



## JUL – Angola's National Logistics Single Window (Phase 1)

### Gap Analysis Document

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### Document owner:

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Document Owner	Maqta Gateway

### Signatures

#### *This document has been reviewed by:*

Role	Name	Signature	Date
Product Manager	Avis Muhwerane		13/Nov/2025

#### *This document has been approved by:*

Role	Name	Signature	Date

## Definitions and Abbreviations

Any abbreviations or terms used in the document are listed here along with their descriptions:

Abbreviation/ Term	Description
ARCCLA	Agência Reguladora de Certificação de Carga e Logística de Angola
AWB	Air Waybill
ASYCUDA	Automated System for Customs Data
BL	Bill of Lading
BPMN	Business Process Modeling Notification
BRS	Business Requirement Specification
BPMN	Business Process Model and Notation

CNCA	Cargo Non-Conformity / Loading Certificate
CM	Content Management
DUP	Documento Único Provisório
DU	Declaração Única
ESCAP	Economic and Social Commission For Asia and the Pacific
EDIFACT	Electronic Data Interchange for Administration, Commerce and Transport
FAL	Facilitation of International Maritime Traffic
HM	Harbor Master
IMO	International Maritime Organization
ISPS	International Ship and Port Facility Security Code
OECD	Organization for Economic Cooperation and Development
UN/CEFACT	United Nations Centre for Trade Facilitation and Electronic Business
UNCTAD	United Nations Conference for Trade and Development.
UI	User Interface
UML	Unified Modelling Language
VGM	Verified Gross Mass
WTO	World Trade Organization
WCO	World Customs Organization

# 1. Executive Summary

Transparency, predictability, and efficiency are fundamental pillars of modern international trade. As outlined in international frameworks such as the **WCO Revised Kyoto Convention** and **UNCTAD's trade facilitation principles**, countries aiming to strengthen their global competitiveness must ensure that traders have timely access to regulatory requirements, procedural steps, and system capabilities that govern the movement of goods. In Angola, the ability to access this information in advance—before initiating import, export, or transit operations—is critical for reducing delays, minimizing compliance risks, and lowering overall trade costs.

The present Gap Analysis assesses the operational, procedural, and system-level gaps across the import, export, and transit processes. It examines the current interaction between ASYCUDA, JUP, terminal operating systems, and stakeholder workflows. The assessment reveals significant challenges, including manual interventions, fragmented communication, lack of interoperability, and limited data visibility—all of which hinder efficiency and transparency across the logistics chain.

The analysis highlights a substantial opportunity for **JUL (Janela Única Logística)** to function as Angola's single-window environment, in alignment with UNCTAD's recommendations on National Trade Facilitation Platforms and the WTO Trade Facilitation Agreement (TFA). JUL can provide an integrated digital environment through which traders, operators, and regulatory agencies can access unified information, perform end-to-end electronic transactions, and exchange data seamlessly.

Furthermore, the To-Be processes proposed in this assessment incorporate key guidelines from the WCO Data Model, which promotes standardized and harmonized data exchange across customs and border agencies. Adoption of these standards will enhance interoperability, strengthen risk management, and ensure alignment with international best practices.

This Executive Summary outlines the purpose and scope of the gap analysis, the key recommendations, and the priority areas requiring immediate attention to enable the successful implementation of JUL in accordance with global trade facilitation frameworks.

## 1.1 Purpose and Scope of the Gap Analysis

- a) Evaluate the existing procedures for import, export, and transit cargo within Angola's trade environment focusing on seaborn cargo movements.
- b) Identify gaps affecting workflow efficiency, data exchange, system interoperability, and compliance.
- c) Assess integration needs between ASYCUDA, JUP, terminal systems, and operator workflows.
- d) Provide a structured foundation for designing To-Be processes aligned with UNCTAD, WCO, and WTO TFA principles.

## 1.2 Key Recommendations

- a) Strengthen integration between ASYCUDA, JUP, terminal operating systems, and JUL, following the WCO Data Model for data harmonization.
- b) Automate manual and paper-based procedures to align with UNCTAD Single Window implementation guidelines.
- c) Standardize document flows, notifications, and event tracking across all transport modes.
- d) Establish a unified national portal (JUL) for transparency, advanced access to regulatory information, and streamlined clearance processes.
- e) Enhance risk management, inspection workflows, and pre-arrival processing in line with WCO SAFE Framework and TFA Articles 7 & 10.

## 1.3 Summary of Priority Areas

- a) End-to-end digitalization of trade procedures across import, export, and transit operations.

- b) A single communication and information portal aligned with UNCTAD's Single Window Framework.
- c) Enhanced interoperability and data harmonization following the WCO Data Model.
- d) Integrated event logging and traceability across land and maritime supply chains.
- e) Strengthened regulatory coordination, risk assessment, and compliance mechanisms.
- f) Improved transparency and predictability to support Angola's obligations under the WTO Trade Facilitation Agreement.

## **2. Project Introduction**

### **2.1 Context and Background**

The JUL (Janela Única Logística) project is a national strategic initiative led under the authority of the Ministry of Transport (MINTRANS) and implemented through ARCCA (Agência Reguladora de Certificação de Carga e Logística de Angola). As Angola advances its efforts to modernize the logistics sector and strengthen supply chain efficiency, the JUL platform has been established as the central digital infrastructure to unify, streamline, and digitize all trade and transport procedures across the country.

Given the current fragmentation between systems, manual processes, and limited data exchange among border agencies, terminals, and logistics operators, JUL aims to address these challenges by providing a single, integrated digital gateway for all cargo-related procedures. Through JUL, stakeholders—including freight forwarders, customs brokers, shipping lines, truckers, port operators, and government institutions—will be able to access regulatory information, submit documentation electronically, track cargo movements, and interact with customs and other authorities in real time.

The governance of the project is overseen by the GTM Steering Committee (Grupo de Trabalho Multissetorial), composed of representatives from MINTRANS, Customs (AGT), and the Port of Luanda/JUP. This multisectoral team ensures alignment of the platform with national policies, regulatory requirements, and operational realities across maritime and land border points.

The JUL project is part of Angola's broader strategy to enhance competitiveness, support regional integration, and modernize the logistics and transport sectors, ensuring conformity with international best practices and trade facilitation standards.

### **2.2 WTO Trade Facilitation Agreement (TFA)**

The development of the JUL platform directly supports Angola's commitments under the WTO Trade Facilitation Agreement (TFA) by streamlining procedures, improving transparency, and strengthening cooperation among border control agencies. JUL contributes to the fulfillment of several key TFA provisions, including:

#### **Article 1 – Publication and Transparency**

JUL centralizes all regulatory information, requirements, and procedures in one platform, making them easily accessible to traders.

#### **Article 7 – Release and Clearance of Goods**

By enabling electronic document submission, pre-arrival processing, and integrated workflows, JUL contributes to faster clearance and reduced administrative burden.

#### **Article 8 – Border Agency Cooperation**

With MINTRANS, Customs (AGT), and Port of Luanda/JUP participating through the GTM Steering Committee, JUL strengthens coordination and information sharing across agencies.

#### **Article 10 – Formalities and Documentation Requirements**

JUL standardizes and simplifies documentation processes, supporting efficiency and reducing duplication.

#### **Article 11 – Freedom of Transit**

The JUL transit module provides enhanced tracking, risk management, and compliance oversight for cargo moving through Angola's borders and port corridors.

Through these contributions, JUL positions Angola to advance its trade facilitation agenda in alignment with WTO, UNCTAD, and WCO standards while promoting a more transparent, predictable, and integrated trade environment.

### **2.3 Target Audience**

The intended audience of this document includes, but is not limited to:

- ARCCA - Agência Reguladora de Certificação de Carga e Logística de Angola (Angolan Cargo and Logistics Certification Regulatory Agency)
- MINDCOM –Ministério da Indústria e Comércio (Ministry of Industry and Commerce)
- AGT- Administração Geral Tributária (General Tax Administration)
- MINTRANS - Ministério dos Transportes de Angola (Ministry of Transport)
- ANAC - Autoridade Nacional da Aviação Civil (National Civil Aviation Authority)
- ANTT - Agência Nacional dos Transportes Terrestres (National Agency of Terrestrial Transports)
- AMN - Agência MARÍTIMA Nacional (National Maritime Agency)
- JUP II-Janela Única Portuária (Port Community System for Angola)
- AANA- Associação Dos Agentes De Navegação De Angola (Angolan National Association of Shipping Agents)
- ATLA - Associação Dos Transitário e Operadores Logísticos de Angola (Association of Freight Forwarders and Logistics Operators of Angola)
- ATROMA - Associação de Transportadores Rodoviários de Mercadorias de Angola (Angolan Road Hauliers Association)
- CDOA - Câmara dos Despachantes Oficiais de Angola (Chamber of Official Customs Brokers of Angola)
- Porto de Luanda - Empresa Portuária de Luanda (Port of Luanda)
- Porto do Lobito - Empresa Portuária de Lobito (Port of Lobito)
- Porto de Cabinda - Empresa Portuária de Cabinda (Port of Cabinda)
- Porto de Namibe - Empresa Portuária de Namibe (Port of Namibe)
- Porto de Soyo - Empresa Portuária de Soyo(Port of Soyo)
- Porto de Amboim-Empresa Portuária de Amboim (Port of Amboim)
- CFL - Caminhos de Ferro de Luanda (Luanda Railways)
- CFM - Caminho de Ferro de Moçâmedes (Moçâmedes Railway)
- CFB - Caminho de Ferro de Benguela (Benguela Railway)
- LAR - Lobito Atlantic Railway
- SGA - Sociedade Gestora de Aeroportos (Airport Management Company)
- SOGESTER - Sociedade Gestora de Terminais
- Noatum Ports
- Multiterminais
- DP World
- Multiparques
- Shipping Agents
- Freight Forwarders
- Trucking Companies
- Asset Operators (Ports, Airports, Rail operators)
- Consultants
- Any other technical or non-technical readers

## 2.4 Assumptions and Constraints

This section outlines the key assumptions and constraints considered during the development of this document and the execution of the Gap Analysis. These assumptions ensure that the analysis remains aligned with the information available at the time of drafting, while the constraints highlight factors that may influence the scope, accuracy, or applicability of the findings. They provide the necessary framework for interpreting the results of the assessment and for understanding dependencies, limitations, and operational conditions under which the project analysis was conducted.

### Project -Specific Assumptions

- Existing national systems (ASYCUDA World, JUP II, CNCA platform, Terminal Operating Systems) accurately reflect current operations across ports and customs.
- Regulatory mandates of MINTRANS, AGT, ARCLLA, ANTT, and other OGAs will remain stable during the assessment period.
- Government of Angola's digital transformation strategy will align with the JUL program direction.
- Infrastructure limitations in regional ports (Namibe, Soyo, Cabinda, Amboim) will not prevent required data collection.
- Lobito Corridor rail operators (CFB, LAR) maintain operations and provide access for consultations.
- Local associations (AANA, ATLA, ATROMA, CDOA) will engage and validate maritime, logistics, and clearance processes.
- Security and operational protocols at ports and border posts will allow the project team to conduct on-site observations.

### General Assumptions

- All stakeholders will be available for meetings, workshops, and validation activities.
- Documents shared by institutions are accurate and reflect current procedures.
- Stakeholders will provide timely feedback during the analysis.
- No major policy, legal, or regulatory changes will occur during the assessment timeline.
- Technical teams will remain accessible for system clarifications.
- Information collected represents actual day-to-day operational practices.

### Constraints

- Limited documentation and visibility into legacy systems used by ports, rail operators, and OGAs.
- Dependency on high-level ministry approvals may delay process validation.
- Data inconsistencies across systems due to variations in HS codes, port codes, and operator IDs.
- Manual processes limit the availability and reliability of digital data for mapping.
- Resource constraints within stakeholder institutions may reduce workshop participation.
- Confidentiality and security limitations restrict full access to technical system details.
- Remote provincial locations limit physical assessment of some ports and rail stations.
- Some improvements require regulatory changes not yet approved or initiated.

## 2.5 References

The development of this Gap Analysis Report draws upon a combination of international best-practice standards and Angola-specific regulatory, institutional, and operational references. These sources have guided the assessment of the current environment, the identification of process gaps, and the alignment of the proposed future-state design for the JUL platform.

### 2.5.1 International Standards & Guidelines

**WTO – Agreement on Trade Facilitation (TFA):** Principles on simplification, transparency, risk management, and coordinated border management.

**UN/UNECE – Trade Facilitation Implementation Guide (TFIG):** Guidance on cross-border process mapping, interoperability frameworks, and trade facilitation reforms.

**UN/CEFACT – Recommendation 33:** Recommendation and Guidelines on establishing a Single Window

**UN/CEFACT – Recommendation 34:** Data Simplification and Standardization for International Trade

**UN/UNCTAD – Single Window Business Guides & UNTFSW Recommendations:** Standards for governance models, business process alignment, legal frameworks, and interoperability structures.

**ESCAP – Business Process Analysis for Trade Facilitation:** Methodology for documenting As-Is/To-Be processes, identifying bottlenecks, and mapping multi-agency workflows.

**UML 2.5.1 – Unified Modeling Language (OMG):** Used for modelling system interactions, actors, and integration touchpoints across agencies.

**BPMN 2.0.2 – Business Process Model and Notation (OMG):** Standard notation used for representing business process flows throughout the analysis.

## 2.5.2 Project Specific References

### Customs Legal Framework (AGT)

- Angolan Customs Code
- Regulations governing the Declaração Única (DU)
- Procedures for import, export, and transit formalities under AGT
- Risk management and inspection directives

### ARCCA Regulatory Framework

- CNCA (Certificado de Não Objeção da Carga) regulations
- Maritime logistics certification and vessel documentation requirements
- Port cargo compliance procedures

### MINTRANS – Transport & Logistics Sector Regulations

- National Port System regulatory framework
- Railway operation and concession regulations (CFL, CFM, CFB, LAR)
- Maritime & inland transport policy directives
- Governance guidelines for national logistics digitalization (including JUL)

### ANTT – Road Transport Regulations

- Licensing of road freight operators
- Vehicle permits and multimodal transport rules
- Road safety & cargo movement regulatory requirements

### National OGA (Other Government Agencies) Sectoral Regulations

- Marine Regulations (AMN)
- Ministry of Commerce rules for commercial licensing (MINDCOM)

### Port Authorities' Operational Regulations

- Port of Luanda operational manuals & terminal procedures
- Port of Lobito regulations supporting the Lobito Corridor
- Port of Cabinda, Namibe, Soyo, and Amboim operational rules
- Port access, vessel call, berthing, and cargo handling guidelines

### JUP II (Port Community System) Documentation

- PCS user manuals
- Manifest, vessel call, and port billing workflows
- Integration specifications used in current port operations

### National Trade Facilitation Committee (GTM) Documents

- Coordination guidelines for trade facilitation reforms
- National Action Plan for TFA implementation

### Angola's Digital Transformation & Interoperability Directives

- – Guidelines for public sector digitalization
- – Inter-institutional data-exchange standards
- – Interoperability frameworks adopted by Government of Angola

### 3. Requirements Methodology

#### 3.1 Identifying Stakeholders

This chapter describes the structured approach used to identify stakeholders, collect requirements, analyze current processes, and document the information necessary for the JUL Gap Analysis. The methodology follows international best practices (UN/CEFACT, UNCTAD, ESCAP BPA) and ensures that all regulatory, operational, and system-level requirements are accurately captured and validated.

Stakeholders were identified based on their regulatory mandates, operational responsibilities, and involvement in logistics, trade facilitation, and multimodal transport services across Angola.

The selection prioritized entities that:

- Govern trade, transport, or cargo-related regulations
- Issue licenses, permits, or certificates
- Operate logistics infrastructure (ports, railways, airports, terminals)
- Facilitate clearance, inspection, or market access
- Represent private-sector actors involved in trade and logistics

#### 3.2 Requirement Gathering

Requirements were gathered through multiple structured activities designed to capture both operational and technical needs.

The following methods were applied:

**Stakeholder Workshops:** Interactive workshops were conducted with each institution to understand their operational processes, mandates, challenges, and expectations for JUL integration.

**Structured Questionnaires:** Detailed questionnaires captured – (1) licensing procedures, (2) clearance workflows, (3) data elements used, (4) system interactions, (5) regulatory references, (6) pain points and gaps in current processes

**Document Review:** Stakeholders provided supporting documentation, including – (1) process maps, (2) operational manuals, (3) sample certificates and permits, (4) laws and regulations, (5) system screenshots (6) workflow descriptions

#### System Demonstrations

Live demos were reviewed where available, including PCS workflows, customs procedures, terminal operations, and licensing platforms.

#### 3.3 Stakeholder Workshops

The contents collected for the JUL Gap Analysis were obtained through structured workshops and consultations with key stakeholders across the Angolan logistics, maritime, customs, transport, and trade ecosystem.

The workshops aimed to validate As-Is processes, agree on To-Be workflows, identify integration gaps, and capture system, data, and regulatory requirements relevant to the future JUL platform. The workshops were conducted in the period between 6<sup>th</sup> of October 2025 and 24<sup>th</sup> of October 2025 in Luanda (Angola).

Organization	# of Workshops	Key Topics Discussed
ARCLLA	2	CNCA process mapping; Vessel documentation workflow; Licensing approvals; CNCA → JUL integration
MINDCOM	1	Import/export licensing; Trader data structures; Commercial document rules
AGT	3	DU workflows; Risk management; Inspections; ASYCUDA integration needs
MINTRANS	1	Governance model; Stakeholder coordination; Multimodal scope
ANTT	1	Trucking licenses; Last-mile challenges; Transport registry needs
AMN	1	Maritime safety; Vessel navigation clearance; Compliance alignment
JUP II	3	PCS workflows; Manifest alignment; System integration planning
AANA	1	Manifest data challenges; Shipping agent processes
ATLA	1	Forwarder challenges; DU process; Delivery order workflow
ATROMA	1	Truck appointments; Gate-in/out inefficiencies; Transport documents
CDOA	2	Broker workflows; Document submission; Clearance steps
Porto de Luanda	2	Vessel operations; Terminal flows; TOS integration
Porto do Lobito	1	Corridor cargo; Rail–port coordination
Porto de Cabinda	1	Oil & general cargo; OGA coordination
Porto de Namibe	1	Regional cargo flows; Improvement opportunities
Porto de Soyo	1	LNG/petroleum cargo; Specialized operations
Porto de Amboim	1	Cabotage flows; Local shipping

CFL	1	Rail cargo scheduling; Manual processes; Multimodal gaps
CFM	1	Southern rail cargo; Port coordination
CFB	1	Lobito Corridor; Multimodal requirements
LAR	1	Lobito Corridor digital integration; Private operator needs
SGA	1	Air cargo documentation; Gate processes; Inspections
SOGESTER		TOS operations; Container release; Gate processes
Noatum Ports	1	General cargo workflows; Document needs
Multiterminais	1	Breakbulk cargo; Customs coordination
DP World	1	Multipurpose cargo; Digital readiness
Multiparques	1	General cargo release; Weighbridge & gate flows

## 4. Current Situation Assessment

The Current Situation Assessment establishes a comprehensive understanding of how maritime logistics and inland cargo delivery operations function across Angola's supply chain. It captures the existing operational reality, the level of digitalization, and the degree of system interoperability across four core domains that directly affect the import/export journey:

- Licensing and Regulatory Certificates
- Clearance (Customs & Regulatory Processes)
- Cargo Delivery (Last-Mile via Road & Rail)
- Vessel Operations (Sea Ecosystem)

This assessment feeds directly into the Gap Analysis by identifying current barriers that slow down processing, reduce data integrity, and limit interoperability across the logistics chain.

### 4.1 Licensing, Permits, Certificates (LPCO)

Licensing processes and mandatory certificates required for the import and export of goods—such as DUP, health certificates, phytosanitary and veterinary approvals, and CNCA—operate today through a combination of standalone systems and manual workflows.

OGAs issue certificates individually, often requiring physical submission of documents. CNCA issuance by ARCCLA occurs through a separate platform with no integration to ASYCUDA, JUP, or terminal systems. Approvals are not linked to declarations or manifests in real time, and traders must upload supporting documents manually into ASYCUDA for each DU.

As a result, data formats are inconsistent, approvals are disconnected from cargo handling events, and certificate status visibility is limited for port, terminal, and customs stakeholders. The absence of a unified, automated licensing workflow creates delays and increases the risk of document loss, manual errors, and duplicated submissions.

### 4.2 Clearance (Customs & Inspection Processes)

Clearance activities—including DU and T1 submission, validation, risk assessment, inspections, and release authorization—are primarily executed through ASYCUDA, with limited integration to other systems involved in cargo handling.

Brokers prepare DU declarations manually and upload all supporting documents individually. Manifest information submitted by shipping agents must be revalidated manually against declarations due to format inconsistencies and lack of system synchronization. Inspections triggered by Customs are communicated to terminals via non-standard methods such as phone calls, physical slips, and emails. Inspection outcomes are not automatically reflected across all systems, resulting in mismatched cargo status between agencies and terminals.

Interventions from OGAs are managed on parallel, manual tracks. There is no unified clearance status dashboard accessible to all stakeholders. These gaps lead to delays, duplicated checks, and reduced visibility of the clearance process for traders, agents, and logistics operators.

### 4.3 Cargo Delivery (Road Transport & Rail Operators)

#### Road Transport

Road transport is the primary mode of last-mile cargo movement. Trucks queue at port gates without a centralized appointment system. Gate staff manually verify a set of paper-based documents including Delivery Order, Customs Release Note, and terminal clearance slips. Gate-out operations are recorded in TOS but not synchronized with Customs or shipping agents, delaying official cargo status updates.

There is no centralized cargo tracking solution, limited telematics adoption among trucking companies, and road checkpoints rely heavily on manual verification. These constraints result in congestion, slow gate cycles, and fragmented visibility after cargo leaves the port.

### Rail Transport

Rail operations remain largely manual. Rail wagon planning, loading confirmation, weight verification, and consignment notes are handled via internal legacy systems or paper-based forms. No connectivity exists between rail systems and ASYCUDA, JUP, or terminal systems.

Coordination between rail operators and port terminals is performed via email and phone, resulting in inconsistent schedules and limited multimodal integration. Tracking during inland movement is intermittent, with no standardized digital event reporting or real-time visibility available to Customs or logistics stakeholders.

Both modes—road and rail—function independently from port and customs digital platforms, creating significant fragmentation in the end-to-end cargo delivery chain.

### Vessel Operations (Sea Ecosystem)

Vessel operations at Luanda, Lobito, Cabinda, and other seaports involve the Port Authority, ARCCA, terminal operators, shipping lines/agents, Customs, and maritime control entities. However, these actors still rely heavily on manual procedures and siloed systems.

Shipping agents have to submit the vessel arrival information in multiple systems and multiple formats to the different stakeholders, often through manual channels. There is no automated validation or single submission point. Vessel arrival documentation requires physical handling to Port Authority and terminals.

Terminal operators manage operations widely manually or in an independent TOS system with limited integration to JUP and no automated connectivity to ASYCUDA. Loading/unloading data (container IDs, seal numbers, weights, statuses) is not captured, which does not support cargo tracking. Delivery Orders issued by shipping agents are frequently manual, and terminals depend on paper-based verifications for gate operations.

The Sea Ecosystem is thus characterized by isolated platforms, duplicated submissions, manual coordination, and inconsistent data across core operational stages, affecting the reliability and speed of cargo movement from vessel to terminal.

## 4.4 Angola's Trade Ecosystem

The Angolan trade and logistics ecosystem is composed of a wide network of public authorities, regulators, port and terminal operators, transport agencies, and private-sector associations that collectively enable the movement of goods across sea, air, road, and rail corridors. Each entity plays a distinct operational or regulatory role, issuing permits, licenses, certificates, and approvals that directly impact import, export, and transit processes. Understanding these roles is essential for the design of the JUL, as the platform must integrate with the core systems, data flows, and services of these stakeholders to ensure unified national coordination, eliminate duplication, and enable end-to-end visibility across the supply chain.

The following table provides a structured overview of the key institutions, their responsibilities, the services they issue, and their relevance to the future JUL integration landscape.

Entity	Full Name	Type / Sector	Roles & Responsibilities	Licenses / Certificates Issued	Relevance to JUL
ARCCA	Agência Reguladora de Certificação de Carga e Logística de Angola	Maritime & Logistics Regulator	Regulates cargo certification, maritime logistics, vessel compliance	CNCA Certificate; Freight Forwarder Certificate; Shipping Line Registration	Critical regulator for logistics certification. JUL must integrate to automate CNCA validation (via SINTECE), Freight Forwarder licensing, and Shipping Line registration workflows.
MINDCOM	Ministério da Indústria e Comércio	Trade & Commerce Ministry	Commercial policy, import/export regime oversight	Commercial Licenses; DUP Certificate	Essential for trader registration, DUP certificate issuing, and trade policy updates.
AGT	Administração Geral Tributária	Customs & Tax Authority	Customs clearance, DU processing, inspections	DU Certificate; Release Note, T1 Certificate	Backbone of clearance processes. Direct integration with ASYCUDA is mandatory.
MINTRANS	Ministério dos Transportes	Transport Ministry	Oversees ports, rail, maritime, logistics	N/A	Owner of JUL and responsible for governance, expansion, and policy alignment.
ANTT	Agência Nacional dos Transportes Terrestres	Road Transport Regulator	Trucking, road freight, rail policy	Transport Operator Licenses	Integration with SIGTT for licensing checks and multimodal flows.

AMN	Agência Marítima Nacional	Maritime Agency	Maritime safety & navigation	Shipping Agent Licenses; Port Operator Licenses; Stevedores	Important for verifying maritime operator and vessel regulatory approvals.
JUP II	Janela Única Portuária	Port Community System	Manages vessel calls, manifests, port billing	Vessel Management Services, Port Management Services	Essential integration point for vessel scheduling, manifests, and discharge lists.
AANA	Associação dos Agentes de Navegação de Angola	Association	Represents shipping agents	N/A	Important stakeholder group for adoption and feedback.
ATLA	Associação dos Transitários e Operadores Logísticos	Association	Represents freight forwarders	N/A	Key user group for forwarder workflows in JUL.
ATROMA	Associação de Transportadores Rodoviários de Mercadorias	Association	Represents road hauliers	N/A	Relevant for road transport module and dispatch flows.
CDOA	Câmara dos Despachantes Oficiais de Angola	Chamber	Represents customs brokers	Broker Accreditation	Critical user group for DU tracking and customs workflows.
Porto de Luanda	Empresa Portuária de Luanda	Port Authority	Manages Luanda port operations	Access Approvals, Port Permits, Port Clearance	Provides port events, gate movements, and cargo availability.
Porto do Lobito	Empresa Portuária do Lobito	Port Authority	Manages Lobito port	Access Approvals, Port Permits, Port Clearance	Key for Lobito Corridor cargo flows.
Porto de Cabinda	Empresa Portuária de Cabinda	Port Authority	General cargo & oil support	Access Approvals, Port Permits, Port Clearance	Integrates northern corridor maritime cargo flows.
Porto de Namibe	Empresa Portuária de Namibe	Port Authority	Regional port operations	Access Approvals, Port Permits, Port Clearance	Supports regional port and multimodal updates.
Porto de Soyo	Empresa Portuária de Soyo	Port Authority	LNG & petroleum port	Specialized Permits, Access Approvals, Port Permits, Port Clearance	Integrates petroleum and LNG cargo processes.
Porto de Amboim	Empresa Portuária de Amboim	Port Authority	Regional cabotage port	Access Approvals, Port Permits, Port Clearance	Supports cabotage and regional port flows.
CFL	Caminhos de Ferro de Luanda	Rail Operator	Rail cargo services	Consignment Notes, Schedules, Rail Manifest, Rail Bookings	Important for multimodal integration and rail cargo tracking.
CFM	Caminhos de Ferro de Moçâmedes	Rail Operator	Southern rail operations	Consignment Notes, Schedules, Rail Manifest, Rail Bookings	Relevant for southern multimodal flows.
CFB	Caminho de Ferro de Benguela	Rail Operator	Lobito Corridor	Consignment Notes, Schedules, Rail Manifest, Rail Bookings	Strategic for Lobito Corridor digitalization.
LAR	Lobito Atlantic Railway	Rail Concession	Corridor operator	Consignment Notes, Schedules, Rail Manifest, Rail Bookings	Key for cross-border rail documentation.
SGA	Sociedade Gestora de Aeroportos	Airport Operator	Airport & cargo management	Airside Permits, Airline Schedules	Needed for future air cargo integration.
SOGESTER	Sociedade Gestora de Terminais	Terminal Operator	Container terminal operations	Gate Passe, Handling Documents, Delivery Notes	Integration supports container release and tracking.
Noatum Terminal	Noatum Terminal	Terminal Operator and Freight Forwarder	International terminal operations	Gate Passe, Handling Documents, Delivery Notes	Provides handling confirmations to JUL.
Multiterminais	Multiterminais	Terminal Operator	Multipurpose terminal	Cargo Slips	For general cargo and break-bulk integration.
DP World	DP World	Terminal Operator	Port & logistics operations	Gate Passe, Handling Documents, Delivery Notes	Critical for container and gate movement updates.
Multiparques	Multiparques	Terminal Operator	General cargo terminal	Gate Passe, Handling Documents, Delivery Notes	Supports general cargo release and movement tracking.

## 5. Business Process Analysis

This chapter provides an in-depth analysis of the identified existing core business processes related to trade, logistics, regulatory approvals, and operational interactions across key agencies.

It also defines the future processes to be implemented under JUL – National Logistics Single Window for Angola. The objective is to establish a clear understanding of current operational bottlenecks, identify opportunities for simplification, and outline streamlined digital workflows aligned with international best practices.

The Business Process Analysis provides a clear roadmap for transforming fragmented and largely manual trade and logistics operations into streamlined, integrated and digitally driven Single Window environment. While the As-Is mapping highlights critical inefficiencies, the To-Be vision demonstrates how unified digital workflows will significantly enhance the trade facilitation, improve the service delivery and strengthen the role of the country as a competitive logistics hub.

The business process analysis follows established trade-facilitation methodologies such as stakeholder consultation with relevant stakeholders with the purpose to identify opportunities and bottle necks.

For the visualization of the process flows mapping the utilized notation follows the BPMN 2.0 standards.

All process flows outlined in this section have been developed using the information gathered throughout the stakeholder workshops, technical sessions, and validation discussions conducted during the assessment.

### 5.1 Process area – LPCO

The LPCO (Licenses, Permits, Certificates and Other Authorizations) module is a core component of National Single Window. It provides a standard for digital mechanism through which traders can apply for, track, and obtain regulatory approvals required for import, export, and transit procedures.

This chapter introduces the LPCO use case model, identifies the main system actors, and outlines the functional interactions necessary to ensure streamlined, transparent, and compliant trade operations.

#### 5.1.1 Issue DUP Certificate

DUP (Documento Unico Provisorio) certificate is a mandatory regulatory requirement for the cross-border procedures in Angola issued by the Ministry of Trade and Commerce in Angola (MINDCOM). The certificate authorizes the trader to import or export goods in Angola. The certificates ensure that the trader is compliant with the national regulations and the product is compliant with the trade regulations. It should be issued before the import/export of a shipment has been initiated. This is considered as the first step to initiate any export or import of a shipment.

This chapter outlines the end-to-end process of issuing a DUP certificate, including the current practice, stakeholders involved, process steps, required data, and future digitized flow to be implemented on JUL.

##### DUP Certificate Issuing - Actors and Systems

This section describes the actors and systems involved in the issuing of the DUP Certificate. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Trader (Importer/Exporter)	Handover Commercial Invoice Nominate Customs Broker Make Payment	The <b>Trader</b> is the primary entity responsible for initiating and managing the importation of goods into the country. The trader is the declared owner or consignee of the goods and bears commercial, financial and regulatory ownership of the process. The Trader can appoint customs broker or freight forwarder to manage cargo on its behalf.
Customs Broker	Submit DUP Request (on behalf of Trader) Make Payments Notify Trader	The <b>Customs Broker</b> is a licensed and authorized representative of the trader and act under the trader's mandate to facilitate the customs clearance of goods. The customs broker ensures compliance with all customs laws, procedures, and documentation requirements. The Customs Broker is authorized to submit the DUP request.
MINDCOM User	Approve / Reject Request Generates Invoice Generate DUP Certificate	<b>MINDCOM User</b> is a representative of the Ministry of Trade and Commerce (MINDCOM) in Angola. The MINDCOM user can approve or reject the request, and it is issuing the DUP Certificate.

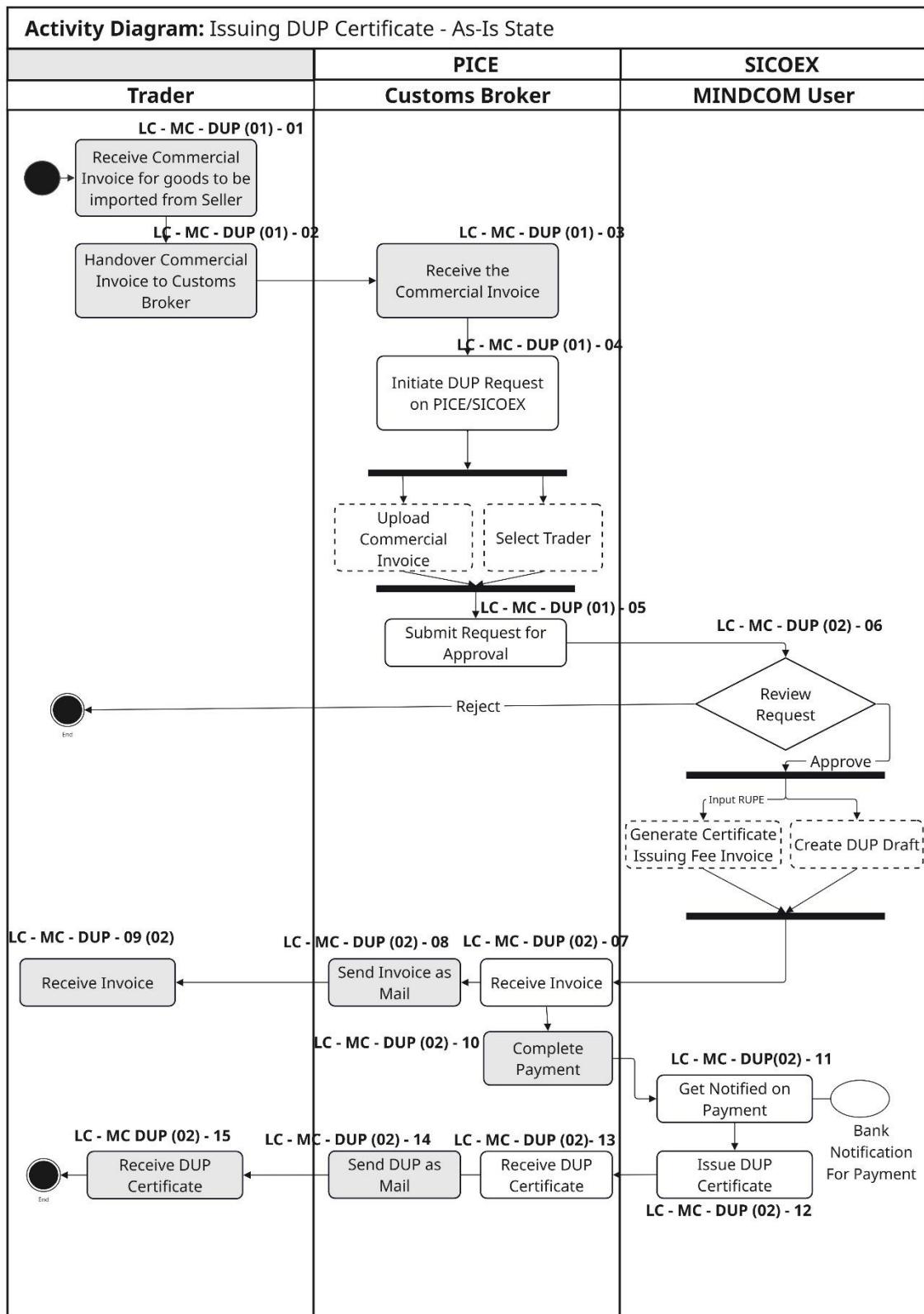
System Name	Owner	Function
PICE	MINDCOM	PICE is the front-end system of MINDCOM. The system allows the submission of DUP requests.
SICOEX	MINDCOM	SICOEX is the backend system of Ministry of Trade and Commerce in Angola (MINDCOM) and it processes the DUP Certificates. It has integration with the central bank of National Bank of Angola (BNA) with the purpose to validate payments of issued invoices.

#### DUP Certificate Issuing - Current Process

This section has the purpose to visualize the current process flow and the actors involved for the DUP Certificate issuing.

The current process is semi-manual and varies on the authority. It is identified that the traceability is limited and this can reflect in lack of transparency, risk of errors as well high administrative budget for traders.

## DUP Certificate Issuing – Process Flow (AS-IS)



### DUP Certificate Issuing (Current State) – Process Narration

This section includes the description of the business process from start to finish, detailed each step as well the actors involved, decision made, and the flows of information for the As-Is state of the process.

#	Item	Description
01	Name of Process Area:	LPCO
02	Name of Business Process:	Issuing of DUP Certificate
03	Regulation Details:	Ministry of Trade and Commerce of Angola (MINDCOM)

04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ MINDCOM Employee/User</li> </ul>
05	Purpose:	The purpose of the DUP issuing is to obtain the approval of the Ministry of Trade and Commerce of Angola (MINDCOM) for cross-border cargo movements in Angola. This process is considered as the first step in the movement process of shipments.
06	Input Criteria (Trader):	<ul style="list-style-type: none"> <li>• The trader is required to be registered as trader at MINDCOM and have the corresponding activities linked to the Trade License (Alvara).</li> <li>• The Trade License must be valid.</li> <li>• The Trader should have valid Tax Payment ID (NIF) and no outstanding payments or debts registered (NIF validation).</li> <li>• Trader should present a valid Commercial Invoice from the Seller (Exporter) in the country of origin.</li> </ul>
07	Input Criteria (Customs Broker):	<ul style="list-style-type: none"> <li>• Customs Broker should have a valid Trade License as Customs Broker.</li> <li>• Customs Broker should have valid Customs Broker License and Registration with AGT after obtaining certification from CDOA.</li> <li>• Customs Broker should be authorized by the Trader to represent him for the Issuing of the DUP Certificate.</li> <li>• Customs Broker should have received the Commercial Invoice from the Trader to be able to initiate the DUP Issuing</li> <li>• Customs Broker should be registered on PICE/SICOEX to obtain access to the system or should reach out to a MINDCOM representative to enter the information in SICOEX.</li> </ul>
08	Activities associated to the Business Process:	<p><b>LC- MC – DUP(01)-01</b>  For import cycle, the Trader receives the Commercial Invoice from the seller (exporter) in the country of origin for the goods to be imported as mail attachment or hard copy. For export cycle, the Trader has to submit the Commercial invoice issued for the potential buyer abroad.</p> <p><b>LC- MC – DUP(01)-02</b>  Trader contacts a Customs Broker (via phone, mail or in-person) to be nominated for the Issuing of the DUP Certificate. The Trader handover the Commercial Invoice to the Customs Broker as pdf or a hardcopy via mail or in person.</p> <p><b>LC- MC – DUP(01)-03</b>  Customs Broker receives the Commercial Invoice from the Trader as mail attachment or as hardcopy and agrees to represent the trader at MINDCOM for the DUP Issuing.</p> <p><b>LC- MC – DUP(01)-04</b>  Customs Broker initiates the DUP Certificate Issuing by executing this on PICE/SICOEX or approaching one of the MINDCOM offices and requesting a MINDCOM representative to issue the request.  Customs Broker logs in on PICE with user credentials. Trader submits the Commercial Invoice and selects the trader in the system to be linked to the DUP request (all Trader Licenses issued by MINDCOM can be retrieved from SICOEX).</p> <p><i>Note: Trader details are on the commercial invoice</i></p> <p><b>LC- MC – DUP(01)-05</b>  Customs Broker submits the request for approval to the MINDCOM employee/user.</p> <p><b>LC-MC – DUP(02)-06</b>  MINDCOM user review the submitted request. The MINDCOM user can reject or approve the request.  For rejected requests, the Customs Broker gets notified and the process flow ends here. The trader gets notified by the Customs Broker via mail, face-to-face meeting or phone call.  For approved flows a draft of the <u>DUP Certificate Draft</u> and an <u>Invoice</u> to collect the issuing fees are created. The MINDCOM user generates a RUPE and link to the Invoice for trace and tracking purposes on the invoice payment.</p> <p><b>LC- MC – DUP(02)-07</b>  The Customs Broker receives the issued Invoice to be paid upon approval.</p> <p><b>LC- MC – DUP(02)-08</b>  The Customs Broker sends the generated Invoice as a mail or hand it over in person to the trader</p> <p><b>LC- MC – DUP(02)-09</b>  The Trader receives the Invoice as a mail or a hardcopy from the Customs Broker. The Trader has the option to do the payment as well.</p> <p><b>LC- MC – DUP(02) - 10</b></p>

		<p>Customs Broker or Trader pays the fees for via bank transfer to any Angolan Commercial Bank by providing the Invoice and the RUPE.</p> <p>Based on the RUPE the Commercial Bank send a notification to the BNA (Angolan National Bank) on the payment.</p> <p><b>LC- MC – DUP(02)-11</b> MINDCOM user gets notified by BNA via system integration between SICOEX and BNA.</p> <p><b>LC- MC – DUP(02)-12</b> Upon payment completion and receiving a confirmation from the bank on the payment, the MINDCOM issues the DUP.</p> <p><b>LC-MC – DUP(02)-13</b> DUP Certificate reflects on the Customs Broker Profile on PICE.</p> <p><b>LC – MC – DUP(02) - 14</b> Customs Broker sends the DUP Certificate as mail attachment to the Trader or he hands it over to the trader.</p> <p><b>LC – MC – DUP(02) - 15</b> Trader receives the DUP Certificate as mail attachment or a hardcopy from the Customs Broker.</p>
09	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
10	Output Criteria:	<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>- Issuing Fee Payment</li> <li>- Approval by MINDCOM</li> </ul> <p><b>Cases:</b></p> <ol style="list-style-type: none"> <li>1. For approved flow, the DUP Certificate creation and notifying the stakeholders are required.</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Customs Broker and Trader.</li> </ol>

### DUP Certificate Issuing – Observations and Recommendations

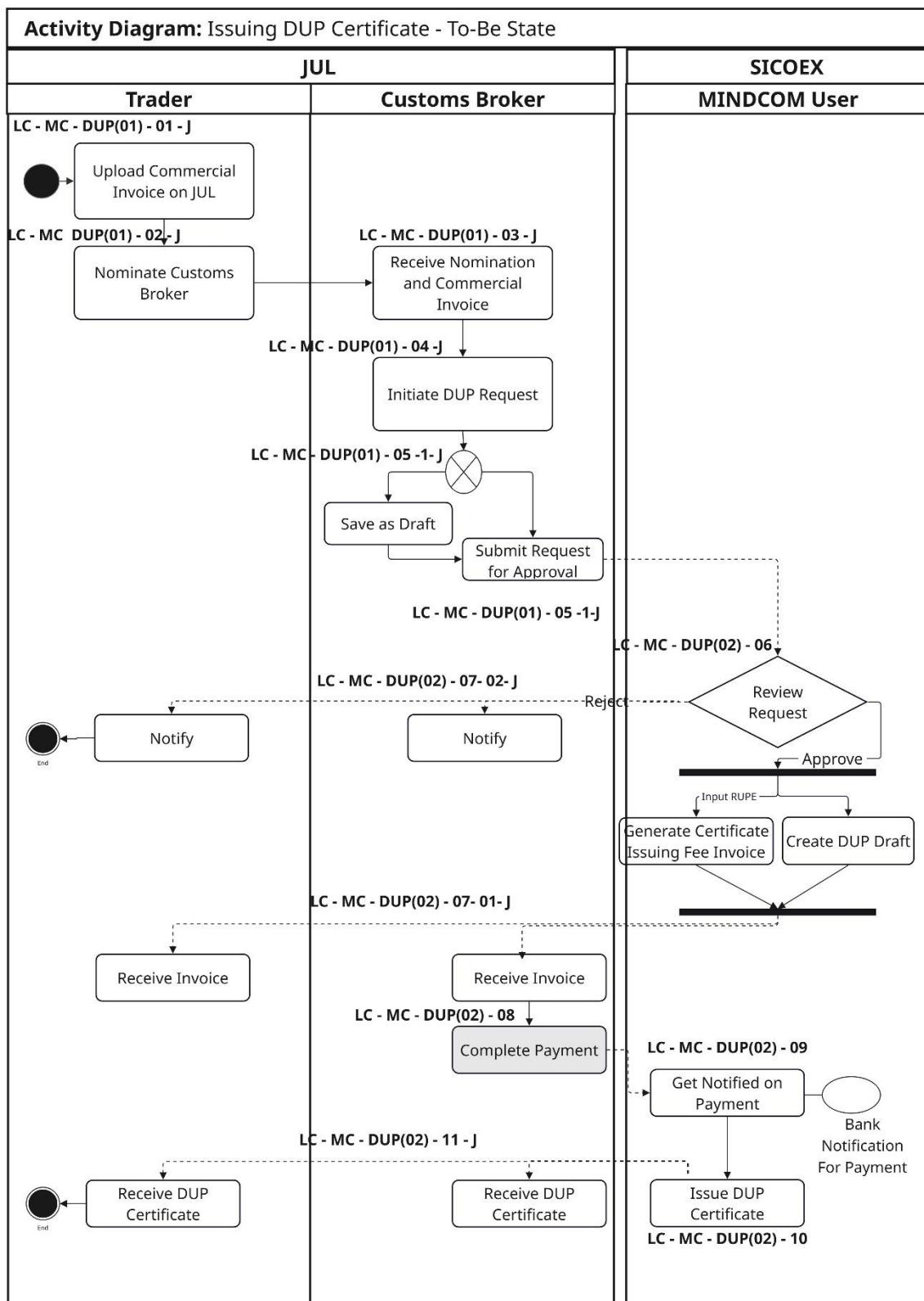
Based on the discovery phase, the following areas of improvement has been identified.

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Registration & Access	<ul style="list-style-type: none"> <li>▪ Not all actors have access to SICOEX to create DUP Certificate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ For Traders without account it's not possible to trace the requests and receive automated status requests</li> <li>▪ If Customs Broker issues the DUP Certificate, the Trader has to get notified as mail notification in order to receive the updates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Onboard the Trader Profile and synchronize status updates across the users.</li> </ul>
Nominations	<ul style="list-style-type: none"> <li>▪ Currently the nomination of the Customs Broker is happening outside the system. It requires interactions via mail and face-to-face meetings for this process flow</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement Option to nominate Cargo agent on JUL to represent the Trader. This will require integration with AGT to retrieve the data of the licensed Customs Brokers</li> </ul>
Trackability		<ul style="list-style-type: none"> <li>▪ Currently, the user can't track the status updates and view old requests</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement Listing page for each user and synchronize data updates</li> </ul>
Separate Submission Channels	<ul style="list-style-type: none"> <li>▪ Exporters often submit the request through mail and in-person visits</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Single electronic DUP Certificate Request submission through JUL</li> </ul>

## DUP Certificate Issuing – Future State

The Re-Engineering of the DUP Certificate Issuing process takes into consideration the identified areas of improvement and enhances the processes in order to make it more streamlined and increase the efficiency and compliant with international standards.

### DUP Certificate Process Flow: To-Be State



## DUP Certificate Issuing (Future State) – Process Narration

In this section, the process steps are detailed. Here is highlighted which steps are from the current flow will be improved with the JUL implementation.

#	Item	Description
01	Name of Process Area:	LPCO
02	Name of Business Process:	Issuing of DUP Certificate
03	Regulation Details:	Ministry of Trade and Commerce of Angola (MINDCOM) (MINDCOM)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ MINDCOM Employee/User</li> </ul>
05	Purpose:	The purpose of the DUP issuing is to obtain the approval of the Ministry of Trade and Commerce of Angola (MINDCOM) for cross-border cargo movements in Angola. This process is considered as the first step in the movement process of shipments.
06	Process Re-Engineering	<p><b>LC- MC – DUP(01)-01 - J</b>  Trader uploads the received Commercial Invoice on JUL instead of handing over as mail or hardcopy.  <b>Benefit:</b> Full Traceability. Files can be retrieved at any time.  <u>Improved:</u> LC- MC – DUP(01)-01</p> <p><b>LC- MC – DUP(01)-02 - J</b>  Trader nominates the Customs Broker directly from JUL instead of contacting the Customs Broker on phone or mail  <b>Benefit:</b> Customs Broker nomination is transparent and the validation on Trader and Customs Broker profiles is done instantly.  <u>Improved:</u> LC- MC – DUP(01)-02</p> <p><b>LC- MC – DUP(01)-03 - J</b>  Customs Broker receives the request on his profile and can accept or reject it.  <b>Benefit:</b> Fully automated document sharing  <u>Improved:</u> LC- MC – DUP(01)-03</p> <p><b>LC- MC – DUP(01)-04 - J</b>  Customs Broker can accept the request and initiate the request linked to the trader directly in JUL instead of coordinating in a mail or phone conversation.  <b>Benefit:</b> No need to select a trader, the trader is selected based on the nomination  <u>Improved:</u> LC- MC – DUP(01)-04</p> <p><b>LC- MC – DUP(01)-05 - J</b>  Customs Broker submits the request for approval or save as a draft to reinitiate later.  <b>Benefit:</b> Customs Broker can save the DUP request as draft and reinitiate at any time, no need to start over a new application.  <u>Improved:</u> LC- MC – DUP(01)-05</p> <p><b>LC- MC – DUP(02)-07 - J</b>  The issued Invoice and DUP Draft are reflected simultaneously on the Trader and Customs Broker profiles on JUL instead of sharing as mail.  <b>Benefits:</b> Full traceability and fully digitized process  <u>Improved:</u> LC- MC – DUP(02)-08</p> <p><b>LC-MC – DUP(02)-11 - J</b>  DUP Certificate reflects on the Customs Broker Profile on JUL and notifications to the trader are triggered automatically, instead of manual sharing.  <b>Benefits:</b> Fully automated and transparent flow  <u>Improved:</u> LC – MC – DUP(02) – 13, LC – MC – DUP(02) – 14, LC – MC – DUP(02) - 15</p>

### 5.1.2 Issue CNCA Import Certificate

The Issuing of the **CNCA (Certificado de Não Conformidade Aduaneira)** certificate is a mandatory step for the cross-border cargo movements process in Angola for entry/exit points in the country. The CNCA Certificate is issued by **ARCLLA – Agência Reguladora de Certificação de Carga e Logística de Angola**.

The CNCA certifies that cargo destined for import complies with Angolan regulations regarding packing, sealing, documentation, and safety. This certificate is required before cargo can be accepted by shipping lines or cleared by **AGT (Customs)**.

### CNCA Certificate Issuing - Actors and Systems

This section describes the actors and systems involved in the issuing of the CNCA Certificate. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Trader (Importer/Exporter)	Nominate Customs Broker Nominate ARCCCLA Broker (optional – this action can be done by the Customs Broker as well) Make Payment (optional – this action can be done by the Customs Broker as well)	The <b>Trader</b> is the primary entity responsible for initiating and managing the importation of goods into the country. The trader is the declared owner or consignee of the goods and bears commercial, financial and regulatory ownership of the process. The Trader can appoint customs broker or freight forwarder to act on its behalf.
Customs Broker	Submit CNCA Request (on behalf of Trader) Nominate ARCCCLA Broker (on behalf of Trader) Make Payments Notify Trader	The <b>Customs Broker</b> is a licensed and authorized representative of the trader and act under the trader's mandate to facilitate the customs clearance of goods. The customs broker ensures compliance with all customs laws, procedures, and documentation requirements. The Customs Broker is authorized to submit the CNCA request.
Freight Forwarder	Submit CNCA Request (on behalf of Trader) Nominate ARCCCLA Broker (on behalf of Trader) Make Payments Notify Trader	The <b>Freight Forwarder</b> is a licensed and authorized representative of the trader and act under the trader's mandate to move goods. The Freight Forwarder ensures compliance with all laws, procedures, and documentation requirements. The Freight Forwarder is authorized to submit the CNCA request.
ARCCCLA Broker	Approve / Reject Request Generates Invoice Confirm Payment Generate DUP Certificate	<b>ARCCCLA Broker</b> is a representative of ARCCCLA in the country of origin. The ARCCCLA Broker can approve or reject the request, and it is issuing the CNCA Certificate and confirm payment completion.

