The Project for Capacity Development for Smooth Operation of OSBPs on the North-South Transport Corridor

Project Completion Report

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JAPAN INTERNATIONAL COOPERATION AGENCY

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Abbreviations and Acronyms

AEO	authorized economic operator
AfCFTA	African Continental Free Trade Area
ASYCUDA	Automated System for Customs Data
AU	African Union
AUDA-NEPAD	African Union Development Agency – New Partnership for Africa's Development
BBDS	Beitbridge Border Diagnostic Survey
BMA	Border Management Authority
BURS	Botswana Unified Revenue Service
CBM	coordinated border management
CMS	Customs Management System
COMESA	Common Market for Eastern and Southern Africa
CPC	Central Processing Centre
DAC	Development Assistance Committee
EAC	East African Community
EDF	European Development Fund
ESA	East and Southern Africa
EU	European Union
GPS	Global Positioning System
GTI	Guided Trade Initiative
ICT	Information and Communication Technology
IOM	International Organization for Migration
JBCC	Joint Border Coordination Committee

JBOC	Joint Border Operations Committee (Kazungula)
JC	Joint Commission (Chirundu)
JICA	Japan International Cooperation Agency
JOC	Joint OSBP Commission (Kazungula)
JSC	Joint Steering Committee
KBA	Kazungula Bridge Authority
OECD	Organisation for Economic Co-operation
OSBP	one-stop border post
PCA	post-clearance audit
PDM	Project Design Matrix
PIDA	Programme for Infrastructure Development in Africa
PMU	Project Management Unit
PO	Plan of Operation
R/D	Record of Discussions
REC	Regional Economic Community
RJCC	Regional Joint Coordinating Committee
SADC	Southern African Development Community
SOP	Standard Operating Procedures
TFTA	COMESA-EAC-SADC Tripartite Free Trade Area
TMS	Time Measurement Survey
ToT	Training of Trainers
TWG	Technical Working Group
UNCTAD	United Nations Conference on Trade and Development

WCO	World Customs Organization
ZCSA	Zambia Compulsory Standards Agency
ZESW	Zimbabwe Electronic Single Window
ZIMRA	Zimbabwe Revenue Authority
ZRA	Zambia Revenue Authority

Note: Following best practice, the first letters have been capitalized only in proper nouns.

Chapter 1 Introduction

1.1 Project Background

1.1.1 Implementation of OSBPs in Africa

African countries have been pursuing intraregional integration through Agenda 2063, in which the African Union (AU) presented its long-term vision of African development. The promotion of trade facilitation is widely recognized as a means of attracting investment, reducing regional business costs, and stimulating economic development. However, the costs associated with intraregional trade and physical distribution in Africa remain high and therefore intraregional trade on the continent has not been active in comparison with other regions. Consider, for example, that the proportion of intraregional export values compared to total export values in 2022 was 68.4% in Europe and 58.5% in Asia, but only 13.7% in Africa.[1]

To address this situation, the Agreement Establishing the African Continental Free Trade Area (AfCFTA) was adopted. It entered into force on 30 May 2019 for the 24 countries that had deposited their instruments of ratification. As of August 2024, 54 of the 55 AU Member States / regions (i.e., all except Eritrea) had signed the agreement, and 48 had deposited their instruments of ratification. Free trade under the Agreement commenced on 1 January 2021, although commercially meaningful trade has yet to occur.[2]

In addition, the AU and the African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD) have been promoting economic integration in collaboration with the Africa's regional economic communities (RECs), which are the building blocks of the AfCFTA and which among other things have been promoting one-stop border posts (OSBPs). The development of OSBPs was called for in the Programme for Infrastructure Development in Africa (PIDA, a joint initiative of the African Union Commission, the New Partnership for Africa's Development, and the African Development Bank), to promote intraregional corridor development.

Three RECs in Southern and East Africa reached agreement on a Tripartite Free Trade Area in 2015 and have moved forward in promoting economic integration in the Area: (i) the Southern African Development Community (SADC), (ii) the Common Market for Eastern and Southern Africa (COMESA), and (iii) the East African Community (the EAC). In a notable recent development, the COMESA-EAC-SADC Tripartite Free Trade Area (TFTA) Agreement entered into force on 25 July 2024[3]; it aims to enhance market access, address the issue of multiple REC memberships, and further the objectives of cooperation, harmonization, and coordination of policies among the three RECs.

1.1.2 Situation of OSBPs in Botswana, South Africa, Zambia, and Zimbabwe

The EAC has been the leader in the Tripartite Free Trade Area in implementing OSBPs, with about a dozen reported as operational as of November 2022 (considering OSBPs between EAC Partner States).[4] However, only a few OSBPs have started operations in Southern Africa[5] and movement toward

[1] United Nations Conference on Trade and Development (UNCTAD), Handbook of Statistics 2023 [the latest available edition] Figure 1 [https://hbs.unctad.org/trade-structure-by-partner/].

[2] A pilot phase of the AfCFTA was launched in October 2022 through a Guided Trade Initiative (GTI); as of January 2024, 12 state parties had finalized legal modalities for the GTI to commence, including South Africa, Zambia, and Zimbabwe.

[3] Botswana, South Africa, Zambia, and Zimbabwe have deposited instruments of ratification.

[4] African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD), Programme for Infrastructure Development in Africa (PIDA), and the Japan International Cooperation Agency (JICA), One-Stop Border Post (OSBP) Status Report, November 2024, Figure 1.2, p. 20.

[5] The matrix in Appendix A of the 3rd edition of the OSBP Sourcebook (June 2022) listed 28 OSBPs in Southern Africa at various stages of implementation, but few have been operationalized to date. The Chirundu and Kazungula OSBPs are the most advanced in the region. Kasumbalesa between Democratic Republic of Congo and Zambia – also along the North-South

operationalization of further OSBPs in the region has proceeded slowly. Three of the four focus countries for this project are landlocked and consequently incur high freight transport times and costs. Since the North-South Corridor from Durban, a major port of South Africa, to Lusaka, the capital of Zambia, through Botswana or Zimbabwe, is a main corridor in the logistics network of Southern Africa, trade facilitation through operationalization or improvement of OSBPs at borders along the corridor would provide substantial benefits.

Under these circumstances, the Governments of Botswana, South Africa, Zambia, and Zimbabwe requested the Government of Japan to undertake a technical cooperation project (hereinafter referred to as "the Project") to improve OSBP functioning at Beitbridge (between South Africa and Zimbabwe), Chirundu (between Zambia and Zimbabwe), and Kazungula (between Botswana and Zambia), which are among the OSBPs included in PIDA. Receiving these requests, the Japan International Cooperation Agency (JICA) conducted a basic plan formulation study in July 2020, and subsequently signed and exchanged Record of Discussions (R/D) documents with Zambia in August 2020, Zimbabwe in November 2020, and Botswana in May 2021. In addition, JICA and South Africa signed and exchanged R/D documents in October 2022 after a detailed plan formulation study conducted in June 2021.

Figure 1-1 shows the subject borders of the Project.



Source: JICA OSBP Team (using Google My Maps)

Figure 1-1: Location of Subject Borders

Corridor – is termed an OSBP but is not functioning well. Mwami/Mchinji between Zambia and Malawi and Nakonde/Tunduma between Zambia and Tanzania have become operational. African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD) and the Japan International Cooperation Agency (JICA), *One-Stop Border Post Sourcebook*, prepared by PADECO Co., Ltd., 3rd Edition, June 2022, Appendix A [https://www.nepad.org/file-download/download/public/134689].

1.2 Goal, Purpose, and Objectives of the Project

Table 1-1 presents the overall goal, project purpose, objectives, and expected outputs of the Project. The Project was executed based on R/Ds with the participating countries and aimed to achieve the project purpose through the realization of the expected outputs.

Version 1 of the Project Design Matrix (PDM) and the Plan of Operation (PO) was agreed during the 1st Chirundu and Kazungula Joint Steering Committee (JSC) meetings held in July 2021. Appendices A-1 and A-2 contain version 1 of the PDM and PO, respectively.

The indicators for the Project Purpose were reviewed thereafter, and it was agreed at the 7th JSC meetings held in early July 2024 to add explanatory notes to Indicator No. 1 of the Project Purpose based on results from the Baseline Time Measurement Surveys (TMS) conducted at the Chirundu and Kazungula OSBPs in 2022. Along with the indicators for the Project Purpose, the indicators for the Overall Goal of the Project were also reviewed and revised in July 2024.

Appendices A-3 and A-4 present the final PDM and PO as version 2.0, which incorporate the PDM and PO for Beitbridge. Since project activities at the Beitbridge border differed from those at the Chirundu and Kazungula OSBPs, the PDM and PO have been tailored specifically for the South African side of the Beitbridge border.

Table 1-1: Project Outline

Overall Goal	[For Chirundu, Kazungula, and Beitbridge] Enhance trade along the North-South Corridor through the facilitation of OSBPs in the Southern Africa region and another region. Indicator 1: The number of borders at which an OSBP modeled after the Project is introduced exceeds 5 in the Southern Africa region and other regions. Indicator 2: The average clearance time of cargoes and people at the borders which have introduced OSBPs in the Southern Africa region is reduced.
Project Purpose	[For Chirundu and Kazungula] Customs clearance procedures at the targeted OSBP sites are improved. Indicator 1: The clearance times of cargoes and people at the targeted borders are reduced by XX% for cargoes and XX% for people on average compared to the situation before full implementation of the Project • The following percentages are to be applied for the "XX" values: 10% for Botswana (Kazungula); 30% for Zambia (Chirundu, Kazungula); and 30% for Zimbabwe (Chirundu). • For exports and transits of cargoes on the Zimbabwe side, "dwell time" is used for the evaluation instead of "clearance time". Indicator 2: The targeted OSBPs are operated based on the OSBP Procedures Manual(s) which will be developed or refined through the Project.
	[For Beitbridge] The initial environment for introducing OSBP at the targeted border site is developed. Indicator 1: Recommendations are prepared and shared among relevant stakeholders on the bottlenecks and necessary steps to introduce OSBP at the targeted border.

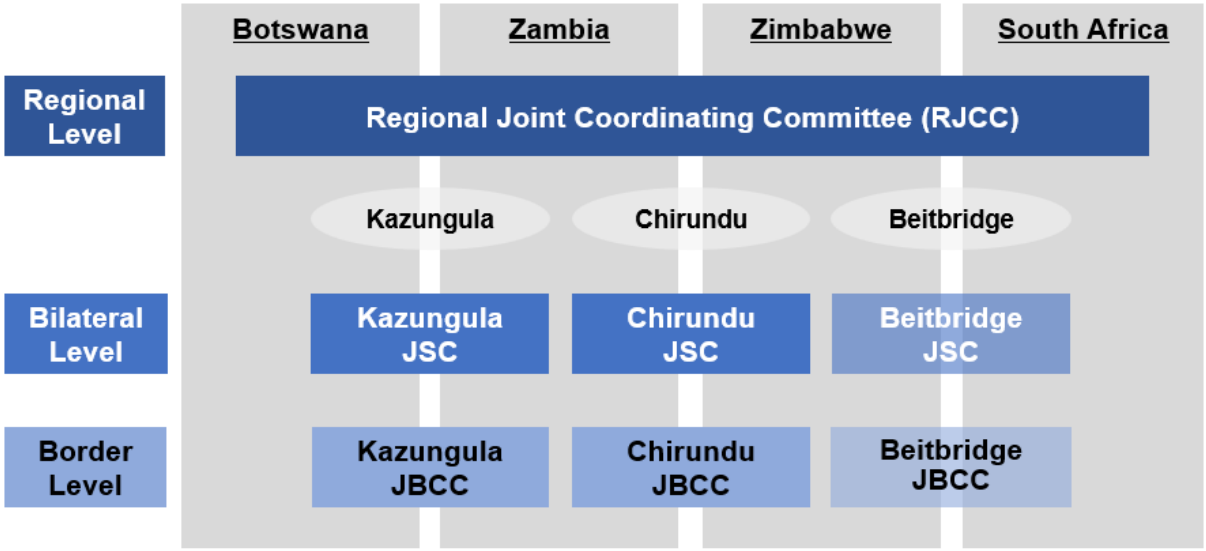
Expected Outputs	[For Chirundu and Kazungula] Output 1: The operational structure(s) are established at each of the targeted OSBPs, and the OSBPs are appropriately operated and monitored by the operational structure(s). Indicator 1-1: An operational structure is established or operationalized at each of the targeted OSBPs. Indicator 1-2: The number of monitoring activities at the targeted OSBPs to be implemented exceeds 3 times in a year after the commencement of OSBP.
	[For Beitbridge] Output 1: The knowledge for introducing OSBP is accumulated through discussions with relevant stakeholders and reviews of the current legal framework, operational structure, and border management procedures. Indicator 1-1: Recommendations for future operations are prepared. Indicator 1-2: Discussion(s) are held among relevant stakeholders to share information for better operation and introduction of the targeted border.
	[For Chirundu and Kazungula] Output 2: The OSBP Procedures Manual(s) for the targeted OSBPs is/are developed or refined, and utilized through the capacity development of officers and stakeholders. Indicator 2-1: (a) The number of officers and stakeholders who attend training on the OSBP Procedures Manual(s) exceeds 405. (b) Trainees' (officers') overall ratings for understanding of the topics relating to the OSBP Procedures Manual(s) exceeds 70%. (c) The number of stakeholders who attend sensitization workshops at the targeted OSBPs exceeds 300. Indicator 2-2: The percentage of officers who acknowledge and understand the latest OSBP Procedures Manual exceeds 70%. Indicator 2-3: The lessons drawn from OSBP operationalization at the targeted OSBPs are taken into account for the development and refinement of the OSBP Procedures Manual(s) and the OSBP Training Curriculum.
	[For Chirundu, Kazungula, and Beitbridge] Output 3: The lessons learned from operationalization are mutually shared with the stakeholders related to the operationalization of other OSBPs in the Southern Africa region (Output 2 for Beitbridge). Indicator 3-1: The number of meetings and collaboration activities with the stakeholders, such as RECs and other development partners, equals or exceeds one a year (Indicator 2-1 for Beitbridge). Indicator 3-2: The number of publications on the lessons learned from the Project exceeds 4 (Indicator 2-2 for Beitbridge).
Project Sites	(1) Subject borders (Beitbridge / Chirundu / Kazungula) (2) Selected sections and offices of the implementing agencies in the respective partner states
Implementing Agencies	Border Management Authority (BMA) of South Africa, Botswana Unified Revenue Service (BURS), Zambia Revenue Authority (ZRA), and Zimbabwe Revenue Authority (ZIMRA)
Project Period	From December 2020 to March 2025 (52 months)

Sources: Records of Discussion between JICA and government counterpart agencies for the project borders/OSBPs.

Chapter 2 Overview of the Project Framework

2.1 Overall Project Implementation Structure

Figure 2-1 and Table 2-1 describe the overall project implementing structure and present an outline of project committees. Joint Steering Committees (JSCs) and the Joint Border Coordination Committees (JBCCs) were established for the Chirundu and Kazungula OSBPs. These joint committees involving respective country pairs functioned effectively, continuing to operate throughout the project period and holding meetings regularly. On the other hand, joint committees were not established for the Beitbridge border between South Africa and Zimbabwe during the project period due to challenges related to the implementation structure on the South African side. While the joint project implementation structures for Beitbridge have not been established, stakeholders on the Zimbabwe side actively participated in project activities.



Abbreviations: JBCC = Joint Border Coordination Committee, JSC = Joint Steering Committee, RJCC = Regional Joint Coordinating Committee
Source: JICA OSBP Team

Figure 2-1: Overall Project Implementing Structure

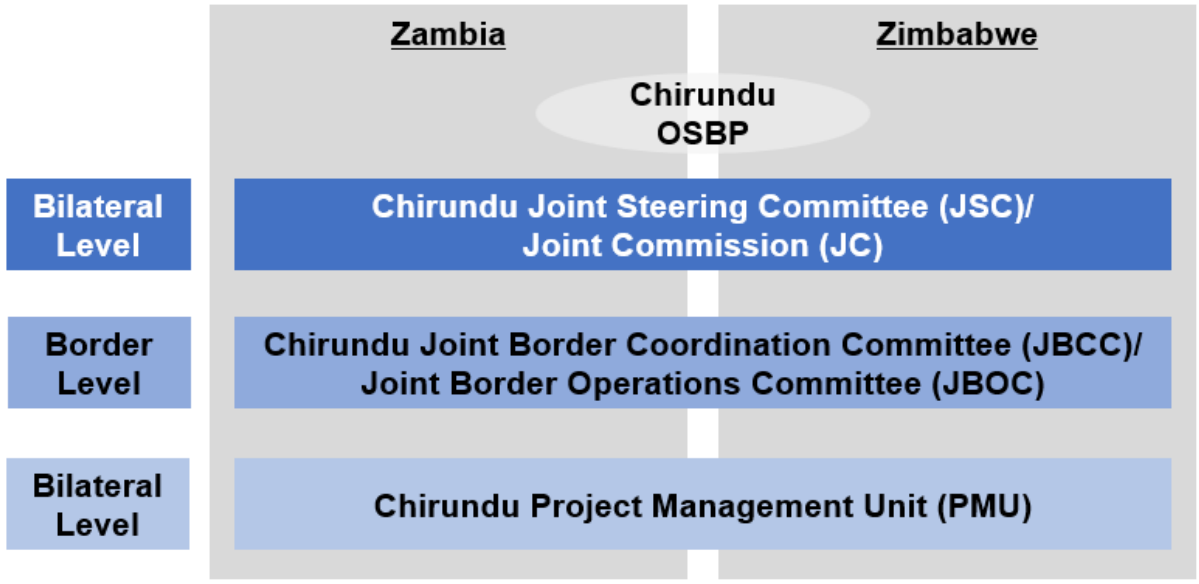
Table 2-1: Project Committees

Committees	Roles/Responsibilities
Regional Joint Coordinating Committee (RJCC)	• Share activities and experiences widely across countries and borders.
Joint Steering Committee (JSC)	• Address strategic and technical issues regarding the OSBP at the bilateral headquarters level.
Joint Border Coordination Committee (JBCC)	• Conduct necessary regular coordination regarding OSBP operations at the bilateral border level.

Source: JICA OSBP Team

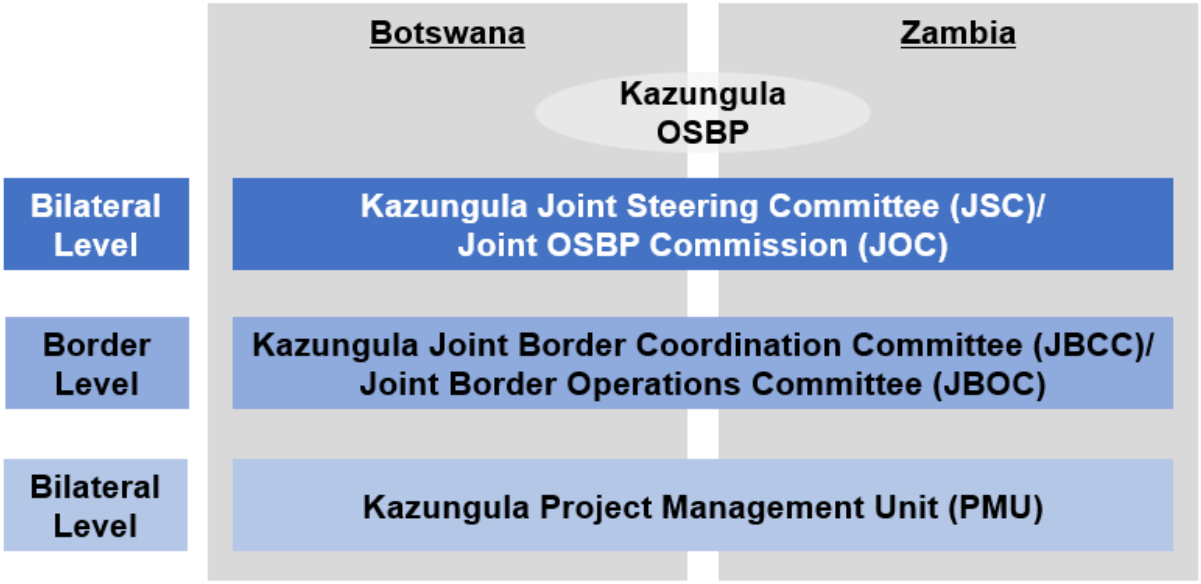
2.2 Implementation Structure for Each Border

Figure 2-2 and Figure 2-3 describe project implementation structures for the Chirundu and Kazungula OSBPs. In addition to the committees, project management units were established to conduct planning, project management, and coordination activities, including the management of project committees.



Note: Existing documents for the Chirundu OSBP provided for or referred to a Joint Commission (JC) with a role somewhat similar to that of the JSC and a Joint Border Operations Committee (JBOC) with a role comparable to that of the JBCC.
Source: JICA OSBP Team

Figure 2-2: Project Implementation Structure (Chirundu OSBP)



Note: The bilateral agreement for the Kazungula OSBP provides for a Joint OSBP Commission (JOC) with a role comparable to that of the JSC and a Joint Border Operations Committee (JBOC) with a role comparable to that of the JBCC.
Source: JICA OSBP Team

Figure 2-3: Project Implementation Structure (Kazungula OSBP)

Table 2-2 shows the number of members in each committee and unit as of December 2024. Since collaboration and discussions among various entities involved in OSBP operations were essential, not only the staff from the lead agency in each country but also members from other relevant organizations were included.

Table 2-2: The Number of Members of Each Committee and Unit

Committee/Unit	Chirundu		Kazungula	
	Zambia	Zimbabwe	Botswana	Zambia
Joint Steering Committee (JSC)	4	3	5	4
Joint Border Coordination Committee (JBCC)	13	29	18	14
Project Management Unit (PMU)	3	3	3	3
Total	20	35	26	21
	55		47	

Note: For the Chirundu OSBP, the JSC, JBCC, and PMU have a total of 2, 13, and 2 female members, respectively. For the Kazungula OSBP, the JSC, JBCC, and PMU have 4, 5, and 1 female members, respectively.
Source: JICA OSBP Team

Regarding the Beitbridge border, stakeholders from the Zimbabwe side have actively participated in the project activities, as described in the previous section. Appendices B-1, B-2, and B-3 includes the member lists for the Chirundu OSBP, Kazungula OSBP, and the Beitbridge border on the Zimbabwe side. Appendix B-4 also includes a list of members of the JICA OSBP Team, which consisted of 14 members, including four regional team members.

Chapter 3 Achievements of the Project

3.1 Achievements of the Expected Project Outputs

Many stable outcomes were achieved from various activities in the Project, such as:

- the operation of committees;
- the provision of various training programs, including training at the OSBPs/border, a study tour to East Africa, and border community sensitization workshops;
- the implementation of time measurement surveys (TMS);
- the formulation of OSBP procedures manuals;
- the execution of a Beitbridge Border Diagnostic Survey (BBDS); and
- the sharing of project experiences with stakeholders.

Table 3-1 summarizes achievements related to each expected output of the Project. All indicators set out in the Project Design Matrix (PDM) were achieved.

Table 3-1: Achievements of the Expected Outputs

C: Chirundu, K: Kazungula, B: Beitbridge

Expected Outputs	Indicators	Evaluation/Achievements
[For Chirundu and Kazungula] 1. The operational structure(s) are established at each of the targeted OSBPs, and the OSBPs are appropriately operated and monitored by the operational structure(s).	1-1 An operational structure is established or operationalized at each of the targeted OSBPs.	**Exceedingly Achieved** - JSCs, JBCCs, and PMUs were established in 2021, and terms of reference for the JBOCs were adopted (C, K). - JSC and JBCC/JBOC meetings were held periodically, with 8 JSC and 14 JBCC/JBOC meetings for Chirundu and Kazungula, respectively (C, K). - JSC and JBCC/JBOC meetings were led by members from each country, with roles being handed over from the JICA OSBP Team to the members in a phased manner during the project period (C, K). - In particular, JBOC meetings were almost completely led by border officers starting one year before the project ended, and systems were in place to ensure their sustainable management even after the project concluded (C, K).
	1-2 The number of monitoring activities at the targeted OSBPs to be implemented exceeds 3 times in a year after the commencement of OSBP.	**Achieved** - Monitoring templates were developed for JBCC/JBOC members to assess operations at the OSBP (C, K). - Monitoring was conducted every three months (four times a year) at each JBCC/JBOC meeting (C, K).
[For Beitbridge] 1. The knowledge for introducing OSBP is accumulated through discussions with	1-1 Recommendations for future operations are prepared.	**Achieved** - Recommendations were developed based on a literature review and meetings (B). - The diagnostic survey was conducted on the Zimbabwe side (B).

Expected Outputs	Indicators	Evaluation/Achievements
relevant stakeholders and reviews of the current legal framework, operational structure, and border management procedures.	1-2 Discussion(s) are held among relevant stakeholders to share information for better operation and introduction of the targeted border.	**Achieved** - Multiple meetings were held on the South African side (B). - Discussions with stakeholders were conducted through meetings, workshops, and the diagnostic survey on the Zimbabwe side (B).
[For Chirundu and Kazungula] 2. The OSBP Procedures Manual(s) for the targeted OSBPs is/are developed or refined, and utilized through the capacity development of officers and stakeholders.	2-1 (a) The number of officers and stakeholders who attend training on the OSBP Procedures Manual(s) exceeds 405.	**Exceedingly Achieved** - 723 participants attended (C, K). • Chirundu (368): 194 (Zambia), 174 (Zimbabwe) • Kazungula (355): 191 (Botswana), 164 (Zambia)
	2-1 (b) Trainees' (officers') overall ratings for understanding of the topics relating to the OSBP Procedures Manual(s) exceeds 70%.	**Achieved** - The rate of correct responses on 10-question quizzes/tests was 85% (with 376 examinees in 19 training sessions for border officers) (C, K).
	2-1 (c) The number of stakeholders who attend sensitization workshops at the targeted OSBPs exceeds 300.	**Exceedingly Achieved** - 1,825 stakeholders attended (C, K). • Chirundu (1,035): 475 (Zambia), 560 (Zimbabwe) • Kazungula (790): 340 (Botswana), 450 (Zambia)
	2-2 The percentage of officers who acknowledge and understand the latest OSBP Procedures Manual exceeds 70%.	**Achieved** - 343 of 389 respondents (86%) acknowledged and understood the latest manual as the time of each training or the role of the manual (C, K).
	2-3 The lessons drawn from OSBP operationalization at the targeted OSBPs are taken into account for the development and refinement of the OSBP Procedures Manual(s) and the OSBP Training Curriculum.	**Achieved** - Procedures manuals were formulated based on the latest situation and experience at the OSBPs (C, K). - Lessons drawn from OSBP operations were taken into account in the revised OSBP procedures manuals (C, K). - Topics and materials used in training sessions were tailored to reflect the current situation at the OSBPs (C, K).
[For Chirundu, Kazungula, and Beitbridge] 3. The lessons learned from operationalization are mutually shared with the stakeholders related to the operationalization of	3-1 The number of meetings and collaboration activities with the stakeholders, such as RECs and other development partners, equals or exceeds one a year.	**Achieved** - The JICA OSBP Team continually collaborated with RECs and other development partners through meetings, training sessions, and other activities (C, K, B). - An RJCC meeting was successfully held on 24 July 2024, with the participation of AfCFTA, AUDA-NEPAD, COMESA, IOM, and WCO (C, K, B).

Expected Outputs	Indicators	Evaluation/Achievements
other OSBPs in the Southern Africa region (Output 2 for Beitbridge).	3-2 The number of publications on the lessons learned from the Project exceeds 4.	**Exceedingly Achieved** - Launching of the 3rd edition of the OSBP Sourcebook in June 2022 (C, K). - Publication of four WCO ESA Newsletter articles (C, K, B). - At least seven instances of television, newspaper, and newsletter coverage of border community sensitization workshops and launching of the TMS reports (C, K).

Abbreviations: AfCFTA = Agreement Establishing the African Continental Free Trade Area, AUDA-NEPAD = African Union Development Agency - New Partnership for Africa's Development, BBDS = Beitbridge Border Diagnostic Survey, COMESA = Common Market for Eastern and Southern Africa, ESA = Eastern and Southern Africa, IOM = International Organization for Migration, JBCC = Joint Border Coordination Committee, JBOC = Joint Border Operations Committee, JSC = Joint Steering Committee, PMU = Project Management Unit, REC = regional economic community, RJCC = Regional Joint Coordinating Committee, TMS = Time Measurement Survey, WCO = World Customs Organization

Source: JICA OSBP Team

3.2 Achievements of the Project Purpose

Table 3-2 summarizes the achievements of the project purpose. Specific factors and background reasons for the changes in clearance times at each OSBP and country are summarized in the following chapter.

Table 3-2: Achievement of the Project Purpose

Project Purpose	Indicators	Evaluation/Achievements
[For Chirundu and Kazungula] Customs clearance procedures at the targeted OSBP sites are improved.	1. The clearance times of cargoes and people at the targeted borders are reduced by XX% for cargoes and XX% for people on average compared to the situation before full implementation of the Project. • The following percentages are to be applied for the "XX" values: 10% for Botswana (Kazungula); 30% for Zambia (Chirundu, Kazungula); and 30% for Zimbabwe (Chirundu). • For exports and transits of cargoes on the Zimbabwe side, "dwell time" is used for the evaluation instead of "clearance time".	**Mostly Achieved** <u>Chirundu – Zambia</u> Clearance times were significantly reduced, far exceeding the target of 30%, with weighted average reductions of 77% for cargoes and 85% for people. <u>Chirundu – Zimbabwe</u> Times for cargoes were reduced by 41%, exceeding the 30% target, but the reduction for people (buses) was limited to 5% due to delays in processing commercial goods carried by passengers without pre-clearance. <u>Kazungula – Botswana</u> Clearance times increased due to factors such as staff shortages, the introduction of scanner operations, and delays in pre-lodged declarations, resulting in a failure to meet the 10% reduction target. However, the increase in the dwell time was minimized for imports and exports, and the dwell time for transit traffic was reduced by 12%. (Comparable figures for people were not available for 2022.) <u>Kazungula – Zambia</u> Clearance times were significantly reduced, exceeding the 30% target, with reductions of 78% for cargoes and 49% for people.

Project Purpose	Indicators	Evaluation/Achievements
	2. The targeted OSBPs are operated based on the OSBP Procedures Manual(s) which will be developed or refined through the Project.	**Substantially Achieved** - Final versions of the Procedures Manuals prepared under the Project were submitted by the JICA OSBP Project Team to the relevant stakeholders in each country in November 2024. - The level of understanding of the Procedures Manuals and their importance was reported as high during training sessions. - It will take some time to evaluate whether the OSBPs are being operated effectively based on the latest manuals after dissemination to border officers and stakeholders by each country.
[For Beitbridge] The initial environment for introducing an OSBP at the targeted border site is developed	Recommendations are prepared and shared among relevant stakeholders on the bottlenecks and necessary steps to introduce OSBP at the targeted border.	**Achieved** - Recommendations were submitted to South African and Zimbabwe stakeholders, respectively, through review reports, and in the case of Zimbabwe also through a Beitbridge border diagnostic survey report.

Source: JICA OSBP Team

3.3 Current Status Toward Achieving the Overall Goal

Table 3-3 shows the current status toward achieving the Overall Goal, which is scheduled to be evaluated about three years after the project completion in March 2025, i.e., in 2028. Follow-up and monitoring of activities and conditions after the Project will also be conducted by the respective JICA country offices, as well as through ongoing committee meetings.

Table 3-3: Current Status Toward Achieving the Overall Goal

Overall Goal	Indicators	Current Status
[For Chirundu, Kazungula, and Beitbridge] Enhance trade along the North-South Corridor through facilitation of OSBPs in Southern Africa region and other region.	1. The number of borders at which an OSBP modeled after the Project is introduced exceeds 5 in the Southern Africa region and other regions.	There are plans to establish new OSBPs in the Southern Africa region (and other regions in Africa), and it is expected that the outcomes of the Project will have many opportunities to be utilized.
	2. The average clearance time of cargoes and people at the borders which have introduced OSBPs in the Southern Africa region is reduced.	It is necessary to wait for future measurements and evaluations of clearance times to evaluate this indicator; however, the experience gained from the Project is already being utilized and applied at other OSBPs, indicating a positive outlook for the future.

Source: JICA OSBP Team

Chapter 4 Project Activity Results and Achievements

4.1 Time Measurement Surveys (TMS) at the Subject Borders (Activity 0)

The Time Measurement Surveys (TMS) were conducted in 2022 and 2024 to assess the situation of the Chirundu and Kazungula OSBPs, identify challenges for the future, and formulate expected countermeasures and recommendations. Another objective of the surveys was to evaluate the project's impact by comparing the results of the Baseline TMS conducted in 2022 with those of the Endline TMS conducted in 2024.

The TMS for the Project were not outsourced to survey companies or similar organizations. Instead, they were conducted under the leadership of a Technical Working Group (TWG) in each country, with personnel from relevant national agencies jointly carrying out the entire process. Beyond implementing the TMS, this approach provided valuable opportunities for these personnel to gain practical experience in the survey process and develop skills for future surveys and related activities. Notable ripple effects have already been observed, such as the application of these skills in surveys conducted at other borders of the participating countries.

4.1.1 Summary of Time Measurement Survey (TMS) Activities

Table 4-1 summarizes the schedules of the live surveys and launch events for the TMS final reports of each Baseline TMS and Endline TMS. From the live surveys to the launch events, various activities, such as data capture, data validation, data analysis and assessment, report writing, and the holding of validation meetings, were carried out under the leadership of the TWG members of each country.

In the Baseline TMS, challenges were encountered in scheduling coordination among stakeholders, demonstrating leadership, and facilitating collaboration between and among relevant organizations. These issues resulted in a timeline of 1-2 years from the implementation of the live surveys to the completion of all activities. In contrast, during the Endline TMS, reviews of processes and other improvements allowed all activities to be completed within about six months of the live surveys. The comparison presented in Table 4-1 demonstrates significant improvement in the capacity of stakeholders in each country to implement TMS effectively.

Table 4-1: Overall Schedules of the Baseline TMS and Endline TMS

OSBPs	Countries	Survey Methodologies	Baseline TMS in 2022	Endline TMS in 2024
Chirundu	Zambia	Live Survey	16-22 May 2022	19-25 May 2024
		Launch Event	4 August 2023	4 November 2024
	Zimbabwe	Live Survey	16-22 May 2022	17-23 May 2024
		Launch Event	17 July 2024	22 November 2024
Kazungula	Botswana	Live Survey	6-12 June 2022	14-20 June 2024
		Launch Event	19 December 2023	7 November 2024
	Zambia	Live Survey	6-12 June 2022	23-29 June 2024
		Launch Event	4 August 2023	4 November 2024

Source: JICA OSBP Team

Figure 4-1 shows photographs of the TMS live surveys.



Chirundu – Zambia **Chirundu – Zimbabwe**

Kazungula – Botswana **Kazungula – Zambia**

Source: JICA OSBP Team

Figure 4-1: Photographs of the TMS Live Surveys

Figure 4-2 illustrates the Baseline TMS reports of Botswana, Zambia, and Zimbabwe. The reports show clearance times for each OSBP and country as well as recommendations to enhance or improve the Chirundu and Kazungula OSBPs. The launch event for the Baseline TMS Reports of Botswana and Zambia were featured on television and in newspapers in Botswana and Zambia.

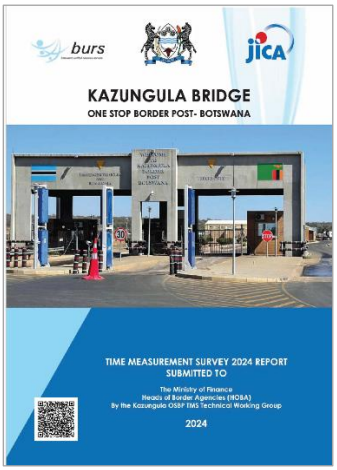


Botswana **Zambia** **Zimbabwe**

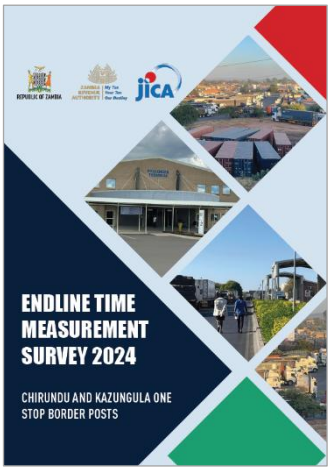
Sources: The Baseline TMS reports for Botswana, Zambia, and Zimbabwe

Figure 4-2: Covers of the Baseline TMS Reports

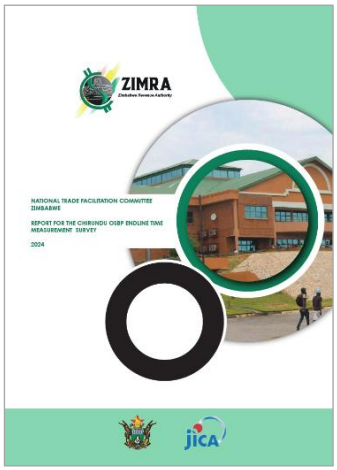
Figure 4-3 also illustrates and Appendices C-1 to C-3 provide the Endline TMS reports of Botswana, Zambia, and Zimbabwe. Although the reports were prepared by each country in the Project, preparation of joint reports by the two adjoining countries at each OSBP could be considered an improvement and a future challenge after the completion of the Project.



Botswana



Zambia



Zimbabwe

Sources: The Endline TMS reports for Botswana, Zambia, and Zimbabwe

Figure 4-3: Covers of the Endline TMS Reports

In addition to the Baseline TMS and Endline TMS, interim TMS-related activities were conducted in 2022 by TWG members from Botswana, Zambia, and Zimbabwe. The main objectives of these activities were to monitor the status of OSBP operations and assess the progress of actions taken in response to the recommendations in the Baseline TMS reports. Also, a mini-survey was conducted in Zimbabwe to supplement the Baseline TMS by collecting passenger-related data that had not been included in the original Baseline TMS for Zimbabwe.

In the surveys, each country measured border crossing clearance times, defined as the time taken for consignments to physically enter and exit the border, including required processes of customs and partner government agencies. These measurements are often referred to as dwell times. On the other hand, clearance times refer to the time for customs clearance to be completed in computerized systems. Hence, clearance times may include time spent before consignments arrive at the border. In the case of Botswana, the Endline TMS reported both dwell times and clearance times.

4.1.2 Results and Recommendations from the Chirundu TMS

Table 4-2 summarizes the border crossing clearance times (dwell times) measured by the Baseline and Endline TMS conducted in 2022 and 2024 at the Chirundu OSBP. Table 4-3 outlines specific factors and background reasons for the changes in clearance time.

At the Chirundu OSBP on the Zambian side, clearance times were significantly reduced between 2022 and 2024 because of the implementation of coordinated border management (CBM), enhanced digital system integration, and the enforcement of mandatory pre-clearance. On the Zimbabwe side, there were also substantial reductions in clearance times between 2022 and 2024 because of the integration of ZIMRA's Automated System for Customs Data (ASYCUDA) system with other agency platforms, the adoption of CBM, and stricter enforcement of pre-clearance practices. However, improvements for buses were less pronounced, as delays persisted in processing commercial goods carried by passengers without pre-clearance.

Table 4-2: Comparison of Clearance / Dwell Times in 2022 and 2024 (Chirundu)

Categories		Clearance Time / Dwell Time		Reductions*1	
		2022	2024		
Zambia					
Cargoes	Export	12 hours 36 minutes	3 hours 46 minutes	70.1%	
	Import	2 days 7 hours 17 minutes	22 hours 5 minutes	60.1%	77.2%
	Transit	2 days 4 hours 12 minutes	1 hour 32 minutes	97.1%	

Categories		Clearance Time / Dwell Time		Reductions*1	
		2022	2024		
People	People	4 minutes 15 seconds	2 minutes 37 seconds	38.4%	84.6%
	Buses	7 hours 28 minutes	1 hour 7 minutes	85.0%	
Zimbabwe					
Cargoes	Export	5 hours 13 minutes	2 hours 3 minutes 46 seconds	60.5%	40.9%
	Import	9 hours 31 minutes	6 hours 28 minutes	32.0%	
	Transit*2	5 hours 16 minutes	3 hours 18 minutes	37.3%	
People	Buses	1 hour 48 minutes	1 hour 42 minutes 20 seconds	5.2%	5.2%

Notes: *1 Percentages of reductions for cargoes and people were calculated as the weighted average of each category.
*2 Southbound transit is used for "Transit".
Source: JICA OSBP Team based on the reports of the Baseline and Endline Time Measurement Surveys

Table 4-3: Specific Factors for the Changes in Clearance/Dwell Times (Chirundu)

Countries	Specific Factors and Reasons
Zambia	1. **Implementation of Coordinated Border Management** The reduction in the number of agencies physically present at the border from 18 to 6 streamlined border operations, improved interagency coordination, and minimized redundancies, significantly accelerating clearance processes. 2. **Improved Digital Integration** Enhanced integration of systems such as ASYCUDA and the Zambia Electronic Single Window enabled real-time data sharing, reducing manual interventions and processing times. 3. **Mandatory Pre-Clearance for Imports** The enforcement of mandatory pre-clearance for goods entering Zambia ensured that documentation was prepared in advance, reducing delays at the border. 4. I**mproved Scanner Operations** The introduction of a modern scanner system expedited inspection processes, with average scanning times reduced to about 17 minutes per truck. 5. **Joint Inspections** Interagency joint inspections eliminated duplicated checks and streamlined physical examinations of goods, reducing clearance times across all categories. 6. **Capacity Building of Border Officers** Training programs for customs and other border officers improved their ability to manage modernized processes and technologies effectively. 7. **Introduction of a Digital Gate Pass** While not fully operational, incremental use of a digital gate pass began to streamline entry and exit procedures, increasing efficiency. 8. **Enhanced Traffic Management** Improved lane selectivity and the use of designated parking areas minimized bottlenecks within the border area.
Zimbabwe	1. **Improved Digital Integration** Enhanced integration of ZIMRA's ASYCUDA system with other border agency systems, including the ZESW, reduced manual processes and streamlined clearance times for imports, exports, and transit goods. 2. **Implementation of Coordinated Border Management** The consolidation of processes among multiple agencies into a single workflow reduced redundancies and improved efficiency. 3. **Enhanced Pre-Clearance Practices** Increased enforcement of pre-clearance requirements for commercial goods minimized documentation delays upon arrival, particularly benefiting transit and export cargo. 4. **Upgraded Scanning Operations** While the scanner used is an older model, operational improvements such as

Countries	Specific Factors and Reasons
	stricter queue management helped reduce bottlenecks for cargo scanning. 5. **Increased Efficiency of Physical Examinations** Physical examinations were streamlined for most categories, but delays persisted for goods classified as high-risk (e.g., fuel and chemicals), which are all subject to physical examinations. 6. **Improved Stakeholder Collaboration** Stronger partnerships between government agencies and private stakeholders enhanced process transparency and efficiency, contributing to clearance time reductions across categories. 7. **Traffic Management Adjustments** Adjustments to traffic flow and parking allocations minimized congestion, reducing clearance times for trucks and private vehicles. The congestion is caused by conflicts between southbound cargoes awaiting scanner inspection and northbound fuel tankers subject to physical examination. 8. **Challenges with Bus Clearance Times** The reductions in bus clearance times were less significant compared to reductions in cargo clearance time due to delays in processing the large volumes of commercial goods carried by bus passengers, which require physical inspections, usually at night. The absence of a pre-clearance system for these goods causes delays as passengers must prepare declarations and make duty payments upon arrival.

Abbreviations: ASYCUDA = Automated System for Customs Data, ZESW = Zimbabwe Electronic Single Window, ZIMRA = Zimbabwe Revenue Authority
Source: JICA OSBP Team based on the reports of the Endline Time Measurement Surveys

Table 4-4 summarizes the recommendations derived from the Chirundu Endline TMS for both the Zambian and Zimbabwe sides.

Table 4-4: Recommendations Derived from the Endline TMS (Chirundu)

Country	Recommendations Derived from the Endline TMS
Zambia	1. **Enhance Digital Integration Across Agencies** Fully integrate ASYCUDA, the Zambia Electronic Single Window, and other systems with the scanner and gate pass systems to ensure seamless data sharing and reduce manual interventions. 2. **Expand the Use of Digital Gate Passes** Accelerate the transition to fully digitized gate pass systems to replace manual processes and further streamline entry and exit procedures. 3. **Strengthen Pre-Clearance Enforcement** Increase awareness and enforcement of mandatory pre-clearance for all imports and transit goods to minimize delays caused by incomplete documentation. 4. **Modernize Scanning Infrastructure** Upgrade scanning technology to enable faster processing and ensure compatibility with integrated digital systems for real-time image analysis. 5. **Continue Capacity Building of Border Officers** Provide ongoing training for customs and other border personnel to strengthen their skills in managing modernized systems and CBM principles. 6. **Improve Coordination for Joint Inspections** Establish clear protocols for joint inspections by border agencies to eliminate duplications and ensure efficiency in physical examinations. 7. **Enhance Traffic Management Measures** Introduce additional measures to optimize lane usage, reduce congestion, and improve the flow of trucks through the border. 8. **Develop Supporting Infrastructure** Expand office and parking facilities to accommodate increased traffic volumes and improve working conditions for border staff. 9. **Increase Public-Private Collaboration** Strengthen partnerships with private-sector stakeholders to align operational

Country	Recommendations Derived from the Endline TMS
	practices and address bottlenecks collaboratively. 10. **Monitor and Evaluate Performance** Establish a regular performance monitoring framework to track improvements in clearance times and identify emerging challenges for timely resolution.
Zimbabwe	1. **Expand Digital Integration** Fully integrate ZIMRA's ASYCUDA system with all partner agency platforms under the ZESW to eliminate manual interventions and ensure seamless data exchange. 2. **Enhance Pre-clearance Compliance** Strengthen enforcement of mandatory pre-clearance for both commercial goods and items carried by passengers to reduce delays upon arrival. 3. **Upgrade Scanning Technology** Modernize scanning equipment to include drive-through scanners and enhance operational capacity, reducing waiting times for vehicles and goods. 4. **Streamline Passenger and Bus Processing** Implement dedicated lanes and pre-arrival documentation systems for buses to address delays caused by mixed-use cargo and unprepared passengers. 5. **Improve Physical Examination Processes** Introduce risk-based selectivity for physical inspections to focus on high-risk items while expediting clearance of low-risk goods. 6. **Increase Capacity for Traffic Management** Expand parking and lane facilities to accommodate increased traffic volumes, minimizing congestion at the border. 7. **Continue Staff Training** Provide ongoing capacity-building programs for customs and other border staff to enhance their ability to handle modernized systems and processes efficiently. 8. **Enhance Cross-border Coordination** Collaborate with Zambian authorities to harmonize procedures such as pre-clearance requirements and cargo handling to ensure smoother movements between the two sides. 9. **Monitor Performance Regularly** Establish a systematic framework for tracking clearance times and identifying bottlenecks, enabling timely and data-driven interventions. 10. **Develop Infrastructure to Improve Efficiency** Expand holding bays and office facilities to support higher traffic volumes and improve staff working conditions.

Abbreviations: ASYCUDA = Automated System for Customs Data, CBM = Coordinated Border Management, ZESW = Zimbabwe Electronic Single Window

Source: JICA OSBP Team based on the reports of the Endline Time Measurement Surveys

4.1.3 Results and Recommendations from the Kazungula TMS

Table 4-5 summarizes the border crossing clearance times (dwell times) measured by the Baseline and Endline TMS conducted in 2022 and 2024 at the Kazungula OSBP.

Between 2022 and 2024, Botswana clearance times at the Kazungula OSBP increased due to factors such as staff shortages, the introduction of scanner operations, and delays in pre-lodged declarations. Transit clearance times were particularly affected, increasing to over two days due to time taken for truck dispatching and coordination challenges with Zambia. On the other hand, the dwell time for transit traffic decreased from 2022 to 2024.

Zambia clearance times at the Kazungula OSBP improved significantly due to the implementation of CBM, the introduction of a modern scanner system, and digital advancements in clearance processes, with border crossing clearance times for cargoes reduced by 70% to nearly 90%.

Table 4-5: Comparison of Clearance/Dwell Times in 2022 and 2024 (Kazungula)

Categories		Clearance/ Dwell Time		Reductions*1	
		2022	2024		
Botswana (Clearance Time)					
Cargoes	Export	1 hour 28 minutes	3 hours 1 minute	- 105.7%	- 260.4%
	Import	2 hours 39 minutes	3 hours 36 minutes	- 35.8%	
	Transit*2	2 hours 7 minutes	2 days 15 hours 51 minutes*3	- 648.8%	
People	Passengers *4	-	1 hour 12 minutes	-	-
Botswana (Dwell Time)					
Cargoes	Export	1 hour 57 minutes	4 hours 1 minute	-106.0%	-50.9%
	Import	2 hours 26 minutes	3 hours 49 minutes	-56.8%	
	Transit*2	1 hour 56 minutes	1 hour 42 minutes	12.1%	
Zambia					
Cargoes	Export	13 hours 23 minutes	2 hours 36 minutes	80.6%	77.9%
	Import	2 days 7 hours 23 minutes	14 hours 43 minutes	73.4%	
	Transit	21 hours 18 minutes	2 hours 36 minutes	87.8%	
People	People	4 minutes	2 minutes	50.0%	48.5%
	Buses	7 hours 23 minutes	3 hours 48 minutes	48.5%	

Notes: *1 Percentages of reductions for Cargoes and People were calculated as the weighted average of each category. The negative percentages for Botswana indicate an increase in Clearance Time.

*2 The 2024 figures were calculated as the simple average of Inward Transit and Outward Transit. Separate figures were not available for Inward and Outward Transit in 2022.

*3 In 2022, transit declarations were processed upon arrival at the border, and transit clearance was processed only by the CMS without human intervention. On the other hand, in the endline survey, pre-clearance time measurement started from the lodgment of declarations in Zambia for southbound traffic and from the Botswana entry at the border other than Kazungula Bridge OSBP for northbound traffic. This is the main reason that transit clearance time increased significantly. Dwell times were was reduced even though the volume of traffic increased three times from baseline.

*4 No comparable figures were available for 2022. However, the immigration time in 2024 was 1 minute and 29 seconds, a reduction of 64.8% compared to the time in 2022 (4 minutes and 26 seconds).

Source: JICA OSBP Team based on the reports of the Baseline and Endline Time Measurement Surveys

Table 4-6 outlines specific factors and background reasons for the changes in clearance time.

Table 4-6: Specific Factors for the Changes in Clearance/Dwell Times (Kazungula)

Country	Specific Factors and Reasons
Botswana	1. **Absence of Staffing Increases While Traffic Volumes Increased** The sharp increase in traffic volumes at the Kazungula OSBP, with transit declarations increasing from 789 in 2022 to 2,638 in 2024, outpaced staffing levels, putting customs officers and other border staff under pressure to handle this growth. Despite these developments, the increase in the dwell time was minimized at 56.8% for imports and 106.0% for exports, while the dwell time for transit traffic was reduced by 12.1%, indicating increased efficiency of border processes. 2. **Introduction of Scanner Operations** The implementation of cargo scanners in July 2023 introduced additional steps in the clearance process, significantly increasing average release times. Since the scanner is operated only until 6 p.m., many trucks arrive after 6 p.m. to avoid scanning (as observed by the TWG). 3. **Pre-lodged Declarations and Truck Dispatch Time** Time consumed in dispatching trucks after submission of pre-lodged declarations increased the time for transit cargo from pre-lodgment to exit from the border. 4. **Lack of System Integration Among Border Agencies** The lack of connectivity between Botswana's CMS and systems used by other border agencies resulted in inefficient coordination, requiring manual interventions and extending processing times. 5. **Coordination Challenges with Zambia**

Country	Specific Factors and Reasons
	Scanning activities conducted on the Zambian side before completion of Botswana customs formalities disrupted the intended seamless operations of the OSBP, causing additional delays in outward clearance.
Zambia	1. **Implementation of a New Scanner System** The introduction of a modern scanner system, procured based on recommendations from the 2022 Baseline TMS, significantly enhanced the efficiency of inspections. Although images required processing at the CPC, the system improved overall accuracy and reduced manual interventions. 2. **Enhanced Staff Efficiency After Implementation of CBM** The adoption of CBM in 2024 streamlined operations by reducing the number of physically present border agencies from 18 to 6. This enhanced interagency coordination and optimized resource utilization, contributing to faster processing. 3. **Digital Advancements in Clearance Processes** Improvements in digital tools such as ASYCUDA and the Zambia National Single Window, despite some integration gaps, facilitated more effective data sharing and reduced processing times. 4. **Mandatory Pre-Clearance Initiatives** Efforts to enforce mandatory pre-clearance streamlined the preparation of documentation before arrival at the border. While compliance was not universal, the initiative helped expedite clearance for many shipments. 5. **Increased Use of Digital Gate Passes** Though manual gate pass systems continued to be used during the study period, incremental digitization efforts improved efficiency compared to previous practices.

Abbreviations: ASYCUDA = Automated System for Customs Data, CBM = Coordinated Border Management, CMS = Customs Management System, CPC = Central Processing Centre, OSBP = One-Stop Border Post, TMS = Time Measurement Survey, TWG = Technical Working Group

Source: JICA OSBP Team based on the reports of the Endline Time Measurement Surveys

Table 4-7 summarizes the recommendations derived from the Endline TMS for both Botswana and Zambia.

Table 4-7: Recommendations Derived from the Endline TMS (Kazungula)

Country	Recommendations Derived from the Endline TMS
Botswana	1. **Strengthen Staff Capacity** Increase the workforce and provide targeted training to enhance efficiency in managing increasing traffic volumes and evolving border processes. 2. **Optimize Scanner Operations** Improve the efficiency of scanner usage by extending operating hours and integrating scanning processes with customs systems to reduce delays. 3. **Enhance Pre-Lodged Declaration Processes** Streamline the handling of pre-lodged declarations and improve coordination with transporters to minimize truck dispatch delays. 4. **Improve Cross-Border Coordination** Strengthen collaboration with Zambia to ensure seamless operations and reduce delays caused by mismatches between the procedures of the two countries. 5. **Integrate Systems Across Border Agencies** Advance the integration of Botswana's CMS with systems of partner agencies to improve data sharing and operational efficiency. 6. **Adopt a Holistic Approach to Traffic Management** Implement measures to better manage the flow of vehicles and goods through the border, reducing bottlenecks and improving overall clearance times.
Zambia	1. **Strengthen Digital System Integration** Prioritize the integration of scanner systems with customs tools such as ASYCUDA to enable real-time access to scanned images, streamlining clearance processes. 2. **Promote Mandatory Pre-Clearance Compliance** Enhance awareness campaigns and training for stakeholders to ensure widespread adoption of mandatory pre-clearance, reducing delays and improving efficiency.

Country	Recommendations Derived from the Endline TMS
	3. **Expand Human Resource Capacity** Invest in recruiting and training additional personnel across border agencies to effectively manage increased traffic volumes and new technologies. 4. **Accelerate the Implementation of Digital Gate Passes** Fully transition to digital gate passes to replace manual processes, improving the speed and accuracy of clearance procedures. 5. **Enhance Capacity Building Programs** Continue providing regular training on CBM principles and scanner operations to maintain high operational standards. 6. **Modernize Scanning Technology** Upgrade to advanced scanners with local image processing capabilities to reduce reliance on centralized reviews and minimize delays. 7. **Foster Stakeholder Collaboration** Continue holding quarterly border committee meetings to strengthen communication and coordination among agencies and stakeholders, thereby promoting seamless operations.

Abbreviations: ASYCUDA = Automated System for Customs Data, CBM = Coordinated Border Management, CMS = Customs Management System
Source: JICA OSBP Team based on the reports of the Endline Time Measurement Surveys

4.2 OSBP Framework and Organizational Structures (Activity 1)

The JICA OSBP Team reviewed documents on legal frameworks, operational structures, and border management procedures and examined the support of other development partners at the project borders. Review reports, including findings and recommendations, were prepared and submitted to each country for Chirundu and Kazungula in 2021 and for Beitbridge in 2024. In addition, the Beitbridge Border Diagnostic Survey (BBDS) was carried out in 2024 on the Zimbabwe side of the Beitbridge border to assess the current situation and provide recommendations for improved border management efficiency.

As detailed in Chapter 2, Joint Steering Committees (JSCs) and Joint Border Coordination Committees (JBCCs) were established for the Chirundu and Kazungula OSBPs, with regular meetings held throughout the project. Project Management Units (PMUs) were also set up for these OSBPs and functioned effectively. Even after the Project, the Chirundu JSC will continue as the Joint Commission (JC), the Kazungula JSC will continue as the Joint OSBP Commission (JOC), and the JBCCs will function as Joint Border Operations Committees (JBOCs).

Table 4-8 describes activity results and achievements related to the OSBP framework and organizational structure.

Table 4-8: Activity Results and Achievements (Activity 1)

C: Chirundu, K: Kazungula, B: Beitbridge

Activity Items		Activity Results / Achievements
1-1	Review the current legal framework, operational structure, and border management procedures for the targeted OSBP.	- Collected and reviewed various documents on the legal framework, operational structure, and border management procedures (C, K, B). *1 - Assessed the operational capacity of the OSBPs (C, K, B).
1-2	Review other donors' activities at the targeted borders and seek collaboration possibilities with such agencies in the field of not only Customs but also immigration and quarantine.	- Compiled and assessed information on the support of other development partners at the borders (C, K, B). - The findings, including the content of Activity Item 1-1, were consolidated into review reports and submitted (C, K, B). - Involved the EDF 11 Programme in meetings to mutually share information on project activities (C).

Activity Items		Activity Results / Achievements
		- Involved IOM officers from Zambia and Zimbabwe in the training sessions, where they presented their initiatives related to border management at Chirundu (C).
1-3	[Chirundu, Kazungula] Develop an action plan for the smooth implementation of the Chirundu and Kazungula OSBPs.	- Developed version 1.0 of the OSBP action plans during the first JBCC/JBOC meeting in October 2021 (C, K). - Validated the version 1.0 plans during the 2nd JBCC/JBOC meetings in December 2021 (C) and November 2021 (K).
	[Beitbridge] Prepare recommendations for future operations at the Beitbridge border.	- The findings and recommendations were included in the review reports and submitted to South Africa and Zimbabwe (B). - The BBDS was conducted on the Zimbabwe side of the Beitbridge border to assess the current situation and compile recommendations (B).
1-4	[Chirundu, Kazungula] Support to reestablish or operationalize OSBP operational structure composed of related agencies at the border.	- Established the Chirundu JSC/JC and Kazungula JSC/JOC at the bilateral level (C, K). - Established the JBCC/JBOC at the border levels (C, K). - Formed the PMU at the bilateral level to coordinate and manage overall project activities (C, K). - The terms of reference for the JBCC/JBOC were formulated in 2022 for Chirundu and for Kazungula in 2023 (C, K).

Note: *1 Documents reviewed included the Chirundu and Kazungula bilateral OSBP agreements (August 2007 and April 2021, respectively); the Botswana One-Stop Border Posts Act, No. 10, 2013; the Zambia Border Management and Trade Facilitation Act, 2018; the South Africa One-Stop Border Post Act, 2022; the South Africa One-Stop Border Post Policy, 2022; the South Africa Border Management Authority Act No. 2 of 2020; and the Zimbabwe One-Stop Border Posts Control Act, 2007.

Abbreviations: BBDS = Beitbridge Border Diagnostic Survey, EDF = European Development Fund, IOM = International Organization for Migration, JBCC = Joint Border Coordination Committee, JBOC = Joint Border Operations Committee, JC = Joint Commission, JOC = Joint OSBP Commission, JSC = Joint Steering Committee, OSBP = One-Stop Border Post, PMU = Project Management Unit

Source: JICA OSBP Team

4.2.1 Review of the Current Situation at the Subject Borders

The review reports for the Chirundu and Kazungula OSBPs were submitted in July 2021. These reports included findings, recommendations, and an assessment of the progress and situation of OSBP operations at both borders. The review reports for the Beitbridge border were prepared separately for the South African and Zimbabwe sides, with the final versions submitted in October 2024.

In addition to these activities, the Beitbridge Border Diagnostic Survey (BBDS) was conducted in October 2024 on the Zimbabwe side of the Beitbridge border to assess the current situation and provide recommendations. The BBDS assessed the operational environment at Zimbabwe's Beitbridge Border Post. Its primary objective was to identify challenges affecting optimal border performance and to propose improvements to benefit all stakeholders. The survey examined the operations of government regulatory agencies, private-sector service providers, and concessionaires managing the border. Data collection was conducted from 21 to 25 October 2024, and a validation workshop took place in Beitbridge, Zimbabwe, on 28 November 2024. The data collection methods included interviews, questionnaires, statistical analysis, and reviews of policy and operational documents.

The findings were validated with stakeholders during the workshop, and the final report outlined key challenges, including policy and infrastructure inefficiencies, and recommended interventions to enhance border operations. Table 4-9 and Table 4-10 summarize the main key challenges identified and recommended interventions described in the final report. These insights aim to streamline processes, improve resource allocation, and foster regional trade facilitation.

Table 4-9: Key Challenges for Beitbridge (Zimbabwe)

Category	Key Challenges
Policy inefficiencies	• Lack of harmonization between Zimbabwe and South Africa regarding customs operations and AEO recognition. • Fragmented regulatory frameworks and the absence of a single border management system.
Infrastructure limitations	• Insufficient parking and holding areas for vehicles at the border. • Overburdened infrastructure due to high traffic volumes, particularly for freight and pedestrians. • Inadequate ICT systems, leading to frequent downtimes, affecting impacting operations.
Operational challenges	• Proliferation of smuggling and fraudulent activities due to inadequate risk management systems. • Inefficient traffic flow, exacerbated by congestion and poor placement of scanners and other equipment and facilities. • High staff turnover in government agencies, affecting operational continuity.

Abbreviations: AEO = authorized economic operator, ICT = information and communication technology
Source: JICA OSBP Team based on the Beitbridge Border Diagnostic Survey (BBDS) Final Report

Table 4-10: Recommended Interventions for Beitbridge (Zimbabwe)

Category	Recommended Interventions
Technological Integration and Automation	1. **Electronic Single Window System** The rollout of the Zimbabwe Electronic Single Window System should be expedited, and all border agency systems operating at Beitbridge Border Post should be integrated into this platform to enhance coordination and collaboration. 2. **Data Exchange** Bilateral consultations between the Governments of Zimbabwe and South Africa should be fast-tracked to establish an online, real-time data exchange system for border agencies, either under the OSBP framework or another suitable model, to improve coordination and reduce border crossing times. 3. **Internet Connectivity** Internet connectivity should be provided to all border agencies at Beitbridge Border Post, as the lack of connectivity significantly affects their ability to exchange information and documentation for cargo clearance. 4. **System Automation** Despite the recent modernization, border agencies that are still using manual systems at Beitbridge Border Post should transition to automated systems to enhance border controls and improve clearance times.
Policy and Legal Frameworks	1. **Integrated Payment System:** The Government of Zimbabwe should improve the current integrated single payment point system, enabling all border agencies to track and receive their levies, fees, charges, and taxes in real time. 2. **Legislation for Lead Agency** Legislation should be passed to formally designate a lead agency at border posts, as the lack of legal backing for ZIMRA's position as the lead agency compromises its efficacy. 3. **AEO Scheme Enhancements** ZIMRA should revise the authorized economic operator (AEO) scheme to make it more attractive by enhancing the benefits for members and including mutual recognition arrangements with South Africa.
Infrastructure and Resources	1. **Shelter Improvements** ZimBorders – the South Africa-based organization with a concession to operate the Beitbridge border on the Zimbabwe side – should provide additional shelters for border agency personnel working in the yard to protect them from adverse weather conditions, in accordance with the terms and conditions of the

Category	Recommended Interventions
	concession agreement. 2. **Electronic Body Scanner** The Government of Zimbabwe, in consultation with relevant authorities and the concessionaire, should acquire an electronic body scanner for Port Health Services to facilitate inspections of human remains.
Operational Efficiency and Coordination	1. **Dedicated Customs Teams** ZIMRA should establish a dedicated team to oversee manifest checking and preclearance processes, which will enhance the predictability of customs procedures while retaining the ability to flag cargo for secondary examinations based on risk parameters. 2. **Border Procedures Manual** A simplified and harmonized common border procedures manual should be developed to provide all border agencies with a shared reference for expediting cargo clearance, while allowing individual agencies to maintain their specific operational guidelines.
Security and Border Control	1. **Removal of Touts** Security measures should be enhanced to eliminate touts and prevent their interference with formalities.

Abbreviations: AEO = authorized economic operator
Source: JICA OSBP Team based on the Beitbridge Border Diagnostic Report (BBDS) Final Report

4.2.2 Regular Committee Meetings and Monitoring Activities

The JSCs and JBCCs were established in 2021 for both the Chirundu and Kazungula OSBPs. Throughout the project period, the JSC meetings were held semiannually, while the JBCC meetings were held quarterly. As shown in Table 4-11, the 8th JSC meeting and the 14th JBCC meeting for both Chirundu and Kazungula OSBPs were held in early December 2024, marking the final meetings of the project. Participants in these meetings monitored and assessed the achievements and progress of each project activity. The activities were monitored quarterly using monitoring templates at each JBCC meeting, and the results from the monitoring and assessment were incorporated into subsequent activities.

Table 4-11: Committee Meetings Held During the Project

Committee	Meetings	Dates	
		Chirundu	Kazungula
Joint Steering Committee (JSC)	1st meeting	16 July 2021	9 July 2021
	2nd meeting	10 December 2021	17 December 2021
	3rd meeting	19 July 2022	28 July 2022
	4th meeting	12 January 2023	23 January 2023
	5th meeting	16 June 2023	8 June 2023
	6th meeting	5 December 2023	7 December 2023
	7th meeting	9 July 2024	4 July 2024
	8th meeting	12 December 2024	10 December 2024
Joint Border Coordination Committee (JBCC)	1st meeting	11 October 2021	14 October 2021
	2nd meeting	3 December 2021	30 November 2021
	3rd meeting	11 April 2022	14 April 2022
	4th meeting	21 July 2022	26 July 2022
	5th meeting	17 October 2022	19 October 2022
	6th meeting	1 February 2023	26 January 2023
	7th meeting	12 April 2023	18 April 2023
	8th meeting	14 June 2023	8 June 2023
	9th meeting	4 September 2023	7 September 2023
	10th meeting	29 November 2023	1 December 2023
	11th meeting	15 April 2024	10 April 2024
	12th meeting	15 July 2024	11 July 2024

Committee	Meetings	Dates	
		Chirundu	Kazungula
	13th meeting	30 September 2024	10 October 2024
	14th meeting	5 December 2024	3 December 2024

Source: JICA OSBP Team

One notable achievement during the project is the increased ownership demonstrated by the implementing agencies of each country. These agencies have assumed the role of co-chairs for the JSC and JBCC meetings, actively facilitating discussions. The terms of reference for the JBCC/JBOC were adopted in September 2022 for Chirundu and in May 2023 for Kazungula. Notably, in 2024, JBCC meetings were conducted as JBOC meetings, led exclusively by border officers. This transition established a sustainable management system that will endure beyond the project's conclusion. Following the project's completion, the Chirundu JSC will also transition to the Joint Commission (JC), and the Kazungula JSC will become the Joint OSBP Commission (JOC).

Figure 4-4 shows photographs of Chirundu and Kazungula JSC and JBCC meetings.



5th Chirundu JSC Meeting



4th Kazungula JSC Meeting



14th Chirundu JBCC Meeting



14th Kazungula JBCC Meeting

Sources: JICA OSBP Team

Figure 4-4: Photographs of JSC and JBCC Meetings

4.3 OSBP Operations at the Subject Borders (Activity 2)

Table 4-12 describes the activity results and achievements related to OSBP operations at the subject borders. Many stable outcomes have been achieved through various activities during the Project, such as the formulation of OSBP procedures manuals, study tours to East Africa, border community sensitization workshops, training programs for border officers and the private sector, and training-of-trainers (ToT) programs. Section 4.2.2 detailed Activities 2.5 to 2.8, focusing on committee meetings and monitoring activities.

Table 4-12: Activity Results and Achievements (Activity 2)

C: Chirundu, K: Kazungula, B: Beitbridge

Activity Items		Activity Results / Achievements
2-1	Review current guidelines, manuals and training contents related to the borders, and identify the points to be refined or updated.	- Reviewed the Chirundu OSBP Operations Manual (March 2011) in 2021 (C). - Reviewed the Kazungula OSBP Operations Manual prepared by the Kazungula Bridge Project Office / Kazungula OSBP Project (K). - Summarized the results in papers and presented them at meetings of concerned officials in 2021 (C, K).
2-2	Make suggestions on possible enhancements of the operational guidelines and manuals for the targeted OSBPs, and prepare new materials.	- Numerous meetings with stakeholders at both the border and central levels were conducted from 2022 to 2024 to discuss the OSBP procedures manuals drafted by the JICA OSBP Team (C, K). - In 2024, national and bilateral working groups were established for the Chirundu and Kazungula OSBPs to review and refine the manuals (C, K). - Official handover of the Chirundu and Kazungula OSBP procedures manuals developed under the Project took place in December 2024 (C, K).
2-3	Arrange and conduct third-country training to learn from preceding OSBP cases in the EAC region.	- Conducted a study tour to East Africa (third-country training) to visit the Namanga OSBP (Kenya/Tanzania) and the Malaba OSBP (Kenya/Uganda) in February 2023 (C, K, B). - Achievements of and recommendations from the training were reported to the 5th JSC and the 8th JBCC meetings held in June 2023, and also shared at training sessions held at the Chirundu and Kazungula OSBPs after the study tour (C, K).
2-4	Conduct sensitization workshops and training, including training of trainers (ToT) and direct training of trainees.	<u>Border Community Sensitization Workshops</u> - Held border community sensitization workshops on each side of the Chirundu OSBP in April 2023 for 1,035 community residents (Zambia: 475, Zimbabwe: 560) (C). - Held community sensitization workshops on each side of the Kazungula OSBP in April 2023 for 790 community residents (Botswana: 340, Zambia: 450) (K). - Held a sensitization meeting with Beitbridge, Zimbabwe, border officers in September 2023 (B). <u>Training for Border Officers and the Private Sector</u> - Provided 9 training sessions for border officers and 7 for the private sector, with a total of 368 participants (C). - Provided 10 training sessions for border officers and 7 for the private sector, with a total of 355 participants (K). - Held a workshop (training) for 22 Zimbabwe border officers at the Beitbridge border in December 2023 (B). <u>Training for Trainers (ToT)</u> - 37 officers participated in ToT programs with the expectation that they will become trainers in the future (10 for Botswana, 20 for Zambia, and 7 for Zimbabwe) (C, K). - Held virtual workshops for ToT participants in August 2023 and October 2024 for them to learn skills for becoming effective trainers (C, K). - ToT participants observed training sessions conducted by the JICA OSBP Team, and 25 participants further developed their skills by serving as trainers in actual sessions (C, K).

Activity Items		Activity Results / Achievements
2-5	Monitor daily OSBP operations and check if there are any challenges, or room for improvement.	- JSC and JBCC meetings were held semiannually and quarterly, respectively, during the Project. The 8th JSC and 14th JBCC meetings were held in December 2024 (C, K). - Workshops for border officers were conducted in October 2023 to enhance their understanding of the importance of monitoring and to review and update the monitoring templates (C, K). - JBCC members carried out monitoring activities quarterly using the monitoring templates and reported the results, including assessments, at JBCC and JSC meetings (C, K). - Participants in the JSC and JBCC meetings reviewed the monitoring results and discussed measures for improvement (C, K).
2-6	Analyze the monitoring results, identify challenges, and consider measures for improvement.	
2-7	Hold relevant committee meetings regularly to share monitoring results and improve the procedures.	
2-8	Review the OSBP operation based on Activity 2-7.	

Abbreviations: EAC = East African Community, JBCC = Joint Border Coordination Committee, JSC = Joint Steering Committee, ToT = Training of Trainers
Source: JICA OSBP Team

4.3.1 Enhancement of OSBP Procedures Manuals

Following the review of the Chirundu OSBP Operations Manual (March 2011) and a draft Kazungula OSBP Operations Manual prepared by the Kazungula Bridge Project Office / Kazungula OSBP Project, OSBP procedures manuals were prepared for both the Chirundu and Kazungula OSBPs by the JICA OSBP Team. The manuals underwent multiple revisions based on reviews and discussions with stakeholders at both border and central levels through numerous meetings, as shown in Table 4-13 and Table 4-14. A wide range of border-related parties reviewed drafts of the bilateral procedures manuals. A total of 274 participants for Chirundu and 248 participants for Kazungula attended the series of meetings to review the procedures manuals.

Table 4-13: Procedures Meetings (Chirundu)

Meeting	Date	Attendees	
		Zambia	Zimbabwe
1st Procedures Meeting	20-22 July 2022	23	22
2nd Procedures Meeting	9-10 November 2022	14	22
3rd Procedures Meeting	1-3 February 2023	22	13
High-Level Procedures Meeting	11-12 July 2023	22	7
Procedures Review and Validation Meeting	10 October 2023	13	5
National Working Groups Kickoff Meetings	13 February 2024 (Zambia) and 5 March (Zimbabwe)	15	10
National Consultation Meetings	5 April 2024 (Zambia) and 2 May 2024 (Zimbabwe)	18	10
1st Bilateral Meeting	26 June 2024	9	8
2nd Bilateral Meeting	20 August 2024	10	12
Extraordinary Chirundu JSC Meeting	11 October 2024	6	13

Source: JICA OSBP Team

Table 4-14: Procedures Meetings (Kazungula)

Meeting	Date	Attendees	
		Botswana	Zambia
1st Procedures Meeting	25-26 July 2022	10	11
2nd Procedures Meeting	15 and 17 November 2022	9	10
3rd Procedures Meeting	26, 27, 30 January 2023	16	19
High-Level Procedures Meeting	13-14 July 2023	9	22
Procedures Review and Validation Meeting	12 October 2023	6	8
National Working Groups Kickoff Meeting	13 February 2024 (Botswana and Zambia)	6	15
National Consultation Meetings	5 April 2024 (Zambia) and 27 May 2024 (Botswana)	8	18
1st Bilateral Meeting	28 June 2024	10	11
2nd Bilateral Meeting	26 September 2024	9	16
Bilateral OSBP Procedures Legal Subcommittee Meeting	9 October 2024	12	6
Extraordinary Kazungula JSC Meeting	4 and 6 November 2024	12	5

Source: JICA OSBP Team

The JICA OSBP Team submitted the updated drafts of the procedures manuals to the respective countries, and discussions on the way forward and the next steps were held during the JSC meetings in December 2023. It was agreed that a two-phase approach would be adopted for the implementation of the procedures manuals at the ground level, with consideration by designated working groups at both national and bilateral levels.

The final version of the manual for Chirundu developed under the Project was adopted during an Extraordinary JSC meeting held in October 2024. The final version of the manual for Kazungula developed under the project was also completed in November 2024 after revisions made in response to comments from an October 2024 legal subcommittee meeting and a November 2024 Extraordinary JSC Meeting. Official handover of the Chirundu and Kazungula OSBP procedures manuals developed under the Project took place in December 2024.

Each country is expected to disseminate the procedures manuals among the various partner government agencies and other relevant stakeholders, and also share the manual with border officers and stakeholders who can benefit from and use the manual in the spirit of a coordinated approach to border management.

Appendices D-1 and D-2 contain the Chirundu OSBP Procedures Manual and the Kazungula OSBP Procedures Manual as developed under the Project, which consist of the chapters shown in Box 4-1. The manuals provide detailed procedures for the efficient operation of the OSBPs. They serve as guides mainly for border agencies, but also as reference material for transporters, border community residents, and other stakeholders, covering standard processes and responses to special situations. Key areas include traffic flow, facility management, law enforcement, data sharing, and ICT connectivity. The manuals provide operational guidance, with periodic updates reflecting developments in international trade facilitation and OSBP operations.

Box 4-1: Structure of the OSBP Procedures Manuals

1. Introduction	10. Law Enforcement
2. Extraterritorial Discharge of Duties	11. Traffic Management
3. Border Crossing Clearance Parameters	12. OSBP Protection
4. Intensity of Control	13. Other Fields of Cooperation between Neighbor States
5. Traffic Flow and Clearance Processes	
6. Special Situations and Incidents	14. Communication
7. OSBP Governance (Institutional Bodies)	15. Dispute Resolution
8. Customer (User) Care	16. Contingency Planning
9. OSBP Facility Management	17. Data Sharing Protocol
	18. ICT Connectivity Protocol

Source: JICA OSBP Team

4.3.2 Study Tour to East Africa

A study tour to East Africa (third-country training) was successfully conducted for a total of 20 officers from the four participating countries (Botswana, Zambia, Zimbabwe, and South Africa) to effectively learn from good-practice examples of the EAC Partner States that can be utilized for project activities. The participants visited the Namanga OSBP (Kenya/Tanzania) and the Malaba OSBP (Kenya/Uganda) from 6 to 10 February 2023, and also met with staff of the EAC Secretariat. Figure 4-5 presents photographs of the study tour to East Africa.



Group Photograph



OSBP Site Tour



Group Presentations

Source: JICA OSBP Team

Figure 4-5: Photographs of the Study Tour to East Africa

The study tour provided valuable learning experiences for the participants both in theoretical and practical aspects of the OSBP concept and operations. The participants reported achievements and recommendations from the study tour to members of the respective JSCs and JBCCs as well as to other border officers and the representatives of the private sector. Study tour participants from the South Africa and Zimbabwe sides of the Beitbridge border also participated in the study tour.

Key achievements from the study tour follow:

- Participants successfully learned from good examples of (i) regional integration, (ii) OSBP infrastructure development, and (iii) stakeholder engagement.
- The participants gained a better understanding of the importance of regional integration and willingness to collaborate to improve OSBP implementation and operations in Southern Africa.
- The participants collectively prepared reports and recommended improvements for their borders in Southern Africa through several group work sessions.

4.3.3 Border Community Sensitization Workshops

Border community sensitization workshops were held in April 2023 with a total of 1,035 participants at Chirundu (475 at Zambia and 560 at Zimbabwe) and 790 participants at Kazungula (340 at Botswana

and 450 at Zambia. Figure 4-6 presents photographs of the workshops, which were featured on television and in newspapers in Botswana and Zambia.

Each border community sensitization workshop was well attended, far exceeding original expectations, and received favorable reviews. The workshops can be regarded as one of the biggest achievements of the project. The results of each workshop were reported at subsequent JSC and JBCC meetings by border officers. Key achievements of the workshops follow:

- The workshops provided a platform for learning on and discussion of the benefits of the OSBPs and concerns among various stakeholders.
- The workshops helped officers share common understandings of concerns and interests of border community residents from both sides with officers attending the workshops from the respective adjoining states.
- During follow-on sessions with community leaders, it was reaffirmed that stakeholder engagement should continue even after the project ends.



Source: JICA OSBP Team

Figure 4-6: Photographs of the Border Community Sensitization Workshops

4.3.4 Training Sessions

A total of 33 training sessions were conducted under the Project for border officers and private-sector representatives at the Chirundu and Kazungula OSBPs. The border officers were not only from BURS, ZIMRA, and ZRA, but also from various organizations such as the Immigration, Port Health, Agriculture, Police, and Veterinary departments. The private-sector participants included companies from diverse industries, ranging from clearing services and logistics to oil, fuel, freight services, and trade associations. Training programs primarily included the following modules:

- OSBP Introduction;
- OSBP Legal and Institutional Framework;
- Coordinated Border Management (CBM);
- Border Security / Environmental and Social Safeguards;
- Change Management, Customer Service, Ethics, and Integrity, Gender Mainstreaming; and
- Group Discussions and Presentations.

The training contents were continually updated to reflect the current legal and regulatory framework at the borders as well as to accommodate the needs of specific participants such as border supervisors and

new border officers. Figure 4-7 shows photographs of training sessions at the Chirundu and Kazungula OSBPs.



Chirundu Training Session



Kazungula Training Session

Sources: JICA OSBP Team

Figure 4-7: Photographs of Training Sessions at Chirundu and Kazungula

As shown in Table 4-15, 16 training sessions were conducted at the Chirundu OSBP with 368 participants (239 for border officers and 129 for the private sector). Results from a quiz and evaluation conducted for border officers at Chirundu are shown below:

- The correct response rate on the 10-question quizzes/tests was 86% (with a total of 200 examinees).
- A total of 93% of the respondents (n=206) answered that they acknowledged and understood the latest OSBP Procedures Manual and/or the role of the manual.

Table 4-15: Training Sessions (Chirundu)

Session	Dates	Participants	
		Zambia	Zimbabwe
Training Sessions for Border Officers			
1st Training Session	10-11 June 2023	18	10
2nd Training Session	5-6 August 2023	7	13
3rd Training Session	30-31 October 2023	13	19
4th Training Session	25 November 2023	12	19
5th Training Session	26 November 2023	12	13
6th Training Session	16 April 2024	13	20
7th Training Session	16 July 2024	8	14
8th Training Session	12 September 2024	7	16
9th Training Session	7 November 2024	7	18
	Total	**97**	**142**
		239	
Training Sessions for the Private Sector			
1st Training Session	12-13 June 2023	19	4
2nd Training Session	7-8 August 2023	9	12
3rd Training Session	27 November 2023	11	9
4th Training Session	17 April 2024	10	0
5th Training Session	17 July 2024	17	5
6th Training Session	13 September 2024	19	2
7th Training Session	8 November 2024	12	0
	Total	**97**	**32**
		129	

Note: The exact distribution is not available, but it is estimated that 30-45% of the participants were female.
Source: JICA OSBP Team

Similar to Chirundu, 17 training sessions were provided at the Kazungula OSBP as shown in Table 4-16 with 355 participants (225 for border officers and 130 for the private sector). Results from a quiz and evaluation conducted for border officers at Chirundu are shown below:

- The correct response rate on the 10-question quizzes/tests was 84% (with 176 examinees in total).
- A total of 83% of the respondents (n=183) answered that they acknowledged and understood the latest OSBP Procedures Manual or the role of the manual.

Table 4-16: Training Sessions (Kazungula)

Session	Dates	Participants	
		Botswana	Zambia
Training Sessions for Border Officers			
1st Training Session	20-22 July 2022	16	13
2nd Training Session	1-2 February 2023	14	8
3rd Training Session	12-13 August 2023	20	15
4th Training Session	26-27 October 2023	14	14
5th Training Session	22 November 2023	15	7
6th Training Session	23 November 2023	15	7
7th Training Session	11 April 2024	9	10
8th Training Session	4 June 2024	9	15
9th Training Session	17 September 2024	7	8
10th Training Session	12 November 2024	3	6
	Total	**122**	**103**
		225	
Training Sessions for the Private Sector			
1st Training Session	30-31 January 2023	17	13
2nd Training Session	10-11 August 2023	14	11
3rd Training Session	21 November 2023	15	6
4th Training Session	12 April 2024	9	10
5th Training Session	5 June 2024	8	10
6th Training Session	18 September 2024	4	6
7th Training Session	13 November 2024	2	5
	Total	**69**	**61**
		130	

Note: The exact distribution is not available, but it is estimated that 30-60% of the participants were female.
Source: JICA OSBP Team

4.3.5 Training of Trainers (ToT)

The notable Training-of-Trainers (ToT) program continued through 2023 and 2024. Officers from Botswana, Zambia, and Zimbabwe were nominated as future trainers, and joint introductory workshops were held virtually in August 2023 and October 2024. These workshops focused on developing the skills for becoming effective trainers. As of November 2024, a total of 37 officers had participated in the ToT programs through the physical (onsite) training sessions shown in Table 4-17.

Table 4-17: Participants in Training of Trainers (ToT)

Country	Participants	Organizations
Botswana	10	BURS (8), Immigration (2)
Zambia	20	ZRA (9), Immigration (4), ZCSA (3), Port Health (3), Ministry of Agriculture (1)
Zimbabwe	7	ZIMRA (5), Immigration (1), Shipping and Forwarding Agents Association of Zimbabwe (1)
Total	37	-

Note: The numbers in parentheses indicate the number of participants. Among the participants in the ToT, 5 from Botswana, 8 from Zambia, and 2 from Zimbabwe were female.
Abbreviations: BURS = Botswana Unified Revenue Service, ZCSA = Zambia Compulsory Standards Agency, ZIMRA = Zimbabwe Revenue Authority, ZRA = Zambia Revenue Authority
Source: JICA OSBP Team

In the first stage, the ToT participants observed the training sessions conducted by the JICA OSBP Team in addition to feedback or preparation meetings. A total of 25 of the ToT participants successfully served as trainers in actual sessions, including preparing PowerPoint presentations and facilitating group discussions. Among those 25, nine participants are considered well-trained since they have successfully delivered two or more sessions. Most customs officers among those who were well-trained delivered lectures on a wide range of modules specific to technical aspects of OSBP implementation and operationalization. Participants from partner government agencies conducted training sessions on their respective operations, drawing on their hands-on knowledge and experience at the OSBP. For instance, immigration officers frequently lectured on border security. Additionally, a ToT participant from the private sector led the introduction to OSBPs and facilitated group discussions for the private-sector participants, demonstrating the potential for providing basic training as needed when newly assigned facilitation agents move to the OSBP. It is expected that the ToT participants will continue conducting training sessions as trainers even after the project ends. Table 4-18 summarizes the development of experienced trainers developed during the ToT.

Table 4-18: Experienced Trainers Developed During the Training of Trainers (ToT)

Country	Experienced Trainers		Experienced Trainers who delivered more than two sessions	
Botswana	6	BURS (4), Immigration (2)	1	BURS (1)
Zambia	14	ZRA (7), Immigration (3), ZCSA (3), Port Health (1)	5	ZRA (4), ZCSA (1)
Zimbabwe	5	ZIMRA (3), Immigration (1), Shipping and Forwarding Agents Association of Zimbabwe (1)	3	ZIMRA (3)
Total	25	-	9	-

Note: The numbers in parentheses indicate the number of participants. Among the experienced trainers of each country, 4 from Botswana, 4 from Zambia, and 1 from Zimbabwe are female.
Abbreviations: BURS = Botswana Unified Revenue Service, ZCSA = Zambia Compulsory Standards Agency, ZIMRA = Zimbabwe Revenue Authority, ZRA = Zambia Revenue Authority
Source: JICA OSBP Team

Figure 4-7 shows photographs of training sessions led by ToT trainers.



Chirundu Training Led by a ToT Trainer



Kazungula Training Led by a ToT Trainer

Sources: JICA OSBP Team

Figure 4-7: Photographs of Training Sessions Led by ToT Trainers

4.4 Sharing of the Experience (Activity 3)

Table 4-19 describes the activity results and achievements related to sharing the experience from the Project.

Table 4-19: Activity Results and Achievements (Activity 3)

C: Chirundu, K: Kazungula, B: Beitbridge

Activity Items		Activity Results / Achievements
3-1	Draw lessons from the experiences in OSBP operation at the targeted borders to be utilized at other borders.	- Lessons and experiences from the Project were reported and shared at opportunities such as JBCC/JBOC, JSC, and RJCC meetings (C, K, B). - The RJCC meeting was held in July 2024, including officials taking part from each participating country, RECs, and other development partners (C, K, B)
3-2	Hold meetings and conferences with related stakeholders such as RECs and other development partners.	- Meetings with AUDA-NEPAD, COMESA EDF 11 Programme, IOM, and SADC were held to mutually share experiences and information (C, K, B). - IOM officers from Zambia and Zimbabwe have attended OSBP training sessions and presented their initiatives related to border management at Chirundu (C). - IOM Zimbabwe started attending Chirundu JBOC meetings in 2024 (C). - A WCO Technical Attaché-Manager of the WCO/JICA Joint Project participated in endline TMS live survey activities to learn in-house surveys implemented at Chirundu (C). - The border community sensitization workshops and the launch event for the TMS reports were introduced on TV, in newspapers, and in newsletters. (C, K). - The JICA OSBP Team submitted articles for publication in the ESA newsletter of the WCO as a public relations activity to share experiences of the project (C, K, B).
3-3	Cooperate with related stakeholders for establishing/revising a regional OSBP manual and a new revision of the OSBP Sourcebook.	- With support from JICA and AUDA-NEPAD (in a separate project), the 3rd edition of the OSBP Sourcebook was completed and launched in June 2022. The JICA OSBP Team contributed to the development by providing inputs for the updating of the Chirundu OSBP case study included in the 2nd edition and for the preparation of a new Kazungula OSBP case study as an infrastructure-led OSBP (C, K).

Abbreviations: AUDA-NEPAD = African Union Development Agency - New Partnership for Africa's Development, COMESA = Common Market for Southern and Eastern Africa, EAC = East African Community, EDF = European Development Fund, ESA = East and Southern Africa, EU = European Union, IOM = International Organization for Migration, JBCC = Joint Border Coordination Committee, JBOC = Joint Border Operations Committee,

JSC = Joint Steering Committee, REC = regional economic community, RJCC = Regional Joint Coordinating Committee, SADC = Southern African Development Community, TMS = time measurement survey, WCO = World Customs Organization

Source: JICA OSBP Team

A Regional Joint Coordinating Committee (RJCC) meeting hosted by ZRA was held virtually on 24 July 2024. A total of 51 participants attended from implementing organizations in four countries (BMA, BURS, ZIMRA, and ZRA) and JICA, as well as concerned RECs and other development partners, including the Common Market for Southern and Eastern Africa (COMESA), the African Continental Free Trade Area (AfCFTA) Secretariat, the African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD), the International Organization for Migration (IOM), and the World Customs Organization (WCO).

The RJCC meeting provided a platform for sharing experiences and activities among project stakeholders and implementing agencies. The program featured discussions on the Project, including updates on project progress, and presentations by national agencies from Botswana, Zambia, Zimbabwe, and South Africa regarding their OSBP-related activities. COMESA also shared its commitments and initiatives as a regional and continental partner. Presentations highlighted initiatives and achievements regarding OSBP implementation and operationalization in the Southern Africa region followed by active discussions with all attendees.

The meeting highlighted the expected future actions shown in Table 4-20 to improve OSBP operations along the North-South Transport Corridor. The meeting concluded with strong commitments for collaboration, aiming for sustainable improvements in trade facilitation and the efficient movement of goods and people in the region.

Table 4-20: Expected Future Actions Highlighted During the RJCC Meeting

Category	Expected Future Actions
Enhanced collaboration and automation:	• Promote the automation of border processes, including passport and identification verification, to reduce delays and enhance efficiency. • Foster greater integration of systems such as ASYCUDA with immigration and other departmental systems through an electronic single window.
Capacity building and training	• Continue training programs for border officers and other stakeholders, including the development of "trainers of trainers" to ensure knowledge dissemination across OSBPs. • Increase awareness and sensitization of OSBP benefits among the private sector and local communities.
Resource optimization	• Encourage the rationalization of border agencies to streamline operations and reduce redundancies. • Secure adequate funding and resources to implement time measurement study (TMS) recommendations effectively.
Data collection and management	• Transition from manual data collection to automated methods, such as utilizing gate pass data, to improve the accuracy and efficiency of time measurement surveys and related analyses.
Infrastructure and ICT development	• Upgrade infrastructure at key OSBPs, such as passenger terminals and weighbridges, and enhance connectivity for systems and equipment.
Regional cooperation	• Establish joint steering and border committees to ensure alignment and collaboration among neighboring countries in OSBP implementation. • Engage more deeply with regional and continental organizations like COMESA, AfCFTA, and SADC to harmonize efforts across borders.

Abbreviations: AfCFTA = African Continental Free Trade Area, ASYCUDA = Automated System for Customs Data, COMESA = Common Market for Southern and Eastern Africa, SADC = Southern African Development Community, TMS = Time Measurement Survey

Source: JICA OSBP Team based on the meeting minutes

Chapter 5 Conclusions

This final chapter of the report considers the following:

- Evaluation of the project based on six criteria set by the Development Assistance Committee (DAC) of Organisation for Economic Co-operation and Development (OECD); and
- Lessons learned from the Project and insights for future activities.

5.1 Evaluation of the Project Based on the Six Evaluation Criteria of the DAC

Table 5-1 presents an evaluation of the Project using the six criteria set by the DAC of OECD. The Project demonstrated significant alignment with regional frameworks and effectively addressed trade facilitation needs, achieving its purpose and showing positive signs toward the overall goal. Despite challenges at Beitbridge and the impact of the COVID-19 pandemic, the project utilized resources efficiently and introduced sustainable frameworks such as committees and OSBP Procedures Manuals. Collaborative efforts with key institutions and a strong emphasis on inclusivity and gender participation further enhanced the project's impact and coherence, establishing a solid foundation for long-term success.

Table 5-1: Evaluation of the Project Based on the DAC's Six Criteria

Criteria	Evaluation
Relevance	• The Project aligned with key regional frameworks such as those of the AfCFTA, PIDA, and TFTA, addressing critical trade facilitation needs and regional integration goals. • It responded to development needs by targeting high logistics costs and inefficient border processes, which are major barriers to intraregional trade.
Coherence	• The Project was built on support from the Government of Japan for key infrastructure, including bridges, border facilities, and access roads at Chirundu and Kazungula. This foundation significantly enhanced synergies with related projects, amplifying the overall impact. • Collaborative efforts with organizations such as the AfCFTA Secretariat, AUDA-NEPAD, IOM, and WCO strengthened the project's alignment with regional and international frameworks.
Effectiveness	• The Project Purpose was substantially achieved, with key objectives met across most target areas. Positive signs were also observed for the potential achievement of the Overall Goal. • Project activities at Beitbridge resulted in limited outcomes, resulting in less impact compared to the impact at Chirundu and Kazungula.
Impact	• The project supported community sensitization workshops, raising awareness of improvements in border operations and benefits for local communities. • Project activities such as training sessions incorporated gender-related topics, stressing the importance of equitable participation and leadership in border management. • Female participation was significant across activities, with women taking on leadership roles and ensuring that both genders benefited equally from capacity-building initiatives.
Efficiency	• Despite significant disruptions caused by the COVID-19 pandemic particularly in 2021, the Project was completed within the originally planned timeline of 52 months. • The Project efficiently utilized its budget and time by actively adopting virtual and hybrid formats for meetings, workshops, and training sessions. • The Project coordinated activities across four countries and three border sites, involving stakeholders at both the central and border levels.

Criteria	Evaluation
Sustainability	• The committees established or restructured under the project, along with the OSBP Procedures Manuals and training programs, including ToT, are expected to continue functioning and be utilized post-project, indicating strong sustainability potential. • Maintaining adequate staffing and addressing financial needs, particularly for activities such as TMS, will require consistent support and commitment from each country.

Abbreviations: AfCFTA = African Continental Free Trade Area, AUDA-NEPAD = African Union Development Agency - New Partnership for Africa's Development, COVID-19 = Coronavirus Disease 2019, DAC = Development Assistance Committee, IOM = International Organization for Migration, OSBP = one-stop border post, PIDA = Programme for Infrastructure Development in Africa, TFTA = Tripartite Free Trade Area, TMS = time measurement survey, ToT = training of trainers, WCO = World Customs Organization

Source: JICA OSBP Team

5.2 Lessons Learned from the Project and Insights for Future Activities

5.2.1 Key Lessons and Insights from the Committee Meetings

In addition to the recommendations derived from the Chirundu and Kazungula Endline TMS, which are summarized in Table 4-4 and Table 4-7, committee members also discussed lessons learned from the Project and insights for future activities during the JSC and JBCC meetings held in December 2024. Table 5-2 outlines key lessons and insights for Chirundu discussed during the Chirundu JSC and JBCC meetings held in December 2024.

Table 5-2: Key Insights from the JSC and JBCC Meetings (Chirundu)

Category	Lessons and Insights
Common for Zambia and Zimbabwe	1. **Capacity Building for All Stakeholders** Capacity building – for both public- and private-sector stakeholders – remains essential for ensuring effective and efficient operations at the OSBP. 2. **Continuous Collaboration and Coordination** Collaboration and coordination among all OSBP stakeholders is vital to sustaining progress and addressing emerging challenges. 3. **Importance of Conducting Surveys** Surveys such as the TMS provide a rigorous, evidence-based approach for evaluating clearance times and identifying bottlenecks. These efforts should be continued to drive further improvements. 4. **Utilization and Updating of the OSBP Procedures Manual** The Chirundu OSBP procedures manual has proven to be a critical tool for both countries, and regular updates are necessary to ensure that it remains relevant in response to changing operational demands. 5. **Community Engagement** Engaging border communities enhanced understanding and cooperation. Continued workshops and dialogue with these communities are vital for sustaining this progress. 6. **Bridge Maintenance** The old bridge at Chirundu is nonfunctional, resulting in the diversion of all traffic to the new bridge, causing delays for southbound trucks. Prioritizing the repair of the old bridge and constructing an additional bridge are crucial steps forward.
Specific to Zambia	1. **Traffic Volume Management** The rapid increase in bus and truck traffic on the Zambian side has exceeded processing capacity, highlighting the need for more efficient operations. Strengthening staffing levels, particularly for northbound traffic, is a priority. 2. **Success of the Time Measurement Survey (TMS)** The Endline TMS demonstrated a remarkable improvement in clearance times, attributed to the implementation of measures such as post-clearance audits, the introduction of a blue lane, and recommendations derived from the Baseline TMS. It is anticipated that expanding and refining the application of these

Category	Lessons and Insights
	methods will further enhance operational efficiency. 3. **Safe Inspection of Empty Tankers** A proposal to conduct inspections of empty fuel tankers on the Zimbabwe side, similar to arrangements at Kazungula, aims to improve both safety and efficiency.
Specific to Zimbabwe	1. **Coordination Among Border Agencies** With 24 government agencies operating on the Zimbabwe side compared to six on the Zambian side, reducing the number of agencies is key to improving clearance times and operational efficiency. 2. **Staffing and Staff Housing Constraints** Although 24/7 (round-the-clock) operation at Chirundu was gazetted in a regulation in 2023, implementation modalities remain to be provided due to staffing and staff housing constraints. 3. **Use of the TMS Results** The TMS results for Zimbabwe showed significant reductions in clearance times for southbound traffic. Continued reliance on data-driven improvements is essential. For Zimbabwe, the JICA-supported Baseline TMS was a first and proved to be a valuable resource for rigorous measurement of clearance times.

Abbreviations: OSBP = one-stop border post, PCA = post-clearance audit, TMS = time measurement survey
Source: JICA OSBP Team based on the discussions during the Chirundu JSC and JBCC meetings in December 2024

In addition, the meetings made the following recommendations or suggestions:

- **Infrastructure Improvements**
  Both countries should invest in modern infrastructure, such as advanced scanners and rehabilitation of the old bridge, to address current operational bottlenecks.
- **Policy and Institutional Alignment**
  Harmonizing policies and procedures between the two countries will improve operational efficiency.
- **Continued Support from JICA**
  Continued technical assistance from JICA, particularly in areas such as TMS and capacity building, is essential to maintain and enhance the progress achieved.

Table 5-3 outlines key lessons and insights for Kazungula discussed during the Kazungula JSC and JBCC meetings held in December 2024.

Table 5-3: Key Insights from the JSC and JBCC Meetings (Kazungula)

Category	Lessons and Insights
Common for Botswana and Zambia	1. **Capacity Building and Training of Trainers** Holding continuous training sessions and leveraging seasoned trainers have strengthened capacity for both public- and private-sector stakeholders. The training ensured consistent knowledge of OSBP issues, laws, and procedures, contributing to more efficient operations at the OSBP. 2. **Collaboration and Coordination** Constant engagement through the JBCC/JBOC, supported by an April 2021 bilateral agreement, has improved operational efficiency. Joint operations and inspections have proven to be critical for seamless border processes. 3. **Standardization of Procedures** The OSBP Procedures Manual will facilitate harmonized operations and reduce jurisdictional conflicts. Regular updates to the manual are necessary to address emerging trends and unforeseen situations. 4. **Time Measurement Survey Improvements** The TMS found significant reductions in clearance times for imports and exports on both sides of the border. Joint TMS in the future may provide a holistic view of

Category	Lessons and Insights
	the OSBP as a single operational entity. 5. **Border Community Engagement** Sensitization workshops have empowered border communities, fostering. 6. **Infrastructure and Maintenance Needs** The delay in establishing the Kazungula Bridge Authority has delayed infrastructure maintenance and the development of essential facilities such as OSBP information desk(s) and an electronic gate pass system. Establishing the KBA will be critical for ensuring long-term sustainability of the OSBP. understanding and ownership of the changes in border operations.
Specific to Botswana	1. **Dwell Time and Staffing Challenges** The Botswana TMS found stable dwell times between the Baseline and Endline TMS, but staffing shortages remain a critical issue, with only 45 officers managing increased traffic volumes. Addressing this issue will be essential for maintaining or improving efficiency. 2. **Simplification of Procedures** There is still scope for further simplifying and harmonizing procedures to further reduce clearance times and streamline operations.
Specific to Zambia	1. **Export Clearance Efficiency** The Zambia TMS reported significant improvements in clearance times. These gains were achieved through joint inspections, integrated pre-arrival border declarations, and post-clearance audits. 2. **Use of Technology** The integration of systems such as ASYCUDA World with scanners remains incomplete. Addressing these technical challenges will further enhance processing efficiency. 3. **Top Revenue Performance** Kazungula in Zambia continues to exceed revenue targets, demonstrating effective utilization of capacity-building efforts. Continued focus on digitalization and operational improvements will sustain this performance. 4. **Joint Operations and ICT Solutions** Zambia's proactive approach to ICT-driven solutions, such as digital customs export permits and queue management systems, can serve as a model for other border posts.

Abbreviations: ASYCUDA = Automated System for Customs Data, ICT = information and communication technology, JBCC = Joint Border Coordination Committee, JBOC = Joint Border Operations Committee, KBA = Kazungula Bridge Authority, OSBP = one-stop border post, TMS = time measurement survey

Source: JICA OSBP Team based on the discussions during the Kazungula JSC and JBCC meetings in December 2024

In addition, the meetings made the following recommendations or suggestions:

- **Joint TMS Implementation**
  Conducting joint TMS by both adjoining countries would help assess the OSBP's performance as a unified entity and better identify areas for improvement.
- **Address Staffing Gaps**
  Both adjoining countries should prioritize hiring and retention of sufficient staff to meet the operational demands of the OSBP.
- **Infrastructure Development**
  Botswana and Zambia should establish the Kazungula Bridge Authority (KBA) as soon as possible and invest in key facilities, such as ambulances and electronic systems, to ensure efficient operations.
- **OSBP Procedures Manual Updates**
  Regular updates of the OSBP procedures manual addressing emerging challenges and lessons learned will ensure its continued relevance and utility.

As for Beitbridge, the Beitbridge Border Diagnostic Survey (carried out on the Zimbabwe side), recommended interventions to enhance border operations, which were discussed among stakeholders during the workshop, as summarized in Table 4-10.

In addition, through various engagements border officials/officers on the Zimbabwe side areas expressed the following needs for improving coordination at the Beitbridge Border:

- **Support in Reviewing and Developing Agency Standard Operating Procedures (SOPs)**
  Border officers highlighted the need for support in reviewing and improving the draft (national) procedures manual for the Beitbridge Border Post. The manual needs to be aligned with improved process flows to reflect efficient, coordinated operations. There is a need to avoid duplications, enhance collaboration among agencies, and make the manual adaptable to a potential OSBP framework.
- **Capacity Development on Border Coordination**
  The need for a team-building exercise for border stakeholders was identified to foster collaboration and improve coordination. Border officers suggested a study tour to streamline interactions, focusing on enhancing cooperation and clarifying agency roles. The exercise aims to support a coordinated border management (CBM) initiative that is under development, ensuring that stakeholders function as a cohesive unit.
- **Continued Collaboration and Resource Allocation**
  Stakeholders requested that JICA continue supporting activities at Beitbridge, including exploring post-project initiatives and securing necessary resources. They also stressed the need for additional cooperation with ZimBorders, a commitment to ensuring alignment with national CBM efforts, and facilitation of discussions on resource requirements for planned activities.

5.2.2 Further Lessons and Insights for Post-Project Activities

This section summarizes additional or related lessons learned from the Project and insights for post-project activities, based on four years of project implementation and the experience of the JICA OSBP Team members.

Technical Capacity Building

- The implementation of the Training of Trainers (ToT) program established a strong foundation for continued capacity development. The next steps could include digitizing training materials, offering some programs online, and creating a trainer registration and management system. Sharing these comprehensive frameworks for digitalized training materials, online training, and trainer management systems with other countries in the Southern African region could amplify its impact.
- It is expected that the trainers who have been trained through the ToT program will not only take the lead in continuing training programs after the project's completion, but they will also nurture a next generation of trainers, contributing to the development of a more sustainable training system. Extensive training and sensitization activities will continue to be highly beneficial.
- Conducting the Baseline and Endline Time Measurement Surveys (TMS) through an in-house approach significantly improved skills among stakeholders. This hands-on experience enabled participants to identify challenges, extract insights, and plan future activities. However, this approach required time and resources, highlighting the need for efficiency improvements. Leveraging digital technologies and standardizing methodologies, templates, and reporting formats can address these challenges.

Procedures

- Each country is expected to disseminate the procedures manuals among the various partner government agencies and other relevant stakeholders (at least Zambia and Zimbabwe have already taken actions in this direction), and share the manuals with border officers and stakeholders who can benefit from their use in the spirit of a coordinated approach to border management.

Infrastructure

- The enhancement of scanning technology and operations has emerged as a critical area for improvement. Introducing infrastructure for fast-track lanes was also proposed. Moving forward, conducting targeted studies and implementing specific improvement initiatives will be key to addressing these infrastructure challenges.
- Efficient OSBP operations are highly dependent on the appropriateness of the infrastructure. Buildings and layouts, roads, equipment, signage for traffic and buildings, and ICT infrastructure are critical, and the building layout should be in sync with the flow of OSBP processes and procedures.
- The dependency on lead agencies to provide and maintain infrastructure with their limited budgets needs to be addressed. Adequate maintenance of facilities based on adequate operational budgets needs to be carried out.

Project Management

- The strategic and phased handover of responsibilities to officials from each participating country was a key approach in ensuring the sustainability of key institutions such as Joint Steering Committees (JSCs) and Joint Border Coordination Committees (JBCCs). Rather than transferring responsibilities only at the end of the project, the handover was implemented gradually over a period of about four years. During this period, officials took ownership of their respective responsibilities in each phase, with their roles and responsibilities expanding progressively. This phased approach not only facilitated the transfer of responsibilities but also led to recognition of the importance of institutionalizing the activities of the project. The handover was aligned with this evolving institutional framework, laying the foundation for long-term sustainability.
- Looking ahead, the Joint Border Operations Committees (JBOCs) are expected to continue operating beyond the project period. The ability to sustain activities within this framework will be critical to institutionalizing the achievements of the project after its conclusion. During the project period, terms of reference for the JBOCs were formulated and signed bilaterally, providing a solid basis for future operations. Utilizing the organizational and institutional frameworks established during the project, the PMUs should monitor ongoing activities and act as intermediaries between the Joint Commission (JC)/Joint OSBP Commission (JOC) and the JBOCs. By so doing, the PMUs will be able to ensure seamless coordination and support for continued institutionalization of project activities.
- It is crucial to involve the private sector in all aspects of OSBPs, which should include committees and subcommittees, from the start of the process. Collaboration between countries across borders led by lead agencies is also crucial. Capacity building should include skills and know-how of staff to manage OSBPs efficiently and respond to crises effectively. Regular training, refresher courses, and drills on the procedures manual need to be conducted.

Other Measures

- Other measures to further facilitate trade along the North-South Corridor in the medium term may include enhancement/development of Regional Global Positioning System (GPS) Cargo Tracking Systems, regional bonds, and improved customs system interconnectivity. In addition,

harmonization/integration of customs procedures (including pre-clearance) is a necessary step toward achieving a customs union in the region.

Project Design Matrix (PDM) and Plan of Operation (PO)

Appendix A-1 Project Design Matrix (PDM) Ver 1.0 ..... A-1

Appendix A-2 Plan of Operation (PO) Ver 1.0 ..... A-7

Appendix A-3 Project Design Matrix (PDM) Ver 2.0 ..... A-13

Appendix A-4 Plan of Operation (PO) Ver 2.0 ..... A-20

Appendix A-1 Project Design Matrix (PDM) Ver 1.0

Version 1.0 of the Project Design Matrix (PDM) is provided on the following pages, which was agreed at the 1st Kazungula JSC meeting held on 9 July 2021 and the Chirundu JSC meeting held on 16 July 2021.

Project Design Matrix

Project Title: The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor — Version 1

Implementing Agency: Botswana: Botswana Unified Revenue Service (BURS), South Africa: Border Management Authority (BMA), Zambia: Zambia Revenue Authority (ZRA), Zimbabwe: Zimbabwe Revenue Authority (ZIMRA) — Dated July 2021

Target Group: (Direct Beneficiaries) Revenue Authorities of Botswana, Zambia and Zimbabwe, and Border Management Authority of South Africa (BMA)
(Indirect Beneficiaries) Relevant border control agencies in the region, traders, and customs clearing and forwarding agents (CCFAs) in the respective Partner States.

Period of Project: From December 2020 to March 2025

Project Site : (1) Targeted OSBP sites (Beitbridge, Chirundu and Kazungula),
(2) Selected sections and offices of the Implementing Agencies in the respective Partner States

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption[s]	Achievement	Remarks
Overall Goal Enhance trade along the North-South Corridor through facilitation of OSBPs in Southern Africa region and other region.	1.The number of borders at which OSBP is introduced modeled after the Project exceeds XX in Southern Africa region and other region. 2.Trade volume along the North-South Corridor increases.	1.Assessment report(s) and publications prepared by RECs and AUDA-NEPAD. 2.Statistics on trade volume			
Project Purpose Customs clearance procedures at the targeted OSBP sites are improved.	1.The clearance times of cargoes and people at the targeted borders are reduced by XX% for cargoes and XX% for people on average compared to the situation before full implementation of the Project. 2.The targeted OSBPs are operated based on the OSBP Procedures Manual(s) which will be developed or refined through the Project.	1.Time measurement surveys at the targeted borders for cargoes and for people (baseline, interim and endline surveys). 2. (a) Reports on / assessments of the understanding and utilization of OSBP Procedures Manual. 2. (b) Questionnaire Survey	The experience and lesson learnt from the Project will be disseminated to other borders in Southern Africa region and other region by the targeted countries, RECs and AUDA-NEPAD.		

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption[s]	Achievement	Remarks
Outputs					
(1) The operational structure(s) are established at each of the targeted OSBPs, and the OSBPs are appropriately operated and monitored by the operational structure(s).	1-1. An operational structure is established or operationalized at each of the targeted OSBPs. 1-2. The number of monitoring activities at the targeted OSBPs to be implemented exceeds 3 times in a year after commencement of OSBP.	1-1. The lists of operational structure(s) and committee members, and terms of reference of organizations under the operational structure. 1-2. Monitoring reports to be prepared by JBCC at the targeted OSBPs.	The relationship between adjoining pairs of partner states will remain amicable. Also, the partner states have strong, continuing political will to operate the targeted OSBPs and there will be no material adverse changes in policies related to the targeted OSBPs.		
(2) The OSBP Procedures Manual(s) for the targeted OSBPs is/are developed or refined, and utilized through the capacity development of officers and stakeholders.	2-1. (a) The number of officers and stakeholders who attend training on the OSBP Procedures Manual(s) exceeds 405. 2-1. (b) Trainees' (officers') overall ratings for understanding of the topics relating to the OSBP Procedures Manual(s) exceeds 70%. 2-1. (c) The number of stakeholders who attend sensitization workshops at the targeted OSBPs exceeds 300. 2-2. Percentage of officers who acknowledge and understand the latest OSBP Procedures Manual exceeds 70%. 2-3. The lessons drawn from OSBP operationalization at the targeted OSBPs are taken into account for development and refinement of the OSBP Procedures Manual(s) and the OSBP Training Curriculum.	2-1. Reports on the training and sensitization programs. 2-2. Questionnaire surveys for officers on understanding and utilization of the OSBP Procedures Manual. 2-3. (a) Compilation of lessons drawn from the operation of the selected OSBPs. 2-3. (b) To the extent necessary, preparation of proposed supplement(s) to the OSBP Procedures Manual and OSBP Training Curriculum/Curricula.			

(3) The lessons learned from operationalization is mutually shared with the stakeholders related to operationalization of other OSBPs in Southern Africa region.	3-1. The number of meetings and collaboration activities with the stakeholders such as RECs and other development partners equals or exceeds one a year. 3-2. The number of publications on the lessons learned from the Project exceeds 4.	3-1. Reports on meetings and collaboration activities with the stakeholders. 3-2. Publications introducing the Project.			

Activities	Inputs		Important Assumption[s]
	The Japanese Side	The Implementing Agencies	
0. Implementation of Time Measurement Survey (TMS) in targeted borders. 0-1. Conduct baseline surveys with Implementing Agencies at the targeted OSBP sites. 0-2. Conduct interim surveys with Implementing Agencies at the targeted OSBP sites. 0-3. Conduct endline surveys with Implementing Agencies at the targeted OSBP sites.	Expert OSBP Operationalization (Expert team) Training for counterpart personnel in third countries: As necessary. Machinery and equipment: As necessary Expense for local activities: Cost of training activities in EAC partner states. Cost of travel expenses for the experts, other necessary expenses for activities	Allocation of Counterpart Personnel: Project Director (Head of each organization), Project Manager Office Environment: Project Director (Head of each organization), Project Manager Expense for Project activities: Necessary expenses including salary for C/P	The legal framework including bilateral agreements and relevant domestic laws which are necessary for OSBP operation are enacted, especially in Beitbridge. The facilities and soft infrastructure including ICT which are necessary for OSBP operation are installed, especially in Beitbridge and Kazungula. The conditions to conduct the activities at the Project sites are fulfilled. For instance, travel authorization for the persons concerned with the Project by the governments is provided in a timely manner. Also, the restrictions resulted from COVID 19 will be eased and it will become possible to hold trainings and sensitization workshops at which many people gather.
1. Framework of OSBPs 1-1. Review the current legal framework, operational structure and border management procedures for targeted OSBP. 1-2. Review other donor's activities at the targeted borders and seek collaboration possibility with such agencies in the field of not only Customs, but also immigration and quarantine. 1-3. Based on Activities 1-1 and 1-2, develop an action plan for smooth implementation of targeted OSBPs including related agency's responsibility and schedule. 1-4. [Chirundu] Support to reestablish or operationalize OSBP operational structure composed of related agencies at the border after surveying the border situation.			

[Kazungula] Support to operationalize OSBP operational organization composed of related agencies at the border. [Beitbridge] Facilitate discussion of a bilateral agreement through the JSC and establishment of an OSBP operational structure composed of related agencies at the border.		Cooperative relationship with RECs and other development partners can be sustained during the project implementation period.
2. Operation of OSBPs 2-1. [Chirundu and Kazungula] Review current guideline(s), manual(s) and training contents related to the border, and identify the points to be refined or updated. [Beitbridge] Identify necessary tasks related to future operation of the border based on the action plan prepared in Activity 1-3. 2-2. Based on Activity 2-1, develop, revise or make suggestions on possible enhancements of the operational guideline(s) and manual(s) for the targeted OSBPs, and prepare new materials if necessary. 2-3. Arrange and conduct third country training to learn from preceding OSBP cases in the EAC region. 2-4. After Activities 2-2 and 2-3, conduct sensitization workshops, training including training of trainers (ToT) and direct training of trainees. 2-5. Monitor daily OSBP operations and check if there are any challenges, or room for improvement. 2-6. Analyze the monitoring results, identify challenges and consider measures for improvement. 2-7. Hold relevant committee meetings regularly to share monitoring results and improve the procedures based on Activities 2-5 and 2-6. 2-8. Review the OSBP operation based on Activity 2-7. 2-9. Revise the documents made in Activity 2-2 if necessary.		**Pre-Conditions** Governmental agencies concerned with OSBP operation cooperate with one another. Previous outputs of counterpart agencies concerned with establishment and operationalization of OSBPs are used as a basis for smooth implementation of the Project.

3. Sharing of the Experience 3-1. Draw lessons from the experiences in OSBP operation at the targeted borders to be utilized at other borders. 3-2. Hold meetings and conferences with related stakeholders such as RECs and other development partners to share the results of Activity 3-1. 3-3. Cooperate with related stakeholders for establishing/revising a regional OSBP manual and a new revision of the OSBP Sourcebook, if requested by RECs and other organizations.			**Issues and Countermeasures**

Note:
1) JSC corresponds to Joint Commission (JC) at Chirundu and Joint OSBP Commission (JOC) at Kazungula.
2) JBCC corresponds to Joint Border [Operational] Committee (JBC) at Chirundu and Joint Border Operations Committee (JBOC) at Kazungula.

Appendix A-2 Plan of Operation (PO) Ver 1.0

Version 1.0 of the Plan of Operation (PO) is provided on the following pages, which was agreed at the 1st Kazungula JSC meeting held on 9 July 2021 and the Chirundu JSC meeting held on 16 July 2021.

Plan of Operations

Version 1
Dated July 2021

Project Title: The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor

Input	Year	20	2021				2022				2023				2024				25	Remarks	Monitoring	
		IV	I	II	III	IV	I	II	II	IV	I	II	III	IV	I	II	III	IV	I		Issue	Solution
Expert																						
Team Leader/Border Control	Plan																			OSBP expert team commenced work in December 2020		
	Actual																					
Deputy Team Leader / Training & Sensitization	Plan																					
	Actual																					
Border Control	Plan																					
	Actual																					
Training / Sensitization	Plan																					
	Actual																					
OSBP Operation	Plan																					
	Actual																					
Cross-Border Transport Legal System	Plan																					
	Actual																					
Training, Sensitization, and OSBP Operations Assistant/Team Coordinator	Plan																					
	Actual																					
Equipment																						
	Plan																					
	Actual																					
Training in third country																						
	Plan																					
	Actual																					
In-country/Third country Training																						
	Plan																					
	Actual																					

Activities	Year	20	2021				2022				2023				2024				25	Responsible Organization		Monitoring	
		IV	I	II	III	IV	I	II	II	IV	I	II	III	IV	I	II	III	IV	I	Japan	Agency	Achieve-ments	Issue & Counter measures
Output 0: Implementation of Time Measurement Survey (TMS) in targeted borders.																							
0-1. Conduct baseline surveys with Implementing Agencies at the targeted OSBP sites.	Plan																						
	Actual																						
0-2. Conduct interim surveys with Implementing Agencies at the targeted OSBP sites.	Plan																						
	Actual																						
0-3. Conduct endline surveys with Implementing Agencies at the targeted OSBP sites.	Plan																						
	Actual																						
Output 1: Framework of OSBP																							
1-1. Review the current legal framework, operational structure and border management procedures for targeted OSBP.	Plan																						
	Actual																						
1-2. Review other donor's activities at the targeted borders and seek collaboration possibility with such agencies in the field of not only Customs, but also immigration and quarantine.	Plan																						
	Actual																						
1-3. Based on Activities 1-1 and 1-2, develop an action plan for smooth implementation of targeted OSBPs including related agency's responsibility and schedule.	Plan																						
	Actual																						
1-4. [Chirundu] Support to reestablish or operationalize OSBP operational organization composed of related agencies at the border after surveying the border situation. [Kazungula] Support to operationalize OSBP operational organization composed of related agencies at the border. [Beitbridge] Facilitate discussion of a bilateral agreement through the JSC and establishment of an OSBP operational organization composed of related agencies at the border.	Plan																						
	Actual																						

Activities	Year	20	2021				2022				2023				2024				25	Responsible Organization		Monitoring	
		IV	I	II	III	IV	I	II	II	IV	I	II	III	IV	I	II	III	IV	I	Japan	Agency	Achieve-ments	Issue & Counter-measures
Output 2: Operation of OSBP																							
2-1. [Chirundu and Kazungula]Review current guideline(s), manual(s) and training contents related to the border, and identify the points to be refined or updated. [Beitbridge]Identify necessary tasks related to future operation of the border based on the action plan prepared in Activity 1-3."	Plan																						
	Actual																						
2-2. Based on Activity 2-1, develop or revise operational guideline(s) and manual(s) for the targeted OSBPs, and prepare new materials if necessary.	Plan																						
	Actual																						
2-3. Arrange and conduct third country training to learn from preceding OSBP cases in the EAC region.	Plan																						
	Actual																						
2-4. After Activities 2-2 and 2-3, conduct sensitization workshops, and on-the-job training.	Plan																						
	Actual																						
2-5. Monitor daily OSBP operations and check if there are any challenges, or room for improvement.	Plan																						
	Actual																						
2-6. Analyze the monitoring results, identify challenges and consider measures for improvement.	Plan																						
	Actual																						
2-7. Hold relevant committee meetings regularly to share monitoring results and improve the procedures based on Activities 2-5 and 2-6.	Plan																						
	Actual																						
2-8. Review the OSBP operation based on Activity 2-7.	Plan																						
	Actual																						
2-9. Revise the documents made in Activity 2-2 if necessary.	Plan																						
	Actual																						

Activities	Year	20	2021				2022				2023				2024				25	Responsible Organization		Monitoring	
		IV	I	II	III	IV	I	II	II	IV	I	II	III	IV	I	II	III	IV	I	Japan	Agency	Achieve-ments	Issue & Counter-measures
Output 3: Share the experience																							
3-1. Draw lessons from the experiences in OSBP operation at the targeted borders to be utilized at other borders.	Plan																						
	Actual																						
3-2. Hold meetings and conferences with related stakeholders such as RECs and other development partners to share the results of activity 3-1.	Plan																						
	Actual																						
3-3. Cooperate with related stakeholders for establishing/revising a regional OSBP manual and a new edition of the OSBP Sourcebook, if requested by RECs and other organizations.	Plan																						
	Actual																						
Duration / Phasing (Basic Plan Phase)	Plan																						
	Actual																						
Duration / Phasing (Detailed Plan Phase)	Plan																						
	Actual																						

Monitoring Plan	Year	20	2021				2022				2023				2024				25	Remarks	Issue	Solution
		IV	I	II	III	IV	I	II	II	IV	I	II	III	IV	I	II	III	IV	I			
Monitoring																						
Regional Joint Coordinating Committee (RJCC)	Plan																					
	Actual																					
Joint Steering Committee (JSC)	Plan																					
	Actual																					
Set-up the Detailed Plan of Operation	Plan																					
	Actual																					
Submission of Monitoring Sheet	Plan																					
	Actual																					
Monitoring Mission from Japan	Plan																					
	Actual																					
Joint Monitoring	Plan																					
	Actual																					
Post Monitoring	Plan																					
	Actual																					
Reports/Documents																						
Project Completion Report	Plan																					
	Actual																					
Public Relations																						
	Plan																					
	Actual																					

Appendix A-3 Project Design Matrix (PDM) Ver 2.0

Version 2.0 of the Project Design Matrix (PDM), which is the final version updated during the Project, is provided on the following pages.

Project Design Matrix (PDM)

Project Title: The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor **Version 2.0**

Implementing Agency: Botswana: Botswana Unified Revenue Service (BURS), South Africa: Border Management Authority (BMA) **January 2025**

Zambia: Zambia Revenue Authoriy (ZRA), Zimbabwe: Zimbabwe Revenue Authority (ZIMRA)

Target Group: (Direct Beneficiaries) Revenue Authorities of Botswana, Zambia and Zimbabwe, and Border Management Authority of South Africa (BMA)

(Indirect Beneficiaries) Relevant border control agencies in the region, traders, and customs clearing and forwarding agents (CCFAs) in the respective Partner States

Period of Project: From December 2020 to March 2025

Project Site: (1) Targeted OSBP site (Beitbridge, Chirundu and Kazungula), (2) Selected sections and offices of the Implementing Agencies in the respective Partner States

(C: Chirundu, K: Kazungula, B: Beitbridge)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
Overall Goal					
Enhance trade along the North-South Corridor through facilitation of OSBPs in Southern Africa region and other region.	1. The number of borders at which an OSBP modeled after the Project is introduced exceeds 5 in the Southern Africa region and other regions.	1. Assessment report(s) and publications prepared by RECs and AUDA-NEPAD.		There are plans to establish new OSBPs in the Southern Africa region (and other regions in Africa), and it is expected that the outcomes of the Project will have many opportunities to be utilized.	
	2. The average clearance time of cargoes and people at the borders which have introduced OSBPs in the Southern Africa region is reduced.	2. Statistics on trade volume		It is necessary to wait for future measurements and evaluations of clearance times to evaluate this indicator; however, the experience gained from the Project is already being utilized and applied at other OSBPs, indicating a positive outlook for the future.	

Project Purpose					
[For Chirundu and Kazungula] Customs clearance procedures at the targeted OSBP sites are improved.	1. The clearance times of cargoes and people at the targeted borders are reduced by XX% for cargoes and XX% for people on average compared to the situation before full implementation of the Project. --- The following percentages are to be applied for the "XX" values: 10% for Botswana (Kazungula); 30% for Zambia (Chirundu, Kazungula); and 30% for Zimbabwe (Chirundu). * For exports and transits of cargoes on the Zimbabwe side, "dwell time" is used for the evaluation instead of "clearance time".	1. Time measurement surveys at the targeted borders for cargoes and for people (baseline, interim and endline surveys).	The experience and lessons learnt from the Project will be disseminated to other borders in Southern Africa region and other region by the targeted countries, RECs and AUDA-NEPAD.	<u>Chirundu – Zambia</u> Clearance times were significantly reduced, far exceeding the target of 30%, with weighted average reductions of 77% for cargoes and 85% for people. <u>Chirundu – Zimbabwe</u> Times for cargoes were reduced by 41%, exceeding the 30% target, but the reduction for people (buses) was limited to 5% due to delays in processing commercial goods carried by passengers without pre-clearance. <u>Kazungula – Botswana</u> Clearance times increased due to factors such as staff shortages, the introduction of scanner operations, and delays in pre-lodged declarations, resulting in a failure to meet the 10% reduction target. However, the increase in the dwell time was minimized for imports and exports, and the dwell time for transit traffic was reduced by 12%. (Comparable figures for people were not available for 2022.) <u>Kazungula – Zambia</u> Clearance times were significantly reduced, exceeding the 30% target, with reductions of 78% for cargoes and 49% for people.	Mostly Achieved
	2. The targeted OSBPs are operated based on the OSBP Procedures Manual(s) which will be developed or refined through the Project.	2. (a) Reports on / assessments of the understanding and utilization of OSBP Procedures Manual. 2. (b) Questionnaire Survey		- Final versions of the Procedures Manuals prepared under the Project were submitted by the JICA OSBP Project Team to the relevant stakeholders in each country in November 2024. - The level of understanding of the Procedures Manuals and their importance was reported as high during training sessions. - It will take some time to evaluate whether the OSBPs are being operated effectively based on the latest manuals after dissemination to border officers and stakeholders by each country.	Substantially Achieved
[For Beitbridge] The initial environment for introducing OSBP at the targeted border site is developed.	1. Recommendations are prepared and shared among relevant stakeholders on the bottlenecks and necessary steps to introduce OSBP at the targeted border.	1. Reports on meetings and recommendation based on the discussions and reviews on the current legal framework, operational structure and border management procedures for the targeted border.		- Recommendations were submitted to South African and Zimbabwe stakeholders, respectively, through review reports, and in the case of Zimbabwe also through a Beitbridge border diagnostic survey report.	Achieved

Outputs					
[For Chirundu and Kazungula] (1) The operational structure(s) are established at each of the targeted OSBPs, and the OSBPs are appropriately operated and monitored by the operational structure(s).	1-1. An operational structure is established or operationalized at each of the targeted OSBPs.	1-1. The lists of operational structure(s) and committee members, and terms of reference of organizations under the operational structure.	The relationship between adjoining pairs of partner states will remain amicable. Also, the partner states have strong, continuing political will to operate the targeted OSBPs and there will be no material adverse changes in policies related to the targeted OSBPs.	- JSCs, JBCCs, and PMUs were established in 2021, and terms of reference for the JBOCs were adopted (C, K). - JSC and JBCC/JBOC meetings were held periodically, with 8 JSC and 14 JBCC/JBOC meetings for Chirundu and Kazungula, respectively (C, K). - JSC and JBCC/JBOC meetings were led by members from each country, with roles being handed over from the JICA OSBP Team to the members in a phased manner during the project period (C, K). - In particular, JBOC meetings were almost completely led by border officers starting one year before the project ended, and systems were in place to ensure their sustainable management even after the project concluded (C, K)	Exceedingly Achieved
	1-2. The number of monitoring activities at the targeted OSBPs to be implemented exceeds 3 times in a year after commencement of OSBP.	1-2. Monitoring reports to be prepared by JBCC at the targeted OSBPs.		- Monitoring templates were developed for JBCC/JBOC members to assess operations at the OSBP (C, K). - Monitoring was conducted every three months (four times a year) at each JBCC/JBOC meeting (C, K).	Achieved
[For Beitbridge] (1) The knowledge for introducing OSBP is accumulated through discussions with relevant stakeholders and reviews of the current legal framework, operational structure, and border management procedures.	1-1. Recommendations for future operations are prepared.	1-1. Compilation of reviews on the current legal framework, operational structure and border management procedures for the targeted border.		- Recommendations were developed based on a literature review and meetings (B). - The diagnostic survey was conducted on the Zimbabwe side (B).	Achieved
	1-2. Discussion(s) are held among relevant stakeholders to share information for better operation and introduction of the targeted border.	1-2. Reports on meetings with relevant stakeholders.		- Multiple meetings were held on the South African side (B). - Discussions with stakeholders were conducted through meetings, workshops, and the diagnostic survey on the Zimbabwe side (B).	Achieved

[For Chirundu and Kazungula] (2) The OSBP Procedures Manual(s) for the targeted OSBPs is/are developed or refined, and utilized through the capacity development of officers and stakeholders.	2-1. (a) The number of officers and stakeholders who attend training on the OSBP Procedures Manual(s) exceeds 405.	2-1. Reports on the training and sensitization programs.		- 723 participants attended (C, K). • Chirundu (368): 194 (Zambia), 174 (Zimbabwe) • Kazungula (355): 191 (Botswana), 164 (Zambia)	Exceedingly Achieved
	2-1. (b) Trainees' (officers') overall ratings for understanding of the topics relating to the OSBP Procedures Manual(s) exceeds 70%.			- The rate of correct responses on 10-question quizzes/tests was 85% (with 376 examinees in 19 training sessions for border officers) (C, K).	Achieved
	2-1. (c) The number of stakeholders who attend sensitization workshops at the targeted OSBPs exceeds 300.			- 1,825 stakeholders attended (C, K). • Chirundu (1,035): 475 (Zambia), 560 (Zimbabwe) • Kazungula (790): 340 (Botswana), 450 (Zambia)	Exceedingly Achieved
	2-2. Percentage of officers who acknowledge and understand the latest OSBP Procedures Manual exceeds 70%.	2-2. Questionnaire surveys for officers on understanding and utilization of the OSBP Procedures Manual.		- 343 of 389 respondents (86%) acknowledged and understood the latest manual as the time of each training or the role of the manual (C, K).	Achieved
	2-3. The lessons drawn from OSBP operationalization at the targeted OSBPs are taken into account for development and refinement of the OSBP Procedures Manual(s) and the OSBP Training Curriculum.	2-3. (a) Compilation of lessons drawn from the operation of the selected OSBPs. 2-3. (b) To the extent necessary, preparation of proposed supplement(s) to the OSBP Procedures Manual and OSBP Training Curriculum/Curricula.		- Procedures manuals were formulated based on the latest situation and experience at the OSBPs (C, K). - Lessons drawn from OSBP operations were taken into account in the revised OSBP procedures manuals (C, K). - Topics and materials used in training sessions were tailored to reflect the current situation at the OSBPs (C, K).	Achieved
[For Chirundu, Kazungula, and Beitbridge] (3) The lessons learned from operationalization are mutually shared with the stakeholders related to operationalization of other OSBPs in Southern Africa region. (Output 2 for Beitbridge)	3-1. The number of meetings and collaboration activities with the stakeholders such as RECs and other development partners equals or exceeds one a year.	3-1. Reports on meetings and collaboration activities with the stakeholders.		- The JICA OSBP Team continually collaborated with RECs and other development partners through meetings, training sessions, and other activities (C, K, B). - An RJCC meeting was successfully held on 24 July 2024, with the participation of AfCFTA, AUDA-NEPAD, COMESA, IOM, and WCO (C, K, B).	Achieved
	3-2. The number of publications on the lessons learned from the Project exceeds 4.	3-2. Publications introducing the Project.		- Launching of the 3rd edition of the OSBP Sourcebook in June 2022 (C, K). - Publication of four WCO ESA Newsletter articles (C, K, B). - At least seven instances of television, newspaper, and newsletter coverage of border community sensitization workshops and launching of the TMS reports (C, K)	Exceedingly Achieved

Activities	Inputs		Important Assumption
	The Japanese Side	**The Implementing Agencies**	
[For Chirundu and Kazungula] 0. Implementation of Time Measurement Survey (TMS) in targeted borders. 0-1. Conduct baseline surveys with Implementing Agencies at the targeted OSBP sites. 0-2. Conduct interim surveys with Implementing Agencies at the targeted OSBP sites. 0-3. Conduct endline surveys with Implementing Agencies at the targeted OSBP sites. 1. Framework of OSBPs [For Chirundu, Kazunguka, and Beitbridge] 1-1. Review the current legal framework, operational structure and border management procedures for targeted OSBP. 1-2. Review other donor's activities at the targeted borders and seek collaboration possibility with such agencies in the field of not only Customs, but also immigration and quarantine. 1-3. [Chirundu and Kazungula] Based on Activities 1-1 and 1-2, develop an action plan for smooth implementation of targeted OSBPs including related agency's responsibility and schedule. [Beitbridge] Based on Activities 1-1 and 1-2, prepare recommendations for the future operation at the targeted border (B). 1-4. [Chirunudu] Support to reestablish or operationalize OSBP operational organization composed of related agencies at the border after surveying the border situation. [Kazungula] Support to operationalize OSBP operational organization composed of related agencies at the border.	Experts - OSBP Operationalization (Expert Team) - Training for counterpart personnel in third countries: As necessary. - Machinery and equipment: As necessary - Expense for local activities: Cost of training activities in EAC partner states. Cost of travel expenses for the experts, other necessary expenses for activities	Allocation of Counterpart Personnel: - Project Director (Head of each organization), - Project Manager - Office Environment: - Expense for Project activities: - Necessary expenses including salary for C/P	The legal framework including bilateral agreements and relevant domestic laws that which are necessary for OSBP operation are enacted, especially in Beitbridge. The facilities and soft infrastructure including ICT that are necessary for OSBP operations are installed, especially in Beitbridge and Kazungula. The conditions to conduct the activities at the Project sites are fulfilled. For instance, travel authorization for the persons concerned with the Project by the governments is provided in a timely manner. Also, the restrictions resulting from COVID 19 will be eased and it will become possible to hold training and sensitization workshops at which many people gather.

2. Operation of OSBPs [Chirundu and Kazungula] 2-1. Review current guideline(s), manual(s) and training contents related to the border, and identify the points to be refined or updated. 2-2. Based on Activity 2-1, develop, revise or make suggestions on possible enhancements of the operational guideline(s) and manual(s) for the targeted OSBPs, and prepare new materials if necessary. [Chirundu, Kazungula, and Beitbridge] 2-3. Arrange and conduct third country training to learn from preceding OSBP cases in the EAC region. (Activity 1-4 for Beitbridge) [Chirundu and Kazungula] 2-4. After Activities 2-2 and 2-3, conduct sensitization workshops, training including training of trainers (ToT) and direct training of trainees. 2-5. Monitor daily OSBP operations and check if there are any challenges, or room for improvement. 2-6. Analyze the monitoring results, identify challenges and consider measures for improvement. 2-7. Hold relevant committee meetings regularly to share monitoring results and improve the procedures based on Activities 2-5 and 2-6. 2-8. Review the OSBP operation based on Activity 2-7. 2-9. Revise the documents made in Activity 2-2 if necessary. 3. Sharing of the Experience [Chirundu, Kazunguka, and Beitbridge] 3-1. Draw lessons from the experiences in OSBP operation at the targeted borders to be utilized at other borders. (Activity 2-1 for Beitbridge) 3-2. Hold meetings and conferences with related stakeholders such as RECs and other development partners to share the results of Activity 3-1. (Activity 2-2 for Beitbridge) [Chirundu and Kazungula] 3-3. Cooperate with related stakeholders for establishing/revising a regional OSBP manual and a new revision of the OSBP Sourcebook, if requested by RECs and other organizations.			**Pre-Conditions** Governmental agencies concerned with OSBP operation cooperate with one another. Previous outputs of counterpart agencies concerned with establishment and operationalization of OSBPs are used as a basis for smooth implementation of the Project. <Issues and countermesures>

Appendix A-4 Plan of Operation (PO) Ver 2.0

Version 2.0 of the Plan of Operation (PO), which is the final version updated during the Project, is provided on the following pages.

Plan of Operation (PO)

Version 2.0
January 2025

Project Title:
The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor

Inputs		20	2021				2022				2023				2024				25	Monitoring: Remarks / Issue	Monitoring: Solution
		Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ		
Experts																					
Team Leader / Border Control Specialist 1	Plan																				
	Actual																				
Deputy Team Leader / Training and Sensitization Specialist 2	Plan																				
	Actual																				
Border Control Specialist 2	Plan																				
	Actual																				
Training and Sensitization Specialist 1	Plan																				
	Actual																				
Training and Sensitization Specialist 3	Plan																				
	Actual																				
OSBP Operation Specialist 1	Plan																				
	Actual																				
OSBP Operation Specialist 2	Plan																				
	Actual																				
Cross-Border Transportation Legal System Specialist	Plan																				
	Actual																				
Border Control Specialist 3 / Training and Sensitization Specialist 4	Plan																				
	Actual																				
Training, Sensitization, and OSBP Operations Assistant	Plan																				
	Actual																				
Training in Third Country																					
Study tour to East Africa	Plan																				
	Actual																				
In-country Training																					
Training and Sensitization Workshop	Plan																				
	Actual																				

[C: Chirundu, K: Kazungula, B: Beitbridge]

Activities / Sub-Activities		20	2021				2022				2023				2024				25	Achievements	Issue&Countermeasures
		Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ		
Output 0: Implementation of Time Measurement Survey (TMS) in targeted borders.																					
0-1. Conduct baseline surveys with Implementing Agencies at the targeted OSBP sites (C, K).	Plan																			- Conducted live surveys (C: 16-22 May 2022, K: 6-12 June 2022). - Conducted various activities, such as data capture, data validation, data analysis and assessment, and holding of validation meetings and launch events (C, K).	
	Actual																				
0-2. Conduct interim surveys with Implementing Agencies at the targeted OSBP sites (C, K).	Plan																			- Completed each Interim TMS-related activity in December 2023 by each country (C, K).	
	Actual																				

0-3. Conduct endline surveys with Implementing Agencies at the targeted OSBP sites (C, K).	Plan Actual		- Conducted live surveys (C, K). Chirundu, Zambia: 19-25 May 2024 Chirundu, Zimbabwe; 17-23 May 2024 Kazungula, Botswana: 14-20 June 2024 Kazungula, Zambia: 23-29 June 2024 - Completed all the activities in November 2024 (C, K).	
Output 1: Framework of OSBP				
1-1. Review the current legal framework, operational structure and border management procedures for targeted OSBP (C, K, B).	Plan Actual		- Collected and reviewed various documents on the legal framework, operational structure, and border management procedures (C, K, B). - Assessed the operational capacity (C, K, B).	
1-2. Review other donor's activities at the targeted borders and seek collaboration possibility with such agencies in the field of not only Customs, but also immigration and quarantine (C, K, B).	Plan Actual		- Compiled and assessed information on the support of other development partners at the borders (C, K, B). - The findings were consolidated into review reports and submitted (C, K, B). - Involved the EDF 11 Programme in meetings to mutually share information on project activities (C). - Involved IOM officers from Zambia and Zimbabwe in the training sessions, where they presented their initiatives related to border management at Chirundu (C).	
1-3. Based on Activities 1-1 and 1-2, develop an action plan for smooth implementation of targeted OSBPs including related agency's responsibility and schedule (C, K). 1-3 Based on Activities 1-1 and 1-2, prepare recommendations for the future operation at the targeted border (B).	Plan Actual		- Developed version 1.0 of the OSBP action plans during the first JBCC/JBOC meeting in October 2021 (C, K). - Validated the version 1.0 plans during the 2nd JBCC/JBOC meetings in December 2021 (C) and November 2021 (K). - The findings and recommendations were included in the review reports and submitted to South Africa and Zimbabwe (B). - The Beitbridge Border Diagnostic Survey was conducted on the Zimbabwe side of the Beitbridge border to assess the current situation and compile recommendations (B).	
1-4. Support to reestablish or operationalize OSBP operational structure composed of related agencies at the border (C, K).	Plan Actual		- Established the Chirundu JSC/JC and Kazungula JSC/JOC at the bilateral level (C, K). - Established the JBCC/JBOC at the border levels (C, K). - Formed the PMU at the bilateral level to coordinate and manage overall project activities (C, K). - The terms of reference for the JBCC/JBOC were formulated in for Chirundu and for Kazungula in 2022-2023 (C, K).	

Output 2: Operation of OSBP				
2-1. Review current guideline(s), manual(s) and training contents related to the border, and identify the points to be refined or updated (C, K).	Plan Actual		- Reviewed the Chirundu OSBP Operations Manual (March 2011) in 2021 (C). - Reviewed the Kazungula OSBP Operations Manual prepared by the Kazungula Bridge Project Office / Kazungula OSBP Project (K). - Summarized the results in papers and presented them at meetings of concerned officials in 2021 (C, K).	
2-2. Based on Activity 2-1, develop or revise operational guideline(s) and manual(s) for the targeted OSBPs, and prepare new materials if necessary (C, K).	Plan Actual		- Numerous meetings with stakeholders at both the border and central levels were conducted from 2022 to 2024 to discuss the OSBP procedures manuals drafted by the JICA OSBP Team (C, K). - In 2024, national and bilateral working groups were established for the Chirundu and Kazungula OSBPs to review and refine the manuals (C, K). - Official handover of the Chirundu and Kazungula OSBP procedures manuals developed under the Project took place in December 2024 (C, K).	
2-3. Arrange and conduct third country training to learn from preceding OSBP cases in the EAC region (C, K, B). (Activity 1.4 for Beitbridge)	Plan Actual		- Conducted a study tour to East Africa (third-country training) to visit the Namanga OSBP (Kenya/Tanzania) and the Malaba OSBP (Kenya/Uganda) in February 2023 (C, K, B). - Achievements of and recommendations from the training were reported to the 5th JSC and the 8th JBCC meetings held in June 2023, and also shared at training sessions held at the Chirundu and Kazungula OSBPs after the study tour (C, K).	

2-4. After Activities 2-2 and 2-3, conduct sensitization workshops, and on-the-job training (C, K).	Plan Actual			Border Community Sensitization Workshops - Held border community sensitization workshops on each side of the Chirundu OSBP in April 2023 for 1,035 community residents (Zambia: 475, Zimbabwe: 560) (C). - Held community sensitization workshops on each side of the Kazungula OSBP in April 2023 for 790 community residents (Botswana: 340, Zambia: 450) (K). - Held a sensitization meeting with Beitbridge, Zimbabwe, border officers in September 2023 (B). Training for Border Officers and the Private Sector - Provided 9 training sessions for border officers and 7 for the private sector, with a total of 368 participants (C). - Provided 10 training sessions for border officers and 7 for the private sector, with a total of 355 participants (K). - Held a workshop (training) for 22 Zimbabwe border officers at the Beitbridge border in December 2023 (B). Training for Trainers (ToT) - 37 officers participated in ToT programs with the expectation that they will become trainers in the future (10 for Botswana, 20 for Zambia, and 7 for Zimbabwe) (C, K). - Held virtual workshops for ToT participants in August 2023 and October 2024 for them to learn skills for becoming effective trainers (C, K).	
2-5. Monitor daily OSBP operations and check if there are any challenges, or room for improvement (C, K).	Plan Actual			- JSC and JBCC meetings were held semiannually and quarterly, respectively, during the Project. The 8th JSC and 14th JBCC meetings were held in December 2024 (C, K). - Workshops for border officers were conducted in October 2023 to enhance their understanding of the importance of monitoring and to review and update the monitoring templates (C, K). - JBCC members carried out monitoring activities quarterly using the monitoring templates and reported the results, including assessments, at JBCC and JSC meetings (C, K).	
2-6. Analyze the monitoring results, identify challenges and consider measures for improvement (C, K).	Plan Actual				
2-7. Hold relevant committee meetings regularly to share monitoring results and improve the procedures based on Activities 2-5 and 2-6 (C, K).	Plan Actual				
2-8. Review the OSBP operation based on Activity 2-7 (C, K).	Plan Actual			- Participants in the JSC and JBCC meetings reviewed the monitoring results and discussed measures for improvement (C, K).	
2-9. Revise the documents made in Activity 2-2 if necessary (C, K).	Plan Actual				

Output 3: Sharing of the Experience				
3-1. Draw lessons from the experiences in OSBP operation at the targeted borders to be utilized at other borders (C, K, B). (Activity 2-1 for Beitbridge)	Plan Actual		- Lessons and experiences from the Project were reported and shared at opportunities such as JBCC/JBOC, JSC, and RJCC meetings (C, K, B).	
3-2. Hold meetings and conferences with related stakeholders such as RECs and other development partners to share the results of activity 3-1 (C, K, B). (Activity 2-2 for Beitbridge)	Plan Actual		- Lessons and experiences from the Project were reported and shared at opportunities such as JBCC/JBOC, JSC, and RJCC meetings (C, K, B). - The RJCC meeting was held in July 2024, including officials taking part from each participating country, RECs, and other development partners (C, K, B) - Meetings with AUDA-NEPAD, COMESA EDF 11 Programme, IOM, and SADC were held to mutually share experiences and information (C, K, B). - IOM officers from Zambia and Zimbabwe have attended OSBP training sessions and presented their initiatives related to border management at Chirundu (C). - IOM Zimbabwe started attending Chirundu JBOC meetings in 2024 (C). - A WCO Technical Attaché-Manager of the WCO/JICA Joint Project participated in endline TMS live survey activities to learn in-house surveys implemented at Chirundu (C). - The border community sensitization workshops and the launch event for the TMS reports were introduced on TV, in newspapers, and in newsletters. (C, K). - The JICA OSBP Team submitted articles for publication in the ESA newsletter of the WCO as a public relations activity to share experiences of the project (C, K, B).	
3-3. Cooperate with related stakeholders for establishing/ revising a regional OSBP manual and a new edition of the OSBP Sourcebook (C, K).	Plan Actual		- With support from JICA and AUDA-NEPAD (in a separate project), the 3rd edition of the OSBP Sourcebook was completed and launched in June 2022. The JICA OSBP Team contributed to the development by providing inputs for the updating of the Chirundu OSBP case study included in the 2nd edition and for the preparation of a new Kazungula OSBP case study as an infrastructure-led OSBP (C, K).	

