



JAPAN INTERNATIONAL COOPERATION AGENCY (JICA) TIME MEASUREMENT SURVEY



CHIRUNDU OSBP

**SUBMITTED TO
ZIMBABWE NATIONAL TRADE FACILITATION COMMITTEE**





COMMISSIONER GENERAL'S FOREWORD

It gives me great pleasure to present the baseline report of the Japan International Cooperation Agency (JICA) Time Measurement Survey for 2022.

This survey is a robust quantitative assessment of the Transit, Export and Import cargo clearance time in the country, covering the Zimbabwean side of the Chirundu One Stop Border Post (OSBP).

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 the initiatives have since transformed into specific commitments under the Trade Facilitation Agreement (TFA) thus adding vigour and urgency to enabling ease of doing business.

The TFA commitments required collective effort, participation, and coordination from government ministries, departments, state enterprises, and other stakeholders both in the private and public sectors.

The Time Management Survey (TMS) comes at an opportune time, as Zimbabwe has notified the implementation of all commitments under Category B of the Trade Facilitation Agreement (TFA). It is therefore appropriate for the Time Measurement Survey to assess Zimbabwe's progress towards meeting expectations of all stakeholders for efficient and effective facilitative trade ecosystems.

Continuous improvement is a critical component of contemporary client centric service delivery. As such, areas for further improvement should be within the context of ongoing exercise to implement the "TFA Plus" Interventions. These include the upgrading of physical and virtual infrastructure in line with evolving consumer tastes and the rapid transformations inspired by the global digital economic developments. Indeed, disruptive technology has accounted for more change than any other factors that drive change as economies continue to adapt to the global village phenomena.

This version of the TMS should also be viewed through the prism of iterative improvement. It has enabled the stabilization of the essential methodology of the study, building on the experience of World Customs Organization Time Release Study (WCO TMS) Guidelines and previous national time release studies.

The adoption of a stable and consistent methodology will allow for easy comparison in the years ahead. Furthermore, dovetailing the TMS with Time Release Study reinforces and actualizes the International Customs Day theme for 2023 on 'Nurturing the next generation: Promoting a culture of knowledge-sharing and professional pride in Customs'

The theme for the ICD 2023 commemoration indeed underpins the very reason for this report; to share not only the knowledge gathered during the survey but also the observations and recommendations drawn therefrom. As the Zimbabwe Revenue Authority, we take pride with humility, for having taken part in this study together with various stakeholders involved.

Indeed, the successful completion of a Time

Management Survey (TMS) culminating in the presentation of the resultant report to all principals and the public, provides another cause for celebration.

Its findings reflect the areas targeted for further improvement in our trade facilitation endeavour, as measured by the significant drop in average cargo release time across port categories as reported in the previous study. This points to a significant movement towards the targets set under the National Trade Facilitation Action Plan 2022-2023.

As you might be aware, this survey was carried out to assess both the Zimbabwe Revenue Authority and Zambia Revenue Authority processes. The report therefore contains crosscutting observations and recommendations that will enable the two Authorities to develop, and mirror complementary process changes to assist each other. This will go a long way in enabling the integration initiatives already being undertaken by the two administrations.

I would like to acknowledge the valuable assistance provided by the Japan International

Cooperation Agency and their project Team leader, Mr. Bruce Winston.

Allow me to also congratulate the World Customs Organization recognized TMS Expert, Mr. Maxwell Kapindula, from the Zambia Revenue Authority for guiding the TMS Team, 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 also acknowledge the contribution of various other stakeholders involved in the project. Without this dedication, it would not have been possible for us to present this 2022 Chirundu One Stop Border Post Time Measurement Survey report.

I thank you.



Regina Chinamasa

Commissioner General



REMARKS BY THE COMMISSIONER OF CUSTOMS AND EXCISE

The World Customs Organization recognizes the pivotal role played by seamless trade facilitation the world over. As a member of the WCO, the Zimbabwe Revenue Authority understands and recognizes this as key to operations particularly in border management for the purposes of minimizing delays or inversely, expediting release of goods passing through our Customs control. I am mindful of the fact that any delays at the border posts will land the goods in any commerce at high costs to the consumers.