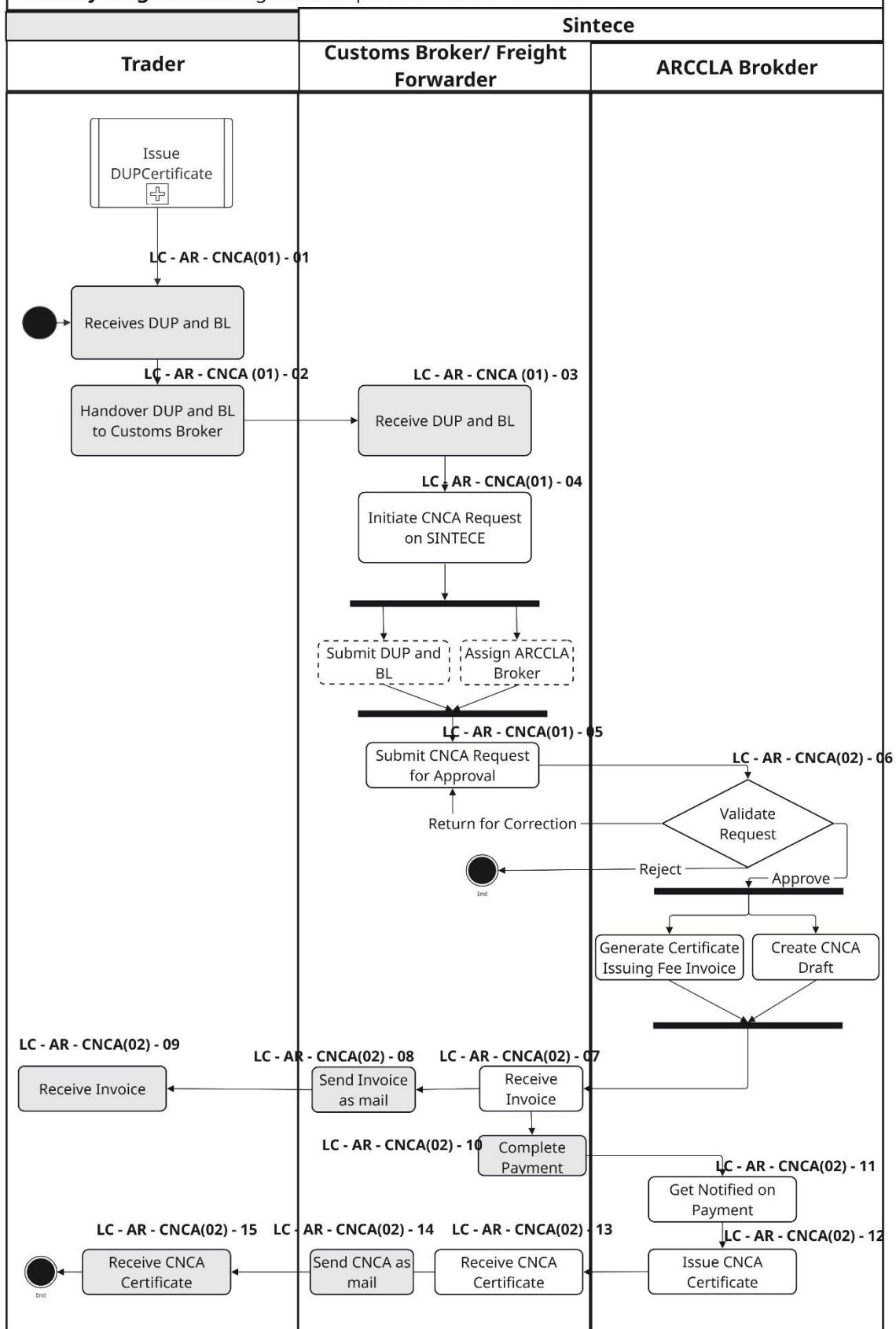
System Name	Owner	Function
SINTECE	ARCCCLA	SINTECE is the CNCA issuing system of ARCCCLA. The system can be accessed by Customs Broker to request for the CNCA Certificate. The ARCCCLA Broker data repository is maintained in SINTECE.

### CNCA Certificate Issuing - Current Process

This section describes the current process flow for the CNCA Import Certificate issuing.

The current process for the CNCA issuing is not fully standardized and semi-manual. It is identified that the traceability is limited, and this can reflect in lack of transparency, risk of errors as well high administrative budget for traders.

### Activity Diagram: Issuing CNCA Import Certificate - As-Is State



## CNCA Certificate Issuing – Process Narration

In this section, the process steps captured in the As-Is flow are detailed.

#	Item	Description
01	Name of Process Area:	LPCO
02	Name of Business Process:	Issuing of CNCA Import Certificate
03	Regulation:	ARRCLA Decree Nr. 19/94
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ Freight Forwarder</li> <li>▪ ARCCA Broker</li> </ul>
05	Purpose:	The purpose of the CNCA Certificate issuing is to obtain the approval of ARCCA to import goods to Angola. This process is mandatory for import of shipments to Angola.
06	Input Criteria (Trader):	<ul style="list-style-type: none"> <li>• The trader is required to be registered as trader and have the corresponding activities linked to the Trade License (Alvara)</li> <li>• The Trade License must be valid.</li> <li>• The Trader should have valid Tax Payment ID (NIF) and not have any outstanding payments or debts registered (NIF validation).</li> <li>• Trader should present a valid Bill of Lading and DUP Certificate.</li> <li>• Trader should have valid registration on SINTECE.</li> </ul>
	Input Criteria (Freight Forwarder):	<ul style="list-style-type: none"> <li>• The trader is required to be registered as Freight Forwarder and have the corresponding activities linked to the Trade License (Alvara).</li> <li>• The Trade License must be valid</li> <li>• The Freight Forwarder should have valid Tax Payment ID (NIF) and not have any outstanding payments (NIF validation).</li> <li>• Freight Forwarder should present a valid Bill of Lading and DUP Certificate.</li> <li>• Freight Forwarder should have valid nomination from the trader.</li> <li>• Freight Forwarder should have a valid registration on SINTECE</li> </ul>
07	Input Criteria (Customs Broker):	<ol style="list-style-type: none"> <li>1. Customs Broker should have a valid Trade License as Customs Broker.</li> <li>2. Customs Broker should have valid Customs Broker License and Registration with AGT after obtaining certification from CDOA.</li> <li>3. Customs Broker should be authorized by the Trader to represent him for the Issuing of the CNCA Certificate</li> <li>4. Customs Broker should have received DUP and the BL to be able to initiate the CNCA Issuing.</li> <li>5. Customs Broker should have valid registration on SINTECE.</li> </ol>
08	Input Criteria (ARCCA Broker)	<ol style="list-style-type: none"> <li>6. ARCCA Broker should be able be nominated by Trader or Customs Broker to represent the trader in the Country of Origin</li> <li>7. ARCCA Broker should receive the shipment information.</li> <li>8. ARCCA Brokers are licensed by ARCCA and they are all available on SINTECE.</li> </ol>
08	Activities associated to the Business Process:	<p><b>LC-AR – CNCA(01)-01</b>      Trader receives DUP Certificate generated as part of LC-MC -DUP as well the Bill of Lading (BL) for the shipment which are required to apply for the CNCA Certificate as mail attachment or as hardcopy from the seller in the country of origin</p> <p><b>LC-AR -CNCA(01)-02</b>      Trader contacts a Customs Broker/Freight Forwarder to be nominated for the Issuing of the CNCA Certificate. The Trader handover the DUP and the BL to the Customs Broker/Freight Forwarder as pdf or a hardcopy via mail or in person</p> <p><b>LC- AR-CNCA(01)-03</b>      Customs Broker/Freight Forwarder receives DUP and BL as mail attachment or hardcopy.</p> <p><b>LC-AR – CNCA(01)-04</b>      Customs Broker/Freight Forwarder initiates the CNCA Certificate Issuing by executing this on SINTESE or approaching one of the ARCCA offices and requesting an ARCCA representative to issue the request.      To initiate the request on SINTECE, the Customs Broker should have user registration on SINTECE</p> <p><b>LC-AR -CNCA(01)-05</b>      Customs Broker/Freight Forwarder submits the BL and DUP on SINTECE and selects the ARCCA Broker in the system to be linked to the request (all ARCCA Brokers are onboarded on SINTECE).  <i>Note: Trader details are on the DUP and on the BL, but it could be that information for the CNCA certificate deviates from DUP (e.g. shipper or quantity of goods).</i>      Customs Broker / Freight Forwarder submits the request for assessment to the SINTECE employee/user.</p>

	<p><b>LC- AR - CNCA(02)-06</b> ARCCCLA Broker review the submitted request. The ARCCCLA Broker can reject, approve, or return for correction the request. For rejected requests, the process flow ends here. For approved flows a draft of the ARCCCLA Certificate and an Invoice to collect the issuing fees are created.</p> <p><b>LC-AR - CNCA(02)-07</b> The Customs Broker/Freight Forwarder receives the issued Invoice to be paid and status update on the approval. The payment for the invoice is in a foreign currency.</p> <p><b>LC-AR -CNCA(02)-08</b> The Customs Broker /Freight Forwarder sends the Invoice to the Trader as hardcopy or mail attachment</p> <p><b>LC-AR- CNCA(02)-09</b> The Trader receives the Invoice sent by the Customs/Broker Freight Forwarder</p> <p><b>LC-AR- CNCA(02)-10</b> Customs Broker or Trader pays the Invoice amount in a foreign bank and foreign currency. The payment confirmation Is received by the ARCCCLA Broker. How the ARCCCLA Broker receives the payment confirmation and validate it depends on the on the country of origin policies.</p> <p><b>LC-AR – CNCA(02)-11</b> Once the ARCCCLA Broker receives the Payment Confirmation and validate it, the broker confirms this in SINTECE.</p> <p><b>LC-AR-CNCA(02)-12</b> ARCCCLA Broker issues the CNCA Certificate in SINTECE</p> <p><b>LC-AR – CNCA(02)-13</b> Freight Forwarder/Customs Broker receives the CNCA Certificate.</p> <p><b>LC-AR – CNCA(02)-14</b> Freight Forwarder/Customs Broker sends the CNCA Certificate as hard copy or mail attachment to the Trader</p> <p><b>LC-AR – CNCA(02)-15</b> Trader receives the CNCA Certificate as hard copy or mail attachment from the Customs Broker/Freight Forwarder.</p>
09	Average Time:
10	Output Criteria:

#### CNCA Certificate Issuing – Observations and Recommendations

The CNCA Certificate issuing process involves multiple actors, including traders, customs brokers, ARCCCLA, and shipping agents, each performing specific steps that influence the overall approval timeline. During the discovery workshops, several operational and system-related gaps were identified across registration, data submission, workflow coordination, notifications, and traceability. These gaps impact the efficiency, accuracy, and transparency of the current CNCA process.

The following table outlines the key observations for each business area, together with the recommended improvements to streamline the end-to-end workflow and support future integration within JUL.

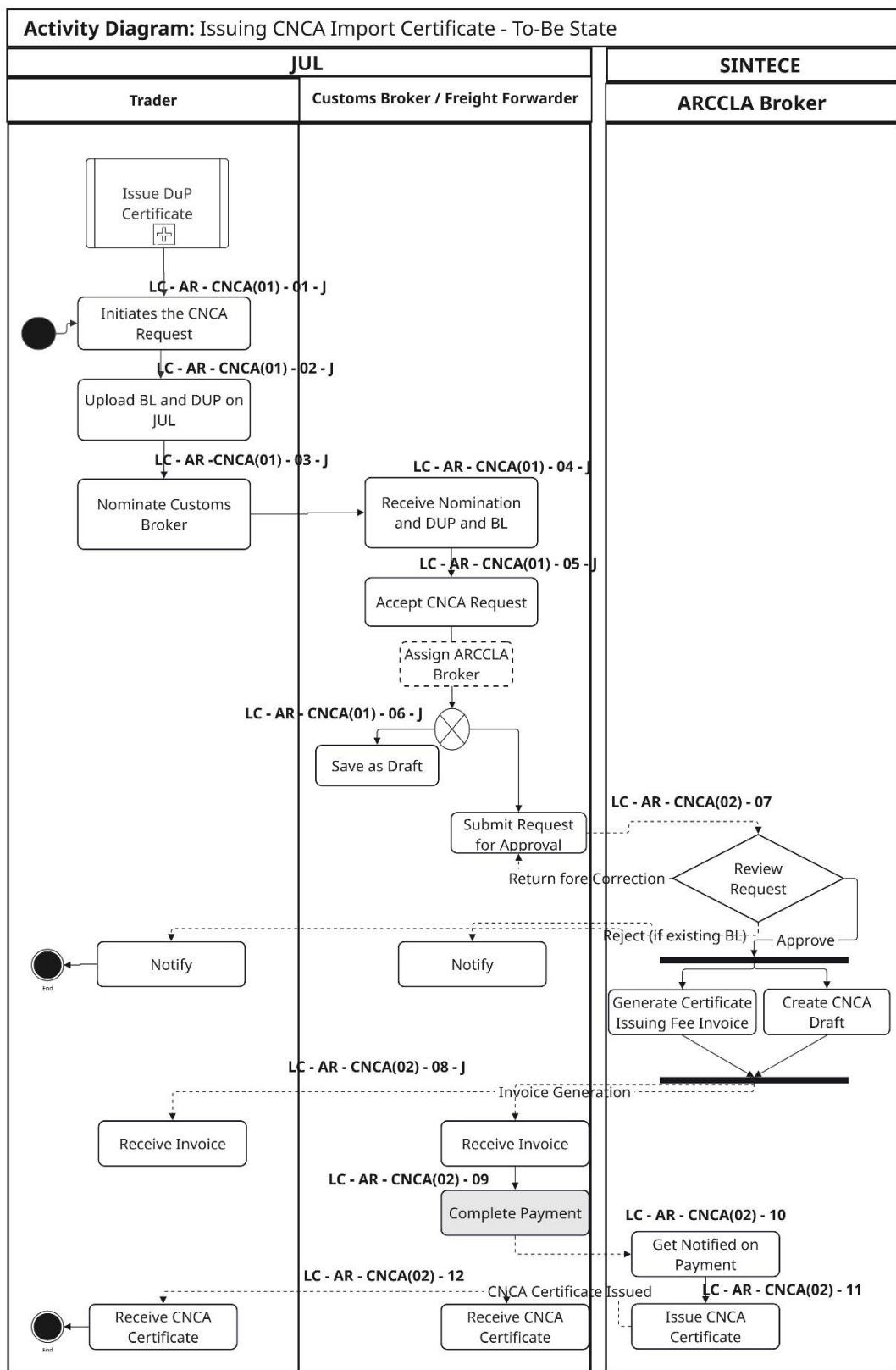
Observations			Recommendations
Business Area		Traceability	

	<b>Workflow and Data Requirements</b>		
Registration & Access	<ul style="list-style-type: none"> <li>▪ Not all actors have access to SINTECE to request for CNCA Certificate</li> </ul>	<ul style="list-style-type: none"> <li>▪ For Traders without account, it's not possible to trace the requests and receive automated status requests</li> </ul>	<ul style="list-style-type: none"> <li>▪ Onboard the Trader Profile and synchronize status updates across the users</li> </ul>
Notifications	<ul style="list-style-type: none"> <li>▪ Not all involved in the process actors are notified instantly on updates</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ To synchronize the status updates across all involved stakeholders</li> </ul>
System Integration	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Currently, not all systems are connected with each other. This makes the processing of requests slow and there are gaps in validation of information</li> </ul>	<ul style="list-style-type: none"> <li>▪ It is recommended to synchronize the data sharing among the systems.</li> </ul>

### **CNCA Certificate Issuing – Future State**

The future state of the CNCA Certificate process envisions a fully digital, streamlined, and interoperable workflow integrated within the JUL environment. In this model, all validations, document submissions, approvals, and notifications are executed electronically, eliminating manual interactions and reducing processing time. The solution enables real-time data exchange between ARCCCLA, Customs Brokers, Shipping Agents, and other regulatory entities, ensuring accurate and consistent information throughout the process. Automated status updates, centralized user authentication, and integration with core systems—such as SINTECE and ASYCUDA—provide full transparency and traceability across all stages of issuance. This future state supports a more efficient, compliant, and user-centric CNCA service aligned with international best practices and national digital trade facilitation objectives.

## Import CNCA Certificate issuing (To-Be)



### Re-Engineering: CNCA Certificate (Future State) – Process Narration

The Re-Engineering of the CNCA Certificate Issuing process takes into consideration the identified areas of improvement and enhances the processes in order to make it more streamlined and increase the efficiency and compliant with international standards.

#	Item	Description
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01	Name of Process Area:	LPCO
02	Name of Business Process:	Issuing of CNCA Certificate
03	Regulation Details:	ARCCLA
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ Freight Forwarder</li> <li>▪ ARCCLA Broker</li> </ul>
05	Purpose:	The purpose of the CNCA Certificate issuing is to obtain the approval of ARCCLA to import goods to Angola. This process is mandatory for import of shipments to Angola.
06	Process Re-Engineering	<p><b>LC- AR – CNCA(01)-01 - J</b>  Trader uploads the received Commercial Invoice and BL on JUL instead of handing over as mail or hardcopy to the Freight Forwarder or Customs Broker.  <u>Benefit:</u> Full Traceability. Files can be retrieved at any time.  <u>Improved:</u> LC- AR – CNCA(01)-01</p> <p><b>LC- AR – CNCA(01)-02 - J</b>  Trader nominates the Customs Broker directly from JUL instead of contacting the Customs Broker on phone or mail  <u>Benefit:</u> Customs Broker nomination is transparent and the validation on Trader and Customs Broker profiles is done instantly.  <u>Improved:</u> LC- AR – CNCA(01)-02</p> <p><b>LC- AR – CNCA(01)-03 - J</b>  Customs Broker receives the request on his profile in JUL and can accept or reject it.  <u>Benefit:</u> Fully automated document sharing  <u>Improved:</u> LC- AR – CNCA(01)-03</p> <p><b>LC- AR – CNCA(01)-04 - J</b>  Customs Broker/Freight Forwarder can accept the request and initiate the request linked to the trader directly in JUL instead of coordinating in a mail or phone conversation.  <u>Benefit:</u> No need to select a trader, the trader is selected based on the nomination  <u>Improved:</u> LC- AR – CNCA(01)-04</p> <p><b>LC- AR – CNCA(01)-05 - J</b>  Customs Broker selects an ARCCLA Broker, fill in the form and upload the required documents and submits the request for approval or save as a draft to reinitiate later.  <u>Benefit:</u> Customs Broker can save the DUP request as draft and reinitiate at any time, no need to start over a new application. There is full traceability on status updates. All involved actors in the process receive notification instantly.  <u>Improved:</u> LC- AR – CNCA(01)-05</p> <p><b>LC- AR – CNCA(02)-08 - J</b>  The issued Invoice and CNCA Draft are reflected simultaneously on the Trader and Customs Broker profiles on JUL instead of sharing as mail.  <u>Benefits:</u> Full traceability and fully digitized process. All actors involved in the process receive full visibility  <u>Improved:</u> LC- AR – CNCA(02)-07, LC- AR – CNCA(02)-08, LC- AR – CNCA(02)-09</p> <p><b>LC-AR – CNCA(02)-12 - J</b>  CNCA Certificate reflects on the Customs Broker/Freight Forwarder Profile as well on the profile of the trader on JUL and notifications are triggered automatically, instead of manual sharing.  <u>Benefits:</u> Fully automated and transparent flow, all actors involved in the process receive notifications instantly.  <u>Improved:</u> LC – AR – CNCA(02) – 13, LC – AR – CNCA(02) – 14, LC – AR – CNCA(02) - 15</p>

### 5.1.3 Issue CNCA Export Certificate

The CNCA Certificate for Export is a mandatory compliance document issued by ARCCLA and required for all goods leaving Angola by sea. It ensures that cargo is properly declared, certified, and aligned with national maritime logistics regulations before boarding a vessel. The export CNCA process involves multiple actors—including the Trader, Customs Broker, Shipping Agent, and ARCCLA—each responsible for specific tasks that collectively determine the accuracy, traceability, and approval of the certificate. As identified during the discovery workshops, the current process includes several manual steps, system limitations, and fragmented data exchanges that affect processing time and transparency. This section outlines the actors, systems, responsibilities, and actions involved

in the issuing of the CNCA Export Certificate, providing a structured view of how the service operates and where improvements are required for future integration within JUL.

### CNCA Certificate Issuing - Actors and Systems

This section describes the actors and systems involved in the issuing of the CNCA Export Certificate. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

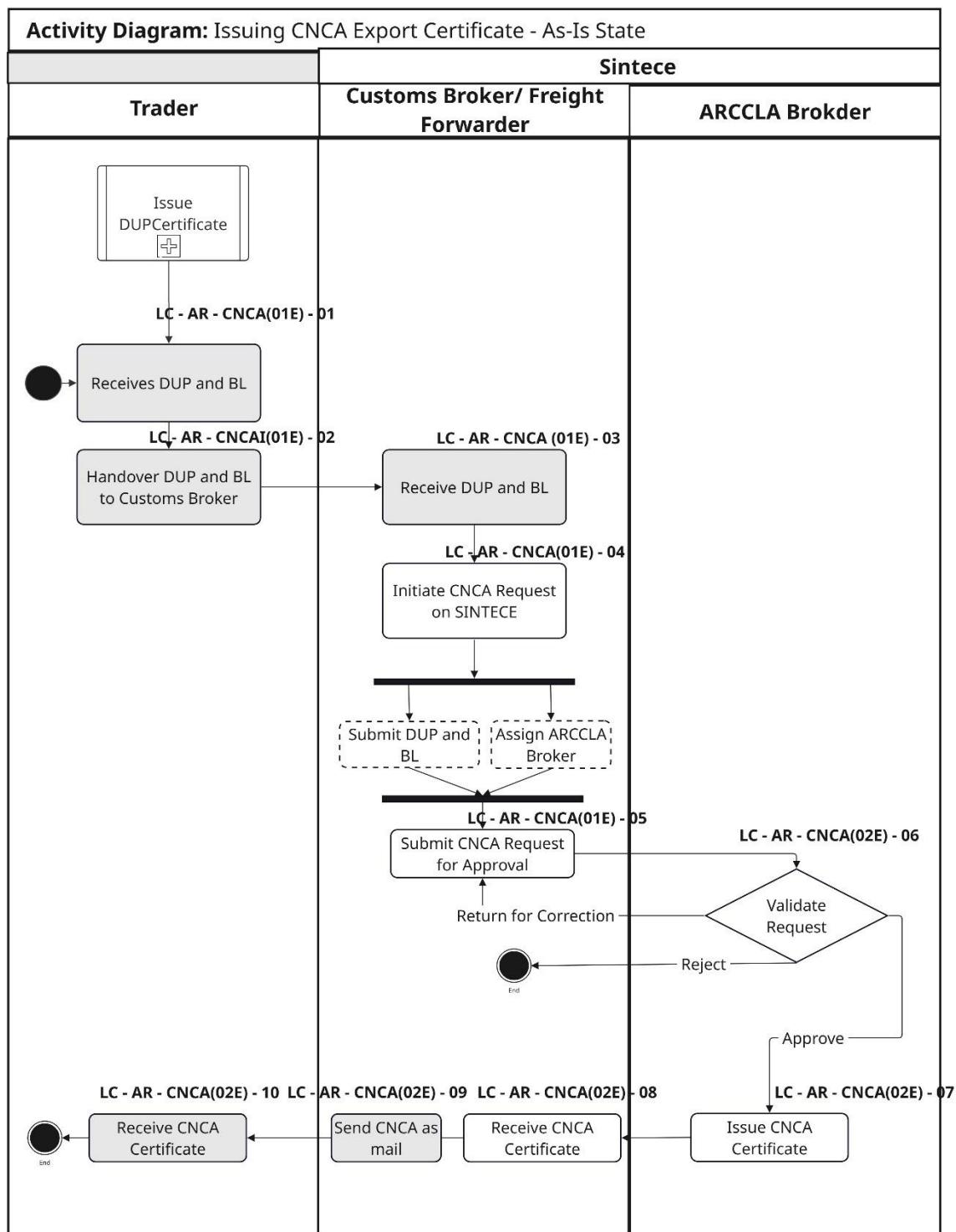
Actors/ Business Partners	Actions	Role Description
Trader (Importer/Exporter)	Nominate Customs Broker Nominate ARCCLA Broker (optional – this action can be done by the Customs Broker as well) Make Payment (optional – this action can be done by the Customs Broker as well)	The <b>Trader</b> is the primary entity responsible for initiating and managing the export of goods into the country. The trader is the declared owner or consignee of the goods and bears commercial, financial and regulatory ownership of the process. The Trader can appoint customs broker or freight forwarder to act on its behalf.
Customs Broker	Submit CNCA Request (on behalf of Trader) Nominate ARCCLA Broker (on behalf of Trader) Make Payments Notify Trader	The <b>Customs Broker</b> is a licensed and authorized representative of the trader and act under the trader's mandate to facilitate the customs clearance of goods. The customs broker ensures compliance with all customs laws, procedures, and documentation requirements. The Customs Broker is authorized to submit the CNCA request.
Freight Forwarder	Submit CNCA Request (on behalf of Trader) Nominate ARCCLA Broker (on behalf of Trader) Make Payments Notify Trader	The <b>Freight Forwarder</b> is a licensed and authorized representative of the trader and act under the trader's mandate to move goods. The Freight Forwarder ensures compliance with all laws, procedures, and documentation requirements. The Freight Forwarder is authorized to submit the CNCA request.
ARCCLA Broker	Approve / Reject Request Generates Invoice Confirm Payment Generate DUP Certificate	<b>ARCCLA Broker</b> is a representative of ARCCLA in the country of origin. The ARCCLA Broker can approve or reject the request, and it is issuing the CNCA Certificate and confirm payment completion.

System Name	Owner	Function
SINTECE	ARCCLA	SINTECE is the CNCA issuing system of ARCCLA. The system can be accessed by Customs Broker to request for the CNCA Certificate. The ARCCLA Broker data repository is maintained in SINTECE.

### CNCA Certificate Issuing - Current Process

This section describes the current process flow for the CNCA Export Certificate issuing.

## Export CNCA Certificate (As-Is)



### CNCA Export Certificate Issuing – Process Narration

This section describes the step-by-step workflow involved in issuing the CNCA Export Certificate, outlining how traders, customs brokers, shipping agents, and ARCCLA interact throughout the process. The narration provides a sequential explanation of the activities performed, system interactions, regulatory requirements, and decision points that determine whether a certificate is approved, corrected, or rejected. By detailing each process step, this section supports a clear understanding of the current operational flow and establishes the basis for identifying gaps, dependencies, and opportunities for future improvement within JUL.

#	Item	Description
01	Name of Process Area:	LPCO
02	Name of Business Process:	Issuing of CNCA Export Certificate
03	Regulation:	ARRCLA

		Decree Nr. 19/94
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ Freight Forwarder</li> <li>▪ ARCCA Broker</li> </ul>
05	Purpose:	The purpose of the CNCA Certificate issuing is to obtain the approval of ARCCA to export goods to Angola. This process is mandatory for exports in Angola.
06	Input Criteria (Trader):	<ul style="list-style-type: none"> <li>• The trader is required to be registered as trader and have the corresponding activities linked to the Trade License (Alvara)</li> <li>• The Trade License must be valid</li> <li>• The Trader should have valid Tax Payment ID (NIF) and not have any outstanding payments or debts registered in the Ministry of Finance (NIF validation).</li> <li>• Trader should present a valid Bill of Lading and DUP Certificate.</li> <li>• Trader should have valid registration on SINTECE.</li> </ul>
	Input Criteria (Freight Forwarder):	<ul style="list-style-type: none"> <li>• The trader is required to be registered as Freight Forwarder and have the corresponding activities linked to the Trade License (Alvara)</li> <li>• The Trade License must be valid</li> <li>• The Freight Forwarder should have valid Tax Payment ID (NIF) and not have any outstanding payments or debts registered in the Ministry of Finance (NIF validation).</li> <li>• Freight Forwarder should present a valid Bill of Lading and DUP Certificate.</li> <li>• Freight Forwarder should have valid nomination from the trader.</li> <li>• Freight Forwarder should have a valid registration on SINTECE</li> </ul>
07	Input Criteria (Customs Broker):	<ul style="list-style-type: none"> <li>• Customs Broker should have a valid Trade License as Customs Broker</li> <li>• Customs Broker should have valid Customs Broker License and Registration with AGT after obtaining certification from CDOA.</li> <li>• Customs Broker should be authorized by the Trader to represent him for the Issuing of the CNCA Certificate</li> <li>• Customs Broker should have received DUP and the BL to be able to initiate the CNCA Issuing</li> <li>• Customs Broker should have valid registration on SINTECE</li> </ul>
08	Input Criteria (ARCCA Broker)	<ul style="list-style-type: none"> <li>• ARCCA Broker should be able be nominated by Trader or Customs Broker to represent the trader in the Country of Origin</li> <li>• ARCCA Broker should receive the shipment information.</li> <li>• ARCCA Brokers are licensed by ARCCA and they are all available on SINTECE</li> </ul>
08	Activities associated to the Business Process:	<p><b>LC-AR – CNCA(0E)-01</b>  Trader receives DUP Certificate generated as part of LC-MC -DUP as well the Bill of Lading (BL) for the shipment which are required to apply for the CNCA Certificate as mail attachment or as hardcopy from the seller in the country of origin</p> <p><b>LC-AR -CNCA(01E)-02</b>  Trader contacts a Customs Broker/Freight Forwarder to be nominated for the Issuing of the CNCA Certificate. The Trader handover the DUP and the BL to the Customs Broker/Freight Forwarder as pdf or a hardcopy via mail or in person</p> <p><b>LC- AR-CNCA(01E)-03</b>  Customs Broker/Freight Forwarder receives DUP and BL as mail attachment or hardcopy.</p> <p><b>LC-AR – CNCA(01E)-04</b>  Customs Broker/Freight Forwarder initiates the CNCA Certificate Issuing by executing this on SINTECE or approaching one of the ARCCA offices and requesting an ARCCA representative to issue the request.  To initiate the request on SINTECE, the Customs Broker should have user registration on SINTECE</p> <p><b>LC-AR -CNCA(01E)-05</b>  Customs Broker/Freight Forwarder submits the BL and DUP on SINTECE and selects the ARCCA Broker in the system to be linked to the request (all ARCCA Brokers are onboarded on SINTECE).  <b>Note:</b> <i>Trader details are on the DUP and on the BL, but it could be that information for the CNCA certificate deviates from DUP (e.g. shipper or quantity of goods).</i>  Customs Broker / Freight Forwarder submits the request for assessment to the SINTECE employee/user.</p> <p><b>LC- AR - CNCA(02E)-06</b>  ARCCA Broker review the submitted request. The ARCCA Broker can reject, approve, or return for correction the request.  For rejected requests, the process flow ends here.  For approved, the ARCCA Certificate is created.</p> <p><b>LC-AR - CNCA(02E)-07</b>  The Customs Broker/Freight Forwarder issues the CNCA Certificate</p>

		<p><b>LC-AR -CNCA(02E)-08</b> The Customs Broker /Freight Forwarder receives the CNCA Certificate.</p> <p><b>LC-AR- CNCA(02E)-09</b> The Customs Broker/Freight Forwarder sends the CNCA Certificate as a mail attachment or as a hard copy to the trader.</p> <p><b>LC-AR- CNCA(02E)-10</b> Trader receives the mail as hardcopy or as a mail attachment from the Customs Broker/Freight Forwarder.</p>
09	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
10	Output Criteria:	<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>- Approval by ARRCLA</li> </ul> <p><b>Cases:</b></p> <ul style="list-style-type: none"> <li>• For approved flow, the CNCA Certificate creation and notifying the stakeholders are required</li> <li>• For rejected flows, the flow ends with the rejection notification to the Customs Broker.</li> </ul>

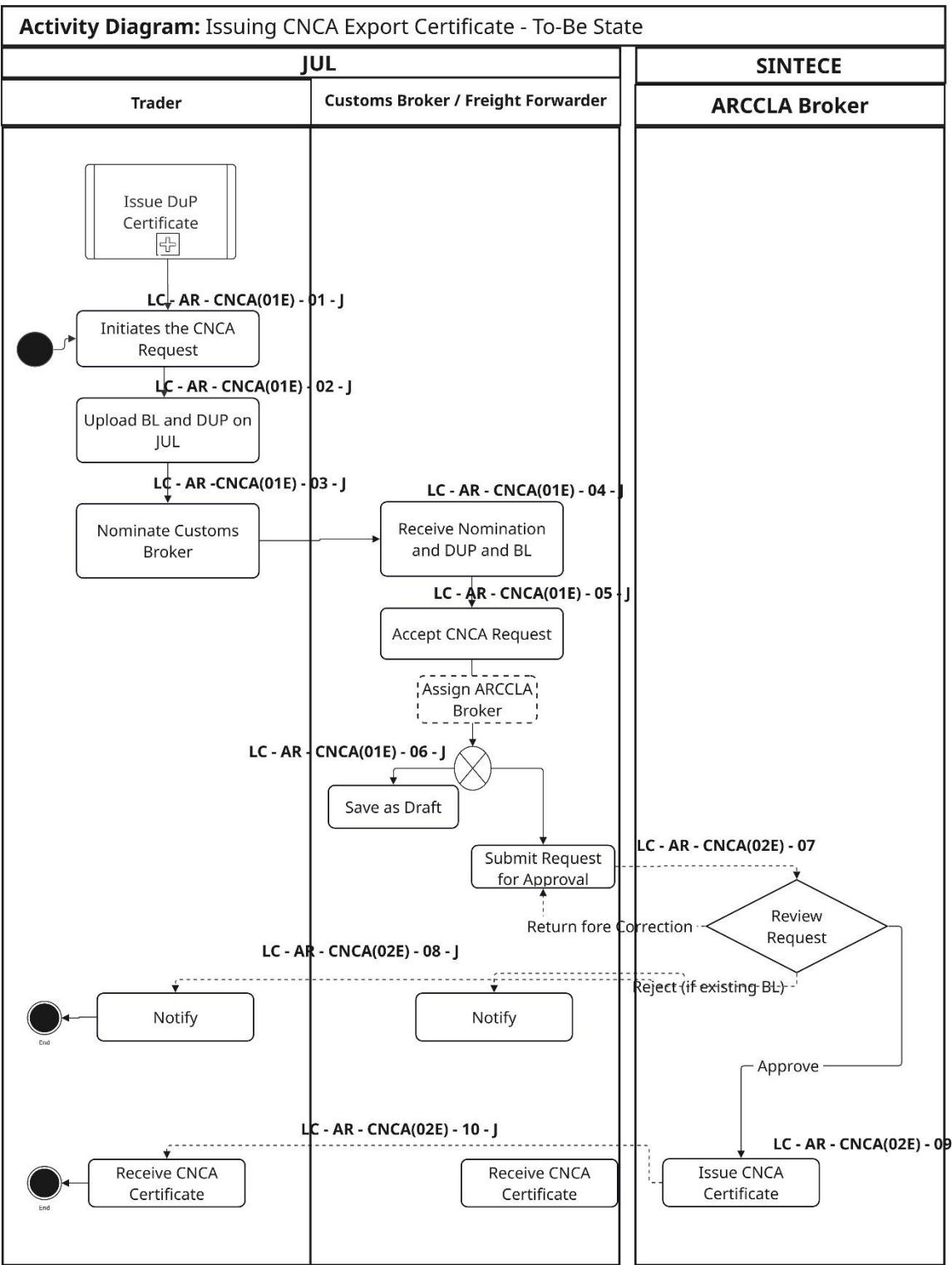
### **CNCA Export Certificate Issuing – Observations and Recommendations**

This section summarizes the key operational, system-related, and procedural challenges identified during the assessment of the CNCA Export Certificate issuing process. The observations highlight gaps across user access, workflow coordination, data requirements, notifications, and system integration that currently affect the efficiency, transparency, and reliability of the service. By outlining these issues and providing targeted recommendations, this section establishes a clear foundation for the improvements required to streamline the CNCA process and support a fully integrated future state within JUL.

<b>Observations</b>			<b>Recommendations</b>
<b>Business Area</b>	<b>Workflow and Data Requirements</b>	<b>Traceability</b>	
Registration & Access	<ul style="list-style-type: none"> <li>▪ Not all actors have access to SINTECE to perform relevant actions related to the issuing of the CNCA Certificated</li> </ul>	<ul style="list-style-type: none"> <li>▪ For Traders without account it's not possible to trace the requests and receive automated status requests</li> </ul>	<ul style="list-style-type: none"> <li>▪ Onboard the Trader Profile and synchronize status updates across the users</li> </ul>
Notifications	<ul style="list-style-type: none"> <li>▪ Not all involved in the process actors are notified instantly on updates</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ To synchronize the status updates across all involved stakeholders</li> </ul>
System Integration	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Currently, not all systems are connected with each other. This makes the processing of requests slow and there are gaps in validation of information</li> </ul>	<ul style="list-style-type: none"> <li>▪ It is recommended to synchronize the data sharing among the systems.</li> </ul>

### **CNCA Certificate Issuing – Future State**

## CNCA Export Certificate - Future State



### Re-Engineering: CNCA Export Certificate (Future State) – Process Narration

This section describes the redesigned, future-state workflow for issuing the CNCA Export Certificate, reflecting the improvements introduced through process re-engineering and digital integration within JUL. The re-engineered model replaces manual interactions, email-based submissions, and fragmented validations with a fully automated, transparent, and traceable workflow. All actors operate within a unified digital environment, ensuring complete data accuracy, streamlined approvals, and real-time notification of status updates. The narration outlines each improved step, highlighting how system interoperability, automated validations, and centralized document management significantly enhance efficiency, compliance, and user experience across the export certification process.

#	Item	Description
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01	Name of Process Area:	LPCO
02	Name of Business Process:	Issuing of CNCA Export Certificate
03	Regulation Details:	ARCCLA
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ Freight Forwarder</li> <li>▪ ARCCLA Employee/User</li> </ul>
05	Purpose:	The purpose of the CNCA Export Certificate issuing is to obtain the approval of ARCCLA to export goods from Angola. This process is mandatory for export of shipments from Angola.
06	Process Re-Engineering	<p><b>LC- AR – CNCA(01E)-01 - J</b>  Trader uploads the received Commercial Invoice and BL on JUL instead of handing over as mail or hardcopy to the Freight Forwarder or Customs Broker.  <u>Benefit:</u> Full Traceability. Files can be retrieved at any time.  <u>Improved:</u> LC- AR – CNCA(01E)-01</p> <p><b>LC- AR – CNCA(01E)-02 - J</b>  Trader nominates the Customs Broker / Freight Forwarder directly from JUL instead of contacting the Customs Broker on phone or mail  <u>Benefit:</u> Customs Broker nomination is transparent and the validation on Trader and Customs Broker profiles is done instantly.  <u>Improved:</u> LC- AR – CNCA(01E)-02</p> <p><b>LC- AR – CNCA(01E)-03 - J</b>  Customs Broker / Freight Forwarder receives the request on his profile in JUL and can accept or reject it.  <u>Benefit:</u> Fully automated document sharing  <u>Improved:</u> LC- AR – CNCA(01E)-03</p> <p><b>LC- AR – CNCA(01E)-04 - J</b>  Customs Broker/Freight Forwarder can accept the request and initiate the request linked to the trader directly in JUL instead of coordinating in a mail or phone conversation.  <u>Benefit:</u> No need to select a trader, the trader is selected based on the nomination  <u>Improved:</u> LC- AR – CNCA(01E)-04</p> <p><b>LC- AR – CNCA(01E)-05 - J</b>  Customs Broker selects an ARCCLA Broker, fill in the form and upload the required documents and submits the request for approval or save as a draft to reinitiate later.  <u>Benefit:</u> Customs Broker/Freight Forwarder can save the DUP request as draft and reinitiate at any time, no need to start over a new application. There is full traceability on status updates. All involved actors in the process receive notification instantly.  <u>Improved:</u> LC- AR – CNCA(01E)-05</p> <p><b>LC- AR – CNCA(02E)-08 - J</b>  The issued CNCA Certificate is reflected instantly on the Trader and Customs Broker profiles on JUL instead of sharing as mail.  <u>Benefits:</u> Full traceability and fully digitized process. All actors involved in the process receive full visibility  <u>Improved:</u> LC- AR – CNCA(02E)-08, LC- AR – CNCA(02E)-09, LC- AR – CNCA(02E)-10</p>

## 5.2 Process Area – Cargo Management

Efficient cargo clearance and delivery are foundational components of a high-performing logistics and trade facilitation ecosystem. They not only determine the speed and cost of moving goods across borders but also influence a country's overall competitiveness, ease of doing business, and compliance with international trade standards. Effective management of these processes directly impacts supply chain reliability, port and terminal productivity, and trader satisfaction, making them key priorities for modernization and digital transformation initiatives under frameworks such as WTO's Trade Facilitation Agreement, UN/CEFACT recommendations, and WCO data harmonization standards.

To guide implementation and analysis, the cargo management is divided into two primary sub-processes:

**1. Customs Clearance:** This covers the digital submission and validation of mandatory import declarations, the execution of risk assessment and inspection controls, duty and tax invoicing, and issuance of release authorizations. This sub-process ensures regulatory enforcement, revenue collection, and trade compliance.

**2. Cargo Delivery:** This includes the physical retrieval and transport of goods from the customs-controlled area to the final recipient, including digital delivery order processing, truck appointment issuance, cargo release coordination, and multimodal delivery options. This sub-process has a direct impact on operational efficiency, dwell time reduction, and last-mile logistics performance.

Together, these two sub-processes form the backbone of modern border trade operations. Their digitization, integration, and continuous optimization are crucial for minimizing bottlenecks, increasing transparency, and delivering an improved user experience to traders, logistics providers, and regulatory authorities. When effectively managed, cargo clearance and delivery can reduce total supply chain costs, accelerate release times, improve compliance rates, and support greater integration with global value chains.

## 5.2.1 Cargo Management – Seaborne Import

This chapter provides a detailed breakdown of the end-to-end process for seaborne imports—from the arrival of goods at a port, through regulatory controls and operational handling, to final delivery at the consignee's location. It covers the complete lifecycle of an import transaction, examining the current ("As-Is") procedures and comparing them with the proposed future ("To-Be") state designed to improve efficiency and transparency. This dual-perspective approach helps identify bottlenecks, redundancies, and areas for digital intervention within the existing workflow while offering a vision of streamlined, fully integrated operations. The focus is on the process flows relevant for the JUL implementation.

### 5.2.1.1 Cargo Clearance (Imports)

The DU Certificate (Declaração Única) is a core document required to initiate the Cargo Clearance process in Angola. The certificate is required for all trade flows (export, import, transit in/out, etc.).

Its primary purpose is to serve as the official customs declaration made by the trader or their representative, providing Customs Authorities with detailed information about the goods being declared. It functions both as a regulatory declaration and a basis for customs valuation, risk analysis, and tax assessment. Based on the DU Certificate, the Customs Authority in Angola (AGT) issues the Customs Release Note.

The DU Certificate ensures that all goods entering/exiting the country comply with national laws and international trade regulations. It formalizes the customs clearance process by declaring the nature, origin, value, and quantity of goods to Customs. Based on the information provided in the certificate, customs assess the risk and calculate the applicable taxes, VAT, and other governmental fees. The form is a basis of the fiscal process for revenue collection.

The onboarding of the DU Certificate request as part of the JUL services will streamline the import process by reducing the number of separate forms and interactions required across various government entities. It supports the Single Window approach by harmonizing data and simplifying workflows.

The data captured in the DU is used for national trade statistics and economic analysis. It helps governments monitor trade balances, economic trends, and the performance of import activities.

The DU Insurance submission process is following the same flow for all trade flows, but the goods releases issuance flow defers based on the trade flow. The focus of this chapter is to detail the requirements of seaborne imports.

#### Import DU Certificate Issuing - Actors and Systems

This section describes the actors and systems involved in the issuing of the DU Certificate. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Trader (Importer/Exporter)	Nominate Customs Broker Make Payment	The <b>Trader</b> is the primary entity responsible for initiating and managing the import/export of goods in the country. The trader is the declared owner or consignee of the goods and bears commercial, financial and regulatory ownership of the process. The Trader can appoint customs broker or freight forwarder to act on its behalf.
Customs Broker	Submit DU Certificate Request (on behalf of Trader) Make Payments Notify Trader	The <b>Customs Broker</b> is a licensed and authorized representative of the trader and act under the trader's mandate to facilitate the customs clearance of goods. The customs broker

		ensures compliance with all customs laws, procedures, and documentation requirements
AGT User/Customs Inspector	Register / Send for Correction Request Generates Invoice Confirm Payment Generate Customs Release Note	<b>AGT User</b> is a representative of AGT, the Angolan Customs Authority. The AGT User can approve or reject the request, and it is issuing the DU Certificate and confirm payment completion.

System Name	Owner	Function
ASYCUDA	AGT	ASYCUDA is the DU issuing system of AGT. The system can be accessed by Customs Broker to request for the DU Certificate. The Customs Broker data repository is maintained in ASYCUDA.

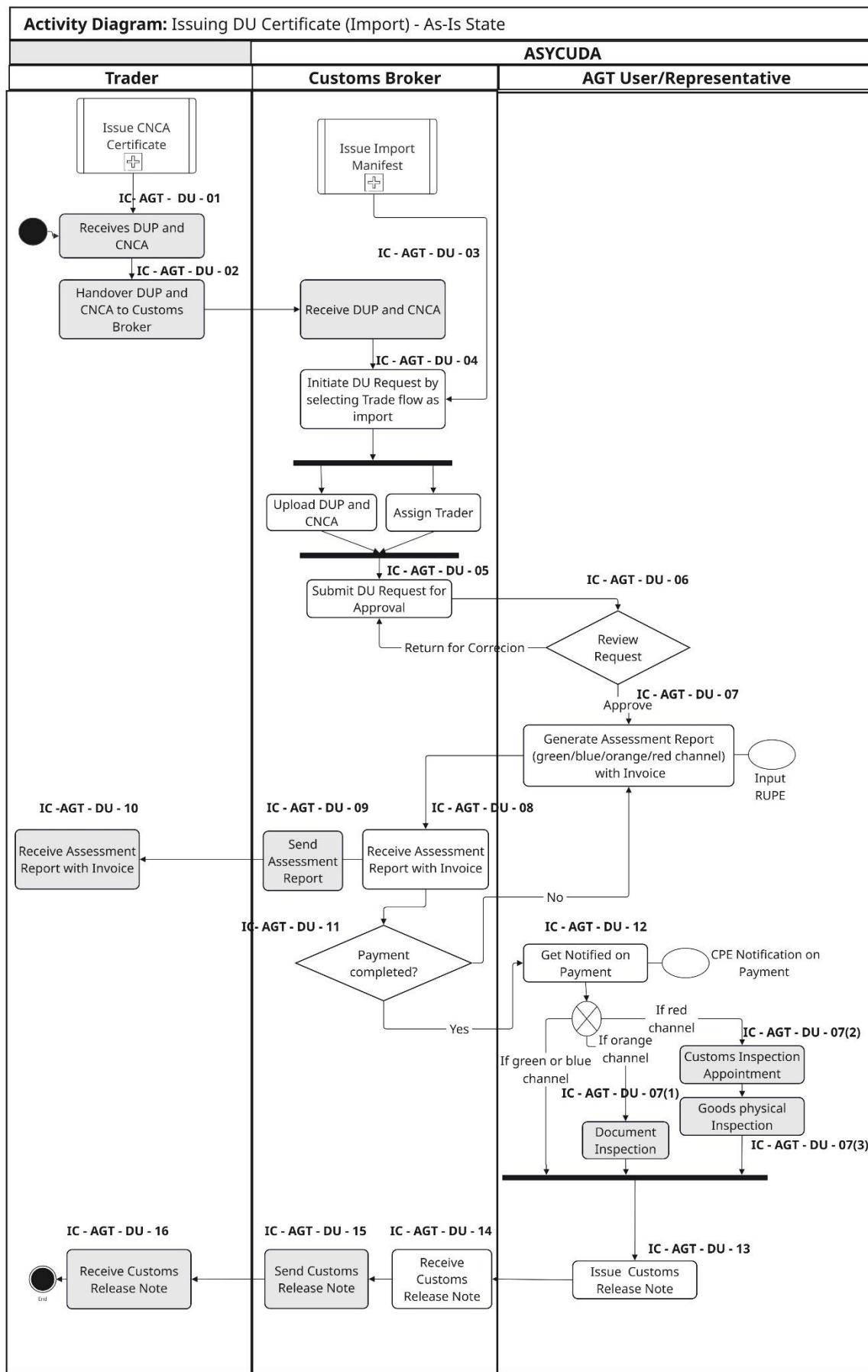
### **Import DU Certificate Issuing - Current Process**

The DU is the core customs declaration mechanism used in Angola for import of goods. This unified declaration form service as the primary interface between trader, customs broker, customs authority, and other regulatory agencies.

The DU for imports includes the submission of detailed goods information by the importer or broker, supporting document uploads, customs validation, and risk-based clearance. It relies on coordinated steps involving customs, port authorities, transport operators, and regulatory agencies.

Currently, submission is done digitally via ASYCUDA, but supporting processes, such as document validation and inter-agency approvals, often involve manual intervention and in-person interactions.

## Import DU Certificate Issuance – Current Status



## Import DU Certificate Issuing – Process Narration

This chapter provides a detailed process narration of the current Import DU (Declaração Única) clearance workflow for import process in Angola, capturing the sequence of operational and regulatory steps from initial declaration to final cargo release or exit. The goal of the narration is to provide a clear, step-by-step depiction of how the process functions in reality ("As-Is"), emphasizing the procedural flow, roles and responsibilities, system interactions, and documentation requirements at each stage.

#	Item	Description
01	Name of Process Area:	Inspection and Clearance
02	Name of Business Process:	Issuing of Import DU Certificate
03	Regulatory Authority:	AGT
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ Customs Authority Representative / AGT User</li> </ul>
05	Purpose:	The purpose of the Import DU Certificate issuing is to obtain the cargo clearance for goods in Angola.
06	Input Criteria (Trader):	<ul style="list-style-type: none"> <li>• The trader is required to be registered as trader and have the corresponding activities linked to the Trade License (Alvara)</li> <li>• The Trade License must be valid</li> <li>• The Trader should have valid Tax Payment ID (NIF) and no outstanding payments or debts registered in the Ministry of Finance (NIF validation).</li> <li>• Trader should present a valid Bill of Lading and DUP Certificate.</li> </ul>
07	Input Criteria (Customs Broker):	<ul style="list-style-type: none"> <li>• Customs Broker should have a valid Trade License as Customs Broker</li> <li>• Customs Broker should have valid Customs Broker License and Registration with AGT after obtaining certification from CDOA.</li> <li>• The Customs Broker should be able to generate the CDOA Vinete.</li> <li>• Customs Broker should be authorized by the Trader to represent him for the Issuing of the DU Certificate</li> <li>• Customs Broker should have received CNCA and the BL to be able to initiate the DU Issuing.</li> <li>• The Manifest should be issued and the MNR number should be available in ASYCUDA.</li> <li>• Customs Broker should have valid registration on ASYCUDA</li> </ul>
08	Activities associated to the Business Process:	<p><b>IC-AGT - DU(01)-01</b>          Trader receives the DUP Certificate and the CNCA Certificate for the goods to be cleared</p> <p><b>IC - AGT-DU (01)-02</b>          Trader contacts a Customs Broker to be nominated for the Issuing of the DU Certificate. The Trader handover the DUP Certificate and the CNCA Certificate to the Customs Broker as pdf or a hardcopy via mail or in person</p> <p><b>IC – AGT – DU(01)-03</b>          Customs Broker receives the DUP Certificate and the Export CNCA Certificate as mail attachment or as hard copy.</p> <p><b>IC - AGT-DU (01) - 04</b>          Customs Broker initiates the DU Certificate Issuing by executing this on ASYCUDA. The Customs Broker uploads the required documents, fill in the form and assigns the trader based on the Trade License ID.  <i>Note: Trader details are on the commercial invoice</i></p> <p><b>IC-AGT – DU(01)-05</b>          Customs Broker submits the DU for assessment to the Customs Authority.</p> <p><b>IC-AGT -DU(02) - 06</b>          ASYCUDA user (Customs Authority) review the submitted request. The ASYCUDA user can return the request back for correction to the Customs Broker or to approve the request.          For status to return for correction, the Customs Broker has to update the required information and resubmit for approval.</p> <p><b>IC-AGT-DU(02) - 07</b>          For approved requests, an Assessment Report is generated that has the purpose to invoice the customs duties for the payment. The invoice is linked to a RUPE. A RUPE is an unique identifier for payments in Angola and it allows to the user to track and trace the payment.          The report defines the channels for customs clearance.</p> <p><b>Disclaimer:</b> All governmental organizations in Angola and Commercial Banks are linked to the National Bank which allows a seamless payment traceability.</p> <p><b>IC-AGT-DU(02) - 08</b>          The Customs Broker receives the Assessment Report with the Invoice where the customs duties for the shipment are reflected.</p>

		<p><b>IC-AGT-DU(02)-09</b> The Customs Broker sends the Assessment Report with the Invoice where the customs duties for the shipment are reflected to the Trader</p> <p><b>IC-AGT -DU(02)-10</b> The Trader receives the Assessment Report with the Invoice where the customs duties for the shipment are reflected from the Customs Broker.</p> <p><b>IC-AGT -DU(02)-11</b> Customs Broker or Trader should pay the invoiced customs via bank transfer to any Angolan Commercial Bank by providing the Invoice and the RUPE. There is term given by ASYCUDA to make the payment. ASYCUDA validates if the payment is done within the given term. If the payment is overdue, ASYCUDA will generate a new Assessment Report with penalty.</p> <p><b>IC – AGT – DU(02) - 12</b> For payments on time, the Customs Release Note will be generated by ASYCUDA User under the condition that based on the risk assessment the channel is blue or green. For orange channel a document inspection is required (IC – AGT-DU(2)- 07(1) and for red a physical inspection (IC-AGT-DU(2)-07(2)) and (IC – AGT – DU(2)-07(3)). Regarding the customs duties payment, the ASYCUDA user gets notified by BNA via system integration between ASYCUDA and BNA. (Receiving of a CPE Payment Notification).</p> <p><b>Disclaimer:</b> For red channel requiring physical inspection, an appointment with customs authority (IC-AGT-DU(2)-07(2)) has to be arranged. Currently, this is a time-consuming manual process and not captured.</p> <p><b>IC-AGT – DU(02)-13</b> Customs Broker gets notified on the Customs Release status.</p> <p><b>IC – AGT – DU(02) - 14</b> Customs Broker sends the received Customs Release Note to trader as mail attachment or as copy</p> <p><b>IC – AGT – DU(02) - 15</b> Trader receives the Customs Release Note as copy or mail notification.</p>
09	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
10	Output Criteria:	<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>- Payment of Customs Duties</li> <li>- Approval by Customs</li> </ul> <p><b>Cases:</b></p> <ul style="list-style-type: none"> <li>• For approved flow and under the condition the channel is green or blue, the Customs Release Note and notifying the stakeholders are required.</li> <li>• For approved flow and orange channel, Document inspection required before Customs Release Note issuing.</li> <li>• For approved flows and under the condition that the channel is red, a physical inspection is required before the issuing of the Customs Issuing Note is issued.</li> </ul>

### Import DU Certificate Issuing – Observations and Recommendations

This section presents the key findings and improvement areas identified during the assessment of the Import DU Certificate issuing process. The analysis highlights several operational gaps and system limitations affecting Customs Broker nomination, trader account management, data submission, workflow coordination, and process traceability. These issues contribute to delays, manual interventions, and inconsistencies across the current import clearance procedures. By capturing the main bottlenecks and proposing targeted recommendations, this section provides a clear foundation for redesigning the DU process to support a more efficient, transparent, and fully integrated future state within the JUL environment

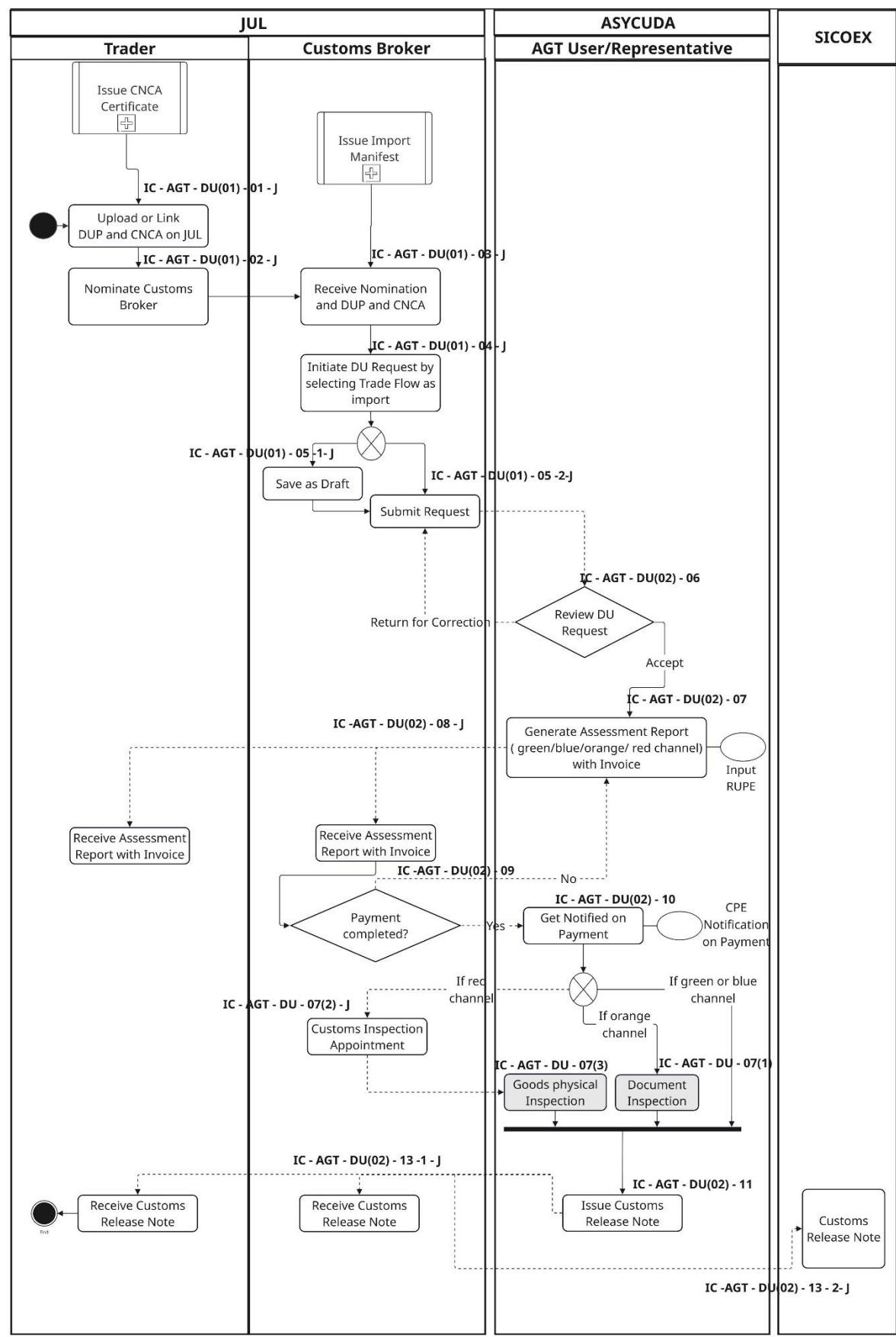
Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	

Customs Broker Nomination	<ul style="list-style-type: none"> <li>The Customs Broker nomination is done out of system. It involves manual intervention, and it isn't standardized.</li> </ul>	<ul style="list-style-type: none"> <li>There is lack of visibility and traceability in the nomination process.</li> </ul>	<ul style="list-style-type: none"> <li>It is recommended to include the nomination of Customs Broker as part of the Logistics Single Window</li> </ul>
Trader Account	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Trader is representing the main actor of the import flow, but current process is designed by excluding this actor from automated status updates and this can cause delays and disruptions in the information flow</li> </ul>	<ul style="list-style-type: none"> <li>It is recommended that the trader is onboarded as profile on the Logistics Single Window and receives information instantly.</li> </ul>
Customs Inspection Appointment	<ul style="list-style-type: none"> <li>The Customs Inspection Appointment for physical inspection is a manual process that is not captured in any system. It has been identified that it is time consuming, and it causes delays in cargo clearance process.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>It is recommended to implement a service to request for appointment for physical inspection</li> </ul>

### **Re-Engineering: Import DU Certificate Issuing – Future State**

While the DU provides a consolidated mechanism for trade declaration in Angola, the current process is constrained by fragmented workflows, limited system integration, and significant manual intervention. These limitations impact clearance times, increase compliance costs, and reduce transparency, making the current process a high-value target for modernization. The findings in this chapter set the stage for defining a future ("To-Be") state based on automated, integrated, and user-friendly trade systems aligned with international best practices (WCO, UN/CEFACT, WTO TFA).

