Zambia Revenue Authority's experience sharing on Time Release Studies

at the
243rd/244th Sessions of the Permanent Technical Committee (PTC)
Brussels, BELGIUM
APRIL 2024

Presented by:
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Map of Zambia

Introduction

- Zambia acceded to the Revised Kyoto Convention in 2006 and ratified the World Trade Organisation Trade Facilitation Agreement (WTO-TFA) in December 2015.
- Deposited Category A, B and C commitments in January 2016.
- TFA implementation supported under the HMRC-WCO-UNCTAD programme since 2018 following the launch of the Tailor-Made Track Mercator Programme in Zambia.
- *Time Release Studies*; *Article 7.6*, one of the measures being implemented and is under *Category C*.

Update on conducting of Time Release Studies(1/3)

No.	Borders TRS undertaken	Date of TRS	Partner	Conducted by	Report publication
1.	Chirundu OSBP	December 2019	• WCO Technical Assistance & Capacity Building. • USAID-Logistical Support	National TRS Working Group	May 2020
2.	Kazungula, Kenneth Kaunda International Airport & Victoria Falls	February 2020	World Bank Group	KGH Border Services (Consulting firm)	March 2021
3.	Mwami & Nakonde	November 2021	COMESA	National TRS Working Group	To be published by 31st October, 2022

Update on conducting of Time Release Studies(2/2)

No.	Borders TRS undertaken	Date of TRS	Partner	Conducted by	Report publication
4.	Chirundu & Kazungula OSBPs (Time Measurement Surveys)	May/June2022	JICA (Japan International Cooperation Agency)	Maxwell kapindula WCO Recognised TRS Expert (ZRA)	January 2023
5.	Durban to Beitbridge to Chirundu to Kasumbalesa (SADC regional TRS)	October 2022	SADC	G F A -Consulting Group	TBA

Update on conducting of Time Release Studies(3/3)

Regional time release study on the North south transport corridor from Durban south Africa – Beitbridge Zimbabwe – Chirundu upto Kasumbalesa Border Zambia.

Clearance time:

<u>Entry process – Exit process</u>

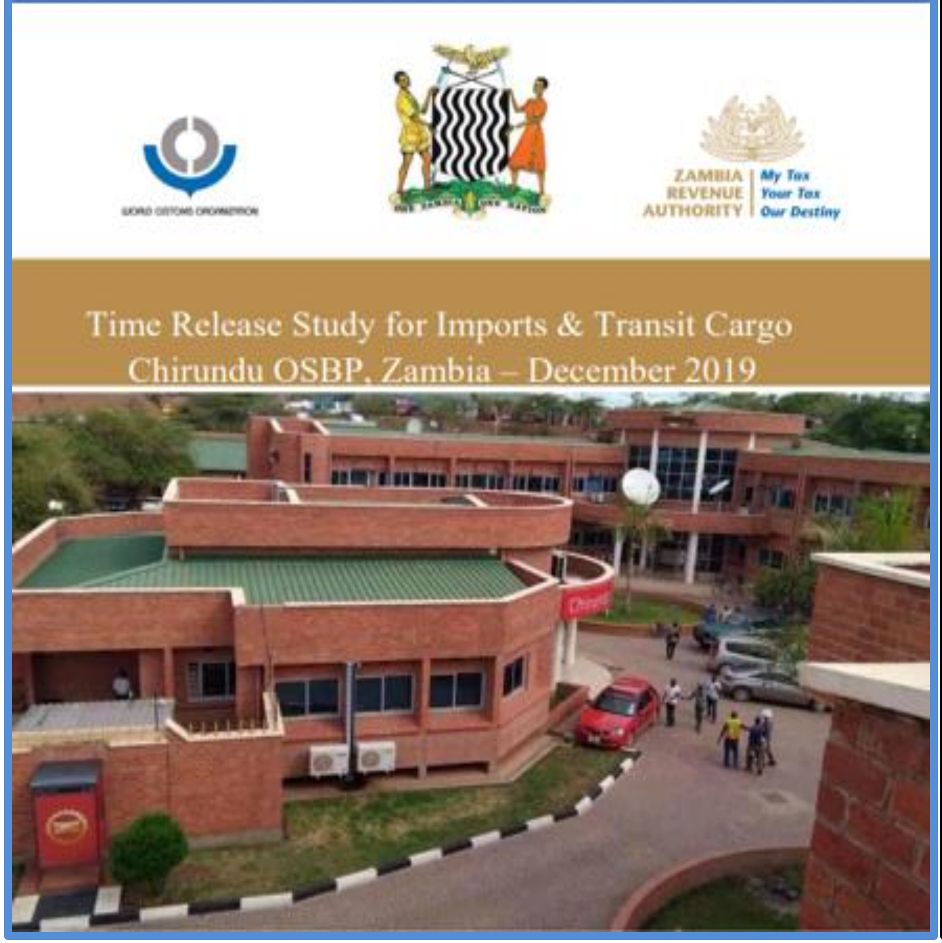
2021 - 2d 10h 17m

2023 -2d 07hr 35m

Actual Improvement 2h 42m

TRS Publications

CHIRUNDU OSBP TRS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Time Release Study for Imports & Transit Cargo
Chirundu OSBP, Zambia – December 2019

