



2025 END-TO-END TIME RELEASE STUDY

MASERU AND FICKSBURG BRIDGES



WCO



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**ACCELERATE TRADE
FACILITATION PROGRAMME**

FOREWORD BY THE COMMISSIONER GENERAL, REVENUE SERVICES LESOTHO

It is with great pride and a deep sense of accomplishment that I present this Foreword to the first Joint End-to-End Time Release Study (TRS) conducted at the Maseru Bridge and Ficksburg border posts. This study marks a major milestone in our collective journey toward modern, efficient, and integrated border management in Southern Africa.

This bi-national initiative between Lesotho and South Africa, undertaken in partnership with the World Customs Organization (WCO) under the Accelerate Trade Facilitation Programme, and financially supported by the United Kingdom's His Majesty's Revenue & Customs (HMRC), represents a concrete demonstration of what coordinated collaboration can achieve. It has not only generated reliable data on the actual time required for the clearance and release of goods but has also established a credible baseline for measuring the impact of future reforms in trade facilitation.

The successful execution of this study affirms the power of partnership and collective resolve. It reflects the commitment of all stakeholders; public and private, to making cross-border trade faster, safer, and more predictable. In doing so, it reinforces our shared ambition to build an enabling environment for economic growth, competitiveness, and sustainable development in the region.

I extend my sincere appreciation to the South African Revenue Service (SARS), the Border Management Authority (BMA), the World Customs Organization (WCO), and all the Lesotho Heads of Border Agencies, technical experts, private-sector participants, and development



partners whose collaboration and professionalism brought this exercise to fruition.

This TRS is more than a diagnostic exercise; it is a strategic instrument for transformation. Its findings will guide policy, inform reform priorities, and strengthen the operational integration of agencies at our borders. As we act on its recommendations, we move closer to achieving seamless border operations, characterised by transparency, predictability, and service excellence.

Importantly, this initiative complements the broader regional efforts of SACU member states to harmonise border procedures and strengthen coordinated border management. It reflects Lesotho's determination to align national reforms with regional and global trade-facilitation standards, including the WTO Trade Facilitation Agreement (TFA).

Let this report stand as a symbol of progress and partnership; a commitment by Lesotho and South Africa to build borders that connect rather than divide, and to advance a shared vision of integration, prosperity, and competitiveness across our region.

Mrs. Mathabo Mokoko
Commissioner General
Revenue Services Lesotho

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The Lesotho Time Release Study (TRS) Team extends its deepest appreciation to all institutions and individuals whose commitment, cooperation, and support made possible the successful delivery of the first Joint End to End Time Release Study (TRS) on the clearance and release of cargo at the Ficksburg and Maseru Bridge border posts. This milestone represents a collective achievement in advancing trade facilitation, regional integration, and institutional collaboration between Lesotho and South Africa.

Heartfelt gratitude is expressed to Mrs. 'Mathabo Mokoko, Commissioner General of the Revenue Services Lesotho (RSL), and Mr. Edward Kieswetter, Commissioner General of the South African Revenue Service (SARS), for entrusting the TRS team with this important assignment. Their vision, leadership, and unwavering support provided the foundation upon which this exercise was successfully undertaken.

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arrangement enabled inclusive governance and independent oversight, enhancing transparency, objectivity, and private sector ownership of trade facilitation reforms.

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Finally, to all who contributed to various capacities, whether through policy support, technical expertise, fieldwork, or coordination, your dedication was indispensable. The successful completion of this inaugural End to End TRS stands as a testament to your professionalism, teamwork, and shared commitment to advancing efficient, transparent, and predictable border management in the region.

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LIST OF ACRONYMS

| | |
|----------------|---|
| AEO | Authorized Economic Operator |
| AI | Artificial Intelligence |
| ASYCUDA | Automated Systems for Customs Data |
| CAFI | Competitiveness and Financial Inclusion |
| EU | European Union |
| HMRC | United Kingdom's His Majesty's Revenue and Customs |
| ICT | Information and communication Technology |
| LBMS | Lesotho Border Management Services |
| LMPS | Lesotho Mounted Police Services |
| M&E | Monitoring and Evaluation |
| NTFC | National Trade Facilitation Committee |
| OGA | Other Government Agency |
| OSBP | One Stop Border Post |
| RSL | Revenue Services Lesotho |
| SADC | Southern African Development Community |
| SARS | South Africa Revenue Service |
| SoP | Standard Operating Procedure |
| TRS | Time Release Study |
| TWG | Technical Working Group |
| UCR | Unique Customs Reference |
| WCO | World Customs Organization |
| WTO TFA | World Trade Organization Trade Facilitation Agreement |

1. EXECUTIVE SUMMARY

The Joint End-to-End Time Release Study (TRS) on cargo clearance at Maseru Bridge and Ficksburg Bridge was conducted between January and November 2025 under the leadership of the Revenue Services Lesotho (RSL) and the South African Revenue Service (SARS), with technical guidance from the World Customs Organization (WCO) through the Accelerate Trade Facilitation Programme, and financial support from the United Kingdom's His Majesty's Revenue & Customs (HMRC).

The TRS forms part of a broader regional effort to enhance trade facilitation, transparency, and efficiency within the framework of the WTO Trade Facilitation Agreement (TFA) (Article 7.6 of the WTO TFA) and the SACU trade modernization agenda. It represents a milestone in Lesotho and South Africa's collaboration to measure and improve border performance through evidence-based reform.

Governance and Readiness

From the outset, strong governance and institutional readiness were established.

- Executive approvals were secured from both RSL and SARS.
- A bi-national TRS Technical Working Group (TWG) was established, comprising representatives of Other Government Agencies (OGAs) and private-sector stakeholders.
- The Project Charter, Terms of Reference, and WCO participation requirements were finalised early, ensuring methodological alignment and shared ownership of the process.

Methodological Approach

The study was anchored in the WCO Time Release Study Methodology, supported by a virtual capacity-building programme held from 24 March to 25 April 2025. The sessions covered TRS methodology, monitoring and evaluation, scoping, business process mapping, ASYCUDA World functionality including other cargo clearance functionalities, and hybrid data-collection methods.

Stakeholder sensitisation workshops were held at Maseru Bridge (8 April 2025) and Ficksburg (10 April 2025), followed by site walk-throughs, tool configuration in the WCO TRS software, and enumerator training. Pilot runs were conducted at Maseru Bridge (5 – 9 May 2025) and Ficksburg (26 – 30 May 2025), preceding full-scale fieldwork at Maseru Bridge (12 – 16 May) and Ficksburg (2 - 13 June).

Key Findings

Pre-Border Processing:

Maseru Bridge recorded faster processing from declaration lodgement to "Proceed to Border" (2h 17m) compared to Ficksburg Bridge (4h 16m). Payment method was the main factor affecting clearance time. Cash payments took more than 17 hours on average, while deferred payments or those settled through SARS refund claims were cleared within approximately 3 hours.

At-Border Processing:

Ficksburg Bridge processed trucks from arrival to exit more quickly (41m) than Maseru Bridge (1h 48m). Average step times were consistent: immigration and health 2m, physical inspection 10–11m, and toll 2m.

End-to-End Performance:

Total clearance averaged 2 hours at Maseru Bridge and 59 minutes at Ficksburg Bridge. Maseru's efficiency stemmed from faster pre-border processes, while Ficksburg's strength lay in quicker at-border movement.

Import VAT Payment Procedures upon Entry into Lesotho

Import Value Added Tax (VAT) at the border can be settled through 3 main methods, each designed to suit different types of traders and transactions. These options provide flexibility, promote compliance, and support efficient clearance of goods.

- **Cash Payments:** This includes payments made through direct bank transfers, Point of Sale (POS) terminals, or cash within the stipulated limit. It allows clearance once payment confirmation is received.
- **Deferment Facility:** This option is available to approved importers who meet specific compliance and financial integrity requirements. It allows payment of import VAT to be deferred to a later date. Revenue Services Lesotho (RSL) continuously reviews and refines the eligibility criteria for this facility to promote accessibility while maintaining compliance integrity.
- **Import VAT Claim:** Under this arrangement, importers may surrender their VAT refund claims from the South African Revenue Service (SARS) to RSL at the point of entry. This process is governed by the Memorandum of Understanding on Processing and Administering the Value-Added Tax Refund System between Revenue Services Lesotho and the South African Revenue Service, which outlines the obligations and procedures for managing such claims.

Together, these 3 mechanisms ensure that VAT is efficiently collected, compliance is maintained, and traders are provided with practical options that support both facilitation and fiscal accountability.

Comparative Clearance Times at Maseru Bridge and Ficksburg Bridge

The tables below summarise average clearance times across key stages of import and export processing at Maseru Bridge and Ficksburg Bridge.

Table 1: Pre-Border Process (Declaration lodgement to Proceed to Border)

| Border Post | Import Process Time (h:mm) | Pre-Border Process Time (h:mm) | Export Process Time (h:mm) |
|------------------|----------------------------|--------------------------------|----------------------------|
| Maseru Bridge | 2:17 | | 0:06 |
| Ficksburg Bridge | 4:16 | | 0:05 |

Table 2: Border Process (Arrival to Exit)

| Border Post | Import Border Process Time (h:mm) | Export Border Process Time (h:mm) |
|------------------|-----------------------------------|-----------------------------------|
| Maseru Bridge | 1:48 | 0:46 |
| Ficksburg Bridge | 0:41 | 0:55 |

Table 3: End-to-end Average Time

| Border Post | Import End-to-end Time (h: mm) | Export End-to-end Time (h: mm) |
|------------------|--------------------------------|--------------------------------|
| Maseru Bridge | 2:00 | 1:21 |
| Ficksburg Bridge | 0:59 | 0:52 |

The data shows clear performance differences between the two border posts. Maseru Bridge processed declarations faster before goods reached the border, averaging 2 hours 17 minutes compared to 4 hours 16 minutes at Ficksburg Bridge, mainly due to faster non-cash transactions. Once trucks arrived, Ficksburg Bridge moved them through more quickly; 41 minutes compared to 1 hour 48 minutes at Maseru Bridge. Overall, total clearance averaged 2 hours at Maseru Bridge and 59 minutes at Ficksburg Bridge, reflecting complementary strengths in pre-border and at-border efficiency.

Strategic Recommendations

The study highlights both immediate and long-term opportunities to improve efficiency, strengthen inter-agency coordination, and embed continuous improvement across border operations. A key priority is the implementation of the Inter-Agency Standard Regulation on Coordinated Border Management (CBM), formally adopted by both the National Trade Facilitation Committee (NTFC) and the Lesotho Border Management Services (LBMS) Steering Committee. This framework serves as the legal and operational backbone for integrated border management, anchoring collaboration among agencies and providing clear structures for governance, risk management, and coordination.

The Standards promote harmonised procedures, eliminate duplication, and strengthen shared accountability through:

- Joint planning and coordinated execution of border-control functions.
- Aligned operating hours and inspection procedures to reduce delays.
- Interoperable ICT systems and transparent information sharing.
- Mutual recognition of inspections and certificates across borders.
- Common risk-management mechanisms and data standards.
- A people-centred service model that balances facilitation with control.
- Regular monitoring using tools such as the Time Release Study (TRS).
- Progressive alignment with the One-Stop Border Post (OSBP) model to institutionalise joint operations and shared facilities.

Together, these recommendations chart a clear path for strengthening coordination, improving efficiency, and applying technology to create more connected, responsive border operations. Stable ICT systems and reliable fallback procedures remain essential to sustain progress and maintain continuity during system downtime.