## Import DU Certificate Issuing – Future State



## Re-Engineering: Import DU Certificate (Future State) – Process Narration

In the future state, the DU (Declaração Única) process remains fundamentally aligned with the existing legal and procedural framework currently in use in Angola. The core principles of customs declaration and clearance — including the sequencing of documentary submission, risk evaluation, duty payment, and release — are not changed. Instead, the transformation focuses on enhancing how the process is executed, not **what** the process is.

The **ASYCUDA** system continues to serve as the **primary platform** for customs declaration and clearance, preserving its central role in supporting Angola's regulatory, fiscal, and compliance functions. However, in the future operating model, ASYCUDA is **digitally extended and integrated to JUL with the purpose to eliminate manual handoffs and enable real-time data exchange among all involved actors.**

#	Item	Description
01	Name of Process Area:	Cargo Management – Clearance
02	Name of Business Process:	Issuing of Import DU Certificate
03	Regulation Details:	Angola Revenue Administration (AGT)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ AGT User/Customs Authority</li> </ul>
05	Purpose:	The purpose of the DU Certificate issuing is to obtain the cargo clearance for goods in Angola.
06	Process Re-Engineering	<p><b>IC- AGT – DU(01)-01 - J</b>            Trader uploads the received DUP and CNCA Certificates on JUL in order to issue DU  <u>Benefit:</u> Full Traceability. Files can be retrieved at any time.  <u>Improved:</u> IC- AR – DU(01)-01</p> <p><b>IC- AGT – DU(01)-02 - J</b>            Trader nominates the Customs Broker directly from JUL instead of contacting the Customs Broker on phone or mail  <u>Benefit:</u> Customs Broker nomination is transparent and the validation on Trader and Customs Broker profiles is done instantly.  <u>Improved:</u> IC- AGT – DU(01)-02</p> <p><b>IC- AGT – DU(01)-03 - J</b>            Customs Broker receives the request on his profile in JUL and can accept or reject it.  <u>Benefit:</u> Fully automated document sharing and traceability  <u>Improved:</u> IC- AGT – DU(01)-03</p> <p><b>IC- AGT – DU(01)-04 - J</b>            Customs Broker can accept the request and initiate the request linked to the trader directly in JUL instead of coordinating in a mail or phone conversation.  <u>Benefit:</u> No need to select a trader, the trader is selected based on the nomination  <u>Improved:</u> IC- AGT – DU(01)-04</p> <p><b>IC- AGT – DU(01)-05 - J</b>            Customs Broker initiates the request by filling in the form and upload the required documents and submits the request for approval or save as a draft to reinitiate later.  <u>Benefit:</u> Customs Broker can save the DU request as draft and reinitiate at any time, no need to start over a new application. There is full traceability on status updates. All involved actors in the process receive notification instantly.  <u>Improved:</u> IC- AGT – DU(01)-05</p> <p><b>IC-AGT-DU(2)-07(2) – J</b>            The Customs Inspection Appointment should be done on JUL.  <u>Benefit:</u> Streamlining the process  <u>Improved:</u> IC-AGT-DU(2)-07(2) and IC-AGT-DU(2)-07(3)</p> <p><b>IC- AGT – DU(02)-08 - J</b>            The Assessment Report with the Customs Duties Invoice are reflected simultaneously on the Trader and Customs Broker profiles on JUL instead of sharing as mail.  <u>Benefits:</u> Full traceability and fully digitized process. All actors involved in the process receive full visibility  <u>Improved:</u> IC- AGT – DU(02)-08, IC- AGT – DU(02)-09, IC- AGT – DU(02)-10</p> <p><b>IC-AGT – DU(02)-13 - J</b>            DU Certificate reflects on the Customs Broker Profile as well on the profile of the trader on JUL and notifications are triggered automatically, instead of manual sharing.</p>

		<u>Benefits:</u> Fully automated and transparent flow, all actors involved in the process receive notifications instantly. <u>Improved:</u> IC – AGT – DU(02) – 14, IC – AGT - DU(02) – 15, IC – AGT – DU(02) – 16
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### 5.2.1.2 Cargo Delivery (Imports)

Cargo Delivery for seaborne import shipments refers to the complete set of operational, commercial, logistical, and physical procedures required to release cargo from the port terminal and hand it over to the importer or their authorized representative after goods has been discharged from the vessel. It includes all actions taken by the agents, terminal operator, transporter, and consignee to make the cargo physically available and enable its movement out of the terminal.

Cargo delivery begins once containers, breakbulk, or bulk cargo are unloaded from the vessel and positioned within the port or terminal yard. From this point onward, the cargo remains under the custody of the terminal operator. The process encompasses the validation of commercial documentation (such as the Delivery Order issued by the shipping line), the settlement of port and terminal operational charges, and the preparation of cargo for pick-up from the storage yard. It also includes the internal coordination required within the terminal to locate, retrieve, and stage the cargo so that it is ready for dispatch.

Operationally, cargo delivery involves coordinating availability in the terminal operating system (TOS), ensuring cargo is properly tallied, confirming its yard position, confirming the readiness of transport equipment, and managing truck appointments or gate access permissions. The process includes the physical loading of the cargo onto the truck, the completion of terminal gate formalities (gate pass, interchange ticket, or loading confirmation), and the final gate-out, which represents the official moment when the cargo leaves the control of the port environment and is handed over to the importer.

Cargo delivery is therefore a critical logistics function that connects maritime operations with inland transport systems. It ensures that cargo moves efficiently from the port to the next node in the supply chain—whether that is a warehouse, distribution center, or manufacturing facility. By focusing on the operational readiness of the cargo, the coordination between commercial actors, and the secure execution of physical movement, cargo delivery plays a central role in enabling smooth, predictable, and efficient import logistics.

In particular, the Import Cargo Delivery process involves the following use cases such as prepare Notify Cargo Clearance, Manage Truck Appointment, Cargo Gate Out and Delivery and Receive Empty Container for containerized cargo.

#### Import Cargo Delivery -Actors and System

This section describes the actors and systems involved in Import Cargo Delivery. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview of the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Customs Broker	Prepares and files customs declaration to get cargo clearance. Notifies Cargo Clearance to freight Forwarder and Trader	A licensed entity responsible for clearing goods through customs. They prepare and submit all required documentation to the customs authority, pay duties on behalf of the Trader, and provide the final clearance notification (e.g., Customs Release Note) to enable cargo pickup.
Freight Forwarder	Receives cargo clearance notification from Customs Broker. Freight Forwarder manages Truck Appointment.	A logistics agent responsible for organizing the cargo's journey. In this process, they receive the final clearance notice and then manage the inland logistics, including booking the truck appointment with the terminal and dispatching the job to the trucker.
Trucker	Trucker Coordinates with Freight Forwarder to pick up the cargo	The transport company responsible for the physical inland movement of the cargo. They execute the job dispatched by the Freight Forwarder, arrive at the terminal for the booked appointment, and deliver the cargo to the Trader.
Trader	Trader Receives goods at last mile and SOC containers are received after last mile delivery	The owner or consignee of the goods (the "customer"). Their role in this final process is to be at the destination to receive the cargo, sign the proof of delivery, and coordinate the return of the empty container.
Terminal	Terminal receives appointment requests and provides slots for truckers to pick the cargo. Receive empty containers after cargo is delivered.	The port or inland depot operator that manages the yard where the container is stored. They manage the truck appointment system (TOS) to prevent congestion, facilitate the "gate out" of the

	cargo, and act as the drop-off point for empty containers.
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System Name	Owner	Function
TOS	Terminal	Manages all terminal operations, including vessel loading/unloading, yard management, gate operations, and truck appointments. TOS is not implemented at all terminals
ASYCUDA	AGT / Customs Authority	ASYCUDA manages the customs clearance process, but as part of the cargo delivery process (last and first mail), ASYCUDA receives status updates on cargo gate movements at the terminals.
JUP	MINDTRANS / Port of Luanda	JUP is the port community system of Angola. It has been implemented in multiple ports in Angola.

### Cargo Delivery (Import) - Current Process

The Import Cargo Delivery process covers the last mile cargo movements from the cargo pick up at the terminal to the delivery at the consignee's warehouse. It includes the gate moves, the cargo pick up, truck appointment, and the delivery to the consignees warehouse and the related release by terminal.

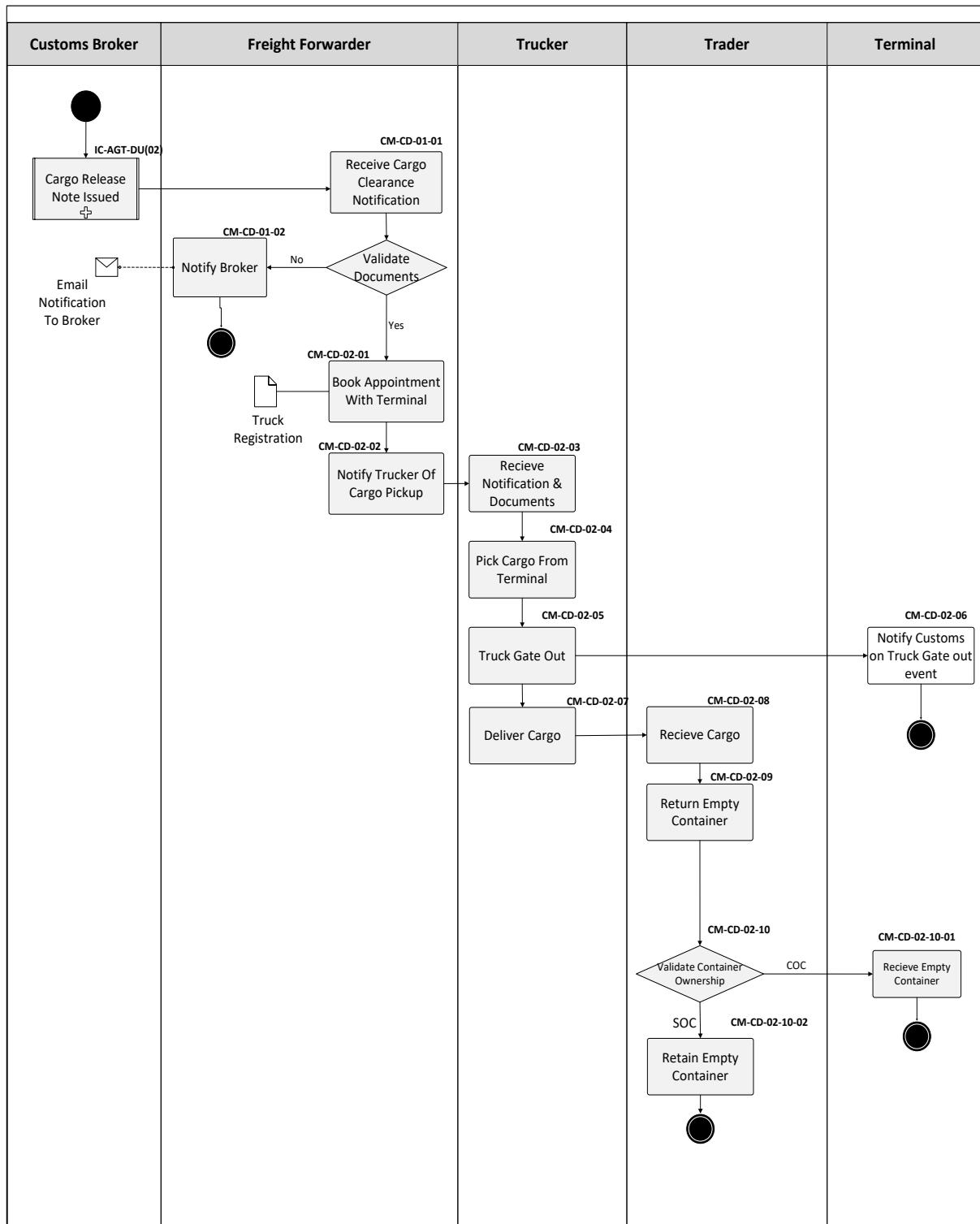
The Cargo Delivery process for seaborne imports in Angola is still largely manual, paperwork-intensive, and operationally fragmented. It requires continuous coordination between multiple actors—brokers, freight forwarders, truckers, traders, and terminal operators—who depend on a series of separate notifications, document checks, appointment bookings, and in-person interactions at various stages of the workflow.

The current process defers from terminal to terminal as not all terminals are integrated with JUP II

Although platforms such as JUP II provide some degree of digital support, especially for notifications and vessel/cargo information, most operational and commercial exchanges continue to be handled independently and outside a unified digital environment.

This situation highlights clear opportunities for improvement under the JUL (Janela Única Logística) initiative, which aims to streamline cargo delivery by enabling automation, centralized documentation, real-time data sharing, and integrated event management across all stakeholders involved in the import logistics chain.

## Cargo Delivery (Import) - Current State



### Cargo Delivery (Current State) – Process Narration

This section details the process steps captured in the flow.

#	Item	Description
01	Name of Process Area:	Cargo Management Seaborn Import / Cargo Delivery
02	Name of Business Process:	Cargo Delivery - Import
03	Regulatory Authority:	Ministry of Transport (MINDTRANS) / ARCCLA
04	Process Actors:	<ul style="list-style-type: none"> <li>• Trader</li> <li>• Freight Forwarder</li> <li>• Trucker</li> <li>• Customs Broker</li> <li>• Terminal Operator</li> </ul>

05	Purpose:	The Cargo Delivery represents the last mile in the import process where the cleared cargo is picked up and gated out to be delivered to the destination.
06	Input Criteria (Customs Broker):	Customs Broker has received the customs clearance for the imported goods Customs Broker is having all required licenses and certificates to perform the task, and they are all valid.
07	Input Criteria (Trader)	The Delivery Order is issued for the consignee where the goods should be delivered.
08	Input Criteria (Terminal Operator)	The Terminal is notified by port that the port charges are paid and the terminal handling charges are received by the Terminal
09	Input Criteria (Freight Forwarder)	The Freight Forwarder should be nominated by the Trader.
10	Input Criteria (Trucker)	The Trucking Company should be nominated by the Freight Forwarder. The truck appointment is booked by the Freight Forwarder, but currently not all terminals in Angola have implemented truck appointment.
11	Activities associated with the Business Process:	<p><b>CM-CD-01-01</b>  Customs Broker sends an email to the Freight Forwarder with the cargo clearance notification, attaching required documents (Delivery Order, BL, Customs Release Note).</p> <p><b>CM-CD-01-02</b>  Freight Forwarder receives the documents as mail attachment or as hard copies from the customs broker  Freight Forwarder validates documents and notify Customs Broker if any issues with the provided documents identified.</p> <p><b>CM-CD-02-01</b>  Freight Forwarder book appointment for a truck to access the terminal to pick up cargo.  <i>Disclaimer: Currently, Truck Appointment Booking is not standardized process is not required at all the terminals (1). Currently only the Freight Forwarders are allowed to arrange for cargo pick up. A truck has to be nominated by the Freight Forwarder to pick up cargo.</i></p> <p><b>CM-CD-02-02</b>  Freight Forwarder notifies the trucker about the appointments and provides the instruction to provide the cargo as manual process (e.g. mail, phone call)</p> <p><b>CM-CD-02-03</b>  Trucker receives the appointment as mail notification, hard copy, or gets notified via phone call by the Freight Forwarder.</p> <p><b>CM-CD-02-04</b>  After gating in at the terminal, the cargo gets onloaded on the truck .</p> <p><b>CM-CD-02-05</b>  Once the cargo is onloaded on the truck, the truck gates out to deliver the cargo.  <i>Disclaimer: For the Gate-out move, a document (Nota de Saida) is generated and it is given to the driver. The document captures the gate out time and the delivery location as well cargo details. The driver should carry this document until the cargo is delivered at the warehouse as there is a cutoff time of 24 hours to deliver the goods .</i></p> <p><b>CM-CD-02-06</b>  Once the cargo is gated-out, the Terminal operators has to inform customs authority on the exiting of the terminal. Currently, this is done on ASYCUDA, where the Terminal Operator access a web service and updates manually the exit of the cargo from the terminal.  This is a legally required action to be performed by the Terminal .</p> <p><b>CM-CD-02-07</b>  The truck reaches the destination to deliver the cargo and hand it over to the customer. This process is manual an not standardized. The communication on the cargo delivery defers for each Freight Forwarder.</p> <p><b>CM-CD-02-08</b>  The customer receives the cargo. For the receiving of the cargo notification, there is currently no standard process.</p> <p><b>CM-CD-02-09</b>  In case that the delivered cargo is containerized, the container should be emptied and returned to the container owner</p> <p><b>CM-CD-02-10</b>  The container ownership is validated.</p> <p><b>CM-CD-02-10 - 01</b>  For Carrier-Owned Containers (COC), the containers should be returned to the terminal.</p>

		<p>Currently, no standard communication on the status for this process step.</p> <p><b>CM-CD-02-10 - 02</b> For Shipper-Owned Containers (SOC), the containers should be returned to the shipper's container depot or remain the warehouse of the shipper. Currently, no standard communication on the status for this process.</p>
12	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
13	Output Criteria:	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Cargo Delivery at Warehouse</li> <li>2. Empty Container Return for containerized cargo</li> </ol>

### Cargo Delivery (Import) – Observations and Recommendations

The current cargo delivery process in Angola continues to rely heavily on manual communication, fragmented workflows, and limited system integration between brokers, freight forwarders, terminals, and transport operators. Key operational steps—such as cargo release confirmations, status notifications, truck gate events, and empty container handling—are often managed through emails, phone calls, and manual validations, creating delays, inconsistencies, and reduced visibility across the logistics chain. Due to the lack of real-time data exchange and limited integration with JUP - Angola's Port Community System and ASYCUDA, stakeholders face challenges in tracking cargo status, coordinating transport, and ensuring timely and accurate updates.

These gaps highlight the need for a unified digital environment, where terminals, forwarders, brokers, and transport operators can exchange information seamlessly. The implementation of the JUL (Janela Única Logística) platform presents an opportunity to automate notifications, centralize data flows, improve process transparency, and reduce manual interventions throughout the cargo delivery chain.

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Customs Release Note Communication	<b>Workflow:</b> The process relies on customs broker to forward documents. It includes a manual validation loop (CM-CD-01-03) that is managed via email	<b>No traceability.</b> The Freight Forwarder doesn't know the cargo is cleared until the email arrives. The CB has no auditable proof of receipt until the FF replies.	By implementing a Single Window solution, the information flow on cargo clearance status will be streamlined and the status updates will be generated simultaneously.
Status Updates after truck gates out from the terminal.		<b>Not all status updates</b> on the cargo movement process are captured. It is not possible to trace the cargo movements when gated out from the marine terminal	By implementing a Single Window solution including the Freight Forwarders, the Freight Forwarding systems should be integrated to the SW or a web solution to implemented allowing to Freight Forwarders to update relevant information on the cargo delivery status
Terminal Integration	Terminals are widely not integrated with the Port Community System or ASYCUDA, this requires manual interventions for almost all the steps in the cargo delivery.		It is recommended to integrate the Terminals as part of the Port Community System in order to enable a seamless information flow and reduce manual work. An integration between the Terminals and JUL through the Port Community System to exchange information is seen an optimal solution to streamline the.

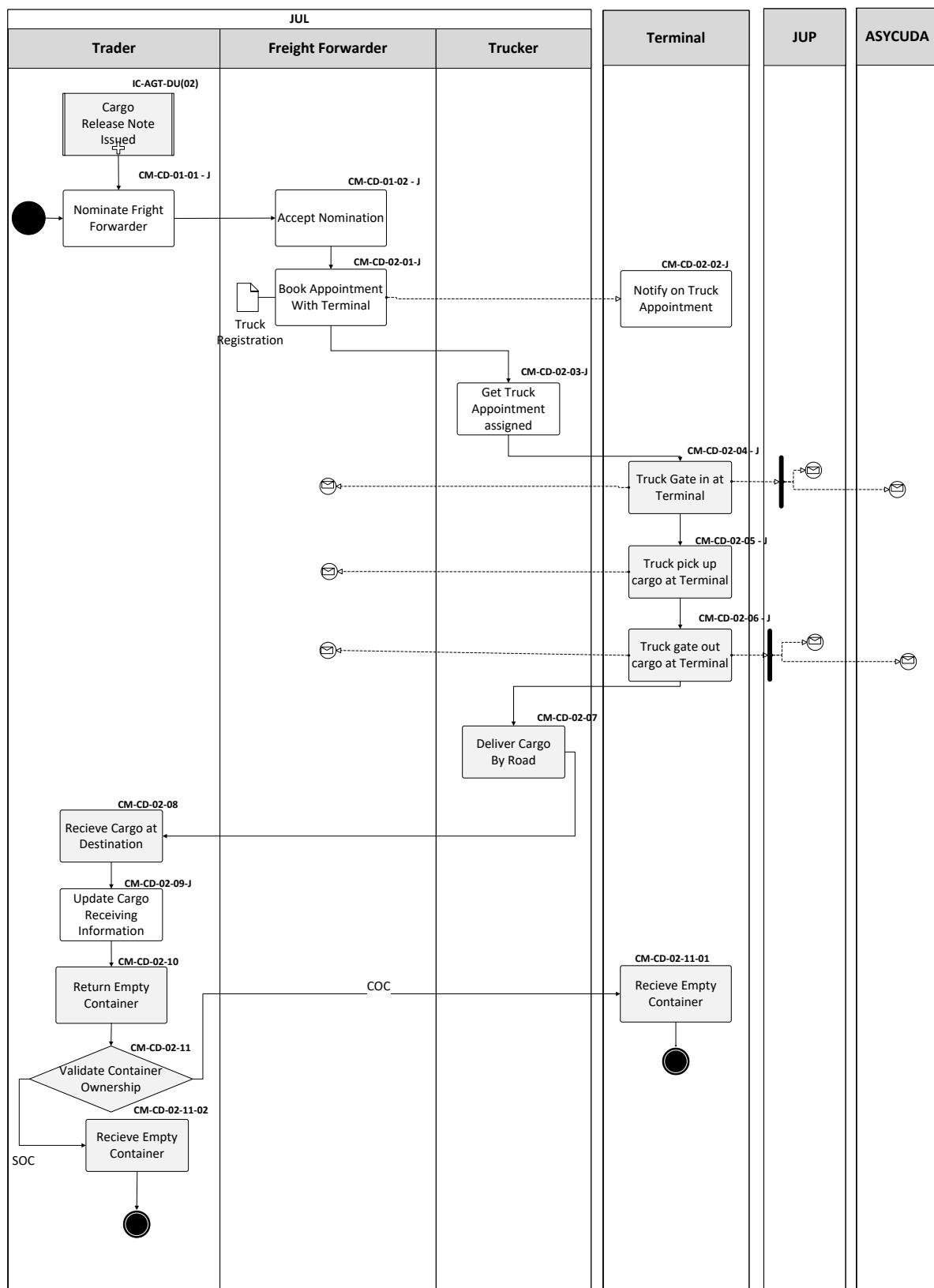
### Re-Engineering: Cargo Delivery (Future State)

In the future re-engineered state, the cargo delivery process is widely digitalized and coordinated through the JUL platform by connecting the platform with the corresponding backend system. All key steps—cargo release, delivery order confirmation, appointment booking, and document validation—are managed electronically instead of through

emails or manual communication. Terminals, brokers, forwarders, and trucking companies exchange data in real time through system-to-system integration, ensuring that every event—such as cargo readiness, truck gate-in, pickup, gate-out, and empty return—is automatically recorded and visible to all authorized users.

Truckers operate using pre-approved appointments and digital credentials, reducing waiting times and improving gate efficiency. Traders and forwarders gain transparent visibility over cargo status and delivery progress through a single dashboard. Terminals benefit from fewer manual interventions and improved planning of truck arrivals. Overall, the redesigned process replaces fragmented, manual workflows with a unified, automated, and event-driven logistics environment, enabling faster turnaround, greater accuracy, and seamless collaboration across Angola's logistics ecosystem.

#### Import Cargo Delivery - Future State



## Import Cargo Delivery (Future State) – Process Narration

The future-state cargo delivery process is designed around a fully integrated digital ecosystem in which JUL acts as the national orchestration layer connecting Customs (ASYCUDA), port operations (JUP II), terminal operators, and transport providers. In this enhanced model, the exchange of cargo release information, gate scheduling, transporter validation, and container status updates occurs automatically and in real time across all systems. JUP II provides vessel, discharge, and cargo availability data directly to JUL, while JUL synchronizes customs release notifications, transporter licensing verification, and movement events back to the terminals and gate control systems. This eliminates manual coordination, duplicated checks, and paper-based gate processes. The following narration outlines the optimized end-to-end workflow, demonstrating how JUL–JUP integration enhances efficiency, transparency, and traceability from customs clearance through gate-out, inland transport, final delivery, and empty container return.

#	Item	Description
01	Name of Process Area:	Cargo Management Seaborn Import / Cargo Delivery
02	Name of Business Process:	Cargo Delivery - Import
03	Regulatory Authority:	Ministry of Transport (MINDTRANS) / ARCCA
04	Process Actors:	<ul style="list-style-type: none"> <li>• Trader</li> <li>• Freight Forwarder</li> <li>• Trucker</li> <li>• Customs Broker</li> <li>• Terminal Operator</li> </ul>
05	Purpose:	The Cargo Delivery represents the last mile in the import process where the cleared cargo is picked up and gated out to be delivered to the destination.
06	Activities associated with the Business Process:	<p><b>CM-CD-01-01 - J</b>  Upon Customs Release Note issuing (<b>IC-AGT-DU (02)</b>) on ASYCUDA and it is reflected on JUL, the Cargo Delivery Process can be triggered by the Trader by nominating a Freight Forwarder in JUL.  <u>Benefit:</u> Streamlining of process and all required documents reflected on JUL.  <u>Improved:</u> CM-CD-01-01</p> <p><b>CM-CD-01-02 - J</b>  The nomination and the documents are reflected instantly for the Freight Forwarder on his JUL Account. From there, the Freight Forwarder can initiate the truck appointment creation.  <u>Benefit:</u> Streamlining of process and all required documents reflected on JUL.  <u>Improved:</u> CM-CD-01-02</p> <p><b>CM-CD-02-01 - J</b>  Freight Forwarder book truck appointment on JUL and link it to a registered truck and truck driver. The Truck Appointment is shared instantly with trucker and corresponding terminal.  <u>Benefit:</u> Streamlining of process and all required documents reflected on JUL, notifications are triggered instantly to the corresponding system. All actors involved in the process have access to JUL.  <u>Improved:</u> CM-CD-02-01, CM-CD-02-02, CM-CD-02-03</p> <p><b>CM-CD-02-04 - J</b>  After gating in at the terminal to onload the cargo on the truck. There will be a notification triggered to freight forwarder on JUL, to AGT via integration with ASYCUDA, and based on requirements.  <u>Benefit:</u> Event sharing  <u>Improved:</u> CM-CD-02-03</p> <p><b>CM-CD-02-05 - J</b>  Once the cargo is onboarded on the truck, a notification will be triggered to freight forwarder on JUL (optionally to JUL).  <u>Benefit:</u> Event sharing  <u>Improved:</u> CM-CD-02-04</p> <p><b>CM-CD-02-06 - J</b>  Once the cargo is gated out, a notification will be triggered to freight forwarder on JUL (optionally to JUP) and ASYCUDA  <u>Benefit:</u> Event sharing  <u>Improved:</u> CM-CD-02-05, CM-CD-02-06</p> <p><b>CM-CD-02-09 - J</b>  A notification will be shared with the Freight Forwarder on JUL once the cargo has been delivered to the warehouse. Here the current process is not standardized. A solution can be the development of a web service to update shipment status on the delivery, but this will require additional technical equipment to enable access to the application.  <u>Optionally:</u> Status Updates can be enabled for returning of containers  <u>Benefit:</u> It will enable an end-to-end traceability of the shipment</p>

		<u>Improved:</u> CM-CD-02-07, CM-CD-02-08, CM-CD-02-10, CM-CD-02-10 – 01, CM-CD-02-10 - 02
12	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
13	Output Criteria:	<ul style="list-style-type: none"> <li>• Cargo Delivery at Warehouse</li> <li>• Empty Container Return for containerized cargo</li> </ul>

## 5.2.2 Cargo Management of Seaborne Exports

This section describes only the JUL-relevant steps of the cargo management process for seaborne exports. It focuses on the digital interactions and event updates exchanged between traders, freight forwarders, customs brokers, trucking companies, terminals, and agents through the JUL platform.

The cargo management for exports covers the end-to-end export flow from the pick up of the cargo from the warehouse to the delivery at the marine terminal and the loading on the vessel for export.

The purpose of the analysis is uncovering areas of improvement to streamline the information flow to support the cargo management in efficient and streamlined way.

The Cargo Management processes are segregated into two sub-sections – cargo clearance covering the clearance and inspections activities and cargo delivery covering the first mile delivery of goods.

### 5.2.2.1 Cargo Clearance (Exports)

The Export Clearance process covers all customs and regulatory actions required to authorize the departure of goods from Angola by sea. At the core of this process is the Export DU (Declaração Única), which serves as the official customs declaration submitted by the exporter or their appointed broker. The Export DU provides Customs (AGT) with complete details about the goods intended for export, including their nature, origin, classification, quantity, and value.

The primary purpose of the Export DU is to ensure that goods leaving the country comply with national export regulations, export controls, fiscal obligations, and international trade standards. Customs uses the information submitted in the DU to perform risk assessment, validate compliance, and authorize the exportation of the goods. Once approved, AGT issues the Export Customs Release, which acts as the official authorization allowing the cargo to proceed for vessel loading.

Within the JUL environment, only the digital interactions and status updates relevant to the export flow are captured. This includes the submission of DU metadata, monitoring of clearance status, notifications of release, and exchange of key regulatory events required by terminals and shipping lines to plan cargo acceptance and vessel loading. The JUL platform enables streamlined data sharing between exporters, brokers, freight forwarders, terminals, and carriers, reducing duplicated submissions and minimizing dependency on manual communications.

While the DU submission follows a standardized national flow for all trade types, the downstream release activities differ depending on the trade scenario. The scope of this chapter focuses specifically on the export clearance requirements related to seaborne exports, covering only the touchpoints that integrate with JUL and support end-to-end export cargo management.

#### Export DU Certificate Issuing - Actors and Systems

This section describes the actors and systems involved in the issuing of the Export DU Certificate. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Trader (Importer/Exporter)	Nominate Customs Broker Make Payment	The <b>Trader</b> is the primary entity responsible for initiating and managing the import/export of goods in the country. The trader is the declared owner or consignee of the goods and bears commercial, financial and regulatory ownership of

		the process. The Trader can appoint customs broker or freight forwarder to act on its behalf.
Customs Broker	Submit DU Certificate Request (on behalf of Trader) Make Payments Notify Trader Submit Inspection Report for sealed containers	The <b>Customs Broker</b> is a licensed and authorized representative of the trader and act under the trader's mandate to facilitate the customs clearance of goods. The customs broker ensures compliance with all customs laws, procedures, and documentation requirements.
AGT User/Representative	Approve / Reject Request Generates Invoice Confirm Payment Generate Customs Release Note	<b>AGT User</b> is a representative of AGT, the Angolan Customs Authority. The AGT User can approve or reject the request, and it is issuing the DU Certificate and confirm payment completion.

System Name	Owner	Function
ASYCUDA	AGT	ASYCUDA is the DU issuing system of AGT. The system can be accessed by Customs Broker to request for the DU Certificate. The Customs Broker data repository is maintained in ASYCUDA.

### Export DU Issuing – Current Flow

The **Export DU (Declaração Única)** is the core customs declaration mechanism used in Angola for the export of goods. This unified declaration form serves as the primary interface between the exporter, the customs broker, the Customs Authority (AGT), and any other regulatory agencies responsible for export controls, compliance, and documentation.

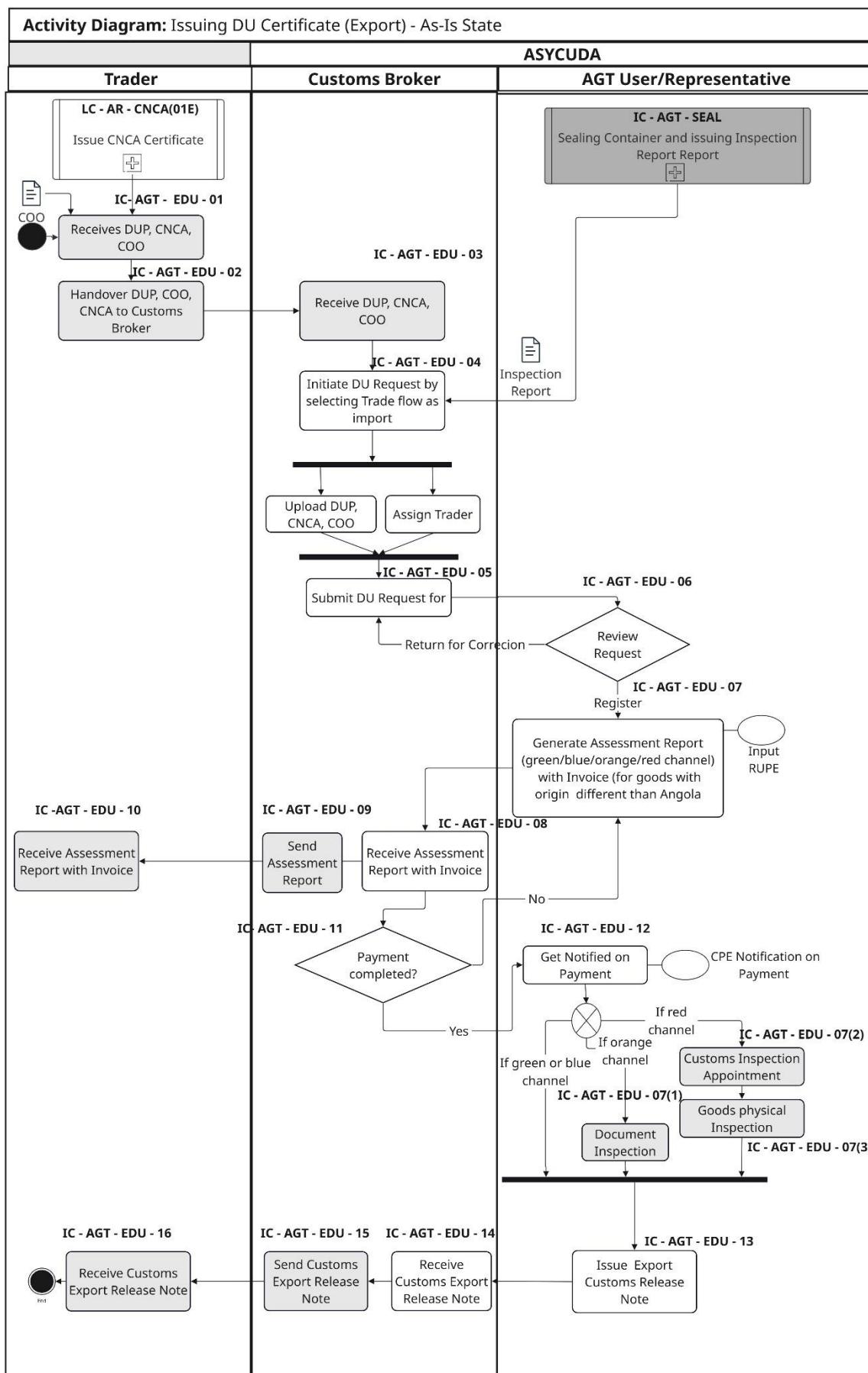
The Export DU includes the submission of complete shipment information by the exporter or broker, along with supporting documents required for export compliance. It captures key data such as the HS code, cargo description, value, destination, origin, and licensing requirements, enabling Customs to perform validation checks, apply risk-based controls, and authorize the exportation of the goods.

Like the Import DU process, the export DU relies on coordinated steps across multiple actors, including customs, terminals, shipping lines, freight forwarders, and other government entities involved in export oversight. Once validated and approved, the Export DU forms the regulatory basis for issuing the **Export Customs Release**, which authorizes the cargo to proceed for loading onto the vessel.

For products that are manufactured in Angola no duties payment is applicable, for products where the country of origin is different than Angola customs duties apply in the customs declaration. Customs duties apply can apply based on the commodity type as well.

Although DU submission is fully digital through ASYCUDA, many supporting activities—such as document verification, regulatory endorsements, and communication between agencies and actors—still involve manual steps or in-person interventions. This creates opportunities for improving integration, automating updates, and establishing more streamlined data flows within the future JUL environment.

## Export DU Certificate Issuing - Current Flow



**Cargo Clearance: Export DU Issuing – Process Narration (Current State)**

This section outlines the current-state workflow for issuing the Export DU Certificate, the mandatory customs declaration required to obtain export clearance from Angola. The process involves several key actors—namely the Trader, the Customs Broker, and the AGT Customs Authority—each performing specific checks, validations, and submissions to comply with regulatory requirements. The Export DU workflow includes trader eligibility verification, license and tax validation, document preparation, and system interactions that ultimately determine whether the export shipment is approved for release. By presenting each step of the existing procedure, this process narration highlights the operational dependencies, manual interventions, and documentation requirements that shape the current export clearance process and informs the identification of bottlenecks and future-state improvements.

#	Item	Description
01	Name of Process Area:	Inspection and Clearance
02	Name of Business Process:	Issuing of Export DU Certificate
03	Regulatory Authority:	AGT
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ Customs Authority Representative / AGT User</li> </ul>
05	Purpose:	The purpose of the Export DU Certificate issuing is to obtain the cargo clearance to export goods from Angola.
06	Input Criteria (Trader):	<ul style="list-style-type: none"> <li>• The trader is required to be registered as trader and have the corresponding activities linked to the Trade License (Alvara)</li> <li>• The Trade License must be valid</li> <li>• The Trader should have valid Tax Payment ID (NIF) and no outstanding payments or debts registered in the Ministry of Finance (NIF validation).</li> <li>• Trader should present a valid Bill of Lading and DUP Certificate.</li> </ul>
07	Input Criteria (Customs Broker):	<ul style="list-style-type: none"> <li>• Customs Broker should have a valid Trade License as Customs Broker</li> <li>• Customs Broker should have valid Customs Broker License and Registration with AGT after obtaining certification from CDOA.</li> <li>• The Customs Broker should be able to generate the CDOA Vinete.</li> <li>• Customs Broker should be authorized by the Trader to represent him for the Issuing of the DU Certificate</li> <li>• Customs Broker should have received CNCA and the BL to be able to initiate the DU Issuing.</li> <li>• The Manifest should be issued and the MNR number should be available in ASYCUDA.</li> <li>• Customs Broker should have valid registration on ASYCUDA</li> </ul>
08	AGT agent /Customs Authority	<ul style="list-style-type: none"> <li>• For containerized cargo, the container should be inspected and sealed by the customs authority agent (AGT Agent) before the Export DU Issuing starts. For the completion of this step, an Inspection Report is generated and shared with the Customs Broker to be uploaded as attachment for the Export DU Issuing.</li> </ul>
09	Activities associated to the Business Process:	<p><b>IC-AGT – EDU (01)-01</b> Trader receives the DUP Certificate, Export CNCA Certificate and the Certificate of Origin for the goods to be cleared for export</p> <p><b>IC - AGT-EDU(01)-02</b> Trader contacts a Customs Broker to be nominated for the Issuing of the DU Certificate. The Trader handover the DUP Certificate the CNCA Certificate, and the Certificate of Origin to the Customs Broker as pdf or a hardcopy via mail or in person</p> <p><b>IC – AGT – EDU(01)-03</b> Customs Broker receives the DUP Certificate, the Export CNCA Certificate, and Certificate of Origin as mail attachment or as hard copy.</p> <p><b>IC - AGT-EDU(01) - 04</b> Customs Broker initiates the DU Certificate Issuing by executing this on ASYCUDA. The Customs Broker uploads the required documents, as well the Inspection Report issued at container sealing (IC-AGT-SEAL) fill in the form and assigns the trader based on the Trade License ID.</p> <p><b>Disclaimer :</b>Trader details are on the commercial invoice.  <b>Disclaimer:</b> For containerized cargo, the Inspection Report should be generated and the container should be sealed by customs.</p> <p><b>IC-AGT – EDU(01)-05</b> Customs Broker submits the Export DU Certificate request for assessment to the Customs Authority.</p> <p><b>IC-AGT -EDU(02)- 06</b> The ASYCUDA user (Customs Authority) reviews the submitted declaration and may either approve it or return it to the Customs Broker for correction. If the declaration is returned for correction, the Customs Broker must update the required information and resubmit it for approval. During this stage, the system also checks the country of origin of the goods. In the export process, products originating in Angola are exempt from customs</p>

		<p>duties. Duties apply only to goods whose country of origin, as indicated in the Certificate of Origin (COO), is not Angola.</p> <p><b>IC-AGT-EDU(02) - 07</b>  For approved requests, an Assessment Report is generated that has the purpose to invoice the customs duties if apply for the payment. The invoice is linked to a RUPE. A RUPE is an unique identifier for payments in Angola and it allows to the user to track and trace the payment.  The report defines the channels for customs clearance.</p> <p><b>Disclaimer:</b> All governmental organizations in Angola and Commercial Banks are linked to the National Bank which allows a seamless payment traceability.</p> <p><b>IC-AGT-EDU(02) - 08</b>  The Customs Broker receives the Assessment Report with the Invoice where the customs duties for the shipment are reflected.</p> <p><b>IC-AGT-EDU(02)-09</b>  The Customs Broker sends the Assessment Report with the Invoice where the customs duties for the shipment are reflected to the Trader</p> <p><b>IC-AGT -EDU(02)-10</b>  The Trader receives the Assessment Report with the Invoice where the customs duties for the shipment are reflected from the Customs Broker.</p> <p><b>IC-AGT -EDU(02)-11</b>  Customs Broker or Trader should pay the invoiced customs via bank transfer to any Angolan Commercial Bank by providing the Invoice and the RUPE. There is term given by ASYCUDA to make the payment.  ASYCUDA validates if the payment is done within the given term. If the payment is overdue, ASYCUDA will generate a new Assessment Report with penalty.</p> <p><b>IC – AGT – EDU(02) - 12</b>  For payments on time, the Customs Release Note will be generated by ASYCUDA User under the condition that based on the risk assessment the channel is blue or green. For orange channel a document inspection is required (IC – AGT-EDU(2)- 07(1) and for red a physical inspection (IC-AGT-EDU(2)-07(2)) and (IC – AGT – EDU(2)-07(3)). Regarding the customs duties payment, the ASYCUDA user gets notified by BNA via system integration between ASYCUDA and BNA. (Receiving of a CPE Payment Notification).</p> <p><b>Disclaimer:</b> For red channel requiring physical inspection, an appointment with customs authority (IC-AGT-EDU(2)-07(2)) has to be arranged. Currently, this is a time consuming manual process and not captured.</p> <p><b>IC-AGT – EDU(02)-13</b>  Customs Broker gets notified on the Customs Release status.</p> <p><b>IC – AGT – EDU(02) - 14</b>  Customs Broker sends the received Customs Release Note to trader as mail attachment or as copy</p> <p><b>IC – AGT – EDU(02) - 15</b>  Trader receives the Customs Release Note as copy or mail notification.</p>
10	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
11	Output Criteria:	<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>- Payment of Customs Duties (if applicable)</li> <li>- Approval by Customs</li> </ul> <p><b>Cases:</b></p> <ol style="list-style-type: none"> <li>1. For approved flow and under the condition the channel is green or blue, the Customs Release Note and notifying the stakeholders are required.</li> <li>2. For approved flow and orange channel, Document inspection required before Customs Release Note issuing.</li> <li>3. For approved flows and under the condition that the channel is red, a physical inspection is required before the issuing of the Customs Issuing Note is issued.</li> </ol>

#### Export DU Certificate Issuing – Observations and Recommendations

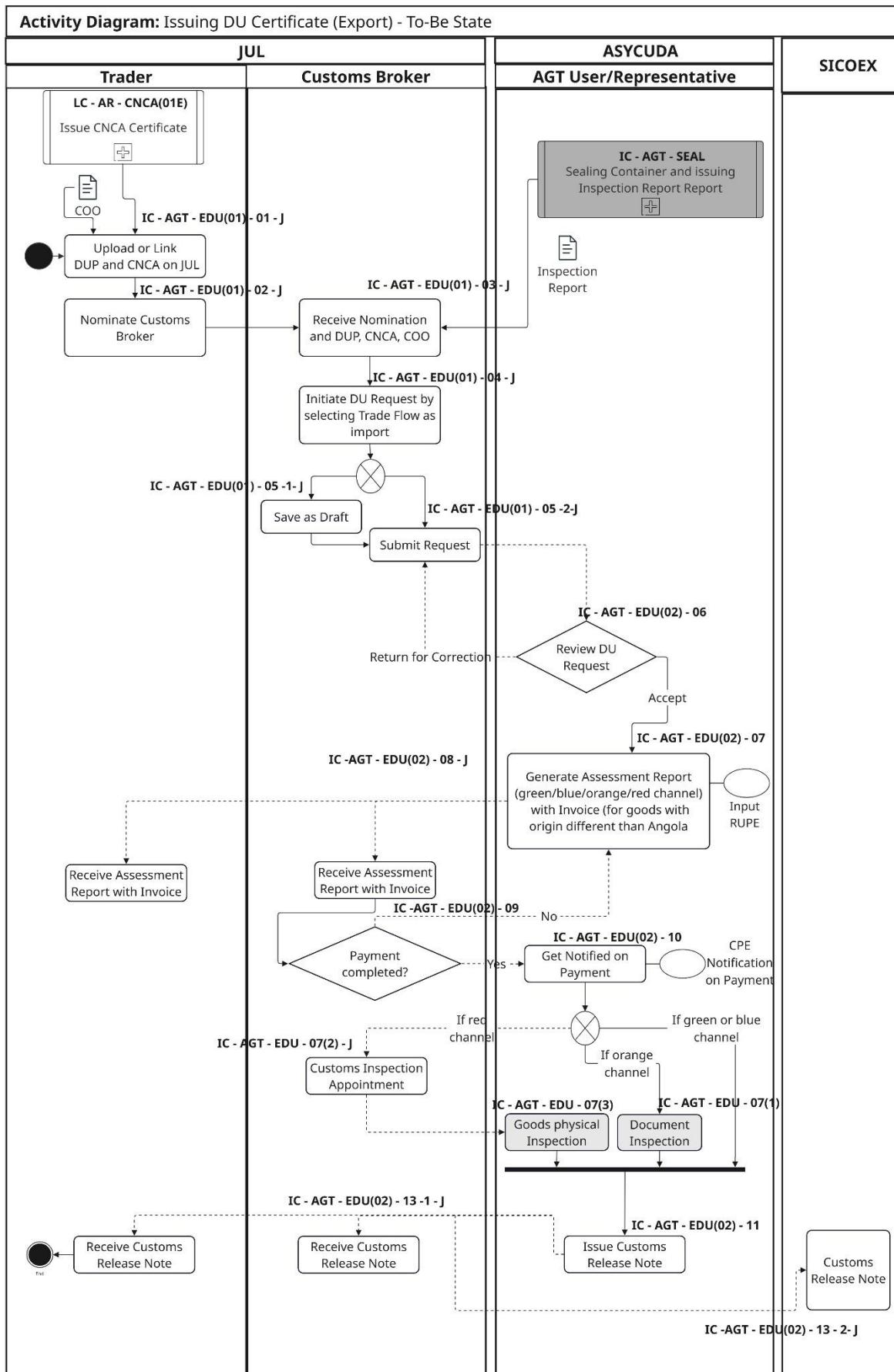
This section summarizes the key issues, inefficiencies, and bottlenecks identified during the assessment of the Export DU Certificate issuing process. The evaluation highlights several challenges related to document validation, workflow coordination, data accuracy, inspection scheduling, and container handling—many of which rely on manual communication, unstructured submissions, or fragmented system interactions. These gaps directly impact the transparency, speed, and reliability of the export clearance workflow. By outlining the current limitations and providing targeted recommendations, this chapter establishes a clear roadmap for optimizing the Export DU process and supporting a more integrated, traceable, and efficient future state within the JUL environment.

