

## TO INVESTIGATE, EVALUATE AND ANALYSES THE CHALLENGES AND PROSPECTS OF BONDED WAREHOUSES

**Prince Opoku<sup>1</sup>**  
Regional Martine University  
**GHANA**  
pleromadox@gmail.com

**Jerry Joshua Torso<sup>2</sup>**  
Regional Martine University  
**GHANA**  
joshministries@yahoo.com

**Eric Amponsah<sup>3</sup>**  
Regional Martine University  
**GHANA**  
doxtiswee75@yahoo.com

**Harris Kwaku Duah<sup>4</sup>**  
Nanjing Univeristy of Post and  
Telecommunication  
**CHINA**  
cashiouss@gmail.com

### ABSTRACT

Logistics seeks to perform the function of meeting the needs of customers within the shortest possible time and providing improved customer service by ensuring the availability of the right product, in the right quantity, and in the right condition, at the right place, for the right customer, at the right cost. Hence, the purpose of this study is to investigate, evaluate and analyses the challenges and prospects of bonded warehouses. The sample size was 30. Data was collected via questionnaires and interview using purposive sampling procedures. The collected data was analyzed by inferential and descriptive statistics. The data was coded using dummy and analyzed using SPSS. The findings of this study revealed that, warehouse personnel defined bonded warehouse as a warehouse under bond where the owner of the warehouse has to pay for any goods taken out without the consent of customs and duties for goods not yet paid. The main activities of bonded warehouses are the storage of goods to enable sales in bits, and also goods for which their duties have not been paid. The study revealed challenges faced by bonded warehouses of which it includes; system not favoring importers due to the use of current exchange rate at the time of clearing; people tend to abuse the system; limitation of time to clear goods; inadequate support on the part of customs to importers, shippers and bonded warehouse owners; etc. in conclusion, there is the need for proper management and supervision of bonded warehouses. This was based on the analysis of the various responds brought to book by respondents, as majority of the respondent were of the view that the intension was good but the system is being abused. From the findings, it was recommended that there should be the provision and equitable distribution of means of transport to customs officers allocated to the various bonded warehouses to expedite their daily operations.

**Keywords:** Bonded Warehouses, Wholesalers, Manufacturers, Exporters, Importers.

### INTRODUCTION

Trading is as old as mankind. The early civilizations of Mesopotamia or Egypt traded among themselves and with other people. Gradually, trade routes developed over land and sea. These were used to transport spices, salt, minerals and jewels over great distances. In the 15 th century Europeans started exploring the seas to find new trade routes to Asia. The Portuguese explored the coast of Africa, the Spanish, English and French set across the Atlantic and founded colonies in the New World.

In the 1700s the Industrial Revolution began in Great Britain. During the following two centuries it became the most powerful trading nation in the world. The British sold goods to its colonies and received raw materials from them (Google, 2012).

Trade is a basic economic concept that involves multiple parties participating in the voluntary negotiation and then the exchange of one's goods and services for desired goods and services that someone else possesses. The advent of money as a medium of exchange has allowed trade to be conducted in a manner that is much simpler and effective compared to earlier forms of trade, such as bartering (Investopedia, 2012).

International trade is the system by which countries exchange goods and services. Countries trade with each other to obtain things that are better quality, less expensive or simply different from goods and services produced at home. The goods and services that a country buys from other countries are called imports, and goods and services that are sold to other countries are called exports (Gonnelli, 1993).

While international trade has been present throughout much of history, its economic, social and political importance has been on the rise in recent centuries. As trade between countries increased there was the need to store goods in order to have stock whenever the need arose for supply of goods. There was also the need to store goods so as not to run out of stock when ordered goods do not arrive as scheduled. Also, the distance between suppliers and customers in international trade is quite long, due to this it takes a long time to get goods to the customer. To bridge the gap and also minimize the lead time, suppliers or manufacturers has seen the need to keep goods in stock in order to meet the demands of their customers within the shortest possible time. Some suppliers go to the extent of building warehouses in the countries of their customers. Customers also in order not to run out of stock when waiting for order to be delivered keep excess of goods as stock to meet the demands of their customers. This practice may be said to be warehousing.