Time Release Studies, sometimes also referred to as Time Management Studies, provide methodologies by which customs administrations, with or without the assistance of cooperating partners, can self diagnose to examine their border processes, particularly those directly linked to the actual movement of cargo through localized or spread geographic areas, in order to collect data that can be used to shape observations from which recommendations for improvement can be made. The inclusion of other stakeholders within the area of study remains critical given that other government organizations are also involved in the border processes as they implement their various regulatory and control measures. The integration of these efforts collectively thus require an integrated approach to the studies in order to come up with a holistic assessment of the elements within the processes that present the gaps or inhibitors to smooth trade facilitation. That integration is key for seamless cross border processes, culminating in coordinated border management processes.

This report presents the assessment and analysis of information gathered during the period of survey and the observations that shape its recommendation. The survey itself was jointly carried out with our sister administration, the Zambia Revenue Authority, more so because Chirundu itself is a One Stop Border Post and there could be no greater need to integrate the survey to enable simultaneous observations for better mirror recommendations.

It is my belief that in spite of some of the limitations noted in this report, the exercise provided critical input to the final recommendations that will provide business information for use by our National Committees on Trade Facilitation and the entire business community, locally, regionally and internationally.

I am made to understand that the survey covered by this report is one of a series of such activities as we continue to develop measures to enhance efficient and effective trade facilitation.

To that end, I remain grateful to the support received from various Government arms to facilitate the survey and equally important, the support received from our cooperating partner, JICA.

I would like to also thank the survey supervisor, Mr. M Kapindula whose valuable guidance was critical in shaping the study itself and the eventual outcome, the report and its recommendation. Allow me to extend my deepest appreciation to the Zimbabwean Technical Working Group from the Zimbabwe Revenue Authority, made up of managers who dedicated their effort to the study and report preparation, over and above their routine functions as full operatives of the Authority.

I urge all readers of the report, to make full use of the information covered therein, as we approach implementation, monitoring and evaluation of the recommendation not only for sustainable trade facilitation, but also as base information to inform future studies. These studies, being cyclic by nature, will continue to provide valuable insight towards continuous improvement as we strive to play our pivotal role as critical participants in trade facilitation along the global supply chain.

I thank you most sincerely.

BD Chadzingwa

Commissioner Customs and Excise, Zimbabwe Revenue Authority



JICA'S FOREWORD

Zimbabwe is a landlocked country and consequently incurs high freight transport times and costs. Since the North-South Corridor from Durban, a major port in South Africa, Harare the capital of

Zimbabwe through Chirundu border to Zambia and beyond, 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 Government of Zimbabwe requested the Government of Japan to undertake the Project for Capacity Development for Smooth Operation of OSBPs on the North-South Transport Corridor (hereinafter "the project") funded by the Japan International Cooperation Agency (JICA) to improve OSBP functioning at Chirundu (between Zambia and Zimbabwe) which are among the OSBPs included in the Programme for Infrastructure Development in Africa (PIDA).

To capture the 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 operation and crossing, a baseline time measurement survey (TMS) was conducted by the Zimbabwe Revenue Authority (ZIMRA), with support from the project. The objectives of the Baseline TMS at the Chirundu OSBPs were:

(i) To measure the time required to complete all inland border crossing procedures by Custom, other (partner) border agencies, from the arrival of cargoes at the border of one country until they are released (exit) from the border of the other country (the surveys also included the driver, their assistants (crew), and passengers passing through the border).

(ii) To analyze the time consumed during each step of the relevant border crossing procedures by of trade transaction, i.e., import, export, and transit, to identify bottlenecks in the border cross movement of cargoes.

(iii) To generate recommendations for improving the processes and procedures for smoother movement of cargoes and people across the border.

(iv) To establish baselines to measure the impact of the effective functioning of the OSBPs, for use in evaluation of improved OSBP operations by conducting similar surveys after implementing such improvements.

This report provides data on the time required for border procedures and issues/problems in executing the procedures. The survey compiled recommendations from border control officers and users for ways to expedite the process and traffic flow in the OSBP while providing an opportunity for observations and risk assessment of traffic, passengers, and pedestrians. That said, the focus was on the time between arriving at the border and departing (e.g., including waiting time and travel time), and expanded the perspective not only to include the procedures but also to include various other matters in the border crossing process.