Conclusion

The 2025 End-to-End Time Release Study provides a credible evidence base for ongoing border modernisation between Lesotho and South Africa. It offers practical insights to guide institutional reforms under the Inter-Agency Standard Regulation and supports the region's transition toward a One-Stop Border Post model. By aligning with WCO, WTO, and SACU trade-facilitation frameworks, both countries reaffirm their commitment to efficient, transparent, and collaborative border management; enhancing trade, economic growth, and shared regional prosperity.

2. INTRODUCTION

Lesotho ratified the World Trade Organization's Trade Facilitation Agreement (TFA) on 4 January 2016, becoming one of the early adopters among least-developed countries. The TFA, adopted at the 2013 Bali Ministerial Conference and in force since 2017, commits members to reducing the time, cost, and complexity of cross-border trade. In line with Article 14, Lesotho notified its measures under Categories A, B, and C; covering those implemented immediately, those requiring more time, and those needing external technical and capacity support. Implementation has been gradual, with extensions granted for complex provisions such as customs cooperation. To coordinate these efforts, the National Trade Facilitation Committee (NTFC) was established in 2017 as the institutional platform for guiding reforms and aligning national stakeholders.

Beyond the TFA, Lesotho is a contracting party to the Revised Kyoto Convention (RKC), which continues to inform its customs modernisation efforts. Implementation of the RKC has been phased and supported by complementary initiatives under the WCO SAFE Framework of Standards, aimed at strengthening supply chain security. With WCO technical assistance, Lesotho has also made progress in digital integration and data harmonisation. The adoption of the WCO Data Model and development of a national data catalogue have helped improve cross-border data exchange. Collectively, these international commitments demonstrate Lesotho's determination to align its customs and border operations with global best practice, underscoring the relevance of the Time Release Study (TRS) as a tool for evidence-based reform.

To strengthen TFA implementation, Lesotho has undertaken a series of complementary initiatives. These include customs modernisation, the development of an advance ruling system with WCO support, and the operationalisation of the Lesotho National Single Window (LNSW) for online submission of permits and exemptions. The country also participates in regional programmes such as the SADC – EU Trade Facilitation Programme and continues to advance its National Coordinated Border Management (CBM) Strategy. These efforts have contributed to improved transparency, inter-agency collaboration, and digitalisation which is reflected in Lesotho's 2025 UN Global Survey on Digital and Sustainable Trade Facilitation score of nearly 69%. Collectively, these initiatives demonstrate Lesotho's progress in turning WTO TFA obligations into practical measures that simplify trade, improve predictability, and enhance competitiveness.

In preparation for the End-to-End Time Release Study (TRS), officials from the Revenue Services Lesotho (RSL) and the South African Revenue Service (SARS) participated in a joint inception workshop held in Maseru. The workshop aligned both administrations on the objectives, methodology, and collaborative framework required to conduct the study across the shared border. Dedicated Technical Working Groups (TWGs) were then established within both administrations to oversee the process, supported through capacity building from the World Customs Organization (WCO).

The WCO facilitated a virtual training programme for TWG members, running weekly from 26 March to 25 April 2025. These sessions equipped participants with the knowledge and tools needed to conduct an end-to-end TRS, focusing on methodology, data collection, and harmonisation to ensure consistency between both countries.

The Lesotho TRS Technical Working Group included a diverse team representing all key stakeholders involved in border management. This comprised Customs Officers from Maseru Bridge and Ficksburg Bridge, representatives of Clearing Agents Association of Lesotho, and Officials from several Other Government Agencies (OGAs), including the Ministries of Agriculture, Health, Home Affairs, Police, Public Works and Transport, and the National Security Service (NSS). This inclusive composition ensured that the study captured all perspectives across the border management ecosystem.

The study was carried out at the Maseru Bridge and Ficksburg Bridge border posts, both of which critical commercial gateways for bilateral trade and the movement of people. The focus was on both import and export processes, covering all activities from the arrival of goods to their release. This end-to-end approach provided a complete picture of clearance times and identified procedural and operational challenges.

Given the predominance of road transport at these two border posts, the TRS was tailored to suit local conditions. Activities related to air, rail, and sea transport were excluded, allowing the study to focus on road-based trade flows. This customisation enabled more accurate assessment of delays and bottlenecks, yielding actionable insights for improving border management along the Lesotho – South Africa corridor.

The success of the End-to-End TRS reflects RSL's commitment to inclusive and collaborative border governance. Recognising that efficient border management depends on shared responsibility, the project actively engaged a wide range of stakeholders throughout its planning, implementation, and validation phases. This collaborative approach ensured that the results not only reflect real border conditions but also build shared ownership for future improvements.

Technical Working Group Composition and Stakeholder Engagement

The Technical Working Group (TWG) formed the core of the TRS implementation. It brought together representatives from institutions that play critical roles in border operations. Members included:

- Customs officials from both Maseru Bridge and Ficksburg Bridge, providing operational insight and coordinating data collection.
- Clearing agents, representing private-sector perspectives on customs procedures and clearance efficiency.
- Other Government Agencies (OGAs) with responsibilities for border control and regulatory oversight, including:
 - Ministry of Agriculture, Food Security and Nutrition (MAFSN)
 - Ministry of Health (MoH)
 - Ministry of Local Government, Chieftainship, Home Affairs and Police (MLGCHAP)
 - Ministry of Public Works and Transport (MPWT)
 - National Security Service (NSS)

The diversity of this team ensured balanced representation of policy, regulatory, and operational dimensions. Each institution contributed its technical expertise and experience, which strengthened the credibility and completeness of the study.

Broader Stakeholder Involvement

In addition to the TWG, Revenue Services Lesotho (RSL) maintained close engagement with a wider group of stakeholders throughout the TRS process. This inclusive approach ensured that both institutional and user perspectives were reflected in the study. The wider group included:

- Traders and importers/exporters, who shared practical experiences on procedural efficiency and predictability.
- Freight, logistics, and transport operators, who highlighted challenges related to transit times and cargo flow.
- International organisations, particularly the World Customs Organization (WCO), which offered technical guidance, training, and global best practices.
- The South African Revenue Service (SARS), whose TRS experts contributed valuable knowledge from earlier national and joint studies.

This broad engagement made the TRS a genuinely collaborative effort, balancing operational realities with reform priorities.

Collaborative Framework

The TRS was implemented within a strong partnership framework that encouraged joint planning, shared learning, and transparent communication. RSL coordinated regular meetings, capacity building sessions, and data validation workshops with SARS and participating agencies to keep everyone aligned on objectives and progress.

The process strengthened trust among institutions and reinforced a sense of shared accountability for results. It also laid a solid foundation for ongoing cooperation in improving border operations and advancing trade-facilitation reforms between Lesotho and South Africa.

3. STUDY METHODOLOGY

3.1 Time Release Study (TRS) Phases

The study followed the World Customs Organization (WCO) Time Release Study (TRS) framework, which provides a structured approach for assessing the efficiency of border-clearance processes. Implementation was carried out through 4 interlinked phases, as illustrated in Figure 1 below.

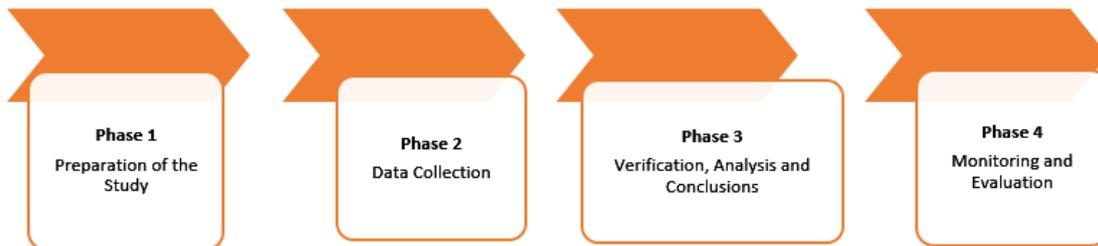


Figure 1: The 4 Phases of the Time Release Study (TRS) Framework

- **Phase 1 – Preparation of the Study:**

This phase involved setting up the TRS Technical Working Group (TWG), defining the scope of the study, designing the required data-collection tools, and engaging key stakeholders to ensure shared understanding of objectives and methods.

- **Phase 2 – Data Collection:**

Data were gathered from both automated systems and field observations. This included system-generated timestamps from ASYCUDA World and manually recorded data from enumerators stationed at arrival points, inspection bays, and exit gates.

- **Phase 3 – Verification, Analysis, and Conclusions:**

The collected data were validated, cleaned, and analysed to ensure accuracy. The process focused on identifying procedural bottlenecks, measuring clearance times at each stage, and drawing evidence-based conclusions to inform practical reforms.

- **Phase 4 – Monitoring and Evaluation:**

The final phase focused on using the TRS findings to guide ongoing reforms, track progress in implementation, and measure the impact of trade-facilitation initiatives over time.

3.1.1 Phase 1- Preparation of the Study

Design and Planning

A detailed Terms of Reference (ToR) was developed and approved to guide the Time Release Study and define the resources required for the Technical Working Group. Nominations were requested from Other Government Agencies (OGAs) and private-sector representatives to form a bi-national TWG. These submissions included the ToR and invitations to participate in the World Customs Organization (WCO) virtual capacity-building sessions scheduled for 24 March 2025.

Between 10 and 20 March 2025, all preparatory documentation was finalised and submitted to the WCO. This included the Terms of Reference, participant lists, and requests for access to the TRS software.

On-Site Activities

Structured site visits were conducted at Maseru Bridge and Ficksburg Bridge to validate process flows, confirm timestamp capture points, and harmonise procedures across agencies. The walkthroughs covered truck routing, lodgement points, inspection bays, OGA counters, payment facilities, and exit gates. These visits tested the field tools, refined observation protocols, and prepared frontline officers, traders, and clearing agents for the study.

End-to-end process maps were developed for both imports and exports, divided into pre-border and at-border stages.

- The pre-border stage included submission, assessment, payment, and Proceed-to-Border (P2B) steps.
- The at-border stage covered arrival, gate controls, inspections, OGA interactions, toll payment, and exit.

Each process step was defined in terms of its trigger, responsible party, required documentation, and expected output. These process maps guided questionnaire design, sampling, and data integration. A data dictionary was also developed to ensure consistent definitions and data formats. Under WCO guidance, the Revenue Services Lesotho (RSL) and the South African Revenue Service (SARS) jointly reviewed workflows to ensure alignment on a unified clearance process.

Sampling and Methodological Refinement

Baseline data showed that the number of monthly declarations varied significantly across the two border posts. Maseru Bridge recorded higher transaction volumes than Ficksburg Bridge for both import and export flows. During early fieldwork, it became evident that export samples were difficult to obtain due to lower declaration volumes. To ensure a balanced and representative sample, the team shifted from using declarations to truck manifests as a more reliable indicator of traffic. Sampling targets were then adjusted to 150 trucks or manifests for imports and 70 for exports at each site. Table 4 and 5 below provides a summary of Data collection statistics and measures of reliability respectively.