The idea of warehousing that is storage of goods for future use brought about the need for warehouses. A warehouse is a commercial building for storage of goods used by manufacturers, importers, exporters, wholesalers, transporters, customers, Third Party Logistics Providers etc. They are usually large plain buildings in industrial parts of towns or adjacent areas, equipped with loading docks to load and unload trucks sometimes fed through railways, airports or seaports. They also have cranes, forklifts for moving goods which are usually placed on ISO standard pallet (Bhattacharyya, 2012). Warehouses are important elements of modern supply chains. They are usually part of the various stages of sourcing, production and distribution of goods, from the handling of raw materials and work-in-progress to finished goods. They are thus crucial to the provision of high customer service levels as at any level they are the dispatch point serving the next customer in the chain. Owing to the nature of warehousing facilities, staff and equipment required, warehouses are often one of the costliest elements of the supply chain.

Many companies now have resorted to the just in time concept where goods are produced as when needed. This mitigates the use of warehouses as there will be no need to store goods for future demand. However, it may seem that gradual implementation of off-shore outsourcing and off-shoring in about the same period, the distance between the manufacturer and the retailer grew considerably in many domains, necessitating at least one warehouse in a country or region. Customs administration of various countries has taken advantage of warehouse to collect their duties and taxes and regulate goods that enter their countries. The form of warehouse they operate is called the bonded warehouse.

Bonded warehouse may be private or public. It is a warehouse in which goods are kept until certain conditions are met. Such as payment of duties and taxes or their movement by bonded

common carrier to another bonded warehouse or customs area. They may sometimes be used to store goods imported temporarily into the country for transshipment or for consideration for outward shipment (Bhattacharyya, 2012).

The proper structuring of the customs administration of the then customs, excise and preventive service (CEPS) in the year 1839, now, the customs division of the Ghana revenue authority brought about the proper monitoring and structuring of the regimes of customs in Ghana of which the warehousing regime is not an exception. The economy of Ghana has saw a continuous growth in the commence of the nation which has brought Ghana to her current standings in international trade and commerce.

The regime being legally backed by sections 123,152,340 of the PNDC law 330 of the year 1993 has been in the operations of customs since the days of inception of the customs administration as said by the head of warehousing seat of the customs division of the Ghana revenue authority in the person of Mr. peter Alu (Alu,2012). The regime according to him, as a suspension regime of customs by the deferment of duty to importers who import in larger quantities for which duties are not immediately paid is of a greater benefit to importers and the government. Interviews with most customs officers brought to book of the chunk of revenue that government gets from the operation of the bonded regime.

Upon the successful benefits brought about by the regime, several attempts by government have been made to abolish this regime and so, what then be the challenges that calls out for such decisions and hence the future of the bonded warehousing facility.

## **Method**

### ***Study Area***

Study area simply refers to the location or the area where the research took place. This research was conducted mainly in bonded warehouses in Tema and also focusing primarily on Customs Division of Ghana Revenue Authority, user and major companies operating in the CBW, in Tema.

### ***Population***

The population of study for this research refers to a particular group of persons who possesses the necessary information to answer the question the research seeks to find. They should also have the characteristics that with which make their response meaningful to the research. For this particular research, major bonded warehouse company, users of bonded warehouse will mainly be represented by freight forwarders and Customs Division of Ghana Revenue Authority in Tema constitutes population.

### ***Sampling/ sampling procedures***

Choosing a fraction of a population to represent the whole is known as sampling or sampling procedures are the ways or methods in choosing a fraction of a population to represent the whole. For this research, purposive sampling procedures will be used. The reason for this particular method is to have fair representation of the population. Purposive sampling technique was used to sample forty respondents for this research. The ideal sample should comprise employees of all stakeholders in the regime of bonded warehousing. Employees with the relevant technical, operational and functional backgrounds were therefore purposively sampled from stakeholders involved in the operational activity of bonded warehousing regime.