JICA would like to thank Mr. Maxwell Kapindula, a WCO recognised time release survey expert for supervising the survey on the ground. We would also like to extend our appreciation to the Technical Working Group members chaired by Mr. Alick M. Mutandiro, Head of Transit Management, ZIMRA for their hard work in undertaking this study and Mr. Batsirai D. Chadzingwa, Commissioner Customs and Excise for supporting the survey.

FURUTA Shigeki

Resident Representative JICA Zimbabwe Office

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ACRONYMS

| | |
|-----------|--|
| AEO | Authorized Economic Operator |
| ART | Average Release Time |
| ASYCUDA | Automated System for Customs Data ¹ |
| BPN | Business Partner Number |
| CG | Commissioner General |
| COMESA | Common Market for Southern and East Africa |
| CTIP | Commercial Temporary Import Permit |
| DPC | Document Processing Centre |
| EAC | East African Community |
| EX | Exports |
| FIFO | First In First Out |
| INCOTERMS | International Commercial Terms |
| ICT | Information Communication Technology |
| IM | Imports |
| JICA | Japan International Cooperation Agency |
| NLP | Natural Language Processing |
| NTFA | National Trade Facilitation Agreement |
| NTFC | National Trade Facilitation Committee |
| OGA | Other Government Agency |
| OSBP | One Stop Border Post |
| PGA | Participating Government Agency |
| SAD | Single Administration Document |
| SADC | Southern African Development Community |
| TFA | Trade Facilitation Agreement |
| TMS | Time Measurement Survey |
| TR | Transit |
| TRS | Time Release Study |
| TWG | Technical Working Group |
| VID | Vehicle Inspection Department |
| WCO | World Customs Organization |
| WTO | World Trade Organization |
| ZIMRA | Zimbabwe Revenue Authority |
| ZM | Zambia |
| ZRA | Zambia Revenue Authority |
| ZRP | Zimbabwe Republic Police |
| ZW | Zimbabwe |

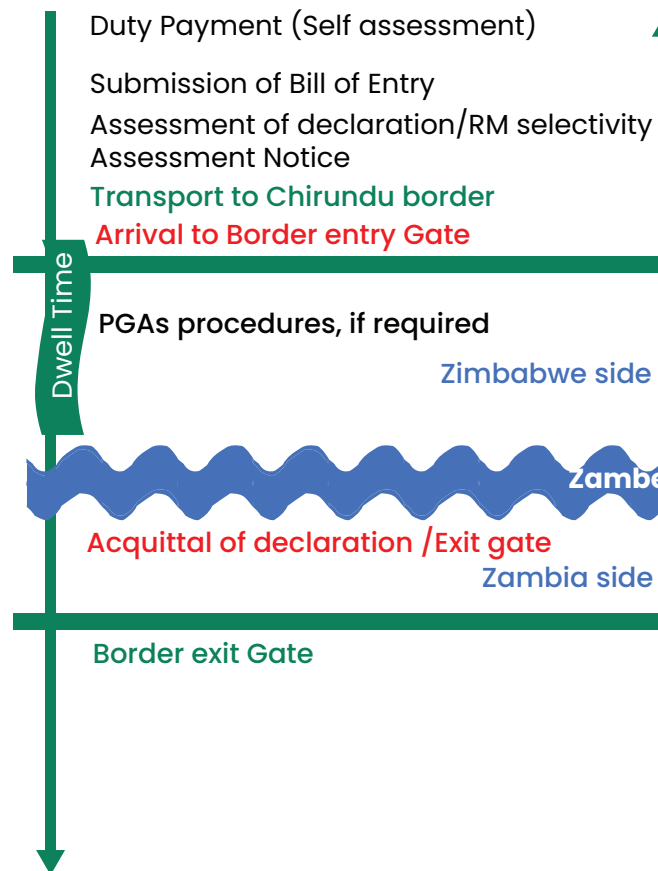
¹ ZIMRA is currently using the ASYCUDA World version