Table 4: Data collection statistics

| | Period of data collection | Total population for the period of data collection (Declarations) | Total population for the period of data collection (Trucks) | Actual no. of declarations for which data was collected | Actual no. of trucks for which data was collected |
|-------------------|---------------------------|---|---|---|---|
| Maseru exports | 12-16 May and 27-28 May | 313 | 269 | 85 | 73 |
| Maseru imports | 12-16 May | 3730 | 1444 | 1064 | 412 |
| Ficksburg exports | 2-13 June | 289 | 289 | 103 | 103 |
| Ficksburg imports | 2-13 June | 1961 | 834 | 734 | 312 |

Table 5: Measures of reliability

| | Population % captured for declarations | Population % captured for trucks | Confidence level | Margin of error |
|-------------------|--|----------------------------------|------------------|-----------------|
| Maseru exports | | 27% | 95% | 10% |
| Maseru imports | | 29% | 95% | 2.73% |
| Ficksburg exports | | 37% | 95% | 7.9% |
| Ficksburg imports | | 36% | 95% | 9.2% |

The reliability of the TRS data was evaluated using the proportion of the total population captured and the corresponding margin of error at a 95% confidence level. Maseru Bridge imports demonstrated a strong level of reliability, with 29% of declarations captured and a low margin of error of 2.73%, confirming that the sample accurately represents the population. Ficksburg Bridge imports and exports also fell within acceptable reliability limits, with margins of error of 9.2% and 7.9% respectively. Maseru Bridge exports, while still statistically valid, recorded a higher margin of error of 10%, placing them at the upper threshold of acceptability. Overall, the dataset provides a credible and representative basis for analysis, though export data from Maseru Bridge should be interpreted with slightly greater caution.

3.1.2 Phase 2 – Data Collection

Execution

A pilot test was conducted to validate the tools, train enumerators, and assess data-handling procedures. Lessons from the pilot informed final refinements before full deployment.

Data collection began with a trader sensitisation session at Maseru Bridge on 12 May 2025, followed by fieldwork from 12 to 16 May and again from 26 to 28 May. At Ficksburg Bridge, fieldwork took place from 2 to 6 June 2025. Sampling covered morning, midday, and late afternoon shifts to reflect operational variations throughout the day.

Truck movements and driver interactions within the border precinct were manually recorded on TRS questionnaires by TWG enumerators. Manual timestamps, captured in Excel files, complemented ASYCUDA World data and included activities not recorded electronically, particularly those involving OGAs. These datasets supported the calculation of average processing times and enabled a comprehensive end-to-end assessment of cargo movements across both borders.

For the end-to-end analysis, manually collected fields such as truck registration number, arrival timestamp, and exit timestamp were exchanged between Lesotho and South Africa. The final dataset comprised 412 import and 73 export records at Maseru Bridge, and 325 import and 109 export records at Ficksburg Bridge.

3.1.3 Phase 3 – Verification, Analysis, and Conclusions

Data Integration and Quality Assurance

Manual timestamps were merged with ASYCUDA World data through unique identifiers to create a complete and harmonised dataset. To ensure consistency, all records were converted into a standardised date and time format before analysis. Quality checks were conducted to identify and correct outliers, missing records, and duplicate entries. Any inconsistencies were verified through direct follow-up with enumerators. The resulting dataset provided a reliable and comprehensive basis for analysing clearance times by site, process stage, risk lane, and payment method.

Analysis and Reporting

Comparative metrics were developed for imports and exports at both border posts. The analysis linked clearance times to operational practices, coordination gaps, documentation requirements, and interventions by Other Government Agencies. A draft report was shared with stakeholders for validation. After incorporating feedback, the final report was produced, containing prioritised and evidence-based recommendations designed to reduce clearance times, streamline procedures, and enhance overall efficiency in cross-border trade.

3.1.4 Phase 4 – Monitoring and Evaluation

Implementation of Recommendations

To sustain progress and institutionalise continuous improvement, it is recommended that the National Trade Facilitation Committee (NTFC) establish a mechanism to monitor and evaluate implementation of the TRS recommendations. The NTFC should also identify the entity responsible for coordinating and reporting on progress, ensuring that reforms remain aligned with national and regional trade facilitation objectives.

3.2 Scope of the Study

The study assessed both pre-border and at – border processes, focusing on the time required to handle import and export declarations at Maseru Bridge and Ficksburg Bridge. Data were collected at Maseru Bridge from 12 to 16 May 2025, with additional export data captured on 27 and 28 May. Fieldwork at Ficksburg Bridge took place from 29 May to 6 June 2025.

3.3 Data Sources

Two main data sources were used for the analysis. The first was system-derived data from ASYCUDA World, which captured automatically recorded milestones such as declaration lodgement, payment, and release. The second source was manually observed data collected by enumerators, covering steps not captured electronically, particularly those involving OGAs.

The results are presented as either average or median times and are disaggregated by trade flow (imports or exports), border post, and risk-management lane (Green, Yellow, Red, or Blue). The objective was to identify points in the clearance process that caused delays and to highlight areas where targeted interventions could improve efficiency and predictability in border operations.

3.4 Strategic Observations, Challenges, and Lessons Learned

1. Planning and Coordination

Challenge: The TRS required extensive coordination across technical, operational, and financial dimensions. Resource planning was not fully scoped at the outset, and participation among some border agencies was uneven.

Lesson Learned: Early stakeholder mapping is essential. Future TRS exercises should clearly define roles, responsibilities, and resource commitments, supported by a consolidated TRS resource plan aligned with the operational calendar of all participating agencies.

2. Human and Technical Resources

Challenge: Most task team members balanced routine duties with TRS responsibilities, limiting dedicated time for the study.

Lesson Learned: Each participating agency should designate a dedicated TRS officer, supported by executive leadership, to ensure consistent coordination, accountability, and continuity.

3. Data Collection and Quality

Challenge: Manual data entry and questionnaire-based recording introduced inconsistencies, missing timestamps, and significant data-cleaning requirements.

Lesson Learned: The use of digital data collection tools and built-in validation checklists should be prioritised to enhance accuracy, streamline verification, and reduce reconciliation time.

Challenge: While the data collected was statistically sound, variations in sample size led to differences in precision across border posts.

Lesson Learned: Future TRS exercises should strengthen sample coverage, particularly for exports, to enhance reliability and confidence in comparative analysis.

4. Cost Implications

Challenge: Costs related to logistics, meals, workshops, and technical support were underestimated, resulting in financial pressure during implementation.

Lesson Learned: Future TRS planning should include comprehensive budget forecasting, provision for contingencies, and early engagement with development partners to secure supplementary funding where necessary.

4. DATA

INTERPRETATION AND ANALYSIS

4.1 Data Interpretations

The Time Release Study (TRS) examined 2 principal trade flows: imports and exports. Each flow was divided into pre-border and at-border components for both Maseru Bridge and Ficksburg Bridge. At Maseru Bridge, the analysis covered 1,064 import declarations and 85 export declarations. At Ficksburg Bridge, it included 734 import declarations and 103 export declarations.

Customs risk management procedures applied a four-channel selectivity system that allocates resources according to the level of assessed risk:

- **Green Channel:** Declarations released automatically without customs intervention.
- **Blue Channel:** Declarations released automatically but subject to post-clearance checks or audit.
- **Yellow Channel:** Declarations sent to the central processing hub for documentary verification.
- **Red Channel:** Declarations selected for physical inspection at the border post.

Analysis of the sampled data showed that the Green Channel handled most import declarations, accounting for 61 percent at Maseru Bridge and 70 percent at Ficksburg Bridge. The Blue Channel followed, with 23 percent at Maseru Bridge and 12 percent at Ficksburg Bridge. The Yellow Channel, which involves documentary checks, accounted for 5 percent at Maseru Bridge and 12 percent at Ficksburg Bridge, while the Red Channel, reserved for physical inspections, recorded 9 percent at Maseru Bridge and 6 percent at Ficksburg Bridge.

Figure 2 below illustrates the distribution of import declarations across the four risk-management channels for both border posts.

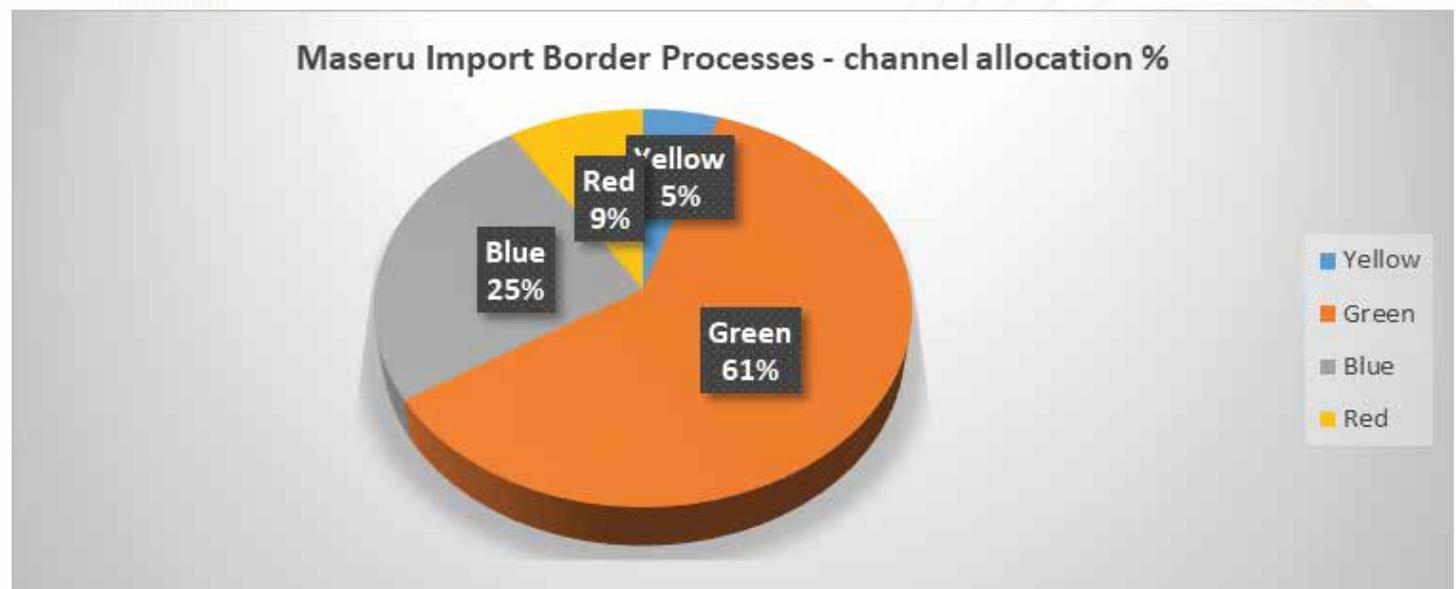


Figure 1: Maseru Import Border Processes - channel allocation %

Ficksburg Import Border Processes - channel allocation %

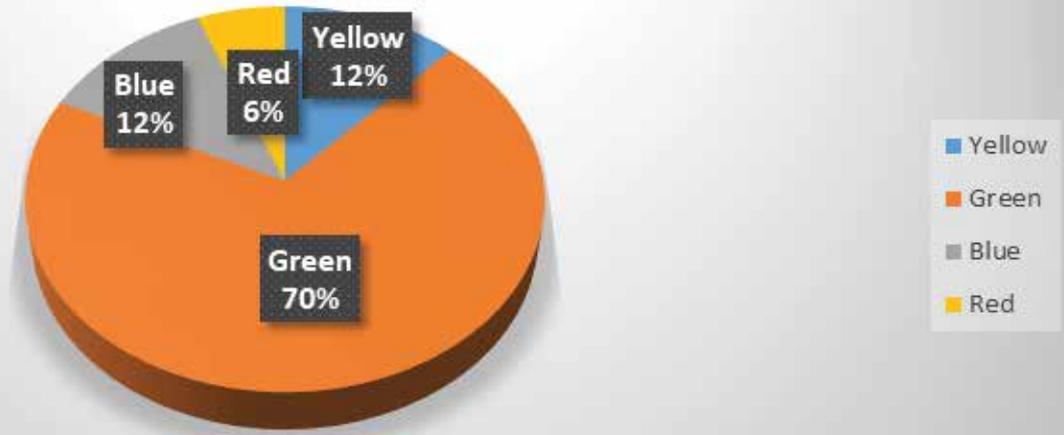


Figure 2: Ficksburg Import Border Processes - channel allocation %

Similarly, the analysis showed that most export declarations were processed through the Green Channel, representing 67% at Maseru Bridge and 63% at Ficksburg Bridge. The Blue Channel followed, with 2% of exports at Maseru Bridge and 30% at Ficksburg Bridge. The Yellow Channel accounted for 15% of exports at Maseru Bridge and 3% at Ficksburg Bridge, while the Red Channel, used for physical inspections, recorded 4% at both border posts.