Duration / Phasing		20	2021				2022				2023				2024				25	Commnets
		Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	
Duration / Phasing (Basic Plan Phase)	Plan																			
	Actual																			
Duration / Phasing (Detailed Plan Phase)	Plan																			
	Actual																			

Monitoring Plan		20	2021				2022				2023				2024				25	Comments
		Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	Ⅱ	Ⅲ	Ⅳ	Ⅰ	
Monitoring																				
Submission of Monitoring Sheet/ Joint Monitoring	Plan																			
	Actual																			
Monitoring Mission from Japan	Plan																			
	Actual																			
Post Monitoring	Plan																			Plan to be conducted in 2028, three years after the project's completion.
	Actual																			
Reports/Documents																				
Project Completion Report	Plan																			
	Actual																			
Public Relations																				
Submission to newsletters etc.	Plan																			
	Actual																			

Member Lists of the Project

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Appendix B-1 Member Lists of the Committees and Unit (Chirundu)

The following tables list members of the committees and unit for the Chirundu OSBP as of December 2024.

Joint Steering Committee (JSC)

Zambia	Zimbabwe
1. Mr. Ernest Sigande, Commissioner – Customs Services, ZRA	1. Mr. Batsirai Chadzingwa, Commissioner Customs and Excise, ZIMRA
2. Ms. Jubilee Hamwaala, Assistant Commissioner – Chirundu, ZRA	2. Mr. Victor Mayisiri, Technical Services Manager – Region 1 Customs & Excise, ZIMRA
3. Mr. Mupishi Miti, Projects Manager – Customs Services, ZRA	3. Dr. Douglas Runyowa, Chief Director, Ministry of Industry and Commerce
4. Mrs. Patricia Maunda Mwale Mwela, Head National Trade Facilitation Committee, Ministry of Commerce, Trade and Industry	

Abbreviations: ZIMRA = Zimbabwe Revenue Authority, ZRA = Zambia Revenue Authority

Joint Border Coordination Committee (JBCC)

Zambia	Zimbabwe
1. Ms. Jubilee Hamwaala, Assistant Commissioner – Chirundu, ZRA	1. Ms. Canisia Mahatchi, Station Manager, ZIMRA
2. Ms. Malambo Lugwalo, ZRA	2. Ms. Iline Maremeredza, Enforcement Manager, ZIMRA
3. Ms. Aliness Simwanza, Officer-in-Charge, Immigration – Chirundu OSBP	3. Mr. Jerico Rundogo, Station Manager, ZIMRA
4. Mr. Sydney Mulenga, Ministry of Agriculture	4. Mr. Maxwell Machiwana, Inspector, AMA
5. Mr. Mumba Ngosa, Zambia Compulsory Standards Agency	5. Mr. Chengetai Muchakacha, Acting Secretary, Chirundu Local Board
6. Ms. Charity Buumba, Animal Health Inspector, Ministry of Fisheries and Livestock	6. Ms. Shelter Mutizwa, Trade Information Desk Officer, COMESA
7. Mr. Sydney Mukelabai, Drug Enforcement Commission	7. Mr. Anthony Maipisi, Supervisor, Environmental Management Agency (EMA)
8. Ms. Theresa Mwanza, Port Health in-Charge, Port Health – Chirundu OSBP	8. Mr. Nievard Makaza, Regulating Officer, Forestry Commission
9. Mr. Nepels Mizinga, Interpol	9. Ms. Grace Mudzinganyama, Officer in Charge, IOM
10. Mr. Augustine Banda, Officer, Office of the President	10. Mr. Tongai Gwata, Supervisor, Ministry of Agriculture, Plant Quarantine
11. Mr. John Chilima, Private Sector	11. Mr. John Dutuma, Supervisor, Ministry of Agriculture, Veterinary Inspectorate
12. Mr. Caristo Mulenga, Private Sector	12. Mr. Norman Nyamayaro, Supervisor, NBA
13. Ms. Alice Changala, Cross Borders Traders Association	13. Mr. Peter Chiza, Officer in Charge, Zimbabwe Parks and Wildlife
	14. Ms. Tino Mashingaidze, Officer in Charge, Port Health
	15. Mr. Zecharia Manatse, Officer in Charge, President's Department
	16. Mr. Davison Maunganidze, Officer in Charge, President's Department
	17. Mr. Vincent Mukombero, Regional Immigration Officer, Department of Immigration

Zambia	Zimbabwe
	18. Mr. Morgen Moyo, Officer in Charge, Department of Immigration 19. Mr. Fannuel Dhambisi, Depot Manager, VID 20. Ms. Kudzai Marindire, Supervisor, Standards Association of Zimbabwe 21. Mr. Lloyd Jamu, Officer in Charge, Military Intelligence Department 22. Ms. Evernice Tafira, Officer in Charge Police, Zimbabwe Republic Police (ZRP) Chirundu 23. Mr. Wellington Mazvanya, Officer in Charge Traffic, ZRP Chirundu 24. Mr. Samuel Gono, Officer in Charge, ZRP Chirundu 25. Mr. Isheunesu Torongo, Clearing Agent, Cilo Freight 26. Mr. Fanboy Chimutemwende, Clearing Agent, CRF Africa 27. Mr. Daniel Dzikiti, Transporter Rep, Whelson Transport 28. Mr. Tinanshe Chirowodza, Clearing Agent, Clearing Agent 29. Mr. Ishmael Gezani, Clearing Agent, Neobulk

Abbreviations: AMA = Agricultural Marketing Authority, COMESA = Common Market for Eastern and Southern Africa, IOM = International Organization for Migration, NBA = National Biotechnology Authority, VID = Vehicle Inspectorate Department, ZIMRA = Zimbabwe Revenue Authority, ZRA = Zambia Revenue Authority, ZRP = Zimbabwe Republic Police

Project Management Unit (PMU)

Zambia	Zimbabwe
1. Mr. Mupishi Miti, Projects Manager – Customs Services, ZRA 2. Mr. Billy Malijani, Chief Economist, Department of Foreign Trade, Ministry of Commerce, Trade and Industry 3. Mr. James Mwela, Senior Collector, Commissioner – Customs Office, ZRA	1. Ms. Angeline Mashiri, Regional Manager, Region 1, ZIMRA 2. Ms. Alice Nyamugama, Head Talent and Organizational Development, ZIMRA 3. Mr. Tulani Chitopo, Deputy Director, Ministry of Industry and Commerce

Abbreviations: ZIMRA = Zimbabwe Revenue Authority, ZRA = Zambia Revenue Authority

Appendix B-2 Member Lists of the Committees and Unit (Kazungula)

The following tables list members of the committees and unit for the Kazungula OSBP as of December 2024.

Joint Steering Committee (JSC)

Botswana	Zambia
1. Ms. Gaone Arieff, Acting Commissioner Customs Services, BURS	1. Mr. Ernest Sigande, Commissioner, Customs Services, ZRA
2. Ms. Motsisi Mongati, Acting Commissioner Operations, BURS	2. Mr. Edson M. Chilala, Assistant Commissioner – South, ZRA
3. Mr. Otsilegape Batlhalefi, General Manager – North BURS	3. Mr. Mupishi Miti, Projects Manager – Customs Services, ZRA
4. Ms. Boitshoko Keabofe-Medupe, Acting Director, Tax Policy, Ministry of Finance	4. Mrs. Patricia Maunda Mwale Mwela, Head National Trade Facilitation Committee, Ministry of Commerce, Trade and Industry
5. Mr. Elias M. Moatlhodi, Chief Finance Administrator, Ministry of Finance	

Abbreviations: BURS = Botswana Unified Revenue Service, ZRA = Zambia Revenue Authority

Joint Border Coordination Committee (JBCC)

Botswana	Zambia
1. Mr. Uani Baathudi, Customs Manager – OSBP, BURS	1. Mr. Edson M. Chilala, Acting Assistant Commissioner – South, ZRA
2. Mr. Batsho Matebesi, Senior Customs Officer, BURS	2. Mr. Amon Soko, Station Manager – KZU OSBP, ZRA
3. Mr. Mongale Mongalenyane, Senior Customs Officer, BURS	3. Mr. Vincent Zgambo, Station Manager – KZU OSBP, ZRA
4. Mr. Galekhuti Obakeng, Senior Customs Officer, BURS	4. Mr. Sepiso Banda, Officer in Charge, Immigration
5. Mr. Mbaki Ntlogelang, Senior Customs Officer, BURS	5. Mr. Hendrix Sikota, Plant Health Officer, Ministry of Agriculture
6. Ms. Kuambitha Mashango, Senior Customs Officer, BURS	6. Mr. Athenesious Hamankolo, VET Officer, Department of Veterinary Services
7. Mr. Joel Heii, Principal Immigration Administrator I, Immigration	7. Ms. Belita Zulu, District Health Director, Port Health – Kazungula
8. Ms. Kerapetse Kabasia, Immigration Administrator I, Immigration	8. Mr. Chipego Ng`andu, Head of Department, Port Health
9. Ms. Maipelo Otsogile, Immigration Administrator I, Immigration	9. Mr. Stanley Mwanza, Senior Inspector, Zambia Compulsory Standards Agency,
10. Mr. Thuso Molefe, Immigration Administrator I, Immigration	10. Mr. Peter Lombe, Inspector, Zambia Compulsory Standards Agency,
11. Ms. Ofentse Pali, Immigration Administrator I, Immigration	11. Mr. Oscar Phiri, Officer in Charge, Drug Enforcement Commission
12. Mr. Goitsemang Blantyre, Principal Technical Officer, Agriculture	12. Mr. Bright Munsaka, Officer in Charge, Zambia Police
13. Mr. Ndulamo Maphorisa, Agricultural Officer, Agriculture	13. Mr. Ailola Kamuwanga, Border Center Officer, Zambia Army
14. Mr. Phetogo Phillimon, Supertendent, Botswana Police	14. Mr. John Chipili, Detective Inspector, International Police, Interpol
15. Mr. Benjamin Phanda, ASP, Botswana Police	

Botswana	Zambia
16. Mr. Tiroyamodimo Ehatotswe, Inspector, Botswana Police	
17. Mr. Neo Ndoda, Principal Technical Officer, Port Health	
18. Mr. Tiro Daniel, Principal Technical Officer, Port Health	

Abbreviations: BURS = Botswana Unified Revenue Service, ZRA = Zambia Revenue Authority

Project Management Unit (PMU)

Botswana	Zambia
1. Mr. Mbaki Ntlogelang, Senior Customs Officer, BURS	1. Mr. Mupishi Miti, Projects Manager – Customs Services, ZRA
2. Ms. Lesego Mmolai, Senior Customs Officer Customs Services Division, BURS	2. Mr. Katongo Wilombe, Trade Investment Promotion Officer, Ministry of Commerce, Trade and Industry
3. Mr. Kebaabetswe S. Montsho, Customs Manager, Border Security	3. Mr. James Mwela, Senior Collector Commissioner – Customs Office, ZRA

Abbreviations: BURS = Botswana Unified Revenue Service, ZRA = Zambia Revenue Authority

Appendix B-3 Member Lists of the Zimbabwean Side (Beitbridge)

The following tables list members of the Zimbabwe side for the Beitbridge border as of December 2024.

Candidates for the Joint Steering Committee (JSC)
1. Mr. Batsirai Chadzingwa, Commissioner Customs and Excise, ZIMRA
2. Ms. Lonto Ndlovu, Regional Manager – Beitbridge, ZIMRA
3. Dr. Douglas Runyowa, Chief Director, Ministry of Industry and Commerce

Abbreviations: ZIMRA = Zimbabwe Revenue Authority

Candidates for the Joint Border Coordination Committee (JBCC)
1. Mrs. Josephine Uta, Technical Manager, ZIMRA
2. Mr. Walter Machenjeza, Manager, ZIMRA
3. Ms. Canisia Kudakwashe Magaya, Assistant Regional Immigration Officer, Immigration
4. Mr. Nesbert Johwa, Operations Manager, Zimbabwe National Roads Administration
5. Mr. Norman Mtetwa, Chief Vehicle Inspector, Vehicle Inspection Department
6. Mr. Tapiwa Thomas Mandityira, Depot Manager, Senior Vehicle Inspector, Vehicle Inspection Department
7. Ms. Supt Beatrice Nyakurerwa, Operations, Zimbabwe Republic Police
8. Mr. Raymond Taonengwere, Officer-in-Charge Beitbridge, Office of President and Cabinet
9. Mr. Levy Gama, Plant Health Inspector in Charge, Plant Quarantine Services Institute
10. Ms. Trace Chifamba, Supervisor Beitbridge, Radiation Authority of Zimbabwe
11. Mr. Clice Kudzi Govha, Regulation Officer, Forestry Commission
12. Mr. Orwell Zimondi, Assistant Officer in Charge, Zimbabwe Prison and Correctional Services
13. Ms. Martha Mandiopera, Economist, National Economic Conduct Inspectorate
14. Ms. Lamwani Nkomo, Officer in Charge Beitbridge, ZimParks
15. Mrs. Beauty Ndlovu, Port Health Officer, Port Health
16. Captain Philmon Matsiya, GCC, Zimbabwe National Army
17. Dr. Tatenda Makausi, Veterinary Public Health Officer, Veterinary Services
18. Mr. Freedmore Marime, Senior Biosafety Officer, National Biotechnology Authority
19. Ms. Rosemary Vimbainashe Gandashanga, Border Post Officer, Agricultural Marketing Authority
20. Mr. Decent Ndlovu, Provincial Environmental Manager, Environmental Management Agency

Abbreviations: ZIMRA = Zimbabwe Revenue Authority

Candidates for the Project Management Unit (PMU)
1. Mr. Walter Machenjeza, Manager, ZIMRA
2. Mr. Tulani Chitopo, Deputy Director, Ministry of Industry and Commerce
3. Mrs. Lucia Chifamba, Shift Manager, ZIMRA
4. Mr. Desmond Daka, Shift Manager, ZIMRA
5. Mr. Austin Mupfumira, Shift Manager, ZIMRA
6. Mr. Luckmore Matyora – Assistant Regional Immigration Officer, Immigration
7. Mr. Siroti Tirani, Shift Manager, Port Health
8. Ms. Oripfa Makhado, Shift Manager, Port Health
9. Mr. P. Muyangwa, Officer-In-Charge, Zimbabwe Republic Police

Abbreviations: ZIMRA = Zimbabwe Revenue Authority

Appendix B-4 Member List of the JICA OSBP Team

The following table lists members of the JICA OSBP Team.

No.	Name	Position in the Project	Organization
1	Mr. Bruce P. WINSTON	Team Leader/Border Control 1	PADECO Co., Ltd.
2	Mr. Takeshi SHIMOMURA	Deputy Team Leader/ Training & Sensitization 2	PADECO Co., Ltd.
3	Mr. Masaharu SHIMOYA	Border Control 2	IC Net Limited
4	Ms. Penina K. SIMBA	Training & Sensitization 1	Individual Consultant
5	Ms. Momoko NOMURA	Training & Sensitization 3	PADECO Co., Ltd.
6	Mr. Antony MUNGUTI	OSBP Operation 1	Individual Consultant
7	Mr. Kenji SUZUKI	OSBP Operation 2	PADECO Co., Ltd.
8	Mr. Kristiaan C. BERNAUW	Cross-Border Transport Legal System	Individual Consultant
9	Ms. Maki KAMBE	OSBP Operation 3 / Training & Sensitization 4	PADECO Co., Ltd.
10	Mr. Shogo MATSUMOTO	Training, Sensitization, and OSBP Operations Assistant	PADECO Co., Ltd.
11	Mr. Sydney CHIBBABBUKA	Regional Project Consultant	-
12	Ms. Bianca VHIYAZHI	Regional Project Coordinator	-
13	Ms. Betty NJOVU	Regional Project Coordinator	-
14	Mr. Babu MUKOKO	Regional Project Coordinator	-

Time Measurement Survey (TMS) Reports

Appendix C-1 Endline TMS Report (Botswana) C-1

Appendix C-2 Endline TMS Report (Zambia) C-148

Appendix C-3 Endline TMS Report (Zimbabwe) C-271

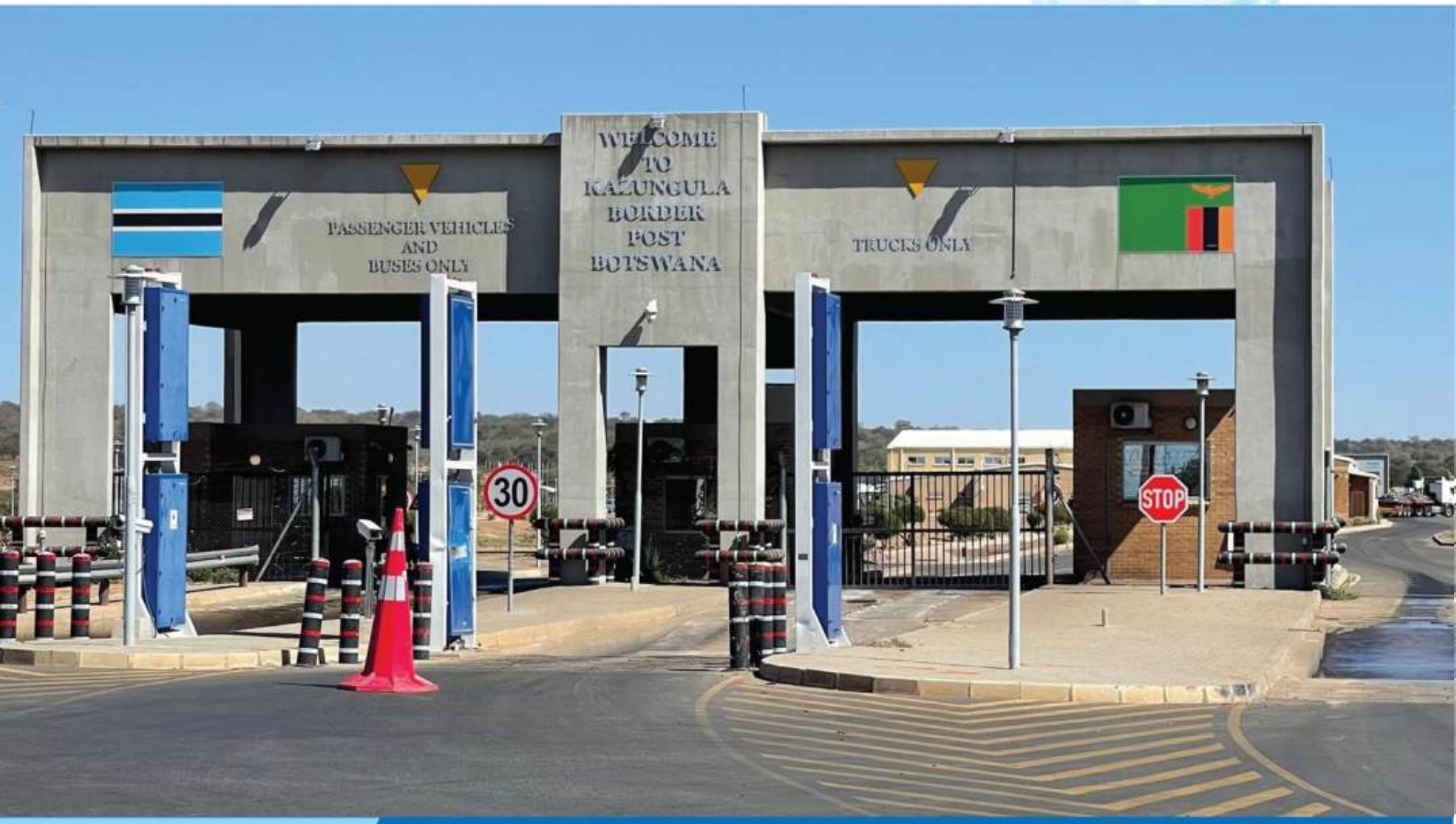
Appendix C-1 Endline TMS Report (Botswana)

The Endline TMS Report of Botswana is provided on the following pages, which is also publicly available through the following QR code as of January 2025.



KAZUNGULA BRIDGE

ONE STOP BORDER POST- BOTSWANA



TIME MEASUREMENT SURVEY 2024 REPORT SUBMITTED TO

The Ministry of Finance
Heads of Border Agencies (HOBA)
By the Kazungula OSBP TMS Technical Working Group

2024

MAP OF BOTSWANA

Map of the Republic of Botswana depicting Kazungula Bridge One Stop Border Post situated in the North Western part of the country, bordering Zambia through Kazungula Bridge.



FOREWORD



Jeanette C. Makgolo
COMMISSIONER GENERAL
Botswana Unified Revenue Service

Foreword

The Republic of Botswana, as a World Trade Organization (WTO) member, ratified the Trade Facilitation Agreement on the 18th of June 2015. The agreement encourages Member States to conduct and publish time-release study results in line with Article 7 paragraphs 6.1 and 6.2. The Time Release Study (TRS) results reflect the level of efficiencies in border management and are critical for economies to gauge the effectiveness of their border operations. The purpose of the TRS is to improve the business environment by simplifying cross-border processes and easing the burden of compliance with border regulatory requirements, facilitating timely processing and cargo release across international frontiers, thereby reducing the costs of doing cross-border business.

The government of Botswana has set a national vision goal of "Achieving prosperity for all" by 2036, and based on this national vision, the government's priority is to transform the economy from an upper-middle-income to a high-income status by 2036. To achieve the high-income status, key policy priorities have been identified and the crucial ones that resonate with the mandate of the customs operations are, amongst others, supporting the private sector through business environment reform and value-chain development.

In that regard, the implementation of the provisions and measures of the WTO Trade Facilitation Agreement is fundamental to the achievement of National Aspirations, of creating a conducive environment for business to thrive. Ensuring transparency and predictability of border operations is essential for both Foreign Direct Investment and Domestic investment which will result in economic growth. Efficiencies associated with the seamless movement of goods, raw materials, and production inputs are necessary for industrialisation since it enhances the competitiveness of goods and services due to reduced costs of production. The reduction in costs of production would create an opportunity for Botswana's products to penetrate the global export market at competitive

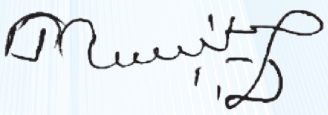
prices, driving the much-needed export diversification and increased participation in international trade.

The need to reduce transport costs continues to be of paramount importance to world economies as they strive to achieve Sustainable Development Goals. In this regard, it is critical for our continent, especially land-linked countries such as Botswana, to introduce initiatives and measures necessary to expedite the processing of cargo and persons, especially taking into cognizant the fact that trade and transit costs are highest in most countries, especially in Africa.

It is on this basis that Botswana Unified Revenue Service (BURS) in partnership with the Japan International Cooperation Agency (JICA), conducted a Time Measurement Survey (TMS) End-line at the Kazungula Bridge One-Stop Border Post. The study followed the TMS, base-line, that was conducted in 2023. The purpose of the End-line TMS is to assess the implementation of the base-line TMS report recommendations and to test their effectiveness.

The key findings and recommendations of the TMS will go a long way in identifying and prioritizing critical initiatives and allocating scares resources for all border agencies, with a view to enhancing efficiencies and service delivery. Having signed the African Continental Free Trade Agreement (AfCFTA) Botswana, like other African countries, is positioning herself to have a significant impact in inter inter-African trade and to be one of the major players and beneficiaries under the AfCFTA. It therefore follows that we have to be intentional about ensuring that our cross-border programs and collaborations are effective to achieve such aspirations.

In conclusion, we would like to iterate on Botswana Unified Revenue Service's (BURS) commitment to reforming and modernizing customs through collaboration with International Cooperating Partners, such as the Japan International Cooperation Agency (JICA). In this regard, I would like to express my sincere gratitude to JICA for their continued and unwavering support.



Jeanette C. Makgolo
Commissioner General - BURS

Foreword for Botswana End line TMS Report by JICA Botswana Resident Representative



Hiroyasu TONOKAWA
Resident Representative
JICA Botswana Office

Botswana is a landlocked country that lies in the Southern Region of Africa and has a population of about 2.52 million in 2024 as estimated by the United Nations. It is bordered by Zambia to the north, Zimbabwe to the east, South Africa to the south, and Namibia to the west.

The Kazungula Bridge One Stop Border Post (OSBP) was part of a large-scale infrastructure project and traffic has increased after the opening of the bridge. This has created business opportunities for the community around the border and tourists have visited the Kasane region in greater numbers. It is of utmost importance that Botswana take advantage of these developments, by deriving maximum benefits from the opportunities presented.

The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor implemented by the Botswana Unified Revenue Service (BURS) and JICA has made significant contributions to Botswana, particularly in enhancing trade facilitation and border efficiency:

- ✓ **Improved Border Operations:** The project is focused on the Kazungula Bridge OSBP between Botswana and Zambia. By streamlining customs procedures and integrating multiple border control agencies into a single location, the project has reduced border crossing times and improved the efficiency of trade.

- ✓ **Capacity Building:** The project has provided extensive training and capacity-building programs for customs and border control officials and officers in Botswana. This has enhanced their skills and knowledge, leading to more effective and efficient border management.

- ✓ **Policy and Procedural Reforms:** The project has assisted in the development of

new policies and procedures to support the smooth operation of the Kazungula Bridge OSBP. This has included the preparation of manuals and guidelines to standardize and simplify border processes and procedures.

- ✓ **Regional Integration:** By improving the efficiency of the North-South Transport Corridor, the project has contributed to greater regional integration and cooperation. This has not only benefited Botswana but also other countries in the region by promoting trade and economic growth.

These efforts have significantly facilitated Botswana's trade, making it easier and more cost-effective for businesses to engage in cross-border trade.

Complementing these contributions, the project conducted this Time Measurement Survey (TMS) at the Kazungula Bridge OSBP. The objective of the TMS was to measure improvements at the beginning stage of the project (June 2022) and at the ending stage of the project (June 2024). The recommendations of the TMS are expected to facilitate trade at Kazungula by identifying remaining bottlenecks in border crossing procedures. Another objective of the TMS was to build capacity for Botswana to conduct similar surveys by itself in the future. By conducting this survey, JICA provided data-driven insights that will help optimize border operations, ultimately contributing to more efficient and effective trade between Botswana and Zambia.

The TMS measured how long it takes to complete the necessary procedures from the time of arrival at the OSBP entry gate to the time of release from the OSBP exit gate. It also measured the time taken for customs clearance from submission of customs declarations until release from customs control.

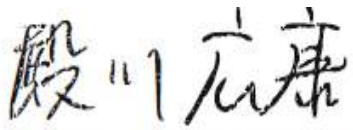
Specifically, the scope of the TMS was to collect data on import, export, and transit cargo clearance for carriers (the truck and crew) and border crossing data for people (travelers, visitors, passengers, and local residents) over the one-week period from 14 to 20 June 2024.

Data collection was undertaken by enumerators assigned to critical points and by using the KoBo Toolbox software, which enables data collection with Android-equipped tablet and smartphone devices. An advantage of the KoBo software is that it can be used offline the ICT network. Similar data collection can be done with other systems such as those of Google or Microsoft but a network connection is necessary for these.

To undertake the TMS, a Technical Working Group (TWG) was formed with members recommended by the project counterpart, including officials from BURS and Partner Government Agencies (PGAs) working at the Kazungula OSBP and the private sector. The

TWG members collected data on the time required for border crossing procedures from the Botswana Customs Management System (CMS), a government agency computerized system, and allocated enumerators at critical points of the procedures where data collection could not be done with the computerized system. Interviews of stakeholders and users of the OSBP were also undertaken to directly receive and reflect their views. Thus, this Botswana Kazungula Endline TMS Report shows the true nature of the Kazungula OSBP on the Botswana side, presenting both efficiencies and challenges.

JICA would like to thank Ms. Jeanette C. Makgolo, Commissioner General of BURS, for supporting the study. We would also like to extend our appreciation to Mr. Kebaabetswe Simon Montsho, Customs Manager, Border Security BURS, the chair of the TWG, Ms. Onalenna Koboyankwe, Principal Customs Officer, Data Management, and all members of the TWG, including members from the PGAs and the private sector, who actively contributed to the study.



Mr. Hiroyasu TONOKAWA
Resident Representative
JICA Botswana Office

Foreword by TWG Chairperson



Onalenna Koboyankwe
Principal Customs Officer, Data Management Botswana TRS
Botswana TMS Technical Working Group Chairperson

It is with gladness that the second Time Measurement Study (TMS) of Kazungula One Stop Border (OSBP) Report for Botswana has been sanctioned while serving as Chairperson of this significant initiative. This report is a testament to Botswana's unwavering commitment to enhancing trade facilitation and fostering economic growth through streamlined cross-border procedures.

In today's highly globalised trade world, traders are gradually reconnoitering avenues to move their goods expeditiously across borders at a minimal cost. Owing to the increased emphasis on speedy and harmonized implementation of the World Trade Organization (WTO) Trade Facilitation Agreement (TFA), there is a need for trade facilitation at the global, regional, and national levels. It is from this perspective that the Government of Botswana made a deliberate decision to undertake a time measurement survey at Kazungula OSBP.

This endeavor is essential to determine the status quo of the border post and establish the effectiveness of recommendations from the baseline measurement survey undertaken in 2022. As such, BURS and Partner Government Agencies (PGA's) set out to undertake this critical initiative with the support of the Japan International Cooperation Agency (JICA). The Technical Working Group (TWG), fervently worked to determine the border's time stamps and review processes and lay on board the relevant mitigations of identified problems.

In today's interconnected global economy, the efficient movement of goods across borders is paramount to economic competitiveness and sustainable development. This survey, therefore, is a cornerstone of Botswana's efforts, to offer a comprehensive assessment of the efficiency and effectiveness of cross-border processes, providing invaluable insights into areas of strength and opportunities for improvement.

In this study, the team meticulously analysed various facets of the Kazungula border processes, from documentation submission to cargo release. Through rigorous data collection, analysis, and stakeholder consultations, the survey sought to identify bottlenecks, streamline procedures, and implement best practices necessary to optimize efficiency and enhance the overall trade ecosystem.

This report encapsulates the collective wisdom, expertise, and collaborative spirit of all those involved in this endeavor. I extend my deepest gratitude to the customs authorities, trade community, and other stakeholders whose unwavering support and engagement have been indispensable to the success of this study.

I would also like to commend the members of the TMS team for their dedication, professionalism, and tireless efforts in surveying with the utmost rigor and integrity. Their commitment to excellence and their passion for advancing trade facilitation has been instrumental in shaping the findings and recommendations presented in this report.
As we embark on implementing the recommendations outlined in the report, I am poised that our collective efforts will yield tangible results, driving meaningful improvements in customs efficiency, reducing trade costs, and enhancing the competitiveness of Botswana on the global stage.

I, therefore, urge all stakeholders, policymakers, and practitioners to consider the findings and recommendations of this report and join this shared commitment to realising a more efficient, transparent, and facilitative trade environment for the benefit of all.

Thank you.

NATIONAL TECHNICAL WORKING GROUP MEMBERS, JICA REPRESENTATIVES AND ENUMERATORS:



Members of the TMS TWG and the Enumerators after Completion of the Live Data Collection Exercise.

ACKNOWLEDGEMENT

This publication is made possible by the support of JICA and input from the TWG. The authors' views expressed in this publication do not necessarily reflect the views of the aforementioned.

DEDICATION

This report is dedicated to the founding chairperson of the Technical Working Group the late Isaac Tiroyaone Bogosi, your passion in the baseline survey still reflects in this report. Maxwell Kapindula the TWG appreciates your invaluable contribution to capacitating the team. Lorato Ludo Mokgatlhe and Kaone Watlhaga, Bonnake Koowagile your contributions to this report did not go unnoticed.

ACRONYMS AND ABBREVIATIONS

AEO	Authorised Economic Operators
ART	Average Release Time
BOBS	Botswana Bureau of Standards
BoE	Bill of Entry (Customs Import/Export/Transit Declaration Number)
BOMRA	Botswana Medicines Regulatory Authority
BURS	Botswana Unified Revenue Service
CG	Commissioner General
CMS	Customs Management System
COPs	Commissioner Operations
EMS	Emergency Medical Services
GMPC	General Manager Processing Centre
GMTF	General Manager Trade Facilitation
JICA	Japan International Cooperation Agency
NTRS	National Time Release Study
OSBP	One Stop Border Post
PE	Physical Examination
PIDA	Programme for Infrastructure Development in Africa
PGA	Partner Government Agency
R/D	Record of Discussion
RMS	Risk Management System
RSA	Republic of South Africa
RO	Release Order
SAD	Single Administrative Document
SEW	Single Window
TFA	Trade Facilitation Agreement
TMS	Time Measurement Survey
TOR	Terms of Reference
TRS	Time Release Study
TWG	Technical Working Group
WCO	World Customs Organisation

WTO	World Trade Organisation
ZRA	Zambia Revenue Authority

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Disclaimer

The study focused on the import, export, transit consignments and travelers entering and exiting through the Kazungula Bridge OSBP. All photo maps used in this report are for the purpose of the study only to illustrate point(s).

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Photo Information

All pictures are sourced from members of the TMS Technical Working Group and Google Earth. We would like to give credit to all members who provided them. Credit is also given to Wikipedia for the map of Botswana and to the north-south transport corridor.

Members of the TMS-Technical Working Group (TWG)

This TMS was conducted by the Time Release Study Technical Working Group (TRS-TWG)



Entrance Training in Kasane



Exit Gate at Botswana Kazungula Bridge OSBP

Executive Summary

Botswana ratified the Trade Facilitation Agreement (TFA) of the World Trade Organisation (WTO) on 18th June 2015. The TFA aims to expedite goods' movement, release, and clearance. The agreement also seeks to develop means for enhancing effective cooperation between customs and other appropriate authorities on trade facilitation and customs compliance issues. It further contains provisions for technical assistance and capacity building in this area. A key component of this agreement is the implementation of Article 7.6.1-2, relating to conducting and publishing the average release time for the import and export processes.

Given the above the National Time Release Study - Technical Working Group (NTRS-TWG) conducted a TMS at Kazungula Bridge OSBP with the support of JICA. The first ever National TMS to be conducted in Botswana under the Guidance of the experts from JICA was conducted in June 2022 to establish baseline time stamps for processing import, export, and transit goods. Another objective was to assess and compare the improvement made from the time Kazungula Ferry Border was using a pontoon to the time the Bridge was commissioned.

As a follow-up, an end-line survey conducted in 2024 established the status quo at the border by assessing whether the recommendations provided in the baseline report were taken into account. The survey also sought to determine time stamps for cross-border transactions in 2024.

TMS contributes to an easy understanding of the bottlenecks and comes up with specific recommendations for reforms. The study also seeks to ensure uniform practice, increase the share of advance lodgment declaration filing, promote the acceptance of Authorised Economic Operators (AEO) program, specify the timeline for Participating Government Agency (PGA) activity, automating or scheduling examinations and automation to further speed up release time in imports.

For imports and transit inward the study found that the dwell times and clearance times increased, attributed to the pre-lodged declarations which delayed to be dispatched. There was also an introduction of scanner operations which increased the Average Release Times. Exports are done inland, final status of acquittal is performed only when the truck is making an exit, which affects the ART if the truck delays to proceed to the OSBP.

TMS -2024 was conducted on Bill of Entry (BE) and manual data collected by enumerators positioned in the critical areas of concern, the study focused on declarations that were filed between 14th and the 20th June 2024. These included exports, import and transit.

The recommendation touches on four areas, being human resource, system, infrastructure and legal framework, and method used in clearance process.

Data from the Botswana Customs Management System (CMS) depicted the following:

Table 1: Sample Size Data Period

Regime	Data period 6-12 June 2022	Data period 14-20 June 2024
Export	38	43
Import	103	41
Transit	789	2,638 (968 inward, 1670 outward)
Total	**930**	**2,722**

The facilities located in the OSBP is showed in the map below.



Figure 1: Facilities Location of Kazungula Bridge OSBP Botswana Side

The clearance procedures flowchart at the Kazungula OSBP is as follows. It is important to note that Customs clearance is automated with Customs Management System (CMS) and key import and export clearance procedures are done with the CMS before the trucks with cargo arrive at OSBP. The procedures required at the OSBP are confirmation of cargo (inspection) by BURS and other partner agencies. Other procedures needed for the OSBP are immigration exit and entry, port health quarantine, and taxes and bridge toll fee payment.

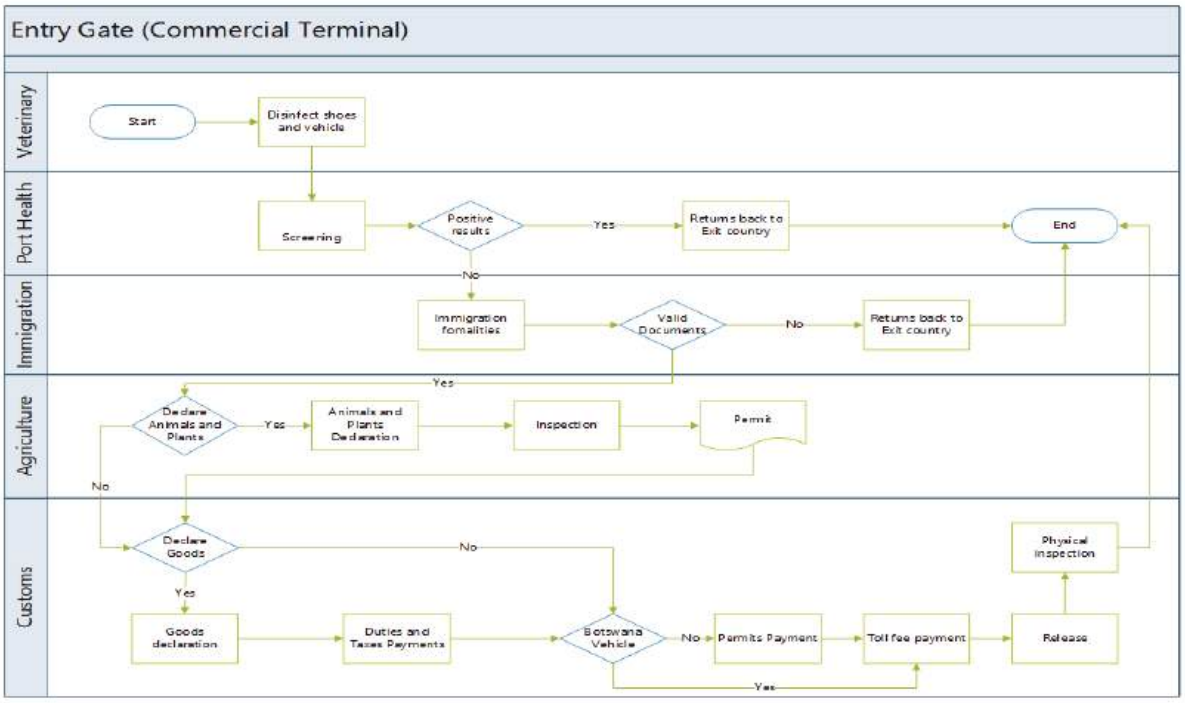


Figure 2: Process Flow of Entry Gate Commercial Terminal

1. Key findings

Clearance Time

These findings are the result of data manually collected from 14th to 20th June 2024, and data from the Customs Management System (CMS) for BURS in the same period of the survey. The partner government agency data will be explained separately.

The ART for each regime (export, import, and transit) of clearance times are shown in Table 3. Clearance time indicates the time it takes for Customs clearance in the system.

Table 3: ART for each regime (import, export and transit)- Clearance Time

REGIME	2022	2024
Import	2 hrs, 39 mins	3 hrs, 36 minutes
Export	1 hr, 28 mins	3 hrs, 01 minute
Inward Transit	2 hrs, 07 mins	2 days 22 hrs, 44 mins
Outward Transit		2 days 08 hrs, 58 mins

Explanation

Transit clearance time was longer because it is influenced by the pre-lodgment of declarations. The declarations are submitted in the system but the trucks delay to dispatch.

The OSBP dwell time for each regime (export, import, and transit) is shown in Table 4. The OSBP dwell time is the period it takes for consignments to physically enter and exit the Kazungula OSBP on average. It includes time for all other cross-border activities i.e., even PGA processes.

Table 4: ART for each regime (import, Export and transit)- OSBP Dwell Time

REGIME	2022	2024
Import	2hrs 26 min	3hrs 49 min
Export	1hrs 57 min	4hrs 01 min
Inward Transit	1hrs 56 min	1hrs 53 min
Outward Transit		1hrs 31 min

Explanation

Exports have the highest dwell time of 4 hours 01 minutes. The increase in time is attributed to the fact that some trucks are selected for scanning from the gate and they proceed there before Botswana customs formalities begin. It is important to note that this intervention by Zambia before Botswana completes exit formalities is a challenge to legal provisions for OSBP operation and increases the time taken for outward clearance.

The increase in times for Imports is attributed to the fact that the scanner process was introduced in July 2023.

2. Government Agencies Present at the Border.

There are six government agencies present at the border. The study found that most agencies operate independently. They are not connected to the customs system. Therefore, it is not possible to verify the time taken on one declaration other than physical data collected by our enumerators.

The study went further to check the connectivity of partner government agencies on CMS. It was discovered that no agency operating at Kazungula OSBP is interfaced with the customs system.

2-1 Port Health

The average processing time for travelers is **1 minute 29 seconds**. Each traveler was categorized by the mode of transport they were using. (tourists, pedestrians, truckers, and minibuses). For food inspections, it takes an average of **4 minutes and 47 seconds** to inspect food commodities. The first study only sought to address the port health screening process during the COVID-19 pandemic.

On average it took **3 minutes 3 seconds** to clear travelers in the baseline survey, which means there was an improvement of **57.62%**. Mainly because travellers were not subjected to rigorous testing for Covid 19. The timestamp for the Port Health Inspection was not established for the 2022 baseline study as no enumerator was undertaking this particular aspect.

2-2 Agriculture (Plant Health and Veterinary)

The study found that it takes **8 minutes 27 seconds** to complete a physical inspection at the border as compared to **6 minutes 4 seconds** recorded in 2022.

2-3 Department of Immigration and Citizenship

The study found that immigration takes an average of 1 minute and 29 seconds compared to **4 minutes and 36 seconds which was found in the baseline study** to clear each person. This time involves capturing data on the manual form, and capturing it into the immigration database, stamping, and handing over the passport back to the traveler.

2-4 Police

Police work 24/7 at the border. Police officers are deployed at the border daily, to detect and prevent illegal entry and smuggling of aliens, illegal substances such as drugs and narcotics into the country and other offences that may be detected within the border. Police officers also enforce all of the criminal provisions of the Immigration and Nationality laws. They also work with sniffer dogs to uncover concealed items. They conduct searches on every visitor entering the country, i.e. vehicles, and pedestrians. Police officials do escorts to any officials when needed. They protect life and property as their mission stands.

They also work in partnership with the security guards who man the entrance and exit gates at the border. Security guards register every person or vehicle entering and leaving border premises.

During the data collection week, the Police recorded 5 various cases compared to 6 cases reported during data collection in 2022. This signified a drop in cases of 16.7%.

2-5 BURS

The trader shares documents with the clearing agent to start the clearance process. The agent then commences the clearance of goods by creating and pre-lodging declarations and attaching supporting documents. The declaration process starts with submission, payment, valuation, and Risk (Document Check or Physical Examination) before goods can be released.

The study found that the Botswana Bureau of Standards (BOBS) is not present at the Kazungula Bridge OSBP. Therefore, functionalities of BOBS have been delegated to BURS and the Department of Plant Health, who conduct inspections and documentary checks on their behalf. However, the inspections are not done jointly, Plant Health inspects based on health standards and BURS later on inspects to verify quantities and verify classification. BOBS has also been onboarded on the BURS Customs Management System Other Government Agency (OGA) Module for application and approval of online permits, for commercial businesses. At the same time, non-commercial consignments are still a manual process.

3. Community Impact Survey

The border community impact survey was conducted together with data collection from 14th – 20th June 2024. There were sixty-four (64) responses to the survey. Those who responded to the interview were drivers, passengers, customs brokers, and taxi drivers at the border.

Challenges at the border identified include human and wildlife conflict particularly with baboons, long waiting queue for payments. Most of the comments made placed emphasis on the increase of the manpower at the border to remediate the long waiting time.

Positive experiences were also reported OSBP is a welcome development and has simplified and improved their lives in terms of trade and travelling. They also commented that the system at the border is fine, and operations are smooth.

4. Key Issues and Recommendation

The key issues and recommendations are stated below. The short term recommendations are expected to be resolved or act within one year. The medium term recommendations are expected to be resolved in 1 to 2 years. The long term recommendations are expected to be act and resolved within three years. The table depicts the recommendations for Executive Management's attention.

ISSUE/CHALLENGE	ACTIVITIES/ RECOMMENDATION	ACTION AGENT	POTENTIAL IMPLEMENTATION TIMELINES (SHORT, MEDIUM, OR LONG TERM)
1. The consolidated cargo HS code hinders data exchange, national security, environmental hazards, and monitoring of transit cargo.	Implement itemization of transit commodities Deactivation of Consolidated Cargo HS code in System	BURS	SHORT TERM
2. Capacity building for officers on new processes.	Officers should be trained on newly introduced processes. Eg Scanner operations. Knowledge sharing amongst Border Agencies.	ALL Border agencies	SHORT TERM

3. Minimal monitoring of transit cargo	Configuration of the system to penalise offenders (Late acquittals of transit, late exit, and transit fraud)	BURS	MEDIUM-TERM
	Expedite development of legal framework and procedures	Ministry of Finance,	SHORT TERM
		Attorney General	
	Align the Customs Transit process with Immigration in terms of length of stay/transit to allow for better monitoring	BURS	LONG TERM
	Capacity building for customs officers	BURS	SHORT TERM
	Guarantee /bond on transit cargo	BURS	SHORT TERM
	Introduction of electronic seals.	BURS	SHORT TERM
4. Human-wildlife conflict – Danger and vandalism caused by roaming baboons within the border	Ongoing engagement of the Wildlife department.	Department of Wildlife	SHORT TERM
	Electric fence to be activated BURS to engage KBPO	BURS/KBPO	MEDIUM-TERM
5. Non-utilization of designated parking for vehicles carrying hazardous materials	Physical signage to be erected – BURS should write to KBPO (BURS should consider using internal funds for Hazardous goods signage only). Create awareness for officers and security about hazardous materials signs, signage, and park markings.	BURS/KBPO	SHORT-TERM

6. Lack of documented contingency plans in case of business disruption.	Contingency plans and SOPs for issues/instances that may cause business disruptions need to be finalized. Health to resuscitate the committee of other Border agencies responsible for the development of border contingency plans based on their experience gained from developing health contingency plans.	Port Health and All border agencies	MEDIUM-TERM
7. Low rate of conducting joint inspections	Create more awareness for officers to continue to do joint inspections. Hold regular meetings to address the problem.	HOBA - All Border agencies	SHORT TERM
8. Visa Requirements on the Border Control System are not updated.	To remove countries that no longer require Visas on the Border Control System and regularly update the list. Update the Botswana Visa list on the Ministry of Labour and Home Affairs website.	Immigration – Head of Migration and Visa	SHORT TERM
9. Non-availability of Camera and fingerprint reader.	Installation of camera and fingerprint reader used for verification of customer features. Immigration to engage KBPO	Immigration, IT unit. KBPO	LONG TERM
10. Shortage of staff uniforms for all agencies.	Procurement of full uniforms for staff members for easy identification.	All Border agencies	SHORT TERM
11. No National Single window	Expedite the interfacing and or integration of the border systems.	BURS-OGA (Plant Health, Port health, vet office,	LONG TERM

		police, immigration)	
12. Manpower shortage	Increase manpower for 1. Immigration - Need 42 staff members (Currently 24 0fficers, 2 drivers). 2. BURS – Need 110 offices (Currently 45 officers) 3. Veterinary – 9 officers (Currently 4 officers) 4. Plant Health – 6 officers (Currently 4 officers) 5. Police – 10 officers (Currently 18 Officers) 6. Port Health – 8 officers (currently 5 officers)	All Agencies	SHORT TERM
13. Publicity on Travel requirements for minors is still inadequate.	There should be a campaign on all Media platforms educating the nation on travel requirements for minors.	Immigration, Head of Public Relations	SHORT TERM
14. Inadequate facilities and human resources to deal with emerging diseases.	Align the operating hours of the Kazungula Weighbridge Clinic to the Kazungula OSBP operating hours.	MOH-Director of Health Service, Permanent Secretary	MEDIUM-TERM
15. Absence of a mini lab for agriculture to perform minor rapid tests at the border for Veterinary and Plant Health.	Turn one of the offices into a laboratory facility.	Director Veterinary Services Director Plant Health -	MEDIUM-TERM

		Ministry of Agriculture	
16. Non-availability of discreet means of alerting law enforcement when there is a wanted person or vehicle	Installation of an automatic alert in the form of a warning light or buzzer installed at relevant authorities' premises to notify law enforcement.	BURS Botswana Police	SHORT TERM
	Immigration System to alert relevant authority by SMS when scanning passport.	Immigration	
17. The current laws do not address the current situation and trends.	Review the laws and regulations to keep up with the times. For example, the Diseases of Animals Act has stipulated times of clearance that do not align with border operation hours 730am to 1630pm on the Act while the border operates from 6 am to 10 pm.	Veterinary Services	MEDIUM-TERM
18. The Botswana Tourism website is not kept up to date on restricted/banned plant products resulting in inconveniences at the border post on entry.	-Ensure the Botswana Tourism website is kept up to date on current restrictions, The Ministry of Agriculture is to regularly send updates to Tourism.	Ministry of Agriculture	SHORT TERM
	Also, intensify public information on requirements for Agricultural products importation.	Botswana Tourism	
19. Lack of scientific officers to issue permits and ensure compliance.	To hire scientific officers to operate at the border.	Ministry of Agriculture – Department of Veterinary Services.	SHORT TERM

20. Need for good customer service by officers.	Provide regular customer service training for border officials. Provide regular and timely feedback to customers on addressed customer service issues.	HOBA	SHORT TERM
21. Lack of sitting area for customers and water fountains.	BURS to write to KBPO for furniture and water dispensers.	BURS	SHORT TERM
22. Bridge and road permits to be combined in the CMS system to avoid making two payments for trucks.	BURS to configure the system to combine payments.	BURS	SHORT TERM
23. Centralised Agricultural permits delay clearance of transit and import permits as clients have to wait for the processing of permits.	Decentralising of Agricultural Permits.	Ministry of Agriculture	SHORT TERM
	Online application of the permits (single window).		MEDIUM-TERM
24. Infrastructural improvements	The study recommends improvement in the software in infrastructure, in terms of single window clearance at KOSBP	BURS	LONG TERM
	Digitalizing and interfacing border agencies' processes and improving data input in the already existing immigration system.	BURS/IMMIGRATION	

- Short-term – 0>12 months
- Medium term – 12>24 months
- Long Term – 24- 36 months



Ultra-modern Kazungula Bridge connecting two countries (Botswana and Zambia)



Appreciation of Data Collection points by Enumerators

Chapter 1 : Introduction to TMS

The TMS at the Kazungula Bridge OSBP was conducted under the Project for Capacity Development for Smooth Operation of OSBPs on the North-South Transport Corridor (hereinafter "the Project"), funded by the JICA.

This report assesses the time taken by Botswana agencies to carry out border clearance processes in the Kazungula OSBP.

1.1 Background of the Project

The advancement of intra-regional integration is highlighted by Agenda 2063, in which the African Union (AU) deliberated on long-term vision for African development. Trade facilitation is considered as a way of attracting investment, reducing regional business costs, and stimulating sustainable socio economic development. Expenditures associated with intra-regional trade and distribution in Africa continue to be high in comparison with other continents. The intra-regional export values between 2007 and 2017 summed up to 63.4% in Europe, 55.1% in Asia and 16.6% in Africa respectively.

To address this situation, the agreement establishing the African Continental Free Trade Area (AfCFTA) was formulated. It entered into force on 30 May 2019 for the 24 countries that had deposited their instruments of ratification. A total of 54 African countries had signed the Agreement and as of May 1 2024, 44 countries had deposited their instruments of ratification.[1] Free trade under the Agreement commenced on 1 January 2021. Botswana deposited ratification for AfCFTA in February 2023.

The AU and the African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD) have been promoting economic integration in collaboration with Africa's Regional Economic Communities (RECs), which are the building blocks of the AfCFTA and which among other things have been promoting OSBPs. The development of OSBPs was called for in the Programme for Infrastructure Development in Africa (PIDA), a joint initiative of the African Union Commission, the New Partnership for Africa's Development, and the African Development Bank (ADB), to promote intra-regional corridor development.

Three RECs in Southern and East Africa reached agreement on a Tripartite Free Trade Area in 2015 and have moved forward in promoting economic integration in the Area: (i)

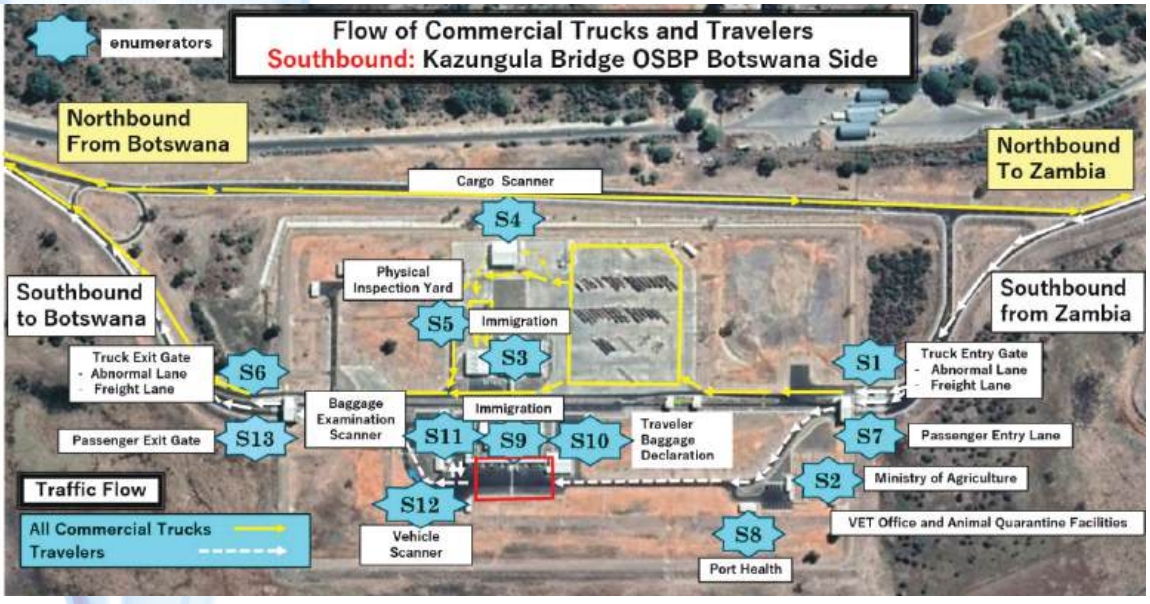
[1] https://www.tralac.org/documents/resources/infographics/2605-status-of-afcfta-ratification/file.html.

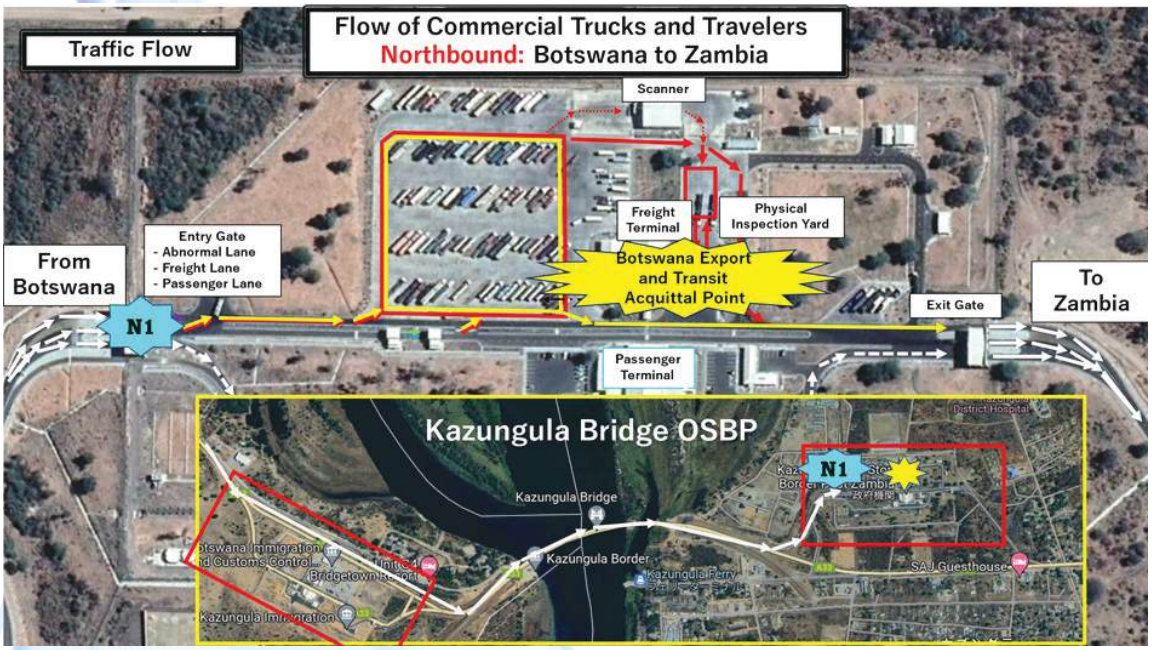
the Southern African Development Community (SADC), (ii) the Common Market for Eastern and Southern Africa (COMESA), and (iii) the East African Community (EAC).

The EAC has been the leader in the Tripartite Free Trade Area in promoting OSBPs, with nine OSBPs in the EAC reported as operational in the latest available status update (November 2020). However, many of the planned OSBPs in SADC and COMESA Member States have not yet started operations. Partly as a result, the Doing Business 2020 and Logistics Performance Index 2018 surveys undertaken by the World Bank have reported generally low rankings for trading across borders and customs efficiency in the focus countries at Kazungula in the current technical cooperation project (i.e., Botswana and Zambia).

Both Botswana and Zambia are landlocked and consequently incur high freight transport times and costs. Since the North-South Corridor from Durban, a major port in South Africa, to Lusaka, the capital of Zambia, is regarded as a main corridor in the logistics network of Southern Africa, trade facilitation through operationalization or improvement of OSBPs is expected to provide substantial benefits. Under these circumstances, the Governments of Botswana and Zambia collaborated with the Government of Japan to undertake the project to improve OSBP functioning at Kazungula (Botswana and Zambia), which is among the OSBPs included in PIDA.

JICA conducted a basic plan formulation study in July 2020, and subsequently signed and exchanged Record of Discussions (R/D) documents with Botswana in May 2021. With the support of JICA, Botswana conducted baseline time measurement survey in 2022 with report published in December 2023. Preparations for the end line survey commenced in December 2023 and the report was published in November 2024.





1.2 Objectives of the TMS

The objectives of the TMS were to assess differences between border crossing times before and after the improvements implemented under the project, as well as to better understand the issues hindering efficient and effective border operations and crossing. The baseline TMS was conducted by the respective Revenue Authorities, i.e. BURS and ZRA, with support from JICA.

1.2.1 The Baseline TMS

To understand the status of the Kazungula Bridge OSBP, the first TMS was conducted at the earliest possible time (June 2022). COVID-19 affected cross-border traffic, but without considering the impacts of COVID-19, border crossing times were measured "as is" to establish a baseline and understand the current situation at the Kazungula Bridge OSBP.

1.2.2 The Endline TMS

The end line TMS was conducted in June 2024 before the end of the project in March 2025 to measure the impact of improvements resulting from project activities. It will also identify remaining challenges and solutions. The Endline TMS is expected to be conducted similarly to be compared with the Baseline TMS under the project.

1.3 Time Release Studies/Time Measurement Surveys Activities in Botswana

The Kazungula Bridge OSBP baseline survey acted as a capacity building for Time Measurement surveys in Botswana, a similar study is being carried out at the Trans Kalahari corridor - Mamuno.

1.4 Summary of TMS activities at Kazungula OSBP

Table 1-1 shows a summary of TMS activities conducted at Kazungula OSBP Botswana side.

Table 1-1: Summary of TMS activities

No	TMS Activities	Date
1	**Kazungula TMS Planning Meeting (Virtual) for discussion on the interim TMS activities**	**04 Dec 2023**
	The first meeting of the Kazungula TMS Team was held on 04 December 2023. The meeting was attended by the members of the Kazungula TMS Team, consisting of members from the Botswana Unified Revenue Service and the members of the JICA OSBP Team.	
2	**TMS Activities and Documentation**	**02 Feb 2024**
	The agenda was: (i) Discuss the end line survey, (ii) Activity plan and participation details, (iii) TORs and (iv) Enumerator requirements	

No	TMS Activities	Date
3	TMS TORs feedback review meeting.	25 March 2024
4	Virtual End line Survey Meeting	28 May 2024
5	Enumerators recruitment	30- 31 May 2024
6	TWG Implementation meeting	11 June 2024
7	Enumerators Training	12 June 2024
8	Mock Survey	13 June 2024
9	Live Survey Day 1	14 June 2024
10	Live Survey Day 2	15 June 2024
11	Live Survey Day 3	16 June 2024
12	Live Survey Day 4	17 June 2024
13	Live Survey Day 5	18 June 2024
14	Live Survey Day 6	19 June 2024
15	Live Survey Day 7 End of the survey, awarding of certificates to enumerators End of the survey, awarding of certificates to enumerators	20 June 2024
16	Data validation and capturing in Gaborone	5- 9 August 2024
17	Report writing in Kazungula	26-30 August 2024

No	TMS Activities	Date
18	Report Validation	24 October 2024
19	Report Launch	7 November 2024

1.5 Project Preparation

The TWG members together with the JICA technical team went on the ground to do process mapping to ascertain areas that will require the physical presence of enumerators and allocation of TWG members. In other areas, the team considered collecting data directly from the available systems.

1.6 Objective of the End line TMS 2024

Main objective of the TMS is to identify the overall cargo release time for imports, exports, and transit. It also sought to establish the time taken for the control of passenger movement at Kazungula Bridge OSBP and to get the views of the community survey on the business environment after the commission of the bridge. It is also meant to make recommendations on the key issues observed and derived from the data analysis. The end line study sought to compare the time stamps with the Baseline survey and assess if recommendations from the baseline report have brought an improvement.

The TMS data can be used to analyse the distance covered towards desirable targets. It is desired that the study should aim at identifying areas of bottlenecks which could be improved. For these reasons, the dwell time for cargo release is measured on a sample basis, from the time of arrival of goods till the physical release of cargo by the custodian. In export, the dwell time is measured from arrival of cargo to custodian facility till departure of the goods by mode of transport.

The overall or Average Release Time (ART) is calculated for import, export, and Transit. The sample study was undertaken for declarations filed from 14th to 20th of June 2024, for which release order or export release was done or granted on or before 20th June 2024.

The data collected from three regimes from the 14th to the 20th of June 2024 from the Kobo tool is as tabulated below:

Table 1-2: Data Collected for Imports, Exports, and Transit

Regime	Statistics
Imports	17
Exports	40
Transit	1131 (498 outward, 633 inward)
Total	1188

There were 26 trucks empty for outward transit and 217 for inward transit.

1.7 About Kazungula Bridge OSBP

Kazungula Ferry Border was among the busiest when it comes to transit cargo in the north-south corridor. It was upgraded to Kazungula Bridge OSBP which became operational in May 2021. Kazungula Bridge OSBP covers an area of 10,000 meters. It houses most government agencies namely:

- Port Health
- Veterinary Services
- Plant Health
- Botswana Unified Revenue Service
- Botswana Police Service
- Department of Immigration and Citizenship

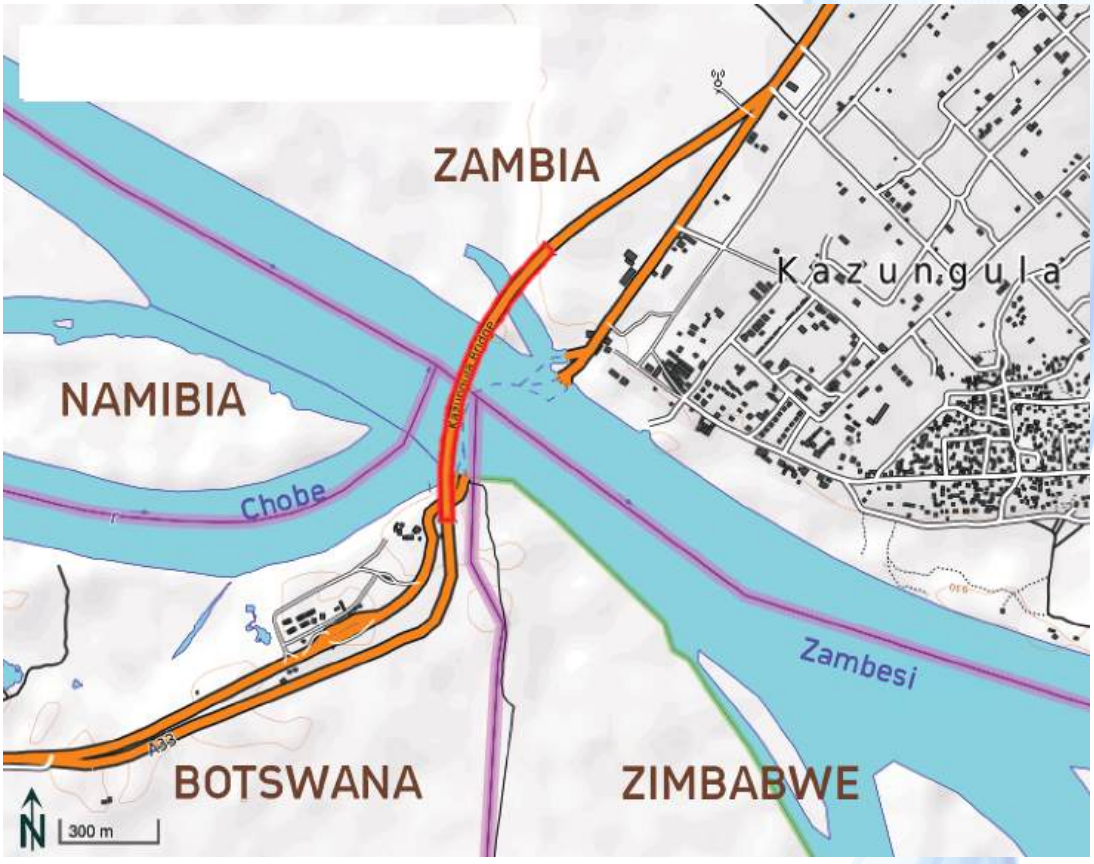


Figure 1-1: Kazungula Bridge OSBP Aerial Map

Chapter 2: Cross Border Movement of Cargo in Botswana

2.1 Borders and Throughput

The Republic of Botswana has twenty-eight (28) borders dotted along the borderline, with four (06) International Airport border controls as shown in the figure below.

Figure 2-1: Map of Botswana Showing Ports of Entry



***Pandamatenga, Kwando, Mabolwe, Zanzibar and Dobe do not have Customs Officials.

Kazungula Bridge OSBP ranked the highest in revenue collection when compared to other borders during the survey period and in the 2023 to 2024 financial year. This revenue includes collections for other Government agencies. Refer to Tables 2.1 and 2.2.

Table 2-1: Ranking of Top 10 Ports of Entry and Clearance by Revenue Collected in 2023-2024

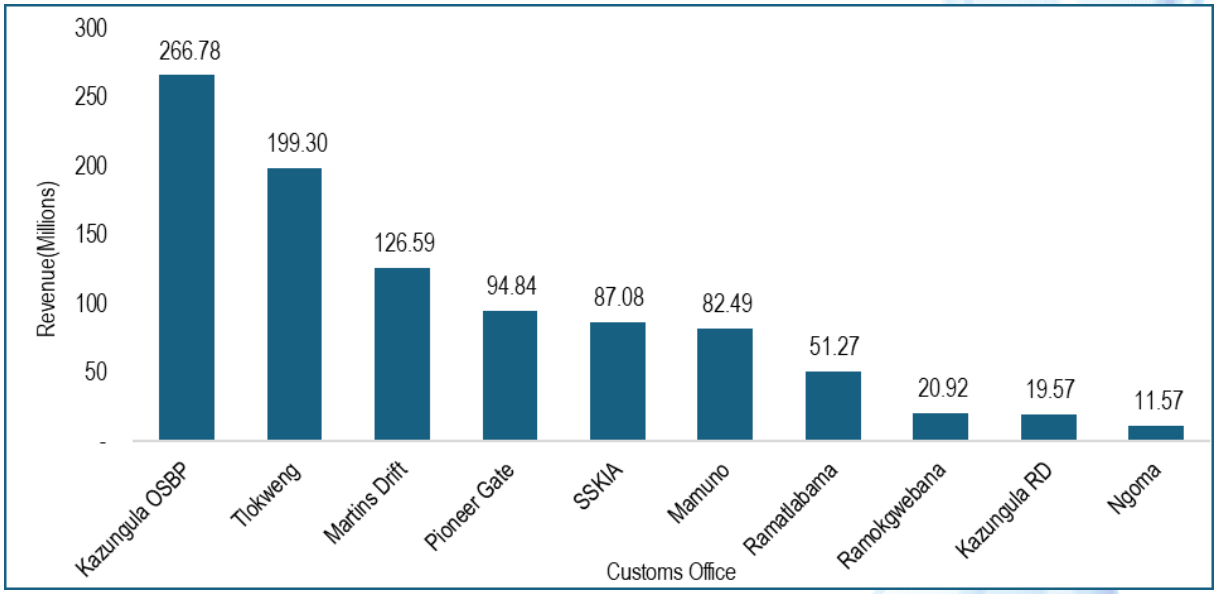
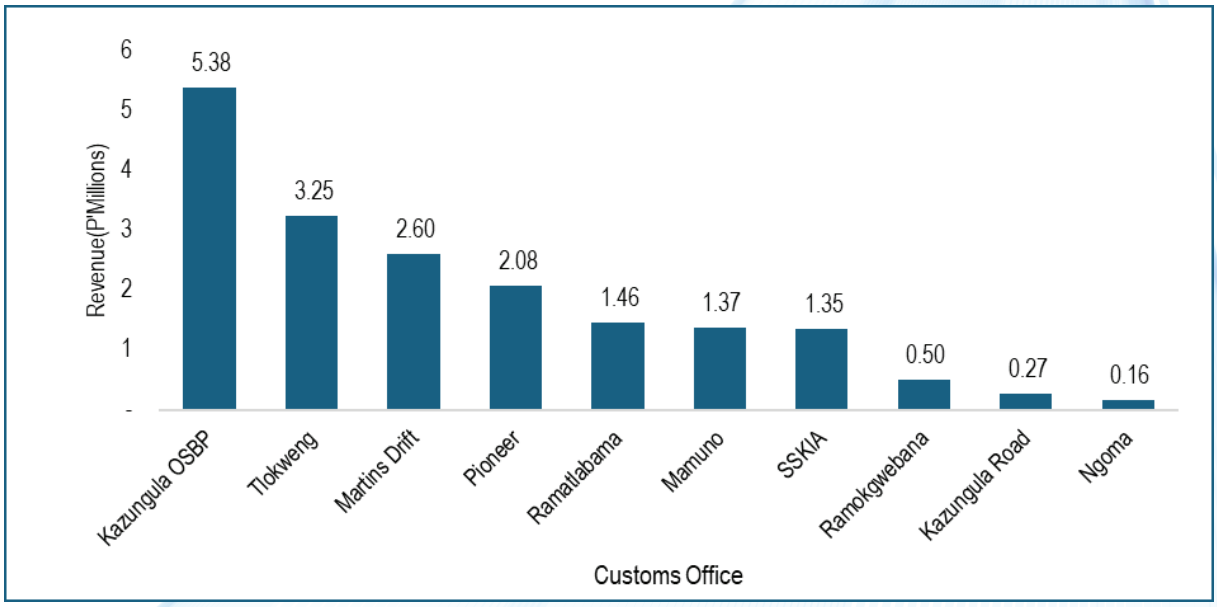


Table 2-2: Revenue Collection During The Period Of The Survey



2.2 Commodities passed through the Kazungula Bridge OSBP

2.2.1 Imports

Imports through the Kazungula Bridge OSBP are mainly agricultural produce from Zambia, mainly Bran, sharps, and other residues, of maize (corn). There were 17 import declarations made during the survey period. The agricultural product requires inspection by the Agriculture officials, and these products require import permits. The main import is Bran Sharps and other residues of Maize as per the table below.

Table 2-3: Top Ten Imports through Kazungula Bridge OSBP During the Survey

	HS CODE	DESCRIPTION	NUMBER OF DECLARATIONS
1	23021000	Bran, sharps and other residues, Of maize (corn)	8
2	69074000	Finishing ceramics	7
3	07142090	Other Sweet potatoes	6
4	07133990	Other (other beans (Vigna spp., Phaseolus spp.)	3
5	63090017	Other worn clothing	3
6	17031000	Cane molasses	3
7	61091000	T-shirts, singlets and other vests, knitted or crocheted, Of cotton	3
8	12024200	Ground-nuts, Shelled, whether or not broken	2
9	65050099	Other hats and other headgear, knitted or crocheted, or made up from lace, felt or other textile fabric, in the piece (but not in strips), whether or not lined or trimmed	2
10	61101190	Jerseys, pullovers, cardigans, waistcoats and similar articles, knitted or crocheted, of wool	1

Table 2-4: Top Twenty Imports through Kazungula Bridge OSBP during the 2023/24 Fiscal Year.

	HS CODE	DESCRIPTION	NUMBER OF DECLARATIONS
1	23021000	Bran, sharps and other residues, Of maize (corn)	513
2	31052000	Mineral or chemical fertilisers containing the three fertilising elements nitrogen, phosphorous and potassium	481
3	12024200	Ground-nuts, Shelled, whether or not broken	424
4	69074000	Finishing ceramics	270
5	17031000	Cane molasses	183
6	63090017	Other worn clothing	128
7	12019000	Other (Soya beans, whether or not broken)	98
8	74081100	Of which the maximum cross-sectional dimension exceeds 6 mm	74
9	07133490	Other (Bambara beans (Vigna subterranean or Voandzeia subterranean))	56
10	07133990	Other (other beans (Vigna spp., Phaseolus spp.)	50
11	33030090	Other (Perfumes and toilet waters)	38
12	07142090	Other Sweet potatoes	38
13	08045010	Fresh Guavas, mangoes and mangosteens	36
14	23063000	Oil-cake and other solid residues, Of sunflower seed	31
15	23040000	Oil-cake and other solid residues, whether or not ground or in the form of pellets, resulting from the extraction of soya-bean oil	31
16	64039990	Other footwear, with outer soles of rubber, plastics, leather or	30

		composition leather and uppers of leather	
17	07133390	Other (Kidney beans, including white pea beans (Phaseolus vulgaris))	25
18	61044200	Women's or girls' dresses, Of cotton	22
19	44021000	Wood charcoal (including shell or nut charcoal), whether or not agglomerated, Of bamboo	21
20	58081000	Braids in the piece	21

2.2.2: Exports

There were 43 export declarations processed at Kazungula Bridge OSBP during the study period, and for the financial year 2023/24, there were 1,940 export declarations processed. The most frequent commodity exported through Kazungula Bridge OSBP at a tally of 676 declarations, was motor vehicles principally designed for the transportation of persons as stated in table 2.5 below, which were being exported from customs bonded warehouses.

Table 2-5: Exports through Kazungula Bridge OSBP during the 2023/24 Fiscal Year.

	HS CODE	DESCRIPTION	NUMBER OF DECLARATIONS
1	87032490, 87032390,	Motor cars and other motor vehicles principally designed for the transport of persons (excluding those of heading 87.02), including station wagons and racing cars:	676
2	87042190, 87042290	Motor vehicles for the transport of goods:	296
3	11031310	Maize meal not further processed other than by the addition of minerals and vitamins not exceeding 1 per cent by mass of the final product, solely for the purpose of increasing the nutritional value	120
4	11031390	Other (Groats and meal of maize (corn))	85

5	68101100	Building blocks and bricks	61
6	25010090	Other Salt, pure sodium chloride or sea water	44
7	39251000	Reservoirs, tanks, vats and similar containers, of a capacity exceeding 300 li	40
8	01022100	Pure-bred breeding animals (cattle)	34
9	39174000	Fittings	31
10	11031100	Groats and meal Of wheat	30

2.2.3 Transit

Most of the cargo that pass through the Kazungula Bridge OSBP are commodities exported from Zambia or beyond (DRC Congo) to South Africa or beyond. The most common south bound commodities transiting through Kazungula Bridge OSBP are various types of mined minerals.

2.2.3.1 Top Ten Outward Commodities through Kazungula OSBP During the Period of Survey

Table 2.6 illustrates north bound commonly used HS codes passing through Kazungula Bridge OSBP, where HS- code 99999900 is the most frequently used. The study noted that Botswana introduced a consolidated HS- code 99999900 for declaration of multiple goods in one vessel. The idea is good for trade facilitation, on the other hand, it poses a challenge to monitor transits if all goods have made exit, difficulty for implementation of electronic data exchange and trade statistics. It also makes it difficult to implement risk management parameters.

Table 2-6: Top Ten Outward Commodities Through Kazungula OSBP During The Period of Survey

HS CODE	Description	No. of Declarations
99999900	Consolidated cargo for transit	359
11031390	Other (Groats and meal of maize (corn))	90
25030000	Sulphur of all kinds (excluding sublimed sulphur, precipitated sulphur and colloidal sulphur)	65
2203009010	Other Beer made from malt, With an alcohol content of 5 per cent or less	59

31029000	Other, including mixtures not specified in the foregoing subheadings	58
11031310	Maize meal not further processed other than by the addition of minerals and vitamins not exceeding 1 per cent by mass of the final product, solely for the purpose of increasing the nutritional value	55
28321000	Sodium sulphites	52
31023000	Ammonium nitrate, whether or not in aqueous solution	51
10019900	Other (of Wheat (excluding durum wheat) and Meslin)	48
87164000	Other trailers and semi-trailers	39

2.2.3.2 Top Ten Inward Commodities Through Kazungula OSBP During The Survey

The study shows that, during the period of survey, the HS Code 74031100, described as cathodes and sections of cathodes, being Copper had the highest number of declarations coming through Kazungula Bridge OSBP on the south bound direction followed by Cobalt oxides and hydroxides; commercial cobalt oxides, and Copper ores and concentrates respectively.

Table 2-7: Top Ten Inward Commodities Through Kazungula OSBP During The Survey

HS Code	Description	No. of Declarations
74031100	Cathodes and sections of cathodes	275
28220000	Cobalt oxides and hydroxides; commercial cobalt oxides	185
26030000	Copper ores and concentrates	179
69074000	Finishing ceramics	70
74020000	Unrefined copper; copper anodes for electrolytic refining	62
72023000	Ferro-silico-manganese	36
25292100	Containing by mass 97 per cent or less of calcium fluoride	25
26020000	Manganese ores and concentrates, including	20

	ferruginous manganese ores and concentrates with a manganese content of 20 per cent or more, calculated on the dry mass	
26080000	Zinc ores and concentrates	17
17031000	Cane molasses	15

2.2.3.3: Goods Value for Inward Transit

Table 2-8 below shows that goods inward transiting through Kazungula Bridge OSBP has the highest value in comparison with all transit offices of entry, these is attributed to the mine minerals transiting from Zambia and DRC.

Table 2-8: Goods Value for Inward Transit

TRANSIT OFFICE ENTRY	CUSTOMS VALUE
Kazungula Bridge	132,704,637,447.52
Martins Drift	71,006,192,355.93
Pioneer Gate	27,137,733,935.32
Tlokweng Gate	9,350,930,170.66
Kazungula Road Border	8,017,148,356.28
Mamuno Border post	7,034,289,646.93
Ramatlabama Border post	5,125,580,166.28
Ngoma Borderpost	1,219,386,449.50
Zanzibar Border post	5,357,040.39
Selibe Phikwe Rail	2,826,281.43
GABCON	1,550,284.60

2.2.3.4 Quantities of Outward and Inward Transit Declarations of Botswana Borders

During the survey period, the inward and outward transit declarations for the Kazungula Bridge Border were the second (2nd) highest across all commercial borders.

Table 2-9: Quantities of Outward and Inward Transit Declarations of Botswana Borders during the Survey Period

TRANSIT OFFICE	NO. OF DECLARATIONS	
	Outward	Inward
Martins Drift	1,811	1,967
Kazungula Bridge	896	956
Pioneer Gate	813	868
Ramatlabama Borderpost	461	476
Tlokweng Gate	425	458
Mamuno Borderpost	318	436
Ramokgwebana Borderpost	183	192
Ngoma Borderpost	91	92
Kazungula Road Border	38	38

2.2.3.5 Quantities of Inward and Outward Transit Declaration of Botswana Borders

The inward and outward transit declarations of the Kazungula Bridge Border during the 2023/24 fiscal year were also the second (2nd) highest across all commercial borders.

Table 2-10: Quantities of inward and outward transit declaration of Botswana Borders

TRANSIT OFFICE	NO. OF DECLARATIONS	
	Outward	Inward
Martins Drift	85,850	96,576
Kazungula Bridge	41,445	47,930
Pioneer Gate	31,469	35,291
Tlokweng Gate	17,152	20,436
Mamuno Borderpost	15,144	19,960
Ramatlabama Borderpost	14,009	16,720
Ngoma Borderpost	7,378	7,973
Ramokgwebana Borderpost	5,214	6,068
Kazungula Road Border	2,330	2,708

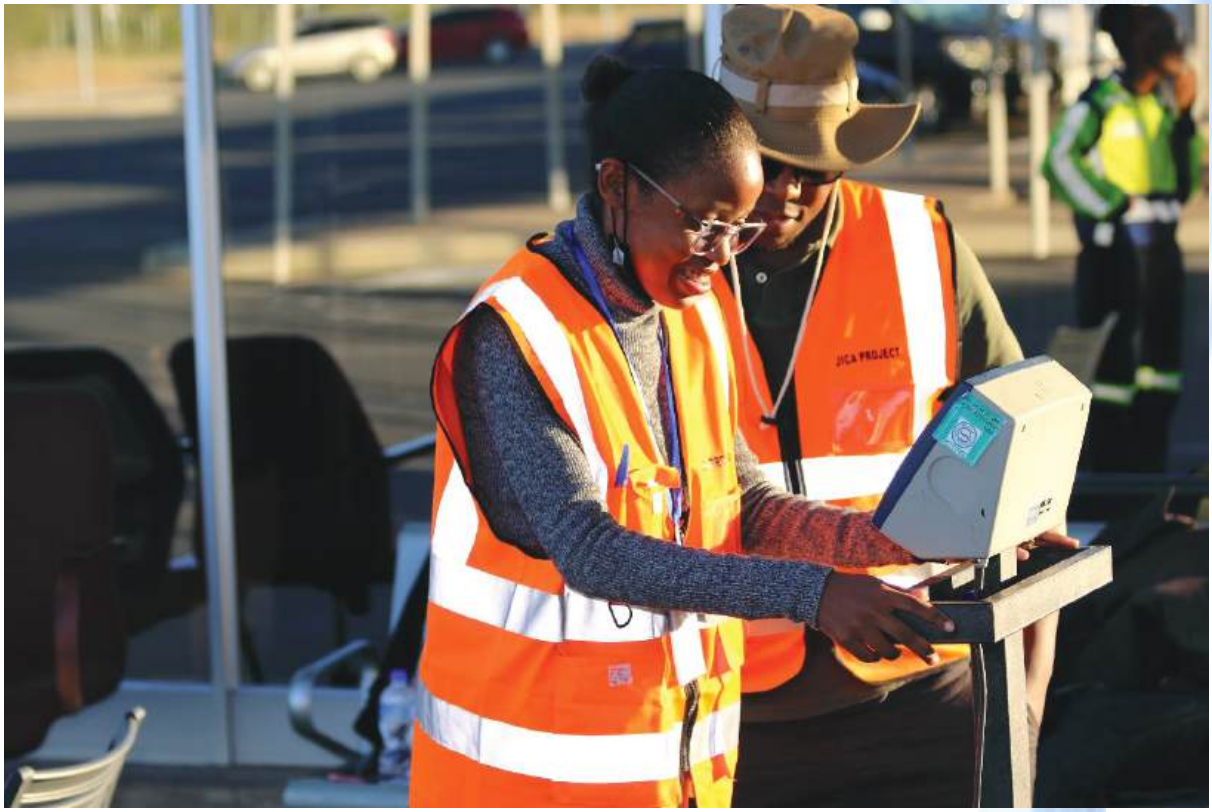


Figure 2-2: Enumerators during the test run

Chapter 3: Methodology Used in TMS

The TMS study by JICA used WCO Time Release Study methodology that followed the Time Release Guide version 3 of 2018.

The World Customs Organization (WCO) refers to Time Release Study (TRS) as:

"Tool to measure the actual time required for the release and /or clearance of goods, from the time of arrival until the physical release of cargo, to find bottlenecks in the trade flow process and take the corresponding necessary measures to improve the effectiveness and efficiency of border procedures."

3. 1 Preparation Stage

BURS and JICA representatives visited Kazungula Bridge OSBP Botswana and Zambia side to physically appreciate the layout and made observations of critical activities as well as the site on the (Date). Data collection points were identified, and the number of required enumerators was estimated based on the work process of border agencies Please see the Figure 3.1 below.
In addition, possible strengths and threats (SWOT) to the TMS were identified. Meetings were also held by BURS and Clearing Agents. Representatives from PGA and Private Sector from the Kazungula Bridge OSBP were identified and formed part of the TWG. Training was then conducted for all selected members.

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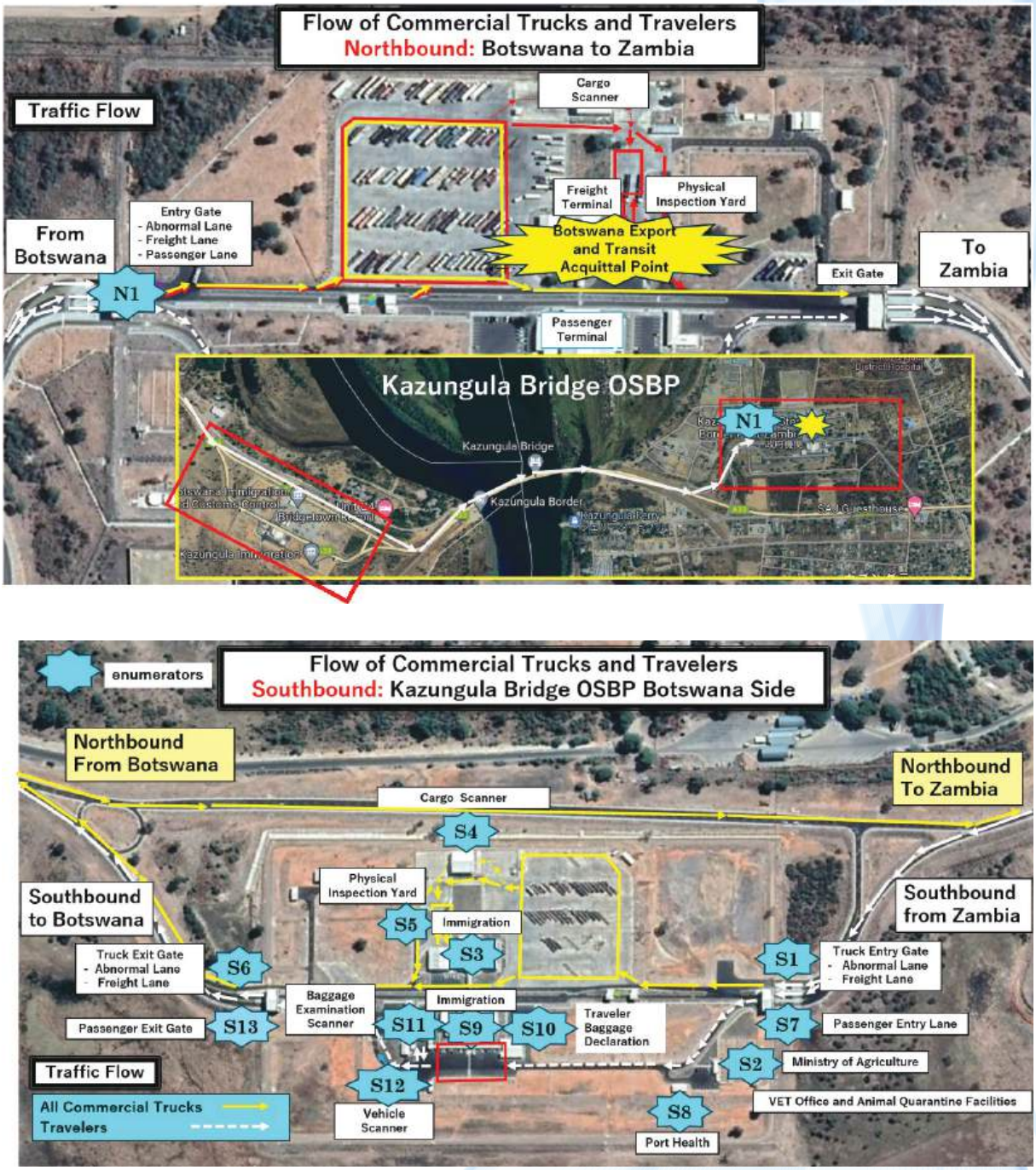


Figure 3-1: Process Mapping and Allocation of Enumerators

3.2 Scope

The report focused on declarations filed during the sample period from the 14th to the 20th of June 2024 for which release was granted on or before the 20th of June 2024. The resultant data obtained was analysed and interpreted. However, declarations from CMS

with complete time stamps beyond the survey date have been included for the calculation of average and detecting stages of delays in the clearance process.

3.3 Exclusions

Exclusions in the study are as below, which are in line with the TORs for conducting TMS 2024:

- Declaration where Exit was not granted on or before 20th of June 2024.
- Declaration submitted during the study period but related to vessels granted entry inwards after 20th June, 2024.
- Insufficient data that did not match with exit gate data
- Outliers – Extreme values
- Arrival before 14th June 2024

3.4 Data Collection and Recording

Data was collected with the help of enumerators using a digitalized Kobo tool form, manual forms were used only as a backup at stations which had congestion also as a backup when devices had low power. While the Customs systems data was extracted with the help of ICT officer from BURS and Immigration data was from passport and border control system. Data collection was done for seven days continuously, there was no extension of study days. There was a community impact survey conducted side-by-side with the main Survey, to get user experience at the One stop border post.

3.5 Data Analysis and Findings

The data was analyzed by TWG with the help of JICA technical team on 5th to 9th August 2024. The findings and recommendations are indicated over the next pages.

The import cargo clearance time is taken as arithmetic mean of time taken between arrival of cargo and its release into the economy. The definition of release time remains the same for advance/prior/normal declaration. Average Release Time (ART) is calculated from cargo arrival time to release time by Customs. Time taken from cargo arrival time to exit gate by Custodian is analyzed separately as dwell time. Release of cargo is the last process in the declaration process, while the exit note is the last process in the physical acquittal of the goods.

3.6 Report Writing and Validation

The draft report was done from 26th to 30th August 2024 in Kazungula OSBP. Draft report was sent for consideration by leadership on the 30th August 2024. Validation was conducted in October 2024.

3.7 Report Launch

The report's launch is tentatively planned to take place in November 2024. It will be graced by BURS Commissioner General, Senior Management of Partner Government agencies and other relevant stakeholders with the report ultimately submitted to the National Trade Facilitation Committee and JICA.

Chapter 4: Data Analysis

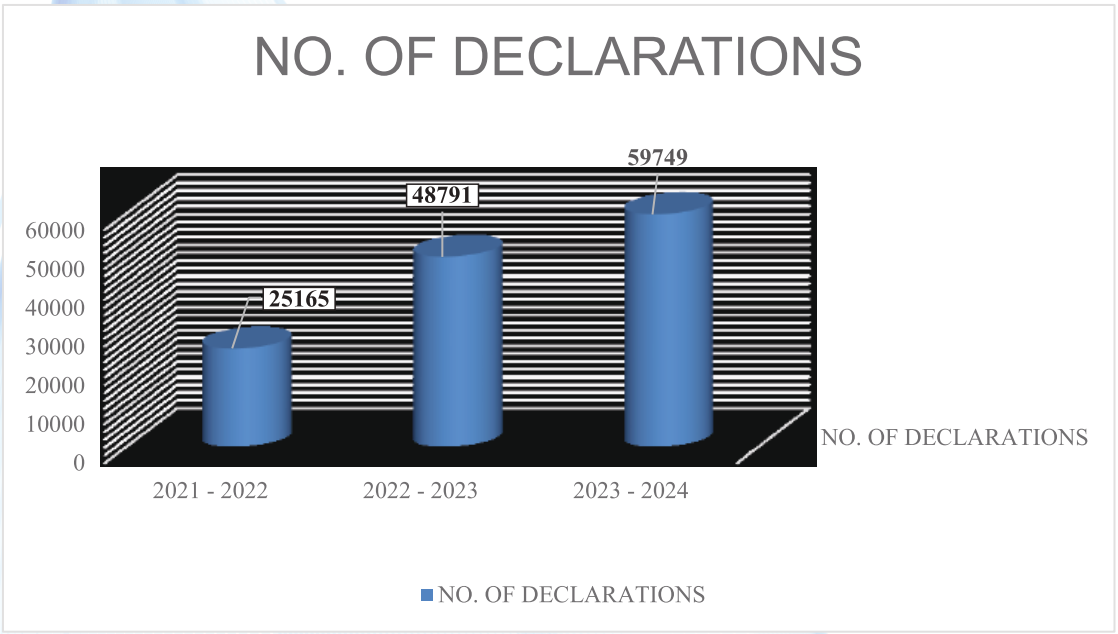
The data analysis involved matching manual records with customs system timestamps to identify bottlenecks through a stage-wise analysis.

Traffic volume since OSBP implementation May 2021.

Table 4-1: OSBP TRAFFIC AND DECLARATIONSPER FINANCIAL YEAR

FISCAL YEAR	PASSENGERS		VEHICLES		TRUCKS	
	IN	OUT	IN	OUT	IN	OUT
2021/22	71,305	67,943	5,310	5,500	29,664	35,520
2022/23	84,418	77,805	6,780	7,167	40,731	46,412
2023/24	159,203	146,085	13,020	13,625	78,503	88,166

The graph below represents the total number of declarations processed in Kazungula OSBP since opening.



The graph shows that there has been a 137% increase in number of declarations over the three years since opening of the border.

4.1 Import

Primarily, the Customs IT System is the data source for import study, matched with manual data collected at various points by the enumerators. Wherever necessary, data has been obtained from Custodians such as Plant Health, Veterinary Services, and Immigration. Further, the study covered the measurement of arrival and exit time from the customs control, passenger clearance, physical examination and impact of RMS and participation of PGA.

Import Clearance Procedures

The stages for import clearance are as follows.

Submission of Bill of Entry (BE) to Release

1. Necessary permits must be acquired before importing some commodities, such as live animals and their products, medicines, and plants.
2. The bill of Entry can be submitted in advance of the truck's arrival at the OSBP. The submission time is recorded in the BURS Customs Management System (CMS).
3. The duty amount is decided and informed to the importer for payment. Customs issues a duty payment notification.
4. The importer pays the notified amount at the payment counter of OSBP or uses the e-payment system and has confirmation at the payment counter.
5. After the payment of duty, the declaration proceeds to be verified by the customs officer(s). The verification includes the HS code, origin of goods, customs valuation, and any other information vital for the declaration process.
6. Goods are selected for Scanning or Physical examination depending on Risk Management rules applied.
7. Customs release the goods.
8. Services at the OSBP include Port Health checks, Immigration, Agriculture Inspection, Payment of Bridge toll fees at BURS, customs examination, and exit formalities by BURS and Immigration.

Information Technology Risk Management System (RMS) determines the level of facilitation for goods that were subject to Risk Management process or selectivity. Facilitation or selectivity lane may be categorised either as red, green, or yellow examination. The system allows for submission, then payment before risk management triggers, in which the goods are examined before assessment, or second check assessment – in which declaration is first assessed and then a specified level of examination of the cargo carried out.

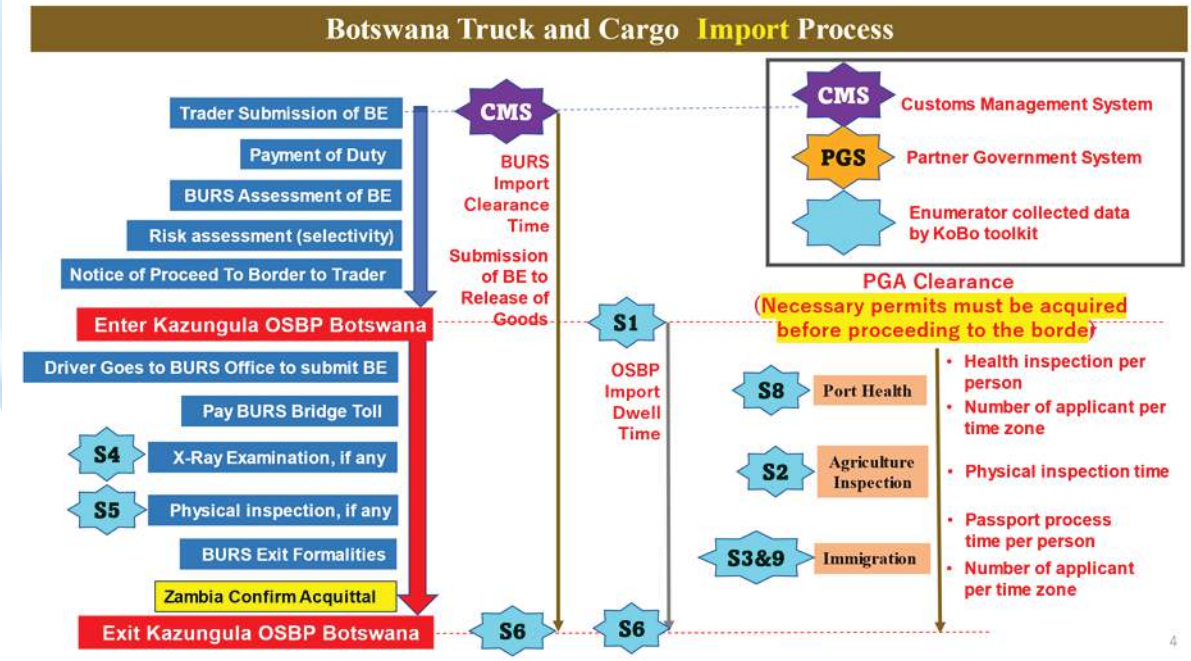


Figure 4-1: Botswana Import Process

4.1.1 Import Data Analysis

Average Release Time

Average time took from entry to exit of OSBP are as follows.

Table 4-3: Time Taken for Import Declarations (time in hrs) -Clearance Time

Description	2022	2024
Minimum	0 hours, 23 minutes	0 hours, 23 minutes
Maximum	5 hours, 48 minutes	15 hours, 32 minutes
Standard Deviation	2 hours, 19 minutes	3 hours, 14 minutes
Average Release Time	**2 hours, 39 minutes**	**3 hours, 36 minutes**

The average release time between the baseline survey and the end line survey has increased slightly by **36.19%.** This is due to the fact that X-ray scanning examination has been started since July 2023, resulting in longer processing times. The number of transactions processed have also increased.



Figure 4-2: Trucks waiting at the Kazungula OSBP

4.2 Export

Export Clearance Procedures

- Export clearance procedure requires the filing of an electronic customs declaration that can be lodged in advance by the declarant.
- Necessary permits to be acquired before the export of some commodities, for example, live animals and their products, goods listed under CITES, newspapers, and maize meal.
- Final release of goods is done at the Border.

Generally, the Bill of Entry processing by Customs is done before the arrival of goods at the Customs border, hence this domestic stage is to be encouraged.

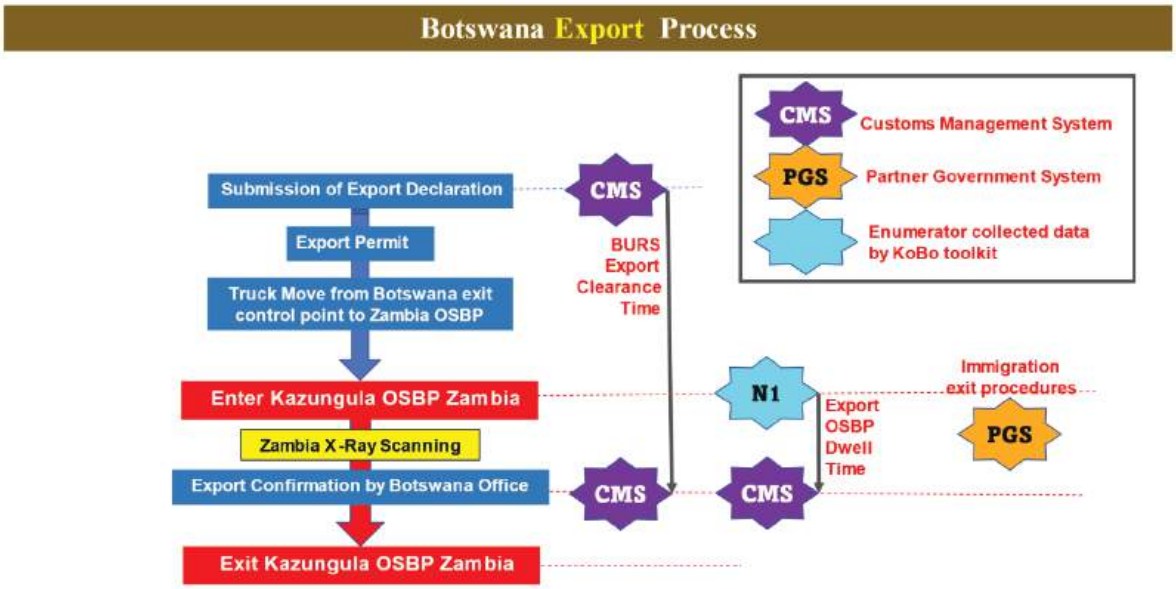


Figure 4-3: Botswana Export Process

4.2.1 Export Data Analysis:

Average Release Time (ART) is the arithmetic mean of release time for each declaration taken separately. In the absence of non-availability of data was arrival of goods for export and gate out of goods for export. ART is calculated based on the submission of declaration to issue of release order.

Table 4-4: Time Taken for Export Declarations (time in hrs) – Clearance Time

Description	2022	2024
Minimum	0.00	0 hours 4 minutes
Maximum	5 hours 52 minutes	10 hours 33 minutes
Standard Deviation	2 hours 56 minutes	2 hours 59 minutes
Average Release Time	**1 hour 28 minutes**	**3 hours 01 minute**

There was an increase of **105.68%**. This is attributed to the fact that clearance time includes consignments that were pre-lodged but delay to proceed to the border. This also includes delays for scanning which happen on the Zambia side before Botswana Clearance.



Figure 4-4: Botswana Enumerators During Data Collection

4.3 Transit Declarations

Transit Declarations Procedures

- The study found that transit declarations do not go through processing centers. They are immediately released and facilitated without being hit by a risk management engine.
- Transit declarations are auto-released by the system. Initiation and completion of transit are done at the borders.
- Scanning for transit trucks is done based on several factors; station risk profiles, random selection, special concerns i.e., disease

Botswana Transit Process

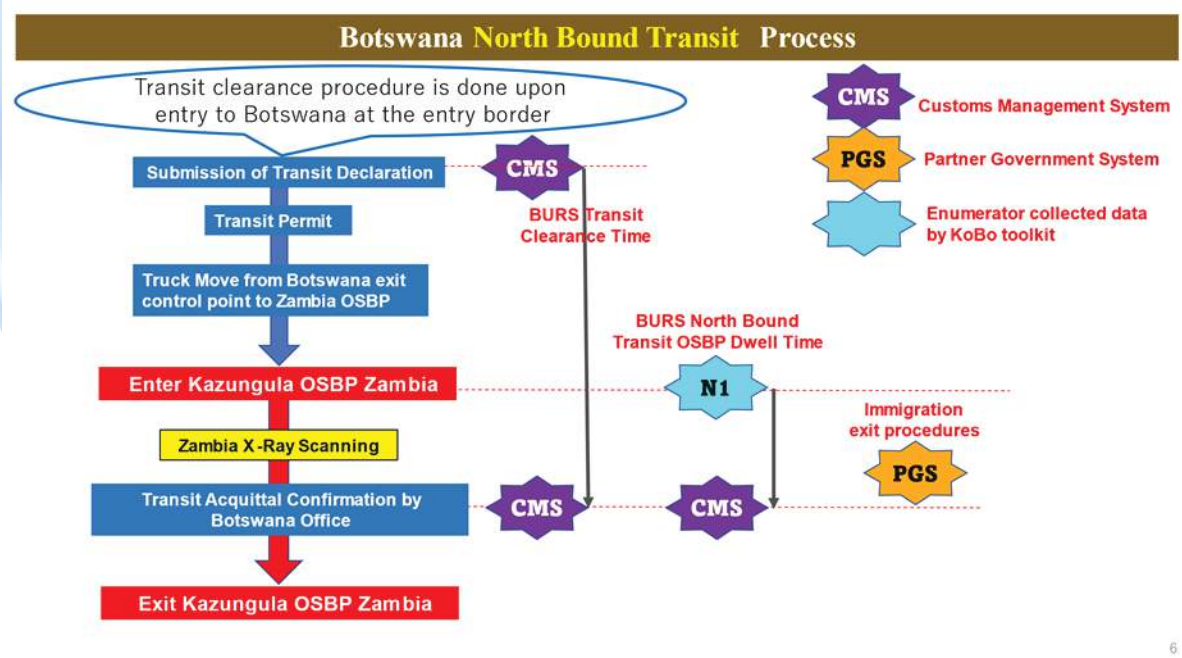


Figure 4-5: Botswana North Bound Transit process

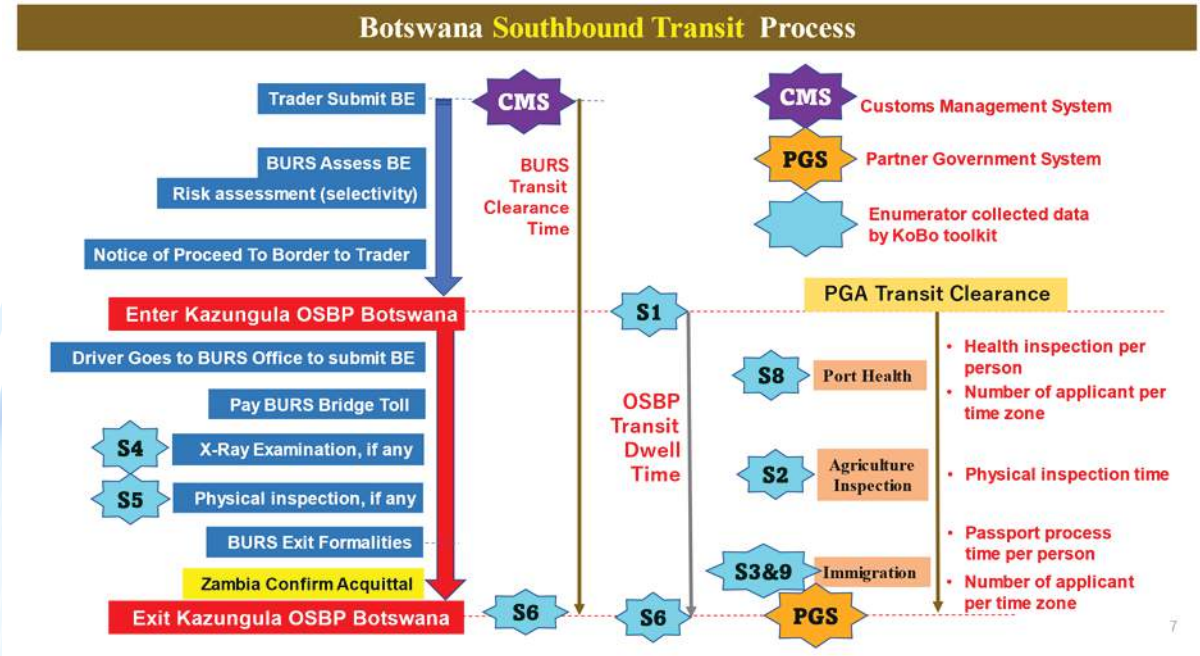


Figure 4-6: Botswana South Bound Transit Process

Transit Declarations (time in hrs)- Clearance Time

Table 4-5: Time Taken for Transit Declaration

Description	2022	2024	
		INWARD	OUTWARD
Minimum	0	00hr:17min	4hrs: 49min
Maximum	8 hr: 28 min	6 days: 05hrs: 39min	6 days: 08hrs: 15 min
Standard Deviation	4hr: 14min	1 day: 10hrs: 08min	1 day: 03hrs: 01 min
Average Release Time	**2 hrs: 7 mins**	**2 days: 22hrs: 44min**	**2 days: 08hrs: 58 min**

The study found that transit declarations do not go through processing centers. Completion of transit is done at the borders. The study shows that it currently takes on average **2 days 08 hours 58 minutes** for transit outwards and **2 days 22 hours 44** minutes for transit inwards. This time is mainly influenced by pre lodgment of declarations. The trucks may delay proceeding to the border for entry into Botswana while the declaration has already been submitted.

NB: The study found that Botswana does not require security or customs bond for transit cargo. This may lead to transit fraud, dumping of goods to the local market without paying duties.

4.4 OSBP Dwell Time

The OSBP dwell time, is the period it takes for consignments to physically enter and exit the Kazungula OSBP on average. It includes time for all other cross border activities i.e., even PGA processes. For 2022 Baseline TMS there was no separation for Inward and Outward transit.

Table 4-6: OSBP DWELL TIME

REGIME	2022	2024
Import	2hrs 26 min	3hrs 49 min
Export	1hrs 57 min	4hrs 01 min
Inward Transit	1hrs 56 min	1hrs 53 min
Outward Transit		1hrs 31 min

Exports have the highest dwell time of **4 hours 01 minutes**. Kazungula is an OSBP therefore exports and trucks transiting outward go straight to the Zambia OSBP. Transit **outward** takes **1 hour 31 minutes**; some trucks are selected for the scanner at the gate before they proceed to be released from the Botswana system for acquittal. Sometimes there are overlapping of processes on the Zambia side with Botswana processes resulting in delays.

For imports, the high time is attributed to stages in clearance such as Risk Management (Selectivity) and duty payments. These processes are carried out mostly at the Central Processing Hub in Gaborone. Some vehicles arrive at the border without pre-lodging declarations therefore have to wait in the border for payment and processing of the declaration.

4.5 Scanner Operations

The scanners were introduced in Kazungula OSBP in July 2023 with trained officers to scan vehicles and cargo. There are three scanners; the Cargo scanner for trucks and buses, Vehicle scanner for passenger vehicles and baggage scanner for accompanied baggage.

The study found that it takes **8 minutes** to scan trucks at the cargo scanner. The study found that it takes **47 minutes** for trucks to proceed to the cargo scanner from the commercial terminal where the instruction is given.

The introduction of the scanner brought with it challenges such as lighting at the cargo scanner and shortage of staff resulting in the cargo scanner being closed at 6pm while the border operates until 10pm. The study has established that there is an influx of trucks after 6pm when the scanner has closed to avoid scanning. Another observation is that trucks that are selected for scanning at the commercial terminal would delay in the border until the scanner has ceased operations for the day, some of the consignments returned from the gate to go for scanning as well would delay until it's too late for scanning.

4.6 Passenger Clearance

Passenger clearance was recorded from S7 to S13 enumeration point as per the figure below.

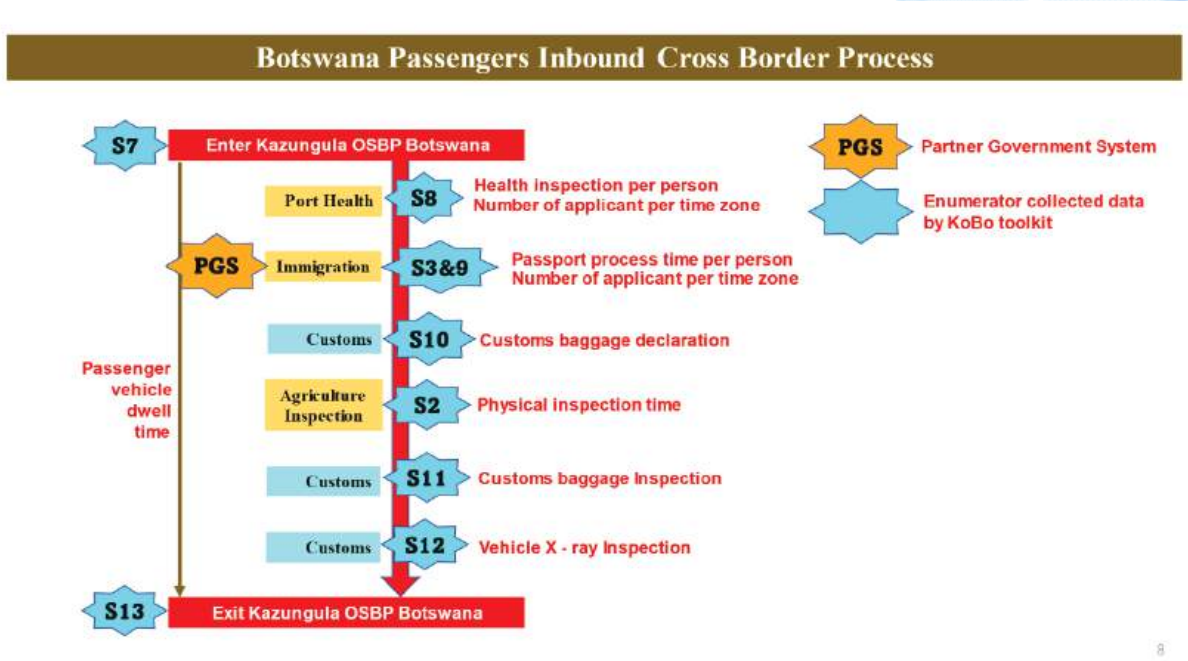


Figure 4-7: Botswana passenger inbound clearance process

Table 4-7: Passenger clearance time

Summary	Count	Avg (h:m:s)
Private Car	68	1:02:56
MiniBus	10	2:00:00
Bus	12	1:24:20
Total	90	1:12:08

From the data the study found that private car vehicles took less time to process the border formalities as compared to Buses and minibuses. This is attributed to the fact that private cars include mostly tourists who are only carrying small personal items for clearance. Whereas minibuses and buses carry small traders who would be carrying large bags of stock items for their shops requiring more clearance time.

4.8 Other Issues Observed During the Survey Period

While collecting and analysing the TMS data, below issues were also identified.

a) Advance filing of BE is to be encouraged by conducting outreach programmes. Additionally, Customs Facilitation Centres, may be effectively utilised to spread the information for filing advance BE.

b) More AEO (Authorised Economic Operator) outreach programs may be conducted to increase uptake. The study found no specific identifier for AEO on the customs system.

c) The assessed duty to be directly communicated to the importer to hasten the process of duty payment, by allowing multiple email addresses/mobile numbers for sending SMS and system notification.

d) Customs Clearance Verification (CCV) which appears to be available only to RMS facilitated BE (Bill of Entry), can also be made applicable to Non-facilitated BE.

e) Better coordination may be affected by the Freight Forwarders/customs agents, and Custodians to fasten the process of customs clearance.

f) Custodians, Freight Forwarders, and Customs Brokers may be sensitized to fasten the process of goods registration by attaching correct and necessary documentation to avoid ping-pong with customs officers.

g) Importers to be sensitised to reply to queries aptly and with relevant details in a timely manner. Further, direct communication channels with importers can be established by capturing their email ID system, to avoid delays in communication of queries, discrepancies noticed during examination, etc.

h) Establish an AEO unit in BURS to take proactive measures to facilitate clients and guide them to reduce the time taken in the clearance of non-facilitated BE.

i) Introduce a penalty for late payment of duty during working weekdays

j) Reduce the number of days for parking in the customs yard.

k) Regular training on requirements of Allied Acts to officers at physical inspection yards and importers.

l) Importer educational Material can be placed on the website and customs clearance halls, tutorial videos, requirements for imports, etc.

m) Travellers need to be encouraged to use designated parking for hazardous goods.

Chapter 5: Partner Government Agencies

The baseline study found that most agencies are operating independently at the OSBP. They are not connected to the customs system. Therefore, it was not possible to verify the time taken on one declaration other than physical data collected by our enumerators.
The end-line survey shows that Partner Government Agencies (PGAs) are still not connected to CMS.
See Table 5.1 below.

Table 5-1: Connectivity with CMS

PGA	Connected to CMS	Permit required at the border	Time Taken to Issue Permit
Veterinary	No	• Animal transit permit • Import permit • Export permit	No permits are issued at the border; permits are issued before the import of goods at the District Office
Plant Health	No	• Plant Import Permit • Agri business import permit • Phytosanitary certificate • Transit Permit • BOBS Certificate	No permits are issued at the border; permits are issued before import of goods at the Gaborone Plant Health Office and BOBS certificate service is also available in Francistown.
Immigration	No	• Issuance of VISA (visitor, transit, tourist, business) at Port of entry	15 minutes
BOBS	No	• BOBS Certificate	Permits are issued at BOBS offices
BOMRA	No	• Medicine import permit • Medicine Transit Permit	Permits are issued at the BOMRA Office within 48 hours.

Table 5-2: Agencies Operating Time at the Kazungula Bridge OSBP

	Name of Agency	No of staff deployed at the border	Agency Physically Present at th Border	Operational time	Weekend operations
1	Port Health	5	Yes	06:00-22:00	06:00-22:00
2	Veterinary Services	6	Yes	06:00-22:00	06:00-22:00
3	Plant Health	4	Yes	06:00-22:00	06:00-22:00
4	Immigration	24	Yes	06:00-22:00	06:00-22:00
5	Police	18	Yes	06:00-22:00	06:00-22:00
6	BURS	45	Yes	06:00-22:00	06:00-22:00

Figure 5-1 below shows traffic movement from the entry gate, which starts with the Veterinary process, Port Health, Plant Health, Immigration, and Customs comes last.

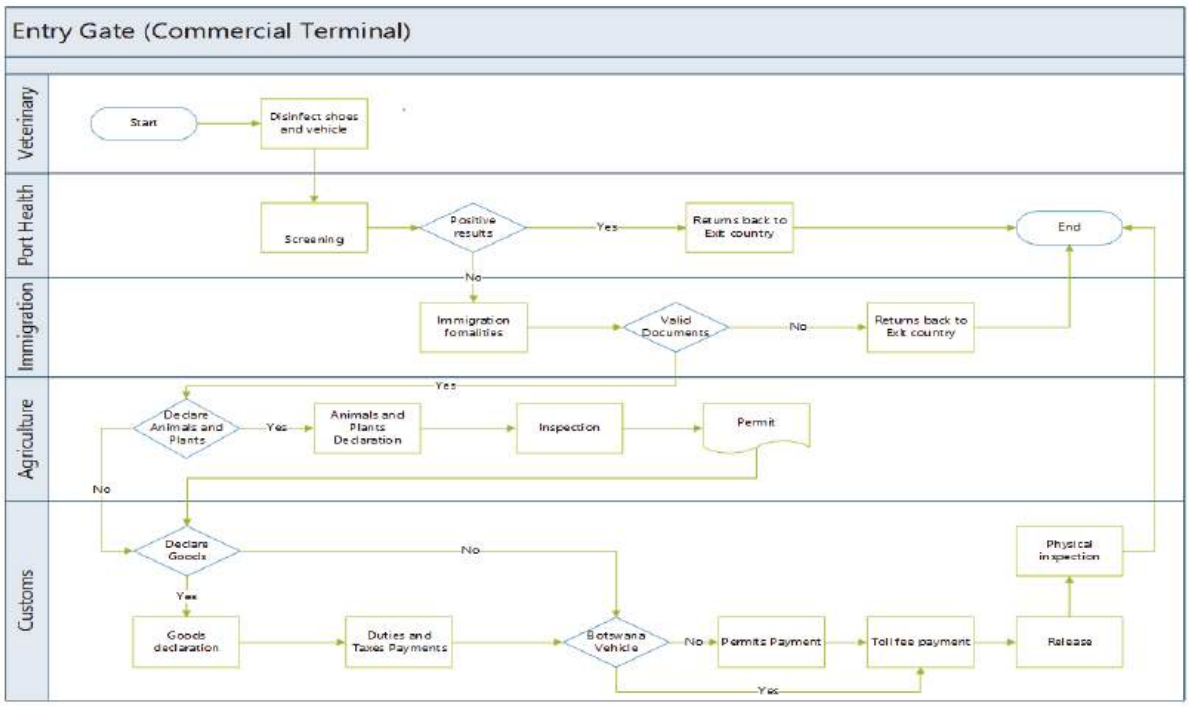


Figure 5-1: Process Flow of Entry Gate Commercial Terminal

5. 1 Port Health process

The main mandate for Port Health is to screen individuals for any emerging diseases of public health concern and to create a safe environment through inspections of food commodities, hazardous chemicals and safe transportation of mortal remains.
Port Health procedure is the first step for processing at the OSBP. The procedures are as follows and process flow is explained in the flow chart in Figure 5.2 below:

1. Traveler arrives at the border and then proceed to Port Health
2. Screening is conducted by checking travel history, Yellow Fever cards, temperature checks and physical observation for signs and symptoms
3. If the traveler is compliant to all the above during screening, he/she proceed to immigration
4. Where required, if the traveler does not have documents (yellow fever card) Port Health deny entry
5. If the traveler shows signs, he/she is placed under observation and Emergency Medical Services (EMS) is informed

If the traveler is stable, she/he proceeds to immigration for passport stamping, but if the client is not stable, Port Health helps with passport stamping and EMS transports the client to the hospital.

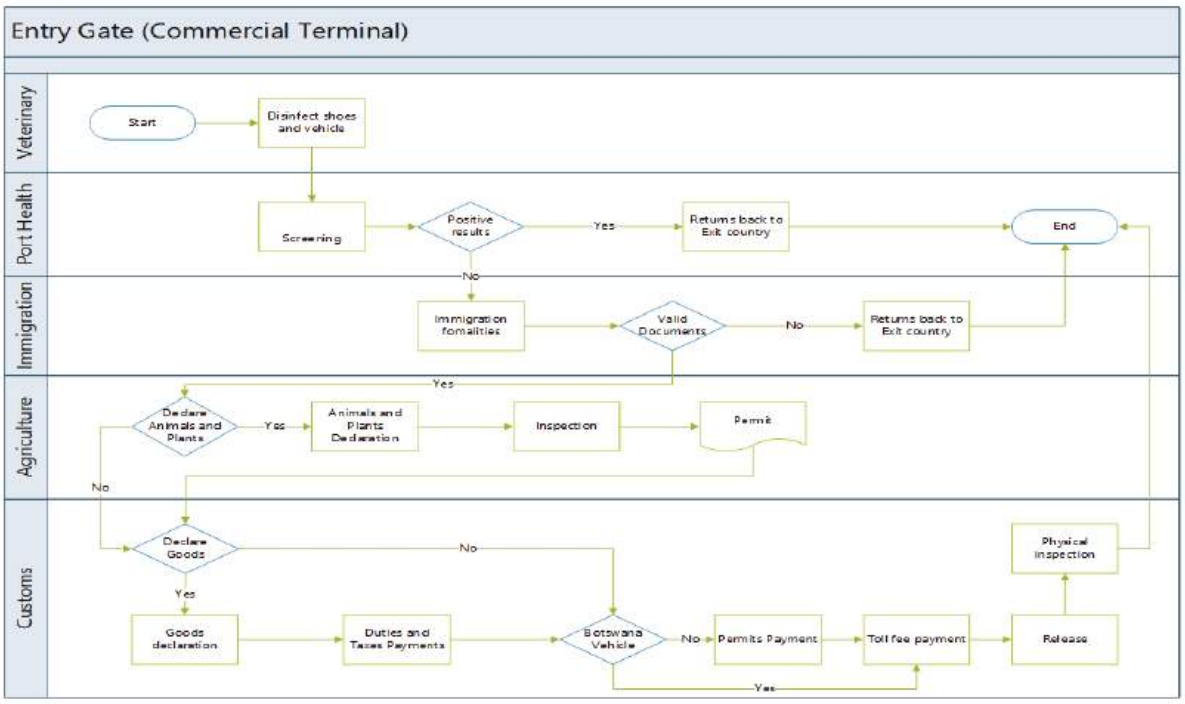


Figure 5-2: Process Flow of Port Health

The end line study showed that port health conducts screening by checking travel history, and yellow fever cards, temperature checks and physical observation for any signs and symptoms. Also during the study, food inspections were carried out for compliance with the food regulations and statutes. The study also shows that it takes **37 seconds** to screen a pedestrian, **2 minutes 51 seconds** for a bus/mini bus**, 38 seconds** for private vehicles, **1 minute 47 seconds** for tourists and **1 minute 45** seconds for a truck driver.

Average processing time for travelers is **1 minute 29 seconds**. Food inspections on average takes **4 minutes 47 seconds**. The disparities in the times is due to the fact that end line study was seeking to address all the process which are carried out by port health at Kazungula Bridge OSBP. The first study was only seeking to address the port health process during Covid 19 pandemic, on average it took **3 minutes 3 seconds** to clear travelers.

The table below shows the figures of the food inspected during the study.

Table 5-3: Food inspected during the study

DATE	COMMODITY	QUANTITY
14/06/24	0	0
15/06/24	Milkit strawberry sweets Milkit chocolate sweets Papa blow gums	1760 cases 1400 cases 1240cases
16/06/24	Milkit assorted sweets	29988kg
17/06/24	Processed sweets (Monster pop)	33846kg
18/06/24	Mageu Milkit drink	864cases 4962cases
19/06/24	0	0
20/06/24	0	0

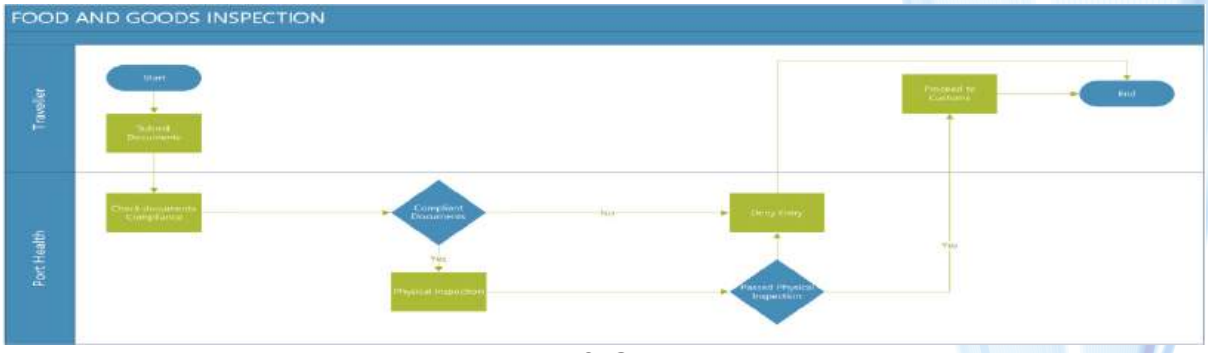


Figure 5-3: Food & Goods Inspections

- Client arrives at the border and proceeds to Port Health
- Submit documents (purchase order medicine, food invoices)
- Documents are checked and verified
- If the document is satisfactory, a physical inspection is carried out
- If the consignment is satisfactory the client proceeds to BURS
- If the consignment is not compliant it is denied entry/detained/confiscated
- If documents are not compliant the consignment is either detained/confiscated or denied entry

5. 2 Veterinary Services

Veterinary service procedures are as follows.

1. Clients submit official documents on arrival for compliance. In case of non-compliance, they are allowed to correct before denying entry.
2. If documents are consistent with consignment, a physical inspection is done for verification.
3. If does not comply, then consignment could be detained, confiscated, or deferred depending on the actual problem noticed.
4. If the consignment passes the physical inspection, then the entry is allowed and proceed to customs and other formalities.

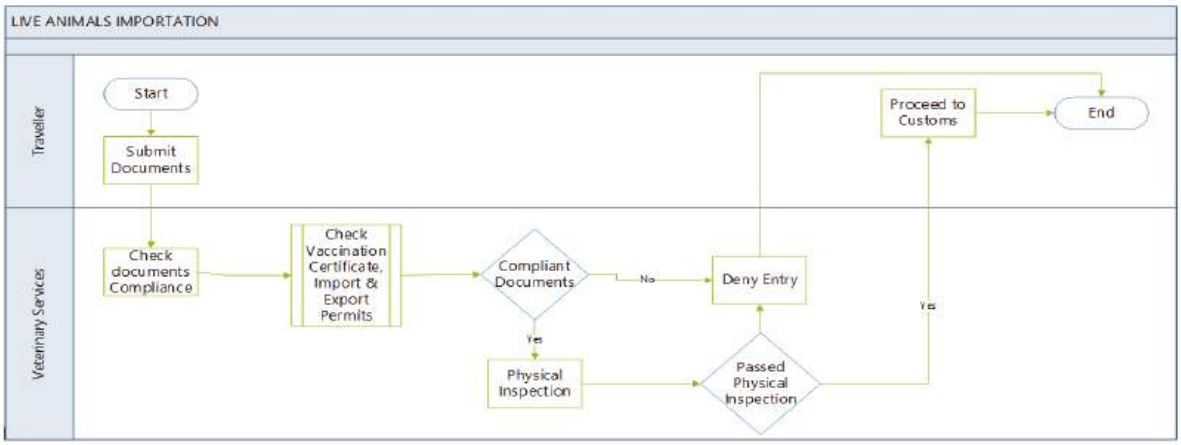


Figure 5-4: Process Flow of Veterinary

5. 3 Plant Health

Its main role is to regulate the plant and the plant materials coming in and going out of the country. It prevents the introduction, spread, and establishment of plant pests. Plant health is not connected to the Customs system; it conducts physical inspection as detailed below.

Table 5-4: Plant Health Physical Inspection

DATE	NUMBER OF INSPECTIONS	ALLOWED ENTRY	DENIED ENTRY	TONNAGE
14 June 2024	4	4	-	24.724
15 June 2024	2	2	-	18.1
16 June 2024	3	3	-	5.3
17 June 2024	6	6	-	123.5
18 June 2024	4	4	-	90
19June 2024	4	4	-	120
20 June 2024	4	4	-	123.96
TOTAL	**27**	**27**	**-**	**535.584**

The results show that during the survey **27 inspections** were conducted and they were all allowed entry as they met the import and transit conditions. **535.584 tons** of Agriculture commodities crossed during the survey. Out of the 27 inspections conducted, 9 were on transit to RSA carrying a total of 155.36 tons of goods while 18 were the imports carrying 380.224 tons of goods.

The figures show a decline in the number of consignments crossing through the border mainly because of the severe drought which affected all the regions. Zambia, who is the

main exporter of agriculture products, had controls on the export of maize bran which is also the main import product for feedlot farmers and Agri shops within the country.

The study found that it takes **8 minutes 27 seconds** to complete a physical inspection at the border by Plant Health as they do the partial inspection. There is a slight increase in time because the consignment was loaded on rigid trucks which were poorly packaged, taking more time for the inspector to complete the inspection task. In 2022 the inspection time by Plant Health was **6 minutes and 4 seconds**.

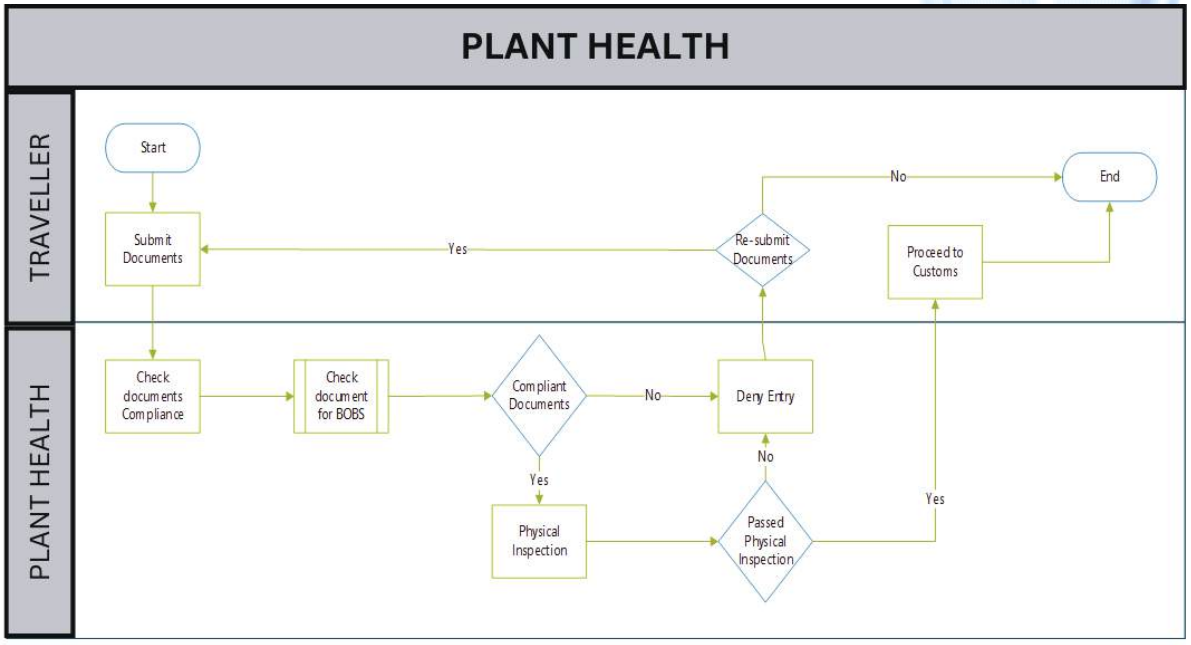


Figure 5-5: Process Flow of Plant Health

Upon arrival at the OSBP, the trader submits documents to Agriculture (Inspector) for verification of compliance with the import conditions (Permit) of the importing country. If the documents do not comply, the goods are denied entry. If the documents are corresponding with the consignment, then the inspector moves to physically inspect consignments to verify if it is what is described on all accompanying documents. If it does not comply, then deny entry. If the consignment passes the physical inspection, then it will proceed to customs for other business formalities.

5.4 Department of Immigration and Citizenship

The Department of Immigration and Citizenship mandate is provision of secure migration services through facilitation of movement of people across borders, issuance of passports, processing of VISA, Residence permits and citizenship. There are two pieces of legislation under this function, namely:

- The Immigration Act (2010) which provides for immigration issues.
- Citizenship Act (1998) which provides for granting of citizenship.

5.4.1: IMMIGRATION PROCESS FLOW AT THE KAZUNGULA OSBP

CITIZENS AND NON-CITIZENS

1. Citizens and non-citizen travelers arrive at the Botswana immigration counter from Port Health Botswana, Zambia immigration and customs clearance.
2. The travelers then submit the traveling documents to the Botswana Immigration officers for examination.
3. The immigration officer examines document (s) and the 90-day validity for non-citizens and endorses an arrival stamp. If the traveler has exhausted the 90 days, then entry is denied.
4. If the traveler is under 18 years (minor), an unabridged birth certificate is a requirement, also an affidavit from the other parent(s) if traveling with one parent or a guardian, or a court order for adoptive parents or cases of sole/shared custody.
5. For a returning resident traveler, the officer checks for the validity of permits and waivers. She/he is allowed entry if the permits are valid. If the permits are not valid, a decision may be taken to give the customer Form 7 endorse days in the passport or deny them entry.

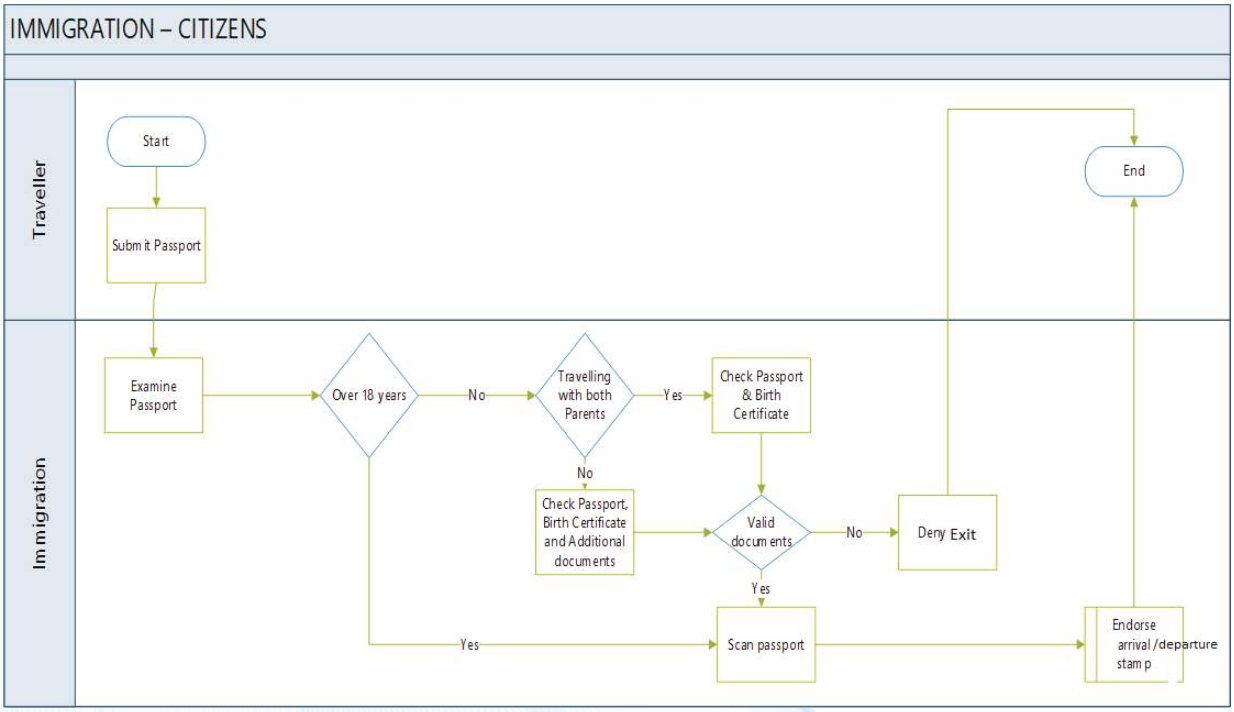


Figure 5-7: Immigration Process Flow

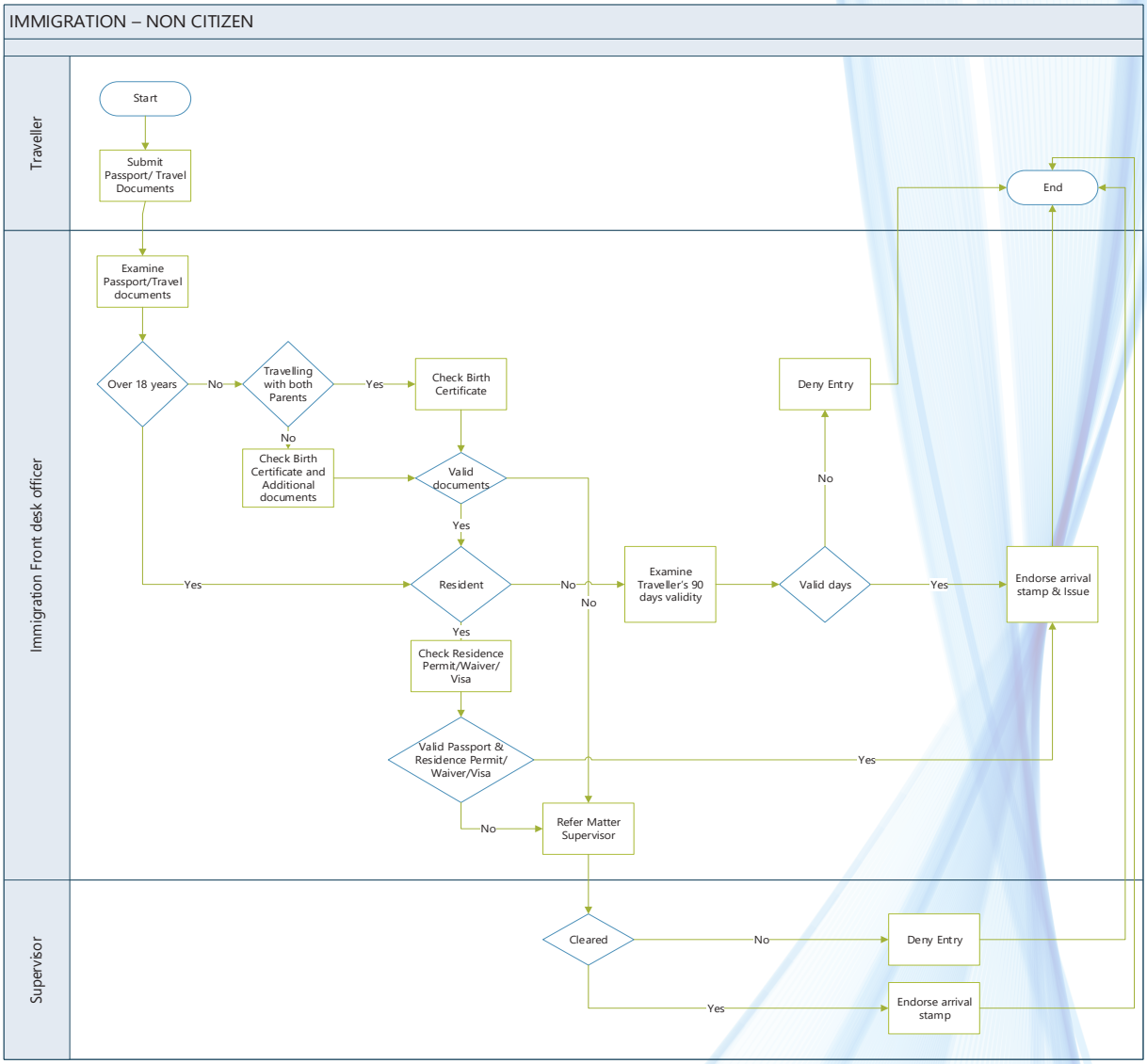


Figure 5-8: Examination Flow of Non-Citizens Entering Botswana

5.4.2: Comparison of Immigration Data Collected during End of Line Study

During the End-line study, 11,321 travelers used the Kazungula OSBP port of entry, and **5,773 arrivals,** and **5,548 departures** were recorded. As compared to the number recorded during the baseline study of 2022, of which **3,204** were Arrivals and **2,946** departures making a total of **6,150**, the number of travelers is much lower. The reason is that **2022** was a year after the COVID-19 pandemic. The movement was minimal then and travel restrictions were in place as compared to date. In addition, June 2024 also is a peak month for tourism explaining the higher numbers recorded, and so is business for truck drivers and buses who mostly use OSBP for transit to South Africa for business purposes.

African migrants mostly were truck drivers from Zambia, Zimbabwe, the Democratic Republic of Congo, and South Africa whereas overseas travelers were mostly tourists. There is also an increase of travelers using border passes, they cross into Kazungula and Kasane for groceries, another reason for the migrant influx of statistics in the year 2024 than in the year 2022. In addition, the Bridge has made it easy for travelers to cross the Zambezi River unlike during the Pontoon days, thus making trade easier.

TABLE 5-5: Comparisons of purpose of entry into Botswana

	BASE LINE STUDY (%)	END OF LINE STUDY (%)
TOURIST	1.85	21.58
TRANSIT	77.94	57.06
VISITING FRIENDS/RELATIVES	2.46	3.38
BUSINESS	15.55	13.10
RETURNING RESIDENTS	1.74	2.19
PROSPECTIVE RESIDENTS	0.077	0
OTHER REASONS	0.34	2,69
TOTAL	**100**	**100**

5. 5 Police presence at OSBP

Police officers are deployed at the border daily, to detect and prevent illegal entry and smuggling of aliens, and illegal substances such as drugs and narcotics into the country and also detect any offences that may occur inside the border. Police officers also enforce all of the criminal provisions of the Immigration and Nationality laws. They also work with sniffer dogs to uncover concealed items. They conduct searches on every visitor entering the country, i.e., vehicles, and pedestrians. Police officials do escorts for any officials when needed. They protect life and property as their mission stands.

They also work in partnership with the security guards who man the entrance and exit gates at the border. Security guards' registers person or vehicle entering and leaving border premises.

Police work 24/7 at the border. They use the available technology to do their work in the background. There are a total of 18 officers deployed at the OSBP to provide security. On average it takes five minutes to conduct a body search.



TWG Member presenting during the Enumerator Training

Table 5-6: Cases recorded during the survey

OFFENCE	JUNE 2022	JUNE 2024
Unlawful remaining in Botswana	1	1
Aiding and Abetting unlawful stay	1	0
Overstaying in Botswana	0	1
Failure to present yourself before Immigration Officials	3	1
Altering a false document	0	1
Working in Botswana without a work permit	1	1
TOTAL	**6**	**5**

NB: All cases were completed by way of admission of guilt.

The table above shows that there was a slight decrease in the detection of offenses, where in 2022, 6 cases were detected as compared to 5 cases in 2024.

5. 6 Customs Import Process Map As-Is

The trader shares documents with the clearing agent to start the clearance process. The agent then commences the pre-lodgment of goods by creating an import declaration and attaching supporting documents. The declaration process starts with submission,

payment, valuation, and Risk (Documentary Check or Physical Examination) before goods can be released.