### ***Research design***

Decision taken as to how primary data can be collected is referred to as research design. The main research design is the survey method. This research utilizes the survey method for primary data collection. The reason for this research design is that the researches is limited to a specific location (the port community) and also concentrate on a relatively small sample size even though the research topic cut across a lot organization. For this reason, the researcher thinks the most appropriate means of gathering primary data for this research is the survey method.

### ***Research instrument***

As mentioned earlier, this research adopted a real list method and thus made use of research instrument such as questionnaires, and interviews.

### ***Questionnaire***

The questionnaires designed for this research contain a total of fourteen questions. The question asked were based on the research objectives stated in chapter one. They were strategically administered to thirty respondents in a way to capture the view of, Customs Division of Ghana Revenue Authority, users and major companies operating in the CBW. The questionnaire consists of closed ended and open ended questions. Closed ended questions had multiple answers attached to them where the respondent was required to choose one if applicable. Open ended questions require respondent to provide their own answers and they were usually opinion questions.

### ***Interviews***

An interview is the method of collecting data based on the skillful act of asking questions relevant to a subject of investigation and recording answers. This will be achieved by the use of open ended questions so as to obtain as much information as possible. Basically, the interviews included discussions on the challenges and prospects of customs bonded warehouse. Respondents were told that their responses would be kept confidential. This was done to ensure that the respondents candidly expressed their views.

### ***Data collection and source***

This research uses both primary data and secondary data. Secondary data was obtained from books relevant to this project. Whiles primary data was from information obtained by the administration of questionnaires and interviews from across section of the stakeholders in the port who uses bonded warehouse.

### ***Data analysis technique***

The approach of data analysis used in this study was descriptive in nature. Charts and diagrams were used to organize summaries and make illustrations. Responses from the semi-structured interviews are summarized and analyzed to provide a general picture on the prospects and challenges of bonded warehouses in Tema from the perspective of stakeholders.

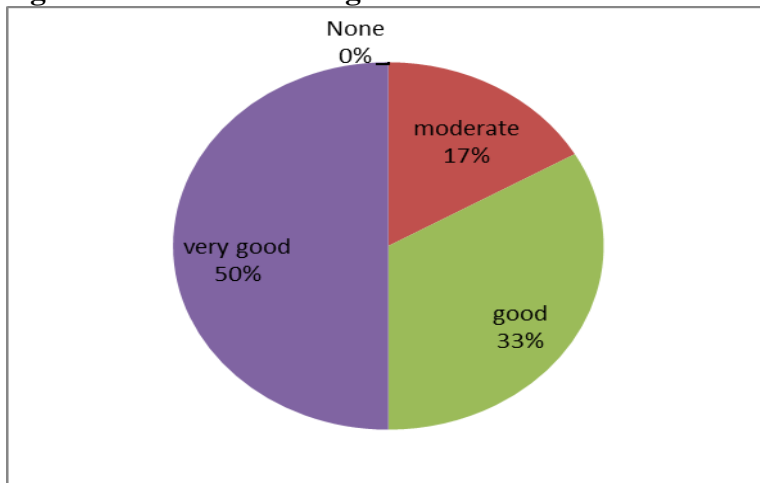
## **Study Results**

### ***Level of knowledge***

Again, the respondents were asked on their level of knowledge in bonded warehouse. Fifteen respondents representing 50% said they had very good knowledge on bonded warehouse, ten respondents representing 33% had good knowledge on bonded warehouse and five respondents had moderate knowledge on bonded warehouses but none of the respondents

ticked that they had no knowledge on bonded warehouse representing 0% of the sample collected. It is represented in figure 4 below.

