitation principles.

- END -

Northern Corridor Transit and Transport Co-ordination Authority
House 1196, Links Road, Nyali

POSTAL ADDRESS: P.O. Box 34068, 80118 Mombasa, Kenya

PHONE: +254 41 4470734 / +254 729 923574

TELEFAX: +254 41 4470735

EMAIL: ttca@ttcanc.org

WEB: www.ttcanc.org

: NorthernCorridor

: @NorthernCoridor