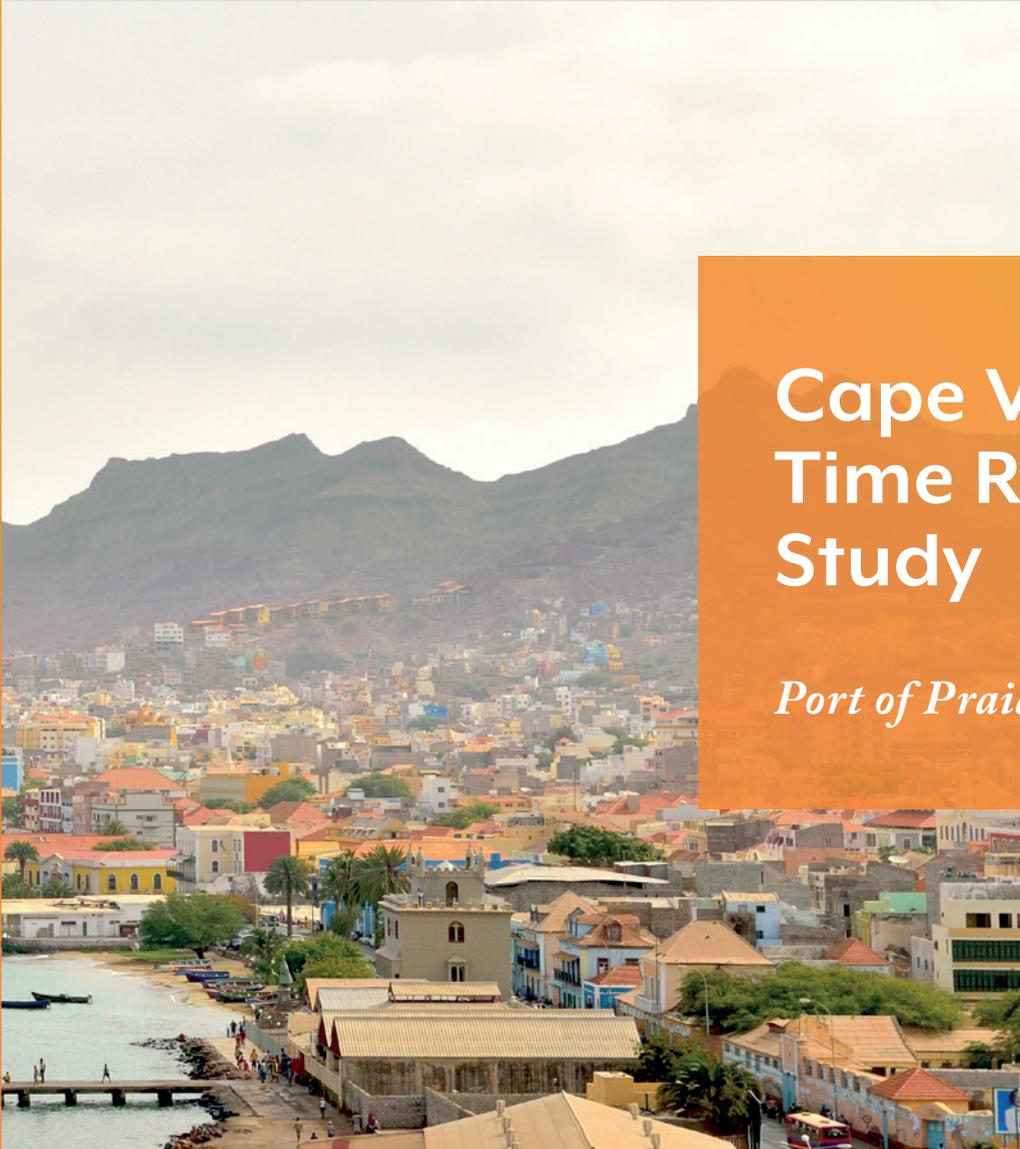




WORLD CUSTOMS ORGANIZATION



Cape Verde: Time Release Study

Port of Praia



Mercator
Programme



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A — PREFACE

Until very recently, Customs' main focus was 100% controls to maximize revenue collection and protect national borders against the entry of goods whose importation is restricted or prohibited. In contrast, the current fast-paced trading and business environment demands the reduction of administrative barriers to the cross-border movement of goods, simplification of Customs procedures, use of modern technology for Customs operations, the use of intelligence-driven risk management to effectively carry out enforcement activities.

Uncertainty about the time required to release goods inhibits predictability and adds unnecessary additional costs for operators involved in the movement of goods, forcing them to commit additional and superfluous resources. This is particularly true for companies in developing countries, which are forced to deal with such delays and uncertainties on a daily basis.

Inefficient procedures for the clearance of goods also create additional costs for the border authorities, due to a lack of coordination between them. In practice, the multiplicity of controls, the lack of trust between institutions and users, and the observance of countless formalities, actually tend to hinder revenue collection.

One of the objectives of trade facilitation is the simplification of the documentation required for the release of goods and of the procedures adopted by Customs and other border agencies. This aim is in keeping with the Government of Cape Verde's desire for the establishment of cross-border regulatory agencies that offer simple, user-friendly and responsive procedures which, promote the elimination of bureaucratic barriers and facilitate the genuine reduction of costs for economic operators and the end consumer.

It is in this context that Customs and other entities involved in the goods clearance process carried out the first ever Time Release Study (TRS) at the Port of Praia. The aim was, on the one hand, to identify procedural barriers and constraints and, on the other, to evaluate the performance of these entities and to issue recommendations for performance improvement.

The undertaking of this study has also enabled Cape Verde to demonstrate compliance with Article 7.6 of the World Trade Organization (WTO) Trade Facilitation Agreement (TFA), which encourages Members to measure and publish their average time for goods release periodically, and in a consistent manner, using tools such as the World Customs Organization's (WCO) TRS.

It should be noted that this study has only been made possible due to the commitment of the entities operating at the Port of Praia, and to the valuable contribution by the WCO, to whom we extend our sincere gratitude.

Guntar CAMPOS
DIRECTOR GENERAL OF CUSTOMS

B — EXECUTIVE SUMMARY

Customs and other entities involved in the goods clearance process carried out a time release study on the average time for the clearance of goods at the Port of Praia, between 24 and 30 June 2016, using the methodology established by the WCO established by the WCO. Cape Verde established a cross-cutting working group to undertake the TRS endeavor, which included the following stakeholders:

- > Customs;
- > Ministry of Agriculture and the Environment (MAE);
- > National Port Administration Authority (ENAPOR);
- > Fiscal Guard;
- > Customs Brokers and clearing agents;
- > Shipping companies.

During the initial phase, the working group defined the scope of the study and analysed all stages of the goods clearance process, from the arrival of the vessel, until the actual release of goods at the Port of Praia, the most important port of Cape Verde in both value and volume of goods traded. This port has not only carved out a niche on the global stage, but is also the driver for the country's economic and social development in its capacity as a gateway to the capital city.

The entire study was monitored and supported by WCO experts under the West Africa Customs Administrations Modernization (WACAM) Project, funded by Sweden.