CHAPTER 1: Executive Summary

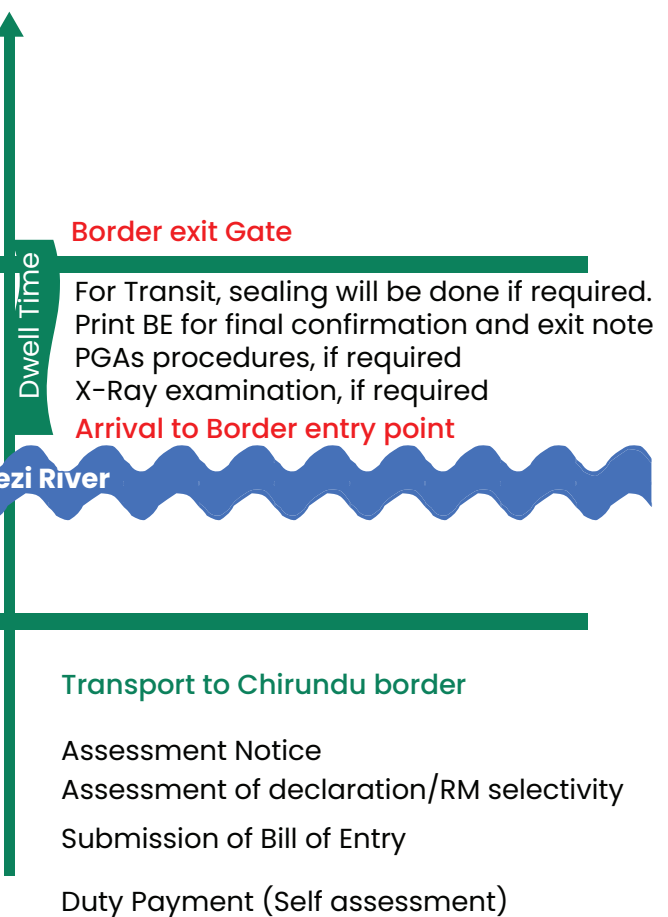
- 1.1 Time measurement survey presents the findings of the survey of cargo clearance process through Chirundu OSBP. This survey covers import, export and transit traffic passing through the OSBP during the live survey period from 16 to 22 May, 2022.
- 1.2 The objective of JICA TMS is to present the broad national level quantitative assessment of the cargo clearance process for this year, place the same in comparison with the performance during the corresponding period of the previous year (2021) and measure the achievement in terms of border dwelling time.
- 1.3 This TMS marks the stabilization of the methodology and data sources for conducting transit, import and export dwell-time studies, which have significantly improved over time.
- 1.4 This TMS is being accompanied by more detailed and nuanced local studies by certain major border agencies, seeking insights into different aspects of the local cargo clearance process.
- 1.5 The scope of the survey was limited to the Chirundu One Stop Border Post, split into the Zimbabwean Side and Zambian Side survey.
- 1.6 Both sub-surveys were run simultaneously and supervised by one WCO Recognized Expert. This configuration was deliberate, to ensure synchronized collection of data that could then be analyzed and interpreted to enable not only the shaping of recommendations for each side of the border, but also to enable the integration of recommendations for mirror initiatives, given that processes on both sides have impact on the overall efficiencies of the One Stop Border Post.
- 1.7 The survey was also limited to the movement of south and north bound commercial traffic, both loaded and empty, with the periphery inclusion of commercial passenger transporters i.e. buses, given that these ferry cross border traders and their wares and second hand vehicle imports from Japan through Dar es Salaam, given that these vehicles are covered by removals in transit through Zambia with the Zambian acquittal process situated next to the Zimbabwean entry point for the same vehicles, on the Zimbabwean side (south bound).
- 1.8 On the Zimbabwean side, the survey was also limited to the participation and gathering of data by the Zimbabwe Revenue Authority for points covering ZIMRA processes, save for the north and south bound weighbridges on the Zimbabwean side, where an arrangement with the Vehicle Inspection Department (Ministry of Transport and Infrastructure Development) enabled enumerators to capture data relative to the weighbridge processes. No other stakeholders, from the private or public sector, was involved in the active survey and data gathering, and hence the report covers observations, interpretation and recommendations based on data gathered largely on customs processes only.
- 1.9 The survey was also carried out in May (mid-year) over a period of 7 days including the weekend, targeting normal traffic flows outside peak periods. Data was collected by enumerators on duty between 0700hrs and 1700hrs. This excluded data on traffic passing through the control outside these survey operating hours, further limiting the encountered traffic to the extent of reducing the sample targeted as per TORs. The total applicable sample size covers only the traffic passing through during the period enumerators were on duty to collect data.
- 1.10 The sample size was 1937 trucks. 56.74% was excluded and cleaned data used in the data analysis was 43.26%.