Kazungula, KKIA & Victoria Falls TRSs


Government of Zambia
Ministry of Commerce, Trade and Industry
National Trade Facilitation Committee

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ZAMBIA
'Time Release Study +'
Final Report

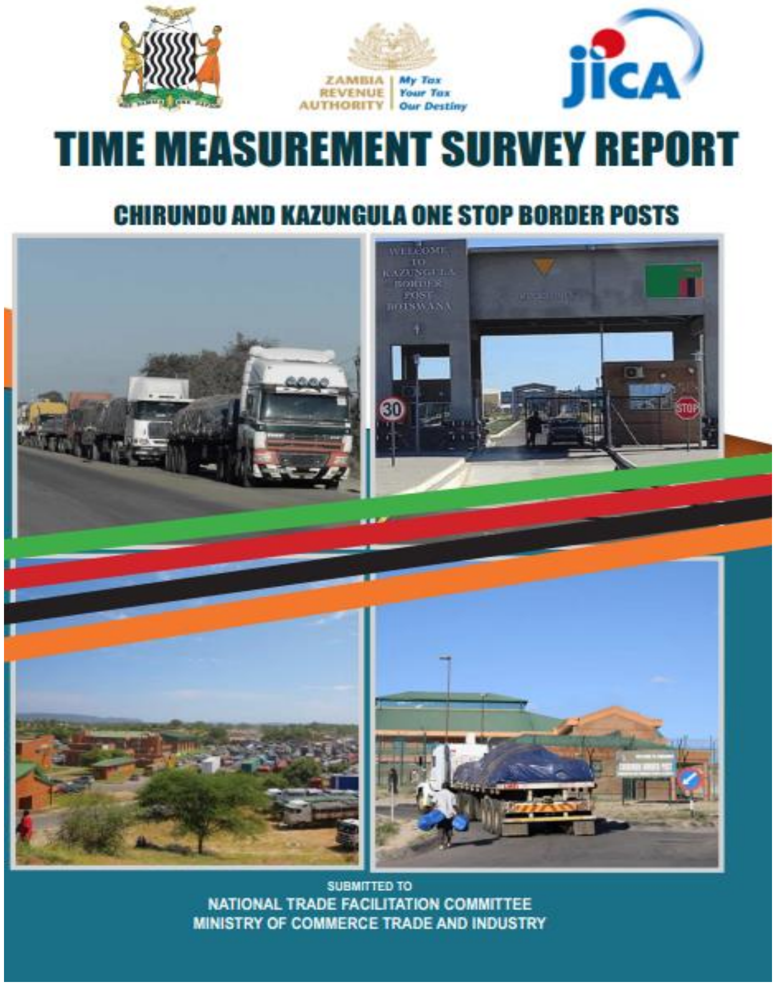
31 March 2021

In partnership with:

WORLD BANK GROUP

KGH BORDER SERVICES

COMPLETED TIME RELEASE STUDIES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TIME MEASUREMENT SURVEY REPORT

CHIRUNDU AND KAZUNGULA ONE STOP BORDER POSTS

SUBMITTED TO
NATIONAL TRADE FACILITATION COMMITTEE
MINISTRY OF COMMERCE TRADE AND INDUSTRY


TRS Data Capture Workshop at the Zambia Revenue Authority Training Centre in Lusaka, Zambia