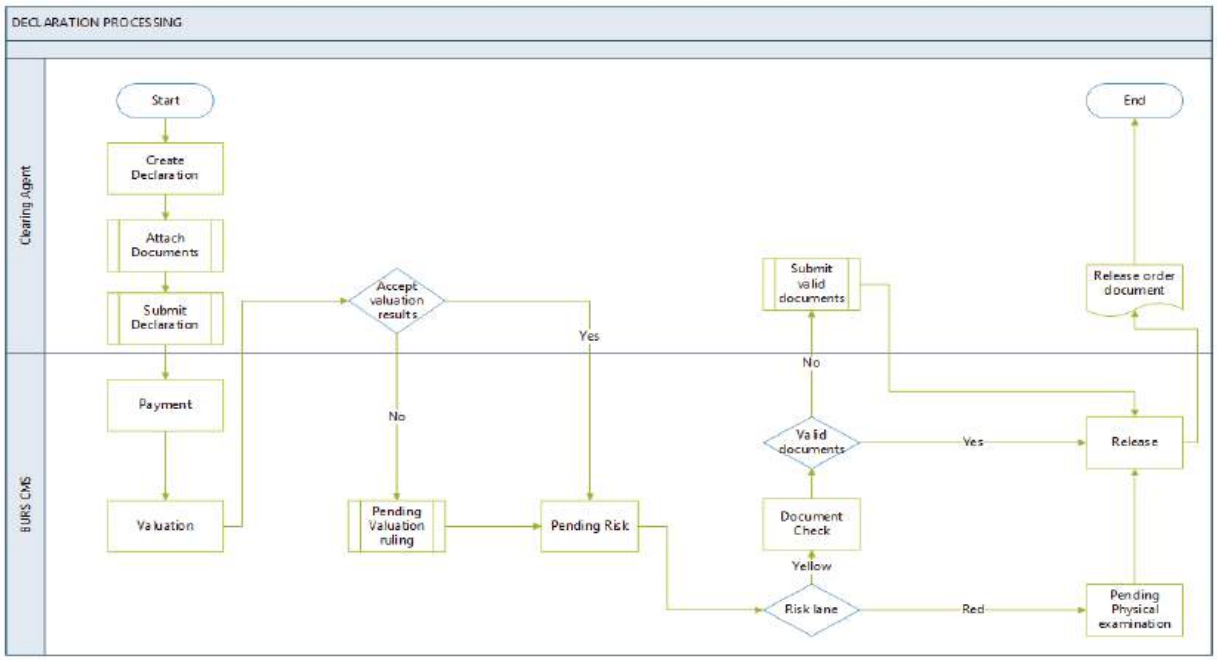


Figure 5-11: Customs Import Processing Flow

Standard documents requirements

- Invoice
- Bill of lading and transport documents
- Permits and licenses
- Certificate of Origin

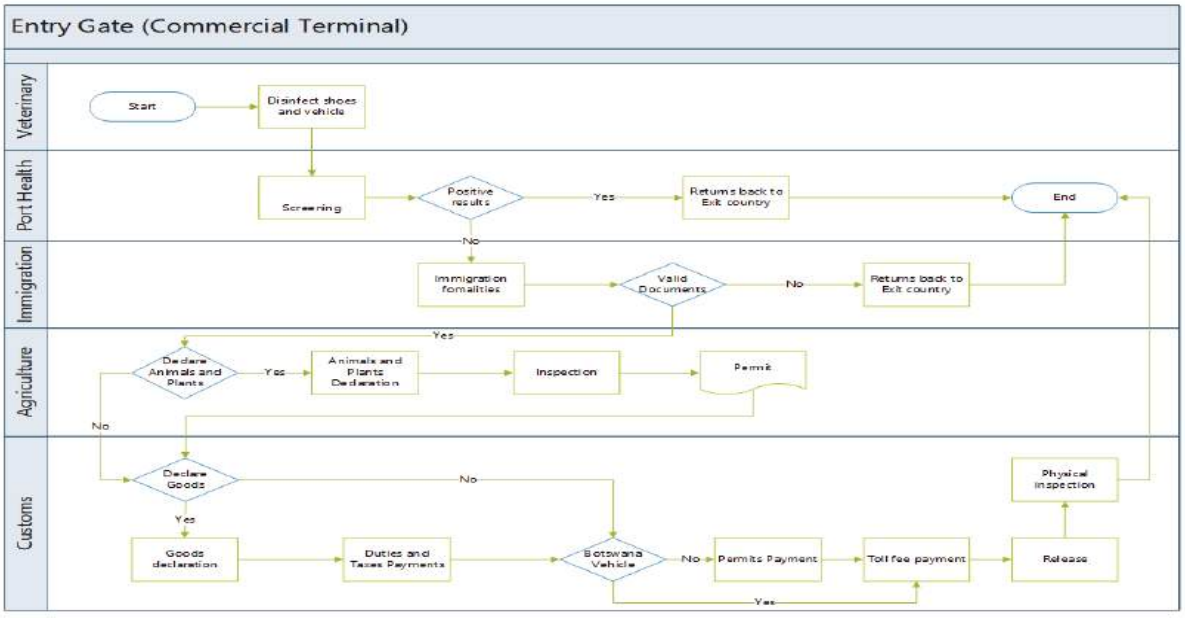


Figure 5-12: Passenger Clearance Process Flow

The study found out that passengers importing second hand goods (shoes) into Botswana are made to dip their shoes (fomites) in a 4% sodium carbonate solution to disinfect the articles. This is done on each pair of shoes and consumes a lot of time in the clearance process. For transit, the consignment is sealed in a sealable container to avoid delay.



Figure 5-13: TWG preparing for early morning enumerator stand up meeting

5. 7 Botswana Bureau of Standards

The study found out that Botswana Bureau of Standards (BOBS) is not present at the Kazungula Bridge OSBP. Therefore, functionalities of BOBS have been delegated to BURS and the Department of Crop Production, who conduct inspections and documentary checks on their behalf. However, the inspections are not done jointly. BOBS has also on boarded on the BURS Customs Management System Other Government Agency (OGA) Module for application and approval of online permits, for commercial businesses, while non-commercial consignments are still a manual process.

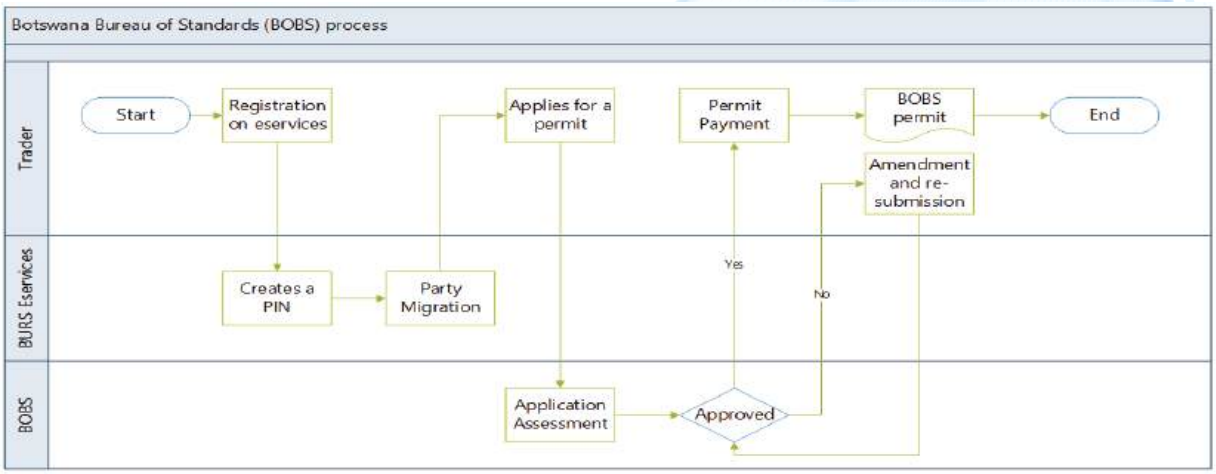


Figure 5-14: Process Flow of BOBS

Chapter 6 : Community Interviews – Drivers, Staff, and Clearing Agents

6.1 Introduction

The study interviewed the Border Community using the Kazungula One Stop Border Post. The survey was conducted on the 14th – 20th June 2024.

6.2 Findings

There were sixty-four (64) responses to the survey. Those who responded to the interview were business people, mostly truck drivers.

Categories of People Interviewed

Sixty-four (64) people form the OSBP community were interviewed during the community impact survey. The study has found that the age group that frequently uses Kazungula OSBP is at age range of 16 to 35 years, followed by the age range of 36 to 50 years and the least being people who are above 50 years

Table 6-1: Categories of People Interviewed by age

Age group	Number
16-35	34
36-50	24
Above 50	6
TOTAL	**64**

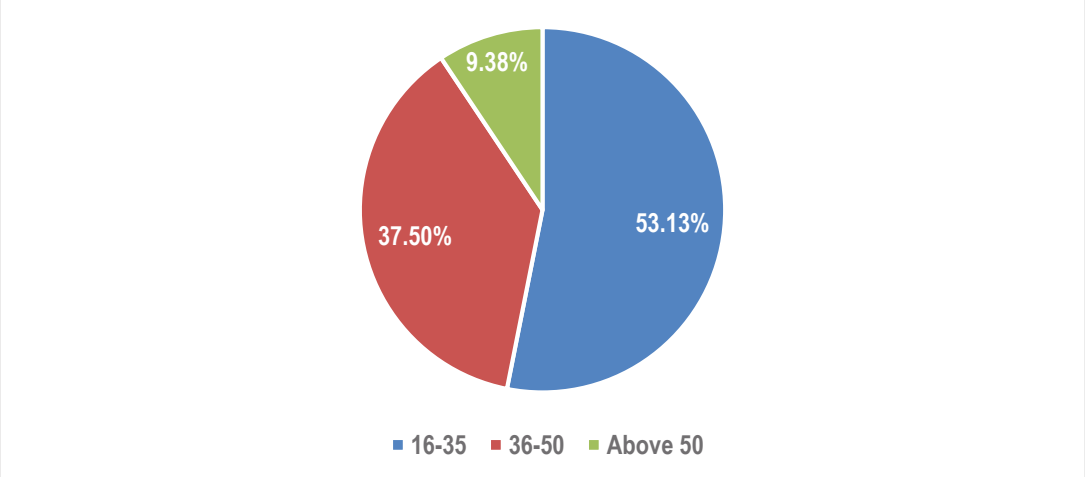


Table 6-2: Gender

Age group	Number
Male	47
Female	17
TOTAL	64

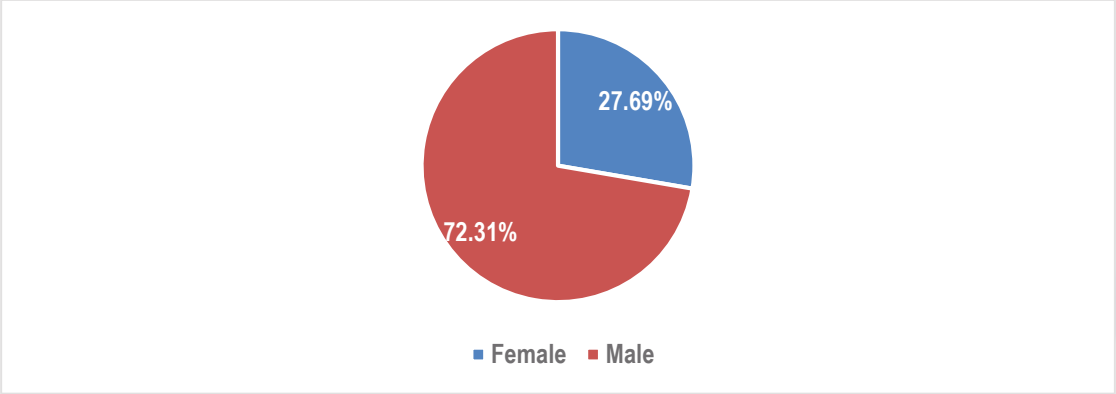
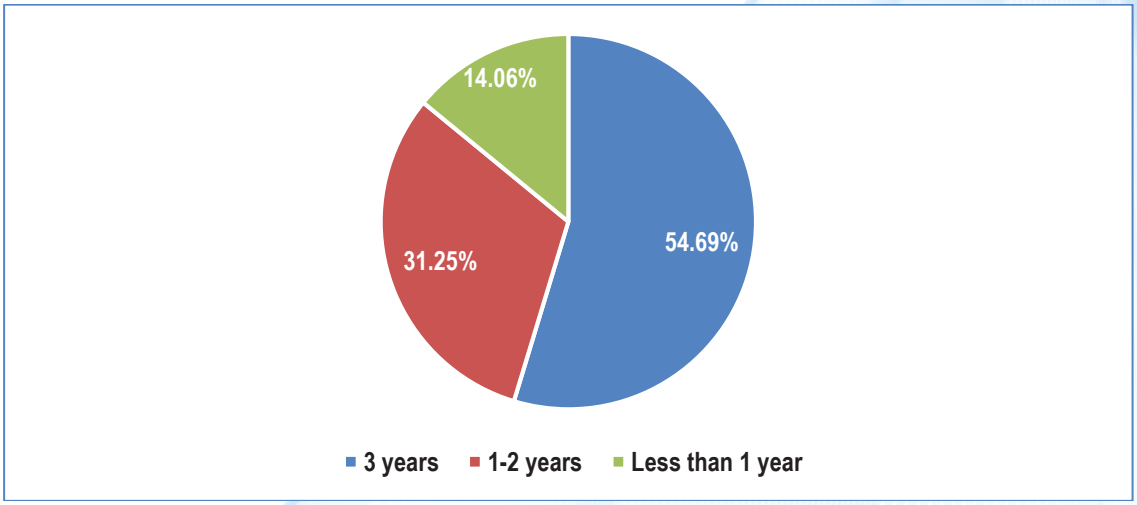


Table 6-3: Number of people that Used Kazungula OSBP during the study

Duration	Number
Less than one year	9
More than 1 year but less than 3 years	20
3 years	35
Total	**64**



Summary

The study has found that the age group that frequently uses Kazungula OSBP is at age range of 16 to 35 years, followed by the age range of 36 to 50 years. Most of them have been using the border for more than one year but less than three years. When asked about the services offered at Kazungula OSBP, they responded positively satisfied with the services, which was 90%. Out of sixty-four (64) people who used the border during the survey, thirty-five (35) were traveling for business purposes. Most of the truck drivers that use Kazungula OSBP travel weekly.

Travelers using Kazungula OSBP are moderately happy (49.18%) with opening and closing hours, according to the study. They also agree that the offices are appealing. When asked about the efficiency and effective use of Information Technology System, they have responded positively by choosing strongly agree, they even strongly agree that the payment system is efficient and effective. Officers at Kazungula OSBP can solve problems sincerely, their behavior instills confidence in customers and they give their clients individual attention. According to the study, clients are happy with the operating hours.

The study also revealed that customers at Kazungula OSBP are assisted with happy faces.

The questionnaire also wanted to know the frequent challenges experienced at the border. Below are challenges listed in the order based on the number of travelers attempting the questionnaire. For further information, see Tables 6-7 below.

1. Long queues
2. Harassment by the Baboons and network challenges signified low rate challenges

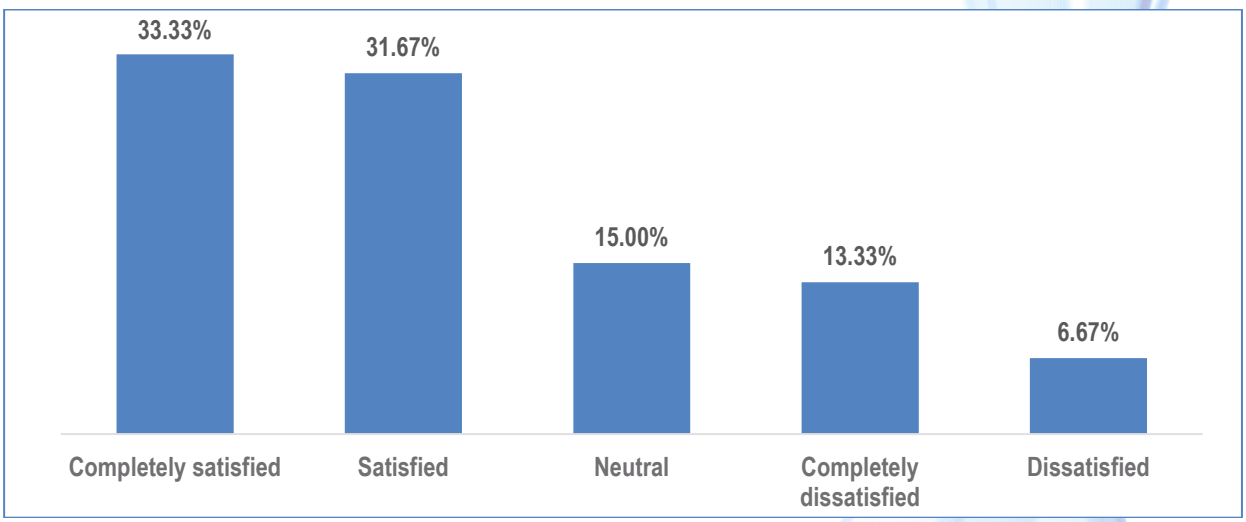
Interviewees were also asked how they think the challenges above can be solved, suggested solutions were as follows, listed in the order based on the number of travelers attempting the questionnaire:

1. Employ more staff
2. Improve computer system
3. Improve work efficiency

When allowed to share any comment, most of the customers mentioned that the workforce is low and must be increased to avoid delays at the border. Most of the comments given showed that the community is happy about the development.

Table 6-4: Satisfaction or Dissatisfaction with the service you get at Kazungula OSBP

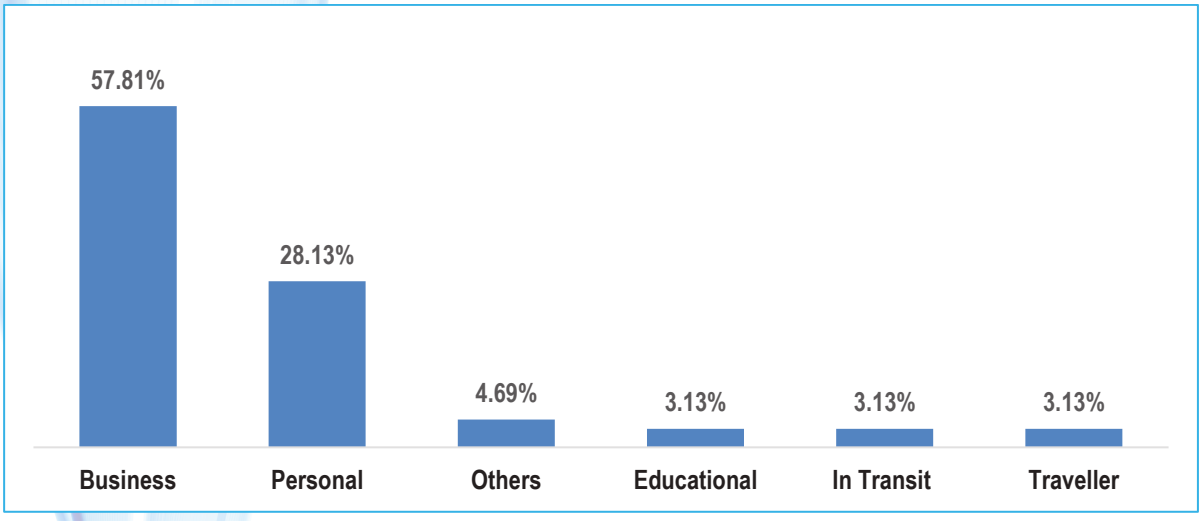
Issues	Number	Percentage (%)
Completely satisfied	20	**33.33**
Dissatisfied	4	**6.67**
Neutral	9	**15**
Satisfied	19	**31.67**
Completely dissatisfied	8	**13.33**
Total	60	**100**



The table depicts that customers at OSBP are satisfied with the service provided at OSBP.

Table 6-5: Purpose of particular trip

Issues	Number
Business	37
Personal	18
Educational	3
Medical	0
Clearing agent	1
Transit	2
Other (please specify)	2
Total	**63**



From the information above it was derived that most people travelling through OSBP are for business purposes.

Out of sixty-three (63) people who used the border during the survey, thirty-five (37) were traveling for business purposes. It also shows that 18 out of 63 people used the border for personal purposes and none used it for medical purposes.

Table 6-6: Frequency of using Kazungula One Stop Border Post

Issues	Number
Weekly	29
Monthly	25
Bi-annually	4
Once annually	5
Total	**67**

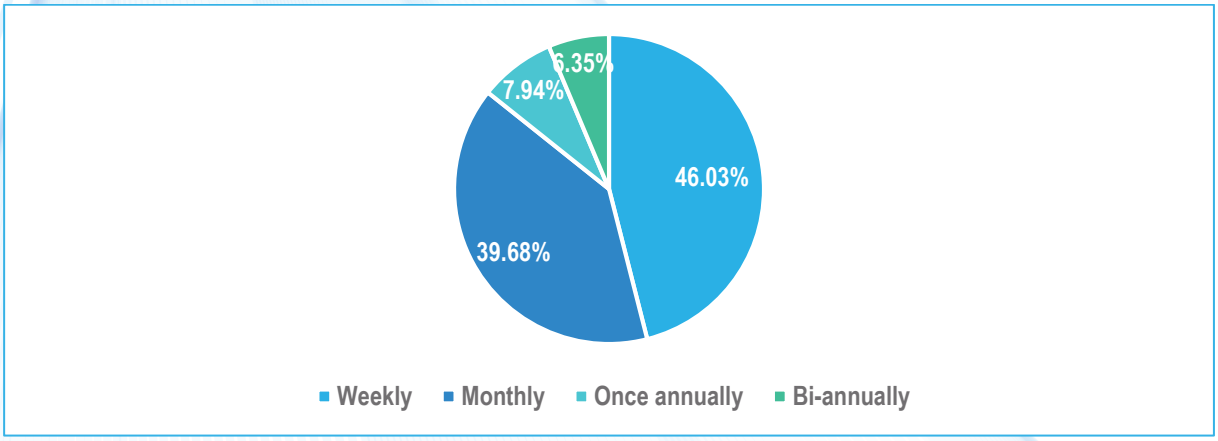
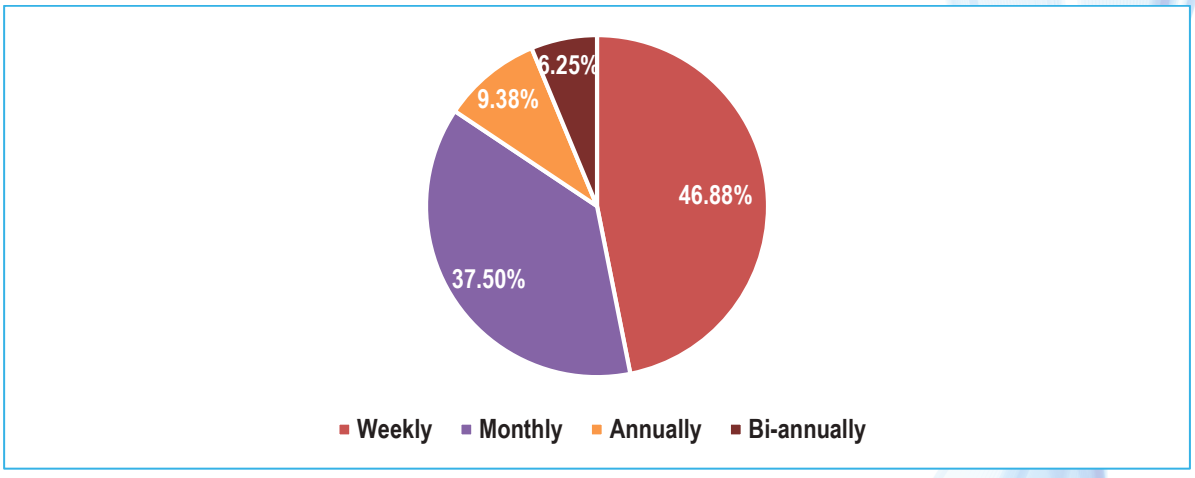


Table 6-7: Travel frequency in general

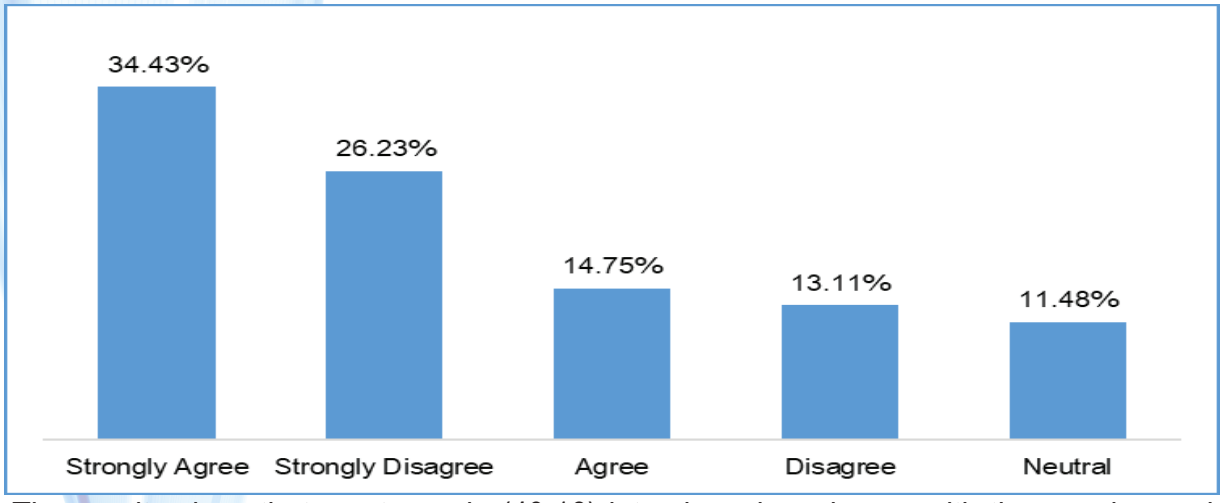
Frequency	Number
Weekly	30
Monthly	24
Bi-annually	4
Once annually	6
TOTAL	**64**



The following table depicts some of the questions that were given to travelers to answer regarding service delivery and the response was as follows;

Table 6-8: Kazungula One Stop border post opens and closes on time

Response	Number
Strongly agree	39
Disagree	1
Neutral	5
Agree	7
Strongly disagree	12
Total	**64**



The results show that most people (49.18) interviewed are happy with the opening and closing times of the border. It shows that 39.34 % of people did not agree with the time opening and closing of the border while only 5 people were neutral about the issue

Table 6-9: Kazungula One Stop Border Post has appealing offices and check –in counters

Response	Number
Strongly agree	46
Agree	10
Neutral	5
Disagree	0
Strongly disagree	2
Total	**63**

Table 6-10: Kazungula Bridge OSBP has appealing offices and check-in counters

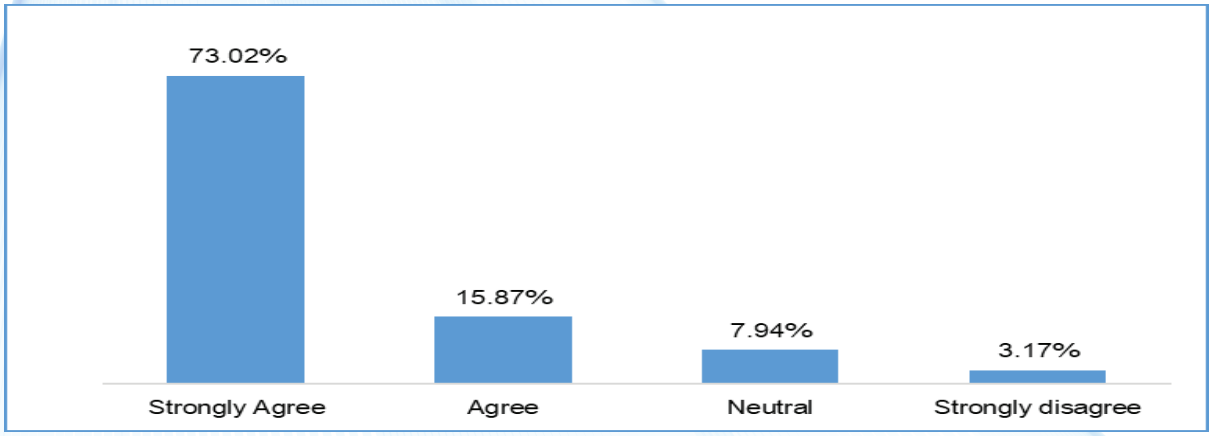
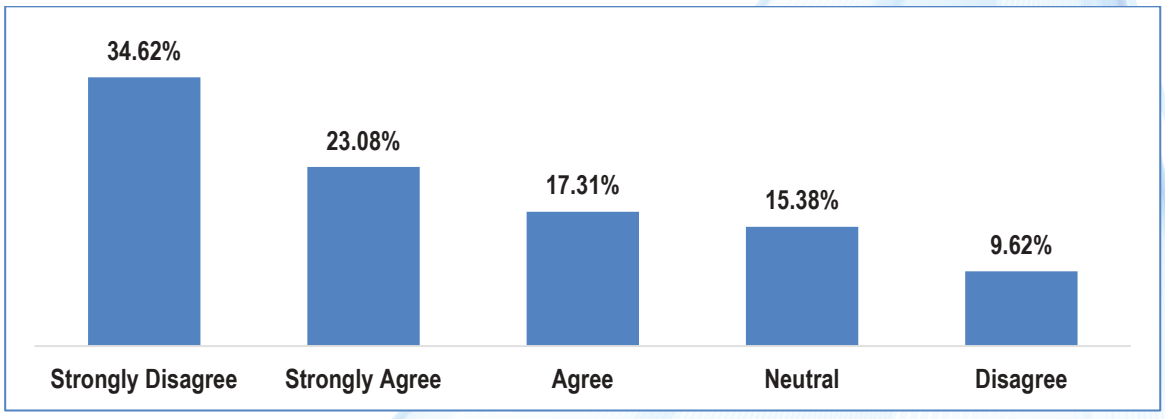


Table 6.11: Information technology systems (CMS) used at Kazungula One Stop Border Post are efficient and effective.

Response	Number
Strongly agree	16
Agree	11
Neutral	10
Disagree	3
Strongly disagree	6
Total	**46**

Table 6-12: Payment systems used at OSBP are efficient and effective

Response	Number
Strongly agree	12
Disagree	5
Neutral	8
Agree	9
Strongly disagree	18
Total	**52**



Query about payment can be addressed by public education on available modes of payment in BURS as there are many yet clients may not be aware of.

Table 6-13: I am generally satisfied with the systems (CMS & payment systems) at OSBP.

Response	Number
Strongly agree	16
Disagree	5
Neutral	8
Agree	10
Strongly disagree	12
Total	**51**

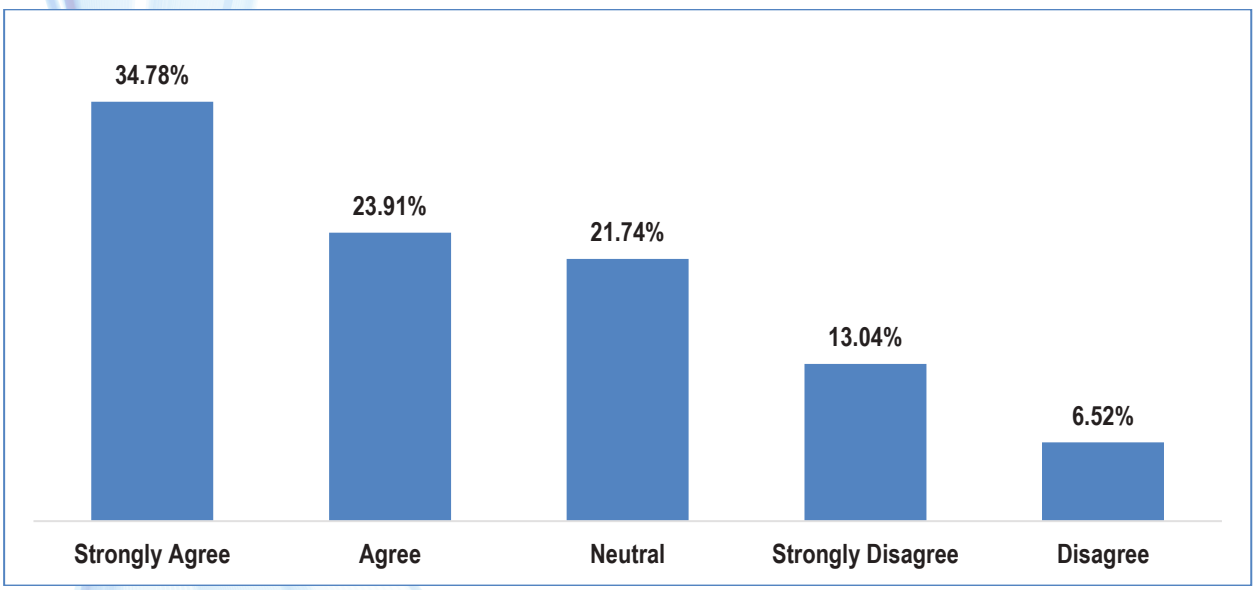


Table 6-14: Officers at OSBP Border solve problems sincerely

Response	Number
Strongly agree	15
Disagree	5
Neutral	7
Agree	17
Strongly disagree	7
Total	**47**

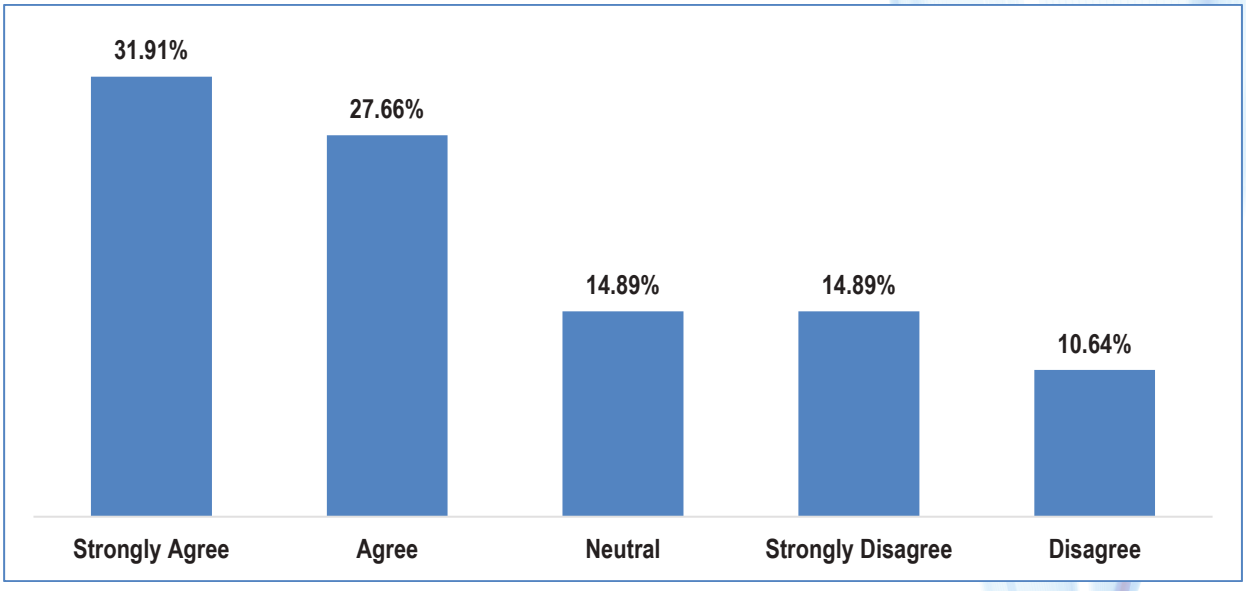
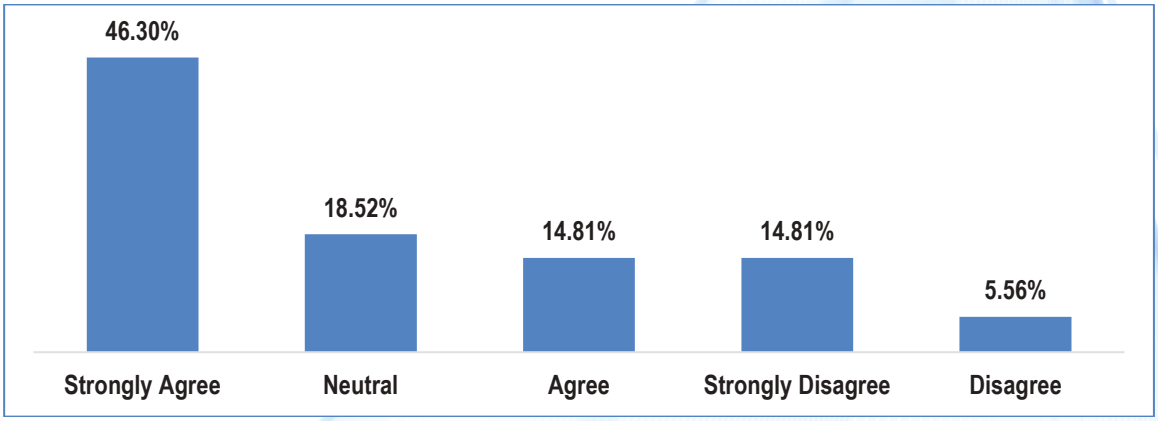


Table 6-15: The behavior of employees at OSBP instills confidence in me

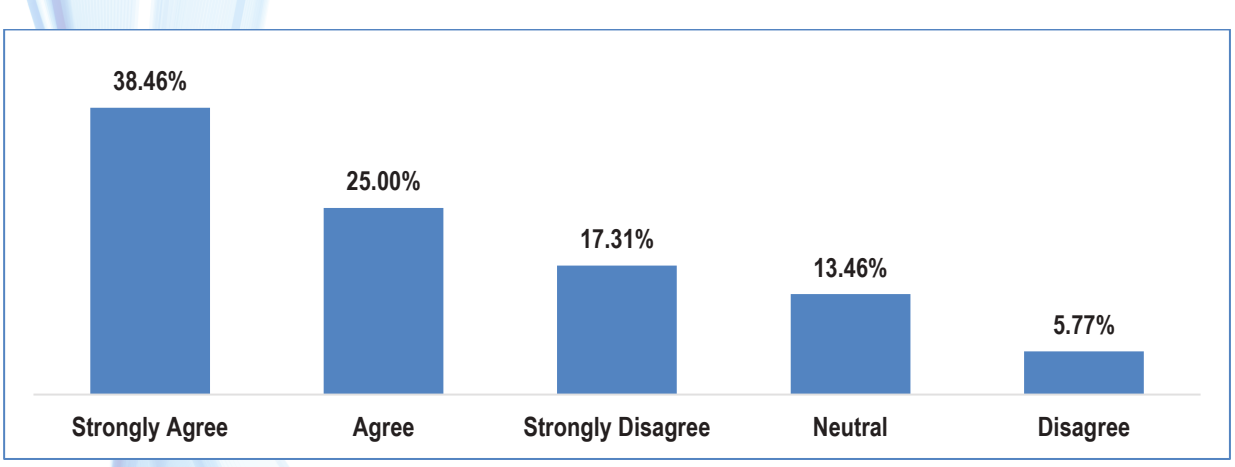
Response	Number
Strongly agree	25
Disagree	3
Neutral	10
Agree	8
Strongly disagree	8
Total	**54**



The study shows that 33 people, which is 61.11%of the people interviewed agreed that the employees at the OSB instill confidence while only 11 out of 54 did not agree that the employees at the OSBP instill in them.

Table 6-16: I am given individual attention

Response	Number
Strongly agree	20
Disagree	3
Neutral	7
Agree	13
Strongly disagree	9
Total	**52**



The results show that 63.46%are happy that they are given individual attention, while 13.46% (7) people were neutral on the individual attention given and 12 people 23.77 insisted that they are given individual attention.

Table 6-17: OSBP operating hours are convenient for me

Response	Number
Strongly agree	21
Disagree	8
Neutral	7
Agree	9
Strongly disagree	16
Total	**61**

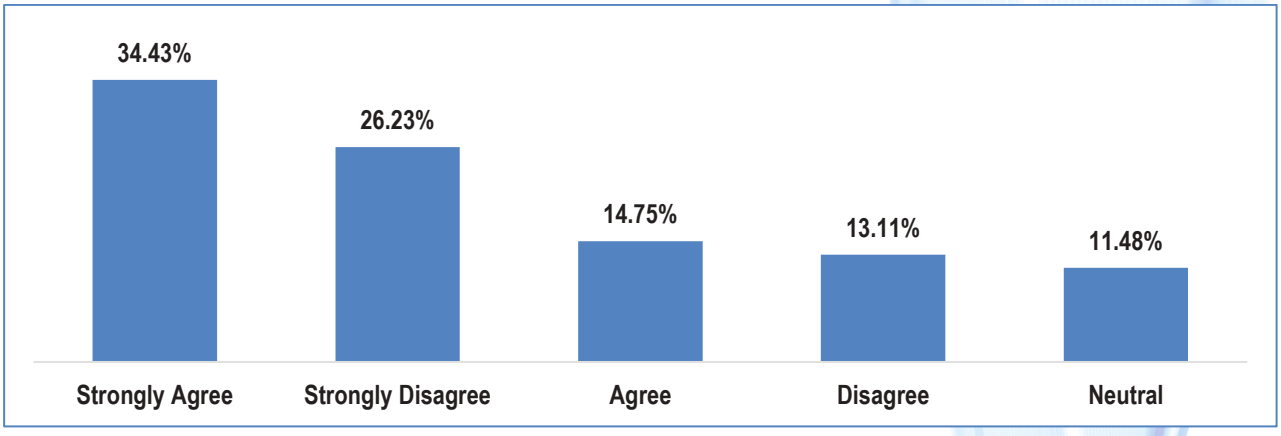


Table 6-18: OSBP officers always assist me with a happy face

Response	Number
Strongly agree	10
Disagree	6
Neutral	12
Agree	12
Strongly disagree	22
Total	**62**

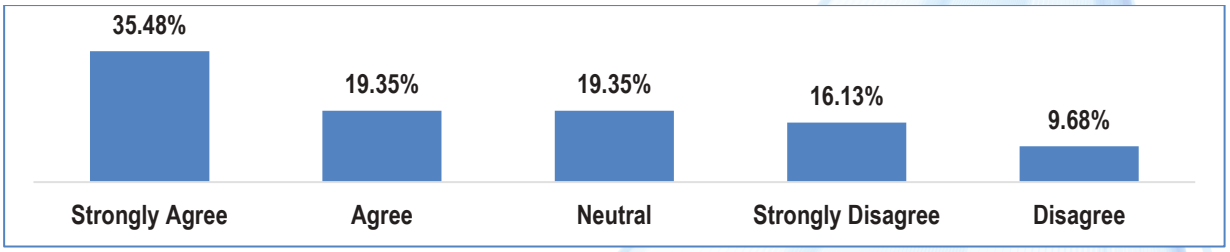
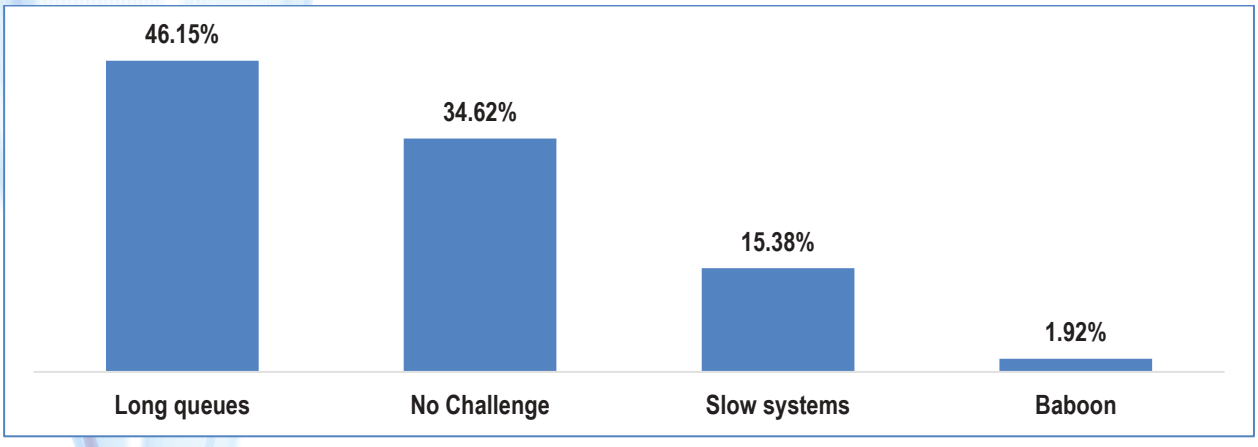


Table 6-19: Frequent Challenges Experienced at the OSBP

Issues	Number
Baboons harassment	1
Long queues	24
Slow Customs System	8
No challenges	18
No comment	1
Total	**52**

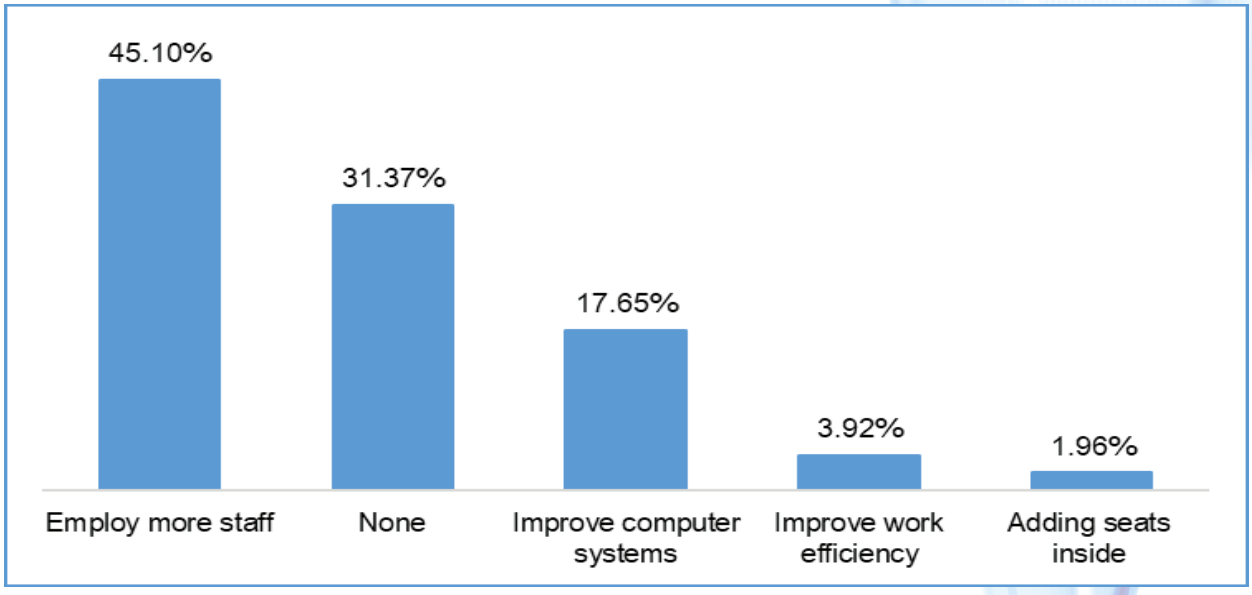
Frequent Challenges Experienced at the OSBP



The results show that **46.15%** of the people interviewed were decrying the long queues at the Kazungula OSBP. **18 out of 52** people (34.62%) showed that the border is operating effectively and therefore do not have any challenges. The least of the noted challenges was the baboon harassment which constituted only **1.92%.**

Table 6-20: How can the challenges experienced above be resolved?

Solution	Number
Employ more staff	23
Improve computer system	9
Put seats inside the offices	1
Improve work efficiency	2
None	16
Total	**51**



The study shows that according to the survey conducted, **23 out of 51**of which is **45.10%** people conducted /interviewed indicated that employing of more staff could cab the challenges experienced at Kazungula OSBP.

Chapter 7 : Kazungula Bridge OSBP Toll Traffic and Revenue Collection

The study looked at the traffic movement and revenue collection statistics during the survey. The comparison between the two months shows traffic increased.

Revenue collected during the survey period also shows an increase.



Figure 7-1: Botswana Pontoon at the Kazungula Ferry Border



Figure 7-2: Truck crossing the Zambezi River

Table 7-1: Traffic Volume and Revenue Collected 2023

KAZUNGULA BRIDGE OSBP 23																
TRAFFIC INFORMATION							TRANSACTIONAL INFORMATION (REGIME)					REVENUE INFORMATION				
DATE	PASSENGERS		VEHICLES		TRUCKS		IMPORTS	EXPORTS	TRANS	OTHER	TOTAL	DUTIES/LEVIES	VAT	TOLL FEES	AGENCY COLLECTI	TOTAL
	IN	OUT	IN	OUT	IN	OUT										
14 June 2023	851	605	34	26	255	230	7	10	146	82	245	70,287.00	47,814.45	227,660.00	577,841.00	923,602.45
15 June 2023	748	743	30	49	162	236	9	1	159	16	185	29,152.20	24,983.25	151,000.00	281,122.00	486,257.45
16 June 2023	672	799	36	33	263	245	8	9	168	24	209	5,644.70	14,411.35	242,560.00	588,444.00	851,060.05
17 June 2023	741	880	36	47	43	251	6	2	139	23	170	15,162.25	21,190.90	213,400.00	514,441.00	764,194.15
18 June 2023	1012	639	32	31	238	247	57	34	993	29	1113	16,556.50	28,735.70	213,050.00	434,740.00	693,082.20
19 June 2023	637	761	39	22	220	252	5	8	135	14	162	5,700.85	17,889.60	211,000.00	636,152.00	870,742.45
20 June 2023	724	731	31	28	267	201	10	6	140	23	179	8,672.05	2,727.70	236,120.00	551,147.00	798,666.75
MONTHLY TOTALS	5385	5158	238	236	1448	1662	102	70	1880	211	2263	151,175.55	157,752.95	1,494,790.00	3,583,887.00	5,387,605.50

Table 7-2: Traffic Volume and Revenue Collected in June 2024

KAZUNGULA BRIDGE OSBP JUNE 2024																
TRAFFIC INFORMATION							TRANSACTIONAL INFORMATION (REGIME)					REVENUE INFORMATION				
DATE	PASSENGERS		VEHICLES		TRUCKS		IMPORTS	EXPORTS	TRANS	OTHER	TOTAL	DUTIES/LEVIES	VAT	TOLL FEES	AGENCY COLLECTION (RTP/MVI/RTP)	TOTAL
	IN	OUT	IN	OUT	IN	OUT										
14/06/2024	737	711	26	38	182	232	5	3	154	51	213	4,796.00	3,272.55	161,300.00	375,387.00	547,755.95
15/06/2024	759	996	36	37	194	237	2	4	123	36	165	366,598.40	14,868.05	172,900.00	68,065.00	622,831.45
16/06/2024	880	798	36	53	213	258	7	1	92	40	140	43,388.30	32,015.50	198,700.00	425,984.00	700,087.80
17/06/2024	719	819	27	44	200	208	9	2	155	38	204	20,481.45	47,256.20	189,550.00	534,551.00	791,798.65
18/06/2024	906	932	35	28	221	252	10	15	181	57	263	156,585.50	99,931.90	226,150.00	602,267.00	1,084,934.40
19/06/2024	853	930	28	31	181	267	6	6	122	91	225	117,451.55	53,875.50	169,500.00	422,546.00	763,777.05
20/06/2024	850	782	56	33	229	183	15	9	132	54	210	536,237.00	93,487.20	220,700.00	31,465.65	881,809.85
											0					-
MONTHLY TOTALS	5704	5968	244	264	1420	1637	54	40	959	367	1420	1,245,858.20	344,671.30	1,342,200.00	2,460,265.65	5,392,995.15

Chapter 8 : Key Issues and Recommendations

The key issues and recommendations have been split into short term, medium term and long term. The short term recommendations are expected to be resolved or act within six months. Medium Term is within six months to a year. The long-term recommendations are expected to be acted on and resolved within two years.

Table 8: Recommendations

ISSUE/CHALLENGE	ACTIVITIES/ RECOMMENDATION	ACTION AGENT	POTENTIAL IMPLEMENTATION TIMELINES (SHORT, MEDIUM, OR LONG TERM)
1. The consolidated cargo HS code hinders data exchange, national security, environmental hazards, and monitoring of transit cargo.	Implement itemization of transit commodities Deactivation of Consolidated Cargo HS code in System	BURS	SHORT TERM
2. Capacity building for officers on new processes.	Officers should be trained on newly introduced processes. Eg Scanner operations. Knowledge sharing amongst Border Agencies.	ALL Border agencies	SHORT TERM

3. Minimal monitoring of transit cargo	Configuration of the system to penalise offenders (Late acquittals of transit, late exit, and transit fraud)	BURS	MEDIUM-TERM
	Expedite development of legal framework and procedures	Ministry of Finance, Attorney General	SHORT TERM
	Align the Customs Transit process with Immigration in terms of length of stay/transit to allow for better monitoring	BURS	LONG TERM
	Capacity building for customs officers	BURS	SHORT TERM
	Guarantee /bond on transit cargo	BURS	SHORT TERM
	Introduction of electronic seals.	BURS	SHORT TERM
4. Human-wildlife conflict – Danger and vandalism caused by roaming baboons within the border	Ongoing engagement of the Wildlife department.	Department of Wildlife	SHORT TERM
	Electric fence to be activated BURS to engage KBPO	BURS/KBPO	MEDIUM-TERM
5. Non-utilization of designated parking for vehicles carrying hazardous materials	Physical signage to be erected – BURS should write to KBPO (BURS needs to consider using internal funds for Hazardous goods signage only) Create awareness for officers and security about hazardous materials signs, signage, and park markings.	BURS/KBPO	SHORT-TERM

6. Lack of documented contingency plans in case of business disruption.	Contingency plans and SOPs for issues/instances that may cause business disruptions need to be finalize Health to resuscitate the committee of other Border agencies responsible for the development of border contingency plans based on their experience gained from developing health contingency plans	Port Health and All border agencies	MEDIUM-TERM
7. Low rate of conducting joint inspections	Create more awareness for officers to continue to do joint inspections. Hold regular meetings to address the problem	HOBA - All Border agencies	SHORT TERM
8. Visa Requirements on the Border Control System are not updated.	To remove countries that no longer require Visas on the Border Control System and regularly update the list. Update the Botswana Visa list on the Ministry of Labour and Home Affairs website.	Immigration – Head of Migration and Visa	SHORT TERM
9. Non-availability of Camera and fingerprint reader.	Installation of camera and fingerprint reader used for verification of customer features. Immigration to engage KBPO	Immigration, IT unit. KBPO	LONG TERM
10. Shortage of staff uniforms for all agencies.	Procurement of full uniforms for staff members for easy identification.	All Border agencies	SHORT TERM
11. No National Single window	Expedite the interfacing and or integration of the border systems.	BURS-OGA (Plant Health, Port health, vet office,	LONG TERM

		police, immigration)	
12. Manpower shortage	Increase manpower for 1. Immigration - Need 42 staff members (Currently 24 0fficers, 2 drivers). 2. BURS – Need 110 offices (Currently 45 officers) 3. Veterinary – 9 officers (Currently 4 officers) 4. Plant Health – 6 officers (Currently 4 officers) 5. Police – 10 officers (Currently 18 Officers) 6. Port Health – 8 officers (currently 5 officers)	All Agencies	SHORT TERM
13. Publicity on Travel requirements for minors is still inadequate.	There should be a campaign on all Media platforms educating the nation on travel requirements for minors.	Immigration, Head of Public Relations	SHORT TERM
14. Inadequate facilities and human resources to deal with emerging diseases.	Align the operating hours of the Kazungula Weighbridge Clinic to the Kazungula OSBP operating hours.	MOH-Director of Health Service, Permanent Secretary	MEDIUM-TERM
15. Absence of a mini lab for agriculture to perform minor rapid tests at the border for Veterinary and Plant Health.	Turn one of the offices into a laboratory facility.	Director Veterinary Services Director Plant Health - Ministry of Agriculture	MEDIUM-TERM

16. Non-availability of discreet means of alerting law enforcement when there is a wanted person or vehicle	Installation of an automatic alert in the form of a warning light or buzzer installed at relevant authorities' premises to notify law enforcement.	BURS Botswana Police	SHORT TERM
	Immigration System to alert relevant authority by SMS when scanning passport.	Immigration	
17. The current laws do not address the current situation and trends.	Review the laws and regulations to keep up with the times. For example, the Diseases of Animals Act has stipulated times of clearance that do not align with border operation hours 730am to 1630pm on the Act while the border operates from 6 am to 10 pm.	Veterinary Services	MEDIUM-TERM
18. The Botswana Tourism website is not kept up to date on restricted/banned plant products resulting in inconveniences at the border post on entry.	-Ensure the Botswana Tourism website is kept up to date on current restrictions, The Ministry of Agriculture is to regularly send updates to Tourism.	Ministry of Agriculture	SHORT TERM
	Also, intensify public information on requirements for Agricultural products importation.	Botswana Tourism	
19. Lack of scientific officers to issue permits and ensure compliance.	To hire scientific officers to operate at the border.	Ministry of Agriculture – Department of Veterinary Services.	SHORT TERM
20. Need for good customer service by officers.	Provide regular customer service training for border officials. Provide regular and timely feedback to customers on	HOBA	SHORT TERM

	addressed customer service issues.		
21. Lack of sitting area for customers and water fountains.	BURS to write to KBPO for furniture and water dispensers.	BURS	SHORT TERM
22. Bridge and road permits to be combined in the CMS system to avoid making two payments for trucks.	BURS to configure the system to combine payments.	BURS	SHORT TERM
23. Centralised Agricultural permits delay clearance of transit and import permits as clients have to wait for the processing of permits.	Decentralising of Agricultural Permits.	Ministry of Agriculture	SHORT TERM
	Online application of the permits (single window).		MEDIUM-TERM
24. Infrastructural improvements	The study recommends improvement in the software in infrastructure, in terms of single window clearance at KOSBP	BURS	LONG TERM
	Digitalizing and interfacing border agencies' processes and improving data input in the already existing immigration system.	BURS/IMMIGRATION	

- Short-term – 0>12 months
- Medium term – 12>24 months
- Long Term – 24- 36 months

Chapter 9 : Root Cause Analysis by Use of Fishbone Method

Root cause analysis (Figure 9-1 is a problem-solving process for investigating identified non-conformity. A fishbone analysis tool is used to emphasize the point.

The purpose of using the root analysis is:

- Identification of permanent solutions
- Prevention of recurring failures
- Introduction of a logical problem-solving process applicable to issues and non-conformities of all sizes

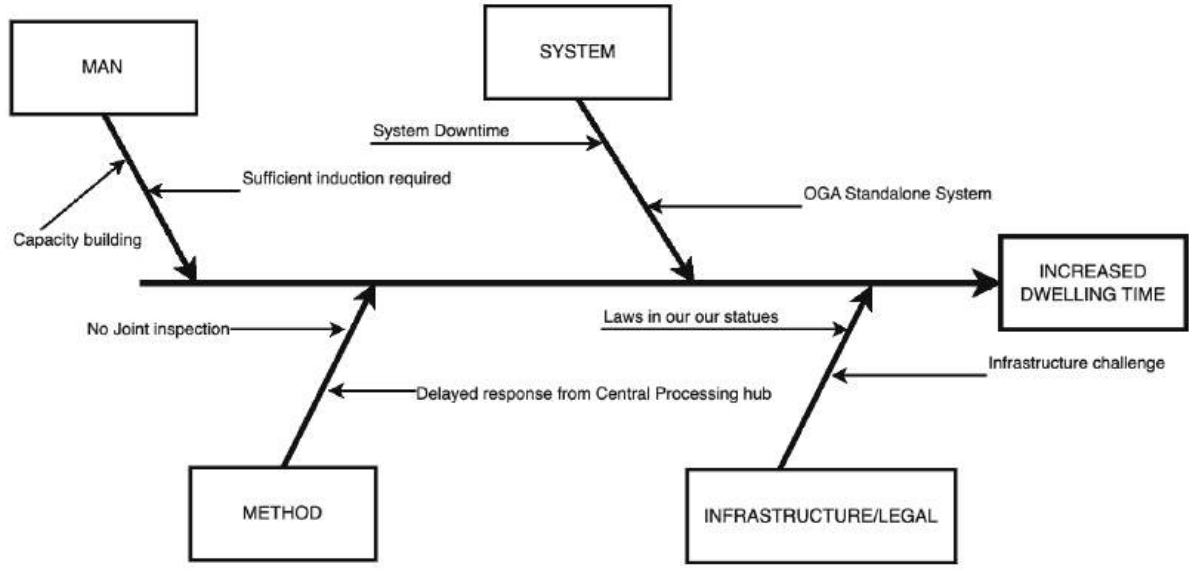


Figure 9-1: Root Cause-Effect Analysis

Human

- BURS: New officers have issues understanding some customs issues, they need capacity building on such as well as refresher courses for longer serving staff members.
- Immigration: officers need capacity building on human trafficking and customer care.
- Port health officers require advanced training on surveillance of diseases of public health concern to improve early detection, implementation, intervention and improvement of disease management.
- Capacitation of officers on customer care service and other languages is required.
- Scheduled monthly agency meetings.
- Intensify supervision across all border agencies

- Objective staff deployment to address operational demands
- All agencies decry staff shortage and appeal for the staff to increase to reduce workload.
- Capacity building must be coupled with induction training in border control services at the employment stage and should be made compulsory to facilitate proficiency, effectiveness, and efficiency.

Method

- The study found that manual registers were still being used in some of the offices at the border, such as BURS when this information is available on CMS. Delayed response from the Central Processing Centre (CPC) is one cause of the delay.
- Some PGAs are still manual; for the computerized agencies, there are still manual processes, i.e., visa applications at the port of entry that need to be automated.
- PGA (partner government agencies) and lead agency (BURS) do not conduct joint inspections.
- Regular Border management meetings as a way of promoting coordinated border management.

System

- Multiple issues regarding the system have been revealed by the study, especially in processing efficiency and interconnection of the system across all agencies. This may be attributed to some Border agencies that still operate manually.
- Most organizations are using independent systems instead of a National Single Window.
- Non-availability of contingency measures/plans during network downtime
- Immigration systems do not provide interaction between the Users and the Administrator to address real-time queries and for feedback purposes
- Core business function does not fully utilize IT Function potential

Infrastructure/Tax laws

- Designated parking space for hazardous goods not fully utilized.
- Limited signage i.e., for directing you on where the border control process starts
- Some permits limit hours of operation
- Outdated laws and regulations
- The study found that declarations registered on the BURS system can take as much as 90 days to pay, if not paid for, the system administrator can move it to the back office for an unspecified number of days. Review the statutes that govern declaration and duration under pending payment status on the system. Align the system to the legislation.

Annex 1: Sample Questionnaires

Questionnaire used to collect sample during Data Collection exercise.

TRS ☐ **EXIT** ☐ ☐ ☐ **SURVEY FOR KAZUNGULA BRIDGE OSBP 14-20.04.2024**

SECTION A

Gender: Male Female

Age: 16-35 36-50 Above 50

Nationality :_____

Occupation: 1. truck driver 2. customs clearing agent 3. Importer 4. Exporter 5. company employee 6. Traveller 7. Other (Please Specify) _____

SECTION B

1) When did you arrive at Kazungula Bridge OSBP?
Date: _____ Time(24hrs): _____

2) For how long have you been using Kazungula Bridge OSBP? _____years

3) Overall, how satisfied, or dissatisfied are you with the service you get at Kazungula Bridge OSBP?
1. Completely Dissatisfied 2. Dissatisfied3. Neutral 4. Satisfied 5. Completely Satisfied

4) Purpose of this particular trip:
1. Business 2. Personal 3. Educational 4. Medical 5. Other (please specify) _____

5) Frequency of using Kazungula Bridge OSBP:
1. Weekly 2. Monthly 3. Bi-annually 4. Once annually

6) Travel frequency in general:
1. Weekly 2. Monthly 3. Twice Bi-annually 4. Once annually

SECTION C

A: Please circle the number that best represents your perceptions concerning the experience you have at **Kazungula Bridge OSBP** (*Please respond to all the statements*).

SERVICE DELIVERY	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) Is 24 hour border operation essential?	1	2	3	4	5
b) Kazungula Bridge OSBP has appealing offices and check-in counters.	1	2	3	4	5
c) Information technology systems (CMS) used at Kazungula Bridge OSBP are efficient and effective.	1	2	3	4	5
d) Payment systems used at Kazungula Bridge OSBP are efficient and effective.	1	2	3	4	5
e) I am generally satisfied with systems (CMS& Payment systems) at Kazungula Bridge OSBP	1	2	3	4	5

f) Officers at Kazungula Bridge OSBP solves 's problems sincerely.	1	2	3	4	5
g) The behaviour of employees at Kazungula Bridge OSBP instils confidence in me.	1	2	3	4	5
h) Officers at the Kazungula Bridge OSBP are knowledge to answer questions.	1	2	3	4	5
i) I am given individual attention.	1	2	3	4	5
j) Kazungula Bridge OSBP operating hours are convenient for me.	1	2	3	4	5
k) Kazungula Bridge OSBP Officers always assist me with a happy face	1	2	3	4	5

SECTION D

1) What are the most frequent challenges experienced at Kazungula Bridge OSBP?
   a. Long queues
   b. Slow systems
   c. Office cleanliness
   d. Other_____

2) How can challenges experienced on 1 above be resolved?
   a. Employ more staff
   b. Improve computer systems
   c. Other_____

SECTION F

1) Any comment you would like to share

_____

_____

_____

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY APPRECIATED

S13 - Botswana Passenger Exit Gate

Vehicle Type

- ◯ Bus
- ◯ Minibus
- ◯ Private Car
- ◯ Taxi

Vehicle Registration Number

_____

Bus/Minibus Operating Company

_____

Number of Passengers including Driver

_____

Departure Time at Gate

hh:mm

_____

Comment

_____

Enumerator's Number

_____

S12 - Traveler Car Scanner

Arrival Time at the Scanner

hh:mm

Type of Vehicle

- ◯ Bus
- ◯ Minibus
- ◯ Private Car

Vehicle Registration Number

Departure Time

hh:mm

Comments

Enumerator's Number

S11 - Traveler Baggage Examination

Start Time of Examination

hh:mm

Mode of Entry

- ◯ Bus
- ◯ Minibus
- ◯ Private Car
- ◯ Other

Does the client have a baggage declaration number?

- ◯ Yes
- ◯ No

Declaration Number

Number of Baggage

Scanner Examination?

- ◯ Yes
- ◯ No

End Time of Examination

hh:mm

Comment

Enumerator's Number

S10 - Traveler Baggage Clearance

Start Time of Declaration (Application of Baggage Clearance Declaration)

hh:mm

Mode of Entry

- ◯ Bus
- ◯ Minibus
- ◯ Private Car
- ◯ Taxi
- ◯ Pedestrian

Does the client have a baggage declaration number?

- ◯ Yes
- ◯ No

Declaration Number

Number of Baggage

End Time of Declaration (Release from the Customs Procedures)

hh:mm

Comment

Enumerator's Number

S8 - Port Health

Arrival Time (Commencement of Health Check)

hh:mm

Type of Entry

- ◯ Bus/Mini Bus
- ◯ Private Vehicle
- ◯ Truck
- ◯ Pedestrian
- ◯ Other

Vehicle Registration Number

Bus Operating Company

Destination

- ◯ Botswana
- ◯ South Africa
- ◯ Other

Other Please Specify

End time for screening (Release from the Counter)

hh:mm

Was goods inspection done?

- ◯ Yes
- ◯ No

Start inspection time

hh:mm

End of inspection time

hh:mm

Comment

Enumerator's Number

S7 - Passenger Entry Gate

Arrival Time at Gate

hh:mm

Type of Entry

- ◯ Bus
- ◯ Mini Bus
- ◯ Private Vehicle
- ◯ Taxi

Vehicle Registration Number

Bus/Minibus Operating Company

Number of Passengers Including Driver (Do not include driver for Taxi)
Please exclude driver if Taxi

Comments

Enumerator's Number

S6 - Exit Gate [Entry Into Botswana]

Type of Vehicle

- ◯ Container
- ◯ Tanker
- ◯ Break Bulk
- ◯ Abnormal
- ◯ Rigid Truck
- ◯ Refrigerated Truck
- ◯ Empty Truck

Truck Registration Number

_____

Trailer 1 Registration Number

_____

Trailer 1 Container Number

_____

Trailer 2 Registration Number

_____

Trailer 2 Container Number

_____

BOE Number
Please enter the last 7 digits

_____

BOE Number
Please enter the last 7 digits

_____

Type of Entry

- ◯ Import
- ◯ Transit
- ◯ Empty

Exit Time at Gate Checkpoint

hh:mm
_____

Comment

_____

Enumerator's Number

_____

S5 - Physical Examination Cargo

Start Time of Physical Examination Bay

hh:mm

Vehicle Type

- ◯ Container
- ◯ Tanker
- ◯ Break Bulk
- ◯ Abnormal
- ◯ Rigid Truck
- ◯ Refrigerated Truck
- ◯ Empty

Truck Registration Number

Trailer 1 Registration Number

Trailer 1 Container Number

Trailer 2 Registration Number

Trailer 2 Container Number

BOE Number
Please enter the last 7 digits
Enter Last 7 digits

End Time of Physical Examination Bay

hh:mm

Comment

Enumerator's Number

S4 - Scanner Examination

Arrival Time at Scanner Examination Bay

hh:mm

Vehicle Type

- ◯ Container
- ◯ Tanker
- ◯ Break Bulk
- ◯ Abnormal
- ◯ Rigid Truck
- ◯ Empty

Truck Registration Number

Trailer 1 Registration Number

Trailer 1 Container Number

Trailer 2 Registration Number

Trailer 2 Container Number

BOE Number

BOE Number

Departure Time from Scanner Examination Bay

hh:mm

Comment

Enumerator's Number

S3 & S9 Immigration [Entry]

Submission of Passport Time

hh:mm

Mode of Travel

- ◯ Truck
- ◯ Private Vehicle
- ◯ Bus
- ◯ Pedestrians
- ◯ Others (Please Specify)

Please Specify

Vehicle Registration Number

Passenger Nationality

- ◯ Botswana
- ◯ Zambia
- ◯ Other

Other (Please specify)

Type of Traveler

- ◯ Tourist
- ◯ Business
- ◯ Transit
- ◯ Visitors
- ◯ Citizen
- ◯ Returning Resident
- ◯ Other (Please Specify)

Other Please specify

Return of Passport Time

hh:mm

Comment

Enumerator's Number

S2 - Ministry of Agriculture Physical Examination

Start Time (Submission of Documents to MOA)

hh:mm

Vehicle Type

- ◯ Container
- ◯ Tankers
- ◯ Break Bulk
- ◯ Abnormal
- ◯ Bus
- ◯ Rigid Truck
- ◯ Empty

Truck Registration or Chassis Number

Trailer 1 Registration Number

Container Number

Trailer 2 Registration Number

Container Number

BOE Number
Please enter the last 7 digits

BOE Number
Please enter the last 7 digits

Type of Entry

- ◯ Import
- ◯ Transit

Type of Product

Findings from Processing at MOA

- ◯ Allowed Entry
- ◯ Denied Entry

End Time (Documents Returned to Agents)

hh:mm

Comment

Enumerator's Number

S1 - Botswana Entry Gate [Trucks]

Arrival Time at Gate

hh:mm

Type of Truck

- ◯ Containerised
- ◯ Tanker Breakbulk
- ◯ Abnormal Rigid
- ◯ Truck Refridgerated
- ◯ Truck Empty
- ◯
- ◯

BOE Number

BOE Number

Vehicle Registration or Chassis Number

Container Number

Trailer 1 Registration Number

Trailer 2 Registration Number

Container 2 Number

Type of Entry

- ◯ Transit
- ◯ Import
- ◯ Empty

Enumerator's Number

N1 Botswana Zambia Side Entry Gate

Arrival Time at Gate

hh:mm

Type of Truck

- ◯ Containerised
- ◯ Tanker Breakbulk
- ◯ Abnormal Rigid
- ◯ Truck Refridgerated
- ◯ Truck Empty
- ◯
- ◯

Vehicle Registration or Chassis Number

Container Number

Trailer 1 Registration Number

Trailer 2 Registration Number

Container Number

BOE Number
Please enter the last 7 Digits
Enter the last 7 digits

BOE Number
Please enter the last 7 Digits
Enter the last 7 digits

Type of Entry

- ◯ Transit
- ◯ Export
- ◯ Empty

Enumerator's Number

TIME MEASUREMENT SURVEY QUESTIONNAIRE - BOTSWANA

BOTSWANA ENTRY GATE Trucks

S 1

Date: ---------- Enumerator: ---------- Signature: ----------

Supervisor: ---------- Signature: ----------

Type of Truck (please tick)					Arrival Time at Gate	Vehicle Reg Number/Chasses Number	Trailer 1 Reg Number	Container Number	Trailer 2 Reg Number	Container Number	BOE Number	Type of Entry (please tick)		
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty
Tanker	Containerised	Breakbulk	Rigid Truck	Refrigerated Truck								Transit	Import	Empty

TIME MEASUREMENT SURVEY QUESTIONNAIRE

Ministry of Agriculture Physical Examination

S2

Date: ..... Enumerator: ..... Signature .....

Supervisor ..... Signature .....

Vehicle Type (please tick)				Truck Reg Number	Trailer 1 Reg Number	Container Number	Trailer 2 Reg Number	Container Number	BOE Number	Type of Entry (please tick)		Type of Product	Start Time (submission of Documents to MOA)	End Time (Documents returned to Agents)	Findings from Processing (please tick)		Comments
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	
ConTainer	Tank	Break Bulk	Bus							Import	Transit				Allowed Entry	Denied Entry	

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TIME MEASUREMENT SURVEY QUESTIONNAIRE

IMMIGRATION - ENTRY

S3 S9

PADECO

Date: _____ Enumerator: _____ Signature: _____

Supervisor: _____ Signature: _____

Mode of Travel (please tick)					Vehicle Reg Number	Passenger Nationality (Tick Botswana or Zambia, others write nationality)			Type of traveller (Tick One)				Submission of Passport Time	Return of Passport Time	Comments
						Botswana	Zambia	Others (Nationality)	Visitor (Holiday)	Visitor (Business)	Transit	Returning Resident			
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								
TRUCK	PRIVATE VEHICLE	BUS	Pedestrian	Other (Please Secify)		Botswana	Zambia								







TIMEMEASUREMENT SURVEY QUESTIONNAIRE

Phisical Examination Kazungula

S5

Date: ----------

Enumerator: ----------

Signature: ----------

Supervisor: ----------

Signature: ----------

Vehicle Type (please tick)				Truck Reg Number	Trailer 1 Reg Number	Trailer 1 Container No	Trailer 2 Reg Number	Trailer 2 Container No	BOE Number	Start Time of Phsical Examination	Endtime Time of Phsical Examination	Comment
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									
Container	Tank	Bulk Cargo	Abnormal									

TIME MEASUREMENT SURVEY QUESTIONNAIRE - BOTSWANA

Exit gate (entry into Botswana)

S 6

Date: ---------- Enumerator: ---------- Signature: ----------

Supervisor: ---------- Signature: ----------

Type of Vihicle (Please Tick)				Truck Reg Number	Trailer 1 Reg Number	Trailer 1 Container No.	Trailer 2 Reg Number	Trailer 2 Container No.	BOE	Exit Time at the Gate Check Point	Type of Entry (please tick)			Coment
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	
Container	Tank	Bulk	Abnormal								Import	Transit	Empty	

TIME MEASUREMENT SURVEY QUESTIONNAIRE - BOTSWANA

BOTSWANA Passenger entry Gate

S7

Date: ----------

Enumerator: ----------

Signature: ----------

Supervisor: ----------

Signature: ----------

Type of Entry (please tick)				Vehicle Reg Number	Bus/Minibus Operating Company	Number of passengers including driver (do not include driver for taxi)	Arrival Time at Gate	Comments
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					
Bus	Mini Bus	Pricvate Vehiccle	Taxi					

S 8

TIME MEASUREMENT SURVEY QUESTIONNAIRE

PORT HEALTH, Kazungula

Date: ----------

Enumerator: ----------

Signature: ----------

Supervisor: ----------

Signature: ----------

Type of Entry (please tick)					Vehicle Reg Number	Bus, Minibus Operation Company	Destination (Tick one)			Arrival Time (Application of Healthcheck)	Departure Time (Released from the counter)	Comment
							Botswana	South Africa	Other Country			
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				
Bus/Mini bus	Private Vehicle	Truck	Pedestrian	Others			Botswana	South Africa				

TIME MEASUREMENT SURVEY QUESTIONNAIRE

Traveller Baggage Clearance Kazungula

S 10

Date: ----------

Enumerator: ----------

Supervisor: ----------

Mode of entry (Please tick)				Declaration Number	Number of Baggage	Start Time of declaration (Application of baggage clearance declaration)	End Time of Declaration (Release from the customs procedures)	Comments
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					
BUS	Minibus	Private Car	Taxi					







TIME MEASUREMENT SURVEY QUESTIONNAIRE

Traveller Baggage Examination Kazungula

S 11

PADECO

Date: ---------- Enumerator: ---------- Signature: ----------

Supervisor: ---------- Signature: ----------

Mode of entry (Please tick)				Declaration Number	Number of Baggage	Start Time of Examination	Scanner Examination Yes, No		End Time of Examination	Comments
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		
BUS	Minibus	Private Car	Taxi				Yes	No		

JICA burs PADECO

S 12

TIMEMEASUREMENT SURVEY QUESTIONNAIRE

Kazungula Traveller Car Scanner

Date: ----------

Enumerator: ----------

Signature: ----------

Supervisor: ----------

Signature: ----------

Type of Vehicle (please tick)			Car Reg Number	Arrivat time at the scanner	Departure time from scanner	Comments
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				
Bus	Mini Bus	Private Car				

TIME MEASUREMENT SURVEY QUESTIONNAIRE - BOTSWANA

BOTSWANA Passenger Exit Gate

S 13

Date: ----------

Enumerator: ----------

Signature: ----------

Supervisor: ----------

Signature: ----------

Vehicle Type (please tick)				Vehicle Reg Number	Bus/Minibus Operating Company	Number of passengers including driver	Departure Time at Gate	Comments
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					
Bus	Mini Bus	Pricvate Vehicle	Taxi					

Annex- 2: Immigration Documents

These are documents used by the Department of Immigration and Citizenship

Arrival/Departure Form

REPUBLIC OF BOTSWANA

IMMIGRATION ACT (CAP. 25:02) Form 1

Section 4. Regulation 2
Section 5. Regulation 3

REPUBLIC OF BOTSWANA
IMMIGRATION DEPARTMENT

ARRIVAL/DEPARTURE FORM

(Not to be completed by Botswana Citizens)

Arrivals: Please answer Questions 1–14, then sign and date
Departures: Please answer Questions 1–11, then sign and date

FOR COMPLETION BY ARRIVALS AND DEPARTURES

1 Surname				2 Firstname(s)			
3 Sex (tick)	male ☐	female ☐		4 Date of Birth	day	month	year
5 Country of Birth				6 Present Country of Residence			
7 Nationality of Passport (state country)				8 Passport Number			
9 Passport Expiry Date	day	month	year	10 Number of Accompanying Children under 16	male	female	
11 Mode of Travel: (tick one box)	Air ☐	Flight No. _____	Rail ☐				
	Road ☐	Reg. No. _____	Other ☐	Specify: _____			

FOR COMPLETION BY ARRIVALS ONLY

12 Address in Botswana _____

13 Purpose of Entry (tick one box)

Returning Resident	☐ Seeking Employment	☐ In Transit	☐ Student
Prospective Resident	☐ Visiting Friends/Relatives	☐ Diplomat	☐ Other
Employment	☐ Holiday/Tourist	☐ Business	(specify) _____

14 Length of intended stay in Botswana _____ days/weeks/months

Signature _____ Date _____

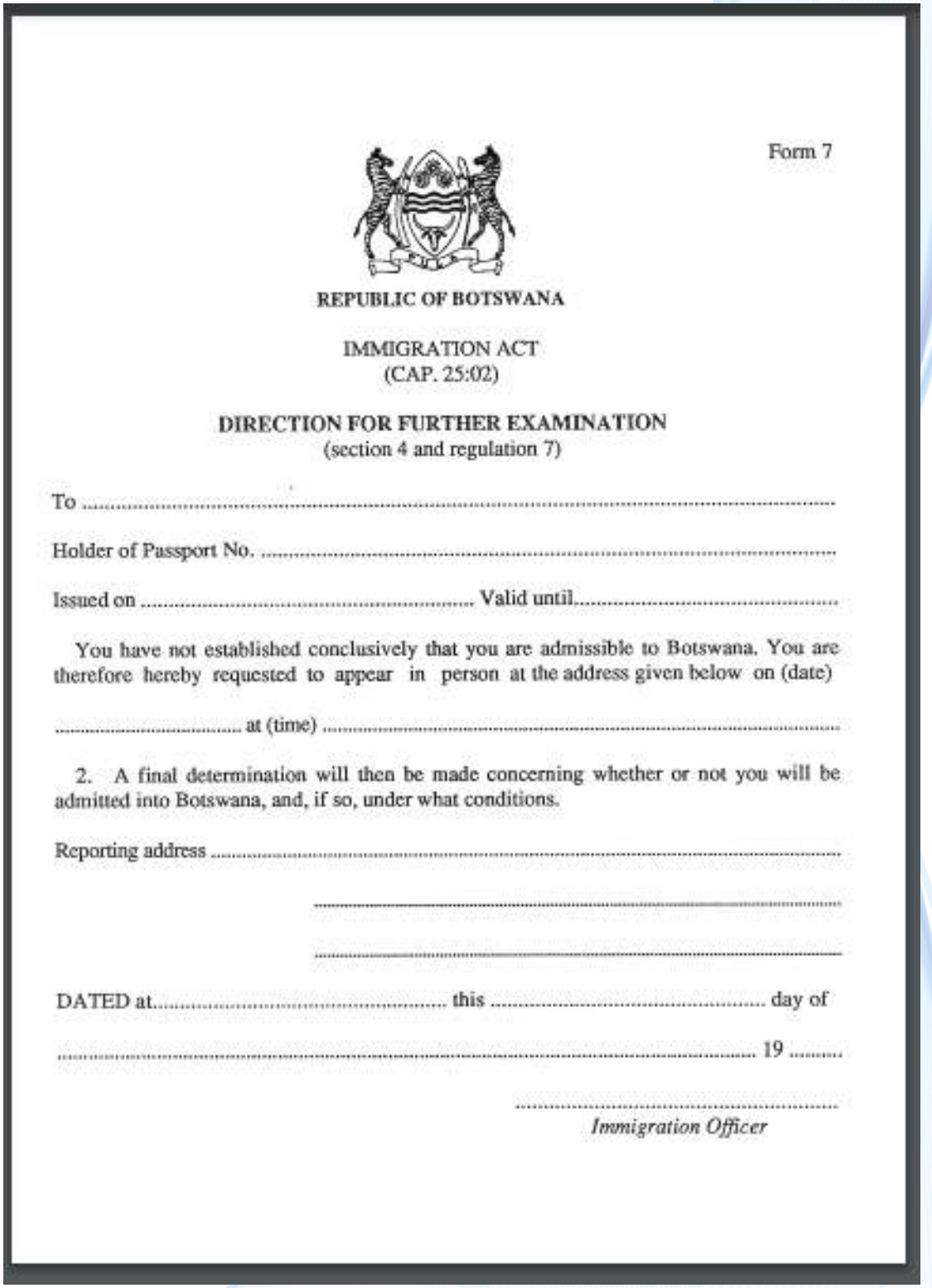
OFFICIAL USE ONLY:

(Date Stamp) Number of Days Granted: ☐

_____
Signature of Immigration Officer

Immigration Post ☐

Further Direction Form



Form 7

REPUBLIC OF BOTSWANA

IMMIGRATION ACT
(CAP. 25:02)

DIRECTION FOR FURTHER EXAMINATION
(section 4 and regulation 7)

To .....

Holder of Passport No. .....

Issued on ..... Valid until.....

You have not established conclusively that you are admissible to Botswana. You are therefore hereby requested to appear in person at the address given below on (date)

..... at (time) .....

2. A final determination will then be made concerning whether or not you will be admitted into Botswana, and, if so, under what conditions.

Reporting address .....

.....

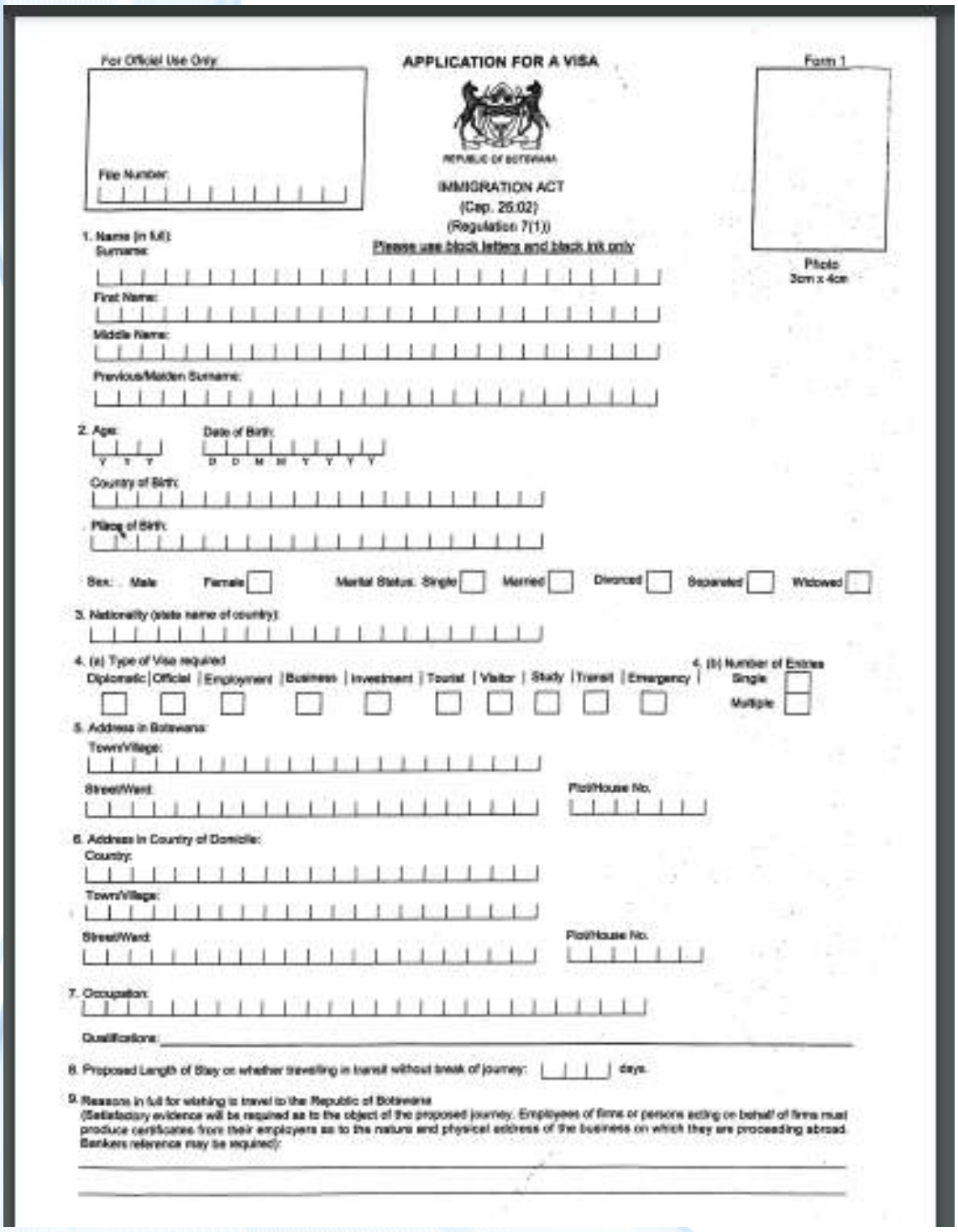
.....

DATED at..... this ..... day of

..... 19 .....

.....
Immigration Officer

Visa Application Form



For Official Use Only

File Number:

APPLICATION FOR A VISA

REPUBLIC OF BOTSWANA

IMMIGRATION ACT
(Cap. 25:02)
(Regulation 7(1))

Please use block letters and black ink only

Form 1

Photo
3cm x 4cm

1. Name (in full):
Surname:

First Name:

Middle Name:

Previous/Maiden Surname:

2. Age: Y Y Y Date of Birth: D D M M Y Y Y Y

Country of Birth:

Place of Birth:

Sex: Male Female Marital Status: Single Married Divorced Separated Widowed

3. Nationality (state name of country):

4. (a) Type of Visa required

Diplomatic	Official	Employment	Business	Investment	Tourist	Visitor	Study	Transit	Emergency

4. (b) Number of Entries: Single Multiple

5. Address in Botswana:
Town/Village:

Street/Ward: Plot/House No.

6. Address in Country of Domicile:
Country:

Town/Village:

Street/Ward: Plot/House No.

7. Occupation:

Qualifications:

8. Proposed Length of Stay or whether travelling in transit without break of journey: ____ days.

9. Reasons in full for wishing to travel to the Republic of Botswana
(Satisfactory evidence will be required as to the object of the proposed journey. Employees of firms or persons acting on behalf of firms must produce certificates from their employers as to the nature and physical address of the business on which they are proceeding abroad. Bankers reference may be required):

10. Requested Validity Period of Visa: From: D D M M Y Y Y Y To: D D M M Y Y Y Y

11. References in Country of Destination (with Names, Physical Address, Telephone No, Residence Permit No, ID No):

(1)	(2)

12. Please indicate what money or cash (amount) will be at your disposal during your visit:

USD EUR ZAR Other.....

13. Particulars of Passport or other travel documents which should be submitted with this Application:

Number: Place of Issue:

Date of Issue: D D M M Y Y Y Y Date of Expiry: D D M M Y Y Y Y

Valid Until: D D M M Y Y Y Y

Return Visa to: _____

14. Preferred method of communication:

E-mail ☐

SMS ☐ Cell phone Number: Telephone Number:

Post ☐ Present Postal Address:

Country:

Town/Village: P.O. Box/P. Bag:

Post Office Location:

I DECLARE that the above particulars given by me are true in substance and in fact.

Date: D D M M Y Y Y Y Signature of Applicant:

AT LEAST FOURTEEN DAYS NOTICE should be given for each application.

NOTE: Any visa granted on this application will be subject to compliance with the Immigration Act and Regulations of the Republic of Botswana.

Non - Citizen Travel Certificate

IMM. Supp. R

IMMIGRATION AND PASSPORT CONTROL DIVISION

REPUBLIC OF BOTSWANA

TRAVEL CERTIFICATE FOR NON-CITIZENS

PHOTOGRAPH OF HOLDER

NOTES:

(1) A Travel Certificate for Repatriation or Deportation of Aliens and foreign nationals without Travel Documents of their Home Countries shall be issued by Immigration Officers.

(2) The purpose of the Travel Certificate is to enable holder to travel to his/her Home Country for purposes of permanent residence as a returning national of that country.

(3) This Travel Certificate is an administrative document issued to non-citizens in the absence of a valid Passport of his/her Home Country.

(4) In the event of doubt as regards a personal nationality, the Botswana Immigration Authorities will gladly accept the return of the person on production of satisfactory explanation clearly indicating reasons for refusal to accept him/her as a national of that country.

(5) Non-Citizen's Travel Certificate shall embody his/her antecedents and a full-face photograph of holder.

1. SURNAME: ..... 2. OTHER NAMES: .....
3. DATE OF BIRTH: ..... 4. PLACE OF BIRTH: .....
5. COUNTRY OF ORIGIN: .....
6. PRESENT NATIONALITY: .....
7. ORIGINAL HOME ADDRESS: .....
8. FATHER'S FULL NAMES: .....
9. FATHER'S FULL ADDRESS: .....
10. MOTHER'S FULL NAMES: .....
11. MOTHER'S FULL ADDRESS: .....
12. NAMES OF OTHER LIVING RELATIVES: .....
13. FULL ADDRESS OF RELATIVE: .....
14. KRAAL HEAD OR HEADMAN: .....
15. CHIEF: ..... 16. CLAN: .....

DATE: ....., 200.... *Signed:* .....

I declare that the particulars furnished above are true information relating to my Antecedents.

Issuing Authority: .....

IMMIGRATION AND PASSPORT CONTROL OFFICER

PURPOSE OF ENTRY DURING ENDLINE TMS SURVEY AT KAZUNGULA OSBP- 14-20 JUNE 2024

NATIONALITY	TOURIST	TRANSIT	VISITING FRIENDS/RELATIVES	BUSINESS	RETURNING RESIDENT	OTHER REASONS	CITIZES (BATSWANA	TOTAL
AGENTINA	2	0	0	0	0	0	0	2
AUSTRALIA	14		0	0	0	0	0	14
BELGIUM	5	1	0	0	0	0	0	6
BOTSWANA	0	0	0	0	0	0	550	550
BRAZIL	8	0	0	0	0	0	0	8
BRITAIN	66	4	0	0	0	0	0	70
BULGARIA	1	0	0	0	0	0	0	1
CANADA	23	0	0	0	0	0	0	23
CHINA	23	0	1	0	4	0	0	28
DR CONGO	1	20	1	3	0	0	0	25
DENMARK	1	0	0	0	0	0	0	1
ECUADOR	0	2	0	0	0	0	0	2
ETHIOPIA	2	0	0	0	0	0	0	2
FINLAND	5	1	0	0	0	0	0	6
FRANCE	12	3	0	2	0	0	0	17
GERMANY	18	5	0	1	3	2	0	29
GREECE	1	0	0	0	0	0	0	1
GUATEMALA	5	0	0	0	0	0	0	5
HUNGARY	1	0	0	0	0	0	0	1
INDIA	21	1	0	0	7	0	0	29
IRELAND	4	1	0	0	0	0	0	5
ITALY	10	1	0	0	0	0	0	11
JAPAN	9	1	0	0	0	0	0	10
KAZAKHSTAN	1	0	0	0	0	0	0	1
KENYA	3	14	1	2	2	2	0	24
KUWAIT	7	0	0	0	0	0	0	7
LESOTHO	0	14	0	0	0	0	0	14
MALAWI	0	45	7	3	1	2	0	58
MALAYSIA	1	0	0	0	0	0	0	1
MALTA	1	0	0	0	0	0	0	1
MEXICO	8	0	0	13	0	0	0	21
MOROCCO	1	0	0	0	0	0	0	1
MOZAMBIQUE		13	1	0	0	1	0	15
NAMIBIA	1	48	1	0	2	4	0	56
NETHERLANDS	3	5	0	0	0	0	0	8
NEWZELAND	7	0	0	0	0	0	0	7
NORWAY	3	0	0	0	0	0	0	3
PERU	1	0	0	0	0	0	0	1
PHILIPPINE	1	0	0	0	0	0	0	1
POLAND	4	0	0	0	0	0	0	4
PORTUGAL	1	0	0	0	0	0	0	1
REPUBLIC OF KOREA		0	0	0	0	0	0	1
RUSSIA	7	0	0	0	0	0	0	7
SAUDI ARABIA	7	0	0	0	0	0	0	7
SINGAPORE	28	0	0	0	0	0	0	28
SLOVENIA	2	0	0	0	0	0	0	2
SOMALIA		1	0	0	0	0	0	1
SOUTH AFRICA	85	241	4	2	5	0	0	337
SPAIN	2	1	0	0	0	0	0	3
SWAZILAND		13	0	0	0	0	0	13
SWEDEN	3	0	0	0	0	0	0	3
TANZANIA	0	40	4	1	2	1	0	48
TURKEY	3	0	0	0	0	0	0	3
UGANDA	0	35	2	0	1	0	0	38
UNITED ARAB	19	0	0	0	0	0	0	19
USA	419	4	0	3	1	0	0	427
ZAMBIA	46	1544	114	525	40	93	0	2362
ZIMBABWE	16	359	7	0	25	9	0	416
TOTAL	914	2417	143	555	93	114	550	4786

Nb: there are no persons who indicated their purpose as being student, diplomat, seeking employment

Annex-3 : BOBS Documents

These are certificates issued by the Botswana Bureau of Standards to indicate that goods can be allowed entry into Botswana after meeting the required standard.

BOTSWANA BUREAU OF STANDARDS

Member of International Organization for Standardization (ISO)

Plot No 55745, Main Airport Road Block 8, Private Bag BO 48, Gaborone, Botswana
Tel (+267)3903200, Fax (+267)3903120, E-mail : info@hq.bobstandards.bw

NOTE of RECOGNITION

STANDARDS (IMPORT INSPECTION) REGULATIONS Section (4)

This serves to note that

Client's Details:

Company Name:	SILVERLINE INVESTMENTS (PROPRIETARY) LIMITED		
Postal Address:	P O BOX 26542, GABORONE, BW,26542	Physical Address:	P O BOX 26542, GABORONE, BW,70665
Telephone:	71500672	Email:	lightohn@yahoo.com

Has submitted the following product:

Product Details:

Product Name	Country of Origin	Number of Consignments	HS Code	Product Type / Brand Name	Batch / Model Number	Quantity	Package Type
Pneumatic Passenger Car Tyres	GERMANY	1	40111009	New pneumatic tyres, of rubber, of a kind used on motor cars (including station wagons and racing cars); having a rim size of 43 cm (17 inches) or more	INVOICE NUMBERS 6554253617 65542552336554 255235 65542552346554 254840 1008273 24215653522421 565350 2421565340	25	LOOSE
Port of Entry (Customs Office)				Tlokweng Gate			

For testing by: **Certifying / testing Body:**

Company Name:	INTERTEK		
Reference No:	ZA002276	Date of Inspection:	28/04/2022

And was found to comply with the requirements of BOS 116 . The scope of conformity is only limited to the assessment conducted as per documents referenced above.

Note of Recognition Number:	**2022DOC0000006663**		
Date of Issue:	30/06/2022	Valid Until:	14/07/2022

Assessor's Name: MOGOMOTSI LEBANI

Issuing Office: Gaborone

Approving Officer: ALAN AMEN NTLHAILE

The Certificate has been issued on the basis of documents verification only. It does not exempt importers from their obligations in relation to the quality and quantity of the goods referred to herein. BOBS may instigate a recall of the consignments covered by this NoR if found to be non-compliant. This is a computer generated certificate and no signature is required.

[Effective] [February 2021] [Issue 04]

21/07/22 - DPG3MNGP

EXHAUSTED

REPUBLIC OF BOTSWANA

Plant Diseases and Pests Act, CAP 35:02

Permit No.:2271/22

PERMIT AUTHORIZING THE IMPORTATION OF PLANTS

Permission is granted to (Address of Importer) Sayah Trading (PTY) LTD

No 16 Eldorado Street, Kempton Park, Republic of South Africa

to import in multiple consignment (s), within 30 days of the date of this permit, by post/rail/road Road

from (address of consignor) Republic of Kenya

through (Port of Entry) Kazungula Exit: Tlokweng

the following:

9000Kg of Bananas (*Musa sp*)
1500Kg of Yams (*Dioscorea spp*)
500kg of Sweet potatoes (*Ipomoea spp*)

Subject to the following conditions

As attached or indicated overleaf

N.B.: *This permit does not exempt the holder from the provisions of any other Act or Statutory Instrument*

Date: 13 July 2022

(This Permit must accompany the consignment above)

CHIEF PLANT PROTECTION OFFICER

Enquiries: Telephone No: (+) 267 3928745/6

Facsimile: (+) 267 3928768

Annex-4: Deployment Sheet

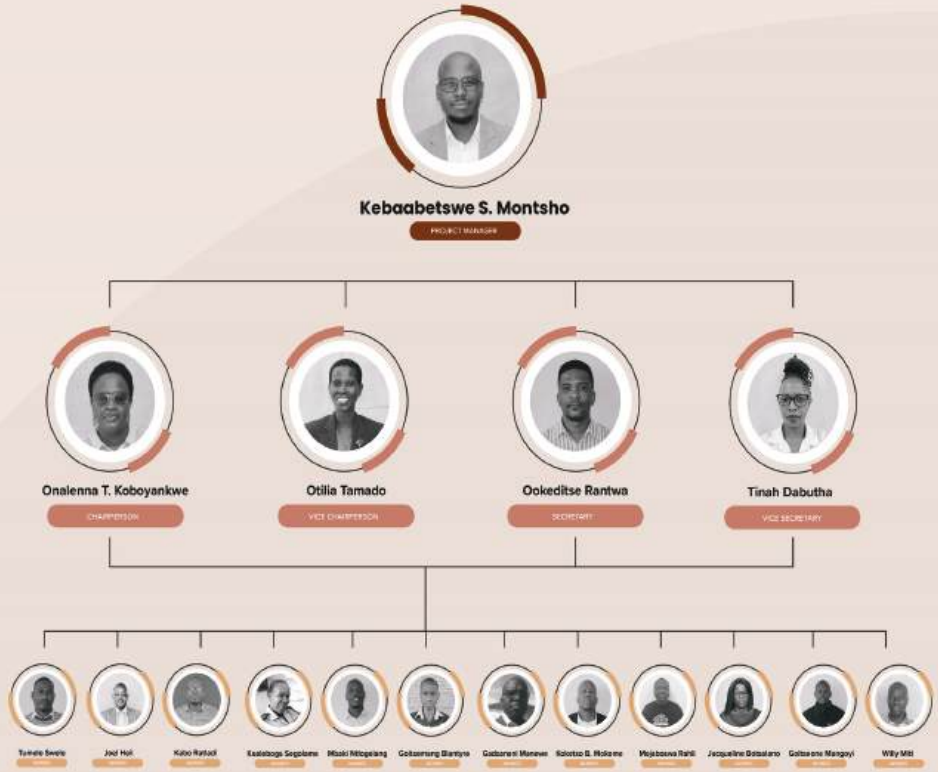
These were used to indicate the area of operation for enumerators during the data collection period.

SHIFT A		0600-1400				1400-2200		
E/N	NAME	FRI-14	SAT-15	SUN-16	MON-17	TUE-18	WED-19	THU-20
23	OFENTSE KOOWAGILE	S1	S2	S4	N1	S5	S6	S7
11	GOMOTSEGANG MASHABA	S2	S4	N1	S5	S6	S7	S8
24	RICADORA HEII	S4	N1	S5	S6	S7	S8	S3
21	MMOLOKI BAITSHEPI	N1	S5	S6	S7	S8	S3	S10
6	ELLEN OBAKENG	S5	S6	S7	S8	S3	S10	S11
3	ANITA K OTSOGILE	S6	S7	S8	S9	S10	S11	S12
8	GIFT SAREFO	S7	S8	S9	S10	S11	S12	N1
25	ROSE GEORGE	S8	S9	S10	S11	S12	N1	S13
10	GLORIA MASHABA	S9	S10	S11	S12	N1	S13	S1
16	KAGO GALEBOE	S10	S11	S12	N1	S13	S1	S1
5	DINEO MOTLHATLHOBI	S11	S12	N1	S13	S1	S1	S2
12	HOPE EBINENG	S12	N1	S13	S1	S1	S2	S4
22	ODIRILE MUYOBA	N1	S13	S1	S1	S2	S4	N1
18	KEBATSHABILE LEBENTLELE	S13	S1	S1	S2	S4	N1	S5
14	JULIA MOKOBE	S1	S1	S2	S4	N1	S5	S6

SHIFT B		1400-2200				0600-1400		
E/N	NAME	FRI-14	SAT-15	SUN-16	MON-17	TUE-18	WED-19	THU-20
7	GAONE MOMPOLOKI	S1	S13	S12	S11	S10	N1	S9
1	AKIN NTLOGELANG	S13	S12	S11	S10	N1	S9	S8
19	ANOLD B MAMPARE	S12	S11	S10	N1	S9	S8	S7
29	TUMISO RAMMALA	S11	S10	N1	S9	S8	S7	S6
30	WASIBWA T KANAWE	S10	N1	S9	S8	S7	S6	S5
20	LETSHOGONOLO T MOEMEDI	N1	S9	S8	S7	S6	S5	N1
17	KAONE KGOSITLADI	S9	S8	S7	S6	S5	N1	S4

2	ALUCIA RUNGWE	S8	S7	S6	S5	N1	S4	S2
27	TLOTLO SEABE	S7	S6	S5	N1	S4	S2	S1
26	SHELBY SANGWANA	S6	S5	N1	S4	S2	S1	S1
4	AOBAKWE MOTLOKWA	S5	N1	S4	S2	S1	S1	S13
15	KAGISO L GAOKITLANYE	N1	S4	S2	S1	S1	S13	S12
28	TSAONE KOBOYANKWE	S4	S2	S1	S1	S13	S12	S11
9	GLADNESS K OROMENG	S2	S1	S1	S13	S12	S11	S10
13	JENNIFER GALEAGE	S1	S1	S13	S12	S11	S10	N1

ORGANOGRAM FOR KAZUNGULA OSBP END-LINE TRS



FULLNAMES	POSITION	ORGANISATION
Kebaabetswe S. Montsho	Manager Border Security	BURS
Onalenna T. Koboyankwe	Principal Customs Officer, Data Management	BURS
Otilia Tamado	Senior Customs Officer	BURS
Ookeditse Rantwa	Senior Customs Officer	BURS
Jacqueline Botsalano	Senior Customs Officer	BURS
Kabo Ratladi	IT Programmer	BURS
Tinah Dabutha	Inspector	Port Health
Koketso B. Mokome	Statistical Research Analyst	BURS
Mbaki Ntlogelang	Senior Customs Officer	BURS
Goitseone Mangoyi	Communications Officer	BURS
Tumelo Swele	Customs Officer	BURS
Joel Hoi	Immigration Administrator I	Immigration & Citizenship
Kealeboga Segolame	Constable	Botswana Police Service
Goitsemang Blantyre	Inspector	Plant Health
Gadzanani Manewe	Principal Veterinary Officer II	Veterinary Services
Mojaboswa Rahii	Private Sector	Kwa Nokeng Oil
Willy Miti	Private Sector	Gorata Enterprises

burs
botswana unified revenue service

List of Participants – Technical Working Group

Name	Institution	Designation
Kebaabetswe Montsho	BURS	Manager Border Security
Onalenna Koboyankwe	BURS	Principal Customs Officer
Otilia Tamado	BURS	Senior Customs Officer
Mbaki Ntlogelang	BURS	Senior Customs Officer
Ookeditse Rantwa	BURS	Senior Customs Officer
Jacqueline Botsalano	BURS	Senior Customs Officer
Tinah Dabutha	Port Health	Principal Technical Officer
Goitsemang Blantyre	Plant Protection	Principal Technical Officer
Gadzanani Manewe	Veterinary	Principal Veterinary Officer
Connie Moseki	Immigration	Immigration Administrator II
Thabo Setemere	BURS	Programmer
Koketso Mokome	BURS	Statistical Research Analyst
Joel Heii	Immigration	Principal Immigration Administrator I
Kealeboga Segolame	Botswana Police	Constable
Mojaboswa Rahii	Kwanokeng Oil	Private Sector
Willie Miti	Gorata Enterprise	Clearing Agent

BIBLIOGRAPHY

1. Data received from the Botswana Unified Revenue Service
2. Data provided by Custodians Immigration, Veterinary, Agriculture, Port Health, BOMRA, BOBS
3. JICA OSBP Project Team and Time measurement Survey Team
4. Google Earth

Appendix C-2 Endline TMS Report (Zambia)

The Endline TMS Report of Zambia is provided on the following pages, which is also publicly available on the website of the Zambia Revenue Authority (ZRA) as of January 2025.

Link to the report
https://www.zra.org.zm/wp-content/uploads/2024/11/JICA-ENDLINE-TIME-MEASUREMENT-SURVEY-02Nov2024-MS.pdf

REPUBLIC OF ZAMBIA

ZAMBIA REVENUE AUTHORITY | My Tax Your Tax Our Destiny

JICA









ENDLINE TIME MEASUREMENT SURVEY 2024

CHIRUNDU AND KAZUNGULA ONE STOP BORDER POSTS



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ENDLINE TIME MEASUREMENT SURVEY 2024

CHIRUNDU AND KAZUNGULA ONE STOP BORDER POSTS



FOREWORD

It is with great pleasure that I present the 2024 Endline Time Measurement Study (TMS) report for the Chirundu and Kazungula One Stop Border Posts (OSBPs). This report marks a significant milestone in Zambia's continuous efforts to enhance trade facilitation and streamline clearance processes in line with our national and international commitments. The study reflects Zambia's steadfast commitment to Trade Facilitation as articulated in our National Trade Policy, **Zambia Vision 2030, and the Eighth National Development Plan (8NDP)**, which underscores the pivotal role of efficient border management in enhancing trade competitiveness and driving economic growth.

The Chirundu and Kazungula OSBPs are critical gateways for trade within the southern African region. By streamlining border procedures and reducing Transit times, these facilities play a pivotal role in boosting economic growth, fostering regional integration, and enhancing the competitiveness of our industries.

The 2022 baseline Time Measurement Study undertook a comprehensive analysis of the border management processes at Chirundu and Kazungula. The study meticulously identified critical bottlenecks that hinder efficiency and proposed a series of actionable recommendations. These recommendations are categorised into short-term and medium-term strategies aimed at optimising operations, enhancing coordination among border agencies and leveraging technology to streamline procedures. The insights gained from the study are pivotal for driving improvements and ensuring a smoother, more efficient border. In alignment with these recommendations, we have implemented several strategic policy directives, most notably the adoption of Coordinated Border Management (CBM), which reduced the number of agencies physically present at our borders for first-line intervention from eighteen to six. CBM has been instrumental in optimising border procedures, improving efficiencies and fostering inter-agency collaboration.

In 2023, a Monitoring and Evaluation (M&E) exercise was conducted to assess the progress of the short-term recommendations outlined in the 2022 TMS. This evaluation revealed substantial improvements in border operational efficiency, directly attributable to the implemented recommendations. These enhancements have significantly contributed to efficiencies in trade facilitation efforts in the country.

The Endline TMS aims to assess the effectiveness of recommendations implemented from previous studies and to analyse improvements resulting from these measures, ensuring the sustainability of progress achieved. This report provides a comprehensive overview of the current state of border management and offers strategic insights for ongoing improvements.

We remain dedicated to fostering an environment conducive to seamless trade, which is essential for Zambia's economic development and regional integration.

This has indeed been a worthwhile long journey from the baseline study to the Endline Time Measurement Study report. We acknowledge the capacity for conducting Time Measurement Surveys that has been built within our technical team by the World Customs Organisation. This capacity has been further enhanced through this process, ensuring a multi-agency approach that includes both public and private sectors.

We extend our sincere gratitude to the Technical Working Group (TWG), led by Mrs. Idah Chisenga Njovu, Assistant Commissioner – Business Systems and Support, for their dedication throughout the process and for successfully completing this important Endline study report.

Furthermore, we extend our gratitude to the National Trade Facilitation Committee Secretariat, particularly Mrs. Patricia Mwela, for her dedication. Special thanks go to Mr. Maxwell Kapindula, a World Customs Organization-recognised Time Release Study expert, for his guidance and supervision of the study. We also express our deep appreciation to the Japan International Cooperation Agency (JICA) for its invaluable technical assistance throughout this process.



Lillian Saili Bwalya
Permanent Secretary
Trade and commerce
MINISTRY OF COMMERCE, TRADE AND INDUSTRY

4th November, 2024



FOREWORD BY THE ZAMBIA REVENUE AUTHORITY COMMISSIONER GENERAL

In our continued quest to realise our vision - A model of excellence in revenue administration and trade facilitation, this report could not have come at a better time. The findings of the study offer us an opportunity to measure our performance against the key strategies that we set off to achieve.

The timing of the end line surveys followed the implementation of the Coordinated Border Management (CBM) approach, a concept which was incidentally one of the recommendations from one of similar studies including the baseline report. The report therefore, provides a reliable method of reviewing the impact of the CBM, among others. Therefore, we have built on the milestones attained with emphasis on the use of data to direct our efforts and resources in achieving trade facilitation. It gives us comfort that there has been great improvement in the time taken to clear goods and persons across our borders because of effective inter-agency co-operation. It is worth pointing out that the average clearance times at our two borders have significantly dropped by 60 percent, falling from over two days in 2022 to just under 14 hours in 2024.

As a tax authority, we remain aligned to making a positive contribution premised on the Strategic Development Area No. 1 of the Eighth National Development Plan which is economic transformation and job creation. We are acutely aware of the critical role that our border clearance processes play as they place a direct impact on the Trade flows with a call to expeditious, effective and efficient processes in assuring quick turnarounds on all counts.

We align to the urgency by the Government of the Republic of Zambia to activate a vibrant economy with the goal of improving the lives of the Zambian Citizens. With the above improvements in clearance times and service delivery, it gives us confidence that we are on the right trajectory to having Non-stop Border Posts as aspired by the Zambian Government.

Further, we recognize with great appreciation the capacity developed by the National Technical Working Group on Time Release Studies (TRS), which has been supported by the World Customs Organization (WCO) to whom we remain indebted. This has contributed to Zambia's timely implementation of the World Trade Organization (WTO) Trade Facilitation Agreement, Article 7.6 which encourages members to periodically assess the average clearance times and identify bottlenecks in the clearance processes.

We extend our profound gratitude to the Government of Japan, through the Japan International Cooperation Agency (JICA) Project for Capacity Building for Smooth Operationalization of One Stop Border Posts (OSBPs) on the North-South Corridor, for providing the logistical support and expertise for the successful Time Measurement Survey.
Lastly, we take special cognisance of the tireless efforts in producing this report by the National Trade Facilitation Committee Secretariat led by Mrs. Patricia Mwale Mwela together with the National Technical Working Group led by our Assistant Commissioner - Customs Business Systems & Support, Mrs. Idah Chisenga Njovu and the WCO accredited expert, Mr. Maxwell Kapindula.

With the ongoing support of all our stakeholders, we are confident that Zambia Revenue Authority, in collaboration with other Government agencies and the private sector, will continue to contribute to the economic and social well-being of the people of Zambia. This, as evidenced by the results in the report, is being mainly achieved through easing tax compliance and contributing to the reduction of the cost of doing business in the country.



Dingani Banda
Commissioner General
Zambia Revenue Authority

4th November, 2024



STATEMENT BY JICA RESIDENT REPRESENTATIVE

Zambia is a landlocked country that lies in the Southern Region of Africa and had a population of about 21.13 million as of 1 July 2024, as estimated by the United Nations. It is bordered by the Democratic Republic of Congo and Tanzania to the north, Malawi and Mozambique to the east, Botswana, Namibia, and Zimbabwe to the south, and Angola to the west. There are several international transport corridors passing through Zambia.

The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor supported by JICA has made significant contributions to Zambia, particularly in enhancing trade facilitation and border efficiency:

- **Improved Border Operations:** The project has focused on the Chirundu OSBP between Zambia and Zimbabwe, and the Kazungula Bridge OSBP between Zambia and Botswana. By streamlining customs procedures and integrating multiple border control agencies into a single location, these OSBPs have reduced border crossing times and improved the efficiency of trade.
- **Capacity Building:** JICA has provided extensive training and capacity-building programs for customs and border control officials and officers in Zambia. This has enhanced their skills and knowledge, leading to more effective and efficient border management.
- **Policy and Procedural Reforms:** The project has assisted in the development of new policies and procedures to support the smooth operation of OSBPs. This has included the preparation of manuals and guidelines to standardise and simplify border processes and procedures.
- **Regional Integration:** By improving the efficiency of the North-South Transport Corridor, the project has contributed to greater regional integration and cooperation. This has not only benefited Zambia but also other countries in the region by promoting trade and economic growth.

These efforts have significantly facilitated Zambia's trade, making it easier and more cost-effective for businesses to engage in cross-border trade.

Complementing these contributions, the project conducted this Time Measurement Survey (TMS) at the Chirundu and Kazungula Bridge OSBPs. The objective of the TMS was to measure improvements at the beginning stage of the project (May 2022) and at the ending stage of the project (May 2024). The recommendations of the TMS are expected to facilitate trade at Chirundu and Kazungula by identifying remaining bottlenecks in border crossing procedures. Another objective of the TMS was to build capacity for Zambia to conduct similar surveys by themselves in the future.

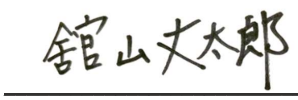
The TMS measured how long it takes to complete the necessary procedures from the time of arrival at the OSBP entry gate to the time of release from the OSBP exit gate. It also measured the time of customs clearance from the submission of declarations until release from customs control.

Specifically, the scope of the TMS was to collect data on Import, Export, and Transit cargo clearance for carriers (the truck and crew) and border crossing data for people (travellers, visitors, passengers, and local residents) over one-week periods, 20-26 May 2024 at Chirundu and 23-29 June 2024 at Kazungula.

To undertake the TMS, Technical Working Groups (TWG) were formed with members recommended by the project counterpart, including officials from the Zambia Revenue Authority (ZRA) and Partner Government Agencies (PGAs) working at the Chirundu and Kazungula Bridge OSBPs. The TWG members collected data on the time required for border crossing procedures from cargo clearance systems (ASYCUDA World and the Zambia National Single Window System) and allocated enumerators at critical points of the procedures where data collection could not be done with the computerised system. Interviews of stakeholders and users of the OSBP were also undertaken to directly receive and reflect their views.

Thus, this Zambia Endline TMS Report for Chirundu and Kazungula shows the true nature of these OSBPs on the Zambian side, presenting both efficiencies and challenges.

JICA would like to thank Mrs. Lillian Saili Bwalya, Permanent Secretary – Trade and Commerce, Ministry of Commerce, Trade and Industry, and Mr. Dingani Banda, Commissioner General, ZRA, for supporting the study. In addition, we would also like to extend our appreciation to Mrs. Idah Chisenga Njovu, Technical Working Group Chairperson, Assistant Commissioner, System Business Support, ZRA. We would also like to express special appreciation to Mr. Maxwell Kapindula, a World Customs Organization-recognised Time Release Study expert, as well as to all TWG members including members from the PGAs and the private sector, who actively contributed to the study.



Mr. Jotaro TATEYAMA
Chief Representative
JICA Zambia Office

4th November, 2024



ACKNOWLEDGEMENTS

Attaining this significant milestone where the Endline Time Measurement Survey report for Chirundu and Kazungula One Stop Border Posts (OSBPs) is being published gives us a great sense of profound achievement as the National Time Release Study Technical Working Group (TRS-TWG). The progression from the Baseline Survey through the Monitoring and Evaluation process to the current Endline Survey completes the full cycle of a Time Release Study as promulgated by the World Customs Organization (WCO) TRS guidelines.

In this process, the TWG—applying itself diligently—has delivered a report that addresses the bottlenecks identified in the baseline survey, including the outcomes of the Monitoring and Evaluation exercise, which inform the recommendations that address these bottlenecks. This has significantly contributed to achieving reduced average clearance times for imports, exports, and transit at the two OSBPs.

From the findings of the Survey, which overall indicate a reduction from days to hours, we are confident that Zambia is on the right trajectory towards attaining the international best practice average time of 4 hours.

Throughout this entire cycle, the capacity of the TWG has undoubtedly grown, enabling it to drive the process and enhance the efforts of all stakeholders in implementing data-driven interventions that inform trade facilitation initiatives.

The success of the Time Measurements Survey is a culmination of concerted efforts from a myriad of stakeholders who are key to the process and to whom the TWG remains indebted.

The leadership of the Government of Zambia, through the responsible Ministry of Commerce, Trade and Industry and the Zambia Revenue Authority, is specially acknowledged. The Working Group extends its sincere gratitude to the Permanent Secretary of the Ministry of Commerce, Trade and Industry, Mrs. Lillian Bwalya, and the Commissioner General of the Zambia Revenue Authority, Mr. Dingani Banda, for steering and entrusting the Working Group with this important task, complemented by their valuable guidance, support, and encouragement throughout the study and report finalisation.

In this vein, special thanks are extended to the Commissioner of Customs Services, Mr. Ernest Sigande, for granting access to key resources and data critical to the data analysis for the study. Likewise, we recognise the support of the Director Generals and executive officials of the other government agencies, which was paramount to the process.

We take particular cognisance of and acknowledge the support and cooperation of the Japanese Government through the JICA Project for Capacity Development on the Smooth Operation of OSBPs along the North-South Transport Corridor (the JICA OSBP Project) in undertaking the Time Measurement Survey for the Chirundu and Kazungula OSBPs, from the baseline surveys conducted in 2022 through to the Endline survey conducted in 2024.

In this regard, the Technical Working Group (TWG) acknowledges the expert consultation, participation and support, including logistical arrangements, provided by the JICA project team, which contributed to the success of this Time Measurement Survey (TMS).

The World Customs Organization (WCO) is especially recognised for its capacity-building efforts for the TWG and for granting access to the WCO-TRS tools that were critical to the undertaking of the study. This initiative was led by a formidable Technical Working Group on Time Release Studies under the National Trade Facilitation Committee (NTFC), whose tireless efforts made the successful data collection, analysis, and culmination of this report possible.

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Idah Chisenga Njovu
Chairperson - Technical Working Group

4th November, 2024

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LIST OF ACRONYMS

AEO	Authorized Economic Operator
ASYCUDA	Automated System for Custom Data
AW	ASYCUDAWorld
CACP	Customs Accredited Client Programme
CBM	Coordinated Border Management
CG	Commissioner General
COMESA	Common Market for Eastern and Southern Africa
CPC	Centralized Processing Centre
CSD	Central Supplier Database
DEC	Drug Enforcement commission
DTI	Direct Trader Input
DVS	Department of Veterinary Services
EU	European Union
EX	Export
GSB	Government Service Bus
HPESD	Health Promotion Environment and Social Determinants
IBDF	Integrated Border Declaration Form
IM	Import
JICA	Japan International Cooperation Agency
MCTI	Ministry of Commerce, Trade and Industry
NALEIC	National Livestock Epidemiological and Information Centre
NTFC	National Trade Facilitation Committee
NTRS	National Time Release Study
OGA	Other Government Agency
OSBP	One Stop Border Post
PQPS	Plant Quarantine and Phytosanitary Services
RTSA	Road Transport and Safety Agency
TBT	Technical Barriers to Trade
TMS	Time Measurement Survey
TRS	Time Release Study
TSC	Tariff Specification Code
TWG	Technical Working Group
UNCTAD	United Nations Conference on Trade and Development
WCO	World Customs Organization
WTO-TFA	World Trade Organisation-Trade Facilitation Agreement
ZAMRA	Zambia Medicines Regulatory Authority
ZCSA	Zambia Compulsory Standards Agency
ZESW	Zambia Electronic Single Window
ZICTA	Zambia Information and Communications Technology Authority
ZRA	Zambia Revenue Authority

EXECUTIVE SUMMARY

The 2024 Endline Time Measurement Survey (TMS) conducted at the Chirundu and Kazungula One Stop Border Posts (OSBPs) in Zambia represents a critical assessment of border operation efficiencies and the effectiveness of implemented recommendations from previous studies. Building on the Baseline Time Release Study of 2022 and the subsequent monitoring and evaluation in 2023, this Endline study evaluates the progress and impact of various policy directives aimed at enhancing trade facilitation and border management.

The study effectively addresses the mandates of the World Trade Organization Trade Facilitation Agreement (WTO-TFA), specifically Article 7.6, which requires the periodic assessment and publication of average clearance times. It further aligns with Zambia's strategic objectives for trade facilitation, including the enhancement of border management through coordinated efforts among various border agencies to ensure efficient and effective facilitation of the seamless movement of goods and persons across borders.

This approach is consistent with Strategic Development Area No. 1 of the Eighth National Development Plan (8NDP), which is Economic transformation and job creation and also Zambia's Vision 2030, which underscores the pivotal role of efficient border management in enhancing trade competitiveness and driving economic growth with easing tax compliance and reduction in the cost of doing business.
The primary objective of the 2024 Endline TMS was to assess the efficiency and effectiveness of clearance procedures, building upon the findings and recommendations from the baseline survey conducted in 2022 and the monitoring and evaluation conducted in 2023. Specifically, the study aimed to evaluate the improvements in the time taken to complete the clearance process since 2022, identify pending and emerging bottlenecks in the clearance process, and assess the impacts of implemented measures and reforms.

A key reform spinning off the baseline survey recommendation is the implementation of Coordinated Border Management (CBM), which underpins the Government's policy to create efficiency by reducing the number of border agencies physically operating at the border from eighteen (18) to six (6). The study examined the effect of the integration and connectivity of all agencies to ASYCUDA World, the Government Services Bus (GSB) and the Zambia Electronic Single Window as it impacts the customs clearance times. Further, the study also sought to provide data for future policy and operational improvements through the gathering of feedback from stakeholders relevant to the border clearance processes. Attaining these objectives is crucial for an appreciation of the progress made and identifying areas for continuous improvement, especially as it relates to streamlined and simplified clearance procedures.

As an essential ingredient, the survey measured the average times taken in the clearance of passengers and commercial goods by all players involved, and the indication from the findings reveals a marked reduction as compared to the baseline survey. A summary of the findings is outlined in the tables below.

The study reveals a significant improvement in average clearance times at the Chirundu OSBP, with the most notable enhancement seen in Transit clearance, which achieved an efficiency rate of 97.06%, reducing from 2 days, 4 hours, and 12 minutes to just 1 hour and 32 minutes. Export clearance times also improved substantially, with an 85.04% increase in efficiency. Import clearance recorded a 60% improvement, with average times dropping from 2 days, 7 hours to 22 hours and 5 minutes. Additionally, the facilitation of passenger movement saw a positive reduction in processing time from 4 minutes to 2 minutes.

2022 and 2024 Comparison Percentage Efficiency Gain at Chirundu OSBP

AVERAGE CLEARANCE TIME COMPARISON			
	Chirundu OSBP 2022	Chirundu OSBP 2024	Efficiency Improvement Rate
Imports	2 days 7 hours 17 minutes (3317 minutes)	22 hours 5 minutes (1325 minutes)	60.05%
Exports	12 hours 36 minutes (756 minutes)	3 hours 46 minutes (224 minutes)	70.37%
Transits	2 days 4 hours 12 minutes (3132 minutes)	1 hour 32 minutes (92 minutes)	97.06%
Baggage	7 hours 28 minutes (448 minutes)	1 hour 7 minutes (67 minutes)	85.04%
People	4 minutes 15 secs (255 minutes)	2 minutes 37 seconds (157 seconds)	38.43%

At Kazungula OSBP, the study revealed a substantial improvement in transit clearance times, which increased in efficiency by 87.9%, dropping from 21 hours and 18 minutes to just 2 hours and 36 minutes. Export clearance times also improved significantly, with an 80.57% efficiency increase, reducing from 13 hours and 23 minutes to 2 hours and 36 minutes. Imports showed a 73.43% improvement, with clearance times decreasing from 2 days, 7 hours, and 23 minutes to 14 hours and 43 minutes.

2022 and 2024 Comparison Percentage Efficiency Gain at Kazungula OSBP

AVERAGE CLEARANCE TIME COMPARISON			
	Kazungula OSBP 2022	Kazungula OSBP 2024	Efficiency Improvement Rate
Imports	2 days 7 hours 23 minutes (3323 minutes)	14 hours 43 minutes (883 minutes)	73.43%
Exports	13 hours 23 minutes (803 minutes)	2 hours 36 minutes (156 minutes)	80.57%
Transits	21 hours 18 minutes (1278 minutes)	2 hours 36 minutes (156 minutes)	87.79%
Baggage	7 hours 23 minutes (443 minutes)	3 hours 48 minutes (228 minutes)	48.53%
People	4 minutes	2 minutes	50.00%

Coordinated Border Management (CBM)

Following the recommendations from the Baseline TMS in 2022 and the Monitoring and Evaluation in 2023, which highlighted the high number of agencies physically present at the two One Stop Border Posts, leading to outcomes such as:

i. Duplicated interventions by multiple agencies in the clearing process of goods resulting in delays in clearance of goods;

ii. Lack of consistent coordination among border agencies concerning the clearance of goods and each border agency's mandate;
iii. Increase to the cost of doing business to the Importers/Exporters arising from overlapping and duplicated actions undertaken by border agencies; and
iv. Border congestion resulting from limited physical space, infrastructure and multiple regulatory checks and verifications during the clearance process;

On the 31st of January 2024, the implementation of Coordinated Border Management (CBM) to reduce the number of border agencies physically present at the border from eighteen (18) to six (06) commenced with the pilot at Chirundu and Kazungula OSBP. The six frontline agencies selected to physically operate at the border were the Zambia Revenue Authority (ZRA), Immigration Department, Plant Quarantine and Phytosanitary Services (PQPS), Department of Veterinary Services, Ministry of Health – Port Health and Zambia Compulsory Standards Agency. The functions of other agencies were delegated to the six frontline intervention agencies as follows:

List of Six Frontline Agencies at Chirundu and Kazungula OSBPs

No.	Institution	Border Controls on behalf of
1	ZRA	Ministry of Mines Radiation Protection Authority
2	Port Health	Zambia Medicines Regulatory Agency National Biosafety Authority
3	Ministry of Agriculture (Plant Quarantine and Phytosanitary Services - PQPS)	Seed Control and Certification National Biosafety Authority Department of National Parks and Wildlife
4	National Livestock Epidemiology and Information Centre (NALEIC)	Department of National Parks and Wildlife National Biosafety Authority
5	Zambia Compulsory Standards (ZCSA)	Zambia Information and Communications Technology Authority Zambia Metrology Agency Department of Forestry
6	Immigration Department	NIL

The new trade facilitation initiatives introduced since the baseline study of 2022 include the digitalization of the gate pass to track entry and exit in and out of the Control Zones at Chirundu and Kazungula. Zambia Revenue Authority launched the mandatory pre clearance on all goods entering the country. During the study the team found that the digital gate pass was not operational at the two borders as the manual gate passes were still in use. It was also observed that goods arrived at the borders prior to being pre cleared.

In 2018, the Zambia Revenue Authority (ZRA) was designated as the Single Payment Point for collecting fees at borders on behalf of all agencies. Since the implementation of Coordinated Border Management (CBM) on 31st January 2024, an additional ten fees have been added to those collected through this centralised payment point, bringing the total number of fees collected on behalf of other agencies to twenty.

List of types of fees and their respective agencies collected by ZRA

No	Type of Fees	On behalf of Organisation
1	Kariba Dam Wall Toll Fees	Zambezi River Authority
2	Inspection Fee	Zambia Metrology Agency
3	Imports Certification Fee	Zambia Compulsory Standards Agency
4	ZCSA Inspection Fee	Zambia Compulsory Standards Agency
5	ZCSA Application & Inspection Fee	Zambia Compulsory Standards Agency
6	ZCSA Timber Certification Fee	Zambia Compulsory Standards Agency
7	Motor Vehicle fee	Kazungula Council
8	foreign short-term road service license fee	Road Transport Safety Agency
9	Motor Vehicle Registration fee	Road Transport Safety Agency
10	Motor Vehicle Levy	Livingstone Council
11	Motor vehicle fee	Chadiza council
12	Road Toll	Road Development Agency
13	Kazungula Bridge Fee	Road Development Agency
14	Victoria Falls Bridge Toll	Road Development Agency
15	Motor Vehicle fee	Chililabombwe Municipal Council
16	Assessment Fee	Radiation Protection Authority
17	Motor vehicle fee	Chirundu Town Council
18	Motor Vehicle fees	Nakonde Town Council
19	Motor Vehicle fees	Sesheke Town Council
20	Motor Vehicle fees	Chipata City Council

Overall, the survey revealed significant improvements in processes, including joint inspections, Single Payment Points, increased staffing levels, and enhanced connectivity, largely resulting from the implementation of Coordinated Border Management. However, some bottlenecks persist, requiring greater attention and coordination, such as third-party collections by other appointed agencies and the slow uptake and enforcement of initiatives like mandatory pre-clearance and the digital gate pass. The report provides recommendations to address these challenges and further enhance the customs clearance processes.

Observation by the Technical Working Group Chirundu OSBP

No	Issue	Recommendation	Responsible	Timeline
1	Shortage of staff in all the Border Agencies to fully support Coordinated Border Management and the delegation of functions	Recruitment of additional staff for the following agencies ZRA PQPS Ministry of Health Department of Veterinary Zambia Compulsory Standards Agency	ZRA PQPS Ministry of Health Department of Veterinary Zambia Compulsory Standards Agency	Q2 2025
2	Unstable customs system due to load management	Business continuity plan should be in place to avert the downtime to avoid the demurrage charges being faced by transporters	ZRA	Q1 2025
3	Lack of Multi Agency Standard Operating Procedures for CBM	Finalisation of the Multi Agency Standard Operating Procedures developed with support of World Customs Organisation	MCTI All Agencies	Q12025
4	No electronic cargo tracking system for Transit goods	Procure and implement the use of electronic cargo tracking system for local and Transiting consignment	MCTI/ZRA	Q1 2025
	Inadequate staff housing.	Build more houses to carter for more staff	Ministry of Infrastructure Housing and UrbanDevelopment	Q4, 2025
	Inefficient client management system. Clients complain of longer waiting hours after forwarding a request through the client service desk. The officer under CSD gets too overwhelmed.	Provide for client management system where traders can input the declaration reference number and get instant declaration status response.	Zambia Revenue Authority-Customer Experience Unit	Q1, 2025
5	Non-intrusive inspections working in isolation from main customs system, leading into delays at scanner	Interface the scanner with customs system to enable customs examiner to be able to view image of cargo	ZRA, MCTI	Q1 2025
6	The Integrated Border Declaration Form (IBDF) for use in the clearance of self-drive motor vehicles is complex	Review of the Integrated Border Declaration Form (IBDF)	ZRA	Q1 2025
7	Digitalized IBDF available on Customs Portal not known by travellers	Create awareness and sensitisation on the IBDF	ZRA	Q1 2025
8	Enforcement of mandatory Pre clearance	Create awareness and sensitization on Pre clearance	ZRA	Q1 2025
9	Connectivity to GWAN and AYSCUDA for Ministry of Health Department of Veterinary PQPS at Chirundu OSBP	To facilitate real time operations on the ASYCUDA system for clearance of goods	Smart Zambia ZRA	Q1 2025
10	Office space outside the Border for Agencies disembarking the Border Post in line with CBM	To facilitate complete disengagement from border operations in line with the CBM delegations	MIHUD/District Office/MCTI	Q2, 2025
	Redistribution of office space left vacant by Agencies disembarking the Border to the core Agencies	To allow core Agencies to accommodate additional staff to undertake there delegated functions	MCTI/ZRA	Q1, 2025
	Housing for the baggage scanner at passenger terminal	To secure the baggage scanner and to ensure its operational	ZRA/MCTI	Q1, 2025
	Increase uptake of Blue lane entries	Number of clients on Blue lane are 147 from 50 in 2022; Number of Importers on Blue lane established to be 147	ZRA	

No	Issue	Recommendation	Responsible	Timeline
11	Delays to exit traffic at Chirundu One Stop Border Post because of 100% introduced by Zimbabwe on all exit traffic from Zambia including empty trucks	Engage Zimbabwe in a Bilateral meeting on • 100% cargo scanning being undertaken by Zimbabwe Revenue Authority (ZIMRA) on all traffic exiting Zambia • Stopping trucks in Zambia while documents are being processed contrary to OSBP Principles	MCTI	Q1 2025
12	Lengthy cargo scanning time of 17 minutes by the Cargo scanner due to outdated technology	• Procure a modern Cargo scanner to assist in trade facilitation and allow for interface with ASYCUDA	ZRA	Q4 2025
13	Joint Inspections	Implementation of CBM has brought more coordination joint inspections • training programmes and meetings • development of SoPs • development of border strategy where it advocates for the improvement of border	All Agencies	
	Provide for traffic marshals on roads in the Customs Control Zone.	ZRA	Security firm hired by ZRA to manage traffic	Q1, 2025
	Improve Communication among border agencies and all stakeholders	Holding at least one Border Committee meeting every quarter	All Agencies/Private Sector	Q1, 2025
	Change management capacity building and orientation programs in line with specific OSBP operations and Coordinated Border Management	Continuous training OSBP Principles	All Agencies/Private Sector/MCTI	Q1, 2025
	Operationalize and Rollout of digitalized Gate Pass Rollout of digitalised Gate Pass	To facilitate monitoring of traffic in the OSBP	ZRA	Q1, 2025

Observation by the Technical Working Group Kazungula OSBP

No	Issue	Recommendation	Responsible	Timeline
1	Shortage of staff in all the Border Agencies to fully support Coordinated Border Management and the delegation of functions	Recruitment of additional staff for the following agencies ZRA PQPS Ministry of Health Department of Veterinary Zambia Compulsory Standards Agency	ZRA PQPS Ministry of Health Department of Veterinary Zambia Compulsory Standards Agency	Q2 2025
2	Unstable customs system due to load management	Business continuity plan should be in place to avert the downtime	ZRA	Q1 2025
4	Lack of Multi Agency Standard Operating Procedures for CBM	Finalisation of the Multi Agency Standard Operating Procedures developed with support of World Customs Organisation	MCTI All Agencies	Q12025
5	No electronic cargo tracking system for Transit goods	Procure and implement the use of electronic cargo tracking system for local and Transiting consignment	MCT/ZRA	Q1 2025
6	Non Use of the non-intrusive scanners at Kazungula Baggage Scanner SUV motor vehicle Scanner	Make use of baggage scanner, motor vehicle scanner mandatory as it acts as a security tool to deter drug smuggling and illicit items such as guns etc	DEC, ZRA	Q1 2025
7	Non-intrusive inspections working in isolation from main customs system, leading into delays at scanner	Interface the scanner with customs system to enable customs examiner to be able to view image of cargo	ZRA, MCTI	Q1 2025
8	The Integrated Border Declaration Form (IBDF) for use in the clearance id self-drive motor vehicles is complex	Review of the Integrated Border Declaration Form (IBDF)	ZRA	Q1 2025
9	Digitalized IBDF available on Customs Portal not known by travellers	Create awareness and sensitisation on the IBDF	ZRA	Q1 2025
10	Connectivity to GWAN and AYSCUDA for Ministry of Health Department of Veterinary PQPS at Chirundu OSBP	To facilitate real time operations on the ASYCUDA system for clearance of goods	Smart Zambia ZRA	Q1 2025
11	Redistribution of office space left vacant by Agencies disembarking the Border to the core Agencies	To allow core Agencies to accommodate additional staff to undertake their delegated functions	MCTI/ZRA	Q1, 2025
12	Operationalise the express lane in the Border	To allow the movement of express and transit cargo Engage with Botswana on the express lane Provide staff by ZRA and Immigration	MCTI/ZRA/BURS	Q2, 2025

INTRODUCTION

BACKGROUND

The surge in trade volumes has brought increased scrutiny to cross-border trading patterns, emphasizing the urgent need to streamline business operations and reduce costs. Ensuring prompt clearance and delivery of goods and services is vital for all stakeholders in the supply chain.

At ports of entry and exit, border agencies perform various roles, including facilitating international trade, managing the movement of goods and persons, collecting government revenue, safeguarding society against restricted and prohibited goods, and enforcing national laws related to supply chain security. Achieving a balance between facilitation and control remains a significant challenge, necessitating active monitoring of all cross-border transactions and related processes.

In response, Zambia has implemented Coordinated Border Management (CBM). Six agencies are now physically present at the border: the Zambia Compulsory Standards Agency (ZCSA), Port Health, the Department of Immigration, the National Livestock and Epidemiology and Information Centre (Animal Health), the Plant Quarantine and Phytosanitary Services Department (PQPS), and the Zambia Revenue Authority (ZRA) as the lead agency. Additionally, private entities such as commercial banks and customs clearing agencies operate at the border, playing a critical role in facilitating trade. The CBM implementation has been essential for the efficient coordination and harmonization of multi-agency activities, ensuring seamless trade facilitation to meet global supply chain standards. The application of advanced technologies, streamlined procedures, standardized processes, risk-based controls, and enhanced information sharing among border agencies and stakeholders significantly improves operational efficiency, reducing border delays and advancing trade facilitation. These practices are vital to promoting seamless international trade. Customs administrations worldwide are placing increasing focus on identifying and addressing bottlenecks in goods clearance. Tools such as the Time Release Study (TRS) play an essential role in this endeavor by providing a comprehensive analysis of clearance workflows and monitoring time spent at various stages of trade processes. TRS serves as a critical benchmark for evaluating clearance processes and monitoring trade facilitation efforts in Zambia, covering transit cargo and passenger movements alike.

Zambia remains committed to its obligations under the World Trade Organization (WTO) Trade Facilitation Agreement (TFA) Article 7.6, which encourages member countries to periodically assess and publish the average clearance times. This also helps to identify causes of delays at borders, as evidenced by time release studies previously undertaken at Nakonde and Mwami OSBPs, among others. This initiative aims to introduce targeted trade facilitation measures at Chirundu and Kazungula OSBP and other borders. The National Trade Facilitation Committee (NTFC) and

Zambia Revenue Authority (ZRA), with the assistance of the JICA Project for Capacity Development on Smooth Operations of OSBPs on the North-South Transport Corridor, emphasise the significance of this initiative in the monitoring and improvement of OSBP performance.

JICA Time Measurement Survey

Objective of the Survey

The primary goal of this Endline Time Measurement Survey (TMS) was to assess the efficiency and effectiveness of clearance procedures, building upon the findings and recommendations from the baseline survey conducted in 2022 and the Monitoring and Evaluation conducted in 2023.

The specific objectives were to:

i. **Assess time improvement:** evaluate the changes in the time taken for cargo release since the baseline.
ii. **Identify bottlenecks:** pinpoint remaining or new bottlenecks in the clearance process.
iii. **Evaluate the effectiveness of interventions:** measure the impact of implemented measures and reforms in the clearance process.
iv. **Collect data for future planning:** supply data to guide future policy and operational improvements.
v. **Collect feedback:** collect feedback from stakeholders in the clearance process to understand their perspective on efficiency and areas needing further improvement.

These objectives help in understanding the progress made and areas requiring further attention to streamline clearance procedures.

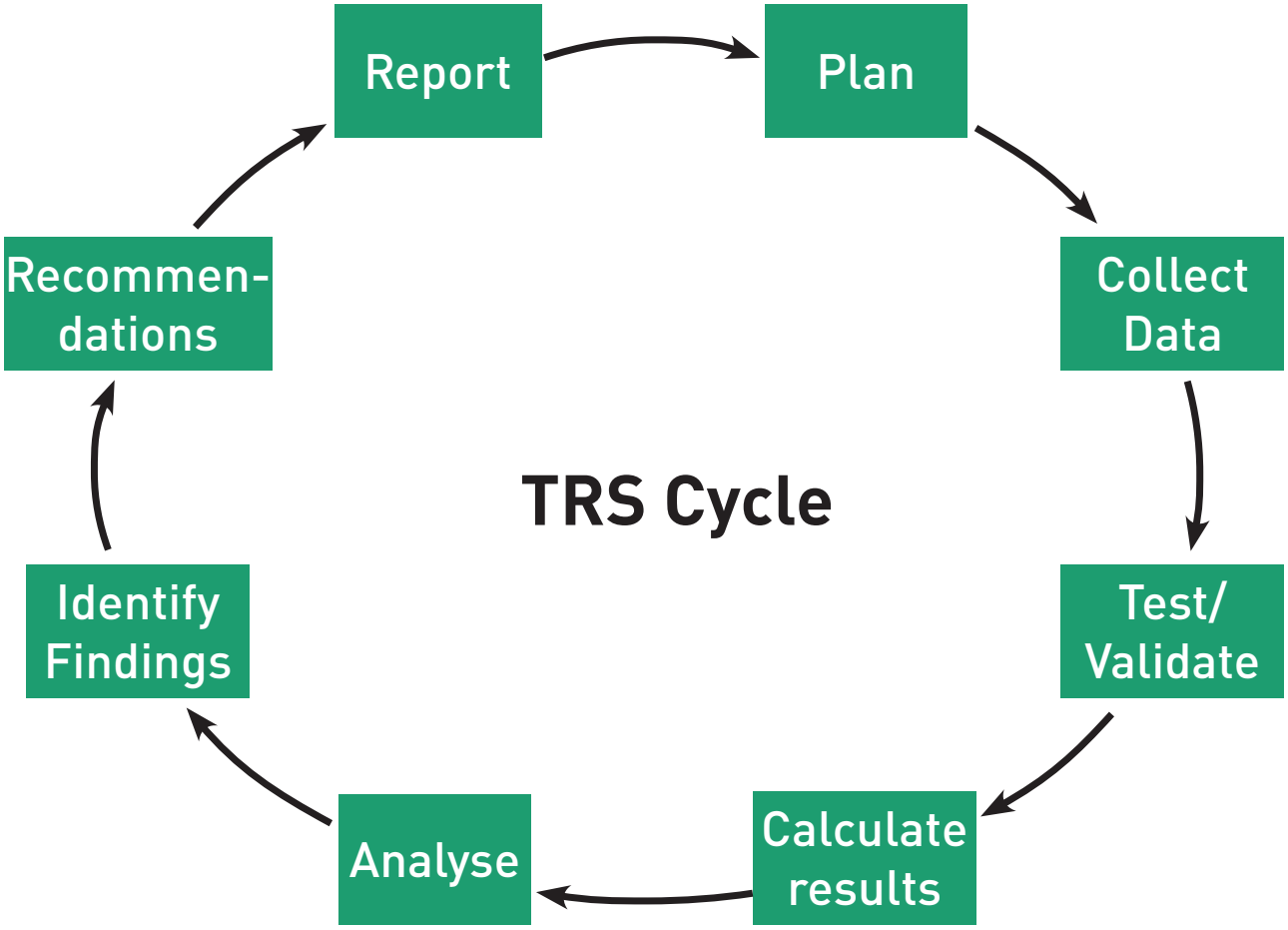
The WCO's TRS Measure

The TRS guide version 3, published by the World Customs Organization (WCO) in 2018, was used as the main guiding document for the survey and analysis.

The measure for the TMS was taken as the arithmetic mean between the arrival of the goods into the Customs premises and their release into the economy via a standardised system. Following the WCO's Guidelines, the terms "clearance" and "release" are classified as follows:

i. **Clearance:** the accomplishment of all formalities necessary to allow goods to enter for home use, to be exported, or to be placed under another Customs procedure.
ii. **Release:** the action by Customs to permit goods undergoing clearance to be placed at the disposal of the person concerned.

Figure 1: TRS Cycle



Adopted from the WCO TRS guide, 2018[1]

Limitations of the Survey

During the survey, several challenges were encountered:

1. **Inadequate funding:** limited financial resources restricted the full participation of the Technical Working Group (TWG) in the study. Only a selected number of TWG members were able to take part, potentially impacting the breadth and depth of perspectives gathered.
2. The use of manual data collection tools led to the voiding of some questionnaires. However, the study attained the required sample size.
3. Inadequate ICT equipment for data entry and analysis led to delayed processing of the data.
4. The study relied on printed questionnaires and materials, potentially leading to unnecessary expenses. The printing of more materials than necessary could have inflated the costs associated with conducting the study.

1 WCO. 2018. Guide to measure the time required for the release of goods version 3. http://www.wcoomd.org/en/topics/facilitation/resources/~/media/01713916ED2A4BD38DC119C5E64B890D.a sh. Accessed: 11 May 2016.





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JICA





CHIRUNDU ONE STOP BORDER POST

CHAPTER 1:

CHIRUNDU OSBP

1.1 Introduction

The Chirundu One Stop Border Post (OSBP), situated in the Southern Province of Zambia, serves as a critical gateway between Zambia and Zimbabwe. Launched in 2009, it marked Zambia's first operational One Stop Border Post and has since become the second busiest border crossing, facilitating the movement of goods and services along the North-South Corridor.

The Chirundu One Stop Border Post (OSBP) facilitates the Export and Import of cargo between Zambia and countries like Zimbabwe, Mozambique, and South Africa. It is also the access route for Zambia's Imports that come through Durban, South Africa, from all over the world. Key Imports through Chirundu include coal, timber, and fruits, while significant Exports comprise agricultural products such as maize and mining products like copper, zinc, clinker, and cobalt, predominantly destined for China and other nations. The Chirundu OSBP is the third busiest port of entry in Zambia regarding Import volumes.

Figure 1.1: Location of the Chirundu OSBP



1.2 Preparation of the study

This section outlines the activities that were undertaken in the preparatory phase of the study.