C – LIST OF ABBREVIATIONS

ASYCUDA	Automated SYstem for CUstoms DAta
BCV	Bank of Cape Verde
B/L	Bill of Lading
ENAPOR	National Port Administration Authority
FCL	Full Container Load
IM 4	Import for home use
INE	National Statistics Institute
MAE	Ministry of Agriculture and the Environment
MDR	Ministry for Rural Development
REF	Reference
SAD	Single Administrative Document
SCD	Single Collection Document
SWT	Single Window for Trade
TCE	Título de Comércio Externo (Trade permit)
TFA	Trade Facilitation Agreement
TRS	Time Release Study
WCO	World Customs Organization
WTO	World Trade Organization

01 / INTRODUCTION



The Government of Cape Verde has implemented various reforms in the area of public finances. Revenue management and collection are a strategic area of intervention, which is a priority and critical to the improvement of the business environment and to financing the country's development, two crucial areas for economic development and poverty reduction.

FOR THIS TO HAPPEN, CONDITIONS MUST BE CREATED THAT:

- Improve the efficiency and effectiveness of the revenue administration;
- Facilitate the payment of customs duties, excises, other taxes as well as encourage voluntary compliance;
- Combat fraud and tax evasion in an effective manner.

As a member of the World Trade Organization (WTO) since 2008, Cape Verde follows the principles of this accession agreement, one of which concerns trade facilitation.

As stated in Article 7.6 - "Release and Clearance of Goods" - of the Decision of the Ministerial Conference of 7 December 2013 on the TFA:

“Members are encouraged to measure and publish their average release time of goods periodically and in a consistent manner, using tools such as, inter alia, the Time Release Study of the World Customs Organization (referred to in this Agreement as the ‘WCO’).”¹

“Members are encouraged to share with the Committee their experiences in measuring average release times, including methodologies used, bottlenecks identified, and any resulting effects on efficiency.”

¹ Each Member may determine the scope and methodology of such average release time measurement in accordance with its needs and capacity.

To this end the WCO has developed a number of tools and instruments to support trade facilitation, such as the Revised Kyoto Convention (RKC), and the Time Release Study (TRS), in order to respond to the needs of its Members. These tools and instruments fully address all the Customs provisions agreed in the WTO's TFA.

NATIONAL ECONOMIC SITUATION

According to reports by the Bank of Cape Verde (BCV) and the National Statistics Institute (INE), based on national data available for 2016 (available for the period from January to November), the balance of trade has deteriorated by 7.7%, a downturn driven by the performance of goods imports, which have increased by 7.5%, and of goods exports, which decreased by 0.2%, compared to the same period in 2015. However, in October 2016, exports and imports decreased by 28% and 0.3%, respectively, resulting in a 3.1% reduction in the balance of trade.

The performance of imports is above all the result of increases in imports of capital goods (50.2%) such as machinery, means of transport and fuel (9.4%), primarily fuel oil, diesel and propane, butane and natural gas, together with imports of intermediate goods (-12.1%), particularly processed products for the food industry, electrical materials and imports of consumer goods (1.9%), such as processed food products.

In terms of changes in prices, annual average inflation in October 2016 was -1.4%, a decline of 0.1 percentage points compared to the previous month and of 1.6 percentage points compared to the same period for the previous year. Year-on-year inflation was -1.3%, a 0.1 percentage point rise on the previous month. This result reflects price increases in the following categories: accessories, domestic and routine household maintenance equipment, goods and miscellaneous services (+2.5%), alcoholic drinks and tobacco (+1.1%), footwear (+2.3%), hotels, restaurants and the like (+1.1%), health (+3.1%), leisure, recreation and culture (+3.0%). With respect to other categories of products, there was negative annual growth in transport (-2.8%), food products and non-alcoholic drinks (-1.5%) and in housing costs (water, electricity, gas and other fuels) (-6.0%).

The rate of inflation, excluding non-processed food and fuel products (underlying or core inflation), was -0.3%.

In the monetary sector,² according to provisional data from the BCV, the money supply in September 2016 decreased 1.2% with respect to the previous month, and increased 8.8% in year-on-year terms. This was essentially due to the trend in net foreign assets (-2.1% compared to September and 1.7% in year-on-year terms).

² Monetary data for the month of November has not yet been published by the BCV.

A 1.7% increase in year-on-year net domestic assets³ was recorded, while there was a decrease of 2.1% compared to September. Net domestic credit decreased by 1.1% compared to September, and by 2.8% in year-on-year terms.

³ Net domestic assets consist of two variables (net domestic credit and other net assets). The other assets variable has an inverse impact on the domestic assets trend, due to its negative sign (adjustment variable in monetary equilibrium).

With respect to credit to the economy, it is notable that, compared to September, there was a positive change of 0.5%, and of 4.4% in year-on-year terms. Credit to the private sector increased in relation to September by 0.6% and 4.0% in relation to the same period for the previous year.

Net foreign reserves increased by 2.2% compared to September, and by 28.3% in relation to the same period for the previous year. The value of reserves during this period guaranteed six months of expected imports of goods and services for 2016.

According to the latest World Bank's Doing Business survey, Cape Verde ranks 129 out of a total of 190 countries in Sub-Saharan Africa, and has dropped two points on the international trade index, from 111th to 113th position. The international trade index is set on the basis of the time and costs associated with the logistics of importing and exporting goods.

The ranking of economies on the ease of trading across borders is determined by sorting their distance to border scores for the cross-border indicator. These scores are the simple average of the distance to border scores for the time and cost for documentary compliance and border compliance at export and import.

Data on international trade is normally collected through a questionnaire completed by specialists in logistics and international trade, such as Customs Brokers, Customs and port authorities and traders. One of the key determining factors in a country's Doing Business ranking is the time required to release goods at its borders.

IMPORTANCE OF THE TRS

Customs and the WCO play a fundamental role in the facilitation of legitimate trade, through the establishment of international memoranda and agreements, as well as Customs guidelines and practices that are as harmonized and simplified as possible. When working methods can be standardized on a large scale in the context of trade facilitation, this has the potential to provide benefits that can be applied internationally, from the supply chain up to the consumer.

The TRS measures the key aspects of the efficiency of the operational procedures carried out by Customs and other regulatory authorities during standard processing of imports, exports and transit of goods. Accordingly, it is designed to precisely assess elements of trade flows so that decisions aimed at improving this performance can be made and implemented.

Use of the TRS was recommended by a number of WTO Members in their proposals for matters to be discussed during the Doha Round negotiations.

During the negotiations, some WTO Members also proposed making it compulsory to periodically publish the average time taken to authorize the Customs clearance of goods, to be assessed using the WCO's TRS.

With the assistance of the above-mentioned authorities and in collaboration with the other parties involved in the goods clearance process, such as ENAPOR, Customs Brokers, shipping companies, the MAE (Health Inspection Service) and the Fiscal Guard, the Customs Administration at the Port of Praia carried out a TRS, a single instrument and method approved by the WCO to measure the true effectiveness of Customs activities, which directly influence international trade facilitation.

This study helps Customs services to respond to trade requirements when economic operators need to plan ahead for the movement of goods across borders.