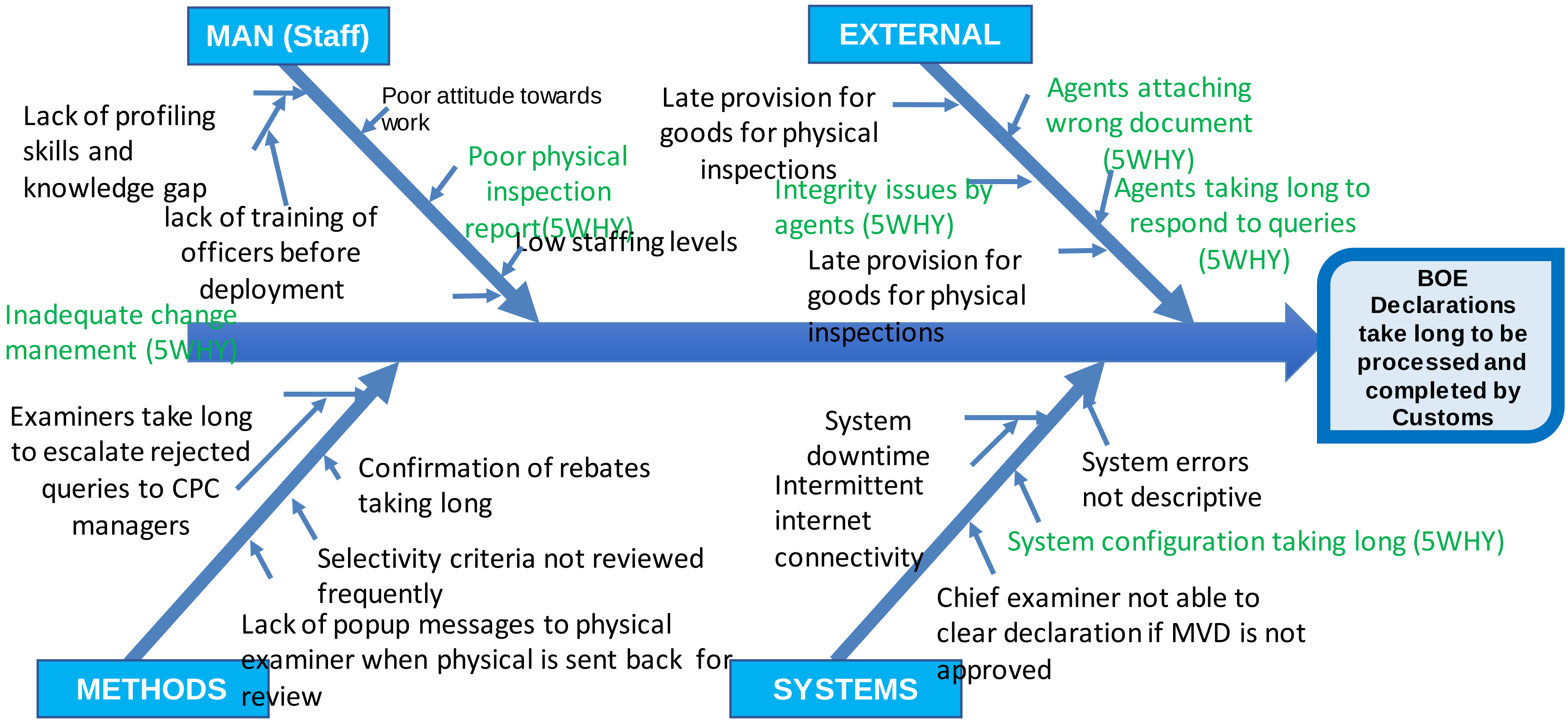
SADC REGIONAL TIME RELEASE STUDY: NORTH-SOUTH CORRIDOR

November 2023

JICA 2022 KAZUNGULA OSBP TRS/ TMS RECOMMENDATIONS

- Training of border agencies in Border management
- Procurement of non- intrusive inspection equipment to speed up inspections
- Establishment of Data exchange platform with Neighbouring Botswana
- Increase staffing levels
- Extend working hours to 24/7
- Automate entry and exit process by introduction smart gates
- Operationalize coordinated Border management
- Introduce a single Identity card for OSBP staff
- Provide for self amendment of user contact (email)

Cause Analysis (Fishbone Chart)



Root Cause Analysis (5WHY) - MAN

POSSIBLE CAUSES	Poor physical inspection report	Integrity issues by agents	Inadequate change management
1st WHY?	I. Lack of Manpower II. Lack of competence	Deterrents not stringent enough	I. Inadequate coordination with station change champions
2nd WHY?	I. Inadequate recruitments and high staff turnover II. Inadequate station orientation		I. Change Management not included in change champions PMDC
3rd WHY?	I. Inadequate funding by the Ministry towards procurement of enforcement tools (folklifts, inspection bays, PPE etc.) II. HR may not be reviewing the staff establishment frequently to respond to the current needs II. Ineffective and incosistent promotion policy		
4th WHY?			