The figures below illustrate this distribution, showing that export processing patterns at both borders reflect a high level of compliance and effective targeting through risk-based management.

Maseru Export Border Processes - channel allocation %

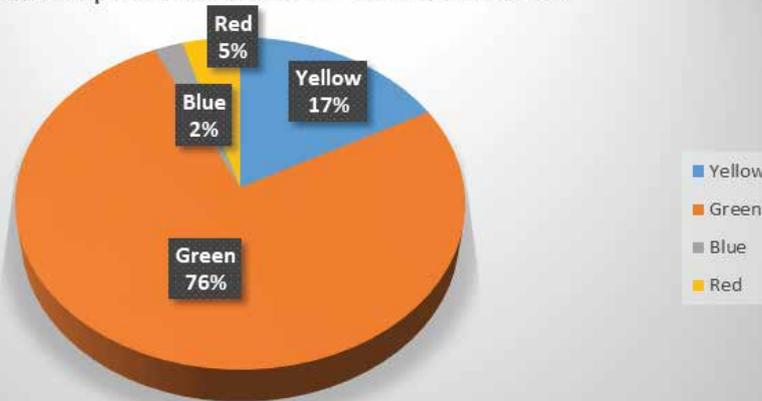


Figure 3: Maseru Export Border Processes - channel allocation %

Ficksburg Export Border Processes - channel allocation %

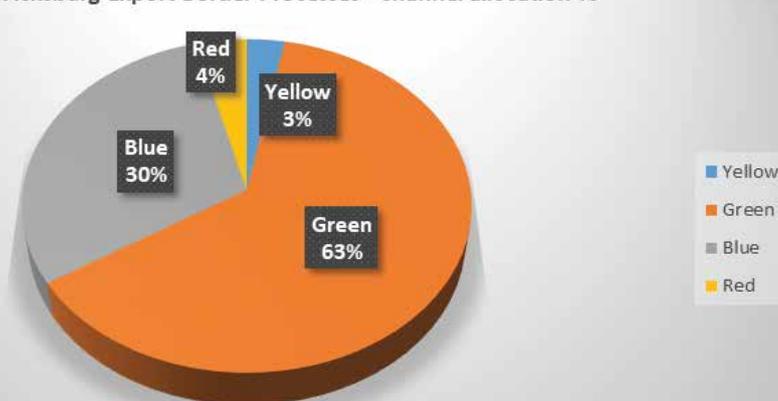


Figure 4: Ficksburg Export Border Processes - channel allocation %

4.2 Imports Analysis

4.2.1 Pre-border processes Time

Pre-border regulatory performance was assessed by measuring the average time between the lodgement of an import declaration and the issuance of the Proceed-to-Border (P2B) notice. As shown in the figure, the results indicate that pre-border processes at Maseru Bridge were completed faster than at Ficksburg Bridge.

Table 6: Pre-border processes Time

| Border Post | Average Time from Declaration Submission to P2B (h:mm) |
|------------------|--|
| Maseru Bridge | 2:17 |
| Ficksburg Bridge | 4:16 |

The main factor influencing the duration of pre-border processing for imports in this TRS was the method of payment. The study found notable differences between traders who made cash payments and those using deferred payment accounts or settling their import VAT obligations through the surrender of SARS refund claims at the point of entry.

At Maseru Bridge, traders using deferred payment arrangements recorded the fastest average times, followed by those settling their import VAT obligations through SARS refund claims. At Ficksburg Bridge, importers using SARS refund claims recorded the fastest average times, followed by those using deferred payment arrangements. In contrast, cash payments resulted in the longest delays, averaging 18 hours and 5 minutes at Ficksburg Bridge and 17 hours and 35 minutes at Maseru Bridge. Cash payment durations were further affected by the time traders, or their representatives took to make payment after lodging their declarations.

The figure below summarises these variations in average processing times by payment method at each border post.

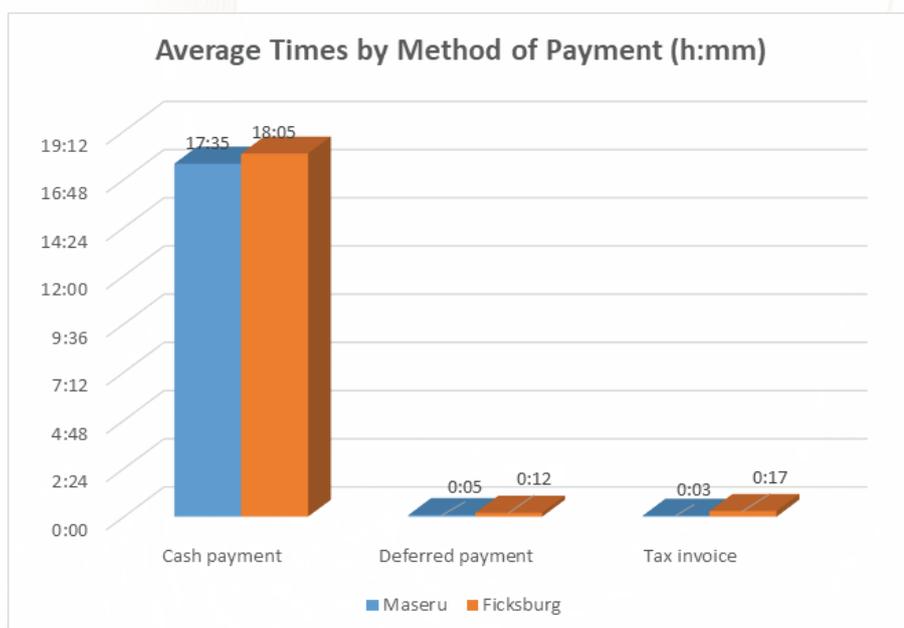


Figure 5: Average Times by Method of Payment (h:mm)

4.2.2 Border Processes Time

Border-process time was measured from the physical arrival of the truck at the border to its departure after completing all required procedures. Unlike pre-border processes, average border-processing times at Ficksburg Bridge were faster than those recorded at Maseru Bridge. The table below presents these comparative durations.

Table 6:Pre-border processes Time

| Border Post | Average Time from Declaration Submission to P2B (h:mm) |
|-------------------------|---|
| Maseru Bridge | 2:17 |
| Ficksburg Bridge | 4:16 |

Table 8:Border Process Times per Agencies

| AGENCY | Maseru Bridge Average Times (h:mm) | Ficksburg Average Times (h:mm) |
|-------------------------------|---|---|
| Port Health | 0:02 | n/a |
| Animal or Plant Health | 0:02 | n/a |
| Immigration | 0:02 | 0:02 |
| Customs | 0:54 | 0:17 |
| Traffic and Transport | 0:07 | n/a |
| Road Fund | 0:02 | 0:02 |

Based on the analysed data, Maseru Bridge recorded average processing times of 0h:02m for Immigration, Port Health, and Animal Health functions, and 0h:07m for Transport Control. At Ficksburg Bridge, Immigration procedures averaged 0h:02m. Physical inspections were completed in 0h:10m at Ficksburg Bridge and 0h:11m at Maseru Bridge, while Toll Gate processing averaged 0h:02m at both borders.

These results indicate that supporting agencies generally perform their functions efficiently, with minimal procedural variation between the two border posts. The slightly longer inspection times at Maseru Bridge may be linked to higher traffic volumes and more complex verification procedures. Overall, the findings show that most agencies operate within a short and predictable time frame, confirming the importance of stronger coordination and digital time tracking, particularly for Customs, to enhance the accuracy of future measurements.

4.2.3 Overall Clearance Time

The overall average clearance time was measured from the lodgement of a declaration to the physical exit of the consignment at the border. On average, shipments were cleared faster at Maseru Bridge than at Ficksburg Bridge. These results are consistent with the earlier pre-border analysis, which showed quicker processing at Maseru Bridge, and correspond with the lower rate of documentary checks recorded there (5% compared with 12% at Ficksburg Bridge).

The table below presents the comparative end-to-end clearance times for both borders.

Table 9: Overall Clearance Time

| Border Post | Average Time from Declaration Submission to Physical Exit (h:mm) |
|-------------------------|---|
| Maseru Bridge | 7:41 |
| Ficksburg Bridge | 16:56 |

4.2.4 End-to-End Process Time

The analysis of the end-to-end import process covered the full movement of consignments from arrival in South Africa to exit into Lesotho. It measured the average time taken from arrival to exit on each side of the border, the overall end-to-end duration from entry in South Africa to final exit in Lesotho, and the average time spent in transit between the two countries, calculated from the point of exit in South Africa to arrival in Lesotho. The results are summarised in the table below.

Table 10: End-to-End Process Time

| Border Post | SA arrival to exit | LS arrival to exit | End-to-end time | Cross Border Time |
|-------------------------|-------------------------------|-------------------------------|----------------------------|------------------------------|
| Maseru Bridge | 0h:12m | 1h:48m | 2h:00m | 0h:14m |
| Ficksburg Bridge | 0h:08m | 0h:41m | 0h:59m | 0h:24 |

4.3 Exports Analysis

4.3.1 Pre-border processes Time

As with the import process, the pre-border stage for exports was measured from the lodgement of the declaration to the issuance of the Proceed-to-Border (P2B) notice. The results show that the average processing times were relatively similar, with Ficksburg Bridge recording 0h:05m and Maseru Bridge 0h:06m. The table below summarises these findings.