We consider this study to be a means of strategic planning, with the aim of estimating as precisely as possible, using WCO software, the average time needed for each intervention between the arrival and release of goods – namely unloading, warehousing, presentation of the Customs declaration, inspection, authorization for release and destuffing of containers.



02 / OBJECTIVES

The main objectives of the study are identifying restrictions and bottlenecks in the supply chain and providing recommendations to improve the efficiency and effectiveness of the goods clearance process. Since the TFA recently came into effect, the study is also designed to equip Cape Verde with the ability to consistently comply with the requirements set out in Article 7.6 of the TFA.

OBJECTIVES:

- Measure the average release time of goods from their arrival to their exit from the port.
- Measure the average time of each activity in the goods release process, such as the time needed for document verification, for physical inspections, for inspection services, and for interventions by other agents.
- Measure the average time required whenever a new actor is called to take part in the release process.
- Identify weaknesses and bottlenecks in the release process (including the related individual activities).
- Identify obstacles hindering the goods release procedure.
- Suggest corrective and improvement measures to reduce the time required for the release of goods.

03 / METHODOLOGY



The TRS is a tool for measuring the time required for the release of goods and identifying the main obstacles hampering Customs clearance procedures relating to trade circles, and finding solutions to mitigate them.

The study was carried out within Port of Praia, the largest Customs facility in the country, on goods entering by sea during the period from 24 to 30 June 2016. The study covers all the procedures needed for the goods clearance process, from the arrival of the vessel to the delivery of goods to the importer, at the port of unloading or in the consignee's warehouse.

Besides the Customs Administration, the other actors involved in the study were ENAPOR, the Fiscal Guard, Customs Brokers, shipping companies and the MAE Inspection Service.

Sampling was used as the study methodology, in accordance with the WCO's TRS Guide. During the study period, two vessels with the countermarks 136/2016 and 140/2016 entered the Port of Praia. Disregarding the containers falling under the exclusions listed in Table 2, the overall sample population was as follows: 110 Single Administrative Documents (SADs), 128 B/Ls, 16 manifests and 222 containers. We randomly examined a sample of **63 SADs, corresponding to 57.27% of the total population** (the minimum sampling percentage recommended by the WCO is 30%), 81 B/Ls (63.23% of the population), 14 manifests (87.50% of the population) and 166 containers (74.77% of the total population). This is summarized in Table 1 below.

Table 1 – Population sample size

SUMMARY TABLE OF POPULATION/SAMPLE			
DESCRIPTION	OVERALL POPULATION	SAMPLE	% SAMPLE / POPULATION
SAD	110	63	57,27%
REF B / L	128	81	63,28%
REF MANIFEST	16	14	87,50%
CONTAINERS	222	166	74,77%

The samples were randomly selected, using the parameters of perishable/non-perishable and containerized goods. Vehicles, fuel, exempted goods and groupages (small orders) were excluded. The chosen consignments were those covered by regime IM 4000 000, indicating shipments for home use under the common regime. This is the first in a series of studies covering all goods on a national scale.

The study was based on both manual and automated procedures. In the case of Customs, almost all data was collected through the Automated System for CUstoms DAta (ASYCUDA), which came into operation in September 2015, thus minimizing the margin for error. In the case of the other agents who are part of the Customs clearance process, manual procedures were used and, in some instances, a combination of both systems.

Flowchart 1 shows the goods clearance procedures, from notification of the arrival of a vessel to authorization for the release of cargo.

THE TRS ON MARINE CARGO PASSING THROUGH PRAIA CUSTOMS WAS SPLIT INTO THREE STAGES:

- > Study preparation
- > Data collection
- > Data analysis and conclusions

3.1 STAGE 1 – STUDY PREPARATION

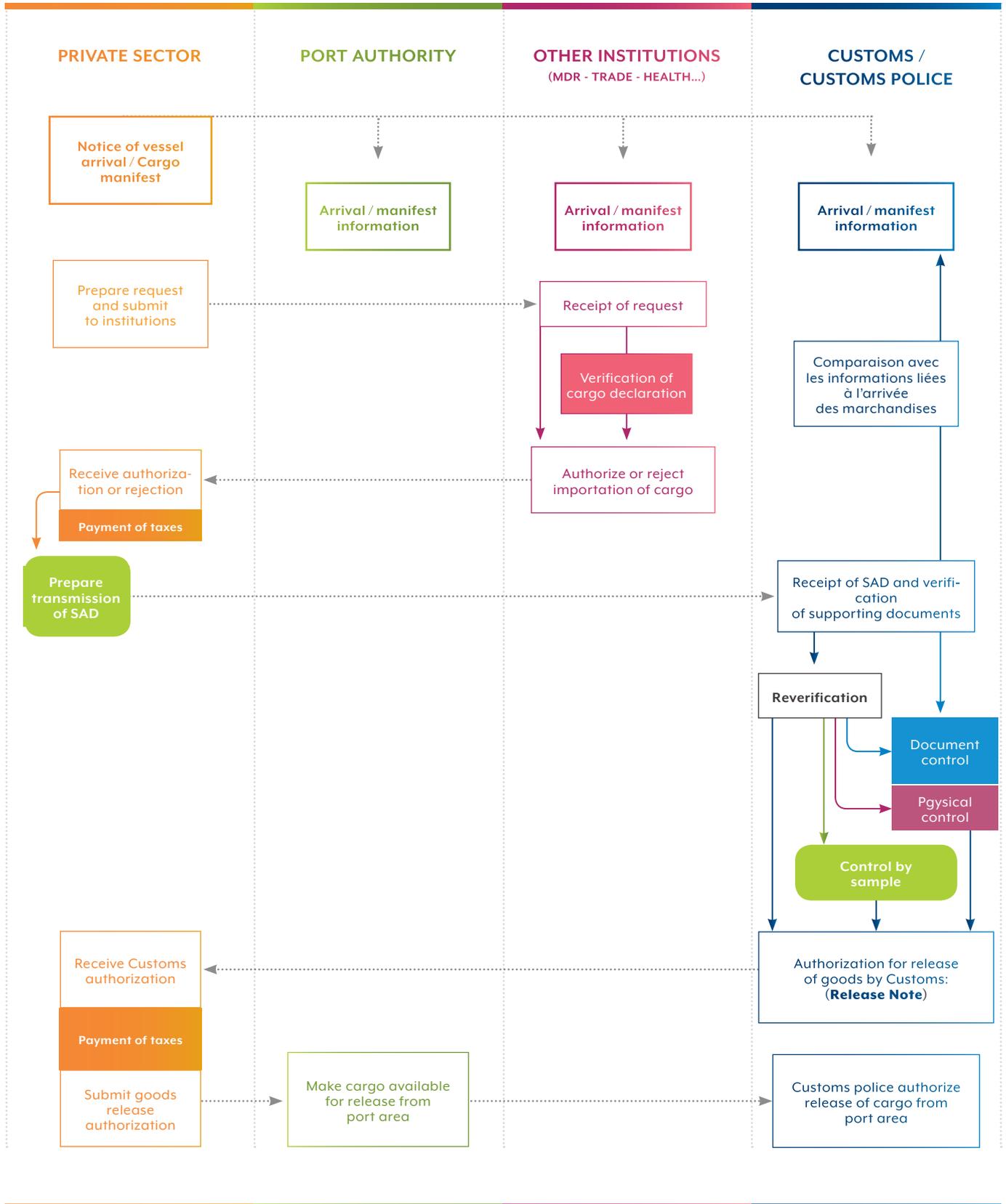
3.1.1 *Identification of study participants*

- Awareness-raising about the importance of the study for participants in the Customs clearance process – Customs, Customs Brokers, ENAPOR, Health Inspection Service and the Fiscal Guard.
- WCO TRS National Workshop held in Praia from 28 September 2015 to 2 October 2015. It was facilitated by a WCO expert offering guidance to participants on the study objectives.
- Creation and formalization, at the first meeting on 26 October 2015, of a working group consisting of representatives from Customs, ENAPOR, Customs Brokers, the Fiscal Guard and the MAE Inspection Service.