- 1.11 The Average Release Time (ART) for south bound (import and transit) trucks was 7 hours 7 minutes 11 seconds to complete all the border processes and for north bound trucks (export and transit) was 3 hours 00 minutes 13 seconds to complete all exit formalities on the Zimbabwean side.
- 1.12 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. The ART for active physical examinations was 15 minutes, while it is noted that more time was taken up by 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.
- 1.13 For Northbound traffic exiting Zimbabwe, all final processes except physical examinations, are carried out at the Zimbabwean acquittal desk on the Zambian side. The holding bay before this desk can only accommodate four trucks. Traffic control across the bridge is managed by security guards and ensures that only four trucks are allowed to cross over into this holding bay.
- 1.14 For Southbound traffic entering Zimbabwe, the holding bay is positioned to the left side of the Northbound lane, which requires Southbound traffic to cut across the Northbound lane as it enters or exits the holding bay. This movement is unpredictable and creates traffic management challenges which have a negative effect on smooth flows, thereby affecting ATR.
- 1.15 Zimbabwe operates a pre-clearance facility whilst the Zambia Revenue Authority enforces a pre-registration facility. Thus traffic entering Zambia is required to have obtained pre-registration of their cargo before proceeding into the common control zone for the Zimbabwe exit formalities. Most traffic however arrives in Chirundu before the Zambian pre-registration requirement has been fulfilled, which serves as the authority to proceed into Zambia. On that note, the Zimbabwe Revenue Authority cannot proceed with final exit processes unless such authority has been granted. This means that all trucks without pre-registered Zambian bills of entry are compelled to park on the Zimbabwean side until such approval has been granted, a process that may take up to 3 or 4 days depending on the cooperation and compliance of the consignee/declarant. This dwell time on the Zimbabwean side is attributed to the ZRA requirements while on the face of it, the goods are still standing in Zimbabwe. The time taken for these Zimbabwean processes cannot be combined with the dwell time attributed the Zambian process. This observation however calls for harmonization of processes to avoid incongruences that create distortions in interpretation.
- 1.16 Process flow of north bound and south bound are as below figure.

North Bound Traffic (Export, Transit)



South Bound Traffic (Export, Transit)