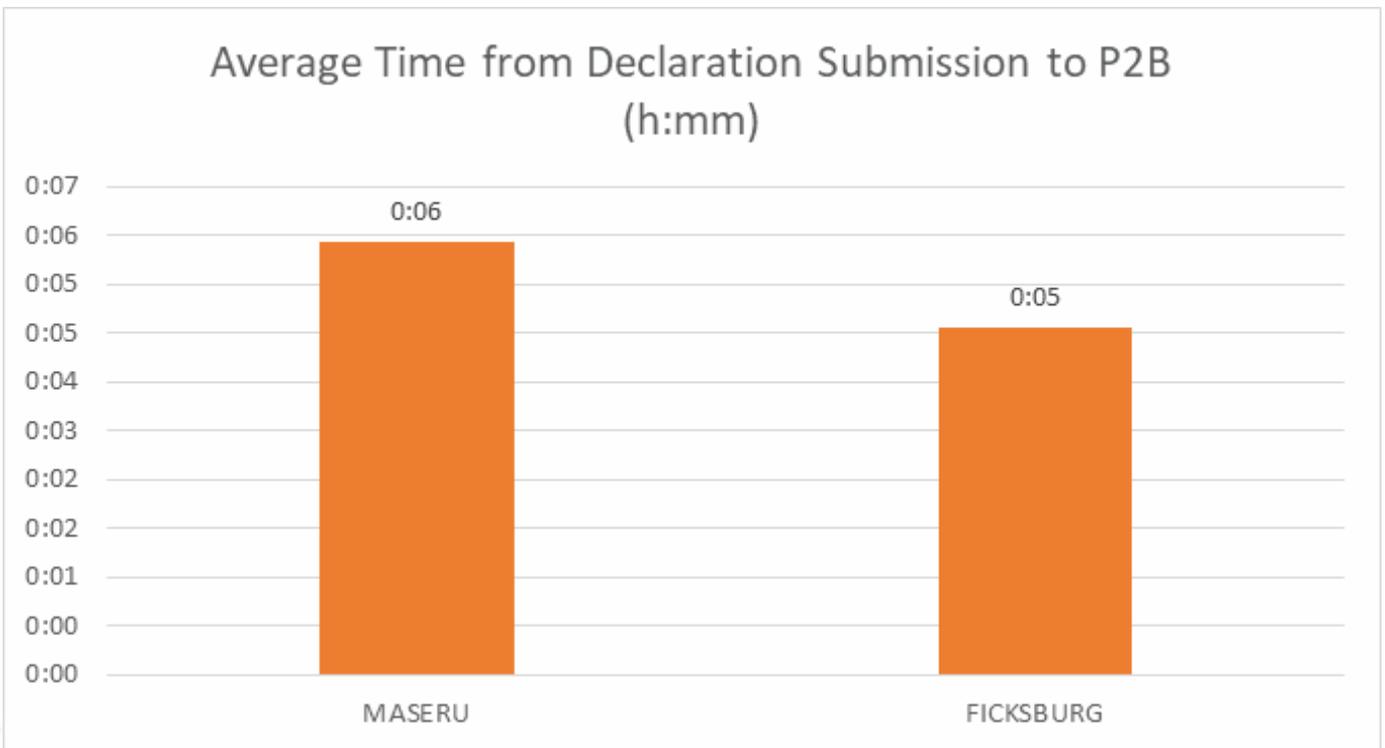


Figure 6: Average Time from Declaration submission to P2B

The average pre-border times were calculated according to risk-management (selectivity) channels for both border posts, as summarised in the table below. However, data limitations prevented the computation of averages for some categories, specifically the Blue Channel at Maseru Bridge, the Red Channel at both Maseru Bridge and Ficksburg Bridge, and the Yellow Channel at Ficksburg Bridge. This limitation arose from the relatively low level of Customs intervention in export declarations, as reflected in the proportion of declarations assigned to each channel.

At Maseru Bridge, the recorded time stamps were as follows:

- 2 declarations in the Blue Channel: 0h:01m and 0h:04m.
- 3 declarations in the Red Channel: 0h:19m, 0h:30m, and 1h:09m.

At Ficksburg Bridge, the following time stamps were recorded:

- 4 declarations in the Red Channel: 0h:32m, 0h:08m, 4h:29m, and 0h:18m.
- 3 declarations in the Yellow Channel: 0h:15m, 0h:28m, and 0h:31m.

These results indicate that export processing involved limited Customs intervention, reflecting the generally low-risk profile of most export consignments.

Table 11: Average Times by Selectivity Categories

| Selectivity Categories | Maseru Bridge Average Times (h:mm) | Ficksburg Average Times (h:mm) |
|------------------------|------------------------------------|--------------------------------|
| Green | 0:01 | 0:01 |
| Blue | n/a | 0:01 |
| Red | n/a | n/a |
| Yellow | 0:22 | n/a |

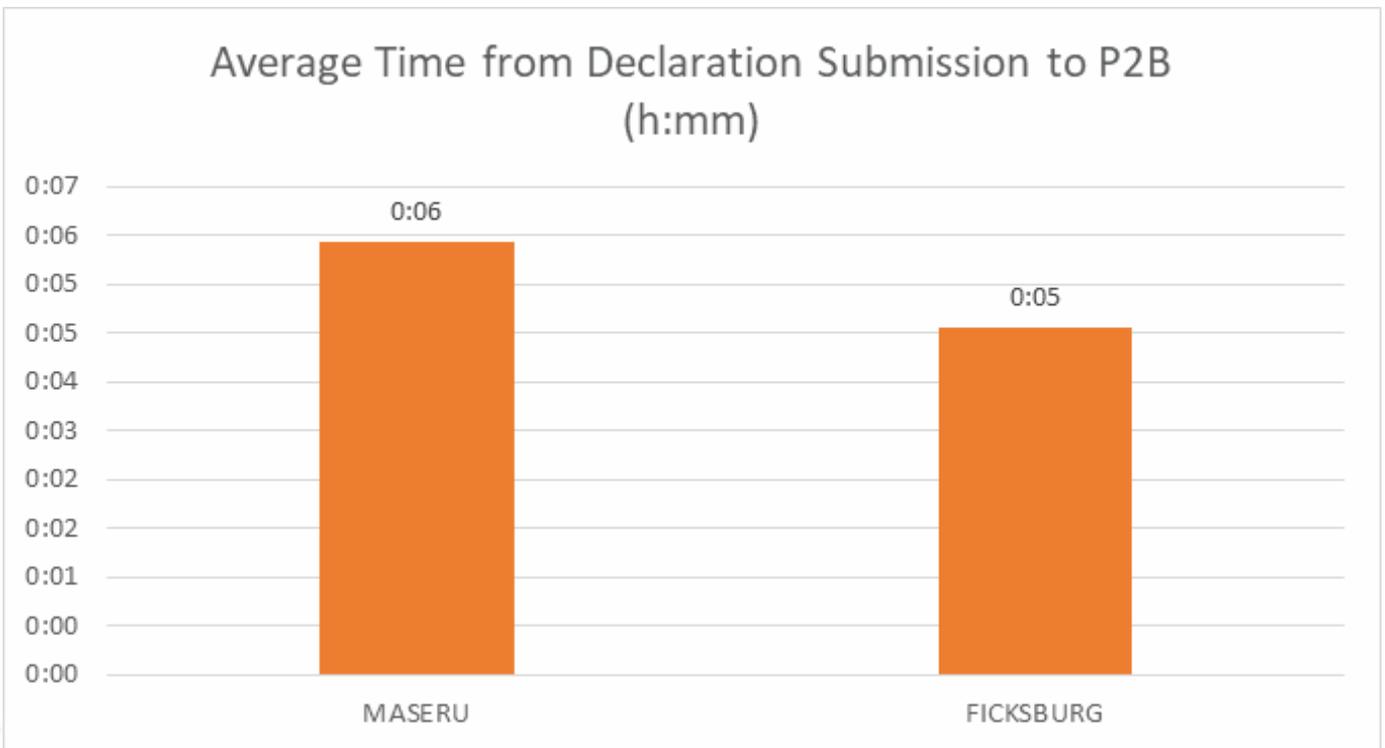


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| Blue | n/a | 0:01 |
| Red | n/a | n/a |
| Yellow | 0:22 | n/a |

4.3.2 Border processes Time

Border process times were measured from the physical arrival of the truck to its physical exit. The analysed data show that export declarations were processed more quickly at Maseru Bridge than at Ficksburg Bridge.

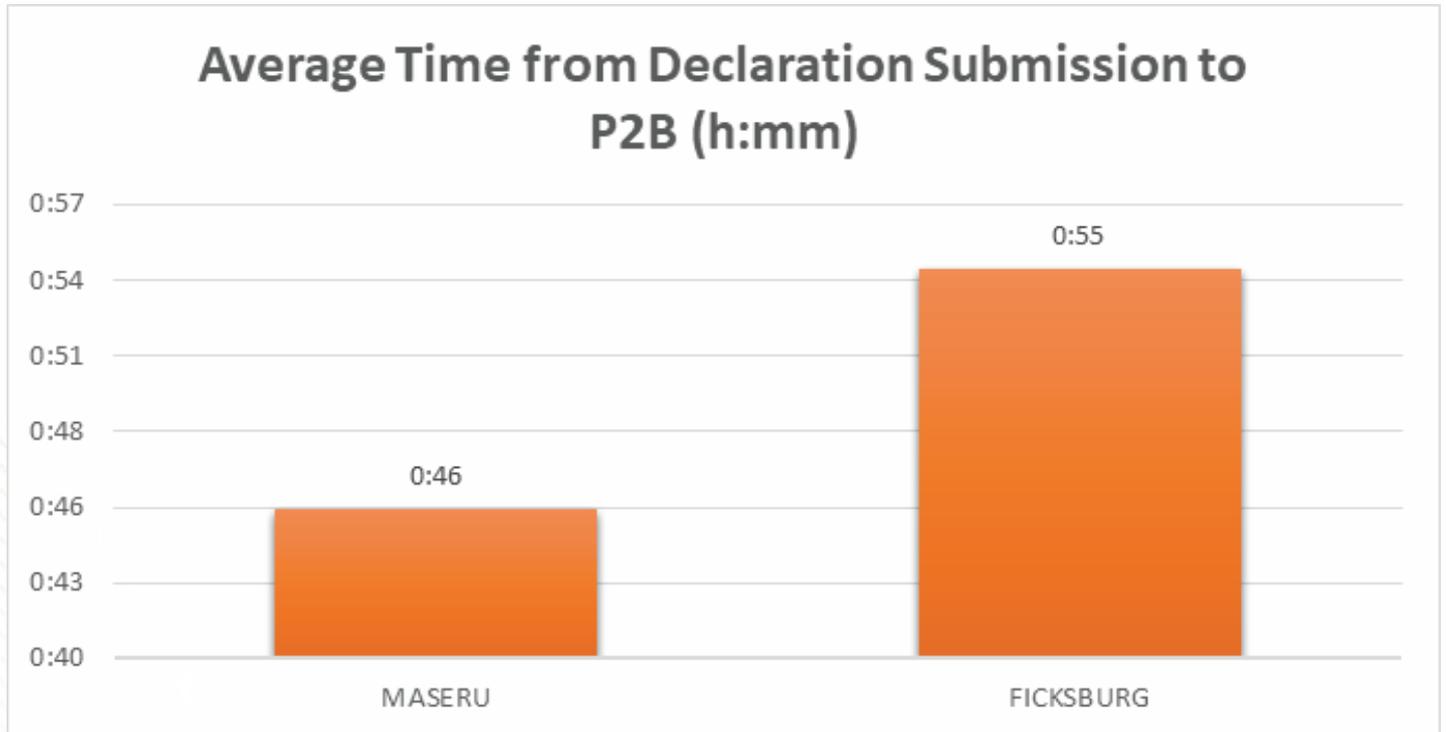


Figure 7: Average Time from Declaration submission to P2B (h:mm)

4.3.3 Overall Clearance Time

The overall clearance time, measured from the lodgement of the declaration to its final exit, indicates that export processing is generally faster at Ficksburg Bridge than at Maseru Bridge. This is reflected in the average clearance times of 9h:10m and 16h:21m respectively.

Table 12: Overall Clearance Time

| Border Post | Average Time from Declaration Submission to Physical Exit (h:mm) |
|------------------|--|
| Maseru Bridge | 9:10 |
| Ficksburg Bridge | 16:21 |

4.3.4 End-to-End Process Time

The end-to-end process for exports was measured from the time of arrival in Lesotho to the time of exit in South Africa. The analysis covers three main aspects:

- i. Average arrival-to-exit times on each side of the border.
- ii. The overall end-to-end average time.
- iii. The average cross-border time from Lesotho to South Africa.

To calculate the end-to-end duration, data were obtained through close collaboration between Revenue Services Lesotho (RSL) and the South African Revenue Service (SARS). The two administrations shared key data elements, including truck registration numbers, arrival and exit timestamps, and declaration references. This information allowed the technical teams to match records across both sides of the border and to reconcile instances where timing discrepancies occurred. The process ensured that each truck movement was uniquely linked from its point of departure in Lesotho to its exit in South Africa. The results of this collaborative analysis are summarised in the table below.