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Certificate of Origin	<ul style="list-style-type: none"> <li>Certificate of Origin is submitted as attachment and there is no validation with the certificate issuing authority.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>It is recommended to integrate with COO issuing authority in Angola to validate the authenticity of the COOs.</li> </ul>
Customs Inspection Appointment	<ul style="list-style-type: none"> <li>The Customs Inspection Appointment for physical inspection is a manual process that is not captured in any system. It has been identified that it is time consuming and it causes delays in cargo clearance process.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>It is recommended to implement a service to request for appointment for physical inspection</li> </ul>
Container Sealing	<ul style="list-style-type: none"> <li>The communication on the sealing of container is manual process. It is mandatory to be able to validate the seal at each operational milestone such as: (1) Loading of cargo on truck in warehouse, (2) Terminal Gate-in, (3) Customs Inspection at Terminal, (4) Loading on Vessel. Currently, the seal number is communicated manually only to customs by updating the Inspection Report in ASYCUDA, but there is no communication to PCS and Terminal.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Manual Communication via mail and phone calls should be avoided.</li> <li>It is recommended to log the seal number in JUL along with time stamp and operator name, and to implement milestones to validate the seal at each of the operational milestones.</li> <li>The updates should be transmittable via API/EDI to PCS, Terminals, and Customs</li> <li>Implementing a standardized flow for sealing replacement if seal broken: (1) Record old Seal number, (2) Assign New Seal Number, (3) Notify stakeholders</li> <li>Maintaining complete seal history.</li> </ul>

### Re-Engineering: Export DU Certificate Issuing – Future State

While the DU certificate provides a consolidated mechanism for trade declaration in Angola, the current process for both export and import is constrained by fragmented workflows, limited system integration, and significant manual intervention. These limitations impact clearance times, increase compliance costs, and reduce transparency, making the current process a high-value target for modernization. The findings in this chapter set the stage for defining a future ("To-Be") state based on automated, integrated, and user-friendly trade systems aligned with international best practices (WCO, UN/CEFACT, WTO TFA).

## Export DU Certificate Issuing – Future State



## Re-Engineering: Import DU Certificate (Future State)

In the future state, the DU (Declaração Única) for export process remains fundamentally aligned with the existing legal and procedural framework currently in use in Angola. The core principles of customs declaration and clearance — including the sequencing of documentary submission, risk evaluation, duty payment, if applicable and release — are not changed. Instead, the transformation focuses on enhancing how the process is executed, not **what** the process is.

The **ASYCUDA** system continues to serve as the **primary platform** for customs declaration and clearance, preserving its central role in supporting Angola's regulatory, fiscal, and compliance functions. However, in the future operating model, ASYCUDA is **digitally extended and integrated to JUL with the purpose to eliminate manual handoffs and enable real-time data exchange among all involved actors.**

#	Item	Description
01	Name of Process Area:	Cargo Management – Clearance
02	Name of Business Process:	Issuing of Export DU Certificate
03	Regulation Details:	Angola Revenue Administration (AGT)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ AGT User/Customs Authority</li> </ul>
05	Purpose:	The purpose of the DU Certificate issuing is to obtain the cargo clearance for goods in Angola.
06	Process Re-Engineering	<p><b>IC- AGT – EDU(01)-01 - J</b>            Trader uploads the received DUP and CNCA Certificates on JUL or if issued on JUL, they can be linked in order to issue DU.  <u>Benefit:</u> Full Traceability. Files can be retrieved at any time.  <u>Improved:</u> IC- AR – EDU(01)-01</p> <p><b>IC- AGT – EDU(01)-02 - J</b>            Trader nominates the Customs Broker directly from JUL instead of contacting the Customs Broker on phone or mail  <u>Benefit:</u> Customs Broker nomination is transparent and the validation on Trader and Customs Broker profiles is done instantly.  <u>Improved:</u> IC- AGT – EDU(01)-02</p> <p><b>IC- AGT – EDU(01)-03 - J</b>            Customs Broker receives the request on his profile in JUL and can accept or reject it.  <u>Benefit:</u> Fully automated document sharing and traceability  <u>Improved:</u> IC- AGT – EDU(01)-03</p> <p><b>IC- AGT – EDU(01)-04 - J</b>            For accepted requests, the customs broker can initiate the request linked to the trader directly in JUL instead of coordinating in a mail or phone conversation.  <u>Benefit:</u> Fully digitized nomination process  <u>Improved:</u> IC- AGT – DU(01)-04</p> <p><b>IC- AGT – EDU(01)-05 - J</b>            Customs Broker initiates the request by filling in the form and upload the required documents and submits the request for approval or save as a draft to reinitiate later. For Export flow, the Inspection Report issued in subprocess (IC-AGT-SEAL) should be uploaded as mandatory attachment.  <u>Benefit:</u> Customs Broker can save the DU request as draft and reinitiate at any time, no need to start over a new application. There is full traceability on status updates. All involved actors in the process receive notification instantly.  <u>Improved:</u> IC- AGT – EDU(01)-05</p> <p><b>IC-AGT-EDU(2)-07(2) – J</b>            The Customs Inspection Appointment will be implemented as part of the JUL. If integrated with ASYCUDA, it will allow to streamline the process and provide alerts if needed.  <u>Benefit:</u> Streamlining the process  <u>Improved:</u> IC-AGT-EDU(2)-07(2) and IC-AGT-EDU(2)-07(3)</p> <p><b>IC- AGT – EDU(02)-08 - J</b>            The Assessment Report with the Customs Duties Invoice (if applicable) are reflected simultaneously on the Trader and Customs Broker profiles on JUL instead of sharing as mail. Information on the Duties Payment Regulations can be provided to the customs broker on JUL.  <u>Benefits:</u> Full traceability and fully digitized process. All actors involved in the process receive full visibility  <u>Improved:</u> IC- AGT – EDU(02)-08, IC- AGT – EDU(02)-09, IC- AGT – EDU(02)-10</p> <p><b>IC-AGT – EDU(02)-13 - J</b></p>

		<p>The generated DU Certificate reflects on the Customs Broker Profile as well on the profile of the trader on JUL and notifications are triggered automatically, instead of manual sharing.</p> <p><u>Benefits:</u> Fully automated and transparent flow, all actors involved in the process receive notifications instantly.</p> <p><u>Improved:</u> IC – AGT – EDU(02) – 14, IC – AGT - EDU(02) – 15, IC – AGT – EDU(02) - 16</p>
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### 5.2.2.2 Cargo Delivery (Exports)

The Export Cargo Delivery process covers all operational steps required to move export goods from the shipper's premises to the designated terminal for loading onto the vessel or aircraft. It focuses solely on the logistics and operational coordination required to ensure that cargo is delivered safely, accurately, and on time to the port or terminal.

This process begins once the goods are confirmed as ready for transport and involves the coordinated activities of the Customs Broker, Freight Forwarder, Trucker, and Terminal Operator. Key actions include cargo readiness notification, appointment scheduling with the terminal, truck dispatch, gate-in procedures, and terminal acceptance of the cargo.

The objective of the Export Cargo Delivery process is to ensure that goods are transferred efficiently from inland locations to the terminal, maintain traceability throughout the journey, enable accurate cargo handling at the port, and support smooth integration into the terminal's operational systems. This chapter describes each step of the workflow, the responsibilities of each stakeholder, and the information exchanges required for timely and orderly cargo delivery.

#### Import Cargo Delivery -Actors and System

This section describes the actors and systems involved in Import Cargo Delivery. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview of the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Customs Broker	<p>Prepares and files customs declaration to get cargo clearance.</p> <p>Notifies Cargo Clearance to freight Forwarder and Trader</p>	A licensed entity responsible for clearing goods through customs. They prepare and submit all required documentation to the customs authority, pay duties on behalf of the Trader, and provide the final clearance notification (e.g., Customs Release Note) to enable cargo pickup.
Freight Forwarder	<p>Receives cargo clearance notification from Customs Broker.</p> <p>Freight Forwarder manages Truck Appointment.</p>	A logistics agent responsible for organizing the cargo's journey. In this process, they receive the final clearance notice and then manage the inland logistics, including booking the truck appointment with the terminal and dispatching the job to the trucker.
Trucker	Trucker Coordinates with Freight Forwarder to pick up the cargo	The transport company responsible for the physical inland movement of the cargo. They execute the job dispatched by the Freight Forwarder, arrive at the terminal for the booked appointment, and deliver the cargo to the Trader.
Trader	Trader Receives goods at last mile and SOC containers are received after last mile delivery	The owner or consignee of the goods (the "customer"). Their role in this final process is to be at the destination to receive the cargo, sign the proof of delivery, and coordinate the return of the empty container.
Terminal	<p>Terminal receives appointment requests and provides slots for truckers to pick the cargo.</p> <p>Receive empty containers after cargo is delivered.</p>	The port or inland depot operator that manages the yard where the container is stored. They manage the truck appointment system (TOS) to prevent congestion, facilitate the "gate out" of the cargo, and act as the drop-off point for empty containers.

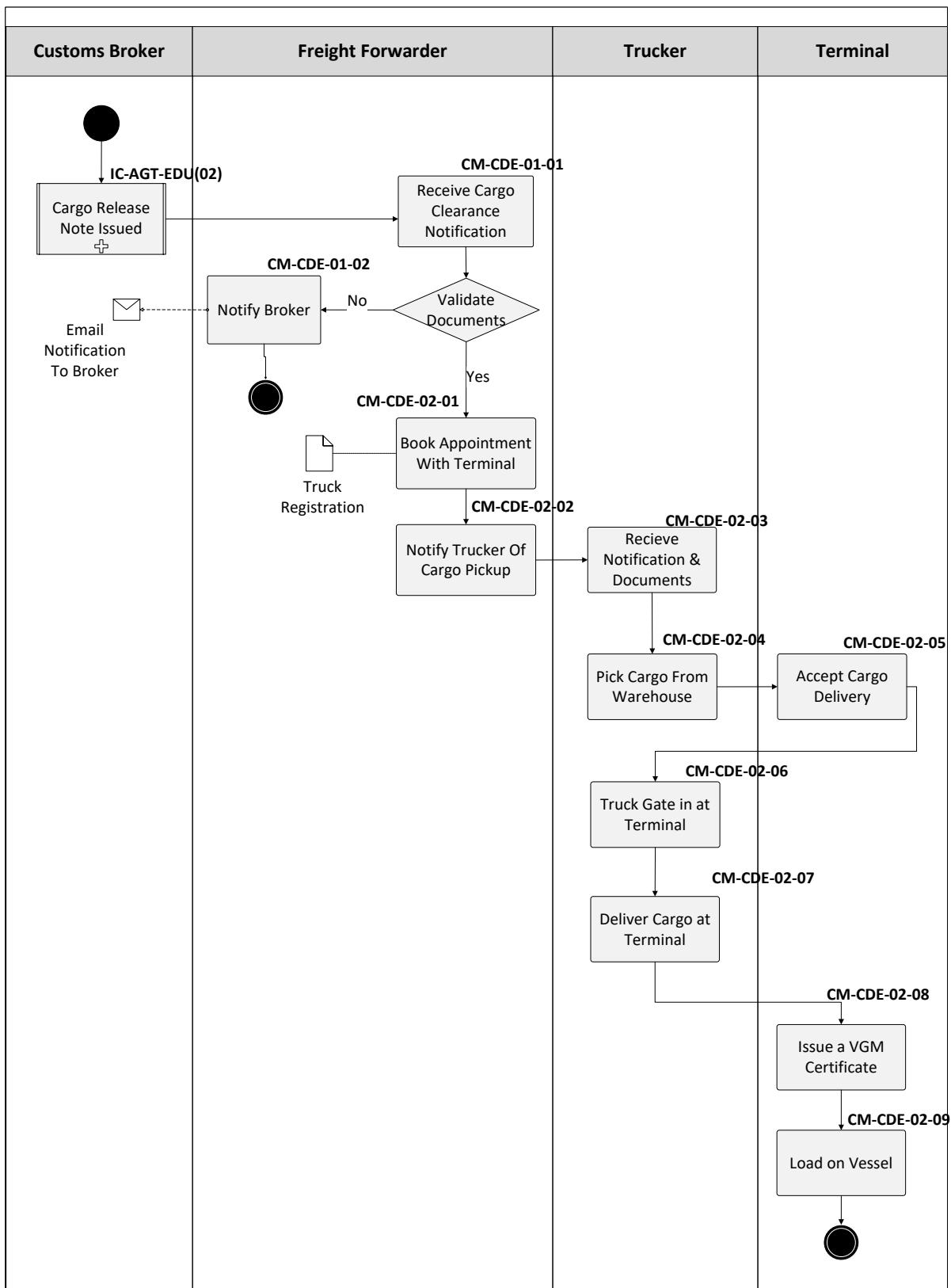
System Name	Owner	Function
TOS	Terminal	<p>Manages all terminal operations, including vessel loading/unloading, yard management, gate operations, and truck appointments.</p> <p>TOS is not implemented at all terminals</p>

ASYCUDA	AGT / Customs Authority	ASYCUDA manages the customs clearance process, but as part of the cargo delivery process (last and first mail), ASYCUDA receives status updates on cargo gate movements at the terminals.
JUP	MINDTRANS / Port of Luanda	JUP is the port community system of Angola. It has been implemented in multiple ports in Angola.

### Cargo Delivery (Export) - Current Process

This section describes the current end-to-end process for the delivery of export cargo, outlining the interactions between the Customs Broker, Freight Forwarder, Trucker, and Terminal Operator. Export cargo delivery relies heavily on manual communication, document exchanges, and individual coordination across stakeholders, with key milestones such as cargo clearance notification, booking of terminal appointments, truck registration, and cargo pickup often managed through email or phone calls. The workflow illustrated in the As-Is flowchart provides a detailed view of how export cargo moves through the operational chain today, highlighting dependencies, handovers, and the sequence of activities required before goods are physically delivered to the terminal for loading.

## Cargo Delivery (Exports) As-Is Flow



### Cargo Delivery (Export) – Process Narration

#	Item	Description
01	Name of Process Area:	Cargo Management Seaborn Import / Cargo Delivery
02	Name of Business Process:	Cargo Delivery - Export
03	Regulatory Authority:	Ministry of Transport (MINDTRANS) / ARCCA
04	Process Actors:	<ul style="list-style-type: none"> <li>• Trader</li> <li>• Freight Forwarder</li> <li>• Trucker</li> </ul>

		<ul style="list-style-type: none"> <li>• Customs Broker</li> <li>• Terminal Operator</li> </ul>
05	Purpose:	The Cargo Delivery represents the first mile in the export process where the cleared cargo is picked up at the warehouse and gated in at the terminal to be exported.
06	Input Criteria (Customs Broker):	Customs Broker has received the Inspection Report for the staffed and sealed container issued by the Customs Agent. Customs Broker has received the clearance of the goods to be exported
07	Input Criteria (Trader)	The Delivery Order is issued for the consignee where the goods should be delivered
08	Input Criteria (Terminal Operator)	The Terminal is notified by port that the port charges are paid and the terminal handling charges are received by the Terminal
09	Input Criteria (Freight Forwarder)	The Freight Forwarder should be nominated by the Trader.
10	Input Criteria (Trucker)	The Trucking Company should be nominated by the Freight Forwarder. The truck appointment is booked by the Freight Forwarder, but currently not all terminals in Angola have implemented truck appointment.
11	Activities associated with the Business Process:	<p><b>IC-AGT-EDU(02)</b>  The process begins when the cargo is staffed and sealed in the container and AGT (Customs Authority) issues the Customs Release Note confirming that the cargo has been cleared for physical delivery.</p> <p><b>CM-CDE-01-01</b>  Customs Broker send a mail to notify the Freight Forwarder that the cargo has been staffed, sealed and cleared and it can be scheduled for pick up from the warehouse and to be brought to the marine terminal.</p> <p><b>CM-CDE-01-02</b>  Freight Forwarder validates documents and notify Customs Broker if any issues with the provided documents identified.</p> <p><b>CM-CDE-02-01</b>  Given that the provided information by the Customs Broker is complete and valid, the Freight Forwarder books appointment for a truck to access the terminal to pick up cargo.  <i>Disclaimer: Currently, Truck Appointment Booking is not standardized process is not required at all the terminals (1). Currently only the Freight Forwarders are allowed to arrange for cargo pick up. A truck has to be nominated by the Freight Forwarder to pick up cargo.</i></p> <p><b>CM-CDE-02-02</b>  Freight Forwarder notifies the trucker about the appointments and provides the instruction to provide the cargo as manual process (e.g. mail, phone call)</p> <p><b>CM-CDE-02-03</b>  Trucker receives the appointment as mail notification, hard copy, or gets notified via phone call by the Freight Forwarder.</p> <p><b>CM-CDE-02-04</b>  The truck arrives at the warehouse or designed location to physically collect the cargo to be delivered at the marine terminal.</p> <p><b>CM-CDE-02-05</b>  Upon arrival at the terminal gate, the terminal operator will be notified to accept the cargo delivery, where the terminal operator validates the documents and if there is any booking with the shipping line done by the shipping agent.</p> <p><b>CM-CDE-02-06</b>  The truck arrives at the terminal gate. Before receiving the authorization to gate in, the terminal operators validate the truck details, appointment details, documentation and seals. These validations are done manually at the gate as per current process.</p> <p><b>CM-CDE-02-07</b>  The cargo is offloaded at the designed yard location. Currently only terminals with implemented TOS are able to capture this information. Terminals without TOS are not capturing the Load and Discharge events at the terminal yard.</p> <p><b>CM-CDE-02-08</b>  The VGM Certificate which is required for export cycle is issued at the terminal by a licensed provider. The issuing of the certificate is a manual process</p> <p><b>CM-CDE-02-09</b>  Once the container is ready for export and all the required documentation is provided and approved (VGM, Clearance Note, etc.), the container is loaded on the vessel for export.</p>
12	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few

		days depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
13	Output Criteria:	<ul style="list-style-type: none"> <li>Cargo Delivery at Marine Terminal</li> </ul>

### Cargo Delivery (Export) – Observations and Recommendations

The current **export cargo delivery process in Angola** remains largely manual, fragmented, and dependent on physical interactions between exporters, freight forwarders, customs brokers, truckers, and marine terminals. Essential steps—such as cargo release confirmation, seal verification, truck gate-in, booking appointments, and confirmation of loading on vessel—often rely on emails, phone calls, handwritten notes, or physical queueing at terminal gates.

Due to **limited integration** between the ASYCUDA system, port-community systems (PCS/JUP), shipping lines, terminals, transport operators, and exporters, there is no unified, real-time overview of cargo readiness, container sealing, truck appointments, or vessel loading status.

This leads to **operational delays, inaccuracies, low transparency, and inefficient coordination**.

The implementation of the **JUL – Janela Única Logística** provides a major opportunity to digitize the export cargo-delivery chain, automate notifications, centralize reference data, streamline workflows, and improve traceability between all actors.

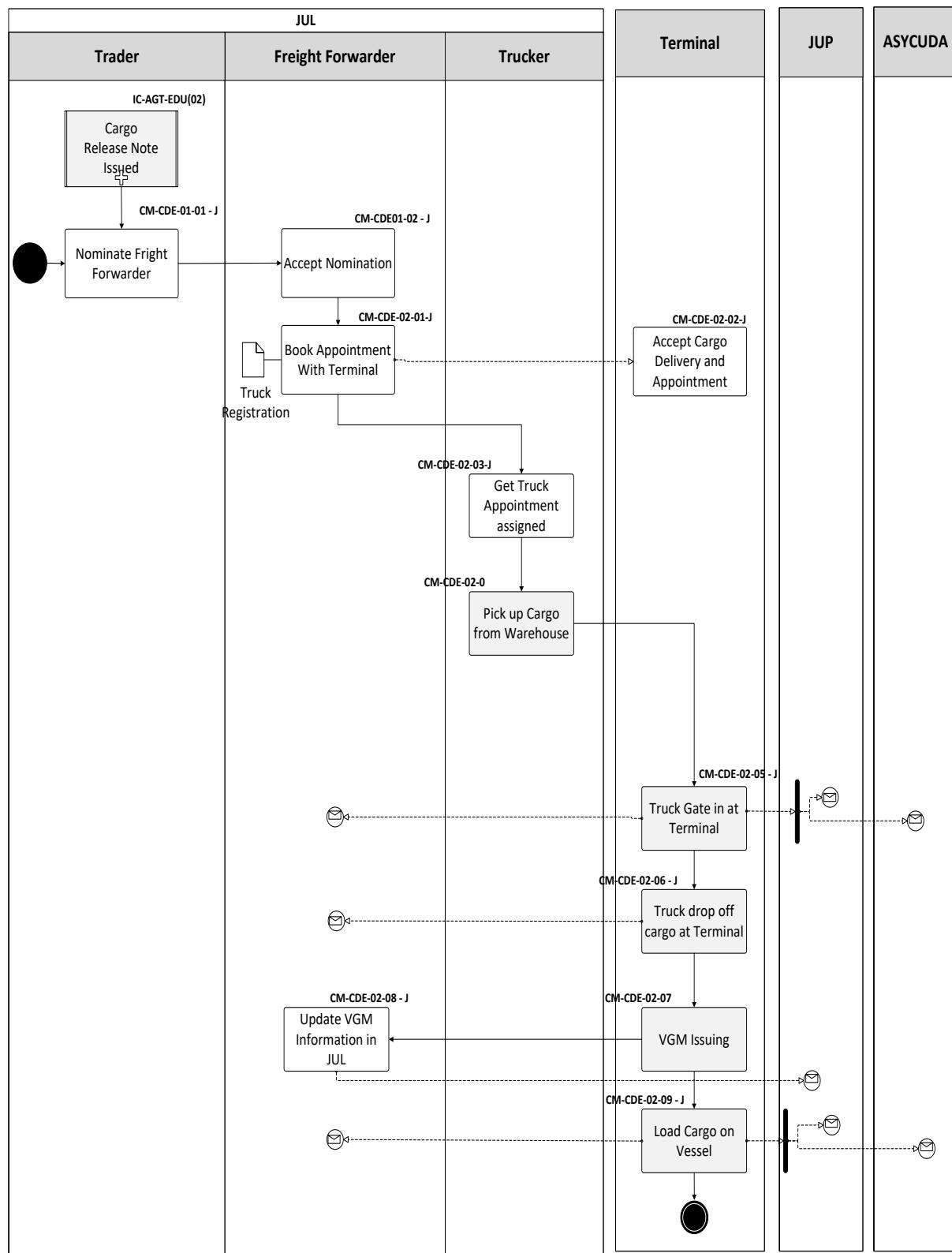
Observations			
Business Area	Workflow and Data Requirements	Traceability	Recommendations
Customs Release Note Communication	Freight Forwarder receives the Customs Release Note as well the Inspection report as mail from the customs Broker		To provide an option to maintain this information on JUL and make it available to the relevant actors involved in the process
Truck Appointment	The truck appointments are scheduled based on phone calls or there no appointments at all. In many of the cases, trucks have long waiting time at the terminal to drop off cargo due to terminal capacity bottle neck to handle the cargo.		To avoid this , it is recommended to introduce appointment system on JUL, where terminals can provide their slot capacity to handle cargo.
VGM Certificate	The VGM is shared to the Freight Forwarder manually and there is no option to keep track on it in a standardized way		Implementing a feature on JUL to maintain the VGM information and to trigger information sharing to relevant stakeholders.

### Re-Engineering: Cargo Delivery (Future State)

In the future re-engineered state, the cargo delivery process is widely digitalized and coordinated through the JUL platform by connecting the platform with the corresponding backend system. All key steps—cargo release, delivery order confirmation, appointment booking, and document validation—are managed electronically instead of through emails or manual communication. Terminals, brokers, forwarders, and trucking companies exchange data in real time through system-to-system integration, ensuring that every event—such as cargo readiness, truck gate-in, pickup, gate-out, and empty return—is automatically recorded and visible to all authorized users.

Truckers operate using pre-approved appointments and digital credentials, reducing waiting times and improving gate efficiency. Traders and forwarders gain transparent visibility over cargo status and delivery progress through a single dashboard. Terminals benefit from fewer manual interventions and improved planning of truck arrivals. Overall, the redesigned process replaces fragmented, manual workflows with a unified, automated, and event-driven logistics environment, enabling faster turnaround, greater accuracy, and seamless collaboration across Angola's logistics ecosystem.

## Cargo Delivery (Export) - To-Be Flow



### Export Cargo Delivery (Future State) – Process Narration

This section presents the redesigned future-state process for export cargo delivery, reflecting the improved digital coordination enabled by JUL and its integration with JUP and terminal systems. In the enhanced model, all actors—Traders, Freight Forwarders, Customs Brokers, Truckers, and Terminal Operators—operate within a unified digital environment where booking, clearance verification, truck registration, VGM updates, and cargo gate-in events are synchronized automatically across systems. Manual communication and fragmented workflows are replaced with real-time data exchange, automated status notifications, and complete traceability from cargo preparation to vessel loading. The following narration outlines the optimized sequence of activities and highlights how system

interoperability, event-driven updates, and centralized information significantly improve efficiency, reliability, and transparency across the export delivery chain.

#	Item	Description
01	Name of Process Area:	Cargo Management Seaborn Import / Cargo Delivery
02	Name of Business Process:	Cargo Delivery – Export
03	Regulatory Authority:	Ministry of Transport (MINDTRANS) / ARCCLA
04	Process Actors:	<ul style="list-style-type: none"> <li>• Trader</li> <li>• Freight Forwarder</li> <li>• Trucker</li> <li>• Customs Broker</li> <li>• Terminal Operator</li> </ul>
05	Purpose:	The Cargo Delivery represents the first mile in the export process where the cleared cargo is picked up and gated in at the marine terminal to be exported.
06	Activities associated with the Business Process:	<p><b>CM-CDE-01-01 - J</b>  Upon Customs Release Note issuing (<b>IC-AGT-EDU (02)</b>) on ASYCUDA and it is reflected on JUL, the Cargo Delivery Process can be triggered by the Trader by nominating a Freight Forwarder in JUL.  <u>Benefit:</u> Streamlining of process and all required documents reflected on JUL.  <u>Improved:</u> CM-CDE-01-01</p> <p><b>CM-CDE-01-02 - J</b>  The nomination and the documents are reflected instantly for the Freight Forwarder on his JUL Account. From there, the Freight Forwarder can initiate the truck appointment creation.  <u>Benefit:</u> Streamlining of process and all required documents reflected on JUL.  <u>Improved:</u> CM-CDE-01-02</p> <p><b>CM-CDE-02-01 - J</b>  Freight Forwarder book truck appointment on JUL and link it to a registered truck and truck driver. The Truck Appointment is shared instantly with trucker and corresponding terminal.  <u>Benefit:</u> The appointment is managed in JUL which provides full traceability to all involved actors and updates can be shared instantly.  <u>Improved:</u> CM-CD-02-01, CM-CD-02-02, CM-CD-02-03</p> <p><b>CM-CDE-02-02 - J</b>  On appointment generation, the corresponding terminal receives information on the appointment. The information is triggered automatically from JUL. The Terminal Operator can validate the appointment and accept it.  <u>Benefit:</u> Instant information sharing  <u>Improved:</u> CM-CDE-02-05</p> <p><b>CM-CDE-02-03 - J</b>  Once the appointment is assigned to the Trucker by the Freight Forwarder, the information is reflected on the trucker profile and the trucker.  <u>Benefit:</u> Automated event sharing  <u>Improved:</u> CM-CDE-02-03</p> <p><b>CM-CDE-02-05 - J</b>  Once the cargo is gated in, a notification will be triggered to freight forwarder on JUL (optionally to JUP) and ASYCUDA  <u>Benefit:</u> Event sharing  <u>Improved:</u> CM-CDE-02-06</p> <p><b>CM-CDE-02-06 - J</b>  On cargo drop off, the event will be registered by the terminal operator and the Freight Forwarder will be notified.  <u>Benefit:</u> It will enable an end-to-end traceability of the shipment  <u>Improved:</u> CM-CDE-02-07</p> <p><b>CM-CDE-02-08 - J</b>  Once the VGM certificate is issued and the information is communicated, the Freight Forwarder will upload the information on JUL where it will be instantly shared among the relevant actors. Optionally, integration can be established with the VGM Certificate provider, and the information can be shared instantly on JUL  <u>Benefit:</u> It will enable an end-to-end traceability of the shipment  <u>Improved:</u> CM-CDE-02-08</p> <p><b>CM-CDE-02-9 - J</b>  Once the Cargo is loaded on a vessel, a notification will be triggered to the relevant actors  <u>Benefit:</u> It will enable an end-to-end traceability of the shipment  <u>Improved:</u> CM-CDE-02-09</p>

07	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
08	Output Criteria:	<ul style="list-style-type: none"> <li>Cargo Delivery at Marine Terminal</li> </ul>

### 5.2.3 Cargo Management (Transit)

The **Cargo Management – Transit** module encompasses the complete set of operational and regulatory processes governing the movement of **transit cargo** through Angola, whether it arrives via **seaborne routes** or enters/exits the country through a **land border post**. Transit cargo refers to goods that pass through Angola's territory without being released for local circulation, under a customs-controlled procedure ensuring secure movement toward another country of destination.

This chapter addresses the handling of **seaborne transit cargo**, including containers or break-bulk cargo discharged from a vessel, temporarily stored in the port, and subsequently reloaded onto another vessel or moved onward by road or rail. It also covers the workflows for **land-border transit**, where cargo enters through a border post, undergoes customs registration and validation, and then exits through a different land border or through a seaport for onward shipment.

For both modes, the process spans transit declaration initiation, customs risk assessment, seal verification, digital status updates, security controls, yard handling, and transport coordination. It highlights the importance of ensuring full traceability so that transit cargo does not enter the domestic market without authorization. Additionally, it outlines integration points between **ASYCUDA**, the **JUL Port Community System (PCS/JUP)**, terminal operating systems, and border-post systems to enable automated notifications, seamless data exchange, and consistent tracking of cargo movements across Angola's multimodal transit corridors.

This chapter provides the foundation for designing the **As-Is** assessment and the **To-Be** digital process, supporting the national objective of strengthening trade facilitation, improving corridor competitiveness, and ensuring regulatory compliance for all transit flows—whether maritime, land, or multimodal.

#### 5.2.3.1 Cargo Clearance (Transit)

In Angola, there are two transit processes in place – national and international. The national transit refers to the crossing of the different provinces in Angola and international transit, where the cargo movements are crossing Angola's borders and entering in another country.

The national transit is not part of this study, only the international transit is part of the scope of work.

The cargo clearance for transit cargo follows the standard clearance process where a Transit Declaration is issued on ASYCUDA by the Customs Broker.

A bank Guaranty is linked to the Transit Declaration, and the amount of the Bank Guaranty is released once the cargo exists the country.

#### Transit T1 Certificate Issuing - Actors and Systems

This section describes the actors and systems involved in the issuing of the T1 Certificate. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Trader (Importer/Exporter)	Nominate Customs Broker Make Payment	The <b>Trader</b> is the primary entity responsible for initiating and managing the import/export of goods in the country. The trader is the declared owner or consignee of the goods and bears commercial, financial and regulatory ownership of the process. The Trader can appoint customs broker or freight forwarder to act on its behalf.
Customs Broker	Submit DU Certificate Request (on behalf of Trader) Issues Bank Guaranty Communicate Bank Guaranty to Customs Authority Notify Trader	The <b>Customs Broker</b> is a licensed and authorized representative of the trader and act under the trader's mandate to facilitate the customs clearance of goods. The customs broker ensures compliance with all customs laws, procedures, and documentation requirements.

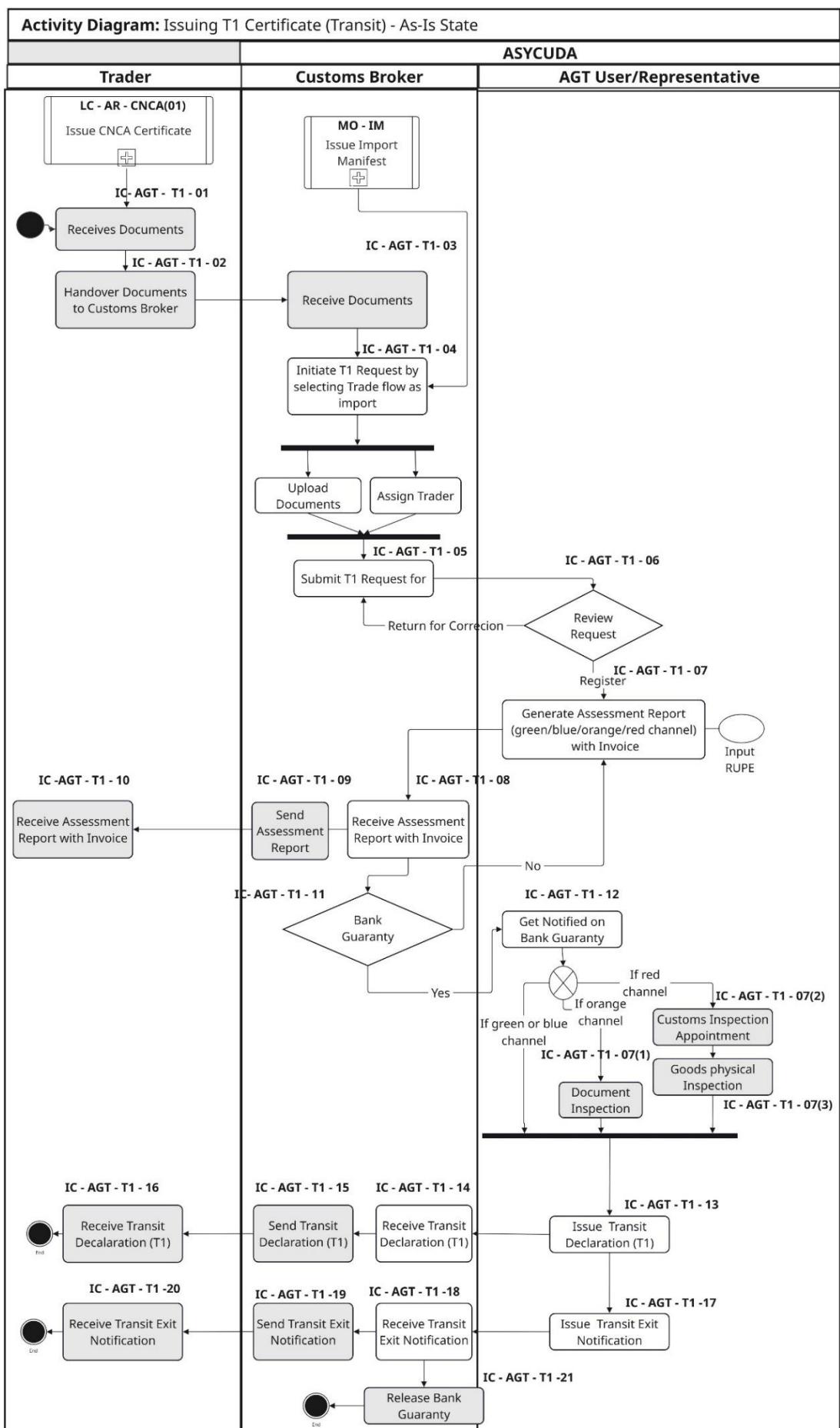
AGT User/Representative	Register Request Generates Invoice Confirm Payment Generate Customs Release Note	<b>AGT User</b> is a representative of AGT, the Angolan Customs Authority. The AGT User can approve or reject the request, and it is issuing the T1 Certificate and confirm payment completion.
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System Name	Owner	Function
ASYCUDA	AGT	ASYCUDA is the DU issuing system of AGT. The system can be accessed by Customs Broker to request for the T1 Certificate. The Customs Broker data repository is maintained in ASYCUDA.

### T1 Certificate Issuing (Transit) - Current Process

This section outlines the current-state workflow for issuing the T1 Transit Certificate, the customs document required to authorize the movement of goods in transit through Angola. The process involves multiple stakeholders—including the Trader, the Customs Broker, and AGT representatives—each performing specific validation, document preparation, and approval steps within ASYCUDA or through manual exchanges. The workflow covers document submission, initiation of the T1 request, channel assignment, assessment report generation, payment or bank guarantee verification, and final authorization for transit. The As-Is activity diagram provides a detailed representation of how these tasks are coordinated today, highlighting the manual interventions, dependencies, and procedural bottlenecks that affect processing time and transparency. This narration establishes the baseline for identifying improvement areas and defining the future state within JUL.

## T1 Certificate Issuing (Transit) - Current State



## T1 Certificate (Transit) Issuing – Process Narration

This chapter provides a detailed process narration of the current T1 Certificate Issuing for the transit good clearance process in Angola, capturing the sequence of operational and regulatory steps from initial declaration. The goal of the narration is to provide a clear, step-by-step depiction of how the process functions in reality ("As-Is"), emphasizing the procedural flow, roles and responsibilities, system interactions, and documentation requirements at each stage.

#	Item	Description
01	Name of Process Area:	Inspection and Clearance
02	Name of Business Process:	Issuing of T1 Certificate (Transit)
03	Regulatory Authority:	AGT
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ Customs Authority Representative / AGT User</li> </ul>
05	Purpose:	The Transit Declaration is an official customs document used to place goods under transit procedure when they move to the country without entering the domestic market. The primary purpose to ensure that the goods remain under customs control from the point of entry until the exit.
06	Input Criteria (Trader):	<ul style="list-style-type: none"> <li>• Trader is required to be registered as trader and have the corresponding activities linked to the Trade License (Alvara)</li> <li>• Trade License must be valid</li> <li>• Trader should have valid Tax Payment ID (NIF) and no outstanding payments or debts registered in the Ministry of Finance (NIF validation).</li> <li>• Trader should present a valid Bill of Lading and DUP Certificate.</li> </ul>
07	Input Criteria (Customs Broker):	<ul style="list-style-type: none"> <li>• Customs Broker should have a valid Trade License as Customs Broker</li> <li>• Customs Broker should have valid Customs Broker License and Registration with AGT after obtaining certification from CDOA.</li> <li>• The Customs Broker should be able to generate the CDOA Vinete.</li> <li>• Customs Broker should be authorized by the Trader to represent him for the Issuing of the T1 Certificate</li> <li>• The Manifest should be issued and the MNR number should be available in ASYCUDA.</li> <li>• Customs Broker should have valid registration on ASYCUDA</li> </ul>
08	Activities associated to the Business Process:	<p><b>IC-AGT – T1-01</b> Trader receives the required document for the issuing of T1 Certificate relevant for the transit movement.</p> <p><b>IC - AGT-T1-02</b> Trader contacts the Customs Broker to be nominated for the Issuing of the T1 Certificate. The Trader handover the documents to the Customs Broker as pdf or a hardcopy via mail or in person</p> <p><b>IC – AGT – T1-03</b> Customs Broker receives the documents as mail attachment or as hard copy.</p> <p><b>IC - AGT-T1 - 04</b> Customs Broker initiates the T1 Certificate Issuing by executing this on ASYCUDA. The Customs Broker uploads the required documents, fill in the form and assigns the trader based on the Trade License ID. <b>Note:</b> Trader details are on the commercial invoice</p> <p><b>IC-AGT – T1-05</b> Customs Broker submits the T1 for assessment to the Customs Authority.</p> <p><b>IC-AGT -T1- 06</b> ASYCUDA User /Customs Authority review the submitted request. The ASYCUDA user can return the request back for correction to the Customs Broker or register the request. For status to return for correction, the Customs Broker has to update the required information and resubmit for approval.</p> <p><b>IC-AGT-T1 - 07</b> For approved requests, an Assessment Report is generated that has the purpose to invoice the customs duties for the payment. The invoice is linked to a RUPE. A RUPE is a unique identifier for payments in Angola and it allows to the user to track and trace the payment. The report defines the channels for customs clearance.</p> <p><b>Disclaimer:</b> All governmental organizations in Angola and Commercial Banks are linked to the National Bank which allows a seamless payment traceability.</p> <p><b>IC-AGT-T1 - 08</b> The Customs Broker receives the Assessment Report with the Invoice where the customs duties for the shipment are reflected.</p> <p><b>IC-AGT-T1-09</b></p>

	<p>The Customs Broker sends the Assessment Report with the Invoice where the customs duties for the shipment are reflected to the Trader</p> <p><b>IC-AGT -T1-10</b> The Trader receives the Assessment Report with the Invoice where the customs duties for the shipment are reflected from the Customs Broker.</p> <p><b>IC-AGT -T1-11</b> Customs Broker links a Bank Guaranty for the invoiced customs duties and submit to the T1 Certificate.</p> <p><b>IC – AGT –T1 - 12</b> Against the Bank Guaranty, the T1 Certificate will be generated by ASYCUDA User under the condition that based on the risk assessment the channel is blue or green. For orange channel a document inspection is required (IC – AGT- T1-07(1) and for red a physical inspection (IC-AGT-T1-07(2)) and (IC – AGT – T1-07(3)).</p> <p><b>Disclaimer:</b> For red channel requiring physical inspection, an appointment with customs authority (IC-AGT-T1-07(2)) has to be arranged. Currently, this is a time consuming manual process and not captured.</p> <p><b>IC-AGT – T1-13</b> Customs Authority issues the T1 Certificate against the Bank Guaranty</p> <p><b>AC AGT – T1 - 14</b> Customs Broker gets notified on the T1 Certificate issuing and can move the goods.</p> <p><b>IC – AGT – T1 - 15</b> Customs Broker sends the received T1 Certificate to the trader to trader as mail attachment or as copy</p> <p><b>IC – AGT – T1 - 16</b> Trader receives the T1 Certificate as copy or mail notification.</p> <p><b>IC – AGT – T1 - 17</b> Once the cargo exists the country and this is registered, the Customs Authority generates the Transit Exit Notification.</p> <p><b>IC – AGT – T1 - 18</b> Customs Broker receives the Transit Exit Notification.</p> <p><b>IC – AGT – T1 - 19</b> Customs Broker sends the Transit Exit Notification to the trader.</p> <p><b>IC – AGT – T1 - 20</b> Trader receives the Transit Exit Notification as copy or mail notification.</p> <p><b>IC – AGT – T1 - 21</b> Customs Broker can request for release of the Bank Guaranty</p>
09	Average Time:
10	Output Criteria:

## T1 Certificate Issuing (Transit) – Observations and Recommendations

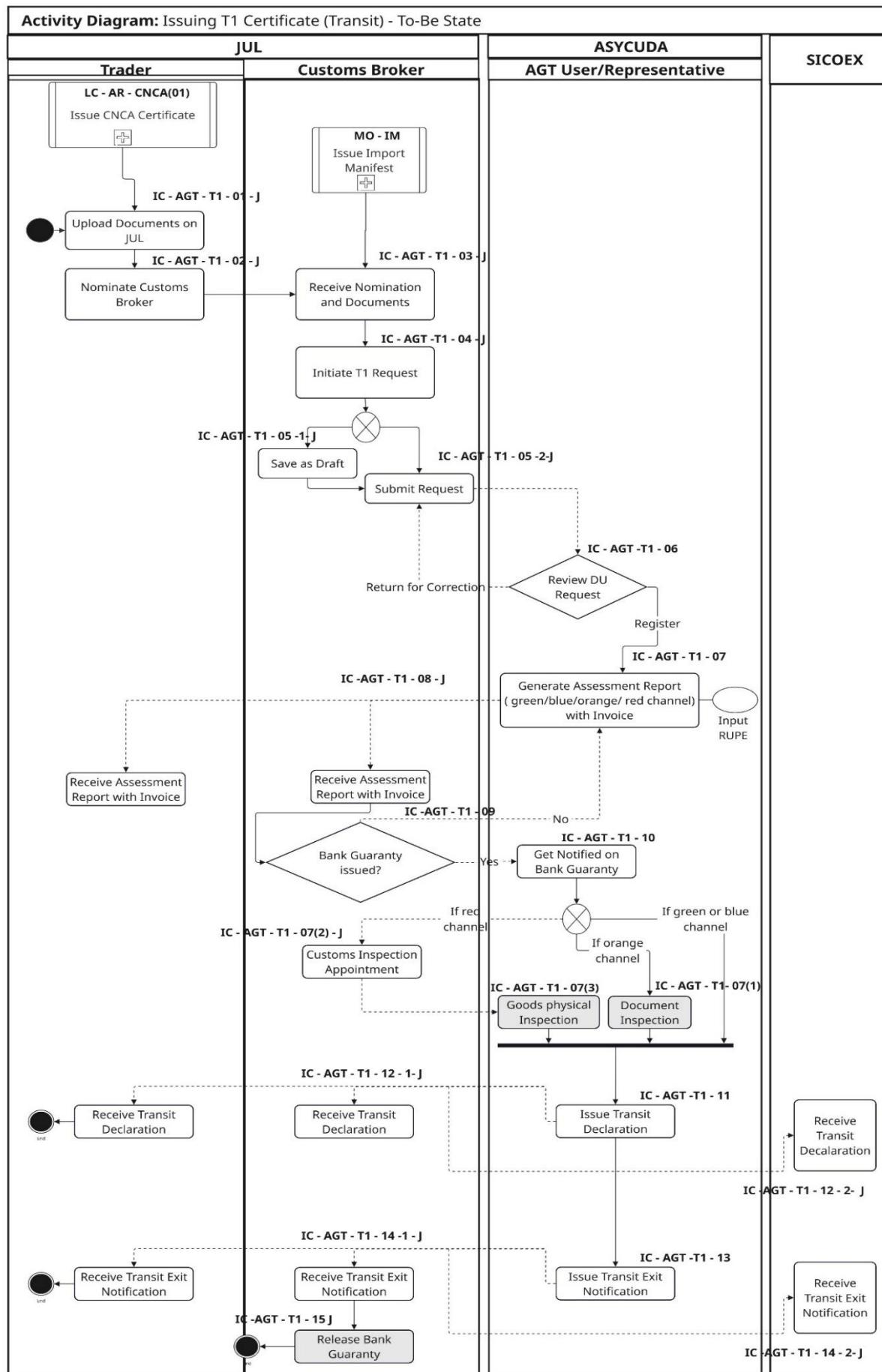
The current transit-handling procedures—both for **seaborne transit cargo** and **land-border transit movements**—rely heavily on manual operations, fragmented communication channels, and limited system-to-system integration. These gaps create significant delays, inconsistencies, and low visibility across customs, border posts, terminals, shipping lines, and transport operators. Implementing transit workflows within **JUL (Janela Única Logística)** provides a strong opportunity to streamline processes, centralize information, and automate the flow of transit data across all actors.

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Nomination	<ul style="list-style-type: none"> <li>▪ Similar to the export and import process, the nominations are manual process</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is lack of visibility and traceability in the nomination process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ It is recommended to include the nomination of Customs Broker as per of the Logistics Single Window</li> </ul>
Trader Account	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Similar to the import and export flows, trader is representing the main actor of the import flow, but current process is designed by excluding this actor from automated status updates and this can cause delays and disruptions in the in information flow</li> </ul>	<ul style="list-style-type: none"> <li>▪ It is recommended that the trader is onboarded as profile on the Logistics Single Window and receives information instantly.</li> </ul>
Customs Inspection Appointment	<ul style="list-style-type: none"> <li>▪ The Customs Inspection Appointment for physical inspection is a manual process that is not captured in any system. It has been identified that it is time consuming and it causes delays in cargo clearance process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ It is recommended to implement a service to request for appointment for physical inspection</li> </ul>
Container Sealing	<ul style="list-style-type: none"> <li>▪ The container sealing information communication is manual process</li> <li>▪ It is not systematically logged</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ It is recommended to implement digital seal management and create electronic seal history</li> </ul>

## Re-Engineering: T1 Certificate Issuing (Transit)– Future State

This section outlines the redesigned future-state workflow for issuing the T1 Transit Certificate, reflecting a fully integrated digital process enabled by JUL and its interoperability with ASYCUDA and SICOEX. In the enhanced model, Traders and Customs Brokers initiate and manage the entire T1 request directly through JUL, where document uploads, broker nominations, data validations, and request submissions are synchronized automatically across systems. The interaction between JUL and ASYCUDA ensures real-time updates on assessment reports, channel assignment, customs inspection requirements, and bank guarantee validation—eliminating manual follow-ups and reducing processing delays. The future-state process introduces greater transparency, traceability, and user accountability, with automated notifications and centralized document management significantly improving the efficiency and reliability of the transit clearance workflow. The activity diagram below illustrates the optimized sequence of activities and the streamlined collaboration between stakeholders within this integrated digital ecosystem.

## T1 Certificate Issuing (Transit) - Future State



## T1 Certificate Issuing (Transit) – Future State: Process Narration

This section describes the redesigned future-state workflow for issuing the T1 Transit Certificate within JUL, highlighting the improvements brought by full digital integration and automated coordination among all stakeholders. In the future state, the T1 process becomes streamlined and transparent, with Traders and Customs Brokers able to submit documents, initiate requests, and manage approvals entirely through JUL, while ASYCUDA receives and returns validations automatically. Key activities—such as trader nomination, document verification, channel assignment, assessment report generation, and inspection scheduling—are synchronized in real time across JUL, ASYCUDA, and SICOEX, eliminating manual steps and reducing delays. The narration below outlines the optimized sequence of actions, demonstrating how an integrated digital environment strengthens traceability, compliance, and operational efficiency across Angola's transit clearance procedures.

#	Item	Description
01	Name of Process Area:	Cargo Management – Clearance
02	Name of Business Process:	Issuing of T1 Certificate
03	Regulation Details:	Angola Revenue Administration (AGT)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Trader</li> <li>▪ Customs Broker</li> <li>▪ AGT User/Customs Authority</li> </ul>
05	Purpose:	The purpose of the T1 Certificate issuing is to obtain the cargo clearance for goods in Angola.
06	Process Re-Engineering	<p><b>IC- AGT – T1-01 - J</b>          Trader uploads the received documents on JUL in order to issue DU  <u>Benefit:</u> Full Traceability. Files can be retrieved at any time.  <u>Improved:</u> IC- AR – T1-01</p> <p><b>IC- AGT – T1-02 - J</b>          Similar to the export and import flows, the trader should be able to nominate the Customs Broker directly from JUL instead of contacting the Customs Broker on phone or mail  <u>Benefit:</u> Customs Broker nomination is transparent and the validation on Trader and Customs Broker profiles is done instantly.  <u>Improved:</u> IC- AGT – T1-02</p> <p><b>IC- AGT– T1-03 - J</b>          Customs Broker receives the request on his profile in JUL and can accept or reject it.  <u>Benefit:</u> Fully automated document sharing and traceability  <u>Improved:</u> IC- AGT – T1-03</p> <p><b>IC- AGT – T1-04 - J</b>          Customs Broker can accept the request and initiate the request linked to the trader directly in JUL instead of coordinating in a mail or phone conversation.  <u>Benefit:</u> No need to select a trader, the trader is selected based on the nomination  <u>Improved:</u> IC- AGT – T1-04</p> <p><b>IC- AGT – T1-05 - J</b>          Customs Broker initiates the request by filling in the form and upload the required documents and submits the request for approval or save as a draft to reinitiate later.  <u>Benefit:</u> Customs Broker can save the T1 request as draft and reinitiate at any time, no need to start over a new application. There is full traceability on status updates. All involved actors in the process receive notification instantly.  <u>Improved:</u> IC- AGT – T1-05</p> <p><b>IC-AGT-T1-07(2) – J</b>          The Customs Inspection Appointment should be done on JUL.  <u>Benefit:</u> Streamlining the process  <u>Improved:</u> IC-AGT-T1-07(2) and IC-AGT-T1-07(3)</p> <p><b>IC- AGT – T1-08 - J</b>          The Assessment Report with the Customs Duties Invoice are reflected simultaneously on the Trader and Customs Broker profiles on JUL instead of sharing as mail. Customs Broker can submit the Bank Guaranty and link it to the T1.  <u>Benefits:</u> Full traceability and fully digitized process. All actors involved in the process receive full visibility  <u>Improved:</u> IC- AGT – T1-08, IC- AGT – T1-09, IC- AGT – T1-10</p> <p><b>IC-AGT – T1-12 - J</b>          T1 Certificate reflects on the Customs Broker Profile as well on the profile of the trader on JUL and notifications are triggered automatically, instead of manual sharing.</p>

	<p><b>Benefits:</b> Fully automated and transparent flow, all actors involved in the process receive notifications instantly.  <b>Improved:</b> IC – AGT – T1 – 14, IC – AGT – T1 – 15, IC – AGT – T1 – 16</p> <p><b>IC-AGT – T1-12 - J</b>  T1 Certificate reflects on the Customs Broker Profile as well on the profile of the trader on JUL and notifications are triggered automatically, instead of manual sharing.  <b>Benefits:</b> Fully automated and transparent flow, all actors involved in the process receive notifications instantly.  <b>Improved:</b> IC – AGT – T1 – 14, IC – AGT – T1 – 15, IC – AGT – T1 – 16</p> <p><b>IC-AGT – T1-14 - J</b>  When Cargo exists the Border, the Transit Exit Notification will be updated on ASYCUDA by the Customs Authority Inspector and reflected through integration on JUL for the Customs Broker. The customs broker can release the Bank Guaranty for the shipment.  <b>Benefits:</b> Fully automated and transparent flow, all actors involved in the process receive notifications instantly.  <b>Improved:</b> IC – AGT – T1 – 18, IC – AGT – T1 – 19, IC – AGT – T1 – 20, , IC – AGT – T1 – 21</p>
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### 5.2.3.2 Cargo Delivery (Transit)

Cargo delivery under the transit regime represents a critical component of Angola's trade and transport ecosystem, enabling goods discharged at national seaports to move safely and efficiently toward designated border posts without entering the domestic market. Today, this process is highly fragmented: although terminals and customs authorities manage cargo release inside the port environment, there is no standardized or integrated mechanism to track truck movements once the cargo exits the terminal gate. This lack of visibility creates operational blind spots, makes monitoring compliance more difficult, and reduces the ability of authorities to effectively oversee transit flows across Angola.

As Angola moves toward the modernization of its logistics and regulatory environment through JUL—the National Logistics Single Window—the future-state vision introduces a fully integrated and traceable digital workflow. JUL will act as the national coordination layer that synchronizes customs validations, cargo release events, transporter licensing checks, and gate-out information with real-time data captured along the transit corridor. In this model, every stage of the journey—from port exit to border arrival—will be digitally monitored, allowing authorities and operators to track transit cargo, receive automated alerts, validate compliance, and update statuses seamlessly.

By establishing a unified digital process, JUL will close today's visibility gaps, eliminate manual communication channels, and provide Angola with a modern, transparent, and efficient transit cargo delivery framework. The following section outlines the foundations of the current process and sets the stage for understanding how JUL will transform transit cargo management across the national and regional corridors.