Table 1.1 Summary of Endline TMS Activities Conducted in the Chirundu OSBP, Zambia

Table 1.1: Summary of TMS activities at Chirundu OSBP

No	TMS Activities	Date
1	Chirundu TMS Planning Meeting (Virtual)	7th March 2024
	The first meeting was attended by members of the Chirundu TMS Team, consisting of members from the Zambia Revenue Authority and members of the JICA OSBP Team.	
2	Mapping of Chirundu OSBP Procedures	19th to 20th April 2024
	The Zambia TWG conducted process mapping at the border and assessed the number of enumerators required and identified the deployment points for the TMS Survey.	
3	Enumerator Recruitment	10th May 2024
	Twenty (20) enumerators were recruited in line with process mapping that was done	
4	Chirundu TMS Capacity Building for the TWG and adoption of the TMS questionnaires.	14th to 15th May 2024
	The workshop was attended by old and new TWG members.	
5	Training of Enumerators and pre-test of TMS tools	17th to 18th May 2024
	Training and a mock survey were conducted to familiarise the TMS team with the data collection	
6	Data Collection	19th to 25th May 2024
	Survey implementation.	
7	Data Capture	23rd to 30th June 2024
8	Data Validation and Report-Writing	24th to 28th July 2024 23rd to 27th Aug 2024
	The activity was conducted at the Chirundu OSBP and Kazungula OSBP.	
9	First Draft TMS Report Validation Workshop	25th October 2024
	Virtual workshop	
10	Circulation of the draft report on incorporation of comments arising from validation workshop	October 2024
11	Publishing and printing of TMS final report in Zambia's national colours	4th November 2024
12	Launch of the TMS Report and Presentation to the Public	4th November 2024

1.3 Process Mapping

The team undertook the process mapping for Chirundu OSBP, identifying the various data collection points to complement the collection of data and also to assess the implementation of Coordinated Border Management (CBM), which commenced on 31st January 2024. A total of nine (9) data collection points were distributed across entry to exit points, physical inspection areas, and the passenger clearance section.

1.3.1 Import Process Flow

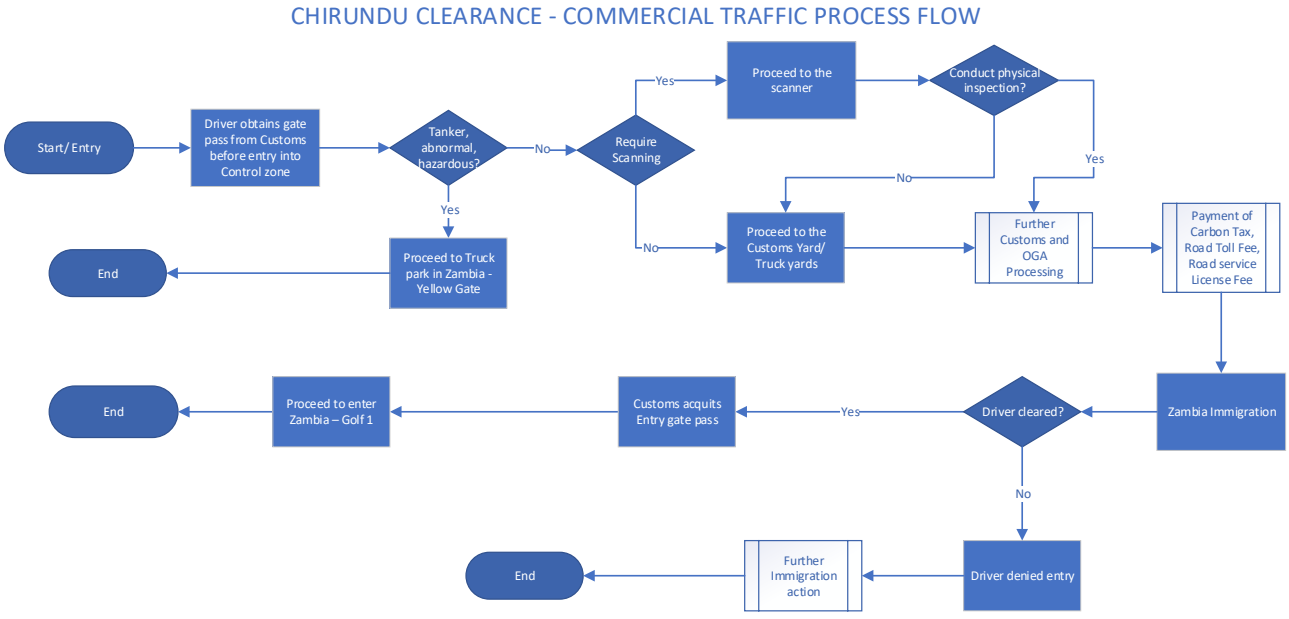
The aerial view of Chirundu in Figure 1.2 shows the positioning of enumerators at the border during the study for the Import process.

Figure 1.2: Aerial View of Import and north-bound traffic at Chirundu OSBP



Note: The aerial view above shows the points where enumerators were placed. The yellow stars show the actual position.

Figure 1.3: Import Process Map at Chirundu OSBP



1.3.2 Allocation For The Enumerator – Import

Table 1.2 shows the allocation of enumerators that were signed up on the import section. This allocation details the deployment of enumerators for import processes at key positions within the facility. A total of 11 enumerators are assigned across various stations, including the Entry Gate, Physical Inspection, Cargo Scanner, Fast Track Entry Gate, and Exit Gate, with specific shifts to ensure continuous coverage.

Table1.2: Allocation of Enumerators- Import

Star Position	Station	Number of Enumerator
1	Entry Gate (Golf 1 - one per 12-hour shift)	2
2	Physical inspection	2
3	Cargo Scanner	1
4	Entry Gate - Fast track (Yellow gate - two per 12-hour shift)	4
5	Exit Gate (Golf two)	2
Total		11

1.3.3 Export Process Flow

The aerial view of Chirundu in figure 4 shows the positioning of enumerators at the border during the study for the Export process.

Figure 1.4: Aerial View of Export and South-bound traffic at Chirundu OSBP



The aerial view above shows the points where enumerators were placed. The yellow stars show the actual positions of enumerators.

Figure 1.5: Export Process Mapping for Chirundu OSBP

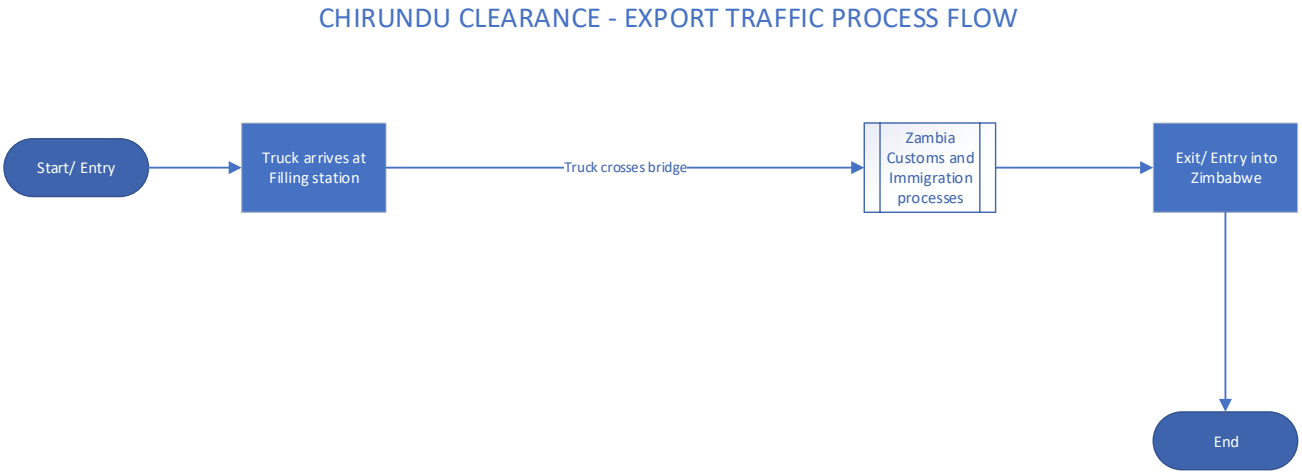


Table 1.3 shows the allocation of Enumerators on the Export section. The total number of enumerators assigned for this section was five.

Table 1.3: Allocation of Enumerators-Export

Star Position	Station	Number Of Enumerator
1	Filling station	3
2	Zimbabwe ZRA acquittal point	2
Total		5

1.3.4 Passenger Process Flow

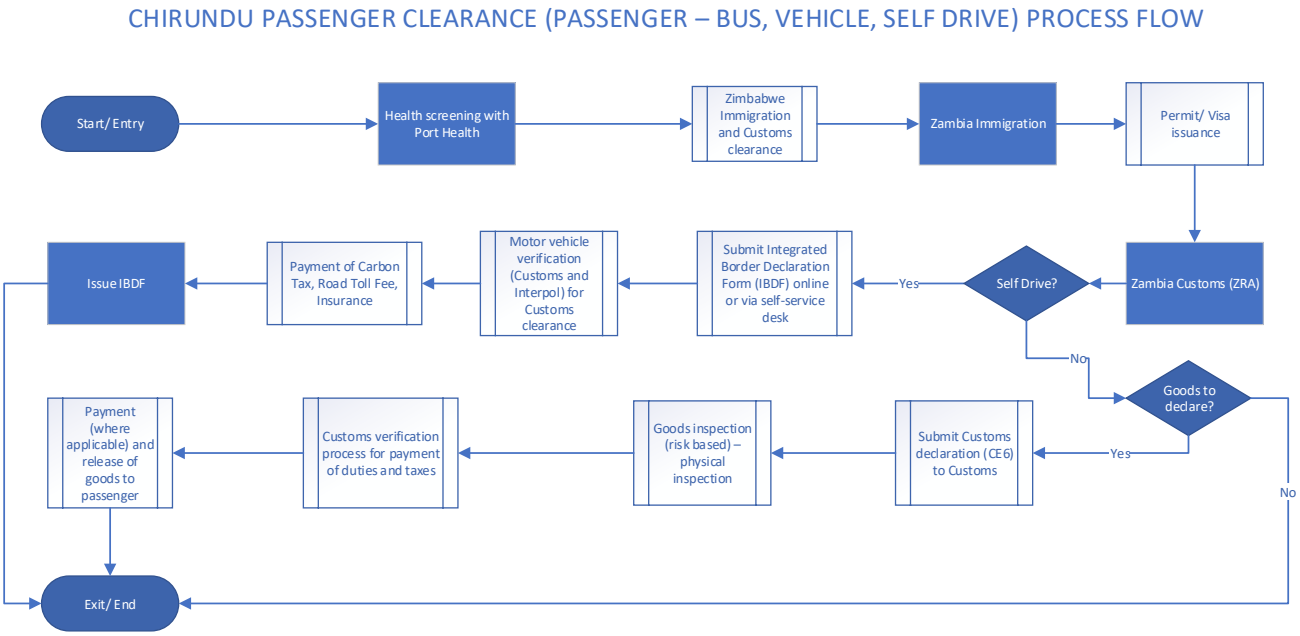
The aerial view of Chirundu in Figure 1.6 shows the positioning of enumerators at the border during the study for the passenger clearance process.

Figure 1.6: Aerial View of Passenger Clearance Section at Chirundu OSBP



The aerial view above shows the points where enumerators were placed. The yellow stars show the actual position.

Figure 1.7: Passenger Clearance Process Mapping for Chirundu OSBP



For Passenger clearance, a total of four enumerators were assigned, with two at the exit gate and two at the physical inspection and immigration bays as shown in Table 1.4.

Table 1.4: Allocation of Enumerators at the Passenger Clearance at Chirundu OSBP

Star Position	Station	Number Of Enumerator
1	Exit gate passenger	2
2	IBDF physical inspection and immigration	2
Total		4

1.4 Design of the draft questionnaire

Following the process mapping, the TMS team collaborated with the WCO-Recognised TRS Expert to develop questionnaires, which were used for the survey.

1.5 Implementation of TMS test run

The TMS trial was conducted on the 18th of May 2024, a day prior to the start of the live survey. JICA employed 20 enumerators to assist with the survey tasks. The enumerators received training in data collection from the WCO-Recognised TRS Expert before conducting the survey.

CHAPTER 2:

SURVEY METHODOLOGY

2.1 Scope of the study

The TWG drafted a TMS survey proposal which outlined the study's scope and objectives. To meet the objectives of measuring clearance times, the TMS team's focus areas were the entry and exit of vehicles, physical inspection bay, cargo scanning hall and passenger section at the OSBP.

2.2 Steps of the Study

The main stages within this extensive scope were identified as the following:

- Arrival of cargo vehicles
- Arrival and exit of passenger vehicles
- Declaration registration and assessment
- Scanning of cargo
- Physical examination, with the involvement of OGAs
- Payment
- Release and exit of cargo vehicles
- Community interviews of day trippers, drivers and locals
- Tourists and other foreign visitors

2.3 Customs clearance process

The Customs clearance process at the Chirundu OSBP is fully automated. The Automated System for Customs Data (ASYCUDA World) is the core system for Customs clearance. Through this system, risk management by way of a selectivity module is employed. This then determines the lane selection to inform the kind of Customs intervention on a particular declaration. The lanes are denoted by the colours: Green, Yellow, Red, and Blue where:

i. Blue represents Post-Clearance Audits for Accredited clients that include the Authorised Economic Operators (AEO), Customs Accredited Client Program (CACP) and the identified Non-CACP large Taxpayers. It also includes goods of interest to other government agencies;
ii. Yellow denotes Documentary Checks;
iii. Green is for immediate release without intervention based on risk assessment; and
iv. Red - subject to Physical Inspections.

During the survey, the TWG observed the following stages in the customs clearance process:

2.3.1. Pre-arrival Documentation:

Declarants, acting on behalf of Importers or Exporters, collect (receive) all necessary documents from the transporter (forwarder/exporter) before the arrival of the truck on the Zambian side. Using Direct Trader Input (DTI) terminals at Customs commercial premises or their offices, declarants submit electronic declarations with scanned documents for Customs clearance. However, submissions of documents are also made from anywhere where there is internet connectivity.

2.3.2. Registration and Payment:

Upon submission, the declarant receives a registration reference number electronically. The declaration is assessed automatically, and the declarant proceeds to make payment. The selected lane for clearance is shown only after payment.

2.4 Lane Selectivity

After payment, the system automatically assigns the lanes to the consignment based on an automatic assessment of the declaration.

2.4.1 Red Lane Clearance Process:

Goods that require physical inspection are assigned to the Red Lane. The system automatically assigns a physical examiner. All OGAs that have an interest in goods selected to the Red Lane are automatically notified by the system. Copies of the printed declaration are submitted to concerned inspection officials along with attached documents by the declarant. Samples are collected where required for testing, and the concerned OGAs issue an inspection report. When the physical inspection is completed and the consignment is compliant, the consignment is rerouted to the Green Lane.

2.4.2 Yellow Lane

Declarations channeled to the Yellow Lane are subjected to documentary checks by the examiners for the correctness of the declaration against the set criteria.

2.4.3 Blue Lane

Declarations going to the Blue Lane are Post-Clearance Audits for Accredited clients that include the Authorised Economic Operators (AEO), Customs Accredited Client Program (CACP) and the identified Non-CACP large Taxpayers. It also includes goods of interest to other Government Agencies.

2.5 Coordinated Border Management (CBM)

Building on the recommendations from the Baseline Time Measurement Survey (TMS) conducted in 2022 and the subsequent Monitoring and Evaluation in 2023, which identified a high number of agencies physically present at the two One Stop Border Posts, several outcomes were noted, including:

i. Duplicated interventions by multiple agencies in the clearing process of goods resulting in delays in clearance of goods;
ii. Lack of consistent coordination among border agencies regarding the clearance of goods and each border agency's mandate;
iii. Increase to the cost of doing business to the importers/exporters arising from overlapping and duplicated actions undertaken by border agencies; and
iv. Border congestion resulting from limited physical space, infrastructure and multiple regulatory checks and verifications during the clearance process;

On 31st January 2024, the implementation of Coordinated Border Management commenced with a pilot project at Chirundu and Kazungula One Stop Border Posts, aimed at reducing the number of border agencies physically present from eighteen (18) to six (06). The six frontline agencies selected to operate at the border include the Zambia Revenue Authority (ZRA), Immigration Department, Plant Quarantine and Phytosanitary Services (PQPS), Department of Veterinary Services, Ministry of Health – Port Health, and the Zambia Compulsory Standards Agency (ZCSA). Responsibilities previously held by other agencies have been delegated to these six frontline agencies as shown in Table 2.1.

Table 2.1: Six frontline Agencies Selected to Operate at Chirundu OSBP

No.	Institution	Border Controls on behalf of
1	ZRA	Ministry of Mines
		Radiation Protection Authority
2	Port Health	Zambia Medicines Regulatory Agency
		National Biosafety Authority
3	Ministry of Agriculture (Plant Quarantine and Phytosanitary Services - PQPS)	Seed Control and Certification
		National Biosafety Authority
		Department of National Parks and Wildlife
4	National Livestock Epidemiology and Information Centre (NALEIC)	Department of National Parks and Wildlife
		National Biosafety Authority
5	Zambia Compulsory Standards (ZCSA)	Zambia Information and Communications Technology Authority
		Zambia Metrology Agency
		Department of Forestry
6	Immigration Department	NIL

2.6 Single Payment Point Collection at Chirundu and Kazungula OSBP

The Zambia Revenue Authority (ZRA) has been designated as the Single Payment Point under the Border Management and Trade Facilitation Act. This designation enables the ZRA to collect non-tax fees payable at the ports of entry on behalf of other agencies. At Chirundu One Stop Border Post, in addition to its delegated functions to collect fees through the Single Payment Point on behalf of the Road Development Agency, Road Transport and Safety Agency, Radiation Protection Authority, Zambia Compulsory Standards Agency, and Zambia Metrology Agency, the ZRA is also responsible for collecting fees for the Chirundu Town Council.

2.7 Self- Drive Clearance Process

The clearance of self-drive vehicles is conducted through the Integrated Border Declaration Form (IBDF), which consolidates the requirements of Customs under the Zambia Revenue Authority, Interpol, and the declaration of currency and any other goods carried in private vehicles. The IBDF form was introduced in 2019 and is available in electronic format for completion on the Zambia Revenue Authority Customs Portal.

The IBDF has six parts:

Part 1: information of the declarant comprising names, passport numbers and address.
Part 2: comprises information on the vehicle including make, engine and chassis number, engine capacity and other details as contained in the motor vehicle registration book.
Part 3: details on any trailers being pulled by motor vehicles.
Part 4: details of any other goods.
Part 5: details of any currency declarations.
Part 6: details of all the payments to be made including bridge crossing fees.

Overall, the survey revealed significant improvements in various processes, including joint inspections, Single Payment Points, and the introduction of IBDF desks to facilitate the joint clearance of private motor vehicles. Additionally, staffing levels have improved in some border agencies, and enhanced connectivity has primarily resulted from the implementation of Coordinated Border Management. However, a few bottlenecks remain that require attention and better coordination. These include third-party collections by other appointed agencies, a slow uptake of initiatives such as mandatory pre-clearance, and the complexity of the Integrated Border Declaration Form. The report provides recommendations to address these identified challenges and further enhance the Customs clearance processes.

2.8 Sampling Units

After examining the WCO-TRS guidelines and TRS reports from various countries, the Technical Working Group opted to designate the cargo vehicle as the main unit for sampling, with its corresponding declaration(s) as the secondary unit for the survey. In addition, the team examined the main sampling unit transporting various types of goods and established an agreement to determine the sampling unit (Table 2.2).

The survey sample included a grand total of 1,178 trucks transporting commercial imported goods (from 3,299 Customs declarations). This information shows data points following a continuous path in data analysis.

Table 2.2: The Number of Data Elements Against Declarations for all Procedures

Number of Trucks Manually Included in the Sample	Number of Declarations Registered during the Survey
1,178	3,299

Table 2.3: May 19-24 2024 Extracts from ASYCUDA World During the Survey Period

Export	Import	Transit	Total	Average per day
1,157	1,178	964	3,299	471

Table 2.4 reveals the declarations at Chirundu during the survey period.

Table 2.4: Declarations at Chirundu During the Survey Period

Date	EX1	IM4	IM5	IM6	IM8	Total
19-May-24	3	109			79	191
20-May-24	2	165			109	276
21-May-24	10	211		6	135	362
22-May-24	17	173			156	346
23-May-24	3	200			133	336
24-May-24	36	219	1		210	466
25-May-24	4	94			142	240
TOTAL	**75**	**1,171**	**1**	**6**	**964**	**2217**

Note: EX1 means Exportation, EX3 means re-export, IM4 means Import entry for home use, IM5 means temporary Importation, and IM8 means R.I.B (entry for warehousing after removal in bond) / R.I.T (entry for warehousing after removal in Transit) Transit. Source: ZRA ASYCUDA World Customs System

Between 19th and 25th May 2024, a total of 1,171 Import declarations for home use (IM4) and 75 Export declarations were processed, amounting to 1,246 recorded Import and Export transactions. This data, thoroughly sanitised, enabled seamless matching from start to finish. The correlation between traffic and declarations varies, with instances of one-to-one, many-to-one, or one-to-many relationships.

In cases where a vehicle carrying cargo belonged to a single consignee or company, one declaration was selected as the sample. Conversely, if the vehicle transported cargo for multiple consignees or companies, one declaration was randomly selected as the representative sample. Likewise, a single declaration could encompass multiple vehicles transporting goods for one consignee; despite any variations in their departure times, all vehicles were included as sample units for Customs clearance.

2.9 Coverage/Limitation of the Survey

Every Import, Transit, and Export declaration was deemed suitable for inclusion in the survey. Nevertheless, taxis and local vehicles utilising the OSBP were not included in the study. Furthermore, cargoes that underwent the survey but cleared after the exercise had ended were not included in the survey because the data was considered incomplete.

2.10 Enumeration period

The Chirundu TMS was enumerated for a period of seven (7) days. The event took place from the 19th to the 25th of May 2024. The number of enumeration hours per day was 24 hours, with different shifts throughout the day, typically beginning at 6 am.

2.11 Sampling Methodology

To complete the sampling methodology for the survey, the Technical Working Group examined the quantity of Import and Export shipments going through Chirundu.

Various techniques of counting were used for Import and Export processes. In the OSBP concept, when a country Imports goods, it becomes another country's Exports, so the analysis included data from surveyors in the neighbouring state. All trucks were sampled until the required sample size was met for Import, Export, and Transit procedures.

Stratified sampling techniques were employed for choosing statements. When it came to Imports, stratification was carried out based on the origin of the consignments, with a division made between Imports from Zimbabwe and Imports from all other countries using the AW system. Vehicles were viewed as the main sampling unit while Customs declarations were seen as the additional sampling unit. Sampling weights were determined according to the monthly average number of declarations reported in the previous fiscal year.

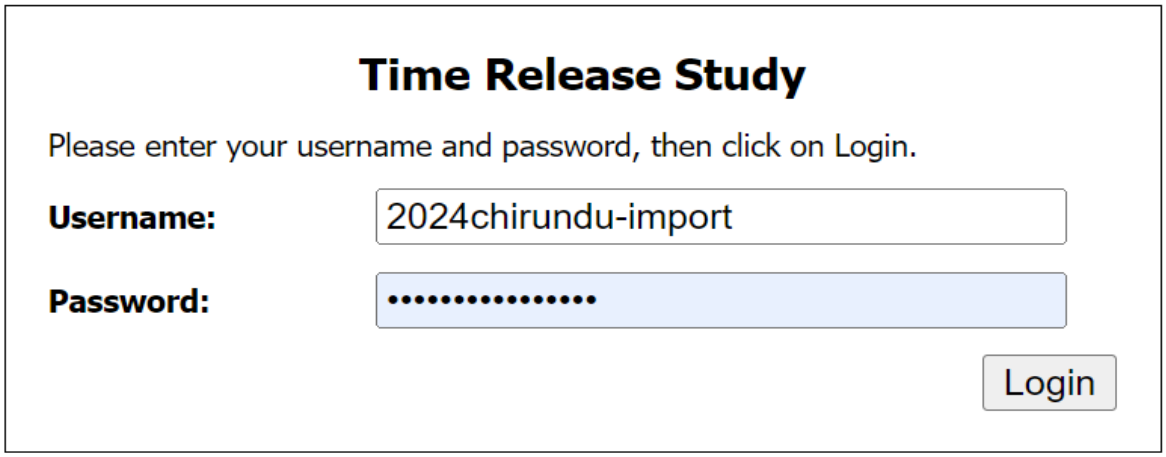
CHAPTER 3:

CHIRUNDU DATA ANALYSIS AND FINDINGS

3.1 Chirundu Data Analysis and Findings

In the analysis of data for Chirundu OSBP, The World Customs Organisation TRS tool was applied in data analysis.

Figure 3.1: Time Release Study Log-in Interface



3.2 Chirundu Imports (IM4 & IM8)

The Import duration time was measured as guided by the WCO TRS tool, that is by finding the difference between the recorded Truck arrival time at the entry Gate (at Golf 2) and the recorded Truck arrival time at the exit gate/Acquittal (at Golf 1/Yellow gate).

The duration time for Imports gave an average time of 23 hours and 35minutes.

Table 3.1: Examination of Imports, Transits and Visitors to and from Zambia via Chirundu

%	minutes	h m d	
10	182	0d 3h 2m	
20	278	0d 4h 37m	
30	473	0d 7h 53m	
40	882	0d 14h 42m	
50	1052	0d 17h 32m	
60	1338	0d 22h 18m	
63	1415	0d 23h 35m	⇐ average
70	1527	1d 1h 27m	
80	2030	1d 9h 50m	
90	3168	2d 4h 48m	
100	7038	4d 21h 18m	

Formula Used:
Truck Arrival Time at Golf 2 Gate] - [9. Truck Arrival Time at Golf One Gate + Yellow Gate Acquittal

Total Correct Intervals: 1577
Average: 0d 23h 35m (1,415.31 Min)
Standard Deviation: 0d 23h 14m (1,394.71 Min)

In table 3.1 above, the average clearance time for Imports is 0 Days, 23 hours and 35 minutes. The duration time for products Imported for home use took an average time of 22 hours and 5 minutes as shown in table 15 below. In cases where there was a prolonged duration at the border, the delay was usually attributed to the lack of adequate funds to meet the duty and tax requirements.

Table 3.2: Import for Home Use (IM 4)

%	minutes	h m d
10	589	0d 10h 31m
20	672	0d 11h 20m
30	804	0d 13h 40m
40	986	0d 16h 40m
50	1271	0d 21h 2m
58	**1320**	**0d 22h 5m**
60	1346	0d 22h 06m
70	1389	0d 23h 15m
80	1518	1d 1h 18m
90	1806	1d 6h 6m
100	2599	1d 19h 19m

Formula use:
Containerised + Tanker + Breakbulk + Abnormal Truck + Rigid Truck + Pre-Clearance + Import
[Truck Arrival Time at Golf 2 Gate] - [Truck Arrival Time at Golf One Gate]

Total Correct Intervals: 576
Average: 0d 22h 5m (1320.7 Min)
Standard Deviation: 0d 23h 48m (1428.20 Min)

3.3 Chirundu Exports

Export traffic was analysed using the WCO-TRS tool and the results were as follows:

Figure 3.2: Time Release Study Log-in Interface for Export Traffic

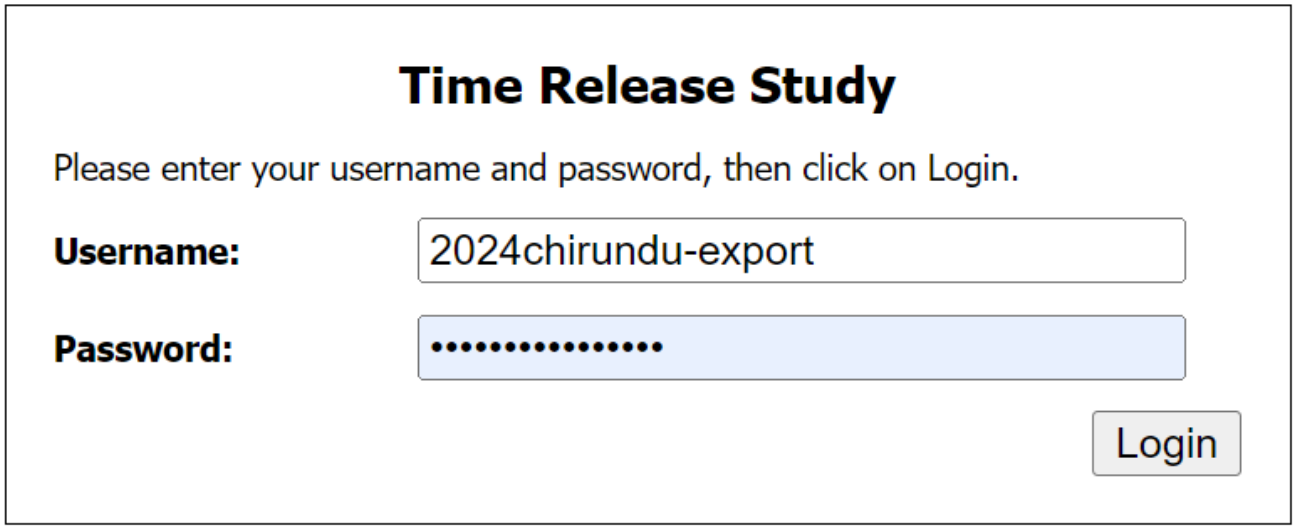


Table 3.3 indicates that the average clearance time for a truck was 3 hours and 46 minutes, based on 1,643 recorded intervals. This metric was computed by measuring the time from when a truck entered the queue at the checkpoint opposite the filling station to its acquittal at the ZRA Zimgate point, resulting in an average of 226.5 minutes and a standard deviation of 14 hours and 14 minutes (854.01 minutes), highlighting some variability in clearance times.

Table 3.3: Truck Clearance Time at Chirundu OSBP

%	minutes	h m d	
10	22	0d 0h 22m	
20	40	0d 0h 40m	
30	56	0d 0h 56m	
40	87	0d 1h 27m	
50	126	0d 2h 6m	
60	165	0d 2h 45m	
70	208	0d 3h 28m	
73	227	0d 3h 46m	⇐ average
80	277	0d 4h 37m	
90	381	0d 6h 21m	
100	29468	20d 11h 8m	

Computation:

For all surveys
[Time Truck Arrive on the Queue at Checkpoint Opposite Filling Station] - [Time Truck Acquitted at ZRA Zimgate Point]

Total Correct Intervals: 1643
Average: 0d 3h 46m (226.50 Min)
Standard Deviation: 0d 14h 14m (854.01 Min)

3.4 Chirundu Transit

The clearance process for transit goods demonstrated a notably shorter duration than that for import goods, averaging 1 hour and 32 minutes. Typically, transit goods bypass physical inspections unless warranted by specific suspicions or flagged issues, expediting the process significantly.

This average clearance time was calculated by tracking intervals across various truck types, such as containerised, tanker, breakbulk, abnormal, rigid, pre-cleared, and registered transit trucks. The time measurement began upon each truck's arrival at the Golf 2 checkpoint and concluded when the truck was acquitted at the Yellow gate. Based on 1,030 recorded intervals, the average clearance time was 92.45 minutes, with a standard deviation of 1 hour and 59 minutes (119.57 minutes), indicating relatively consistent processing times across transit cargo.

Table 3.4: Duration for Transit

%	minutes	h m d	
10	39	0d 0h 39m	
20	41	0d 0h 41m	
30	44	0d 0h 44m	
40	46	0d 0h 46m	
50	47	0d 0h 47m	
60	47	0d 0h 47m	
70	49	0d 0h 49m	
80	92	0d 1h 32m	
82	92	0d 1h 32m	⇐ average
90	120	0d 2h 0m	
100	462	0d 7h 42m	

Computation:
(Containerised + Tanker + Breakbulk + Abnormal Truck + Rigid Truck + Pre-Clearance + Registered

+ Transit) [Truck Arrival time at Golf 2] -[Time Truck Acquitted at Yellow gate]
Total Correct Intervals: 1030

Average: 0d 1h 32m (92.45 Min)
Standard Déviation: 0d 1h 59m (119.57 Min)

Notably, the average duration for acquittals was 47 minutes.

Table 3.5: Acquittals Done at Yellow Gate

%	minutes	h m d	
10	21	0d 0h 21m	
20	27	0d 0h 27m	
30	29	0d 0h 29m	
40	34	0d 0h 34m	
50	38	0d 0h 38m	
60	42	0d 0h 42m	
68	47	0d 0h 47m	⇐ average
70	48	0d 0h 48m	
80	59	0d 0h 59m	
90	77	0d 1h 17m	
100	349	0d 5h 49m	

The average duration time for Acquittals was 47 minutes.

Computation:
BREAKBULK, TANKERS, OPEN GOODS+ REGISTERED [3. TRUCK ARRIVAL TIME AT GOLF 2 GATE] - [10. TIME TRUCK ACQUITTED AT YELLOW

Total correct intervals: 1357
Average: 0d 0h 47m (47.23 min)
Standard deviation: 0d 0h 45m (45.84 min)

The non-intrusive inspection (scanning) process for containerised and pre-cleared imports was completed within an average of 17 minutes. This process time includes the interval between a truck's arrival at the scanner and the completion of the scanning procedure. The average duration of 17 minutes was calculated from 156 recorded intervals, providing a consistent timeframe for processing, though the standard deviation of 26.82 minutes suggests some variation in completion times depending on specific circumstances or operational factors at the scanner.

Table 3.6: Non-Intrusive Inspection Process (Scanning) Data

%	minutes	h m d	
10	15	0d 0h 15m	
20	15	0d 0h 15m	
30	15	0d 0h 15m	
40	15	0d 0h 15m	
50	17	0d 0h 17m	
50	17	0d 0h 17m	⇐ average
60	19	0d 0h 19m	
70	19	0d 0h 19m	
80	19	0d 0h 19m	
90	19	0d 0h 19m	
100	19	0d 0h 19m	

Non-intrusive Inspections took an average of 17 minutes to be completed.

Computation:
Containerised, Pre-Clearance, Import
[Truck Arrival Time At Scanner] - [Time Scanning Process Completes]
Total Correct Intervals: 156
Average: 0d 0h 17m (17.00 Min)
Standard Deviation: 0d 0h 0m (26.82 Min)

In the same vein, the average time for physical inspection at Chirundu OSBP stood at 2 hours and 37 minutes

Table 3.7: Physical Inspection Data

%	minutes	h m d	
10	4	0d 0h 4m	
20	5	0d 0h 5m	
30	5	0d 0h 5m	
40	7	0d 0h 7m	
50	8	0d 0h 8m	
60	9	0d 0h 9m	
70	10	0d 0h 10m	
80	10	0d 0h 10m	
83	158	0d 2h 37m	⇐ average
90	910	0d 15h 10m	
100	910	0d 15h 10m	

The average time for inspection was 2 hours and 37minutes.

Computation:
[Truck Physical Inspection Start] - [8. Truck Physical Inspection Ends]
Total Correct Intervals: 66
Average: 0d 2h 37m (157.22 Min)
Standard Deviation: 0d 8h 8m (488.97 Min)

The average clearance time for self-drive passengers was 1 hour and 7 minutes, calculated from the vehicle's arrival at the border to its exit. This average is based on 26 intervals, with a standard deviation of 1 hour and 9 minutes, reflecting some variability in clearance times across different self-drive cases.

Table 3.8: Passenger Clearance- Self Drive

%	minutes	h m d	
10	2	0d 0h 2m	
20	3	0d 0h 3m	
30	9	0d 0h 9m	
40	10	0d 0h 10m	
50	32	0d 0h 32m	
54	68	0d 1h 7m	⇐ average
60	90	0d 1h 30m	
70	108	0d 1h 48m	
80	147	0d 2h 27m	
90	172	0d 2h 52m	
100	212	0d 3h 32m	

Passenger clearance took an avareage time of 1 hour and 7 minutes.

Computation:

For All Surveys

[Time Self Drive Vehicle Arrives At The Border] - [Time Self Drive Exits The Border]

Total Correct Intervals: 26

Average: 0d 1h 7m (67.96 Min)

Standard Deviation: 0d 1h 9m (69.12 Min)

3.5 Lane Analysis

Lane analysis in this report focuses on the duration each declaration took in the selected lane during clearance. Under the selectivity module, declarations are selected for four different lanes denoted by the colours: Red, Blue, Yellow, and Green.

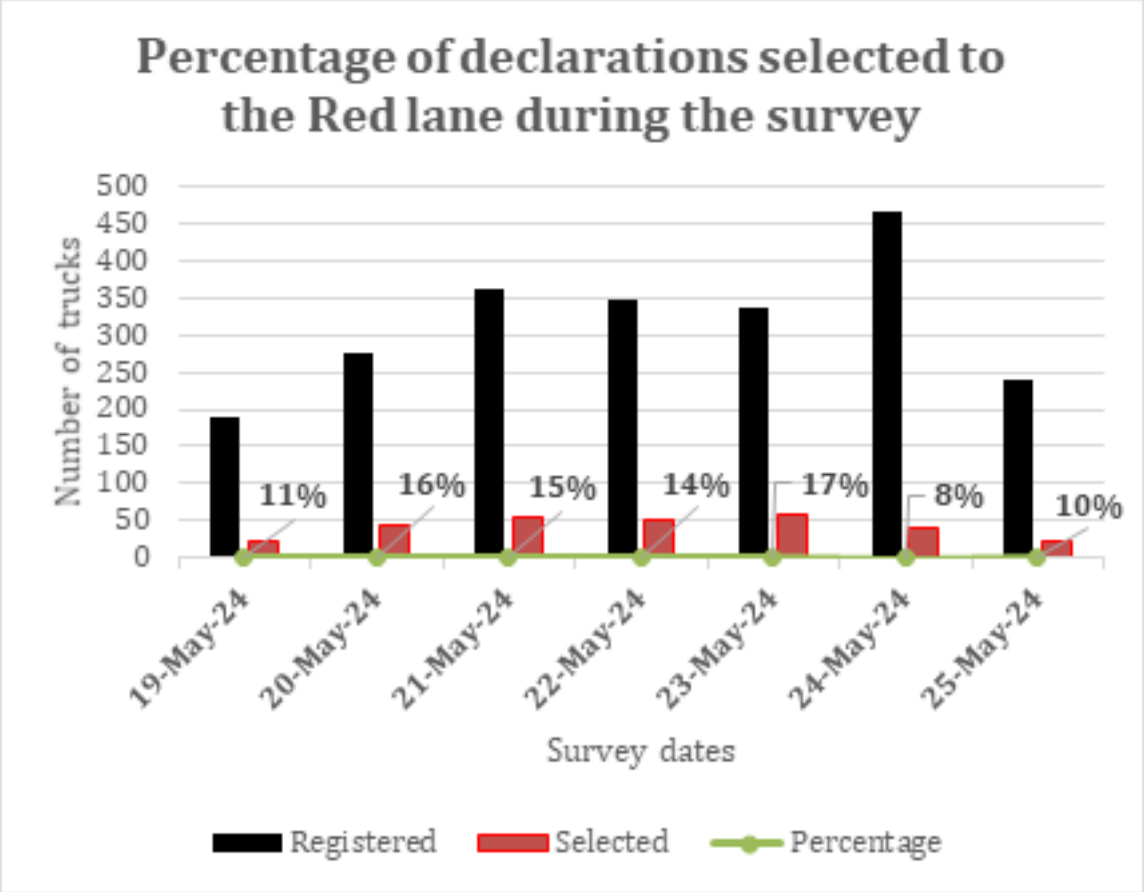
3.5.1 Red Lane

In the survey, 289 consignments were directed to the Red Lane. As shown in Table 3.9, this figure represents 13% of the 2,217 declarations recorded between 19th and 25th May 2024 as having been allocated to the Red Lane.

Table 3.9: Red Lane Declarations

Day	Registered	Selected	Percentage
19-May-2024	191	21	11%
20-May-2024	276	44	16%
21-May-2024	362	55	15%
22-May-2024	346	50	14%
23-May-2024	336	57	17%
24-May-2024	466	39	8%
25-May-2024	240	23	10%
Total	2,217	289	13%

Figure 3.3: Percentage of Declarations to the Red Lane



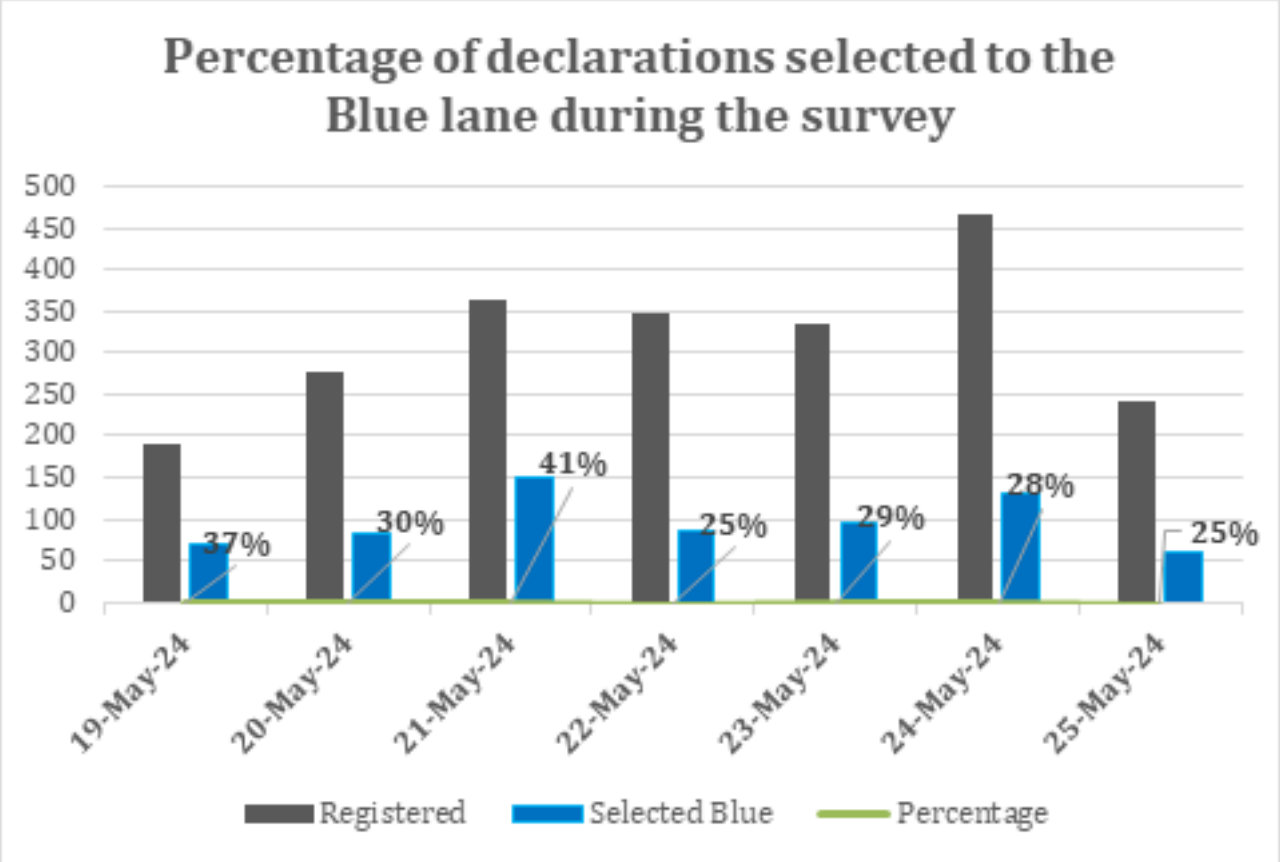
3.5.2 Blue Lane

During the survey period, 676 declarations were directed to the Blue Lane, accounting for 30% of the total declarations registered. These were primarily segmented (with Value for Duty Purposes (VDP) contributing 80%) and included accredited taxpayers, such as those in the Authorised Economic Operator (AEO) and Customs Accredited Clients Program (CACP), who received expedited processing with immediate declaration release. Table 23 provides a summary of daily selections for the Blue Lane over the study period. On the 21st and 24th of May 2024, the Blue Lane received 362 and 466 data elements, respectively, the highest figures recorded on any day.

Table 3.10: Registered Declarations Selected for the Blue Lane

Day	Registered	Selected Blue	Percentage
19-May-2024	191	70	37%
20-May-2024	276	83	30%
21-May-2024	362	150	41%
22-May-2024	346	85	25%
23-May-2024	336	97	29%
24-May-2024	466	131	28%
25-May-2024	240	60	25%
Total	2,217	676	30%

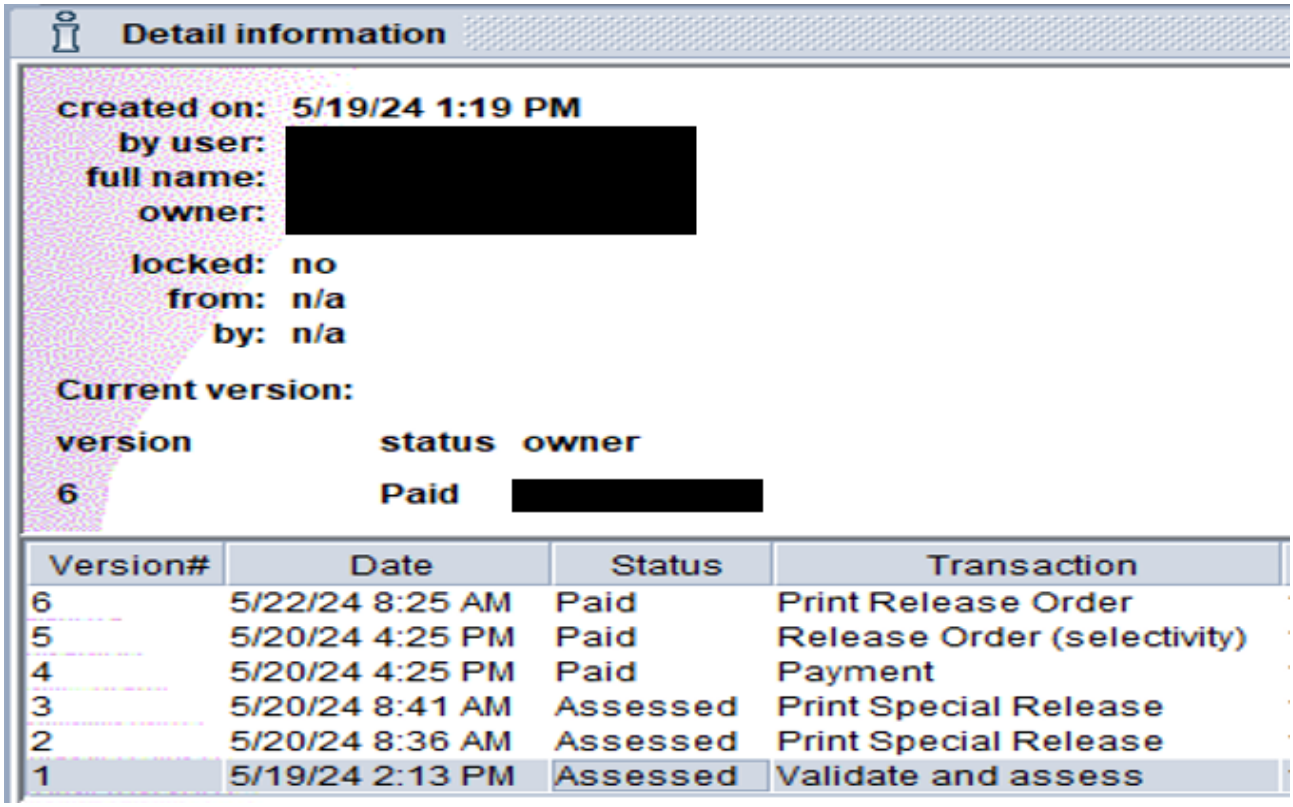
Figure 3.4: Movement of Declarations after Application of ASYCUDA World Selectivity Criteria



The AEO and CACP declarations are released immediately after assessment. Special Release is granted, and goods are released from the Customs system. The declaration can be finalised for Customs purposes after the payment is made and the release order is printed.

Figure 4.6 shows the stages through which a declaration goes for AEO/ CACP. The declaration was registered on 19th May 2024 at 14:13 hours, with Special Release printed on 20th May 2024. The payment and other Customs processes were finalised with the release order printed on 22nd May 2024.

Figure 3.5: Stage Version for AEO/CACP Declarations



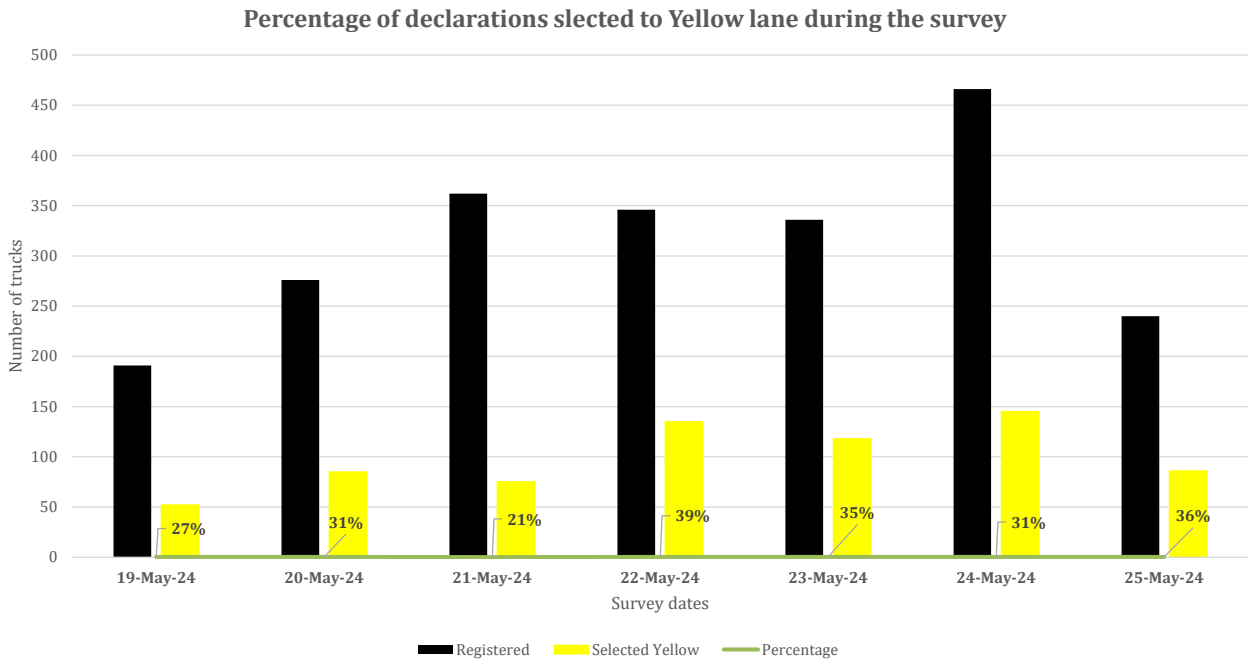
During the survey, 696 declarations were channeled to the Yellow Lane (requiring a documentary check), accounting for 31% of the total declarations.

Registered Declarations Sent to the Yellow Lane are as shown in Table 3.11.

Table 3.11: Registered Declarations Sent to Yellow Lane

Day	Registered	Selected Yellow	Percentage
19-May-2024	191	52	27%
20-May-2024	276	85	31%
21-May-2024	362	75	21%
22-May-2024	346	135	39%
23-May-2024	336	118	35%
24-May-2024	466	145	31%
25-May-2024	240	86	36%
Total	**2,217**	**692**	**31%**

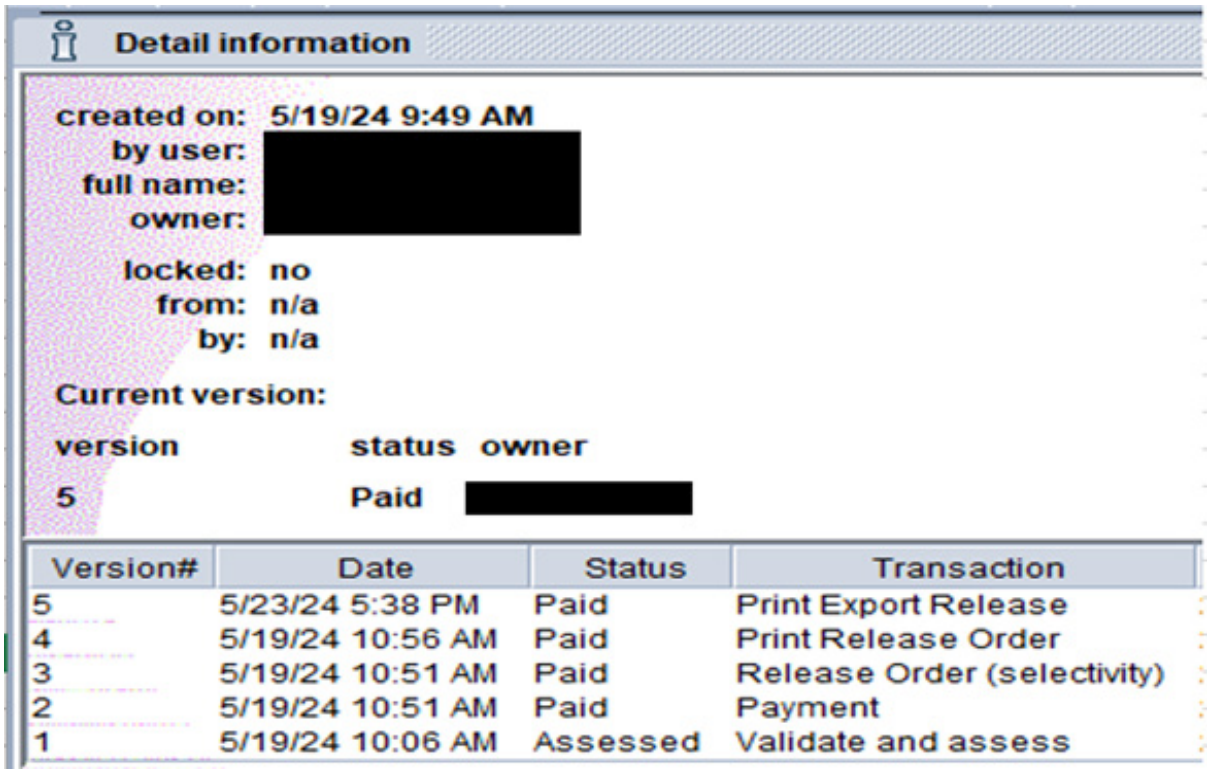
Figure 3.6: Number of Declared Trucks Channeled to the Yellow Lane



3.5.3 Export Processing Lane

The AW extract shows the stages through which a declaration goes for Export. The declaration was registered on 19th May 2024 at 10:06 hours, with Export release printed on 23rd May 2024. Exports are cleared from the inland ports. They move to the border just for the acquittal process. The last operation for Export consignment is an 'Export Release'.

Figure 3.7: AW Extract Showing Stages of Export Declaration Flow



Detail information

created on: 5/19/24 9:49 AM
by user:
full name:
owner: [redacted]

locked: no
from: n/a
by: n/a

Current version:

version	status	owner
5	Paid	[redacted]

Version#	Date	Status	Transaction
5	5/23/24 5:38 PM	Paid	Print Export Release
4	5/19/24 10:56 AM	Paid	Print Release Order
3	5/19/24 10:51 AM	Paid	Release Order (selectivity)
2	5/19/24 10:51 AM	Paid	Payment
1	5/19/24 10:06 AM	Assessed	Validate and assess

3.6 Summary of findings

The Chirundu OSBP has had three (3) Time Release Studies (TRS) conducted to date: the inaugural study in 2019, followed by subsequent assessments in 2022 and 2024. Further, in 2023, Chirundu OSBP was also part of the regional TRS conducted on the North-South corridor by SADC. Since the commencement of these studies, significant improvements have been implemented at the Chirundu OSBP, enhancing the Import, Export and Transit flows between Zambia, Zimbabwe, and neighbouring countries. This section of the report presents a summary of findings from the current study in comparison with the baseline study of 2022.

Table 3.12: 2022 and 2024 Comparison of Traffic Volume During Survey Periods

Regime	2022	2024	Percentage difference
Import	991	1,178	18.9%
Export	689	1,157	67.94
Transit	994	964	(3.02)5

Table 3.13 compares the average clearance times at Chirundu OSBP from 2022 to 2024, showing significant improvements across all categories. Imports, exports, transits, baggage, and people saw reductions in processing times by 60.05%, 70.37%, 97.06%, 85.04%, and 38.43%, respectively, reflecting a substantial increase in overall efficiency.

Table 3.13: Average Clearance Time Comparison Between 2022 and 2024

	Imports	Exports	Transits	Baggage	People
Chirundu OSBP 2022	2 days 7 hours 17 minutes	12 hours 36 minutes	2 days 4 hours 12 minutes	7 hours 28 minutes	4 minutes 15 seconds
Chirundu OSBP 2024	22 hours 5 minutes	3 hours 46 minutes	1 hour 32 minutes	1 hour 7 minutes	2 minutes 37 seconds
Efficiency Improvement Rate	60.05%	70.37%	97.06%	85.04%	38.43%

Figure 3.8 presents a trend analysis comparing average clearance times at Chirundu OSBP between 2022 and 2024. The graph illustrates a noticeable downward trend across all clearance categories, highlighting improvements in processing efficiency over the two-year period.

Figure 3.8: Trend analysis of Average Clearance Time Comparison Between 2022 and 2024

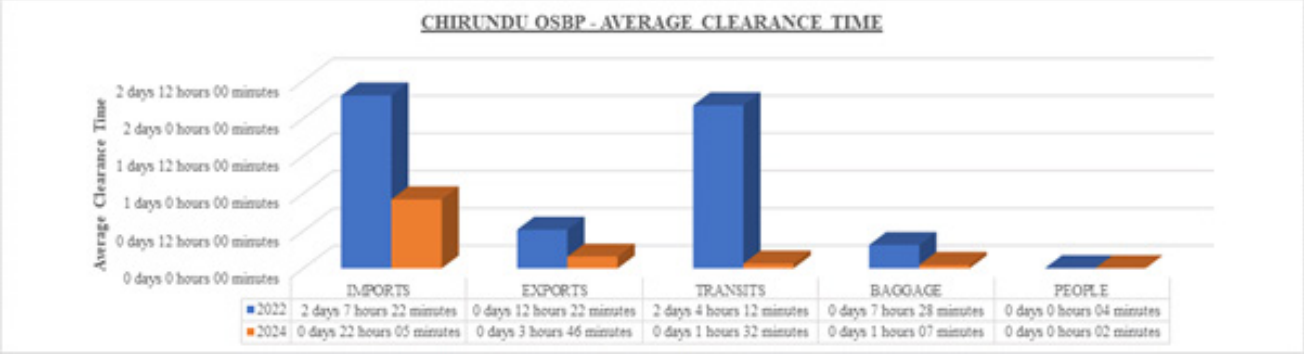


Table 3.14: Observation by the Technical Working Group

	Findings	Recommendations	Responsibility
1	Inadequate parking space for trucks awaiting customs clearance.	Expand the parking area for trucks awaiting clearance more especially non-AEO goods	Zambia Revenue Authority, and the Ministry of Infrastructure Housing and Urban Development
2	No cargo trucking system It was observed by the team that Transit cargo with high value consignment were not placed under tracking surveillance. The team did not see a tracking gadget on any truck Transiting Zambia	Introduce cargo trucking system for Transit consignment and high valued goods	Zambia Revenue Authority and cooperating partners
3	Inadequate staff housing. Development	Build more houses to carter for more staff	Ministry of Infrastructure Housing and Urban
4	Inefficient client management system. Clients complain of longer waiting hours after forwarding a request through the client service desk. The officer under CSD gets too overwhelmed.	Provide for client management system where traders can input the declaration reference number and get instant declaration status response.	Zambia Revenue Authority-Customer Experience Unit

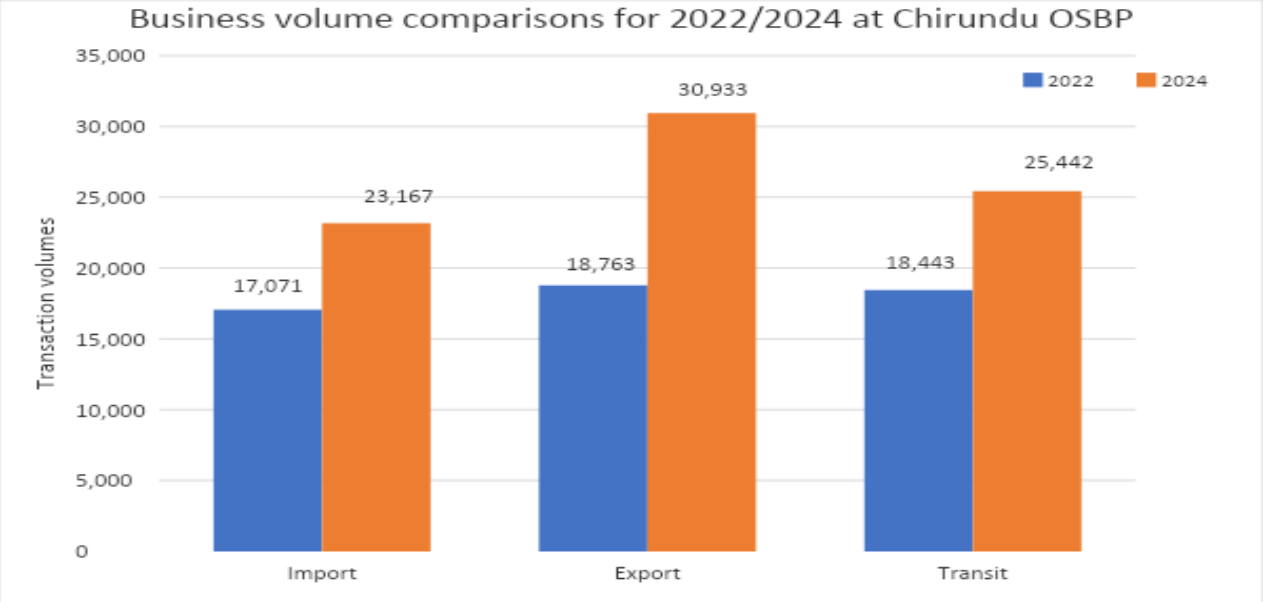
CHAPTER 4:

BUSINESS VOLUMES

4.1 Introduction

Business volumes refer to the amount of cargo (Imports, Exports, Transits) that traffic through the border in a defined period. Figure 3.9 shows a comparison of business volumes from January to August for the years 2022 and 2024 at Chirundu OSBP. The study revealed a percentage increase of 35.71% for Imports, 64.86% for Exports and 37.95% for Transits when compared against the baseline period.

Figure 4.1: Comparison of Business Volumes for 2022 and 2024



4.2 Top 20 Imports

The study revealed that in 2024 gas oils and motor spirits were still the top 2 products that were Imported through Chirundu. It was also noted that wheat which was not in the top 20 list in 2022 was now the 3rd top product that is Imported through Chirundu.

Table 4.1: Comparison of Top 20 Importers Through Chirundu for 2022 and 2024

2022			2024		
Product	Description	Total Items	Product	Description	Total Items
27101910	Gas oils.	4,996	27101910	Gas oils.	5,711
27101210	Motor Spirit	2,687	27101210	Motor Spirit	4,117
31021000	Urea	738	10011900	Durum wheat, excl. seed	2,337
31052000	Mineral or chemical fertilizers with nitrogen, phosphorus and potassium	671	31021000	Urea	1,549
31029000	Mineral or chemical fertilizers, nitrogenous, nes	664	39012090	Other primary forms of polyethylene, pigmented	896
08081000	Apples, fresh	579	15071000	Crude soya-bean oil	743
87042100	vehicles (diesel engine) for the transport of goods GVW upto 5 tonnes	565	87032290	spark-ignition vehicles with engine capacity>1000cc but < 1500cc Other	699
31059000	Other fertilizers, nes	554	31054000	Ammonium dihydrogen orthophosphate (monoammonium phosphate)	696
28331110	Disodium Sulphate in bulk	538	87112000	Motorcycles with engine of capacity 50-250cc	637
39269099	OTHER ARTICLES OF PLASTICS, NES	527	27101230	Jet (aviation turbine) fuel	616
39012090	Other primary forms of polyethylene, pigmented	525	31023000	Ammonium nitrate	609
22042100	Wine (not sparkling); grape must with by alcohol in: <=2l containers	510	08081000	Apples, fresh	602
27101990	Other oils.	508	87042100	vehicles (diesel engine) for the transport of goods GVW upto 5 tonnes	593
33049990	Other	482	27101990	Other oils.	545
31023000	Ammonium nitrate	471	87032390	Vehicles with only engine capacity exceeding 1500cc but not exceeding 3000cc - OTHER.	516
21039000	Sauces and sauce preparations; mixed condiments and seasonings, nes	467	73181500	Screws and bolts of iron or steel, nes	482
84314900	Parts of machinery of 84.26, 84.29 and 84.30, nes	414	08051010	Oranges... fresh	476
73181500	Screws and bolts of iron or steel, nes	408	84749000	Parts of machinery of 84.74	460
87032390	Vehicles with only engine capacity exceeding 1500cc but not exceeding 3000cc - OTHER.	398	31022100	Ammonium sulphate	446
15071000	Crude soya-bean oil	369	08059010	Citrus fruit nes, fresh	437

4.3 Top 20 Exports

Portland cement remained the top most Exported product for both 2022 and 2024, while Cement clinkers became the 2nd most Exported product through Chirundu from 6th most Exported in 2022. On the other hand, timber dropped from the 3rd most Exported to the 10th position in 2024.

Table 4.2: Comparison of Top Exporters for 2022 and 2024 Through Chirundu

EXPORTS					
2022			2024		
Product	Description	Total Items	Product	Description	Total Items
25232900	Portland cement (excl. white)	6,971	25232900	Portland cement (excl. white)	8,985
22021020	Aerated Waters	1,023	25231000	Cement clinkers	4,837
44039900	Wood, nes in the rough..., (excl. treated)	984	74031110	Electro-refined copper cathodes (High Purity)	2,466
28220010	Cobalt oxides and hydroxides; commercial cobalt oxides in bulk	858	28220010	Cobalt oxides and hydroxides; commercial cobalt oxides in bulk	1,465
10059090	Other corn, nes	823	74020020	Copper anodes for electrolytic refining	1,434
25231000	Cement clinkers	822	25221000	Quicklime	1,396
74031110	Electro-refined copper cathodes (High Purity)	797	26020000	MANGANESE ORES/CONCENTRATES (INC. FERRUGINOUS), WITH MANGANESE CONT. OF=>20%	1,221
69074000	Finishing ceramics	796	23040000	Oil-cake and other solid residues, of soya-bean	1,220
74020020	Copper anodes for electrolytic refining	760	31052000	Mineral or chemical fertilizers with nitrogen, phosphorus and potassium	991
25221000	Quicklime	682	26030029	Other - copper concentrate	928
26040000	Nickel ores and concentrates	678	44039900	Wood, nes in the rough..., (excl. treated)	924
74031110	Electro-refined copper cathodes (High Purity)	592	25221000	Quicklime	868
24012000	Tobacco, partly or wholly stemmed/stripped	507	26040000	Nickel ores and concentrates	727
23021000	Brans, sharps and other residues of maize	457	25292100	Fluorspar containing by weight <=97% of calcium fluoride	580
28220010	Cobalt oxides and hydroxides; commercial cobalt oxides in bulk	401	74031110	Electro-refined copper cathodes (High Purity)	562
87032390	Vehicles with only engine capacity exceeding 1500cc but not exceeding 3000cc - OTHER.	360	69074000	Finishing ceramics	510
23099090	Other preparations of a kind used in animal feeding, nes	334	74031110	Electro-refined copper cathodes (High Purity)	508
17049000	Sugar confectionery (incl. white chocolate), not containing cocoa, nes	328	25222000	Slaked lime	462
23040000	Oil-cake and other solid residues, of soya-bean	302	26030029	Other - copper concentrate	444
17011400	Other raw cane sugar	288	74020011	Copper blister	405
		18,763			309,33

4.4 Top 20 Transits

Among the products Transiting through Chirundu, Gas oils remained the top most for both 2022 and 2024. Sulphur was the second most product Transiting in 2024 while motor vehicles were the third most for both 2022 and 2024.

Table 4.3: Comparison of Top 20 Transits for 2022 and 2024 Through Chirundu

TRANSITS					
2022			2024		
Product	Description	Total Items	Product	Description	Total Items
27101910	Gas oils.	5,174	27101910	Gas oils.	7,690
84749000	Parts of machinery of 84.74	1,493	25030000	Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur)	6,370
87032390	Vehicles with only engine capacity exceeding 1500cc but not exceeding 3000cc - OTHER.	1,420	87032390	Vehicles with only engine capacity exceeding 1500cc but not exceeding 3000cc - OTHER.	1,917
27101210	Motor Spirit	1,404	02071300	Fresh or chilled cuts and offal of chickens	981
20096900	OTHER	1,181	87032290	spark-ignition vehicles with engine capacity>1000cc but < 1500cc Other	976
87042100	vehicles (diesel engine) for the transport of goods GVW upto 5 tonnes	1,142	87042100	vehicles (diesel engine) for the transport of goods GVW upto 5 tonnes	901
73089090	Structures and parts of structures, of iron or steel - Other, nes	904	27101210	Motor Spirit	792
87041000	Dumpers for off-highway use	853	25199000	Magnesia and other magnesium oxide	789
28301010	Sodium sulphides in bulk	647	27101240	White spirit	665
25199000	Magnesia and other magnesium oxide	534	84749000	Parts of machinery of 84.74	649
84314900	Parts of machinery of 84.26, 84.29 and 84.30, nes	444	20096900	OTHER	606
87112000	Motorcycles with engine of capacity 50-250cc	426	73089099	Structures and parts of structures, of iron or steel - Other, nes	557
87032290	spark-ignition vehicles with engine capacity>1000cc but < 1500cc Other	407	28321010	Sodium sulphites in bulk	424
73181500	Screws and bolts of iron or steel, nes	387	84314900	Parts of machinery of 84.26, 84.29 and 84.30, nes	370
84139100	Parts of pumps for liquids	386	87041000	Dumpers for off-highway use	351
27101240	White spirit	367	39012090	Other primary forms of polyethylene, pigmented	310
56031400	Nonwovens, of man-made filaments, weighing >150g/m2	347	11022000	Maize (corn) flour	284
73261100	Grinding balls... for mills, forged or stamped, of iron or steel	314	73181500	Screws and bolts of iron or steel, nes	271
86090000	Containers specially designed for transport by one or more methods	314	84139100	Parts of pumps for liquids	270
84818000	Other appliances such as taps, cocks and other valves, nes	299	87033190	Vehicles with only diesel... engine of cylinder capacity <1500cc - OTHER	269

CHAPTER 5:

IMMIGRATION CLEARANCE

5.1 Introduction

The Department of Immigration is the agency mandated with facilitating movement of persons and enforces controls according to the Immigration and Deportation Act.

Entry Procedures: The entry procedures for immigration differ depending on the category of the traveller. This also guides the fees payable and type of Visa to be issued to each category. The Visa fees as reflected in Table 5.1 is as at the time the study was undertaken in May 2024. Immigration also plays a role in ensuring all persons presenting themselves before an Immigration officer have fulfilled the public health passenger clearance requirements. They travellers are separated as follows:

Table 5.1: Immigration Entry Procedures and VISA Fees

No	Category	Procedure	Period	Fee (At Time Of Study)
1	a. Citizens b. Established residents.	a. Proceed to an Immigration Office and have b. Passport scanned and be endorsed c. Immediate family of a citizen or established resident	unlimited	NIL
2	Foreign National qualifying for a VISA at Point of Entry	a. Proceed to an Immigration Office b. application maybe done online on the ZIMS system c. Passport scanned and endorsed d. For extension of VISA proceed to head office e. For Multiple Entry Visa proceed to Head office	a. Business Visit Maximum 30 days b. Ordinary Visitor30 days extendable to maximum 90 days	USD 25.00 Day Tripper USD $10 Double Entry USD 40 Multiple Entry USD 75 KAZA Tourist Visa USD $ 50
3	Foreign Nationals qualifying for Referral Visas	a. Proceed to an Immigration Office b. produce an approved visa from Immigration Headquarters c. application maybe done online on the ZIMS system d. Passport scanned and endorsed For extension of VISA proceed to head office e. For Multiple Entry Visa proceed to Head office After 30 days Business Visitors a. Apply for Temporary Employment Permit b. application maybe done online on the ZIMS system c. Passport scanned and endorsed After 90 days Ordinary Visitors a. apply for Visitors Permit b. application maybe done online on the ZIMS system c. Passport scanned and endorsed	Business Visit Maximum 30 days Ordinary Visitor 30 days extendable to maximum 90 days Business Visit Ordinary Visitors	Single entry USD 25.00 Double Entry USD 40 Multiple Entry USD 75 ZMK18,000 ZMK 6,667 Extension cost ZMK10,000
4	Cross Border Traders from a COMESA Country	a. Proceed to an Immigration Office b. application maybe done online on the ZIMS system c. Passport scanned and endorsed	30 days	NIL
5	Cross Border Traders from a COMESA Country	After 30 Days a. Proceed to an Immigration Office b. Apply for Cross Border Permit c. application maybe done online on the ZIMS system d. Passport scanned and endorsed	Maximum 3months extension 3 Months	ZMK 6000 Extension ZMK 9000

5.2 Entry procedures for truck drivers

The entry procedures for drivers allow for the drivers to undertake their immigration clearance preferentially by providing a specific booth for the undertaking of entry and exit procedures for truck drivers.

Table 5.2: Entry Procedures for Truck Drivers and VISA Fees

Category	Procedure	Period	Fee
Truck Drivers	First visit a. Proceed to an Immigration Office b. Application maybe done online on the ZIMS system c. Passport scanned and endorsed	Business Visit 90 Days in a year	NIL ZMK 9000
	After 90 days a. Proceed to an Immigration Officer b. Application maybe done on the ZIMS system c. Passport scanned and endorsed.	Transit Permit 1 year	ZMK11,250
	After 1year expiry of Transit permit a. Proceed to an Immigration Officer, Transit permit extendable for b. Passport scanned and be endorsed. c. After expiry of Transit permit proceed to immigration officer passport scanned and endorsed	Transit Permit Extension 1 year Then 90days	NIL

5.3 Exit procedures

Exit Procedure for immigration: The Immigration and Deportation Act states that a person leaving the country regardless of nationality must appear before an Immigration Officer for exit procedures, by presenting their passports to be scanned and endorsed for Exit. This procedure is undertaken electronically completed on the ZIMS system.

Number of Immigration Clearances at the Chirundu Border Post Table 5.3 shows the number of people by nationality that were processed by Immigration during the period of the Endline survey.

Table 5.3: Movement of People in and out of Zambia through Chirundu by Nationality

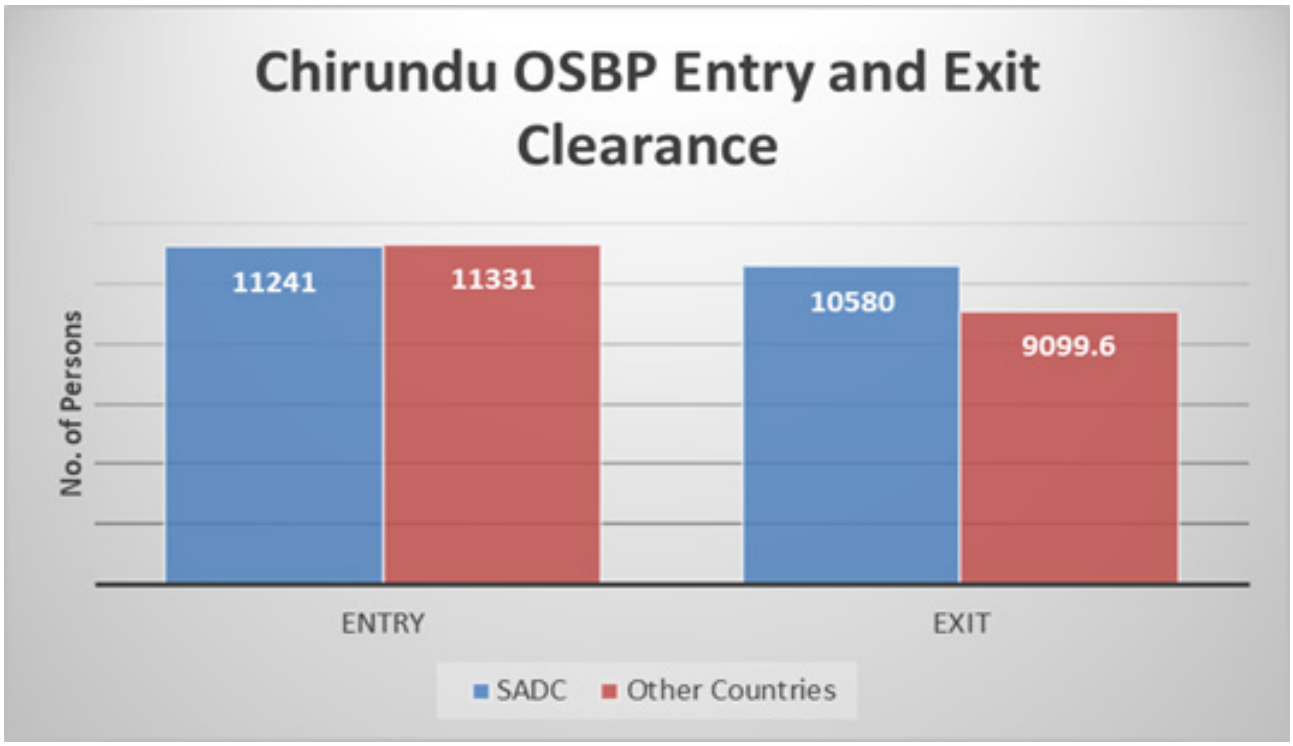
No	Country	Entry	Exit	Denied	Total
1.	Angola	1	0	0	1
2.	Argentina	0	1	0	1
3.	Australia	0	4	0	4
4.	Austria	2	0	0	2
5.	Burundi	4	1	0	5
6.	Botswana	2	2	0	4
7.	Canada	0	25	0	25
8.	China	16	7	1	23
9.	Comoros	0	1	0	1
10.	United Nation	2	2	0	4
11.	DR Congo	162	129	2	291
12.	Finland	1	0	0	1
13.	France	2	1	0	3
14.	Ghana	2	0	0	2

15.	India	11	18	3	29
16.	Italy	2	1	0	3
17.	Kingdom Eswatini	4	5	0	9
18.	Kenya	24	34	1	58
19.	Lesotho	0	7	0	7
20.	Malawi	46	39	2	85
21.	Malta	1	1	1	3
22.	Mozambique	100	172	3	272
23.	Mauritius	1	0	0	1
24.	Netherlands	2	1	1	3
25.	Namibia	11	0	0	0
26.	New Zealand	1	1	0	2
27.	Nigeria	1	1	0	2
28.	Norway	1	1	0	2
29.	Rwanda	1	2	0	3
30.	Somalia	5	6	0	11
31.	South Africa	85	75	2	160
32.	Sweden	1	1	0	2
33.	Turkey	2	2	0	4
34.	Tanzania	85	97	0	182
35.	Uganda	1	6	0	7
36.	Ukraine	1	0	0	1
37.	United Kingdom	4	6	0	10
38.	United States of America	2	11	0	13
39.	Zambia	1,595	1.615	0	3.210
40.	Zimbabwe	9,150	8,438	110	17,588
TOTALS		**11,419**	**10,713**	**126**	**22,034**

5.4 Number of Immigration clearances at the Chirundu Border Post

During the period of the study people from about forty (40) countries used Chirundu One Stop Border Post. The largest group of people entering and exiting the country through Chirundu OSBP were from Zimbabwe with a total of 17,588 having passed through the Chirundu OSBP followed by 3210 Zambians. A total of 227 people was denied entry by Immigration for various reasons

Figure 5.1: Immigration Lane Analysis for Chirundu

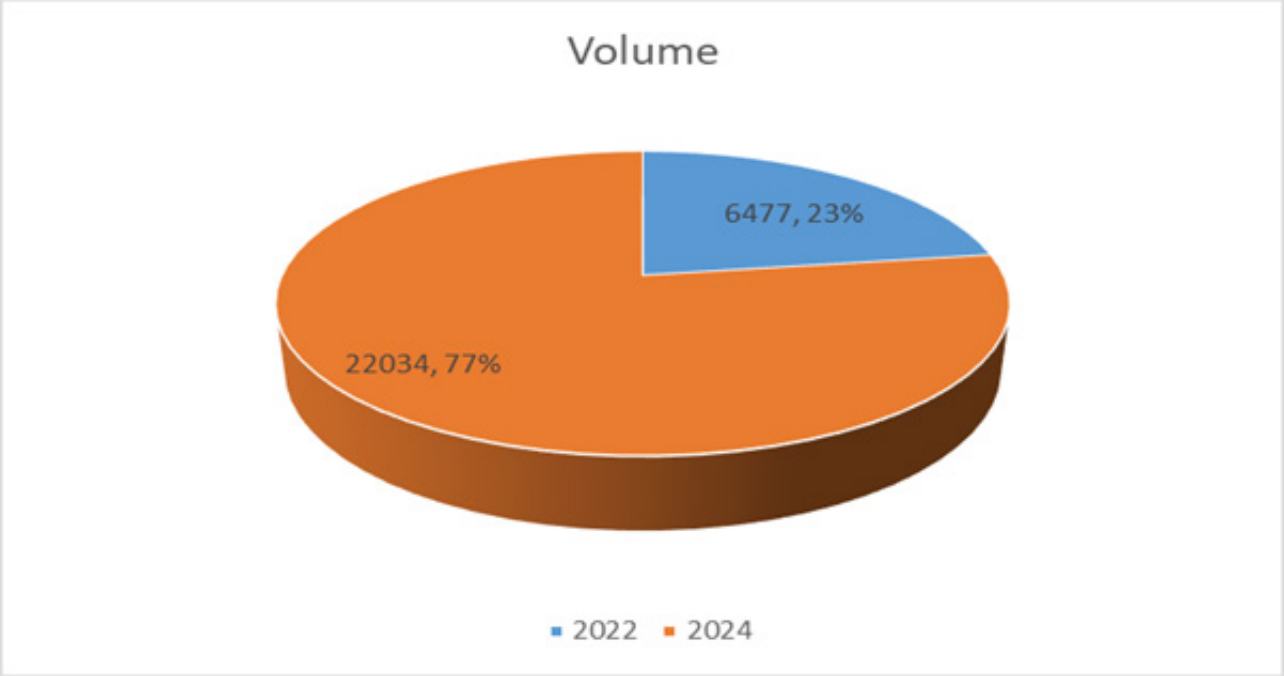


5.5 Immigration process flow-Chirundu

The immigration process flow is structured to expedite the clearance of individuals passing through the border, with three distinct considerations. These include travelers from countries eligible for free visas; those from countries permitted to pay for their visas upon arrival at the border; and those from countries required to apply for and obtain visas before arrival.

During the period of study, 22,034 people were processed by immigration through Chirundu OSBP. The higher numbers of people processed through Chirundu One Stop Border Post are from SADC Countries at 11050. During the baseline study, a total number of 6477 people were processed by immigration through Chirundu OSBP coming from 30 different countries, with a significant number being from COMESA and SADC countries. A total of 37 people were denied entry. There was a significant increase, 240.14% rise, in the number of people utilising the Chirundu OSBP in the last two years.

Figure 5.2: Number of People Cleared Through Chirundu



5.5.1 Passengers

Chirundu OSBP handles entry Passenger traffic on buses from South Africa and Zimbabwe and exit passenger traffic from Zambia, Tanzania, Malawi. The most significant passenger traffic comprises small scale cross border traders importing and exporting across border and beneficiaries of the Simplified Trade Regime arrangement between Zambia and Zimbabwe,

The findings of average time for the clearance of Passenger traffic at Chirundu during the study are outlined in Table 5.4.

Table 5.4: Vessel and Passenger Average Time

Vessel	Average Time
Passenger Bus	1 Hour 7 Minutes
Private Vehicle	1 Hour 8 Minutes
People	2.37 Minutes

In comparison to the baseline study of 2022 the average time for the clearance of passenger buses was 1 Hours 10 minutes an improvement of 85.04% against 7 hours 28 minutes recorded as the average time for 2022. The average time for the clearance of private vehicles in the endline study in comparison to the baseline remained static with 1 hour 10 minutes in 2022 against 1 Hour 7 Minutes in 2024. The average clearance time through immigration has improved by 38.43% from 4 minutes 15 seconds in the baseline and 2 minutes 37 seconds in the endline survey.

In January 2024 to enhance online declaration an IBDF Desk with a computer for use by clients of self-drive vehicles was provided at Chirundu OSBP and the Interpol office was moved into the passenger hall to allow for joint inspections The study observed that the IBDF desk was in use and joint inspections we being undertaken by Zambia Revenue Authority and Interpol. The payment of insurance is still undertaken separately with the various insurance companies outside the terminal



IBDF Desk Chirundu OSBP Passenger Terminal

CHAPTER 6:

COMMUNITY IMPACT SURVEY

6.1 Introduction

The Community survey was conducted to provide information on benefits derived by the users and travelers at this border, The Endline survey was conducted alongside the main activities and the findings have been detailed as follows;

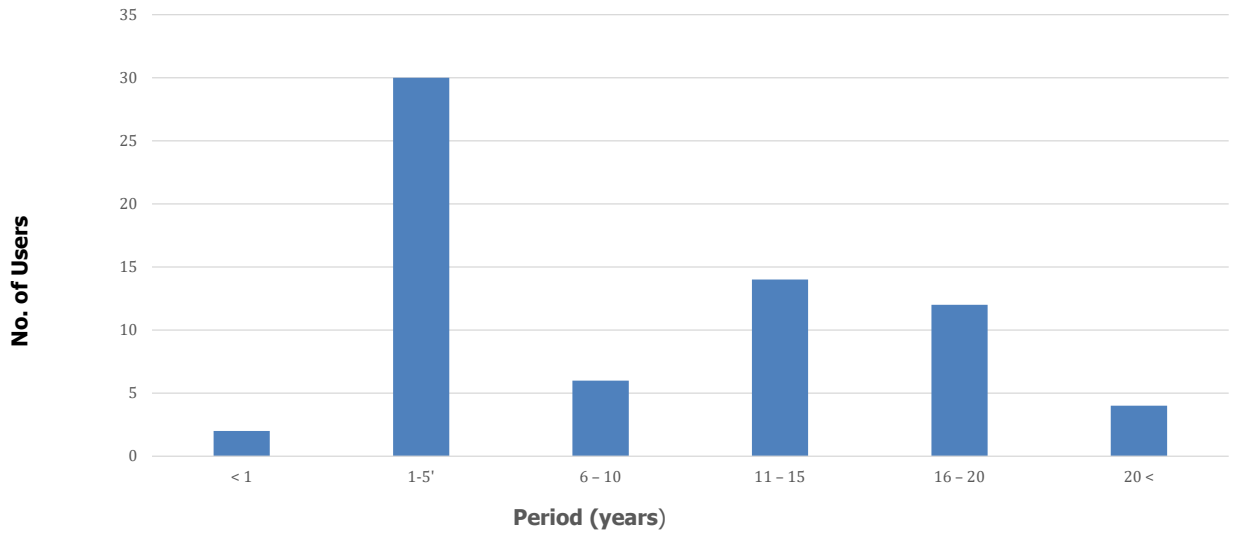
6.2 Period of Border use

Table 6.1: Respondent's Period of Border Use

Border use period (years)	Number of Respondents
< 1	2
1 -5	30
6 – 10	6
11 – 15	14
16 – 20	12
20 <	4

Figure 6.1 presents survey data on respondents' duration of use of the Chirundu One-Stop Border Post (OSBP). Thirty (30) respondents reported using the border for 1–5 years, six (6) for 6–10 years, and fourteen (14) for 11–15 years. Twelve (12) respondents indicated a duration of 16–20 years, while four (4) reported over twenty years of use. Additionally, two (2) respondents noted having used the border for less than one year.

Figure 6.1: Respondent's Period of Border Use



6.3 Knowledge of Coordinated Border Management (CBM)

Respondents were also asked about their awareness of Coordinated Border Management and whether they had any knowledge regarding its implementation. Out of a total of 101 respondents, only 11 provided feedback, representing approximately 10.9% of the total. All 11 respondents expressed the opinion that Coordinated Border Management represents a more efficient approach for border agencies to collaborate and operate together. This low percentage indicates a significant need for increased sensitization and education on the topic, suggesting that more outreach efforts are necessary to raise awareness and understanding of the benefits of Coordinated Border Management among a larger portion of the population...

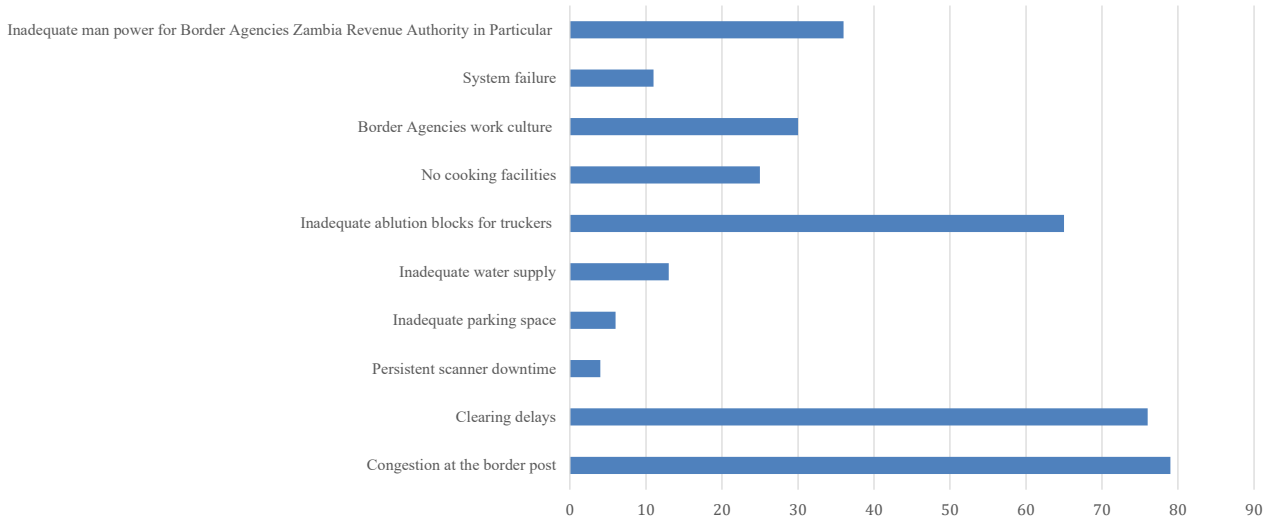
6.4 Common Challenges Faced by User at the Border

The End-line survey sought to establish whether the same challenges were being experienced by respondents each time they were at the border. The following are the challenges that were listed by the respondents.

Table 6.2: Challenges Listed Respondents

S/N	Challenges	Number of Respondents
1.	Congestion at the border post	79
2.	Clearing delays	76
3.	Persistent scanner downtime	4
4.	Inadequate parking space	6
5.	Inadequate water supply	13
6.	Inadequate ablution blocks for truckers	65
7.	No cooking facilities	25
8.	Border Agencies work culture	30
9.	System failure	11
10.	Inadequate man power for Border Agencies Zambia Revenue Authority in Particular	36

Figure 6.2: Number of Respondents



CHAPTER 7:

AGENCIES AT THE CHIRUNDU OSBP

7.1 Introduction

During the baseline assessment, Chirundu One Stop Border Post (OSBP) had twenty-three border agencies, leading to inefficiencies in border management. However, after the rollout of Coordinated Border Management on 31st January 2024, this number was reduced to just six agencies. The exiting agencies delegated their functions to the remaining ones, resulting in a more streamlined and efficient operation. This transition not only improved operational efficiency but also enhanced the experience for travelers and traders at the border.

Table 7.1: Agencies at the Chirundu OSBP During Baseline Study

Agency	Chirundu OSBP	No of Officers	Working hours
Zambia Revenue Authority	Present	59	06.00- 20.00hrs
Zambia Compulsory Standard Authority	Present	9	08.00- 20.00hrs
Ministry Agriculture – PQPS	Present	4	06.00- 22.00hrs
M–H - Port Health	Present	11	06.00- 22.00hrs
Local Council	Present		
Radiation Protection Authority	Present	5	08.00- 21.00hrs
RTSA	Present	11	06.00- 21.00hrs
Interpol	Present	11	06.00-22.00hrs
Zambia Police	Present	19	06.00-20.00hrs
Immigration	Present	30	06.00-22.00hrs
Ministry of Mines	Present	2	08.00-17.00hrs
Zambia Environmental Agency (ZEMA)	Present	3	08.00-20.00hrs
Zambia Medicines Regulatory Authority (ZAMRA)	Present	2	08.00-17.00hrs
Forestry Department	Present	1	08.00-17.00hrs
Trade information Desk (Ministry of Commerce)	Present	4	06.00-22.00hrs
NALEIC (Department of Veterinary Services)	Present	3	08.00-20.00hrs
Ministry of Agriculture - Agri-business and Plant Quarantine and Phytosanitary Service (PQPS)	Present	2	06.00-22.00hrs
Drug Enforcement Commission (DEC)	Present	11	06.00-22.00hrs

The following table shows the agencies that were present at the Chirundu OSBP during the Endline Survey.

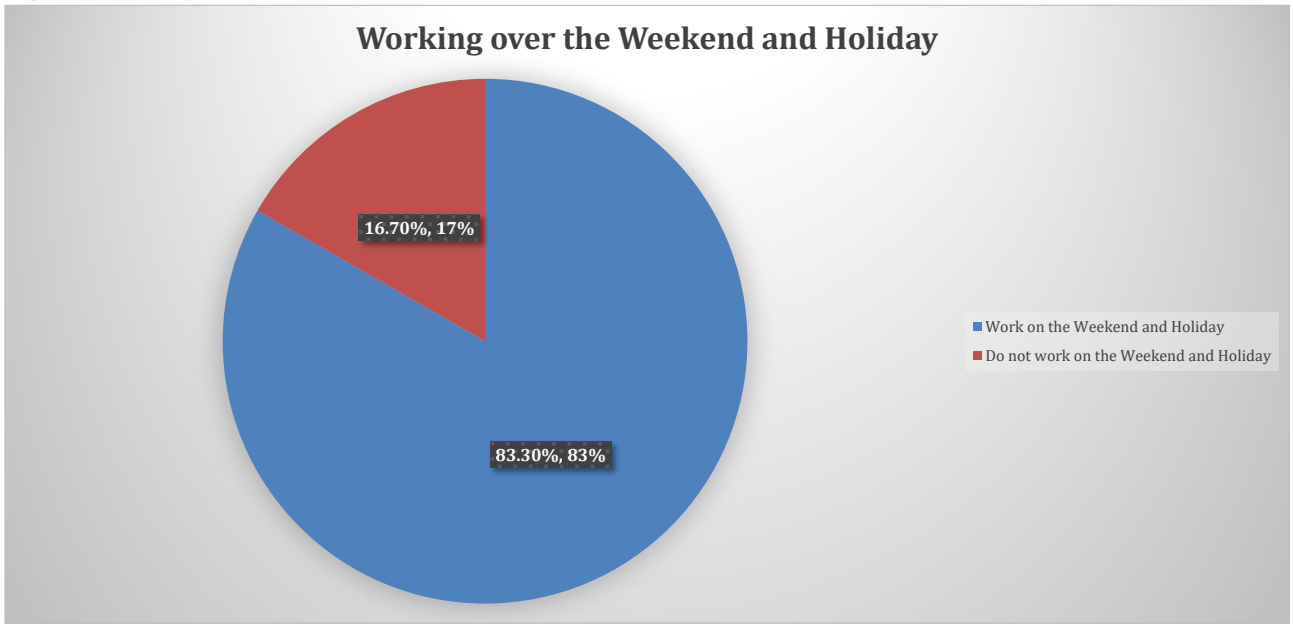
Table 7.2: Agencies at the Chirundu OSBP During the Endline Survey

Agency	Chirundu OSBP	Number of Staff	Working Hours
Core Border Agencies			
Zambia Revenue Authority	Present	76	06:00 to 24:00 hours
Zambia Compulsory Standards Agency	Present	11	24 hours
Ministry of Agriculture PQPS	Present	6	08:00 to 22:00 hours
Ministry of Health - Port Health	Present	13	24 hours
Ministry of Fisheries and Livestock - Veterinary Service	Present	5	07:30 to 17:00 hours
Immigration	Present	43	06:00 to 22:00 hours
Other Border Agencies			
Zambia Environment Management Agency	Present (delegated its functions)	5	08:00 to 22:00 hours
Road Transport and Safety Agency	Present (delegated its functions)	9	08:00 to 17:00 hours
Drug Enforcement Commission	Present	15	06:00 to 22:00 hours

7.2 Weekends and Holidays Operations

Out of twelve responses, ten respondents reported that they work on weekends and holidays, while the remaining two indicated that they do not. This represents approximately 83.3% of respondents working during these times, compared to 16.7% who do not.

Figure 7.1: Respondents Who Work on Weekends and Holidays



CHAPTER 8:

FINDING AND RECOMMENDATIONS

The Monitoring and Evaluation team tracked the short-term recommendations under Chirundu and against the findings as tabulated in the table.

8.1 Short-Term Recommendations

Table 8.1: Chirundu Short-Term Recommendations

Result	Recommendation Being Tracked	Agency Name	What Has Been Done	Endline Finding
1	Recruit additional personnel for all agencies to enhance workforce for Coordinated Border Management and delegated authorities	ZRA Plant Quarantine & Phytosanitary Services Ministry of Health Dept of Veterinary Zambia Compulsory Standards Agency	ZRA and Department of Immigration recruited officers.	Recruited officers have deployed and are working at Chirundu OSBP.
	Increase uptake of Blue Lane Clients	ZRA	Client in the Blue Lane are at 147 from 50 in 2022	Total number of 147 on the blue lane
	Joint Inspection	All Agencies	Implementation of CBM has enhance joint inspections Training and meetings Development of the OSBP Operational Manual	Border agencies are consistent with undertaking joint inspection of common interest
2	Non-use baggage scanner	ZRA	A baggage scanner has been provided to Chirundu OSBP currently not in use	The baggage scanner currently has no housing and is awaiting housing for safety of the scanner
3	Increase clients on the Customs Accredited Client Programmes (CACP).	ZRA	59 clients on CACP	59 clients from 54. An increase of 5
4	Aligned work hours for border agencies to the stipulated border operational time	All agencies	All agencies start work at the same time as the stipulated border working hours	All agencies at Chirundu OSBP start work at 06:00 and close at 22:00 hours aligning to the stipulated operational hours of the border
	Engagement of Traffic marshals on roads in the Customs Control Zone.	ZRA	To engage a Private security Company to manage traffic in the control zone	During the Endline survey, it was observed that a long queue of traffic for Export awaiting clearance from Zimbabwe authorities.
	Enhance communication among border agencies	All agencies	Agencies hold monthly meetings	Confirmed by minutes of the monthly meetings
5	Identity cards	All border agencies	Only Government agencies, clearing agencies have identity cards.	The study found that some border agencies have not yet obtained Identity Cards for their staff. For the OGAs only old staff have identity cards. The newly deployed did not have.
6	Increase capacity building and orientation programmes in line with specific border operations.	All agencies	Officers to receive training between June 2022 and 2022	The study confirms that 60% of respondents received training
	Most self-assessments are not accepted by Customs	ZRA	ZRA accepts self-assessment and Queries where necessary Utilising Phase I Customs to Customs Electronic Data Exchange (CCEDE), the trend has reduced.	Phase II(Autopopulation) of Customs to Customs Data Dxchange between Zambia and Zimbabwe to be launched will enhance the process
	Recommendation to Enforce the use of Trailer details instead of the Horse the details because amendment of Truck Horse details attract a fee considered as a Non-Tariff Barrier	ZRA	Horse amendments are still still done manually	Recommendation has not been implemented

Result	Recommendation Being Tracked	Agency Name	What Has Been Done	Endline Finding
7	Recommendation to provide for auto alerts on Queried documentation and other border requirements during Customs processing	ZRA	ZRA has an enhanced inbuilt message automated service that sends messages to clients.	System messages on ASYCUDA World working. It required enhancement to be sending to external emails
8	Harmonization of working hours for all border agencies	All agencies border agencies	Agencies working start work at 06;00 hrs and close at 22:00 hours same time except few that are on call	The study found agencies working at the same time with exception of DEC who were on call during the evaluation.
9	Recommendation on the Enforcement to ban on other unauthorised border activities such as money- changing and loitering by people lacking proper identification both within the Control Zones and at the Golf two gate on the Chirundu, Zambian side	All agencies	Signage has been put, however, pockets of loitering is still being noticed	The team found signages put prohibiting loitering in the OSBP. The people are still loitering

8.2 Long Term Recommendations

Table 8.2: Chirundu Long-Term Recommendations

RESULT	RECOMMENDATION BEING TRACKED	AGENCY NAME	WHAT HAS BEEN DONE	ENDLINE FINDING	PERCENTAGE IMPROVEMENT	STATUS OF DELIVERY
1	Expand parking area for trucks awaiting clearance particularly non - AOEs	ZRA MCTI MoIHUD		Inadequate parking space for trucks awaiting clearance – non AOEs	0%	Not done
	Introduce cargo trucking system for Transit consignment and high valued goods	Zambia Revenue Authority		No cargo trucking system It was observed by the team that Transit cargo with high value consignment were not placed under tracking surveillance. The team did not see a tracking gadget on any truck Transiting Zambia	0%	Not done
	Build more houses to carter for more staff	Ministry of Infrastructure Housing and Urban Development		Inadequate staff housing.	0%	Not done
	Provide for client management system where	Zambia Revenue Authority-Customer		Inefficient client management system.	20%	In progress
2	traders can input the declaration reference number and get instant declaration status response.	Experience Unit		Clients complain of longer waiting hours after forwarding a request through client service desk. The officer under CSD gets too overwhelmed.		





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KAZUNGULA ONE STOP BORDER POST

CHAPTER 9:

KAZUNGULA OSBP

9.1 Introduction

The Kazungula One-Stop Border Post (OSBP) is located at the southern end of Zambia, separated from Botswana by the Zambezi River. This OSBP is a crucial hub for managing the flow of Export and Import cargo between Zambia, Namibia, South Africa, and other regions. It primarily facilitates the import of mining machinery, which serves as a transit point for shipments destined for the Democratic Republic of Congo and beyond.

For Zambia, the border post is key for importing groceries and processed meats from South Africa. Major exports through Kazungula include copper and copper concentrates, primarily shipped to China and other destinations. As of the 2022 financial year, Kazungula OSBP ranked third in total trade transactions and second in import volumes among customs facilities.

Figure 9.1: Map of Kazungula OSBP



9.2 Preparations of the study

The survey was initiated through virtual meetings with the Technical Working Group, where the plan was reviewed and discussed. Table 37 outlines the TMS activities at Kazungula.

Table 9.1: Summary of TMS Activities at the Kazungula OSBP

NO.	TMS ACTIVITIES	DATE
1	Kazungula TMS Planning Meeting (Virtual)	7th March 2024
	The first meeting of the Kazungula TMS Team was held on 7th March 2024. The meeting was attended by members of the Kazungula TMS Team, consisting of members from the Zambia Revenue Authority and the Botswana Unified Revenue Service as well as members of the JICA OSBP Team.	
2	Mapping of Kazungula OSBP Procedures	16th April 2024
	The JICA Project Team and the Zambia TWG conducted process mapping at the border and considered necessary numbers of enumerators for the TMS Survey	
3	Enumerator Recruitment	10th May 2024
	Twelve enumerators were recruited in line with process mapping.	
4	Training of Enumerators and pre-test of TMS tools	21st June 2024
	Training and a mock survey were conducted to familiarise the trainees with the TMS.	
5	Data Collection	23rd to 29th June 2024
	The TMS survey was implemented at the Kazungula Bridge OSBP	
6	Data Capture	24th - 30th June 2024
	Data capture for both Chirundu and Kazungula was conducted by the TWG members and Enumerators supported by JICA at the Kazungula OSBP	
7	Data Validation and Report-Writing	23rd - 29th July 2024
		23rd - 27th Sept 2024
	The activity was conducted in Chirundu and Kazungula Border Post, attended by Zambia TMS TWG members.	
8	First Draft TMS Report Validation Workshop	25th October 2024
9	Circulation of the draft report on incorporation of comments arising from validation workshop	October 2024
10	Publishing and printing of TMS final report in Zambia's national colours	4th November 2024
11	Launch of the TMS Report and Presentation to the Public	4th November, 2024

9.3 Process Mapping

The team conducted process mapping for Kazungula OSBP, identifying key data collection points to support the evaluation of Coordinated Border Management implementation, which commenced on 31st January 2024.

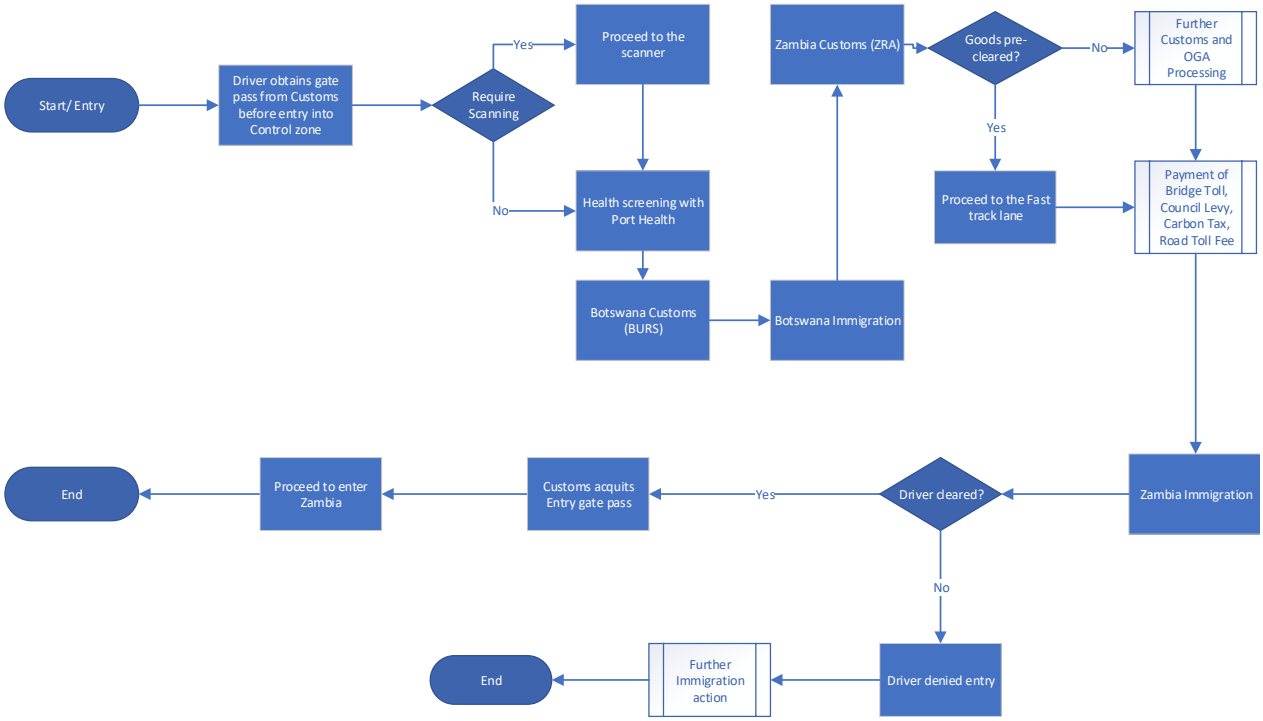
9.3.1 Import Process Flow

The team undertook the Process mapping for Kazungula OSBP identifying the various data collection points to complement the collection of data to assess implementation of Coordinated Border Management which commenced on 31st January 2024. The import process flow is outlined below:

Figure 9.2: Aerial View of Import and North-bound traffic at Kazungula OSBP



KAZUNGULA CLEARANCE - COMMERCIAL TRAFFIC PROCESS FLOW



9.3.2 Allocation For The Enumerator – Import

Table 9.1 shows the allocation of enumerators that were signed up on the import section. This allocation details the deployment of enumerators for import processes at key positions within the facility. A total of 11 enumerators are assigned across various stations, including the Entry Gate, Physical Inspection, Cargo Scanner, Fast Track Entry Gate, and Exit Gate, with specific shifts to ensure continuous coverage.

Table 9.1: Allocation of Enumerators- Import

STAR POSITION	STATION	NUMBER OF ENUMRATOR
1	Entry Gate	2
2	Port health, plant quarantine and veterinary	1
3	Cargo Scanner	1
4	Physical inspection and CBM payment monitoring	2
5	Passenger Terminal IBDF	1
6	Passenger Terminal and SUV scanner	1
7	Exit gate	2
TOTAL		10

Figure 9.4: Aerial View of Export and South-bound traffic at Kazungula OSBP



Note: The aerial view above shows the points where enumerators will be placed. The yellow stars show the actual position.

Figure 9.5: Export Process Mapping for Kazungula OSBP

KAZUNGULA CLEARANCE - EXPORT TRAFFIC PROCESS FLOW

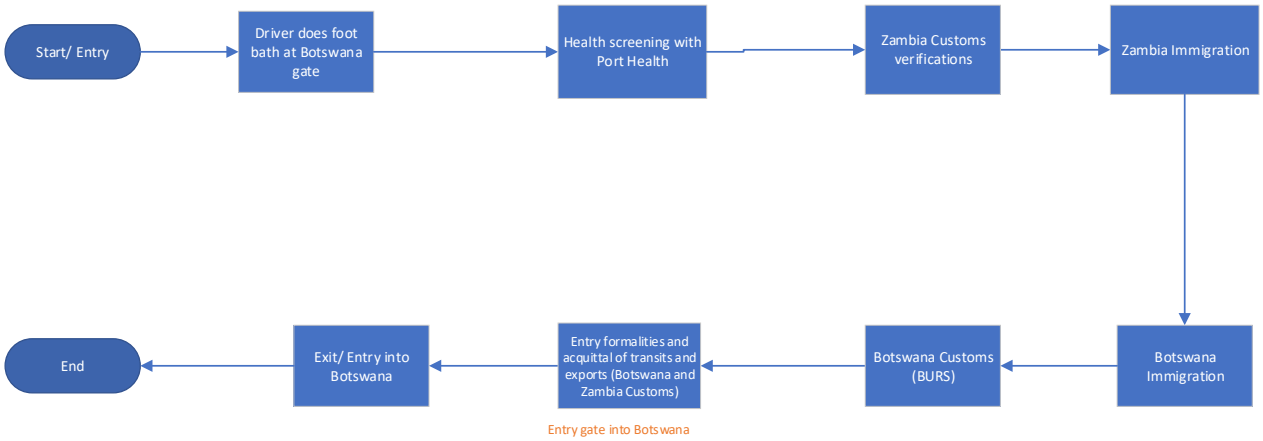


Table 9.3 shows the allocation of Enumerators on the Export section. The total number of enumerators assigned.

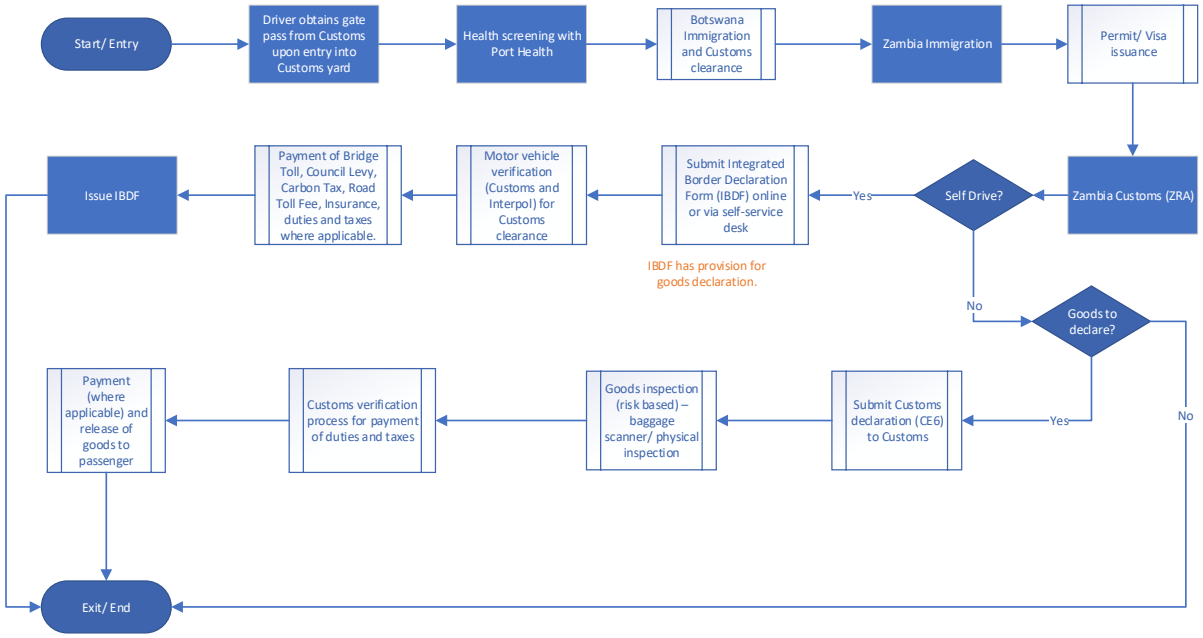
Table 9.3: Allocation of Enumerators-Export

Star Position	Station	Number of Enumerator
1	Entry Gate	1
2	Exit gate	1
Total		2

1.3.4 Passenger Process Flow

Figure 9.6: Passenger Clearance Process Mapping for Kazungulu OSBP

KAZUNGULA PASSENGER CLEARANCE (PASSENGER – BUS, VEHICLE, SELF DRIVE) PROCESS FLOW



9.4 Design of the draft questionnaire

Based on the environmental scanning and process mapping, the TRS team with the support of the WCO-Recognised TRS expert designed the draft questionnaires for the survey. All the documents were submitted to the TMS Team for review and comment. After finalisation, the questionnaires for the TMS were approved for a dry run.

9.5 Implementation of TMS test run

The TWG conducted the TMS test run on 22nd June 2024, which was one day before the commencement of the actual survey. JICA hired twelve enumerators to support the survey work. The enumerators were trained in data collection by the expert and deployed for the survey work.

9.6 Design of the Process Mapping

The process mapping involved identifying all critical points in the clearance process for data collection in the TMS. Nine data collection points were designated, covering stages from Entry to Exit, Physical Inspection, and the Passenger Clearance Section.



CHAPTER 10:

SURVEY METHODOLOGY - KAZUNGULA OSBP

10.1 Scope of the study

Following WCO TRS guidelines, the Technical Working Group prepared a proposal for the TMS survey by defining the scope and objectives of the study. To achieve the objectives, the Technical Working Group considered the entry and exit of cargo vehicles to/from the OSBP, physical inspection bay and passenger section as the broad scope of the study.

10.2 Steps of the study

The stages identified as being significant to the study were the following:

- Arrival of cargo vehicles
- Arrival and exit of passenger vehicles
- Declaration, registration and assessment
- Scanning of cargo
- Physical examination, with the involvement of OGAs
- Registration of payment
- Release and exit of cargo vehicles
- Community interviews of day trippers, drivers and locals
- Tourists and other foreign visitors

10.3 Customs Clearance Process

The Customs clearance process at Kazungula OSBP mandates that all declarations be preregistered on ASYCUDA World before the truck arrives at the border. The system employs a risk-based selectivity module, assigning declarations to lanes as follows: Green, which allows goods to be released upon assessment and payment; Blue, for Authorised Economic Operator (AEO) and Customs Accredited Clients Program (CACP) clients, permitting release upon registration; Yellow, for declarations requiring documentation checks; and Red, for those needing physical examination.

10.4 Sampling Units

Sampling units were determined based on the World Customs Organisation (WCO) Time Release Study (TRS) guidelines, with reference to TRS reports from various countries. The primary sampling unit was designated as the cargo vehicle, with corresponding declarations serving as secondary units for the survey. The sample included a total of 3,372 trucks transporting commercial imported goods. This data set provides continuous data points for detailed analysis.

10.5 Coverage/Limitations of the Survey

The survey included every Import, Transit, and Export declaration. However, local cross-border taxis and vehicles utilising the OSBP were not included in the survey. The survey also could not include cargo that had begun participating in the survey but could not be cleared before the survey had concluded.

10.6 Enumeration Period

The enumeration period for the Kazungula TMS was seven (7) days. It started on the 23rd to the 29th of June 2024. Enumeration ran for 17 hours with various shifts in a day starting from 6 am.

10.7 Sampling Methodology

To finalise the sampling methodology for the survey, the Technical Working Group reviewed the number of Import and Export cargoes passing through Kazungula. In the case of the Kazungula OSBP, while analysing the statistics from the preceding fiscal year, the group found that the average number of cargo vehicles for Exports during the survey period was about 645 whereas that of Imports was about 1,883. Owing to these variations, different methods of enumeration were applied for Import and Export procedures. Under the OSBP concept, since trucks only make one stop, Imports and northbound Transits were captured from the Zambian side, while those for Exports and southbound Transits were captured from the Botswana side.

Table 10.1: 2024 June 23-29 Sample Size

Export	Import	Transit	Total	Average per day
645	1,883	844	3,372	482

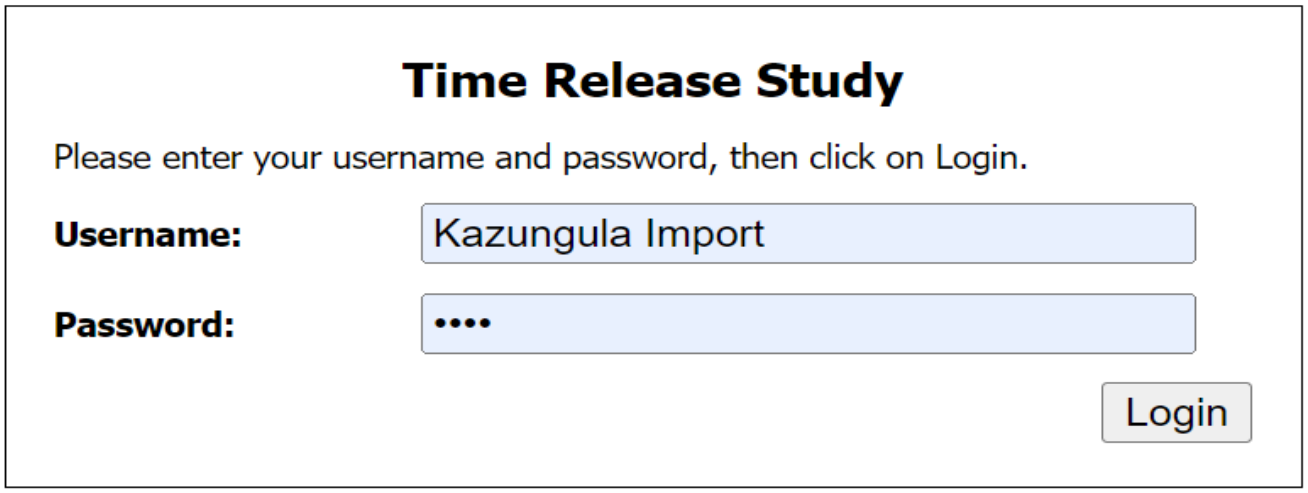
For Import, Export, and Transit procedures, all trucks were sampled until the required sample size was achieved. Stratified sampling methods were employed in the selection of declarations. In the case of Imports, stratification categorised consignments into two groups using the ASYCUDA World (AW) system: those originating from Botswana and those from other countries. In this context, vehicles were regarded as the primary sampling units, while Customs declarations served as the secondary sampling units. Sampling weights were assigned based on the average monthly number of declarations registered in the previous fiscal year.

CHAPTER 11:

KAZUNGULA OSBP DATA ANALYSIS AND FINDINGS

11.1 Introduction

Data analysis for the Kazungula OSBP was analysed using the WCO TRS tool.



11.2 Kazungula Imports (IM4 & IM8)

Import duration time was measured using the WCO TRS tool. The duration time is calculated by finding the time difference between the Truck arrival time at Entry Gate into Zambia, and Truck arrival at Exit/Acquittal Gate.

Table 11.1: Average Clearance Time for Imports

%	minutes	h m d	
10	88	0d 1h 28m	
20	145	0d 2h 25m	
30	199	0d 3h 19m	
40	286	0d 4h 46m	
50	369	0d 6h 9m	
60	678	0d 11h 18m	
66	986	0d 16h 26m	⇐ average
70	1195	0d 19h 55m	
80	1585	1d 2h 25m	
90	2814	1d 22h 54m	
100	8738	6d 1h 38m	

Average clearance time for Import for home use and Transit is16 hours and 26 minutes.

Table 11.2: Imports for Home Use (IM 4) at Kazungula

%	minutes	h m d	
10	87	0d 1h 27m	
20	141	0d 2h 21m	
30	184	0d 3h 4m	
40	259	0d 4h 19m	
50	336	0d 5h 36m	
60	510	0d 8h 30m	
69	884	0d 14h 44m	⇐ average
70	982	0d 16h 22m	
80	1479	1d 0h 39m	
90	2367	1d 15h 27m	
100	8738	6d 1h 38m	

The average duration time for Imports at Kazungula OSBP was 14hours and 44 minutes.

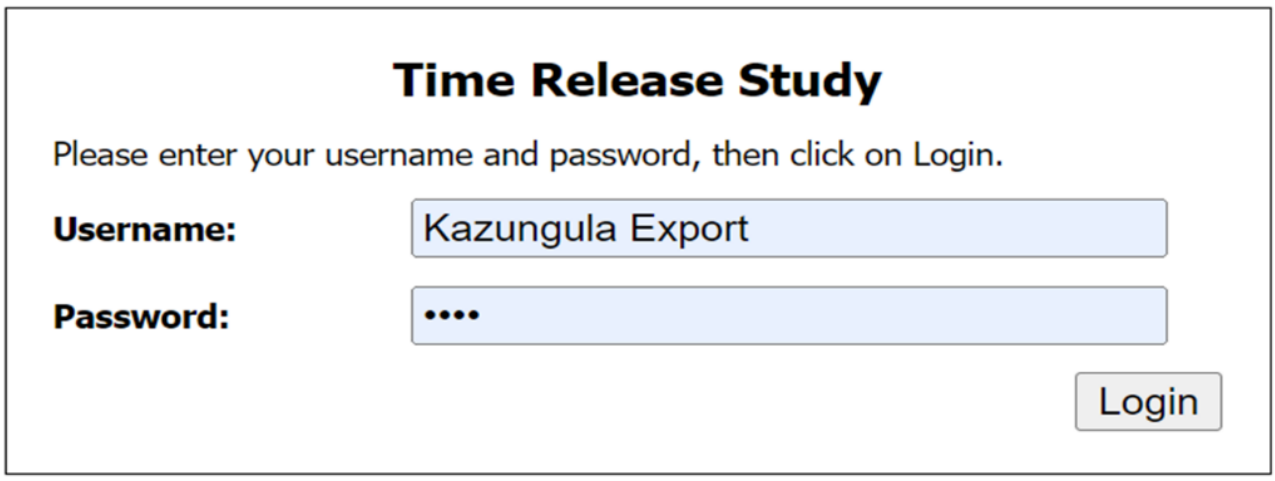
Formula use:
Containerised + Tanker + Breakbulk + Abnormal Truck + Rigid Truck + Pre-Clearance + Import
[Truck Arrival Time At Zambia Entry Gate into Control] - [Truck Arrival Time at Exit Gate]
Total Correct Intervals: 1,883
Average: 0d 14h 43m (883 Min)Standard Deviation:

11.3 Kazungula Transit

Table 11.3: Kazungula Transit

%	minutes	h m d	
10	58	0d 0h 58m	
20	77	0d 1h 17m	
30	93	0d 1h 33m	
40	105	0d 1h 45m	
50	115	0d 1h 55m	
60	124	0d 2h 4m	
70	156	0d 2h 36m	
71	157	0d 2h 36m	⇐ average
80	206	0d 3h 26m	
90	267	0d 4h 27m	
100	1502	1d 1h 2m	

The average dwelling time for Transit cargo was 2 hours 36 minutes
Formula used:
[TIME TRUCK ARRIVES AT BOTSWANA ENTRY GATE INTO CONTROL ZONE] - [TIME TRUCK ARRIVES AT BOTSWANA EXIT GATE]
Total correct intervals: 973



11.4 Kazungula Exports

Table 11.4: Kazungula Export Data

%	minutes	h m d	
10	42	0d 0h 42m	
20	47	0d 0h 47m	
30	62	0d 1h 2m	
40	67	0d 1h 7m	
45	114	0d 1h 53m	⇐ average
50	117	0d 1h 57m	
60	124	0d 2h 4m	
70	125	0d 2h 5m	
80	134	0d 2h 14m	
90	186	0d 3h 6m	
100	315	0d 5h 15m	

The average dwelling time for Export cargo was 1 hour 53 minutes

Formula used:

[TIME TRUCK ARRIVES AT BOTSWANA ENTRY GATE INTO CONTROL ZONE] - [TIME TRUCK ARRIVES AT BOTSWANA EXIT GATE]Total correct intervals: 118

Average: 0d 1h 53m (113.64 min)

Standard deviation: 0d 1h 18m (78.44 min)

11.5 Lane Analysis

In this report lane analysis refers to the time each declaration took in the selected lane during clearance. ZRA has four lanes namely yellow, red and blue. All declarations are subjected to this lane selection.

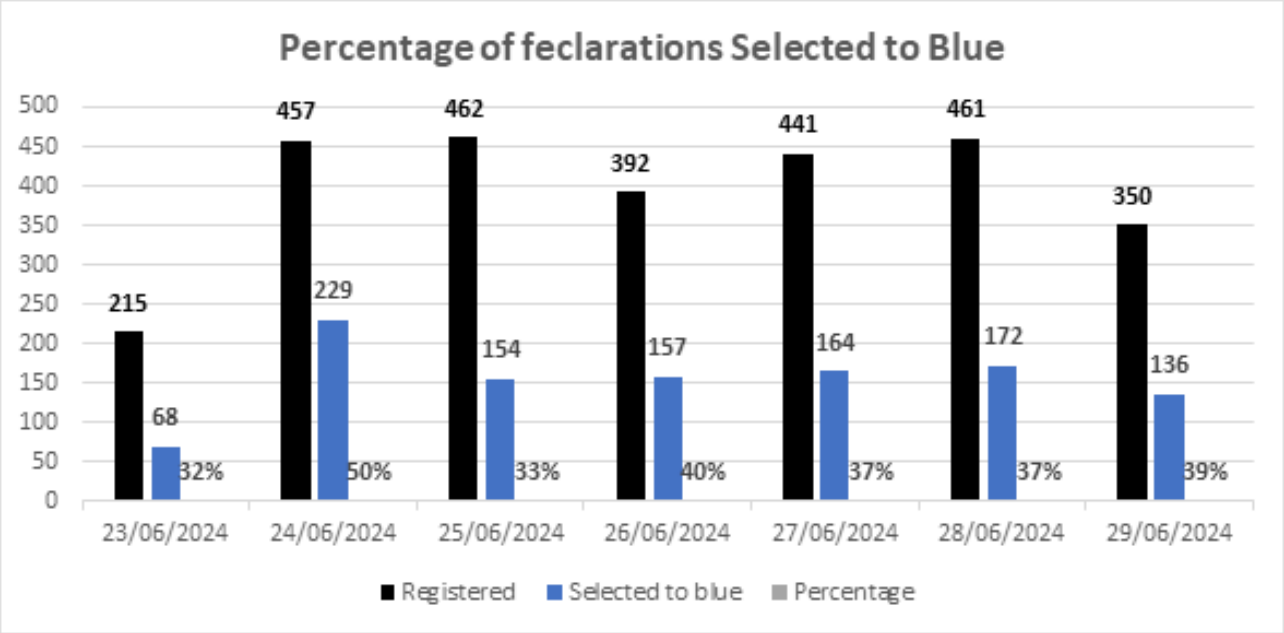
11.5.1 Blue Lane Analysis

During the survey, a total of 1,080 was selected to the Blue Lane, representing 39% of the total. These were mostly clients under high-value clients and those in the Customs accredited clients program (CACP) whose declarations are released immediately.

Table 11.5: Registered Declarations Selected for the Blue Lane

Day	Registered	Selected to Blue	Percentage
23/06/2024	215	68	32%
24/06/2024	457	229	50%
25/06/2024	462	154	33%
26/06/2024	392	157	40%
27/06/2024	441	164	37%
28/06/2024	461	172	37%
29/06/2024	350	136	39%

Figure 11.1: Highest Number of Declarations for Blue Lane



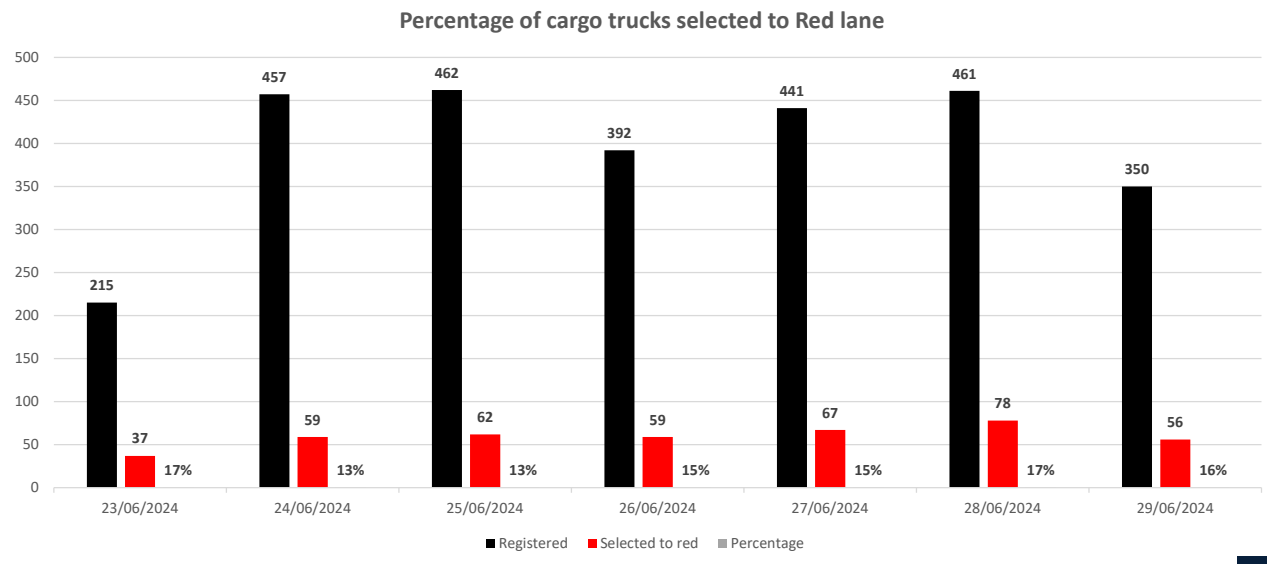
11.5.2 Red Lane Analysis

During the survey 418 were selected for the Red Lane. According to the findings in Table 11.6, from 23rd to 29th June 2024, 15% of the total 2,778 was subjected to risk analysis.

Table 11.6: Registered Declarations for Red Lane

Day	Registered	Selected to Red	Percentage
23/06/2024	215	37	17%
24/06/2024	457	59	13%
25/06/2024	462	62	13%
26/06/2024	392	59	15%
27/06/2024	441	67	15%
28/06/2024	461	78	17%
29/06/2024	350	56	16%

Figure 11.2: Highest Number of Declarations to the Red Lane



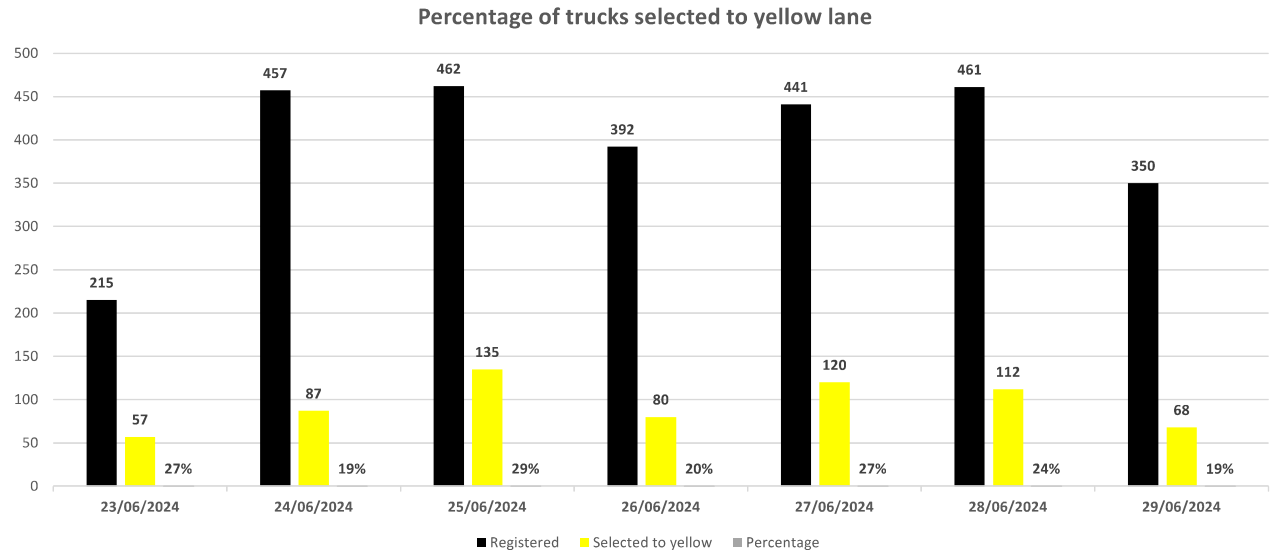
11.5.3 Yellow Lane

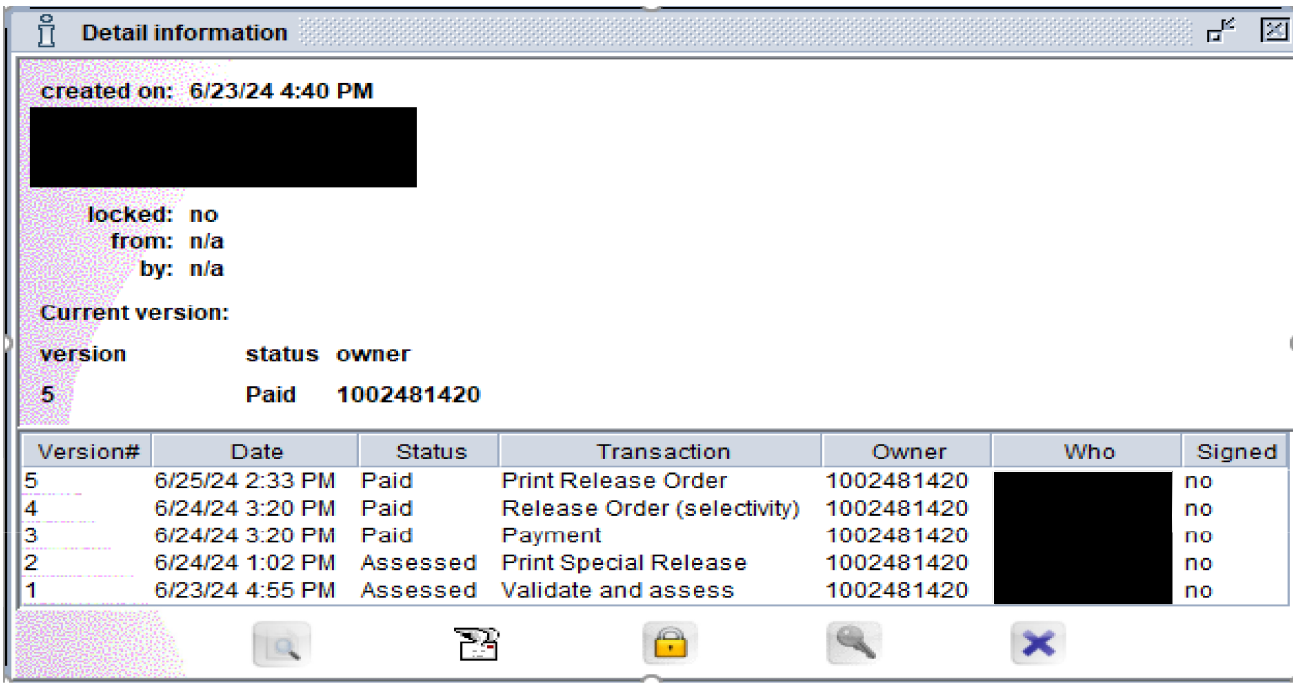
During the survey, 659 declarations were selected for the Yellow Lane (requiring a documentary check) accounting for 24%.

Table 11.7: Registered Declarations for the Yellow Lane

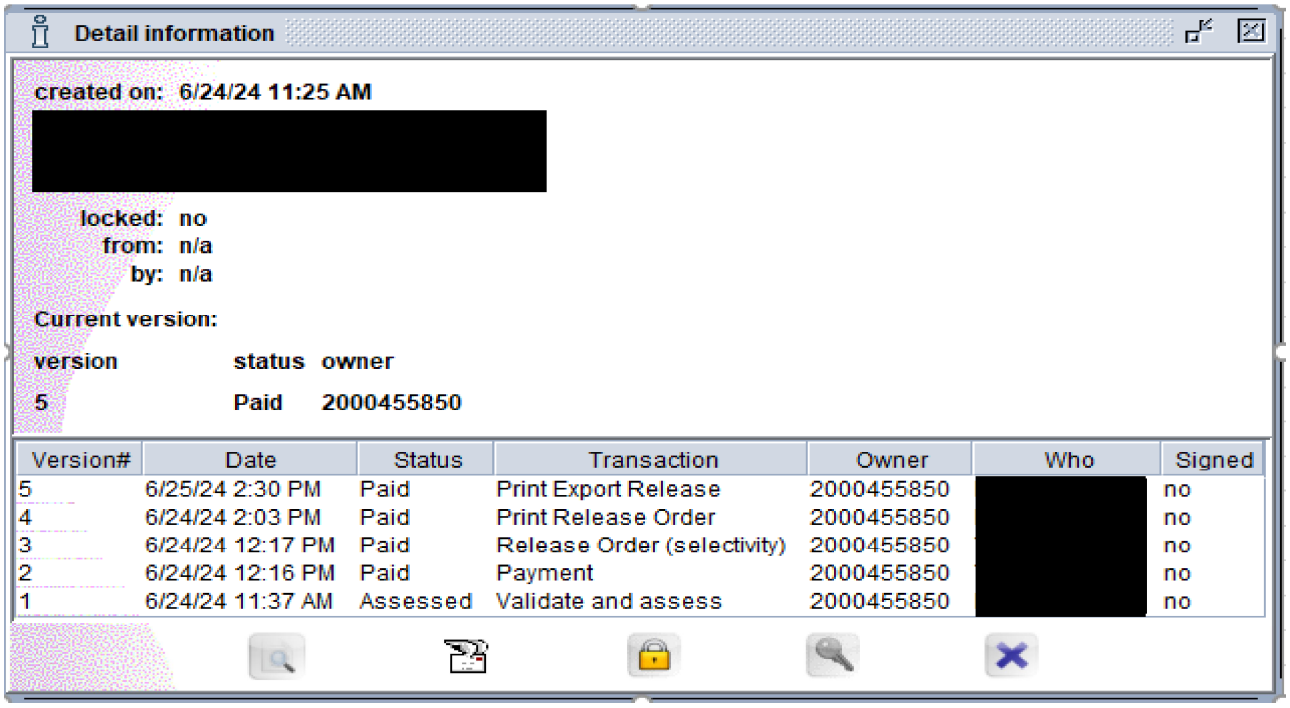
Day	Registered	Selected to yellow	Percentage
23/06/2024	215	57	27%
24/06/2024	457	87	19%
25/06/2024	462	135	29%
26/06/2024	392	80	20%
27/06/2024	441	120	27%
28/06/2024	461	112	24%
29/06/2024	350	68	19%

Figure 11.3: Highest Number of Declarations to Yellow Lane





Stage version movement of Export declaration



11.6 Summary of Findings at Kazungula OSBP

There were several notable improvements at Kazungula OSBP, attributable to the implementation of the recommendations made from previous TMS studies. These range from the volume of traffic to reduced dwelling time at the border.

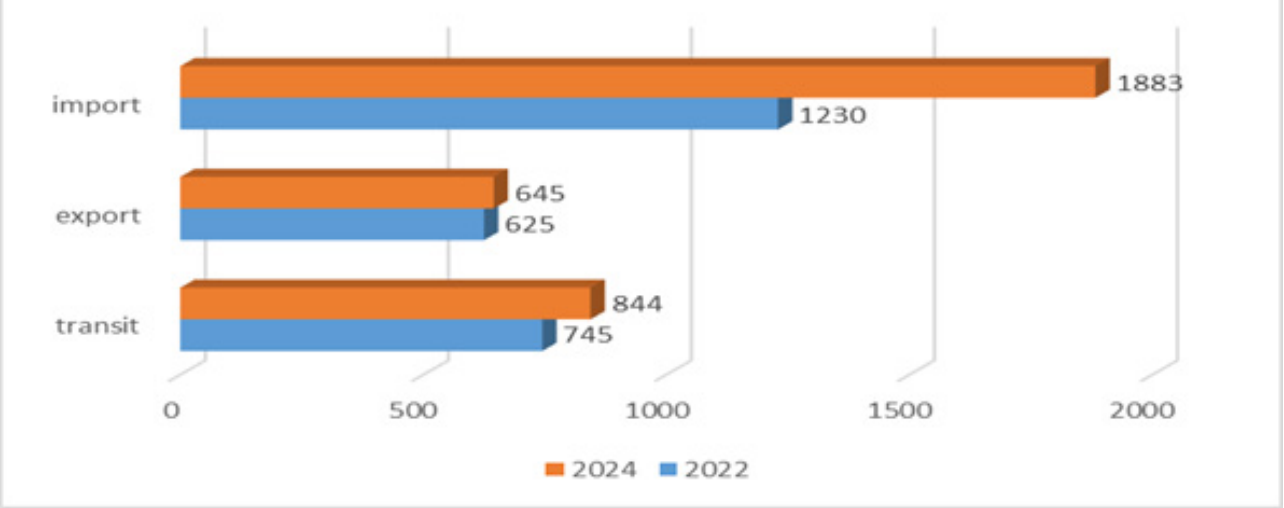
11.6.1 Overview of Transformation Between 2022 and 2024 TMS for Kazungula OSBP

Comparing traffic volumes during the baseline TMS in 2022 with the Endline TMS in 2024, Imports exhibited the highest increase at 137.49%. In contrast, Exports showed a minor change of 3.2%, while Transits recorded a notable growth of 13.3%.

Table 11.8: Percentage Improvements in Cargo Flow at Kazungula OSBP

Regime	2022	2024	% change	Comment
Import	1,230	1,883	137.49	There was a substantial increase in numbers, from 793 in 2022 to 1,883 in 2024, representing a rise of 1,090 units, equivalent to around 137.49% growth in two years.
Export	625	645	3.2	There was a slight rise, 625 in 2022 to 645 in 2024, showing a rise of 20 units, translating to 3.2% growth over the span of two years.
Transit	745	844	13.3	The Transit volumes increased from 745 in 2022 to 844 in 2024, indicating 99 units of growth, which translates to 13.3% of growth

Figure 11.4: Graph showing Kazungula Cargo Volumes Between Baseline and Endline Studies



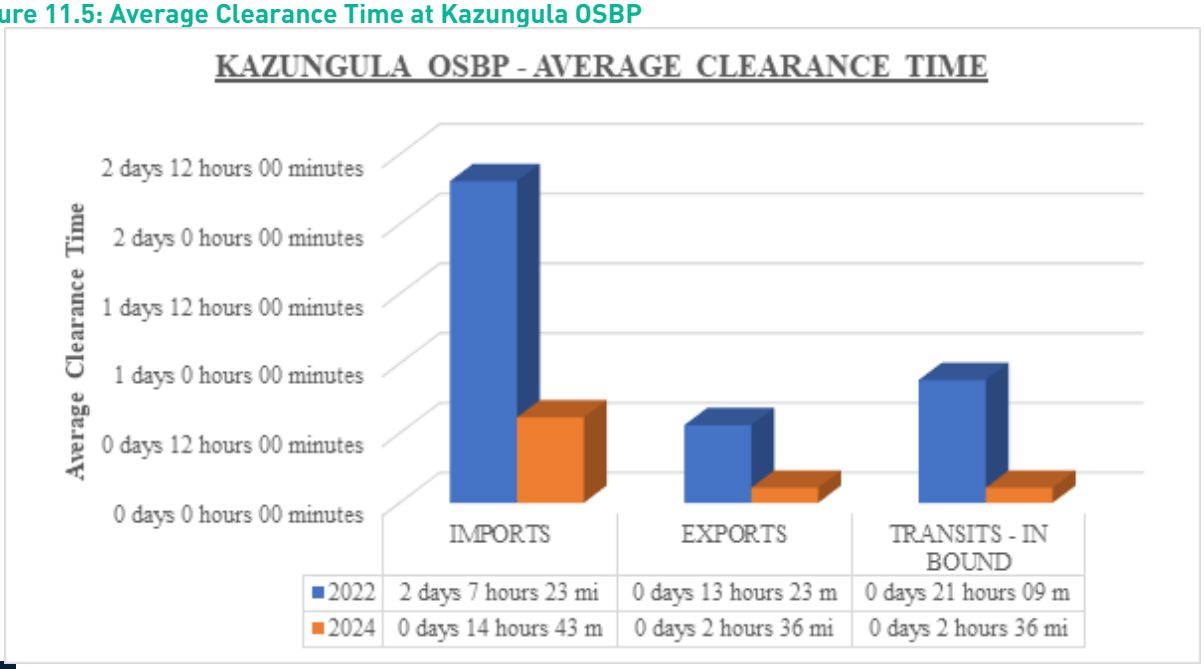
Cargo dwelling time at Kazungula has improved significantly compared to the baseline.