Table 13: End-to-End Process Time

| Border Post | SA arrival to exit | LS arrival to exit | End-to-end time | Cross Border Time |
|-------------------------|---------------------------|---------------------------|------------------------|--------------------------|
| Maseru Bridge | 0h:19m | 0h:42m | 1h:21m | 0h:10m |
| Ficksburg Bridge | 0h:16m | 0h:18m | 0h:52m | 0h:11m |

5 RECOMMENDATIONS AND IMPLEMENTATION ROAD MAP

4.3.4 End-to-End Process Time

The findings and recommendations provide the foundation for targeted improvements in border management and trade facilitation. They summarise the qualitative insights gathered during the study and outline proposed actions grouped into short, medium, and long-term measures.

The results are presented in three sections:

- Overall Observations Covering Both Imports and Exports.
- Findings Specific to Maseru Bridge for Imports and Exports.
- Findings Specific to Ficksburg Bridge for Imports and Exports.

The detailed results for each border post are presented in the tables that follow.

5.1 Overall Findings (Imports & Exports)

The Time Release Study revealed several operational, coordination, and infrastructure-related challenges affecting efficiency at Maseru and Ficksburg border posts. These findings are grouped under two broad themes:

- Process Gaps and Coordination.
- Border Process Performance.

1. Process Gaps and Border Coordination

- **Border operations remain fragmented**, with no joint planning or data sharing, leading to congestion, duplication of checks, manual arrival and exit recording, and inconsistent requirements among Other Government Agencies (OGAs).
This points to the need for structured inter-agency coordination and shared information systems to harmonise procedures and data flows.
- **Lack of harmonised Standard Operating Procedures (SOPs)** across border agencies results in uneven application of processes and inefficiencies in clearance procedures.
Developing and adopting joint SOPs will help align operations, improve predictability, and strengthen accountability among agencies.
- **Inspections are conducted in silos**, often causing duplication of effort and extended clearance times. Joint inspections supported by coordinated work plans and shared facilities would reduce redundancy and speed up processing.
- **Heavy reliance on manual procedures** for cargo handling and movement increases the risk of data entry errors and slows overall operations. Automating procedures through systems such as the Exit Gate Management System and number plate recognition technology would improve accuracy and throughput.
- **Misaligned risk criteria** across border agencies result in inconsistent targeting and inspection outcomes. A joint risk committee and harmonised risk-management framework are essential to enhance selectivity and resource optimisation.

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5.3 Medium-Term Actions – Consolidating National Consistency

Medium-term priorities focus on expanding integration and professionalisation across all commercial border posts.

- Extend the LBMS operational model nationwide, ensuring harmonised governance, ICT integration, and coordinated service delivery.
- Establish full-service inspection zones at major borders to streamline physical checks and reduce congestion.
- Mandate use of the Unique Consignment Reference (UCR) to improve data traceability and risk profiling.
- Develop a national valuation database and deliver cross-agency training in valuation and risk management to standardise decision-making and promote transparency.

These actions consolidate the CBM framework and prepare the institutional ground for deeper regional integration.

5.4 Long-Term Priorities – Towards Integrated Border Management (IBM)

Over the long term, Lesotho should build upon the CBM foundation to achieve Integrated Border Management (IBM), a fully digital, data-driven model that merges technology, analytics, and regional cooperation.

- Implement an IBM system leveraging AI-based planning, predictive analytics, and shared data architecture to enhance coordination and provide the technological foundation for the One-Stop Border Post (OSBP) with South Africa.
- Construct multi-agency customer service centres providing a single point of access for all regulatory and facilitation services.
- Partner with accredited laboratories to expand testing, certification, and standards enforcement capacity.

5.5 Implementation of the Lesotho–South Africa One-Stop Border Post (OSBP)

Building on the long-term IBM vision, the Maseru Bridge – Ficksburg Bridge OSBP is already under development, marking a major milestone in Lesotho’s trade facilitation reform. The TRS results provide an evidence base for shaping its design and monitoring progress.

Short-Term Implementation: Smart OSBP Development

The immediate focus should be on operationalising the OSBP framework through a technology-enabled “Smart OSBP” that harmonises processes and systems between Lesotho and South Africa.

Key actions include:

- Harmonising customs declarations and procedures to remove duplication and improve predictability for traders.
- Developing a single, smart declaration model leveraging real-time data exchange and automated risk assessment accessible to both RSL and SARS.
- Aligning inspection, documentation, and clearance procedures to enable coordinated controls and joint processing.
- Establishing a joint operational coordination unit between RSL, SARS, and key agencies for data sharing, workflow synchronisation, and performance oversight.

Medium-Term Implementation: OGA and Infrastructure Integration

In the medium term, OSBP implementation should prioritise integration of Other Government Agencies (OGAs) and related infrastructure upgrades.

Key actions include:

- Full inclusion of OGAs (Agriculture, Health, Environment, Immigration, and Standards authorities) within OSBP planning and operations.
- Development of shared inspection zones, laboratories, and multi-agency service blocks equipped with integrated ICT systems.
- Implementation of interoperable data-exchange platforms linking Lesotho and South Africa securely.
- Alignment of work hours, staffing, and risk-management criteria across both countries for seamless, synchronised operations.

Together, these actions will transform Maseru – Ficksburg into a flagship “Smart OSBP,” enhancing trade efficiency, regional competitiveness, and coordinated governance.

5.6 Cross-Cutting Enabler – ICT and Connectivity

Across all phases, stable ICT infrastructure and reliable connectivity remain essential. Agencies must maintain effective fallback procedures to safeguard continuity during system downtime and protect data integrity. Robust digital foundations are critical to sustaining all facilitation gains and enabling future interoperability with South Africa’s systems.

5.7 Summary

The immediate, medium-, and long-term measures, reinforced by the phased OSBP implementation, form a coherent roadmap that translates the CBM Regulations into operational reality, scales the LBMS model nationally, and positions Lesotho for fully integrated IBM and OSBP operations within the Southern African region.

5.3 Cross-Cutting Implementation Roadmap

The cross-cutting implementation roadmap builds directly on the findings and recommendations of this Time Release Study (TRS). It translates the diagnostic evidence from the TRS into a practical, phased reform trajectory that connects immediate operational improvements with broader Coordinated Border Management (CBM) reforms and the long-term vision of establishing a One-Stop Border Post (OSBP) along the Maseru Bridge – Ficksburg Bridge corridor.

In the **short term**, emphasis is placed on stabilisation and coordination through the adoption of border-level Standard Operating Procedures (SOPs), the establishment of daily joint inspection rosters, the introduction of segmented service lanes, and the activation of Inter-Agency Risk Committees to enhance decision-making and accountability.

During the **medium term**, the focus shifts towards integration and professionalisation. This includes creating permanent inter-agency coordination units, rolling out joint training programmes across Customs, Immigration, Health, and Agriculture, and implementing trader segmentation supported by visible queuing systems and structured inspection bay rosters.

Over the long term, the roadmap prioritises full digitisation and OSBP readiness through integration of the Lesotho National Single Window with multi agency selectivity tools, deployment of AI-assisted traffic and inspection planning systems, construction of multi-agency service blocks with shared infrastructure, and finalisation of Mutual Recognition Agreements (MRAs) and OSBP Standard Operating Procedures.

Governance of the roadmap is led by the Lesotho Border Management Services (LBMS) as the principal authority for border operations, with planned expansion to Ficksburg Bridge and national oversight provided by the National Trade Facilitation Committee (NTFC) to ensure effective cross-border coordination with South African counterparts.

This progressive reform pathway is visually summarised in the figure below, which illustrates how the TRS findings feed into the short-, medium-, and long-term CBM and OSBP reform agenda.



Figure 8: Cross-cutting Implementation Plan

6.CONCLUSION

This joint end-to-end Time Release Study (TRS), conducted by the Revenue Services Lesotho (RSL) and the South African Revenue Service (SARS) at Maseru Bridge and Ficksburg Bridge, traces the entire clearance process from declaration lodgement to physical exit. It identifies where delays and inefficiencies occur and measures how long each stage takes. The analysis highlights specific process gaps and points of friction that require closer review. While the study does not prescribe detailed corrective measures, it provides a robust evidence base for border agencies to design targeted interventions covering policy, procedures, infrastructure, and ICT systems to accelerate clearance and improve predictability.

Undertaking TRS exercises at regular intervals has become an established international best practice among Customs administrations. In this context, this bilateral TRS, together with subsequent focused studies, will assist border agencies in identifying recurring bottlenecks and implementing appropriate remedial measures. Future TRS cycles will also enable stakeholders to evaluate whether the facilitation initiatives introduced after earlier studies are delivering the intended impact on clearance efficiency and trade facilitation.