#### Transit Cargo Delivery -Actors and System

This section describes the actors and systems involved in the transit cargo movements. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview of the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Customs Broker	<p>Prepares and files customs declaration to get cargo clearance.</p> <p>Notifies Cargo Clearance to freight Forwarder and Trader</p>	A licensed entity responsible for clearing goods through customs. They prepare and submit all required documentation to the customs authority, pay duties on behalf of the Trader, and provide the final clearance notification (e.g., Customs Release Note) to enable cargo pickup.
Freight Forwarder	<p>Receives cargo clearance notification from Customs Broker.</p> <p>Freight Forwarder manages Truck Appointment.</p>	A logistics agent responsible for organizing the cargo's journey. In this process, they receive the final clearance notice and then manage the inland logistics, including booking the truck appointment with the terminal and dispatching the job to the trucker.
Trucker	Trucker Coordinates with Freight Forwarder to pick up the cargo	The transport company responsible for the physical inland movement of the cargo. They

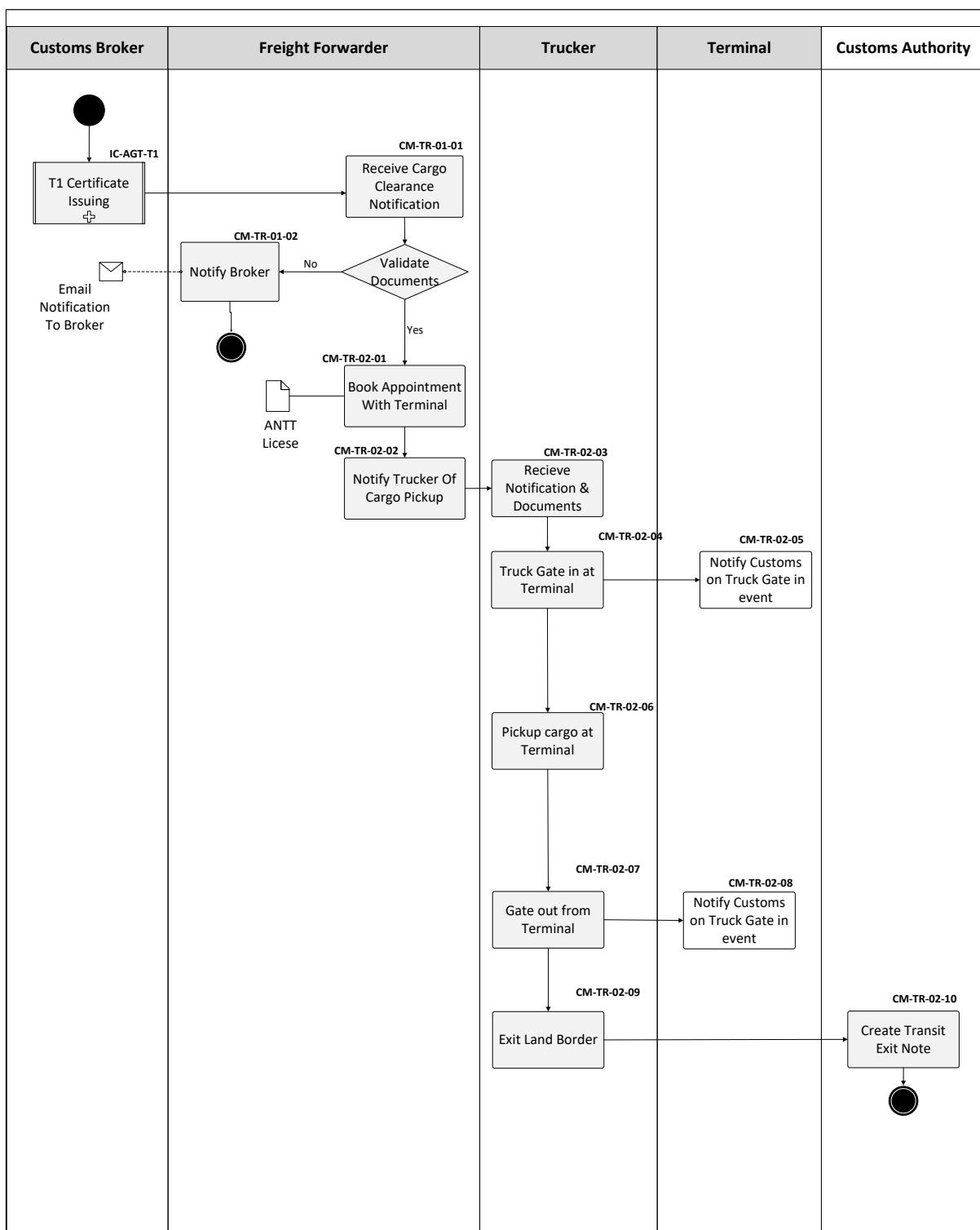
		execute the job dispatched by the Freight Forwarder, arrive at the terminal for the booked appointment, and deliver the cargo to the Trader.
Trader	Trader Receives goods at last mile and SOC containers are received after last mile delivery	The owner or consignee of the goods (the "customer"). Their role in this final process is to be at the destination to receive the cargo, sign the proof of delivery, and coordinate the return of the empty container.
Terminal	Terminal receives appointment requests and provides slots for truckers to pick the cargo.  Receive empty containers after cargo is delivered.	The port or inland depot operator that manages the yard where the container is stored. They manage the truck appointment system (TOS) to prevent congestion, facilitate the "gate out" of the cargo, and act as the drop-off point for empty containers.

System Name	Owner	Function
TOS	Terminal	Manages all terminal operations, including vessel loading/unloading, yard management, gate operations, and truck appointments.  TOS is not implemented at all terminals
ASYCUDA	AGT / Customs Authority	ASYCUDA manages the customs clearance process, but as part of the cargo delivery process (last and first mail), ASYCUDA receives status updates on cargo gate movements at the terminals.
JUP	MINDTRANS / Port of Luanda	JUP is the port community system of Angola. It has been implemented in multiple ports in Angola.

### Cargo Delivery (Transit) – Current State

For seaborne transit cargo movements in Angola, the delivery process is predominantly multimodal: goods enter through national seaports and are subsequently forwarded by truck—or in specific cases, by rail—toward designated land border posts. While Angola has a **dedicated and specialized process for the Lobito Corridor**, particularly due to the rail-based transit operations along the Benguela Railway, this report does not focus on those corridor-specific procedures. Instead, the emphasis is placed on the truck-based forwarding process, which represents the common and widely used modality for general transit cargo. Today, the cargo delivery steps for transit shipments largely mirror the procedures used for import cargo, requiring the truck to enter the terminal, complete operational checks, and collect or drop off the goods. However, beyond the port gate, **there is no standardized or integrated national mechanism to track truck movements until they reach the border**, resulting in limited visibility and control for both operators and customs authorities. The following section outlines how this process currently operates and highlights the existing gaps in coordination, tracking, and system integration.

## Cargo Delivery - Current Process



### Cargo Delivery (Current Flow) – Process Narration

#	Item	Description
01	Name of Process Area:	Cargo Management Seaborn Transit / Cargo Delivery
02	Name of Business Process:	Cargo Delivery – Transit
03	Regulatory Authority:	Ministry of Transport (MINDTRANS) / ARCCLA
04	Process Actors:	<ul style="list-style-type: none"> <li>• Trader</li> <li>• Freight Forwarder</li> <li>• Trucker</li> <li>• Customs Broker</li> <li>• Terminal Operator</li> </ul>
05	Purpose:	The Cargo Delivery represents the last mile in the transit process where the cleared cargo is picked up and gated out to be delivered to the destination.
06	Input Criteria (Customs Broker):	Customs Broker has received the customs clearance for the transit goods

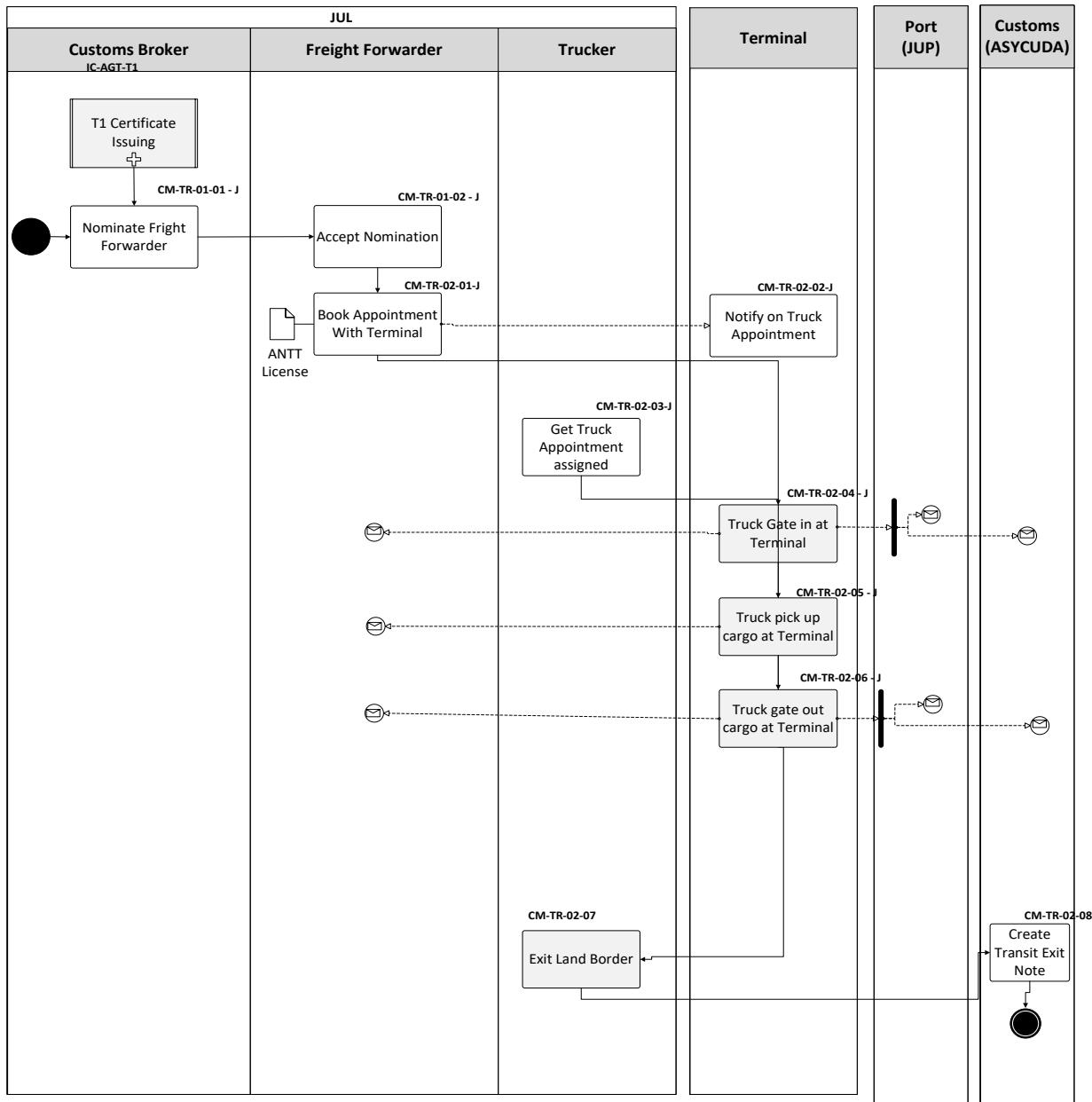
		Customs Broker is having all required licenses and certificates to perform the task, and they are all valid.
07	Input Criteria (Trader)	The Delivery Order is issued for the consignee where the goods should be delivered.
08	Input Criteria (Terminal Operator)	The Terminal is notified by port that the port charges are paid and the terminal handling charges are received by the Terminal
09	Input Criteria (Freight Forwarder)	The Freight Forwarder should be nominated by the Trader.
10	Input Criteria (Trucker)	The Trucking Company should be nominated by the Freight Forwarder. The truck appointment is booked by the Freight Forwarder, but currently not all terminals in Angola have implemented truck appointment.
11	Activities associated with the Business Process:	<p><b>CM-TR-01-01</b>  The Customs Broker sends an email to the Freight Forwarder with the cargo clearance notification, attaching the required documents (Delivery Order, Bill of Lading, Customs Release Note).</p> <p><b>CM-TR-01-02</b>  The Freight Forwarder receives the documents either as email attachments or as printed copies handed over by the Customs Broker. The Freight Forwarder reviews and validates the documents, and if any discrepancies are identified, they notify the Customs Broker to correct or resubmit the information.</p> <p><b>CM-TR-02-01</b>  The Freight Forwarder books an appointment for the truck to access the terminal and pick up the cargo.</p> <p><b>Disclaimer:</b>  Currently, truck-appointment booking is not standardized at all terminals in Angola. In many terminals, only Freight Forwarders are authorized to arrange cargo pickup appointments, and a truck must be nominated by the Freight Forwarder to carry out the cargo collection.</p> <p><b>CM-TR-02-02</b>  The Freight Forwarder notifies the trucker about the appointment and provides the necessary instructions, including all documents required for the cargo pickup at the terminal.</p> <p><b>CM-TR-02-03</b>  The trucker arrives at the terminal and completes the gate-in procedure. The Freight Forwarder or terminal system provides the notification and required documents to the truck driver for verification at the gate.</p> <p><b>CM-TR-02-04, CM-TR-02-05, CM-TR-02-06</b>  The truck proceeds inside the terminal and picks up the cargo following the terminal's operational workflow.</p> <p><b>CM-TR-02-07 &amp; CM-TR-02-08</b>  The truck exits the terminal. A notification is sent to Customs confirming the truck gate-out event.</p> <p>The truck continues its journey toward the designated land border.  Note: There is currently no standardized national system to track truck movements between the port exit and the land border, resulting in limited operational visibility.</p> <p><b>CM-TR-02-09</b>  Upon arrival at the land border, the truck notifies border Customs authorities and completes the required arrival procedures.</p> <p><b>CM-TR-02-10</b>  Customs at the border issue the Transit Exit Note, confirming that the transit cargo legally exited Angola. This step closes the transit process. The Transit Exit Note is issued on ASYCUDA.</p>
12	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
13	Output Criteria:	<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>- Transit Exit Notification (Cargo exists the border)</li> </ul>

#### Cargo Delivery (Import) – Observations and Recommendations

This chapter outlines the key operational challenges, bottlenecks, and data-flow limitations identified in the current import cargo delivery process across Angola's seaports. The assessment highlights the heavy reliance on manual

communication between the Customs Broker, Freight Forwarder, and Trader, as well as the absence of real-time visibility on cargo movements after release from Customs and the terminal. The lack of standardized information exchange and insufficient traceability—particularly regarding the confirmation of cargo exit from the country—creates delays, increases operational risks, and reduces transparency for all stakeholders involved. The observations and corresponding recommendations presented in this chapter serve as the foundation for defining the improvements required in the future JUL-enabled environment, where digital integration, automated updates, and synchronized workflows will streamline cargo delivery and strengthen compliance controls.

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Transit Exit Note	<b>Workflow:</b> The process relies on customs broker to forward documents. The communication to the trader and forwarder is managed via email	<b>No traceability.</b> The Freight Forwarder doesn't know the cargo exited the country border until not shared as mail by the Cargo Broker.	By implementing a Single Window solution, the information flow on cargo clearance status will be streamlined and the status updates will be generated simultaneously.
Status Updates after truck gates out from the terminal.		<b>Not all status updates</b> on the cargo movement process are captured. It is not possible to trace the cargo movements when gated out from the marine terminal	By implementing a Single Window solution including the Freight Forwarders, the Freight Forwarding systems should be integrated to the SW or a web solution to implemented allowing to Freight Forwarders to update relevant information on the cargo delivery status
Terminal Integration	Terminals are widely not integrated with the Port Community System or ASYCUDA, this requires manual interventions for almost all the steps in the cargo delivery.		It is recommended to integrate the Terminals as part of the Port Community System in order to enable a seamless information flow and reduce manual work. An integration between the Terminals and JUL through the Port Community System to exchange information is seen an optimal solution to streamline the.



#### Transit Cargo Delivery – Future State: Process Narration

#	Item	Description
01	Name of Process Area:	Cargo Management Seaborn Transit / Cargo Delivery
02	Name of Business Process:	Cargo Delivery – Transit
03	Regulatory Authority:	Ministry of Transport (MINDTRANS) / ARCCLA
04	Process Actors:	<ul style="list-style-type: none"> <li>• Trader</li> <li>• Freight Forwarder</li> <li>• Trucker</li> <li>• Customs Broker</li> <li>• Terminal Operator</li> </ul>
05	Purpose:	The Cargo Delivery represents the last mile in the transit process where the cleared cargo is picked up and gated out to be delivered to the destination.
06	Input Criteria (Customs Broker):	Customs Broker has received the customs clearance for the transit goods. Customs Broker is having all required licenses and certificates to perform the task, and they are all valid.
08	Input Criteria (Terminal Operator)	The Terminal is notified by port that the port charges are paid and the terminal handling charges are received by the Terminal
09	Input Criteria (Freight Forwarder)	The Freight Forwarder should be nominated by the Trader.
10	Input Criteria (Trucker)	The Trucking Company should be nominated by the Freight Forwarder. The truck appointment is booked by the Freight Forwarder, but currently not all terminals in Angola have implemented truck appointment.
11	Activities associated with the Business Process:	<b>CM-T1-01-01</b>

		<p>The process begins when the Customs Broker issues the T1 Certificate in ASYCUDA. This formalizes the transit regime for the shipment and authorizes the initiation of the operational cargo delivery steps.</p> <p><b>CM-TR-01-01 -J</b></p> <p>After issuing the T1 Certificate, the Customs Broker nominates via JUL the Freight Forwarder who will be responsible for managing the downstream transit delivery activities, including truck coordination and terminal interactions.</p> <p><u>Benefit:</u> Streamlining the nomination  <u>Improvement:</u> CM-TR-01-01</p> <p><b>CM-TR-01-02-J</b></p> <p>The Freight Forwarder receives the nomination and accepts it through JUL. This acceptance confirms their responsibility for arranging the terminal appointment, coordinating with the trucker, and managing cargo pickup procedures.</p> <p><u>Benefit:</u> Streamlining the nomination  <u>Improvement:</u> CM-TR-01-02</p> <p><b>CM-TR-02-01-J</b></p> <p>The Freight Forwarder books a truck appointment with the terminal to enable access for loading the cargo.</p> <p>As part of this step, the Freight Forwarder ensures that the trucker holds a valid ANTT license, which is mandatory for road operations in Angola.</p> <p><u>Benefit:</u> Streamlining the truck appointment, validation with ANTT  <u>Improvement:</u> CM-TR-02-01</p> <p><b>CM-TR-02-02-J</b></p> <p>The terminal sends a notification confirming the truck appointment. This notification is received by the Freight Forwarder and communicated to the trucker, enabling them to prepare for port entry.</p> <p><u>Benefit:</u> Streamlining communication on the truck appointment, easy to modify if required  <u>Improvement:</u> CM-TR-02-02</p> <p><b>CM-TR-02-03-J</b></p> <p>The trucker receives confirmation of the appointment and acknowledges the scheduled entry time. The trucker then prepares to enter the terminal.</p> <p><u>Benefit:</u> Streamlining communication on the truck appointment, easy to modify if required. Multiple users can receive the notification simultaneously.  <u>Improvement:</u> CM-TR-02-03</p> <p><b>CM-TR-02-04-J</b></p> <p>The trucker arrives at the terminal and completes the gate-in procedure. This includes submission of required documents and verification against the appointment schedule.</p> <p><u>Benefit:</u> For integration with Terminal instant status updates can be shared with multiple users  <u>Improvement:</u> CM-TR-02-04</p> <p><b>CM-TR-02-05-J</b></p> <p>A gate-out event is communicated to the Port (JUP) and then to Customs (ASYCUDA) to confirm the start of the overland transit movement. It is required that Customs Authority in Angola receives notification on cargo exit from marine terminal.</p> <p><u>Benefit:</u> For integration with Terminal instant status updates can be shared with multiple users  <u>Improvement:</u> CM-TR-02-06</p> <p><b>CM-TR-02-08 - J</b></p> <p>Customs verifies the arrival of the truck and issues the Transit Exit Note, confirming that the goods have legally exited Angola under the transit regime. This step closes the T1 transit operation.</p> <p><u>Benefit:</u> Instant status updates can be shared with multiple users via JUL - ASYCUDA Integration  <u>Improvement:</u> CM-TR-02-10</p>
12	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
13	Output Criteria:	<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>- Transit Exit Notification (Cargo exist the border)</li> </ul>

### **5.2.3.3 Process Area – Marine Operations (Binu)**

Under the Marine process, it is covered the Vessel Registration, Voyage & Vessel Call Management, Services & Permits Requests Management, Vessel Import Submissions, Discharge List submission, Export Bookings, Export Manifest Submission, Vessel Clearance Process

## **5.3 Vessel Management**

Vessel Management encompasses the end-to-end coordination, regulatory oversight, and operational handling of vessels calling at Angola's seaports. It includes critical activities such as vessel registration, voyage declaration, berth planning, marine services requests, port-clearance permits, import and export manifest submissions, and the management of vessel-related documentation. These processes involve multiple stakeholders—including shipping lines, shipping agents, terminal operators, the Port Authority, and maritime regulators such as AMN and MINTRANS—and require timely, accurate, and standardized information exchange to ensure safe, compliant, and efficient port operations.

In the current environment, many of these vessel-related procedures are handled through fragmented platforms, manual submissions, email-based communication, and duplicated data entry, which leads to delays in vessel clearance, inconsistencies in vessel schedules, and limited real-time visibility across operational stakeholders. The absence of a harmonized digital workflow increases operational bottlenecks during peak vessel traffic, impacts berth allocation accuracy, and reduces overall port efficiency.

With the implementation of JUL – Angola's National Logistics Single Window, vessel management will transition into a unified digital ecosystem where all vessel-related processes are integrated and automated. JUL will streamline voyage notifications, enable centralized vessel registration, support electronic submission of import/export manifests, synchronize marine services requests, and provide real-time status updates across all port and regulatory entities. By consolidating data flows between Shipping Lines, Agents, JUP (Port Community System), Terminal Operators, and Maritime Authorities, JUL will significantly enhance operational predictability, reduce turnaround times, and improve compliance with international maritime standards.

This chapter presents the current-state assessment of vessel management processes—including vessel registration, voyage & vessel call management, services and permits, vessel import submissions, vessel export submissions, and export bookings—and highlights the improvement opportunities and benefits expected under the future JUL-enabled environment.

### **5.3.1 Vessel Registration**

Vessel registration is the first mandatory step for any vessel intending to call at an Angolan port. Before a vessel can request marine services, submit voyage documentation, or initiate cargo-related operations, it must be formally registered with the Harbor Master. This process involves verifying the vessel's IMO particulars, certificates of seaworthiness, safety documentation, ownership details, and compliance with national maritime regulations. Today, much of the registration workflow relies on manual exchanges—usually email communication between the Shipping Agent and the Harbor Master—which increases processing time and creates risks of missing or inconsistent information.

With the introduction of JUL, vessel registration will transition from a fragmented manual process into a centralized, digital, and fully traceable workflow. JUL will allow Shipping Agents to submit vessel particulars electronically, ensure real-time validation of IMO data, and streamline interactions between the Harbor Master, Port Authority, and maritime regulators. This will reduce administrative delays, improve data accuracy, and enhance operational readiness for subsequent vessel call activities.

#### **Vessel Registration - Actors and Systems**

This section describes the actors and systems involved in the vessel registration. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Shipping Agent	Communicate with Harbor Master (HM) and share the vessel details via email. This includes the documents such as Vessel Certificate, Safety Certificate, Ship Particulars etc.	The <b>Shipping Agent</b> is the primary entity responsible for initiating and managing the Vessel registration of any new vessel that is coming into the Angolan Ports. The Shipping Agent should be a registered operator with MINDCOM to do the activity and also should be the agent of the shipping line, who owns or charters the vessel.
Harbor Master	Approve/ Reject the new Vessel registration request from Shipping Agent. HM also does approval of the Vessel information from shipping agent that is registering in the JUP system	The <b>Harbor Master</b> is the authority to review and approve the New Vessel registration request coming from Shipping Agent
ASYCUDA User	Shipping agents register the vessel information in the ASYCUDA system as well to start the process	<b>ASYCUDA User</b> receives the Vessel information and documents from Shipping Agent in the system and approves the registration if all information is valid.

System Name	Owner	Function
JUP	MINTRANS/ Port Authority	JUP is the Port community system of Port Authority/ Ministry of Transport in Angola (MINTRANS), which has Port Information Management System functionality as well. Harbor Master uses the same for receiving the Vessel registration and provides the System approval.
ASYCUDA	MINFIN/ Customs	ASYCUDA World is the system of Customs/ Ministry of Finance in Angola (MINFIN) and it processes the Vessel Registration in it.

### Vessel Registration - Current Process

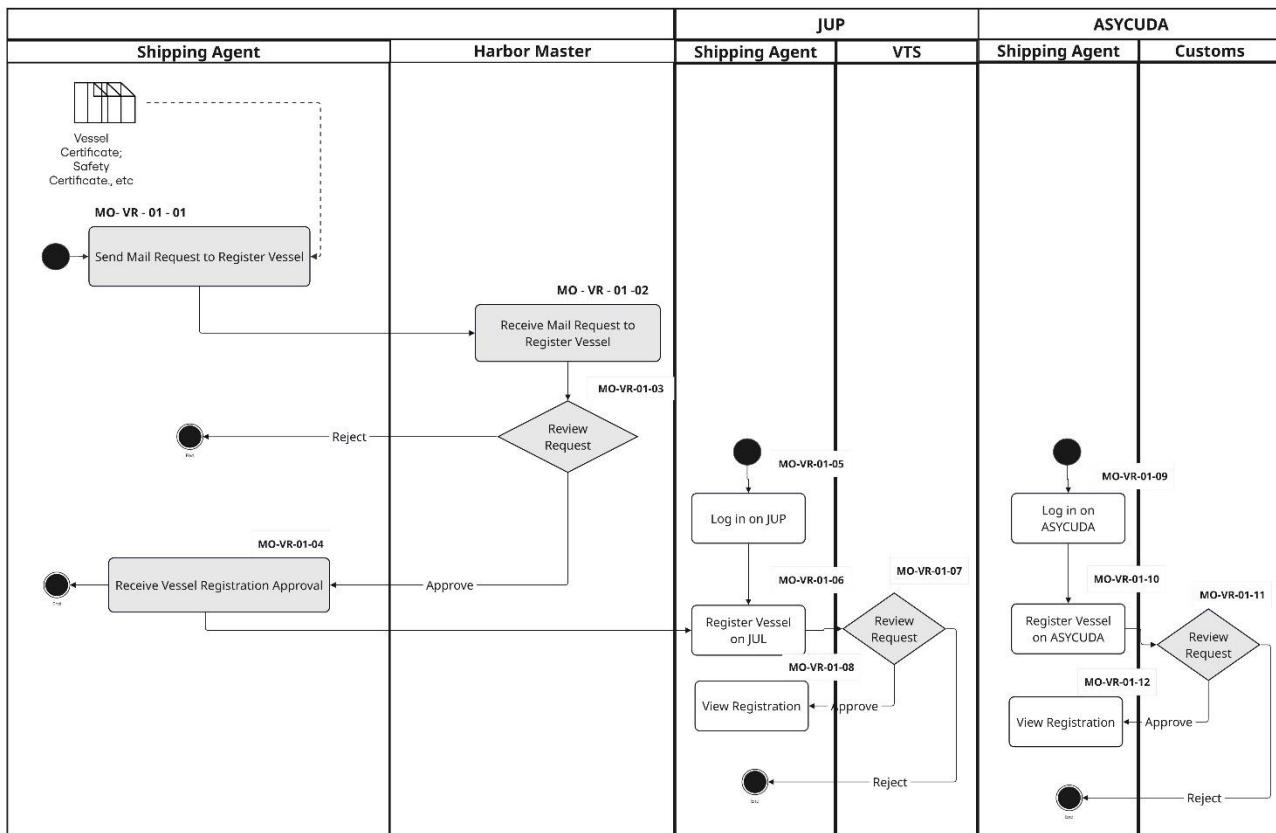
The current vessel registration process in Angola is fragmented across multiple authorities and systems, requiring the Shipping Agent to perform several sequential interactions before a vessel is fully registered. As a first step, the vessel must be registered manually with the Harbor Master (HM) at the Port Authority—an activity largely performed through email and document attachments, with no unified digital workflow or automated validation.

Once the Harbor Master validates and approves the request, the Shipping Agent is required to re-register the same vessel information separately in JUP (the national Port Community System under MINTRANS/Port Authority) and ASYCUDA (the Customs system under MINFIN). These duplicated submissions across different systems lead to repeated data entry, inconsistent information, and delays in onboard processing and voyage planning.

Because there is no centralized, integrated registration workflow, each authority processes vessel data independently, and the Shipping Agent must manually update and reconcile the information across portals. This

multi-step, non-harmonized procedure increases administrative effort and limits real-time visibility across port, maritime, and customs stakeholders.

### Vessel Registration – Current State



### Register Vessel (Current State) – Process Narration

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Vessel Registration
03	Regulation Details:	Harbor Master
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> <li>▪ VTS</li> <li>▪ Customs</li> </ul>
05	Purpose:	This is to register the new vessel coming into Angolan waters, the subsequent process of voyage & vessel call management and cargo management would be initiated from there.
06	Input Criteria (Shipping Agent):	<ol style="list-style-type: none"> <li>1. The Shipping Agent starts the vessel registration process by sending an email to HM with Vessel details and Documents</li> <li>2. HM verify the vessel details and document and provide email approval to start the process</li> </ol>
07	Activities associated with the Business Process:	<p><b>MO-VR-01-01 — Send Mail Request to Register Vessel (Shipping Agent)</b>  The process begins when the Shipping Agent submits a vessel registration request to the Harbor Master via email. The request includes key vessel documents such as the IMO particulars, safety certificates, seaworthiness certificates, and ownership details.</p> <p><b>MO-VR-01-02 — Receive Mail Request to Register Vessel (Harbor Master)</b>  The Harbor Master receives the email from the Shipping Agent containing all necessary vessel documentation. The request is logged and prepared for initial review.</p> <p><b>MO-VR-01-03 — Review Request (Harbor Master)</b>  The Harbor Master examines the submitted documents to verify the vessel's compliance with regulatory requirements. This includes</p>

		<p>checking certificate validity, vessel particulars, and safety documentation</p> <p>(1) If the request is rejected: the process ends, and the Shipping Agent is informed</p> <p>(2) If approved: the Harbor Master proceeds with registration in digital systems.</p>
		<p><b>MO-VR-01-04 — Receive Vessel Registration Approval (Shipping Agent)</b></p> <p>If the Harbor Master approves the request, the Shipping Agent receives the notification of approval via email.</p>
		<p><b>MO-VR-01-05 — Log In on JUP (Shipping Agent)</b></p> <p>The Shipping Agent logs in to the JUP (Port Community System) to initiate the digital component of the registration process.</p>
		<p><b>MO-VR-01-06 — Register Vessel on JUP (Shipping Agent)</b></p> <p>After logging in, the Shipping Agent enters the vessel's details into the JUP system, uploading all relevant documents previously validated by the Harbor Master.</p>
		<p><b>MO-VR-01-07 — Review Request (JUP)</b></p> <p>JUP operators review the vessel registration details submitted by the Shipping Agent. (1) If rejected: the request is returned with comments. (2) If approved: the registration is accepted for port-system activation.</p>
		<p><b>MO-VR-01-08 — View Registration (Shipping Agent)</b></p> <p>Once approved in JUP, the Shipping Agent can view and confirm the vessel's registered status within the system.</p>
		<p><b>MO-VR-01-09 — Log In on ASYCUDA (Shipping Agent)</b></p> <p>In parallel with the JUP workflow, or after approval, the Shipping Agent logs in to ASYCUDA to complete the customs-related registration.</p>
		<p><b>MO-VR-01-10 — Register Vessel on ASYCUDA (Shipping Agent)</b></p> <p>The Shipping Agent submits the vessel details and supporting documents into ASYCUDA for customs-side validation and clearance.</p>
		<p><b>MO-VR-01-11 — Review Request (ASYCUDA / Customs Authority)</b></p> <p>ASYCUDA officers review and validate the submitted vessel information. (1) If rejected: the entry is returned to the Shipping Agent for correction. (2) If approved: the vessel is fully registered for customs processing.</p>
		<p><b>MO-VR-01-12 — View Registration (Shipping Agent)</b></p> <p>Once approved in ASYCUDA, the Shipping Agent can view and verify the vessel's customs registration status, completing the current-state registration process.</p>
08	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
09	Output Criteria:	<p>Criteria:</p> <ul style="list-style-type: none"> <li>- HM Master Vessel Registration Approval</li> <li>- ASYCUDA Vessel Registration</li> <li>- JUP Vessel Registration</li> </ul>

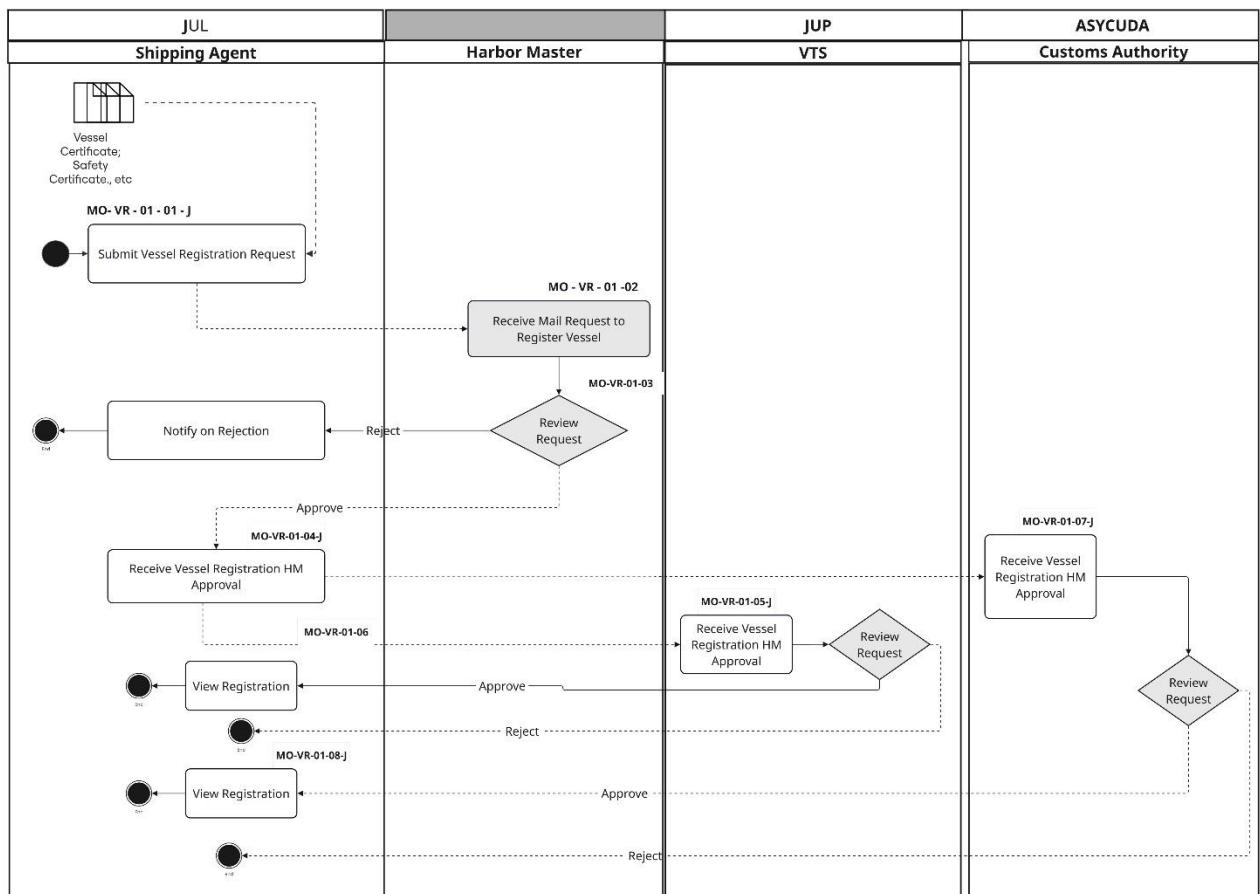
## Register Vessel – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
HM Vessel Registration Approval	<ul style="list-style-type: none"> <li>▪ The obtaining of a HM approval on the vessel registration is manual process requiring sometime multiple iteration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Paper-based process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Onboarding the service to be part of JUL has the potential to digitize the entire flow. The registration approval can be communicated through integration to ASCYDA and JUP.</li> </ul>
JUP Registration	<ul style="list-style-type: none"> <li>▪ The shipping agent has to upload manually the HM approval and register by entering all required details on JUP</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Onboarding the Vessel registration on JUL will require only on e submission that will reach to VTS on (JUP ) and Customs Authority (ASYCUDA)</li> </ul>
ASYCUDA Registration	<ul style="list-style-type: none"> <li>▪ The shipping agent has to upload manually the HM approval and register by entering all required details on ASYCUDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Onboarding the Vessel registration on JUL will require only on e submission that will reach to VTS on (JUP ) and Customs Authority (ASYCUDA</li> </ul>

## Register Vessel – Future State

The vessel registration becomes officially recorded in JUL and synchronized with the relevant port and customs systems. The Shipping Agent is then able to proceed with subsequent steps such as manifest submission, port call management, and operational coordination.

### Vessel Registration - Future State



### Register Vessel (Future State) – Process Narration

This chapter details the process steps related to Vessel Registration

#	Item	Description
01	Name of Process Area:	Vessel Registration
02	Name of Business Process:	Register Vessel
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ JUP/ Harbor Master</li> <li>▪ ASYCUDA/ Customs user</li> </ul>
05	Purpose:	This is to register the new vessel coming into Angolan waters, the subsequent process of voyage & vessel call management and cargo management would be initiated from there.

06	<p>Process Re-Engineering</p> <p><b>MO-VR-01-01-J – Submit Vessel Registration Request</b> The <b>Shipping Agent</b> initiates the process by submitting the <b>Vessel Registration Request</b> through JUL. The request includes mandatory vessel documentation such as vessel certificates, safety certificates, and other regulatory proofs required for pre-arrival processing.</p> <p><b>MO-VR-01-02 – Receive Mail Request to Register Vessel</b> The <b>Harbor Master</b> receives an automatic notification or email informing them that a new vessel registration request has been submitted. The request becomes available in the Harbor Master's work queue for validation.</p> <p><b>MO-VR-01-03 – Review Request</b> The <b>Harbor Master</b> reviews the submitted request in detail, verifying documentation accuracy, vessel certifications, operational readiness, and compliance with port and maritime requirements. This decision step determines whether the vessel can proceed with registration.</p> <p><b>MO-VR-01-04J – Notify on Rejection / Receive Approval</b> Based on the review outcome:</p> <p><b>Rejection Path</b> If the request does not comply with requirements: The Harbor Master rejects the request. The system triggers notification <b>MO-VR-01-04J</b>, notifying the <b>Shipping Agent</b> of the rejection. • The agent must update and resubmit the request.</p> <p><b>Approval Path</b> If approved by the Harbor Master, <b>MO-VR-01-04J</b> is triggered to inform the Shipping Agent that the <b>Vessel Registration has been approved</b>.</p> <p><b>MO-VR-01-06 – View Registration</b> Once approval is granted, the <b>Shipping Agent</b> is able to view the status of the vessel registration directly in JUL. This provides visibility into the approved registration along with all related data.</p> <p><b>MO-VR-01-06J – View Registration (Updated / Final)</b> The <b>Shipping Agent</b> can view the <b>final updated registration details</b> as they propagate through the system and become available across JUL modules supporting vessel arrival, operations planning, and port call processing.</p> <p><b>MO-VR-01-05J – Receive Vessel Registration HM Approval (JUP/VTS Review)</b> The approved registration information is forwarded to <b>JUP/VTS</b>, where it is made available for internal review if required. This helps support vessel traffic planning and operational coordination. <i>This step is informational unless VTS requires additional validation.</i></p> <p><b>MO-VR-01-07J – Receive Vessel Registration HM Approval (ASYCUDA Review)</b> The approved registration is also shared with <b>ASYCUDA (Customs Authority)</b>. Customs reviews the vessel registration and verifies consistency with customs arrival requirements. If discrepancies are found, ASYCUDA may request clarifications prior to further customs processing.</p>
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### 5.3.2 Voyage & Vessel Call Management

The declaration and management of a vessel's voyage and port call is a mandatory step for every ship entering Angolan ports. However, the process is not standardized across the country, as the level of digitalization and system maturity varies significantly from port to port. In many locations, there is no operational Port Community System (PCS) to support the electronic submission of voyage or vessel call information.

As a result, essential details—such as vessel rotation, ETA/ETD, last ports of call, cargo information, and berthing requirements—are frequently exchanged through manual channels, including emails, phone calls, and direct communication with terminals. Due to the lack of integration between systems, port operators, terminals, and supporting authorities often rely on fragmented information, which can lead to delays, inconsistencies, and operational inefficiencies.

This chapter provides an overview of how voyage and vessel call declarations are currently handled in Angolan ports, the actors involved, and the systems—where available—that support these activities. It also highlights the existing gaps caused by the absence of standardized digital workflows and the opportunities for improvement through the future implementation of integrated JUL services.

### **Voyage & Vessel Call Declaration - Actors and Systems**

This section describes the actors and systems involved in the Voyage & vessel Call declaration. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

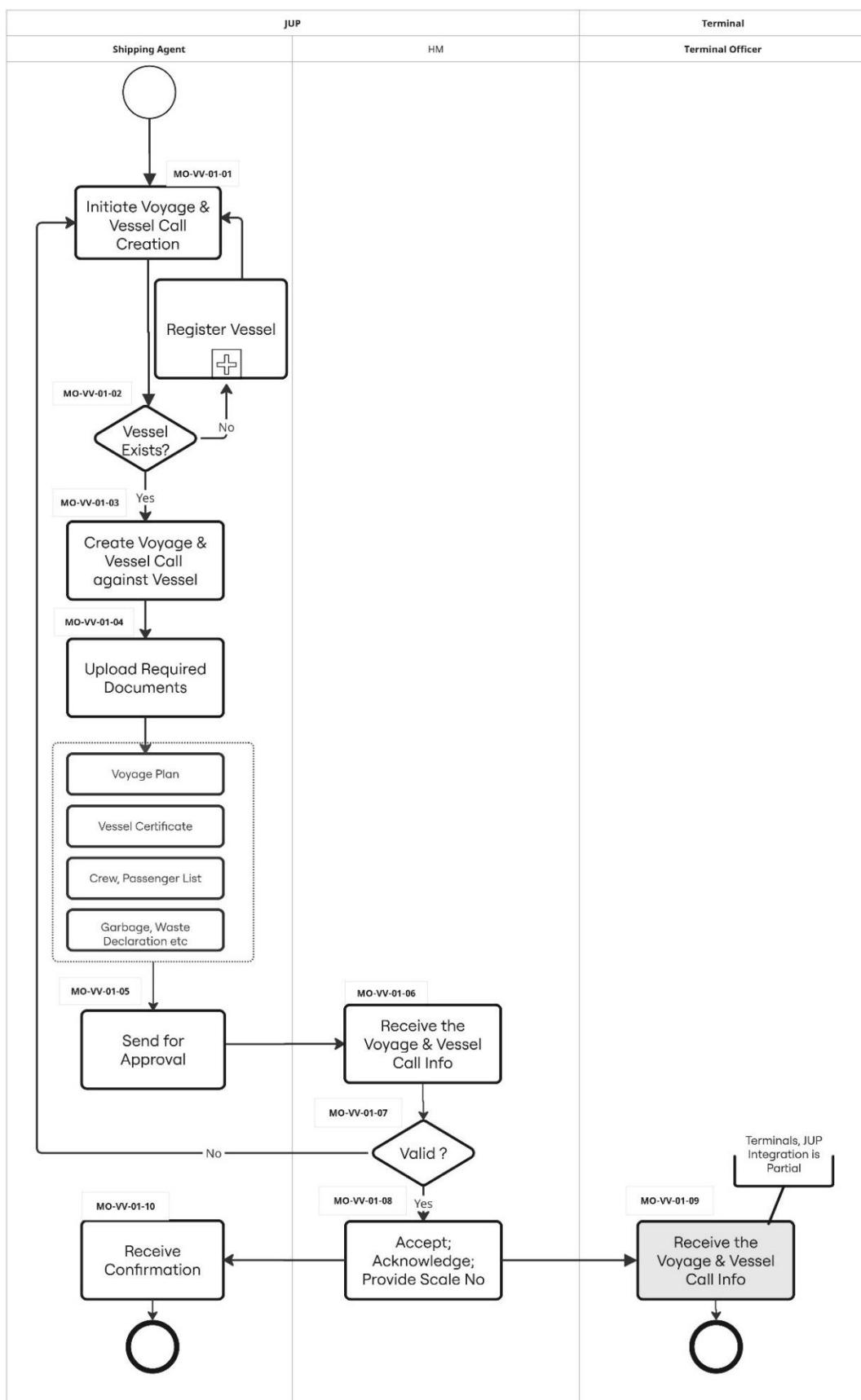
<b>Actors/ Business Partners</b>	<b>Actions</b>	<b>Role Description</b>
Shipping Agent	Communicate with Harbor Master (HM) and share the Voyage & vessel call details via JUP. This includes the documents such as Voyage Plan, Vessel Certificate, Crew, Passenger List, Garbage, Waste Declaration etc.	The <b>Shipping Agent</b> is the primary entity responsible for initiating and managing the Voyage & Vessel call declaration of any vessel that is coming into the Angolan Ports.
Harbor Master	Approve/ Reject the Voyage & Vessel call declaration from Shipping Agent. Once approved in JUP, it shares the Scale No (Rotation number for vessel call)	The <b>Harbor Master</b> is the authority to review and approve the Voyage & Vessel call declaration coming from Shipping Agent
ASYCUDA User	Shipping agent declares the Voyage & Vessel call information in the ASYCUDA system as well to start the process	<b>ASYCUDA User</b> receives the Voyage & Vessel call information and documents from Shipping Agent in the system.
Terminal User	Terminal receives the Voyage & Vessel Call information from JUP system through online and offline communication.	<b>Terminal</b> is responsible to physically receive the vessel in the Berth as per the approved schedule and ETA

<b>System Name</b>	<b>Owner</b>	<b>Function</b>
JUP	MINTRANS/ Port Authority	JUP is the Port community system of Port Authority/ Ministry of Transport in Angola (MINTRANS), which has Port Information Management System functionality as well. Harbor Master uses the same for receiving the Voyage & Vessel call information and provides the System approval.
ASYCUDA	MINFIN/ Customs	ASYCUDA World is the system of Customs/ Ministry of Finance in Angola (MINFIN) and it processes the Voyage & Vessel call information in it.
TOS	Terminal	Terminal Operating System (TOS) is the generic name of the operating system used by respective terminals to manage the terminal operations and resource management.

### **Voyage & Vessel Call Declaration- Current Process**

The current process for declaring a vessel's voyage and vessel call in Angolan ports is not standardized, as digital capabilities differ significantly between ports. In the absence of a fully deployed Port Community System (PCS) across all locations, the declaration and validation of voyage information rely heavily on partially digital workflows combined with manual communication, especially with terminal operators who are not integrated into a central system.

## Declare Voyage & Vessel Call



### Declare Voyage & Vessel Call (Current State) – Process Narration

The process steps related to Voyage Declaration and Vessel Call are detailed in this section

#	Item	Description
01	Name of Process Area:	Voyage & Vessel call management
02	Name of Business Process:	Declare Voyage & Vessel call
03	Regulation Details:	ISPS / IMO Compliance
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to declare the Voyage & vessel call for vessel coming into Angolan waters, the subsequent process of vessel import submission and cargo management would be initiated from there.
06	Input Criteria (Shipping Agent):	<ol style="list-style-type: none"> <li>1. The Shipping Agent starts the declaration of voyage &amp; vessel call by declaring the same in JUP system. Also uploads the documents that is necessary to process the approval</li> <li>2. HM verify the Voyage &amp; vessel call details and document to provide approval.</li> </ol>
07	Activities associated with the Business Process:	<p><b>MO-VV-01-01</b> Shipping Agent initiates the declaration of Voyage &amp; Vessel call in JUP system.</p> <p><b>MO-VV-01-02</b> System checks whether the vessel exists or not and redirect for a vessel creation if does not exists .</p> <p><b>MO-VV-01-03</b> Shipping Agent creates the Voyage &amp; Vessel call declaration in the system</p> <p><b>MO-VV-01-04</b> Shipping Agent Uploads required documents to proceed. Such as Voyage plan, Vessel certificate, Crew, Passenger List, Garbage, Waste Declaration etc.</p> <p><b>MO-VV-01-05</b> Shipping Agent Uploads required documents and send for approval. Documents such as Voyage plan, Vessel certificate, Crew, Passenger List, Waste Declaration etc.</p> <p><b>MO-VV-01-06</b> HM receives the Voyage &amp; Vessel call info</p> <p><b>MO-VV-01-07</b> Review the details and documents to ensure they are valid to Accept/ Reject.</p> <p><b>MO-VV-01-08</b> HM accept the voyage &amp; vessel call declaration. Provide scale no (rotation no) and send response to shipping agent</p> <p><b>MO-VV-01-09</b> JUP shares online or offline information with terminal</p> <p><b>MO-VV-01-10</b> Shipping Agent receive the update in JUP system.</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the Voyage &amp; Vessel call is approved, and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

#### Declare Voyage & Vessel call – Observations and Recommendations

This section summarizes the key findings from the current-state assessment of the Declare Voyage & Vessel Call process across the Angolan port ecosystem. The review highlights how the workflow is presently distributed between ASYCUDA, JUP and manual interactions with shipping agents, resulting in duplicated data entry, limited traceability, and inconsistent levels of digital integration among ports.

The observations identify the primary operational and data-related gaps that affect process efficiency, transparency, and coordination among Customs, Port Authorities, and Shipping Agents. Building on these findings, the recommendations outline the necessary improvements to achieve a harmonized and integrated future-state model under JUL—focusing on system interoperability, data standardization, and streamlined approval workflows.

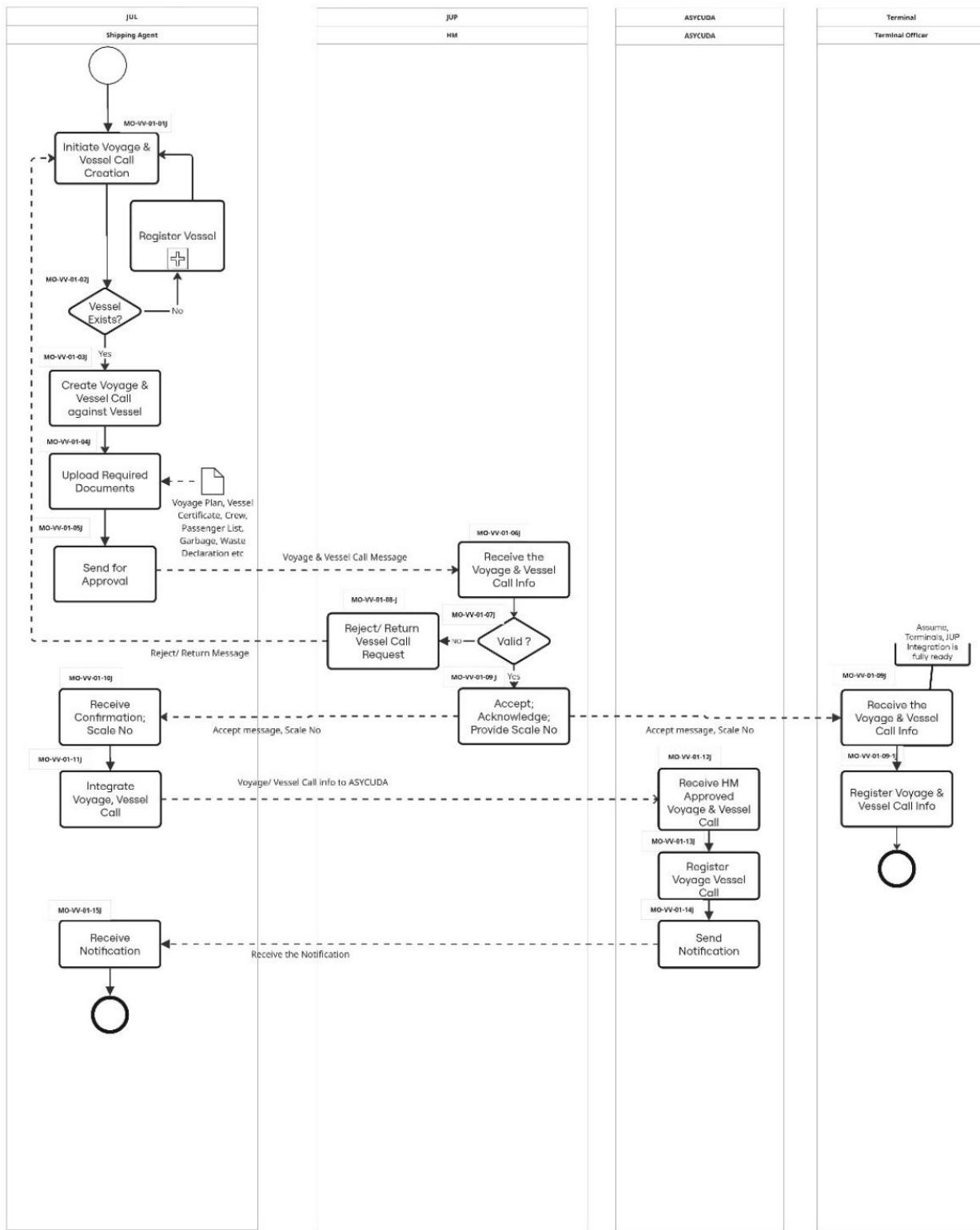
Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Declaration Process and approval workflow is managed in JUP system	<ul style="list-style-type: none"> <li>The process is not standard among the ports in Angola</li> </ul>		<ul style="list-style-type: none"> <li>To implement standard process across the ports</li> </ul>
Integration with Terminals and ASYCUDA	<ul style="list-style-type: none"> <li>The Vessel Call Information is captured in JUL but no integration with terminals or ASYCUDA</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Integration with Terminals on ASYCUDA to receive status updates on approved vessel calls</li> </ul>

### Declare Voyage & Vessel Call – Future State

The future-state vision for the Declare Voyage & Vessel Call process introduces a fully connected, system-driven workflow across JUL, JUP and ASYCUDA. Unlike the current environment—where processes vary by port, information is manually exchanged, and no standard integration with terminals or Customs exists—the optimized model ensures that vessel call data is captured once and automatically shared with all relevant authorities and operators.