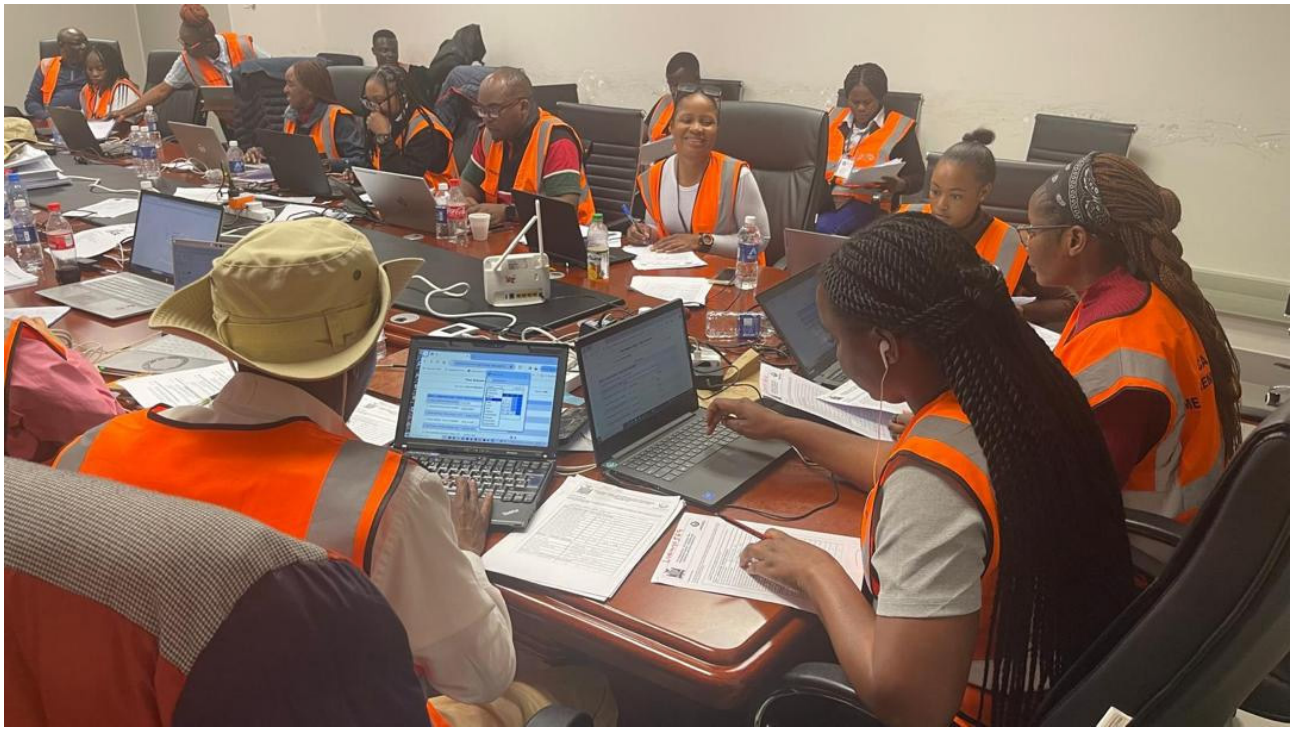
Table 11.9: Comparison of Dwelling Time Between Baseline and Endline Surveys at Kazungula OSBP

	Imports	(minutes)	Exports	(minutes)	Transits	(minutes)	Baggage	(minutes)	People	(minutes)
Kazungula OSBP 2022	2 days, 7 hours and 23 minutes	3323	13 hours and 23 minutes	803	21 hours and 18 minutes	1278	7 hours and 23 minutes	443	4 minutes	4
Kazungula OSBP 2024	14 hours and 43 minutes	883	2 hours and 36 minutes	156	2 hours and 36 minutes	156	3 hours and 48 minutes	228	2 minutes	2
Efficiency Improvement Rate		73.43%		80.57%		87.79%		48.53%		50.00%

Processing of Transit cargo improved the most, from 18 minutes to 2 hours and 36 minutes, representing an efficiency improvement of 87.79%.

Figure 11.5: Average Clearance Time at Kazungula OSBP





CHAPTER 12:

KAZUNGULA BUSINESS VOLUMES

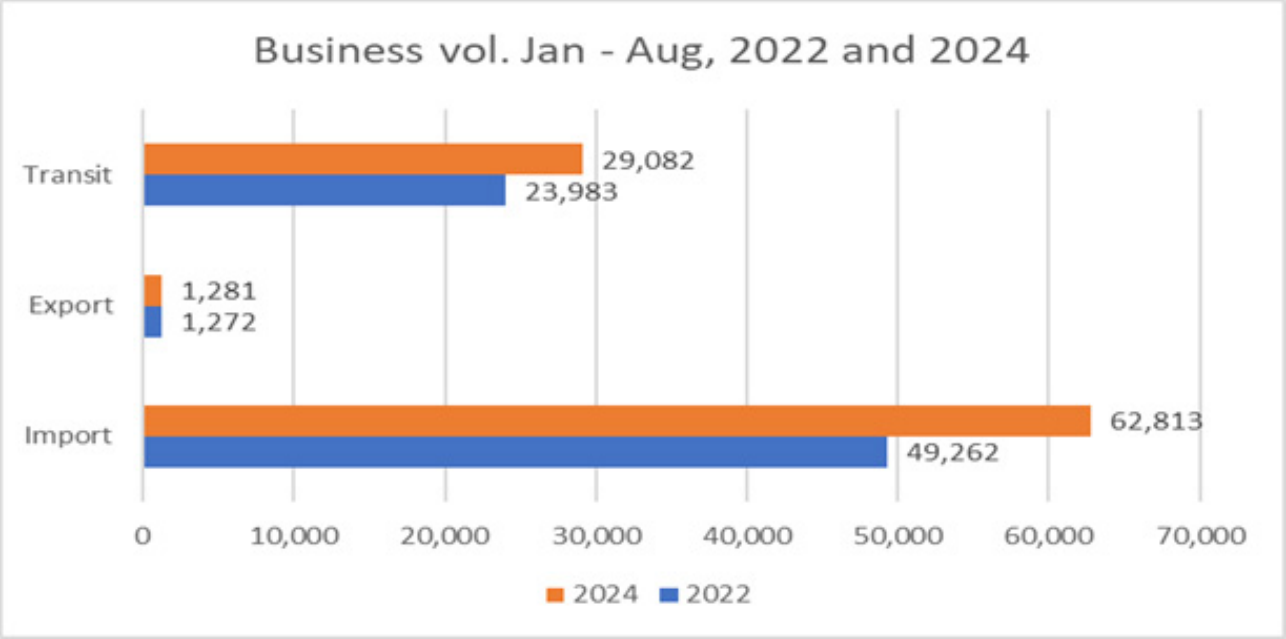
12.1 Introduction

A comparison of business volumes at Kazungula OSBP between the same periods (January to August) of 2022 and 2024 shows that there was an increase of 27.5% for Imports, 21.26% for Transits and a 0.7% for Exports.

Table 12.1: Kazungula Business Volumes

	2022	2024	% Rise	Comment
Import	49,262	62,813	27.50%	There was an increase of 27.5% in the same period in 2024 compared to 2022.
Export	1,272	1,281	0.70%	The increase in volumes between 2022 and 2024, in the same period, was insignificant, sitting at 0.7%
Transit	23,983	29,082	21.26%	The Transit volumes increased by 21.26% in 2024 compared to 2022 in the same period.

Figure 12.1: Kazungula Business Volumes



12.2 Comparison of the Top 20 Products Imported Through Kazungula OSBP from January to August 2022 and 2024

The volumes of products classified under HS code 9503000 (Tricycles, scooters, pedal cars, and similar wheeled toys; doll carriages; dolls; and others) fell from first position in 2022 to tenth position on the top 20 list in 2024. Conversely, products under HS code 21039000 (Sauces and sauce preparations; mixed condiments and seasonings, not elsewhere specified) rose from second position in 2022 to first position in 2024.

Table 12.2: 2022 and 2024 Top 20 Imports through Kazungula

KAZUNGULA - IMPORTS						
	2022			2024		
	Product	Description	Total Items	Product	Description	Total Items
1	95030000	Tricycles, scooters, pedal cars & similar wheeled toys; dolls' carriages; dolls; other.	12,794	21039000	Sauces and sauce preparations; mixed condiments and seasonings, nes.	11,715
2	21039000	Sauces and sauce preparations; mixed condiments and seasonings, nes	9,539	33072000	Personal deodorants and antiperspirants	7,215
3	21069090	Other food preparations, nes	6,820	33049990	Other	4,931
4	39249000	Household and toilet articles of plastics, nes	6,226	39249000	Household and toilet articles of plastics, nes	4,481
5	39241010	Tableware, kitchenware, household utensils and ornaments of plastic	6,106	73181500	Screws and bolts of iron or steel, nes	4,285
6	33072000	Personal deodorants and antiperspirants	4,816	22042100	Wine (not sparkling); grape must with by alcohol in: <=2l containers	4,102
7	73181500	Screws and bolts of iron or steel, nes	4,238	34025000	Preparations put up for retail sale	3,822
8	22042100	Wine (not sparkling); grape must with by alcohol in: <=2l containers	3,960	39269099	OTHER ARTICLES OF PLASTICS, NES	3,677
9	96039000	Hand-operated floor sweepers, mops, feather dusters, etc, nes	3,921	40169300	Gaskets, washers and other seals, of vulcanized rubber	3,357
10	20099000	MIXTURES OF JUICES.	3,877	95030000	Tricycles, scooters, pedal cars & similar wheeled toys; dolls' carriages; dolls; other.	2,973
11	19053100	Sweet biscuits.	3,851	39241010	Tableware, kitchenware, household utensils and ornaments of plastic	2,967
12	34025000	Preparations put up for retail sale	3,734	84314900	Parts of machinery of 84.26, 84.29 and 84.30, nes	2,849
13	39269099	OTHER ARTICLES OF PLASTICS,NES	3,620	84818000	Other appliances such as taps, cocks and other valves, nes	2,768
14	84314900	Parts of machinery of 84.26, 84.29 and 84.30, nes	3,598	22021020	Aerated Waters	2,597
15	40169300	Gaskets, washers and other seals, of vulcanized rubber	3,536	96039000	Hand-operated floor sweepers, mops, feather dusters, etc, nes	2,468
16	63026090	Toilet linen and kitchen linen, of terry fabrics, of cotton – Other	3,363	21069090	Other food preparations, nes	2,394
17	17049000	Sugar confectionery (incl. white chocolate), not containing cocoa, nes	3,308	34013000	-Organic surface-active products and preparations for washing the skin, in the form of l	2,367
18	33049990	Other	3,205	87089900	Parts and accessories, nes, for vehicles of 87.01 to 87.05	2,226
19	63071000	Floor-cloths, dish-cloths, dusters and similar cleaning cloths	2,976	25010090	Salt/pure Sodium chloride, whether or not cont .Anti-caking agents ;sea water - Not in bulk	1,986
20	23091000	Dog or cat food, put up for retail sale	2,811	21041020	Soups and broths and preparations therefor - Not in bulk	1,870

12.3 Comparison of the Top 20 Exports in 2022 and 2024 Through Kazungula OSBP

The Top 20 Export list has been predominantly occupied by mineral products, particularly copper and cobalt. The only other products to feature in the top 20 list include Portland cement, cereal products, and tobacco. During the baseline TMS, the leading export product was Copper anodes for electrolytic refining (HS 74020020). However, in the Endline TMS, the number one position was taken over by high-purity electro-refined copper cathodes (HS 74031110). This shift can be attributed to a change in policy, which emphasises the export of value-added and finished products over raw materials.

Table 12.3: Comparison of 2022 and 2024 Exports

KAZUNGULA - EXPORTS						
	2022			2024		
	Product	Description	Total Items	Product	Description	Total Items
1	74020020	Copper anodes for electrolytic refining	2,758	74031110	Electro-refined copper cathodes (High Purity)	9,616
2	74031110	Electro-refined copper cathodes (High Purity)	2,198	69074000	Finishing ceramics	2,682
3	23021000	Brans, sharps and other residues of maize	1,471	26030029	Other - copper concentrate	1,848
4	72023000	Ferro-silico-manganese	1,159	26030029	Other - copper concentrate	1,831
5	74031130	Electro-won copper cathodes (High Purity)	1,142	28220010	Cobalt oxides and hydroxides; commercial cobalt oxides in bulk	938
6	74020020	Copper anodes for electrolytic refining	828	26030029	Other - copper concentrate	927
7	69074000	Finishing ceramics	813	72023000	Ferro-silico-manganese	863
8	26030029	Other - copper concentrate	745	26020000	Manganese Ores/Concentrates(Inc. Ferruginous), With Manganese Cont.Of=>20%	683
9	28220010	Cobalt oxides and hydroxides; commercial cobalt oxides in bulk	636	74020011	Copper blister	679
10	28220010	Cobalt oxides and hydroxides; commercial cobalt oxides in bulk	625	74020020	Copper anodes for electrolytic refining	648
11	68159900	Articles of stone or other mineral substances, nes	517	74031110	Electro-refined copper cathodes (High Purity)	615
12	26030023	Copper concentrate oxide	490	28220010	Cobalt oxides and hydroxides; commercial cobalt oxides in bulk	602
13	74020011	Copper blister	449	24012000	Tobacco, partly or wholly stemmed/stripped	527
14	26030022	Copper concentrate mixed	443	25232900	Portland cement (excl. white)	492
15	28170010	Zinc oxide; zinc peroxide in bulk	317	23024000	Brans, sharps and other residues of other cereals	402
16	10059090	Other corn, nes	316	26030013	Copper ore oxide	369
17	79031000	Zinc dust	312	74031110	Electro-refined copper cathodes (High Purity)	333
18	72021100	Ferro-manganese, containing by weight >2% carbon	283	28220020	Cobalt oxides and hydroxides; commercial cobalt oxides not in bulk	315
19	26020000	MANGANESE ORES/CONCENTRATES(INC. FERRUGINOUS), WITH MANGANESE CONT.OF=>20%	266	26080029	other Zinc concentrates	259
20	74031130	Electro-won copper cathodes (High Purity)	266	74031130	Electro-won copper cathodes (High Purity)	248

12.4 Comparison of the Top 20 Transit Products in 2022 and 2024 Through Kazungula OSBP

In 2022, the top two products transiting through Kazungula OSBP were sulphur of all kinds (HS 25030000) and sulphuric acid (HS 28070010), both of which are products associated with mineral processing. However, in the Endline TMS, the finding was that the top two were maize (corn) flour (HS 11022000) and groats and meal of maize (corn) (HS 11031300).

Table 12.4: Kazungula Transits

KAZUNGULA - TRANSITS						
	Product	Description	Total Items	Product	Description	Total Items
1	25030000	Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur)	5,479	11022000	Maize (corn) flour	4,073
2	28070010	Sulphuric acid; oleum in bulk	2,673	11031300	Groats and meal of maize (corn)	3,558
3	84749000	Parts of machinery of 84.74	1,390	25030000	Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur)	2,175
4	25199000	Magnesia and other magnesium oxide	1,082	87042100	vehicles (diesel engine) for the transport of goods GVW upto 5 tonnes	1,386
5	73089090	Structures and parts of structures, of iron or steel - Other, nes	702	84749000	Parts of machinery of 84.74	1,202
6	84139100	Parts of pumps for liquids	576	25199000	Magnesia and other magnesium oxide	1,021
7	73181500	Screws and bolts of iron or steel, nes	566	87089900	Parts and accessories, nes, for vehicles of 87.01 to 87.05	909
8	28301010	Sodium sulphides in bulk	528	73089099	Structures and parts of structures, of iron or steel - Other, nes	713
9	22042100	Wine (not sparkling); grape must with by alcohol in: <=2l containers	494	84818000	Other appliances such as taps, cocks and other valves, nes	666
10	87032390	Vehicles with only engine capacity exceeding 1500cc but not exceeding 3000cc - OTHER.	492	86090000	Containers specially designed for transport by one or more methods	665
11	99030000	SINGLE CONSIGNMENT NON-COMMERCIAL GOODS	486	73181500	Screws and bolts of iron or steel, nes	632
12	87042100	vehicles (diesel engine) for the transport of goods GVW upto 5 tonnes	465	84139100	Parts of pumps for liquids	620
13	31023000	Ammonium nitrate	454	99030000	SINGLE CONSIGNMENT NON-COMMERCIAL GOODS	585
14	84818000	Other appliances such as taps, cocks and other valves, nes	420	87112000	Motorcycles with engine of capacity 50-250cc	527
15	84314900	Parts of machinery of 84.26, 84.29 and 84.30, nes	359	28301010	Sodium sulphides in bulk	511
16	85369000	Apparatus for switching... electrical circuits, nes, =<1000 V	325	87032390	Vehicles with only engine capacity exceeding 1500cc but not exceeding 3000cc - OTHER.	510
17	40169300	Gaskets, washers and other seals, of vulcanized rubber	313	28321010	Sodium sulphites in bulk	499
18	87089900	Parts and accessories, nes, for vehicles of 87.01 to 87.05	298	73269090	Articles of iron or steel, nes - Other	480
19	56031400	Nonwovens, of man-made filaments, weighing >150g/m2	259	40169300	Gaskets, washers, and other seals, of vulcanized rubber	466
20	39269010	LABORATORY AND PHARMACEUTICAL WARE, NOT ESLEWHERE SPECIFIED	249	84314900	Parts of machinery of 84.26, 84.29 and 84.30, nes	466

CHAPTER 13:

IMMIGRATION AND CLEARANCE

13.1 Introduction

The Department of Immigration is one of the six key agencies with a presence at the Kazungula OSBP charged with facilitating the movement of persons.

13.2 Entry Procedures for Immigration

These procedures differ depending on the category of the traveller and the type of VISA for which the traveller qualifies. The procedures are outlined in Table 13.1.

Table 13.1: Immigration Entry Procedures at Kazungula

No	Category	Procedure	Period	Fee (At Time of Study)
1	Citizens Established residents. Immediate family of a citizen or established resident	• Proceed to an Immigration • Officer • Passport scanned and be endorsed	unlimited	NIL
2	Foreign National qualifying for a VISA at Point of Entry	• Proceed to an Immigration Officer • Passport scanned and be endorsed accordingly.	Business Visit days, 14 days or 30 days Ordinary Visitordays, 14 days or 30 days.	USD 25.00 Day Tripper USD $10 Double Entry USD 40 Multiple Entry USD 75 KAZA Tourist Visa USD $ 50
3	Foreign Nationals qualifying for Referral Visas	Proceed to an Immigration Officer produce an approved visa from Immigration Headquarters Passport scanned and be endorsed accordingly. After 30 days Business Visitors Apply for Temporary Employment Permit Passport scanned and be endorsed accordingly After 90 days Ordinary Visitors apply for Visitors Permit Passport scanned and be endorsed accordingly. Visitors permit extendable twice at internal offices.	Business Visit days, 14 days or 30 free days Ordinary Visitor 7days, 14 days 30 days. Days extendable up to 90 free days at internal office.	USD 25.00 13500 Double Entry USD 40 Multiple Entry USD 75 KAZA Tourist Visa USD $ 50 5000
4	Cross Border Traders from a COMESA Country	Proceed to an Immigration Officer Passport scanned and be endorsed accordingly	Business visit 7 days 14 days 30 free days	NIL
5	Cross Border Traders from a COMESA Country	After 30 business Days Proceed to an Immigration Officer Apply for Cross Border Permit Passport scanned and be endorsed accordingly Permit issued for 90 days and extension for another 90 days	Business visit 7 days 14 days 30 free days	4500 6750

13.3 Entry Procedures for Truck Drivers

Truck drivers, as key players in the logistics chain, are given priority and allowed preference on the queue and separate counter for immigration clearance to facilitate trade. The clearance process commences with reporting to the Ministry of Health for a public health passenger clearance.

Table 13.2: Entry Procedures for Truck Drivers at Kazungula

Category	Procedure	Period	Fee
Truck Drivers	First visit a. Proceed to an Immigration Office b. Application maybe done online on the ZIMS system c. Passport scanned and endorsed	Business Visit 90 Days in a year	NIL
	After 90 days a. Proceed to an Immigration Officer b. Application maybe done on the ZIMS system c. Passport scanned and endorsed.	Transit Permit 1 year	ZMK 9000
	After 1-year expiry of Transit permit a. Proceed to an Immigration Officer, Transit permit extendable for b. Passport scanned and be endorsed. c. After expiry of Transit permit proceed to immigration officer passport scanned and endorsed	Transit Permit Extension 1 year Then 90days	ZMK11,250 NIL

13.4 Exit procedures

Exit Procedure for immigration: a person leaving the country regardless of nationality will proceed and appear before an Immigration Officer for exit procedures, by presenting their passports to be scanned and endorsed for exit. This procedure is undertaken electronically on the ZIMS system.

Number of immigration clearances at the Kazungula Border Post are given in Table 13.3. The number of people by nationality that were processed by Immigration during the period of the Endline survey is as follows:

Table 13.3: Movement of People In and Out of Zambia Through Kazungula by Nationality

No	Country	Entry	Exit
1.	Angola	3	1
2.	Argentina	2	
3.	Australia	26	41
4.	Austria	4	7
5.	Bahamas		1
6.	Bangladesh	1	
7.	Belarus		1
8.	Belgium	2	2
9.	Botswana	1,083	950
10.	Brazil	3	3
11.	Burundi	2	3
12.	Canada	17	39
13.	Chile	1	
14.	China	113	59

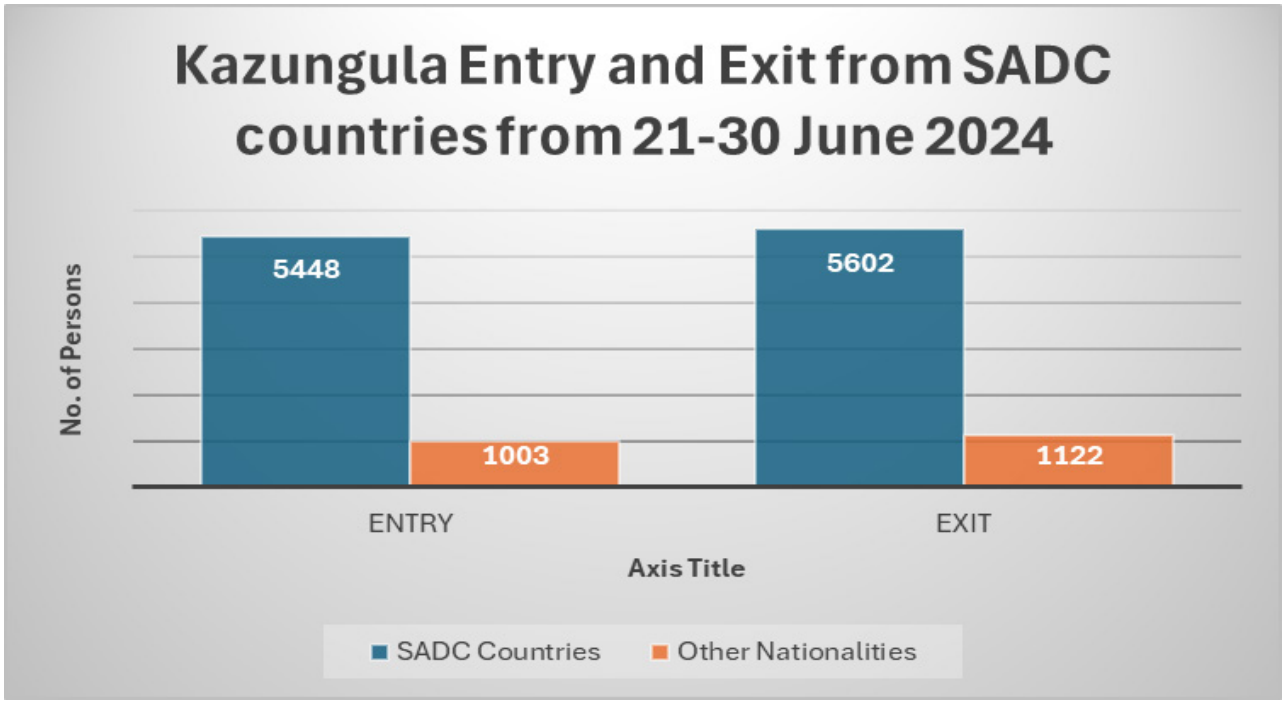
No	Country	Entry	Exit
15.	Colombia	1	1
16.	Costa Rica		1
17.	Croatia	5	4
18.	Cyprus		1
19.	Czech Republic	3	3
20.	Denmark	1	1
21.	Deutschland	45	33
22.	Dominica	1	
23.	Democratic Republic of Congo	31	46
24.	Ecuador	1	
25.	Ethiopia		1
26.	Finland	1	1
27.	France	52	23
28.	Gambia		1
29.	Ghana	1	
30.	Greece		1
31.	Hungary	2	2
32.	India	33	40
33.	Ireland	4	18
34.	Italy	12	10
35.	Japan	17	19
36.	Kenya	29	38
37.	Kingdom of Eswatini	11	22
38.	Korea South	2	11
39.	Lebanon		1
40.	Lesotho	19	14
41.	Macedonia	1	
42.	Malawi	84	107
43.	Mexico	3	1
44.	Mozambique	4	9
45.	Namibia	152	73
46.	Nepal	1	1
47.	Netherlands	16	12
48.	New Zealand	16	8
49.	Nigeria	1	5
50.	Norway	1	1
51.	Poland	11	6
52.	Portugal		2
53.	Romania	2	2
54.	Russia	1	5
55.	Rwanda		1
56.	Singapore		2
57.	Slovenia	2	2
58.	South Africa	653	562
59.	Spain	7	10
60.	Sri Lanka	1	1
61.	Sweden	1	2
62.	Switzerland	3	6
63.	Taiwan China	1	
64.	Tanzania	75	86

No	Country	Entry	Exit
65.	Thailand	8	3
66.	Turkey	20	
67.	Uganda	12	35
68.	Ukraine		5
69.	United Kingdom	90	75
70.	United States of America	424	570
71.	Vietnam		1
72.	Zambia	2,570	3,118
73.	Zimbabwe	763	614
TOTAL		6,451	6,724

13.5 Number of Immigration clearances at the Kazungula Border post

During the study period, a total of 13,175 individuals underwent immigration clearance at Kazungula OSBP. Of these, 6,451 people entered the country, with 5,399 being nationals of SADC countries and the remaining 1,052 coming from other parts of the world. Additionally, 6,724 individuals exited the country through Kazungula, comprising 5,516 nationals from SADC countries and 1,208 from the rest of the world.

Figure 13.1: Immigration Lane Analysis for Kazungula

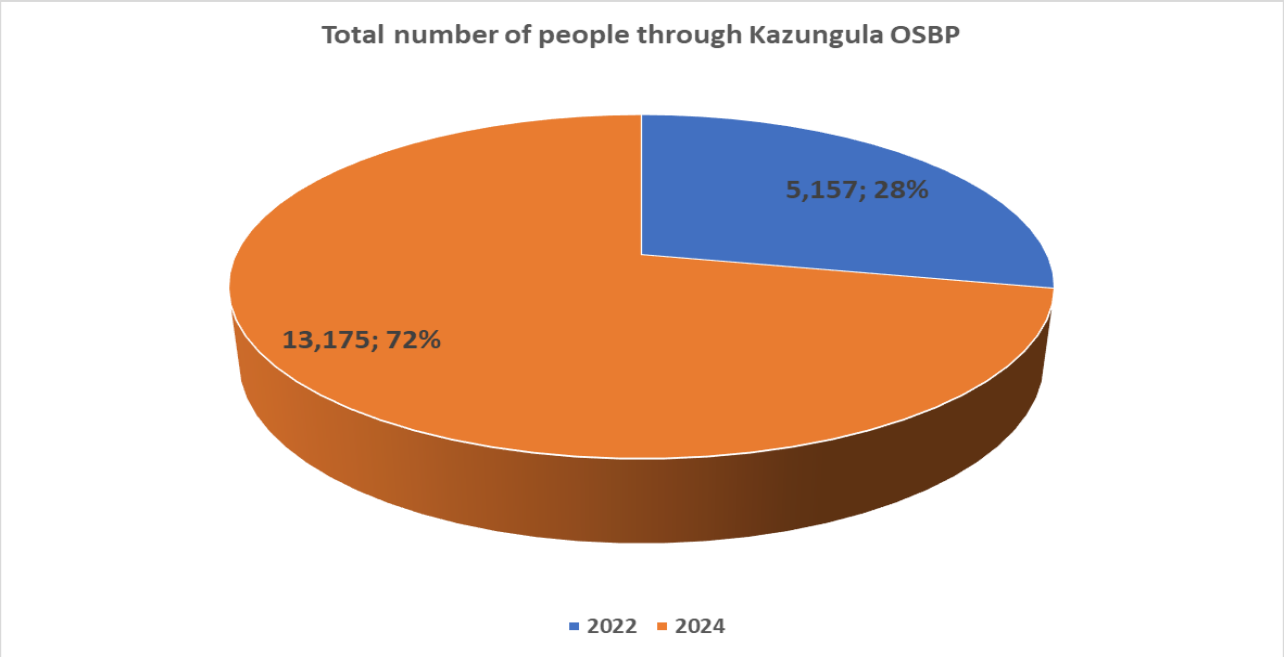


13.6 Immigration Process Flow: Kazungula

The immigration process flow ensures people passing through our border are cleared as fast as possible, outlining three types of considerations and the separation of clearance booths for the various classes of persons passing through the border. The key areas of consideration are those from countries qualifying them for free visas; those from countries entitled to pay for their visas at the border on arrival and those from countries required to apply and obtain their visas prior to arrival at the border. Further, the Immigration booths allow for separate counters for processing international drivers, diplomats, tourists, citizens, border passes, SADC and or COMESA citizens and other nationals.

During the period of study, 13,175 people were processed by immigration through Kazungula OSBP from 73 different countries. The highest numbers of people processed were from SADC Countries at 11,050. In 2022 the number of people processed through Kazungula OSBP was 5,157. There was an increase in the number of people utilising the Kazungula OSBP indicating a 155.48% increase in the last two years.

Figure 13.2: Number of People Cleared Through Kazungula



13.7 Passengers Clearance

Kazungula OSBP handles entry passenger traffic on buses from South Africa, Botswana and exit passenger traffic from Zambia, Tanzania, Malawi. The most significant passenger traffic through Kazungula is of private and tourist vehicles accessing the tourist city of Livingstone.

The findings of average time for the clearance of passenger traffic at Kazungula during the study are outlined Table 13.4.

Table 13.4: Passenger Clearance at Kazungula OSBP

Vessel	Average Time
Passenger Bus	3 Hours 48 Minutes
Private Vehicle	9 Hours 43 Minutes
People	2 Minutes

In comparison to the baseline study of 2022, the average time for the clearance of passenger buses, which was 7 hours and 23 minutes has improved by 48.53%. The average time for the clearance of private vehicles in the Endline study in comparison to the baseline went up from 4 hours and 18 minutes to 9 hours and 43 minutes. On the other hand, the average clearance time through immigration has improved by 50% from 4 minutes in the baseline and 2 minutes in the Endline Survey.

The study revealed that the main bottlenecks affecting the clearance of private self-driven motor vehicles through Kazungula is a shortage of manpower among the key agencies involved in the clearance (namely ZRA and Interpol), a lack of connectivity and interface of the Immigration, Customs and Interpol systems and the complexity of the Integrated Border Declaration Form (IBDF), which the self-drive owners are required to complete at the border. Further, the lack of awareness on the IBDF by the private car drivers was also cited.

In January 2024, to enhance online declaration, an IBDF Desks with four computer terminals for use by clients of private vehicles was provided at Kazungula OSBP and a counter for Interpol was provided in the passenger terminal to allow for joint inspections. A counter for the processing and payment of insurance was also provided next to the Interpol and ZRA counters. The team observed that the IBDF desks were in use and joint inspections were being undertaken by ZRA and Interpol

During the study, the team observed that it took an average of 40 minutes to complete the IBDF form electronically with the help of officials. The declarant drivers were consulting at every stage of the form as the information required on the various parts was not self-explanatory.

The study recommends the following:

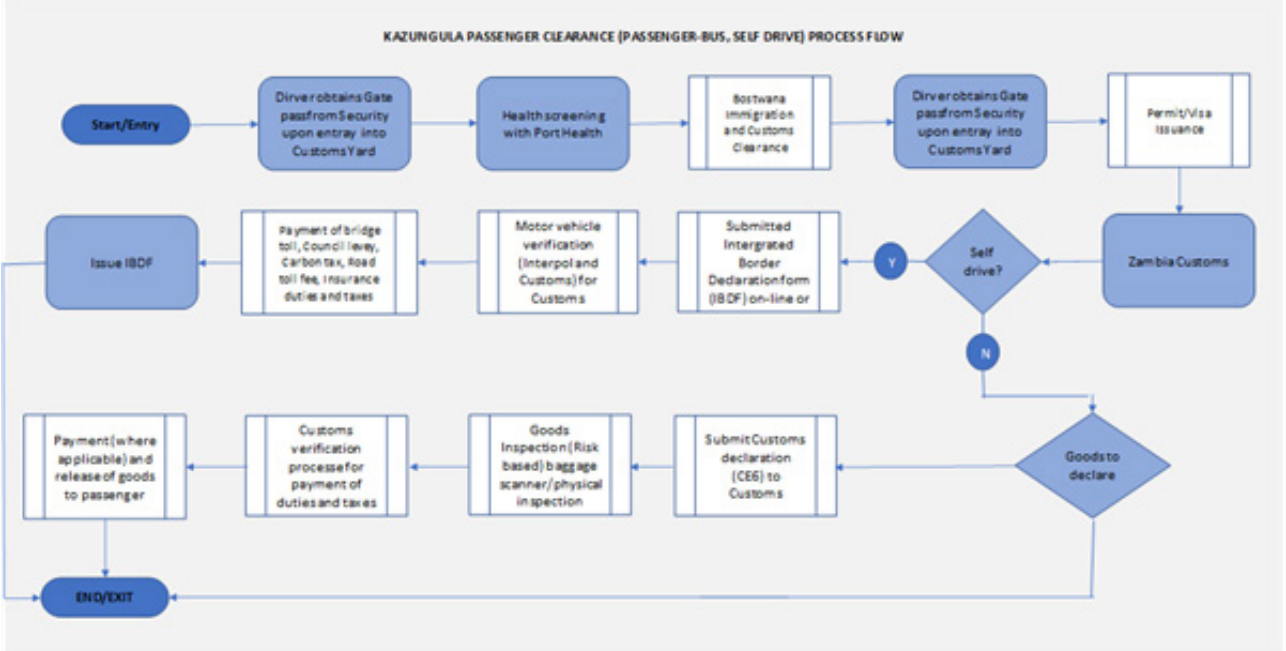
The interface of the Immigration and Customs systems would allow for part 1 to be automatically populated as this information is already available with immigration.

Use of bar code data capture would allow for motor vehicle information to be captured Interface with the Interpol system would allow for information exchange eliminated the need for direct capture.

The IBDF form needs to be reviewed as currently it has too many parts complication the declaration and requiring the need for declarants be assisted to fill in the form.

Sensitisation and awareness must be created to avoid the form to be filled in at the border as it digital and is available on the Customs Portal where it can be accesses prior to arrival or commencement of travel.

Figure 13.3: Kazungula Passenger Clearance



13.8 Non-Intrusive Inspections for Passengers Clearance

During the baseline study in 2022 Kazungula OSBP did not have non-intrusive scanner for passenger clearance. Kazungula OSBP of is the first border in Zambia to have non-intrusive inspection equipment for passengers comprising

SUV Scanner for motor vehicles and Baggage Scanner for passenger baggage
This equipment is operational at the border however all inspections are conducted manually. During the study it was observed that the two Scanners are not used. Physical inspection time of Passenger buses was an average of about 2 hours 30 minutes against the average full clearance time of 3 hours 48mins.

As part of the study one passenger bus was subjected to non-intrusive inspection utilising the baggage scanner. The physical inspection time for this Passenger Bus took 36 mins. In addition, concealed goods in some baggage were discovered using this baggage scanning.

During the study the team also conducted one non-intrusive inspection on one motor vehicle which was scanned with the SUV Scanner now available at Kazungula OSBP in the presence of the other regulatory agencies.

The study recommends:

The use of the baggage scanner for inspection as this would reduce the inspection time for passenger buses

Shortage of staff was noted with one officer dealing with the self-drive vehicles inspections and assessments, physical inspection of passenger buses and assessments on the declared goods. Officer also operating from 0600hrs to 2200 hrs

The use of the SUV scanner would benefit other regulatory agencies elimination of duplication of inspection and assisting in discovery of concealments





CHAPTER 14:

COMMUNITY IMPACT SURVEY

14.1 Introduction

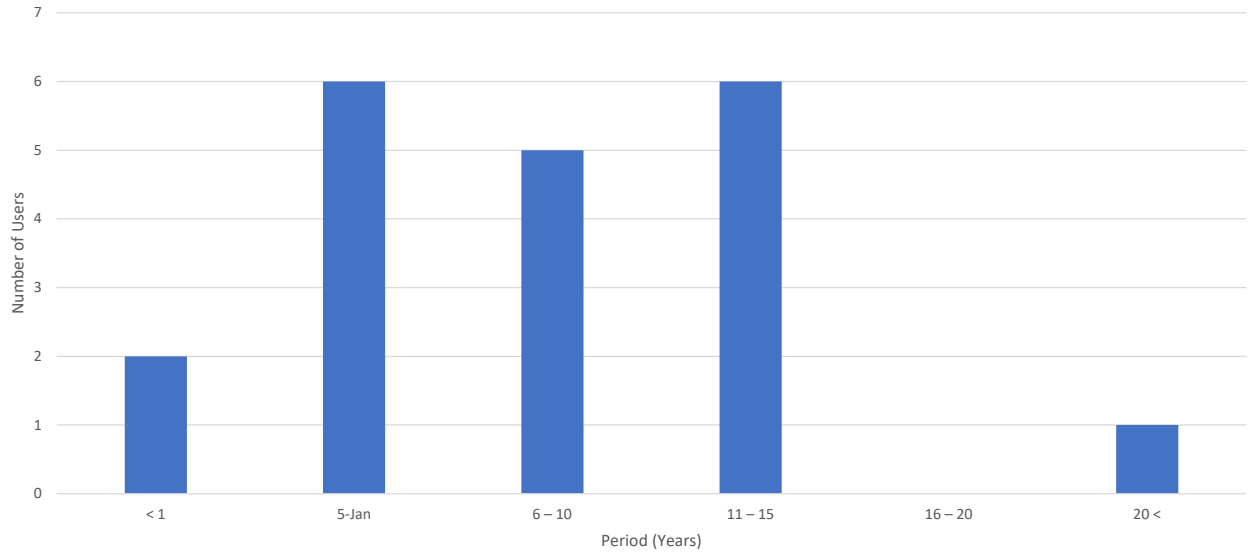
The Community survey was conducted to provide feedback and recommendations based on their perceptions and experiences as users and travelers at Kazungula OSBP. This survey was conducted alongside the main activities, and the tables below indicate the findings.

14.1 Period of Border Use

Table 14.1: Respondents' Period of Border Use at Kazungula OSBP

Border Use Period (Years)	Number of Respondents
< 1	2
1 -5	6
6 – 10	5
11 – 15	6
16 – 20	0
20 <	1

Figure 14.1: Respondent's Period of Border use at Kazungula OSBP



The survey gathered data on how long respondents have been using the Kazungula One-Stop Border Post (OSBP). A total of six (6) respondents reported using the border for 1-5 years. Five (5) respondents indicated they had been crossing for 6-10 years, while six (6) reported 11-15 years. No respondents had used the border for 16-20 years, and one (1) reported using it for more than twenty years. Additionally, two (2) respondents mentioned using the border for less than one year.

14.2 Knowledge of Coordinated Border Management (CBM)

Respondents were also asked about their awareness of Coordinated Border Management (CBM) and whether they had any knowledge regarding its implementation. Out of a total of 46 respondents, only seven provided feedback, representing approximately 15.2% of the total. All seven respondents expressed the opinion that CBM represents a more efficient approach for border agencies to collaborate and operate together. This low percentage indicates a significant need for increased sensitisation and education on the topic, suggesting that more outreach efforts are necessary to raise awareness and understanding of the benefits of CBM among a larger portion of the population.

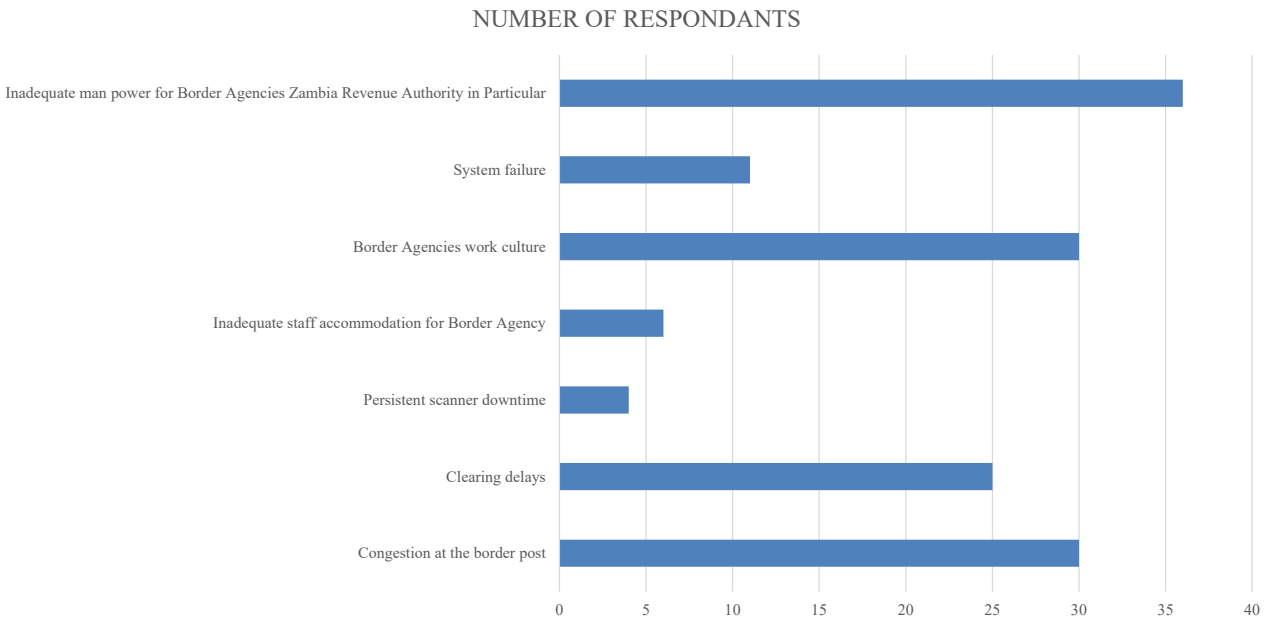
14.3 Common Challenges Faced by Users at The Border

The Endline survey sought to establish whether the same challenges were being experienced by respondents each time they were at the border. The following are the challenges that were listed by the respondents.

Table 14.2: Common Challenges Faced by Users at the Border

S/N	Challenges	Number of Respondents
1.	Congestion at the border post	30
2.	Clearing delays	25
3.	Persistent scanner downtime	4
4.	Inadequate staff accommodation for Border Agency	6
5.	Border Agencies work culture	30
6.	System failure	11
7.	Inadequate man power for Border Agencies Zambia Revenue Authority in Particular	36

Figure 14.2: Number of Respondents



CHAPTER 15:

AGENCIES AT THE KAZUNGULA ONE STOP BORDER POSTS (OSBP)

15.1 Agencies Present During Survey

During the baseline assessment, Kazungula OSBP had 18 border agencies, leading to inefficiencies in border management. However, after the rollout of Coordinated Border Management on 31st January 2024, this number was reduced to just six agencies. The exiting agencies delegated their functions to the remaining ones, resulting in a more streamlined and efficient operation. This transition not only improved operational efficiency but also enhanced the experience for travelers and traders at the border.

The connectivity of other agencies to ASYCUDA World was another aspect that this survey raised, and the majority of the agencies indicated that they were not connected due to not having the required software infrastructure in place and proper internet connectivity

Table 15.1: Agency Staff and Working Hours during Baseline Survey

Agency		Number of Staff	Working Hours
Zambia Revenue Authority	Present	62	06:00 - 22:00
Zambia Compulsory Standards Agency	Present	9	08:00 - 20:00
Ministry of Agriculture PQPS	Present	4	06:00 - 22:00
Ministry of Health Port Health	Present	16	06:00 - 22:00
Local Council	Present	2	08:00 - 17:00
RTSA	Present	7	06:00 - 22:00
Interpol	Present	3	06:00 - 22:00
Zambia Police	Present	21	06:00 - 22:00
Immigration	Present	28	06:00 - 22:00
Zambia Environmental Management Agency	Present	4	08:00 - 17:00
Forestry Department	Present	3	08:00 - 17:00
NALEIC Department of Veterinary	Present	2	06:00 - 22:00
Drug Enforcement Commission	Present	3	08:00 - 17:00
Zambia Information Communication Technology Authority	Present	1	08:00 - 17:00

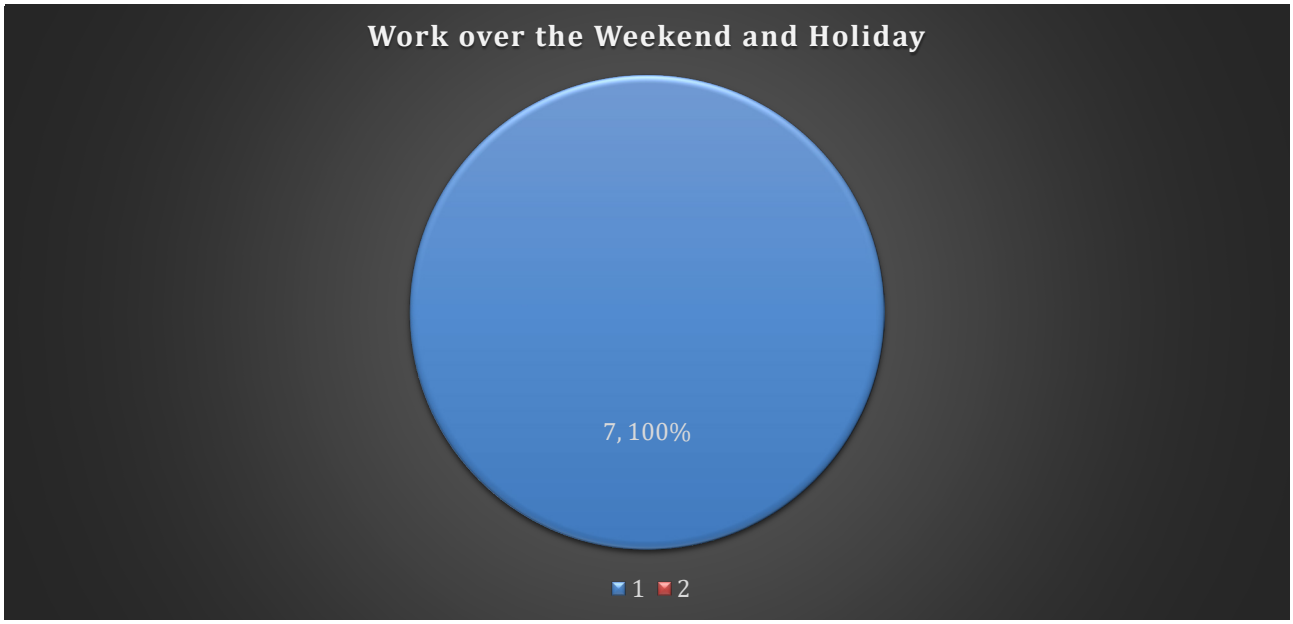
Table 15.2: Agency Staff and Working Hours during Endline Survey

Agency		Number of Staff	Working Hours
Zambia Revenue Authority	Present	86	06:00 - 22:00
Zambia Compulsory Standards Agency	Present	10	08:00 - 20:00
Ministry of Agriculture PQPS	Present	4	06:00 - 22:00
Ministry of Health - Port Health	Present	15	06:00 - 22:00
Ministry of Fisheries and Livestock - Veterinary Service	Present	2	08:00 - 19:00
Immigration	Present	47	06:00 - 22:00

15.2 Weekend and Holiday Operations

Out of seven responses, all respondents reported that they worked on weekends and holidays.

Figure 15.1: Weekends and Holiday Operations at Kazungula



15.3 Pre-clearances

In this section, border users were asked whether they pre-clear their goods. Of the 10 respondents, only 7 answered this question, indicating that they indeed pre-clear their goods. They highlighted several benefits associated with this initiative, noting that implementing an efficient system significantly reduces dwell time and congestion, resulting in a smoother workflow. This approach not only reduces overall time and costs but also offers specific advantages. Firstly, it expedites the clearing process, ensuring faster movement through checkpoints. Secondly, it mitigates potential damage costs that may arise from disputes between the transporter and the agent. Additionally, it alleviates the workload for clearing agents, as many tasks are streamlined. By securing paperwork in advance, the process becomes more organised and efficient, minimising delays and errors.

CHAPTER 16:

FINDINGS AND RECOMMENDATIONS

16.1 Short Term recommendations Kazungula

These key findings demonstrate the benefits accrued from the implementation of short-term key recommendations at Kazungula OSBP and the challenges that need to be addressed to ensure its success.

Table 16.1: Activity Table

No.	Recommendation Being Tracked	Agency Name	What Has Been Done	End-line finding
1	Recruit additional personnel for all agencies to enhance workforce for Coordinated Border Management and delegated authorities	ZRA Plant Quarantine & Phytosanitary Services Ministry of Health Dept of Veterinary Zambia Compulsory Standards Agency	Only ZRA and Department of Immigration have recruited additional new officers	Optimal staff levels achieved by Immigration Department Improved staff levels by ZRA
	Increase uptake of Blue lane entries	ZRA	Number of clients on Blue lane are 147 from 50 in 2022	Number of Importers on Blue lane established to be 147
	Joint Inspections	All Agencies	Implementation of CBM has brought more coordination joint inspections • training programmes and meetings • development of SoPs • development of border strategy where it advocates for the improvement of bord	All agencies conduct joint inspection, though based on risk management of each agency.
	Align work hours for border agencies.	All Agencies	All agencies start work at 06:00 hrs and close same time at 22:00 hrs with exception of security agencies that work 24hrs	implemented
	Provide for traffic marshals on roads in the Customs Control Zone.	ZRA	Security firm hired by ZRA to manage traffic	Uniformed Traffic marshals in place
3	Improve Communication among border agencies to	All Agencies	Holding of monthly joint meetings	All agencies confirmed, meetings are conducted
4	Introduce Identity cards for facilitation agents within the Control Zone.	ZRA	identity card issued have now been issued to the Clearing Agents by ZRA	Most loiters are not identified as they walk without IDs

No.	Recommendation Being Tracked	Agency Name	What Has Been Done	End-line finding
5	capacity building and orientation programmes in line with specific border operations.	ZRA	Inservice training	87.5% of the agencies interviewed confirmed of receiving training
	[Re-introduce Green Lane	ZRA	To increase the number of declarations going to green lane, conduct post clearance audit	green lane activated on AW
	Customs to accept self-assessments by declarant as correct declarations	ZRA	Customs through Customs to Customs Electronic Data Exchange auto-population to receive declaration data from source	data being exchanged electronically; Officers require continuous training in order to reduce queries and delays.
	Provide for alerts on Queries raised by Customs Officers to quicken the query process AW	ZRA	To introduce various channels to send queries to Importers or their agents. SMS, external email	agents receiving status-based email notification from ASYCUDAWorld system, however, ZRA should introduce multiple communication channels to send E-queries to declarants.

16.2 Long Term recommendations Kazungula

Table 16.2 presents long-term recommendations.

Table 16.2: Long-Term Recommendations

No.	Recommendation Being Tracked	Agency Name	What Has Been Done	Endline Survey Finding
1	Streamline the coordinated clearance process expedite processing time	MCTI	Implemented CBM	There is inadequate commercial parking
	Promote the implementation of preclearance to enhance security, streamline border processes and improve efficiency of international travel operations	MIHUD		areas for vehicles awaiting clearance
		ZRA	ZRA began enforcing Mandatory pre-clearance of all commercial goods on 1st May 2024	Customs officer are enforcing the mandate at own discreet.
2	Build staff houses			There is a lack of staff housing – most
		MoFNP		border officers live in Livingstone, which
		MoIUD		about 60km from the border, due to a lack of
		MCTI		accommodation in Kazungula
3	Provide identity cards for all border agency Staff, border management staff and clearing agents.	Zambia Revenue Authority	All border agencies and other border officials like the security and agencies have provided with identity cards at the border	There is a need for identity cards for all
		And all border agencies		personnel operating within the OSBP
4	Automate the client service desk	Zambia Revenue Authority		There is an inefficient client management system – clients complain of long waiting hours after forwarding a request through the Client Service Desk (CSD). Officers working at the CSD become overwhelmed.

16.3 Recommendation from the Private Sector

During the administration of the questionnaires for the community survey, the survey team interacted with stakeholders from the private sector and collected some recommendations proposed by them. Most of those recommendations are short-term. Table 16.3 summarises these recommendations.

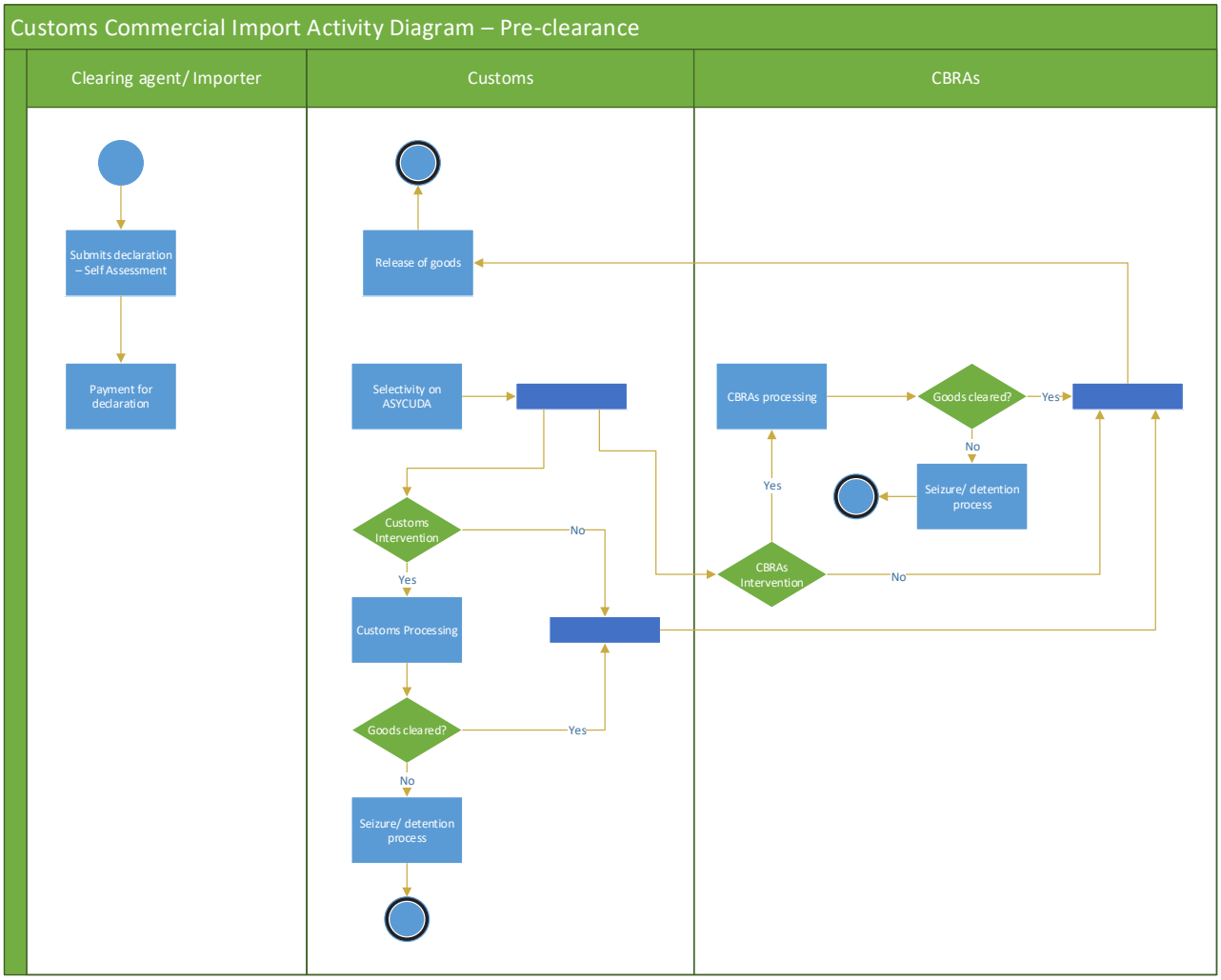
Table 16.3: Private Sector Recommendations

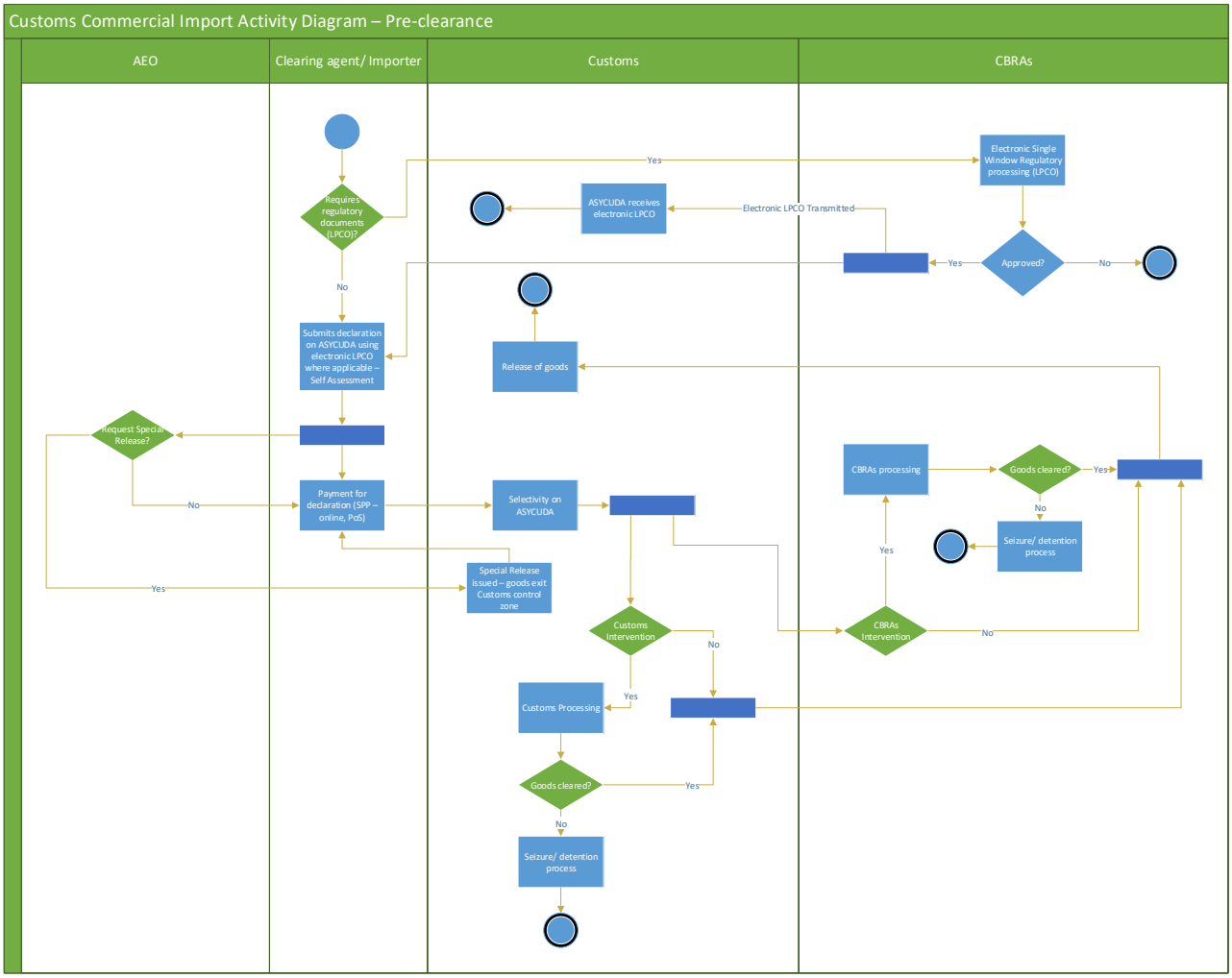
No	Findings	Recommendations	Responsibility
1	Authentication of queried documents for Import declarations is only done when goods have arrived	Enhance the utilisation of Customs- Customs electronic data exchange platform between countries	Zambia Revenue Authority
		Pre-clearance of goods must include authentication of documents as soon as a declaration has been lodged	
		Where declarations have been lodged before consignments arrive, all suspicions related to the declaration should be addressed	
2	Most self-assessments are not accepted by Customs	Declarants should make correct declarations	ZRA Clearing agents
		Customs officers should adhere to World Trade Organization procedures for valuation	
3	Most declarations are not registered in the allowed period for pre-clearance	Require pre-register declarations within the allowed 7-day period before the consignment arrives at the border ZRA and the clearance associations should sensitise Clearing Agents and Importers	Clearing Agents Associations in collaboration with the Zambia Revenue Authority – Customs Services
4	A fee is charged to amend horse (truck, i.e., head of a trailer) details, which is a non-tariff barrier	Consider a waiver of the requirement to amend horse (truck) details. Make horse (truck) details non mandatory on customs declarations	Zambia Revenue Authority
5	Queries raised by Customs officers on the automated system sometimes do not reach the declarants and hence remain unanswered for some time	Enhance the SMS/email notification system	Zambia Revenue Authority Clearing agents
		Introduce a field on the single administrative document (SAD) to enter contact details for the declarant for declaration tracking	
6	The scanner (used for non-intrusive inspections) is operated on a stand-alone	The scanner should be interfaced with the ASYCUDAWorld system	Zambia Revenue Authority
		Risk-based scanning should be applied	
7	ASYCUDAWorld System shutdowns for maintenance	Shutdowns due to system maintenance should be scheduled at specific times preferably in the night when there is minimal activity on the system	Zambia Revenue Authority
8	Connectivity challenges	Increase bandwidth to 50 Mbps	Smart Zambia
		Introduce outdoor Wi-Fi service	
9	Drivers often do not carry the appropriate consignment documentation	Transporters should sensitise their drivers	Transporters Association
10	Transporters' vehicles are at time not sufficiently roadworthy to cover cross-border distances	The vehicles used for cross-border haulage must be roadworthy with age limits applied	Road Transport and Safety Agency and the Ministry of Transport and Logistics.
11	The issuance of carrier licences is not properly administered by Customs	There is need to automate the issuance of carrier licences to accelerate processes and reduce dwell times for drivers at the border that result from using a manual issuance system Advance issuance of carrier licences through registration of the Transporters' fleet	Zambia Revenue Authority

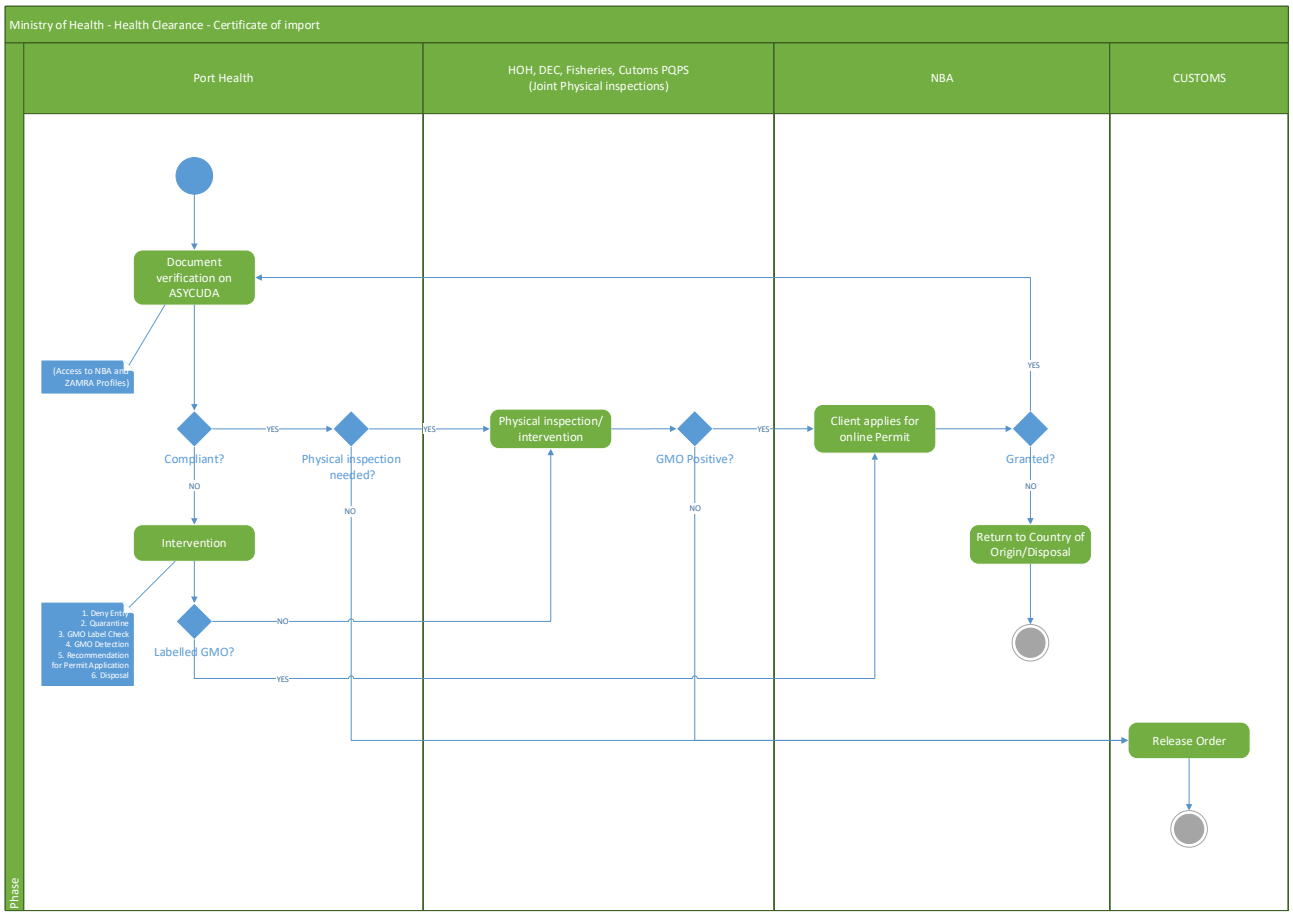


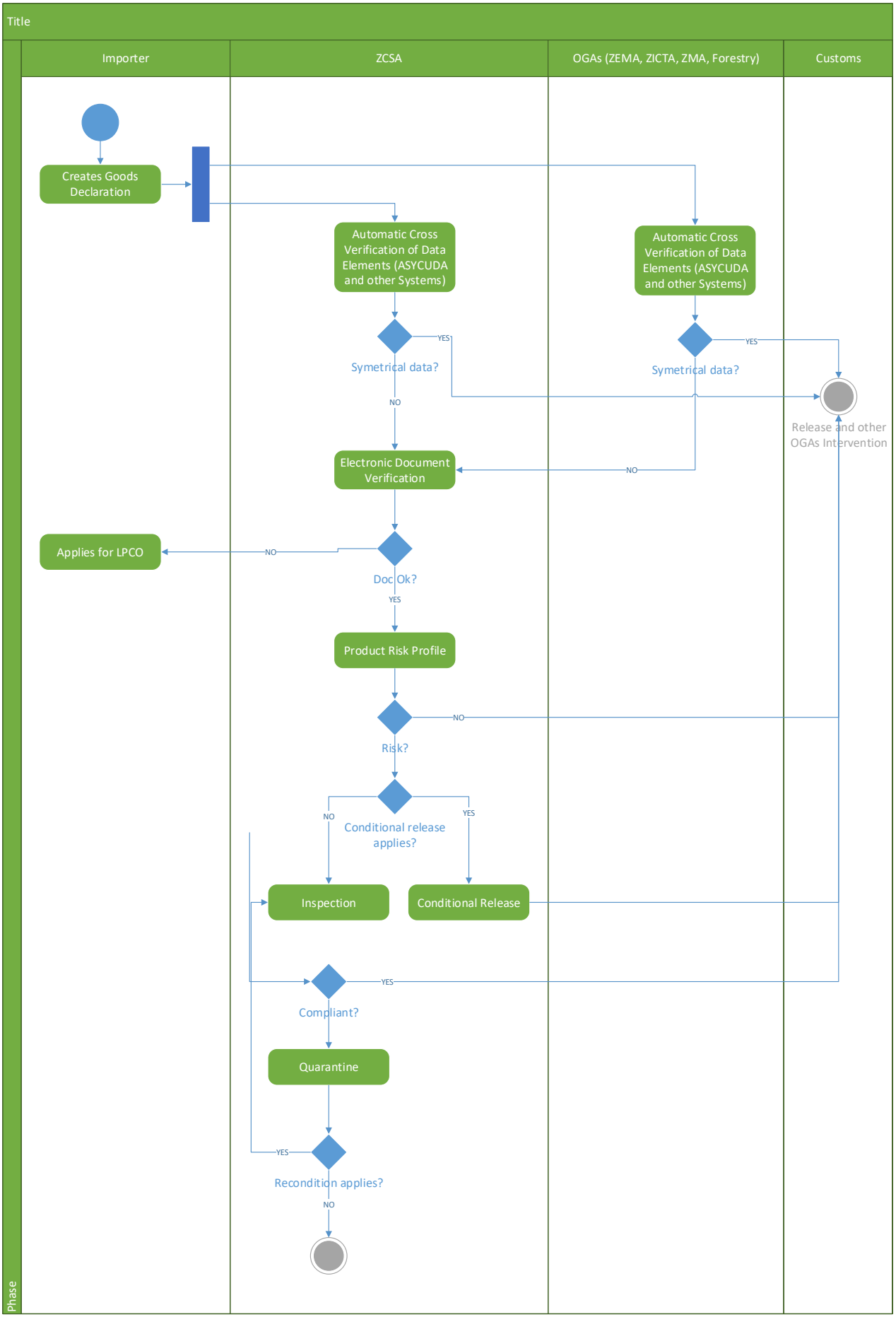
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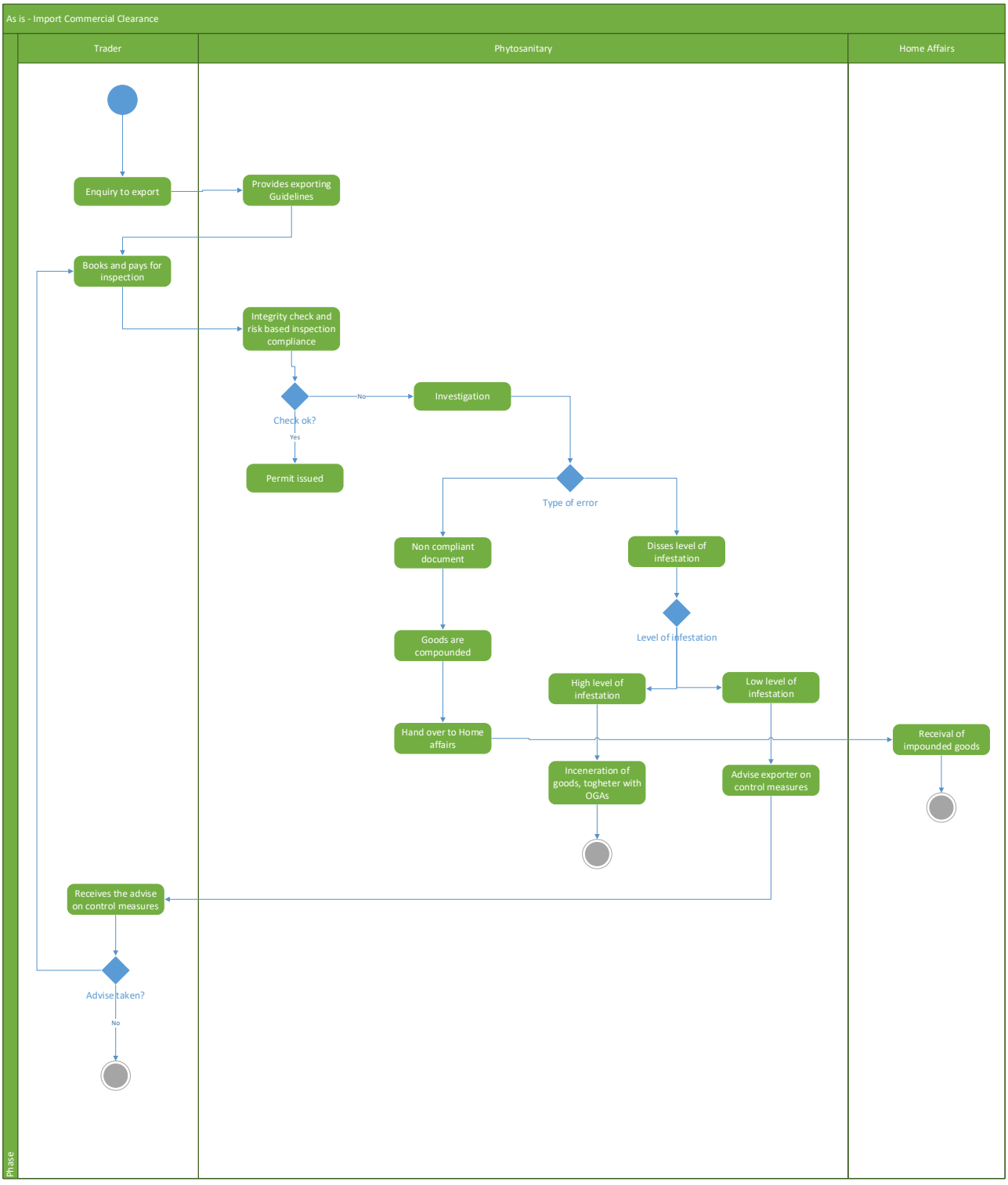
I. Partner Government Agency processes

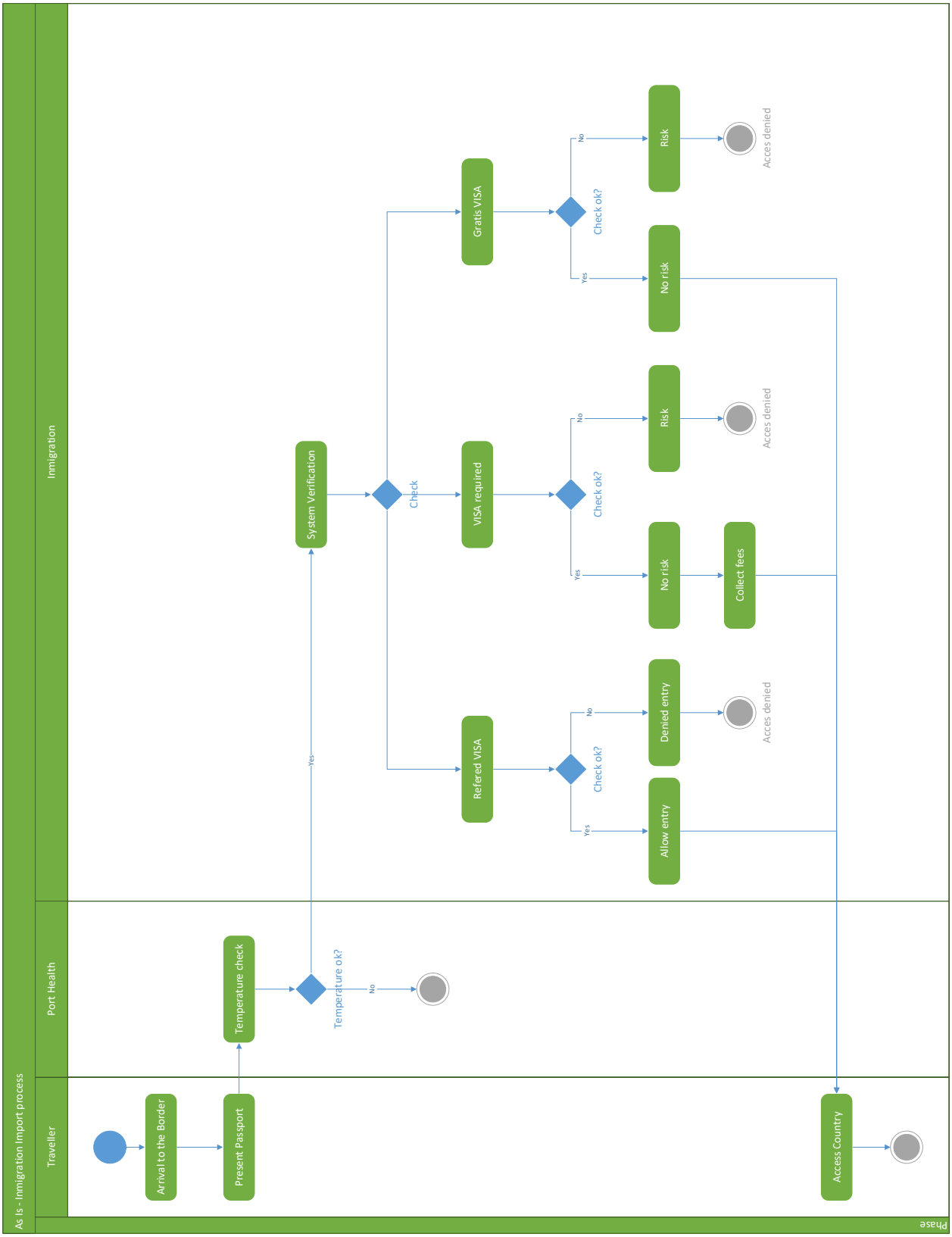


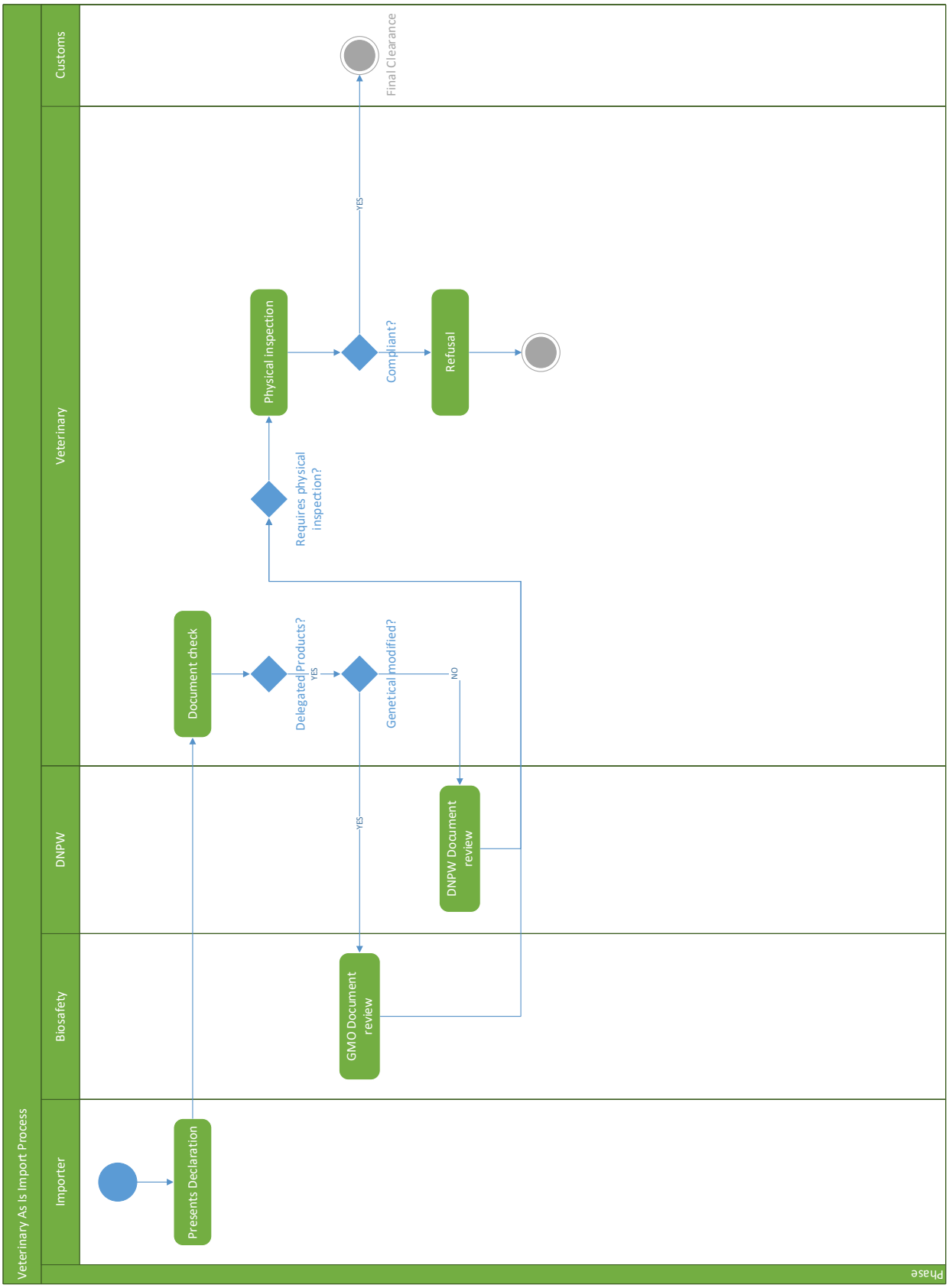

Customs Commercial Import Activity Diagram – Pre-clearance
AEO
Clearing agent/ Importer
Customs
CBRAs
Requires regulatory documents (LPCO)?
Yes
Electronic Single Window Regulatory processing (LPCO)
ASYCUDA receives electronic LPCO
Electronic LPCO Transmitted
Approved?
Yes
No
No
Submits declaration on ASYCUDA using electronic LPCO where applicable – Self Assessment
Release of goods
Request Special Release?
No
Payment for declaration (SPP – online, PoS)
Selectivity on ASYCUDA
CBRAs processing
Goods cleared?
Yes
No
Seizure/ detention process
Yes
Special Release issued – goods exit Customs control zone
Yes
Customs Intervention
CBRAs Intervention
No
No
Customs Processing
Yes
Goods cleared?
Yes
No
Seizure/ detention process

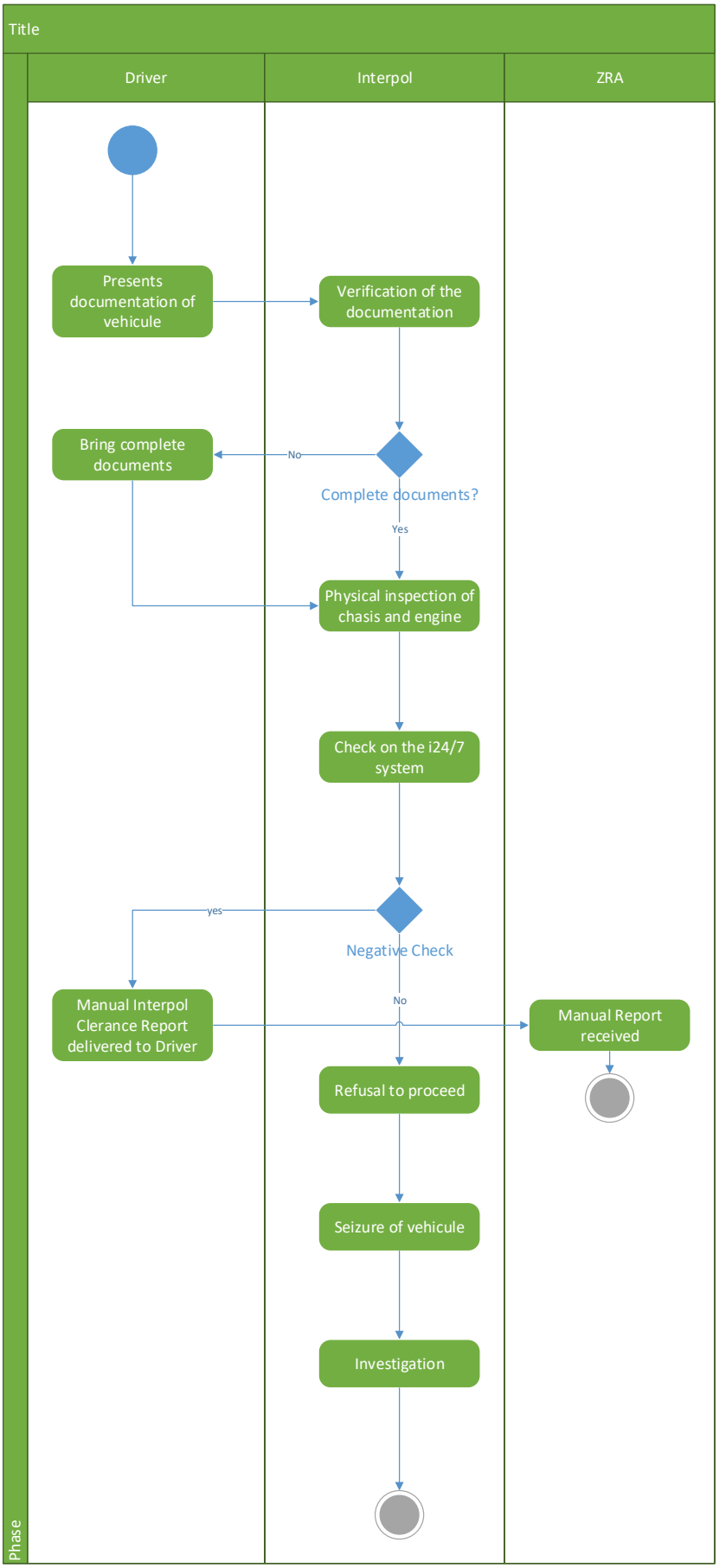

Ministry of Health - Health Clearance - Certificate of import
Port Health
HOH, DEC, Fisheries, Cutoms PQPS (Joint Physical inspections)
NBA
CUSTOMS
Phase
Document verification on ASYCUDA
(Access to NBA and ZAMRA Profiles)
Compliant?
YES
NO
Physical inspection needed?
YES
NO
Physical inspection/ intervention
GMO Positive?
YES
NO
Client applies for online Permit
Granted?
YES
NO
Return to Country of Origin/Disposal
Intervention
1. Deny Entry
2. Quarantine
3. GMO Label Check
4. GMO Detection
5. Recommendation for Permit Application
6. Disposal
Labelled GMO?
NO
YES
Release Order

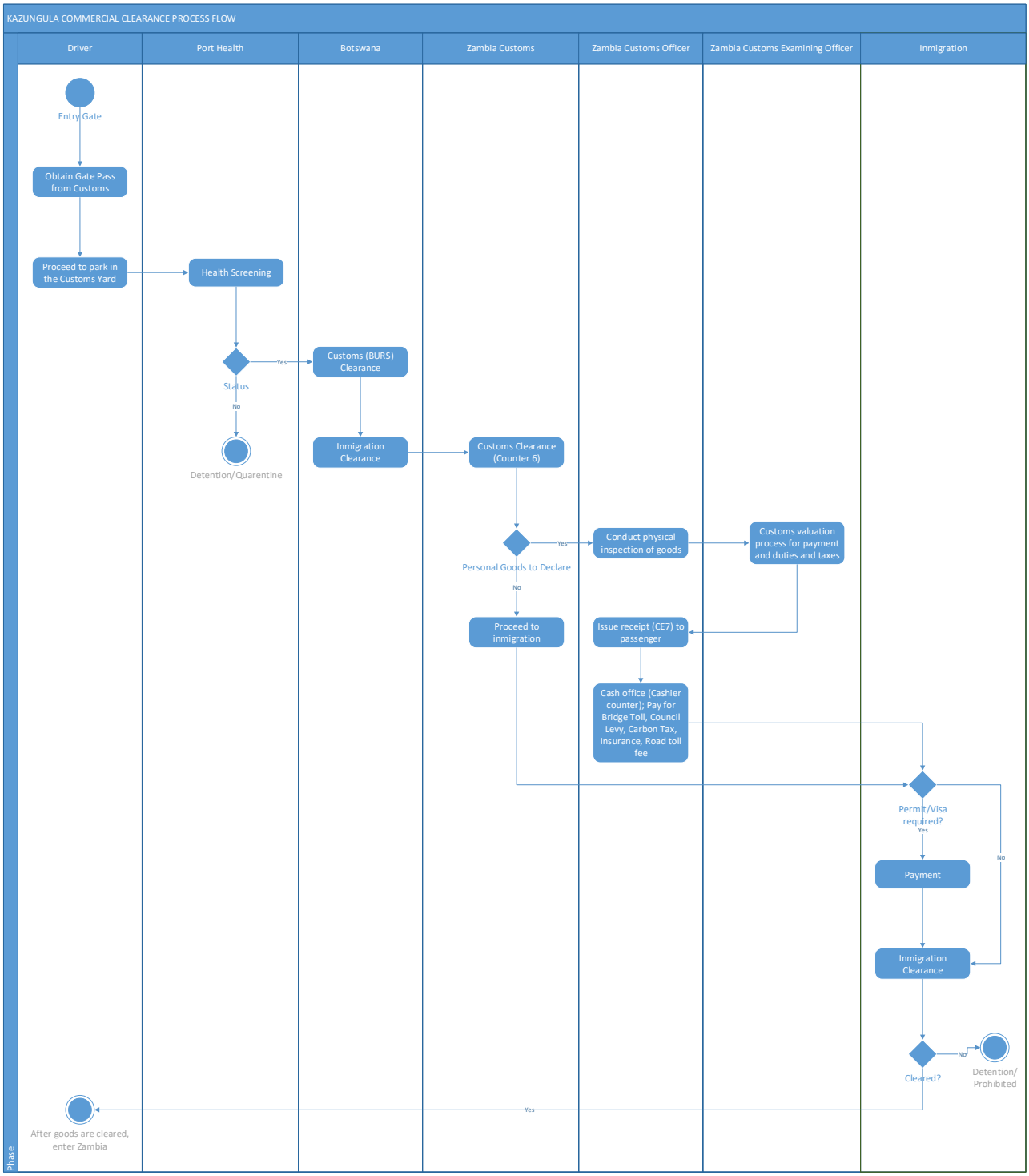

Title
Importer
ZCSA
OGAs (ZEMA, ZICTA, ZMA, Forestry)
Customs
Creates Goods Declaration
Automatic Cross Verification of Data Elements (ASYCUDA and other Systems)
Automatic Cross Verification of Data Elements (ASYCUDA and other Systems)
Symetrical data?
YES
Symetrical data?
YES
NO
Release and other OGAs Intervention
Electronic Document Verification
NO
Applies for LPCO
NO
Doc Ok?
YES
Product Risk Profile
NO
Risk?
NO
Conditional release applies?
YES
Inspection
Conditional Release
YES
Compliant?
Quarantine
YES
Recondition applies?
NO
Phase


As is - Import Commercial Clearance
Trader
Phytosanitary
Home Affairs
Enquiry to export
Provides exporting Guidelines
Books and pays for inspection
Integrity check and risk based inspection compliance
Check ok?
No
Yes
Investigation
Permit issued
Type of error
Non compliant document
Disses level of infestation
Goods are compounded
Level of infestation
High level of infestation
Low level of infestation
Hand over to Home affairs
Receival of impounded goods
Inceneration of goods, togheter with OGAs
Advise exporter on control measures
Receives the advise on control measures
Advise taken?
No
Phase


As Is - Inmigration Import process
Traveller
Port Health
Inmigration
Arrival to the Border
Present Passport
Temperature check
Temperature ok?
No
Yes
System Verification
Check
Gratis VISA
Check ok?
No
Yes
Risk
Acces denied
No risk
VISA required
Check ok?
No
Yes
Risk
Acces denied
No risk
Collect fees
Refered VISA
Check ok?
No
Yes
Denied entry
Acces denied
Allow entry
Access Country
Phase


Veterinary As Is Import Process
Importer
Biosafety
DNPW
Veterinary
Customs
Phase
Presents Declaration
Document check
Delegated Products?
YES
Genetical modified?
NO
YES
GMO Document review
DNPW Document review
Requires physical inspection?
Physical inspection
Compliant?
YES
Refusal
Final Clearance


Title
Driver
Interpol
ZRA
Presents documentation of vehicule
Verification of the documentation
Bring complete documents
No
Complete documents?
Yes
Physical inspection of chasis and engine
Check on the i24/7 system
yes
Negative Check
No
Manual Interpol Clerance Report delivered to Driver
Manual Report received
Refusal to proceed
Seizure of vehicule
Investigation
Phase


KAZUNGULA COMMERCIAL CLEARANCE PROCESS FLOW
Driver
Port Health
Botswana
Zambia Customs
Zambia Customs Officer
Zambia Customs Examining Officer
Inmigration
Entry Gate
Obtain Gate Pass from Customs
Proceed to park in the Customs Yard
Health Screening
Status
Yes
No
Detention/Quarentine
Customs (BURS) Clearance
Inmigration Clearance
Customs Clearance (Counter 6)
Personal Goods to Declare
Yes
No
Conduct physical inspection of goods
Customs valuation process for payment and duties and taxes
Proceed to inmigration
Issue receipt (CE7) to passenger
Cash office (Cashier counter); Pay for Bridge Toll, Council Levy, Carbon Tax, Insurance, Road toll fee
Permit/Visa required?
Yes
No
Payment
Inmigration Clearance
Cleared?
No
Detention/ Prohibited
Yes
After goods are cleared, enter Zambia
Phase

II. Forms

Time Release Study - JICA ENDLINE TIME MEASUREMENT SURVEY - CHIRUNDU AND KAZUNGULA ONE STOP BORDER POST

WORLD CUSTOMS ORGANIZATION
ORGANISATION MONDIALE DES DOUANES

Purpose of Survey

THE JICA ENDLINE TIME MEASUREMENT SURVEY FOCUS ON THE EXPORT FROM ZAMBIA AND TRANSIT OUTBOUT. THE PURPOSE IS TO MEAUSER TIME IT TAKES TO COMPLETE BORDER CLEARANCE PROCESS

(*) = Mandatory - if indicated for a **section**, mandatory questions for the section must be completed / if indicated for a **question**, the question must be completed if the section is used

PART 1 - GENERAL INFORMATION - CHIRUNDU OSBP EXPORT - CHECKPOINT	
1. HORSE REGISTRATION NUMBER	
2. TRAILER REGISTRATION NUMBER	
3. TIME TRUCK ARRIVE ON THE QUEUE AT CHECKPOINT	day mth - hr min
4. CARGO TYPE	CONTAINER ☐ BREAKBULK ☐ TANKER ☐ RIGID TRUCK ☐ ABNORMAL TRUCK ☐
5. TRUCK LOADED ?	YES ☐ NO ☐
PART 2 - ZRA ACQUITTAL ON ZIMBABWE SIDE	
6. TIME TRUCK ACQUITTED AT ZRA ZIMGATE POINT	day mth - hr min
7. SELECT WHETHER EXPORT OR TRANSIT GOODS	EXPORT ☐ TRANSIT ☐
8. FINAL DESTINATION OF CARGO	
9. DESCRIPTION OF GOODS	
PART 3 - KAZUNGULA OSBP EXPORT	
10. HORSE REGISTRATION NUMBER	
11. TRAILER REGISTRATION NUMBER	
12. TIME AND DATE REUCK ARRIVES AT EXIT GATE	day mth - hr min
13. TIME AND DATE TRUCK ARRIVES AT ENTRY GATE	day mth - hr min
14. TRUCK DETAILS AT EXIT GATE BOTSWANA SIDE	
15. LOADED?	YES ☐ NO ☐
16. GOODS DESCRIPTION	
17. SELECT WHETHER EXPORT OR TRANSIT GOODS	EXPORT ☐ TRANSIT ☐
18. BRAs involved in this consignment.	INTERPOL ☐ ZCSA ☐ PQPS ☐ ZMA ☐ ZICTA ☐ PORT HEALTH ☐ VETERINARY ☐ RPA ☐ ZAMRA ☐ MMMD ☐ ZEMA ☐ OTHER ☐

(*) = Mandatory - if indicated for a **section**, mandatory questions for the section must be completed / if indicated for a **question**, the question must be completed if the section is used

NATIONAL TIME RELEASE STUDY TECHNICAL WORKING GROUP MEMBERS



Idah Chisenga Njovu
Chairperson – National Time Release Study Technical Working Group & Assistant Commissioner - Business Support & Systems - ZRA



Maxwell Kapindula
Time Release Study Expert, Deputy Projects Manager - Zambia Revenue Authority Customs Services



Chama Besa
Senior Collector
Business Systems and Support ZRA



Dr. Gregory Bwalya
Principal Veterinary Officer
Ministry of fisheries and Livestock



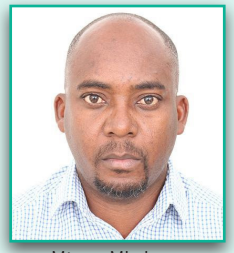
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Senior Licensing Officer
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Theresa Banda
Executive Secretary
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Economist - MCTI



Penina Jonazi
Economist - MCTI

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2	Maxwell Kapindula	Zambia Revenue Authority	Time Release Study Expert and Deputy Project Manager – Customs Services
3	Momoko Nomura	JICA OSBP Team	Training and Sensitization Specialist
4	Maki Kanbe	JICA OSBP Team	Border Control 3/Training & Sensitization 4
5	Betty Njovu	JICA TMS Team	Assistant Project Officer
6	Babu Mukoko	JICA TMS Team	Assistant Project Officer

VII LIST OF ENUMERATORS

CHIRUNDU OSBP

S/N	FULLNAMES
1	Edenson Sikanyika
2	Blessings Mulenga
3	Paul kupheka
4	Chanda chisenga
5	Charity mulope
6	Hildah Banda
7	Chilima mukuka
8	Likando Daniel
9	Peter sakala
10	Simon Njobvu
11	Chawezi Mwale
12	Ndabaningi Emmanuel Nyangulu
13	Chanda Mutale
14	Angela Kunda
15	Emeldah Siamuzwe
16	Herbert Hampongo
17	Owen ngandu
18	Christabel Makumba
19	Chipego Sampa
20	Nakombe Racheal

VIII LIST OF ENUMERATORS

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S/N	FULLNAMES
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2	Rabbecca Malowa
3	Evans Ngonga
4	Dalitso Mwanza
5	Lizzy Phiri
6	Ruth Salimu
7	Memory Dube
8	Precious Fyalofyalo
9	Mbalotse Shawa
10	Virginia Tembo
11	Mundia Mabuku
12	Suemeya Zulu



REPUBLIC OF ZAMBIA



ZAMBIA REVENUE AUTHORITY | *My Tax Your Tax Our Destiny*

JICA

Appendix C-3 Endline TMS Report (Zimbabwe)

The Endline TMS Report of Zimbabwe is provided on the following pages, which is also publicly available on the website of the Zimbabwe Revenue Authority (ZIMRA) as of January 2025.

Link to the report
https://www.zimra.co.zw/customs/customs-documents?download=4146:zimbabwe-endline-tms-report-for-jica-2024

ZIMRA
Zimbabwe Revenue Authority



NATIONAL TRADE FACILITATION COMMITTEE ZIMBABWE

REPORT FOR THE CHIRUNDU OSBP ENDLINE TIME MEASUREMENT SURVEY

2024

JICA



COMMISSIONER GENERAL'S FOREWORD

R. S. CHINAMASA
Commissioner General
Zimbabwe Revenue Authority

It gives me great pleasure to present the end-line report of the Japan International Cooperation Agency (JICA) Chirundu OSBP Time Measurement Survey for 2024. This follows the launch of the 2022 baseline report on 19 July 2024.

This second survey, being a robust quantitative assessment of the Transit, Export, and Import cargo clearance time in the country, provides insights not only into the results of the live 2024 survey but also a comparison with the results of the 2022 baseline survey.

This provides further insights into developments from 2022 to date for the identification of prevailing bottlenecks as well as their underlying causes. It also provides insights into improvements coming out of the implementation of recommendations made in 2022 as well as infrastructural, system, and administrative issues supporting or inhibiting these eventualities.

The Government of Zimbabwe has always prioritized initiatives that enhance the ease of doing business and improve effective trade facilitation.

I am happy to note that these initiatives, transformed into specific commitments under the Trade Facilitation Agreement (TFA) have continued to increase synergies between regulators and business and representative brokers, sustaining and increasing consciousness of timely appropriate interventions.

These commitments and collective effort, participation, and coordination from government ministries, departments, state enterprises, and other stakeholders both in the private and public sectors can be traced in the 2024 survey, where the survey's technical working group was made up of members from the Zimbabwe Revenue Authority, key Other Government Agencies and the private sector represented by one member.

The second Time Management Survey (TMS) comes at an opportune time, cementing the implementation of all commitments under Category B of the Trade Facilitation Agreement (TFA). Time Measurement Surveys, therefore, should remain cyclic for the continuous assessment of our progress towards meeting the expectations of all stakeholders for efficient and effective trade facilitation and the sustenance of the enabling business and regulatory ecosystems, not only for Chirundu but also for the rest of our crossing points, given that Zimbabwe is central to the North-South and Beira Corridors.

The cyclic nature of time management surveys further aligns with the positive impacts of iterative improvement. This further aligns with the requirements of the World Customs Organization Time Release Study (WCO TMS) Guidelines and previous national time release studies.

The overall desire is to further enable the operating environment by continuously upgrading physical/spatial, and virtual infrastructure as well as influence changes to systems, procedures, policies, and legislation in line with the evolving consumer tastes and the rapid transformations inspired by the global digital economic developments and geopolitical consideration. Indeed, disruptive technology, itself also driven by consumer tastes, enables the exploitation of changes in the competitive scope with positive effects on value activities, no less in the services that enhance global trade facilitation.

The theme for the International Customs Day 2024 commemorations, **"Customs Engaging Traditional and New Partners with Purpose"** indeed rhymes with the ongoing stakeholder engagements covering various internal and external stakeholders, in both the public and private sectors. These engagement initiatives cross into the regional, continental, and global areas cementing traditional partners and creating new ones from a deliberate integrated stakeholder engagement approach. This is also noted in the stakeholder setup of the 2024 Chirundu OSBP Time Management Survey, which saw an increased interaction in the inclusion of representatives from other government agencies as well as representatives from the private sector in the technical working group.

As the Zimbabwe Revenue Authority, we remain humbled for continuously being a part of these important trade facilitation activities given the efficacy of our physical and virtual establishments.

The successful completion of the 2024 End-line Time Management Survey acknowledges the importance of collective effort culminating in the presentation of the resultant report to all principals and the public, providing a reason for further celebration, in the same year that we launched the baseline survey report.

The findings of this end-line survey report further reflect on the noted developments in comparison to the findings of the first survey. Significance is noted in the drop in average cargo release time across categories as reported in the previous study. These efforts are geared towards the fulfilment of the National Trade Facilitation Agenda covering its pillars. While the baseline survey was jointly conducted by both the Zambia Revenue Authority and the Zimbabwe Revenue Authority, the end-line survey was conducted independently by each revenue authority covering processing on their sides.

The Zimbabwean report therefore contains cross-cutting observations and recommendations peculiar to processes at Chirundu for the Zimbabwean processes while touching also on relevant aspects where such have an impact on the processes on both sides of the One Stop Border Post.

More importantly, the widened scope of the survey also enabled insights into the operations of Other Government Agencies, Clearing Agents Associations, and Transporters. This provided the basis for reported recommendations that advocates for the integration of collaborative corrective initiatives by relevant stakeholders.

I would like to acknowledge the valuable assistance provided by the Japan International Cooperation Agency through their overall capacity building project Team Leader, Mr. Bruce Winston as well as Mr Shimoya Masaharu, the Time Management Survey Manager who was on the ground with the technical working group.

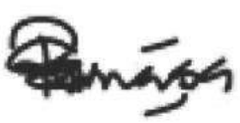
The 2022 baseline survey was supervised by the World Customs Organization recognized TMS Expert, Mr. Maxwell Kapindula, from the Zambia Revenue Authority, with the assistance of Mr. Alick M Mutandiro and the rest of the Technical Working Group members, all drawn

from the Zimbabwe Revenue Authority.

I am pleased to advise that the experience gained in the baseline survey culminated in JICA assigning the supervision of the end-line survey to Mr Alick M Mutandiro, assisted by Mr Victor Mayisiri and a team of TWG Members drawn from the Zimbabwe Revenue Authority. Allow me therefore to congratulate Mr Mutandiro for successfully leading his team, which included technical working group members drawn from critical Other Government Agencies and representatives from the clearing agents' fraternity and transporter associations.

I also acknowledge the contribution of various other stakeholders directly and indirectly involved in the project, including the National Trade Facilitation Committee, the Ministry of Finance, Economic Planning and Investment Promotion, Ministry of Foreign Affairs and International Trade as well as all other supporting bodies without whose support we would not have been able complete this work and the report we are launching.

I thank you.



R. S. CHINAMASA
Commissioner General
Zimbabwe Revenue Authority



COMMISSIONER'S REMARKS

B. D. CHADZINGWA
Commissioner Customs and Excise,
Zimbabwe Revenue Authority

Valued stakeholders, it is my pleasure to give these remarks in acknowledgement of the launch of our Chirundu One Stop Border Post 2024 Endline Time Management Survey Report. This is coming on the heels of the launch in July 2024, of the Chirundu One Stop Border Post 2022 Baseline Time Management Survey Report. Indeed, time seems to fly.

The World Customs Organization recognizes the pivotal role played by revenue administrations in conjunction with the logistical and regulatory entities in supporting and enhancing seamless trade facilitation across the borders and along the global supply chain. As a member of the WCO, the Zimbabwe Revenue Authority understands and recognizes these functions as key trade facilitation enablers especially in border management for the purposes of minimizing delays or inversely, expediting release of goods passing through our customs control points. As we remain mindful of need to play our role as revenue administrations, we also recognize the importance of observing world best practices and other trade facilitation instruments as provided for under the various international trade protocols. The fact that any delays in the processing of transactional and regulatory documentation within the system and the running of ground processes along our trade routes and at our border crossing points have significant impact on the delivery turnaround times. Such delays create costs to business, with negative impact on the landed costs of goods and services and even further negative impact to manufacturers, wholesalers, retailers, service providers etc. The accumulation of these costs have an effect on the price of goods, or the quality of service delivery as upstream traders try to limit the loss build up. Ultimately, the end users, and in most instances the household, will bear the impact of cost build up as supplier pass on these costs to them. Needless to say, this impact on consumer capacity to purchase can shift demand patterns and catapult the negatives back to business, at the same time negatively affecting the quality and standards of living. This will further impact negatively, on national development strategies and global Millennium Development Goals (MDGs).

Time Management Surveys therefore enable economies to examine the efficiencies and effectiveness of their trade facilitation processes, from micro levels to micro-levels. They can vary in terms of complexity and scope, from narrow focus to wider focus, depending on the objectives. Both the 2022 and 2024 surveys focused on Chirundu One Stop Border Post as the targeted crossing point. The baseline study had a narrow scope, focusing on customs processes for commercial traffic only, using a technical working group made up of customs officials from the Zimbabwe Revenue Authority. It was also a joint survey with the Zambian Revenue Authority, under the supervision of Mr Maxwell Kapindula, a WCO recognized expert on Time Release Studies.

The endline survey scope was widened to cover customs processes and other processes run by other government regulators. It targeted all categories of traffic, including private motorists and pedestrians. This created the need to appoint additional technical working group members, drawn from critical Government agencies and representatives from the private sector, with ZIMRA remaining the focal and lead agent.
I am pleased to announce that the capacity and experience of the baseline survey was put to

good use, culminating in the appointment of Mr Alick M Mutandiro as the Time Management Survey Supervisor for the 2024 Endline Survey. He was assisted by Mr Victor Mayisiri as the Lead Technical Working Group Member and Chair, with 4 other Technical Working Group Members from ZIMRA, 16 from other government agencies and one clearing agent representative and one transporter representative. The inclusion of other stakeholders within the area of survey provided the integration required for a holistic assessment of the elements within the processes that present the gaps to smooth trade facilitation. That integration was key in the work that was done during the survey and in the preparation of the final recommendation of the endline survey as reported in this report.

This report presents the assessment and analysis of information gathered during the period of survey. It provides a comparison of its results with those of the baseline report and the overall observations that shape the final recommendations as well as an assessment of the impact of the implementation of the of the baseline recommendation. The overall Average Release Time (ATR) comparisons from the baseline and endline survey bears testimony to the impact of some of the recommendations implemented, especially the short to medium term ones. It is also worth noting that the impact of other variables, e.g increased traffic volumes post COVID-19 shape the recommendations contained in the report.

These surveys are certainly not the last. There is an opportunity for propagating them to other entry points for the purposes of creating opportunities for self-assessment and the standardization of treatment of similar bottlenecks across all points of entry.

While this report may have gaps in terms of unavoidable limitations as reported, the exercise provided critical input to the final recommendations that will provide business information for use by our National Trade Facilitation Committee, Government and all other stakeholders in the public and private sectors. The report will also provide information to other regional and international readers. I remain grateful to the support received from various Government arms and from our cooperating partner, JICA, to facilitate the survey.

I would like to also thank, most sincerely, the survey supervisor, Mr. Alick M Mutandiro whose valuable guidance was critical in shaping the survey itself and the eventual outcome. He guided the report preparation and the recommendation contained therein.

Allow me to extend my deepest appreciation to the Zimbabwean Technical Working Group with members from the Zimbabwe Revenue Authority, Other Government Agencies and the private sector, as well as the support structures provided by the principals to whom these members reported. As ZIMRA alone, we would not have managed as well as we did, given the complexities of the work required.

I thus urge all readers of the report, to make full use of the information covered in this report, together with the baseline report so that the two reports can be used to implement the recommendations to allow for monitoring and evaluation. These reports will inform future surveys as we continue to move towards addressing other noted bottlenecks, inform Government and play our collective role in trade facilitation at all points in the global supply chain within our jurisdictions.

I thank you most sincerely.



B D Chadzingwa
Commissioner Customs and Excise,
Zimbabwe Revenue Authority



JICA COUNTRY REPRESENTATIVES REMARKS

FURUTA SHIGEKI
Resident Representative
JICA Zimbabwe Office

Foreword

population of about 15.1 million, from the 2022 National Census. It is bordered by Zambia to the north, Mozambique to the east, South Africa to the south, and Botswana to the west.

The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor supported by JICA has made significant contributions to Zimbabwe, particularly in enhancing trade facilitation and border efficiency.

Some key contributions include:

- ☑ **Improved Border Operations:** The project has focused on the Chirundu One-Stop Border Post (OSBP) between Zimbabwe and Zambia. By streamlining customs procedures and integrating multiple border control agencies into a single location, the project has reduced border crossing times and improved the efficiency of trade.

- ☑ **Capacity Building:** The project has provided extensive training and capacity-building programs for customs and border control officials. This has enhanced their skills and knowledge, leading to more effective and efficient border management.

- ☑ **Policy and Procedural Reforms:** The project has assisted in the development of new and procedures to support the smooth operation of the Chirundu OSBP. This has included the preparation of manuals and guidelines to standardize and simplify border processes and procedures.

- ☑ **Regional Integration:** By improving the efficiency of the North-South Transport Corridor, the project has contributed to greater regional integration and cooperation. This has not only benefited Zimbabwe but also other countries in the region by promoting trade and economic growth.

These efforts have significantly facilitated Zimbabwe's trade, making it easier and more cost-effective for businesses to engage in cross-border trade.

Complementing these contributions, the project conducted this Time Measurement Survey (TMS) at the Chirundu OSBP. The objective of the TMS was to measure improvements at the beginning stage of the project (May 2022) and at the ending stage of the project (May 2024). The recommendations of the TMS are expected to facilitate trade at Chirundu by identifying remaining bottlenecks in border crossing procedures. Another objective of the

TMS was to build capacity for Zimbabwe to conduct similar surveys by themselves in the future. By conducting this survey, JICA provided data-driven insights that will helpoptimize border operations, ultimately contributing to more efficient and effective trade between Zimbabwe and Zambia and the region.

The study measured how long it takes to complete the necessary procedures from the time of arrival at the border entry gate to the time of release from the border exit gate. It also measured the time taken for customs clearance from submission of customs declarations until release from customs control.

Specifically, the scope of the TMS was to collect import, export, and transit cargo clearance data for carriers (trucks and drivers) and border crossing data for people (travelers, visitors, passengers, and local residents) over the one-week period from 17 to 23 May 2024.

To undertake the TMS, a Technical Working Group (TWG) was formed with members recommended by the project counterpart, including officials from the Zimbabwe Revenue Authority (ZIMRA) and Partner Government Agencies (PGAs) working at the Chirundu OSBP. The TWG members collected data on the time required for border crossing procedures from the Customs Clearance System (ASYCUDA World), a government agency computerized system, and allocated enumerators at critical points of the procedures where data collection could not be done with the computerized system. Interviews of stakeholders and users of the OSBP were also undertaken to directly receive and reflect their views.

Thus, this Zimbabwe Chirundu Endline TMS Report shows the true nature of the Chirundu OSBP on the Zimbabwe side, presenting both efficiencies and challenges.

JICA would like to thank Mr. Batsirai D. Chadzingwa, Commissioner Customs and Excise, for supporting the study. We would also like to extend our appreciation to Mr. Alick M. Mutandiro, Head of Transit Management, ZIMRA, the chair of the TWG, as well as to all members of the TWG, including members from the PGAs and the private sector, who actively contributed to the study.

Lastly, I would also like to express my gratitude to all Technical Working Group members and the expert team for their dedication and collaboration to enhancing border management and facilitating trade in Zimbabwe.



MR. FURUTA SHIGEKI
Resident Representative
JICA Zimbabwe Office

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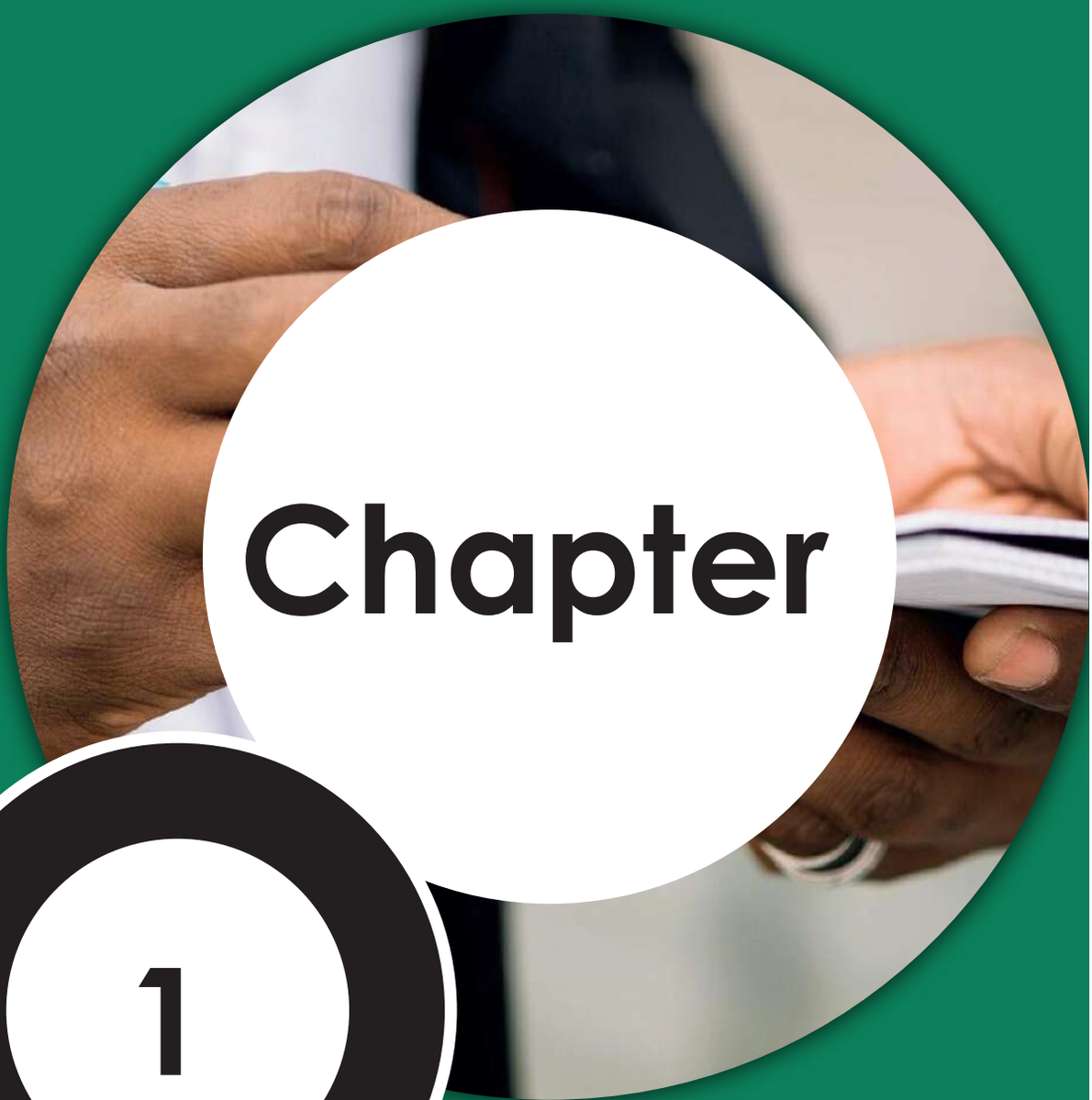
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Acronyms

AEO	Authorized Economic Operator
ART	Average Release Time
ASYCUDA	Automated System for Customs Data
BEMS	Border Efficiency Management System
BPN	Business Partner Number
CCC	Customs Clearance Certificate
CG	Commissioner General
CID	Criminal Investigations Department
COMESA	Common Market for Southern and East Africa
CPB	Cartagena Protocol on Biosafety
CTIP	Commercial Temporary Import Permit
DPC	Document Processing Centre
EAC	East African Community
EMA	Environmental Management Agency
EU	European Union
EX	Exports
FIFO	First In First Out
FTAZ	Freight and Trade Alliance Zimbabwe
GATT	General Agreement on Tariffs and Trade
GMO	Genetically Modified Organism
ICT	Information Communication Technology
IFAZIM	Internal Freight Forwarders Association of Zimbabwe
IM	Imports
IMF	International Monetary Fund
ISFAAZ	Indigenous Shipping Freight Agent Association of Zimbabwe
JICA	Japan International Cooperation Agency
MDA	Ministry/Department/Agency
MEA	Multilateral Environmental Agreements
MIND	Mobile INTERPOL Network Database
MOFAIT	Ministry of Foreign Affairs and International Trade
MoHCC	Ministry of Health and Child Care
MOU	Memorandum of Understanding
NBA	National Biotechnology Agency
NIIT	Non-Intrusive Inspection Technology
NLP	Natural Language Processing
NTFA	National Trade Facilitation Agreement
NTFC	National Trade Facilitation Committee
OGA	Other Government Agency
OSBP	One Stop Border Post
PE	Physical Examination
PGA	Participating/Partner Government Agency

PQSI	Plant Quarantine Services Institute
SAD	Single Administration Document
SADC	Southern African Development Community
SFAAZ	Shipping and Forwarding Agents Association of Zimbabwe
TFA	Trade Facilitation Agreement
TFCAP	Trade Facilitation Action Plan
TMS	Time Measurement Study
TR	Transit
TRS	Time Release Study
TWG	Technical Working Group
UNCTAD	United Nations Conference Trade And Development
VID	Vehicle Inspection Department
VPHS	Veterinary Public Health Services
WCO	World Customs Organization
WTO	World Trade Organization
ZESW	Zimbabwe Electronic Single Window
ZIFFA	Zimbabwe Indigenous Freight Forwarders Association
ZIMRA	Zimbabwe Revenue Authority
ZM	Zambia
ZRA	Zambia Revenue Authority
ZRP	Zimbabwe Republic Police
ZW	Zimbabwe



Chapter 1

Chapter 1 Executive Summary

1.1. Chirundu One Stop Border Post (OSBP) serves as a vital gateway for trade and travel amongst southern African countries located north and south of the Zambezi River which marks the border between Zimbabwe and Zambia.

1.2. Various stakeholders are stationed at Chirundu for the purposes of trade facilitation and control. Functions include regulation of the movements of goods and people as well as facilitation of trade. These critical border agencies are made up of MDAs i.e. Ministries Departments and Agencies of the Government of Zimbabwe. These MDAs perform specialized functions that include inspections, controls and screening as per their various mandates. These processes are directed at effective and efficient trade facilitation and control to ensure smooth movements across the border. The significance of optimizing border operations resulted in the need to conduct the Endline Time Measurement Survey was to evaluate the efficiency of the processes and procedures at the Chirundu OSBP.

1.3. This Endline Time Measurement Survey employed mixed methods (qualitative and quantitative) approach access the effectiveness of Chirundu OSBP in reducing traffic clearance and residence times. The survey was carried out through an observational study design where time caption and questionnaires were used to measure traffic dwell times. A purposive sampling strategy was adopted where clearing processes applied to traffic categories covering commercial trucks, commercial buses, passengers/pedestrians as well as private vehicles as well as pedestrians were examined at the various points selected in the scoping of the survey. The sampling was comprehensively designed to capture data from 0600HRS to 2200HRS from 17 to 23 May 2024.

1.4. Data collection procedures adopted during this Endline TMS included enumerator training to ensure inter-rate reliability and consistency, random selection of vehicles for observation, recorded time stamps for each stage of clearance process and data quality control with daily reviews and verification of collected data.

1.5. This report presents the findings of the Endline time measurement survey to provide the Average Time Release for the Border Post. It is a follow up process for comparison with the results of baseline survey conducted in May 2022. The baseline survey focused on commercial traffic only covering empties, imports, exports and transit traffic passing through the OSBP during the live survey period from 17 to 23 May, 2024.

1.6. The objectives of both Time Management Surveys were to present the broad national level quantitative assessments of north and south bound traffic. This was achieved by studying selected clearance processes during the 2022 and 2024 studies, to establish not only the Average Release Times (ARTs) for each period, but also to establish performance changes between the two years as shown by the two sets of results, especially changes in the dwell time reported in the Baseline and Endline surveys.

[1] The Baseline Survey Report was launched on 19 July 2024 in Harare , Zimbabwe, and is accessible on the ZIMRA website www.zimra.co.zw through the link https://www.zimra.co.zw/customs/customs-documents?download=4016:chirundu-one-stop-bo-er-post-may-2022-baseline-time-management-survey-zimbabwe-revenue-authority-and-japan-international-co-operation-agency

1.7. This endline survey results mark the stabilization of the methodology and data sources used in the endline survey in comparison to the gaps noted in the baseline study. These improvements are noted in results of the endline survey.

It is therefore accompanied by more details from point analysis picked service and regulatory control points in between the two northbound and two south bound entry. Therefore, additional insights are provided from an analysis of the time taken by the various stakeholders who control those points. This will enable the focusing on the actual individual points for the purposes of identifying the points with excessive dwell time whose cumulative effects are noted in the end to end time taken to cross the border.

The scope of TMS was Chirundu One Stop Border Post and it independently focused on the Zimbabwean processes as opposed to the joint baseline survey. The actual live survey was carried out from 17 to 23 May 2024 from morning to early evening (6 am to 10 pm).

1.8. For the 2024 Endline Survey, there is no dependency between the Zimbabwean and the Zambian surveys, although some, if not most observations, may provide mirror observations with the possibility of complementary recommendations coming out of the Zambian survey. The Zimbabwean endline survey was supervised by a Lead Technical Working Group member and Chair from the Zimbabwe Revenue Authority, supported by a team of 5 Technical Working Group Members from ZIMRA, most of who were also previously engaged in the baseline study. This appointment acknowledges the confidence JICA has under The Project for Capacity Development for Smooth Operation of OSBP on the North South Corridor and all other principals have in the knowledge transferred during the baseline study to the Zimbabwean Team.

1.9. As opposed to the 2022 baseline survey, the scope of the 2024 endline survey extended beyond the movement of south and north bound commercial traffic, both loaded and empty, to include private registered motorists, pedestrians, commercial passenger transporters i.e. buses, given that these ferry cross border traders and their wares. This also included second hand vehicle imports from Japan through Dar es Salaam, Tanzania driven to Zimbabwe under own wheels. The survey also examined individual process points within the border for both north bound and south bound traffic. These points were fully represented by the OGA TWG members, most of who are operatives already based at Chirundu.

1.10. Thus, the marked increase in scope and increase in capacity was enabled by this inclusion of other stakeholders into the Technical Working Group.

1.11. As with the May 2022 Baseline survey, the Endline survey was also carried out in May (mid-year) 2024 over a period of 7 days, that is, 17-23 May 2024 including the weekend.The survey timing targeted a period of normal traffic flows which are outside annual peak periods. Data was collected by enumerators on duty in two shifts structured as follows :

(i) Morning Shift from 0600-1500hrs
(ii) Afternoon Shift from 1400-2200hrs (with a 1hr overlap for smooth handover/ takeover)

(iii) Day Shift (0600-1800) or (0800-1800hrs)
The day shift covered data collection points conducting commercial physical examinations in sync with the points working hours.

The survey attempted to capture all categories of traffic passing through during the period of the live survey and during the period the enumerators were be on duty. The estimated sample size all round was set at 7,000 from the Terms of Reference. The live survey however captured 12,221 data sets which were subjected to validation. Total validated data was 11,691 resulting in a sound 95.66% degree of significance.

1.12. The Average Release Time (ART) for both north and southbound traffic for all categories is summarized below.

Table 1.1: Comparative Average Release Times: 2022 v 2024

Category	Sample Size	2022 Baseline ART	Sample Size	2024 Endline ART
Northbound Total	231	3 h 13 m	581	3 h 48 m
Export trucks	5	5 h 13 m	30	2 h 3 m 46 s
Transit Fuel Tankers		Not split	239	5 h 37 m 8 s
Transit		Not split	312	1 h 45 m 34 s
Southbound Total	118	7 h 7 m	471	3 h 18 m
Import	54	9 h 31 m	96	6 h 28 m
Transit	64	5 h 16 m	375	3 h 18 m
Empty Truck	N/A	Not measured	292	2 h 12 m
Scanner	619	4 m 0 s	1014	5 m 35 s
Buses	Not stated	1 h 48 m	66	1 h 42 m 20 s
Physical Examination	62	15 m	54	36 m
Tanker Dipping	N/A	N/A	601	1 h 0 m

1.13. The ART is affected by various factors such as X-ray examination and manual physical examinations. The scanning ART was only 4 minutes for each truck. However, waiting time in the queue is excluded. It should be noted that ZIMRA operates on one scanner for incoming traffic. This has a limiting factor on the efficiencies required at the scanning point, which can be improved by either increasing the number of scanning units or deploying a drive through scanning unit that in turn limits waiting time.

1.14. The ART for active physical examinations was 36 minutes compared with 15 minutes in the 2022 survey. It was observed that more time is taken up by uncontrollable variables like pre-examination processes and waiting time, as well as post examination time

for processes such as reloading, payment of additional duties or fines, or arranging for required regulatory documentation in the case of controls. The high dwell time is also attributed to 100% physical examinations on fuel tankers due to reactions to high risk associated with petroleum products in transit.

1.15. For northbound traffic exiting Zimbabwe, all final processes are carried out at the Zimbabwean acquittal desk on the Zambian side, except physical examinations (trucks, buses and private vehicles) as well as baggage and cargo scanning. There has not been any infrastructural development at the One Stop Border Post and the holding bay before the Zimbabwean acquittal desk can only accommodate four trucks. Traffic control across the bridge is managed by security guards to ensure that only four trucks are allowed to cross over into this holding bay. However, there are periods of congestion noted where this traffic control fails or where there is a southbound traffic backflow spilling onto the bridge.

1.16. For southbound traffic heading for Zimbabwe, the holding bay on the Zambian side is positioned to the left side of the northbound lane, which still requires southbound traffic to cut across the northbound lane as it enters or exits the holding bay. This movement remains as unpredictable as it was in the baseline survey and creates traffic management challenges which have a negative effect on smooth flows, thereby affecting ATRs.

1.17. As stated in the Baseline Survey Report, Zimbabwe operates a pre-clearance facility whilst the Zambia Revenue Authority enforces a pre-registration facility. Traffic entering Zambia is required to adhere to pre-registration of all cargo before proceeding into the customs control zone for the Zimbabwe exit formalities and finally into Zambia. Most traffic however arrives in Chirundu before the Zambian pre-registration requirement has been made. This still has an impact on the dwell time on the Zimbabwean side where such traffic proceeds only after adhering to the Zambian requirement, a process which still takes up to 4 days. Despite the recommendation in the baseline survey to have this addressed, engagement with the Zambian Authorities at local level have not resolved the matter. This observation still stands and the recommendation for harmonization requires escalation.



Chapter 2

Chapter 2 Background

2.1 General Information

Trade Facilitation Initiatives and International Trade

The role of international trade in economic development is well noted more than ever before because of the global interdependence on the consumption of raw materials, intermediary goods and finished goods. Economies therefore need to ensure that integration at regional and global levels. Economic developmental interventions should provide and support trade facilitation measures such as simplification of procedures, modernization for systems and physical/virtual infrastructure, harmonization of transit, export and import processes with other regulators along the trade routes, increased cooperation in the coordination of border management and the implementation of global recommended best practice measures.

While trade facilitation has always been a priority for the Government of Zimbabwe for years regarding cross border trade, the nation is committed to with the adoption and implementation of regional and international measures in conformity with international protocols. Such instruments include the SADC and COMESA protocols as well as focus on the Trade Facilitation Agreement (TFA) of the World Trade Organization (WTO GATT), AfCFTA, the Revised Kyoto Conventions and various bilateral agreements signed with regional economies. The TFA under Article 7.6 recognizes the importance of regular measurement of average cargo release time, aligning with the recommendations provided by the World Customs Organization (WCO) through the WCO Time Release Study guidelines.

The Trade Facilitation Action Plan (TFCAP) was established by the National Committee on Trade Facilitation (NTFC) under the Ministry of Foreign Affairs and International Trade (MOFAIT). It provides detailed time-bound guidelines on the commitments towards adherence to the TFA including additional measures thus augmenting continuous improvement initiatives. The Ministry of Transport and Infrastructural Development monitors several crossing points for spatial development through standardized border upgrade programmes. Such targeted crossing points include Zimbabwean Border Posts like Chirundu, Forbes, Kazungula and Victoria Falls. Recommendations from the 2022 baseline survey were included in the monitoring and evaluation of the various interventions implemented to increase efficiency and effectiveness on operations. Initiatives by the Ministry of Trade and Commerce's coordination of the Border Efficiency Management System were also considered for monitoring and evaluation processes. Support was also received from international organizations that included JICA, the IMF, the EU and UNCTAD in various missions and system upgrade initiatives.

Importance of Time Management Surveys

Time Management Surveys are a critical tool in the development of evidence-based policy making processes as well as initiating local level decisions towards trade facilitation. They should thus address the issues around diverse commodity-mix, levels of infrastructure development, resource mobilization, stakeholder profiles, and operating environmental

dynamics both locally and globally. They provide critical pointers which assist identify clearance processes factors and variables influencing desired efficiency levels. The 2024 TMS was conducted as the endline survey following the 2022 survey with wider scoping and the involvement of additional expert regulators in the TWG. The TWG also included members from the private sector. Data was collected from additional points where the regulators were also key players in the day to day running of the functions. There was heightened focus on analysis, observations, interpretation and conclusions drawn, providing deeper recommendations.

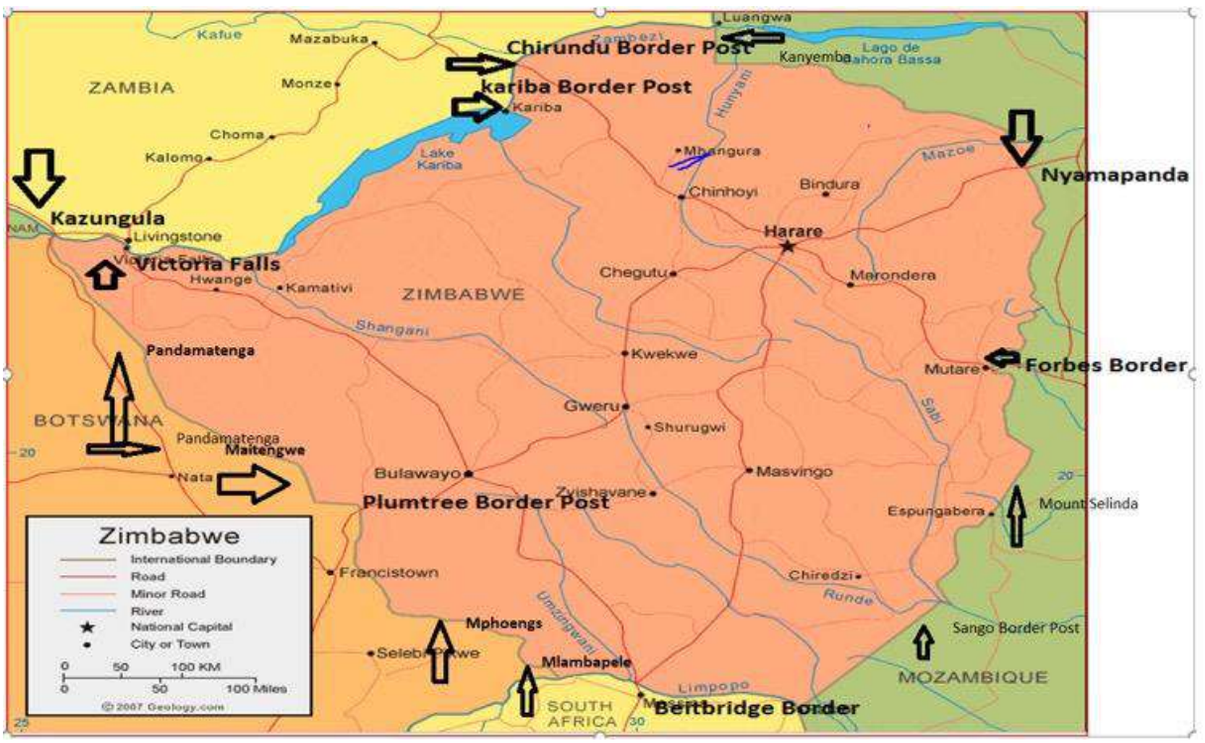
The 2024 Endline TMS was thus conducted to provide a scientific basis of comparison to the baseline survey TMS of 2022. The endline survey had a wider scope and a full representation of other stakeholders including regulatory experts and the private sector within the technical working groups. Additional sampling points were also included in the widened scope.

Brief Historical Background of Chirundu One Stop Border Post

Chirundu One Stop Border Post (OSBP) is a crucial facility on the border between Zambia and Zimbabwe, designed to streamline customs and immigration processes. Established to facilitate trade and traffic movement, the functions of the Border Post aim to provide effectiveness and efficiency in the movement of goods and people serving as a vital link for Zimbabwe and other landlinked countries to access international markets.
As part of regional initiatives in the Southern African Development Community (SADC) and Common Market for East and Southern Africa (COMESA), Chirundu OSBP features integrated services from various government agencies operating in one location. Enhanced infrastructure and streamlined processes not only support economic growth by facilitating trade but also strengthen economic ties between the two countries and promote regional integration. Chirundu OSBP handles significant traffic that also passes through Forbes and Beitbridge Border Posts.

Chirundu OSBP is accessible and crossable through the new bridge across the Zambezi River. The bridge was commissioned in 2002 and remains the official crossing link between the two shared border posts. The dual lanes on the bridge allow bi-directional north and south bound traffic flow and is sometimes susceptible to congestion during high traffic influxes or unruly driving from impatient motorists.

The Chirundu OSBP, commissioned in 2009, remains a critical link between Zimbabwe and Zambia, a position that has over the years attracted traffic to the extent that authorities have seen the need for upgrade and modernization. It remains the only One Stop Border Post for Zimbabwe and Zambia. It stands as one of the significant gateways along the most direct route into and out of interior Africa, handling traffic along the North South and Beira Corridors. In Zimbabwe Beitbridge and Forbes Border Posts are the major throughput points into and out of these corridors.



. Figure 1 Map of Zimbabwe Showing the Current Borders

The Importance of the Chirundu One Stop Border Post

The critical role played by Chirundu OSBP within the North-South Corridor links eight economies namely Botswana, the Democratic Republic of Congo, Mozambique, Malawi, South Africa, Tanzania, Zambia and Zimbabwe. This North-South Corridor feeds three Regional Economic Communities, namely; Southern African Development Community (SADC), Common Market for East and Southern Africa (COMESA) and East African Community (EAC). The facility also handles significant Beira corridor traffic, which branches to and from the North South Corridor by facilitating passage for commercial and private traffic to and from major southern African Ports of Beira in Mozambique (through Forbes Border Post in Eastern Zimbabwe). It also provides access to the ports of for Durban and Cape Town in South Africa through the busiest Border in Southern Africa, Beitbridge Border Post. Southern Africa. The Chirundu OSBP is a passage for tourist traffic, connecting tourist resorts between Zimbabwe and Zambia for areas like Kariba, Mana Pools, Matusadona and Binga on the Zimbabwean side.

Despite the alternative Trans Kalahari and Trans Namib Corridors to the west of Zimbabwe and the Mozambican border line route connection through Chanida Border Post into Zambia, Chirundu One Stop Border Post remains critical to cargo movements for Botswana, the Democratic Republic of Congo, Mozambique, Malawi, South Africa, Tanzania, Zambia and Zimbabwe itself. The North South Corridor remains a major link for three Regional Economic Communities, namely, the Southern African Development Community (SADC), the Common Market for East and Southern Africa (COMESA) and the East African Community

[2] A detailed history is also covered in the Baseline TMS Report launched on 19 July 2024, available on the ZIMRA website www.zimra.co.zw

(EAC). The facility services major traffic to and from the major southern African Ports of Beira in Mozambique (through Forbes Border Post in Eastern Zimbabwe) and Durban and Cape Town in South Africa, through Beitbridge Border Post, the busiest inland port in Southern Africa as well as used vehicle imports from Japan through the Port of Dar es Salaam in Tanzania.

Chirundu One Stop Border Post thus serves as a critical gateway on the shortest trade route between interior Africa and the sea ports in Southern Africa, which serve Africa's imports and exports involving Europe, the West and Eastern World. Its 24 hour service delivery also presents opportunities for seamless travel for night riders, complementing the same hours at Forbes Border Post and Beitbridge. This eliminates the usual journey redundancy associated with border overnight parking at facilities that operate limited hours thereby creating convenience and additional time for active travel and tourism.

2.2 Stakeholder Setup

2.2.1 The Zimbabwe Revenue Authority

The Zimbabwe Revenue Authority is currently charged with the processes to do with the movement of goods, vehicles and currency. Its mandate is derived from the Revenue Authority Act [CAP 23:11] and the Customs and Excise Act [CAP23:02]. The specific mandate is to collect revenue, facilitate trade and travel, advise Government on fiscal and economic matters and protect civil society. ZIMRA also enforces regulations on behalf of other government agencies. To give effect to the mandate, ZIMRA's activities include calculating and collecting duty on imports, enforcing import and export trade controls, protection of the civic society and providing advisory services to Government.

2.2.2 Department of Immigration Control

The Department of Immigration is tasked with the duty for passport control in the movement of travelers across borders. It derives its mandate from Immigration Act [4:02].

The table below shows the travel statistics through Chirundu in the years indicated.

Table 2.1: Annual Human Traffic Statistics

Year	Entries	Exits	Total
2022	217,239	221,817	439,056
2023	237,643	224,851	462,494

2.2.3 Plant Quarantine Services Institute

The Plant Quarantine Services Institute (PQSI) falls under the Research Services Department (RSD), Agricultural Research, Innovation and Specialist Services Directorate in the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD). The PQSI is responsible for the administration of the Plant Pests and Diseases Act [Chapter 19:08]; the

Warehouse Receipt Act [Chapter 18:25] and their enabling regulations. PQSI plays a crucial role in protecting plant resources (plant biosecurity), facilitating safe trade, and ensuring compliance with international phytosanitary standards and regulations.

The Institution is mandated to prevent the introduction, establishment and spread of plant pests and diseases within the country and through regional and international trade. It is responsible for enforcing phytosanitary regulations and implementing inspection and certification procedures. This includes the following functions;

- inspecting incoming consignments for the detection of the presence of regulated pests to ensure compliance with import requirements
- inspecting export consignments to ensure they meet the phytosanitary requirements of the importing country
- issuing phytosanitary certificates for exported goods based on consignment integrity and conformity assessments
- determining the appropriate phytosanitary measures, such as treatment requirements, restrictions or rejections in response to pest detections.
- monitoring and surveillance for plant pests.

These measures are meant to mitigate the identified risks to protect the country's plant resources, facilitate legitimate trade and maintain compliance with international plant health standards.

2.2.4 PQSI Inspection requirements and process flows for import and export

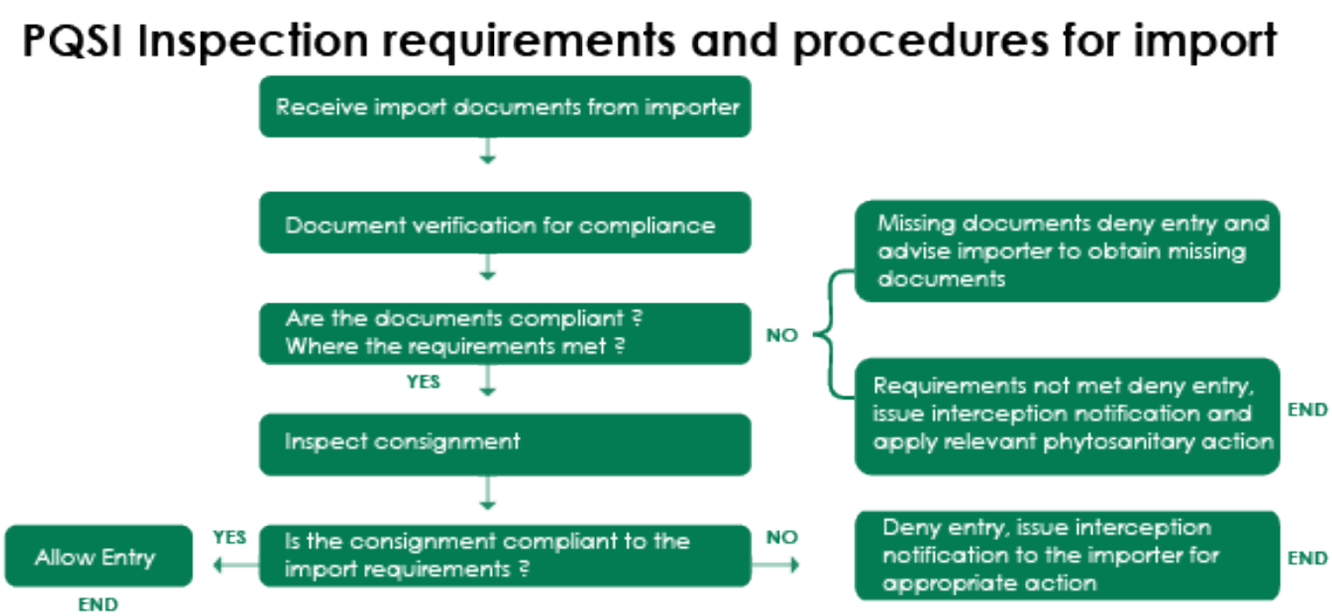


Figure 2 Import Requirements and Process Flow

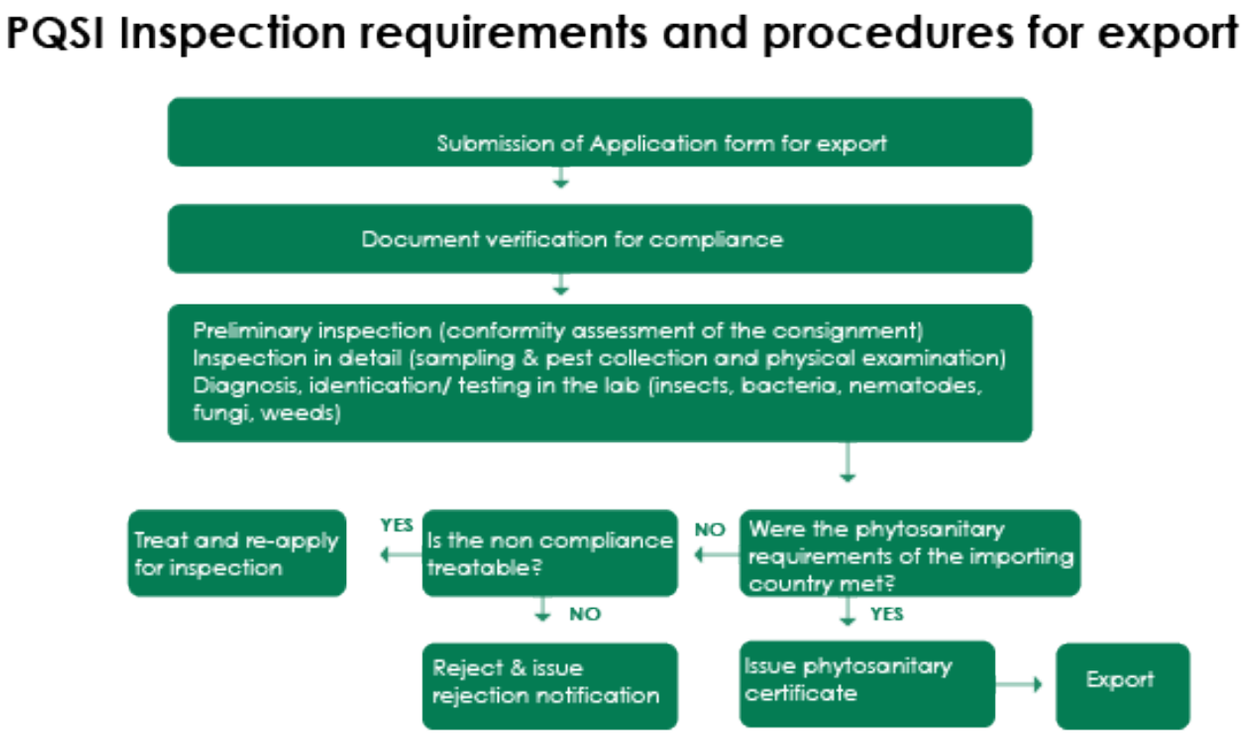


Figure 3: Export Requirements and Process Flow

2.2.5 Environmental Management Agency (EMA)

The Environmental Management Agency (EMA) is a statutory Board under the Ministry of Environment, Water and Climate. It has a mission to regulate, monitor, and promote sustainable management of natural resources and environmental protection with active stakeholder participation. EMA derives its mandate from the Environmental Management Act [CAP 20:27] brought into effect by Section 73 of the Constitution of the Republic of Zimbabwe. The Agency aims to promote sustainable development, protect the environment and ensure a healthy and clean environment for present and future generations.

At Chirundu OSBP, EMA is mandated to regulate trans-boundary movement of hazardous substances in accordance with the provisions of the Environmental Management Act (CAP 20:27) and supporting Statutory Instruments. The enforcement activities are done according to SI 268 of 2018 and governed by other Multilateral Environmental Agreements (MEAs). The Agency plays a pivotal role in ensuring environmental safety at the Ports and inland areas through sustainable management and safe disposal of hazardous substances.