3.1.2 *Schematization of the clearance process*

- The flowchart below enabled the working group to identify in detail all the stages in the Customs process, as well as the actors involved in each of them, highlighting the main stages:
 - > **Procedures prior to arrival of the vessel**

Flowchart 1 – Clearance of Goods



3.1.3 Definition of the study

STUDY PARAMETERS

One of the main decisions reached by the working group during the various working sessions that took place during the preparatory stage was to establish the parameters of this first study focusing on the Cape Verde Customs authorities, as set out in Table 2.

This is a pilot study, carried out only at Praia Customs, the country's main Customs office. Certain categories of goods are not covered by this study and will be included in later studies, due to the fact that an expedited release procedure is already applied to them. This is the case for vehicles and fuel, whose clearance is covered by a suspensive procedure and is carried out in Customs warehouses.

Table 2 – TRS context

	GOODS INCLUDED	GOODS EXCLUDED
TYPE OF GOODS	Perishable and non-perishable	Vehicles and fuel
UNLOADING POINT	Port of Praia	Other ports
TYPE OF CARGO	FCL containers	Groupage containers (small orders)
TYPE OF DECLARATION	IM 4000 000 and requests for waivers	Exempted goods, transit
PARTICIPANTS	Customs, Fiscal Guard, ENAPOR, shipping companies, MAE Inspection Service, Customs Brokers	

ACTION PLAN

The initial plan, which was subsequently modified, was drawn up in accordance with WCO recommendations. The study period was set for 24 to 30 June 2016. The working group decided that the study would be carried out using automated processes, by collecting information through ASYCUDA World, as well as through manual processes, particularly where participants other than Customs were concerned.

CREATION OF QUESTIONNAIRES

The working group created a single questionnaire, using WCO software, and set up an account on Cape Verde's behalf. Members of the group had some issues understanding the platform procedures, to the extent that various amendments were made and support was requested from the WCO on several occasions.

The questionnaires were divided into various sections according to Customs procedures and the respective interventions of the various agents, indicated as follows:

- Sections A and B contain general information preceding and following the arrival of vessels, not least because the Cape Verde Customs Code, approved by Decree-Law No. 4/2010 states, in Article 104, that, the ship's captain must transmit, electronically, a full copy of the cargo manifest to the Customs office of the port of entry, no later than 72 hours before the vessel's anticipated arrival in the country.
- Section C covers issues related to the unloading of goods, from the time a vessel berths, including the process of scanning all the containers, right up to the placing of goods in ENAPOR's temporary warehouse in the Cargo Village.
- As described in Table 2 above, our study also covers perishable goods. Section D therefore deals solely with procedures related to the MAE Health Inspection Service.
- Section E concentrates specifically on the processing of Customs declarations, involving Customs and Customs Brokers. This section analyses the entire Customs declaration process, from the point a declaration is registered in the ASYCUDA World programme by Brokers, including verification and clearance, right up to payment of duties and other taxes. It should be noted that these processes are fully automated.

PILOT TEST

To test the validity of the questionnaires and their completion level by staff of all the relevant parties, the group carried out a pilot test during the week of 13 to 18 June. During this period, the questionnaires were distributed to all group members so they could teach their respective staff how to complete them, as well as to raise awareness about the importance of the TRS.

Following this pilot test, the group met again to discuss the difficulties faced in completing the questionnaire, leading to the amendment of some questions.

It should be noted that more than six meetings of the working group took place during this preparatory stage. A WCO representative was present at most of these meetings, via Skype.

3.2 STAGE 2 – DATA COLLECTION

- Data was collected using the forms devised and approved by the participants, in line with the WCO's TRS Guide. Automated information was taken from the ASYCUDA World system while, for manual processes, each participant was given forms to enter the data needed for the study, as set out in Annex 2.
- Each member of the group was responsible for supporting the completion of questionnaires over the seven days of the study. Customs representatives supported the other participants, since automation of the Customs element meant that collecting the relevant information was straightforward.
- Unfortunately, ENAPOR, which is responsible for the logistics of all cargo movements at the Port of Praia, only partially completed the questionnaires. This meant it was necessary to visit the different services of this institution to confirm and collect the missing data. As part of the process is automated, it was possible to answer the main questions. There was also some delay by a number of Customs Brokers, meaning some processes had to be reanalysed and the questionnaires filled in later.
- Once the information was extracted from the ASYCUDA World system and all the questionnaires collected from ENAPOR, Customs Brokers, clearing agents, shipping companies, the Fiscal Guard and MAE Health Inspection Service, the data was input to the WCO platform.

3.3 STAGE 3 – DATA ANALYSIS AND PROCESSING

An initial report was extracted from the data duly uploaded in the system. The report is available on the platform for subsequent analysis, as can be seen in Section 4 – Study results.

The study period (June) was set because this is a period with average traffic in terms of the arrival of commercial vessels, thus ensuring greater data reliability. However, this also included a weekend, which had a negative influence on the study.

04 / STUDY RESULTS



The time required for each stage of the clearance procedure was measured:

- The overall average time from the vessel berthing to retrieval of the goods by importers.
- The time required taken to check Customs declarations, from presentation of the declaration up to re-verification and subsequent clearance.
- The average time from the arrival of the goods (berthing of the vessel) until they reach the container park in the Cargo Village.
- The time required by the Health Inspection Service to examine goods subject to these procedures.
- The average time required for retrieval of goods after authorization for release by Customs.

4.1 OVERALL RESULTS

The results of the study (Table 3) show that the **average time for goods clearance at Praia Customs, from arrival to release, is 6 days, 19 hours and 16 minutes.**

Table 3 – Overall time for goods release

	MIN. TIME	MAX. TIME	AVERAGE TIME	%
ALL DECLARATIONS	2d 20h 50m	16d 22h 50m	6d 19h 37m	100%
ADVANCE DECLARATIONS	2d 20h 50m	5d 19h 35m	4d 21h 55m	67%
STANDARD DECLARATIONS	4d 23h 7m	16d 22h 50m	10d 4h 38m	33%

- The study shows that 67% of declarations were advance rulings, whose processing took an average of 4 days, 21 hours and 55 minutes. In contrast, the processing of standard declarations, making up 33% of our sample, took an average of 10 days, 4 hours and 38 minutes. It should be noted that 41% of shipments registered prior to arrival of the goods already had authorization for release issued by Customs.
- Further analysis revealed that the minimum time taken for pre-arrival processing of shipments was only 2 days, 20 hours and 50 minutes, and that the only reason for the goods not being collected was due to the vessel arriving over the weekend, whereas the services only operate between 08:00 to 16:00 from Monday to Friday. However, item 1 of the Recommendations proposes a solution to this problem.