CHAPTER 2: Background

2.1 General Information

- 2.1.1 In the globalized world of today, the role of international trade in economic development is well recognized. No country can aspire to achieve economic progress without integrating with the global supply chain. Trade facilitation measures, generally understood to comprise simplification, modernization, and harmonization of transit, export and import processes, as well as other measures going beyond transit, export and import processes, such as those including infrastructural improvements, boost international trade and streamline movement of goods and facilitative processes along the global supply chain.
- 2.1.2 Even as trade facilitation has been a priority for the Government of Zimbabwe for years, it has acquired greater focus and urgency since Zimbabwe ratified the Trade Facilitation Agreement (TFA) of the World Trade Organization (WTO) in 2018. The TFA recognizes the importance of regular performance measurement, and Article 7.6 in particular commends measurement of average cargo release time, including through the tool of World Customs Organization's Time Release Study (TMS).
- 2.1.3 The National Committee on Trade Facilitation (NTFC) under the Ministry of Foreign Affairs and International Trade (MOFAIT), has developed a detailed time-bound Trade Facilitation Action Plan (TFCAP) for domestic coordination and implementation of the commitments under the TFA and additional measures relating to infrastructure and technology augmentation. Zimbabwe has complied with all the commitments made under the TFA within the prescribed time periods. However, trade facilitation is a continuous process, with a requirement for agility in adjusting to changing global developments, and recognizing the same, the NTFC is currently monitoring the implementation of the baseline Time Measurement Survey 2022.
- 2.1.4 The TMS has been recognized as a crucial tool for evidence-based policy making as well as for initiating local level measures to promote trade facilitation. While TMS seeks to present broad national level trends relating to cargo release time, the sheer diversity of commodity-mix, infrastructure /manpower status, trader profile, etc. suggests that significant insights into clearance process, stakeholder quality and trade behavior and other related factors could emerge from local TMS. Therefore, the 2022 TMS is being complemented by local TMS experts at selected major field formations using exactly the same sample datasets, seeking to explore local issues and gain deeper insights based on sample sub-sets pertaining to their point of entry. This creates focus on the level granularity required to generate data sets that give rise to location specific observations and the development of relevant observations, interpretation and recommendations.
- 2.1.5 Chirundu OSBP is a land border sharing its boundaries with Zambia on the northern side of Zimbabwe. The two facilities are separated by the River Zambezi over which two bridges provide access. The old bridge, known as the Otto Beit Bridge, was constructed between 1938 and 1939 by Dorman Long, financed by the Otto Beit Trust. The old bridge is currently open to pedestrian and private vehicles only. It has a sister in southern Zimbabwe at Beitbridge over the Limpopo River providing access between Zimbabwe and South Africa. The second Chirundu Bridge was constructed by the Kijima Corporation between 2000 and 2002 and was commissioned in December 2002 to create a two lane passage between Zambia and Zimbabwe for commercial traffic. It was later to become an integral component of the border as Zambia and Zimbabwe went on to upgrade their respective facilities to later create a One Stop Border Post.
- 2.1.6 The Chirundu OSBP is Sub-Saharan Africa's first functioning One Stop Border Post. The project was initiated by COMESA and implemented through the Regional Trade Facilitation Programme (RTFP) with the financial support of the Department for International Development (DFID), the Japan International Co-operation Agency

(JICA) as well as the World Bank. The facility was commissioned in December 2009 and integrated the border functions between Zambia and Zimbabwe.

- 2.1.7 The Chirundu OSBP provides the most direct route between interior Africa and the Ports of Durban and Beira. This places Zimbabwe in the very centre of the North South Corridor with incoming and outgoing cargo entries through Forbes Border Post and Beitbridge Border Post forming the bulk of both north and south bound traffic through Chirundu.