7. Annexes

7.1 Process maps

Figure 9: Import Process Mapping

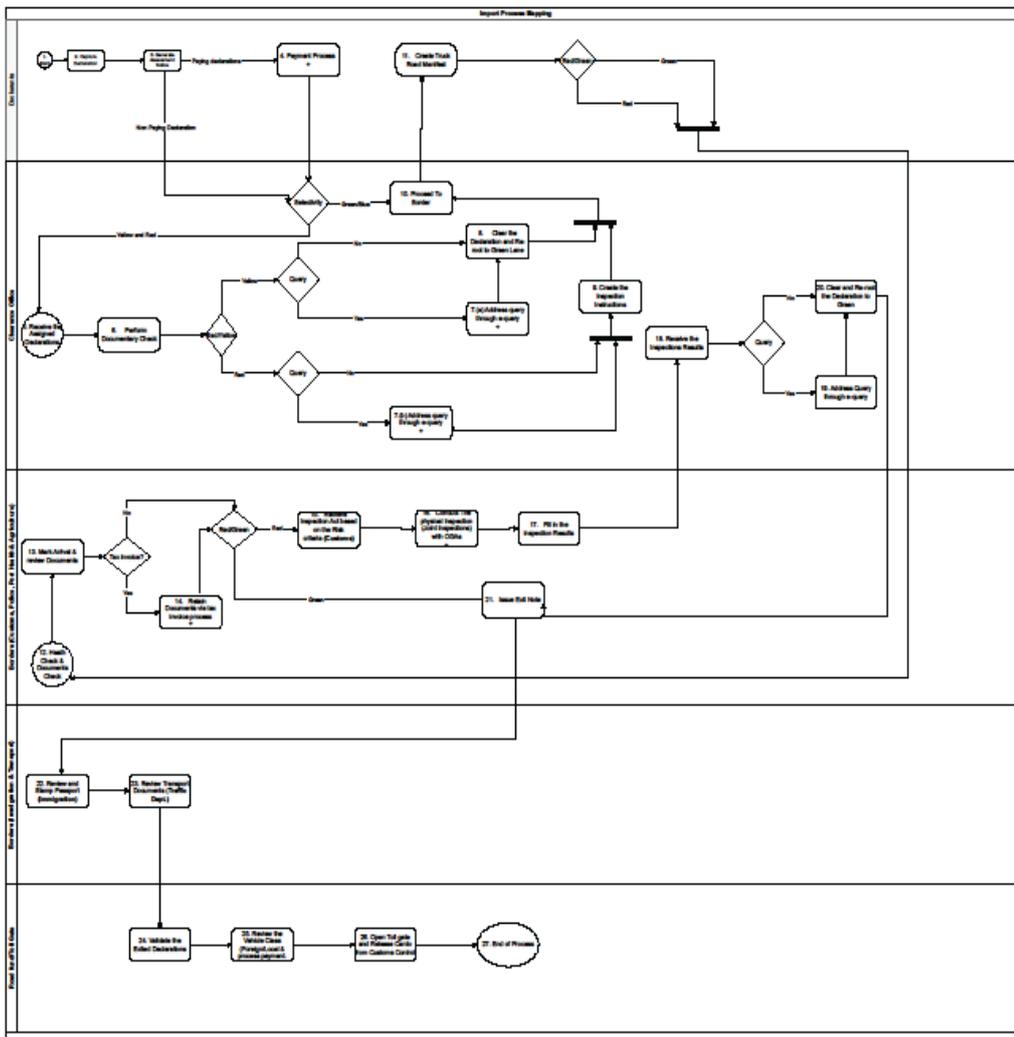
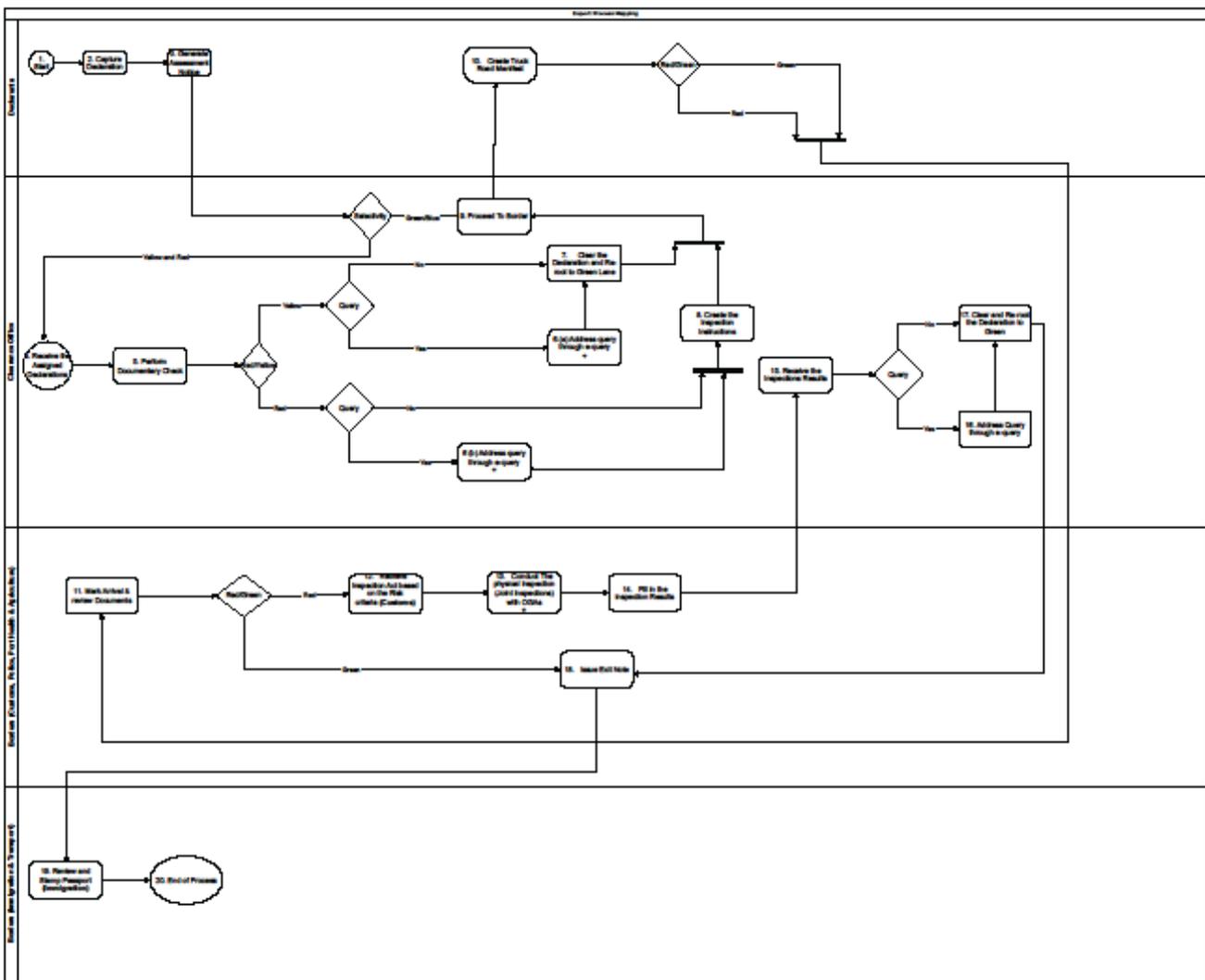


Figure 10: Export Process Mapping

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7.2 Data Dictionary

Figure 11: Maseru Import Data Dictionary

| FIELD NAME | DATA IDENTIFICATION TYPE | DATA FORMAT | DATA ATTRIBUTE | AGENCY TO PROVIDE THIS DATA | SOURCE | REMARKS |
|---|--------------------------|-------------|----------------|-----------------------------|---------------------|---------|
| Manifest Number | Alphanumeric | | Unique key | Customs | Asycuda | |
| Truck Registration Number | Alphanumeric | A344BBJ | Unique key | Customs | Asycuda | |
| Declaration submission Time | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Declaration Number | Alphanumeric | C15890 | Unique key | Customs | Asycuda | |
| Importer TIN | Alphanumeric | | Mandatory | Customs | Asycuda | |
| AEO Status | Alpha | Yes/No | Mandatory | Customs | Registration Office | |
| Mode of Payment | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Cash Payment Time | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Payment Verification Time by Customs | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Selectivity / Declaration Assignment | Date and Time | mm/dd/yyyy | Mandatory | Customs | Manual | |
| Start of Document Verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| End of Document verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Query start Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Query End Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Create Inspection Act | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Proceed to border | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Creation of the manifest | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Arrival Time at Entry | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Mark for Arrival | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Start of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| End of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Start of Physical Inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| End of Physical inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| Submission of Inspection results | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Re-route to Green by Clearance Hub | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Generate Release Order | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Print Exit Note | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Health Screening / Documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| Health Screening / Documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| Agriculture documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture Physical Inspection start Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture Physical Inspection End Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| National Security documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security Inspection Start Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security Inspection End Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| Transport Control Operation start Time | Date and Time | dd/mm/yyyy | Optional | Traffic Department | Manual | |
| Transport Control Operation End Time | Date and Time | dd/mm/yyyy | Optional | Traffic Department | Manual | |
| Start of Immigration Procedures | Date and Time | dd/mm/yyyy | Mandatory | Immigration | Manual | |
| End of Immigration Procedures | Date and Time | dd/mm/yyyy | mandatory | Immigration | Manual | |
| Tourism Process Start Time | Date and Time | dd/mm/yyyy | Optional | Tourism | Manual | |
| Tourism Process End Time | Date and Time | dd/mm/yyyy | Optional | Tourism | Manual | |
| Start time of Toll Gate Procedures | Date and Time | dd/mm/yyyy | mandatory | Customs / Road Fund | Manual | |
| End Time of Toll Gate Procedures | Date and Time | dd/mm/yyyy | mandatory | Customs / Road Fund | Manual | |
| End of Customs Physical Inspection | Date and Time | dd/mm/yyyy | mandatory | Customs / Road Fund | Manual | |

Figure 12: Maseru Export Data Dictionary

| FIELD NAME | DATA IDENTIFICATION TYPE | DATA FORMAT | DATA ATTRIBUTE | AGENCY TO PROVIDE THIS DATA | SOURCE | REMARKS |
|---|--------------------------|-------------|----------------|-----------------------------|---------------------|---------|
| Manifest Number | Alphanumeric | | Mandatory | Customs | Asycuda | |
| Truck Registration number | Alphanumeric | | | | | |
| Declaration submission Time | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Declaration Number | Alphanumeric | C15890 | Unique key | Customs | Asycuda | |
| Exporter TIN | Alphanumeric | | Mandatory | Customs | Asycuda | |
| AEO Status | Alpha | Yes/No | Mandatory | Customs | Registration Office | |
| Selectivity / Declaration Assignment | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Start of Document Verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| End of Document verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Query start Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Query End Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Create Inspection Act | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Proceed to border | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Creation of the manifest | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Physical Arrival at Customs Area | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Arrival Time at Customs Office | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Mark for Arrival | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Start of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| End of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Start of Physical Inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| End of Physical inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| Health Screening / Documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| Health Screening / Documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| Agriculture documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture Physical Inspection start Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture Physical Inspection End Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| National Security documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security Inspection Start Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security Inspection End Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| Transport Control Operation start Time | Date and Time | dd/mm/yyyy | Optional | Traffic Department | Manual | |
| Transport Control Operation End Time | Date and Time | dd/mm/yyyy | Optional | Traffic Department | Manual | |
| Start of Immigration Procedures | Date and Time | dd/mm/yyyy | Mandatory | Immigration | Manual | |
| End of Immigration Procedures | Date and Time | dd/mm/yyyy | mandatory | Immigration | Manual | |
| Time of Physical Exit | Date and Time | dd/mm/yyyy | mandatory | Customs | Manual | |

Figure 13:Ficksburg Import Data Dictionary

| FIELD NAME | DATA IDENTIFICATION TYPE | DATA FORMAT | DATA ATTRIBUTE | AGENCY TO PROVIDE THIS DATA | SOURCE | REMARKS |
|---|--------------------------|-------------|----------------|-----------------------------|---------|---------|
| Manifest Number | Alphanumeric | | Unique key | Customs | Asycuda | |
| Truck Registration Number | Alphanumeric | A344BBJ | Unique key | Customs | Asycuda | |
| Declaration submission Time | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Declaration Number | Alphanumeric | C15890 | Unique key | Customs | Asycuda | |
| Importer TIN | Alphanumeric | | Mandatory | Customs | Asycuda | |
| AEO Status | Alpha | Yes/No | Mandatory | Customs | Asycuda | |
| Mode of Payment | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Cash Payment Time | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Payment Verification Time by Customs | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Selectivity / Declaration Assignment | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Start of Document Verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| End of Document verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Query start Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Query End Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Create Inspection Act | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Proceed to border | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Creation of the manifest | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Arrival Time at the Entry Gate | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Mark for Arrival by Customs | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Start of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| End of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Start of Physical Inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| End of Physical inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| Submission of Inspection results | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Re-route to Green by Clearance Hub | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Generate Release Order | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Print Exit Note | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Health Screening / Documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| Health Screening / Documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| Agriculture documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture Physical Inspection start Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Agriculture Physical Inspection End Time | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Start time of Toll Gate Procedures | Date and Time | dd/mm/yyyy | mandatory | Customs / Road Fund | Manual | |
| End Time of Toll Gate Procedures | Date and Time | dd/mm/yyyy | mandatory | Customs / Road Fund | Manual | |
| Start of Immigration Procedures | Date and Time | dd/mm/yyyy | Mandatory | Immigration | Manual | |
| End of Immigration Procedures | Date and Time | dd/mm/yyyy | mandatory | Immigration | Manual | |
| Tourism Process Start Time | Date and Time | dd/mm/yyyy | Optional | Tourism | Manual | |
| Tourism Process End Time | Date and Time | dd/mm/yyyy | Optional | Tourism | Manual | |
| National Security documentary Check Start Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security documentary Check End Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security Inspection Start Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| National Security Inspection End Time | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| Time of Physical Exit | Date and Time | dd/mm/yyyy | Optional | | | |