Figure 4 below illustrates various types of hazardous substances dealt with at Chirundu in the indicated years.

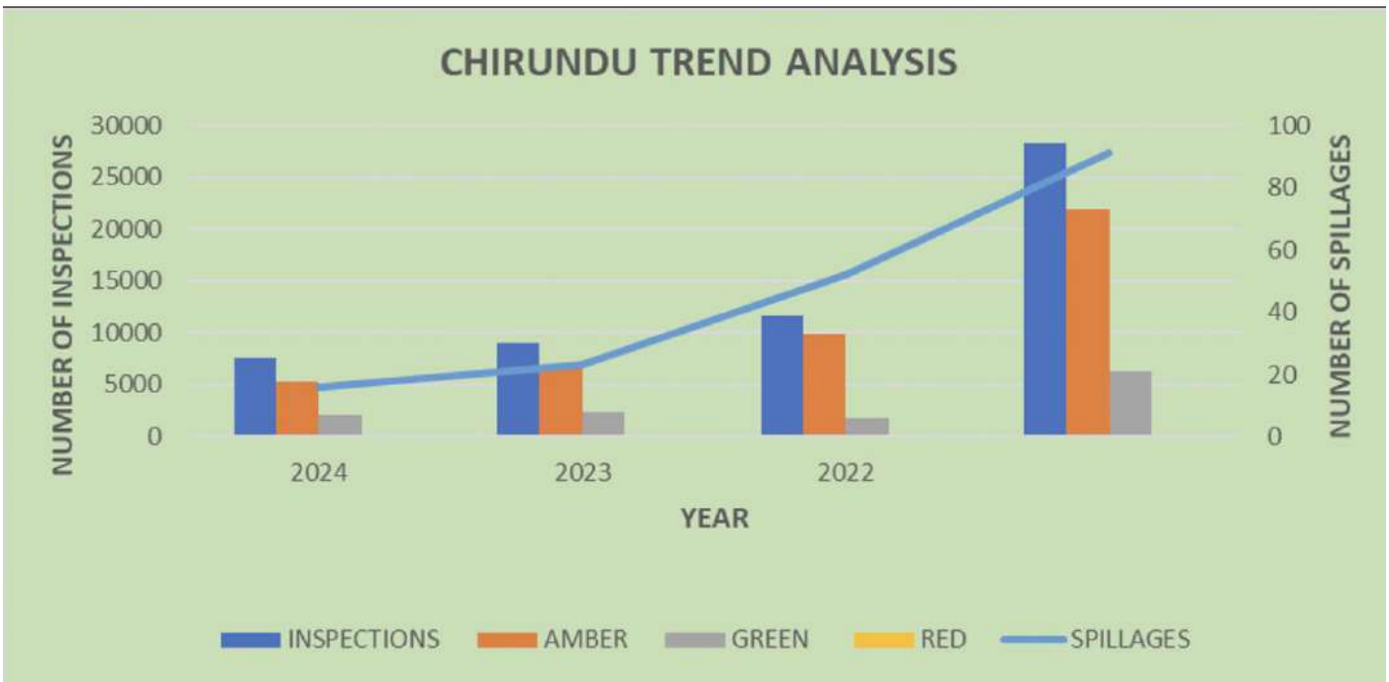


Figure 4 Types of Hazardous Substances Dealt With At Chirundu

2.2.6 National Biotechnology Authority (NBA)

The National Biotechnology Authority is a strategic arm of the Government of Zimbabwe established through the NBA Act [14:31]. The NBA is responsible for all the regulation of the handling of biotechnology and bio-safety matters in the country. It is also Zimbabwe's appointed National Focal Point and Competent Authority for the Cartagena Protocol on Biosafety (CPB) and Biosafety Clearing House. The NBA also enforces the provisions of other regulations, which include Statutory Instrument 157 of 2018, which regulates the importation, exportation and transit movement of food, feed, food and feed additives and seed.

<u>NBA's brief mandate at Chirundu is:</u>

a. To regulates trans-boundary movement of food, feed and any other products of biological origin
b. To carry out surveillance and testing for Genetically Modified Organisms (GMOs) surveillance and testing.
c. Advising the government on all aspects concerning the importation, development, production, use, application and release of GMO products in the country.

<u>Port Operations include</u>

a. Inspections of goods imported via buses, heavy commercial and light commercial
b. Issuance of permits through its automated platform, Biolink

The Authority prioritizes initiatives that enhance ease of doing business and is in the process of integrating its in-house automated system with the ZIMRA ASYCUDA system in order to

improve border operations at Chirundu and other ports of entry.

NBA has also engaged ZIMRA under the Zimbabwe Electronic Single Window project. Modules for incorporating NBA into the ZESW are already in place and NBA is already using the e-Single Window platform rolled out at Forbes and Beitbridge Border Posts.

The figure below illustrates the imports and exports volumes handled through Chirundu from 2021 to 2023.

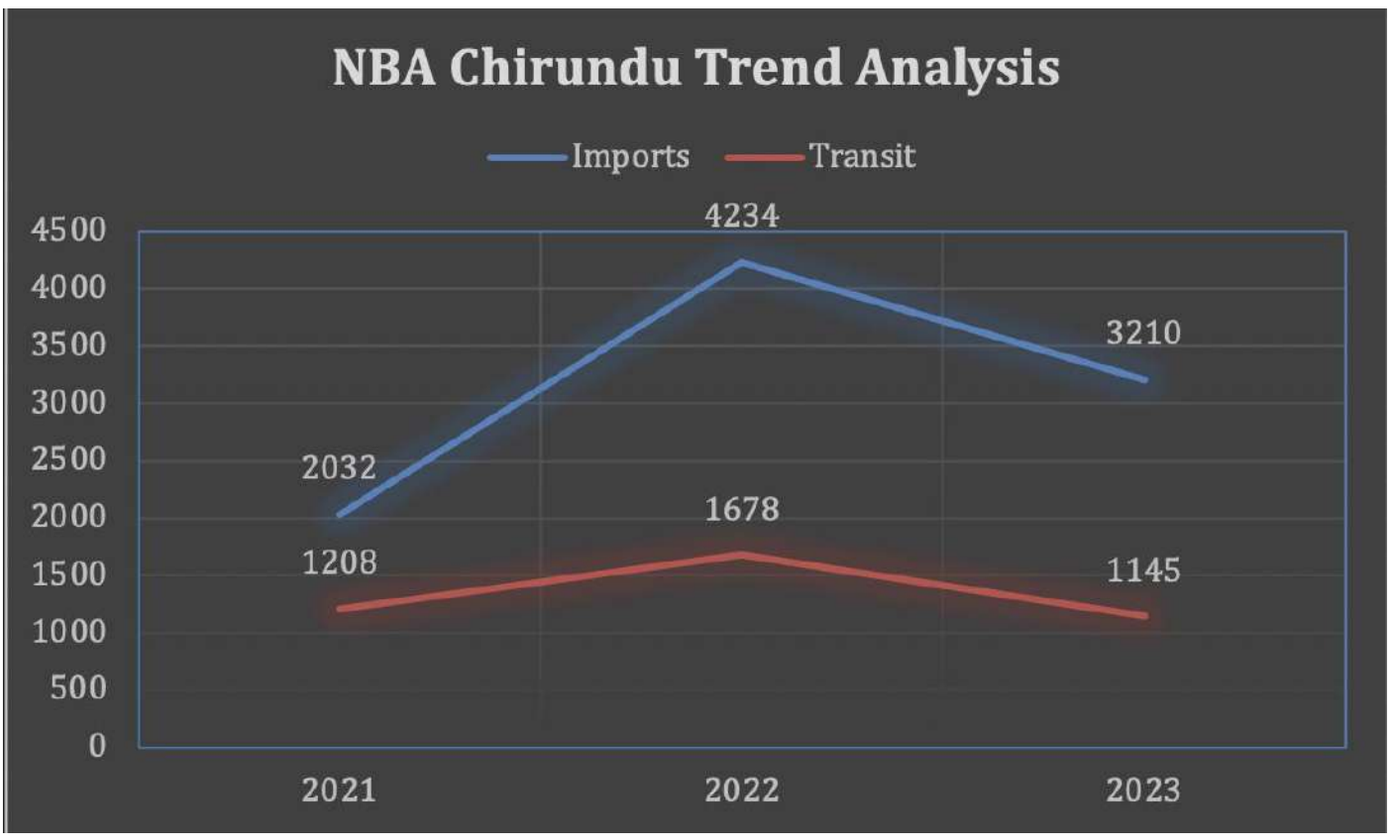


Figure 5 Imports and Exports Volumes Handled Through Chirundu

The figure below illustrates the NBA's process flow.

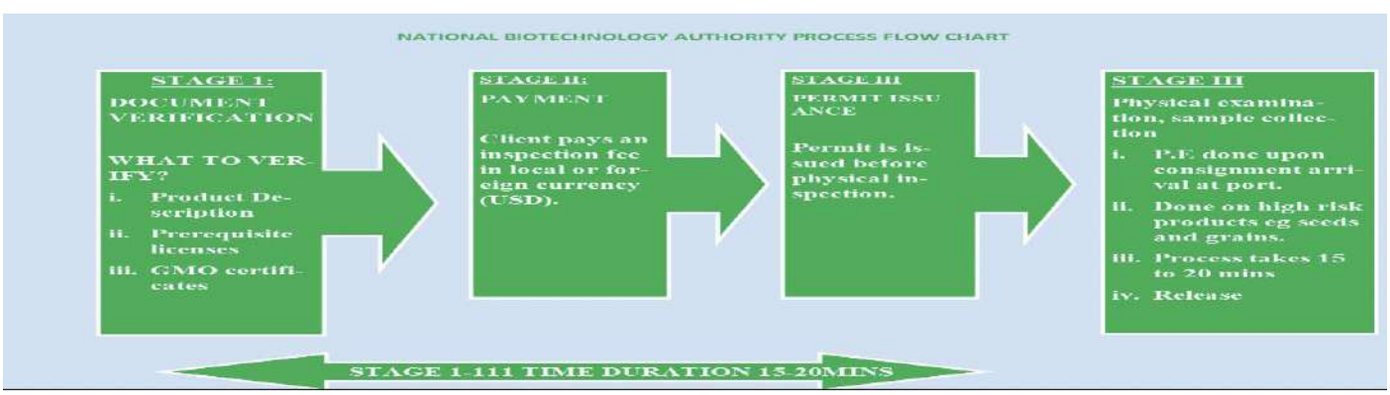


Figure 6 NBA's Process Flow.

Detailed Process Flow

- The importer or agent provides consignment documentation which may comprise of the invoice, cargo manifest, GMO certificates and any other prerequisite licenses or permits.

- The NBA officer examines all the documents and once the document check is verified, the agent pays an inspection fee.
- The officer then issues an import or transit permit through the automated platform. This system is a supporting document to be attached when a declaration is lodged through ASYCUDA.
- A physical inspection of the goods is carried out when the consignment arrives at the port of entry. Samples are collected for GMO testing.
- The whole process can take up to 20 minutes and before qualifying goods are released for delivery.

2.2.7 Veterinary Public Health Services (VPHS)

- The Veterinary Public Health Services (VPHS) department is a government entity under the Ministry of Agriculture, Land, Fisheries and Livestock of Zimbabwe. The Department's mandate is to protect animal and human health, ensure food safety and promote animal welfare. This mandate is derived from various pieces of legislation which include the Animal Health Act (1982), Veterinary Surgeons Act (1991) Food and Standards Act (1996) and the Public Health Act (1924).
- To give effect to its mandate, the VPHS department regulates the trans-boundary movement of live animals, animal carcasses and other animal by-products (meat, milk etc.) as governed by the provisions of the various legislation it enforces. The functions extend to the inspection of animal supplementary products like (grains, grain offals, stock feeds, animal medications etc.).

2.2.8 Vehicle Inspectorate Department

- Vehicle Inspectorate Department (VID) operates under the Ministry of Transport and Infrastructural Development and is mandated to reduce road accidents, improve road safety and ensure that vehicles on the Zimbabwe roads are safe, environmentally friendly and compliant with related regulations. VID derives its mandate from the Road Traffic Act [CAP 13:11], the Vehicle Registration and Licencing Act [CAP 13:14] and the Road Motor Transportation Act (CAP 13:15).
- At Chirundu OSBP, VID conducts inspections to ensure that drivers are medically fit and vehicles are licensed and roadworthy as they transport goods to and from Zimbabwe. The inspection process includes verification of transporters' compliance to axle loading regulations as enshrined in the statutory instruments to reduce road infrastructure damage and/or reduce accidents. The department also verifies transporters' documentation and issues transit coupons to foreign registered vehicles

2.2.9 INTERPOL & the Zimbabwe Republic Police/ZRP

The office is manned by CID Chirundu who are in constant touch with INTERPOL Harare. The role of INTERPOL at the Chirundu OSBP is to check for stolen vehicles, hidden contraband and wanted persons on the INTERPOL list from all member states. It is responsible for clearing all north and southbound non-commercial/private vehicles. The clearing process involves physically checking engine and chassis numbers to authenticate information on vehicle documents. INTERPOL also validates travel documents using the Mobile INTERPOL Network Database (MIND) device system.

2.2.10 Port Health

Port Health Services are a section under the Environmental Health Department in the Ministry Of Health and Child Care. The Port Health staff comprise Port Health Officers and Technicians are deployed at the Point of Entry to prevent and guard against the introduction of disease from outside the Zimbabwean borders.

Their duties include enforcing Public Health laws, Health Promotion and awareness, travelers screening - T°C checks, checking validity of health certificates, detaining and reporting quarantinable cases, Pest and vector control, Food and water quality monitoring, Cargo Physical Examinations and Human remains clearence in accordance with IHR 2005 and Public Health Laws.

Port health has two distinct sections, that is one for traveler screening and the other which handles commercial clearances.

The table below shows a list of PGAs present at the border, their principal ministries and a brief of their role or mandate. It should be noted that ZIMRA rolled out the Electronic Single Window Concept to enhance coordinated border management. The platform enables clearing agents to submit permits supporting bills of entry which enables PGAs with access rights into the ZIMRA automated system to view declarations carrying products covered by their permits. The PGAs onboarding to the Zimbabwe Electronic Single Window (ZESW) is being done on phased approach.

Table 2.2: List of PGAs Present At Chirundu

AGENCY	MINISTRY	MANDATE/ROLE
Department of Immigration	Home Affairs and Cultural Heritage	• Facilitate entry and exit of travelers; • Deportation of illegal immigrants and receipt of repatriates; • Contributing to refugee identification and referral for status determination .
Environmental Management Agency	Environment, Climate and Wildlife	Regulatory: environmental protection and management of Hazardous Substances, environmental management services
INTERPOL (National Central Bureaus - Zimbabwe Republic Police)	Home Affairs and Cultural Heritage	Local and international crime control, national/state security
National Biotechnology Authority	Science and Technology	Regulatory (research)
Plant Quarantine Services Institute	Lands, Agriculture, Fisheries, Water, and Rural Development.	Regulatory (plant health and growing media control)
Office of the President & Cabinet	Central Government	National/State Security Oversight
Port Health	Health and Child Care	To serve as the first line of defense to protect the citizens of Zimbabwe and visitors against the entry of communicable diseases and importation of nonconforming food and other related materials associated with cross border movement of people, conveyances, baggage, cargo and imported consignments
Vehicle Inspection Department	Transport and Infrastructure Development	Regulatory (commercial transport)
Veterinary Services	Lands, Agriculture, Fisheries, Water, and Rural Development.	Regulatory (animal diseases and grain control)
Zimbabwe Republic Police	Home Affairs and Cultural Heritage	(a) detecting, investigating and preventing crime; (b) preserving the internal security of Zimbabwe; (c) protecting and securing the lives and property of the people; (d) maintaining law and order; and (e) upholding this Constitution and enforcing the law without fear or favour.
Zimbabwe Wildlife Management Authority	Environment, Climate, Tourism and Hospitality Industry.	Regulatory (wild life - fauna and flora)

Partner Government Agencies participation in the Endline TMS

Eighteen (18) members were drawn from the government border agencies and private sector for participation in the in the survey as Technical Working Group members. The increased participation widened the scope of survey to include the dwell times for their individual processes. The following PGAs and private sector representatives took part in the survey.

Table 2.3Technical Working Group Representations

	NAME OF PGA	No. OF PARTICIAPNTS
1	Ministry of Industry and Commerce	1
2	ZIMRA	6
3	IMMIGRATION	1
4	ZRP	2
5	EMA	1
6	VID	1
7	PQSI	1
8	PORT HEALTH	1
9	VETERINARY SERVICES	1
10	NBA	1
11	Transporters Association of Zimbabwe	1
12	Clearing Agents Association Representative	1

2.2.1 Clearing Agents

Chirundu has a fair size of registered clearing agents. At the time of the survey, ZIMRA had a total 300 clearing registered and licensed clearing agents with offices around Zimbabwe, with more applications coming in and yet to be processed. All clearing agents are required to be affiliated with registered clearing associations recognized by the Commissioner of Customs & Excise. There are seven (7) such established and recognized clearing agent associations as listed below.

Table 2.4: Zimbabwean Clearing Agents Associations

1	Freight and Trade Alliance Zimbabwe (FTAZ)
2	Indigenous Shipping Freight Agent Association of Zimbabwe (ISFAAZ)
3	Internal Freight forwarders Association of Zimbabwe (IFAZIM)
4	Progressive Customs Brokers Association of Zimbabwe (PCBZ)
5	Shipping and Forwarding Agents Association of Zimbabwe (SFAAZ)
6	Zimbabwe Indigenous Freight forwarders Association (ZIFFA)
7	Zimbabwe Network of customs and Excise Experts (ZNCEE)

[3] Clearing agency licenses are valid for twelve months from January to December. These are renewed annually in the last quarter of each year.

Table 2.5 Top 10 Clearing Agents at Chirundu OSBP and their Declarations Submissions for period 2021-2023

	2021 DECLARANTS	Number of B/Es		2022 DECLARANTS		Number of B/Es	2023 DECLARANT	Number of B/Es
1	Jesslay Inv T/A Clearance R&F	3881		Jesslay Inv T/A Clearance R&F		5277	Jesslay Inv T/A Clearance R&F	4595
2	Speedlink Projects & Trade (Pvt) Ltd	3593		Star Struck Marketing P/L T/A Move		4055	Delta Freight Services	3807
3	Heywood Haulage And Investments P/L	3475		Speedlink Projects & Trade (Pvt) Ltd		3443	Agents House Freight Services	3070
4	Star Struck Marketing P/L T/A Move	3053		Pendock Investments (Pvt) Ltd		3152	Heywood Haulage And Investments P/L	3064
5	Bollore Transport And Logistics Zim	2215		Heywood Haulage And Investments P/L		2947	Speedlink Projects & Trade (Pvt) Ltd	3012
6	Pendock Investments (Pvt) Ltd	2171		Fordmeed Logistics		1924	Delfina Customs Clearing & Freight Forwarding	2789
7	Destiny Freight Advisory P/L	2025		Divine Freight		1852	Pendock Investments (Pvt) Ltd	2742
8	Chemmault Investments T/A Trans-Atl	1984		Destiny Freight Advisory P/L		1846	Fordmeed Logistics	1998
9	Rilvadee (Pvt) Ltd	1977		Delma freight		1762	Star Struck Marketing P/L T/A Move	1445
10	Divine Touch Trading	1813		Gleamside Investments		1436	Freight World	1366

2.3 Declaration Statistics

2.3.1 The table and figure below illustrates the declarations covering cargo that passed through Zimbabwe's ports of entry during the period 2021- 2023. In 2021 Chirundu was ranked 2nd to Beitbridge while in 2022 and 2023 it was ranked 3rd after Beitbridge and Forbes. It is also noted that Forbes Border Post statistics are fast catching up on Beitbridge due to significant harbour efficient levels at Beira, which have altered maritime deliveries, attracting road transport through Forbes Border Post.

Table 2.6 Border Ranking by Declaration Showing Chirundu's Position for the Years 2021 - 2023

	2021			2022			2023		
Port of entry	Office code	No. of Declaration	% contribution	Office code	No. of Declaration	% contribution	Office code	No. of Declaration	% contribution
Beitbridge	ZWBB	215,058	45.09%	ZWBB	161745	43.96%	ZWBB	161399	42.59%
Chirundu	ZWCH	71,143	14.92%	ZWFB	72566	19.72%	ZWFB	81881	21.61%
Forbes	ZWFB	69,082	14.48%	ZWCH	57880	15.73%	ZWCH	57361	15.14%
Harare Airport	ZWHA	57,451	12.05%	ZWHA	41617	11.31%	ZWHA	41249	10.88%
Plumtree	ZWPT	18,920	3.97%	ZWPT	9920	2.70%	ZWPT	12306	3.25%
Kazungula	ZWKZ	15,173	3.18%	ZWNY	7909	2.15%	ZWVF	8538	2.25%
Victoria Falls	ZWVF	14,046	2.94%	ZWKZ	7738	2.10%	ZWKZ	7972	2.10%
Nyamapanda	ZWNY	10,202	2.14%	ZWVF	7485	2.03%	ZWNY	7408	1.95%
Kariba	ZWKB	5,367	1.13%	ZWKB	679	0.18%	ZWKB	471	0.12%
Bulawayo Airport	ZWBA	387	0.08%	ZWBA	383	0.10%	ZWBA	352	0.09%
Sango Border	ZWSN	59	0.01%	ZWSN	13	0.00%	ZWSN	38	0.01%
Victoria Falls Airport	ZWVA	59	0.01%	ZWVA	5	0.00%	ZWVA	13	0.00%
	TOTAL	476947	100%	TOTAL	367940	100.00%	TOTAL	378988	100.00%

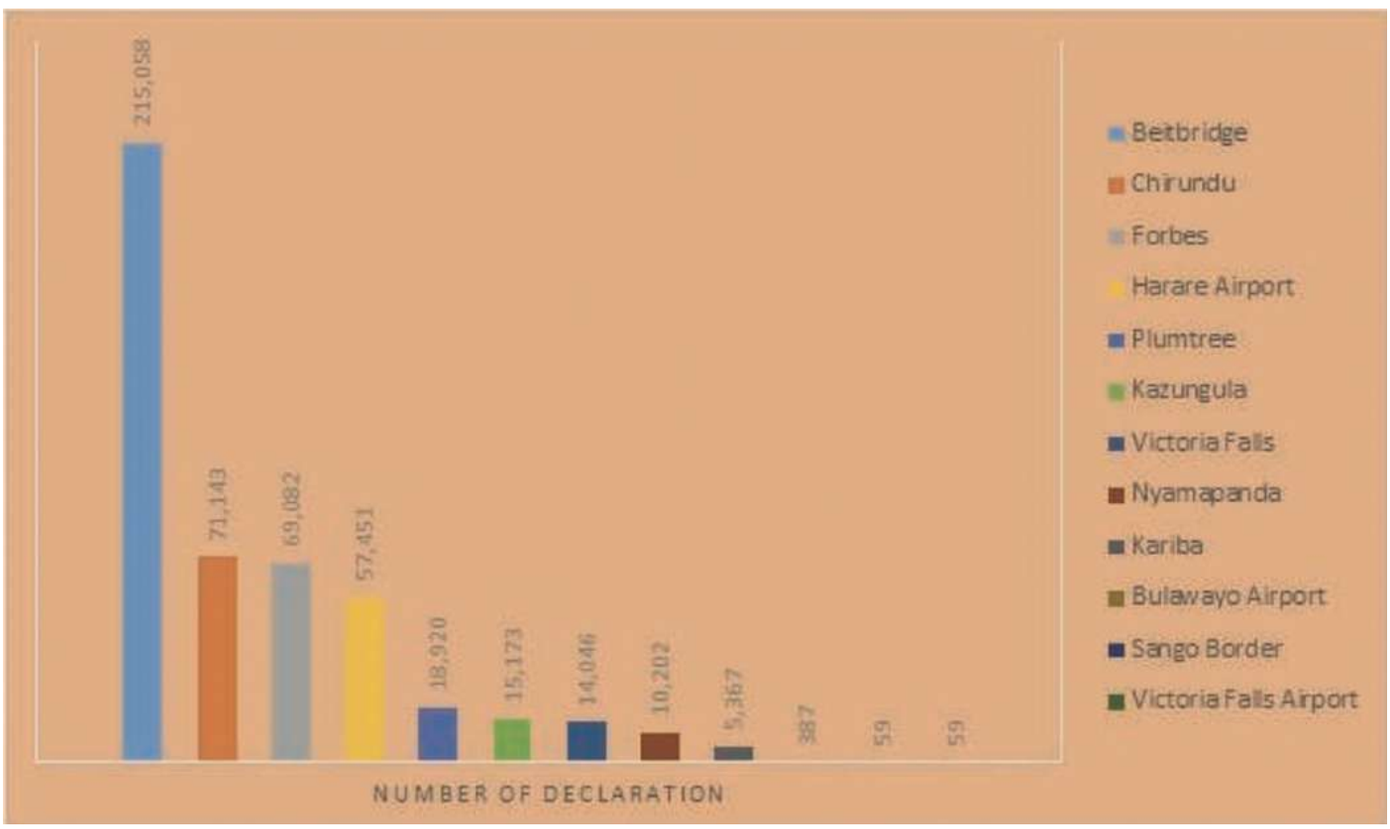


Figure 7 Border Ranking by Declaration Showing Chirundu's Position for the Years 2021 - 2023

2.4 Trending Imports, Exports and Transit Goods

The series of tables below illustrate the statistics registered in imports, exports and transit traffic (north and southbound) passing through Chirundu

Table 2.7 Major Import Declarations through Chirundu

	Description	Quantity
1	Passenger vehicles	10168
2	Cement clinkers	8937
3	Other cement	5287
4	Vehicles for the transport of goods	2025
5	Quicklime	2014
6	Oil-cake and other solid residues, of soya-bean	1122
7	Finishing ceramics	967
8	Exercise-books	821
9	Good carrying vehicles exceeding 5tonnes	717
10	Limestone flux; limestone and other calcareous stone	718
11	Other soya beans whether or not broken	565
12	Flavoured aerated waters, with added sugar, sweetener, etc	560
13	Footwear with upper straps/thongs plugged into soles, of rubber or plastics	509
14	Men's or boys' shirts of other textiles, nes	499
15	Slaked lime	485
16	Braids, in the piece	426
17	Buses& public transport vehicles	415
18	Soya bean flour and meal	339
19	Other cane sugar not containing added flavouring or colouring matter	327
20	Parts of motorcycles (including mopeds)	315

The highest volume of declarations cleared preowned private motor vehicles coming from Japan through Dar es Salaam sea Port in Tanzania. The second highest declarations are for cement from Zambia.

Table 2.8 Major Export Declarations through Chirundu

	Description of goods	Quantity
1	Designated opaque beer made from malt - nes	374
2	Plasters	254
3	Cigarettes containing tobacco weighing <910 grams per 1000	167
4	Spongy ferrous products, nes, and 99.94% pure iron, in lumps, pellets...	167
5	Freezers of the chest type, capacity =< 800litres	147
6	Other uncoated fluting paper	125
7	Other articles for conveyance or packaging of goods of plastic nes	121
8	Cartons, boxes and cases, of corrugated paper or paperboard	117
9	Wood in the rough..., treated with paint, stains, creosote, etc	114
10	Coniferous	106
11	Fibreboard of a density >0.8g/cm3	102
12	Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur)	79
13	Oranges, fresh or dried	78
14	Stoppers, lids, caps and other closures of plastics	70
15	Freezers of the upright type, capacity =< 900litres	59
16	Toilet or facial tissue stock, towel or napkin stock and similar paper	58
17	Maize seed	57
18	Active yeasts	54
19	Yogurt	51
20	Roasted malt	51

Highest number of export declarations was opaque beer followed by plasters. Exports

Table 2.9: Major Transit Declarations through Chirundu (Southbound)

	Description	Quantity
1	Cathodes and sections of cathodes of refined copper	11602
2	Cobalt oxides and hydroxides; commercial cobalt oxides	4514
3	Copper ores and concentrates	2718
4	Unrefined copper; copper anodes for electrolytic refining	2272
5	Wood, nes, sawn or chipped lengthwise, sliced or peeled, >6mm thick	1749
6	Refined copper, nes, unwrought	1412
7	Nickel ores and concentrates	1022
8	Oil-cake and other solid residues, of soya-bean	640
9	Other soya beans whether or not broken	335
10	Flue-cured tobacco of the virginia type, partly or wholly stemmed/ stripped	285
11	Precious or semi-precious stones, worked but not set..., nes	205
12	Other copper-tin base alloys (bronze), unwrought	182
13	Copper (excl. master) alloys, nes, unwrought	182
14	Other cane sugar not containing added flavouring or colouring matter	163
15	Fluorspar containing by weight <=97% of calcium fluoride	153
16	Trailers and semi-trailers for the transport of goods, nes	152
17	Brass, unwrought	146
18	Unwrought lead (excl. refined and containing antimony)	124
19	Roses, fresh	117
20	Brans, sharps and other residues of maize (corn)	115

Major incoming transit declarations were for copper and cobalt which are mainly destined for sea ports at Beira, Mozambique and Durban in South Africa. The minerals are mainly from Zambia and DRC, states that are land linked just like Zimbabwe.

Table 2.10: Major Transit Declarations through Chirundu (Northbound)

	Description	Quantity
1	Diesel	13679
2	Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur)	9033
3	Unleaded petrol	6091
4	Urea, whether or not in aqueous solution	5900
5	Sulphur, sublimed or precipitated; colloidal sulphur	5116
6	Mineral or chemical fertilizers with nitrogen, phosphorus and potassium	2032
7	Structures & parts of structures, of iron/ steel, nes	1718
8	Parts of machinery of 84.74	1588
9	Ammonium nitrate	1463
10	Other poly(Ethylene terephthalate)	1407
11	Ammonium dihydrogenorthophosphate (monoammonium phosphate)	1225
12	Ammonium sulphate	1126
13	Other articles of iron or steel, nes	1072
14	Parts of machinery of 84.26, 84.29 and 84.30, nes	978
15	Apples, fresh	913
16	Organic composite solvents and thinners, nes; paint or varnish removers	885
17	Screws and bolts of iron or steel, nes	809
18	Other fowl cuts and offal, frozen	739
19	maize meal(corn)	737
20	Sodium sulphates (excl. disodium sulphate)	729

As for the outgoing transits (Northbound), the highest declarations cleared diesel, followed by sulphur based products and petrol. Most of the transit fuel was coming from Beira and some loaded from Zimbabwe (at NOIC) & Feruka.

Process Flow

The process flow at Chirundu was studied during process mapping and two process flow maps, one for north and the other for southbound were developed from a Google Map picture. In addition, the ASYCUDA World system process flows were also discussed and are presented in this section together with the process maps.

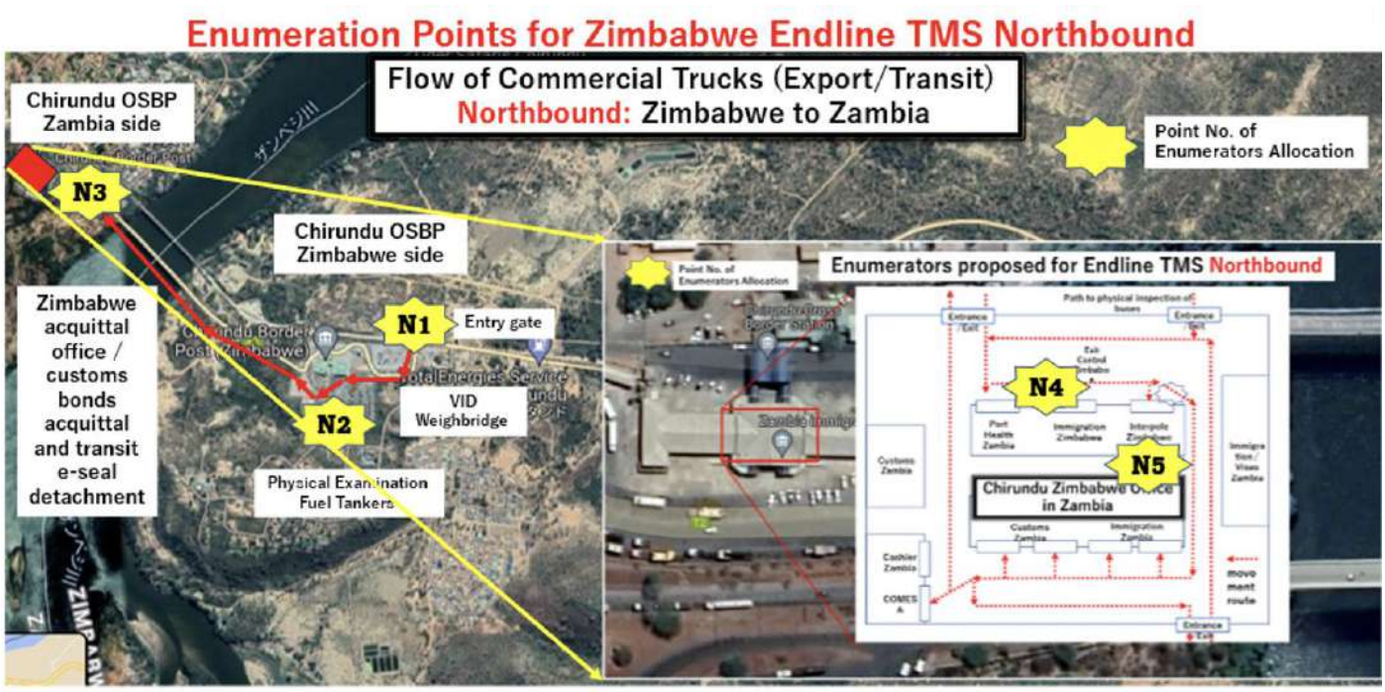


Figure 8 Enumerator North Bound Data Collection Points

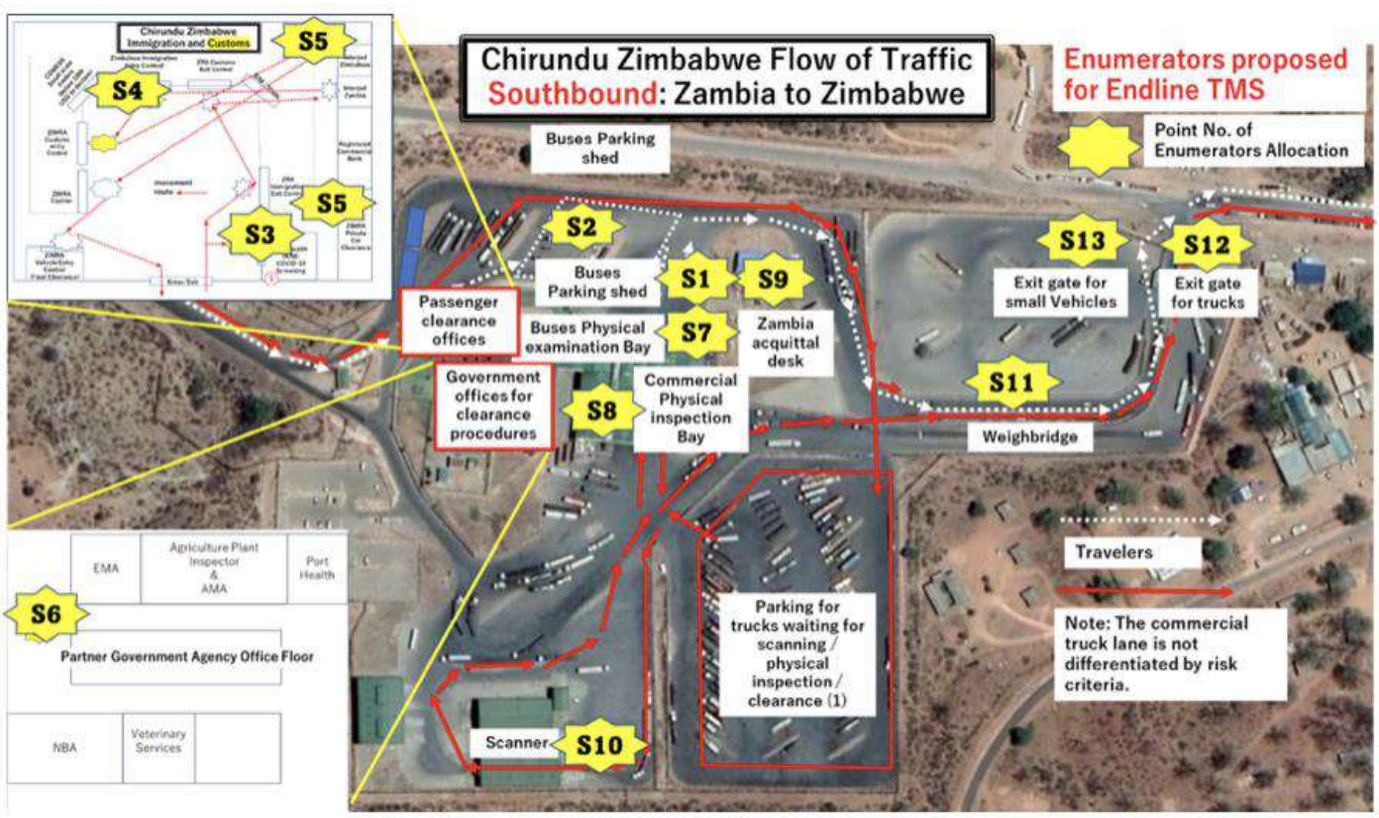


Figure 9 Enumerator South Bound Data Collection Points

2.5 Process Flow for Imports

2.5.1 Detailed Imports Process Flow

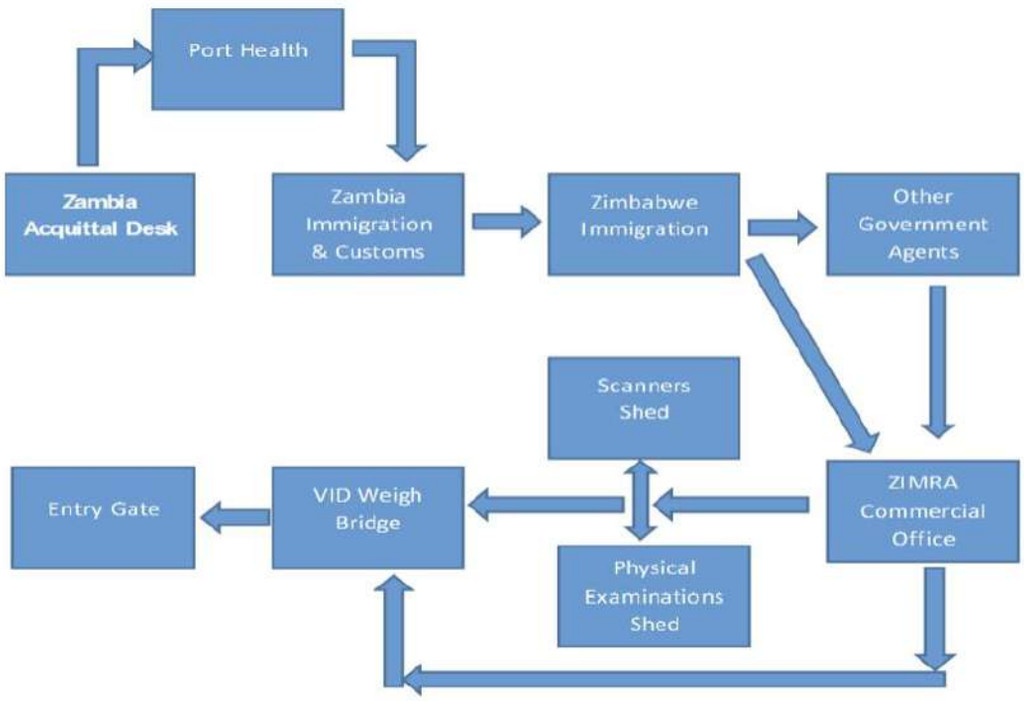


Figure 10 Imports Process Flow

- All Commercial southbound traffic reports to the Zambian Acquittal Desk to complete the Zambian Removal in Transit and Export formalities.
- The crew of the truck then proceeds to the Port Health Desk for screening before proceeding to the Zambian Immigration Counters for Zambian Exit Formalities.
- After the Zambian Exit formalities, the crew proceeds to the Zimbabwe Immigration Counters to start the Zimbabwe processes.
- Depending on the type of Goods carried by the truck, the crew proceeds to submit documents to the relevant OGA for clearance. This may mean visiting more than one OGA with the relevant documents for clearing before proceeding to ZIMRA.
- If the goods are not controlled by any OGA, crew proceeds directly to ZIMRA.
- ZIMRA operates a preclearance system which ensures that only trucks with processed bills of entry are allowed to enter the Customs yard. After clearance by OGA's, the crew submits processed documents from the OGA's and bill of entry to Customs for release.
- If the consignment has been targeted for physical examination by the ASYCUDA system the truck is directed to the search bay for examination before the bill of entry is finalized.
- Where the physical examination is required by the release office the consignment is also referred to the physical Examinations bay even though the bill of entry would have been finalised.
- All empty tankers and loaded trucks go through the scanner before they proceed to the VID Weighbridge where they are weighed and documents checked for compliance with Ministry of Transport regulations.
- The truck will then proceed to the Entry gate for departure validation and final

release of the truck from the Customs area.

2.5.2 Private Imports Process Flow

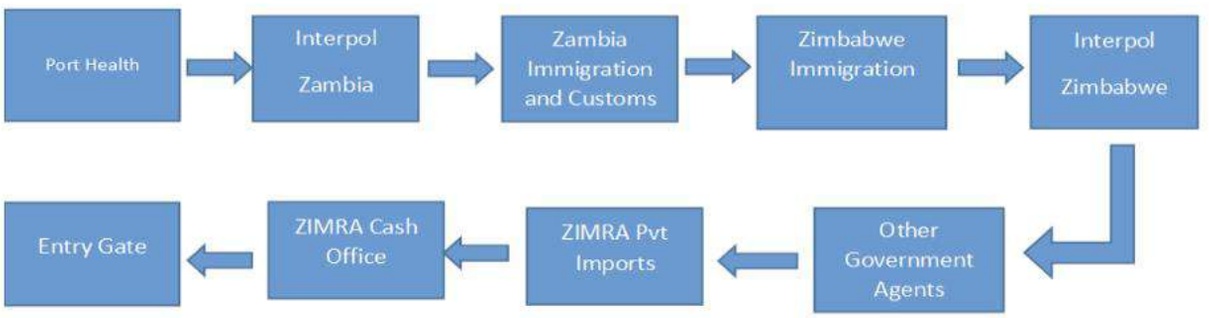


Figure 11 Chirundu OSBP Private Motor Vehicle Imports Process Flow

- On arrival at the Border the driver and all his passengers proceed to the Port Health Desk for screening.
- After the Port Health Desk they proceed to the Zambia INTERPOL Office for clearance of the vehicle after which they then proceed to the Zambian Immigration and Customs Counters for Zambia exit formalities.
- After the Zambian Exit formalities proceed to the Zimbabwe Immigration Counters to start the Zimbabwe entry processes.
- All vehicles entering the country have to be cleared by INTERPOL and if carrying any controlled goods as private imports they should be cleared by relevant OGA's.
- Proceed to ZIMRA Private Imports for processing of Temporary Import Permit (if foreign registered) or acquittal of Temporary Export Permit (if Zimbabwean registered). Assessment of Border crossing fees is also done in this office.
- The driver then proceeds to the ZIMRA Cash Office for payment of the assessed fees before proceeding to the entry gate for checking and exit formalities.

PROCESS FLOW FOR EXPORTS

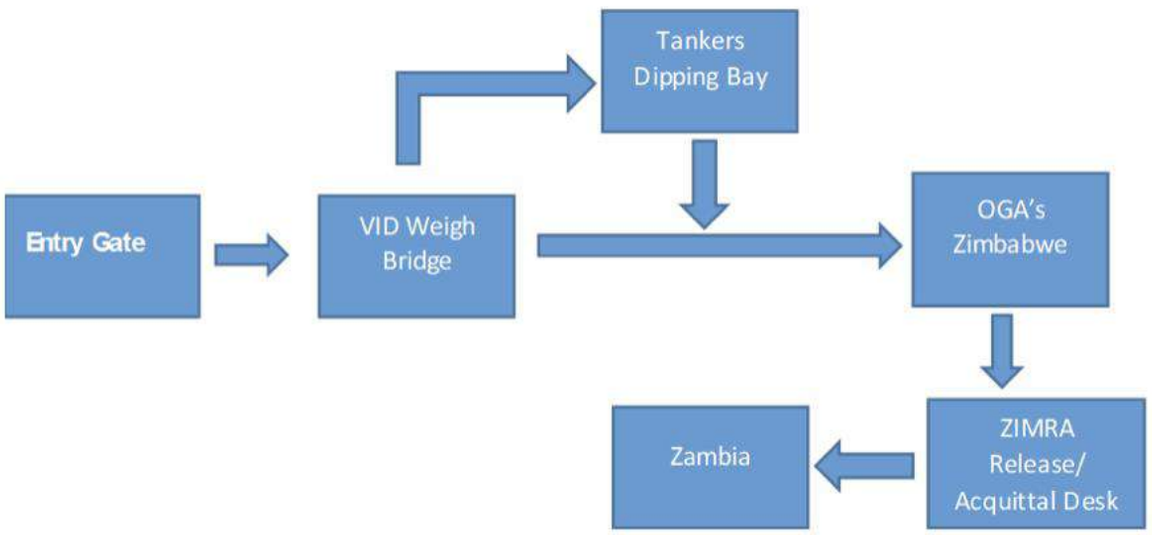


Figure 12 Commercial Exports Process Flow

- After entry into the Customs yard the trucks proceed to the VID Weighbridge where they are weighed and documents checked for compliance with Ministry of Transport regulations.
- All tankers are required to proceed to the Dipping Bay for confirmation of product quantity.
- Depending on the goods carried the driver proceeds to the relevant OGA office for compliance with any export controls that may be in place.
- The truck then proceeds to the ZIMRA Acquittal and Release desk for finalisation of the Zimbabwean Removal in Transit and Export formalities.
- After the finalisation of the Zimbabwe exit formalities the truck is then allowed to proceed to start the Zambian formalities.
- The ZIMRA Release/Acquittal Desk and OGA's office are physically located on the Zambian side of the Chirundu OSBP.

2.5.3 Detailed Exports Process Flow

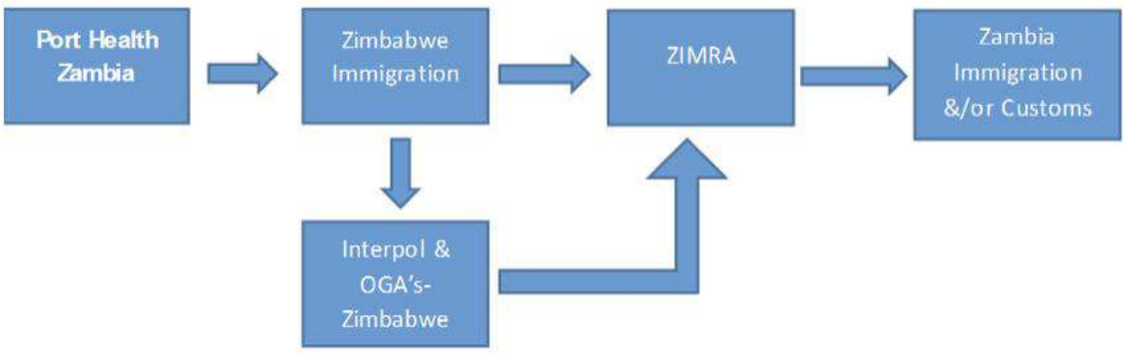
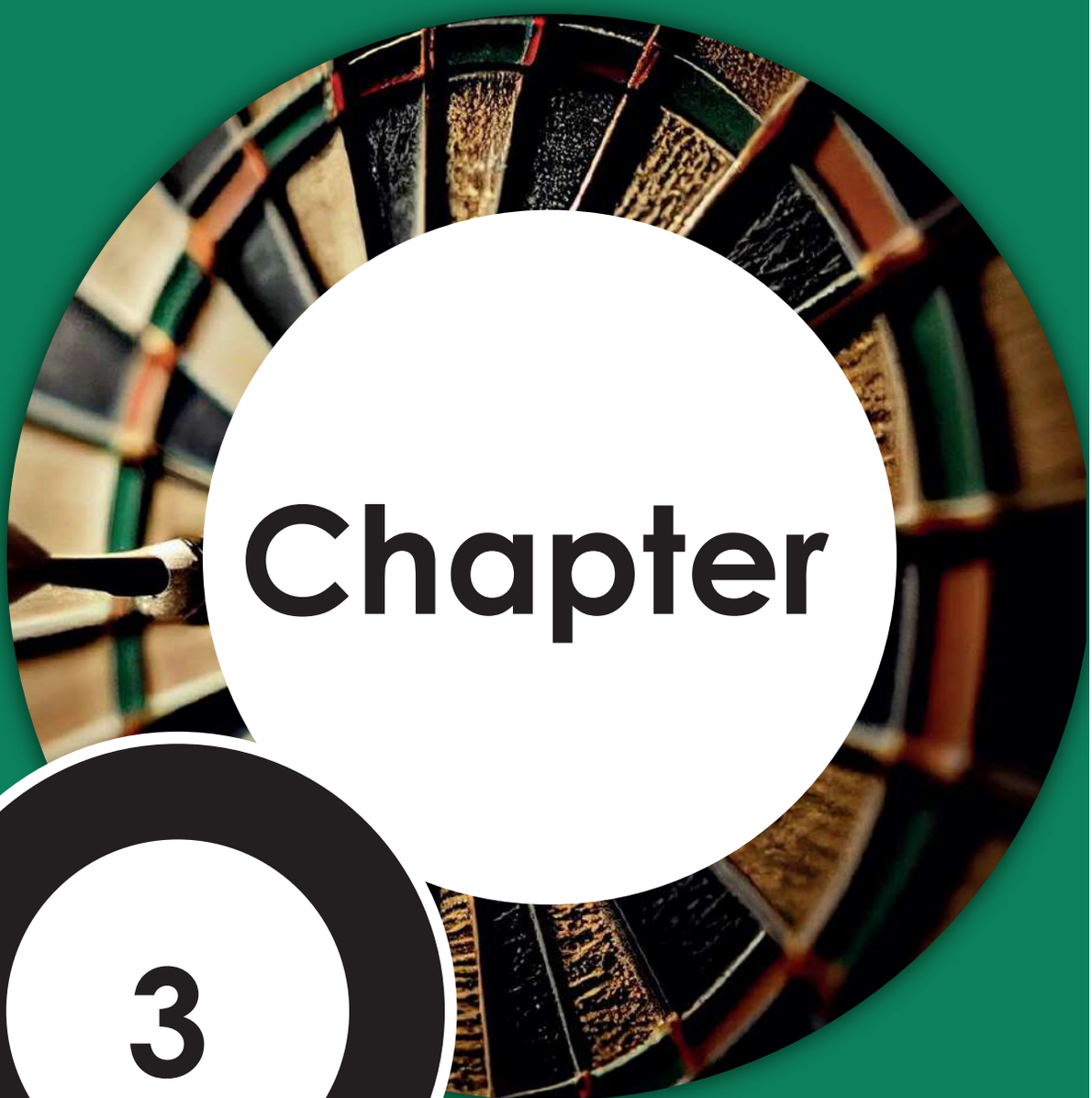


Figure 13 Chirundu OSBP Private Motor vehicles Export Process flow

- Northbound private vehicles do not stop on the Zimbabwean side of the Chirundu OSBP and all exit formalities are performed on the Zambian side of the Border.
- Driver and all passengers proceed to the Zambian Port Health Desk for screening on arrival.
- Proceed to Zimbabwe Immigration for Zimbabwe Immigration exit formalities.
- After immigration the driver proceeds to INTERPOL for clearance of the vehicle. If he is carrying any controlled goods he is also required to visit the relevant OGA's for clearance.
- From INTERPOL and OGA's the driver then proceeds to the ZIMRA office for processing of a Temporary Export Permit (if Zimbabwean Registered) or acquittal of the Temporary Import Permit (if foreign registered)
- After all the Zimbabwean exit formalities have been completed the driver then proceeds to the Zambian Immigration Counters to start the Zambian entry formalities



Chapter 3

Chapter 3 Objectives

1. The objectives of the Chirundu OSBP Endline TMS remained largely similar to those under the baseline survey with the added requirement for comparative analysis with the baseline survey results. The objectives were as follows;

   (i) To measure the time required to complete inland border crossing procedures by Customs and other border agencies, both in the public and private sectors, from the time the cargo arrives at the border of one country until it is released for onward transmission to the next country. These time measurements will also be required for drivers, crew, passengers, pedestrians and other travelers using the border post.
   (ii) To analyze the time taken for each process and procedure applied to these categories i.e. import, export, and transit, in order to identify bottlenecks in the border crossing movement of cargo, vehicles and travelers.
   (iii) To generate recommendations for improving the processes and procedures for smoother movement of cargoes and people across the border and especially with comparison of the metrics captured in the baseline survey.
   (iv) To establish the endline measures in comparison to the baseline measures for the purposes of identifying improvements and/or remaining challenges in order to address these effectively.

2. The Endline - provides data for all processes covered in the scope to enable identification of existing bottlenecks and related challenges to further enable the development of additional recommendations for corrective action.

Chapter 4

Chapter 4 Scope

4.1 General

The scope of this survey covered all commercial imports, exports and transit both north and southbound looking at activities of other PGAs involved in the direct clearance process of cargo and facilitation of travel. Unlike the baseline survey, the Endline survey was not jointly conducted with the Zambia Revenue Authority.
The subjects of the survey and survey items are listed in the following table.

Table 4.1: Subjects of the Survey and Survey Items

Subjects of the Survey	Survey Items
All trucks, whether loaded or empty, buses and their passengers, crew members, private registered cars and their passengers and other vehicles being imported or exported	Time taken to complete all border crossing formalities and procedures. Data was collected for all types of cargo, vehicles and travellers.
Import, export, and transit cargo	Time taken to complete all border clearance formalities and procedures as well as system clearance times for the scoped cargo categories. The data was collected by enumerators who were posted at strategically mapped points and from the computerized systems maintained by customs and any OGA that operates an information recording system,
Human traffic including truck drivers & their crew, buses drivers and their crew, all passengers including pedestrians whether traveling for business or leisure.	Measured the time taken to complete border crossing port health procedures, and immigration procedures
Government authorities (Customs Immigration Quarantine processes and other government agencies [OGAs]) that have passenger detention authority including any migration controls different from standard passport control (e.g. deportations or refugee processing).	Measured the time taken to complete these procedures including indications of whether a passenger was allowed to proceed or not in order to obtain information on entry/exit time.
Local community residents and other stakeholders whether crossing the border or not. These may also include day trippers whose unpredictable frequencies may tend to distort travel patterns.	Carried out an assessment of the impact of the OSBPs on local communities and stakeholders (workers at the OSBPs and users of the OSBP, e.g., customs brokers, importers/exporters, truck operators, and logistics companies).

The survey was limited to the Chirundu One Stop Border Post, focusing on Zimbabwe clearance processes only.

4.2 The Processes Covered in the Survey

The processes covered by the survey were end to end manual data collection, that is

from entry gate on the Zimbabwean side into and exit acquittal desk on the Zambian side, for northbound traffic and from the Zambia exit acquittal desk on the Zimbabwean side to the entry gate into Zimbabwe for Southbound. Customs import, transit, and export system processes are automated except for manual interventions when the system is down or where sight of the cargo is required. For automated processes the time stamps were obtained from the system in the same way as for the baseline survey. Zimbabwe effectively uses a pre-clearance facility with additional analysis to examine the causes of outstanding/"unfinalized" transactions in the system for various reasons to avoid distortions from outliers as was noted in the baseline survey.

There has not been any change in the Zambian position regarding pre-arrival requirements for northbound traffic since the observation noted in previous survey, traffic dwell time in Zimbabwe was increased because of the requirement for all loads entering Zambia to lodge pre-registration. This compelled traffic exiting Zimbabwe to park in Zimbabwe pending fulfillment of this requirement. The recommendation in the baseline thus requires escalation.

Besides the customs clearance system data, electronic cargo tracking system data can also be obtained but only for transit cargo under electronic seal. This enabled a categorization of traffic carrying sealed cargo which could also be tracked after release at the port of entry or point of sealing to provide additional data to be combined with the rest of the metrics. Electronically sealed cargo comprised a small percentage of such traffic as not all cargo is sealed and not all sealed cargo exits through Chirundu.

4.3 Volume of the Survey (Sample Size)

The survey captured all categories of traffic passing through during the period of the live survey and during the period the enumerators were on duty. The estimated sample size all round had been set at 7,000 from end to end for both north and south bound traffic in the Terms of Reference. However, on scoping, it was noted that there were a number of in between service points and not all of them are manned by all stakeholders at the border. Data was collected from these points from selected samples at the service point from all traffic passing through during the period of the live survey.

Below is a summary of the end to end data captured and validated for analysis.

Category	Incoming	Outgoing
Captured	**8,037**	**4,184**
Validated	**7,562**	**4,129**
Discarded	**475**	**55**
% validated	**94.09%**	**98.69%**
Total Captured	**12,221**	
Total Validated	**11,691**	
Total discarded	**530**	
Total % Validated	**95.66%**	

Total captured data was 12,221
Total validated was 11,691, posting a 96.66% validation.
The last survey, validated 44% of all captured data and the 95.66% validated in the endline

survey post a significant higher degree of confidence in comparison.

Commercial traffic

The Northbound commercial trucks sample size was 1459 trucks, but 60.18% was excluded during data matching, thus 39.82% data (581trucks) was used in the analysis. As for south bound traffic, 1504 trucks were initially recorded and of these 68.95.18% of the data was discarded during data matching, thus 31.05% data on 467 trucks was used. All in total 2963 rucks entered the border post and 1048 (35.27%) of them form the basis for the end to end analysis undertaken.

The exclusion of some transactions is attributable to the following reasons

(i) Data incomplete due to limited data collection period. Border operates 24hrs for commercial traffic whilst the survey data collection was for 16hrs.

(ii) Insufficient/ inadequate information at first check check point into or out of the border making it difficult to data match transactions on the strength of vehicle registration numbers. For example, on arrival at Zambian exit acquittal desk, which is our recorded entry/arrival at the Zimbabwe border , the driver won't be having the requisite Zimbabwean clearance documents, hence enumerator records the truck and trailer details

(iii) Capturing errors by enumerators /data capturers which affects the data matching process

Following the data validation and cleaning the data set(s) reconciled as follows:

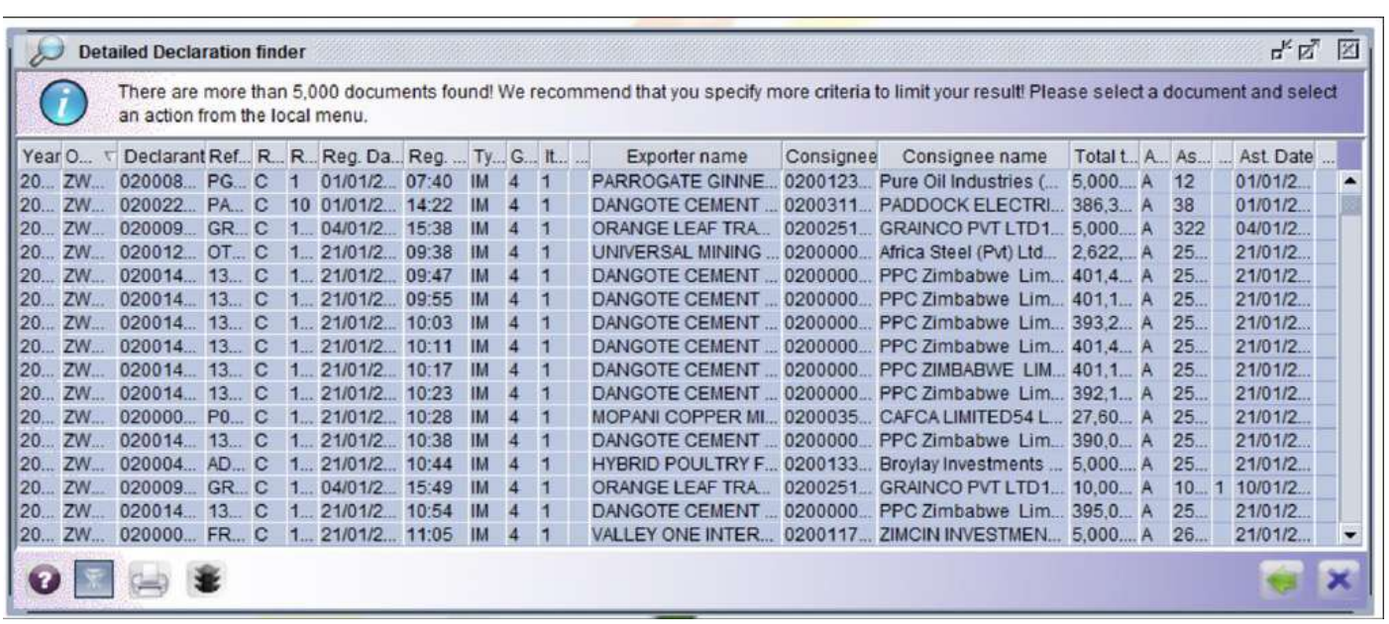
Table 4.2: Sample Data Reconciliation

Incoming -Southbound Traffic			**Outgoing - Northbound Traffic**		
Data Collection Point	**Data collected**	Data validated	**Data Collection Point**	**Datacollected**	**Data Validated**
ZM exit Acquittal-trucks	1504	1259	Exit Gate 1	1459	1456
Entry Gate -Trucks	1358	1229	ZW Exit Acquittal Desk	1114	1114
Pvt Imports -ZIMRA Office	248	248	Fuel Tanker P/Es	653	603
Pvt Imports -INTERPOL (pvt cars)	431	431	Outgoing Pvt Vehicles	62	62
Pvt Imports -Entry gate (cars)	560	488	INTERPOL clearance	36	36
Incoming Buses	75	72	Questionnaires distributed	62	60
EMA	197	197	Immigration	798	798

Port Health - Commercial	124	124			
Plant Quarantine	42	42			
NBA	6	6			
Veterinary Services	3	3			
VID	588	588			
Commercial P/E Bay	54	54			
Immigration	1432*	1431*			
Scanners	1039	1014			
Port Health - Screening	376*	376*			
Totals	**8037**	**7562**		**4184**	**4129**

* relates to travellers

The above table shows that ,7562 incoming data entries out of a total of 8,037 were validated as correct, whilst 4,129 entries out of 4,184 for outgoing were also validated as correct, which calculates to 94.1% and 98.68% respectively.



Year	O...	Declarant	Ref...	R...	R...	Reg. Da...	Reg. ...	Ty...	G...	It...	...	Exporter name	Consignee	Consignee name	Total t...	A...	As...	...	Ast. Date	...
20...	ZW...	020008...	PG...	C	1	01/01/2...	07:40	IM	4	1		PARROGATE GINNE...	0200123...	Pure Oil Industries (...	5,000....	A	12		01/01/2...	
20...	ZW...	020022...	PA...	C	10	01/01/2...	14:22	IM	4	1		DANGOTE CEMENT ...	0200311...	PADDOCK ELECTRI...	386,3...	A	38		01/01/2...	
20...	ZW...	020009...	GR...	C	1...	04/01/2...	15:38	IM	4	1		ORANGE LEAF TRA...	0200251...	GRAINCO PVT LTD1...	5,000....	A	322		04/01/2...	
20...	ZW...	020012...	OT...	C	1...	21/01/2...	09:38	IM	4	1		UNIVERSAL MINING ...	0200000...	Africa Steel (Pvt) Ltd...	2,622,...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	09:47	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	401,4...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	09:55	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	401,1...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:03	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	393,2...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:11	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	401,4...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:17	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC ZIMBABWE LIM...	401,1...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:23	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	392,1...	A	25...		21/01/2...	
20...	ZW...	020000...	P0...	C	1...	21/01/2...	10:28	IM	4	1		MOPANI COPPER MI...	0200035...	CAFCA LIMITED54 L...	27,60...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:38	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	390,0...	A	25...		21/01/2...	
20...	ZW...	020004...	AD...	C	1...	21/01/2...	10:44	IM	4	1		HYBRID POULTRY F...	0200133...	Broylay Investments ...	5,000....	A	25...		21/01/2...	
20...	ZW...	020009...	GR...	C	1...	04/01/2...	15:49	IM	4	1		ORANGE LEAF TRA...	0200251...	GRAINCO PVT LTD1...	10,00...	A	10...	1	10/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:54	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	395,0...	A	25...		21/01/2...	
20...	ZW...	020000...	FR...	C	1...	21/01/2...	11:05	IM	4	1		VALLEY ONE INTER...	0200117...	ZIMCIN INVESTMEN...	5,000....	A	26...		21/01/2...	

Figure 12 Typical ASYCUDA World Report Depicting High Volumes For 2023

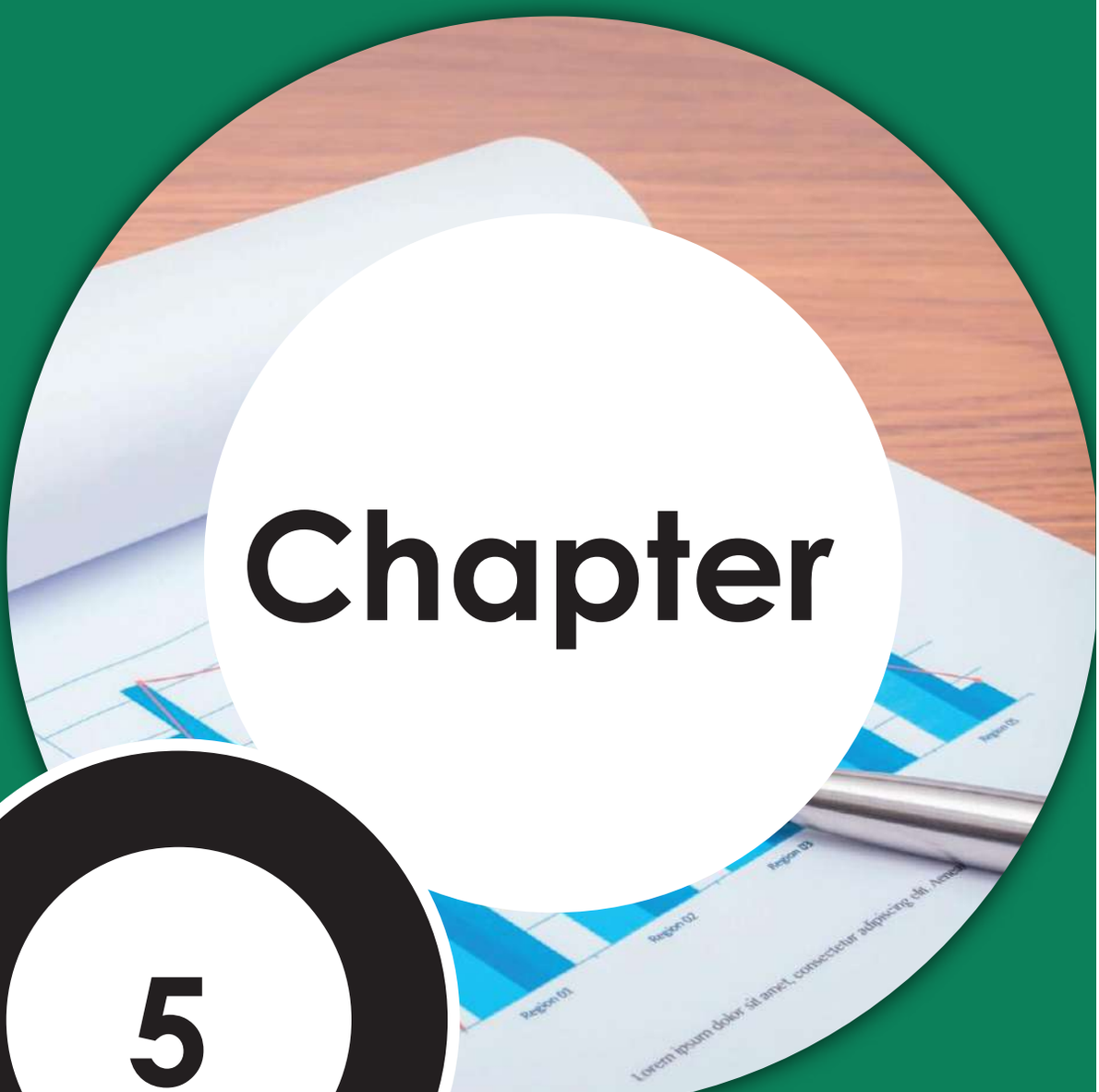
The above table is a typical screenshot of an ASYCUDA report for declarations electronically submitted through Chirundu for visual demonstration only. The limitations indicated in the

header information on the above screenshot demonstrates the high volumes involved where the system requires refinement of the search parameters to pick and display all information beyond the count of 5,000 entries , against the total of 154,489 entries noted in the table below which is the total picked from the fragmented search.

The survey was carried out from 17-23 May 2024, for 7 consecutive days, targeting normal traffic flows. Data was collected by enumerators on duty between 0600hrs and 2200hrs. This excluded data on traffic passing through the control outside the survey operating hours. However the data collected during the 16hr daily shifts is adequate to draw meaningful conclusions regarding clearance and/dwell times.

The sample size was 2,963 trucks, 622 private vehicles, 75 buses and 2,230 travellers. It should however be noted that truck , private vehicle or traveler may have had more than one intervention/ recording depending on the processes involved which speaks to the number of stakeholders that one had to pass through. In this regard, 8,037 data entries (line items) were made on incoming traffic and travelers whilst 4,184 data entries were also captured on outgoing traffic. The data sets are inclusive of 1,808 incoming travelers clearance and 798 outgoing traveler clearances

Chapter 5


Region 01
Region 02
Region 03
Region 05
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean

Chapter 5 Reporting Format

The TMS presents its analysis on data gathered at the Chirundu OSBP Endline survey. The underlying data is annexed to the report for ease of reference.

The report framework was adopted from the WCO TRS Guide 2018 version with variation and customization to suit the TMS requirements.

5.1 Team Composition

The survey was sanctioned through comprehensive Terms of Reference with a team of seventeen (18) Technical Working Group Members drawn from the Zimbabwe Revenue Authority, Immigration, OGAs and the private sector. Twenty-eight (28) enumerators were recruited to assist with the data collection.

Two separate one-day training sessions were conducted on site for the TWG members and the enumerators, to on-board all. The TWG members held an inception meeting and training to discuss activities progress, the data collection instruments to be used as well as enhancing their survey supervision skills. The enumerators were trained in health, safety and ethical considerations, data collection, data integrity as well as appreciation of the data collection instruments (forms and questionnaire). The training also provided plenary sessions for questions and answers.



Figure 15 Technical Working Group Member, Mr Mukombero (Immigration) Stresses a Point During Enumerator Initial Training

This initial training engagement was also attended by Mr Motohiro Fujimitsu, Manager WCO/JICA Joint Project from the Capacity Building Directorate in Brussels, Belgium who appreciated the preparatory work demonstrated by the detailed engagement during the various presentations from the participating TWG Members.



Figure 16 Mr. M Fujimitsu flanked by A M Mutandiro TMS Supervisor (left) and V Mayisiri TMS Chair and Lead TWG Member (Right)

5.2 Dry Test Run

The TWG and enumerators conducted a pre-survey test to enable the TWG members and the enumerators to acclimatize with the data collection points including the data sheets. The dry run enabled identification of any areas for refinement. A total of 53 data elements were collected during pre-survey test for peremptory analysis. Necessary adjustments were made to some data collection sheets including review of data collection points. TWG members from Port Health and EMA officials gave an awareness induction to enumerators, on health and safety issues given the adverse climate conditions in Chirundu and the OSBP location in the Hurungwe Safari Area, which exposed enumerators to encountering wild animals at some data collection points.

Mr. Motohiro Fujimitsu



Figure 17 Break of Dawn Enumerator Briefing Before Deployment for the Dry Run

5.3 Data Collection, Capture and Validation

Raw data was collected manually on hard copy data sheets from 0600hrs to 2200hrs for the period of the live survey. Enumerators manned the identified data collections points with each of them under direct supervision of a TWG member. Completed data sheets were being handed over to the supervisor for review and approval at the end of each shift. The Supervisor would hand these to the data analysts for serializing and subsequent filing pending future data capture process.

The collected raw data was electronically captured in June 2024 that is, from 24-29 June 2024, using the Kobo Toolbox application. The data capture process was done by 10 data capturers at a central point under the supervision of the appointed TWG Members. The captured data was stored on Excel within the Zimbabwe Revenue Authority pending validation and analysis.

Data validation and analysis was carried out by the TWG members with the assistance of the JICA OSBP team

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Figure 18 Enumerators Turning In Collected Data to Supervisor and TMS Vice-Chair J Rundogo

5.4 Survey Plan

The below schedule covers the activities from the first planning meeting to the launch of the final approved report.

Table 5. 1 Survey Activities Plan

No.	TMS Activities	Date
1	Chirundu Endline TMS planning and TOR development workshop.	12, 13 December 2023
	Held the first Chirundu 2024 Endline Time Measurement Survey planning meeting (hybrid) and this included formulating terms of reference. The meeting was attended by the Chirundu TMS committee, referred to as the Technical Working Group as well as members of the JICA OSBP Team.	
2	Chirundu Endline TMS meeting on Methodology, Process Mapping and TORs Review	11 March 2024
	The Zimbabwe TWG and JICA OSBP Project Team convened a hybrid meeting where they discussed methodology and concept, and reviewed the TORs. Also conducted process mapping at the border to determine (i) key data collection points including data to be collected, and (ii) the number of enumerators required for the end Endline TMS Survey.	
3	Enumerator Recruitment by JICA TMS Team	9-10 May 2024
	Advertisement placed on the national newspaper on 29 April 2024. The selection and recruitment of applicants was done on 9 & 10 may 2024. A total of twenty-eight enumerators were recruited in line with process mapping conducted.	
4	Inception Meeting with TWG Members	14 May 2024
	Conducted a TWG Inception meeting reviewing the survey plan including refinement of the OGAs plans .	
5	Training of Enumerators and Test Survey	15, 16 May 2024
	Training of enumerators done on site, followed by a test/mock survey which helped enumerators to familiarize with the TMS data collection questionnaire and at the same time appreciate the data collection points. Also developed Duty Rosters and deployment schedules to assist in strategically managing the survey day to day activities.	
6	Data Collection activities (Live Survey)	17-23 May 2024
	Conducted the live Endline TMS survey at the Chirundu OSBP, with a team comprising 17 TWG members and 28 enumerators. Data collection was being done between 0600hrs and 2200hrs.	
7	Data Capture activities	24-29 June 2024
	JICA hired 10 data capture clerks who captured the raw data onto the system. The activity was done in Harare at the Zimbabwe Revenue Authority office.	
8	Data Validation and Draft Report Writing	20 – 30 August 2024
	The TWG members convened in Chirundu, in a break away session where they carried out data validation and compiled the Draft Report.	
9	Endline TMS Draft Report Validation Workshop	7 November 2024
	A Workshop will be conducted to validate the draft final report by inviting relevant authorities of the Chirundu Border and National Trade Facilitation Committees. The venue or mode will be virtual.	
10	Circulation of the draft report on incorporation of comments arising from validation workshop for final confirmation	November 2024
11	Approval of the Endline TMS Report by the highest authorities concerned.	November 2024
12	Publishing and printing of Endline TMS final report	November 2024
13	Launch of the Endline TMS Report and Presentation to the Public	November 2024

5.5 Authorized Economic Operators

The number of accredited traders increased from 12 to 14 since the baseline survey. Only two authorized economic operators transact through Chirundu OSBP, one being a transporter and the other a Customs clearing agent. An extraction from the ASYCUDA World made, revealed that clearance declarations tendered/registered on behalf of AEOs are processed within 1 minute
Below is an extract from ASYCUDA World demonstrating the minimal time taken to process a declaration submitted by an Authorized Economic Operator.

Whilst the AEO accreditation denotes healthy compliance levels on domestic tax and customs issues, the uptake by business remains low. At the time of the survey, a total 14 Authorized Economic Operators were operating. The number consists of one (1) clearing agent, one transporter with the rest being importers, exporters, manufacturers and retailers.

There were no imports and exports by AEOs during the survey period save for transactions by the accredited transporter and clearing agent who offer trade facilitation services. During the survey period the accredited transporter registered 78 Electronic Manifests whilst the clearing agent lodged 49 declarations which were being processed within one and half hours. Since the two will be facilitating non-AEO clients, their accreditation benefit is extended through manual interventions during the clearance process. A total of 1263 AEO import clearances were done at Chirundu OSBP from January 2024 to the survey period and all the consignments were being assessed within one minute.

Discussions on taking AEOs accreditation to enhanced levels continue to receive support from other regulatory agencies with the following improvements being on cards:

(i) integration with other regulators, in an effort to offer seamless service to the preferred traders
(ii) mutual recognition with South Africa, thus preferential treatment being extended to our AEOs

The table below shows the accredited Authorized Economic Operators at the time of the study.

Table 5. 2 List of AEOs and their Business Categories

	NAME OF ENTITY	BUSINESS CATEGORY
1	Arenel Zimbabwe	Manufacturer – candy and confectionery
2	Auto World Zimbabwe	Vehicle Distributor
3	Bikita Minerals	Mining
4	Edgars Stores	Clothing retail
5	CFAO Motors	Vehicle Distributor
6	PPC Zimbabwe	Manufacturer - cement
7	Speedlink Cargo Zimbabwe	Clearing Agent
8	Strauss Logistics	Transporter
9	Surface Wilmar Investments	Manufacturer - cooking oil/consumer goods
10	The Zimbabwe BATA Shoe Company	Manufacturer - footwear
11	Unilever Zimbabwe	Manufacturer – consumer goods
12	United Refineries	Manufacturer - cooking oil/consumer goods
13	Zimbabwe Platinum Mines (ZIMPLATS)	Mining
14	Pure Oil Industries (Zimgold)	Manufacturer - cooking oil

5.6 Impact of Differences in Declaration Handling: Zimbabwe vs Zambia

As reported in the Baseline Survey Report, Zimbabwe operates a pre-clearance facility whilst the Zambia Revenue Authority enforces a pre-registration facility. Traffic entering Zambia is required to adhere to pre-registration of all cargo before proceeding into the customs control zone for the Zimbabwe exit formalities and finally into Zambia. Most traffic however arrives in Chirundu before the Zambian pre-registration requirement has been made.

This still has an impact on the dwell time on the Zimbabwean side where such traffic proceeds only after adhering to the Zambian requirement, a process which may take up to 4 days. Some of the Zambian clearing agents tend to release/send papers to the drivers in batches a process that may create congestion as truckers jostle to cross to Zambia. Whilst there have been recommendations to allow all exiting trucks to cross to the Zambian side, with the non-pre-registered facing penalties from ZRA, it has not yielded. The major constraint is the limited truck parking area on the Zambian side, where the end result will be a total traffic clog/jam, further creating long queues on the Zimbabwean side. Despite the recommendation in the baseline, survey report to have this addressed, engagement with the Zambian Authorities at local level have not resolved the matter. This observation still stands and the recommendation for harmonization requires escalation.

5.7 Levels of Facilitation or Intervention within the Overall System

Increased levels of intervention include the following:

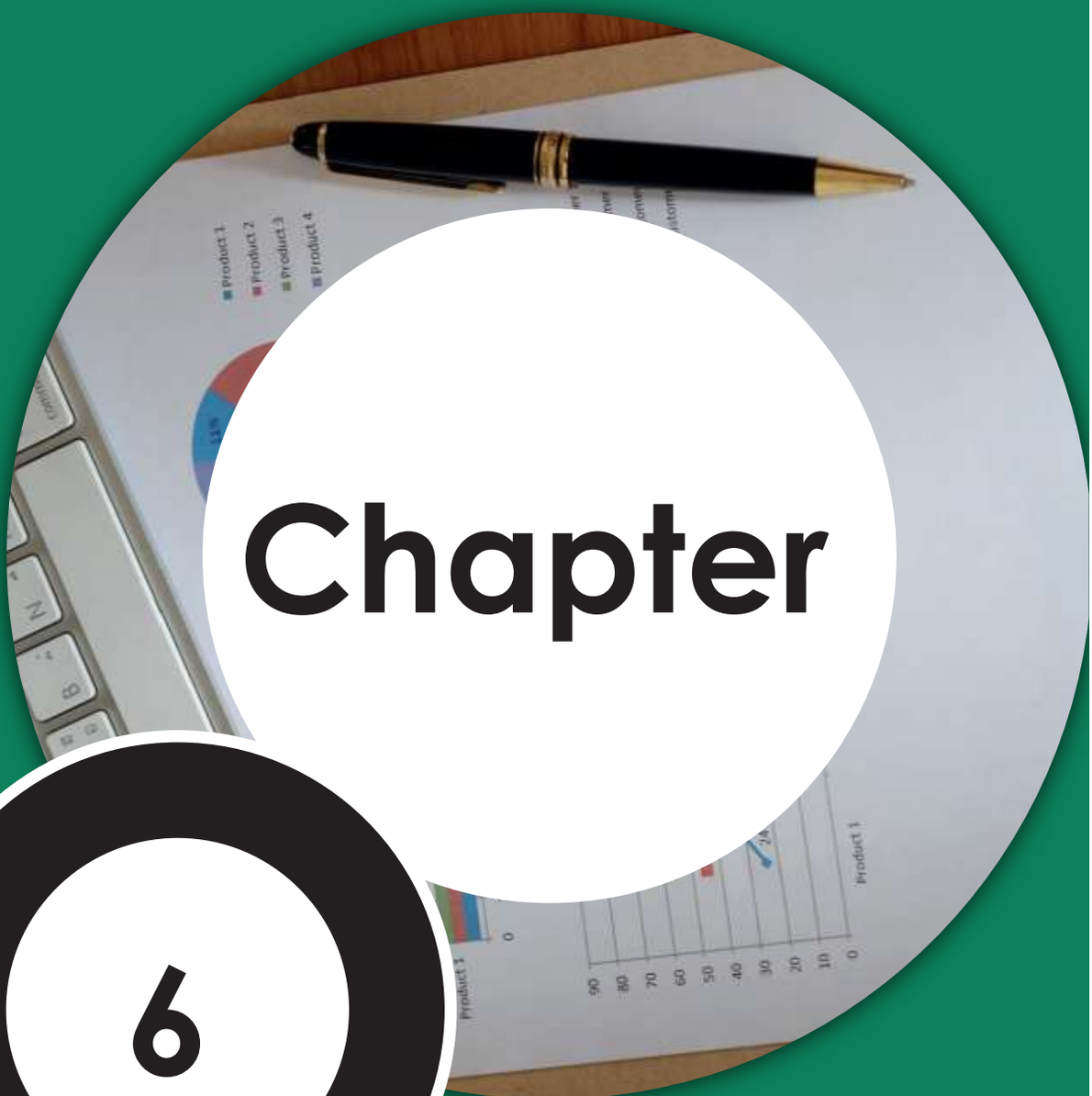
- The successful integration of ASYCUDA Systems between ZRA and ZIMRA
- The recent ASYCUDA World upgrade by ZIMRA from Version 4.3.2 to Version 4.4.0 with enhanced features.
- The roll out of the Zimbabwe Single Window, launched at Forbes, Mutare and Beitbridge and yet to be rolled out at Chirundu.
- ZIMRA support automation interventions such as Electronic Cargo Tracking, the e-Tariff, Clearing Agent Management Module and integration of various automated platforms all round.
- ZIMRA's 24hr Document Processing Centres
- Automation of Immigration passport control functions including future developments to be aligned to the e-Passport functionalities as well as other biometric processing functions.
- NBA's permit issuance under Biolink

ASYCUDA World, using an imbedded risk engine that is updated quarterly and ad hoc to address emerging high risk trends, channels all declarations into pre-defined "lanes" automatically as follows:

LANE	CONFIGURED FUNCTION
Blue	For Authorised Economic Operator; declarations automatically assessed on successful registration.
Green	For declarations deemed low risk; automatically assessed on successful registration
Yellow	For medium risk declarations tagged for documentary check and appropriate secondary processes on successful registration; depending on document check finding and guidance provided in terms of the risk parameters.
Red	For high risk declarations for which thorough documentary checks and physical examinations are required; including any other action and guidance provided in terms of the risk parameters. This is a high risk lane and is also used to identify high risk transit cargo for electronic sealing and tracking

Figure 19 ASYCUDA World Declaration Processing Configuration Information

The ASYCUDA World setup from the Zimbabwean perspective, creates significant advantages for the overall clearance of goods. Minimal processes are carried out to admit goods destined to Zimbabwe or in transit. Similarly, this also enables minimal exit processes for exports and goods in transit at the ports of exit. For the localized 2022 TMS carried out at Chirundu, the processes are discussed in detail under Declaration Handling.



Chapter 6

Chapter 6 Analysis and Findings

The Kobotool only assisted in Data capturing with data analysis being done using Excel at the report drafting stage. This data manipulation then enabled the establishment of average time, minimum delay, maximum delay and median. The following tables present the findings after the analysis.

6.1 Data Analysis

Table 6. 1 Total Data Manually Collected for the Period of the Survey 17-23 May 2024

TRANSIT	IMPORT	EXPORT	EMPTY	TRAVELERS (incl crew)	BUSES	PVT VEHICLES
647	284	30	1491	2230	75	622

The statistics above show the raw data collected at different data collection points during the live survey, as per the undertaken process mapping.

- The survey aimed to determine the overall Average Release Time (ART) or dwell time for both northbound and south bound traffic on all categories from the processing times captured at each point.
- The analysis is presented in the form of narratives as interpreted from the tables and graphs showing the survey statistical results.
- Key or critical points for overall dwell times measurement for commercial traffic were established as follows:

  ☑ Outgoing/Northbound Traffic- the Exit Gate 1, which is described as Point N1 in the process mapping (Figure 6) is the first entry point into the customs control area for all traffic intending to exit Zimbabwe into Zambia.

  ☑ Zimbabwe Exit Acquittal Desk referred to as Point N3 is Zimbabwe's last commercial processing point situated on the Zambian side, defining the final exit from Zimbabwe. The overall dwell time becomes time taken to complete commercial processes from NI to N3.

  ☑ Incoming /Southbound traffic – the Zambia Exit Acquittal referred to as Point S9 in the processes mapping flow chart (Figure 7) is the deemed commercial trucks first entry point into Zimbabwe's border after completion of Zambian commercial exit processes.

  ☑ After completion of all clearance processes the trucks makes entry into Zimbabwe through Point S12, Entry gate for trucks, thus dwell time becomes time taken to complete processes between S9 and S12 .

- One of the interventions introduced after the baseline survey is the 100% physical examination on outgoing loaded fuel tankers, and this is done at N2, on the Zimbabwean side.

[4] The terms "release time'' and "dwell time" are used interchangeably in this report.

- Outgoing private traffic does not stop on the Zimbabwe side and is cleared at N4 and N5 which handled passenger traffic including the stamping of passports for all private travelers and commercial crew members (drivers).
- The following analysis and results were done for each point where data was collected.

North Bound Trucks

The outgoing commercial trucks were broken down into three categories to enable comparative analysis with baseline results. The first category covers fuel tankers that pass through the physical examination (P/E) bay for product verification referred to as fuel dipping. The second category is for exports, that is, goods being exported from Zimbabwe. The third/final category relates to all exiting transit vehicles other than fuel tankers

Northbound Fuel tankers.

These vehicles pass through a P/E bay situated on the Zimbabwe side. Due to a surge in transit fraud cases involving fuel, a directive was given for the conducting of 100% physical examinations (P/E) on loaded fuel tankers. Thus, upon entering the border , the tanker do not proceed straight to the exit acquittal desk but have to follow a queue to the P/E bay for product verification.

The table below shows the dwell times recorded northbound tankers.

Table 6. 2 Northbound Fuel Tankers

INDICATOR	HOURS	MINUTES	SECONDS
MAXIMUM	11	6	0
MINIMUM	0	19	0
AVERAGE	5	37	8

A total of 239 northbound tanker trucks were analysed under end to end complete transactions, that passed through the physical inspections bay

- The average dwell time was 5 hours 37 minutes 8 seconds.
- The maximum dwell time recorded was 11 hours 6 minutes.
- The minimum dwell time recorded was 19 minutes.

Owing to the border's constrained infrastructure, the tanker P/Es are conducted in batches of 12 for double trailers or 15 for single trailers, a process that is time consuming. The lengthy dwell time accounts for the end to end processes, that is from Exit gate 1 to the Zimbabwe exit Acquittal Desk on the Zambian side

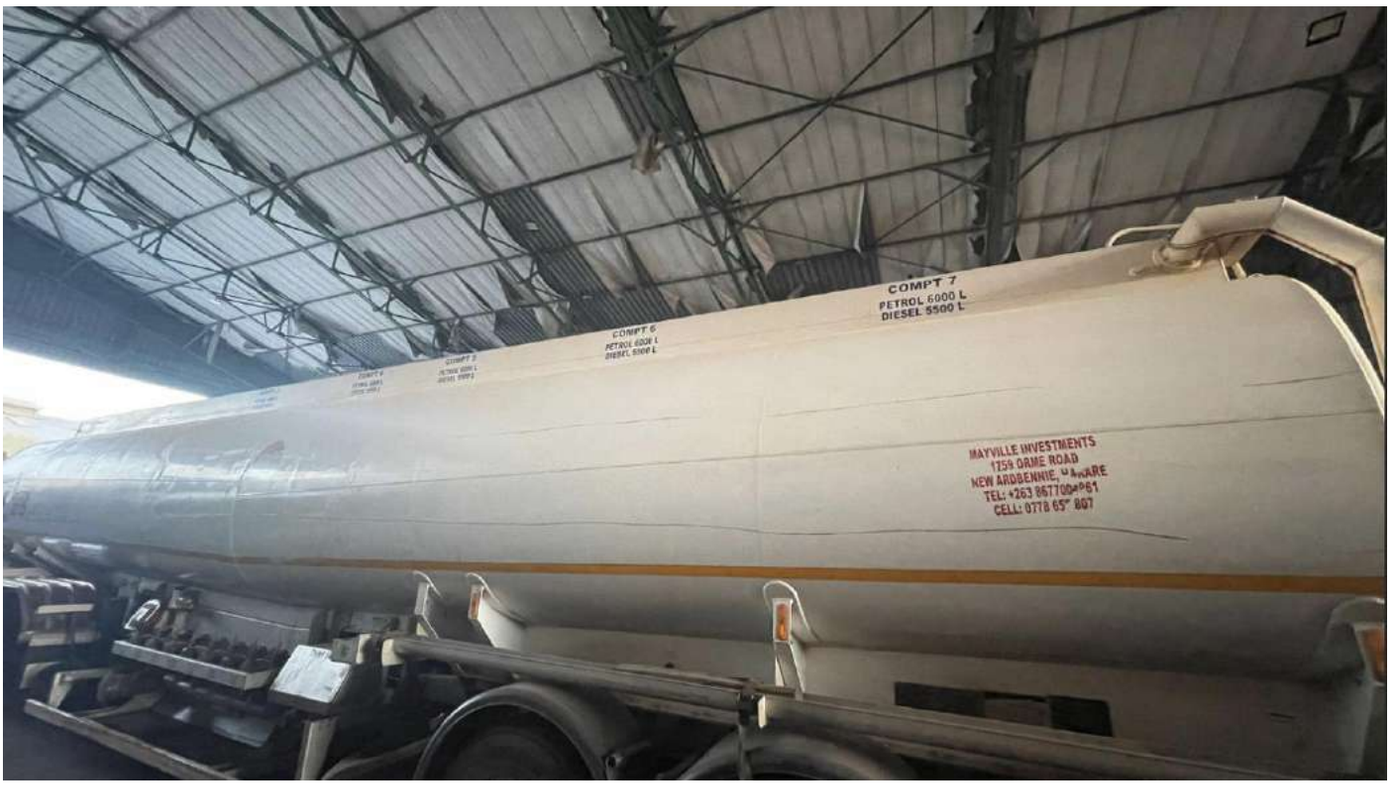


Figure 20 North Bound Tanker at Point of Physical Examination Awaits Dipping

Tanker Physical Examinations Dwell Time

This process measure was the actual time taken to conduct a tanker P/E.

The introduction of P/Es on outgoing tankers was a result of a high incidence of transit fraud involving petroleum products in transit. The revenue leakage resulted in a directive for 100% verification before a tanker is released for exit. Whilst the decision may be at variance with recommended best practice in risk management, the measure is meant to mitigate the effects of rampant transit fraud cases the country is experiencing.

Table 6. 3 Physical Examination for Tankers (Dipping)

Indicator	Hours	Minutes
Minimum Time Taken	0	4
Maximum Time Taken	2	49
Average Time Taken	0	56

- A total of 601 fuel tankers passed through the tankers physical examination shed during the period of the survey.
- The average time taken for these physical examinations was 56minutes per batch.
- Tanker physical examinations were carried out in batches due to the limited space and the need to manage the risk of congesting the area with hazardous cargo. Trucks are moved forward in batches of 12 or 15 each depending on whether they have one or two trailers

- The minimum time taken was 4 minutes and the maximum time taken was 12 hours 43 minutes. The 4 minutes refers to tankers whose P/E is waived because of being laden with a consignment other than fuel

Commercial Exports

The measure was on commercial trucks carrying goods exported from Zimbabwe for various reasons, but mainly in pursuance of contracts of sale. ,

The table below shows the dwell times recorded for northbound exports.

Table 6. 4 Exports Commercial Trucks

INDICATOR	HOURS	MINUTES	SECONDS
MAXIMUM	3	33	0
MINIMUM	0	32	0
AVERAGE	2	3	46

A total of 30 trucks carrying exports were recorded during the survey.

- The average dwell time was 2 hours 3 minutes 46 seconds.
- The maximum dwell time recorded was 3 hours 33 minutes.
- The minimum dwell time recorded was 32 minutes.

Transit Trucks

Transit trucks refers to all transiting Northbound traffic, other than loaded fuel takers that passed through border during the survey period. These had no P/E interventions thus they proceeded through to the exit acquittal desk.

The table below shows the dwell times recorded for northbound transit trucks.

Table 6. 5 Northbound Transit Trucks

INDICATOR	HOURS	MINUTES	SECONDS
MAXIMUM	13	2	0
MINIMUM	0	8	0
AVERAGE	1	45	34

- A total of 312 northbound transit trucks were recorded during this survey.
- The maximum dwell time recorded was 13 hours 2 minutes.
- The minimum dwell time recorded was 8 minutes.
- The average dwell time was 1 hour 45 minutes 34 seconds.

Figure 21 North Bound Trucks Queuing To Enter the Customs Control Zone



Table 6. 6 Comparative Analysis - Baseline and Endline Traffic Statistics

Category	Baseline	Endline
Tankers	226	239
Transits		312
Exports	5	30
Total trucks	231	581

- In the baseline survey a total of 231 trucks were recorded as compared to 581 trucks in the Endline survey.
- From the 581 trucks, 239 were tankers, 30 were exports and 312 were trucks in transit whereas in the baseline survey all northbound trucks were recorded and analyzed collectively.
- The tankers were recorded and analyzed separately as they have a new route that was not surveyed in the baseline survey.
- The increase in Endline traffic volumes was largely a result of an increase in data collection hours as well as a surge in traffic volumes

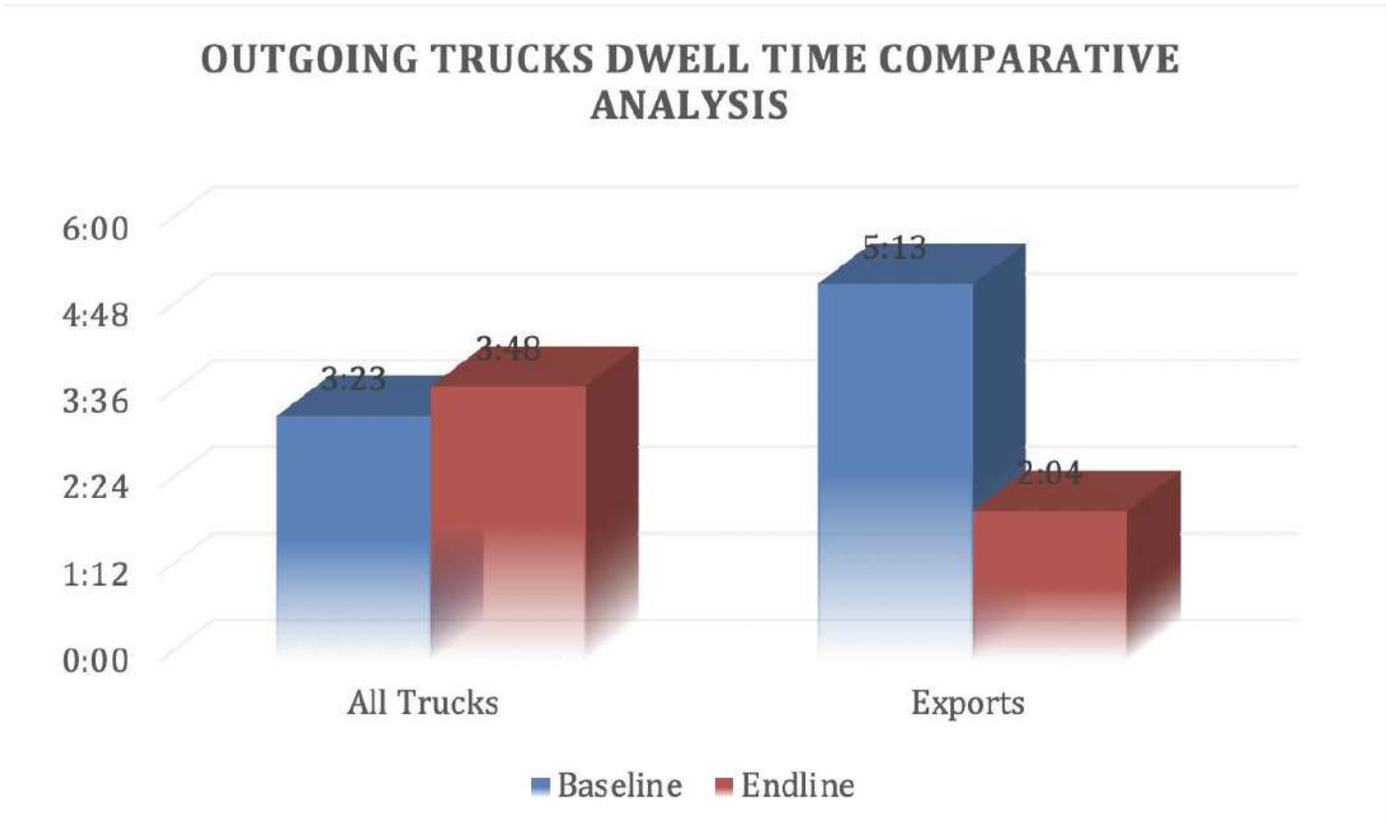


Figure 22 Outgoing Trucks Dwell Time Comparisons

- The average dwell time for tankers, exports and transit in the Baseline survey was 3 hours and 13 seconds whereas the average dwell time in the Endline survey for all northbound trucks was 3 hours and 48 minutes. The increase in overall dwell time for the outgoing traffic is a result of the fuel tankers P/Es intervention following a rise in transit fraud involving fuel.

- The average dwell time for exports in the baseline survey was 5 hours 13 minutes whereas the average dwell time for exports in endline survey was 2 hours 3 minutes and 46 seconds.

ZIMRA PASSENGER CLEARANCE (Northbound)

The desk is responsible for clearance of outgoing travelers and situated on the Zambian passenger terminal

Table 6. 7 Outgoing Vehicle by Type of Transport

Type of Transport	Other	Outgoing Resident	Outgoing Visitor	Grand Total
Minibus	1	2	8	11
Pickup	2	6	11	19
Sedan	1	11	16	28
Van	0	4	0	4
Grand Total	**4**	**23**	**35**	**62**

The table above shows the category of transport and total number of travellers that were encountered during the survey.

The gathered data consisted of 23 outgoing residents, 35 outgoing visitors and 4 unspecified travelers.

Table 6. 8 Dwell Time for ZIMRA Outgoing Passenger Clearance Office

INDICATORS	HOURS	MINUTES
MINIMUN TIME TAKEN	0	1
MAXIMUN TIME TAKEN	1	4
MEDIAN	0	3
AVERAGE	**0**	**7**

- The sample size was 63 vehicles.
- On average it took 7 minutes to clear one vehicle at ZIMRA motor traffic office.
- The minimum time recorded to clear 1 vehicle was 1 minute.
- The maximum time recorded to clear 1 vehicle was 1 hour 4 minutes.
- The high time was recorded on one outgoing Zambian visitor. This was due to the traveller not having the proper required documents and had to return and acquire them.

IMMIGRATION EXIT CLEARANCE CONTROL

Immigration has clearance counters housed in the Zambian passenger terminal for the processing of outgoing travelers. All outgoing travelers present themselves before an immigration officer for outward clearance before embarking on entry formalities into Zambia.

Table 6. 9 Immigration Clearing Times for Outgoing Travellers

INDICATOR	HOURS	MINUTES	SECONDS
MINIMUM TIME TAKEN	0	0	<1
MAXIMUM TIME	0	17	0
MEDIAN	0	1	0
AVERAGE TIME TAKEN	0	0	42

- A total of 798 travellers were recorded in the survey, with 57 travellers in transit, 370 outgoing residents and 371 outgoing visitors.
- The average time taken to clear one traveller through immigration was 42 seconds.
- The minimum time taken was less than a minute and the maximum time taken was 17 minutes.
- The maximum time recorded was 17 minutes and the high clearance time which was a result from an isolated case which required consultation with the supervisor or liaison with the Zambian counterparts.

The below pie chart summarises the major categories of travellers constituting the sample

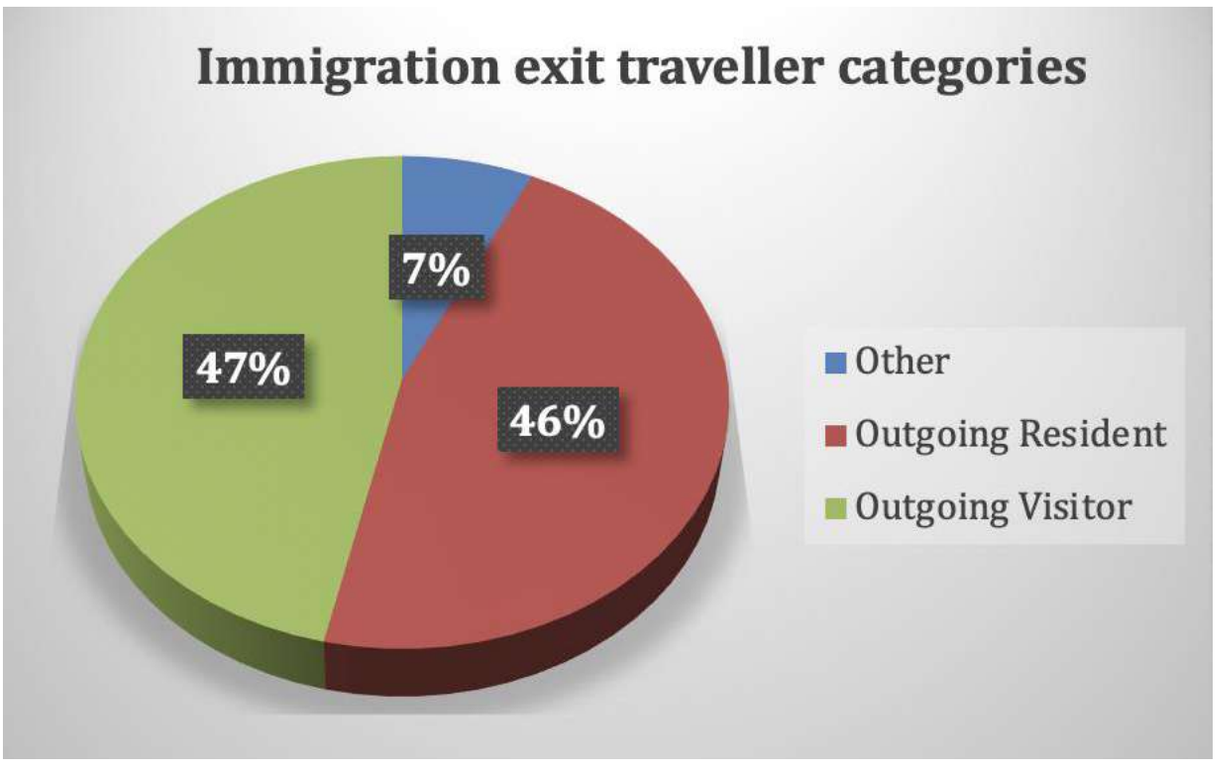


Figure 23 Immigration exit traveller categories

Southbound/Incoming Traffic

The clearance processes for incoming traffic and travelers arriving at port of entry involves traveler screening, declaration processing which includes revenue collection, cargo inspection to confirm declarations and/ prevent illegal or harmful goods from entering a country.

To ensure security and safety of the country's citizens, different border stakeholders operate at the entry port, each with its own mandate. However, the implementation of coordinated border management principles help coordinate border operations to achieve efficient traffic flow.

The traveler has to pass through Port Health for screening before approaching Immigration Zambia for Zambia exit clearance followed by Zimbabwe Immigration Entry formalities and finally ZIMRA and all other border stakeholders for clearance of the goods in their possession. Under a normal set up, a client (driving) is supposed to- visit the ZRA counter before proceeding to Immigration. However, currently there is a bottleneck where a traveler requiring ZRA exit clearance has to visit their commercial exit acquittal office (outside the main building) for exit formalities, then return back too the clearance hall for ZIMRA formalities. Whilst the clearance counter is there ZRA has cited manpower challenges

As for private motor vehicles, the driver approaches INTERPOL, after completion of immigration formalities but before customs clearance. Depending on type of clearance

to be effected and the nature of cargo (if any) one may be required to visit OGAs as controlling authorities on the importation of specific goods under their control.

During the live survey, enumerators collected data from points identified in the scoping, which points are the workstations of other government agents who are directly involved in facilitating trade and travel.

These include

(a) EMA
(b) Port Health
(c) INTERPOL
(d) Plant Quarantine Services Institute
(e) Veterinary Public Health Services
(f) VID
(g) NBA

Southbound Trucks

- This refers to incoming commercial traffic which mainly consists of imports (goods destined for Zimbabwe), transit consignments and empty trucks which are mainly tankers enroute to Harare or Beira to load fuel. Dwell time was measured from the time a truck is acquitted by ZRA to the time leaves the customs yard,(boom gate) that is, makes entry into Zimbabwe

Table 6. 10 Dwell time for South Bound Trucks (Overall)

INDICATOR	HOURS	MINUTES	SECONDS
Maximum	14	22	00
Minimum	0	4	00
Average	3	18	00

- A sample size of 471 transporters was collected
- The average dwell time was 3 hours 18 minutes.
- The maximum dwell time was 14 hours and 22 minutes, a high dwell time attributed to inadequate documentation on the part of transporters and or clearing agents.
- Minimum dwell time was 4 minutes accounting for empty trucks which are not subject to cargo scanning and they are not weighed at the VID

Baseline and Endline Results comparative analysis

The dwell time results from the baseline and end-line surveys are as tabulated below:

Table 6. 11 2022/2024 Survey South Bound Transporters Comparison

	2022 SURVEY		2024 SURVEY	
Indicator	Hours	Minutes	Hours	Minutes
Average	07	07	3	18
Minimum	00	23	0	4
Maximum	40	33	14	22

- Average clearance time during the baseline survey was 7 hours 7 minutes and it improved to 3hours 18 minutes , giving an reduction of 3 hours 49 minutes

Table 6. 12 Dwell Time for Southbound Transit

Indicator	Hour	Minutes
Average	3	18
Minimum	0	42
Maximum	11	37

- The sample size was 79 transit consignments
- Average dwell time for a transit consignment was 3hours 18 minutes
- The fastest time recorded was 42 minutes, with the sampled longest truck taking 11hrs 37 minutes to leave the border.
- The shorter periods are attributable to scanning waivers for low risk cargo during peak periods.

Table 6. 13 2022/2024 Survey South Bound Transit Traffic Comparison

	2022 SURVEY		2024 SURVEY	
Indicator	Hour	minutes	Hours	Minutes
Average	05	16	03	18
Minimum	00	23	00	42
Maximum	35	30	11	37

- The Endline survey results reflect an improvement of 1 hour 58 minutes in average dwell time on transit consignments.

Dwell time for transit trucks was reduced by 1 hour 58 minutes

Table 6. 14 Dwell Time for Southbound Imports

Indicator	Hour	Minutes
Average	6	23
Minimum	0	30
Maximum	14	28

- The sample size was 96 trucks carrying imports into Zimbabwe
- Average clearance time was 6hours 23minutes.
- The minimum clearance time was 30 minutes.
- The maximum clearance time was 14hrs 28 minutes. Analysis of this long period reflected that pre-clearance was finalised on 5 May 2024 but truck only arrived at the border on 21 May 2024, in the morning only to go for scanning at night, suggesting the driver was resting in the border since no P/E order had been raised.
- Pre-cleared consignments routed to the physical examinations lane took longer as assessments for additional payables are carried out only after the results have been posted into the system and when the full amounts or other full compliance has been effected and endorsed in ASYCUDA World. Finalisation of such declarations is also dependent on work volumes at the Declaration Processing Centres, situated inland.

Table 6. 15 2022/2024 Survey Imports Comparison

	2022 SURVEY		2024 SURVEY	
Indicator	Hour	Minutes	Hours	Minutes
Average	09	31	6	28
Minimum	01	10	00	30
Maximum	40	33	14	20

A comparison of the baseline and endline survey dwell time for southbound imports shows a reduction of 3hours 4 minutes. The improvement was a result of an increase in full preclearance uptake, where clearing agents lodged their declarations way before arrival of trucks, in particular the cement consignments.

Table 6. 16 well Time for Empty Trucks

Indicator	Hour	Minutes
Average	2	12
Minimum	0	3
Maximum	13	57

- The sample size was 292 empty trucks
- Average clearance time was 2 hours 14 minutes. The high average clearance time for empty trucks is a result of a high volume of tanker trucks that have to go through the scanner. Because of the border infrastructure (traffic circulation) challenge, both empty and loaded trucks move to the scanner in a single lane.
- The minimum time from the Zambia exit acquittal gate to departure at the entry gate was 3 minutes. This implies that all Zimbabwe entry formalities where completed before the Zambia Exit acquittal processes, with the driver proceeding straight out of the customs control zone without stopping at the VID weighbridge.
- The maximum clearance time of 13 hours 57minutes denotes a driver putting up inside the customs yard, only to proceed after full clearance

6.2 Dwell Time at the Scanning Area

The commercial consignments scanning process aims to facilitate legitimate trade and commerce as well as detect security threats (e.g. explosives and biohazards) in order to maintain national security, curb illegal activities. The use if Non Intrusive Inspection Technology (NIIT) helps streamline the clearance process time in a manner that balances control and trade facilitation. The scanning functions at Chirundu OSBP target incoming commercial cargo (imports and transits), and at times empty fuel tankers to guard against round tripping by rogue transporters.

The dwell time measured the actual scanning time, analysis of the scanned information and submitted documents up to the time these documents are handed over to the driver marking the end of the scanning processes.

The Table Below Shows the Process Times At The Scanning

Table 6. 17 Time at Scanning Area

Indicator	Hours	Minutes	Seconds
Maximum	00	43	00
Minimum	00	00	00
Average	00	05	35

- A sample of 1,014 southbound trucks were scanned per the collected data
- The average time for the scanning process was 5 minutes and 35 seconds. It should be noted that the scanner is the old model and has now reached its maximum shelf life, resulting in frequent downtime.

- Maximum clearance was 43 minutes and the delay was attributed to congestion arising from a crisscross with tankers from the fuel tankers inspection bay.

- Minimum clearance times recorded relate to scanning waivers after arrival times had been captured. Such waivers are a manual risk management intervention invoked to manage the queue during peak periods The departure for trucks waived from scanning was thus recorded as the end of processes at the scanning area.

The table below shows a comparison of baseline and end-line survey

Table 6. 18 2022/2024 Scanner Dwell Time Comparison

SCANNER SURVEY COMPARISON				
INDICATOR	**2022**		**2024**	
	MINUTES	**SECONDS**	**MINUTES**	**SECONDS**
Minimum	01	00	00	00
Maximum	19	00	43	00
Mean	04	00	05	35

- Owing to increased data collection hours, the sample size increased from 619 in 2022 to 1014 in 2024
- Average clearance time increased by 95 seconds due to obsolescent scanner condition and frequent system breakdowns.
- The introduction of a fuel tankers P/E shed just next to the scanners bay affects traffic flow from the scanner to the documents collection area, thus impacting on the scanner operations turnaround time.

6.3 Dwell Time for Inbound Buses

ZIMRA Bus Clearance Shed

The buses clearing shed serves all incoming buses, by providing parking, allowing for clearance of passengers/travelers on board. Travellers disembark and do all Zambia exit and Zimbabwe entry formalities which include making declaration of goods in their possession and the subsequent confirmation of the declarations through conducting physical examinations by mainly ZIMRA and other stakeholders on goods of interest. Part of the inspection process at the same bay involves passing the passenger luggage through the baggage scanner and the use of sniffer dogs (referred to as the K9 Unit) in detecting any prohibited goods

The time measurement process was done from arrival time of buses until their departure, upon completion of related stakeholder processes.

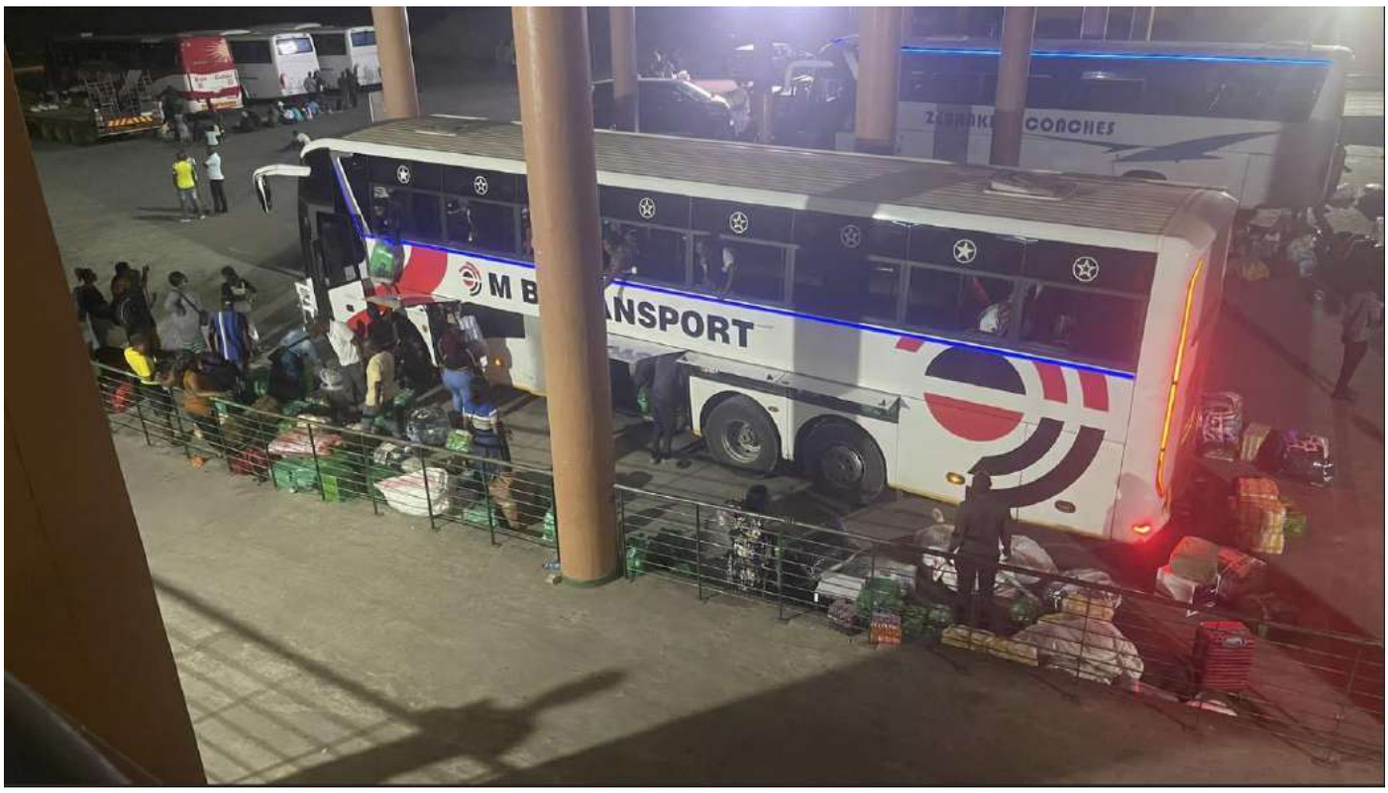


Figure 24 Arriving South Bound Buses Parked for Inspect

Table 6. 19 Dwell Time for Inbound Buses

DATE	NUMBER OF BUSES	TOTAL TIME TAKEN	AVERAGE TIME
Friday 17 May 2024	23	17:00:00	01:46:57
Saturday 18 May 2024	7	12:45:00	01:49:17
Sunday 19 May 2024	1	03:47:00	03:47:00
Monday 20 May 2024	9	15:59:00	01:46:33
Tuesday 2 1 May 2024	14	22:03:00	01:34:30
Wednesday 22 May 2024	9	13:35:00	01:30:33
Thursday 23 May 2024	3	02:43:00	00:54:20
Totals	66	15:52:00	01:41:42

- Data collected from a sample of 66 south-bound buses
- The days specified in the date column to provide a direct illustration of the weekly peak periods.
- However, the above statistics relate to buses that were fully cleared during the live data collection period, that is, between 0600-2200hrs. Thus all buses that were still being cleared are not part of the sample.



Figure 25 Travelers' Goods Presented Physical Examination (Note the toddler in the bottom right corner of the photo)

The table below shows the measures of central tendency as calculated from the collected data.

Table 6. 20 Clearance Times for Incoming Buses

Indicator	Hours	Minutes	Seconds
Minimum time taken	0	20	00
Maximum time taken	07	20	00
Average Time taken	01	42	20

- The average dwell time for buses is 1 hour 42 minutes and 20 seconds.
- The maximum time taken to clear buses was 7 hours and 20 minutes, while the minimum was 20 minutes.
- It was noted that the 20 minutes recorded as the minimum was for the clearance of a bus conveying tourists where there were minimal checks as luggage there comprised mostly of used personal effects and other goods eligible for total rebate of duty as opposed to the other buses that are used by their passengers as conveyancers of commercial goods..
- It was also noted that most buses arrive at the Zimbabwean search bay after 1200 hours, with peak periods being recorded after 1800hrs

- The overall time taken to clear buses is longer than the time of 1 hour committed on the ZIMRA Clients Service Charter. For the reason that these passengers import privately declared goods which are not subject to pre-clearance and hence all processes are dealt with after submission of the declaration and presentation of the goods on arrival.
- Part of the delay in finalising clearance was attributable to unpreparedness by some private travellers, who underestimate the duties payable on the importations and only start looking for funds after receiving a duty assessment.



Figure 26 Scanning of Travelers' Baggage (Baggage Scanner at Chirundu)

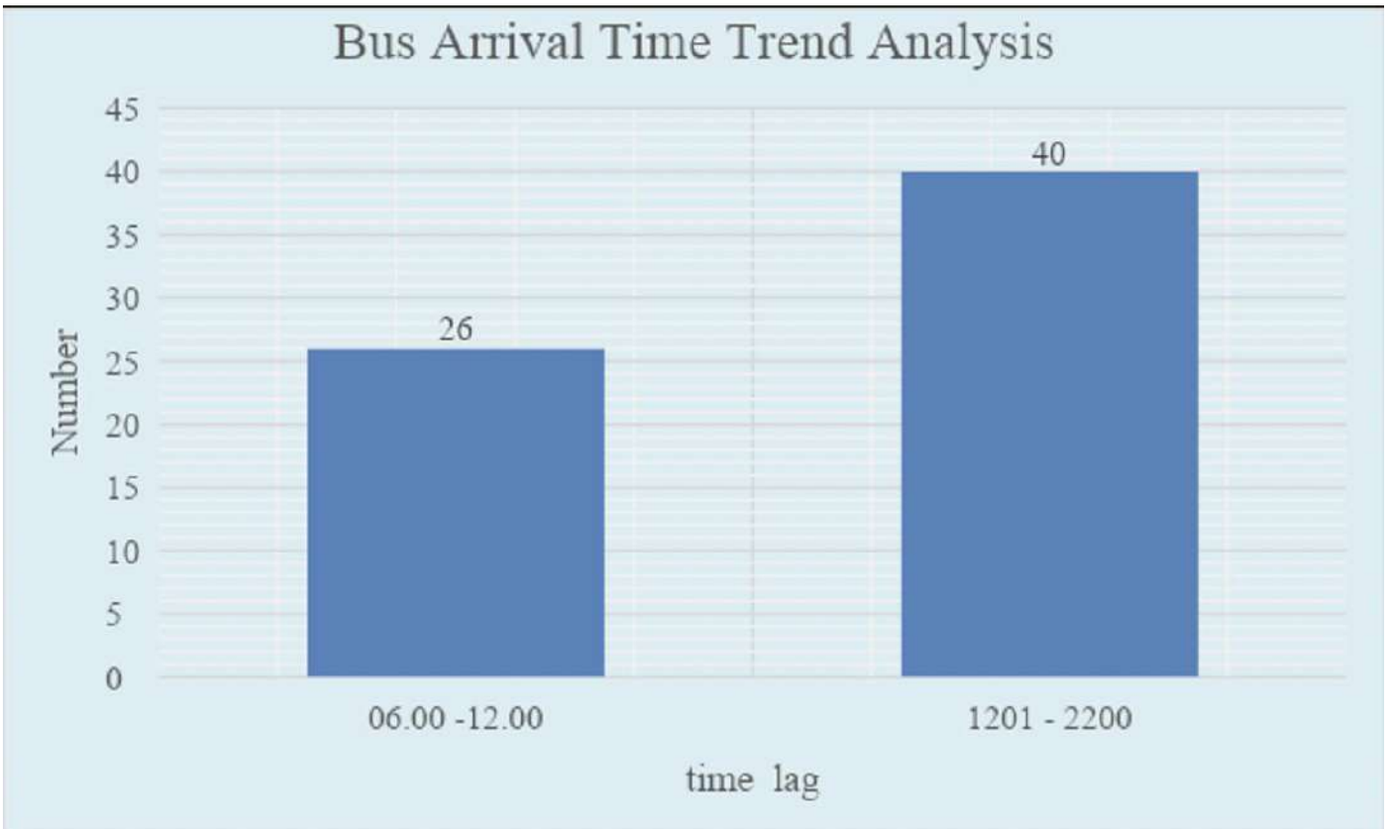


Figure 27 Bus Arrival Time Trend Analysis

- Most of the buses arrived at the parking bay between 1200 and 2200 hours.

Baseline and End-line buses Clearance Time Comparative Analysis

The Table below provides comparison of the clearance times recorded in 2022 to those in 2024

Table 6. 21 2022/2024 Bus Clearance Dwell Time Comparison

	2022		2024	
INDICATOR	**Hours**	**Minutes**	**Hours**	**Minutes**
Maximum	03	38	07	20
Minimum	00	46	00	20
Average	01	48	01	42

- The 2024 average clearance time improved by 6 minutes compared to the 2022 baseline figures.
- However, the maximum clearance time recorded in 2024 doubled from 3hours 38minutes in 2022 to 7 hours 20minutes in 2024. The delay was a result of the bus being intercepted with uncleared /smuggled goods thusthe duty and fines payment process took longer as passengers looked for funds to settle their dues.
- The bus clearance time, in both surveys, is more than the committed times on the

ZIMRA Clients Charter. The major challenge is that travelers bring merchandise/ commercial goods that require longer clearance times.

6.4 Physical Examination of Commercial Goods

Physical Inspections of commercial imports are conducted at the Commercial Physical Inspection Bay. The targeting of consignments for P/E is mainly through the ASYCUDA World based risk management engine. However some P/Es are a emanate from the scanning process, through identification of suspicious areas from scanner images analyses. The release officers, may basing on original documents presented for final release manually refer consignments for P/E

The time taken to carry out the physical examinations is shown in the table below:

Table 6. 22 Physical Examinations Dwell Time Analysis

Indicator	Hours	Minutes
Minimum Time Taken	0	2
Maximum Time Taken	2	17
Average Time Taken	0	36

- A total of 54 Physical Examinations carried out during the period of the survey targeted 33 direct import consignments and 21 consignments in transit.
- Average time taken was 36 minutes.
- Minimum time taken was 2 minutes and a maximum time of 2hrs17 minutes were recorded to carry out physical examinations.
- Longer periods represent comprehensive physical examinations carried out while shorter periods relate to instances where simple verification checks, purposes are carried out, e.g. confirming chassis number or nature/type of commodity for classification.

Table 6. 23 2022/2024 Physical Examination Times Comparison

Indicator	2022	2024
Minimum Time Taken	01minute	02 minutes
Maximum Time Taken	02hours 18 minutes	02hours 17 minutes
Average Time Taken	15minutes	36minutes

- A total of 54 consignments were physically examined compared to 62 in the Baseline survey. This may be attributed to more focused risk management that was employed by the station.
- The Endline survey shows that it took an average 36minutes to conduct physical examinations compared to an average of 15 minutes obtained during the baseline survey. The increase was attributable to the complexity of cement P/Es at time of survey where some dishonest importers were bringing in excess of declared quantities.
- The maximum time taken to conduct physical examinations was 2 hours 17 minutes

an improvement of 1 minute from the Baseline survey time.

6.5 VID Weighbridge Clearance

- All loaded commercial trucks are expected to pass through the weighbridge for vehicle and load weighing in order to verify transporters adherence to the loading restrictions, as well as verification of vehicle document. However, at the time of the endline survey, the southbound weigh bridge was out of order, thus their work was restricted to the checking of certificates, licenses and transit coupons.

Table 6. 24 VID Weighbridge Checks

INDICATORS	HOURS	MINUTES	SECONDS
MINIMUM	0	1	0
MAXIMUM	0	17	0
MEDIAN	0	1	0
AVERAGE	0	1	20

- A total of 588 vehicles were encountered in this survey.
- The minimum time recorded to clear 1 vehicle was less than 1 minute.
- The maximum time recorded to clear 1 vehicle was 17 minutes.
- The average time taken to clear 1 vehicle was 1 minutes 20 seconds.

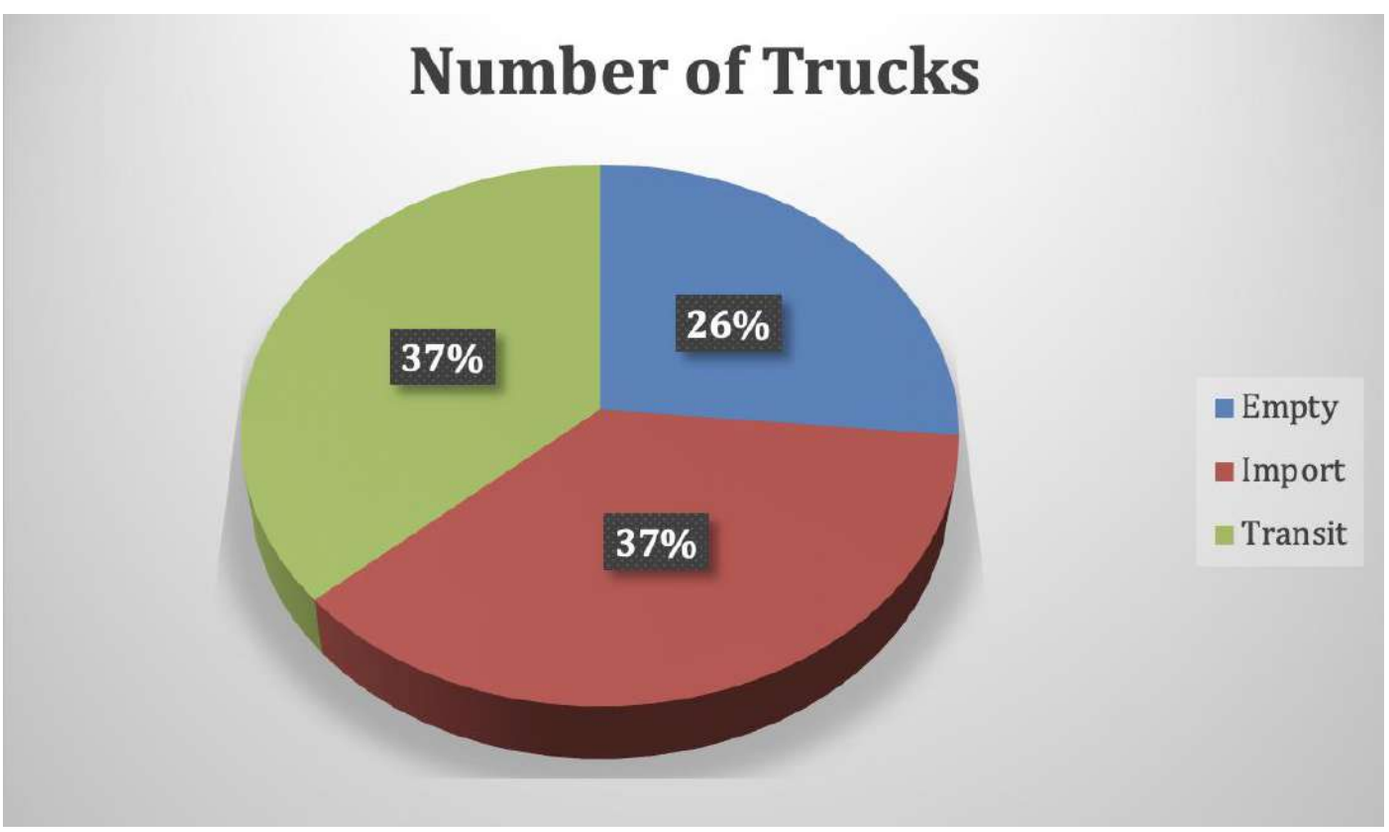


Table 28 Trucks Encountered at VID by Category

This number was made up of 156 were empty tucks, 217 trucks ferrying import cargo, and 215 with cargo in transit.

Time Taken from Scanners to Weighbridge

Southbound loaded commercial trucks including empty tankers go through the scanner and weighbridge before leaving the customs control area. The survey measured the time it took for trucks to move from the scanner (after scanning) to the start of weighing at the weighbridge.

This examination was required to demonstrate the effects of the crisscrossing caused by the current infrastructural challenge requiring traffic to take turns through one access point between the scanning area (which is also adjacent to the tanker dipping area) and the weighbridge on the other side.

Table 6. 25 Time Taken for Traffic to Move from the Scanner to the Weighbridge

Indicator	Hours	Minutes
Minimum Time Taken	0	2
Maximum Time Taken	2	25
Average Time Taken	0	23

- The average time taken was 23 minutes.
- The maximum time taken from the scanner to the weighbridge was 2 hours 25 minutes and the minimum time taken was 2 minutes.
- The maximum time taken was high for some trucks because empty and loaded vehicles use the same queue to exit the border and when traffic is high, the movement of traffic out of the scanner area mix with the rest of the commercial traffic moving between the scanning area and the weighbridge, sharing one channel. This is a significant bottleneck which sometimes results in the stagnancy of cleared traffic.

Time Taken – Weighbridge to Entry Gate

The survey also sought to measure the time it took for loaded trucks to move from the weighbridge to the Entry Gate i.e. to leave the Customs area. The table below shows the times taken.

[5] The entry gate is the final checkpoint where traffic finally leaves the control point to enter Zimbabwe.

Table 6. 26 Time Taken from Weighbridge to Entry Gate

Indicator	Hours	Minutes
Minimum Time Taken	0	01
Maximum Time Taken	4	45
Average Time Taken	0	19

- The average dwell time was 19 minutes.
- The minimum time taken from the weighbridge to the entry Gate was less than 1 minute. In low traffic periods, weighed vehicles proceed unhindered to the exit gate within a minute as opposed to high traffic periods where they have to rejoin the queue of all other vehicles exiting the border.
- After the weighbridge, some trucks park in the VID parking area for document checks as well as transit coupons for foreign registered vehicles. This stagnancy has been noted to stretch beyond 4 hours in some cases.
- It was also noted that there is no parking after the Zambia exit acquittal Desk, thus empty trucks, other than tankers, not going through the scanner proceed to park in the VID yard, only to return to the main hall to do all other border entry formalities.
- This is another infrastructural bottleneck pointing to the need for effective traffic channeling.

6.6 INTERPOL Clearance

All private vehicles entering Zimbabwe are first cleared by INTERPOL before they are referred to ZIMRA for inward clearance. A total of 291 vehicles broken down as shown in the table below were cleared by INTERPOL during the period of the survey. INTERPOL processes were not covered in the 2022 baseline survey.

INTERPOL

Table 6. 27 Private Vehicle Clearances Cleared through INTERPOL by Category

Category	Returning Resident	Visitors	Other	Grand Total
Minibus	4	2	0	6
Pickup	19	14	1	34
Sedan	161	16	18	195
Van	46	4	6	56
Grand Total	230	36	25	291

A total of 291 vehicles were cleared in all, comprising 230 for returning residents, 36 by visitors/tourists and 25 new imports cleared by individuals who had not crossed the border. These were vehicles imported and detained at the border pending clearance by owners.

The figure below illustrates the breakdown by category.

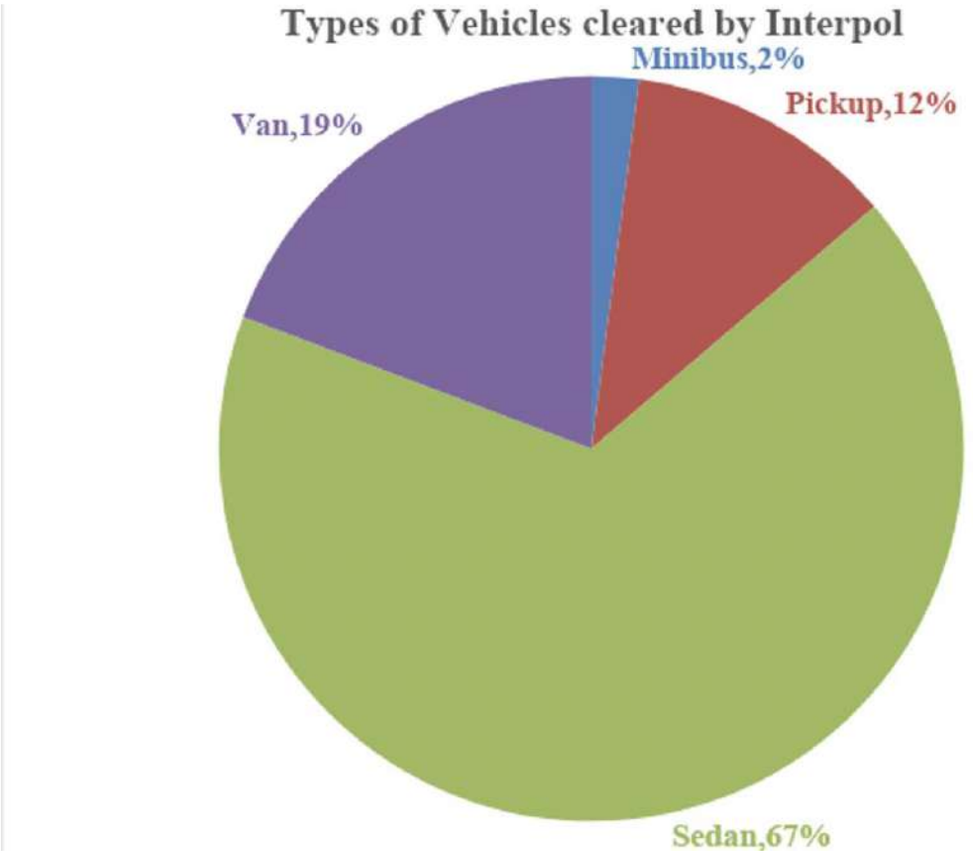


Figure 29 Distribution of Private Vehicle Clearances

The time taken to complete the INTERPOL processes is as shown in the table below.

Table 6. 28 INTERPOL Clearance Times

Indicator	Hours	Minutes
Minimum Time Taken	0	0
Maximum Time Taken	0	39
Average Time Taken	0	6

- The average time taken to complete the INTERPOL processes was 6 minutes.
- The minimum time taken was less than 1 minute and the maximum time taken was 39 minutes.

6.7 ZIMRA Private Vehicle Clearance

All private vehicles coming into the country have to be cleared by ZIMRA after completion of INTERPOL formalities. This applies to new imports as well as registered vehicles imported either by returning residents or visitors.

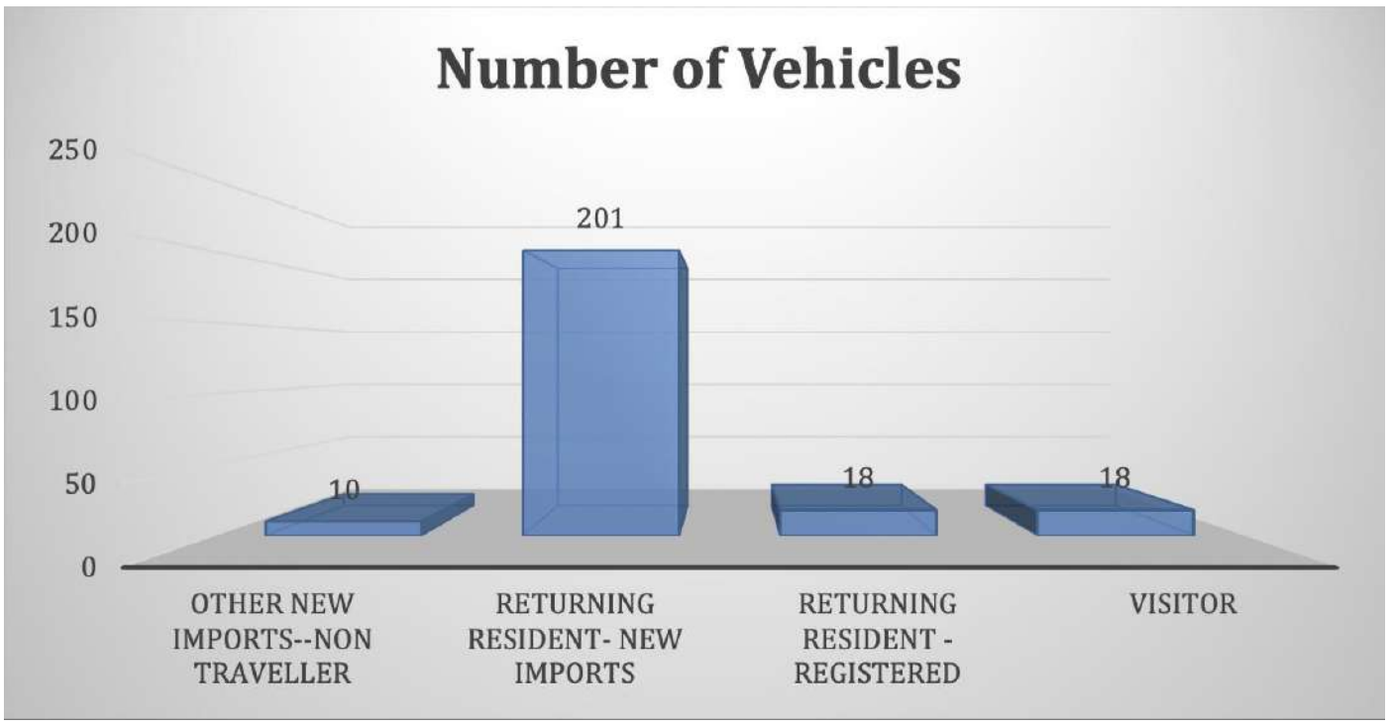


Figure 30 Vehicles Cleared Through Customs

- A total of 247 vehicles were cleared through customs during the survey.
- Returning Residents were divided into 2 categories i.e. Returning Residents clearing new vehicles and those with registered vehicles returning back home.
- Most of the vehicles cleared were unregistered vehicles Coming in for the first time
- 211 of the cleared vehicles were new imports, 18 ZIM registered and a further 18 being tourist/ visitor vehicles
- 10 vehicles were cleared by people who had not crossed the border, and the said vehicles were under ZIMRA detention pending clearance . The breakdown in average time taken is as shown below:

Table 6. 29 Time Taken for Vehicle Clearance (Hours & Minutes)

Indicator	Visitors	Returning Resident (Registered Vehicles)	Returning Residents (New Imports)	Other
Minimum Time Taken	07minutes	1minute	1 minute	04minutes
Maximum Time Taken	02hours 28minutes	36minutes	04hours 42minutes	06 hours 10 minutes
Average Time Taken	36minutes	11minutes	01hour 03minutes	01 hour 55minutes

- Returning residents clearing newly imported vehicles took an average of 1 hour and 3 minutes
- Other importers took 1 hour and 55 minutes.
- Returning Residents clearing vehicles already registered in Zimbabwe took the shortest average time of 11 minutes.

- Visitors driving foreign registered vehicles took an average of 36 minutes

6.8 Immigration Entry Clearance

The Immigration Control is a department which regulates the entry of travelers into Zimbabwe (travelers document checking). The survey was measuring time taken by officials to carry out immigration processes at Chirundu OSBP. The table below shows statistical findings of this survey.

Table 6. 30 Time Taken To Clear Travellers

	Immigration Time Lag Analysis	
INDICATOR	Hours	Minutes
Average	00	01
Maximum	00	26
Minimum	00	00*

*Zero is not absolute. Clearance time was less than a minute and the enumerator watches in use were not measuring seconds

- A sample of 1,422 travelers was studied at the Immigration Control work station.
- The average time taken to clear a traveler was one minute
- The minimum time taken was less than one minute, indicated above as 0.
- The maximum immigration clearance time recorded was 26 minutes. Delays were attributed to isolated cases of travelers presenting documents in languages that required translation, inadequate documentation, cases requiring liaison with other security agencies and processing of visa on arrival.

The figure below illustrates the distribution by category of the travelers sampled.

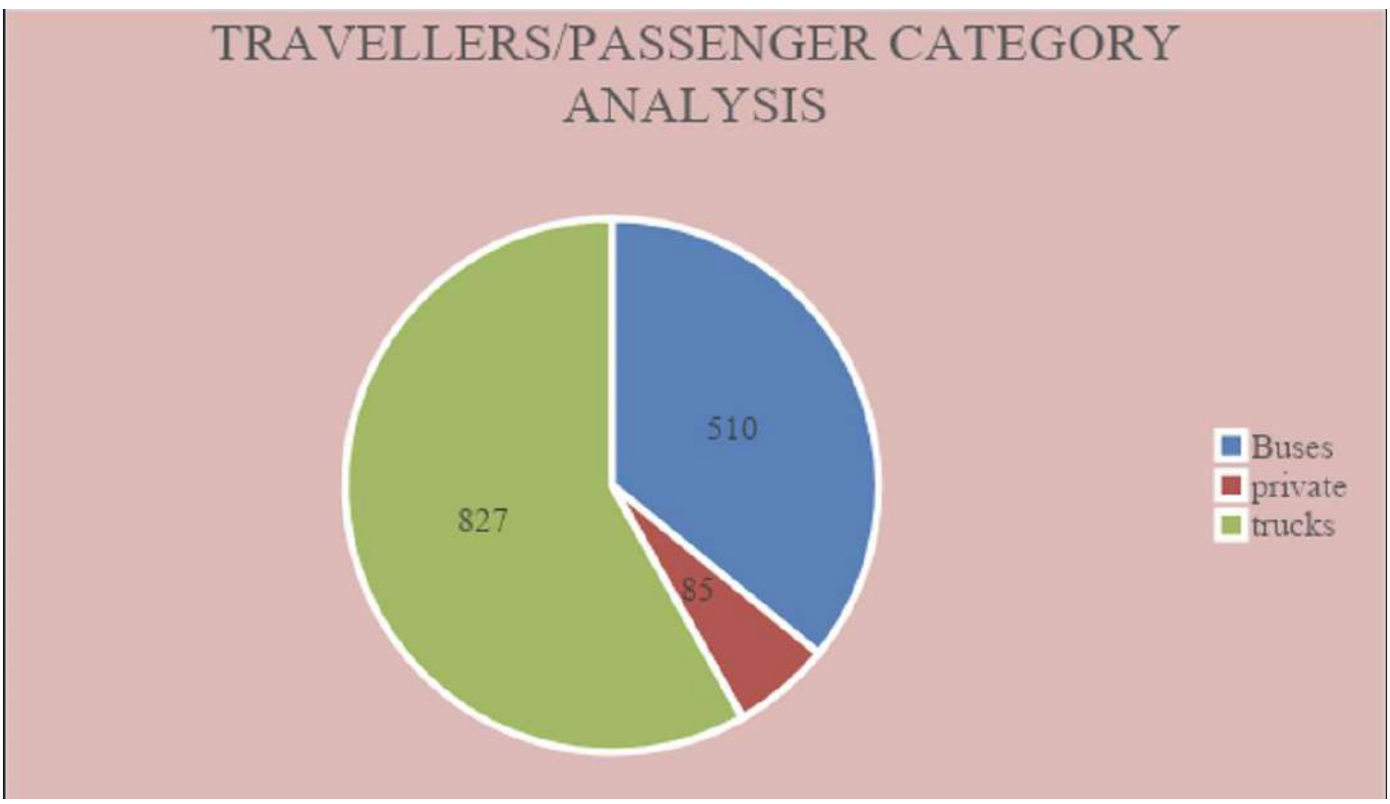


Figure 31 Travelers/Passenger Category Analysis

The general time trend of travelers at Chirundu OSBP is illustrated in the figure below.