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Prioritisation of Countermeasures

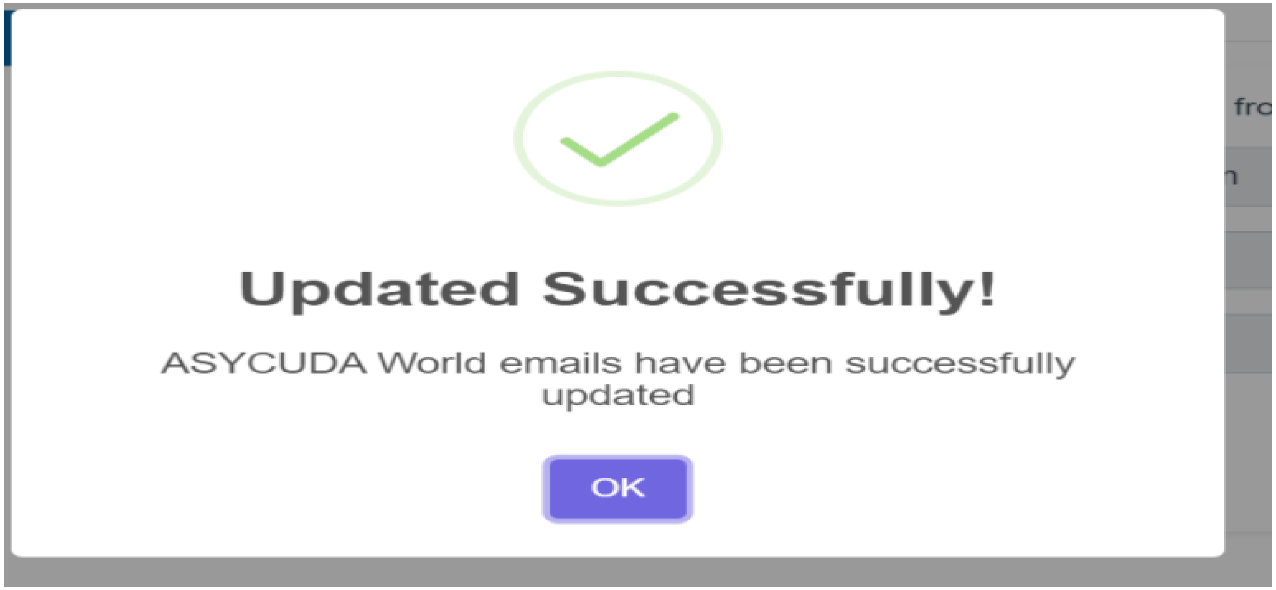
Objective	Component	Countermeasure	Effectiveness	x Easiness	x Cost Effectiveness	= TOTAL Score
Improved Processing Efficiency of customs Declarations	Improve Human resource component	Conduct refresher training for identified officers including CPC & Station Managers	4	4	4	**64**
		Re-introduce training of agents in Customs processes and procedures	5	5	5	**125**
		Recommend officers for counselling by station managers	3	2	5	**30**
		Develop task based time limit standards (e.g. physical inspections, examining query) and system enhancement to include	5	3	4	**60**
		Conduct continuous refresher courses for Officers	4	4	4	**64**
		Station management should ensure that the change management champions include change management in their PMDCs	4	5	5	**100**

Priority Criteria: 1=Lowest, 2=Low, 3=Moderate, 4=High, Highest

Action Plan (5W1H)

WHAT	WHY	WHERE	WHEN	WHO	HOW
Conduct refresher training for identified officers including CPC & Station Managers	To reduce challenges related to some officers being incompetent due to innadequate skills and knowledge gap.	Stations	31/10/2023	Joan & Carol	Virtual/ physical trainings
Conduct competence based rotations within the stations		Stations	Ongoing (August 2023)	Idah & Mazuba	Memos, Circular/email/ Virtual meetings
Develop task-based time-limit standards (e.g. physical inspections, examining query) and system enhancement to include alerts on delayed declaration	Examiners take long to escalate rejected queries to CPC managers. Lack of processing time standards and alerts on delayed declarations	HQ	30/11/2023	Maxwell & Besa	Submit for inclusion in Customs 2023 priority list (Midyear); Develop standards; System development
I. Conduct continuous refresher courses for Enforcement Officers (physical Examiners) II. Enhance port trainings and knowledge sharing III. Reintroduce seat notes IV. Appoint Port training Officers (Kaizen Champions)	To mitigate the issue of poor physical inspection reports	Stations	31/10/2023	Joan & Sipopa	Training

NOTIFICATION AMENDMENT – RECOMMENDATION IMPLEMENTATED



ASYCUDAWorld Has been updated to allow for self amendment of Emails and contact. This recommendation came from JICA TRS/TMS study 2022

KAZUNGULA FERRY VS KAZUNGULA BRIDGE

Clearance time in 2020 TRS - 8 Days

Clearance time in 2022 TMS – 2 Days

TRAFFIC VOLUMES AT KAZUNGULA OSBP

PROCEDURE	TRAFFIC VOLUME 2020	TRAFFIC VOLUME 2023	PERCENTAGE INCREASE
Import	23,920	92,486	387%
Transit	8,770	42,414	484%
Export	5,393	7,480	139%

Source - ASYCUDAWorld

The jump in percentage between 2020 and 2023 is attributed to the opening of Kazungula Bridge and Kazungula OSBP Supported by JICA.