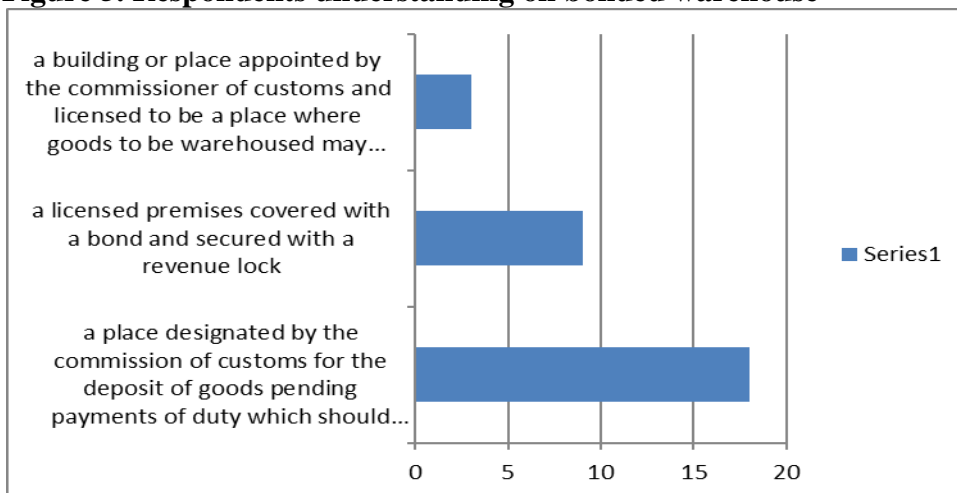
**Figure 4 level of knowledge**



**Respondents understanding on bonded warehouse**

The survey of the research recorded 18 respondents representing 60 %of the sample population, defining bonded warehouses as a place designated by the commission of customs for the deposit of goods pending payments of duty which should fulfill conditions prescribed by law and covered by bond. These responds were obtained from the various interviews conducted and questionnaires that were given to respondents, also,9 respondents, representing 30% of the population sample space were of the definition of private bonded warehouse to be a licensed premises covered with a bond and secured with a revenue lock. Others 3 respondents, representing 10% of the sample population defined bonded warehouse as a building or place appointed by the commissioner of customs and licensed to be a place where goods to be warehoused may be lodged, kept or secured.

**Figure 5. Respondents understanding on bonded warehouse**



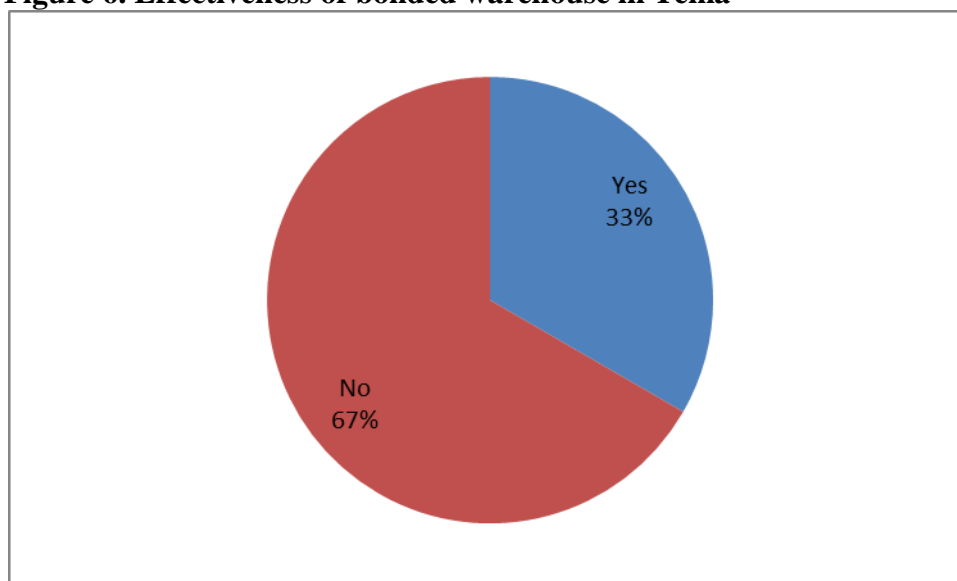
**Effectiveness of bonded warehouse in Tema**