Table 4 – Time required by each inspection service

	MIN. TIME	MAX. TIME	AVERAGE TIME	% OF ALL DECLARATIONS
ALL DECLARATIONS	2d 20h 50m	16d 22h 50m	6d 19h 37m	100%
GREEN CHANNEL	No data	No data	No data	0%
YELLOW CHANNEL	2d 17h 25m	16d 17h 20m	6d 4h 47m	93,6%
RED CHANNEL	2d 18h 10m	11d 22h 20m	7d 8h 15m	6,3%

- The study shows that no declarations were directed towards the green channel. This can be explained by the fact that this channel is not fully operational and that enabling risk management processes and procedures are yet to be implemented in Cape Verde.
- Table 4 above shows that the majority of declarations – 93.6% – were directed toward the **yellow channel**. The minimum time for this channel was **2 days and 17 hours**, whereas the average time taken to process all declarations was **6 days and 4 hours**.
- The time for the red channel is higher (**7 days and 8 hours**) since these goods undergo physical inspections. This type of physical inspection takes an average of approximately one hour. However, logistical difficulties to move goods at the Port of Praia and the level of responsiveness of Customs Brokers hamper the release of goods. Detailed analysis per process and entity will be provided in the subsequent sections of this report.

Table 5 – Time for each procedure

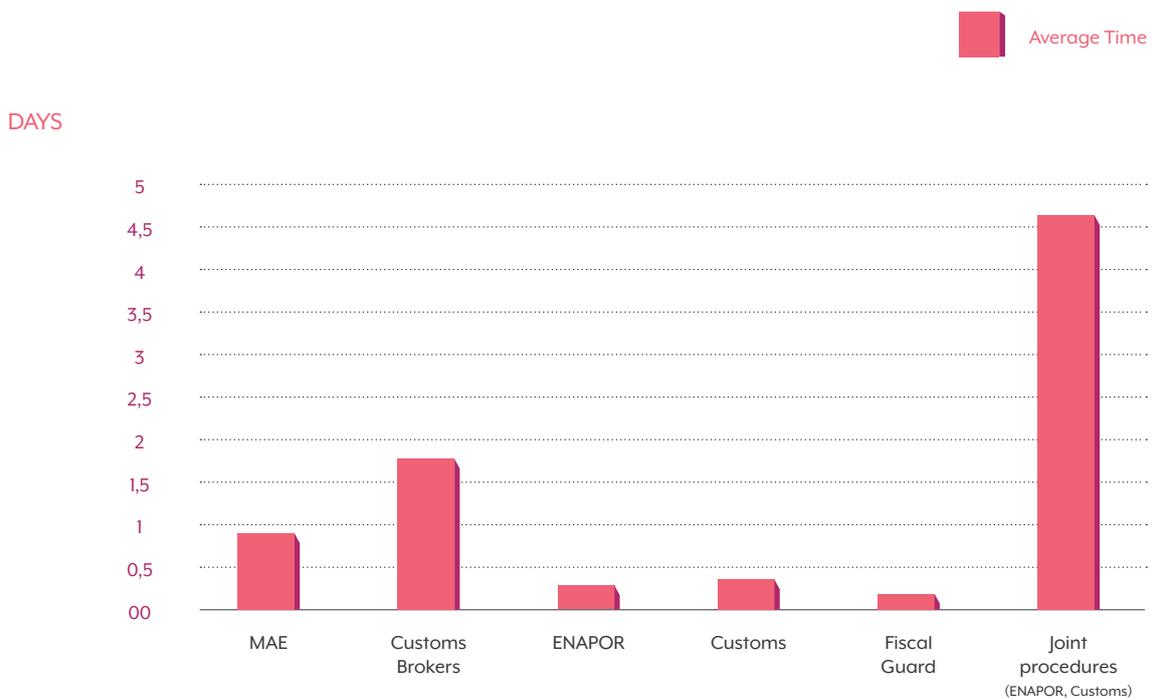
	MIN. TIME	MAX. TIME	AVERAGE TIME
ALL DECLARATIONS	2j 20h 50min	16j 22h 50min	6j 19h 37min
1. BERTHING – SCANNER	2j 16h 33min	9j 20h 34min	4j 16h 30min
2. SCANNER – WAREHOUSE	0j 0h 7min	0j 0h 36min	0j 0h 18min
3. WAREHOUSE – RELEASE	0j 0h 2min	9j 5h 33min	1j 13h 40min

- Most of the time required for clearance is spent on scanning goods, a joint procedure carried out by Customs and ENAPOR, as explained in item 1 of the analysis of Table 6 below.

Table 6 – Average time taken by each entity involved in the clearance process

	MIN. TIME	MAX. TIME	AVERAGE TIME
ALL DECLARATIONS	2d 20h 50m	16d 22h 50m	6d 19h 37m
MAE	0d 0h 3m	1d 4h 15m	0d 21h 51m
CUSTOMS BROKERS	0d 0h 38m	7d 12h 28m	1d 18h 58m
ENAPOR	0d 0h 10m	3d 4h 54m	0d 6h 40m
CUSTOMS	0d 0h 45m	2d 3h 32m	0d 7h 24m
FISCAL GUARD	0d 0h 0m	1d 23h 55min	0d 5h 2m
JOINT PROCEDURES (ENAPOR, Customs...)	2d 16h 33m	9d 20h 34m	4d 16h 30m

Graph 1 – Average time by participant



The analysis of the procedures by participant yielded the following results:

- 1 The study showed that the time taken between the arrival of the goods and their inspection by scanner is **relatively high**, at **an average of 4 days, 16 hours and 30 minutes**, with a minimum recorded time of 2 days, 16 hours and 33 minutes.

There was a two-day delay in initiating the process of scanning the first containers, despite 41.27% of advance declarations already having authorization for release or free circulation from Customs. This is a joint process carried out between ENAPOR and Customs. Identified causes for delay are as follows; and the causes of this delay are as follows:

- a) Lack of consistent application of intelligence driven Customs risk management processes and procedures
- b) Governmental requirement for 100% scanning of goods entering the country Containers are unloaded from vessels and remain on the quayside for several days pending scanner inspections, before being transported to the Cargo Village, where the container park (ENAPOR warehouse) is located. Yet the scanner is only a few metres away from the unloading zone.
- c) ENAPOR does not have sufficient equipment to transport goods from the unloading point to the scanner, and from the scanner to the warehouse (Cargo Village).
- d) Currently rather limited scanner operating hours from 08h00 to 16h00 everyday from Monday to Friday.

Proposed solutions to the above-mentioned obstacles are set out in item 1 of the Recommendations section of this report.