In this integrated scenario, shipping agents interact through JUL as the single digital entry point, with automated data exchange extending to JUP for port operations and ASYCUDA for Customs verification. This reduces manual communication, enhances transparency, and provides real-time updates for approvals and operational scheduling across all ports.

## Declare Voyage & Vessel Call – TO BE Activity Diagram



### Declare Voyage & Vessel Call (Future State) – Process Narration

The process steps related to Voyage & Vessel Call Management are captured in this section highlighting the identified improvement areas.

#	Item	Description
01	Name of Process Area:	Voyage & Vessel Call Info declaration
02	Name of Business Process:	Declare Voyage & Vessel Call
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ JUP/ Harbor Master</li> <li>▪ ASYCUDA/ Customs user</li> </ul>

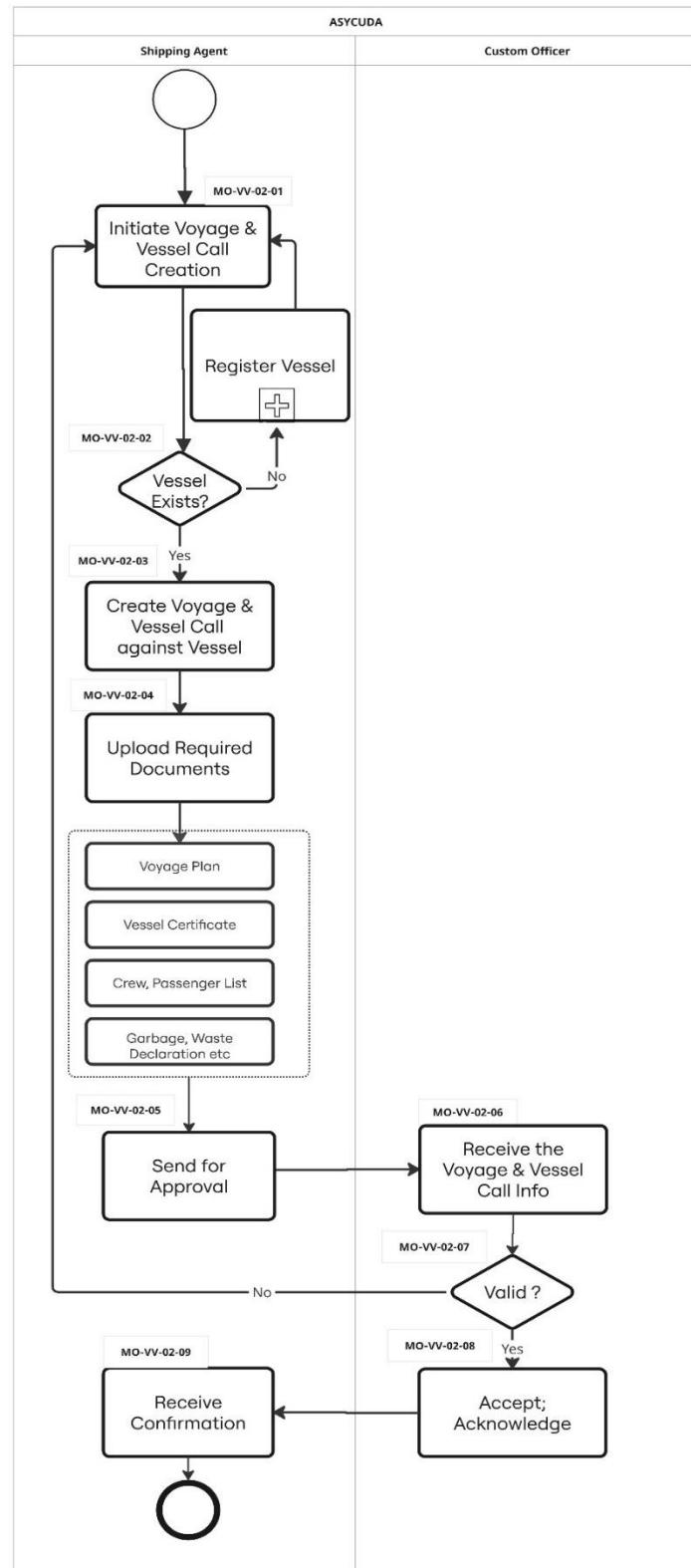
		▪ Terminal
05	Purpose:	This is to declare the Voyage & vessel call to stakeholders, the subsequent process cargo management would be initiated from there.
06	Process Re-Engineering	<p><b>MO-VV-01-01-J</b> Initiate the voyage &amp; vessel call declaration process in JUL system</p> <p><b>MO-VV-01-02-J</b> JUL validates whether an approved Vessel exists in the system to create the voyage and vessel call</p> <p><b>MO-VV-01-03-J</b> Shipping Agent creates the voyage and vessel call in JUL</p> <p><b>MO-VV-01-04-J</b> Shipping agent uploads the required documents into it</p> <p><b>MO-VV-01-05-J</b> Send for approval</p> <p><b>MO-VV-01-06-J</b> JUP receive the task in it for HM to review and provide the approval.</p> <p><b>MO-VV-01-07-J</b> Review and decide on the request</p> <p><b>MO-VV-01-08-J</b> Reject/ return the vessel call if validation failed</p> <p><b>MO-VV-01-09-J</b> The Approval status will be received from JUP to JUL along with the scale no (Rotation no) <u>Benefit:</u> JUL receives response and comments from JUP and triggers a notification to Shipping Agent to act upon. <u>Improved:</u> This is a new step</p> <p><b>MO-VV-01-09-1-J</b> JUP shares the approval voyage &amp; vessel call details to Terminal</p> <p><b>MO-VV-01-09-2-J</b> Terminal register the information</p> <p><b>MO-VV-01-10-J</b> Receive the notification and Scale no from JUP to JUL. JUL will send notification to the Shipping Agent</p> <p><b>MO-VV-01-11-J</b> Integrate the details to ASYCUDA</p> <p><b>MO-VV-01-12-J</b> ASYCUDA receives the HM approved Voyage &amp; Vessel call info</p> <p><b>MO-VV-01-13-J</b> Register the voyage and vessel call in ASYCUDA</p> <p><b>MO-VV-01-14-J</b> Send acknowledgement to JUL</p> <p><b>MO-VV-01-11-J</b> Receive the notification from ASYCUDA in JUL. JUL sends the notification to the Shipping Agent</p>

### **Register Voyage and Vessel Call**

It is mandatory to register a new Voyage and Vessel Call on ASYCUDA to be able as shipping agent to issue the manifest and request for vessel clearance. Currently, there is no integration between JUP and ASYCUDA to share this information in automated way.

With the implementation of JUL, the automated information sharing can be enabled.

## Register Voyage & Vessel Call – AS IS Activity Diagram



### Register Voyage & Vessel Call: Process Narration

The process steps are detailed in the table below

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Register Voyage & Vessel Call
03	Regulation Details:	Customs
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ ASYCUDA/ Customs</li> </ul>

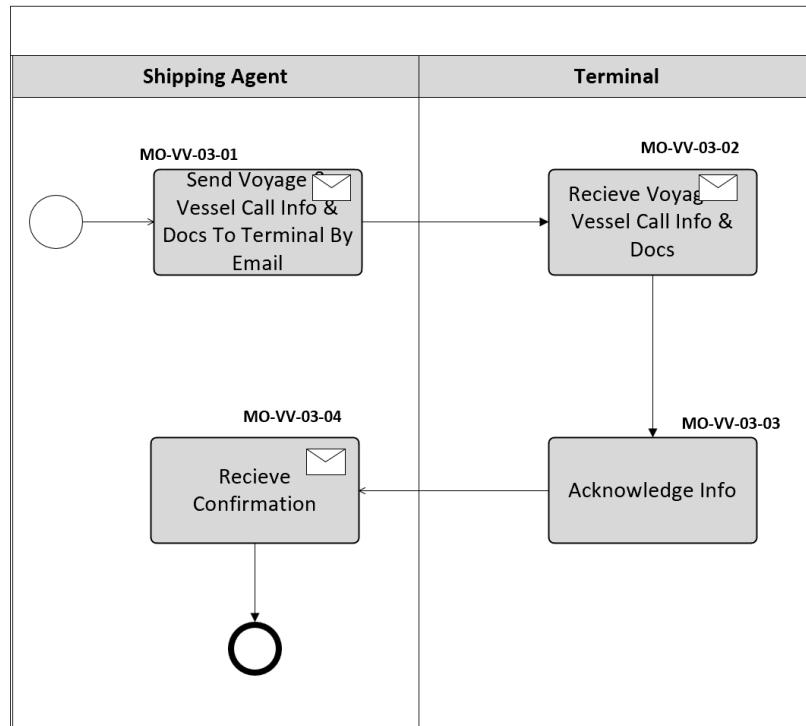
05	Purpose:	This is to declare the Voyage & Vessel call for vessel coming into Angolan waters, the subsequent process of vessel import submission and cargo management would be initiated from there.
06	Input Criteria (Shipping Agent):	<ol style="list-style-type: none"> <li>1. The Shipping Agent declare voyage &amp; vessel call in ASYCUDA system once the JUP approval is received. Also uploads the documents to process the approval</li> <li>2. Customs officers verify the Voyage &amp; Vessel Call details and document to provide approval.</li> </ol>
07	Activities associated with the Business Process:	<p><b>MO-VV-02-01</b> Shipping Agent initiates the declaration of Voyage &amp; Vessel call in ASYCUDA system.</p> <p><b>MO-VV-02-02</b> System checks whether the vessel exists or not and redirect for a vessel creation if does not exists.</p> <p><b>MO-VV-02-03</b> Shipping Agent creates the Voyage &amp; Vessel call declaration in the system</p> <p><b>MO-VV-02-04</b> Shipping Agent uploads required documents to proceed. Such as Voyage plan, Vessel certificate, Crew, Passenger List, Waste Declaration etc.</p> <p><b>MO-VV-02-05</b> Shipping Agent uploads required documents and send for approval. Documents such as Voyage plan, Vessel certificate, Crew, Passenger List, Waste Declaration etc.</p> <p><b>MO-VV-02-06</b> ASYCUDA receives the Voyage &amp; Vessel Call info</p> <p><b>MO-VV-02-07</b> Review the details and documents to ensure they are valid to Accept/ Reject.</p> <p><b>MO-VV-02-08</b> Customs Officer accepts the voyage &amp; vessel call declaration. Send response to shipping agent</p> <p><b>MO-VV-02-09</b> Shipping Agent receive the update in JUP system.</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority  It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the Voyage &amp; Vessel call is approved, and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

#### Register Voyage & Vessel call – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Declaration Process and approval workflow is managed in ASYCUDA system	<ul style="list-style-type: none"> <li>▪ The process is within ASYCUDA system and between Shipping agent and Customs Officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ ASYCUDA process</li> </ul>	<ul style="list-style-type: none"> <li>▪ This process is already online. System workflow and data traceability are already in place in ASYCUDA</li> </ul>

Integration	<ul style="list-style-type: none"> <li>▪ It is double entry for Shipping agent as he enters in JUP and ASYCUDA systems</li> <li>▪</li> </ul>		<ul style="list-style-type: none"> <li>▪ Onboard the integration with ASYCUDA through JUL</li> </ul>
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### Notify Voyage & Vessel Call Info – AS IS Activity Diagram



### Notify Voyage & Vessel Call Info – Process Narration

#	Item	Description
01	Name of Process Area:	Voyage & Vessel call declaration
02	Name of Business Process:	Notify Voyage & Vessel Call Info
03	Regulation Details:	Terminal
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to declare the Voyage & vessel call for vessel coming into Angolan waters, the subsequent process of vessel import submission and cargo management would be initiated form there.
06	Input Criteria (Shipping Agent):	The Shipping Agent email voyage & vessel call to terminal user once that is approved in JUP and ASYCUDA systems.
07	Activities associated with the Business Process:	<p><b>MO-VV-03-01</b>          Shipping Agent email the Voyage &amp; Vessel call information to Terminal user.</p> <p><b>MO-VV-03-02</b>          Terminal receives the communication from shipping agent for the voyage &amp; vessel call .</p> <p><b>MO-VV-03-03</b>          Terminal acknowledge the information email.</p>

		<b>MO-VV-03-04</b> Shipping Agent receives the acknowledgement via email.
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the Voyage &amp; Vessel call is approved and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

#### Notify Voyage & Vessel call – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Notify Voyage & Vessel Call	<ul style="list-style-type: none"> <li>▪ The current process is manual, and shipping agents communicate vessel call notifications via email to the terminal.</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is no end-to-end digital traceability available for this and agent must manually request for status updates.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Digitize and onboard the process into the system to eliminate manual interactions</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Shipping agents are required to perform duplicate data entry in both the JUP and ASYCUDA systems.</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Enable system to system integrations between JUL, JUP, ASYCUDA and terminal systems to remove duplicate entry and automate information exchange.</li> </ul>

### 5.3.3 Vessel Services & Permits

Vessel services and permits require a formal request process prior to execution within the port. All such requests are subject to verification and approval by the Harbor Master before the activities can be carried out in the designated port area

#### Vessel Service & Permit - Actors and Systems

This section describes the actors and systems involved in the Vessel call and Permits. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Shipping Agent	Communicate with Harbor Master (HM) and share the Vessel services & permits details via JUP.	The <b>Shipping Agent</b> is the primary entity responsible for initiating and managing the service & permits declaration of any vessel that is coming into the Angolan Ports.
Harbor Master	Approve/ Reject the services & permits from Shipping Agent.	The <b>Harbor Master</b> is the authority to review and approve the vessel service & permits coming from Shipping Agent
Terminal User	Terminal receives the services & permits information from JUP system through online and offline communication.	<b>Terminal</b> is responsible to physically receive the vessel in the Berth as per the approved schedule and ETA

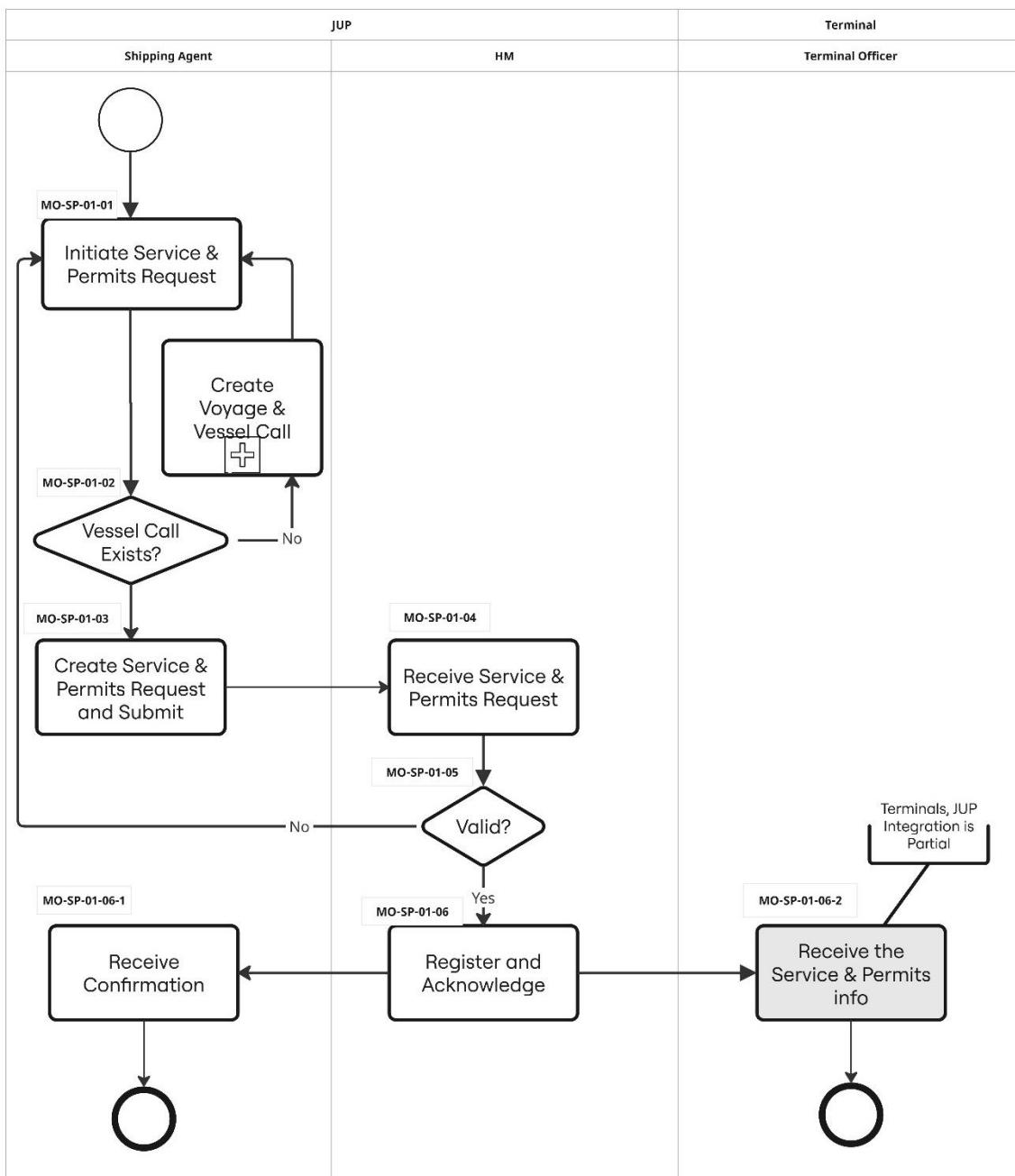
System Name	Owner	Function
JUP	MINTRANS/ Port Authority	JUP is the Port Community System in Angola and it is regulated by Port Authority/ Ministry of Transport in Angola (MINTRANS). PCS has Port Information Management System functionality as

		well. Harbor Master uses the same for receiving the Voyage & Vessel call information and provides the System approval.
TOS	Terminal	Terminal Operating System (TOS) is the generic name of the operating system used by respective terminals to manage the terminal operations and resource management.

#### **Services & Permits Requests- Current Process**

The current flow for requesting and approving services is captured in the flow below. Currently, the service requests are not standardized as there is no PCS implementation on all the ports in Angola. Further, not all services provided at the ports are implemented on JUP.

## Services and Permit - Current State



#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Vessel Services & Permits
03	Regulation Details:	Harbor Master
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to request services and permits for vessel coming into Angolan waters.
06	Input Criteria (Shipping Agent):	<ol style="list-style-type: none"> <li>1. The Shipping Agent requests the services &amp; permits in JUP system.</li> <li>2. HM verify the details to provide approval.</li> </ol>
07	Activities associated with the Business Process:	<p><b>MO-SP-01-01</b> Shipping Agent initiates the service requests in JUP system.</p> <p><b>MO-SP-01-02</b> System checks whether the vessel exists or not and redirect for a vessel creation if does not exist.</p> <p><b>MO-SP-01-03</b> Shipping Agent creates the service &amp; permit in the system</p>

		<p><b>MO-SP-01-04</b> HM Receives the Service &amp; Permits info</p> <p><b>MO-SP-01-05</b> Review the details and documents to ensure they are valid to Accept/Reject. Rejection will go back to Shipping agent.</p> <p><b>MO-SP-01-06</b> Register the request and approve.</p> <p><b>MO-SP-01-06-2</b> JUP shares online or offline information with terminal</p> <p><b>MO-SP-01-06-1</b> Shipping Agent receive the update in JUP system.</p>
08	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the Voyage &amp; Vessel call is approved and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

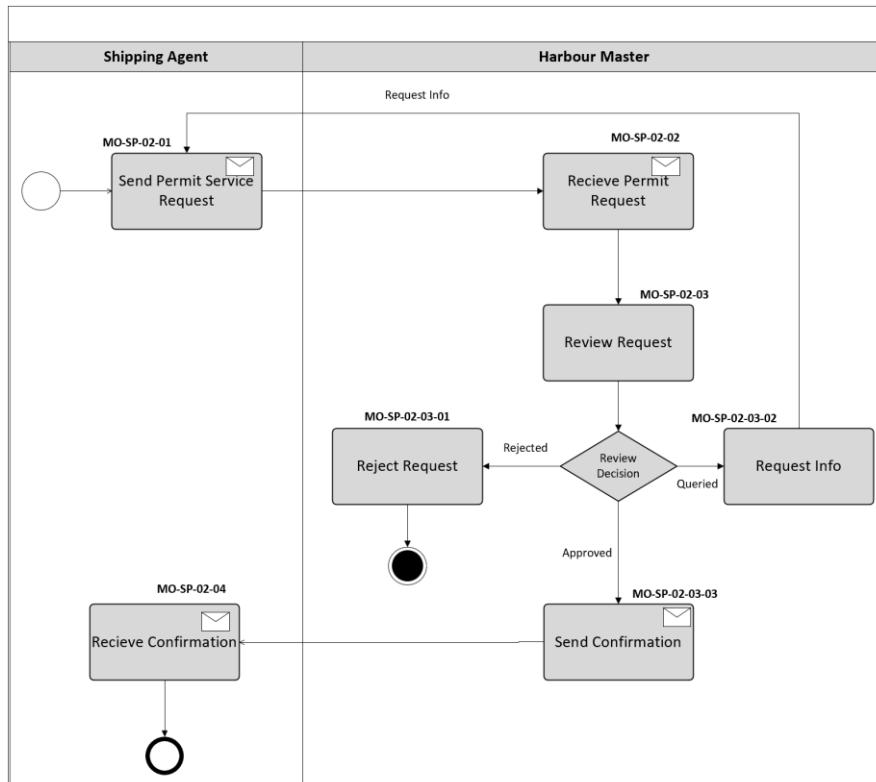
#### **Request Vessel Services & Permits – Observations and Recommendations**

<b>Observations</b>			<b>Recommendations</b>
<b>Business Area</b>	<b>Workflow and Data Requirements</b>	<b>Traceability</b>	
Declaration Process and approval workflow is managed in JUP system	<ul style="list-style-type: none"> <li>▪ The process is within JUP system and between Shipping agent and HM</li> </ul>	<ul style="list-style-type: none"> <li>▪ JUP process</li> </ul>	<ul style="list-style-type: none"> <li>▪ This process is already online. System workflow and data traceability are already in place in JUP</li> </ul>
Integration	<ul style="list-style-type: none"> <li>▪ The information that is shared in JUP has to flow into Terminal system</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ JUP communicates with TOS system for information sharing and response.</li> </ul>

#### **Notify Vessel Service & Permits Info to Terminal**

For the services that are not onboarded on JUP and require the approval from the Harbor Master, the flow is not automated.

## Service and Permits HM Approval



### Vessel Services & Permits Management (Notify Harbor Master): Process Narration

The process flow details are detailed in the table below

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Vessel Services & Permits (HM Approval)
03	Regulation Details:	Harbor Master
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to request service & permits for vessel coming into Angolan waters.
06	Input Criteria (Shipping Agent):	The Shipping Agent email service & permit to terminal user once that is approved in JUP system.
07	Activities associated with the Business Process:	<p><b>MO-SP-02-01</b> Shipping Agent shares the information with the Harbor Master and the Terminal Operator as mail notification.</p> <p><b>MO-SP-02-02</b> Terminal receives the communication from shipping agent for the vessel services &amp; permits.</p> <p><b>MO-SP-02-03</b> Terminal verify the request details.</p> <p><b>MO-SP-02-03-01 / MO-SP-02-03-02</b> Terminal may reject or request information</p> <p><b>MO-SP-02-03-03</b> Terminal acknowledges the information via email.</p> <p><b>MO-SP-02-04</b> Shipping Agent receives the acknowledgement via email.</p>

08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the services &amp; permits is approved, and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

### Notify Voyage & Vessel call – Observations and Recommendations

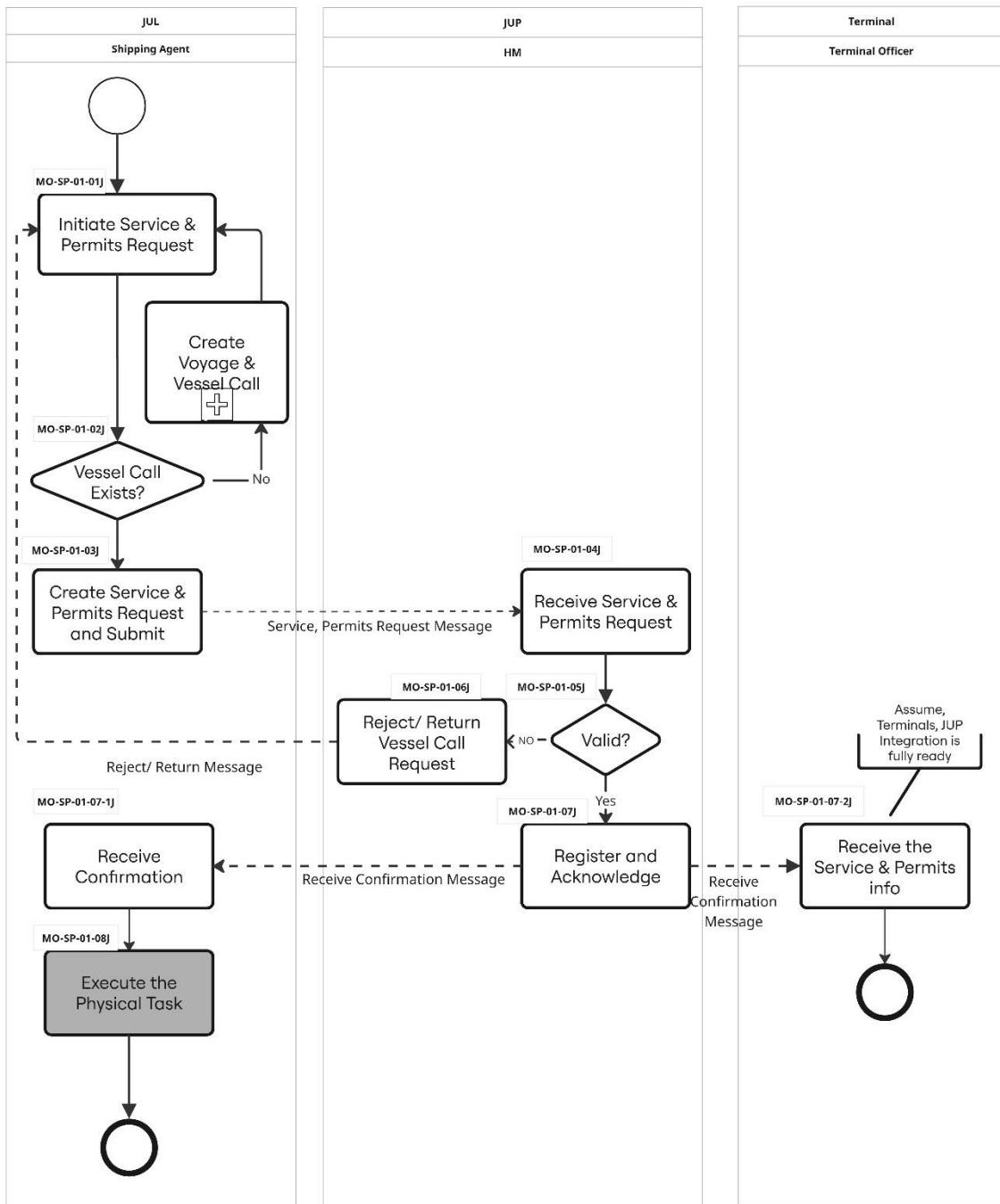
The current analysis of the *Notify Harbor Master* and *Notify Terminal* processes highlights key operational inefficiencies related to manual communication, duplicated data entry, and the absence of traceability across stakeholders. These observations reflect the existing limitations of the AS-IS environment, where shipping agents, JUP, and terminals rely heavily on email-based exchanges and non-standardized information flows. The purpose of this section is to document the workflow and data gaps identified during the assessment and provide targeted recommendations to enhance accuracy, transparency, and coordination across all parties involved.

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Notify Harbor Master	<ul style="list-style-type: none"> <li>▪ The information is shared as mail notification with the Harbor</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is no traceability available for this and agent needs to contact manually for updates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement an option for automated communication between HM and Shipping Agent</li> </ul>
Notify Terminal	<ul style="list-style-type: none"> <li>▪ It is double entry for Shipping agent as he gets approval in JUP and then share the same set of information to terminal</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement an option for automated communication between Shipping Agent and Terminal</li> </ul>

### Vessel Services & Permits – Future State

The future-state design envisions a fully integrated, system-driven data exchange between JUL, JUP, and the terminals, eliminating manual notifications and redundant submissions. In this optimized model, data is transmitted seamlessly through interoperable services, ensuring real-time visibility, improved traceability, and consistent information across the entire vessel services and permits workflow. This chapter outlines the intended end-to-end improvements and describes how the automated, interconnected architecture will support faster decision-making and streamlined operations for shipping agents, Harbor Master, and terminal operators.

## Vessel Services & Permits - Future State



### Vessel Service & Permits (Future State) – Process Narration

The process steps above are detailed in the table below

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Vessel Services & Permits
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to declare the services & permits to stakeholders

06	Process Re-Engineering	<p><b>MO-SP-01-01-J</b> Initiate the Service &amp; Permits request process on JUL</p> <p><b>MO-SP-01-02-J</b> JUL validates whether an approved Vessel exists in the system to create the request</p> <p><b>MO-SP-01-03-J</b> Shipping Agent creates the service &amp; permit request in JUL</p> <p><b>MO-SP-01-04-J</b> JUP receive the task in it for HM to review and provide the approval.</p> <p><b>MO-SP-01-05-J</b> Review and decide on the request</p> <p><b>MO-SP-01-06-J</b> Reject/ return the vessel call if validation failed</p> <p><b>MO-SP-01-07-J</b> The Approval status will be shared from JUP to JUL</p> <p><b>MO-SP-01-07-2-J</b> JUP shares the approval voyage &amp; vessel call details to Terminal</p> <p><b>MO-SP-01-07-1-J</b> Receive the notification through system integration</p> <p><u>Benefit:</u> JUL receives event based response from JUP and triggers a notification to Shipping Agent.</p> <p><b>MO-SP-01-08-J</b> Execute the service task.</p>
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### 5.3.4 Vessel Management – Import Flows

The current process for managing vessel import submissions in Angola requires Shipping Agents to interact with multiple unconnected systems—submitting the Import Manifest through ASYCUDA while separately notifying the port through JUP. This fragmented setup results in duplicated data entry, manual reconciliation, and delays in making vessel information available to all operational stakeholders.

As the country advances toward the implementation of the JUL (Janela Única Logística), this process will benefit from a unified submission environment where Shipping Agents can provide vessel import data once, and all concerned authorities will access it seamlessly. JUL will reduce redundancy, improve data consistency, accelerate clearance steps, and enhance coordination between Customs, Port Authorities, and terminal operators. The AS-IS overview provides the baseline for assessing these improvements and identifying integration opportunities for a more streamlined future state.

The covered process are:

1. Import Manifest
2. BAPIE
3. Discharge List

#### Vessel Import Submissions - Actors and Systems

This section describes the actors and systems involved in the Vessel Import Submissions. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Shipping Agent	Communicate with Customs User for the Manifest submissions	The <b>Shipping Agent</b> is the primary entity responsible for initiating and managing the manifest submission of any vessel that is coming into the Angolan Ports.
JUP	JUP receive the BAPIE Information from Shipping agent and share it with Terminal through integration process	This is an integration step.

ASYCUDA User	Customs user receive the Manifest info from Shipping agent review and approve	<b>ASYCUDA User</b> receives the Manifest info and from Shipping Agent in the system.
Terminal User	Terminal receives the BAPLIE and Discharge list form Shipping agent.	<b>Terminal</b> is responsible to physically receive the vessel in the Berth as per the approved schedule and ETA

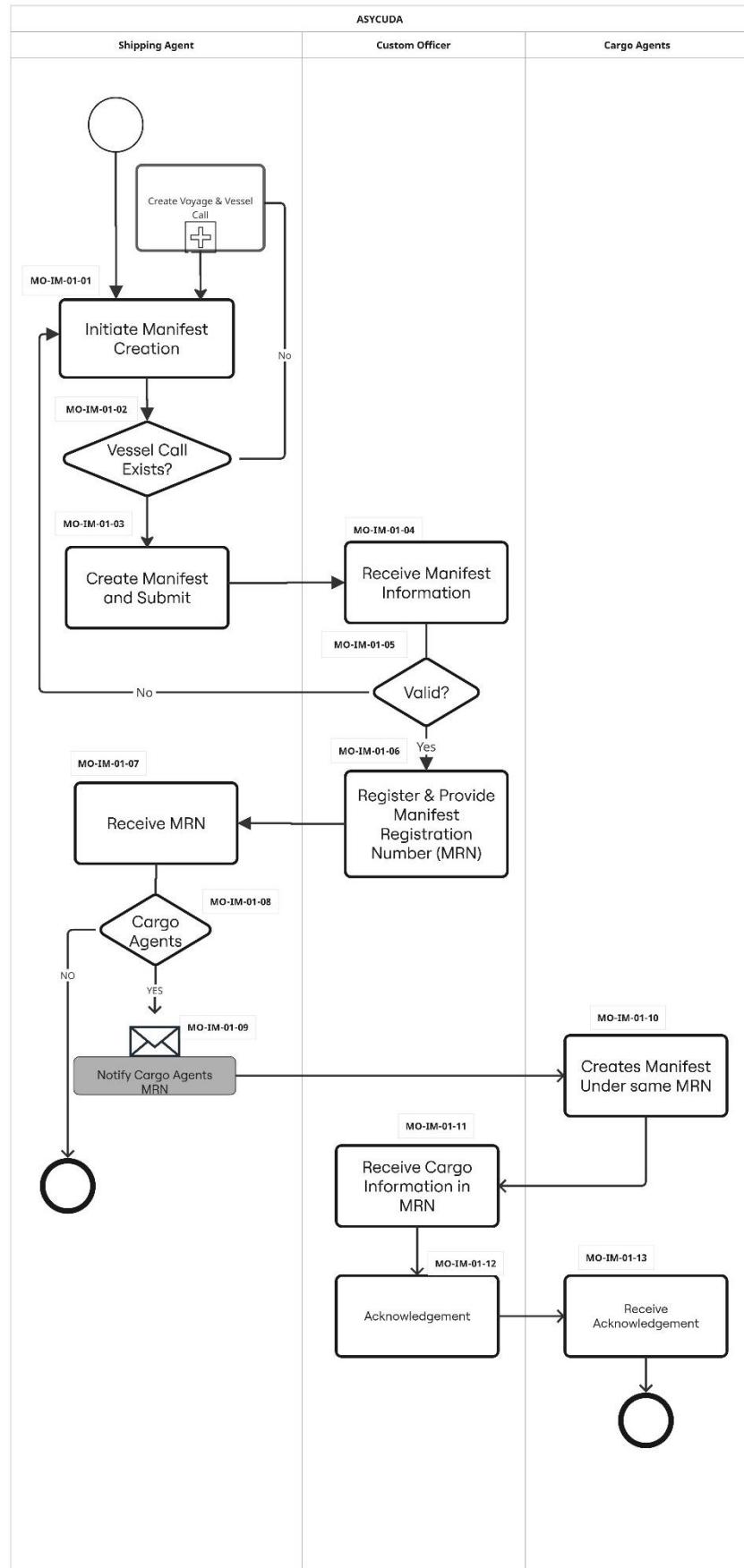
System Name	Owner	Function
JUP	MINTRANS/ Port Authority	JUP is the Port community system of Port Authority/ Ministry of Transport in Angola (MINTRANS), which has Port Information Management System functionality as well. Harbor Master uses the same for receiving the Voyage & Vessel call information and provides the System approval.
ASYCUDA	MINFIN/ Customs	ASYCUDA World is the system of Customs/ Ministry of Finance in Angola (MINFIN) and it processes the Voyage & Vessel call information in it.
TOS	Terminal	Terminal Operating System (TOS) is the generic name of the operating system used by respective terminals to manage the terminal operations and resource management.

### Import Manifest- Current Process

The Import Manifest is a mandatory submission prepared by the Shipping Agent to declare all cargo loaded on board a vessel arriving in Angola. Under the current operating environment, the process is executed primarily through ASYCUDA, with manual coordination between Customs Officers, Cargo Agents, and port stakeholders. Because systems are not fully integrated, Shipping Agents must manually create the manifest, confirm voyage information, and respond to validation or correction requests from Customs.

This AS-IS process highlights several operational inefficiencies, including repeated data entry, limited data visibility across entities, and delays caused by manual verification steps. The introduction of JUP will streamline this workflow by enabling a single digital submission shared automatically with all relevant authorities, improving data accuracy, reducing processing time, and enhancing overall coordination for vessel and cargo handling.

## Declare Import Manifest



**Import Manifest (Future State) – Process Narration**

This chapter details the process steps related to the Import Manifest

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Import Manifest
03	Regulation Details:	Customs user
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Customs Officer</li> <li>▪ Cargo Agents</li> </ul>
05	Purpose:	The purpose is to declare the Import Manifest for vessel coming into Angolan waters, the subsequent process of cargo management would be initiated from there.
06	Input Criteria (Shipping Agent):	<ol style="list-style-type: none"> <li>1. The Shipping Agent creates and submits the manifest in ASYCUDA for approval. Customs officer verifies the manifest details and documents to provide approval.</li> </ol>
07	Activities associated with the Business Process:	<p><b>MO-IM-01-01</b> Shipping Agent initiates the manifest creation in ASYCUDA</p> <p><b>MO-IM-01-02</b> System checks whether the vessel exists or not and redirect for a vessel creation if it does not exist.</p> <p><b>MO-IM-01-03</b> Shipping Agent creates the manifest in the system</p> <p><b>MO-IM-01-04</b> Customs officer Receives the Manifest info</p> <p><b>MO-IM-01-05</b> Review the details and verify to Accept/ Reject.</p> <p><b>MO-IM-01-06</b> ASYCUDA shares MRN (manifest registration number) upon approval of the manifest</p> <p><b>MO-IM-01-07</b> Shipping Agent receives the MRN</p> <p><b>MO-IM-01-08</b> Check cargo agents are there in the voyage</p> <p><b>MO-IM-01-09</b> Manually inform them to upload the manifest of their cargo</p> <p><b>MO-IM-01-10</b> Cargo Agents creates manifest under same MRN within ASYCUDA</p> <p><b>MO-IM-01-11</b> Custom officer receives the same in ASYCUDA</p> <p><b>MO-IM-01-12</b> ASYCUDA acknowledges</p> <p><b>MO-IM-01-13</b> Receive Acknowledgement</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flows, the manifest is generated, and the Shipping agent can proceed with subsequent processes</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

## Import Manifest I – Observations and Recommendations

This section consolidates key findings from the current Import Manifest process and highlights the operational challenges encountered by Shipping Agents, Customs, and other stakeholders under the ASYCUDA-based workflow. The observations focus on workflow efficiency, data accuracy, traceability, and the level of coordination required across entities. Based on these findings, targeted recommendations are proposed to streamline the end-to-end submission cycle and prepare the process for future integration within JUL.

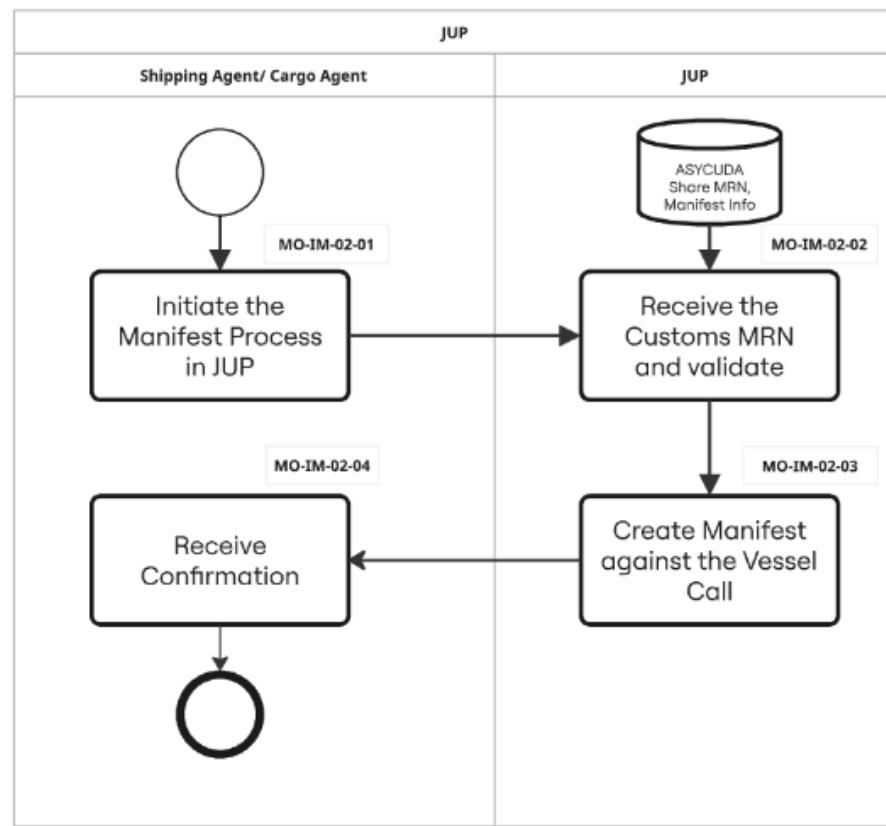
The recommendations aim to reduce manual dependencies, enhance transparency, and support a more unified and automated information exchange environment, enabling smoother vessel and cargo processing across the Angolan logistics chain.

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Import Manifest communication to PCS	<ul style="list-style-type: none"> <li>Currently the submitted o ASYCUDA Manifest is not automatically shared on JUP with the cargo agents. They get notified by the shipping agent who provides to them the Manifest ID</li> <li>There is no validation by entering the Manifest ID on PCS if the Manifest is linked to the right Vessel Call</li> </ul>		<ul style="list-style-type: none"> <li>The management of the Manifest should be fully automated and fully integrated among the relevant systems.</li> <li>JUL can play critical role in the information sharing by harmonizing the data flows across the connected systems</li> </ul>

### Declare Import Manifest on PCS (JUP)

The Manifest has to be declared manually on JUP as there is no integration between JUP and ASYCUDA

#### Declare Import Manifest on JUP



### Import Manifest (Current State) – Process Narration

This section details the process flows for the Import Manifest declaration on PCS.

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Declare Import Manifest on JUP
03	Regulation Details:	Harbor Master/ JUP
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> </ul>
05	Purpose:	This is to declare the Manifest for vessel coming into Angolan waters, the subsequent process of cargo management would be initiated from there.
06	Input Criteria (Shipping Agent):	3. The Shipping Agent submit manifest in JUP system once the ASYCUDA approval is received.
07	Activities associated with the Business Process:	<p><b>MO-IM-02-01</b> Shipping Agent initiates the creation of manifest in JUP</p> <p><b>MO-IM-02-02</b> Receive the MRN and validate with info in ASYCUDA</p> <p><b>MO-IM-02-03</b> Create manifest against vessel call</p> <p><b>MO-IM-02-04</b> Shipping Agent receive confirmation</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority  It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ul style="list-style-type: none"> <li>3. For approved flow, manifest is declared and Shipping agent can proceed with subsequent process</li> <li>4. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ul>

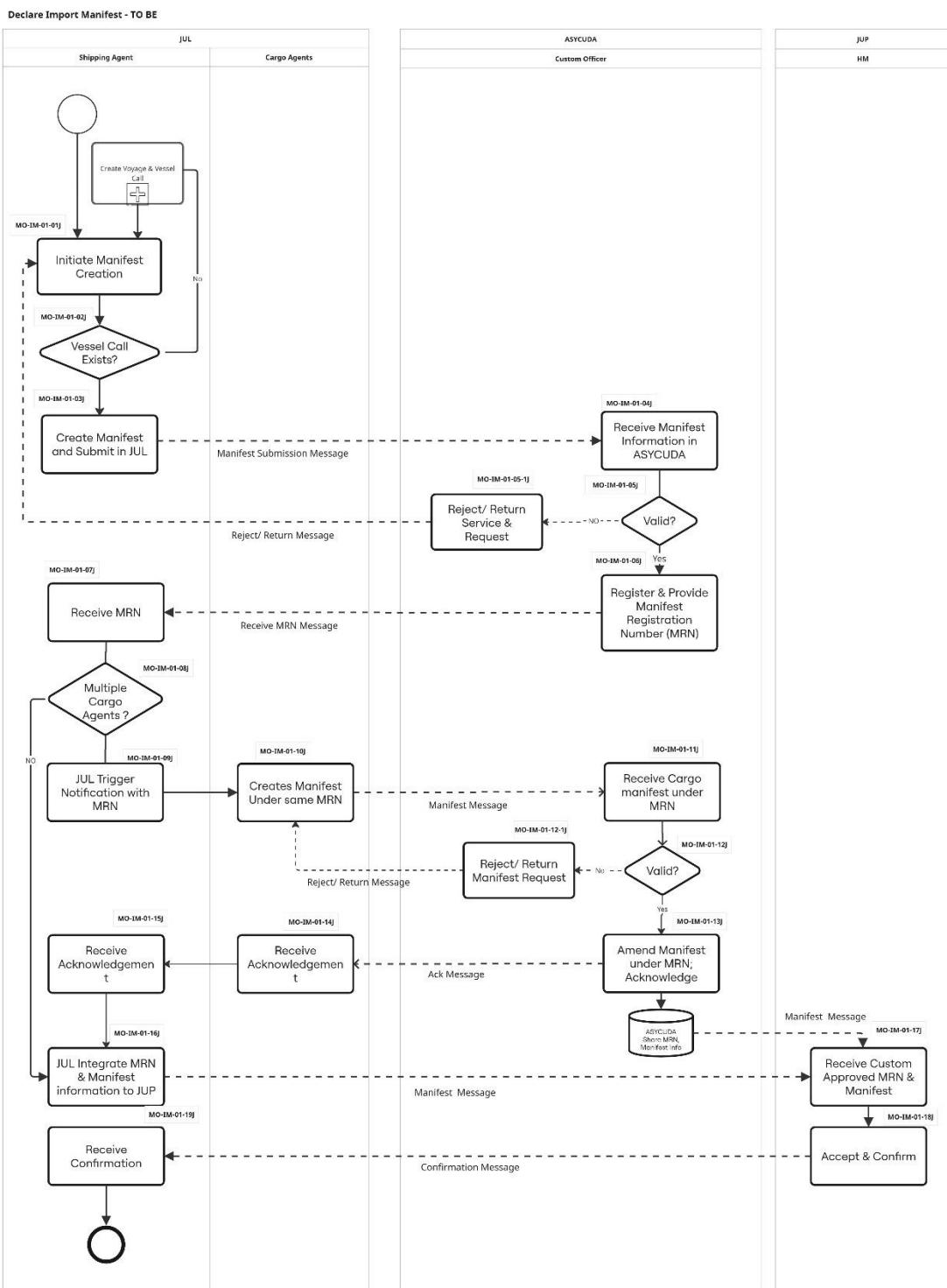
#### Declare Import manifest – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Manifest Registration on JUP	<ul style="list-style-type: none"> <li>▪ As there is no integration between ASYCUDA and JUP, the shipping agent has to submit the data related to manifest on two different systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ </li> </ul>	By enabling integration between JUP and ASYCUDA via JUL, the information sharing will be harmonized and no re-entering of information will be required.

#### Vessel Import Submissions – Future State

This section outlines the future state of the Import Manifest when integrated with JUL.

## Import Manifest - Future State

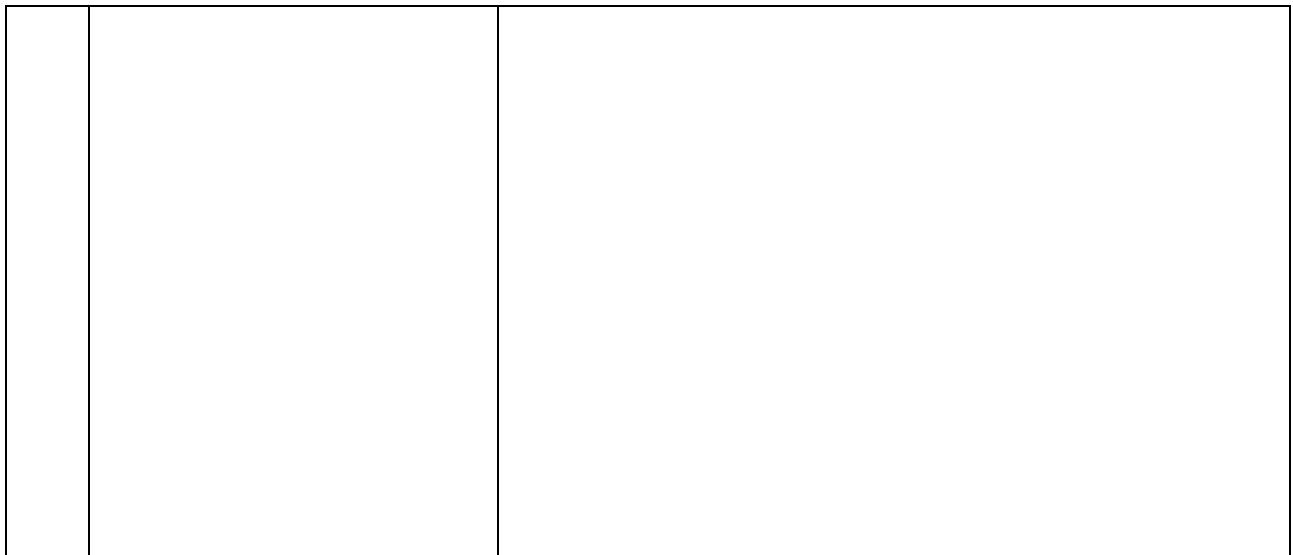


### Declare Import Manifest (Future State) – Process Narration

This section details the Import Manifest process flows

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Import Manifest
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> <li>▪ Customs user</li> </ul>

05	Purpose:	The purpose is to submit manifest to stakeholders, the subsequent process cargo management would be initiated from there.
06	Process Re-Engineering	<p><b>MO-IM-01-01-J</b> Initiate the manifest creation process in JUL system</p> <p><b>MO- IM -01-02-J</b> JUL validates whether an approved Vessel exists in the system to create the manifest</p> <p><b>MO- IM -01-03-J</b> Shipping Agent creates the manifest in JUL and submit for approval</p> <p><b>MO- IM -01-04-J</b> Receive the manifest info in ASYCUDA</p> <p><b>MO- IM -01-05-J</b> ASYCUDA Validate info</p> <p><b>MO- IM -01-05-1-J</b> ASYCUDA Return or Reject the submission if validation failed</p> <p><b>MO- IM -01-06-J</b> Register and provide Manifest Registration Number (MRN) if the validation is successful</p> <p><b>MO-IM-01-07-J</b> Receive MRN</p> <p><b>MO-IM-01-08-J</b> System checks whether multiple cargo agents exists</p> <p><b>MO-IM-01-09-J</b> JUL trigger notification with MRN to cargo agents, if multiple agents are involved</p> <p><b>MO-IM-01-10-J</b> Cargo agent creates manifest under same MRN in JUL and submit for approval</p> <p><b>MO-IM-01-11-J</b> ASYCUDA receives it</p> <p><b>MO-IM-01-12-J</b> ASYCUDA validate it</p> <p><b>MO-IM-01-12-1-J</b> ASYCUDA reject/ return if validation fails</p> <p><b>MO-IM-01-13-J</b> ASYCUDA amend the manifest in it and acknowledge</p> <p><b>MO-IM-01-14-J</b> Cargo agents receive acknowledgement</p> <p><b>MO-IM-01-15-J</b> Shipping agents receive acknowledgement</p> <p><b>MO-IM-01-16-J</b> JUL integrate Manifest and MRN into JUP</p> <p><b>MO-IM-01-17-J</b> JUP receives custom approved manifest</p> <p><b>MO-IM-01-18-J</b> Accept and Confirm</p> <p><b>MO-IM-01-19-J</b> Shipping agent receives confirmation</p>



## **Declare Import BAPLIE**

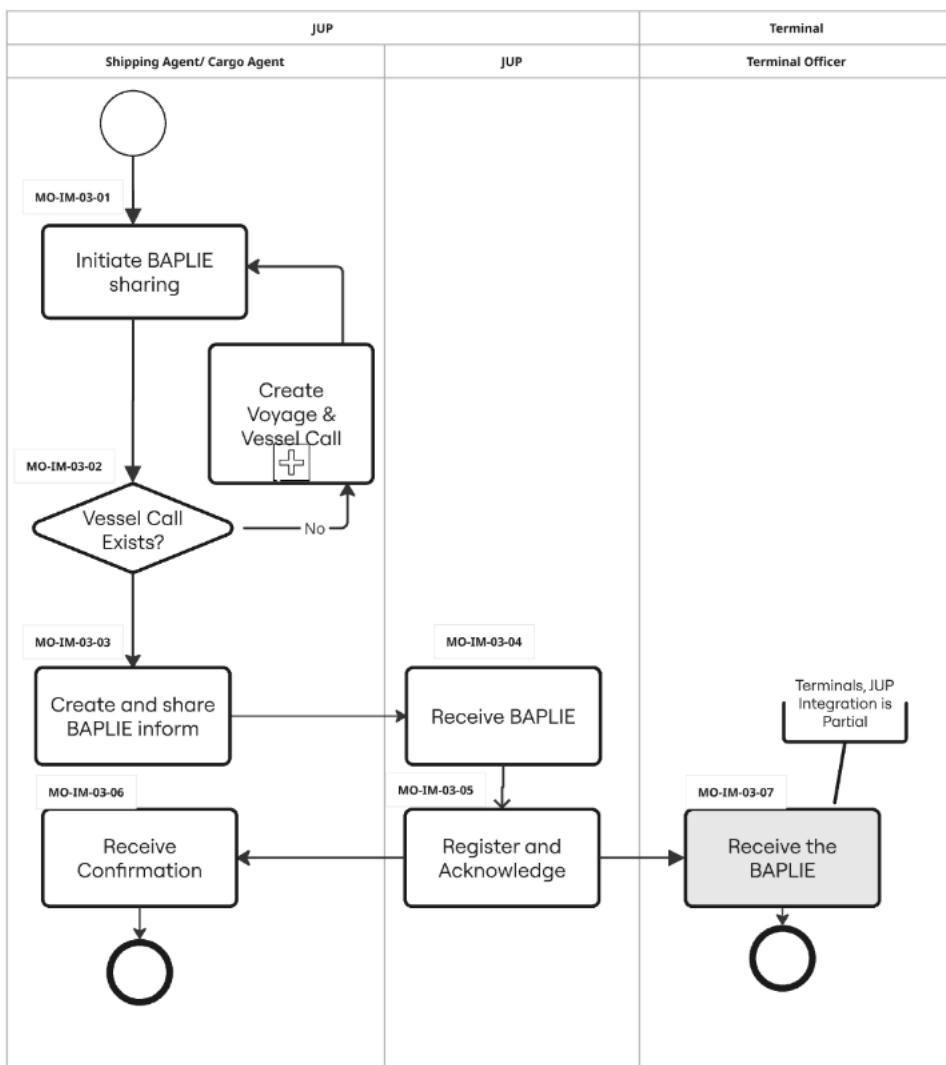
The declaration of the Import BAPLIE file is a critical step in supporting terminal planning and container handling for incoming vessels.