The survey recorded that, 10 respondents representing 33% were of the view that bonded warehouse in Tema is effective whiles the 20 respondents representing 67% were of the view that bonded warehouse in Tema were ineffective. It was observed that most respondents from customs said it was effective and the reason been that, there are laws (PNDCL 330 of

1993)which prescribes conditions to be met by the operators and where contraventions are realized, customs applies penalties swiftly as possible and then officers (customs) who renege on their responsibilities are not left unpunished, but with very marginal loopholes as there may be diversions and thefts however, customs falls on the bond or guarantors to extract the duties and taxes with penalties to ensure that no revenue is lost to the state . Respondents of freight forwarders and some bonded warehouse operators were of the view that it would only be effective if monitoring within laid down rules and regulations are observed which is real in the system and that enormous problems faced by users of the bonded facility in Tema.

The number of respondents responds are represented in the pie chart below;

**Figure 6. Effectiveness of bonded warehouse in Tema**



***Respondents were again asked whether or not bonded warehouses were important***

The research recorded all thirty (30) respondents representing 100% of the sample population attesting to the fact that it is important. Ten (10) respondents said that the bonded warehouse provides for deferred payments of duties and taxes which enable the importer in terms of market portfolio to seek and obtain market for the goods before clearing within the stipulated time given by Customs. Another ten (10) respondents were of the view that, bonded facility frees oneself (i.e. importer) from high port charges and demurrage. Five (5) respondents also said that the facility helps in the reduction of pilferage and its risks. Five (5) respondents also said that the facility is important because it helps in the protection and safeguard of the condition of the goods.

***Systems, techniques and process used in managing bonded warehouse***

When this question was asked, all respondents responded that there were systems, techniques and processes representing 100% acceptance. They enlisted, the allocation of resident officers to various bonded warehouses, tracking of cargo to the warehouses, automatic blocking of warehousing, processes by the custom management system(GCNet/GCMS), monitor of warehouse processes as operations by the warehousing and bonds seat/unit, periodic auditing by customs all to account for the systems, techniques and process used in managing bonded warehouse.



***Contribution of bonded warehouses to the economy***

When this question was asked, many of the respondents had various opinion but most ideal was centralized on the fact that, large quantities usually imported quantity discount in terms of value is got and then the advantage of the economies of scale as a result of buying in bulk. Also, guard against the creation of artificial shortages and the reduction in the payment of port charges, shipping lines and demurrage.

***Services provided by bonded warehouse to its users (wholesalers, manufacturers, exporters and importers)***

When the respondents were asked this question, most of them gave, planning for loans or funds to pay duties, for manufacturers they are allowed to have in-bond warehouses have raw materials more straight to production e.g. Irani brothers, Nestle Ghana etc., time to source and arrange for haulage of large consignments. E.g. for transit, export etc. others said it help store the goods to enable sell in bits, exporters are helped to sort, store and look for better market. In summary, most respondents brought out their view;

- a) Storage of goods when taxes cannot be paid, and released in bits when the owner (importer) gets the money involved.
- b) Allow importers to make proper market survey before ex-warehousing for home consumption
- c) Offers importers the chance to differ payments while sourcing for funds to clear.
- d) Demurrage and port charges reduced. Allows goods to be moved from the port while exemptions, permits, and Final Classification and Valuation Report (FCVR) are confirmed for duty purposes.

***Services provided by bonded warehouses***

The respondents were asked the above questions and from the information gathered, the respondents mostly said, it allows importers to make proper market survey before ex-warehousing for home consumption, also, offers importers the chance to defer payment while sourcing for funds to clear. Again, demurrage and port charges are reduced and then allow goods to be moved from the port while exemptions, permits and final classification and valuation report (values) are confirmed for duty purposes. Storage of goods when taxes cannot be paid and released in bits when the owner or importer gets the money involved and offer users the advantages of both the home and foreign market without any loss of money in respect of duty.