- 2 The study also showed that the average time between verification and is 7 hours and 24 minutes or nearly one working day. This can be considered excessive given the fact that the results of the "re-verification process" only differed from the verification process in 1.57% of the cases. The re-verification process may hence be considered as redundant. To improve this procedure and facilitate the release of goods, we therefore make appropriate recommendations in item 2 of the Recommendations section of this report.
- 3 The intervention by the Health Inspection Service (MAE), tasked with issuing phytosanitary certificates, takes an average of 5 days, 18 hours and 42 minutes. This time period is calculated from the document analysis, prior to the arrival of the goods. The certificate is only issued after the physical inspection of the goods.

However, although the average time is high, there is no direct disruption to the removal of goods, since the service issues a provisional certificate to allow the Customs declaration to proceed.

4.2 RESULTS BY STAKEHOLDERS/ENTITIES

The data collected through the questionnaire during the study period enabled the calculation, using the WCO software, of not only the average length of time from the arrival of goods until their release, but also the average time required for each stage of the clearance procedures, as well as for the intervention of the various stakeholders/entities involved in the clearance of goods.

4.2.1 Customs

With the introduction of ASYCUDA World, Customs procedures have been fully automated. This has contributed significantly to reducing the time required for Customs procedures, although there is still room for improvement.

Table 7 – Average time required by Customs

	MIN. TIME	MAX. TIME	AVERAGE TIME
1. REGISTRATION – VERIFICATION	0d 0h 7m	3d 17h 35m	0d 12h 36m
2. VERIFICATION – NOTIFICATION	0d 0h 1m	2d 0h 13m	0d 2h 52m
3. RESPONSE – RE-VERIFICATION	0d 2h 51m	0d 20h 7m	0d 14h 6m
4. START – END OF SCANNER INSPECTION	0d 0h 1m	0d 0h 12m	0d 0h 3m

- The results of the study, reflected in the table above, show that, on average, it took 12 hours and 36 minutes for the initial inspection of a declaration. This lengthy period is directly related to the fact that Customs Brokers and clearing agents register declarations outside working hours and during weekends, whereas Customs only processes declarations between 08:00 and 16:00 from Monday to Friday. For example, the maximum time recorded during the study was directly linked to the registration of declarations during weekends.
- The process of analysing images is very quick at only three minutes. The scanner equipment has the capacity to process several containers per hour.

4.2.2 ENAPOR

ENAPOR, the entity responsible for managing the port and warehouses, intervenes at various stages of the goods clearance process, from the unloading of goods, including the handling of containers for scanning and their transport to temporary warehouses, up to their handover to the recipients.

Table 8 below provides details of the average time required for ENAPOR's interventions.

Table 8 — Average time required by ENAPOR

	MIN. TIME	MAX. TIME	AVERAGE TIME
1. START – END OF TRANSPORTATION TO THE CONTAINER PARK	0d 0h 7m	3d 17h 35m	0d 12h 36m
2. START – END OF DISCHARGE PAYMENT	0d 0h 1m	2d 0h 13m	0d 2h 52m
3. END OF PAYMENT – RELEASE OF GOODS	0d 2h 51m	0d 20h 7m	0d 14h 6m

- Transporting goods from the docks to the container park takes an average of 15 minutes, given that once goods have been scanned they then proceed directly to the temporary storage warehouse.
- The time spent on the payment of discharge fees at ENAPOR is 14 hours and 6 minutes, seems excessive considering that the goods are already authorized for release.
- The average time required to hand over goods can also be qualified as high standing at 1 day and 22 hours. This lengthy period is a direct result of the delay observed when the container finally goes for scanning, as previously described.

4.2.3 Inspection Service (MAE)

The MAE Health Inspection Service intervenes in clearance procedures when there are goods requiring a phytosanitary and animal health certificate to be issued.

Table 9 – Time required by the MAE

	MIN. TIME	MAX. TIME	AVERAGE TIME
1. START – END OF DOCUMENT ANALYSIS	0d 0h 0m	0d 0h 10m	0d 0h 4m
2. END OF DOCUMENT ANALYSIS – PAYMENT	0d 0h 1m	0d 0h 11m	0d 0h 4m
3. PAYMENT – INSPECTION REQUEST	0d 0h 0m	6d 21h 57m	5d 9h 36m
4. INSPECTION REQUEST – RELEASE OF CONTAINER BY ENAPOR	0d 0h 15m	0d 0h 39m	0d 0h 23m
5. RELEASE OF CONTAINER BY ENAPOR – START OF PHYSICAL INSPECTION	0d 0h 0m	0d 0h 30m	0d 0h 10m
6. START – END OF PHYSICAL INSPECTION	0d 0h 3m	0d 2h 5m	0d 0h 48m

- The greatest delay was noted between the payment procedure and the inspection request, a stage which takes 5 days, 9 hours and 36 minutes. This process starts with submission of the documents required by the service, followed by the physical inspection of goods, and ends with the issuance of certificates.
- The average time between payment and the inspection request seems high, since economic operators normally submit documents prior to the arrival of the vessel and the average time required for this stage is calculated from the start of the document submission until the phytosanitary and animal health certificates are issued, certifying the goods as fit for consumption.
- The above-mentioned certificate can only be issued after the arrival of the vessel and following the physical inspection of the goods.
- In some cases the inspection service issues a provisional certificate, solely to expedite the processing of declarations, and the physical inspection takes place subsequently at the consignee's warehouse.

4.2.4 Customs Brokers

The Customs Brokers' intervention precedes the arrival of the vessel, and begins with the receipt of certain documents, such as invoices, that enable them to request a TCE (trade permit) from the Directorate General of Trade.

Table 10 enables us to measure the time required for Customs Brokers' activities, which begin with the receipt of documents, up to six days before registration of the declaration, or before the actual arrival of the vessel.

Table 10 – Average time required by Customs Brokers

	MIN. TIME	MAX. TIME	AVERAGE TIME
1. DOCUMENTS FROM IMPORTER – REGISTRATION OF THE SAD	0d 1h 8m	8d 4h 38m	2d 4h 32m
2. NOTIFICATION – RESPONSE (YELLOW CHANNEL)	0d 0h 3m	9d 0h 32m	1d 11h 4m
3. NOTIFICATION – RESPONSE (RED CHANNEL)	0d 1h 35m	10d 18h 0m	3d 15h 28m
4. CLEARANCE – PAYMENT	0d 0h 23m	8d 20h 1m	1d 13h 31m
5. PAYMENT – PRINTING OF RELEASE ORDER	0d 0h 0m	0d 19h 11m	0d 2h 13m

- The average time between notification of the declarant and the corresponding response for declarations directed toward the yellow channel is 1 day, 11 hours and 4 minutes, while for those directed toward the red channel it is 3 days, 15 hours and 28 minutes.
- The average time required for the preparation of the clearance authorization by Customs Brokers, after receiving all requested documents, is 2 days, 4 hours and 32 minutes.
- This analysis reveals an important aspect: Customs Brokers take an average of three days to respond to a notification and to create the conditions for physical inspections of goods routed toward the red channel.