As Angola moves towards the implementation of JUL, the future process aims to centralize and streamline BAPLIE submissions, ensuring that a single, validated file is made available simultaneously to terminals, port authorities, and Customs. This will enhance operational readiness, improve accuracy in container planning, and reduce manual coordination efforts across the logistics chain.

### **Declare Import BAPLIE - Current Flow**

The declaration of the Import BAPLIE file is a critical step in supporting terminal planning and container handling for incoming vessels. In the current AS-IS environment, Shipping Agents or Cargo Agents prepare and share the BAPLIE message manually or through partially digital channels, with limited system integration between JUP, terminal systems, and Customs. This leads to delays in the availability of stowage information, inconsistencies in data exchange, and the need for repeated confirmations between stakeholders.

## Declare BAPLIE - Current State



### Declare BAPLIE – Process Narration

This section details the process steps related to BAPLIE Declaration

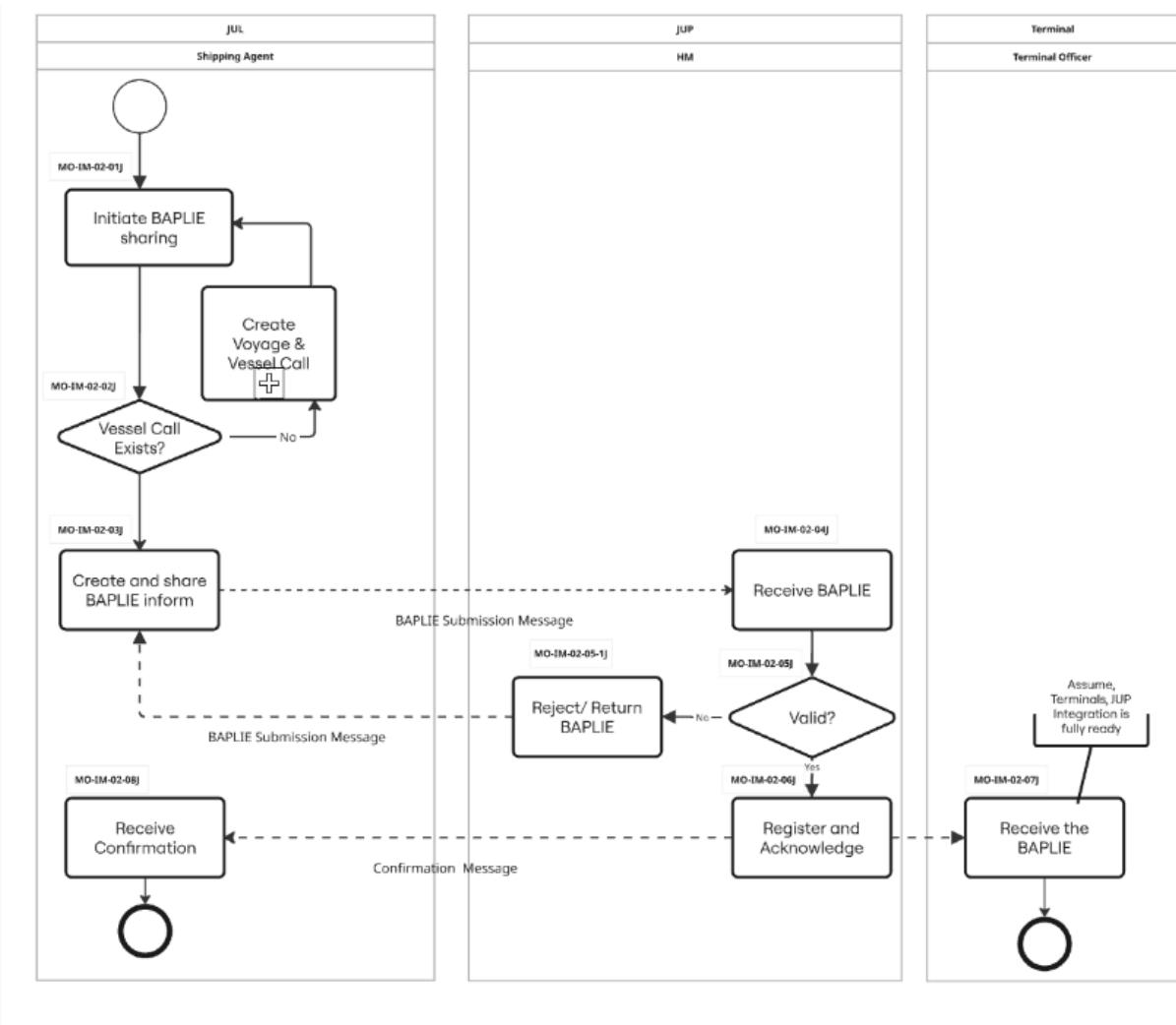
#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Import BAPLIE
03	Regulation Details:	Terminal
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ JUP</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to declare import BAPLIE for vessel coming into Angolan waters.
06	Input Criteria (Shipping Agent):	1. The Shipping Agent requests the import BAPLIE in JUP system.
07	Activities associated with the Business Process:	<p><b>MO-IM-03-01</b> Shipping Agent initiates the BAPLIE declaration in JUP system.</p> <p><b>MO-IM-03-02</b> System checks whether the vessel exists or not and redirect for a vessel creation if does not exists .</p> <p><b>MO-IM-03-03</b> Shipping Agent creates the BPALIE in the system</p> <p><b>MO-IM-03-04</b> JUP Receives the BAPLIE info</p> <p><b>MO-IM-03-05</b></p>

		<p>Register and acknowledge by JUP</p> <p><b>MO-IM-03-06</b> Receive the confirmation</p> <p><b>MO-IM-03-07</b> JUP shares online or offline information with terminal</p>
08	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the Import BAPLIE is approved and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

#### Declare BAPLIE – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Declaring BAPLIE	<ul style="list-style-type: none"> <li>▪ The process is within JUP system and between Shipping agent and JUP</li> </ul>		<ul style="list-style-type: none"> <li>▪ It is recommended to automate the information flow between the actors involved in the process</li> </ul>

## Declare BAPLIE -Future State



### Declare BAPLIE (Future State) – Process Narration

#	Item	Description
01	Name of Process Area:	Vessel Import Submissions
02	Name of Business Process:	Import BAPLIE
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ JUP/ Harbor Master</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to submit BAPLIE to stakeholders, the subsequent process cargo management would be initiated from there.

06	Process Re-Engineering	<p><b>MO-IM-02-01-J</b> Initiate the BAPLIE creation process in JUL system</p> <p><b>MO- IM -02-02-J</b> JUL validates whether an approved Vessel exists in the system to create the BAPLIE</p> <p><b>MO- IM -02-03-J</b> Shipping Agent creates the baplie in JUL and submit for approval</p> <p><b>MO- IM -02-04-J</b> Receive the baplie info in JUP</p> <p><b>MO- IM -02-05-J</b> JUP Validate info</p> <p><b>MO- IM -02-05-1-J</b> JUP Return or Reject the submission if validation failed</p> <p><b>MO- IM -02-06-J</b> Register and provide BAPLIE if the validation is successful</p> <p><b>MO-IM-02-07-J</b> Receive BAPLIE in terminal</p> <p><b>MO-IM-02-08-J</b> Receive confirmation</p>
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### **Declare Discharge List to Terminal**

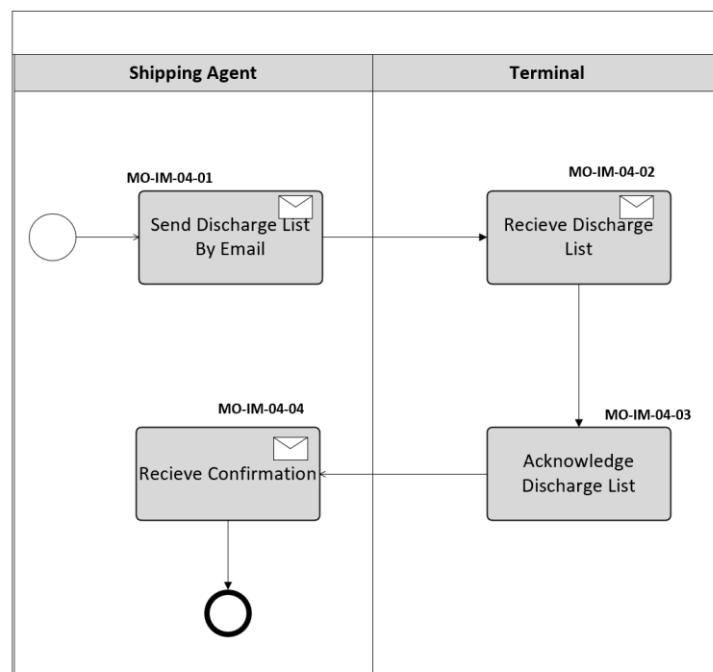
The Discharge List is provided by the Shipping Agent to inform the terminal of all containers and cargo units planned for discharge upon vessel arrival. Under the current process, this information is typically shared manually—most commonly via email—resulting in limited standardization, delays in data reception, and the need for terminals to cross-verify information before planning operations. This manual exchange increases the risk of inconsistencies between the stowage plan, manifest data, and terminal preparation activities.

#### **Declare Discharge List to Terminal – Current State**

In the existing AS-IS environment, the communication of the Discharge List depends heavily on manual interactions between Shipping Agents and Terminal Operators. The Shipping Agent sends the list through email and subsequently waits for a manual confirmation from the terminal. This fragmented approach slows down operational readiness and may lead to discrepancies that impact cargo handling efficiency.

With the introduction of JUL, this process will evolve into a standardized, digital submission workflow where terminals can access unified, accurate vessel discharge information in real time. This will significantly enhance pre-arrival planning, reduce errors caused by manual data exchange, and improve overall coordination across the port ecosystem.

## Declare Discharge List to Terminal – AS IS Activity Diagram



### Declare Discharge List to Terminal (Current State) – Process Narration

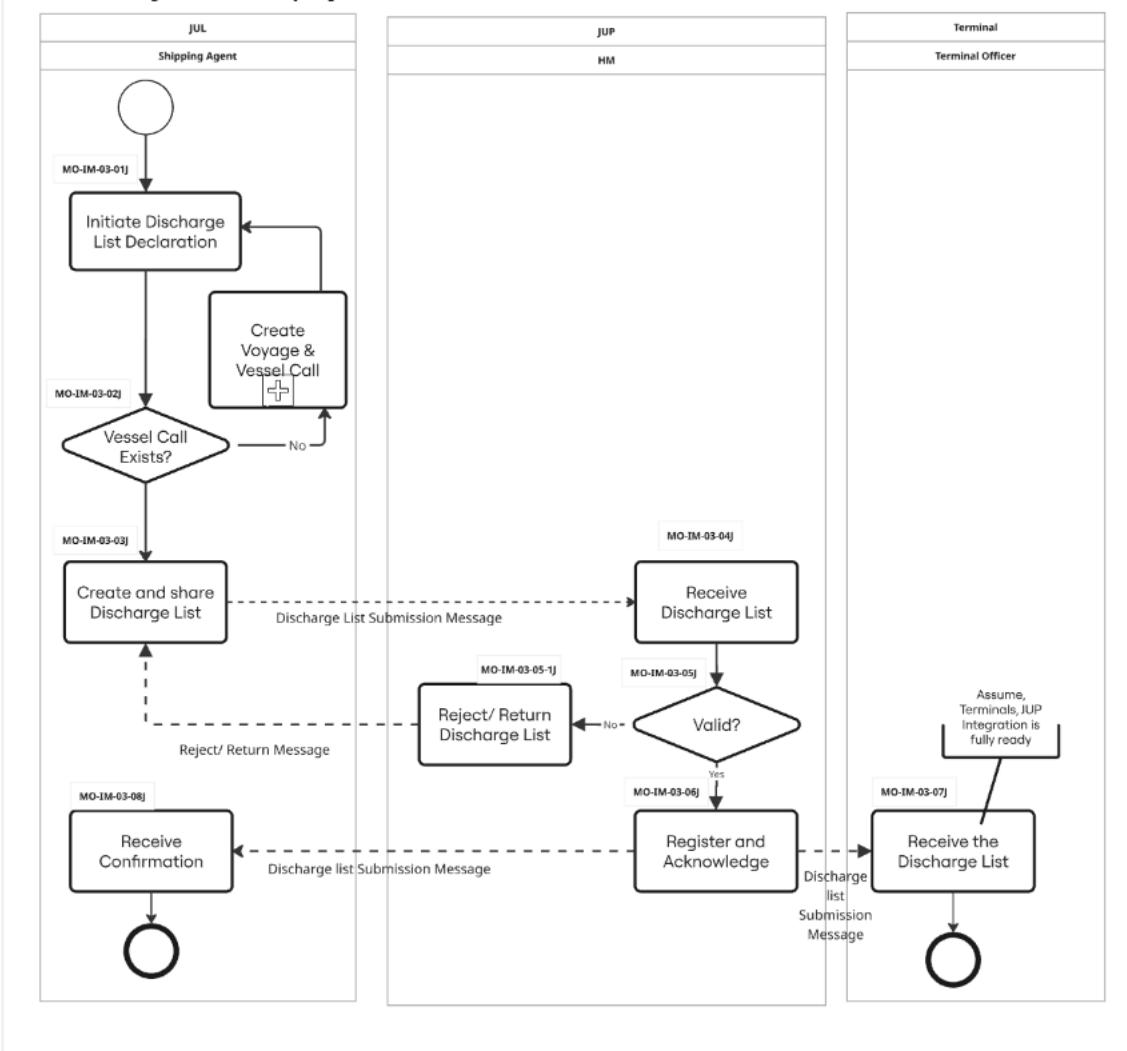
This section details the process steps related to the Discharge List Declaration.

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Discharge List Submission
03	Regulation Details:	Port Authority
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is the discharge list submission for vessel coming into Angolan waters.
06	Input Criteria (Shipping Agent):	The Shipping Agent email discharge list to terminal user.
07	Activities associated with the Business Process:	<p><b>MO-IM-04-01</b> Shipping Agent email the Discharge list information to Terminal user.</p> <p><b>MO-IM-04-02</b> Terminal receives communication from shipping agent for the Discharge list .</p> <p><b>MO-IM-04-03</b> Terminal acknowledge the information email.</p> <p><b>MO-IM-04-04</b> Shipping Agent receives the acknowledgement via email.</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the discharge list is approved and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

## Declare discharge list – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Declare discharge list	<ul style="list-style-type: none"> <li>Currently the process is handled manually</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	JUL offers potential to automate this flow by onboarding it as service and enabling information sharing across the relevant actors and systems

## Declare Discharge List - Future State



## Declare Discharge List (Future State) – Process Narration

This section details the process steps related to Discharge List considering the areas of improvement.

#	Item	Description
01	Name of Process Area:	Vessel Import Submissions
02	Name of Business Process:	Import Discharge list
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>Shipping Agent</li> <li>JUP/ Harbor Master</li> <li>Terminal</li> </ul>
05	Purpose:	This is to submit Discharge list to stakeholders, the subsequent process cargo management would be initiated from there.

06	Process Re-Engineering	<p><b>MO-IM-02-01-J</b> Initiate the Discharge list creation process in JUL system</p> <p><b>MO- IM -02-02-J</b> JUL validates whether an approved Vessel exists in the system to create the Discharge list</p> <p><b>MO- IM -02-03-J</b> Shipping Agent creates the Discharge list in JUL and submit for approval</p> <p><b>MO- IM -02-04-J</b> Receive the Discharge list info in JUP</p> <p><b>MO- IM -02-05-J</b> JUP Validate info</p> <p><b>MO- IM -02-05-1-J</b> JUP Return or Reject the submission if validation failed</p> <p><b>MO- IM -02-06-J</b> Register and provide Discharge list if the validation is successful</p> <p><b>MO-IM-02-07-J</b> Receive Discharge list in terminal</p> <p><b>MO-IM-02-08-J</b> Receive confirmation</p>
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### 5.3.5 Vessel Management - Export Flows

Every Vessel visiting Angolan ports have to complete the required Vessel Export submission steps with vessel. During the process, Manifest is submitted to Customs and Load List to the terminal. The details of the steps as below

#### Vessel Export Submission Process - Actors and Systems

This section describes the actors and systems involved in the Export Manifest. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Shipping Agent	Communicate with Customs User for the Manifest submissions	The <b>Shipping Agent</b> is the primary entity responsible for initiating and managing the manifest submission of any vessel that is coming into the Angolan Ports.
JUP	JUP receive the Manifest Information from Shipping agent and share it with Terminal through integration process	This is an integration step.
ASYCUDA User	Customs user receive the Manifest info from Shipping agent review and approve	<b>ASYCUDA User</b> receives the Manifest info and from Shipping Agent in the system.
Terminal User	Terminal receives the Load List form Shipping agent.	<b>Terminal</b> is responsible to physically receive the vessel in the Berth as per the approved schedule and ETA

System Name	Owner	Function
JUP	MINTRANS/ Port Authority	JUP is the Port community system of Port Authority/ Ministry of Transport in Angola (MINTRANS), which has Port Information Management System functionality as well. Harbor Master uses the same for receiving the Voyage &

		Vessel call information and provides the System approval.
ASYCUDA	MINFIN/ Customs	ASYCUDA World is the system of Customs/ Ministry of Finance in Angola (MINFIN) and it processes the Voyage & Vessel call information in it.
TOS	Terminal	Terminal Operating System (TOS) is the generic name of the operating system uses by respective terminals to manage the terminal operations and resource management.

### **Declare Export Manifest**

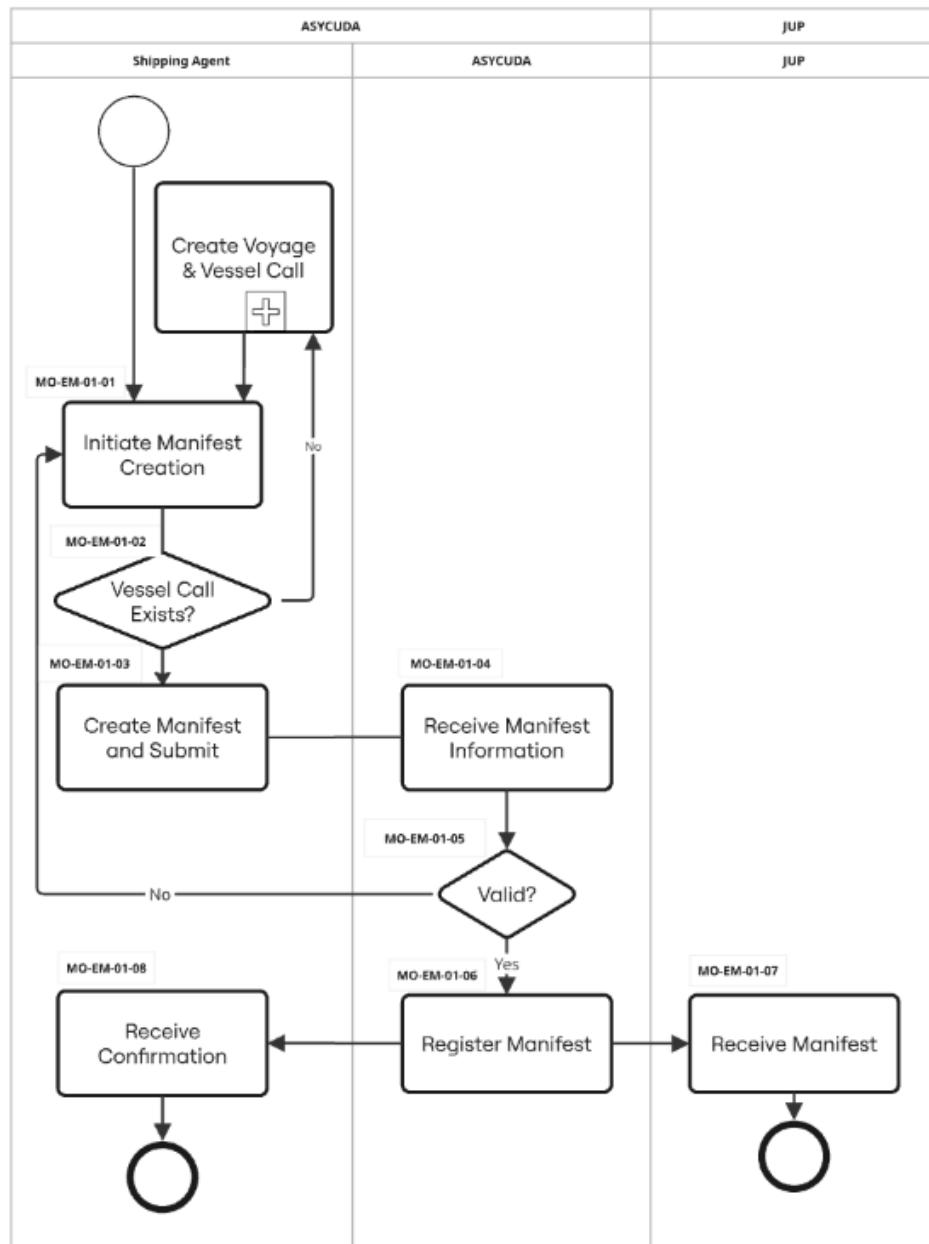
The Declare Export Manifest process outlines the end-to-end steps required for Shipping Agents to prepare, submit, and validate export manifest information with the relevant authorities. This procedure ensures that all cargo destined for export is properly registered, compliant with customs requirements, and accurately reflected in national logistics and trade systems.

Under the current operating environment in Angola, the process is largely decentralized across multiple platforms—primarily ASYCUDA and JUP—requiring manual data entry, repeated validations, and limited interoperability. By documenting the full workflow, this chapter highlights the operational sequence from voyage and vessel call creation through manifest submission, validation, and confirmation.

The future adoption of JUL (Janela Única Logística) aims to streamline these interactions by integrating shipping lines, customs, and port authorities into a unified digital environment. JUL will enable a more efficient exchange of manifest data, reduce manual interventions, and strengthen regulatory oversight over export operations.

### **Vessel Export Submissions- Current Process**

## Export Manifest – Current Flow



### Export Manifest (Current Flow) – Process Narration

This section details the Export Manifest process steps.

#	Item	Description
01	Name of Process Area:	Vessel Export Submissions
02	Name of Business Process:	Export Manifest
03	Regulation Details:	Customs user
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Customs Officer</li> </ul>
05	Purpose:	This is to declare the Export Manifest for vessel leaving from Angolan waters.
06	Input Criteria (Shipping Agent):	1. The Shipping Agent create and submit the manifest in ASYCUDA for the approval. Customs officer verify the manifest details and document to provide approval.
07	Activities associated with the Business Process:	<b>MO-EM-01-01</b> Shipping Agent initiates the manifest creation in ASYCUDA  <b>MO-EM-01-02</b>

		<p>System checks whether the vessel exists or not and redirect for a vessel creation if does not exists .</p> <p><b>MO-EM-01-03</b> Shipping Agent creates the manifest in the system and submit</p> <p><b>MO-EM-01-04</b> Customs officer Receives the Manifest info</p> <p><b>MO-EM-01-05</b> Review the details and verify to Accept/ Reject.</p> <p><b>MO-EM-01-06</b> ASYCUDA register the manifest and confirm</p> <p><b>MO-EM-01-07</b> JUP receives the manifest</p> <p><b>MO-IM-01-08</b> Shipping Agent receives confirmation</p>
08	Average Time:	<p>The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority</p> <p>It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized</p>
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the manifest is approved and Shipping agent can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection notification to the Shipping Agent</li> </ol>

#### Declare Export Manifest – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Export Manifest Submission	<ul style="list-style-type: none"> <li>▪ The Manifest is submitted on ASYCUDA by the shipping agent, but no automated way to share with JUP or other involved actors</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	Export Manifest onboarding on JUL will support automated information sharing across the onboarded on the portal actors and integrated systems

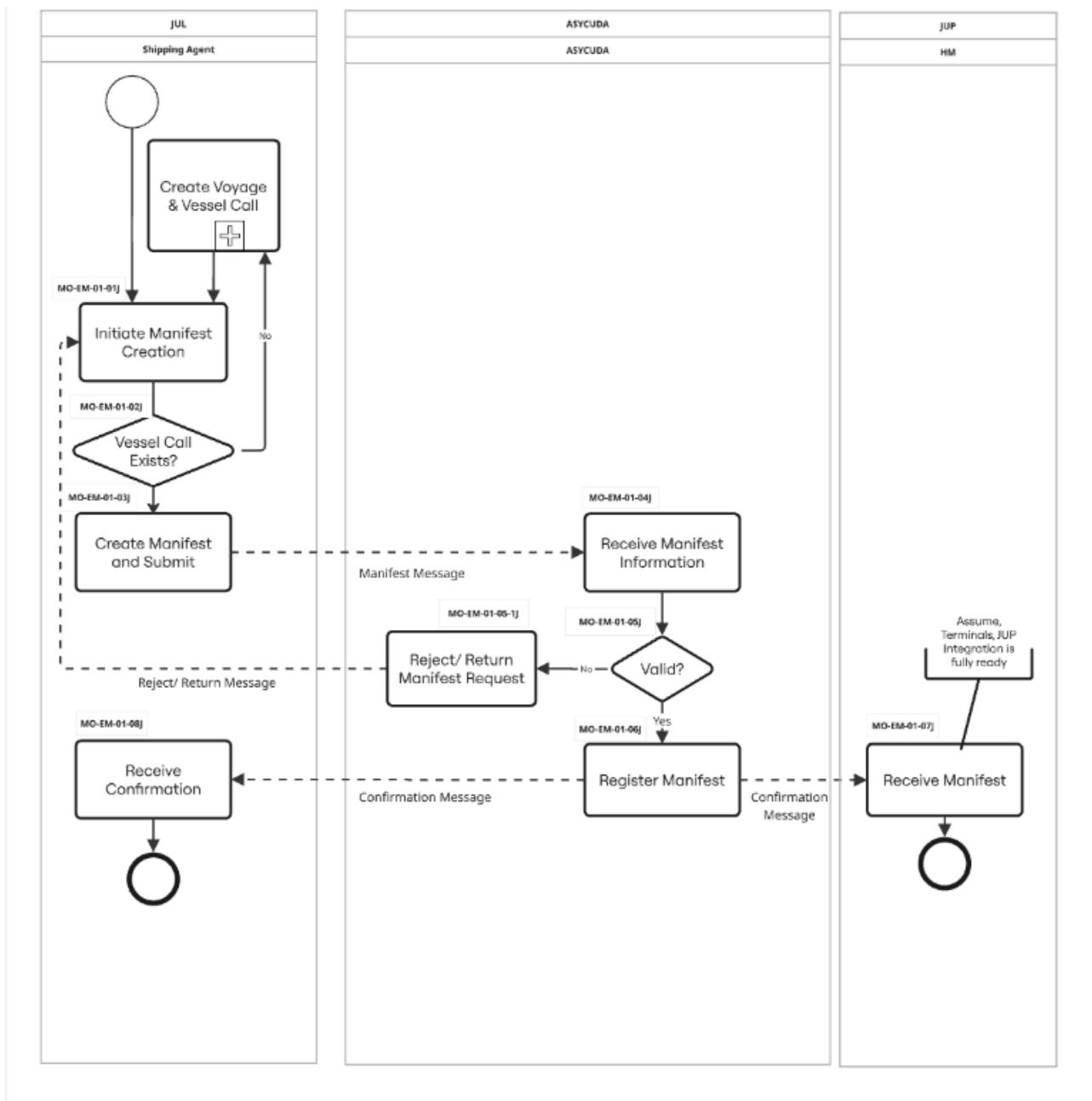
### **Vessel Management - Export Submissions – Future State**

The future state of the Vessel Export Submission process introduces a streamlined, fully integrated workflow enabled by the JUL – Janela Única Logística platform. In this enhanced environment, JUL acts as the central orchestrator connecting Shipping Agents, ASYCUDA, and JUP, ensuring that all export-related data flows seamlessly across systems without duplication or manual re-entry.

Through JUL, shipping agents will be able to create voyages, vessel calls, and export manifests within a unified interface, with automated data validation and direct electronic transmission to ASYCUDA for customs validation and to JUP for operational port processing. The new model eliminates fragmented interactions and reduces errors by ensuring that all stakeholders operate on synchronized datasets, supported by structured messaging and real-time status updates.

By facilitating end-to-end interoperability, JUL significantly improves transparency, reduces processing times, and strengthens regulatory oversight. The result is a more efficient national export workflow that minimizes manual coordination, accelerates manifest registration, and enhances Angola's overall trade facilitation performance.

## Vessel Export Submissions – Future State



### Declare Export Manifest (Future State) – Process Narration

#	Item	Description
01	Name of Process Area:	Vessel Export Submissions
02	Name of Business Process:	Export Manifest
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ JUP/ Harbor Master</li> <li>▪ ASYCUDA/ Customs user</li> </ul>
05	Purpose:	This is to submit manifest to stakeholders, the process of cargo management would be completed.

06	Process Re-Engineering	<p><b>MO-EM-01-01-J</b> Initiate the manifest creation process in JUL system</p> <p><b>MO- EM -01-02-J</b> JUL validates whether an approved Vessel exists in the system to create the manifest</p> <p><b>MO- EM -01-03-J</b> Shipping Agent creates the manifest in JUL and submit for approval</p> <p><b>MO- EM -01-04-J</b> Receive the manifest info in ASYCUDA</p> <p><b>MO- EM -01-05-J</b> ASYCUDA Validate info</p> <p><b>MO- EM -01-05-1-J</b> ASYCUDA Return or Reject the submission if validation failed</p> <p><b>MO- EM -01-06-J</b> Register and provide Manifest Registration Number (MRN) if the validation is successful</p> <p><b>MO- EM -01-07-J</b> JUP receive the manifest info</p> <p><b>MO-IM-01-08-J</b> Shipping agent receives confirmation</p>
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### Declare Load List to Terminal

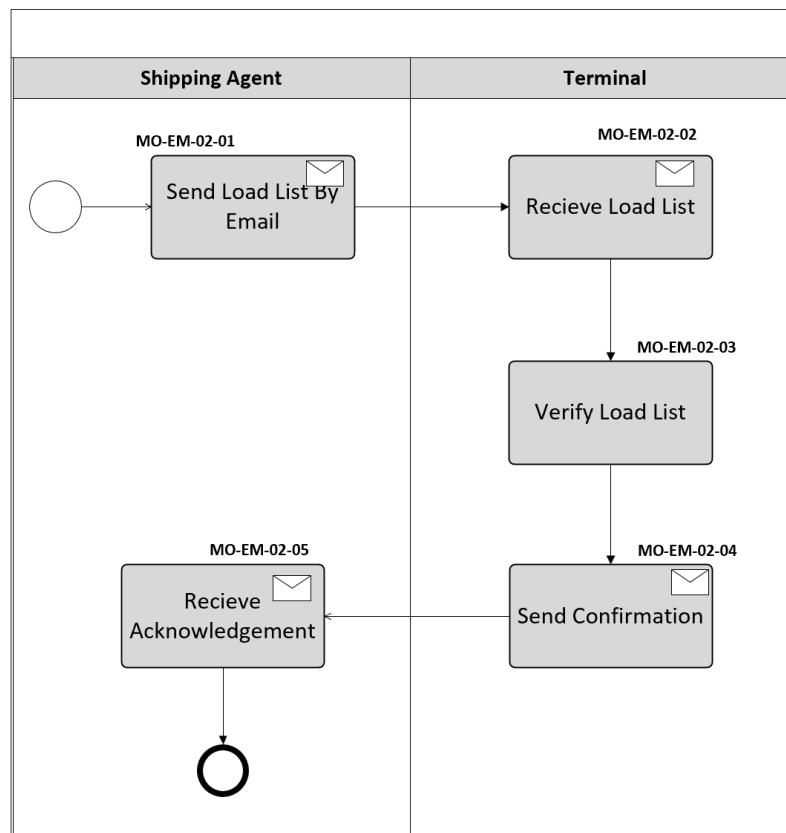
The **Declare Load List to Terminal** process describes how Shipping Agents currently communicate export loading information to terminal operators. In the existing environment, this exchange is predominantly manual and relies on email transmission of the load list, which includes container and cargo details required for the terminal to prepare vessel loading operations.

#### Declare Load List to Terminal – Current State

Once the terminal receives the emailed load list, the information is manually reviewed, verified, and acknowledged back to the Shipping Agent. Due to the lack of system integration and automated validation, the process is highly dependent on manual checks, individual follow-ups, and bilateral correspondence. This increases the risk of data inconsistencies, delays in operational alignment, and limited real-time visibility across parties.

Documenting this current-state workflow provides the basis for identifying improvement areas and establishing a more automated and integrated approach under the JUL future state.

## Declare Load List to Terminal – Current State



### Declare Load List to Terminal (Current State) – Process Narration

This section details the process steps related to the declaring pf the Load List to the Terminal.

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Load list Submission to Terminal
03	Regulation Details:	Port Authority
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is the Load list submission for vessel coming into Angolan waters.
06	Input Criteria (Shipping Agent):	The Shipping Agent email Load list to terminal user.
07	Activities associated with the Business Process:	<p><b>MO-EM-02-01</b> Shipping Agent email the Load list information to Terminal user.</p> <p><b>MO-EM-02-02</b> Terminal receives communication from shipping agent for the Load list .</p> <p><b>MO-EM-02-03</b> Terminal acknowledge the information email.</p> <p><b>MO-EM-02-04</b> Shipping Agent receives the acknowledgement via email.</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	3. For approved flow, the discharge list is approved and Shipping agent can proceed with subsequent process

		4. For rejected flows, the flow ends with the rejection notification to the Shipping Agent
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### Declare Load list – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Declare Load List	<ul style="list-style-type: none"> <li>The process is initiated by the shipping agent who is sharing the list to the terminal manually</li> </ul>		<ul style="list-style-type: none"> <li>JUL offers potential to automate this flow by onboarding it as service and enabling information sharing across the relevant actors and systems</li> </ul>

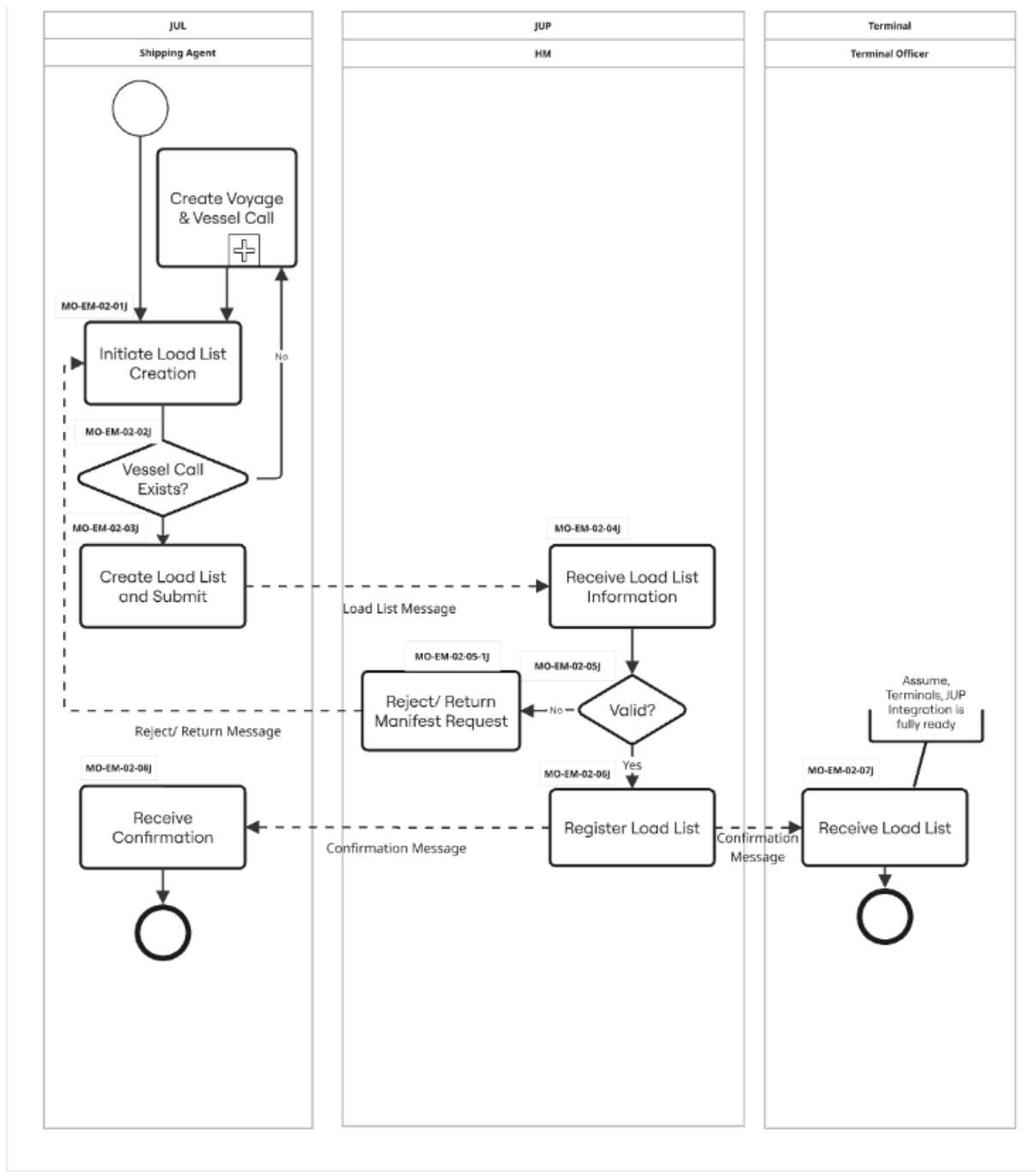
### Declare Load List – Future State

The future state of the Load List Declaration process leverages the JUL (Janela Única Logística) platform to create a fully integrated and automated exchange of loading information between Shipping Agents, JUP, and Terminal Operators. In this improved operational model, the Shipping Agent initiates the load list creation directly through JUL, using structured data already associated with the voyage and vessel call, eliminating the reliance on emails and manual file sharing.

Through JUL, load list information is transmitted electronically to JUP and subsequently to the Terminal Operations System, ensuring that all parties receive consistent and validated data in real time. Automated validations, immediate feedback, and standardized messaging significantly reduce the risk of errors, discrepancies, and operational delays.

By centralizing communication and enforcing data accuracy at the source, JUL enhances operational coordination, accelerates terminal planning activities, and provides full visibility across the export loading workflow. This interconnected digital environment supports more efficient vessel operations and strengthens Angola's overall logistics performance.

## Future State



### Declare Load List (Future State) – Process Narration

This section details the process steps related to Load List Declaration

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Export Load list declaration
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ JUP/ Harbor Master</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to submit Load list to stakeholders, the subsequent process cargo management would be initiated from there.

06	Process Re-Engineering	<p><b>MO-EM-02-01-J</b> Initiate the Load list creation process in JUL system</p> <p><b>MO- EM -02-02-J</b> JUL validates whether an approved Vessel exists in the system to create the Load list</p> <p><b>MO- EM -02-03-J</b> Shipping Agent creates the Load list in JUL and submit for approval</p> <p><b>MO- EM -02-04-J</b> Receive the Load list info in JUP</p> <p><b>MO- EM -02-05-J</b> JUP Validate info</p> <p><b>MO- EM -02-05-1-J</b> JUP Return or Reject the submission if validation failed</p> <p><b>MO- EM -02-06-J</b> Register and provide Load list if the validation is successful</p> <p><b>MO-EM-02-07-J</b> Receive Load list in terminal</p> <p><b>MO-EM-02-08-J</b> Receive confirmation</p>
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### 5.3.6 Export Bookings

Cargo vessels must complete the export booking process prior to loading cargo for departure. This process includes managing the release of empty containers for containerized shipments and ensuring the return of full containers to the terminal before the vessel's scheduled departure from the port. The detailed process is outlined below.

#### Export Booking - Actors and Systems

This section describes the actors and systems involved in the export booking. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Shipping Agent	Communicate with Forwarder , Terminal and ASYCUDA for the container release and accepting the full container back to the terminal prior to the loading of cargo into the vessel	The <b>Shipping Agent</b> is the primary entity responsible for initiating the booking process by notifying the Forwarding Agents and traders on slots
Forwarding Agent	Forwarder on behalf of trader books the slot of cargo and start the process of container release request to get the empty container released. Also arrange the full back to the terminal upon completing the stuffing	The <b>Forwarding Agent</b> act on behalf of traders to book the slots on vessel and arrange the cargo movements to the port in order to load the cargo into it
Trucker	Truckers are instrumental in haulage the cargo from in land area to port before loading the same into vessel	Trucker or trucking company is responsible for moving the cargo/ container on land
Terminal	Terminal is responsible for releasing the container form the inland container depo or receiving the full into terminal	Terminal is the releasing the container empty and also receiving the full container into it.
ASYCUDA User	Shipping agent register the vessel information in the ASYCUDA system as well to start the process	<b>ASYCUDA User</b> receives the container release information in order to arrange the customs inspection at the container stuffing place as part of the regulation

System Name	Owner	Function
JUP	MINTRANS/ Port Authority	JUP is the Port community system of Port Authority/ Ministry of Transport in Angola (MINTRANS), which has Port Information Management System functionality as well. Harbor Master uses the same for receiving the Vessel registration and provides the System approval.
ASYCUDA	AGT (Customs Authority)	ASYCUDA World is the system of Customs/ Ministry of Finance in Angola (MINFIN) and it processes the Vessel Registration in it.

### **Export Booking - Current Process**

#### **Manage Container Release**

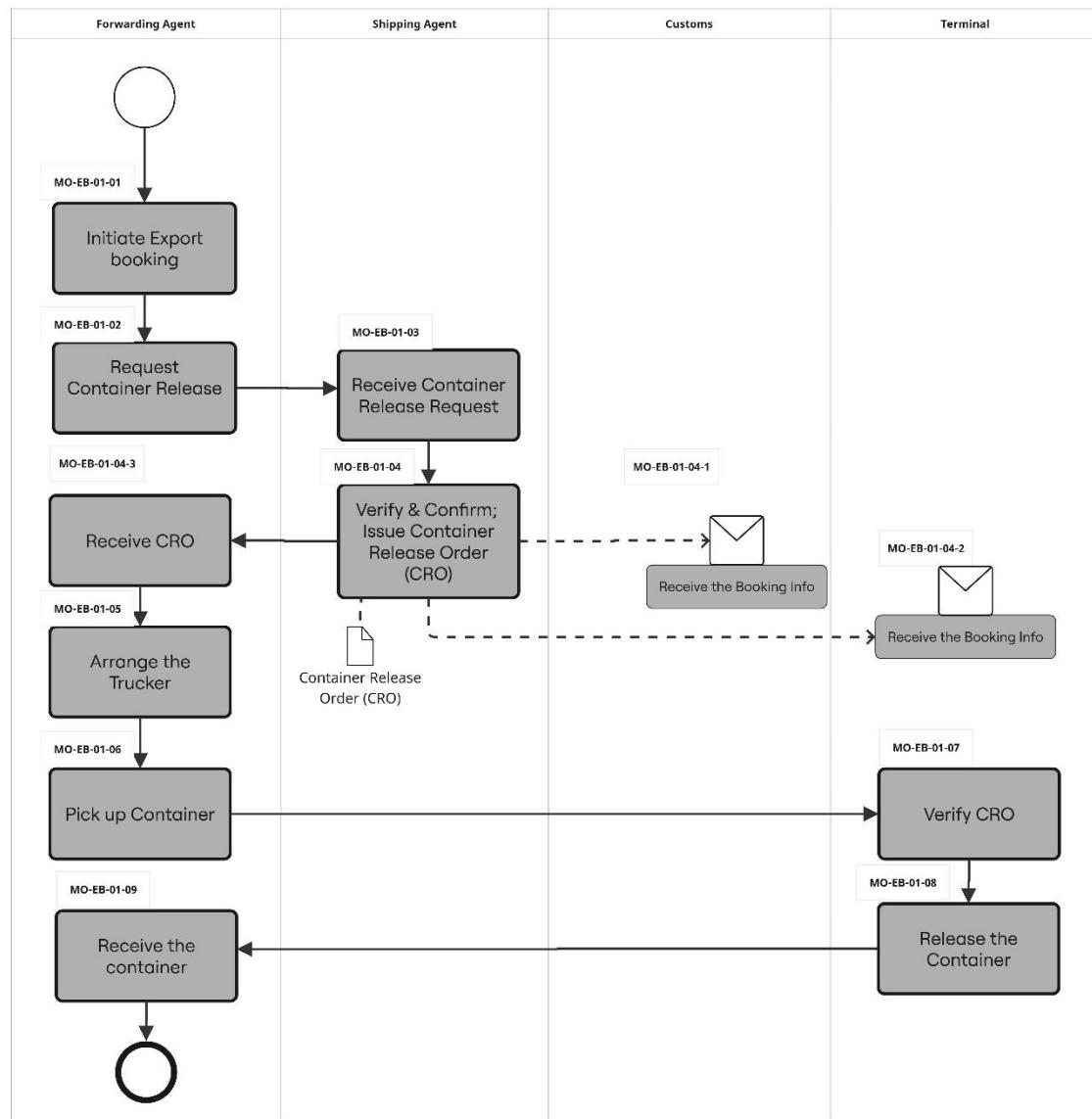
The Manage Container Release process describes the current operational steps followed by Forwarding Agents, Shipping Agents, Customs, and Terminal Operators to obtain and release empty containers for export. Today, this workflow is heavily dependent on manual interactions, physical documents, and email exchanges, which often lead to delays, inconsistencies, and limited visibility across stakeholders.

#### **Manage Container Release – Current Flow**

In the existing environment, the process begins when the Forwarding Agent initiates an export booking and submits a request for container release to the Shipping Agent. After receiving the request, the Shipping Agent verifies the booking details and issues the Container Release Order (CRO). The CRO is then shared with the Forwarding Agent, who coordinates trucking arrangements to pick up the container from the terminal. Terminal operators verify the CRO manually before releasing the container.

This AS-IS process reflects a fragmented information flow, limited integration, and multiple points of manual verification. Documenting these steps highlights the operational inefficiencies and forms the basis for defining a more streamlined, digitized, and integrated approach under the JUL future state.

## Manage Container Release – Current State



### Container Release (Current State) – Process Narration

This section details the process steps related to Container Release

#	Item	Description
01	Name of Process Area:	Export Booking
02	Name of Business Process:	Container Release
03	Regulation Details:	Terminal
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Terminal</li> <li>▪ Forwarding Agent</li> <li>▪ Trucker</li> </ul>
05	Purpose:	This is to book the empty container release as part of the export booking for the trader. So that the trader can start the preparation of cargo export.
06	Input Criteria (Forwarding Agent):	<ol style="list-style-type: none"> <li>1. The Forwarding Agent starts the Container release request and Shipping Agent issues the container release order against the request.</li> <li>2. Container release order allows Forwarder to pick the container from the ICD terminal for the stuffing process.</li> <li>3. Shipping Agent also inform Customs via email on the container release for them to be available on the stuffing inspection process</li> </ol>

07	Activities associated with the Business Process:	<p><b>MO-EB-01-01</b> Forwarding Agent initiates the Export Booking</p> <p><b>MO-EB-01-02</b> Forwarding Agent initiates the Container release request via email</p> <p><b>MO-EB-01-03</b> Shipping Agent received the request from Forwarder</p> <p><b>MO-EB-01-04</b> Verify, Confirm and Issue Container Release Order (CRO) .</p> <p><b>MO-EB-01-04-1</b> Shipping Agent inform the ASYCUDA on the container release</p> <p><b>MO-EB-01-04-2</b> Shipping Agent inform the terminal on the container release.</p> <p><b>MO-EB-01-04-3</b> Forwarder receives the Container Release Order.</p> <p><b>MO-EB-01-05</b> Forwarder arranges the trucker.</p> <p><b>MO-EB-01-06</b> Pick up container process by trucker</p> <p><b>MO-EB-01-07</b> Terminal Verify the CRO and process it</p> <p><b>MO-EB-01-08</b> Terminal release the container to the trucker.</p> <p><b>MO-EB-01-09</b> Trucker carries the container to the destination as per the forwarder instructions to stuff the cargo.</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the container release is processed by Shipping agent and forwarder can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection email notification by the Shipping Agent</li> </ol>

#### Container Release – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Container Release Submission	The workflow is not automated	<ul style="list-style-type: none"> <li>▪ Limited or no traceability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enable Shipping Agents and Freight Forwarders to submit, review and approve container release requests directly on JUL</li> </ul>

#### Container Release – Future State

In the future state, the Container Release Order (CRO) process is fully digitized and orchestrated through the JUL – Janela Única Logística platform. The enhanced model replaces the manual, email-based exchanges of booking and release documents with seamless, structured, system-to-system communication among Forwarding Agents, Shipping Agents, JUP, ASYCUDA, and Terminal Operators.

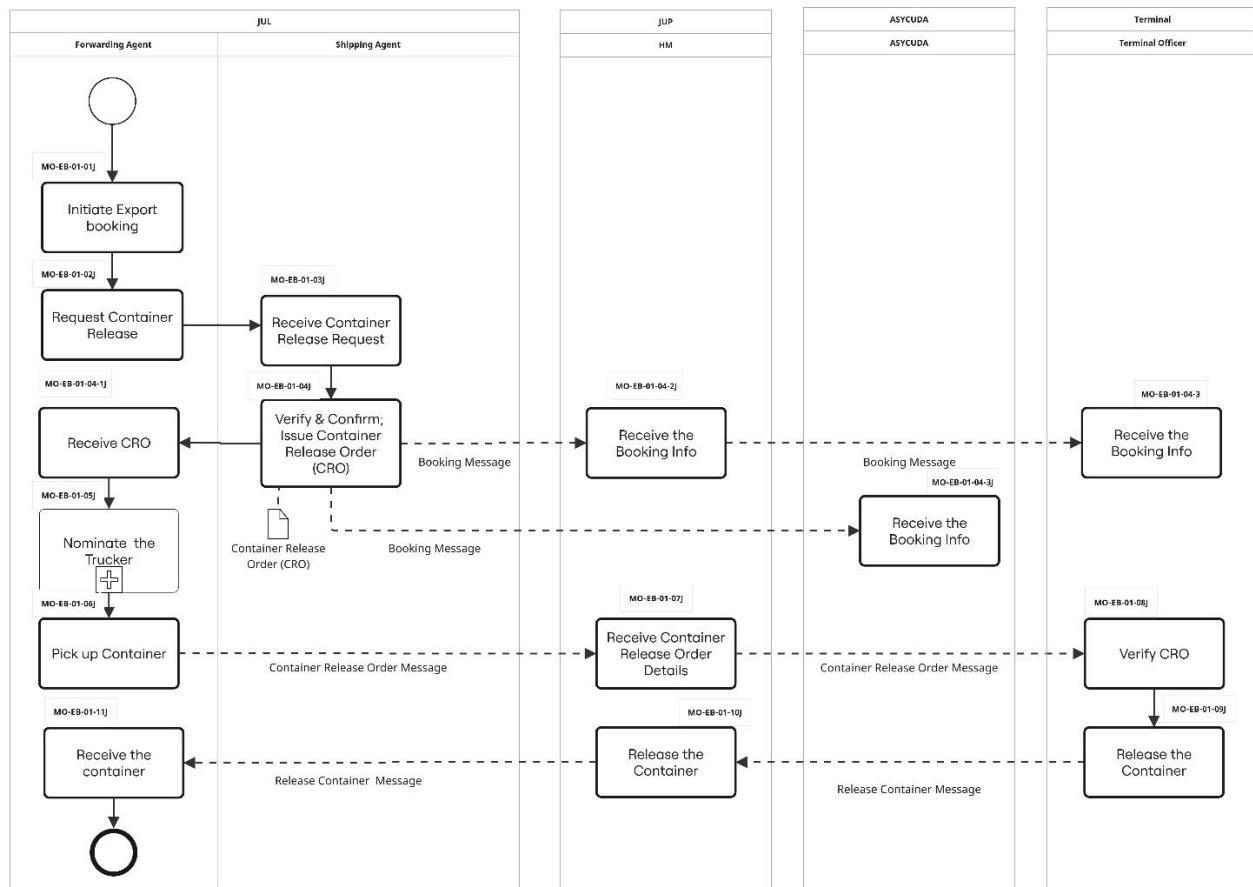
Under this integrated approach, the Forwarding Agent initiates the export booking and CRO request directly in JUL, where the Shipping Agent can immediately verify the booking details and issue the CRO electronically. JUL then

transmits standardized booking and CRO messages to JUP and the Terminal Operations System, ensuring all stakeholders operate on synchronized and validated information.

Real-time validations, automated status updates, and traceable digital records eliminate processing delays and reduce the risk of mismatches or manual errors. Terminals receive CRO data electronically and can verify and release the container promptly, significantly improving operational efficiency.

By centralizing booking verification, CRO issuance, and terminal clearance under JUL, Angola achieves a more transparent, efficient, and interoperable container release process that supports faster export operations and enhances national trade competitiveness.