***The benefits of using bonded warehouses***

From the information gathered from the primary data, respondents outlined various benefits that are derived from the use of bonded warehouse for which most of them recognizes the monetary advantage bonded facility gives traders in respect of lock up capital in duty payments until he wants the goods for the home ready market. Also, small traders can hold large stock of goods under the system and also, large purchase can be made at favorable prices for storage until there are favorable selling price. It again makes physical examinations of customs very easy and less risky and helps operators to organize themselves very well in terms of logistics, cash, human resource etc.

***Challenges of bonded warehouses***

This turns to be one of the basic aims of this research. Operations and use of bonded warehouses in Tema is faced with many challenges as almost all the respondents noted. The challenges faced by bonded warehousing usage for the sake of this research is based on

gathered primary data from interviews conducted and questionnaires administered to respondents which records the following;

It is very prudent to appreciate the fact that the warehousing regime is a facility under the control of the custom administration and cognizance given to the language of the industry in Ghana (practically speaking). For the regime to be effective there should be the present of an effective and adequate controlling and monitoring machinery in administering the activities pertaining to the regime. The customs division of the Ghana Revenue Authority is currently faced with a challenge of inadequate personnel (officers) as far as bonded warehousing is concern. It is then very common in Tema to come across an officer been given several bonded warehouses to be monitoring at a time, there are various inconveniences created as a result of that, which affects the monitoring process creating several loop holes which depicts the purpose of operation of the warehousing regime. In lieu of the above, some officers in their own way (this is illegal but mostly seen) turns to leave their keys to the bonded warehouse keeper which poses a lot of risk and loss to government revenue. Also, due to the inadequacy of the officers, the work load of the officers becomes very voluminous resulting in delays and inefficiencies.

Again, the bonded warehousing system in Tema is faced with inadequate logistics. The customs administration is faced with inadequate means of transport to be used in executing their duties as far as bonded warehousing is concerned. In that the bonded warehouse owners are most times compelled to provide the officers with their own means of transport when they are asked to come and supervise operations taken place in such warehouses which is a challenge to the users of bonded warehouse. This challenge was confirmed by an interview with some custom officers which revealed that in some case (for those who do not have their own means of transport), they find it difficult to move to their various assigned bonded warehouses to execute their duties which most of the time is not located within a particular area.

Furthermore, Goods are categorized into three groups- perishables, non- perishables and raw materials. This have periods of stay in the warehouses, that is, three months, one year, one year respectively or more upon application for extension. Where operators fail to clear, they stand the bane of having them auctioned. The longer the delay in clearing, the higher the taxes due to exchange rates and possible tariff increases by government which pose a challenge to the importer. It was observed that, customs always use the current exchange rate in the calculation of duty whenever the importer is ready to clear goods as in parts or all of the goods. Therefore, whenever there is an increase in the exchange rate, the importer pays more when he wants his goods cleared during that period.

Another challenge of the bonded facility is extra expenditure to the state created as a result of the cost of revenue supervision.

Again, the importer sometimes would have to pay an amount that he received because the quantity on the bill of lading may not match the goods delivered. This may be due to short landing, goods damaging onboard etc. but customs always insist that the importer pays exactly as it on the bill of lading even when it doesn't match quantity delivered. In this instance, the importer will have to formally apply to customs explaining reasons for the short landing which is very stressful to importer who face this plight due to the bureaucratic processes involved in the onus of proof.



Bonded warehouse operators are faced with customs not giving them the necessary support, responds say, at times when there is a complaint by bonded warehouse owners to customs relating to their officers, customs most of time do not take the necessary actions to remedy such occurrences. This has made warehouse owners and importers feel that customs is only interested in the revenue collection but not considering their welfare even though they are a part of the system. This creates problems in management and supervising systems.