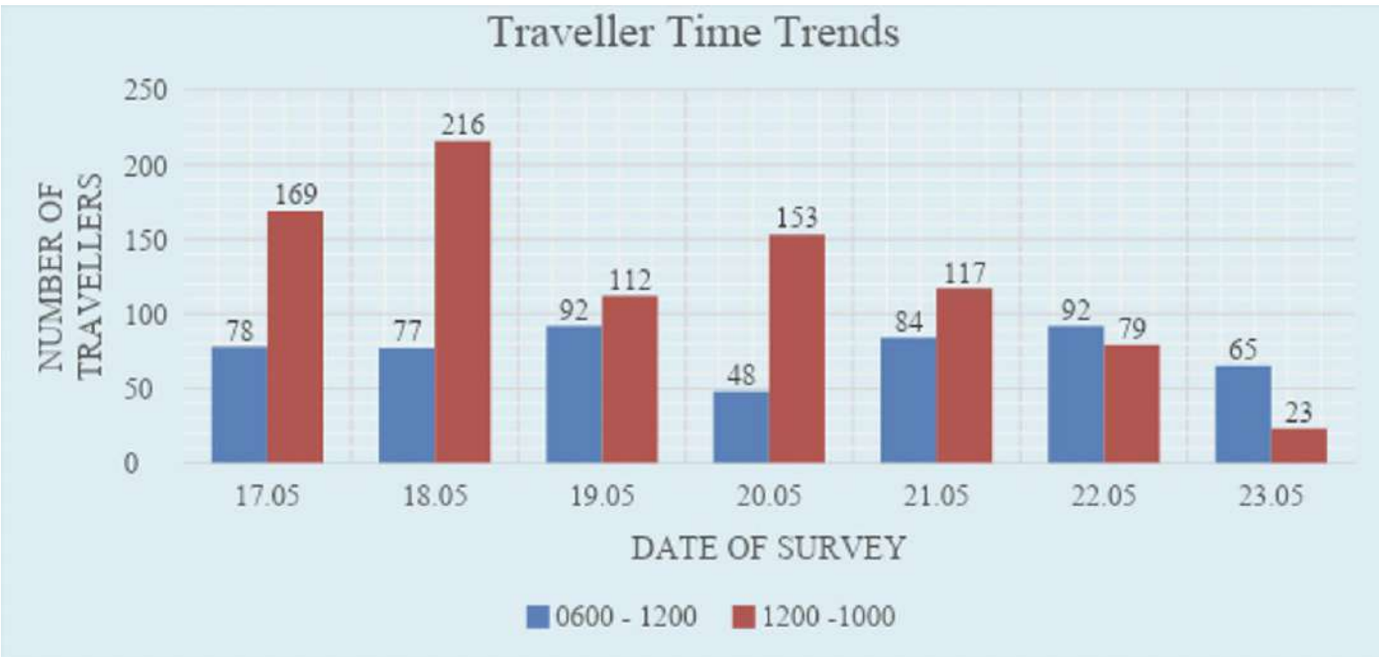


Figure 32 Traveller Time Trends Analysis

- The traveling trends show an increased number of clearances done from the afternoon. This is in correlation with the arrival of local buses which ferry more passengers.
- The department is working in harmony with its 3 minutes commitment as per its Client Service Charter. This is highly commendable and is likely to improve further with additional automation levels, especially the adoption of biometric processes.



Figure 33 Typical Volumes of Inbound Buses and Passengers (late evening)

6.9 Port Health - Travellers Screening Office

Port Health Services are a section under the Environmental Health Department in the Ministry Of Health and Child Care. The Port Health staff which comprises Port Health Officers and Technicians are deployed at the Point of Entry to prevent and guard against the introduction of disease from outside the Zimbabwean borders.

The survey aimed to measure the time taken complete the processing at the targeted point. The figure below illustrates the time trends at the travelers' screening desk.



Figure 34 Port Health Time Trends

Table 6. 31 Time Taken to Complete Port health Processes

INDICATOR	HOURS	MINUTES	SECONDS
Average	00	00	17
Maximum	00	10	00
Minimum	00	00	00

- A sample of 376 travelers was studied during the survey period as with the results illustrated in the table above..
- The average clearance time was 17 seconds which is well within the Client Service Charter commitment of 3 minutes
- The minimum time was less than a minute.

- The maximum clearance time was 10 minutes accounting for travelers whose examination pointed to health risks or travelers with inadequate documentation requiring further checks.

6.10 ENVIRONMENTAL MANAGEMENT AGENCY

The Environmental Management Agency (EMA) ensures environmental safety at the border and inland areas through sustainable management and safe disposal of hazardous substances in the environment. Its border controls target imports and exports for inspections and suitable interventions when threats are encountered.

The table below illustrates the times taken for EMA processes.

Table 6. 32 EMA Clearance Times

Indicator	Hours	Minutes
Minimum	0:00	0
Maximum	0:00	34
Average	0:00	3

- A sample of 197 transporters was studied for the purpose of this survey
- The minimum clearance time was below 1-minute presenting clients who left their documents while clearing other border processes
- The maximum clearance time was 34 minutes attributed to frequent network challenges experienced during the survey.
- The average clearance time was 3 minutes which is below the 5 minutes committed on the Clients Service Charter.

6.11 Port Health Services – Commercial Cargo Clearance

Port Health Services are also responsible for the inspection of commercial cargo, raising invoices for fees and levies due. These payments are paid over to ZIMRA and Port Health in turn is responsible for reconciling the assessments issued and the payments made to ZIMRA. The 2024 end-line survey measured the office clearance time taken to carry out Port Health clearance processes. Below is the table illustrating the Port Health commercial clearance times.

Table 6. 33 Port Health Commercial Clearance Times

Indicator	Hours	Minutes
Minimum	00	0
Maximum	00	18
Average	00	2

- The measure of zero in the table represents clearance times of less than one minute.
- A sample of 124 transporters was studied during this survey period
- The average clearance time was 2 minutes and within the commitments on the Client

Service Charter.

- The maximum clearance time of 18 minutes is attributable to importers with inadequate or no documentation at all for controlled goods.
- Minimum clearance times of less than a minute indicate full compliance with no further checks required.

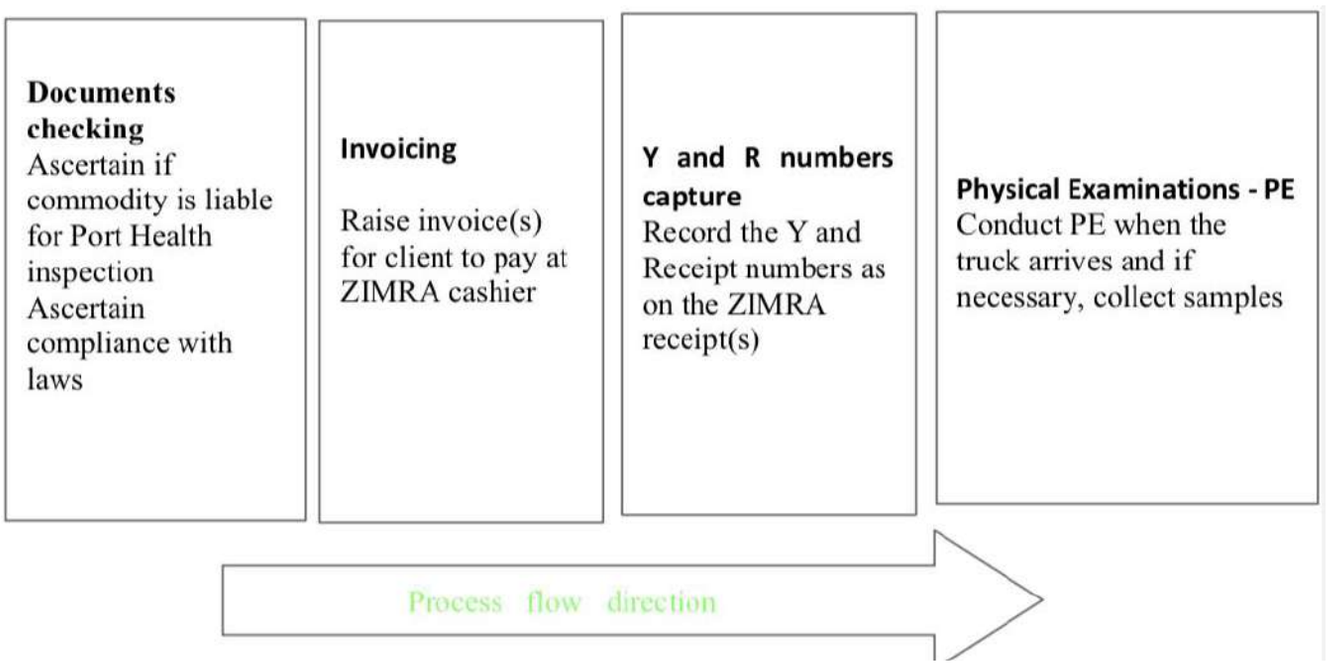


Figure 34 Port Health Cargo Clearance- Flow Chart

6.12 National Biotechnology Authority

National Biotechnology Authority (NBA) regulates the trans-boundary movement of feed, food, seeds and biological products. Its services provide surveillance and testing of GMOs, compliance inspections and enforcing bio-safety regulations through the issuance of permits for qualifying goods. The 2024 end-line survey measured the clearance times for NBA processes.

A sample of six recordings was studied during the survey period. This is a low count experienced during the survey period as rendering the data insignificant for effective analysis. The data collected during the survey could not make statistical significance when subjected to analysis.

The rather low collected sample rendered the data insignificant for effective analysis. However it must be noted that data collection was between 08000 & 1800hrs whilst the NBA office operates from 0600hrs to 2200hrs, thus transactions outside the 10 hours the enumerator was presence were not captured. Retrieved system data shows that NBA issued 23 permits during the said period, that is on 17, 20, 21 & 23 May 2024. A further 25 permits were manually issued. A total of 34 consignments were physically inspected and the variance in issued and physically examined permits arises from the embracing of preclearance by clearing agents, where permits are sought prior to shipment arrival.

It must also be noted that there is no systematic flow of products that demand NBA intervention hence quiet periods are experienced in some instances.

6.13 Plant Quarantine Services Institute

The Plant Quarantine Services Institute (PQSI) regulates the import and export of plants, plant products and other regulated goods to safeguard plant biosecurity and facilitate safe trade. It offers services which include physical inspection of consignments and issues biosecurity permits for qualifying goods. The survey measured the average clearance time for PQSI border processes. The table below illustrates the clearance times for these processes.

Table 6. 34 PQSI Clearance Time

Indicator	Hour	Minutes
Minimum	00	00
Maximum	00	08
Average	00	02

- A sample of 42 consignments was studied during the survey period
- The average clearance time was 2 minutes.
- The minimum clearance time was less than one minute for processes where clients left their documents for concurrent processes while they attended to other border processes.
- The maximum clearance time was 8 minutes where clients presented inadequate documentation..

6.14 Veterinary Public Health Services (VPHS)

The VPHS Department is mandated to protect animal health and welfare by ensuring food safety and security, control transboundary movement of zoonotic diseases, and facilitate safe and healthy international trade in animals and animal products. It verifies permits and monitors animal health trends and disease outbreaks.

A sample of 3 data sets was collected during the survey and as such could not be analyzed to enable draw an inference. Two issues may have given rise to the low statistic, that is, (i) preclearance where consignments encountered during the data collection period may have precleared and (ii) low volumes were encountered during the period compounded by enumerators' day shift for the particular point which ran from 0800-1800hrs. The office conducted a total of 8 physical examinations during the same period suggesting low traffic volumes

6.15 Community Impact Survey

The survey also prepared a questionnaire distributed to travelers of various categories to obtain their feedback and opinions on the quality of the services and operations of the Chirundu OSBP. Most of the questions were direct and closed while a few were open to enable free expressions for the respondents and an opportunity for the TWG members to include Natural Language Processes techniques in the final sentiment analysis. This opinion

mining technique was also applied in the baseline survey.

The travelers were randomly selected and a total of 60 responses were received from 61 questionnaires distributed. This presence has a 98% response rate.

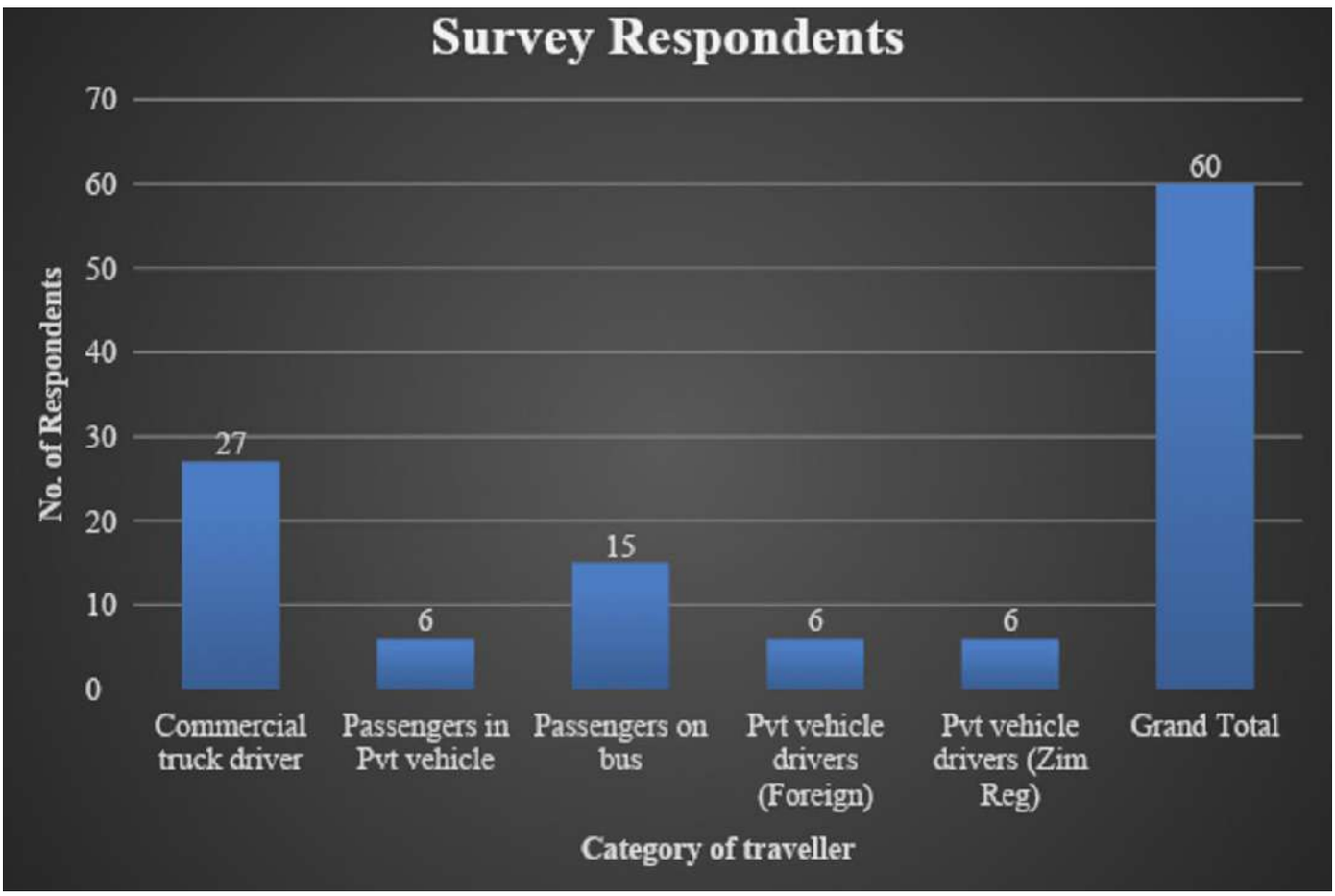


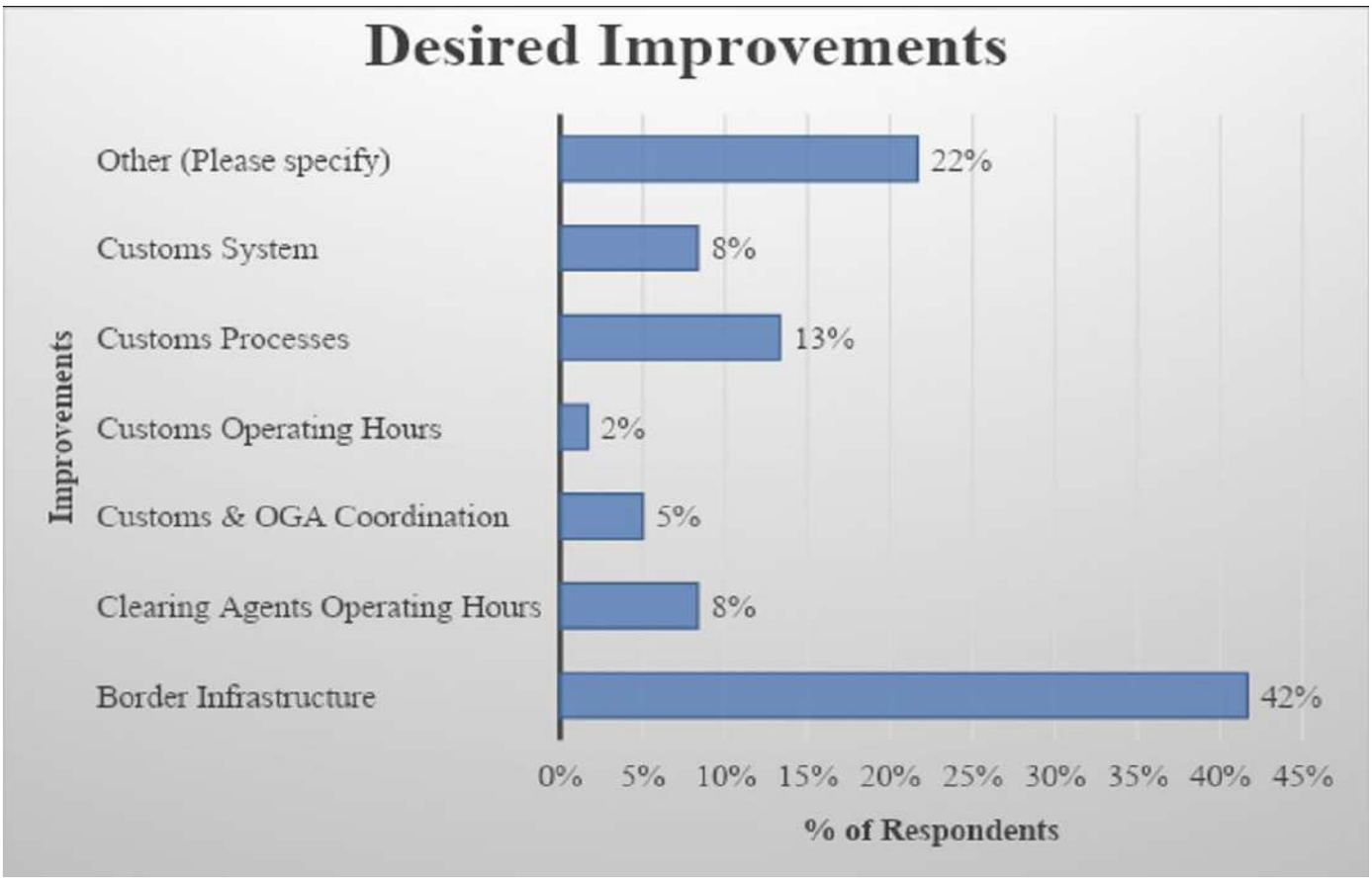
Figure 35 Responses By Traveler Category

- The bulk of the responses totaling 27 were submitted by commercial truck drivers who are also frequent users of the border and spend more time at the border due to the complex nature of the processes on their cargo.
- The second highest number of responses was received from passengers in the cross border buses who also have significant stagnancy in the border similar to the commercial truck drivers.

The respondents were required to select their desired improvements from the options that were given in the questionnaire.

The figure below illustrates the distribution of the responses.

Figure 36 Response Distribution for Desired Improvements



- 42% of the respondents were of the view that the border infrastructure needed to be improved to make it more user-friendly.
- 5% of respondents felt that there is need for coordination between Customs and Other Government Agents
- 22% of the respondents suggested other improvements such as network connectivity, reduction of the 100% scanning requirement, improvement in the system for the clearance of buses and the provision of more toilets and showers.

The respondents stated the time spent in the Border as illustrated in the figure below.

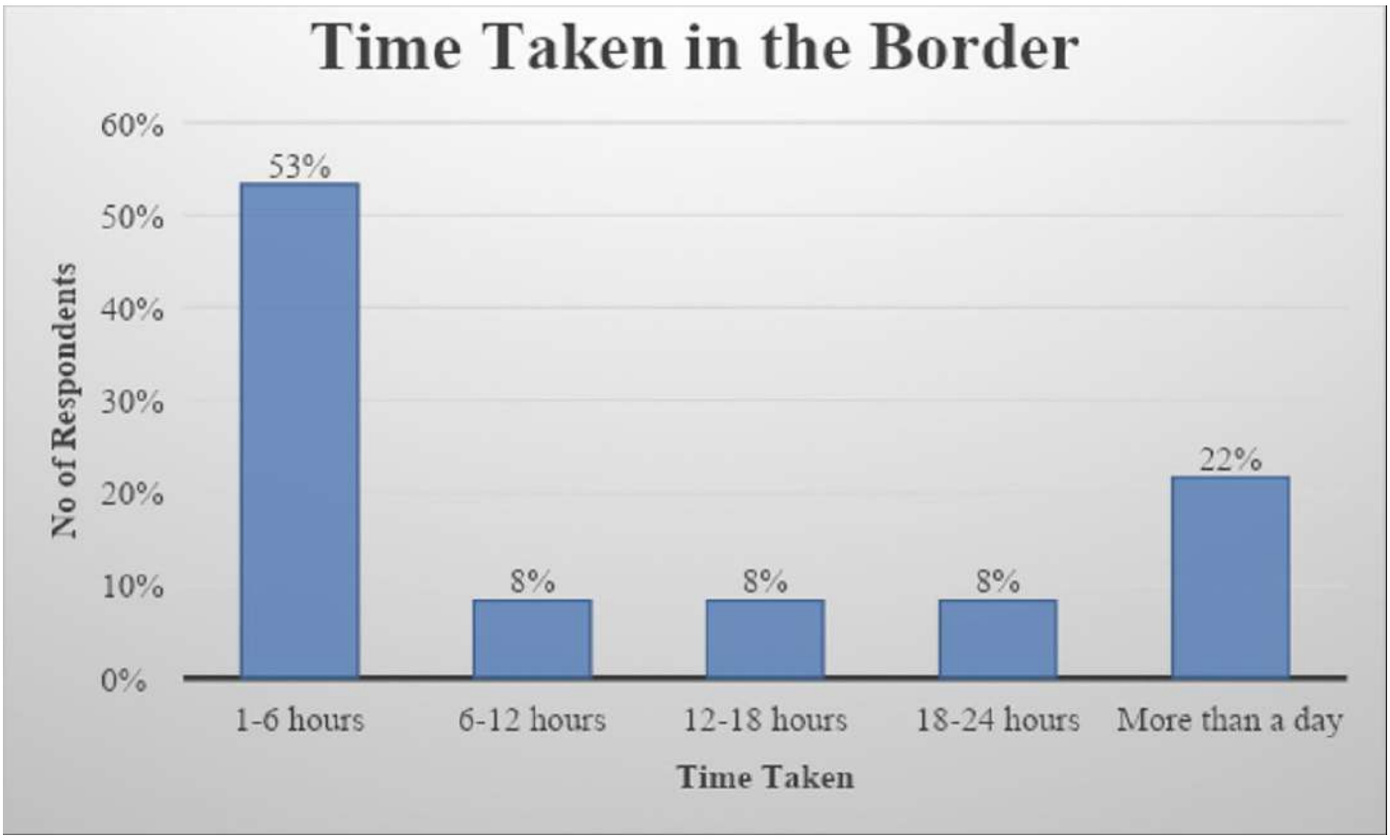


Figure 37 Individual Percentage Responses for Time Spent At the Border

- Of the 60 respondents slightly above half (53%) spent between 1 and 6 hours on the border.
- 22% of the respondents stated that they had been at the border for more than a day. However, from the survey it was discovered that most of these respondents had challenges with their documentation or lack of funds to pay the required duties and fees, especially cross border informal traders traveling by bus.

The following are some of the challenges highlighted by the respondents as affecting service delivery at Chirundu OSBP:

- Delays in physical Inspections
- Inadequate ablution facilities
- Congestion in the border especially the tanker dipping area
- Long queues to the scanner
- Dust around the operating areas
- Some OGA's don't operate 24hrs
- Agents without badges causing commotion in the offices.
- Increase personnel in the bus searching area
- Lack of information

The following are some of the positive experiences highlighted by the respondents during the survey.

- Increasing operating hours to 24 hrs
- Employees do know their public relations (so good)
- Excellent service delivery/Service generally good

- Border is free of thieves
- Immigration services very efficient
- Fast clearance of vehicles and issuance of CCC's
- Process are fast if all documentation is produced

The following improvements were proposed by the respondents.

- Add more manpower
- Expand the border
- Improve the internet, work on hygiene.
- Resort to manual clearing when system is down
- More staff, increase supervision and upgrade systems.
- Open all departments for 24 hours
- Place weighbridge in a freeway
- Reduce agents in the border
- More staff should be involved in physical examinations to avoid delays.
- Use barcodes to improve efficiency in customs
- Immigration should work 24 hours

6.16 Root Cause Analysis

6.16.1 Human Resource

The Human Capital Resource position has remained a critical constraint to operational efficiencies across all stakeholders since the introduction of 24 hour operations at Chirundu. Some operators have more flexible arrangements in terms of rationalizing locally available staff, while others have opportunities to recruit and expand their structures to meet the new Human Capital (HC) demands. However, economic austerity exigencies under government fiscal policies may limit the extent to which organizational HC expansionary measures can be funded. This emphasizes that resources are unlimited and effective strategic management that include modernization techniques to limit or enhance human activities at micro and macro levels can be solutions to demands and dynamics of the evolving operating environment.

(1) ***Immigration and Customs***

The Department of Immigration and the Zimbabwe Revenue Authority maintain each 4 regular shifts through a 21 day cycle for effective coverage. Under this arrangement, 3 shifts are on daily, covering round the clock functions with one shift off. A 7-day rest period is allowed in each cycle.

The two entities have received some officers as additional staff but are also compelled to rationalize the low numbers to cover the shortfall. This has however resulted in stretching the reporting hours for staff, increasing staff hardship from the long hours, complicating the scheduling of vacation and excess days rest periods as well accumulating excessive leave liabilities for the employer.

Further to this, the limited infrastructural capacities mentioned below also limit the staff numbers that the two organizations can move into Chirundu to improve the staffing position.

(2) ***Zimbabwe Republic Police (INTERPOL Desk)***

The office operates two shifts between 0600 hours and 2200hrs. There is no private traffic movement overnight and available staff has been rationalized to cover the current operating hours. These operations cover Vehicle Theft Squad operations and the INTERPOL liaison functions. Additional staffing requirements can be based on demand increases.

(3) ***Vehicle Inspection Department***

For the Vehicle Inspection Division, there has been rationalization of the available staff combined with emphasis on maintaining operations during the active high traffic levels during the day. Commercial traffic is generally not highly active overnight and this has allowed this arrangement to sustain operations under the changed conditions. However, the same staffing considerations applicable to the Immigration and Customs apply to VID.

(4) ***All Other Government Agencies with Operations at the Border***

While these have supportive roles to play further to control measures managed by inland offices, these functions remain critical to complement the overall control processes. This is because inland processes may be limited to the issuance of documentation by offices that may not have access to the inspection of the goods, whereas the stakeholders on the ground have an opportunity to verify the documentation issued against the goods presented for effective control.

Port Health functions have 16 hour coverage at both ends of the control except the Zambian side which is limited by staffing. The office has 16/7 cover for passenger clearance especially buses as long as Immigration is processing them. With increased staffing, Port Health will be able to cover the Zambian side effectively.

The Ministry of Agriculture (Veterinary services and plant inspection), the National Biotechnology Authority and the Environmental Management Authority have rationalized available staff to cover active traffic movements and any additional staffing requirements will be subject to demand increases.

(5) ***Clearing Agents***

These private sector stakeholders are available on demand round the clock to cover for available traffic cleared elsewhere. From a representative perspective, they handle final processes, when required for the cargo that has been cleared through their respective agencies or where there are arrangements to represent other agencies not represented at Chirundu. This representative arrangement also covers transporters, importers and exporters.

(6) ***Transporters***

These, like the clearing agents, are also available on demand round the clock to cover for available traffic cleared elsewhere. They also have the advantage of representative cover from the transporter runners and clearing agents on the ground.

6.16.2 Infrastructure

Within the Chirundu OSBP, on the Zimbabwean side, there are still no customs controlled holding facilities (e.g. transit sheds or dry ports) and this still poses various risks such as theft from trucks, fire hazards, threats to revenue, threats from human wildlife conflict etc. The

Chirundu Local Board has a managed and guarded truck stop, which however requires improvement in terms of its surface, traffic separation (given the high influx of petroleum loads) and driver amenities.

The issues around staffing discussed in the paragraph on human capital resources above also has implications to the limited infrastructure within and around the border. As indicated above, staff increases accommodation requirements and currently, the border facilities and the local urbanite housing capacity may not be able to absorb increased staff deployment.

The border upgrade programme mooted by the Government is expected to address some of these spatial development deficiencies including improvements to office accommodation. Stakeholder involvement is critical in the designs and planning process.

A significant infrastructure induced bottleneck was observed for functions around the scanning of selected cargo and physical examination of loaded tankers next to each other. The scanning of cargo targets incoming or southbound traffic. While the physical examination of tankers targets fuel loads in transit northbound, the process flows for both activities are parallel running next to each other in two approach channels, however exiting through one channel after processing. Stagnancy results from the following factors:

a. The tight exit point which allows for the movement of one truck at a time for two sets of traffic heading in two different directions.
b. The small holding space immediately after these two channels which limit throughput from the scanning and dipping functions
c. The time taken for north bound traffic to proceed to the final exit point in Zambia and the time taken for southbound traffic to proceed to the final exit point out of the customs control area to proceed into Zimbabwe.
d. The space is further limited by the presence of an open area converted to a pound where seized commercial trucks are held.

Corrective infrastructural development will need to consider the following;

i. Separating the two channels and creating suitable scanning facilities and safe dipping areas.
ii. Providing free passage channels for processed northbound and southbound traffic
iii. Providing suitable holding space for processed traffic in case of heavy traffic flows
iv. Providing separate pound facilities for detained commercial trucks.



Figure 36 Aerial Photo of the Chirundu OSBP Showing the Absence of Traffic Separation

6.16.3 System

The Zimbabwe Revenue Authority has successfully integrated its ASYCUDA System with Zambia for real-time information sharing, following the signing of the supporting agreement. This has significance in terms of process efficiency including effective risk management for both revenue administration. Zimbabwe also recently upgraded the ASYCUDA World from Version 4.3.2 to Version 4.4.0 with enhanced features. The integration is still undergoing refinement in order to provide the optimum benefits.

The Zimbabwe Single Window has been launched at Forbes, Mutare and Beitbridge pending roll out to other ports. This concept will create coordinated functionalities for all stakeholders within the One Stop Border Post especially with the integration of the ZIMRA/ ZRA ASYCUDA World Platforms. Zambia is already using its Single Window platform to allow other Government Agencies to access and lodge their permits and licenses. The roll out of Zimbabwe's Single Window facility at Chirundu will significantly augment overall integration for the two countries. The concept has not been rolled out at Chirundu and functions are still independent and uncoordinated,

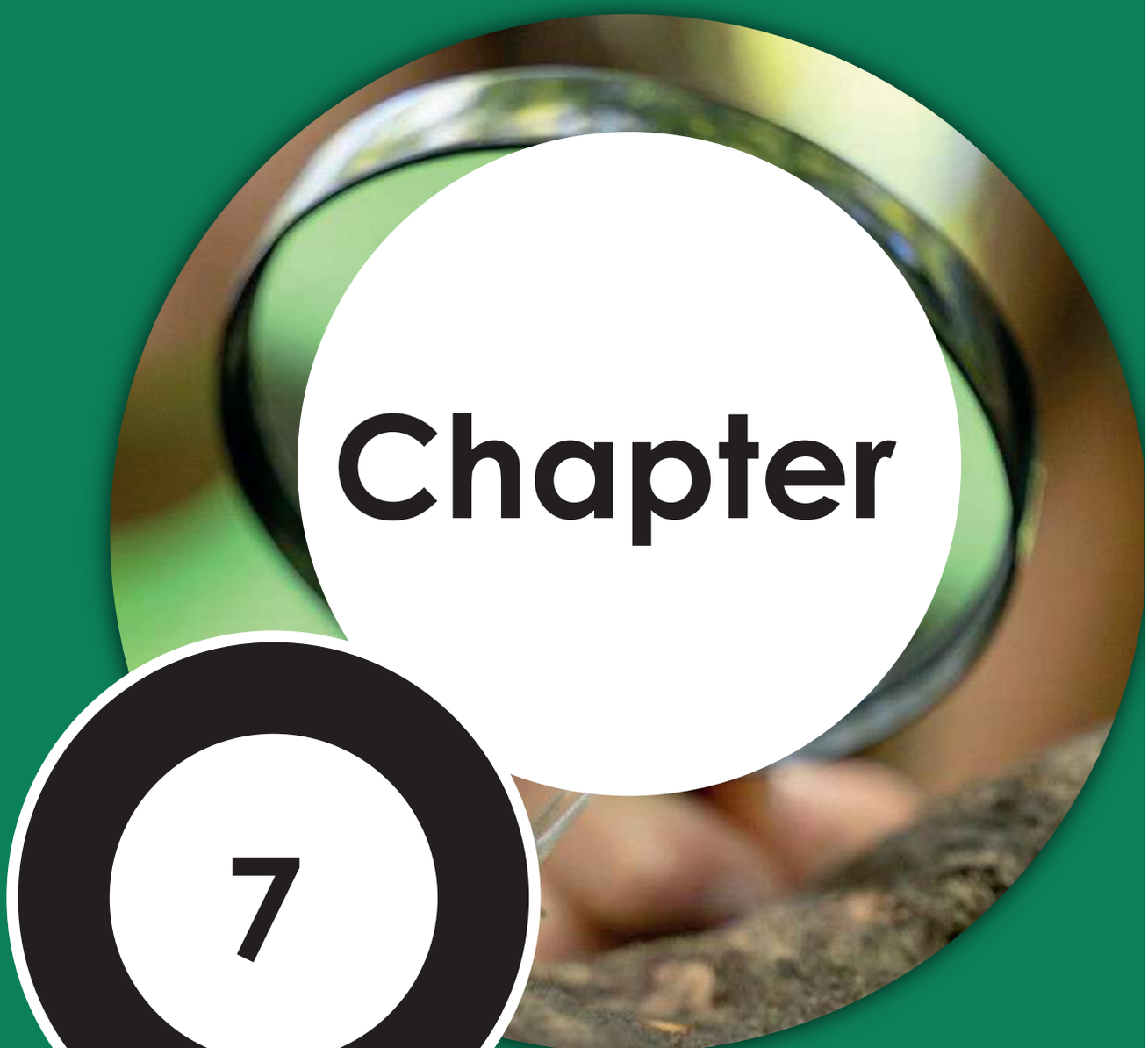
Other ZIMRA and support automation interventions include Electronic Cargo Tracking, the e-Tariff, automation of the Clearing Agent Management Module and integration of various automated platforms all round.

The Department of Immigration whose functions include passport control is in the process of deploying a new Online Border Management System (OBMS) This new system among other functionalities will be aligned to the e-Passport , e-Gates as well as other biometric processing functions.

6.16.4 Legal

The extension of operating hours at Chirundu to 24 hours is now fully legislated for across both territories with full harmonization. Various stakeholders in both territories continue to shift their operations to align them with the increased operating hours.

All stakeholders therefore need to examine their functions around these changes to strategize and provide input in the consultative arrangements for the border upgrade programmes under the Ministry of Transport and Infrastructural Development. Increased coordinated border management liaison on the ground is also critical.



Chapter 7

Chapter 7 Observations and Recommendations

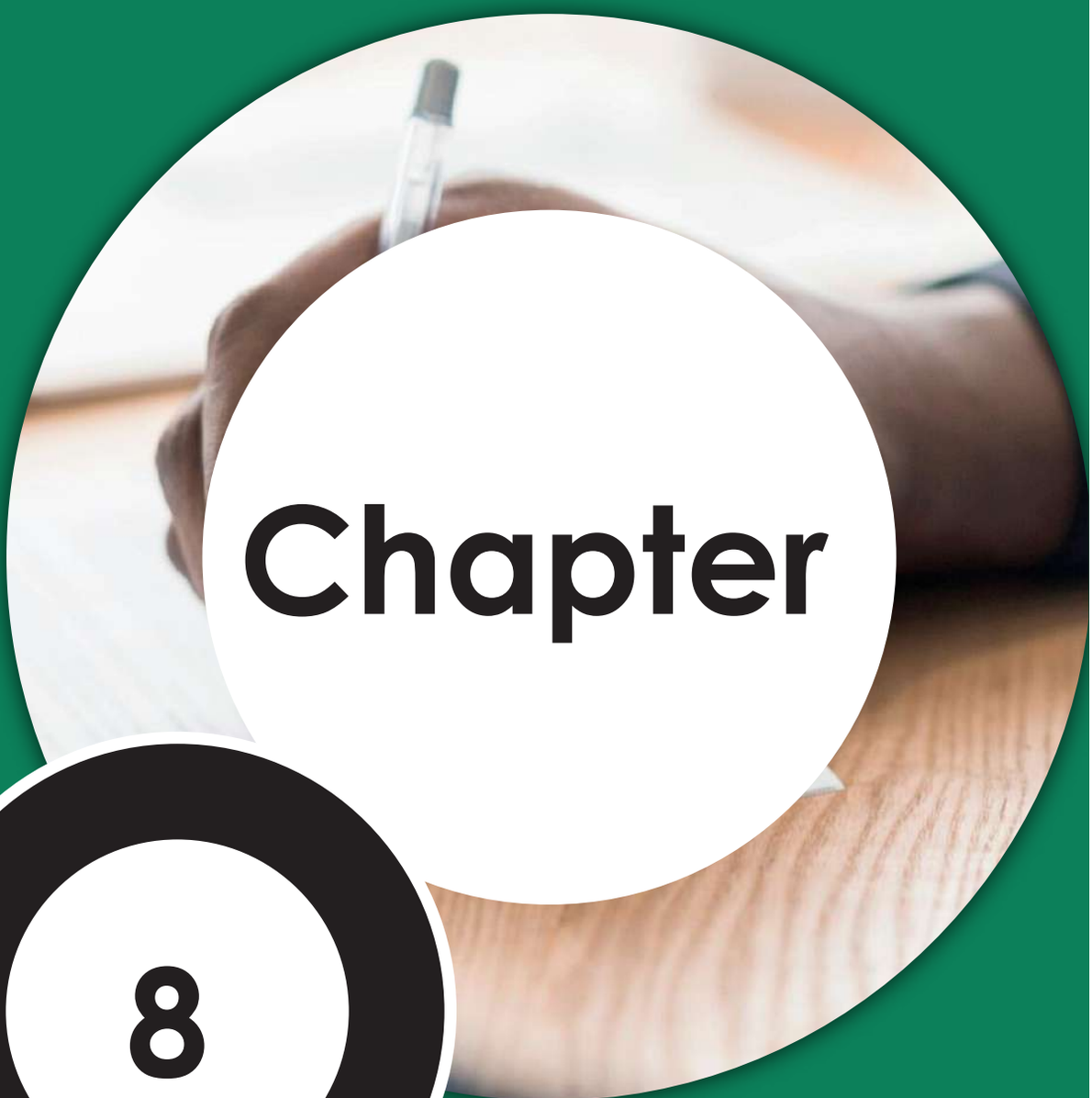
7.1 Overall Observations and Recommendations

Following data analysis described in the foregoing section, a number of observations, conclusions and recommendations were drawn. Table 41 below presents these conclusions and recommendations with indicative implementation periods.

Table7. 1 Observations and Recommendations

	Findings	Implication	Recommendation	Responsibility	Indicative implementation date
	INFRASTRUCTURE				
	Infrastructure inhibiting smooth traffic floor where south and north bound traffic interfere with each other, that is, incoming trucks for scanning cross crossing with north bound traffic	-Delays in traffic movement -Truck accidents within the border may occur.	The commercial scanner should be appropriately positioned so that south bound trucks do not interfere with north bound trucks	ZIMRA HQ	Long term
	Absence of space for carrying out physical examinations for north bound fuel tankers	- North bound fuel tankers movement interfering with south bound trucks coming from the scanner, hence delays in traffic movement - Truck accidents within the border may occur, with a high possibility of fire outbreak.	- Construction of tanker inspection shed outside the border	ZIMRA	Long term
	Inadequate staff accommodation	-Border agencies being unable to second adequate staff -Available staff working for very long hours	Construction of adequate accommodation	Government of Zimbabwe	Short term
	Delays in the scanning of south bound trucks due to the old scanner	Small movement of south bound loaded trucks resulting in long queues of trucks due for scanning	Procurement of modern scanner	ZIMRA Head Office	Long term
	The border is at the risk of fire due to fuel tankers which are being inspected in the border under conditions which are not conducive.	The risk of fire is very high	Construction of tanker inspection shed outside the border	ZIMRA	Long term

	Inadequate holding space for ZIMRA on the northbound acquittal office within the Common Control Zone	-Trucks being released in small batches of 4 at a time. -At times trucks stand on the bridge, a situation which compromises on the safety of the bridge.	- ZIMRA and ZRA should engage and come up with a suitable location of the North bound acquittal office	ZIMRA and ZRA	Short term
	Long periods of power cuts	Some systems based operations are affected, hence delaying movement of traffic	Investment in green energy	ZIMRA and ZRA	Long term
	OPERATING SYSTEMS				
	Differences in clearance systems between ZIMRA and ZRA. ZIMRA uses a preclearance system while ZRA uses preregistration. Preclearance is an improved version of clearance compared to preregistration.	- **Buildup of north bound trucks on the Zimbabwe side of Chirundu border.** Risk of smuggling and revenue loss to both ZIMRA and ZRA.	There is need for the two Customs Administrations to engage with the possibility of the two Administrations adopting preclearance as an option.	ZIMRA and ZRA	Short term
	Differences in operating hours.	-Government agencies operating hours (both Zimbabwe and Zambia) not aligned. -Currently only limited services are available after 2200 hours. Some trucks are not being released from the border after 2200 hours.	The Government of Zimbabwe and Zambia should engage and fully operationalize 24 hour operations at the border	Government of Zimbabwe and Zambia.	Short term
	HUMAN CAPITAL				
	Staffing inadequacies to cater for 24 hour operation	-Some government agencies unable to operate for 24 hours -Available staff working for long hours in respect of those agencies who remain open after 2200 hours	All government agencies should have adequate manpower to enable 24 hour operation of the border.	All border government agencies	Long term
	Capacity building on the OSBP through the assistance of JICA	Government border agencies and members of the private sector operating at the border have full appreciation of OSBP operations.	-Such partnerships should continue. -Studies of other successful OSBPs should be carried out. Lessons learnt should be implemented were appropriate	Government of Zimbabwe	Long term



Chapter 8

Chapter 8 Conclusions

The conduction of the Chirundu OSBP Endline Time Management Survey in 2024 provided learning points for all involved technical working group members. Given that the members were drawn from diverse areas of operation and organizations as well as from the private sector, the accumulation of skills, expertise and experience held in this group of experts was enriching not only to the methodologies applied but also to the discussions around analysis, observations, conclusions and suggestions in the development of recommendations.

The build up from the 2022 baseline survey whose report was launched in July 2024 also provided significant improvement insights in the preparation of the report for the 2024 survey.

The widened scope of the survey in terms of additional traffic categories and inclusion of stakeholders not previously involved in the 2022 baseline study provided opportunities to examine the integrated nature of border control activities, service points, infrastructural issues as well as legal and administrative measures in place of their impacts on each other. A deeper understanding of such processes is evident in the suggested recommendations in the report, which are cross cutting and are meant to provide a holistic view of the areas that require attention. Such recommendations also provide information to policy makers in terms of identifying responsibility and accountability boundaries, which is key in the assigning of functions to government entities from a Central Government position.

These recommendations also provide insight to other users of the border, including the traveling public and the international community. The cyclic nature of surveys therefore provide information on noted improvements and trends that remain critical decision information.

Expert analysis from the ZIMRA ICT Division and skilled members within the technical working were instrumental in providing scientific explanations from relevant pre- and post-survey data to enhance the interpretations leading to the conclusions and recommendations. To that end, the team benefited immensely from the experience and from the interactions at various stages of the survey. The networking created connections that go beyond the survey itself as most of these members are key decision makers within their areas of operation and are also consulted within their organizations in critical policy formulation.

The findings of 2024 Endline Time Management Surveys demonstrate the commitments across all organizations towards collaboration in the development and implementation of measures to improve the efficiency and effectiveness of trade facilitation. These commitments are not only on the shoulders of customs administrations, but also on all key border stakeholders. The measures recommended in this report have a significant positive impact on the efforts to continue to reduce the time taken to complete border processes without compromising the risk management and quality controls required to effectively balance trade facilitation and controls.

The achievement of improved targets in a timeous manner using multi-pronged initiatives remains a critical overall objection of effective border management. New observations identifying bottlenecks not noted in the initial survey do not necessarily demonstrate a deterioration of service delivery but rather the wider scope of the survey which capture

issues not covered by the baseline study. It is important therefore to note that subsequent surveys should carry sufficient variations within the scope and methodologies to address limitations in the previous studies.

The survey also noted the importance of compliance by business and other users of the border in adhering to policy, administrative and control requirements before submitting declarations and presenting cargo or themselves as travelers at the controls for final processing. This has been a significant cause for the dwell time in the processing of goods and travelers where the goods or the travelers get to the control point without adequate documentation or supporting information to enable effective facilitation in most instances, within the quality service commitments covered by their documented client service charters.

More importantly, time management studies on isolated targets can provide recommendations that can be customized for implementation at other crossing points or to inform the preparation of surveys elsewhere. Like all accepted and published research, surveys also add to the body knowledge for academic and practical use.

Annexes

Questionnaire

CHIRUNDU OSBP ENDLINE TIME MEASUREMENT SURVEY 2024
DRIVER/TRAVELLER/COMMUNITY IMPACT ASSESSMENT QUESTIONNAIRE
DRIVER/TRAVELLER/COMMUNITY

1. What is you traveller category in terms of the following? (tick (√) one)

Pedestrian	
Passenger on bus	
Passenger in private vehicle	
Private vehicle driver (Zimbabwean Registration)	
Private vehicle driver (Other registration)	
Commercial truck driver	

2. What is you traveller category in terms of the following? (tick (√) one)

A visitor	
Returning resident	
In transit	
Business	

3. Which direction are you travelling?

North bound (going to Zambia and beyond)	
South bound (going to Zimbabwe and beyond)	

4. How long have you been using this border (state in number of years)?

Less than 1 year	
1 – 2 years	
3 – 5 years	
6 – 7 years	
More than 7 years	

5. When did you arrive at this border post? (specify if more than a day)

1-6 hours	
6-12 hours	
12-18 hours	
18-24 hours	
More than a day	

6. Do you know the status of your consignment/clearance process with immigration, customs, or any other regulating authority?

Yes	
No	

7. Which of the following represents the improvements you desire to improve service delivery at this border? (Tick as many as represent your desire)

Customs Operating Hours	
OGA Operating Hours	
Clearing Agents Operating Hours	
Customs & OGA Coordination	
Border Infrastructure	
Customs Processes	
Customs System	
Other	

(Please specify) .....
.....
.....

8. Do you experience the same challenges each time you use this border?

Yes	
No	
N/A	

9. What are some of the challenges you face at the border?

.....
.....
.....

10. What do you think contributes to these challenges (where applicable)?

.....
.....
.....

11. What positive experiences have you had with the clearance processes at this border post?

.....
.....

……

12. What do you think should be done differently to improve the system?

……
……
……

13. Do you have any other comments?

……

……

……

TIME MEASUREMENT SURVEY QUESTIONNAIRE

WEIGHBRIDGE

Date: ----------

Enumerator: ----------

Signature ----------

Supervisor ----------

Signature ----------

Type of Package (please tick)			Vessel Reg Number or Chasis Number	Trailer 1	Trailer 2	Import / Transit/ Export	Time entering weighbridge	Time exiting weighbridge	comment
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							

Deployment Schedule Sample

Proposed Enumerator Work Shift Schedule for Live Survey

Location	Enumeration Point	Shift	Data collection hours	Office Operating Hours	17 Fri	18 Sat	19 Sun	20 Mon	21 Tus	22 Wed	23 Thu
N1	Entry Gate	M	0600-1500	24 hours	1	25	21	17	13	10	6
		A	1400- 2200		2	26	22	18	14	11	7
N2	Physical Examination – Fuel Tankers	M	0600-1300	0600-1900	3	27	23	19	15	12	8
		A	1200-1900		4	28	24	20	16	13	9
N3	ZIMRA Acquittal Desk	M	0600-1500	24 hours	5	1	25	21	17	14	10
		A	1400-2200		6	2	26	22	18	15	11
N4	Immigration	M	0600-1500	0600-2200	7		27		19		12
		A	1400-2200			3		23		16	
N5	INTERPOL & Customs (Passenger) Private Car Clearance	M	0600-1500	0600-2200	8	4	28	24	20	17	13
		A	1400-2200		9	5	1	25	21	18	14
S1	Buses Parking shed	M	0600-1500	0600-2200	10	6	2	26	22	19	15
		A	1400- 2200		11	7	3	27	23	20	16
S2	Private Vehicle parking area	M	0600-1500	Up to 2200	12	8	4	28	24	21	17
		A	1400- 2200		13	9	5	1	25	22	18
S3	Port Health		Only Afternoon	Up to 2200	14	10	6	2	26	23	19
		A	1400- 2200								
S4	Immigration	M	0600-1500	Up to 2200	15	11	7	3	27	24	20
		A	1400- 2200		16	12	8	4	28	25	21
S5	INTERPOL & Customs (Passenger) Private Car Clearance	M	0600-1500	Up to 2200	17	13	9	5	1	26	22
		A	1400- 2200		18	14	10	6	2	27	23

S6	OGAs Office-Plant Inspector	D	0800-1800	0800-1700	19	15	11	7	3	28	24
	OGAs Office-EMA			0600-2000							
	OGAs Office-Port Health			0800-1700							
	OGAs Office-Vet			0600-2200							
	OGAs Office-Biotech			0600-2200							
S7	Buses PE Bay	A	Only afternoon 1400-2200	24 hours	Same enumerator of S1 afternoon						
S8	Commercial physical examination bay	M	0600-1500	0600-1800	Same enumerator of S1						
		A	1400- 2200		Same enumerator of S1 afternoon						
S9	Zambia Acquittal Desk	M	0600-1500	24 hours	20	16	12	8	4	1	25
		A	1400- 2200		21	17	13	9	5	2	26
S10	Scanner	M	0600-1500	24 hours	22	18	14	10	6	3	27
		A	1400- 2200		23	19	15	11	7	4	28
S11	VID (Weighbridge)	M	0600-1500	24 hours	24		16		8		1
		A	1400-2200			20		12		5	
S12	Exit gate for trucks	M	0600-1500	24 hours	25	21	17	13	9	6	2
		A	1400- 2200		26	22	18	14	10	7	3
S13	Exit gate small vehicles	M	0600-1500	0600-2200	27	23	19	15	11	8	4
		A	1400- 2200		28	24	20	16	12	9	5
				G-Total	28 Enumerators						

Notes:

1. Shift column above indicates
   M:Morning Shift (0600-1500)
   A: Afternoon Shift (1400-2200)
   D: Day Shift (0600-1800) or (0600-1700) or (0600-1900)

2. Enumerators will be given a call number for management of this deployment plan purpose

3. Enumerators are expected to gather at Stand up meeting point 20 minutes before assigned time.
   Morning Shift 0540hrs,
   Afternoon Shift 13:40
4. Work rotation will be reviewed but basically once assigned it is expected that the enumerator works at the place assigned for that day.

TWG Attendance list

	NAME	DESIGNATION
1	Alick M. Mutandiro	TMS Supervisor
2	Victor Mayisiri	Lead TWG Member/Chair
3	Jericho Rundogo	2nd Lead TWG Member/Vice Chair
4	William Mhondoro	TWG Member
5	Innocent Muranganwa	TWG Member
6	Tafireyi Choruwa	TWG Member/Data Analyst
7	Nigel Matinde	TWG Member
8	Anthony Maipisi	TWG Member
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NOTES

OSBP Procedures Manuals

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Appendix D-1 Chirundu OSBP Procedures Manual

The Chirundu OSBP Procedures Manual is provided on the following pages, which was developed under the Project and submitted in November 2024.

Chirundu OSBP Procedures Manual

The Project for Capacity Development on Smooth Operation of

OSBPs on the North-South Transport Corridor

November 2024

Foreword

This Manual provides the procedures for the Chirundu One-Stop Border Post.

The Manual is designed to enable officers of border agencies, facilitation agents, transporters, border community residents, and other stakeholders to understand the procedures for OSBP operations. It does not in any way replace or supersede existing departmental and agency-specific procedures manuals or standard operating procedures (SOPs) at the national and regional levels.

The Manual will be used both as an operational instrument and as a basis for training and sensitization activities. For purposes of clarity, an attempt has been made to include only information and procedures that will be used under normal operating circumstances within the OSBP. The Manual will be reviewed periodically and/or as may be necessary to ensure that it is consistent with international developments in trade facilitation in general, and with the changing circumstances of OSBPs in the Southern African region in particular.

Acknowledgments

The Governments of Zambia and Zimbabwe, along with the Japan International Cooperation Agency (JICA), undertook this activity to prepare an OSBP Procedures Manual for implementation of the Chirundu One-Stop Border Post. JICA – through the Project for Capacity Development for Smooth Operation of OSBPs on the North-South Transport Corridor – provided technical and logistic support for this effort. Technical Experts from the Republic of Zambia and the Republic of Zimbabwe spearheaded the process. Finally, initial drafting and additional technical support was provided by specialists from the consulting firm of PADECO Co., Ltd. of Jap

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Glossary of Acronyms and Definitions of Terms

Acronyms

AEO	authorized economic operator
AMA	Agricultural Marketing Authority
ASYCUDA	Automated System for Customs Data
BCP	business continuity plan[ning]
CBM	coordinated border management
CCZ	common control zone
CES	carbon emission surtax
CIO	Central Intelligence Office
COMESA	Common Market for Eastern and Southern Africa
CTMS	Corridor Trip Monitoring System
CVG	commercial vehicle guarantee
DRP	disaster recovery plan[ning]
EAC	East African Community
ECOWAS	Economic Community of West African States
ECTS	electronic cargo tracking system
EMA	Environment Management Agency
FTP	file transfer protocol / frequent traveler program
G2G	government-to-government
G2U	government-to-user
GMO	genetically modified organism
GRC	general registration certificate
HTTP	hypertext transfer protocol
HTTPS	hypertext transfer protocol secure
IBM	integrated border management
ICT	information and communications technology
IEC	International Electrotechnical Commission
IEEE	Institute of Electrical and Electronics Engineers
IETF	Internet Engineering Task Force
IP	internet protocol
ISO	International Organization for Standardization
IT	information technology
JICA	Japan International Cooperation Agency
NBA	National Biotechnology Agency
NLEIC	National Livestock Epidemiology Information Centre
OSBP	one-stop border post
POP	post office protocol
PQPS	Plant Quarantine and Phytosanitary Service
PQS	Plant Quarantine Services
RAF	road access fee
RAM	random access memory
RIT	removal in transit
SADC	Southern African Development Community
SMTP	simple mail transport protocol
SOP	standard operating procedure[s]
STR	Simplified Trade Regime (under COMESA)
TCP	transmission control protocol
TRIPS	Tripartite Transport Registers and Information Platform System
TTTFP	Transport and Transit Facilitation Programme
UDP	user datagram protocol

UPS	uninterruptible power supply
VID	Vehicle Inspectorate Directorate
VIP	very important person
WAN	wide area network
WCO	World Customs Organization
WHO	World Health Organization
WIM	weigh-in-motion
ZCSA	Zambia Compulsory Standards Agency
ZIMRA	Zimbabwe Revenue Service
ZRA	Zambia Revenue Authority

Definition of Terms

Term	**Definition**
abstention	not doing, refraining, or forsaking (from routine control)
adjoining state	also "adjacent state": neighbor state next to another, sharing a border
authorized economic operator	reliable person/enterprise involved in the border crossing, who/which qualifies for simplified clearance based on their good compliance record and/or lodging of a guarantee
common control zone	the designated area of the OSBP site where officers of the adjoining states perform their border crossing controls
coordinated border management	cooperation between neighbor states in the border crossing clearance procedure, by synchronization of opening hours (i.e., hours of operation), harmonization of procedures and documents, exchange and sharing of information, and the like
Delegate	a person authorized to act as representative for another, i.e., a mandatory, a proxy
Delegator	a person who assigns to another the authority to perform a task on his/her behalf
department of trade	a department (also termed "ministry") is a governmental executive body that manages the public administration in a particular sector. The business sector consists of industry and commerce. Commerce comprises the exchange of goods and services in consideration for money (trade) and the activities that are vital for completion of that exchange (auxiliaries to trade), such as insurance, transportation, warehousing, and advertising.
entry state	state of arrival, state of destination
exit state	state of departure, state of origin
expatriate officer	an officer of the exit state fulfilling his/her duties in the common control zone in the foreign territory of the host state
extraterritoriality	extension of the application of laws outside the national territory by the legal fiction that certain events, acts, and operations on the territory of a foreign state are deemed to have occurred in the national territory
facilitation agent	a person (other than an officer) or enterprise who provides services for the completion of border crossing clearance formalities of persons, vehicles, or goods
facility manager	person or organization charged with the logistics (e.g., maintenance, utilities) of the OSBP facility
free pratique	permission by the health authority to enter the border post for crossing clearance, based on the user's declaration of being free from disease (⇔"libre pratique" [French): customs release for free circulation)

Term	Definition
gate pass	a document issued by the OSBP marshallers, (i) authorizing access to the common control zone, (ii) establishing the user's moment of entry in the common control zone, (iii) informing the agencies on the arrival of a user requiring border crossing clearance, (iv) evidencing the transfer of jurisdiction between the exit and entry states, and (v) establishing the completion of all border crossing formalities for the release of the holder and his/her vehicle and goods (as the case may be) into the state of entry
hazardous goods	also "dangerous goods": substances that can cause damage to health, environment, infrastructure, or equipment
home state	state of permanent residence of the officer or user, the establishment of the enterprise, the registration of the vehicle
host state	the state on whose territory the common control zone is situated, where the border crossing controls are effected
hot pursuit	uninterrupted chase of a suspected criminal by a law enforcer into the territory of a foreign state
inland clearance	a border crossing clearance procedure that relocates control from the border to the (final) point (of destination) in the hinterland
integrated border management	merger of all border crossing clearance activities (holistic approach)
interstate	between and among exit and entry states
intrastate	between and among the respective border control agencies
isolation	separation of contaminated persons, animals, plants, or inanimate things to prevent the spread of contamination
jurisdiction	the power of a public body to issue and enforce legal rules and decisions
lead agency	one of each adjoining states' designated border control agency, charged with the OSBP interstate and intrastate coordination task, the focal point capacity, and the liaison function
marshaller	an agent charged with controlling entrance, exit, and passage through the common control zone for the purpose of security, safety, and health protection (but not for any border clearance function)
officer	a civil servant responsible for conducting border crossing controls in accordance with his/her home state laws
perishable goods	products that deteriorate under ambient conditions and/or lose value over time
pre-clearance	also "advance clearance": pre-arrival (i.e., prior to and in anticipation of the arrival of the subject matter (persons, vehicles, goods) at the border) fulfillment by the users of the border crossing formalities
"pushback"	the forced return of refugees or asylum seekers to a state where they may be subjected to persecution, as prohibited by international law
quarantine	separation of non-contaminated persons, animals, plants, or inanimate things during the incubation period to prevent the spread of contamination
risk management	a technique that makes optimal use of resources by calibrating the effort of risk mitigation to the assessed intensity of the threat
single window	a facility that allows economic operators to complete in a single portal all border crossing clearance formalities simultaneously for all agencies of both the exit and entry states
transshipment	an operation of offloading and reloading the goods on another vehicle to continue the conveyance
user	the traveler, transport operator, pedestrian, driver, or other vehicle crew member, accessing the OSBP facilities and services and intending to cross the border

Chapter 1: Introduction

1.1 OSBPs

1.1.1 OSBPs in Trade and Transport Facilitation

(1) One-stop border posts (OSBPs) are an important trade and transport facilitation tool. Trade and transport facilitation intend to render cross-border movement faster, and cheaper and more predictable, while ensuring its safety and security.

(2) The OSBP system is only one of the various trade and transport facilitation tools, among others such as simplification, coordination, harmonization/standardization, and risk management. OSBP procedures are relevant to the extent that formalities at the border are required. Other facilitation techniques may reduce the border crossing formalities and thus decrease the relevance of an OSBP system, but except for the case of totally eliminating the border, systems of simplified, accelerated, and even exempted border crossing control still require border crossing clearance, even if only to verify whether the subject matter (persons, vehicles, goods) qualifies for that special exemption treatment.

(3) Only regional integration may eliminate the need for controls, checks, and inspections at the border so as to install a "no stop" system.

(4) Border crossing formalities may be reduced, minimized, replaced, or eliminated with various other facilitation techniques such as risk management, trusted trader schemes (e.g., authorized economic operators [AEOs]), pre-arrival processing (advance clearance] and inland clearance, cargo tracking systems, fast-track services, automation, simplified clearance processes (e.g., a *de minimis* regime for small scale traders, border community residents), customs transit systems, temporary importation systems, and the like, as explained in the following text. Such measures and techniques may render the border crossing clearance operations to a large extent superfluous, thereby substantially contributing to the time and efficiency gain pursued by the OSBP or at least avoid losing the OSBP benefits in terms of time and effort.

1.1.2 The OSBP Concept

(1) The OSBP concept is simple: the traditional sequential control (two-stop control, once by the exit state and once by the entry state) is replaced by a single clearance operation so that the user (the traveler, the vehicle, the goods), only has to stop once for the purpose of fulfilling both the exit and entry formalities, to obtain border crossing clearance.

(2) The concept eliminates the need for travelers, vehicles, and goods to stop twice, once for the exit state and once more for the entry state to undertake border crossing formalities. Duplication/redundance of controls/inspections for border crossing clearance is thus avoided.

(3) A "quasi" or "semi" one-stop border clearance system in the common control zone should be avoided, because it amounts to a double or multiple stop and does not justify the investment in the OSBP system (infrastructure, equipment and regulatory regime).

(4) Only integrated processing of border crossing clearance applications such as a single window system (i) for both exit and entry states and (ii) for all involved agencies really achieves the one-stop goal.

1.1.3 Goal of the OSBP

(1) The goal of an OSBP regime or system is efficiency.

(2) Time is saved by expediting the border crossing clearance processing and thus reducing the transit time through the border post. The gain of time and effort results in a win-win situation both for the public authorities and for private users. Less human (manpower) and material resources may be deployed or available resources may better safeguard safety, security, public health, fiscal revenue, and the like. The risk of damaging the vehicle and goods is reduced. Cooperation between the neighbor states improves coordination and thus enhances safety and security.

1.1.4 References

Reference may be made to:

(i) African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD) and Japan International Cooperation Agency (JICA), *One-Stop Border Post Sourcebook, 3rd Edition* (2022)

(ii) International Law:

(a) Global Instruments

International Convention on the Simplification and Harmonization of Customs Procedures, World Customs Organization, 1999

Revised Kyoto Convention (RKC), World Customs Organization (WCO), 2006

Trade Facilitation Agreement (TFA), World Trade Organization (WTO), 2014, Article 8

International Convention on the Harmonization of Frontier Controls of Goods, United Nations Economic Commission for Europe (UNECE), 1982

(b) Continental African Instruments

Agreement Establishing the African Continental Free Trade Area, adopted in 2018 and entered into force in 2019

Regional African Instruments of the Common Market for Eastern and Southern Africa (COMESA), the Southern African Development Community (SADC), and the COMESA-EAC [East African Community]-SADC Tripartite Agreement

(iii) Bilateral Agreement

Bilateral Agreement between the Government of the Republic of Zimbabwe and the Government of the Republic of Zambia concerning the Establishment and Implementation of a One-Stop Border Post at Chirundu (Harare, 27 August 2008)

(iv) Other Sources

(a) Baseline surveys, impact assessments, and monitoring reports

(b) Reports on lessons learned

1.2 Standard Operating Procedures (SOPs)

1.2.1 Concept

A standard operating procedure (SOP) is an instruction addressed to the personnel of an organization on the practical and concrete manner to perform the assigned task.

1.2.2 Goal

The goal of an SOP is to express good (best) practice and standardization (always in the same manner) in the performance of the tasks, to achieve an efficient, qualitative, and consistent operation in compliance with the regulatory precepts.

1.2.3 Legal Basis

(1) The standard operating procedures in the present manual:

[derive their authority from the mandate granted by the Bilateral Agreement between the Government of the Republic of Zimbabwe and the Government of the Republic of Zambia Concerning the Establishment and Implementation of a One-Stop Border Post at Chirundu (Harare, 27 August 2008) to the institutional body (Joint Border Operations Committee)].

[have been adopted by the neighbor states by [memorandum of understanding] [exchange of diplomatic notes] [in protocols] on …].

(2) The Bilateral Agreement has been incorporated (transposed) into national law of the neighbor states by the neighbor states' enabling OSBP legislation/regulations:

The Border Management and Trade Facilitation Act, 2018 (Zambia), and implementing regulations and executive orders; and

The One-Stop Border Posts Control Act, 2007 (Zimbabwe), and implementing regulations and executive orders.

(3) SOPs must comply with the applicable legal/regulatory framework and may only implement and supplement it with recommended processes and best practices, where such leeway is offered by the legal regime.

(4) SOPs are subordinate to the legal and regulatory precepts, and in case of conflict the latter prevail.

(5) According to the hierarchy of norms, the legal regime consists of the national laws and regulations, the bilateral agreement, regional plurilateral agreements, and global multilateral agreements. Supranational law may be directly applicable and have direct effect in the national legal order of the signatory states of the instrument.

(6) Directly applicable international and supranational law does not require implementation by national law; if it has direct effect, international law creates enforceable rights and duties for the users.

1.3 Nature and Objective of the OSBP Operating Procedures Manual

This present manual provides the OSBP SOPs and explains their context and framework. It serves as a quick reference guide for border agency officers on standard, but also on special situations, and as a training tool. It also provides useful information to the private sector users and the general public.

1.4 Chirundu OSBP Configuration and Modality

1.4.1 General

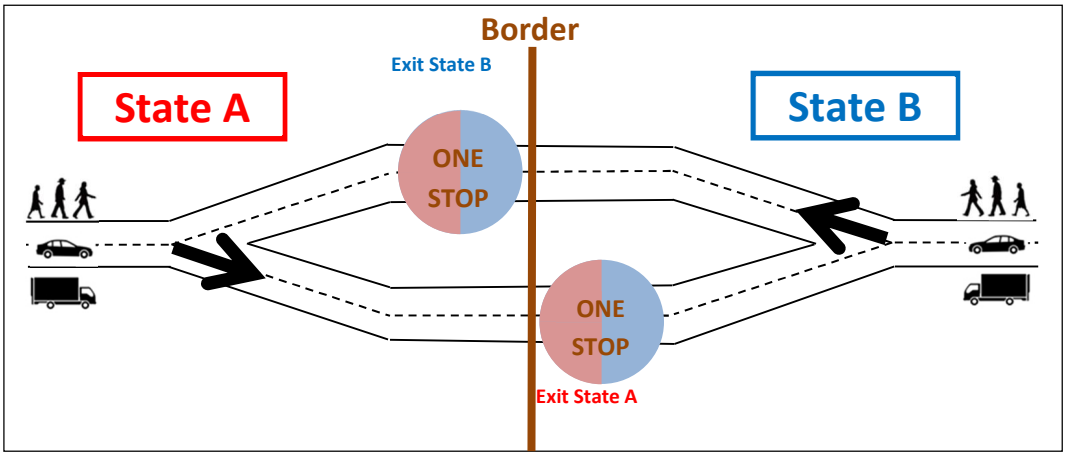
(1) The configuration of the physical infrastructure and the clearance modality of the border post are established facts with which the SOPs need to comply.

(2) This OSBP SOP Manual describes the system that concretely is to be applied at the Chirundu border crossing, as imposed by the existing physical configuration, the chosen clearance modality in the bilateral agreement between the neighbor states, and as implemented in their respective national enabling legal frameworks.

1.4.2 OSBP Facility Configuration

(1) The physical infrastructure model of the OSBP may be inspired by topography, by the legal and regulatory framework, by political choices, and the like. Several models are conceivable (i.e., entirely located in one neighbor state, straddling, or juxtaposed).

(2) The Chirundu OSBP configuration is of the juxtaposed type. It consists of two facilities, one of each adjoining state, situated on their respective side of the border in their respective national territory, but in proximity to each other.



1.4.3 OSBP Clearance Modality

(1) Several control modalities are conceivable to achieve the "one stop" objective.[1]

(2) The procedures described in this manual are based on the control modality chosen for the Chirundu OSBP:

(i) Bidirectional control (exit and entry controls) is effected.

[1] E.g. (i) unidirectional entry control (the exit state refrains from control of outbound traffic), (ii) delegated control (one neighbor state delegates its control authority to the other neighbor state), (iii) mutual recognition (the neighbor states reciprocally rely on the control performed by the counterpart agency of the neighbor state, (iv) integrated control (all control authorities of the exit and entry states are merged into a single mixed entity), (v) joint and simultaneous control (combination in time and place [coincidence and concurrence) of the controls by the exit and entry states).

(ii) For each direction of travel, border controls are carried out in the state of entry/arrival/destination: this modality entails extraterritorial discharge of control duties (see below).

(iii) Inspections are performed jointly and simultaneously by all the agencies of both neighbor states: the controls by the exit and entry states are combined in the orders of time (the moment) and place (the location). For this purpose interstate (between counterpart states) and intrastate (among the agencies) delegation of authority or mutual reliance is possible (see the following text).

1.4.4 Extraterritoriality and Hosting

The combination of a juxtaposed border post configuration with a joint and simultaneous control modality by the neighbor states entails the establishment of a common control zone and an exclusive use area on each side of the border in the OSBP site and it creates the need for an extraterritoriality regime and hosting arrangement, as detailed in Chapter 2.

Chapter 2: Extraterritorial Discharge of Duties

2.1 Principles

The following principles govern the extraterritorial discharge of duties:

(i) Pursuant to the clearance modality in the Chirundu OSBP, the officers of the exit state perform their duties on the (foreign) territory of the neighbor host state.

(ii) As a matter of principle, national laws of a state only apply within the territory of that state.

(iii) An express extraterritoriality or extraterritorial jurisdiction regime allows a state to extend the application of specific national laws to a place located outside its own territory.

(iv) The acts of border agency officers are linked to national sovereignty and for that reason they cannot be performed on foreign territory without an express legal framework to accommodate such a situation, i.e., on the one hand a hosting arrangement and on the other hand a legal fiction that assumes the officer's discharge of duties on the host foreign territory to have been performed on his/her own home state territory.

(v) The extraterritoriality regime addresses the following aspects.

2.2 Common Control Zones and Exclusive Use Areas

In a juxtaposed OSBP configuration, there are two common control zones and two exclusive use areas, one on each side of the border. There is an exclusive use area in each common control zone.

2.2.1 Common Control Zones

(1) The common control zones are located in the fenced area between the entry/exit gate of the facility in Zimbabwe up to the entry/exit gate of the facility in Zambia.

(2) The zones are fenced to demarcate the area and to bar unwanted ingress and egress.

(3) In the common control zones, the officers of the exit state perform their border crossing controls on the territory of the host state. For that purpose the border control officers of both states can move freely in the common control zones.

2.2.2 Exclusive Use Areas

(1) The officers of the exit state who perform their border crossing controls in the control zone on the territory of the host state have an exclusive use area at their disposal.

(2) The exclusive use area is clearly identified through the display of official signs (insignia).

(3) The officers and law enforcement agents of the host state have no access to the exclusive use area, except upon invitation or request for assistance from the officers of the exit state performing their duties on the host state territory, or in case of emergency.

2.2.3 Hosting Arrangement

For the same sovereignty-related reason, the performance of duties by expatriate officers of the neighbor state in the common control zone on the national territory of the adjacent host state requires an express authorization from that host state in the format of a hosting arrangement.

2.2.4 Extraterritorial Jurisdiction

(1) The scope of the extraterritoriality is limited to the border control laws and their enforcement. This means that non-border control related matters (e.g., offences committed) in the OSBP common control zone on the territory of the host state are governed by the ordinary law of the territorial location of their occurrence. The law enforcement authority remains competent for non-border control related offences committed in the OSBP control zone situated in its national territory.

(2) The effect of the extraterritoriality is that:

(i) jurisdiction is based on the nationality of the officer who performs the control and not on the national territory where the control is performed.
(ii) border control is deemed to have occurred in the territory of the home state of the officers charged with the control in the OSBP control zone situated on the territory of the host state;
(iii) offences against border control laws committed in the course of the control in the OSBP control zone, situated in the host state territory, are deemed to have occurred in the territory of the home state of the officers charged with the control in the territory of the host state OSBP control zone; and
(iv) the officers charged with the control in the territory of the host state OSBP control zone may exercise their home state border control related enforcement powers (e.g., detention, questioning, searching, arresting, levying fines, confiscating) and escort a suspect or repatriate goods or a motor vehicle to the officers' home state.

2.2.5 Transfer of Jurisdiction

(1) The transfer or shift of jurisdiction with respect to border control laws is based on the handover or release of the subject matter (travelers/persons, vehicles, goods) by the exit-state authorities to the entry-state authorities.

(2) Despite having conducted its controls jointly with the state of exit, the state of entry should not take any measures on the person or vehicle or goods before the state of exit has handed over jurisdiction to the state of entry in the appropriate manner.

(3) The tangible manner in which the jurisdiction formally passes from the exit to the entry state is the signing off of the gate pass by the exit state authorities (Annex 1).

2.2.6 Access of Expatriate Officers, Facilitation Agents and Other Service Providers to the Common Control Zone in the Adjoining State Territory

(1) For the purpose of performing their duties in the common control zone on the territory of the host state, the officers of the exit state have access to the host state without formalities, by producing appropriate evidence of their identity and status.

(2) Facilitation agents and service providers of the exit state have access to the host state without formalities, based on name lists exchanged by the neighbor states and the display of their identity badge of the model in Annex 2 and certified by both neighbor states. Only such certified facilitation agents and other service providers (e.g., bank offices, vehicle repair or towing,

disinfection or fumigation services, facility repair and maintenance services) have access to the common control zone).

(3) This right of access to the common control zone on the territory of the host state in the context of the OSBP does not imply the right of permanent residence. All officers and facilitation agents and other service providers working in the common control zones of the OSBP will continue to reside in their respective home states.

2.2.7 Legal Status of Officers in the Common Control Zone of the Host State

(1) Identification of Expatriate Officers

(i) The officers of the exit state, fulfilling their duties in the common control zone of the host state, are designated by their home state in a constantly updated name list, which is communicated to the host state, which may only object to an officer's designation for valid reasons.

(ii) The expatriate officers must wear their national uniform or visible distinctive insignia and display their identity badge of the model in Annex 2, while on duty in the host state.

(2) Carrying of Firearms

The officers of the exit state fulfilling their duties in the common control zone of the host state are not entitled to carry firearms or other weapons, unless pursuant to the special arrangements between the neighbor states.

(3) Immunities

(i) Acts and omissions by the officers of the exit state in the discharge of their duties in the common control zone on the host state territory are deemed to have been committed in the territory of their home state.

(ii) Civil and criminal liability for those acts and omissions related to the discharge of their duties is governed by the laws of their home state.

(iii) Any investigation reports and witness records on those acts and omissions by host state law enforcement officers are communicated to the officer's home state and provide valid evidence in the officer's home state.

(iv) Vice versa acts and omissions committed by the officers of the exit state in the common control zone on the host state territory, but unrelated to the discharge of their duties, are governed by the ordinary rules of criminal and civil law.

(4) Repatriation

Expatriate officers fulfilling their duties in the common control zone on the host state territory are guaranteed safe conduct/passage back from the host state to their home state.

(5) Legal Status of Facilitation Agents and Other Service Providers in the Common Control Zone of the Host State

(i) Only facilitation agents and other service providers certified by the neighbor states can offer their services in the common control zone.

(ii) Facilitation agents and other service providers are to observe the laws of the host state.

(iii) Facilitation agents and other services providers supply their services according to the law of their home state.

(6) Entry/Exit of Control Necessities/Equipment to/from the Common Control Zone

Goods necessary for the performance of the duties by the officers and for the provision of services by the facilitation agents and other service providers in the common control zone are exempt from all taxes and duties on entry and exit.

(7) Transfer of Assets from the Common Control Zone

(i) Revenue collected and goods seized in the host state common control zone under the jurisdiction of the exit state can be freely transferred to the exit state.

(ii) Facilitation agents and other service providers are entitled to freely transfer proceeds received for the supply of their services from the common control zone to their home state territory.

Chapter 3: Border Crossing Clearance Parameters

3.1 Introduction

(i) The course of the border crossing clearance operation depends on several of the following parameters: the type of control action taken, the object of the inspection and identification, the subject matter (persons, vehicles, goods) of border crossing clearance, the categories and capacities of persons crossing the border, the categories of vehicles and goods crossing the border, and the agencies charged with border crossing controls.

(ii) Based on these parameters, a very large number of combinations are conceivable. Some of those combinations are more common, others are more exceptional.

(iii) Due to their sheer number, it is not possible to describe all possible combinations. Due to their exceptional character, it is not appropriate to address a number of the combinations. For the purpose of this procedures manual, a selection of the most common combinations is presented in Chapter 5.

(iv) Some components of the combinations may qualify for simplified/priority border crossing clearance, while other components are subject to the normal or intensified control. In such case the clearance speed and complexity will be determined by the most demanding agency: e.g., diplomats are exempted from luggage inspections, but not from health checks, or goods may benefit from simplified or exempted control by one agency (e.g., customs because of pre-clearance) but not by another agency (e.g., phytosanitary).

3.2 Agencies Responsible for Border Crossing Clearance

Agency functions for border crossing clearance may include:

(i) Immigration;
(ii) (Human) health;
(iii) Customs: smuggling;
(iv) Police: criminality, terrorism, security;
(v) Endangered species, cultural heritage, environmental protection;
(vi) Agriculture, livestock, fisheries, forestry;
(vii) Anti-Counterfeit agencies (e.g., for the repression of pirated goods);
(viii) Transport: operators' license, vehicle registration, vehicle roadworthiness, technical specifications, insurance cover;
(ix) Trade: export/import permits; and
(x) Quality (standards) and biosecurity: sanitary, plant health (phytosanitary), and animal health (veterinary conditions).

For some subject matter that crosses the border, the control of only some agencies is relevant.

3.3 Border Crossing Clearance Actions

3.3.1 Types of Actions

Types of action include:

(i) physical/visual observation (e.g., for signs and symptoms of diseases), inspection, examination (e.g., X-Ray or scanning, temperature check) and verification of the subject matter (persons, vehicles, goods);
(ii) document control: whether appropriate, not expired, not counterfeit, not forged, not falsified;

(iii) identification: check of the correspondence of the subject matter (persons, vehicles, goods) against its accompanying documents;
(iv) check of eligibility of subject matter (persons, vehicles, goods) for exit/entry (e.g., screening travel history for health, certificates of origin for goods, vaccination record cards);
(v) processing of documents: issuance, stamping, signing, certification, validation, and the like;
(vi) collection of duties and fees (e.g., road user charges, carbon emission surtaxes, tolls); and
(vii) sanitation operations: disinfection, fumigation, and the like.

3.3.2 Objects of Physical/Visual Inspection Actions in Border Crossing Control

Objects of physical/visual inspection actions in border crossing control include:

(i) medical/health inspection of persons;
(ii) body search of persons;
(iii) search of vehicles for contraband and clandestine passengers;
(iv) search of cargo and luggage;
(v) measuring, counting, and weighing of goods to determine their quantity (also as a valuation parameter);
(vi) sampling of goods to determine their nature (also as a valuation parameter), quality and (phytosanitary/health) condition; and
(vii) vehicle inspection to check technical condition (roadworthiness) and conformity with technical specifications (e.g., dimensions, weight, axle load, equipment).

3.3.3 Objects of Identification Actions in Border Crossing Control

Objects of identification actions in border crossing control include:

(i) for persons: identity verification with the identity document, passport, visa, border pass, driver's license, health/vaccination certificate, and the like;
(ii) for vehicles: check of correspondence of the vehicle with its registration certificate, roadworthiness certificate, insurance certificate, temporary admission authorization, and the like
(iii) for goods: correspondence of the consignment with its customs declaration, importation/exportation documents, import/export license (trade permit), quality certificate, phytosanitary certificate, certificate of origin, and the like

3.3.4 Objects of the Entry/Exit Eligibility Checking Actions in Border Crossing Control

Objects of entry/exit eligibility checking actions in border crossing control include:

(i) for persons: visa purpose, areas/states of previous stay(s) (travel history), destination, period, security screening, recognized driver's license, transport operator license, parental authorization for minors, and the like;
(ii) for vehicles: registration, temporary admission, insurance cover, roadworthiness, and sanitary condition, payment of road user fee; and
(iii) for goods: import/export license, temporary outlet/admission (exit/entry), quality criteria, origin, and payment of customs duties.

3.4 Subject Matter of Border Crossing Clearance

3.4.1 Basic Categories of Subject Matter for the Purpose of the Border Crossing Clearance Regime

Basic categories of subject matter for the purpose of the border crossing clearance regime include:

(i) persons;
(ii) vehicles; and
(iii) goods, including live animals.

3.4.2 Different Relevant Capacities of Persons for the Purpose of the Border Crossing Clearance Regime

For the purpose of the border crossing clearance regime a person may cross the border in the following capacities:

(i) pedestrians;
(ii) passengers on board of a vehicle;
(iii) motor vehicle drivers;
(iv) vehicle crew members; and
(v) non-motorized vehicle operators.

3.4.3 Different Relevant Categories of Persons for the Purpose of the Border Crossing Clearance Regime

Different relevant categories of persons for the purpose of the border crossing clearance regime include:

(i) local community residents (holding locally issued travel permits, i.e., border passes);
(ii) COMESA/SADC Partner State nationals;
(iii) foreign travelers;
(iv) frequent travelers;
(v) minors;
(vi) sick/ill persons;
(vii) persons with special needs: e.g., infants (young children) and persons with a disability;
(viii) VIPs;
(ix) diplomats;
(x) adjoining state officers;
(xi) facilitation agents and other service providers;
(xii) irregular migrants (refugees/asylum seekers);
(xiii) small-scale traders; and
(xiv) authorized economic operators.

3.4.4 Possible Combinations of Persons with Other Border Crossing Subject Matter

Possible combinations of persons with other border crossing subject matter (persons, vehicles, goods) include:

(i) the vehicle driven;
(ii) the luggage carried;
(iii) pet animals accompanied;
(iv) personal effects worn;
(v) goods traded;
(vi) livestock herded; and
(vii) currencies carried.

3.4.5 Different Categories of Vehicles

Different categories of vehicles include:

(i) private motor vehicles (cars);
(ii) two-wheel motor vehicles (e.g., motorbikes, mopeds);
(iii) private trucks and private coaches;
(iv) vehicles with abnormal dimensions or weight;
(v) government-owned vehicles and public buses;
(vi) non-motorized (hand)carts;
(vii) open empty trucks;
(viii) containers
(viii) animal-drawn vehicles;
(ix) non-motorized bicycles; and
(x) emergency vehicles (e.g., for vehicle recovery, firefighting, medical evacuation).

3.4.6 Possible Combinations of Means of Transport with Other Border Crossing Subject Matter

Possible combinations of means of transport with other border crossing subject matter (persons, vehicles, goods) include:

(i) the driver of an empty truck or an empty passenger car or an empty bus;
(ii) the driver and passengers on board;
(iii) the driver and passengers and luggage on board;
(iv) the driver and goods on board; and
(v) as cargo on board of another vehicle.

3.4.7 Categories of Goods

The following categories of goods may cross the border:

(i) currency;
(ii) accompanied baggage;
(ii) personal effects of travelers;
(iii) bulk cargo;
(iv) breakbulk cargo;
(v) containerized cargo;
(vi) refrigerated goods;
(vii) deep-frozen goods;
(viii) hazardous goods (e.g., fuel or gas);
(ix) perishable goods;
(x) abnormal loads in terms of weight and/or size;
(xi) restricted goods requiring special permits and/or escorts;
(xii) livestock;
(xiii) pet animals;
(xiv) prohibited goods; and
(xv) diplomatic pouch.

Chapter 4: Intensity of Control

Without prejudice to the specific clearance regime of the specific agencies, the following principles apply to the intensity of the control.

4.1 General

(1) Standard inspection is random, summary, and non-intrusive.

(2) Border crossing clearance control may be nonstandard and deviate from the standard/routine type in some cases.

(3) In some cases control may be simplified or exempted.

(4) In other cases control may be intensified or exhaustive.

4.2 Reduced or Abolished Control

4.2.1 Simplified and Exempted Control

Subject matter (persons, vehicles, goods) that qualifies for simplified/exempted control is not subjected to the full standard border crossing control cycle. Control actions may be reduced or abolished in the following cases:

(1) Simplified Control

(i) border community residents
(ii) frequent users (including frequent traveler program [FTP] persons and (commercial truck and bus drivers)
(iii) authorized economic operators (AEOs; trusted users)
(iv) small-scale traders
(v) simplified trade regime goods (*de minimis* import for low-value goods)
(vi) empty returning freight vehicles
(vii) secured transit goods operations: in closed and sealed compartments (containers) and/or subject to an electronic cargo tracking system (ECTS) or escort regime
(viii) goods subject to pre- or post-clearance
(ix) consignments transported by authorized economic operators
(x) equipment entered in the host state control zone by service providers doing business in the common control zone on the host state territory

(2) Exemption from Control

(i) expatriate officers, performing their duties in the common control zone on the territory of the host state
(ii) diplomats (based on their immunity status)
(iii) facilitation agents

4.2.2 Techniques Allowing for Simplified Border Crossing Clearance

(1) Risk Management

(i) Risk management allows for reduced time, effort, and cost of control, while maintaining enforcement of compliance. This objective is achieved by categorizing the risk as high or low

via profiling based on a number of parameters (selectivity criteria) of the subject matter (persons, vehicles, goods) for the purpose of the choice of the type of control action.

(ii) The risk management technique strikes a balance between border crossing control for revenue, public health, safety and security protection on the one hand and trade facilitation and reduction of transaction cost on the other hand.

(iii) It deploys available control resources more efficiently by focusing on high-risk movements and thus improves compliance with border crossing laws and regulations and reduces release times and transaction cost.

(iv) Risk management can be applied to all categories of border crossing subject matter: persons, vehicles, and goods.

(v) Profiling is based on the following selectivity criteria: (a) origin and destination, (b) nature of the subject matter, (c) value of the goods and vehicle, (d) identity of the trader, (e) identity of the transporter, (f) and identity of the traveler.

(2) Pre- and Post-Clearance

Pre- and post-clearance systems move a major part of the clearance process away from the border crossing point and therefore reduce the border crossing lead time of the subject matter (persons, vehicles, goods). The system requires advance notification of the agencies in view of pre-arrival processing by advance communication of passenger and cargo manifests. The regime may also apply for persons (e.g., pre-registration and online filing of visa and health related documentation, certificates) and for vehicles (e.g., temporary importation of motor vehicles).

(3) Trusted Users: Authorized Economic Operators

(i) A trusted user is a frequent border crossing user who obtained his/her status based on a good track record and possibly the deposit of a guarantee. Those two factors allow the border crossing control agencies to refrain from control or to exert only a minimal control at the border. The deposited guarantee provides collateral security for the agencies. The possibility of random control at the border is an incentive for trusted users to continue complying with rules and regulations, as they wish to maintain their privileged status.

(ii) The clearance of border crossing operations by authorized economic operators (trusted traders) may qualify for the green or blue channel as the case may be (see Chapter 5).

(4) Automation

(i) Screening with modern technology devices (e.g., sniffers, non-intrusive inspection [gantry] scanners, probes, detectors, license plate readers, facial recognition, biometric systems, digital passports, integrating sensitive and medical records [including vaccination history]) in addition to or to replace physical inspections of persons, vehicles, and goods may render control at the border crossing point redundant.

(ii) Also, the single window tool may be applied for integrated electronic (digitized) processing of the border crossing clearance. It requires interfacing of the relevant agencies' applications instead of stand-alone systems. It allows automated instead of manual processing of the border crossing clearance.

(5) Simplified Trade Regime (STR)

The exportation and importation of certain goods qualify for the Simplified Trade Regime.

4.3 Accelerated (i.e., Expedited, Priority, Fast-Track) Border Crossing Clearance

The border crossing clearance procedure may be accelerated for the following categories of subject matter (persons):

(i) VIPs;
(ii) diplomats;
(iii) diplomatic bags/pouches;
(iv) dangerous/hazardous goods;
(v) goods requiring no physical inspection;
(vi) ill/sick passengers, persons with a disability, and other travelers with special needs (e.g., pregnant women);
(vii) infants (young children);
(viii) perishable and other time-sensitive goods (e.g., newspapers);
(ix) livestock; and
(x) human remains.

Priority/fast-track lane clearance and simplified/exempt release may but do not necessarily coincide.

4.4 Intensified Inspection for Border Crossing Clearance

(1) Intensive inspection (e.g., searching, measuring, counting, weighing, sampling) is exhaustive, detailed, and intrusive.

(2) Reasons to replace standard physical/visual inspection by intensive inspection include the following:

(i) The substitution is inspired by risk management criteria [see 4.2.2.(1)]. Risk management implies profiling (i.e., categorization in high or low risk) based on several parameters (selectivity criteria) of the subject matter (persons, vehicles, goods) presented for clearance or the purpose of the selection of the type of control action. The profiling may differ depending on the competent agency.

(ii) The goods that may affect health, safety, security, or revenue are high-risk indicators (e.g., hazardous goods, restricted goods, high-value goods).

(iii) Established or suspected irregularities in the compliance with border crossing regulations warrant upscaling from summary and non-intrusive inspection to intensive inspection. Subject matter (persons, vehicles, goods) that qualified for simplified or exempt border crossing clearance may at any time during the clearance process be referred for intensive inspection and control.

Chapter 5: Traffic Flow and Clearance Processes

5.1 Traffic Flow

5.1.1 Exit Traffic to Proceed to the Common Control Zone in the Entry State

(1) The northbound traffic (exiting Zimbabwe and entering Zambia) proceeds to the common control zone on the Zambian side of the OSBP to fulfill the border crossing clearance formalities.

(2) The southbound traffic (exiting Zambia and entering Zimbabwe) proceeds to the common control zone on the Zimbabwe side of the OSBP to fulfill the border crossing clearance formalities.

5.1.2 Free Departure from the Exit State Common Control Zone

The exiting traffic is not subjected to any control in the common control zone of the exit state.

5.1.3 Separation of Exit from Entry Traffic in the Common Control Zone

(1) The exiting traffic is physically separated from the entering traffic in the common control zone of the exit state, ideally by bypassing (sidetracking) the exit state common control zone.

(2) In case the OSBP infrastructure cannot accommodate a separate physical exit traffic channel that bypasses the exit state CCZ, the exit traffic is reserved uninterrupted passage through the exit state CCZ separated from the entry traffic

(4) This course prevents the mingling of exit and entry traffic and complications of control enforcement, averts obstruction and delay of entry traffic, and avoids an additional exit traffic user stop.

5.1.4 Entry State Common Control Zone Access Policing

(1) Subject to summary safety, security, and health checks, the marshaller at the entry gate of the entry state CCZ authorizes the user to enter the entry state CCZ.

(2) The sole objective of this summary check at the entry gate is the protection of the CCZ's people, infrastructure, equipment, vehicles, and goods from injury or damage. It does not purport to provide border crossing clearance.

(3) The free pratique rule applies, exempting the user from a substantive health check at the CCZ entry gate. Thus an additional user stop is avoided. The summary health check is combined with the compulsory footwear disinfection.

(4) Upon entry into the CCZ, the user is issued a gate pass that serves as a certificate of authorization to access the OSBP CCZ. The gate pass contains a timestamp of the user's moment of entry, which allows the competent authority within the CCZ to police the CCZ Zone for overstayers. The issuance of the gate pass warns the agencies about the advent of users requiring border crossing clearance.

(5) For the persons traveling in the same motor vehicle, a collective gate pass is issued.

5.1.5 Dispatch to the Appropriate Control Area

(1) Users entering the CCZ of the host state of arrival through the entry gate are dispatched by road signs and markings and by instructions from traffic management marshallers via the appropriate lanes/channels to the appropriate locations of the facilities (e.g., parking spaces, sheds, bays, booths, counters) for the purpose of border crossing control.

(2) This dispatching from the entry gate avoids the intermediate halting and redirection of the users within the OSBP CCZ.

(3) On request a steward (see section 8.6.) may accompany the user from this stage during passage through the CCZ for the purpose of border crossing clearance.

5.1.6 Channeling

(1) The traffic is channeled in four color-coded lanes/tracks/channels according to a customs management system such as the Automated System for Customs Data (ASYCUDA) categorization, based on the type of required control action(s) for the purpose of border crossing clearance, and applying the risk management technique (see subsection 4.2.2):

(a) In the red lane, the subject matter (persons, vehicles, goods) that requires a thorough check of documents and physical inspection

(b) In the yellow lane, the subject matter (persons, vehicles, goods) that requires thorough check of documents.

(c) In the blue lane, cargo subject to a post-clearance audit.

(d) In the green lane, subject matter (persons, vehicles, goods) that can be cleared quickly (e.g., pre-cleared goods and goods transported by AEOs, open empty trucks, transit operations). The border crossing subject matter (persons, vehicles, goods) is released after face vetting only. This subject matter (persons, vehicles, goods) is handled by a special track unit for rapid clearance.

(2) Ideally the respective lanes do not consist of mere virtual channels but are reserved physical lanes to prevent blocking and delay due to saturation/congestion (traffic jams).

(3) Alternatively in case the OSBP CCZ infrastructure cannot yet accommodate four physical lanes, the number of physical lanes is reduced so as to merge the functions of the respective color-coded lanes into joint physical lanes. In this manner there may for example be a combination of on the one hand the functions of the blue and green lanes into one physical lane and on the other hand the functions of the red and yellow lanes into another physical lane.

5.1.7 Return or Rerouting

At any stage during the clearance process, subject matter (persons, vehicles, goods) may (i) be refused border crossing if not fulfilling the conditions and receive a “No Go” status that compels it to return to the exit state or (ii) be rerouted to the appropriate facility for intensive inspection in case of established or suspected irregularities.

5.1.8 Traffic Management within the CCZ

Any required user movements within the CCZ are to be made according to the regulations, road signs and markings or instructions ad hoc from the authority in charge of traffic management in the CCZ.

5.1.9 Release through Exit Gate to the Destination State

(1) Finally, subject to successful completion of the border crossing control formalities, all agencies of both the exit and entry states sign off the user via endorsement of the gate pass, which serves as a certificate of release, allowing departure from the CCZ through the exit gate into the state of destination.

(2) The collective gate pass may be signed off selectively so as to restrict its effect to only the subject matter (persons, vehicles, goods) that fulfils the border crossing requirements.

5.1.10 Traffic Flow Matrix

A traffic flow matrix follows.

Traffic Direction	Exit-Entry Traffic Separation		Traffic Channeling (color coded lanes)	
	Physical Separation (Bypass)	Uninterrupted Crossing of the Exit CCZ	Four Physical Lanes	Two Combined Lanes
Northbound (Zimbabwe => Zambia)	No	No	No	Yes
Southbound (Zambia => Zimbabwe)	No	No	No	Yes

5.2 Aerial View Photographs, Maps, Charts, and Drawings

The following pictures, charts, and drawings visualize the OSBP configuration and traffic flow.




RD491
Machembere Lodge
Chirundu
Tiger Safaris Chirundu
Chirundu Border Post
T2
T2
Zambezi
Chirundu Border
Post (Zimbabwe)
A1
Kaartgegevens ©2022


Workwell
Mitendere Mission Hospital
Machembere Lodge
Chirundu Secondary School
Jecha Point Fishing Lodge
Zambezi
New Apostolic Church
Chirundu
Brother's Mumba workshop
Chirundu District Health Office
Chirundu Masjid
Malu medical care clinic
Mount meru - chirndu
Meru
Master Kent distributors
Tiger Safaris Chirundu
The Mana Pools Transfer Company
SOUTHPARK TRUCK INN
Drug Enforcement Commission
Chirundu Border Post
Topten lodge and truck repair and...
ZAMBIA
ZIMBABWE
CBZ Chirundu Branch
Shashe fuel depot
TotalEnergies Service Station Chirundu
Mwenyi Lodge
Chirundu Border Post (Zimbabwe)
Whelson transport Chirundu depot
Nyamakate
Hemlex Logistics
Old viewing Area
Arrella Guest Lodge


Common Control Zone (CCZ)
Zambian Side
Google


Flow of the Traffic
North-bound : Zimbabwe to Zambia
Commercial
Traveler


Flow of Commercial Trucks
Northbound: Zimbabwe to Zambia
Commercial
Green Lane
Blue Lane
Yellow Lane
Red Lane
Google


Flow of Traffic
Southbound: Zambia to Zimbabwe
Commercial
Travelers
Google


Flow of the Commercial Goods Trucks
South-bound : Zambia to Zimbabwe
Red/yellow
Lane



5.3 Clearance Processes

5.3.1 OSBP Systems and Techniques

The systems and techniques that contribute to the goal of the one-stop border crossing procedure are first explained and thereafter their application is displayed in matrices.

(1) Limited Number of Agencies Present and Active at the Border: Integration

(i) The number of agencies of each neighbor state that are present and active at the border should ideally be limited to six core agencies for the purpose of border crossing clearance. This restriction avoids overcrowding in the joint and simultaneous control process.

(ii) Functions of agencies that may not physically be present at the border may be integrated into those of other agencies.

(iii) There may be a certain overlap between the competences (authority) of the respective agencies: both police and customs may be charged with narcotic drug repression; both immigration and police may be charged with security enforcement and human trafficking repression; and both police and transport/traffic may be charged with advancing traffic safety.

(iv) The six core agencies that ideally are present at the border and charged with the following tasks are:

(a) Immigration: policing the movement of persons entering and leaving the national territory, based on their qualification as citizen or on their eligibility for residence, work permit, visitor stay; implementing and enforcing the national policies on safeguarding security and employment; tracking, apprehending and removing illegal migrants and aliens by deportation and repatriation; prosecuting offenders of immigration laws and regulations.

(b) Customs: revenue evasion avoidance, endangered species protection, cultural heritage preservation, counterfeited and pirated goods repression, prohibited goods and narcotic drugs policing;
(c) Health: according to the "one health" doctrine assuming all biosecurity responsibilities: human, animal (veterinary), plant (phytosanitary) health, environment protection, medicines and food safety;
(d) Police: in its border crossing clearance competence (as opposed to its peace, security, and law-and-order enforcement function within the CCZ on the national territory);
(e) Transport: checking transport operators' licenses, vehicle registration, vehicle roadworthiness, vehicle technical specifications, and insurance cover; and
(f) Trade (Commerce): checking export and import permits, (quality) standards.

(2) Abstention from Routine (Exit) Control

(i) Since the control modality in principle is bidirectional (see subsection 1.4.3.), the exit state does not totally refrain from exit control.

(ii) However, based on the risk management technique, there is abstention from / forsaking of some routine border crossing control, depending on (a) the agency involved, (b) the travel direction of traffic (exit or entry), and (c) the type/nature of the subject matter (persons, vehicles, goods) crossing the border.

(iii) An agency that is present at the border may by way of the risk management technique abstain from routine control but it still reserves the right to perform random checks at its discretion and controls in case of a specifically suspected or established irregularity.

(3) Delegation of Authority

(i) In those instances where an agency is formally present at the border and tasked with border crossing control and where it does not refrain from (routine) control, it may delegate its authority to another agency, either on the intrastate level (to another national agency) or on the interstate level (to the counterpart agency of the neighbor state). Delegation means that the control is formally and in a legally binding manner transferred for performance by a proxy (delegatee), receiving the delegation or mandate for and on behalf of the principal granting the delegation (delegator).

(ii) The delegation may comprise all or some of the control competences (authority). In the latter case the delegator retains the remainder of its control authority itself.

(iii) In case the legislative/regulatory regime of a state does not permit (yet) the limitation of the number of border crossing control agencies by their integration, an alternative substitute solution to achieve the one-stop border crossing clearance goal consists of delegation of authority.

(4) (Mutual) Reliance on Inspection Results

(i) Due to a lack of a formal delegation of control authority, an agency may also rely on the results from an inspection performed by another agency (intrastate or interstate).

(ii) Reliance (either or not mutual) on inspection results enhances efficiency both for the user and the authorities, since it avoids duplication of inspection actions and thus multiple user stops.

(5) Control by Mobile Officers on Stationary Users

(i) Subject to infrastructure and equipment availability, the entire border crossing control operation is performed to the extent possible by mobile officers operating on stationary users in the appropriate location of the CCZ.

(ii) This control technique avoids the disembarkation of the occupants and the offloading of luggage and goods from vehicles, unless there is a compelling reason.

(iii) This control modality allows joint and simultaneous control and avoids multiple user stops. Thus, it achieves the one-stop goal.

(6) Joint and Simultaneous Control by All Agencies, Intrastate and Interstate

The basic precept of an OSBP is (i) joint and (ii) simultaneous control and inspection (iii) by all agencies (present and active at the border) (iv) of both the exit and entry states, i.e., on an agency-to-agency (intrastate) and state-to-state (interstate) basis.

(7) Automation

Automation may replace manual border crossing controls actions, thereby rendering a user stop superfluous.

(8) Single Window

The single window tool allows the processing of all border crossing clearance applications in a single operation, either in analog or digital format, and also in advance.

5.4 Matrices

5.4.1 Generally

(1) The matrices present the detailed clearance process of the most common types of border crossing traffic (see section 3.1): (i) pedestrians, (ii) private passenger motor vehicles (cars, vans, and coaches), (iii) public buses, and (iv) commercial cargo motor vehicles (trucks), including import/export, transit, empty vehicles, and dangerous goods conveyance(s).

(2) The matrices present the clearance process on the basis of agencies actually present at the border, as selected by the neighbor states.

(3) They display the systems and techniques actually applied by the neighbor states to achieve the one-stop border crossing clearance objective. In addition, they specify the automation techniques applied. Also, they indicate to what extent users can remain stationary for the purpose of control by mobile officers.

(4) They detail the nature of the border control actions taken by the agencies (see subsection 3.2.1) according to the following aspects:

(i) physical inspection;
(ii) document control;
(iii) identification;
(iv) check of border crossing eligibility;
(v) processing of documents;
(vi) collection of duties, fees, and penalties ; and
(vii) sanitation operations.

5.4.2 Pedestrians

(1) Pursuant to summary health, security, and safety screening by the marshallers, pedestrians intending to cross the border receive a gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, pedestrians first disinfect their footwear.

(3) Then without delay, they report to the immigration-police-health-customs booth/counter staffed by Zambian and Zimbabwean officers.

(4) The border crossing formalities for both states and all agencies are fulfilled in a single control operation to the extent specified in the matrix.

(5) Control actions by any other concerned agencies are performed simultaneously or by delegation to the extent specified in the matrix.

(6) Any remaining formalities, which were not fulfilled in advance, are processed on the (same) spot.

(7) Any fees, levies, charges, duties, penalties and taxes that were not paid in advance are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(8) Provided the user meets the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(9) The matrix for **pedestrians** follows.

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Immigration (Zimbabwe: Department of Immigration	No	No	No	No	No	User Bay	No	No	Online Border Management System Biometric identity verification	No	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection
Zambia: Department of Immigration)	No	No	No	No	No	Booth/Bay	No	No	Automated passport reader in use Zambia Immigration Management System PISCES	No	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Human Health (Zimbabwe: Port Health	No	Yes	No	Yes	N/A	Booth	Yes	N/A	Scanner (body temperature)	Yes	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Zambia: Port Health)	No	Yes	No	Yes	Yes Interstate: if any encounter requiring verification (e.g., disease certificate, engage vice versa)	Booth/bay	N/A	N/A	Scanner (body temperature)	Yes, Digital	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Customs (Zimbabwe Revenue Authority, ZIMRA)	No	Yes	Delegatee for: Prohibited goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs		Yes	Booth	Yes	N/A	Scanners for body and baggage Detectors for metals, narcotics, and explosive devices	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia Revenue Authority, ZRA)	No	No	Yes Delegatee for: Prohibited goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs Radiation control	Yes	Yes	Booth	Yes, as and when there is a need		Scanners for vehicles and baggage in use	Yes	Duty, fees, penalty collection Physical inspection Border crossing eligibility check Document processing Duty, fees, penalty collection
Police (Zimbabwe Republic Police	No	No	Delegatee for Human trafficking Narcotic drugs Security		Yes	Booth	Yes	Yes	Automated passport readers Biometric identity verification Scanner (body) Detectors for metals, narcotics, and explosive devices	Yes	Physical inspection Document control Identification check Check of border crossing eligibility
Zambia Police)	No	No	No	No	Yes	Booth	Yes	Yes	Detectors for: metals, explosives, and narcotics I24/7 system	No	Physical inspection Document control Identification check Check of border crossing eligibility Maintenance of law and order

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Plant Health											
(Zimbabwe: Plant Quarantine	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners of vehicles, baggage, goods Detector (sniffer) dogs	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing Phytosanitary treatments/measures
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes	Yes	Yes	Booth	Yes	Yes	No	Yes, Digital	Document check for compliance purposes
Animal Health											
(Zimbabwe: Veterinary Inspectorate	No	Yes	No	No	N/A	Mobile officer	Yes	N/A	Scanners for vehicles, baggage, and goods	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing Sanitation operation
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Wildlife	No	Yes	Booth	Yes	Yes	No	Not yet	Check of border crossing eligibility License fee

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Standards (Zimbabwe: Standards Association of Zimbabwe	No	Yes	No	No	No	Booth	Yes	Yes	Vehicle diagnostic scanner, spot test kit	Yes	Physical inspection Sampling and testing Document control Identification check Border crossing eligibility check Document processing Document check
Zambia: Zambia Compulsory Standards Agency, ZCSA)	Yes	Yes	Yes	No	Yes	Yes	N/A	Yes	N/A	Yes	
Zimbabwe: Agricultural Marketing Authority, AMA	No	No	No	No	N/A	Mobile officer	Yes	No	Bar code reader for document verification	Yes	Physical inspection Document control and compliance check Issuance of permits for certain products
Zimbabwe: Environmental Management Agency, EMA	N/A		N/A		N/A	N/A	N/A		N/A	N/A	N/A
Zimbabwe: Forestry Commission	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners for vehicles	Yes	Physical Inspection Document control Document processing/permits

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zimbabwe: National Biotechnology Authority, NBA	No	No	No	No	No	User booth	Yes	Yes	Manual	Yes	Document verification Physical inspection GMO testing GMO surveillance and monitoring
Zimbabwe: Zimbabwe Parks and Wildlife	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners for vehicles, baggage, goods Ivory detector Visual specially protected	Yes	Physical inspection Document control Identification check Document processing Fishing nets and fish inspection
Zimbabwe: Vehicle Inspectorate Department, VID	N/A		N/A		N/A	N/A	N/A		N/A	N/A	N/A
Zimbabwe: Military Intelligence Department	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check Border crossing eligibility check Document processing
Zimbabwe: Central Intelligence Office, CIO	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check Border crossing eligibility check Document processing

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zimbabwe: Radiation Authority of Zimbabwe	No	No	No	No	No	Mobile officer	No	No	Personal Radiation Dosimeter/ Detector	No	Radiation detection and vehicle screening

5.4.3 Private Passenger Vehicles

(1) Pursuant to summary health, security, and safety screening by the marshallers, motor vehicles intending to cross the border receive a (collective) gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, the occupants of the vehicle first disinfect their footwear.

(3) Then they proceed without delay to the designated parking area in the common control zone and halt.

(4) To the extent specified in the matrix, the Zambian and Zimbabwean officers of all concerned agencies jointly and simultaneously inspect and control the motor vehicle, its goods and luggage on board, and its documents, if possible on board of the motor vehicle.

(5) To the extent specified in the matrix, the Zambian and Zimbabwean police, immigration, health, and customs officers jointly and simultaneously control the driver and passengers, if possible on board of the motor vehicle.

(6) Control actions by any other concerned agencies are performed simultaneously to the extent specified in the matrix.

(7) Any remaining formalities that were not fulfilled in advance are processed on the (same) spot.

(8) Any fees, levies, charges, duties, and taxes that were not paid in advance, are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(9) Provided the user meets the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(10) The matrix for **private passenger vehicles** follows.

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Immigration: (Zimbabwe: Department of Immigration	No	No	No	No	No	User bay	No	No	Online Border Management System Biometric identity verification	No	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection
Zambia: Department of Immigration)	No	No	No	No	No	Booth/Bay	No	No	Automated passport reader in use Zambia Immigration Management System PISCES	N/A	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection
Human Health (Zimbabwe: Port Health	No	Yes	No	Yes	N/A	Mobile officer	Yes	N/A	Scanner (body temperature)	Yes	Physical inspection Document control Identification check Border crossing eligibility check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia: Port Health)	No	Yes	Yes	No	No	Booth	N/A	N/A	N/A	Yes Digital	Sanitation operation: footwear disinfection Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Customs (Zimbabwe Revenue Authority, ZIMRA	No	No	Delegatee for prohibited goods endangered species cultural heritage counterfeited goods narcotic drugs		Yes	Mobile officer	Yes	Yes	Scanners for body and baggage Automated license plate readers Detectors: metal, narcotics, and explosive devices	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty + fees collection
Zambia Revenue Authority, ZRA)	No	No	Yes Delegatee for: Prohibited and restricted goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs Road tolls Radiation control	No	Yes	Booth	Yes as and when there is a need		Scanners for vehicles and baggage in use System for Customs Data – ASYCUDA World	Yes Digital	Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty, fees, penalty collection
Police (Zimbabwe Republic Police	No	No	Delegatee for: Human trafficking Narcotic drugs		Yes	Mobile officer	Yes	Yes	Automated passport reader Biometric identity verification	Yes	Physical inspection Document control Identification check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia Police)	No	No	No	No	Yes	Booth	Yes	Yes	Scanner (body) Detectors for metals, explosives and narcotics Detectors for: metals, explosives, and I24/ system	No	Check of border crossing eligibility Physical inspection Document control Identification check Check of border crossing eligibility Maintenance of law and order
Plant Health (Zimbabwe: Plant Quarantine	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners for vehicles, baggage, goods	Yes	Physical inspection Document control Border crossing eligibility Document processing Phytosanitary treatments/measures
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes	Yes	Yes	Booth	Yes	Yes	Access to Customs System ASYCUDA through the single window	Yes, Digital	Physical inspection Document control Border crossing eligibility Document processing

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
											Phytosanitary inspection fees collection
Animal Health (Zimbabwe: Veterinary Inspectorate	No	Yes	No	No	N/A	Mobile officer	Yes	N/A	Scanners for vehicles, baggage, goods	Yes	Physical inspection Document control Check of border crossing eligibility Document processing Sanitation operation
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Wildlife	No	Yes	Booth	Yes	Yes	No	Not yet	Check of border crossing eligibility License fees
Standards (Zimbabwe: Standards Association of Zimbabwe	No	Yes	No	No	No	Booth	Yes	Yes	Vehicle diagnostic scanner, spot test kit	Yes	Document check for compliance purpose Physical inspection Sampling and testing Document control Identification check Border crossing eligibility check Document processing
Zambia: Zambia Compulsory Standards Agency, ZCSA)	No	No	Yes	Yes	Yes	Booth	Yes	Yes	No	Yes, Digital	Phytosanitary inspection Collection of fees

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zimbabwe: Agricultural Marketing Authority, AMA)	No	No	No	No	N/A	Mobile officer	Yes	Yes	Bar code reader for documents verification	Yes	Physical inspection Document control and compliance check Issuance of permits for certain products
Zimbabwe: Environmental Management Agency, EMA)	N/A		N/A		N/A	N/A	N/A		N/A	N/A	N/A
Zimbabwe: Forestry Commission	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners for vehicles	Yes	Physical inspection Document control Document processing/permit
Zimbabwe: National Biotechnology Authority, NBA	No	No	No	No	No	User booth	Yes	Yes	Manual	Yes	Document verification Physical inspection GMO testing GMO surveillance and monitoring
Zimbabwe: Zimbabwe Parks and Wildlife	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners of vehicles, baggage, goods Ivory detector Visual specially protected	Yes	Physical inspection Document control Identification check Document processing Fishing nets and fish inspection
Zimbabwe: Vehicle Inspectorate Department, VID	N/A		N/A		N/A	N/A	N/A		N/A	N/A	

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zimbabwe: Military Intelligence Department	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check Border crossing eligibility check Document processing
Zimbabwe: Central Intelligence Office, CIO	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check Border crossing eligibility check Document processing
Zimbabwe: Radiation Authority of Zimbabwe	No	No	No	No	No	Mobile officer	No	No	Personal Radiation Dosimeter/Detector	No	Radiation detection and vehicle screening

5.4.4 Public Buses

(1) Pursuant to summary health, security, and safety screening by the marshallers, public buses receive a (collective) gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, the occupants of the vehicle first disinfect their footwear.

(3) Then the public bus proceeds without delay to the designated parking area in the common control zone and halts.

(4) To the extent specified in the matrix, the Zambian and Zimbabwean officers of all concerned agencies jointly and simultaneously inspect and control the bus, its goods and luggage on board, and its documents, if possible on board of the bus.

(5) To the extent specified in the matrix, Zambian and Zimbabwean police, immigration, health, and customs officers jointly and simultaneously control the driver and passengers, if possible on board of the bus.

(6) Control actions by any other concerned agencies performed simultaneously are to the extent specified in the matrix.

(7) Any remaining formalities that were not fulfilled in advance are processed on the (same) spot.

(8) Any fees, levies, charges, duties, and taxes that were not paid in advance, are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(9) Provided the users meet the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(10) The matrix for **public buses** follows.

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Immigration											
(Zimbabwe: Department of Immigration	No	No	No	No	No	User Bay	No	No	Online Border Management System Biometric identity verification	No	Document control Identification check Border crossing eligibility check Document Processing Visa and permit fees, penalty collection
Zambia: Department of Immigration)	No	No	No	No	No	Booth/Bay	No	No	Automated passport reader in use Zambia Immigration Management System PISCES	N/A	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Human Health (Zimbabwe: Port Health	No	Yes	No	Yes	N/A	Mobile officer	Yes	N/A	Scanner (body temperature)	Yes	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Zambia: Port Health)	No	Yes	Yes	No	N/A	Booth	Yes	No	N/A	Analog	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Customs (Zimbabwe Revenue Authority, ZIMRA	No	No	Delegatee for: Prohibited goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs		Yes	Mobile officer	Yes	No	Automated license plate readers Scanners for body and baggage Detectors: metal, narcotics, and explosive devices	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia Revenue Authority ZRA)	No	No	Yes delegatee for: Prohibited goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs	No	Yes	Booth	Yes, as and when, there is a need		Cargo and baggage scanners System for Customs Data ASYCUDA World	Digital	Duty+ fee collection Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty, fees, penalty collection
Police (Zimbabwe Republic Police	No	No	Delegatee for: Human trafficking Narcotic drugs		Yes	Mobile officer	Yes	Yes	Automated passport reader Biometric identity verification Scanner (body) Detectors metal explosives and narcotics	Yes	Physical inspection Document control Identification check Check of border crossing eligibility
Zambia Police)	No	No	No Delegatee for: Human trafficking Narcotic drugs Security	No	Yes	Booth	Yes	Yes	Detectors for: metal, explosives, I24/7 system	No	Physical inspection Document control Identification check Check of border crossing eligibility Maintenance of law and order

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Plant Health											
(Zimbabwe: Plant Quarantine	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners for vehicles, baggage, goods	Yes	Physical inspection Document control Identification check Border crossing eligibility check Phytosanitary treatments/measures
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes	Yes	Yes	Booth	Yes	Yes	Access to Customs System ASYCUDA through the single window	Yes Digital	Physical inspection Document control Border crossing eligibility check Phytosanitary inspection Collection of fees
Animal Health											
(Zimbabwe: Veterinary Inspectorate	No	Yes	No	No	N/A	Mobile officer	Yes	N/A	Scanners for vehicle, baggage, goods	Yes	Physical inspection Document check Check of border crossing eligibility Document processing Sanitation operation

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Wildlife	No	Yes	Booth	Yes	Yes	No	Not yet	Physical inspection Document control Check of border crossing eligibility License fees
Standards (Zimbabwe: Standards Association of Zimbabwe	No	Yes	No	No	No	Booth	Yes	Yes	Vehicle diagnostic scanner, spot test kit	Yes	Physical inspection Sampling and testing Document control Identification check Border crossing eligibility check Document processing
Zambia: Zambia Compulsory Standards Agency, ZCSA)	Yes	Yes	Yes Delegated functions From ZEMA and ZICTA	No	No	Mobile officer	Yes	Yes	Reliance on ZRA scanners of vehicles, baggage, and goods Detectors	Yes Digital	Physical inspection Document control Document processing Laboratory testing of samples Inspection, certification and licensing fees
Zimbabwe: Agricultural Marketing Authority, AMA	No	No	No	No	N/A	Mobile officer	Yes	Yes	Bar code reader for documents verification	Yes	Physical inspection Document control and compliance check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
											Issuance of permits for certain products
Zimbabwe: Environmental Management Agency, EMA	Exit		Delegatee for illicit transportation of hazardous substances		N/A	Officer on bay	N/A		N/A	N/A	Licensing and penalties
Zimbabwe: Forestry Commission	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners for vehicles	Yes	Physical inspection Document control Document processing/permits
Zimbabwe: National Biotechnology Authority, NBA	No	No	No	No	No	User booth	Yes	Yes	Manual	Yes	Document verification Physical inspection GMO testing GMO surveillance and monitoring
Zimbabwe: Zimbabwe Parks and Wildlife	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners for vehicles, baggage, goods Ivory detector Visual specially protected	Yes	Physical inspection Document control Identification check Document processing
Zimbabwe: Vehicle Inspectorate Department, VID	No	Yes	Yes	No	No	Mobile officer	Yes for permit compliance checks only		Manual	No	Weighing Physical vehicle inspection Permit checks Collection of road user fees
Zimbabwe: Military Intelligence Department	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
											Border crossing eligibility check Document processing
Zimbabwe: Central Intelligence Office, CIO	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check Border crossing eligibility check Document processing
Zimbabwe: Radiation Authority of Zimbabwe	No	No	No	No	No	Mobile officer	No	No	Personal Radiation Dosimeter/Detector	No	Radiation detection and vehicle screening

5.4.5 Commercial Cargo Vehicles

(1) Pursuant to summary health, security, and safety screening by the marshallers, commercial cargo vehicles receive a (collective) gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, the crew members of the commercial cargo vehicle first disinfect their footwear.

(3) Then the truck proceeds without delay to the designated parking area in the common control zone and halts.

(4) To the extent specified in the matrix, the Zambian and Zimbabwean officers of all concerned agencies jointly and simultaneously inspect and control the truck, its goods and luggage on board, and its documents, if possible on board of the truck.

(5) To the extent specified in the matrix, the Zambian and Zimbabwean police, immigration, health, and customs officers jointly and simultaneously control the crew members, if possible on board of the truck.

(6) Control actions by any other concerned agencies are performed simultaneously to the extent specified in the matrix.

(7) Any remaining formalities that were not fulfilled in advance are processed on the (same) spot.

(8) Any fees, levies, charges, duties, and taxes that were not paid in advance, are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(9) Provided the users meet the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(10) The matrix for **commercial cargo vehicles** follows.

:

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Immigration: (Zimbabwe: Department of Immigration	No	No	No	No	No	User Bay	No	No	Online Border Management System Biometric identity verification	No	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection
Zambia: Department of Immigration)	No	No	No	No	No	Booth/Bay	No	No	Automated passport reader in use Zambia Immigration Management System PISCES	N/A	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Human Health											
(Zimbabwe: Port Health	No	Yes	No	Yes	N/A	Mobile officer	Yes	N/A	Scanner (body temperature)	Yes	Physical inspection Document control Identification check Border crossing eligibility check
Zambia: Port Health)	No	Yes	No	No	No	Booth	Yes	N/A	No	No	Sanitation operation Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation
Customs											
(Zimbabwe, ZIMRA	No	No	Delegatee for: Prohibited goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs		Yes	Mobile officer	Yes	Yes	Automated license plate reader Scanner for body and baggage Detectors: metal, narcotics and explosive devices	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty + fees collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia Revenue Authority, ZRA)	No	No	Yes Delegatee for: prohibited and restricted goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs Radiation Control	No	Yes	Booth	Yes as and when there is a need		Cargo and baggage scanners System for Customs Data ASYCUDA World	Yes, Digital	Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty, fees, penalty collection
Police (Zimbabwe Republic Police	No	No	Delegatee for: human trafficking narcotic drugs		Yes	Mobile officer	Yes	Yes	Automated passport reader Biometric identity verification Scanners (body, baggage, vehicle and goods) Detectors for metal explosive and narcotics	Yes	Physical inspection Document control Identification check Check of border crossing eligibility
Zambia Police)	No	No	No	No	Yes	Booth	Yes	Yes	Detectors for metal, explosives, I24/7 system	No	Physical inspection Document control Identification check Check of border crossing eligibility Maintenance of law and order

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Plant Health											
(Zimbabwe: Plant Quarantine	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners of vehicles, baggage, goods	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing Phytosanitary treatments/measures
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes	Yes	Yes	Booth	Yes	Yes	Access to Customs System ASYCUDA for data Laboratory equipment for testing samples	Yes Digital	Physical inspection Document control Border crossing eligibility check Phytosanitary inspection Collection of fees
Animal Health											
(Zimbabwe: Veterinary Inspectorate	No	Yes	No	No	N/A	Mobile officer	Yes	N/A	Scanner of vehicles, baggage, goods	Yes	Physical inspection Document control Identification check Border crossing eligibility check Document processing Sanitation operation

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Wildlife	No	Yes	Booth	Yes	Yes	Control through laboratory testing	Not yet	Physical inspection Document control License fees
Standards (Zimbabwe: Standards Association of Zimbabwe	No	Yes	No	No	No	Booth	Yes	Yes	Vehicle diagnostic scanner, spot test kit	Yes	Physical inspection Sampling and testing Document control Identification check Border crossing eligibility check Document processing Physical inspection Document control
Zambia: Zambia Compulsory Standards Agency, ZCSA)	Yes	Yes	Yes Delegated functions from ZEMA and ZICTA	No	No	Mobile officer	Yes	Yes	Reliance on ZRA scanners of vehicles, baggage, goods Detectors	Yes digital	Laboratory testing of samples Inspection, certification and licensing fees
Zimbabwe: Agricultural Marketing Authority, AMA	No	No	No	No	N/A	Mobile officer	Yes	Yes	Bar code reader for documents verification	Yes	Physical inspection Document control and compliance check Issuance of licenses for certain products
Zimbabwe: Environmental Management Agency, EMA	Entry and exit		Delegatee for control of illicit transportation of hazardous substances		N/A	User booths and mobile officers	N/A		N/A	N/A	Licensing Penalties Document control

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zimbabwe: Forestry Commission	No	No	No	No	No	Mobile officer	Yes	Yes	Vehicle scanners	Yes	Physical inspection Document control Document processing/permits
Zimbabwe: National Biotechnology Authority, NBA	No	No	No	No	No	User booth	Yes	Yes	Manual	Yes	Document verification Physical inspection GMO testing GMO surveillance and monitoring
Zimbabwe: Zimbabwe Parks and Wildlife	No	No	No	No	No	Mobile officer	Yes	Yes	Scanners of vehicles, baggage, goods Ivory detector Visual specially protected	Yes	Physical inspection Document control Identification check Document processing Fishing nets and fish inspection
Zimbabwe: Vehicle Inspectorate Department, VID	No	Yes	Yes	No	No	Mobile officer	Yes for permit compliance checks only		Manual	No	Weighing Physical vehicle inspection Permit checks Collection of road user fees
Zimbabwe: Military Intelligence Department	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check Border crossing eligibility check Document processing

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zimbabwe: Central Intelligence Office, CIO	No	No	No	No	No	Mobile officer	Yes	Yes	Nil	No	Physical inspection Document control Identification check Border crossing eligibility check Document processing
Zimbabwe: Radiation Authority of Zimbabwe	No	No	No	No	No	Mobile officer	No	No	Personal Radiation Dosimeter/Detector	No	Radiation detection and vehicle screening

Chapter 6: Special Situations and Incidents

Apart from the normal border crossing clearance cases, some special situations and incidents warrant the following instructions.

6.1 Special Situations

6.1.1 Abnormal Loads (in terms of weight or size) the OSBP Facility Cannot Accommodate

(1) Abnormal loads may bypass the OSBP facility and park outside the OSBP premises under the supervision of the concerned agencies.

(2) Officers of the clearance agencies may have to leave the common control zone for that purpose.

(3) The extraterritoriality regime will then apply to the border clearance actions outside the common control zone in a comparable manner but adapted to the situation.

6.1.2 Transshipment in the Control Zone

(1) Transshipment in the control zone requires advance coordination with the authorities.

(2) The transshipment takes place on a dedicated parking space.

(3) The concerned agencies may supervise the transshipment.

(4) Only facilitation agents or other authorized service providers may provide specialized assistance for the transshipment.

6.1.3 Perishable and Other Time-Sensitive Goods

Consignments of perishable and other time-sensitive goods qualify for priority border crossing clearance via the fast-track channel.

6.1.4 Hazardous Goods

(1) For the border crossing clearance of hazardous goods, a dedicated remote parking space is arranged, appropriate checking, testing, and sampling equipment is available and facilities to respond to emergencies is foreseen.

(2) Consignments of dangerous goods are subject to a pre-clearance regime that allows for expedited border crossing clearance.

6.1.5 Incidents

(1) Persons without Intent to Cross the Border

Except for officers performing their duties, facilitation agents, other service providers supplying their services and occasional visitors holding a gate pass, persons who do not intend to cross the border are not admitted to the common control zone. The latter persons shall be removed from the common control zone and returned to their provenance by the competent law enforcement agency.

(2) Persons in the Control Zone Who are Denied Entry into the State of Destination

Persons denied entry into the state of destination, even after completion of exit formalities, are redirected to the state of exit, which must accept their return.

(3) Arrested Persons or Detainees in the OSBP Control Zone

(i) Detained or arrested persons under the border control laws are handed over to the detaining or arresting officer's home state authorities and in the case of interstate-delegated authority to the delegating state authorities.

(ii) Detained or arrested persons under other than border control laws are subject to the ordinary legal regime.

(4) Persons in the OSBP Control Zone with a Medical Condition

(i) Persons not meeting health regulations are treated according to the International Health Regulations, 2005, of the World Health Organization.

(ii) Persons showing symptoms of infectious disease are isolated and transferred to a designated facility.

(iii) In case of a medical emergency in the control zone the person in need of medical care/treatment is administered first aid and is evacuated to a designated facility in the state of exit, unless the state of entry is his/her state of citizenship.

(iv) A user who dies in the control zone is evacuated to the state of exit, unless the state of entry is his/her state of citizenship.

(5) Refugees and Asylum Seekers in the OSBP Control Zone

A person who declares refugee status or requests asylum in the control zone is to be treated according to the 1951 Convention Relating to the Status of Refugees and its 1967 Protocol. In principle pushback is not allowed.

(6) Vehicle Breakdowns in the OSBP Control Zone

(i) The broken-down vehicle is to be evacuated to the exit state, unless the state of entry is the state of vehicle registration.

(ii) Only an authorized recovery vehicle operator is entitled to evacuate the broken-down vehicle from the control zone.

(iii) The driver and/or passengers and/or cargo of a broken-down vehicle are to respectively change to another vehicle and be transshipped in the control zone.

(iv) The replacement vehicle and driver are to be subjected to the same border crossing clearance formalities.

(v) While awaiting evacuation, change of vehicle and transshipment, the persons, vehicle, and goods are to respectively wait, park and be stored in a designated area/facility within the OSBP control zone.

(7) Vehicle Driver Becoming Unavailable

(i) After entering the CCZ, the driver of a motor vehicle may become unavailable for continuation of the journey for various reasons, e.g., incapacitation (death, injury, illness), disappearance, non-qualifying immigration, health, drivers' license status.

(ii) A replacement driver qualifying for border crossing clearance may take over the wheel, or the travelers and/or goods on board the vehicle may be transferred to another vehicle qualifying for border crossing clearance.

(iii) Alternatively, the CCZ traffic manager will effectuate the removal of the vehicle and its contents to the exit state.

(iv) While awaiting a change of driver or vehicle, the persons, vehicle, and goods are to respectively wait, park, and be stored in a designated area/facility within the OSBP control zone.

(8) Vehicle That is Denied Access to the State of Destination

A vehicle that is denied access to the state of destination, even after completion of the exit formalities, is to be redirected to the exit state, which must accept its return.

(9) Seized or Detained Vehicle in the Control Zone

(i) If seized or detained under the border control laws, a vehicle is to be conveyed to the seizing officer's home state authorities and in case of interstate-delegated authority to the delegating state authorities.

(ii) If seized or detained under other than border control laws, it is subject to the ordinary legal regime.

(10) Goods that are Denied Access to the State of Destination

Goods that are denied entry by the state of destination, even after completion of the exit formalities, are to be redirected to the exit state, which must accept their return.

(11) Goods Seized in the OSBP Control Zone

(i) If seized under the border control laws, goods are to be conveyed to the seizing officer's home state authorities and in case of interstate-delegated authority to the delegating state authorities.

(ii) If seized under other than border control laws, goods are subject to the ordinary legal regime.

(12) Goods That Do Not Comply with Health Standards

(i) Quarantined goods (including live animals) are to be stored in the designated area and facility of the control zone.

(ii) Contaminated goods may be destroyed in the control zone by order of the competent authority.

(iii) Goods that do not meet the health standards are to be returned to the exit state or destroyed in the control zone of the entry state.

(iv) A live animal that died in the common control zone is to be disposed of in the control zone by incineration or alternatively to be evacuated to the exit state.

Chapter 7: OSBP Governance (Institutional Bodies)

7.1 Joint Border Operations Committee

A Joint Border Operations Committee has been established and functions according to the terms of reference as provided in Annex 3.

7.2 Lead Agency

Each neighbor state designates a lead agency, represented by its commanding officer or officer-in-charge, for the purpose of fulfilling the interstate (with the neighbor state) and intrastate (with the various agencies) coordination task, the focal point capacity, and the communication and liaison function.

Chapter 8: Customer (User) Care

8.1 Code of Conduct – User Rights

In the discharge of their official duties, the officers of all agencies and the marshallers shall:

(i) Comply with all applicable acts, laws, regulations, determinations, and lawful directions;

(ii) Proceed with diligence and professionalism;

(iii) Act with integrity, impartiality, and honesty;

(iv) Treat the users with customer-orientation, care, respect, and courtesy, and without harassment;

(v) Refrain from soliciting from the users any gift, item of monetary value, hospitality, inducements, or other benefits in exchange for favors or special treatment;

(vi) Disclose fraud, abuse, and corruption to appropriate authorities;

(vii) Collect fees, duties, levies, charges, and taxes only on the basis of a publicized tariff;

(viii) Issue a receipt for all cash payments received or monies or values seized from users;

(ix) Refrain from disclosing without proper authority and lawful purpose any non-public information obtained on users; and

(x) Perform body and personal luggage searches only on the same gender and in a private and accountable environment.

8.2 Information Desk

In each travel direction of the OSBP, the lead agency sets up a staffed information desk, where the user can obtain information on the border crossing clearance procedure.

8.3 Complaints Desk

(1) In each travel direction of the OSBP, the lead agency sets up a complaints desk, where users can file their complaint(s) on the functioning and application of the OSBP system and any unfair treatment by the agencies. The complaints may also be filed anonymously.

(2) The complaints desk is staffed by an officer or officers to assist users who may desire such assistance in filing a complaint.

(3) User complaints are investigated by the mediator / ombuds officer to seek an amicable settlement with the concerned agency.

(4) Complaints are recorded and periodically submitted to the Joint Border Operations Committee for the purpose of addressing recurrent deficiencies.

8.4 Ombuds Officer / Mediator

(1) In each common control zone, on a proposal from the Joint Border Operations Committee, the exit and entry states each appoint an ombuds officer / mediator.

(2) Ombuds officers should be proficient in the border crossing legislation and regulations of the state involved.

(3) The ombuds officer / mediator will be available onsite during opening hours (i.e., the hours of operation) of the OSBP.

(4) The ombuds officer / mediator investigates user complaints and mediates with the concerned agency in view of reaching an amicable settlement of the dispute.

(5) The ombuds officer / mediator does not combine his/her function with any other position and is protected from reprisals in the form of disciplinary sanctions and deposition.

(6) The present amicable conflict resolution mechanism is without prejudice to the dispute resolution systems referred to in Chapter 15.

8.5 Steward Assistance to Users

(1) The lead agency organizes a steward system to the effect that noncommercial users who are not familiar with the border crossing clearance procedure are, at their request and free of charge, accompanied by a designated officer for the purpose of guiding the user through the OSBP from the entry gate to the exit gate.

(2) This convenience is without prejudice to the optional use of the services of a facilitation agent.

8.6 User Service Language

(1) The normal service language for the border crossing clearance formalities is English.

(2) The lead agency will endeavor to deploy officers proficient in other languages, local or foreign, to communicate with users.

Chapter 9: OSBP Facility Management

The following principles apply to OSBP facility management:

(i) The neighbor states ensure that adequate and appropriate facilities are provided within their respective control zones to the public that utilizes the border post.

(ii) The facility manager is charged with the task of ensuring management of the OSBP facility.

(iii) Comparable office accommodation within the facilities located in the host state is mutually provided by the neighbor states to the agencies.

(iv) Subject to engaging their home state's liability, the officers treat the accommodation (infrastructure and equipment) in the common control zone of the host state with diligence to preserve it and avoid damage.

(v) The neighbor states reciprocally waive the compensation of costs related to construction, maintenance, cleaning, repair, operation, and use, including the provision of utilities (e.g., water, electric power, ICT) of the OSBP facilities situated on their territory.

(vi) Costs incurred in the utilization of exclusive use equipment and associated utilities such as telecommunication bills are to be borne by the respective agencies using such equipment.

(vii) The cost of joint use of equipment (e.g., scanners, weighbridges) is shared between the neighbor states.

(viii) The entry state is entitled to collect an OSBP user fee.

Chapter 10: Law Enforcement

The following principles apply to law enforcement in the OSBP:

(i) Law enforcement in the common control zone is the continual responsibility and prerogative of the host state authorities (e.g., by means of its police). The law enforcement function in the common control zone by police must be distinguished from the border crossing control function by police.

(ii) The host state is responsible for the maintenance of peace, security, and law and order in the common control zone.

(iii) The expatriate officers performing their duties in the common control zone in the host state territory shall be protected and assisted by the host state law enforcement agency upon request or on the latter's own initiative in case of emergency.

(iv) Members of law enforcement agencies of the host state shall not have access to the exclusive use area of the adjoining state except (a) upon invitation by the expatriate officers, (b) in case of emergency, and (c) to make an arrest for criminal offences as would be authorized under their national laws.

(v) The law enforcement agencies may call upon their counterparts from the neighbor state for assistance.

(vi) OSBP law enforcement agencies may avail themselves of the right of hot pursuit. This right of hot pursuit can be exercised subject to the following conditions:

  (a) the authorities of the intruded territory are to be informed as soon as possible on the hot pursuit action by any available means of communication;

  (b) the hot pursuit is to cease as soon as the authorities of the intruded territory express their ability to take over the chase or order that the hot pursuit be stopped; and

  (c) any persons detained and any goods and vehicles seized in the hot pursuit action are to be handed over to the authorities of the intruded territory.

Chapter 11: Traffic Management

The following principles apply to traffic management in the OSBP:

(i) Effective traffic management within the OSBP compound is crucial to avoid loss of time due to traffic congestion.

(ii) Traffic management within the OSBP is to be ensured by the host state, i.e., by the authorities of the state on whose territory the traffic moves. For this purpose a traffic manager may deploy marshallers under its supervision.

(iii) The traffic pattern and flow is largely determined by the process flow (see Chapter 5).

(iv) The traffic manager polices access to and departure from the common control zone.

(v) The traffic manager controls access by allowing only authorized users.

(vi) The traffic manager also contributes to the protection of the OSBP site by granting selective user access to the common control zone. At the entry of the OSBP site, the traffic manager carries out a summary security/safety/health check and refers the users that present risk(s) to the qualified agencies.

(vii) The sequence of the safety, security, and health checks depends on their criticality in the concrete situation according to the sound judgment of the traffic manager and the marshallers; e.g., safety check first on a consignment of dangerous goods; health check first during an epidemic; security check first in times of political instability.

(viii) The traffic manager denies entry into the common control zone to all those that do not intend to cross the border, except for expatriate officers, the facilitation agents and other service providers that are holders of a standing permit to work in the common control zone. In addition, occasional visitors may be granted access under the conditions below.

(ix) Occasional OSBP visitors for professional purposes (e.g., construction, repair, maintenance work, cleaning, catering) or recreational purposes (e.g., sightseeing tourists paying a fee) are subjected to a summary security/safety/health check by the traffic management marshallers and issued a gate pass to be returned upon exit from the OSBP through their entry point.

(x) At the entry gate, the traffic manager issues to the user a gate pass, which serves as a certificate of authorization to access the OSBP common control zone and that will later – once signed off after completion of the border crossing control formalities – also serve as a certificate of release, allowing the departure from the OSBP common control zone through the exit gate.

(xi) The traffic manager sees to the swift departure of users from the control zone after completion of controls, thus avoiding their lingering and loitering in the control zone.

(xii) The traffic manager dispatches user traffic in the common control zone for the purpose of separation of the traffic into types (type of vehicle, cargo, or direction of travel) and channeling traffic in the appropriate lane according to the applicable color code.

(xiii) The Joint Border Operations Committee may issue an internal regulation for the OSBP common control zone, entitling the traffic manager to impose an administrative sanction on users overstaying in the common control zone or on unauthorized persons present in the common control zone.

(xiv) At the exit gate of the common control zone, the traffic manager releases the user upon display of the signed-off gate pass.

Chapter 12: OSBP Protection

12.1 Principles

The following principles apply to OSBP protection:

(i) Special attention must be paid to the protection of the OSBP site itself.

(ii) The protection is aimed in the first place at the people present at the OSBP site, i.e., the personnel (officers, facilitation agents and other service providers) and users (travelers and drivers).

(iii) The protection also applies to the OSBP infrastructure and equipment (i.e., the premises and facility), the environment, and the vehicles and goods present at the OSBP site.

(iv) The exposure and thus the protection concerns: (a) health (the risk of infection/contamination) (b) safety (the risk of impairment of physical integrity by natural or manmade (human-induced) unintentional causes), and (c) security (the risk of impairment of physical integrity by malicious manmade causes).

12.2 Measures

(1) The following measures for the protection of the OSBP occupants and facility are taken at the entrance of the OSBP site:

  (i) special border crossing clearance procedure for hazardous goods (see above);

  (ii) summary health, safety and security screening of users at the OSBP entry gate (see above); and

  (iii) disinfection of persons, vehicles, and goods as the case may be at the OSBP entry gate; and

  (iv) regarding health screening, the *free pratique* precept may apply.

(2) Inside the OSBP site, safety and security are ensured jointly by the facility manager, the traffic manager, and the law enforcement agency.

(3) The facility manager organizes the protection of the life (people, i.e., personnel and users) and property (i.e., infrastructure, vehicles, and goods) in the OSBP site from (i) the threat of wildlife and (ii) from the peril of fire.

Chapter 13: Other Fields of Cooperation between the Neighbor States

13.1 Training

At the initiative of their lead agencies, the neighbor states organize joint safety (e.g., firefighting) and security (e.g., law enforcement assistance) drills and simulation exercises to respond to disasters.

13.2 Joint Police Surveillance and Patrols along the Outer Perimeter of the OSBP

To repress smuggling, illegal border crossing, and border leakage, the neighbor states organize joint surveillance and patrols by their law enforcement agencies (police) along the perimeter of the OSBP.

Chapter 14: Communication

14.1 Communication with the Users and the Public

Information is provided to the users and disseminated to the general public via mass media including electronic platforms (internet) as well as information desks, signage, advertising on billboards, banners, brochures, and leaflets.

14.2 Communication with Counterpart Agencies

14.2.1 Formal

Formal communication between counterpart agencies of the neighbor states runs (i) either via their respective lead agencies, (ii) through the Joint Border Operations Committee, or (iii) directly.

14.2.2 Informal

Day-to-day direct communication with counterpart agencies in the workplace in the course of the activities is possible in an informal manner.

Chapter 15: Dispute Resolution

15.1 Government to User

The mediation function is offered without prejudice to formal appeal procedures, which are subject to applicable national law(s), and designated according to the extraterritoriality regime (i.e., the right to administrative appeal or review, and/or judicial appeal or review).

15.2 Government to Government

Disputes and conflicts between the authorities of the adjacent states shall be resolved in accordance with the terms of reference of the Joint Border Operations Committee, or the bilateral agreement, or overarching regional or continental or global instruments.

Chapter 16: Contingency Planning

The contingency plan (emergency response, business continuity, and recovery) provides guidance for addressing various respective types of crisis situations (e.g., health, political, natural, and manmade disasters). See Annex 4.

Chapter 17: Data Sharing Protocol

Data sharing and exchange between the neighbor states supports advance/pre-clearance/pre-arrival processing and may render control/inspection superfluous to some extent.

Cross-border data sharing and exchange is sensitive from a user privacy protection point of view and a national security perspective – a special protocol offers a balanced framework. (See Annex 5.)

Chapter 18: ICT Connectivity Protocol

Digital processing of border crossing control and mutual reliance on inspection data and delegation of control authority between the neighbor states requires effective ICT connectivity. See Annex.

Annexes

Annex 1: Gate Pass Model.....A-1

Annex 2: ID Badge Model [to be provided by the Governments].....A-4

Annex 3: Terms of Reference of the Joint Border Committee [approved at the April 2022 JBC meeting and assented to by the Joint Steering Committee in October 2022] A-5

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Annex 1: Gate Pass Model

Gate Pass

Chirundu OSBP

(in digital or paper format)

1. USER IDENTIFICATION

(individually per traveler or collectively for all occupants of the same motor vehicle):

1.1 Name

Family / last / surname: ……..

Other name(s): ……

Given / first name: ……...

1.2 Gender

Male: …
Female: …

1.3 Age: ……. years

1.4 Race / ethnicity: ……

1.5 Capacity:

Pedestrian …
Motor vehicle driver or crew member …
Motor vehicle passenger …

1.6 Identity document type and number: ……

1.7 Nationality / citizenship / permanent residence: …….

2 VEHICLE IDENTIFICATION

2.1 Category:

passenger car: …
van-minibus: …
truck: …
articulated: …
with trailer: …
bus/coach: …
other (specify): …

2.2 Brand / make and type: …

2.3 Body color: …

2.4 Registration number: …

2.5 State of registration: …

3 GOODS IDENTIFICATION

3.1 Nature:

Commercial commodity / merchandise:
HS Nomenclature and Code: …
Quantity: number / weight / volume : …
Packing method: …

Livestock:
Race: …
Number (quantity): …

Luggage:

Pet animal(s):
species: …
name: …
gender: …
male: …
female: …

Personal effects: …

Currency:
Type: …
Amount: …

4 SUMMARY SAFETY, SECURITY, AND HEALTH CHECK UPON CCZ ENTRY

Time and location of entry:

Officer name and signature/stamp:

5 CERTIFICATION OF COMPLIANCE WITH ALL BORDER CROSSING CLEARANCE FORMALITIES

5.1 For and on behalf of the exit state:

Police: …
Health: …
Customs: …
Immigration: …
Transport: …
Trade: …

Time (date and hour):
Officer name and signature/stamp:

5.2 For and on behalf of the entry state:

Police: …
Health: …
Customs: …
Immigration: …
Transport: …
Trade: …

Time (date and hour):
Officer name and signature / stamp:

Annex 2: ID Badge Model [to be provided by the Governments]

Annex 3: Terms of Reference of the Joint Border Committee [approved at the April 2022 JBC meeting and assented to by the Joint Steering Committee in October 2022]

1. Legal Status

The Joint Border Operations Committee (JBOC) is a standing, permanent body, without legal personality.

2. Mandate: Tasks, Functions, and Responsibilities

At its level of governance, the JBOC shall have the following tasks, functions, and responsibilities:

(i) Monitoring: assessment of execution/implementation of action plans, gathering of information, border crossing statistics and data, user and border community complaints, and the like.

(ii) Consultation and mediation: constructive discussion, mediation and difficulty and conflict resolution between the members, both on the national and bilateral levels.

(iii) Informatory: exchange and reporting of information and data vertically to higher authorities and to staff and horizontally to members and the public (dissemination and sensitization).

(iv) Policy: setting of performance goals (e.g., on the lead time for a border clearance operation), drafting of longer-term work plans.

(v) Recommendatory and advisory: any policy matters that exceed the committee's level of competence (authority), e.g., on required legislative/regulatory action, to be reported to the Joint Commission for the Chirundu OSBP.

(vi) Coordination and cooperation: e.g., joint inspections and verification, organization of capacity building via joint training sessions for border agency staff, joint emergency response exercises;

(vii) Executive and implementation measures: decision making within its mandate (in the designated field of competence)

(viii) Facility management and maintenance of the common control zone.

3. Composition and Representation

3.1 Membership of Each Adjacent Country

Each adjacent country shall delegate members from the following organizations or groups:

(i) Public sector agencies: competent authorities with a border crossing clearance function in the OSBP, and law enforcement agencies in the OSBP area;

(ii) Private sector users: professional associations of facilitation agents (customs clearance and freight forwarding agents, travel agents), transport operators (carriers), traders (merchants), and associations of travelers;

(iii) OSBP Facility Manager; and

(iv) OSBP Information and Complaints Office.

3.2 Number

The national delegations shall consist of an equal number of members per adjacent state, except to accommodate possible incongruence of border agencies.

3.3 Representatives of Members

Each member shall designate one representative in the respective positions: an incumbent titular and a substitute alongside or in a shadow capacity for the sake of continuity.

The identities of the individuals representing the respective members at the meetings shall be reported to the Bureau in time.

The host state of the venue of meetings will facilitate the issuance of entry authorization for representatives of the adjacent state, if so required.

3.4 Invitees

Experts, other stakeholders, and observers may be invited to attend the meetings as required. The cost of invitees will be shared by the adjacent states or as agreed.

4. Internal Institutional Organization

4.1 Bureau

The bureau of the committee consists of the heads of the lead agencies of the adjacent states.

4.2 Secretariat

The secretariat of the committee is assured by the lead agencies.

4.3 Subcommittees

A civil society subcommittee is established to address OSBP-related issues of concern to border community residents. The latters' representatives will attend the meetings of this subcommittee only.

The Committee may create [other] standing (permanent) or ad hoc (temporary) subcommittees (technical working groups). Subcommittees may include but are not limited to security, procedures, administration, and public relations. The present TOR will apply *mutatis mutandis* to the subcommittees.

5. Meetings

5.1 Frequency

Meetings of the Committee shall be held quarterly.