## **Container Release Order - Future State**



Container Release (Future State) – Process Narration

This section details the Container Release process steps highlighting the areas of improvement

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Container Release
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Forwarding Agent</li> <li>▪ Customs user</li> </ul>
05	Purpose:	The purpose is to book the empty container release from the ICD facility for the trader to start stuffing the cargo and proceed with export processes

06	Process Re-Engineering	<p><b>MO-EB-01-01-J</b> Forwarder profile should be onboarded to JUL and allow the user to initiate the container booking for the export process</p> <p><b>MO-EB-01-02-J</b> Request container release</p> <p><b>MO-EB-01-03-J</b> Receive CR request</p> <p><b>MO-EB-01-04-J</b> Shipping Agent verify, confirm and release container release order in JUL</p> <p><b>MO-EB-01-04-1-J</b> Forwarding Agent receive the CRO</p> <p><b>MO-EB-01-04-2-J</b> JUP receive the CRO info</p> <p><b>MO-EB-01-04-3-J</b> ASYCUDA receive the CRO info</p> <p><b>MO-EB-01-04-4-J</b> TOS receive the CRO info from JUP</p> <p><b>MO-EB-01-05-J</b> Nominate a Trucker</p> <p><b>MO-EB-02-06-J</b> Pick up container</p> <p><b>MO-EB-01-07-J</b> Receive container release order in JUP</p> <p><b>MO-EB-01-08-J</b> Terminal verify the CRO</p> <p><b>MO-EB-01-09-J</b> Receive container by Terminal</p> <p><b>MO-EB-01-10-J</b> Container release update from terminal to JUP</p> <p><b>MO-VR-02-11-J</b> Forwarder receives confirmation in JUL</p>
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## Manage Container Acceptance

The Container Acceptance process outlines the current steps followed by Forwarding Agents, Shipping Agents, Customs, and Terminal Operators to complete the inspection and acceptance of export containers before they are delivered to the terminal. Today, this workflow is characterized by manual coordination, multiple physical interactions, and limited system support across agencies.

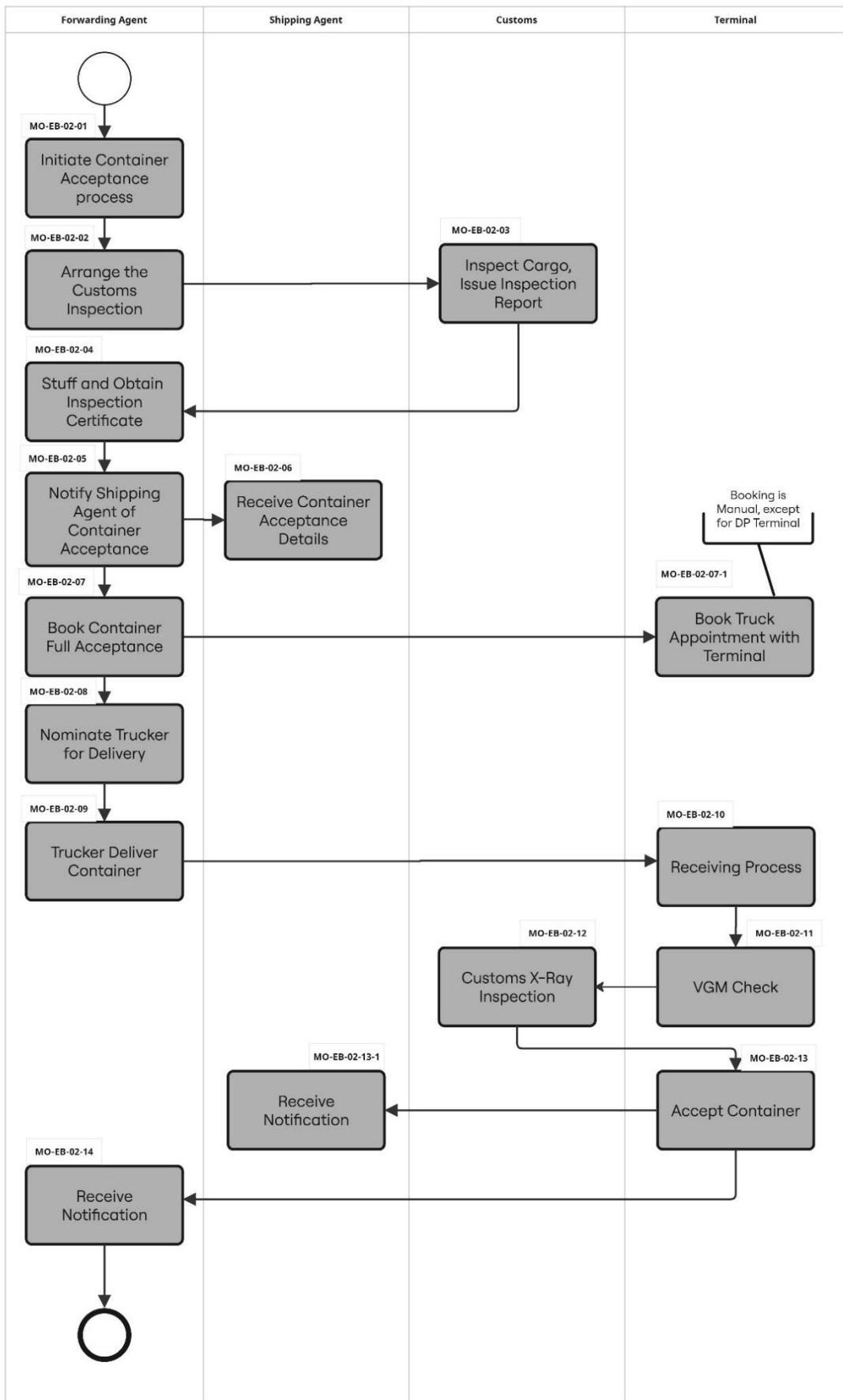
### Manage Container Acceptance (Current State) – Process Flow

The process begins when the Forwarding Agent initiates the acceptance procedure and coordinates customs inspection activities. After stuffing and obtaining the inspection certificate, the Forwarding Agent notifies the Shipping Agent, who then records the acceptance and proceeds with booking confirmation. Subsequent steps—such as truck nomination, terminal appointment booking, and final delivery—are handled through separate channels with little automation or data synchronization.

Because each participant operates in siloed systems or relies on informal communication, the current model often leads to repeated follow-ups, inconsistent documentation, and a lack of real-time visibility of acceptance status.

These inefficiencies highlight the need for an integrated, harmonized future-state process under JUL that enables smoother coordination, structured data exchange, and traceable workflows.

### Manage Container Acceptance



## Container Acceptance (Current State) – Process Narration

This section details the process steps related to Container Acceptance.

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Container Acceptance
03	Regulation Details:	Terminal
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Terminal</li> <li>▪ Forwarding Agent</li> <li>▪ Trucker</li> </ul>
05	Purpose:	This is to book the Full container Acceptance as part of the export booking for the trader. So that the trader can start the preparation of cargo export.
06	Input Criteria (Forwarding Agent):	<ol style="list-style-type: none"> <li>1. The Forwarding Agent books the Container full acceptance request and Shipping Agent issues the container release order against the request.</li> <li>2. Container release order allows Forwarder to pick the container from the ICD terminal for the stuffing process.</li> <li>3. Shipping Agent also inform Customs via email on the container release for them to be available on the stuffing inspection process</li> </ol>
07	Activities associated with the Business Process:	<p><b>MO-EB-02-01</b> Forwarding Agent initiates the Export Booking</p> <p><b>MO-EB-02-02</b> Forwarding Agent initiates the Container inspection slot</p> <p><b>MO-EB-02-03</b> Customs Inspect cargo and issue inspection report</p> <p><b>MO-EB-02-04</b> Obtain the Inspection report .</p> <p><b>MO-EB-02-05</b> Forwarder notify the Shipping Agent of container acceptance</p> <p><b>MO-EB-02-06</b> Shipping Agent receive the container acceptance details.</p> <p><b>MO-EB-02-07</b> Forwarder book the appointment for container acceptance .</p> <p><b>MO-EB-02-08</b> Forwarder nominate the trucker for delivery</p> <p><b>MO-EB-02-09</b> Trucker deliver the container</p> <p><b>MO-EB-02-10</b> Terminal receiving process</p> <p><b>MO-EB-02-11</b> Terminal arrange the Verified Gross Mass check</p> <p><b>MO-EB-02-12</b> Custom X-Ray Inspection.</p> <p><b>MO-EB-02-13</b> Terminal Accept Container</p> <p><b>MO-EB-02-14</b> Shipping Agent receives Notification</p> <p><b>MO-EB-02-15</b> Forwarding Agent receives Notification</p>

08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized
09	Output Criteria:	<ol style="list-style-type: none"> <li>1. For approved flow, the container acceptance is processed by shipping agent and forwarder can proceed with subsequent process</li> <li>2. For rejected flows, the flow ends with the rejection email notification by the Shipping Agent</li> </ol>

#### Container Acceptance – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Container Acceptance	The workflow is not automated	<ul style="list-style-type: none"> <li>▪ Limited or no traceability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enable Shipping Agents and Freight Forwarders to submit, review and approve container release requests directly on JUL</li> </ul>

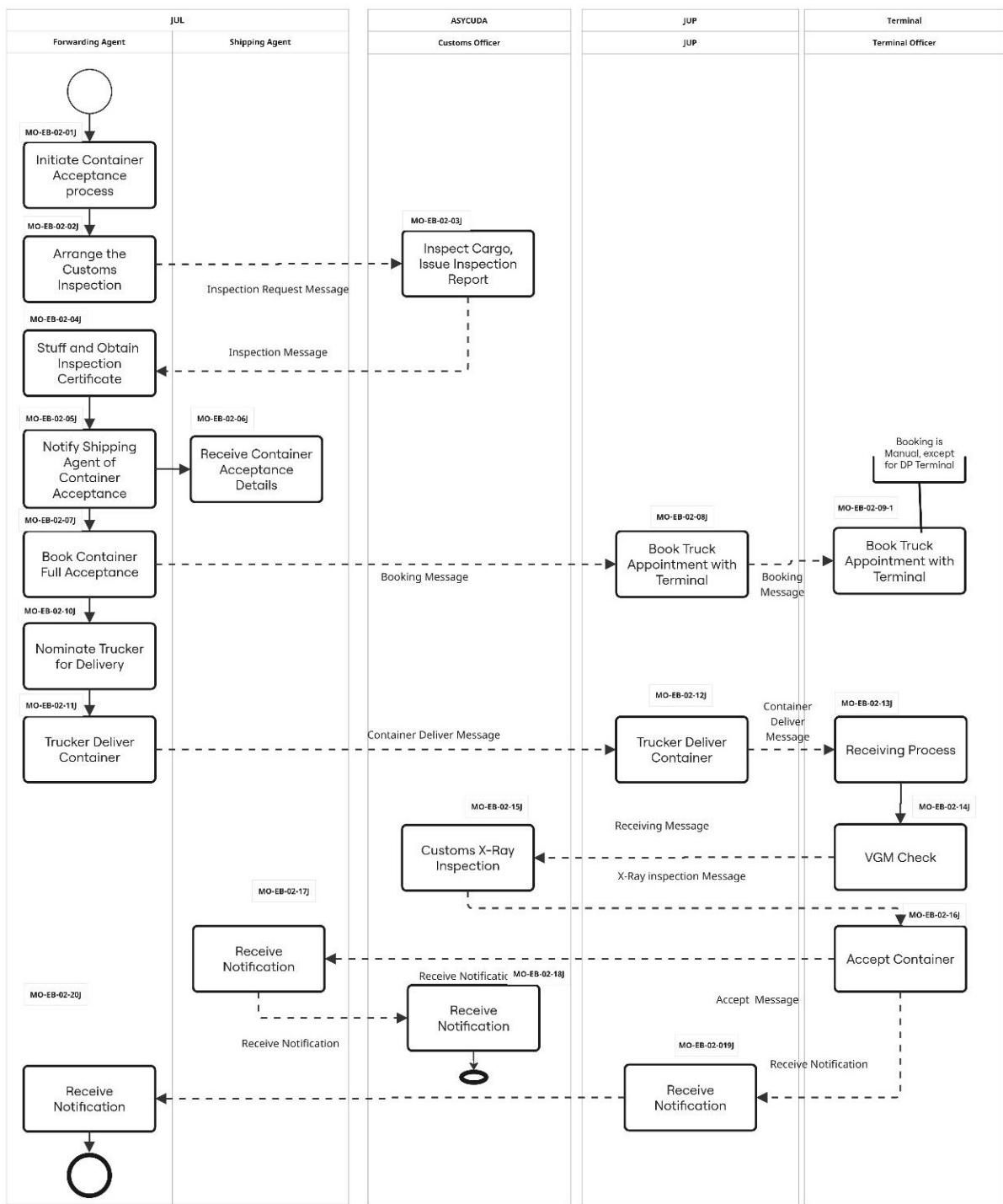
#### Container Acceptance (Future State) – Process Flow

The future state of the Container Acceptance process introduces a streamlined, digitally coordinated workflow enabled through JUL (Janela Única Logística), integrating all key actors—Forwarding Agents, Shipping Agents, Customs, JUP, and Terminal Operators—into a single interoperable environment. This enhanced model replaces the manual, paperwork-intensive steps with automated inspection requests, structured data exchanges, and real-time status visibility.

In the optimized future state, the Forwarding Agent initiates the acceptance process through JUL, triggering automated notifications to Customs for inspection scheduling and to the Shipping Agent for acceptance review. Inspection results, acceptance confirmations, and booking details are exchanged digitally through standardized messages, allowing seamless communication between systems. Subsequent steps, such as truck appointment booking and container delivery at the terminal, are fully integrated with JUP and Terminal Operating Systems, ensuring that all stakeholders have access to synchronized and validated information.

By centralizing inspection data, acceptance confirmations, booking validation, and terminal processes within JUL, the future state eliminates redundant manual steps, enhances traceability, minimizes operational delays, and provides complete transparency across the container acceptance lifecycle. This creates a more efficient, controlled, and compliant process aligned with Angola's trade facilitation objectives.

## Container Acceptance (Future State) – Process Flow



## Container Acceptance (Future State) – Process Narration

This section details the process steps related to container acceptance.

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Container Acceptance
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Forwarding Agent</li> <li>▪ Customs user</li> <li>▪ Terminal</li> </ul>
05	Purpose:	This is to book the container acceptance to the terminal for the export processes

06	Process Re-Engineering	<p><b>MO-EB-02-01-J</b> Forwarder profile should be onboard to JUL and allow the user to initiate the container acceptance as part of the export process</p> <p><b>MO-EB-02-02-J</b> Arrange the customs inspection process, ASYCUDA receive the customs inspection slot request</p> <p><b>MO-EB-02-03-J</b> Customs inspect the cargo and issue the customs inspection report. Upload the paper request report against the inspection request or issue a final report against that</p> <p><b>MO-EB-02-04-J</b> Forwarder get the final report in JUL</p> <p><b>MO-EB-02-05-J</b> Forwarder notify shipping agent on container acceptance</p> <p><b>MO-EB-02-06-J</b> Shipping Agent receives the container acceptance</p> <p><b>MO-EB-02-07-J</b> Book appointment for container acceptance</p> <p><b>MO-EB-02-08-J</b> Book appointment with terminal via JUP</p> <p><b>MO-EB-02-09-J</b> Terminal book the appointment</p> <p><b>MO-EB-02-10-J</b> Forwarder nominate trucker</p> <p><b>MO-EB-02-11-J</b> Trucker deliver the cargo to terminal</p> <p><b>MO-EB-02-12-J</b> Trucker deliver the container info to JUP</p> <p><b>MO-EB-02-13-J</b> Terminal receiving process</p> <p><b>MO-EB-02-14-J</b> Customs X Ray Inspection and status update</p> <p><b>MO-EB-02-15-J</b> Terminal accept the container and update to JUP</p> <p><b>MO-EB-02-16-J</b> Terminal accept the container and update to JUL</p> <p><b>MO-EB-02-17-J</b> Shipping Agent receive the update in JUL</p> <p><b>MO-EB-02-18-J</b> JUL receive the notification and update the status in ASYCUDA</p> <p><b>MO-EB-02-19-J</b> JUP receive the notification</p> <p><b>MO-EB-02-20-J</b> Forwarder receive the notification</p>
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### 5.3.7 Vessel Clearance Process

## Vessel clearance

A vessel is required to obtain clearance from the Port Authority both prior to departure from a port and before entering a port. The detailed process for obtaining sailing clearance is described below

### Vessel clearance - Actors and Systems

This section describes the actors and systems involved in the Vessel Clearance. The contents related to system include information on the ownership of the system and on the activities that the users can perform on the system. Regarding the involved actors, the section provides overview on the roles and the actions that each role type can perform.

Actors/ Business Partners	Actions	Role Description
Shipping Agent	Communicate with HM for the vessel clearance	The <b>Shipping Agent</b> is the primary entity responsible for initiating the Vessel Clearance request with HM
HM	HM review and provide the final approval for the vessel to sail and issue the vessel clearance for same	The <b>HM</b> act as the final authority for the vessel clearance. Other Government agencies involved in the vessel clearance process provide their inspection and clearance and once all the clearance received from all entities, HM provides the final clearance for the vessel to sail
Terminal	Terminal is responsible to issuing the release note for the clearance step from its side	Terminal is executing the vessel sail once the vessel clearance is received
Customs Inspector	Release note is issued from customs side for the vessel to get its vessel clearance from the HM	Customs Inspector issue the release note as part of the vessel clearance

System Name	Owner	Function
JUP	MINTRANS/ Port Authority	JUP is the Port community system of Port Authority/ Ministry of Transport in Angola (MINTRANS), which has Port Information Management System functionality as well. Harbor Master uses the same for receiving the Vessel registration and provides the System approval.
ASYCUDA	MINFIN/ Customs	ASYCUDA World is the system of Customs/ Ministry of Finance in Angola (MINFIN) and it processes the Vessel Registration in it.

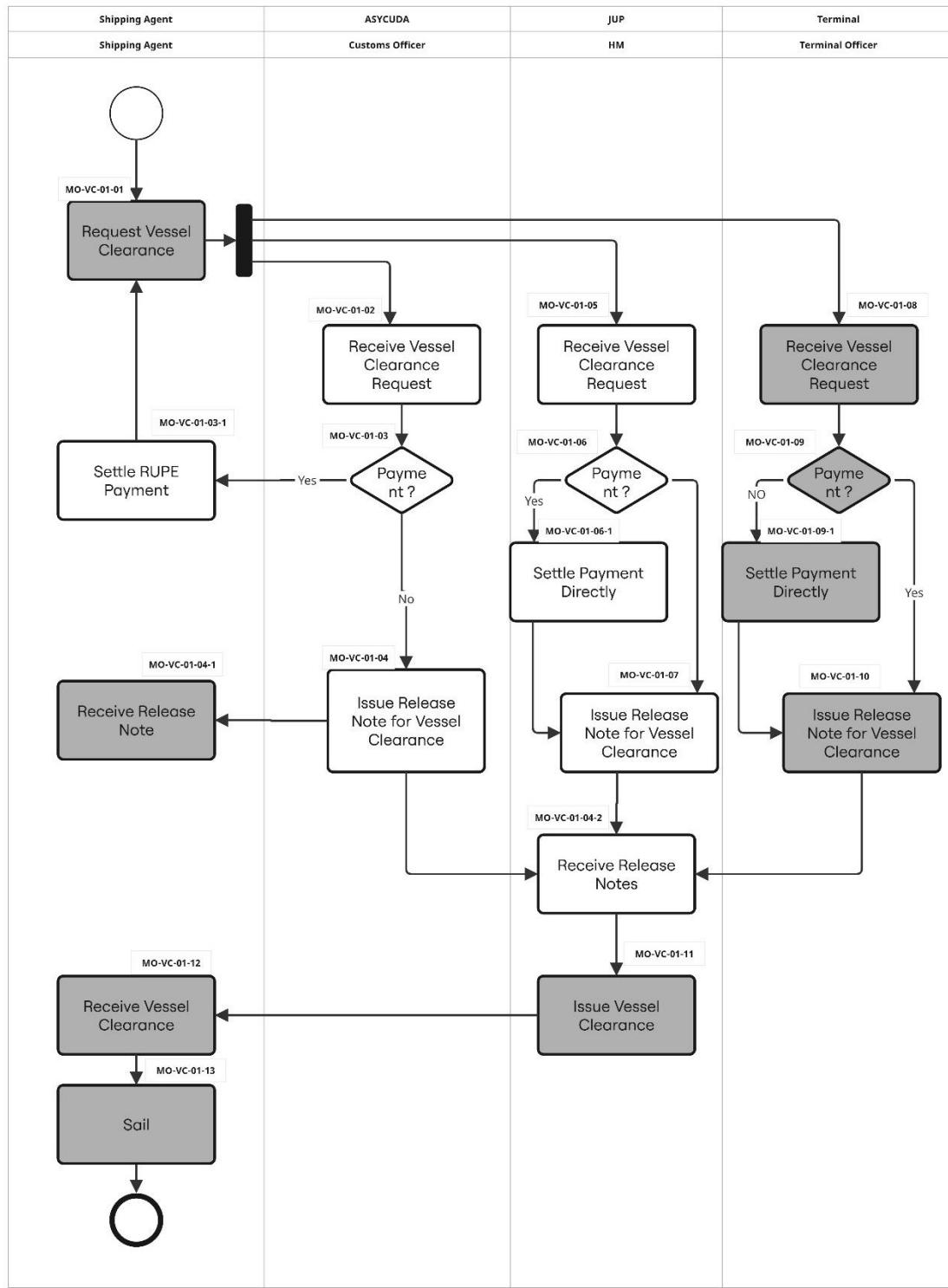
### Vessel Clearance - Current Process

The Vessel Clearance process describes the current procedures through which Shipping Agents obtain approval for a vessel to depart after completing all operational, customs, and terminal-related formalities. Today, the workflow is fragmented across ASYCUDA, JUP, and terminal systems, requiring multiple manual checks, payments, and the exchange of release notes before final clearance is granted.

The process begins when the Shipping Agent submits a vessel clearance request, which is received and independently processed by Customs through ASYCUDA, by JUP for port-related validations, and by the Terminal for operational verification. Each stakeholder performs their own checks—mainly payment confirmation and compliance validation—before issuing a release note. Only once all release notes are consolidated can the final vessel clearance be issued.

This current-state model lacks system integration and real-time data synchronization, leading to duplicated verifications, delays in payment updates, and frequent manual follow-ups. The reliance on separate platforms and manual steps increases the risk of inconsistencies and extends vessel turnaround times. Documenting this process establishes the baseline for future improvements under JUL, where digitization and interoperability can streamline clearance procedures and enhance national port efficiency.

## Vessel Clearance – Current State



### Vessel Clearance (Current State) – Process Narration

This section details the process steps related to Vessel Clearance.

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Request Vessel Clearance
03	Regulation Details:	Harbor Master
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor Master</li> <li>▪ Terminal Operator</li> </ul>
05	Purpose:	The purpose is to request vessel clearance for vessel get authorization to depart from the port.

06	Input Criteria (Shipping Agent):	<ul style="list-style-type: none"> <li>- The Shipping Agent sent the request to Harbor Master for Vessel Clearance</li> <li>- Shipping Agent has to obtain the Release notes from Customs, Terminal and Port Authorities in order to get the vessel clearance from the Harbor Master.</li> </ul>
07	Activities associated with the Business Process:	<p><b>MO-VC-01-01</b> Shipping Agent starts vessel clearance</p> <p><b>MO-VC-01-02</b> Shipping Agent initiate the vessel clearance request with ASYCUDA</p> <p><b>MO-VC-01-03</b> ASUCUDA checks the payment status</p> <p><b>MO-VC-01-03-1</b> Shipping Agent settles the payment via RUPE</p> <p><b>MO-VC-01-04</b> Issue Release note for vessel clearance from ASYCUDA .</p> <p><b>MO-VC-01-04-1</b> Receive release note from ASYCUDA</p> <p><b>MO-VC-01-05</b> HM receive Vessel Clearance request from shipping agent.</p> <p><b>MO-VC-01-06</b> Payment status checks by JUP.</p> <p><b>MO-VC-01-06-1</b> Shipping Agent settle payment directly with JUP</p> <p><b>MO-VC-01-07</b> Issue release note for Vessel Clearance</p> <p><b>MO-VC-01-04-2</b> Receive Release note from HM and ASYCUDA</p> <p><b>MO-VC-01-08</b> Terminal receive vessel clearance request from Shipping Agent</p> <p><b>MO-VC-01-09</b> Payment status checks</p> <p><b>MO-VC-01-09-1</b> Shipping agent settle payment directly</p> <p><b>MO-VC-01-10</b> Terminal issue vessel clearance request to Shipping Agent</p> <p><b>MO-VC-01-04-2</b> Receive Release note from HM, ASYCUDA and Terminal by Shipping Agent</p> <p><b>MO-VC-01-11</b> HM Issues Vessel Clearance</p> <p><b>MO-VC-01-12</b> Shipping Agent receive vessel clearance</p> <p><b>MO-VC-01-13</b> Ready to Sail.</p>
08	Average Time:	The average completion time for this process has not been formally measured. Based on stakeholder feedback, the duration is estimated to vary between a few days' depending on the complexity of the transaction and responsiveness of the approving authority It is recommended that time-study analysis be conducted as a separate activity in the future to establish clear baseline performance indicators once the To Be processes have been realized

09	Output Criteria:	<ul style="list-style-type: none"> <li>- For approved flow, the Vessel clearance is processed by HM and Shipping agent can proceed with subsequent process</li> <li>- For rejected flows, the flow ends with the rejection email notification by the Shipping Agent</li> </ul>
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### Register Vessel – Observations and Recommendations

Observations			Recommendations
Business Area	Workflow and Data Requirements	Traceability	
Vessel Clearance	<ul style="list-style-type: none"> <li>▪ The Request for Vessel Clearance is happening manually</li> </ul>	<ul style="list-style-type: none"> <li>▪ For Shipping agent or Forwarder, no visibility on the process as it is manual</li> </ul>	Centralize the submission and the automated data validation.

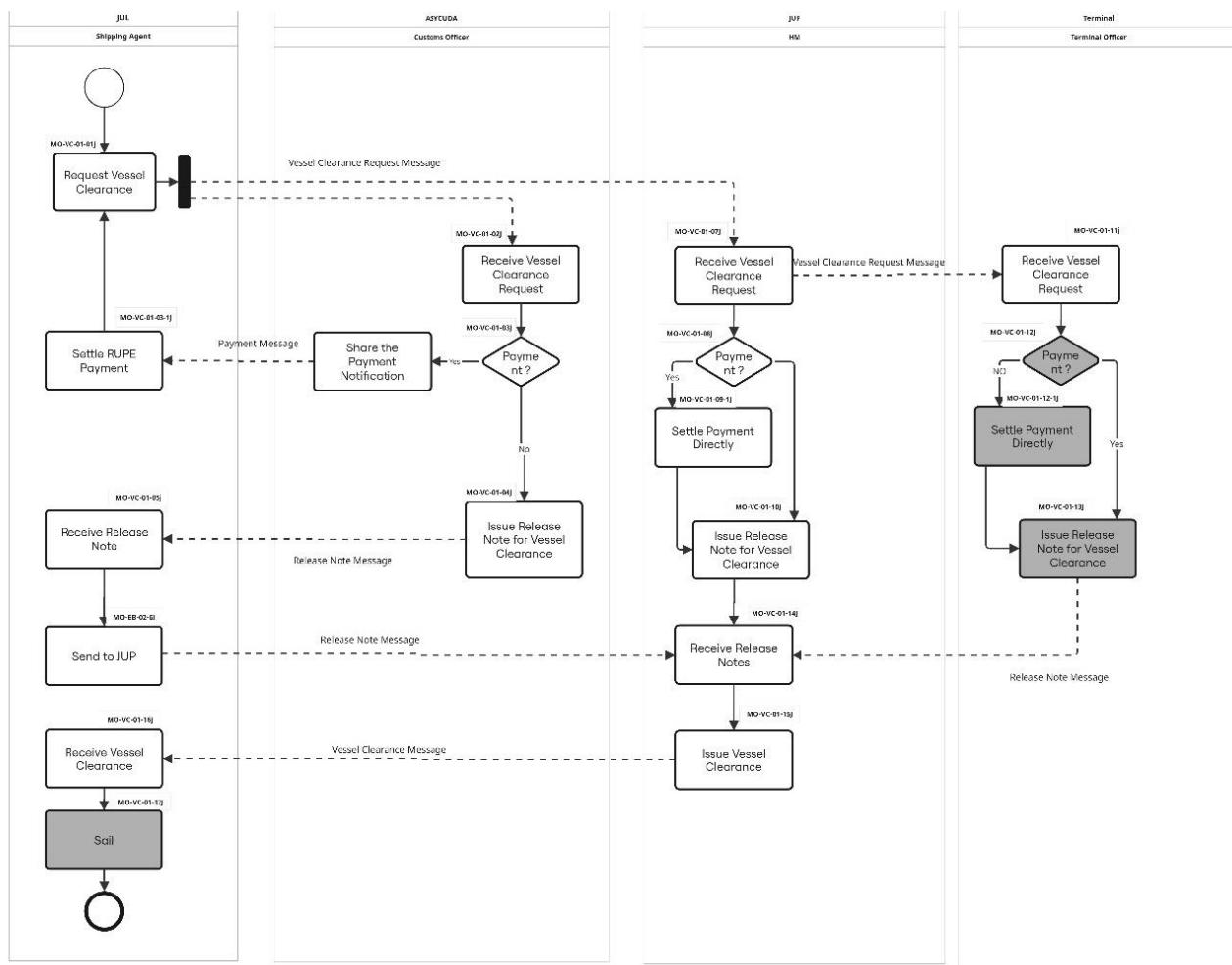
### Vessel Clearance – Future State

The future state of the Vessel Clearance process introduces a fully integrated, digital, and streamlined model enabled by the JUL (Janela Única Logística) platform, ensuring seamless coordination between Shipping Agents, Customs (ASYCUDA), JUP, and Terminal Operators. This optimized process replaces the fragmented, manual interactions of the current environment with structured electronic messages, real-time validations, and end-to-end visibility.

Under this model, the Shipping Agent submits the vessel clearance request electronically through JUL, triggering automatic notifications to ASYCUDA, JUP, and the Terminal for parallel processing. Payment confirmations are shared digitally, and each authority issues its Release Note through standardized system-to-system exchanges. Once all release notes are validated, JUL automatically consolidates them, enabling the issuing of the final vessel clearance without delays or manual follow-ups.

By synchronizing clearance activities across all stakeholders, JUL minimizes processing times, reduces errors, and enhances regulatory and operational oversight. This digital workflow contributes directly to faster vessel turnaround, improved port efficiency, and strengthened national trade facilitation performance.

## Vessel Clearance – Future State



### Vessel Clearance (Future State) – Process Narration

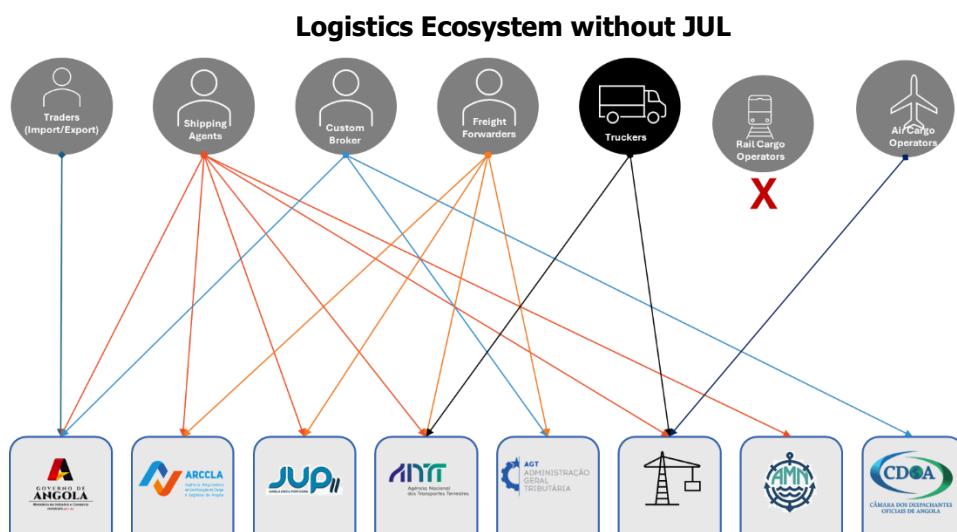
This section details the process flow related to the future state of Vessel Clearance

#	Item	Description
01	Name of Process Area:	Vessel Management
02	Name of Business Process:	Vessel Clearance
03	Regulation Details:	Ministry of Transport (MINTRANS)
04	Process Actors:	<ul style="list-style-type: none"> <li>▪ Shipping Agent</li> <li>▪ Harbor master</li> <li>▪ ASYCUDA/ Customs user</li> <li>▪ Terminal</li> </ul>
05	Purpose:	The purpose is to request the vessel clearance from Harbor Master by Shipping Agent

06	Process Re-Engineering	<p><b>MO-VC-01-01J</b> Shipping Agent requests vessel clearance in JUI</p> <p><b>MO-VC-01-02J</b> JUL Integrate the vessel clearance request to ASYCUDA</p> <p><b>MO-VC-01-03J</b> ASUCUDA checks the payment status. Share the payment notification to JUL for shipping agent</p> <p><b>MO-VC-01-03-1J</b> Shipping Agent settles the payment via RUPE</p> <p><b>MO-VC-01-04J</b> Issue Release note for vessel clearance from ASYCUDA .</p> <p><b>MO-VC-01-05J</b> Receive release note from ASYCUDA</p> <p><b>MO-VC-01-06J</b> Release note from ASYCUDS send to JUP.</p> <p><b>MO-VC-01-06</b> Payment status checks by JUP.</p> <p><b>MO-VC-01-06-1</b> Shipping Agent settle payment directly with JUP</p> <p><b>MO-VC-01-07J</b> Receive the Vessel clearance request</p> <p><b>MO-VC-01-08J</b> JUP check payment status</p> <p><b>MO-VC-01-09-1J</b> Shipping agent settle payment directly</p> <p><b>MO-VC-01-10J</b> HM issue Release Note to Shipping Agent</p> <p><b>MO-VC-01-11J</b> Terminal receive the vessel clearance request</p> <p><b>MO-VC-01-12J</b> Terminal check the payment status</p> <p><b>MO-VC-01-12-1J</b> Shipping Agent settle payment directly with Terminal</p> <p><b>MO-VC-01-13J</b> Terminal Issue release note</p> <p><b>MO-VC-01-14J</b> Received Release Notes from ASYCUDA, HM, Terminal</p> <p><b>MO-VC-01-15J</b> Issue Vessel Clearance</p> <p><b>MO-VC-01-16J</b> Shipping Agent receive the Vessel Clearance</p> <p><b>MO-VC-01-17J</b> Upon vessel clearance, the vessel receives authorization to depart from the port.</p>
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## 6. Key Findings and Recommendations

The current logistics ecosystem in Angola operates through a highly fragmented network of independent systems, manual exchanges, and uncoordinated interactions among traders, brokers, shipping agents, regulators, port operators, and transport providers. Each stakeholder must access multiple platforms, submit the same information repeatedly, and rely on parallel communication channels such as email, phone, and paper documents. This results in operational inefficiencies, data inconsistencies, limited visibility, and delays across the supply chain. The diagram below illustrates the complexity of stakeholder interactions and the absence of a unified digital environment prior to the implementation of the Logistics Single Window (JUL).



The Logistics Single Window (JUL) is designed to unify and modernize Angola's trade and transport environment by digitally connecting the systems and processes of all key national entities. In a landscape where AGT (Customs), ARCCA, MINDCOM, Port Authorities, Terminal Operators, Shipping Agents, and multimodal transport providers currently operate through disconnected platforms and manual information exchanges, JUL introduces a single, interoperable gateway that streamlines communication and harmonizes the flow of information across the entire logistics chain.

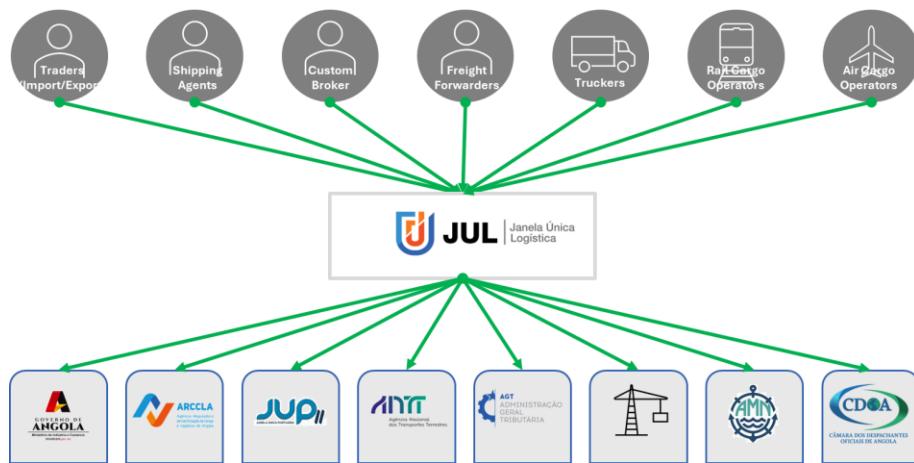
Anchored in internationally recognized best practices—including the UN/CEFACT Single Window framework (Recommendation No. 33), the WCO Data Model for regulatory data harmonization, and global Port Community System principles—JUL enables a modern, standards-based approach to coordinated border management and port-logistics integration. These standards ensure that information is submitted once, structured consistently, reused across all agencies, and exchanged securely between systems.

For Angola, JUL represents the strategic solution to longstanding operational constraints such as duplicated data entry, manual follow-ups, provincial variations in procedures, and the absence of real-time coordination between customs, regulators, and operators. By establishing a unified integration layer capable of linking ASYCUDA, ARCCA systems, MINDCOM workflows, port and terminal systems, and multimodal logistics platforms, JUL provides a user-friendly, interoperable ecosystem that ensures seamless data exchange between all stakeholders.

This connectivity delivers true end-to-end visibility of cargo, vessel, and document movements—from origin to final clearance—strengthening transparency, accelerating processing times, and improving planning capabilities for both public and private actors. Through JUL, Angola gains a single national platform that supports harmonized procedures, consistent decision-making, and more efficient oversight across import, export, and transit operations.

The diagram below illustrates how, with JUL as the central integration hub, the fragmented exchanges between institutions are replaced by a coordinated and standards-based digital ecosystem, enabling a more efficient, transparent, and globally aligned logistics environment for Angola.

## Logistics Ecosystem with JUL



The table below consolidates the results of the business process analysis for all assessed service areas. It provides a structured overview of the main operational challenges, data gaps, procedural inconsistencies, and interoperability constraints identified across the LPCO, Cargo Management, and Vessel Management domains. The findings reflect the current practices observed across key Angolan ports (Luanda, Lobito, Cabinda, and Soyo), relevant regulatory agencies (MINDCOM, ARCCA, AGT, Port Authorities, and Terminal Operators), and logistics service providers.

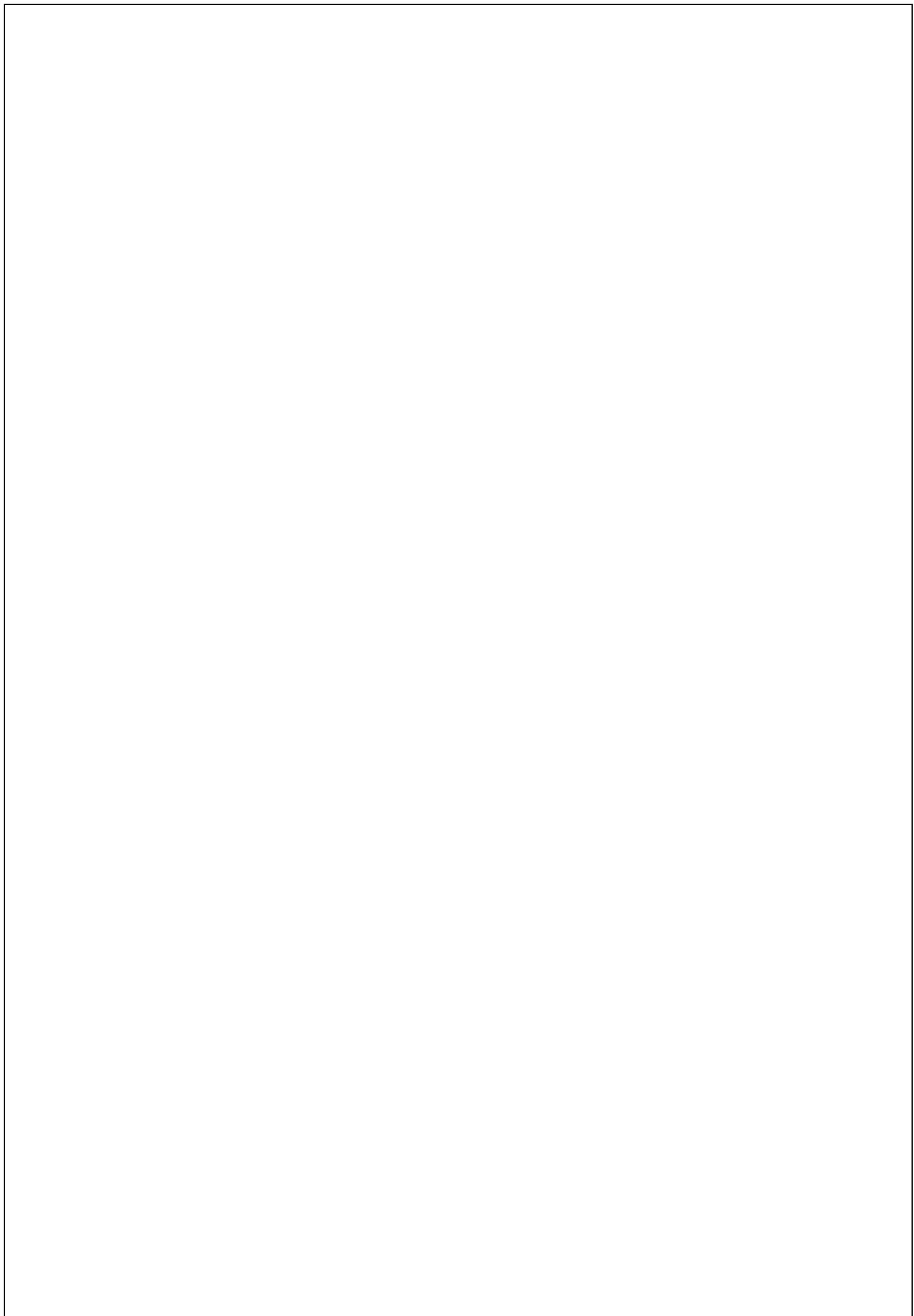
They highlight the fragmentation of processes, limited system-to-system integration, dependency on manual exchanges, and lack of standardized data structures and traceability mechanisms across the wider supply chain.

In parallel, the recommendations outline a set of targeted, future-state interventions that can be implemented through JUL to streamline procedures, improve data harmonization, strengthen operational visibility, and modernize regulatory compliance across import, export, and transit operations. The recommendations are aligned with global best practices, including the UN/CEFACT Buy-Ship-Pay model, WCO Data Model principles, and modern Port Community System architecture frameworks.

Service	Key Findings	Recommendations
Agent Nominations	<ul style="list-style-type: none"> <li>Currently no formal nomination of agents by trader possible as the systems (JUP, JUL, SINTECE, etc. do not provide access to traders</li> </ul>	<ul style="list-style-type: none"> <li>Enable a Trader Profile on JUL and allow to the profile to nominate Shipping Agents (1), Freight Forwarders, (2), Customs Brokers (3) to request services on their behalf</li> </ul>
Issue DUP Certificate	<ul style="list-style-type: none"> <li>Fragmented DUP process, paper/email</li> <li>No authoritative master record.</li> <li>Traders frequently re-enter identical information because DUP data is not shared with AGT, terminals, or shipping agents.</li> </ul>	<ul style="list-style-type: none"> <li>Onboard issuance within JUL to unify steps and reduce variations.</li> <li>Pre-fill DUP applications using existing JUL data (trader profile, shipment info) to reduce re-entry.</li> <li>Provide DUP visibility to AGT, Port Authorities, and terminals to reduce manual follow-up.</li> <li>Create a national DUP dataset inside JUL supporting monitoring, analysis, and faster future processing.</li> </ul>
Issue CNCA Import Certificate	<ul style="list-style-type: none"> <li>CNCA Import is processed manually through ARCCA with document exchanges by email or in person.</li> <li>Terminals rely on paper copies from traders because CNCA is not digitally accessible.</li> <li>Requirements differ between ARCCA Luanda and provincial offices, leading to unpredictability.</li> <li>No linkage exists between CNCA and vessel/BL data — ARCCA depends solely on trader-supplied documents.</li> </ul> <p>Export booking, DU Export, CNCA Export, and terminal processes are disconnected. Terminal export readiness checks rely on manual document inspection. Export loading lists are shared via spreadsheets or email, creating errors.</p>	<ul style="list-style-type: none"> <li>Integrate CNCA Import into JUL with a harmonized national workflow.</li> <li>Use JUL manifest and BL data to pre-fill CNCA applications and reduce inconsistencies.</li> <li>Provide terminals and customs with read-only CNCA status inside JUL for quicker verification.</li> <li>Build a centralized CNCA Import dataset for ARCCA to monitor certificate issuance, compliance, and trends.</li> <li>Integrate booking → DU Export → CNCA Export → gate-in → loading under JUL.</li> <li>Provide automated readiness checks (documents + compliance) inside JUL. Standardize pre-loading and loading confirmation through JUL.</li> </ul>
Issue CNCA Export Certificate	<ul style="list-style-type: none"> <li>Certificates are validated only through printed copies during export gate-in.</li> </ul>	<ul style="list-style-type: none"> <li>Implement CNCA Export workflow in JUL with standardized checks and auto-filled data.</li> <li>Allow terminals to verify CNCA Export digitally during gate-in and loading.</li> </ul>

	<ul style="list-style-type: none"> <li>There is no digital connection between CNCA Export and export bookings or DU Export.</li> </ul>	<ul style="list-style-type: none"> <li>Link CNCA Export to DU Export and booking data to reduce mismatches.</li> <li>Maintain a national CNCA Export registry in JUL for ARCCA analytics and monitoring.</li> </ul>
Seaborn Import/Export Cargo Management	<ul style="list-style-type: none"> <li>Heterogeneous port processes. - Processes differ by port:</li> <li>Luanda uses partial digital tools but heavily depends on spreadsheets for yard and gate operations.</li> <li>Lobito, Cabinda, Soyo rely primarily on paper lists, radio communication, and WhatsApp groups.</li> <li>No harmonized event codes for discharge, yard, inspection, or gate-out.</li> <li>After gating out with cargo no truck movement events are captured</li> <li>Customs release is often manually communicated to terminals, causing discrepancies.</li> <li>No post-gate tracking exists for cargo movements, limiting visibility across corridors.</li> <li>No standard truck appointment management</li> <li>Reliance on spreadsheets/WhatsApp.</li> </ul>	<ul style="list-style-type: none"> <li>Apply UN/CEFACT &amp; IPCSA standards.</li> <li>Standardize event codes.</li> <li>Implement a unified national import cargo workflow in JUL with standardized event logging.</li> <li>Adopt JUL Cargo ID as the single national reference for all import movements.</li> <li>Integrate (or provide JUL screens to) terminals for discharge, yard, and gate operations.</li> <li>Introduce basic post-gate tracking (transporter + destination + timestamps) through JUL.</li> <li>Harmonize data sharing</li> <li>Onboard Truck Appointment to be managed jointly with Terminal</li> </ul>
Transit Cargo Management	<ul style="list-style-type: none"> <li>Variable corridor processes.</li> <li>No multimodal tracking.</li> <li>No national system tracks movement from port to border; monitoring is fully manual.</li> <li>Transfer events between road and rail (CFL/CFB) are not recorded in a standardized way.</li> <li>Customs and Port Authorities lack visibility on end-route status and transit delays.</li> </ul>	<ul style="list-style-type: none"> <li>Implement national transit module.</li> <li>Standardize events.</li> <li>Align with WCO SAFE/TIR.</li> <li>Use a JUL Transit ID linked to cargo, transporter, and route.</li> <li>Record all key events (handover, movement start, arrival at border).</li> <li>Provide customs with real-time transit dashboards for monitoring and interventions.</li> </ul>
Vessel Registration	<ul style="list-style-type: none"> <li>Repeated submission – Vessel Registration Submission on ASYCUDA and on JUP</li> <li>Inconsistent data.</li> </ul>	<ul style="list-style-type: none"> <li>Implement centralized registry – JUL and integrated with JUP and ASYCUDA.</li> </ul>
Voyage & Vessel Call Management	<ul style="list-style-type: none"> <li>PCS implementation, but not for all Ports – in ports without PCS, the vessel call communication is manual via email/phone coordination.</li> <li>Currently Vessel Call should be registered in JUP and in ASYCUDA</li> </ul>	<ul style="list-style-type: none"> <li>Onboard Vessel Call Request on JUL and integrate with JUP to manage the Vessel Call</li> <li>Integrate with ASYCUDA and share registered calls</li> <li>Adopt national call workflow. Use IMO FAL models.</li> </ul>
Vessel Services & Permits	<ul style="list-style-type: none"> <li>Non-uniform, informal channels.</li> <li>Service requests (pilotage, tugs, mooring, waste) rely heavily on direct contact with service teams.</li> <li>Permits such as dangerous goods and hot work are issued as paper forms.</li> <li>No consolidated view of service status is available to agents.</li> </ul>	<ul style="list-style-type: none"> <li>Standardize &amp; digitalize workflows.</li> <li>digitize service requests and permits inside JUL.</li> <li>Link all services to the Voyage ID for unified monitoring.</li> <li>Provide agents with a JUL dashboard for service status and required actions.</li> </ul>
5.3.4 Vessel Management – Import Flows	<ul style="list-style-type: none"> <li>No synchronization.</li> <li>Manual reconciliation.</li> <li>No digital connection exists between vessel arrival, discharge plan, and customs processes.</li> <li>Regulators cannot easily view all import cargo linked to a vessel call.</li> <li>Manual reconciliation is performed between manifest, discharge, and customs release.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate vessel–cargo–customs flows.</li> <li>Connect vessel, manifest, discharge, and customs status through JUL.</li> </ul>
Vessel Management – Export Flows	<ul style="list-style-type: none"> <li>Limited reconciliation with vessel readiness.</li> </ul>	<ul style="list-style-type: none"> <li>Standardize vessel export workflows.</li> <li>Digital loading confirmation.</li> </ul>
Export Bookings	<ul style="list-style-type: none"> <li>Export bookings remain in shipping line systems and are not visible to Port Authorities or customs.</li> <li>Booking data is not reused for export DU or CNCA Export.</li> <li>Agents manually repeat booking details across processes.</li> </ul>	<ul style="list-style-type: none"> <li>Capture essential booking data in JUL for planning and regulatory checks.</li> <li>Auto-fill export DU and CNCA data using booking information.</li> <li>Provide national views of booking volumes and patterns.</li> </ul>
Vessel Clearance	<ul style="list-style-type: none"> <li>Paper based</li> <li>Clearance requires multiple approvals collected manually from customs, immigration, maritime police, and Port Authority.</li> <li>No consolidated clearance record exists; agents manage documents physically.</li> </ul>	<ul style="list-style-type: none"> <li>Implement digital clearance module o JUL.</li> <li>Digitalize clearance inside JUL with a unified workflow for all authorities.</li> <li>Generate a single "Clearance to Sail" record.</li> <li>Provide visibility of pending approvals to agents and authorities.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Clearance timelines vary significantly by port.</li></ul> |
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## **7. Summary**

This Gap Analysis Report provides a comprehensive assessment of the current operational, regulatory, and digital landscape governing Angola's trade and logistics ecosystem, with a specific focus on seaborne import, export, and transit processes across the country's major ports. Through a detailed examination of procedures related to LPCO issuance, cargo management, vessel operations, and multi-agency coordination, the analysis identifies the structural, procedural, and interoperability gaps that must be addressed to establish an integrated national Logistics Single Window (JUL).

The outcomes of this assessment serve as the foundational baseline for all subsequent JUL development activities. The findings will directly inform the design of the future-state business processes, the national data harmonization model in alignment with WCO and UN/CEFACT standards, the interoperability framework connecting customs, ARCCLA, MINDCOM, port authorities, and terminal operators, as well as the technical and functional specifications required for the digital platform. This report also provides essential input for the preparation of the Business Requirements Specification (BRS), the Integration Blueprint, and the Roadmap for phased deployment of JUL across Angola's seaborne logistics ecosystem.

Beyond documenting existing challenges, the analysis outlines a strategic direction for Angola's digital trade and logistics reform. The recommendations presented guide the path toward harmonized procedures, enhanced regulatory coordination, improved transparency, and full end-to-end visibility of cargo, vessel, and document movements. In this context, the Gap Analysis stands not only as an assessment tool but as a cornerstone reference document for policymakers, technical teams, and institutional stakeholders engaged in shaping, implementing, and governing the JUL platform.

By building on this work, Angola is positioned to advance toward a modern, efficient, and internationally aligned Logistics Single Window—one capable of strengthening national competitiveness, reducing trade and port-operation costs, and enabling fully coordinated border and port management in accordance with global best practices.

## **Closing Acknowledgment**

The preparation of this Gap Analysis Report was made possible through the active collaboration and valuable contributions of Angola's key institutional stakeholders, including AGT, ARCCLA, MINDCOM, Port Authorities, Terminal Operators, Shipping Agents, Freight Forwarders, and representatives of the wider private sector community. Their openness, technical insights, and commitment to improving the country's trade and logistics environment were essential in establishing an accurate and comprehensive diagnostic foundation for the development of the Logistics Single Window (JUL). The engagement of these entities reflects a shared national vision for a more modern, transparent, and competitive logistics ecosystem, and their continued participation will remain critical as Angola advances toward the design, implementation, and operationalization of the JUL platform.