Customs at times do write off duties on losses occurring in the bonded warehouse when it is officially and legally justified. The writing off of duty on losses occurring in warehouses is a loss to revenue which is a challenge to revenue mobilization. Even though customs respondents sign to the fact, warehouses operator disagree to this, according an interview with some warehouse personnel, "when there is loss or damage of goods in bonded warehouse, the importer has to pay to the amount of the original goods while there was a customs resident officers there shifting all liabilities to importers and the bonded warehouse owners.

There is a challenge posed by the use of the bonded facility as to the deferments of duty on goods which finally enters the home market. This presents to government a great loss to revenue and disrupts government development programs. The cost of revenue supervision is an extra expenditure to customs.

The customs administration is faced with challenges of inadequate staffing which makes monitoring very difficult; this is because, for bonded warehousing to be effective, there should be adequate and proper monitoring. Due to the inadequate staffing challenge of customs administration, one officer is given a whole lot of bonded warehouses to be monitoring. Officers sometimes do not exercise proper control of the warehouses allocated to them.

People (both officers and warehouse operators) turns to abuse the system due to some of the loop holes created as a result of inadequate monitoring. They (officers) sometimes leave their keys to the warehouse keepers which puts government revenue at a greater risk.

The system does not favor importers due to the changes in exchange rate, because duties are calculated using daily exchange rate. This intends causes fluctuation in prices of commodities such as rice and sugar. This is because these commodities are usually imported in very large quantities and most at times stored in bonded warehouse. When there is an increase in exchange rate as the time the importer is ready to clear the goods it will increase the duty on the goods.

The Limitation of time to clear goods is another challenge to the importers. Importers have up to 91 days to clear perishable goods, one year to clear non-perishable goods as well as raw materials. Most importers see this to be a major challenge to them since the days given is not long enough within which importers who import very large quantities can clear all of their goods. In spite of the time range given some goods spend up to two years which is also a challenge since it tends to abuse the system because the law stipulates maximum stay for goods in bonded warehouses.

### ***Prospects of bonded warehouses in Tema***

Upon the enormous benefits derived from the use of bonded warehouse, several attempt had been made by the government of Ghana to abolish the usage of the bonded warehouse facility

but all the several efforts of government had not seen to the test of time. This is because of the enormous challenges the facility contributes to various stakeholders for which the government is not an exception. The records of this research from the information gathered through the use of questionnaires and interviewing machinery brought to book of the prospects of bonded warehouses in Tema. Sixteen (16) respondents representing 53% of the sample population attest to the fact that the prospect of the facility in Tema is very bright. The reason was that; more warehouses are being licensed.

An interview with the head of the bond seat of the customs division of Ghana Revenue Authority in Tema revealed that currently about 286 bonded warehouses are been licensed in Tema alone and many more are expanding. This is due to the volume of cargo being received at the port which is not able to contain that.

Fourteen (14) respondents representing 47% of the sample population were of the view that as the commerce of Ghana is increasing, many importers respond directly to that by importing large volume of bulk cargo at lower cost prices. This decrease prices of goods on the Ghanaian market. It is also the aim of most government in developing countries to create jobs for its citizenry, the bonded warehouse facility therefore helps contributes to government to achieve such aim.

An interview with most customs officers revealed that the bonded warehouse facility turns to contribute the chunk of revenue to government in Tema and contributes a greater percentage of government revenue mobilization especially in Tema because of the huge monies involved and that in the near future will contribute immensely to the economy of Ghana. About 90% of the respondents believe that the prospect of bonded warehouse is very bright.