In addition, meetings may be called as needed upon decision of the bureau.

A meeting shall also be convened upon request of at least two members, one from each adjacent country.

5.2 Invitation and Agenda

The bureau adopts the meeting agenda.

Each member may add one or more agenda items.

Invitations for meetings shall be circulated through available means of communication among the members one week in advance. This period of advance notice may be shortened in case of urgency.

5.3 Venue

The venue of the committee meetings shall be:

(i) Preferably onsite in physical presence: on a rotational basis (alternating between neighbor states);

(ii) If required, online remotely; or

(iii) Hybrid: combining onsite and remote participation; representatives who are unable to attend the meeting physically may also participate from a distance.

5.4 Venue Logistics

The host state provides for suitable accommodation and facilities: meeting room infrastructure and equipment, furniture, lighting, cooling, ICT (internet connection and multimedia equipment), and sanitary installations.

5.5 Meeting Costs

The operating costs of hosting meetings are borne by the host state of venue, excluding costs that are specifically related to the adjacent state's delegation of representatives (such as travel expenses and per diem).

6. Meeting Procedure

6.1 Chair

The meetings shall be co-chaired by the heads of the lead agencies of the neighbor countries.

6.2 Quorum

A minimum number of five public sector members, including at least the customs and immigration agencies of each country, must be represented at the meetings. However, no decision shall be taken in the absence of an affected member.

6.3 Decision Making

Decisions shall be made by consensus; in the event of failure to reach consensus, the issue shall be referred to the Joint Commission for the Chirundu OSBP for resolution and direction.

6.4 Recordings

Meeting video and audio recordings may be made. Dissemination shall be subject to approval of the participating representatives.

7. Working Language

The working language for communication between the members and the Committee, between the members mutually and at the Committee meeting, spoken and written, shall be English.

8. Further Rules of Procedure

The Committee may adopt bylaws setting further internal rules consistent with the present TOR.

9. Records of Proceedings

9.1 Meeting Minutes

(i) Minutes of meeting are to be drafted by the chair or his/her substitute representative designated as secretary.

(ii) The minutes are to be circulated among the members by any available means of communication for corrections.

(iii) The minutes are to be approved in writing or during the next meeting session in case of any disagreements.

9.2 Archives

Each member shall archive the meeting minutes.

10. Reporting

Via its bureau, the JBOC will report to the Joint Commission for the Chirundu OSBP quarterly, or as required or requested.

The JBOC members shall report to their respective higher authorities and to their staff as required.

Decisions of interest to the public shall be posted on the JBOC internet site or made public otherwise.

Annex 4: Contingency Planning – Emergency Response, Business Continuity Planning (BCP), and Disaster Recovery Planning (DRP)

1. Contingencies

(1) Certain unforeseen events may disrupt operations at OSBPs, including political unrest, outbreaks of disease, humanitarian crises, and manmade (human-induced) or natural disasters.

(2) The exposure to such risks may be reduced by preventive measures (e.g., through safety, security, and health screening at the entry of the OSBP site), but they cannot be totally eliminated.

(3) Since in such situations time is generally of the essence to avoid rapid deterioration and irreversible harm, the reaction should be expeditious and for that reason it should be planned in advance.

(4) This annex provides guidelines on how to proceed in such situations.

2. Contingency Plan Components

2.1 General

(1) A hotline or contact point is set up where disasters can be reported so as to avoid their propagation as soon as possible.

(2) A pre-existing dormant crisis taskforce is activated during a crisis. It consists of officers that may be active in other functions in periods of normalcy.

(3) The taskforce is led by a predesignated OSBP crisis taskforce commander (the officer in charge of the lead agency or a substitute on a rotation basis).

(4) The taskforce is to hold periodical training and simulation exercises.

(5) Arrangements are made with external entities (e.g., ambulance, firefighting, and medical providers, and emergency services) to reinforce human resources capacity and provide relief assistance, evacuation, victim reception, emergency power, transport services, and the like.

(6) Based on the assessed magnitude of the emergency event, the crisis taskforce commander triggers the activation of the contingency plan, mobilizes the crisis taskforce, and leads the response action.

(7) The crisis taskforce commander is assisted by a predesignated communication and information manager and one or more predesignated liaison officers.

(8) The emergency response is to be coordinated with national, regional, and international emergency response action(s).

(9) The task force commanders of the respective common control areas shall coordinate their action.

(10) Precautionary instructions for the personnel, the users, and the general public are to be provided on billboards in the common control zone.

2.2 (Interrelated) Components of the Response

In addition to any prior preventive measures, the actual occurrence of a crisis situation requires three types of crisis management measures: (i) avoiding further human and material losses, (ii) maintaining/continuing the assigned task, and (iii) returning to normalcy.

2.2.1 Emergency Response

(1) Immediate response: first aid, firefighting, demining, neutralization, physical protection, evacuation, repatriation, warning of danger(s), and the like.

(2) The personnel, the users, the general public, the vehicles, the goods, and the facility must be protected. The (further) impairment of human resources and/or the infrastructure/equipment would also compromise the operations.

2.2.2 Business Continuity Plan (BCP) Measures

(1) The contingency response is to stabilize the crisis situation by seeking the best possible balance between public safety, security, and health on the one hand, and business continuity (sustaining normal operations and avoiding interruption of the service) on the other hand.

(2) The temporary closure of the border crossing and the suspension of the border crossing operations should be a measure of last resort. For example, in case of a pandemic other measures, such as enhanced testing and improved surveillance, may be more effective for the protection of public health than border crossing bans.

(3) Also, in case of a humanitarian crisis from an immigration perspective, closure of the border is not recommended.

(4) Arrangements are made with external entities, providers, and emergency services to reinforce the capacity of human resources, relief assistance, evacuation, victim reception, emergency power, transport, and the like (e.g., restoration of operations of the ICT system and applications at an alternate site designated for use after an emergency).

(5) The crisis taskforce commander is responsible for activating those cooperation arrangements as required.

(6) Crisis management measures must be taken to mitigate the impact of the disaster on OSBP operations and to ensure the continuity of the operations in the short run to the extent possible.

(7) A public information campaign is launched to post and publish instructions.

(8) A contingency fund is set up to cover exceptional expenditures.

(9) In case a disaster entails a state of emergency on a broader (national, regional, continental, global) level, the plan must be coordinated with and aligned to the measures and precepts of the latter.

(10) The contingency response may require procedures that deviate from and/or supplement the standard operating procedures, such as:

(i) a fallback system of reduced operations and minimum service, which can be deployed allowing restricted border crossings only for critical persons and vehicles and essential goods according to a selective priority list (e.g., emergency relief related goods, food

products, energy products, medical supplies, essential transport and travel including for the provision of essential goods);

(ii) according to the nature of the threat, rescheduled border crossing control procedure sequence upon entry in the OSBP common control zone to the effect of subjecting users first to screening that relates to the emergency (e.g., health first in case of a pandemic, security first in case of political unrest);

(iii) if necessary, the temporary return to a traditional two-stop border crossing clearance regime;

(iv) adapted control zone circulation and queue management; and

(v) transition to virtual (online) mode(s) of operation.

3.4.8 Disaster Recovery Plan (DRP)

A recovery (e.g., reconstruction/rebuilding, repair, clean-up, reinstatement, restart) strategy endeavors to return the system to normalcy in the longer run, but as soon as possible. For example, a cybersecurity plan consists of a data backup plan that allows the recovery of the lost data.

3. Risk Assessment

(1) Response planning requires risk analysis: the identification of the vulnerabilities, in other words the threats and hazards that risk paralyzing the OSBP function. The categorization of the threats allows for fine-tuning of the response.

(2) Not only the perceived nature of the threats, but also the probability of their occurrence must be assessed. In this respect in the context of an OSBP an emergency situation may relate to safety, security, and health, and result from:

(i) natural catastrophes (e.g., earthquakes, landslides, volcano eruptions, floods, windstorms [e.g., cyclones, typhoons, tornadoes, hurricanes], forest or wildfires);
(ii) unintentional manmade (human-induced) accidental disasters (e.g., collisions, explosions, fire, blackouts [electrical power and cyber]);
(iii) intentional or malicious acts (e.g., political instability/crises, strikes, conflicts, uprisings, riots, insurgencies, war, terrorist attacks); and
(iv) circumstances jeopardizing public health (e.g., epidemics).

In addition to a common core, specific and differential measures may be warranted according to the type of emergency.

4. Public Health Related (Sanitation) Emergencies (e.g., epidemics, pandemics)

4.1 Qualification as Epidemic

The characteristics of the pathogen, such as on the one hand its pathogenicity and mortality (i.e., the potential ability to produce disease and cause death), and on the other hand its infectivity (i.e., the ability of a pathogen to establish an infection; transmissibility) determine the qualification as epidemic and hence as emergency.

4.2 Categorization According to the Level of Threat

The health threat is categorized to finetune the response in terms of corresponding ease or intensity of measures. The required response may affect the service continuity opportunities. The following basic modulation into stages can be applied:

(i) Normalcy: code green;
(ii) Alert: code yellow – specified pursuant to news on possible disease outbreak(s), an upgraded state of readiness, increased vigilance, and some anticipatory preparation (e.g., activation of the crisis task force and appointment of the liaison officer, alerting of the reserve staff);
(iii) Restricted/conditional operations: code orange – an emergency regime is in operation (e.g., with special control measures, travel restrictions, social distancing, and curfews); the reserve staff is mobilized; and
(iv) Full lockdown: code red – the border is closed: only law enforcement personnel staff of the border post is active to enforce the closure and to process possible exceptions for essential cross-border movements (e.g., relief goods, medical emergencies).

4.3 Anticipatory Measures

4.3.1 Institutional Arrangements

In advance, a dormant pool of qualified officers is formed, who in periods of normalcy may be active in other functions or locations, but who can be mobilized on short notice in crisis periods to supplement the workforce of the relevant (health) agencies.

The crisis task force may be dormant, but activated during a crisis. It consists of officers that may be active in other functions in periods of normalcy.

4.3.2 Arrangements with External Organizations

Coordination arrangements are made in advance with external (health) service providers for the purpose of reception and treatment of victims of the epidemic.

4.3.3 Material Reserve Stocks

A strategic reserve stock of personal protective equipment is prepared for frontline personnel on duty in the control zone and testing and detection equipment and material to bridge the time required for replenishment.

4.3.4 Financial Contingency Fund

A financial fund is set up to cover the increased operating cost during contingencies. The additional cost of pandemic repression may be allocated partially or totally with users.

4.3.5 Communication Plan

A briefing on the application of World Health Organization (WHO) guidelines and protocols is provided.

4.4 Activation of the Plan

4.4.1 Prophylactic Measures

(1) Prevention Measures

Prevention measures include:

(i) Personnel protective equipment (masks);
(ii) Vaccination;
(iii) Sanitation and ventilation actions;
(iv) Physical ("social") distancing within the facility and in the means of transport (limitation of number of occupants per vehicle); and
(v) Denial of entry into the OSBP according to the origin of the traveler.

(2) Tracking and Tracing

Tracking and tracing should include:

(i) Prescreening of the traveler: tracking and tracing in advance before entry of the OSBP based on travel history; and

(ii) Detection at the entry of the OSBP based on screening;

In the case of positive test of a traveler without symptoms, evacuation to a quarantine location is warranted. In case the traveler presents symptoms, isolation in a medical treatment center is warranted.

4.4.2 Amendment of the Procedure

In case of border crossing operations under emergency conditions, the standard procedure is adapted as follows:

(i) Rescheduling of the control sequence to subject users first to health screening upon entry in the OSBP control zone;

(ii) Compulsory travel history declaration by users;

(iii) Omission of all nonessential border crossing control(s);

(iv) Extension of administrative time limits; and

(v) Application of distant and e-administration, automation, single-window processing, pre/post clearance check, and interstate reciprocal inspection recognition.

In case of a pandemic emergency, the authority in charge of traffic management in the control zone may design a specially adapted traffic circulation and queue management plan.

4.4.3 Response Measures

Upon declaration of a code orange, the officer in charge of the lead agency is to:

(i) activate the dedicated task force;
(ii) designate a communication and information manager;
(iii) appoint one or more liaison officers;
(iv) order the passage to virtual mode of operations;

(v) mobilize reserve personnel; and
(vi) activate arrangements with the external (health) service providers.

4.4.4 WHO Guidelines

The guidelines and protocols of the World Health Organization (WHO) are to be applied.

5. Acts of War and Similar Events

The emergency response procedures can include:

(i) measures for states to identify, disarm, and separate combatants from refugee population and intern them at a safe location away from the border; and

(ii) safe conduct of expatriate officers.

6. Blackouts (Power and Communication Grid Disruptions)

(1) Activation of alternative power sources and communication lines may ensure continuity of the service.

(2) Contingency plans for power outages or network shutdowns include the setup of redundant wide area network (WAN) and common control zone (CCZ) connectivity, installation of redundant power backup such as generators (and automatic power switches) to supplied grid power, supply of uninterruptible power supply (UPS) for office computers, and the setup of disaster recovery sites for exclusive use and shared systems.

(3) Transition to manual paper-based processing allows for continuity of operations.

7. Cybersecurity Contingency Plan

(1) A cybersecurity contingency plan provides instructions and recommendations on a short-term emergency mode to restore its operations and on a longer-term recovery plan for its information technology (IT) services and data (data backup) after a disaster or an interruption of the system.

(2) The plan may include: (a) the quarantining of infected hardware devices after a cyberattack; (b) the mobilization of an IT manager to centralize the reaction operation; and (iii) temporary fallback to an analogous paper-based system

8. Natural Disasters

Key measures include (i) raising the alarm, (ii) evacuation, (iii) moving to safe shelter locations, (iv) organizing search and rescue, (v) activation of backup power generators, and (vi) supply of necessities (e.g., food, drinking water, medicines).

Annex 5: Data Sharing Protocol

[Interstate Data Sharing/Exchange between/among Border Control Agencies]

1. Purpose

(1) This information exchange protocol is entered into by and among the adjoining states for the purpose of facilitating and accelerating the border crossing clearance process.

(2) National security may be affected by the release of classified information.

(3) The privacy of the individual citizen may be violated by the disclosure of sensitive data.

(4) This protocol aims to reconcile the necessary sharing and exchange of information for the purpose of efficient border crossing clearance with the concerns of protection of national security and the privacy of users.

2. Coordinating Administrations and Agencies Concerned

(1) The data exchange is coordinated by the Ministry of … for Zambia and the Ministry of … for Zimbabwe, responsible for communications.

(2) The respective ministries respectively collect from their agencies, verify accuracy, sort, and transmit the data to their adjoining state counterpart and disseminate and distribute to their agencies the information received from their adjoining state counterpart.

3. Business Rules

The information defined below is exchanged as follows:

(1) The medium:

(i) through a joint data base on a read-only basis by the receiver; or
(ii) through a direct communication line.

(2) The frequency of updating:

(i) spontaneous and routine feeding of the joint database;
(ii) periodic updating of the data;
(iii) intermediate update with important acute changes; and
(iv) reply to express specific requests.

4. Technical Data Communication Line

The conveyance of data between the administrations of the signatory states shall be realized via the following data communication link: …, protocol ….

5. Language

The information is provided in the English language or in a structured, commonly used, machine-readable or otherwise legible format.

6. Data Subject Matter

Only data that are relevant for the application and enforcement of border crossing control may be exchanged:

(i) On persons: identity data, visa, World Health Organization (WHO) yellow card status, criminal record, other intelligence data;

(ii) On transport operators: license, authorized economic operator (AEO) status;

(i) On vehicles: registration, roadworthiness, insurance, characteristics (size, weight), vehicles reported stolen, ….; and

(iv) On goods: nature (transit, livestock, dangerous, perishable, protected species (wildlife), cultural heritage), quantity, quality, value, stolen, smuggled, counterfeited, ….

7. Informed Consent by Data Subject

For the following sensitive personal data, the exchange requires the informed consent of the data subjects (or the legal guardian of incompetent persons, as the case may be):

(i) race, ethnic origin, gender, marital and family status;
(ii) genetic and biometric data;
(iii) criminal record;
(iv) political and philosophical views, religious beliefs, and sexual orientation;
(v) memberships of associations or affiliations (e.g., political party, trade union, church);
(vi) physical and mental health and condition; and
....

8. Notification, Consultation, and Rectification

Concerned users are informed on the storage of their data, are entitled to consult the nature of their data stored, and have the right of rectification of incorrect data.

9. Use of the Data

(i) The data exchanged shall not be used for any purpose other than the application and enforcement of border crossing control legislation and regulation.

(ii) The data exchanged may be used for the purpose of "profiling", i.e. any form of automated processing in view of assessing and/or predicting the user's compliance with border crossing legislation and regulation.

10. Period of Data Retention

The data exchanged should only be kept as long as required for the purpose of the border clearance and be deleted appropriately thereafter.

11. Matching of Information

(i) Any conflict or contradiction in information between the neighbor is be solved via arbitration between the officers in charge of the respective Ministries.

(ii) Unresolved conflicts shall be marked as such.

12. Secrecy, Confidentiality, and Security

(i) Both neighbor states are responsible for ensuring adherence to national data protection laws as well as any such laws or regulations applicable on a regional or supranational level.

(ii) Both neighbor states establish appropriate administrative, technical, and physical safeguards to ensure the security and confidentiality of data and to protect against any anticipated threats or hazards to their security or integrity that could result in unauthorized or unlawful use and substantial harm, embarrassment, inconvenience, or unfairness to any individual user on whom information is maintained.

(iii) The neighbor states commit to safeguarding the information resulting from the exchange as follows:

(a) Access to the data exchanged and to any data created by the exchange shall be restricted only to those authorized officers who require them to perform their official duties in connection with the uses of the information authorized in this agreement.

(b) The data exchanged and any data created by the exchange will be stored in an area that is physically safe from access by unauthorized persons during duty hours as well as non-duty hours or when not in use.

(c) The data exchanged and any data created by the exchange will be processed under the immediate supervision and control of authorized personnel in a manner that will protect the confidentiality of the records, and in such a manner that unauthorized persons cannot retrieve any such data by means of computer, remote terminal, or other means.

(d) All personnel who will have access to the data exchanged and to any data created by the exchange will be advised of the confidential nature of the information.

(e) The neighbor states shall ensure that all persons dealing with, or having access to, the information referred to above are bound by professional secrecy.

13. Liability Waver

For inadvertent breach of secrecy/confidentiality and for any error in the information exchanged.

14. Temporary Suspension

In case of force majeure and/or national emergency.

15. Review

Amendment of the protocol

16. Term and Termination

This protocol is effective as from the date of its signing. It remains force for an indefinite period of time. It may be terminated by a written notice of termination. In the case of a unilateral termination, such termination shall be effective 90 days after the date of the termination notice, or as later specified in the notice.

Annex 6: ICT Protocol

The following principles govern or apply to information and communication technology (ICT) aspects:

(i) For the following aspects related to ICT, reference can be made to other annexes and provisions:

(a) the creation of an ICT (Sub-)Committee is part of the OSBP institutional framework (Chapter 7 – Annex 3);

(b) business continuity and disaster recovery planning is part of contingency planning (Chapter 16 – Annex 5) – disruption of service due to maintenance or repair of ICT facilities should be communicated to all users of the ICT facilities and be scheduled and executed in a manner that does not affect the border crossing clearance operations;

(c) the secrecy and confidentiality precepts with respect to data communicated via ICT are addressed in the data sharing protocol (Chapter 17 – Annex 6). Those data can only be accessed and used for their intended purpose(s). File sharing is prohibited. The dispatching of confidential/secret information will be guaranteed by encryption or any other equivalent technique.

(d) dispute resolution is part of the general mechanism (Chapter 15).

(ii) To gain the full benefit from the ICT system, the protocol assumes enabling national legislation for e-government, ensuring the equivalence of digital (soft-copy) to paper (hard-copy) versions of documents.

(iii) The added value of ICT relates to:

(a) the realization of an electronic single window that achieves the principal objective of the OSBP, i.e., the integration (interstate and interagency) of the clearance processes, to replace standalone systems;

(b) automation of the border clearance process; and

(c) the support of mutual reliance on inspection data and delegation of authority between and among border control agencies

(iv) The ICT system for OSBP operations should fulfill the following functions:

(a) Database: storage and archiving of data (e.g., storing the minutes of committee meetings, providing the travel and trade data of surveys for statistical analysis and monitoring);

(b) Real-time communication tool: allowing text messaging, and audio and video communications;

(c) Consultation: reading and downloading online of published data and information by users (e.g., serving as an information source for the public and users);

(d) Window for applications: input/uploading of advance information (serving as an interactive platform); and

(e) Processing: e.g., automation of clearances, transfer of funds (payments).

(v) The system should have the following characteristics:

(a) be flexible and modular, allowing for additional functions;

(b) be fully integrated, providing for standardized architecture, interface compatibility, connectivity, interoperability, and accessibility, allowing for exchange with other hardware (i.e., processing unit [server, terminal station: desktop and mobile devices such as laptops, tablets, and smartphones, monitors, screens, scanners, and printers] and software (applications used for the border crossing clearance control systems [e.g., customs, immigration, health)] of the public sector (all agencies, offering the potential of an electronic single window) and other functions; the private sector (all users); between border agencies; between counterpart agencies of the adjoining states; and with higher-level national-level authorities;

(c) offer the possibility of differential and selective access via: partly open access, or partly selective access via an account system (complying with precepts of privacy and restrictions of cross-border information exchange); or via a local or global network with wireless or cabled connection.

(vi) Regarding equipment, the system should have sufficient hardware capacity, processor clock speed, working memory (random access memory, RAM), with a guaranteed power supply, sufficient network speed, and bandwidth.

(vii) The system should be linked with a secure connection (via encryption or an equivalent technique), protected from unauthorized access and intrusion in terminal stations, protected from virus contamination and hacking risks as expressed in a network security protocol that ensures the integrity and security of data transmitted across the network connection.

(viii) The system should be equipped with a backup system for data storage (via a cloud or offsite server or block chain), and a business continuity fallback system in case of system breakdowns.

(ix) Software applications should meet all applicable licensing requirements and the required manuals and training material for the use of the applications should be made available.

(x) Communication aspects follow:

(a) The ability of ICT components to communicate with each other depends on the use of a common digital language.

(b) Communication implies the exchange, storage, sending, and retrieving of data between network devices (user stations), also known as network “nodes”. The interconnection between the various communication devices (nodes) is a network. Connectivity and accessibility in a network setting requires agreement on protocols, i.e., the standards of digital languages in the form of network algorithms. The communication ability presents various aspects that may require multiple types of protocols for the respective functions. A group of protocols designed to work together is known as a protocol suite; when implemented in software they are a protocol stack.

(c) The ICT (Sub-)Committee coordinates the ICT infrastructure requirements. Agencies may not change their connectivity configurations without approval of the ICT (Sub-) Committee).

(d) For the purpose of universal interoperability international public and private (industry and non-profit organizations) have developed global standards, laying down the

specifications and requirements of the many parts, products, and systems, and establishing the most effective and best practice.

(e) For network protocols, reference can be made to the standards elaborated by the International Organization for Standardization (ISO) in cooperation with the International Electrotechnical Commission (IEC) as well as the Internet Engineering Task Force (IETF), the Connectivity Standards Alliance, and the Institute of Electrical and Electronics Engineers (IEEE).

(xi) The connectivity development shall make use of and build upon the Corridor Trip Monitoring System (CTMS) to facilitate cross-border trade in the region of the COMESA-EAC-SADC Tripartite Agreement in the framework of the Transport and Transit Facilitation Programme (TTTFP) in conjunction with Tripartite Transport Registers and Information Platform System (TRIPS).

Appendix D-2 Kazungula OSBP Procedures Manual

The Kazungula OSBP Procedures Manual is provided on the following pages, which was developed under the Project and submitted in November 2024.

Kazungula OSBP Procedures Manual

(Eighth Draft)

The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor

November 2024

Foreword

This Manual provides the procedures for the Kazungula One-Stop Border Post.

The Manual is designed to enable officers of border agencies, facilitation agents, transporters, border community residents, and other stakeholders to understand the procedures for OSBP operations. It does not in any way replace or supersede existing departmental and agency-specific procedures manuals or standard operating procedures (SOPs) at the national and regional levels.

The Manual will be used as an operational instrument although it may also be used as reference material in training and sensitization activities. For purposes of clarity, an attempt has been made to include only information and procedures that will be used under normal operating circumstances within the OSBP. The Manual will be reviewed periodically and/or as may be necessary to ensure that it is consistent with international developments in trade facilitation in general, and with the changing circumstances of OSBPs in the Southern African region in particular.

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The Governments of Botswana and Zambia, along with the Japan International Cooperation Agency (JICA), undertook this activity to prepare an OSBP Procedures Manual for implementation of the Kazungula One-Stop Border Post. JICA – through the Project for Capacity Development for Smooth Operation of OSBPs on the North-South Transport Corridor – provided technical and logistic support for this effort. Technical Experts from the Republic of Zambia and the Republic of Botswana spearheaded the process. Finally, initial drafting and additional technical support was provided by specialists from the consulting firm of PADECO Co., Ltd. of Japan.

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Glossary of Acronyms and Definitions of Terms

Acronyms

AEO	authorized economic operator
ASYCUDA	Automated System for Customs Data
BBS	Botswana Bureau of Standards
BCP	business continuity plan[ning]
BURS	Botswana Unified Revenue Service
CCZ	common control zone
CES	carbon emission surtax
COMESA	Common Market for Eastern and Southern Africa
CTMS	Corridor Trip Monitoring System
DRP	disaster recovery plan[ning]
EAC	East African Community
ECOWAS	Economic Community of West African States
ECTS	electronic cargo tracking system
FTP	file transfer protocol / frequent traveler program
G2G	government-to-government
G2U	government-to-user
ICT	information and communications technology
IEC	International Electrotechnical Commission
IEEE	Institute of Electrical and Electronics Engineers
IETF	Internet Engineering Task Force
ISO	International Organization for Standardization
IT	information technology
JICA	Japan International Cooperation Agency
NLEIC	National Livestock Epidemiology Information Centre
OGA	other government agency
OSBP	one-stop border post
PCA	post-clearance audit
PQPS	Plant Quarantine and Phytosanitary Service
PRD	personal radiation detector
RAM	random access memory
SADC	Southern African Development Community
SOP	standard operating procedure[s]
STR	Simplified Trade Regime (under COMESA)
TRIPS	Tripartite Transport Registers and Information Platform System
TTTFP	Transport and Transit Facilitation Programme
UPS	uninterruptible power supply
VIP	very important person
WAN	wide area network
WCO	World Customs Organization
WHO	World Health Organization
WIM	weigh-in-motion
ZCSA	Zambia Compulsory Standards Agency
ZEMA	Zambia Environmental Management Authority
ZRA	Zambia Revenue Authority

Definition of Terms

Term	Definition
abstention	not doing, refraining, or forsaking (from routine control)
adjoining state	also “adjacent state”: neighbor state next to another, sharing a border, at Kazungula reciprocally the Republics of Botswana and Zambia
authorized economic operator	reliable person/enterprise involved in the border crossing, who/which qualifies for simplified clearance based on their good compliance record and/or lodging of a guarantee
common control zone	the designated area of the OSBP site where officers of the adjoining states perform their border crossing controls
coordinated border management	cooperation between neighbor states in the border crossing clearance procedure, by synchronization of opening hours (i.e., hours of operation), harmonization of procedures and documents, exchange and sharing of information, and the like
delegate	a person authorized to act as representative for another, i.e., a mandatory, a proxy
delegator	a person who assigns to another the authority to perform a task on his/her behalf
department of trade	A department (also termed “ministry”) is a governmental executive body that manages the public administration in a particular sector.
entry state	state of arrival, state of destination
exit state	state of departure, state of origin
extraterritoriality	extension of the application of laws outside the national territory by the legal fiction that certain events, acts, and operations on the territory of a foreign state are deemed to have occurred in the national territory
facilitation agent	a person (other than an officer) or enterprise who provides services for the completion of border crossing clearance formalities of persons, vehicles, or goods
facility manager	person or organization charged with the logistics (e.g., maintenance, utilities) of the OSBP facility
free pratique	permission by the health authority to enter the border post for crossing clearance, based on the user’s declaration of being free from disease
gate pass	an electronic/digital or physical/paper document issued to the user for the purpose of CCZ entry and exit authorization and transfer of jurisdiction between the adjoining states
hazardous goods	also “dangerous goods”: substances that can cause damage to health, environment, infrastructure, or equipment
home state	state of permanent residence of the officer or user, the establishment of the enterprise, the registration of the vehicle
host state	the state on whose territory the common control zone is situated, where the border crossing controls are effected
hot pursuit	uninterrupted chase of a suspected criminal by a law enforcer into the territory of a foreign state
inland clearance	a border crossing clearance procedure that relocates control from the border to the (final) point (of destination) in the hinterland
interstate	between and among exit and entry states
intrastate	between and among the respective border control agencies
isolation	separation of contaminated persons, animals, plants, or inanimate things to prevent the spread of contamination
jurisdiction	the power of a public body to issue and enforce legal rules and decisions

Term	Definition
lead agency	the agency mandated by either party to coordinate the operations and activities of its agencies undertaking border control and to act as the focal point of liaison with the party for joint operation purposes
marshaller	an agent charged with controlling entrance, exit, and passage through the common control zone for the purpose of security, safety, and health protection
officer	a civil servant responsible for conducting border crossing controls in accordance with his/her home state laws
perishable goods	products that deteriorate under ambient conditions and/or lose value over time
pre-clearance	also "advance clearance": pre-arrival (i.e., prior to and in anticipation of the arrival of the subject matter (persons, vehicles, goods) at the border) fulfillment by the users of the border crossing formalities
"pushback"	the forced return of refugees or asylum seekers to a state where they may be subjected to persecution, as prohibited by international
quarantine	separation of non-contaminated persons, animals, plants, or inanimate things during the incubation period to prevent the spread of contamination
risk management	a technique that makes optimal use of resources by calibrating the effort of risk mitigation to the assessed intensity of the threat
single window	a facility that allows economic operators to complete in a single portal all border crossing clearance formalities simultaneously for all agencies of both the exit and entry states
transshipment	an operation of offloading and reloading the goods on another vehicle to continue the conveyance
user	the traveler, transport operator, pedestrian, driver or other vehicle crew member, accessing the OSBP facilities and services and intending to cross the border

Chapter 1: Introduction

1.1 OSBPs

1.1.1 OSBPs in Trade and Transport Facilitation

(1) One-stop border posts (OSBPs) are an important trade and transport facilitation tool. Trade and transport facilitation intend to render cross-border movement faster, and cheaper and more predictable, while ensuring its safety and security.

(2) The OSBP system is only one of the various trade and transport facilitation tools, among others such as simplification, coordination, harmonization/standardization, and risk management. OSBP procedures are relevant to the extent that formalities at the border are required. Other facilitation techniques may reduce the border crossing formalities and thus decrease the relevance of an OSBP system, but except for the case of totally eliminating the border, systems of simplified, accelerated, and even exempted border crossing control still require border crossing clearance, even if only to verify whether the subject matter (persons, vehicles, goods) qualifies for that special exemption treatment.

(3) Only regional integration may eliminate the need for controls, checks, and inspections at the border so as to install a "no stop" system.

(4) Border crossing formalities may be reduced, minimized, replaced, or eliminated with various other facilitation techniques such as risk management, trusted trader schemes (e.g., authorized economic operators [AEOs]), pre-arrival processing (advance clearance] and inland clearance, cargo tracking systems, fast-track services, automation, simplified clearance processes (e.g., a *de minimis* regime for small scale traders, border community residents), customs transit systems, temporary importation systems, and the like, as explained in the following text. Such measures and techniques may render the border crossing clearance operations to a large extent superfluous, thereby substantially contributing to the time and efficiency gain pursued by the OSBP or at least avoid losing the OSBP benefits in terms of time and effort.

1.1.2 The OSBP Concept

(1) The OSBP concept is simple: the traditional sequential control (two-stop control, once by the exit state and once by the entry state) is replaced by a single clearance operation so that the user (the traveler, the vehicle, the goods), only has to stop once for the purpose of fulfilling both the exit and entry formalities, to obtain border crossing clearance.

(2) The concept eliminates the need for travelers, vehicles, and goods to stop twice, once for the exit state and once more for the entry state to undertake border crossing formalities. Duplication/redundance of controls/inspections for border crossing clearance is thus avoided.

(3) A "quasi" or "semi" one-stop border clearance system in the common control zone should be avoided, because it amounts to a double or multiple stop and does not justify the investment in the OSBP system (infrastructure, equipment, and regulatory regime).

(4) Only integrated processing of border crossing clearance applications such as a single window system (i) for both exit and entry states and (ii) for all involved agencies really achieves the one-stop goal.

1.1.3 Goal of the OSBP

(1) The goal of an OSBP regime or system is efficiency.

(2) Time is saved by expediting the border crossing clearance processing and thus reducing the transit time through the border post. The gain of time and effort results in a win-win situation both for the public authorities and for private users. Less human (manpower) and material resources may be deployed or available resources may better safeguard safety, security, public health, fiscal revenue, and the like. The risk of damaging the vehicle and goods is reduced. Cooperation between the neighbor states improves coordination and thus enhances safety and security.

1.1.4 References

Reference may be made to:

(i) African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD) and Japan International Cooperation Agency (JICA), *One-Stop Border Post Sourcebook, 3rd Edition* (2022)

(ii) International Law:

(a) Global Instruments

International Convention on the Simplification and Harmonization of Customs Procedures, World Customs Organization, 1999

Revised Kyoto Convention (RKC), World Customs Organization (WCO), 2006

Trade Facilitation Agreement (TFA), World Trade Organization (WTO), 2014, Article 8

International Convention on the Harmonization of Frontier Controls of Goods, United Nations Economic Commission for Europe (UNECE), 1982

(b) Continental African Instruments

Agreement Establishing the African Continental Free Trade Area, adopted in 2018 and entered into force in 2019

Regional African Instruments of the Common Market for Eastern and Southern Africa (COMESA), the Southern African Development Community (SADC), and the COMESA-EAC [East African Community]-SADC Tripartite Agreement

(iii) Bilateral Agreement

Bilateral Agreement between the Republic of Zambia and the Republic of Botswana on the Establishment and Implementation of One-Stop Border Post at Kazungula Bridge Border Posts, 27 April 2021

(iv) National Laws and Regulations

The Border Management and Trade Facilitation Act, 2018 (Zambia), and implementing regulations and executive orders; and

The One Stop Border Posts Act No. 10 of 2013 (Botswana), and implementing regulations and executive orders.

All OSBP relevant national laws and regulations are listed in Annex 1.

(v) Other Sources

(a) Baseline surveys, impact assessments, and monitoring reports

(b) Reports on lessons learned

1.2 Standard Operating Procedures (SOPs)

1.2.1 Concept

A standard operating procedure (SOP) is an instruction addressed to the personnel of an organization on the practical and concrete manner to perform the assigned task.

1.2.2 Goal

The goal of an SOP is to express good (best) practice and standardization (always in the same manner) in the performance of the tasks, to achieve an efficient, qualitative, and consistent operation in compliance with the regulatory precepts.

1.2.3 Legal Basis

(1) The standard operating procedures in the present manual:

(a) derive their authority from the mandate granted by Articles 4 and 11 of the Bilateral Agreement between the Republic of Zambia and the Republic of Botswana on the Establishment and Implementation of One-Stop Border Post at Kazungula Bridge Border Posts, 27 April 2021, to the institutional body (Joint Border Operations Committee); and

(b) by virtue of Article 30.2.4 of the Bilateral Agreement between the Republic of Zambia and the Republic of Botswana on the Establishment and Implementation of One-Stop Border Post at Kazungula, 27 April 2021.

(2) The Bilateral Agreement has been incorporated (transposed) into national law of the neighbor states by the neighbor states' enabling OSBP legislation/regulations:

The Border Management and Trade Facilitation Act, 2018 (Zambia), and implementing regulations and executive orders, as listed in a schedule to this Act; and

The One Stop Border Posts Act No. 10 of 2013 (Botswana), and implementing regulations and executive orders.

(3) SOPs must comply with the applicable legal/regulatory framework and may only implement and supplement it with recommended processes and best practices, where such leeway is offered by the legal regime.

(4) SOPs are subordinate to the legal and regulatory precepts, and in case of conflict the latter prevail.

(5) According to the hierarchy of norms, the legal regime consists of the national laws and regulations, the bilateral agreement, regional plurilateral agreements, and global multilateral agreements. Botswana and Zambia have dualist legal systems, in which international law is to be incorporated into domestic law to become effective in the national legal order.

1.3 Nature and Objective of the OSBP Operating Procedures Manual

This present manual provides the OSBP SOPs and explains their context and framework. It serves as a quick reference guide for border agency officers on standard, but also on special situations.

1.4 Kazungula OSBP Configuration and Modality

1.4.1 General

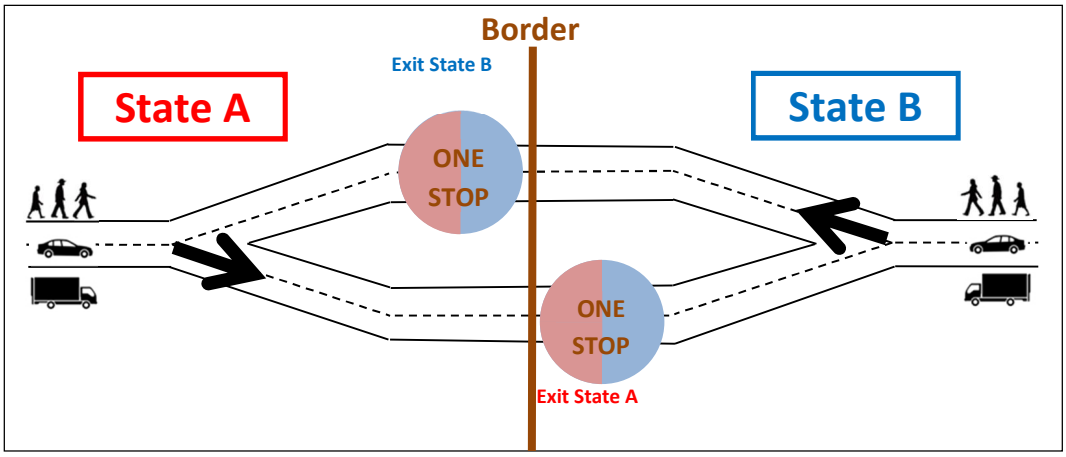
(1) The configuration of the physical infrastructure and the clearance modality of the border crossing post are established facts with which the SOPs need to comply.

(2) This OSBP SOP Manual describes the system that concretely is to be applied to the Kazungula border crossing, as imposed by the existing physical configuration, the chosen clearance modality in the bilateral agreement between the neighbor states, and as implemented in their respective national enabling legal frameworks.

1.4.2 OSBP Facility Configuration

(1) The physical infrastructure model of the OSBP may be inspired by topography, by the legal and regulatory framework, by political choices, and the like. Several models are conceivable (i.e., entirely located in one neighbor state, straddling, or juxtaposed).

(2) The Kazungula OSBP configuration is of the juxtaposed type. It consists of two facilities, one of each adjoining state, situated on their respective side of the border in their respective national territory, but in proximity to each other.



1.4.3 OSBP Clearance Modality

(1) Several control modalities are conceivable to achieve the "one stop" objective.[1]

(2) The procedures described in this manual are based on the control modality chosen for the Kazungula OSBP:

(i) Bidirectional control (exit and entry controls) is effected.

[1] E.g. (i) unidirectional entry control (the exit state refrains from control of outbound traffic), (ii) delegated control (one neighbor state delegates its control authority to the other neighbor state), (iii) mutual recognition (the neighbor states reciprocally rely on the control performed by the counterpart agency of the neighbor state, (iv) integrated control (all control authorities of the exit and entry states are merged into a single mixed entity), (v) joint and simultaneous control (combination in time and place [coincidence and concurrence) of the controls by the exit and entry states).

(ii) For each direction of travel, border controls are carried out in the state of entry/arrival/destination: this modality entails extraterritorial discharge of control duties (see below).

(iii) Inspections are performed jointly and simultaneously by all the agencies of both adjoining states: the controls by the exit and entry states are combined in the orders of time (the moment) and place (the location). For this purpose interstate (between counterpart states) and intrastate (among the agencies) delegation of authority or mutual reliance is possible (see the following text).

1.4.4 Extraterritoriality and Hosting

The combination of a juxtaposed border post configuration with a joint and simultaneous control modality by the adjoining states entails the establishment of a common control zone and an exclusive use area on each side of the border in the OSBP site and it creates the need for an extraterritoriality regime and hosting arrangement, as detailed in Chapter 2.

Chapter 2: Extraterritorial Discharge of Duties

2.1 Principles

The following principles govern the extraterritorial discharge of duties:

(i) Pursuant to the clearance modality in the Kazungula OSBP, the officers of the exit state perform their duties on the (foreign) territory of the neighbor host state.

(ii) As a matter of principle, national laws of a state only apply within the territory of that state.

(iii) An express extraterritoriality or extraterritorial jurisdiction regime allows a state to extend the application of specific national laws to a place located outside its own territory.

(iv) The acts of border agency officers are linked to national sovereignty and for that reason they cannot be performed on foreign territory without an express legal framework to accommodate such a situation, i.e., on the one hand a hosting arrangement and on the other hand a legal fiction that assumes the officer's discharge of duties on the host foreign territory to have been performed on his/her own home state territory.

(v) The extraterritoriality regime addresses the following aspects.

2.2 Common Control Zones and Exclusive Use Areas

In a juxtaposed OSBP configuration, there are two common control zones and two exclusive use areas, one on each side of the border. There is an exclusive use area in each common control zone.

2.2.1 Common Control Zones

(1) The common control zones are located in the fenced area between the entry/exit gate of the facility in Botswana up to the entry/exit gates of the facility in Zambia.

(2) The zones are fenced to demarcate the area and to bar unwanted ingress and egress.

(3) In the common control zones, the officers of the exit state perform their border crossing controls on the territory of the host state. For that purpose, the border control officers of both states can move freely in the common control zones.

2.2.2 Exclusive Use Areas

(1) The officers of the exit state who perform their border crossing controls in the control zone on the territory of the host state have an exclusive use area at their disposal.

(2) The exclusive use area is clearly identified through the display of official signs (insignia), such as national flags and presidential portraits.

(3) The officers and law enforcement agents of the host state have no access to the exclusive use area, except upon invitation or request for assistance from the officers of the exit state performing their duties on the host state territory, or in case of emergency.

2.2.3 Hosting Arrangement

For the same sovereignty-related reason, the performance of duties by officers of one adjoining state in the common control zone on the national territory of the other adjoining host state requires an express authorization from that host state in the format of a hosting arrangement.

2.2.4 Extraterritorial Jurisdiction

(1) The scope of the extraterritoriality is limited to the border control laws and their enforcement. This means that non-border control related matters (e.g., offences committed) in the OSBP common control zone on the territory of the host state are governed by the ordinary law of the territorial location of their occurrence. The law enforcement authority remains competent for non-border control related offences committed in the OSBP control zone situated in its national territory.

(2) The effect of the extraterritoriality is that:

(i) jurisdiction is based on the nationality of the officer who performs the control and not on the national territory where the control is performed.
(ii) border control is deemed to have occurred in the territory of the home state of the officers charged with the control in the OSBP control zone situated on the territory of the host state;
(iii) offences against border control laws committed in the course of the control in the OSBP control zone, situated in the host state territory, are deemed to have occurred in the territory of the home state of the officers charged with the control at the time of the transaction; and
(iv) the officers charged with the control in the territory of the host state OSBP control zone may exercise their home state border control related enforcement powers (e.g., detention, questioning, searching, arresting, levying fines, confiscating) and escort a suspect or repatriate goods or a motor vehicle to the officers' home state.

2.2.5 Transfer of Jurisdiction

(1) The transfer or shift of jurisdiction with respect to border control laws is based on the handover or release of the subject matter (travelers/persons, vehicles, goods) by the exit-state authorities to the entry-state authorities.

(2) Despite having conducted its controls jointly with the state of exit, the state of entry should not take any measures on the person or vehicle or goods before the state of exit has handed over jurisdiction to the state of entry in the appropriate manner.

(3) The tangible manner in which the jurisdiction formally passes from the exit to the entry state is the signing off of the gate pass by the exit state authorities (Annex 2).

2.2.6 Access of Foreign Officers, Facilitation Agents and Other Service Providers to the Common Control Zone in the Host Adjoining State Territory

(1) For the purpose of performing their duties in the common control zone on the territory of the host state, the officers of the exit state have access to the host state without formalities, by producing appropriate evidence of their identity and status.

(2) Facilitation agents and other service providers (e.g., taxis, vehicle repair/towing, ambulance/patient transport, funeral/burial transport) of the exit state have access to the host state common control zone without formalities, subject to (a) certification/licensing by their home state, (b) on a "*nil obstat*" basis (i.e., except for refusal for well-founded motives) by the

host country, (c) exchange of their name lists by the adjoining states, and (d) display of their identity badge of the model in Annex 2.

(3) This right of access to the common control zone on the territory of the host state in the context of the OSBP does not imply the right of permanent residence. All officers and facilitation agents working in the common control zones of the OSBP will continue to reside in their respective home states.

2.2.7 Legal Status of Officers in the Common Control Zone of the Host State

(1) Identification of Officers Fulfilling their Duties in the Foreign Territory of the Host State

(i) The officers of the exit state, fulfilling their duties in the common control zone of the host state, are designated by their home state in a constantly updated name list, which is communicated to the host state, which may only object to an officer's designation for valid reasons.

(ii) The foreign officers must wear their national uniform or visible distinctive insignia and display their identity badge of the model in Annex 3, while on duty in the host state.

(2) Carrying of Firearms

The officers of the exit state fulfilling their duties in the common control zone of the host state are not entitled to carry firearms or other weapons, unless pursuant to the special arrangements between the neighbor states.

(3) Immunities

(i) Acts and omissions by the officers of the exit state in the discharge of their duties in the common control zone on the host state territory are deemed to have been committed in the territory of their home state.

(ii) Civil and criminal liability for those acts and omissions related to the discharge of their duties is governed by the laws of their home state.

(iii) Vice versa acts and omissions committed by the officers of the exit state in the common control zone on the host state territory, but unrelated to the discharge of their duties, are governed by the ordinary rules of criminal and civil law.

(4) Repatriation

Officers performing their duties in the common control zone on the host state foreign territory are guaranteed safe conduct/passage back from the host state to their home state.

(5) Legal Status of Facilitation Agents and Other Service Providers in the Common Control Zone of the Host State

(i) Only facilitation agents and other service providers certified by the neighbor states can offer their services in the common control zone.

(ii) Facilitation agents and other service providers are to observe the laws of the host state.

(iii) Facilitation agents and other services providers supply their services according to the law of their home state.

(6) Entry/Exit of Control Necessities/Equipment to/from the Common Control Zone

Goods necessary for the performance of the duties by the officers and for the provision of services by the facilitation agents and other service providers in the common control zone are exempt from all taxes and duties on entry and exit.

(7) Transfer of Assets from the Common Control Zone

(i) Revenue collected and goods seized in the host state common control zone under the jurisdiction of the exit state can be freely transferred to the exit state.

(ii) Facilitation agents and other service providers are entitled to freely transfer proceeds received for the supply of their services from the common control zone to their home state territory.

Chapter 3: Border Crossing Clearance Parameters

3.1 Introduction

(i) The course of the border crossing clearance operation depends on several of the following parameters: the type of control action taken, the object of the inspection and identification, the subject matter (travelers/persons, vehicles, goods) of border crossing clearance, the categories and capacities of persons crossing the border, the categories of vehicles and goods crossing the border, and the agencies charged with border crossing controls.

(ii) Based on these parameters, a very large number of combinations are conceivable. Some of those combinations are more common, others are more exceptional.

(iii) Some components of the combinations may qualify for simplified/priority border crossing clearance, while other components are subject to the normal or intensified control. In such cases the clearance speed and complexity will be determined by the most demanding agency: e.g., diplomats are exempted from luggage inspections, but not from health checks, or goods may benefit from simplified or exempted control by one agency (e.g., customs because of pre-clearance) but not by another agency (e.g., phytosanitary).

3.2 Agencies Responsible for Border Crossing Clearance

Agency functions for border crossing clearance may include:

(i) Immigration;
(ii) Health;
(iii) Customs: smuggling;
(iv) Police: criminality, terrorism, security;
(v) Endangered species, cultural heritage, environmental protection;
(vi) Agriculture, livestock, fisheries, forestry;
(vii) Anti-Counterfeit agencies (e.g., for the repression of pirated goods);
(viii) Transport: operators' license, vehicle registration, vehicle roadworthiness, technical specifications, insurance cover;
(ix) Trade: export/import permits, certificate of origin; and
(x) Quality (standards) and biosecurity: sanitary, plant health (phytosanitary), and animal health (veterinary conditions).

For some subject matter (persons, vehicles, goods) that crosses the border, the control of only some agencies is relevant.

3.3 Border Crossing Clearance Actions

3.3.1 Types of Actions

Types of action include:

(i) physical/visual observation (e.g., for signs and symptoms of diseases), inspection, examination (e.g., X-Ray or scanning, temperature check) and verification of the subject matter (persons, vehicles, goods);
(ii) document control: whether appropriate, not expired, not counterfeit, not forged, not falsified;
(iii) identification: check of the correspondence of the subject matter (persons, vehicles, goods) against its accompanying documents;
(iv) check of eligibility of subject matter (persons, vehicles, goods) for exit/entry (e.g., screening travel history for health, certificates of origin for goods, vaccination record cards);
(v) processing of documents: issuance, stamping, signing, certification, validation, and the like;

(vi) collection of duties and fees (e.g., road user charges, carbon emission surtaxes [CES), tolls); and
(vii) sanitation operations: disinfection, fumigation, and the like.

3.3.2 Objects of Physical/Visual Inspection Actions in Border Crossing Control

Objects of physical/visual inspection actions in border crossing control include:

(i) medical/health inspection of persons;
(ii) body search of persons;
(iii) search of vehicles for contraband and clandestine passengers;
(iv) search of cargo and luggage;
(v) measuring, counting, and weighing of goods to determine their quantity (also as a valuation parameter);
(vi) sampling of goods to determine their nature (also as a valuation parameter), quality and (phytosanitary/health) condition; and
(vii) vehicle inspection to check technical condition (roadworthiness) and conformity with technical specifications (e.g., dimensions, weight, axle load, equipment).

3.3.3 Objects of Identification Actions in Border Crossing Control

Objects of identification actions in border crossing control include:

(i) for persons: identity verification with the identity document, passport, visa, border pass, driver's license, health/vaccination certificate, and the like;
(ii) for vehicles: check of correspondence of the vehicle with its registration certificate, roadworthiness certificate, insurance certificate, temporary admission authorization, and the like; and
(iii) for goods: correspondence of the consignment with its customs declaration, importation/exportation documents, import/export license (trade permit), quality certificate, phytosanitary certificate, certificate of origin, and the like.

3.3.4 Objects of the Entry/Exit Eligibility Checking Actions in Border Crossing Control

Objects of entry/exit eligibility checking actions in border crossing control include:

(i) for persons: public health passenger clearance, visa purpose, areas/states of previous stay(s) (travel history, among other things to check contamination status), destination, period, security screening, recognized driver's license, transport operator license, parental authorization for minors, and the like;
(ii) for vehicles: registration, temporary admission, insurance cover, roadworthiness, and sanitary condition, payment of road user fee; and
(iii) for goods: import/export license, temporary outlet/admission (exit/entry), quality criteria, origin, and payment of customs duties.

3.4 Subject Matter of Border Crossing Clearance

3.4.1 Basic Categories of Subject Matter for the Purpose of the Border Crossing Clearance Regime

Basic categories of subject matter for the purpose of the border crossing clearance regime include:

(i) persons;
(ii) vehicles; and
(iii) goods, including live animals.

3.4.2 Different Relevant Capacities of Persons for the Purpose of the Border Crossing Clearance Regime

For the purpose of the border crossing clearance regime a person may cross the border in the following capacities:

(i) pedestrians;
(ii) passengers on board of a vehicle;
(iii) motor vehicle drivers;
(iv) vehicle crew members; and
(v) non-motorized vehicle operators.

3.4.3 Different Relevant Categories of Persons for the Purpose of the Border Crossing Clearance Regime

Different relevant categories of persons for the purpose of the border crossing clearance regime include:

(i) local community residents (holding locally issued travel permits, i.e., border passes);
(ii) COMESA/SADC Partner State nationals;
(iii) foreign travelers;
(iv) frequent travelers;
(v) minors;
(vi) sick/ill persons;
(vii) persons with special needs: e.g., infants (young children) and persons with a disability;
(viii) VIPs;
(ix) diplomats;
(x) adjoining state officers;
(xi) facilitation agents and other service providers;
(xii) irregular migrants (refugees/asylum seekers);
(xiii) small-scale traders; and
(xiv) authorized economic operators.

3.4.4 Possible Combinations of Persons with Other Border Crossing Subject Matter

Possible combinations of persons with other border crossing subject matter (persons, vehicles, goods) include:

(i) the vehicle driven;
(ii) the luggage carried;
(iii) pet animals accompanied;
(iv) personal effects worn;
(v) goods traded;
(vi) livestock herded; and
(vii) currencies carried.

3.4.5 Different Categories of Vehicles

Different categories of vehicles include:

(i) private motor vehicles (cars);
(ii) two-wheel motor vehicles (e.g., motorbikes, mopeds);
(iii) private trucks and private coaches;
(iv) vehicles with abnormal dimensions or weight;
(v) government-owned vehicles and public buses;
(vi) non-motorized (hand)carts;
(vii) open empty trucks;
(viii) containers
(viii) animal-drawn vehicles;
(ix) non-motorized bicycles; and
(x) emergency vehicles (e.g., for vehicle recovery, firefighting, medical evacuation).

3.4.6 Possible Combinations of Means of Transport with Other Border Crossing Subject Matter

Possible combinations of means of transport with other border crossing subject matter (persons, vehicles, goods) include:

(i) the driver of an empty truck or an empty passenger car or an empty bus;
(ii) the driver and passengers on board;
(iii) the driver and passengers and luggage on board;
(iv) the driver and goods on board; and
(v) as cargo on board of another vehicle.

3.4.7 Categories of Goods

The following categories of goods may cross the border:

(i) currency;
(ii) accompanied baggage;
(ii) personal effects of travelers;
(iii) bulk cargo;
(iv) breakbulk cargo;
(v) containerized cargo;
(vi) refrigerated goods;
(vii) deep-frozen goods;
(viii) hazardous goods (e.g., fuel or gas);
(ix) perishable goods;
(x) abnormal loads in terms of weight and/or size;
(xi) restricted goods requiring special permits and/or escorts;
(xii) livestock;
(xiii) pet animals;
(xiv) prohibited goods; and
(xv) diplomatic pouch.

Chapter 4: Intensity of Control

Without prejudice to the specific clearance regime of the specific agencies, the following principles apply to the intensity of the control.

4.1 General

(1) Standard inspection is random, summary, and non-intrusive.

(2) Border crossing clearance control may be non-standard and deviate from the standard/routine type in some cases.

(3) In some cases control may be simplified or exempted.

(4) In other cases control may be intensified or exhaustive.

4.2 Reduced or Abolished Control

4.2.1 Simplified and Exempted Control

Subject matter (persons, vehicles, goods) that qualifies for simplified/exempted control is not subjected to the full standard border crossing control cycle. Control actions may be reduced or abolished in the following cases:

(1) Simplified Control

(i) border community residents
(ii) frequent users (including frequent traveler program [FTP] persons and (commercial truck and bus drivers)
(iii) consignment transported by authorized economic operators (AEOs; trusted users)
(iv) small-scale traders
(v) simplified trade regime goods (*de minimis* import) for low-value goods
(vi) empty returning freight vehicles
(vii) secured transit goods operations: in closed and sealed compartments (containers) and/or subject to an electronic cargo tracking system (ECTS) or escort regime
(viii) goods subject to pre- or post-clearance
(ix) equipment entered in the host state control zone by service providers doing business in the common control zone on the host state territory

(2) Exemption from Control

(i) officers, performing their duties in the common control zone on the foreign territory of the host state
(ii) diplomats (based on their immunity status)
(iii) facilitation agents

4.2.2 Techniques Allowing for Simplified Border Crossing Clearance

(1) Risk Management

(i) Risk management allows for reduced time, effort, and cost of control, while maintaining enforcement of compliance. This objective is achieved by categorizing the risk as high or low via profiling based on a number of parameters (selectivity criteria) of the subject matter (persons, vehicles, goods) for the purpose of the choice of the type of control action.

(ii) The risk management technique strikes a balance between border crossing control for revenue, public health, safety and security protection on the one hand and trade facilitation and reduction of transaction cost on the other hand.

(iii) It deploys available control resources more efficiently by focusing on high-risk movements and thus improves compliance with border crossing laws and regulations and reduces release times and transaction cost.

(iv) Risk management can be applied to all categories of border crossing subject matter: persons, vehicles, and goods.

(v) Profiling is based on the following selectivity criteria: (a) origin and destination, (b) nature of the subject matter (persons, vehicles, goods), (c) value of the goods and vehicle, (d) identity of the trader, (e) identity of the transporter, (f) and identity of the traveler.

(2) Pre- and Post-Clearance

Pre- and post-clearance systems move a major part of the clearance process inland away from the border crossing and therefore help prevent congestion at the border and reduce border crossing lead time of the subject matter (persons, vehicles, and goods).

(i) The pre-clearance system requires advance notification of the agencies in view of pre-arrival processing by advance communication of passenger and cargo manifests. The regime may also apply for persons (e.g., preregistration and online filing of visa and health related documentation, certificates) and for vehicles (e.g., temporary importation of motor vehicles).

(ii) The post-clearance audit (PCA) is performed after the importer has received delivery of the goods. The aim of the audit is to check compliance with all customs regulations post-event; in a number of respects this examination/verification is still possible on the importer's premises and/or in the importer's records and systems (e.g. tariff classification, country of origin, justification of concessionary duty rates or exemptions, valuation of the goods).

(3) Trusted Users: Authorized Economic Operators

(i) A trusted user is a frequent border crossing user who obtained his/her status based on a good track record and possibly the deposit of a guarantee. Those two factors allow the border crossing control agencies to refrain from control or to exert only a minimal control at the border. The deposited guarantee provides collateral security for the agencies. The possibility of random control at the border is an incentive for trusted users to continue complying with rules and regulations, as they wish to maintain their privileged status.

(ii) The clearance of border crossing operations by authorized economic operators (trusted traders) may qualify for the green or blue channel as the case may be (see Chapter 5).

(4) Automation

(i) Screening with modern technology devices (e.g., sniffers, non-intrusive inspection [gantry] scanners, probes, detectors, license plate readers, weigh-in-motion (WIM) devices, facial recognition, biometric systems, digital passports, integrating sensitive and medical records including vaccination history subject to medical confidentiality) in addition to or to replace physical inspections of persons, vehicles, and goods may render control at the border crossing point redundant.

(ii) Also, the single window tool may be applied for integrated electronic (digitized) processing of the border crossing clearance. It requires interfacing of the relevant agencies' applications

instead of stand-alone systems. It allows automated instead of manual processing of the border crossing clearance.

(5) Simplified Trade Regime (STR)

The exportation and importation of certain goods qualify for the Simplified Trade Regime.

4.3 Accelerated (i.e., Expedited, Priority, Fast-Track) Border Crossing Clearance

The border crossing clearance procedure may be accelerated for the following categories of subject matter (persons):

(i) VIPs;
(ii) diplomats;
(iii) diplomatic bags/pouches;
(iv) dangerous/hazardous goods;
(v) goods requiring no physical inspection;
(vi) ill/sick passengers, persons with a disability, and other travelers with special needs (e.g., pregnant women);
(vii) infants (young children);
(viii) perishable and other time-sensitive goods (e.g., newspapers);
(ix) livestock; and
(x) human remains.

Priority/fast-track lane clearance and simplified/exempt release may but do not necessarily coincide.

4.4 Intensified Inspection for Border Crossing Clearance

(1) Intensive inspection (e.g., searching, measuring, counting, weighing, sampling) is exhaustive, detailed, and intrusive.

(2) Reasons to replace standard physical/visual inspection by intensive inspection include the following:

(i) The substitution is inspired by risk management criteria [see 4.2.2.(1)]. Risk management implies profiling (i.e., categorization in high or low risk) based on several parameters (selectivity criteria) of the subject matter (persons, vehicles, goods) presented for clearance or the purpose of the selection of the type of control action. The profiling may differ depending on the competent agency.

(ii) The goods that may affect health, safety, security, or revenue are high-risk indicators (e.g., hazardous goods, restricted goods, high-value goods).

(iii) Established or suspected irregularities in the compliance with border crossing regulations warrant upscaling from summary and non-intrusive inspection to intensive inspection. Subject matter (persons, vehicles, goods) that qualified for simplified or exempt border crossing clearance may at any time during the clearance process be referred for intensive inspection and control.

Chapter 5: Traffic Flow and Clearance Processes

5.1 The Gate Pass Function and Its Operation

(1) Efficient border crossing clearance flow and process are supported by the gate pass. The gate pass is a document issued by the OSBP to the user at the entry of the CCZ, pursuant to a summary safety, security, and health check (see section 12.2).

(2) The gate pass authorizes access by the users and their vehicles and goods to the CCZ and provides evidence of their legitimate presence in the CCZ. It contains a time stamp, thereby establishing the user's moment of entry in the CCZ. It informs the agencies on the arrival of a user requiring border crossing clearance. It evidences the transfer of jurisdiction between the exit and entry states (see section 2.2.5). Endorsed by all relevant agencies, it establishes the completion of all border crossing formalities for the release of the holder and his/her vehicle and goods (as the case may be) into the state of entry.

5.2 Traffic Flow

5.2.1 Exit Traffic to Proceed to the Common Control Zone in the Entry State

(1) The northbound traffic (exiting Botswana and entering Zambia) proceeds to the common control zone on the Zambian side of the OSBP to fulfill the border crossing clearance formalities.

(2) The southbound traffic (exiting Zambia and entering Botswana) proceeds to the common control zone on the Botswana side of the OSBP to fulfill the border crossing clearance formalities.

5.2.2 Free Departure from the Exit State Common Control Zone

The exiting traffic is not subjected to any control in the common control zone of the exit state.

5.2.3 Separation of Exit from Entry Traffic in the Common Control Zone

(1) The exiting traffic is physically separated from the entering traffic in the common control zone of the exit state, ideally by bypassing (sidetracking) the exit state common control zone.

(2) In case the OSBP infrastructure cannot accommodate a separate physical exit traffic channel that bypasses the exit state CCZ, the exit traffic is reserved uninterrupted passage through the exit state CCZ separated from the entry traffic

(3) This course prevents the mingling of exit and entry traffic and complications of control enforcement, averts obstruction and delay of entry traffic, and avoids an additional exit traffic user stop.

5.2.4 Entry State Common Control Zone Access Policing

(1) Subject to summary safety, security, and health checks, in the priority order depending on the situation (see Chapter 11, vii), the marshaller at the entry gate of the entry state CCZ authorizes the user to enter the entry state CCZ.

(2) The sole objective of this summary check at the entry gate is the protection of the CCZ's people, infrastructure, equipment, vehicles, and goods from injury or damage. It does not purport to provide border crossing clearance.

(3) The free pratique rule applies, exempting the user from a substantive health check at the CCZ entry gate. Thus an additional user stop is avoided. The summary health check is combined with the compulsory footwear disinfection.

(4) Upon entry into the CCZ, the user is issued a gate pass that (in addition to its other functions) serves as a certificate of authorization to access the CCZ. The gate pass contains a date and time stamp of the user's moment of entry, which allows the competent authority within the CCZ to police the CCZ for overstayers. The issuance of the gate pass warns the agencies about the advent of users requiring border crossing clearance.

(5) For the persons traveling in the same motor vehicle, a collective gate pass is issued.

5.2.5 Dispatch to the Appropriate Control Area

(1) Users entering the CCZ of the host state of arrival through the entry gate are dispatched by road signs and markings and by instructions from traffic management marshallers via the appropriate lanes/channels to the appropriate locations of the facilities (e.g., parking spaces, sheds, bays, booths, counters) for the purpose of border crossing control.

(2) This dispatching from the entry gate avoids the intermediate halting and redirection of the users within the OSBP CCZ.

(3) On request a steward (see section 8.6) may accompany the user from this stage during passage through the CCZ for the purpose of border crossing clearance.

5.2.6 Channeling

(1) The traffic is channeled in four color-coded lanes/tracks/channels according to a customs management system such as the Automated System for Customs Data (ASYCUDA) categorization, based on the type of required control action(s) for the purpose of border crossing clearance and applying the risk management technique (see subsection 4.2.2):

(a) In the red lane, the subject matter (persons, vehicles, and goods) that requires a thorough check of documents and physical inspection.

(b) In the yellow lane, the subject matter (persons, vehicles, and goods) that requires the thorough check of documents.

(c) In the blue lane, cargo subject to a post-clearance audit.

(d) In the green lane, subject matter (persons, vehicles, and goods) that can be cleared quickly (e.g., pre-cleared goods and goods transported by AEOs, open empty trucks, transit operations). The border crossing subject matter (persons, vehicles, and goods) is released without the need for any type of particular inspection after face vetting only. This subject matter (persons, vehicles, and goods) is handled by a special track unit for rapid clearance.

(2) Ideally the respective lanes do not consist of mere virtual channels but are reserved physical lanes to prevent blocking and delay due to saturation/congestion (traffic jams).

(3) Alternatively in case the OSBP CCZ infrastructure cannot yet accommodate four physical lanes, the number of physical lanes is reduced so as to merge the functions of the respective color-coded lanes into joint physical lanes. In this manner there may for example be a combination of on the one hand the functions of the blue and green lanes into one physical lane and on the other hand the functions of the red and yellow lanes into another physical lane.

5.2.7 Return or Rerouting

At any stage during the clearance process, subject matter (persons, vehicles, and goods) may (i) be refused border crossing if not fulfilling the conditions and receive a "No Go" status that compels it to return to the exit state or (ii) be rerouted to the appropriate facility for intensive inspection in case of established or suspected irregularities.

5.2.8 Traffic Management within the CCZ

Any required user movements within the CCZ are to be made according to the regulations, road signs and markings or instructions ad hoc from the authority in charge of traffic management in the CCZ.

5.2.9 Release through the Exit Gate to the Destination State

(1) Subject to successful completion of the border crossing control formalities, all agencies of both the exit and entry states sign off the user via endorsement of the gate pass, which serves as a certificate of release, allowing departure from the CCZ through the exit gate into the state of destination.

(2) The collective gate pass may be signed off selectively so as to restrict its effect to only the subject matter (persons, vehicles, and goods) that fulfils the border crossing requirements.

5.2.10 Traffic Flow Matrix

A traffic flow matrix follows.

Traffic Direction	Exit-Entry Traffic Separation		Traffic Channeling (color-coded lanes)	
	Physical Separation (Bypass)	Uninterrupted Crossing of the Exit CCZ	Four Physical Lanes	Two Combined Lanes
Northbound (Botswana => Zambia)				
Southbound (Zambia => Botswana)				

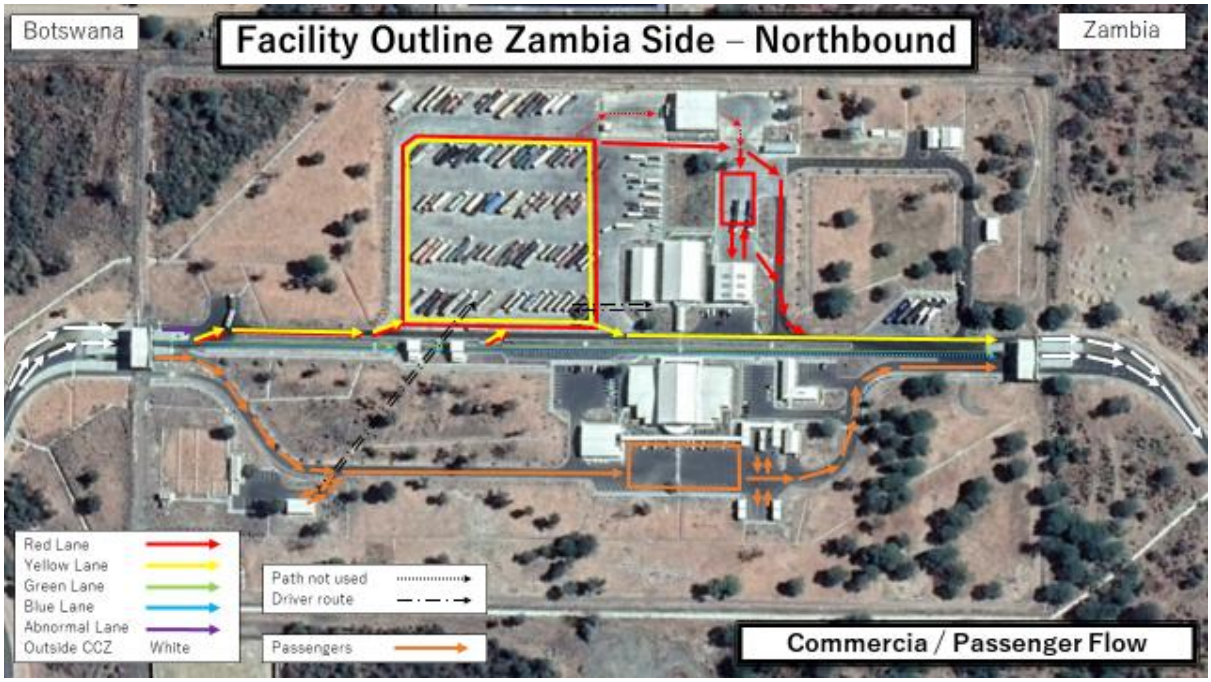
5.3 Aerial View Photographs, Maps, Charts, and Drawings

The following pictures, charts, and drawings visualize the OSBP configuration and traffic flow. The arrow colors depicting the current traffic flow do not necessarily correspond (yet) with the red-green-blue-yellow channel color code in subsection 5.2.6.

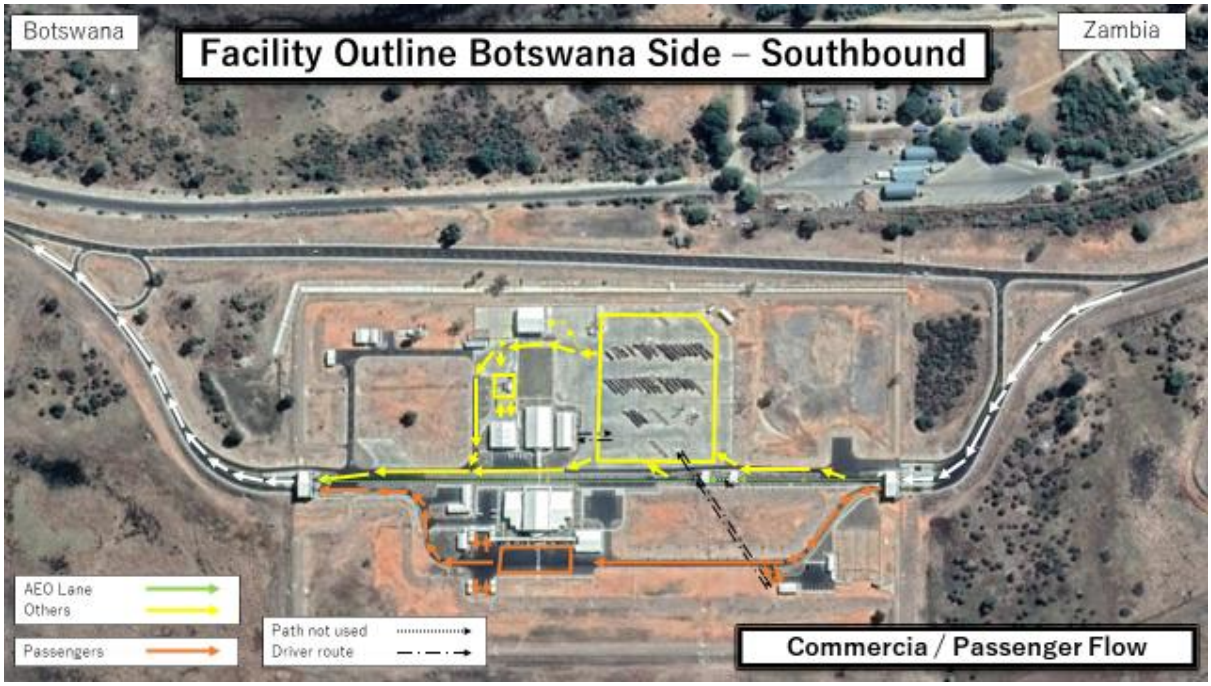





Southbound Traffic
Northbound Traffic
Common Control Zone
of the One-Stop Border Post
Zambia to Botswana Entry
Facility Outline – Botswana Side


Botswana
Facility Outline Zambia Side – Northbound
Zambia
Red Lane
Yellow Lane
Green Lane
Blue Lane
Abnormal Lane
Outside CCZ White
Path not used
Driver route
Passengers
Commercia / Passenger Flow


Common Control Zone
of the One-Stop Border Post
Botswana to Zambia Entry
Southbound Traffic
Northbound Traffic
Facility Outline – Zambia Side



5.4 Clearance Process

5.4.1 OSBP Systems and Techniques

The systems and techniques that contribute to the goal of the one-stop border crossing procedure are first explained and thereafter their application is displayed in matrices.

(1) Limited Number of Agencies Present and Active at the Border: Integration

(i) The number of agencies of each neighbor state that are present and active at the border should ideally be limited to six core agencies for the purpose of border crossing clearance. This restriction avoids overcrowding in the joint and simultaneous control process.

(ii) Functions of agencies that may not physically be present at the border may be integrated into those of other agencies.

(iii) There may be a certain overlap between the competences (authority) of the respective agencies: both police and customs may be charged with narcotic drug repression; both immigration and police may be charged with security enforcement and human trafficking repression; and both police and transport/traffic may be charged with advancing traffic safety.

(iv) The six core agency functions that may be fulfilled at the border and entail the following tasks are:

(a) Immigration: policing the movement of persons entering and leaving the national territory, based on their qualification as citizen or on their eligibility for residence, work permit, visitor stay; implementing and enforcing the national policies on safeguarding security and employment; tracking, apprehending and removing illegal migrants and aliens by deportation and repatriation; prosecuting offenders of immigration laws and regulations.

(b) Customs: revenue evasion avoidance, endangered species protection, cultural heritage preservation, counterfeited and pirated good repression, prohibited goods and narcotic drugs policing, restricted goods policing;

(c) Health: according to the "one health" doctrine assuming all biosecurity responsibilities, human, animal (veterinary), plant (phytosanitary) health, environment protection, medicines and food safety;
(d) Police: in its border crossing clearance competence (as opposed to its peace, security, and law-and-order enforcement function within the CCZ on the national territory);
(e) Transport: checking transport operators' licenses, vehicle registrations, vehicle roadworthiness, vehicle technical specifications, and insurance cover; and
(f) Trade (Commerce): checking export and import permits, (quality) standards.

(2) Abstention from Routine (Exit) Control

(i) Since the control modality in principle is bidirectional (see subsection 1.4.3), the exit state does not totally refrain from exit control.

(ii) However, based on the risk management technique, there is abstention from / forsaking of some routine border crossing control, depending on (a) the agency involved, (b) the travel direction of traffic (exit or entry), and (c) the type/nature of the subject matter (persons, vehicles, and goods) crossing the border.

(iii) An agency that is present at the border may by way of the risk management technique abstain from routine control but it still reserves the right to perform random checks at its discretion and controls in case of a specifically suspected or established irregularity.

(3) Delegation of Authority

(i) In those instances where an agency is formally present at the border and tasked with border crossing control and where it does not refrain from (routine) control, it may delegate its authority to another agency, either on the intrastate level (to another national agency) or on the interstate level (to the counterpart agency of the neighbor state). Delegation means that the control is formally and in a legally binding manner transferred for performance by a proxy (delegate), receiving the delegation or mandate for and on behalf of the principal granting the delegation (delegator).

(ii) The delegation may comprise all or some of the control competences (authority). In the latter case the delegator retains the remainder of its control authority itself.

(iii) In case the legislative/regulatory regime of a state does not permit (yet) the limitation of the number of border crossing control agencies by their integration, an alternative substitute solution to achieve the one-stop border crossing clearance goal consists of delegation of authority.

(4) (Mutual) Reliance on Inspection Results

(i) An agency may also rely on the results from an inspection performed by another agency (intrastate or interstate).

(ii) Reliance (either or not mutual) on inspection results enhances efficiency both for the user and the authorities, since it avoids duplication of inspection actions and thus multiple user stops.

(5) Control by Mobile Officers on Stationary Users

(i) Subject to infrastructure and equipment availability, the entire border crossing control operation may be performed to the extent possible by mobile officers operating on stationary users in the appropriate location of the CCZ.

(ii) This control technique avoids the disembarkation of the occupants and the offloading of luggage and goods from vehicles, unless there is a compelling reason.

(iii) This control modality allows joint and simultaneous control and avoids multiple user stops. Thus, it achieves the one-stop goal.

(6) Joint and Simultaneous Control by All Agencies, Intrastate and Interstate

The basic precept of an OSBP is (i) joint and (ii) simultaneous control and inspection (iii) by all agencies (present and active at the border) (iv) of both the exit and entry states, i.e., on an agency-to-agency (intrastate) and state-to-state (interstate) basis.

(7) Automation

Automation may replace manual border crossing controls actions, thereby rendering a user stop superfluous.

(8) Single Window

The single window tool allows the processing of all border crossing clearance applications in a single operation, either in analog or digital format, and also in advance. Reference may be made to Article 15 of the bilateral agreement regarding the single window concept.

5.5 Matrices

5.5.1 Generally

(1) The matrices present the detailed clearance process of the most common types of border crossing traffic (see section 3.1): (i) pedestrians, (ii) private passenger motor vehicles (cars, vans, and coaches), (iii) public transport, and (iv) commercial cargo motor vehicles (trucks), including import/export, transit, empty vehicles, and dangerous goods conveyance(s).

(2) The matrices present the clearance process on the basis of agencies actually present at the border, as selected by the neighbor states.

(3) They display the systems and techniques actually applied as adopted by the neighbor states to achieve the one-stop border crossing clearance objective. In addition, they specify the automation techniques applied. Also, they indicate to what extent users can remain stationary for the purpose of control by mobile officers.

(4) They detail the nature of the border control actions taken by the agencies (see subsection 3.2.1) according to the following aspects:

(i) physical inspection;
(ii) document control;
(iii) identification;
(iv) check of border crossing eligibility;
(v) processing of documents;
(vi) collection of duties, fees, and penalties; and
(vii) sanitation operations.

5.5.2 Pedestrians

(1) Pursuant to summary health, security, and safety screening by the marshallers (security), pedestrians intending to cross the border receive a gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, pedestrians first disinfect their footwear.

(3) Then without delay, they report to the immigration-police-health-customs booths/counters staffed by Botswana and Zambian officers.

(4) The border crossing formalities for both states and all agencies are fulfilled in a single control operation to the extent specified in the matrix.

(5) Control actions by any other concerned agencies are performed simultaneously or by delegation to the extent specified in the matrix.

(6) Any remaining formalities, which were not fulfilled in advance, are processed on the (same) spot.

(7) Any fees, levies, charges, duties, penalties and taxes that were not paid in advance are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(8) Provided the user meets the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(9) The matrix for **pedestrians** follows

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog/ Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Human Health											
(Botswana; Port Health	No	Yes	Yes	Yes	Yes	No	Yes		Scanner (body temperature)	Not available at the moment – ongoing	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Zambia: Port Health)	No	Yes	Delegatee for: biosafety and medicines regulation	Yes	Yes – Interstate if any encounter requiring verification, e.g., disease certificate (engage vice versa)	Booth/Bay	N/A	N/A	Scanner (body temperature)	Yes digital	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog/ Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Immigration:											
(Botswana: Department of Immigration)	No	No	Yes	No	Yes	Yes (Booth)	Yes	Yes	Passport and border control systems (PBCS)	Not available at the moment – ongoing	Document control Identification check Border crossing eligibility check Document processing Duty, fee, penalty collection
Zambia: Department of Immigration)	No	No	Delegatee for human trafficking	No	No	Booth/Bay	No	No	Automated passport reader in use Zambia Immigration Management System PISCES	N/A	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog/ Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Customs											
Botswana Unified Revenue Service, BURS)	No	No	No	No	Partial (departure)	No	Yes	Yes	Cargo, smaller vehicles, and baggage scanners Customs Management System (CMS) Personal radiation detectors (PRDs)	Not available at the moment	Physical inspection Document control Border crossing eligibility check Document processing Duty, fee, penalty collection
(Zambia Revenue Authority, ZRA	No	No	Yes Delegatee for: Prohibited and restricted goods (e.g., firearms) Endangered species Cultural heritage Counterfeited goods Narcotic drugs Mines and radiation control/protection Currency exchange control	Yes	Yes	Both	Yes as and when there is a need		Scanners for body and baggage?	Yes	Physical inspection Border crossing eligibility check Document processing Duty, fee, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog/ Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Police											
(Botswana Police Service	No	Yes	No Delegatee for: Human trafficking Narcotic drugs Security	Yes	Yes	Yes	Yes	Yes	Vehicle registration and licensing system	Not available at the moment	Physical inspection Document control Identification check Check of border crossing eligibility
Zambia Police)	No	No	No Delegatee for: Human trafficking Narcotic drugs Security	No	Yes	Both	Yes	Yes	Detectors for: metal, explosives, I24/7 system	No	Physical inspection Document control Identification check Check of border crossing eligibility Maintenance of law and order
Plant Health											
(Botswana: Plant Protection	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Not available at the moment	Physical inspection Document Control Document check for

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog/ Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes Delegatee for: National Biosafety Authority and Department of National Parks	Yes	Yes	Both	Yes	Yes	No	Yes – Digital	compliance purposes
Animal Health (Botswana: Department of Veterinary Services)	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Not available at the moment	Physical inspection Document control Sanitation operation: footwear disinfection
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Delegatee for: Wildlife National Biosafety Authority and Department of Parks	No	Yes	Both	Yes	Yes	Control through laboratory testing	Not yet	Check of border crossing eligibility License fees
Standards (Botswana Bureau of Standards, BBS	Yes	Yes	Yes	Yes	No	No	No	No	Housed under the OGA system in the BURS CMS	Not available at the moment – ongoing	Regulatory standards on selected products
Zambia Compulsory	Yes	Yes	Yes Delegatee for:		Yes	Yes	N/A	Yes	N/A	Yes	Document check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog/ Digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Standards Agency, ZCSA)			ZEMA (Zambia Environmental Management Authority (ZEMA), Forestry, and Zambia Metrology Agency (ZMA)								

5.5.3 Private Passenger Vehicles

(1) Pursuant to summary health, security, and safety screening by the marshallers (security), motor vehicles intending to cross the border receive a (collective) gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, the occupants of the vehicle first disinfect their footwear.

(3) Then they proceed without delay to the designated parking area in the common control zone and halt.

(4) To the extent specified in the matrix, the Botswana and Zambian officers of all concerned agencies jointly and simultaneously inspect and control the motor vehicle, its goods and luggage on board, and its documents, if possible on board of the motor vehicle.

(5) To the extent specified in the matrix, the Botswana and Zambian and police, immigration, health, and customs officers jointly and simultaneously control the driver and passengers, if possible on board of the motor vehicle.

(6) Control actions by any other concerned agencies are performed simultaneously to the extent specified in the matrix.

(7) Any remaining formalities that were not fulfilled in advance are processed on the (same) spot.

(8) Any fees, levies, charges, duties, and taxes that were not paid in advance, are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(9) Provided the user meets the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(10) The matrix for **private passenger vehicles** follows.

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Human Health (Botswana: Port Health	No	Yes	Delegatee for: biosafety and medicines regulation	Yes	Yes	No	Yes	Yes	Scanner (body temperature)	Not available at the moment – ongoing	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Zambia: Port Health)	No	Yes	Yes	No	No	Booth	N/A		N/A	Analog	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Immigration											
(Botswana: Department of Immigration	No	No	Yes	No	Yes	Yes (Booth)	Yes	Yes	Passport and border control system (PBCS)	Not available at the moment	Document control Identification check Border crossing eligibility check Document processing Duty, fee, penalty collection
Zambia: Department of Immigration)	No	No	No	No	No	Booth/Bay	No	No	Automated Passport reader in use Zambia Immigration Management System PISCES	N/A	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Customs											
(Botswana Unified Revenue Service, BURS	No	No	No	No Delegatee for: Prohibited goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs	Yes (partial departure)	No	Yes	Yes	Cargo, small vehicles and baggage scanners Customs Management System (CMS) Personal radiation detectors (PRDs)?	Not available at the moment	Physical inspection Document control Identification check Border crossing eligibility check
Zambia Revenue Authority, ZRA)	No	No	Yes	No Delegatee for: Prohibited and restricted goods (e.g., firearms) Endangered species Cultural heritage Counterfeited goods Narcotic drugs Road tolls Mines and radiation control/protection Currency exchange control	Yes	Both	Yes as and when there is a need		Scanners for body and baggage System for Customs Data ASYCUDA World	Yes Digital	Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty, fee, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Police											
(Botswana Police Service	No	Yes	No Delegatee for: Human trafficking Narcotic drugs Security	Yes	Yes	Yes	Yes	Yes	Vehicle registration and licensing system Detectors for: metal, explosives,	Not available at the moment	Physical inspection Document control Identification check Check of border crossing eligibility
Zambia Police)	No	No	No	No	Yes	Both	Yes	Yes	I24/7 system	No	Physical inspection Document control Identification check Check of border crossing eligibility Maintenance of law and order

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Animal Health											
(Botswana: Department of Veterinary Services)	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Not available at the moment	Physical inspection Document control Sanitation operation: footwear disinfection
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Delegatee for: Wildlife National Biosafety Authority and Department of Parks	No	Yes	Both	Yes	Yes	Control through laboratory testing	Not yet	Border crossing eligibility check License fees
Plant Health											
(Botswana: Plant Protection	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Not available at the moment	Physical inspection Document control
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes Delegatee for: National Biosafety Authority and Department of National Parks	Yes	Yes	Both	Yes	Yes	Access to Customs System ASYCUDA for data Laboratory equipment for sample testing	Yes digital	Physical inspection Document control Border crossing eligibility check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window (Analog or digital)	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
											Document processing Phytosanitary inspection Collection of fees
Standards (Botswana Bureau of Standards	Yes	Yes	Yes	Yes	No	No	No	No	Housed under the OGA system in the BURS CMS	Not available at the moment	Regulatory standards on selected products
Zambia Compulsory Standards Agency, ZCSA)	No	No	Yes Delegatee for: ZEMA (Zambia Environmental Management Authority (ZEMA), Forestry, and Zambia Metrology Agency (ZMA)	Yes	Yes	Both	Yes	Yes	No	Yes – Digital	Document check for compliance purposes Phytosanitary inspection Collection of fees

5.5.4 Public Transport

(1) Pursuant to summary health, security, and safety screening by the marshallers (security), public transport vehicles receive a (collective) gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, the occupants of the vehicle first disinfect their footwear.

(3) Then the public bus proceeds without delay to the designated parking area in the common control zone and halts.

(4) To the extent specified in the matrix, the Botswana and Zambian officers of all concerned agencies jointly and simultaneously inspect and control the bus, its goods and luggage on board, and its documents, if possible on board of the bus.

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(5) To the extent specified in the matrix, the Botswana and Zambian police, immigration, health, and customs officers jointly and simultaneously control the driver and passengers, if possible on board of the bus.

(6) Control actions by any other concerned agencies are performed simultaneously to the extent specified in the matrix.

(7) Any remaining formalities that were not fulfilled in advance are processed on the (same) spot.

(8) Any fees, levies, charges, duties, and taxes that were not paid in advance, are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(9) Provided the users meet the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(10) The matrix for **public transport** follows.

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Human Health											
(Botswana; Port Health	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Scanner (body temperature)	Not available at the moment (ongoing)	Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Zambia: Port Health)	No	Yes	Delegatee for: biosafety and medicines regulation	No	N/A	Booth	Yes	No	N/A	Analog	Identification check Border crossing eligibility check Sanitation operation: footwear disinfection
Immigration											
(Botswana Department of Immigration	No	No	Yes	No	Yes	Yes (booth)	Yes	Yes	Passport and Border Control System (PBCS)	Not available at the moment	Document control Identification check Border crossing eligibility check Document Processing Duty, fee, penalty collection
Zambia Department of Immigration)	No	No	No	No	No	Booth/Bay	No	No	Automated passport reader in use Zambia Immigration Management System	N/A	Document control Identification check Border crossing eligibility check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
									PISCES		Document Processing Visa and permit fees, penalty collection
Customs (Botswana Unified Revenue Service, BURS	No	No	No Delegatee for: Endangered species Cultural heritage Counterfeited goods Narcotic drugs	No	Yes (partial – departure)	No	Yes	Yes	Cargo small vehicle and baggage scanners Customs Management System (CMS) Radiation detectors	Not available at the moment	Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty, fee, penalty collection
Zambia Revenue Authority, ZRA)	No	No	Yes Delegatee for: Prohibited and restricted goods (e.g., firearms) Endangered species Cultural heritage Counterfeited goods Narcotic drugs Road tolls Mines and radiation control/protection Currency exchange control	No	Yes	Both	Yes as and when there is need		Cargo and baggage scanners System for Customs Data – ASYCUDA World	Digital	Physical inspection Document control Identification check Border crossing eligibility check Document processing Duty, fee, penalty collection

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Police											
(Botswana Police Service	No	Yes	No Delegate for: Human trafficking Narcotic drugs Security	Yes	Yes	Yes	Yes	Yes	Vehicle registration and licensing system	Not available at the moment	Physical inspection Document control Identification check Check of border crossing eligibility
Zambia Police)	No	No	No	No	Yes	Both	Yes	Yes	Detectors: metal, explosives, I24/7 system	No	Physical inspection Document control Identification check Check of border crossing eligibility Maintenance of law and order
Animal Health											
(Botswana: Department of Veterinary Services)	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Not available at the moment	Physical inspection Document control Sanitation operation: footwear disinfection
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Delegatee for: Wildlife National Biosafety Authority and	No	Yes	Both	Yes	Yes	Control through laboratory testing	Not yet	Physical inspection Document check Border crossing eligibility check License fees

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
			Department of Parks								
Plant Health (Botswana: Plant Protection	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Not available at the moment	Physical inspection Document control
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes Delegatee for: National Biosafety Authority and Department of National Parks	Yes	Yes	Both	Yes	Yes	Access to Customs System ASYCUDA for dat Laboratory Equipment for testing samples	Yes – Digital	Physical inspection Document control Border crossing eligibility check Phytosanitary inspection Collection of fees
Standards (Botswana Bureau of Standards	Yes	Yes	Yes	Yes	No	No	No	No	Housed under the OGA system in the BURS CMS	Not available at the moment	Regulatory standards on selected products
Zambia Compulsory Standards Agency, ZCSA)	No	No	Yes Delegatee for: ZEMA (Zambia Environmental Management Authority (ZEMA), Forestry, and Zambia Metrology Agency (ZMA)	Yes	Yes	Both	Yes	Yes	No	Yes – Digital	Document check for compliance purposes Phytosanitary inspection Collection of fees

5.5.3 Commercial Cargo Vehicles

(1) Pursuant to summary health, security, and safety screening by the marshallers (security) commercial cargo vehicles receive a (collective) gate pass upon entry in the CCZ.

(2) At the CCZ entry gate, the crew members of the commercial cargo vehicle first disinfect their footwear.

(3) Then the truck proceeds without delay to the designated parking area in the common control zone and halts.

(4) To the extent specified in the matrix, the Botswana and Zambian officers of all concerned agencies jointly and simultaneously inspect and control the truck, its goods and luggage on board, and its documents, if possible on board of the truck.

(5) To the extent specified in the matrix, the Botswana and Zambian police, immigration, health, and customs officers jointly and simultaneously control the crew members, if possible on board of the truck.

(6) Control actions by any other concerned agencies are performed simultaneously to the extent specified in the matrix,

(7) Any remaining formalities that were not fulfilled in advance are processed on the (same) spot.

(8) Any fees, levies, charges, duties, and taxes that were not paid in advance, are collected on the (same) spot on behalf of all entitled authorities in a single combined payment operation.

(9) Provided the users meet the clearance requirements, the gate pass is signed off by all agencies of both states, so as to certify the authorization for departure from the common control zone via the exit gate.

(10) The matrix for **commercial cargo vehicles** follows.

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Human Health											
(Botswana; Port Health	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Scanner (body temperature)	Not available at the moment – ongoing	Physical inspection Document control Identification check
Zambia: Port Health)	Delegatee for: Yes biosafety and medicines regulation		?		?	Booth	Yes	N/A	No	Paper	Border crossing eligibility check Sanitation operation: footwear disinfection Physical inspection Document control Identification check Border crossing eligibility check Sanitation operation

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Immigration Botswana: Department of Immigration	No	No	Yes	No	Yes	Yes (Booth)	Yes	Yes	Passport and Border Control System (PBCS)	Not available at the moment – ongoing	Document control Identification check Border crossing eligibility check Document processing Duty, fee, penalty collection
Zambia: Department of Immigration)	No	No	No	No	No	Booth/Bay	No	No	Automated Passport reader in use Zambia Immigration Management System PISCES	N/A	Document control Identification check Border crossing eligibility check Document processing Visa and permit fees, and penalty collection
Customs (Botswana Unified Revenue Service, BURS	No	No	No Delegatee for: Prohibited goods Endangered species Cultural heritage Counterfeited goods Narcotic drugs	No	Yes (partial – departure)	No	Yes	Yes	Cargo small vehicle and baggage scanners Customs Management System (CMS) Radiation detectors	Not available at the moment	Physical inspection Document control Identification check Border crossing eligibility check

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia Revenue Authority ZRA)	No	No	Yes Delegatee for: Prohibited and restricted goods (e.g., firearms) Endangered species Cultural heritage Counterfeited goods Narcotic drugs Mines and radiation control/protection Currency exchange control	No	Yes	Booth	Yes, as and when there is a need		Scanners for cargo and baggage System for Customs Data ASYCUDA World	Yes Digital	Document processing Duties, fees, penalty collection Physical inspection Document control Identification check Border crossing eligibility check Document processing Duties, fees, penalty collection
Police (Botswana Police	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Vehicle Registration and Licensing System	Not available at the moment	Physical inspection Document control Identification check Check of border crossing eligibility
Zambia Police)	No	No	No	No	Yes	Booth	Yes	Yes	Detectors for: metal, explosives, I24/7 system	No	Physical inspection Document control

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
											Identification check Check of border crossing eligibility Maintenance of law and order
Animal Health (Botswana: Veterinary Services	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Not available at the moment	Physical inspection Document control Sanitation operation: footwear disinfection
Zambia: National Livestock Epidemiology Information Centre, NLEIC)	No	No	Yes Delegatee for: Wildlife National Biosafety Authority and Department of Parks	No	Yes	o Both	Yes	Yes	Control through laboratory testing	Not yet	Border crossing eligibility check License fees
Plant Health (Botswana: Plant Protection	No	Yes	Yes	No	Yes	No	?	Yes	No	Not available at the moment	Physical inspection Document control

Agency	Abstention from Routine Control		Delegation of Control		Reliance on Counterpart Inspection	Mobile Officer or User Booth/Bay	Joint and Simultaneous Control		Control Automation (Nature)	Single Window	Nature of Control Action(s)
	Entry	Exit	Intrastate	Interstate			Intrastate	Interstate			
Zambia: Plant Quarantine and Phytosanitary Service, PQPS)	No	No	Yes Delegatee for: National Biosafety Authority and Department of National Parks	Yes	Yes	Booth	Yes	Yes	Access to Customs System ASYCUDA for data Laboratory equipment for testing samples	Yes – Digital	Physical inspection Document control Border crossing eligibility check Phytosanitary inspection, collection of fees
Standards (Botswana Bureau of Standards	Yes	Yes	Yes	Yes	No	No	No	No	Housed under the OGA system in the BURS CMS	Not available at the moment	Regulatory standards on selected products
Zambia Compulsory Standards Agency, ZCSA)	Yes	Yes	Yes Delegatee for: ZEMA (Zambia Environmental Management Authority (ZEMA), Forestry, and Zambia Metrology Agency (ZMA)	No	No	Preferably mobile officer(s)	Yes	Yes	Reliance on ZRA scanners of vehicles, baggage goods Detectors	Yes – Digital	Physical inspection Document control Document processing Laboratory testing of samples Inspection, certification and licensing fees Collection of fees

Chapter 6: Special Situations and Incidents

Apart from the normal border crossing clearance cases, some special situations and incidents warrant the following instructions.

6.1 Abnormal Loads (in terms of weight or size) the OSBP Facility Cannot Accommodate Special Situations

6.1.1 Abnormal Loads (in terms of weight or size) the OSBP Facility Cannot Accommodate

(1) Abnormal loads may bypass the OSBP facility and park outside the OSBP premises under the supervision of the concerned agencies.

(2) Officers of the clearance agencies may have to leave the common control zone for that purpose.

(3) The extraterritoriality regime will then apply to the border clearance actions outside the common control zone in a comparable manner but adapted to the situation.

6.1.2 Transshipment in the Control Zone

(1) Transshipment in the control zone requires advance coordination with the authorities.

(2) The transshipment takes place on a dedicated parking space.

(3) The concerned agencies may supervise the transshipment.

(4) Only facilitation agents or other authorized service providers may provide specialized assistance for the transshipment.

6.1.3 Perishable and Other Time-Sensitive Goods

Consignments of perishable and other time-sensitive goods qualify for priority border crossing clearance via the fast-track channel.

6.1.4 Hazardous Goods

(1) For the border crossing clearance of hazardous goods, a dedicated remote parking space is arranged, appropriate checking, testing, and sampling equipment is available and facilities to respond to emergencies is foreseen.

(2) Consignments of dangerous goods are subject to a pre-clearance regime that allows for expedited border crossing clearance.

6.1.5 Incidents

(1) Persons without Intent to Cross the Border

Except for officers performing their duties, facilitation agents, other service providers supplying their services and occasional visitors holding a gate pass, persons who do not intend to cross the border are not admitted to the common control zone. The latter persons shall be removed from the common control zone and returned to their provenance by the competent law enforcement agency.

(2) Persons in the Control Zone Who are Denied Entry into the State of Destination

Persons denied entry into the state of destination, even after completion of exit formalities, are redirected to the state of exit, which must accept their return.

(3) Arrested Persons or Detainees in the OSBP Control Zone

(i) Detained or arrested persons under the border control laws are handed over to the detaining or arresting officer's home state authorities and in the case of interstate-delegated authority to the delegating state authorities.

(ii) Detained or arrested persons under other than border control laws are subject to the ordinary legal regime.

(4) Persons in the OSBP Control Zone with a Medical Condition

(i) Persons not meeting health regulations are treated according to the International Health Regulations, 2005, of the World Health Organization.

(ii) Persons showing symptoms of infectious disease are isolated and transferred to a designated facility.

(iii) In case of a medical emergency in the control zone the person in need of medical care/treatment is administered first aid and is evacuated to a designated facility in the state of exit, unless the state of entry is his/her state of citizenship.

(iv) A user who dies in the control zone is evacuated to the state of exit, unless the state of entry is his/her state of citizenship.

(5) Refugees and Asylum Seekers in the OSBP Control Zone

A person who declares refugee status or requests asylum in the control zone is to be treated according to the 1951 Convention Relating to the Status of Refugees and its 1967 Protocol. In principle pushback is not allowed.

(6) Vehicle Breakdowns in the OSBP Control Zone

(i) The broken-down vehicle is to be evacuated to the exit state, unless the state of entry is the state of vehicle registration.

(ii) Only an authorized recovery vehicle operator is entitled to evacuate the broken-down vehicle from the control zone.

(iii) The driver and/or passengers and/or cargo of a broken-down vehicle are to respectively change to another vehicle and be transshipped in the control zone.

(iv) The replacement vehicle and driver are to be subjected to the same border crossing clearance formalities.

(v) While awaiting evacuation, change of vehicle and transshipment, the persons, vehicle, and goods are to respectively wait, park and be stored in a designated area/facility within the OSBP control zone.

(7) Vehicle Driver Becoming Unavailable

(i) After entering the CCZ, the driver of a motor vehicle may become unavailable for continuation of the journey for various reasons, e.g., incapacitation (death, injury, illness), disappearance, non-qualifying immigration, health, drivers' license status.

(ii) A replacement driver qualifying for border crossing clearance may take over the wheel, or the travelers and/or goods on board the vehicle may be transferred to another vehicle qualifying for border crossing clearance.

(iii) Alternatively, the CCZ traffic manager will effectuate the removal of the vehicle and its contents to the exit state.

(iv) While awaiting a change of driver or vehicle, the persons, vehicle, and goods are to respectively wait, park, and be stored in a designated area/facility within the OSBP control zone.

(8) Vehicle That is Denied Access to the State of Destination

A vehicle that is denied access to the state of destination, even after completion of the exit formalities, is to be redirected to the exit state, which must accept its return.

(9) Seized or Detained Vehicle in the Control Zone

(i) If seized or detained under the border control laws, a vehicle is to be conveyed to the seizing officer's home state authorities and in case of interstate-delegated authority to the delegating state authorities.

(ii) If seized or detained under other than border control laws, it is subject to the ordinary legal regime.

(10) Goods that are Denied Access to the State of Destination

Goods that are denied entry by the state of destination, even after completion of the exit formalities, are to be redirected to the exit state, which must accept their return.

(11) Goods Seized in the OSBP Control Zone

(i) If seized under the border control laws, goods are to be conveyed to the seizing officer's home state authorities and in case of interstate-delegated authority to the delegating state authorities.

(ii) If seized under other than border control laws, goods are subject to the ordinary legal regime.

(12) Goods That Do Not Comply with Health Standards

(i) Quarantined goods (including live animals) are to be stored in the designated area and facility of the control zone.

(ii) Contaminated goods may be destroyed in the control zone by order of the competent authority.

(iii) Goods that do not meet the health standards are to be returned to the exit state or destroyed in the control zone of the entry state.

(iv) A live animal that died in the common control zone is to be disposed of in the control zone by incineration or alternatively to be evacuated to the exit state.

Chapter 7: OSBP Governance (Institutional Bodies)

7.1 Joint Border Operations Committee

A Joint Border Operations Committee has been established and functions according to the terms of reference as provided in Annex 4.

7.2 Lead Agency

(1) Each neighbor state designates a lead agency, represented by its commanding officer or officer-in-charge, for the purpose of fulfilling the interstate (with the neighbor state) and intrastate (with the various agencies) coordination task, the focal point capacity, and the communication and liaison function.

(2) For Botswana, the lead agency is the Botswana Unified Revenue Services (BURS). For Zambia, the lead agency is the Zambia Revenue Authority (ZRA).

Chapter 8: Customer (User) Care

8.1 Code of Conduct – User Rights Charter

(1) In the discharge of their duties, the officers of all agencies act in the spirit of the precepts of the WCO Model Code of Ethics and Conduct (Annex 5), without prejudice to the particular precepts in the codes of conduct in the agencies' respective sectors.

(2) Body and personal luggage searches are to be performed by officers of the same gender in a private and accountable environment.

(3) A receipt is issued for all payments.

(4) All fees, duties, levies, charges, and taxes can be collected only based on a publicized tariff.

8.2 Information Desk

In each travel direction of the OSBP, the lead agency sets up a staffed information desk, where the user can obtain information on the border crossing clearance procedure.

8.3 OSBP Information and Complaints Office

(1) Article 11.4 of the bilateral agreement calls for the parties to set up an OSBP Information and Complaints Office to be detailed.

(2) In each travel direction of the OSBP, the facility manager [Kazungula Bridge Authority] sets up an OSBP information and complaints office, where users can file their complaint(s) on the functioning and application of the OSBP system and any unfair treatment by the agencies. The complaints may also be filed anonymously.

(3) The complaints desk is also charged with the organization of a user satisfaction poll system and a user suggestion box.

(4) The complaints desk is staffed by an officer or officers to assist users who may desire such assistance in filing a complaint.

(5) User complaints are investigated by the mediator / ombuds officer to seek an amicable settlement with the concerned agency.

(6) Complaints are recorded and periodically submitted to the Joint Border Operations Committee for the purpose of addressing recurrent deficiencies.

8.5 Ombuds Officer / Mediator

(1) In each common control zone, on a proposal from the Joint Border Operations Committee, the Facility Manager [Kazungula Bridge Authority] appoints an ombuds officer / mediator.

(2) Ombuds officers should be proficient in the border crossing legislation and regulations of the state involved.

(2) The ombuds officer / mediator will be available onsite during opening hours (i.e., the hours of operation) of the OSBP.

(4) The ombuds officer / mediator investigates user complaints and mediates with the concerned agency in view of reaching an amicable settlement of the dispute.

(5) The ombuds officer / mediator does not combine his/her function with any other position and is protected from reprisal in the form of disciplinary sanctions and deposition.

(6) The present amicable conflict resolution mechanism is without prejudice to the dispute resolution systems referred to in Chapter 15.

8.6 Steward Assistance to Users / Trade Information Desk Officer

(1) The lead agency organizes a steward system / trade information desk officer to the effect that noncommercial users who are not familiar with the border crossing clearance procedure are, at their request and free of charge, accompanied by a designated officer for the purpose of guiding the user through the OSBP from the entry gate to the exit gate.

(2) This convenience is without prejudice to the optional use of the services of a facilitation agent.

8.7 User Service Language

(1) The normal service language for the border crossing clearance formalities is English.

(2) The lead agency will endeavor to deploy officers proficient in other languages, local or foreign, to communicate with users.

Chapter 9: OSBP Facility Management

The following principles apply to OSBP facility management:

(i) The neighbor states ensure that adequate and appropriate facilities are provided within their respective control zones to the public that utilizes the border post.

(ii) The Kazungula Bridge Authority[2] is charged with the task of ensuring management of the OSBP facility.

(iii) Comparable office accommodation within the facilities located in the host state is mutually provided by the neighbor states to the agencies.

(iv) Subject to engaging their home state's liability, the officers treat the accommodation (infrastructure and equipment) in the common control zone of the host state with diligence to preserve it and avoid damage.

(v) The neighbor states reciprocally waive the compensation of costs related to construction, maintenance, cleaning, repair, operation, and use, including the provision of utilities (e.g., water, electric power, ICT) of the OSBP facilities situated on their territory.

(vi) Costs incurred in the utilization of exclusive use equipment and associated utilities such as telecommunication bills are to be borne by the respective agencies using such equipment.

(vii) The cost of joint use of equipment (e.g., scanners, weighbridges) is shared between the neighbor states.

(viii) The entry state is entitled to collect an OSBP user fee, such as a bridge toll.

[2] Regarding the SOPs on facility management, reference may be made to the Kazungula Bridge Authority Agreement.

Chapter 10: OSBP Protection

10.1 Principles

The following principles apply to OSBP protection:

(i) Special attention must be paid to the protection of the OSBP site itself.

(ii) The protection is aimed in the first place at the people present at the OSBP site, i.e., the personnel (officers, facilitation agents and other service providers) and users (travelers and drivers).

(iii) The protection also applies to the OSBP infrastructure and equipment (i.e., the premises and facility), the environment, and the vehicles and goods present at the OSBP site.

(iv) The exposure and thus the protection concerns: (a) health (the risk of infection/contamination) (b) safety (the risk of impairment of physical integrity by natural or manmade (human-induced) unintentional causes), and (c) security (the risk of impairment of physical integrity by malicious manmade causes).

10.2 Measures

(1) The following measures for the protection of the OSBP occupants and facility are taken at the entrance of the OSBP site:

  (i) special border crossing clearance procedure for hazardous goods (see above);

  (ii) summary health, safety and security screening of users at the OSBP entry gate (see above); and

  (iii) disinfection of persons, vehicles, and goods as the case may be at the OSBP entry gate; and

  (iv) regarding health screening, the *free pratique* precept may apply.

(2) Inside the OSBP site, safety and security are ensured jointly by the facility manager, the traffic manager, and the law enforcement agency.

(3) The facility manager organizes the protection of the life (people, i.e., personnel and users) and property (i.e., infrastructure, vehicles, and goods) in the OSBP site from (i) the threat of wildlife and (ii) from the peril of fire.

Chapter 11: Law Enforcement

The following principles apply to law enforcement in the OSBP:

(i) Law enforcement in the common control zone is the continual responsibility and prerogative of the host state authorities (e.g., by means of its police). The law enforcement function in the common control zone by police must be distinguished from the border crossing control function by police.

(ii) The host state is responsible for the maintenance of peace, security, and law and order in the common control zone.

(iii) The foreign officers performing their duties in the common control zone in the host state territory shall be protected and assisted by the host state law enforcement agency upon request or on the latter's own initiative in case of emergency.

(iv) Members of law enforcement agencies of the host state shall not have access to the exclusive use area of the adjoining state except (a) upon invitation by the foreign officers, (b) in case of emergency, and (c) to make an arrest for criminal offences as would be authorized under their national laws.

(v) The law enforcement agencies may call upon their counterparts from the neighbor state for assistance.

(vi) OSBP law enforcement agencies may avail themselves of the right of hot pursuit. This right of hot pursuit can be exercised subject to the following conditions:

  (a) the authorities of the intruded territory are to be informed as soon as possible on the hot pursuit action by any available means of communication;

  (b) the hot pursuit is to cease as soon as the authorities of the intruded territory express their ability to take over the chase or order that the hot pursuit be stopped; and

  (c) any persons detained and any goods and vehicles seized in the hot pursuit action are to be handed over to the authorities of the intruded territory.

Chapter 12: Traffic Management

The following principles apply to traffic management in the OSBP:

(i) Effective traffic management within the OSBP compound is crucial to avoid loss of time due to traffic congestion.

(ii) Traffic management in the OSBP is to be ensured by the host state, i.e., by the authorities of the state on whose territory the traffic moves. For this purpose the traffic manager deploys marshallers.

(iii) The traffic pattern and flow is largely determined by the process flow (see Chapter 5).

(iv) The traffic manager polices access to and departure from the common control zone.

(v) The traffic manager controls access by allowing only authorized users.

(vi) The traffic manager also contributes to the protection of the OSBP site by granting selective user access to the common control zone. At the entry of the OSBP site, the traffic manager carries out a summary security/safety/health check and refers the users that present risk(s) to the qualified agencies.

(vii) The sequence of the safety, security, and health checks depends on their criticality in the concrete situation according to the sound judgment of the traffic manager and the marshallers; e.g., safety check first on a consignment of dangerous goods; health check first during an epidemic; security check first in times of political instability.

(viii) The traffic manager denies entry into the common control zone to all those that do not intend to cross the border, except for foreign officers, the facilitation agents and other service providers that are holders of a standing permit to work in the common control zone. In addition, occasional visitors may be granted access under the conditions below.

(ix) Occasional OSBP visitors for professional purposes (e.g., construction, repair, maintenance work, cleaning, catering) or recreational purposes (e.g., sightseeing tourists paying a fee) are subjected to a summary security/safety/health check by the traffic management marshallers and issued a gate pass to be returned upon exit from the OSBP through their entry point.

(x) At the entry gate, the traffic manager issues to the user a gate pass, which serves as a certificate of authorization to access the OSBP common control zone and that will later – once signed off after completion of the border crossing control formalities – also serve as a certificate of release, allowing the departure from the OSBP common control zone through the exit gate.

(xi) The traffic manager sees to the swift departure of users from the control zone after completion of controls, thus avoiding their lingering and loitering in the control zone.

(xii) The traffic manager dispatches user traffic in the common control zone for the purpose of separation of the traffic into types (type of vehicle, cargo, or direction of travel) and channeling traffic in the appropriate lane according to the applicable color code.

(xiii) The Joint Border Operations Committee may issue an internal regulation for the OSBP common control zone, entitling the traffic manager to impose an administrative sanction on users overstaying in the common control zone or on unauthorized persons present in the common control zone.

(xiv) At the exit gate of the common control zone, the traffic manager releases the user upon display of the signed-off gate pass.

Chapter 13: Other Fields of Cooperation Between the Neighbor States

13.1 Training

At the initiative of their lead agencies, the neighbor states organize joint safety (e.g., firefighting) and security (e.g., law enforcement assistance) drills and simulation exercises to respond to disasters.

13.2 Joint Police Surveillance and Patrols along the Outer Perimeter of the OSBP

To repress smuggling, illegal border crossing, and related issues, the neighbor states organize joint surveillance and patrols by their law enforcement agencies (police) along the perimeter of the OSBP. Reference may be made to mutual assistance agreements between agencies (e.g., the customs-to-customs agreement between BURS and ZRA).

Chapter 14: Communication

14.1 Communication with the Users and the Public

Information is provided to the users and disseminated to the general public via mass media including electronic platforms (internet) as well as information desks, signage, advertising on billboards, banners, brochures, and leaflets.

14.2 Communication with Counterpart Agencies

14.2.1 Formal

Formal communication between counterpart agencies of the neighbor states runs (i) either through diplomatic channels, (ii) via their respective lead agencies, (iii) through the Joint Border Operations Committee, or (iv) directly as the case may be, in accordance with the applicable precepts.

14.2.2 Informal

Day-to-day direct communication with counterpart agencies in the workplace in the course of the activities is possible in an informal manner.

Chapter 15: Dispute Resolution

15.1 Government to User (G2U)

The mediation function is offered without prejudice to formal appeal procedures, which are subject to applicable national law(s), and designated according to the extraterritoriality regime (i.e., the right to administrative appeal or review, and/or judicial appeal or review).

15.2 Government to Government (G2G)

Disputes and conflicts between the authorities of the adjacent states shall be resolved in accordance with the bilateral agreement, the terms of reference of the Joint Border Operations Committee, or the bilateral agreement, or overarching regional or continental or global instruments.

Chapter 16: Contingency Planning

The contingency plan (emergency response, business continuity, and recovery) provides guidance for addressing various respective types of crisis situations (e.g., health, political, natural, and manmade disasters). See Annex 6.

Chapter 17: Data Sharing Protocol

Data sharing and exchange between the neighbor states supports advance/pre-clearance/pre-arrival processing and may render control/inspection superfluous to some extent.

Cross-border data sharing and exchange is sensitive from a user privacy protection point of view and a national security perspective – a special protocol offers a balanced framework. (See Annex 7.)

Chapter 18: ICT Connectivity Protocol

Digital processing of border crossing control and mutual reliance on inspection data and delegation of control authority between the neighbor states requires effective ICT connectivity. See Annex 8.

Annexes

Annex 1: National OSBP Laws and Regulations (with hyperlinks) A-1
Annex 2: ID Badge Model [to be provided by the Governments] A-2
Annex 3: Gate Pass Model A-3
Annex 4: Terms of Reference of the Joint Border Operations Committee A-5
Annex 5: WCO Model Code of Ethics and Conduct A-10
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Annex 1: National OSBP Laws and Regulations (With Hyperlinks)

Botswana

[To be provided by the BURS Legal Department]

Zambia

1. The Agriculture (Fertilizer and Feed) Act, Cap 226
2. The Animal Health Act No. 27 of 2010
3. The Anti-Human Trafficking Act No. 11 of 2008
4. The Biosafety Act No. 10 of 2007
5. The Coffee Act, Cap 228
6. The Compulsory Standards Act No. 3 of 2017
7. The Control of Goods Act, Cap 421
8. The Cotton Act No. 21 of 2005
9. The Criminal Procedure Code, Cap 88
10. The Customs and Excise Act, Cap 322
11. The Dairy Industry Development Act No. 22 of 2010
12. The Dangerous Drugs Act, Cap 95
13. The Electronic Communications and Transactions Act No. 21 of 2009
14. The Environmental Management Act No. 12 of 2011
15. The Financial Intelligence Centre Act No. 43 of 2010
16. The Fisheries Act No 22 of 2011
17. The Food and Drugs Act, Cap 303
18. The Forests Act No. 4 of 2015
19. The Forfeiture of Proceeds of Crime Act No. 19 of 2010
20. The Immigration and Deportation Act No. 18 of 2010
21. The Information and Communications Technology Act No. 15 of 2009
22. The Local Government Act, No. of 2018
23. The Medicines and Allied Substances Act No. 3 of 2013
24. The Metrology Act No. 6 of 2017
25. The Mutual Legal Assistance in Criminal Matters Act, Cap 98
26. The Narcotic Drugs and Psychotropic Substances Act, Cap 96
27. The National Health Insurance Act No. 2 of 2018
28. The National Road Fund Act No. 13 of 2002
29. The Noxious Weeds Act, Cap 231
30. The Penal Code, Cap 87
31. The Plant Pests and Diseases Act, Cap 233
32. The Plant Variety and Seeds Act, Cap 236
33. The Police Act, Cap 107
34. The Prohibition and Prevention of Money Laundering Act No. 14 of 2001
35. The Protection of Traditional Knowledge, Genetic Resources and Expressions of Folklore Act No. 16 of 2016
36. The Public Health Act, Cap 295
37. The Public Roads Act No.12 of 2002
38. The Road Traffic Act No. 11 of 2002
39. The Standards Act No. 4 of 2017
40. The Zambia Revenue Authority Act, Cap. 321
41. The Zambia Wildlife Act No. 14 of 2015

Annex 2: ID Badge Model [to be provided by the Governments]

Annex 3: Gate Pass Model

Gate Pass

Kazungula OSBP

(in digital or paper format)

1. USER IDENTIFICATION

(individually per traveler or collectively for all occupants of the same motor vehicle)

1.1 Name
1.2 Gender
1.3 Age
1.4 Identity document number
1.5 Nationality/citizenship/permanent residence

2 VEHICLE IDENTIFICATION

2.1 Category/type
2.2 Brand/make/type
2.3 Body color
2.4 Registration/license plate number
2.5 State of registration

3 GOODS IDENTIFICATION

3.1 Nature
3.2 Quantity

4 SUMMARY SAFETY, SECURITY, AND HEALTH CHECK UPON CCZ ENTRY

Time and location of entry:
Officer name and signature/stamp:

5 CERTIFICATION OF COMPLIANCE WITH ALL BORDER CROSSING CLEARANCE FORMALITIES

5.1 For and on behalf of the exit state:

Police: …
Health: …
Customs: …
Immigration: …
Transport: …
Trade: …

Time (date and hour):
Officer name and signature/stamp:

5.2 For and on behalf of the entry state:

Police: …
Health: …
Customs: …
Immigration: …
Transport: …
Trade: …

Time (date and hour):
Officer name and signature/stamp:

TERMS OF REFERENCE

FOR

KAZUNGULA

JOINT BORDER OPERATIONS COMMITTEE (JBOC)

Preamble

PURSUANT TO the signing of the Bilateral Agreement between the Republic of Botswana and the Republic of Zambia on the 27 April 2021, creating the One Stop Border Post (OSBP) at Kazungula (hereinafter the "The Bilateral Agreement");

IN PURSUANCE of the overall objective of enhancing trade through implementation of procedures that facilitate uninterrupted and seamless cross-border movement of persons, vehicles and goods, as stipulated and espoused by the Tripartite Agreement between the Southern African Development Community (SADC), the Common Market for Eastern Africa (COMESA) and the East African Community (EAC), the Trade Facilitation Agreement of the World Trade Organization (WTO), the Revised Kyoto Convention on the Simplification and Harmonization of Customs Procedures of the World Customs Organization (WCO), and other instruments of regional and intergovernmental organizations of which the parties are jointly or individually members;

MINDFUL that OSBPs in particular significantly contribute to facilitating smooth cross-border movement of persons, vehicles, and goods;

TAKING INTO ACCOUNT the provisions of the Bilateral Agreement to create and operationalize the Kazungula OSBP;

ACKNOWLEDGING the precept of the Bilateral Agreement to establish a Joint Border Operations Committee (JBOC);

IMPLEMENTING the resolutions of the Bilateral Agreement, defining the structure and composition and describing the functions of the Joint Border Operations Committee for the purpose of its operationalization;

COGNIZANT that regulations for the purpose of amplifying, detailing, and implementing the Bilateral Agreement and institutional arrangements are to be agreed by the signatory states, parties to the Bilateral Agreement.

NOW THEREFORE, the Republic of Zambia and the Republic of Botswana have resolved the Terms of Reference (TOR) of the Kazungula OSBP Joint Border Operations Committee (hereinafter the "JBOC") as follows:

1. Legal Status

The Joint Border Operations Committee (JBOC) is a standing, permanent body, without legal personality.

2. Mandate: Tasks, Functions, and Responsibilities

At its level of governance, the JBOC shall have the following tasks, functions, and responsibilities:

(i) Monitoring: gathering of information, border crossing statistics and data, user and border community complaints, and the like.

(ii) Consultation and mediation: constructive discussion, mediation and difficulty and conflict resolution between the members, both on the national and bilateral levels.

(iii) Informatory: exchange and reporting of information and data vertically to higher authorities and to staff and horizontally to members and the public (dissemination and sensitization).

(iv) Policy: setting of performance goals (e.g., on the lead time for a border clearance operation), drafting of longer-term work plans.

(v) Recommendatory and advisory: any policy matters that exceed the committee's level of competence (authority), e.g., on required legislative/regulatory action, to be reported to the Joint Commission for the Kazungula OSBP.

(vi) Coordination and cooperation: e.g., joint inspections and verification, organization of capacity building via joint training sessions for border agency staff, joint emergency response exercises;

(vii) Executive and implementation measures: decision making within its mandate (in the designated field of competence)

(viii) Facility management and maintenance of the common control zone.

3. Composition and Representation

3.1 Membership of Each Adjacent State

Each adjacent state shall delegate from the following organizations or groups:

(i) Public sector agencies: competent authorities with a border crossing clearance function, and law enforcement agencies in the OSBP area;

(ii) Private sector users: professional associations of facilitation agents (customs clearance and freight forwarding agents, travel agents), transport operators (carriers), traders (merchants), and associations of travelers;

(iii) Civil society: border community residents;

(iv) OSBP Facility Manager; and

(v) OSBP Information and Complaints Office.

3.2 Number

The national delegations shall consist of an equal number of members per adjacent state, except to accommodate possible incongruence of border agencies.

3.3 Representatives of Members

Each member shall designate one representative in the respective positions: an incumbent titular and a substitute alongside or in a shadow capacity for the sake of continuity.

The identities of the individuals representing the respective members at the meetings shall be reported to the Bureau in time.

The host state of the venue of meetings will facilitate the issuance of entry authorization for representatives of the adjacent state, if so required.

3.4 Invitees

Experts, other stakeholders, and observers may be invited to attend the meetings of the JBOC as required. The cost of invitees will be shared by the adjacent states or as agreed.

4. Internal Institutional Organization

4.1 Bureau

The bureau of the JBOC consists of the heads of the lead agencies of the adjacent states.

4.2 Secretariat

The secretariat of the JBOC is assured by the lead agencies.

4.3 Subcommittees

The JBOC may create standing (permanent) or ad hoc (temporary) subcommittees (technical working groups). Subcommittees may include but are not limited to security, procedures, administration, and public relations. The present TORs will apply *mutatis mutandis* to the subcommittees

5. Meetings

5.1 Frequency

i. Meetings of the JBOC shall be held [once a month].
ii. In addition, meetings may be called as needed upon decision of the JBOC.
iii. A meeting shall also be convened upon request of at least two members, one from each adjacent state.

5.2 Invitation and Agenda

i. Request and submission of agenda items to be done at least one week prior to the meeting.
ii. The JBOC adopts the meeting agenda.
iii. Each member may add one of more agenda item.

iv. Invitations for meetings shall be circulated through available means of communication among the members one week in advance. This period of advance notice may be shortened in case of urgency.

5.3 Venue

The venue of the JBOC meetings shall be:

(i) Preferably onsite in physical presence: on a rotational basis (alternating between neighbor states);

(ii) If required, online remotely; or

(iii) Hybrid: combining onsite and remote participation; representatives who are unable to attend the meeting physically may also participate from a distance.

5.4 Venue Logistics

The hosting state shall provide for suitable accommodation and facilities which shall include the following:

i. Meeting room infrastructure and equipment, furniture;
ii. Lighting;
iii. Cooling;
iv. ICT (internet connection and multimedia equipment); and
v. Sanitary installations.

5.5 Meeting Costs

The hosting state shall bear the operating costs of hosting meetings excluding costs that are specifically related to the adjacent state's delegation of representatives (such as travel expenses and per diem).

6. Meeting Procedure

6.1 Chair

i. Onsite physical meetings shall be chaired by the representative of the lead agency of the host state.

ii. Online remote meetings shall be chaired on a rotational basis.

6.2 Quorum

A minimum of five members from each adjoining state shall form a quorum which shall include Customs and Immigration representatives from each state. However, decisions shall be taken only in the presence of an affected member.

6.3 Decision Making

Decisions shall be made by consensus; in the event of failure to reach consensus, the issue shall be referred to the Joint OSBP Commission for resolution and direction.

6.4 Recordings

Meeting video and audio recordings may be made. Dissemination shall be subject to approval of the participating representatives.

7. Working Language

The medium of communication shall be English.

8. Further Rules of Procedure

The JBOC may adopt bylaws setting further internal rules consistent with the present TOR.

9. Records of Proceedings

9.1 Meeting Minutes

(i) Minutes of meetings shall be drafted by the chair or their substitute representative designated as secretary.

(ii) The minutes shall be circulated among the members by any available means of communication for corrections.

(iii) The minutes shall be approved in writing or during the next meeting session in case of any disagreements.

9.2 Archives

Each member shall archive the meeting minutes.

10. Reporting

i. The JBOC will report to the Joint OSBP Commission quarterly, or as required or requested.
ii. The JBOC members shall report to their respective higher authorities and to their staff as required.
iii. Decisions of interest to the public shall be posted on the JBOC internet site or made public otherwise.

Annex 5: WCO Model Code of Ethics and Conduct [http://www.wcoomd.org/-/MEDIA/WCO/PUBLIC/GLOBAL/PDF/TOPICS/INTEGRITY/INSTRUMENTS-AND-TOOLS/MODEL-CODE-OF-ETHICS-AND-CONDUCT.PDF]

Annex 6: Contingency Planning – Emergency Response, Business Continuity Planning (BCP), and Disaster Recovery Planning (DRP)

1. Contingencies

(1) Certain unforeseen events may disrupt operations at OSBPs, including political unrest, outbreaks of disease, humanitarian crises, and manmade (human-induced) or natural disasters.

(2) The exposure to such risks may be reduced by preventive measures (e.g., through safety, security, and health screening at the entry of the OSBP site), but they cannot be totally eliminated.

(3) Since in such situations time is generally of the essence to avoid rapid deterioration and irreversible harm, the reaction should be expeditious and for that reason it should be planned in advance.

(4) This annex provides guidelines on how to develop a contingency plan to cope with such situations.

2. Contingency Plan Components

2.1 General

(1) A hotline or contact point is set up where disasters can be reported so as to avoid their propagation as soon as possible.

(2) A pre-existing dormant crisis taskforce is activated during a crisis. It consists of officers that may be active in other functions in periods of normalcy.

(3) The taskforce is led by a predesignated OSBP crisis taskforce commander (the officer in charge of the lead agency or a substitute on a rotation basis).

(4) The taskforce is to hold periodical training and simulation exercises.

(5) Arrangements are made with external entities (e.g., ambulance, firefighting, and medical providers, and emergency services) to reinforce human resources capacity and provide relief assistance, evacuation, victim reception, emergency power, transport services, and the like.

(6) Based on the assessed magnitude of the emergency event, the crisis taskforce commander triggers the activation of the contingency plan, mobilizes the crisis taskforce, and leads the response action.

(7) The crisis taskforce commander is assisted by a predesignated communication and information manager and one or more predesignated liaison officers.

(8) The emergency response is to be coordinated with national, regional, and international emergency response action(s).

(9) The task force commanders of the respective common control areas shall coordinate their action.

(10) Precautionary instructions for the personnel, the users, and the general public are to be provided on billboards in the common control zone.

2.2 (Interrelated) Components of the Response

In addition to any prior preventive measures, the actual occurrence of a crisis situation requires three types of crisis management measures: (i) avoiding further human and material losses, (ii) maintaining/continuing the assigned task, and (iii) returning to normalcy.

2.2.1 Emergency Response

(1) Immediate response: first aid, firefighting, demining, neutralization, physical protection, evacuation, repatriation, warning of danger(s), and the like.

(2) The personnel, the users, the general public, the vehicles, the goods, and the facility must be protected. The (further) impairment of human resources and/or the infrastructure/equipment would also compromise the operations.

2.2.2 Business Continuity Plan (BCP) Measures

(1) The contingency response is to stabilize the crisis situation by seeking the best possible balance between public safety, security, and health on the one hand, and business continuity (sustaining normal operations and avoiding interruption of the service) on the other hand.

(2) The temporary closure of the border crossing and the suspension of the border crossing operations should be a measure of last resort. For example, in case of a pandemic other measures, such as enhanced testing and improved surveillance, may be more effective for the protection of public health than border crossing bans.

(3) Also, in case of a humanitarian crisis from an immigration perspective, closure of the border is not recommended.

(4) Arrangements are made with external entities, providers, and emergency services to reinforce the capacity of human resources, relief assistance, evacuation, victim reception, emergency power, transport, and the like (e.g., restoration of operations of the ICT system and applications at an alternate site designated for use after an emergency).

(5) The crisis taskforce commander is responsible for activating those cooperation arrangements as required.

(6) Crisis management measures must be taken to mitigate the impact of the disaster on OSBP operations and to ensure the continuity of the operations in the short run to the extent possible.

(7) A public information campaign is launched to post and publish instructions.

(8) A contingency fund is set up to cover exceptional expenditures.

(9) In case a disaster entails a state of emergency on a broader (national, regional, continental, global) level, the plan must be coordinated with and aligned to the measures and precepts of the latter.

(10) The contingency response may require procedures that deviate from and/or supplement the standard operating procedures, such as:

(i) a fallback system of reduced operations and minimum service, which can be deployed allowing restricted border crossings only for critical persons and vehicles and essential goods according to a selective priority list (e.g., emergency relief related goods, food

products, energy products, medical supplies, essential transport and travel including for the provision of essential goods);

(ii) according to the nature of the threat, rescheduled border crossing control procedure sequence upon entry in the OSBP common control zone to the effect of subjecting users first to screening that relates to the emergency (e.g., health first in case of a pandemic, security first in case of political unrest);

(iii) if necessary, the temporary return to a traditional two-stop border crossing clearance regime;

(iv) adapted control zone circulation and queue management; and

(v) transition to virtual (online) mode(s) of operation.

2.2.3 Disaster Recovery Plan (DRP)

A recovery (e.g., reconstruction/rebuilding, repair, clean-up, reinstatement, restart) strategy endeavors to return the system to normalcy in the longer run, but as soon as possible. For example, a cybersecurity plan consists of a data backup plan that allows the recovery of the lost data.

3. Risk Assessment

(1) Response planning requires risk analysis: the identification of the vulnerabilities, in other words the threats and hazards that risk paralyzing the OSBP function. The categorization of the threats allows for fine-tuning of the response.

(2) Not only the perceived nature of the threats, but also the probability of their occurrence must be assessed. In this respect in the context of an OSBP an emergency situation may relate to safety, security, and health, and result from:

(i) natural catastrophes (e.g., earthquakes, landslides, volcano eruptions, floods, windstorms [e.g., cyclones, typhoons, tornadoes, hurricanes], forest or wildfires);
(ii) unintentional manmade (human-induced) accidental disasters (e.g., collisions, explosions, fire, blackouts [electrical power and cyber]);
(iii) intentional or malicious acts (e.g., political instability/crises, strikes, conflicts, uprisings, riots, insurgencies, war, terrorist attacks); and
(iv) circumstances jeopardizing public health (e.g., epidemics).

In addition to a common core, specific and differential measures may be warranted according to the type of emergency.

4. Public Health Related (Sanitation) Emergencies (e.g., epidemics, pandemics)

4.1 Qualification as Epidemic

The characteristics of the pathogen, such as on the one hand its pathogenicity and mortality (i.e., the potential ability to produce disease and cause death), and on the other hand its infectivity (i.e., the ability of a pathogen to establish an infection; transmissibility) determine the qualification as epidemic and hence as emergency.

4.2 Categorization According to the Level of Threat

The health threat is categorized to finetune the response in terms of corresponding ease or intensity of measures. The required response may affect the service continuity opportunities. The following basic modulation into stages can be applied:

(i) Normalcy: code green;
(ii) Alert: code yellow – specified pursuant to news on possible disease outbreak(s), an upgraded state of readiness, increased vigilance, and some anticipatory preparation (e.g., activation of the crisis task force and appointment of the liaison officer, alerting of the reserve staff);
(iii) Restricted/conditional operations: code orange – an emergency regime is in operation (e.g., with special control measures, travel restrictions, social distancing, and curfews); the reserve staff is mobilized; and
(iv) Full lockdown: code red – the border is closed: only law enforcement personnel staff of the border post is active to enforce the closure and to process possible exceptions for essential cross-border movements (e.g., relief goods, medical emergencies).

4.3 Anticipatory Measures

4.3.1 Institutional Arrangements

In advance, a dormant pool of qualified officers is formed, who in periods of normalcy may be active in other functions or locations, but who can be mobilized on short notice in crisis periods to supplement the workforce of the relevant (health) agencies.

The crisis task force may be dormant, but activated during a crisis. It consists of officers that may be active in other functions in periods of normalcy.

4.3.2 Arrangements with External Organizations

Coordination arrangements are made in advance with external (health) service providers for the purpose of reception and treatment of victims of the epidemic.

4.3.3 Material Reserve Stocks

A strategic reserve stock of personal protective equipment is prepared for frontline personnel on duty in the control zone and testing and detection equipment and material to bridge the time required for replenishment.

4.3.4 Financial Contingency Fund

A financial fund is set up to cover the increased operating cost during contingencies. The additional cost of pandemic repression may be allocated partially or totally with users.

4.3.5 Communication Plan

A briefing on the application of World Health Organization (WHO) guidelines and protocols is provided.

4.4 Activation of the Plan

4.4.1 Prophylactic Measures

(1) Prevention Measures

Prevention measures include:

(i) Personnel protective equipment (masks);
(ii) Vaccination;
(iii) Sanitation and ventilation actions;
(iv) Physical ("social") distancing within the facility and in the means of transport (limitation of number of occupants per vehicle); and
(v) Denial of entry into the OSBP according to the origin of the traveler.

(2) Tracking and Tracing

Tracking and tracing should include:

(i) Prescreening of the traveler: tracking and tracing in advance before entry of the OSBP based on travel history; and

(ii) Detection at the entry of the OSBP based on screening;

In the case of positive test of a traveler without symptoms, evacuation to a quarantine location is warranted. In case the traveler presents symptoms, isolation in a medical treatment center is warranted.

4.4.2 Amendment of the Procedure

In case of border crossing operations under emergency conditions, the standard procedure is adapted as follows:

(i) Rescheduling of the control sequence to subject users first to health screening upon entry in the OSBP control zone;

(ii) Compulsory travel history declaration by users;

(iii) Omission of all nonessential border crossing control(s);

(iv) Extension of administrative time limits; and

(v) Application of distant and e-administration, automation, single-window processing, pre/post clearance check, and interstate reciprocal inspection recognition.

In case of a pandemic emergency, the authority in charge of traffic management in the control zone may design a specially adapted traffic circulation and queue management plan.

4.4.3 Response Measures

Upon declaration of a code orange, the officer in charge of the lead agency is to:

(i) activate the dedicated task force;
(ii) designate a communication and information manager;
(iii) appoint one or more liaison officers;
(iv) order the passage to virtual mode of operations;

(v) mobilize reserve personnel; and
(vi) activate arrangements with the external (health) service providers.

4.4.4 WHO Guidelines

The guidelines and protocols of the World Health Organization (WHO) are to be applied.

5. Acts of War and Similar Events

The emergency response procedures can include:

(i) measures for states to identify, disarm, and separate combatants from refugee population and intern them at a safe location away from the border; and

(ii) safe conduct of foreign officers.

6. Blackouts (Power and Communication Grid Disruptions)

(1) Activation of alternative power sources and communication lines may ensure continuity of the service.

(2) Contingency plans for power outages or network shutdowns include the setup of redundant wide area network (WAN) and common control zone (CCZ) connectivity, installation of redundant power backup such as generators (and automatic power switches) to supplied grid power, supply of uninterruptible power supply (UPS) for office computers, and the setup of disaster recovery sites for exclusive use and shared systems.

(3) Transition to manual paper-based processing allows for continuity of operations.

7. Cybersecurity Contingency Plan

(1) A cybersecurity contingency plan provides instructions and recommendations on a short-term emergency mode to restore its operations and on a longer-term recovery plan for its information technology (IT) services and data (data backup) after a disaster or an interruption of the system.

(2) The plan may include: (a) the quarantining of infected hardware devices after a cyberattack; (b) the mobilization of an IT manager to centralize the reaction operation; and (iii) temporary fallback to an analogous paper-based system

8. Natural Disasters

Key measures include (i) raising the alarm, (ii) evacuation, (iii) moving to safe shelter locations, (iv) organizing search and rescue, (v) activation of backup power generators, and (vi) supply of necessities (e.g., food, drinking water, medicines).

Annex 7: Data Sharing Protocol
[Interstate Data Sharing/Exchange between/among Border Control Agencies]

1. Purpose

(1) This information exchange protocol is entered into by and among the adjoining states for the purpose of facilitating and accelerating the border crossing clearance process.

(2) National security may be affected by the release of classified information.

(3) The privacy of the individual citizen may be violated by the disclosure of sensitive data.

(4) This protocol aims to reconcile the necessary sharing and exchange of information for the purpose of efficient border crossing clearance with the concerns of protection of national security and the privacy of users.

2. Coordinating Administrations and Agencies Concerned

(1) The data exchange is coordinated by the Ministry of … for Botswana and the Ministry of … for Zambia, responsible for communications.

(2) The respective ministries respectively collect from their agencies, verify accuracy, sort, and transmit the data to their adjoining state counterpart and disseminate and distribute to their agencies the information received from their adjoining state counterpart.

3. Business Rules

The information defined below is exchanged as follows:

(1) The medium:

(i) through a joint data base on a read-only basis by the receiver; or
(ii) through a direct communication line.

(2) The frequency of updating:

(i) spontaneous and routine feeding of the joint database;
(ii) periodic updating of the data;
(iii) intermediate update with important acute changes; and
(iv) reply to express specific requests.

4. Technical Data Communication Line

The conveyance of data between the administrations of the signatory states shall be realized via the following data communication link: …, protocol ….

5. Language

The information is provided in the English language or in a structured, commonly used, machine-readable or otherwise legible format.

6. Data Subject Matter

Only data that are relevant for the application and enforcement of border crossing control may be exchanged:

(i) On persons: identity data, visa, World Health Organization (WHO) yellow card status, criminal record, other intelligence data;

(ii) On transport operators: license, authorized economic operator (AEO) status;

(i) On vehicles: registration, roadworthiness, insurance, characteristics (size, weight), vehicles reported stolen, ….; and

(iv) On goods: nature (transit, livestock, dangerous, perishable, protected species [wildlife], cultural heritage), quantity, quality, value, stolen, smuggled, counterfeited).

7. Informed Consent by Data Subject

For the following sensitive personal data, the exchange requires the informed consent of the data subjects (or the legal guardian of incompetent persons, as the case may be):

(i) race, ethnic origin, gender, marital and family status;
(ii) genetic and biometric data;
(iii) criminal record;
(iv) political and philosophical views, religious beliefs, and sexual orientation;
(v) memberships of associations or affiliations (e.g., political party, trade union, church);
(vi) physical and mental health and condition; and
....

8. Notification, Consultation, and Rectification

Concerned users are informed on the storage of their data, are entitled to consult the nature of their data stored, and have the right of rectification of incorrect data.

9. Use of the Data

(i) The data exchanged shall not be used for any purpose other than the application and enforcement of border crossing control legislation and regulation.

(ii) The data exchanged may be used for the purpose of "profiling", i.e. any form of automated processing in view of assessing and/or predicting the user's compliance with border crossing legislation and regulation.

10. Period of Data Retention

The data exchanged should only be kept as long as required for the purpose of the border clearance and be deleted appropriately thereafter.

11. Matching of Information

(i) Any conflict or contradiction in information between the neighbor is be solved via arbitration between the officers in charge of the respective Ministries.

(ii) Unresolved conflicts shall be marked as such.

12. Secrecy, Confidentiality, and Security

(i) Both neighbor states are responsible for ensuring adherence to national data protection laws as well as any such laws or regulations applicable on a regional or supranational level.

(ii) Both neighbor states establish appropriate administrative, technical, and physical safeguards to ensure the security and confidentiality of data and to protect against any anticipated threats or hazards to their security or integrity that could result in unauthorized or unlawful use and substantial harm, embarrassment, inconvenience, or unfairness to any individual user on whom information is maintained.

(iii) The neighbor states commit to safeguarding the information resulting from the exchange as follows:

(a) Access to the data exchanged and to any data created by the exchange shall be restricted only to those authorized officers who require them to perform their official duties in connection with the uses of the information authorized in this agreement.

(b) The data exchanged and any data created by the exchange will be stored in an area that is physically safe from access by unauthorized persons during duty hours as well as non-duty hours or when not in use.

(c) The data exchanged and any data created by the exchange will be processed under the immediate supervision and control of authorized personnel in a manner that will protect the confidentiality of the records, and in such a manner that unauthorized persons cannot retrieve any such data by means of computer, remote terminal, or other means.

(d) All personnel who will have access to the data exchanged and to any data created by the exchange will be advised of the confidential nature of the information.

(e) The neighbor states shall ensure that all persons dealing with, or having access to, the information referred to above are bound by professional secrecy.

13. Liability Waiver

For inadvertent breach of secrecy/confidentiality and for any error in the information exchanged.

14. Temporary Suspension

In case of force majeure and/or national emergency.

15. Review

Amendment of the protocol

16. Term and Termination

This protocol is effective from the date of its signing. It remains in force for an indefinite period of time. It may be terminated by a written notice of termination. In the case of a unilateral termination, such termination shall be effective 90 days after the date of the termination notice, or as later specified in the notice.

Annex 8: ICT Connectivity Protocol

The following principles govern or apply to information and communication technology (ICT) aspects:

(i) For the following aspects related to ICT, reference can be made to other annexes and provisions:

(a) the creation of an ICT (Sub-)Committee is part of the OSBP institutional framework (Chapter 7 – Annex 3);

(b) business continuity and disaster recovery planning is part of contingency planning (Chapter 16 – Annex 5) – disruption of service due to maintenance or repair of ICT facilities should be communicated to all users of the ICT facilities and be scheduled and executed in a manner that does not affect the border crossing clearance operations;

(c) the secrecy and confidentiality precepts with respect to data communicated via ICT are addressed in the data sharing protocol (Chapter 17 – Annex 6). Those data can only be accessed and used for their intended purpose(s). File sharing is prohibited. The dispatching of confidential/secret information will be guaranteed by encryption or any other equivalent technique.

(d) dispute resolution is part of the general mechanism (Chapter 15).

(ii) To gain the full benefit from the ICT system, the protocol assumes enabling national legislation for e-government, ensuring the equivalence of digital (soft-copy) to paper (hard-copy) versions of documents.

(iii) The added value of ICT relates to:

(a) the realization of an electronic single window that achieves the principal objective of the OSBP, i.e., the integration (interstate and interagency) of the clearance processes, to replace standalone systems;

(b) automation of the border clearance process; and

(c) the support of mutual reliance on inspection data and delegation of authority between and among border control agencies

(iv) The ICT system for OSBP operations should fulfill the following functions:

(a) Database: storage and archiving of data (e.g., storing the minutes of committee meetings, providing the travel and trade data of surveys for statistical analysis and monitoring);

(b) Real-time communication tool: allowing text messaging, and audio and video communications;

(c) Consultation: reading and downloading online of published data and information by users (e.g., serving as an information source for the public and users);

(d) Window for applications: input/uploading of advance information (serving as an interactive platform); and

(e) Processing: e.g., automation of clearances, transfer of funds (payments).

(v) The system should have the following characteristics:

(a) be flexible and modular, allowing for additional functions;

(b) be fully integrated, providing for standardized architecture, interface compatibility, connectivity, interoperability, and accessibility, allowing for exchange with other hardware (i.e., processing unit [server, terminal station: desktop and mobile devices such as laptops, tablets, and smartphones, monitors, screens, scanners, and printers] and software (applications used for the border crossing clearance control systems [e.g., customs, immigration, health)] of the public sector (all agencies, offering the potential of an electronic single window) and other functions; the private sector (all users); between border agencies; between counterpart agencies of the adjoining states; and with higher-level national-level authorities;

(c) offer the possibility of differential and selective access via: partly open access, or partly selective access via an account system (complying with precepts of privacy and restrictions of cross-border information exchange); or via a local or global network with wireless or cabled connection.

(vi) Regarding equipment, the system should have sufficient hardware capacity, processor clock speed, working memory (random access memory, RAM), with a guaranteed power supply, sufficient network speed, and bandwidth.

(vii) The system should be linked with a secure connection (via encryption or an equivalent technique), protected from unauthorized access and intrusion in terminal stations, protected from virus contamination and hacking risks as expressed in a network security protocol that ensures the integrity and security of data transmitted across the network connection.

(viii) The system should be equipped with a backup system for data storage (via a cloud or offsite server or block chain), and a business continuity fallback system in case of system breakdowns.

(ix) Software applications should meet all applicable licensing requirements and the required manuals and training material for the use of the applications should be made available.

(x) Communication aspects follow:

(a) The ability of ICT components to communicate with each other depends on the use of a common digital language.

(b) Communication implies the exchange, storage, sending, and retrieving of data between network devices (user stations), also known as network “nodes”. The interconnection between the various communication devices (nodes) is a network. Connectivity and accessibility in a network setting requires agreement on protocols, i.e., the standards of digital languages in the form of network algorithms. The communication ability presents various aspects that may require multiple types of protocols for the respective functions. A group of protocols designed to work together is known as a protocol suite; when implemented in software they are a protocol stack.

(c) The ICT (Sub-)Committee coordinates the ICT infrastructure requirements. Agencies may not change their connectivity configurations without approval of the ICT (Sub-) Committee).

(d) For the purpose of universal interoperability international public and private (industry and non-profit organizations) have developed global standards, laying down the specifications and requirements of the many parts, products, and systems, and establishing the most effective and best practice.

(e) For network protocols, reference can be made to the standards elaborated by the International Organization for Standardization (ISO) in cooperation with the International Electrotechnical Commission (IEC) as well as the Internet Engineering Task Force (IETF), the Connectivity Standards Alliance, and the Institute of Electrical and Electronics Engineers (IEEE).

(xi) The connectivity development shall make use of and build upon the Corridor Trip Monitoring System (CTMS) to facilitate cross-border trade in the region of the COMESA-EAC-SADC Tripartite Agreement in the framework of the Transport and Transit Facilitation Programme (TTTFP) in conjunction with Tripartite Transport Registers and Information Platform System (TRIPS).