Figure 14: Ficksburg Export Data Dictionary

| FIELD NAME | DATA IDENTIFICATION TYPE | DATA FORMAT | DATA ATTRIBUTE | AGENCY TO PROVIDE THIS DATA | SOURCE | REMARKS |
|--------------------------------------|--------------------------|---------------|----------------|-----------------------------|---------------------|---------|
| Manifest Number | Alphanumeric | | Mandatory | Customs | Asycuda | |
| Truck Registration number | Alphanumeric | | | | | |
| Declaration submission Time | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Declaration Number | Alphanumeric | C15890 | Unique key | Customs | Asycuda | |
| Exporter TIN | Alphanumeric | | Mandatory | Customs | Asycuda | |
| AEO Status | Alpha | Yes/No | Mandatory | Customs | Registration Office | |
| Selectivity / Declaration Assignment | Date and Time | mm/dd/yyyy | Mandatory | Customs | Asycuda | |
| Start of Document Verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| End of Document verification | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Query start Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Query End Time | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Create Inspection Act | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda | |
| Proceed to border | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Creation of the manifest | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Physical Arrival at Customs Area | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Start of Immigration Procedures | Date and Time | dd/mm/yyyy | Mandatory | Immigration | Manual | |
| End of Immigration Procedures | Date and Time | dd/mm/yyyy | mandatory | Immigration | Manual | |
| Arrival Time at Customs Office | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Mark for Arrival | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda | |
| Start of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| End of Documentary Check | Date and Time | dd/mm/yyyy | Mandatory | Customs | Manual | |
| Start of Physical Inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| End of Physical inspection | Date and Time | dd/mm/yyyy | Optional | Customs | Manual | |
| Submission of Inspection results | | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda |
| Re-route to Green by Clearance Hub | | Date and Time | dd/mm/yyyy | Optional | Customs | Asycuda |
| Generate Release Order | | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda |
| Print Exit Note | | Date and Time | dd/mm/yyyy | Mandatory | Customs | Asycuda |
| Start of Health Check | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| End of Health Check | Date and Time | dd/mm/yyyy | Optional | Health | Manual | |
| Start of Animal Health Inspection | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| End of Animal Health Inspection | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Start of Plant Health Inspection | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| End of Plant Health Inspection | Date and Time | dd/mm/yyyy | Optional | Animal or Plant Health | Manual | |
| Start of NSS /Police Inspection | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| End of NSS / Police Inspection | Date and Time | dd/mm/yyyy | Optional | NSS and Police | Manual | |
| Time of Physical Exit | Date and Time | dd/mm/yyyy | mandatory | Customs | Manual | |

Table 14: Import Questioner



**Time Release Study - LESOTHO AND SOUTH AFRICA - MASERU
BRIDGE END TO END TIME RELEASE STUDY(IMPORT)**

Purpose of Survey

Lesotho is undertaking an end to end Time Release Study at Maseru border post in conjunction with South Africa to measure the time taken for the arrival of goods until their release from Customs Control. The objective of the study is to review existing procedures, identify bottlenecks in the clearance process and propose measures for improvement we are seeking your cooperation in completing this questionnaire, which forms a major part of our modernization programme. Thank you for your collaboration in the conduct of this study.

(*) = 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- GENERAL INFORMATION (*) | |
|---|--|
| 1. Manifest Number (*) | |
| 2. Declaration Number (*) | |
| 3. Truck Registration Number (*) | |
| 4. Arrival Time at the Entry Gate (*) | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| SECTION B: CUSTOMS PHYSICAL FLOW (*) | |
| 5. Start of Customs Documentary Check (*) | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 6. End of Customs documentary Check (*) | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 7. Start of Customs Physical Inspection | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 8. End of Customs Physical Inspection | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| SECTION C-HEALTH PHYSICAL FLOW | |
| 9. Start of health Check | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 10. End of Health Check | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |



**Time Release Study - LESOTHO AND SOUTH AFRICA - MASERU
BRIDGE END TO END TIME RELEASE STUDY(EXPORT)**

Purpose of Survey

Lesotho is undertaking an end to end Time Release Study at Maseru border post in conjunction with South Africa to measure the time taken for the arrival of goods until their release from Customs Control. The objective of the study is to review existing procedures, identify bottlenecks in the clearance process and propose measures for improvement we are seeking your cooperation in completing this questionnaire, which forms a major part of our modernization programme. Thank you for your collaboration in the conduct of this study.

(*) = 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- GENERAL INFORMATION (*) | |
|--|--|
| 1. Manifest Number (*) | |
| 2. Declaration Number (*) | |
| 3. Truck Registration Number (*) | |
| 4. Physical Arrival Time at Customs Area (*) | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| SECTION B: CUSTOMS PHYSICAL FLOW (*) | |
| 5. Arrival Time at Customs Office (*) | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 6. Start of Documentary Check (*) | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 7. End of Documentary Check (*) | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 8. Start of Customs Physical Inspection | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 9. End of Customs Physical Inspection | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| SECTION C-HEALTH PHYSICAL FLOW | |
| 10. Start of health Check | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |
| 11. End of Health Check | <input type="text"/> day <input type="text"/> mth - <input type="text"/> hr <input type="text"/> min |

7.4 TWG Members

Figure 17: Members of the Technical Working Group

| Company | User full name | Company Position | Email | Operating Locations |
|--|-------------------------------|--|-----------------------------|--|
| Ministry of Trade, Industry and Business Development | Mampoi Letsie (Ms) | NT FC Secretariat | mampoi.letsie@gov.ls | Department of Trade |
| Ministry of Trade, Industry and Business Development | Mpeshe Selebalo (Mr) | NT FC Secretariat | mpeshe.selebalo@gov.ls | Department of Trade |
| Ministry of Trade, Industry and Business Development | Ayanda Selepane (Ms) | NT FC Secretariat | ayanda.selapane@gov.ls | Department of Trade |
| Ministry of Trade, Industry and Business Development | Mokakata Mphane (Mr.) | Manager Business Analysis & Licensing | mphane.m.okakata@gov.ls | One Stop Business Facilitation Centre (OBFC) |
| Revenue Services Lesotho | Tseko Nyesemane (Dr.) | Deputy Commissioner | t.nyesemane@rsl.org.ls | Central Region Ports |
| Revenue Services Lesotho | Tebello Makhechane (Mr.) | Deputy Commissioner | t.makhechane@rsl.org.ls | Nothem Region Ports |
| Revenue Services Lesotho | Thapelo Moleli (Mr.) | Deputy Commissioner | t.moleli@rsl.org.ls | Customs Advisory Services |
| Revenue Services Lesotho | Mamakoala Pitso (Ms.) | Manager Trade Regimes | ma.pitso@rsl.org.ls | Customs Advisory Services |
| Revenue Services Lesotho | Ramonate Ramonate (Mr.) | Trade Regimes Specialist | r.ramonate@rsl.org.ls | Customs Advisory Services |
| Revenue Services Lesotho | Matsepo Mosuhli (Ms.) | Customs System Operations Support | m.mosuhli@rsl.org.ls | Customs Advisory Services |
| Revenue Services Lesotho | Halekoe Tjopo (Mr.) | Planning & Strategy Coordinator | h.tjopo@rsl.org.ls | Strategy Office |
| Revenue Services Lesotho | Lieketso Falatsa (Ms.) | Clearance Officer | l.falatsa@rsl.org.ls | Central Clearance Hub |
| Revenue Services Lesotho | Tseko Ngatane (Mr.) | Manager - Frontier Client Services | t.ngatane@rsl.org.ls | Maseru Bridge |
| Revenue Services Lesotho | Matsepang Tsietsi (Ms.) | Team Leader - Frontier Client Services | m.tsietsi@rsl.org.ls | Maseru Bridge |
| Ministry of Tourism, Sports, Arts and Culture - Lesotho Tourism Development Corporation (LTDC) | Makhala Raliile (Ms.) | Port Health Officer | makhalaraliile@gmail.com | Maseru Bridge |
| Ministry of Agriculture, Food Security and Nutrition - Department of Agricultural Research | Tselane Sello (Ms.) | Phytosanitary border | lidiahsello@gmail.com | Maseru Bridge |
| Ministry of Agriculture, Food Security and Nutrition - Department of Livestock | Nkhoana Malefe | Veterinary Public Health Officer | mnkhoana13@gmail.com | Maseru Bridge |
| Ministry of Defence and National Security - National Security Services (NSS) | Maile Mosisili (Mr.) | Principal Intelligence Officer | m.mosisidi@gmail.com | Maseru Bridge |
| Ministry of Public Works and Transport - Department of Transport | Mojalefa Mapesela (Mr) | Assistant weighbridge Inspector | jallymapesela@gmail.com | Maseru Bridge |
| Ministry of Health - Port Health Services | Mamoeketsi Letlola (Ms.) | Health Inspector | melidaletlola@gmail.com | Maseru Bridge |
| Ministry of Health - Nursing Services | Maipato Makhele (Ms.) | Nurse Midwife | mamosa.sekasha@gmail.com | Maseru Bridge |
| Revenue Services Lesotho | Makhobalo Mpiti (Ms.) | Customs Inspector | m.makhobalo@rsl.org.ls | Maseru Bridge |
| Revenue Services Lesotho | Macharles Phamo | Senior Customs Inspector | m.phamotse@rsl.org.ls | Maseru Bridge |
| Ministry of Local Government, Chieftainship, Home Affairs and Police - Depart. Of Immigration | Chakatsa Lephole | Senior Immigration Officer | lchakatsa@yahoo.com | Maseru Bridge |
| Ministry of Local Government, Chieftainship, Home Affairs and Police - Depart. Of Immigration | Qujoana Ramonti (Ms.) | Senior Immigration Officer | ramontifrancinah@gmail.com | Maseru Bridge |
| Ministry of Local Government, Chieftainship, Home Affairs and Police - Lesotho Mounted Police Service (LMPS) | Mothibeli Mokone (Mr.) | Inspector | mokonemothibeli51@gmail.com | Maseru Bridge |
| Revenue Services Lesotho | Moeketsi Ranthake (Mr.) | Team Leader - Frontier Client Services | m.ranthake@rsl.org.ls | Ficksburg Bridge |
| Revenue Services Lesotho | Lefu Mafeka (Mr.) | Senior Customs Inspector | lmafeka@rsl.org.ls | Ficksburg Bridge |
| Revenue Services Lesotho | Mapheko Pheko (Ms.) | Senior Customs Inspector | m.pheko@rsl.org.ls | Ficksburg Bridge |
| Revenue Services Lesotho | Halejoetsoe Molapo (Mr.) | Senior Customs Inspector | h.molapo@rsl.org.ls | Ficksburg Bridge |
| Ministry of Agriculture, Food Security and Nutrition - Department of Livestock | Maseeiso Sekhobe Letsie (Dr.) | Meat Inspector | masekhobeletsie@gmail.com | Ficksburg Bridge |
| Ministry of Local Government, Chieftainship, Home Affairs and Police - Lesotho Mounted Police Service (LMPS) | Theko Nhlapho (Mr.) | Sub-Inspector LMPS | nhlaphotj@gmail.com | Ficksburg Bridge |
| Ministry of Local Government, Chieftainship, Home Affairs and Police - Depart. Of Immigration | Tatolo Motloli (Mr.) | Chief Immigration Officer | 2005motoliretha@gmail.com | Ficksburg Bridge |
| Ministry of Local Government, Chieftainship, Home Affairs and Police - Depart. Of Immigration | Lintle Letseka (Ms.) | Immigration Supervisor | letsekalintle1982@yahoo.com | Ficksburg Bridge |
| Ministry of Defence and National Security - National Security Services (NSS) | Molebatsi Ntsekhe (Mr.) | Intelligence Officer | molebatsintsekhe@gmail.com | Ficksburg Bridge |