## **CONCLUSION**

The entire study is based on finding the prospects and challenges of bonded warehouse in Tema. In reality the researcher identified bonded warehouse as of great importance but face with enormous challenges and have a great prospect if the challenges it faces are confronted and remedied efficiently and effectively. Therefore, there is the need for proper management and supervision of bonded warehouses. This was based on the analysis of the various responds brought to book by respondents, as majority of the respondent were of the view that the intension was good but the system is being abused. The abuses identified by the researcher include;

- Customs officers taken petty cash(bribe) before attending to the warehouse owners/importers
- Importers under valuing in their declaration and same even connive with the officers of the customs to take the good uncleared under customs to sell before they come back to make duty payment.
- Customs officer officially operations at the bonded warehouse sometimes tend to perform their own private activities instead of performing their official duties and in extreme cases leaving their key at the mercy of the warehouse keepers.

## **ACKNOWLEDGMENTS**

First, we express our sincere thanks and profound gratitude to the Almighty God for protection and guidance which saw us through to achieve the success of this study. Our special acknowledgement also goes to our able supervisor Professor Guangjun Xing for his

advice, invaluable contribution, guidance and motivation which sustained us to complete this thesis. We also express my sincere thanks to our family for their prayers and contributions which helped us to complete this programme. We also thank our colleagues especially our study mates who provided an enabling environment which assisted and encouraged us for a successful completion of this work.

## REFERENCES

1. Adam Gonnelli (1993), Basics of Foreign Trade and Exchange, international trade, New York, available at: <http://scholar.google.com/scholar?hl=en&lr=&q=related:EP3CtERYUfEJ>, assessed on: 5/1/2012
2. Arifjaleel (2011), warehouse and warehousing, warehousing and logistics, UAE, available at: <http://logisticstore.wordpress.com/author/arifjaleel/>, assessed on 2/2/2012
3. Aatish Palekar (2011), meaning and advantages of bonded warehouse, Available at: <http://www.publishyourarticles.org/knowledge-hub/business-studies/meaning-and-advantages-of-bonded-warehouse.html>, assessed on: 23/2/2012
4. Bonded warehouse, available at: <http://tefo.com/trade-finance-glossary/b.html>, assessed on 18/1/2012
5. Department of the Treasury, U.S. Customs Service, Washington, D.C., October 2001, Customs Publications No. 0000-0537
6. Google (2012), History of trade available at: <http://www.english-online.at/economy/international-trade/international-trade.htm> Assessed on: 5/1/2012
7. Ghana institute of freight Forwarders (2011), proposed abolishment of bonded warehousing, Accra, published by Ghana News Agency.
8. Ghana Institute of Freight Forwarders (2006), logistics and Forwarding module 9, pp69-70
9. Investopedia (2012), Trade available at: <http://www.investopedia.com/terms/t/trade.asp#axzz1oTziVNVr> assessed on: 5/1/2012
10. Kavita.K.(2007), project on warehousing, India, Mumbai, available at: <http://www.managementparadise.com/forums/elements-logistics/15366-project-warehousing.html>, assessed on: 27/1/2012
11. MEMORANDUM D7-4-4, July 13, 2001, Ottawa, CUSTOMS BONDED WAREHOUSES available at: [www.ccra.gc.ca](http://www.ccra.gc.ca)
12. The Council of Supply Chain Management Professionals (2012), Logistics and transportation, Available at: <http://www.enotes.com/logistics-transportation-reference/logistics-transportation>, assessed on: 7/1/2012
13. The customs code of the Russian federation (2005), definition of bonded warehouse, available at: [http://customs.ru/special/tk\\_en/PART\\_II\\_CUSTOMS\\_PROCEDURES.htm](http://customs.ru/special/tk_en/PART_II_CUSTOMS_PROCEDURES.htm), assessed on 18/1/2012
14. The Canada Border Service Agency, bonded warehouse, available at: <http://www.cbsa-asfc.gc.ca/publications/dm-md/d7/d7-4-4-eng.pdf>
15. Zambia Revenue Authority, bonded warehouse, available at: [www.zra.org.zm/publications/Bnded\\_Warehouses.pdf](http://www.zra.org.zm/publications/Bnded_Warehouses.pdf), assessed on: 23/2/2012