Benefits realised by conducting JICA TMS at Kazungula OSBP

1. Enhanced Efficiency: The study provided a detailed insights into the time taken for border processes, allowing for the identification of bottlenecks and opportunities for streamlining procedures.

2. Informed Decision-Making: The data collected from the study enabled authorities to make evidence-based decisions regarding resource allocation, procedural improvements, and infrastructure development at the border post.

3. Improved Trade Facilitation: By streamlining border processes based on the Study findings, the efficiency of customs clearance and overall trade facilitation can be enhanced, supporting economic growth and regional integration.

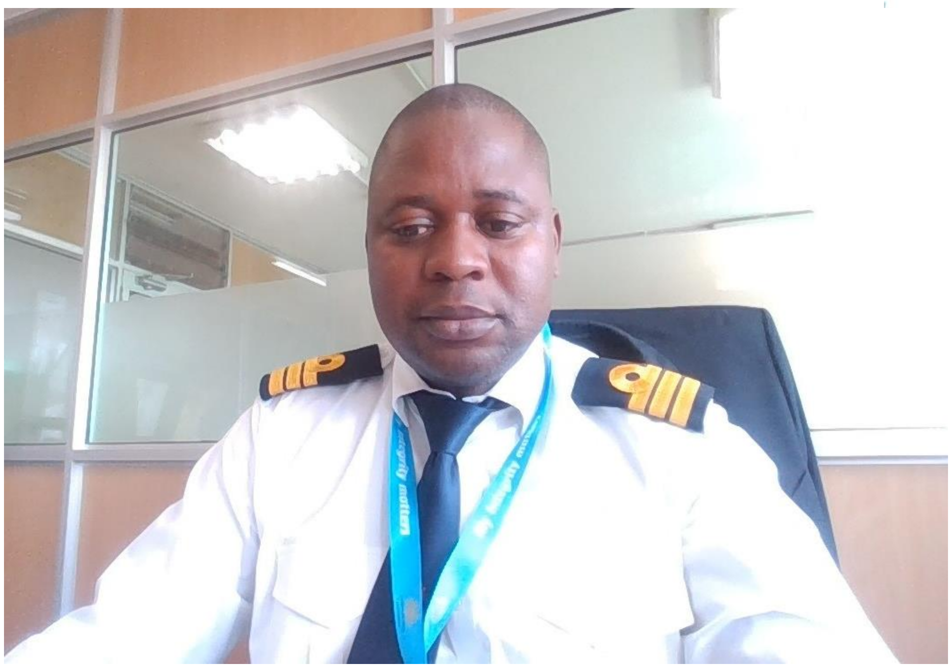
4. Stakeholder Collaboration: The survey results can be used to engage various stakeholders, including government agencies, customs officials, and transport operators, in collaborative efforts to improve border operations.

Links for the published TRS reports

https://www.mcti.gov.zm/wp-content/uploads/2022/06/Time-Release-Study-on-Chirundu-December-2019.pdf

Final REPORT - Zambia Time Release Study Plus v1.0_WITH LOGOS _ 140621KGH3.pdf

SADC Regional TRS link coming soon……………………..



World Customs Organization
Organisation mondiale des douanes

CERTIFICATE OF ACHIEVEMENT

This is to certify that

Maxwell Kapindula

has completed the CLiKC! course:

Time Release Study (TRS)

Kunio Mikuriya
Secretary General

Brussels, Belgium
April 5th, 2020

WCO Click learning platform enhanced my TRS skills

ZAMBIA READINESS TO CONDUCT MORE TRS

- 2019 TRS Supported by HMRC, WCO Mercator program has been instrumental in building Zambia’s capacity

- Zambia has recognised TRS expert who is leading the TRS technical working group

- Zambia has supported other countries in the southern Africa conduct TRS.

  - ✓ Lesotho - Maseru Bridge
  - ✓ Zimbabwe - Chirundu Border
  - ✓ Botswana - Kazungula Border
  - ✓ Eswatini - Ngwenya Border

Thanks to World Customs Organization for the opportunity to make Zambia TFA great.

Thank You

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Customs Services Division

CONTACT