4.2.5 Fiscal Guard

The intervention by the Fiscal Guard is directly related to the other services, particularly the Customs Administration and ENAPOR, as it authorizes and supervises the handover of goods.

Table 11 – Average time required by the Fiscal Guard

	MIN. TIME	MAX. TIME	AVERAGE TIME
1. CLEARANCE – SUPERVISION (PORT)	0d 0h 0m	1d 1h 20m	0d 2h 50m
2. REQUEST – INTERVENTION (IMPORTER'S WAREHOUSE)	0d 0h 0m	2d 22h 30m	0d 7h 15m

- The study established that, for destuffing containers at the importer's warehouse, the average time between the request and intervention by the Fiscal Guard is **7 hours and 15 minutes** and that between the payment of related fees to ENAPOR and the supervision of destuffing at the port, the average time taken is **2 hours and 50 minutes**.
- Destuffing at the port is quicker given the immediate availability of staff to monitor the process.



05 / CONCLUSIONS AND RECOMMENDATIONS



1 The study showed the need to reduce the time taken between the arrival of goods and their scanning. To this end, several recommendations aimed at tackling the root causes of these delays have been made by all the stakeholders involved:

- Improve the Customs Administration's (including Customs officers) risk management capacity to ensure that importers' declarations that are compliant with Customs' requirements are directed towards the green channel in ASYCUDA World, hence eliminating the need for goods to be scanned for these declarations. This measure will also require a decision by the Ministry of Finance to waive the requirement for 100% scanning of goods entering the country. To that end, assistance may be sought from international and development partners such as the International Monetary Fund (AFRITAC II) and the WCO.
- Encourage and/or support ENAPOR in the acquisition of additional equipment for transporting goods from the unloading site to the scanner, and from the scanner to the warehouse (Cargo Village).
- Increase the scanner operating hours. The scanner is currently in operation from 08:00-16:00 on Monday through Friday; however, provisions should be made to use it from 08:00-17:00 on Monday through Friday. The scanner should also ideally operate from 08h00 to 13h00 on Saturdays. This would require all those involved in the goods clearance procedure to work during these hours.

2 The study also showed that the time spent between verification and re-verification processes could be reduced, since only 1.57% of the total sample showed a discrepancy between the results of these two processes. This second stage can thus be regarded as redundant in the majority of cases and should largely be discontinued. The following recommendations are made:

- Limit the process of re-verifying declarations to highly taxed goods generating significant revenue, such as alcoholic drinks, vehicles, tobacco and fuels/gas. It is also recommended that random controls of other declarations be maintained.
- The current re-verification team could be redeployed to the Post-Clearance Audit Unit.

This measure would enable more efficient and effective use of human resources, and would reduce the time between verifying and approving declarations. This shift from transaction-based controls to system-based controls is regarded as best practice globally.

To ensure that this transition goes smoothly, and that all Customs services are properly prepared for this organizational change, all verifiers should receive an intensive training in Post-Clearance audit and related processes.

In addition, to reduce potentially incorrect practices by Customs officials, a regular rotation of front-line officers at the port (every six months) is recommended, in line with recommendations made in the Arusha Declaration.

3 The study also highlighted the need to reduce the time between approval of the declaration and payment of duties by importers. To facilitate this payment, the following recommendations are made:

- Enable payment of declarations by issuing an SCD, a new document generated by the ASYCUDA World system that allows users to pay declarations at any commercial bank.
- Develop and promote alternative electronic payment options (transfers, card payments, online payments).
- Encourage Customs Brokers, clearing agents and economic operators to make payments more quickly once declarations have been approved.
- Encourage Customs Brokers and economic operators to respond more quickly to notifications made by the Customs authorities.

4 The study also showed that the time required for health inspections of goods could be improved. The recommendation in this respect is as follows:

- Make provision for the establishment of a Single Window, as per the recommendations of UNECE and the guidance provided in the WCO Single Window compendium. This measure would require the modernization/updating of the MAE as well as providing the Fiscal Guard with access to the Single Window;

5 Institutionalize the TRS by signing a memorandum between all between all stakeholders/entities in the clearance procedure, involving:

- Training more officers in the TRS methodology;
- Developing an automated system or adapting the current system to provide the data required for the study;
- Ongoing awareness-raising of all stakeholders with respect to the strategy and the importance of carrying out the study;
- Implementation of the recommendations made in this study to assess the improvements obtained and to identify persistent problems, as well as new problems that may emerge.

06 / LESSONS LEARNED FROM THE STUDY



- The TRS is a critical tool for Cape Verde since it provides all stakeholders in the clearance process with the opportunity to measure their performance and that of the country in terms of trade facilitation. It also enables bottlenecks to be identified and makes recommendations on how to overcome them to improve the goods release process. This information is invaluable for the country, in that it provides the government and private sector with clear recommendations for improving the country's Doing Business ranking with respect to trade facilitation. Decision-makers should therefore promote the implementation of recommendations.

- The TRS can be regarded as a complex multisectoral undertaking, and the established members of the TRS working group should be ready to work together and to shoulder their responsibilities in accordance with the agreed plans of action.
- The TRS requires the involvement and commitment of all related parties throughout the study process, from the drawing up of the plan to the production of the final report.

07 / ANNEXES



Annex 1 – List of training participants

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Brites Fernandes Correia	Agência Portmar	
Marco António Moreira	Clearing agent – Adega	
Danielzinho Barbosa Amado	Clearing agent – Calú & Ângela	

Annex 2 – Form

Section A – General information					
1	Praia Customs	<input type="checkbox"/> Customs Authorities			
2	Importer Tax Identification Number				
3	Container Ref.				
4	B/L Ref.				
5	SAD number				
6	Broker code				
Section B – Communication regarding arrival of vessel – shipping company					
7	Notice of vessel arrival	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
8	Issue and transmission of countermark	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
9	Transmission of manifest	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
Processing of manifest					
10	Entry of manifest in ASYCUDA	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
11	Validation of manifest	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
Section C – Arrival of vessel					
12	Vessel berthing	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
13	Start of on-board visit	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
14	End of on-board visit	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
15	Unloading permit	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
16	Container unloading	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
17	Check of B/L	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
18	Start of container scan	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
19	End of container scan / start of transportation of goods	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
20	End of transportation of goods to the container park	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
Section D – Ministry of Rural Development (MDR)					
21	Start of document analysis (compliant)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
22	End of document analysis (compliant)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
23	Payment of inspection fee	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
24	Inspection request	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
25	Container request to ENAPOR	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
26	Release of container by ENAPOR	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
27	Start of physical inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
28	End of physical inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
29	Issuance of health certificate	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
30	Start of physical inspection (non-compliant)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
31	End of physical inspection (non-compliant)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
32	Physical inspection report (non-compliant)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes

Section E – Processing of Customs declaration					
33	Start of document submission to broker	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
34	End of document submission to broker	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
35	Registration and selection of declaration in ASYCUDA	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
36	SAD processing channel	<input type="checkbox"/> Green	<input type="checkbox"/> Yellow	<input type="checkbox"/> Red	
SAD Yellow channel					
37	Document verification – SAD compliant	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
38	Notification/document request	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
39	Response to notification	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
40	Request/notification physical inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
41	Production certificate of inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
SAD Red channel					
42	Document verification	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
43	Request/notification physical inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
44	Response to notification	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
45	Goods made available (ENAPOR)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
46	Start of physical inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
47	End of physical inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
48	Production certificate of inspection	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
49	Re-verification of declaration and settlement of duties and taxes	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
50	Payment of duties and taxes	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
51	Issuance of automated receipt and release note.	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
52	Printing of Exit note	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
Section F – Retrieval of goods					
53	Start of discharge payment (ENAPOR)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
54	End of discharge payment (ENAPOR)	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
55	Start of container demurrage payment	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
56	End of container demurrage payment	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
57	Authorization for retrieval of goods	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
58	Clearance at ENAPOR	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
59	Request for container from ENAPOR	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
60	Release of goods by ENAPOR	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
Destuffing of goods at port					
61	Clearance at the Fiscal Guard	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
62	Fiscal Guard supervision	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
63	Start of destuffing at port	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
64	End of destuffing at port	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes

Destuffing of goods at destination					
65	Request for release of container	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
66	Authorization for release of container	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
67	Appointment of Customs staff	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
68	Appointment of Fiscal Guard staff	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
69	Intervention by Customs staff	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
70	Request for Fiscal Guard staff	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
71	Intervention by Fiscal Guard staff	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
72	Intervention by MDR staff	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
73	Request for tally clerk	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
74	Intervention by tally clerk	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
75	Start of destuffing at destination	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes
76	End of destuffing at destination	<input type="checkbox"/> Day	<input type="checkbox"/> Month	<input type="checkbox"/> Hours	<input type="checkbox"/> Minutes



Annex 3 – Action plan

	ACTIVITIES	RESPONSIBILITY	IMPLEMENTATION DEADLINE
1	Finalization of questionnaires (30 May)	Celeste and Neusa	30 May 2016
2	Presentation of the questionnaire to members of the TRS national working group and confirmation that the stages included in the questionnaire are correct (meeting) NB: The dates of the pilot test and study should be announced on this day.	Celeste and Neusa	1 June 2016
3	Increase publicity. NB: During this period, all those who come into contact with the questionnaire should be informed about how to complete it. It should be borne in mind that it is not only Customs staff who should complete the questionnaire.	All members of the working group	3 to 7 June 2016
4	Pilot test	All members of the working group	8 to 10 June 2016
5	Evaluation of the efficiency of the pilot test (meeting) NB: During this phase, the working group should discuss the main constraints to the collection of data during the pilot test. "Who completed the questionnaire, who did not and the reasons why" are the questions to be asked, so that potential problems can be resolved during the study.	All members of the working group	15 June 2016
6	Study period – Distribution of questionnaires NB: During this period, the members of the group should be in attendance at various sites to ensure that the questionnaires are completed properly. Questionnaires should be distributed throughout this period.	All members of the working group	20 to 25 June 2016
7	Collection of completed questionnaires NB: A collection point should be set up for all questionnaires, to permit their subsequent analysis by the working group.	Depending on the location of the collection point	22 July 2016
8	Data analysis and production of final report (regular meetings) NB: During this period, the information contained in the questionnaire should be analysed in depth, the information should be entered in the WCO TRS platform, and statistical reports and a final report on the study should be produced.	All members of the working group	27 July to 17 August 2016

Publisher:

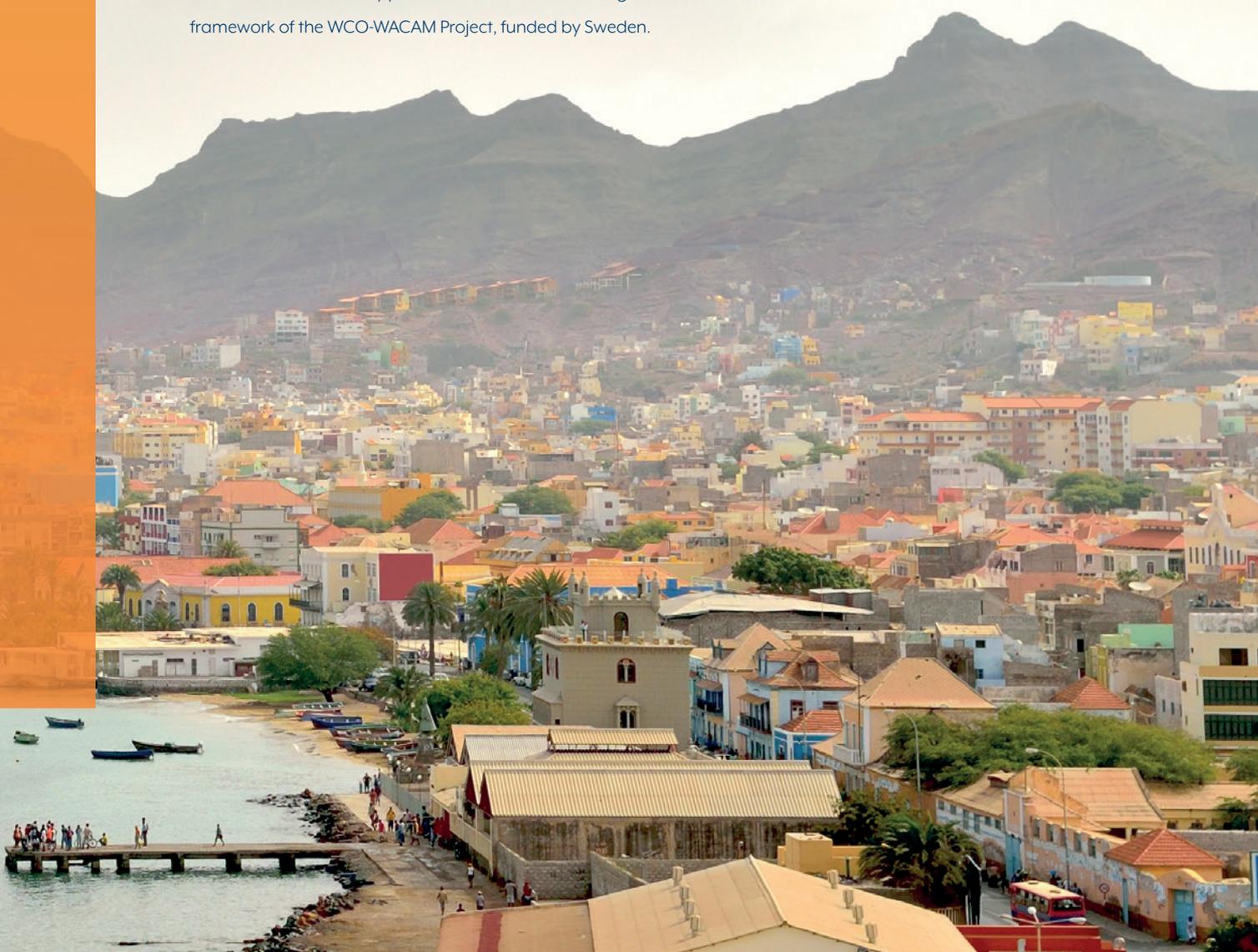
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