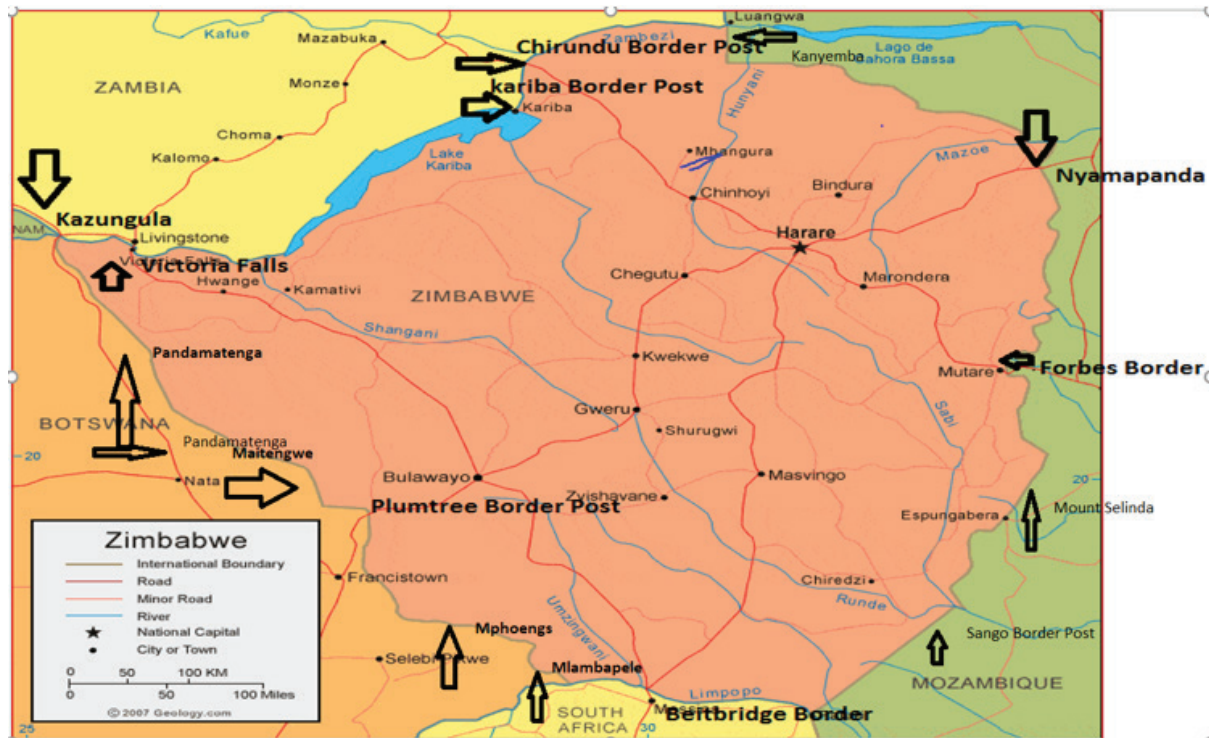


Figure 2.1: Map of Zimbabwe Showing All Border Posts

- 2.1.8 The border plays a vital role on Africa's North-South Trade Corridor, which links eight participating countries, namely Botswana, Democratic Republic of Congo, Mozambique, Malawi, South Africa, Tanzania, Zambia and Zimbabwe. The North South Corridor links 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 (EAC). The facility also handles significant Beira corridor traffic branching out of, or into, the North South Corridor. The facility thus 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.
- 2.1.9 Chirundu thus serves as a critical point lying along the shortest trade route between interior Africa and the seaports in Southern Africa, which ports service Africa's imports and exports involving Europe, the West and Eastern World.
- 2.1.10 Zimbabwe introduced pre-clearance requirements through SI 9 of 2018 through regulations made in terms of Section 235 of the Customs and Excise Act [CAP 23:02]. Prior to that, importers were required to lodge bills of entry on arrival of the goods, which created a pile up and backlog of unprocessed transactions with the goods already at the port of entry. The introduction of the new provisions enables importers to lodge bills of entry as early as 30 days prior to arrival. This law was later amplified to provide for a penalty for failure to lodge a declaration prior to arrival of the goods to compel compliance. These measures effectively reduced the dwell time of goods at points of entry to only the time required for final processing of documents on arrival of the goods, or the attendance to processes

related to post importation verification. The same measures have also led to significant decongestion of the major busy ports of entry.

2.2 Stakeholder Setup

2.2.1 Other Government Agencies

- 2.2.1.1 While the Zimbabwe Revenue Authority is mandated to enforce regulations on behalf of other government agencies, this is more with regards to public safety and civic security. There are certain other functions whose administration is beyond the administrative capacity and mandate as well as the legislation enforced by ZIMRA. Various agencies are stationed at Chirundu to manage these peripheral issues. A total of 8 ministries are represented by 10 agencies.
- 2.2.1.2 The table below shows the agencies, their principal ministries and their general roles and responsibilities within the control area. While ZIMRA is working on the Single Window Concept, which seeks to create coordinated border management, with agencies tapping into the ZIMRA automated system to remove function duplications and streamline the overall functions of border stakeholders, none of these agencies is connected to the ZIMRA automated system and each agency still carries out its functions independent of each other, except where there is need to share information on request.

Table 21: Other Government Organizations Represented at Chirundu

| AGENCY | MINISTRY | ROLES RESPONSIBILITIES |
|---|--|--|
| Department of Immigration | Home Affairs and Cultural Heritage | Traveller clearance/passport control |
| Environmental Management Agency | Environment and Tourism | Regulatory (environmental health and safety) |
| Interpol (National Central Bureaus – Zimbabwe Republic Police) | Home Affairs and Cultural Heritage | International crime control |
| National Biotechnology Authority | Science and Technology | Regulatory (research) |
| Plant Inspector | Lands, Agriculture, Fisheries, Water, Climate and Rural Development. | Regulatory (plants diseases and growing media control) |
| Office of the President & Cabinet | Central Government | National/State Security Oversight |
| Port Health | Health and Child Care | Regulatory (health and safety) |
| Vehicle Inspection Department | Transport and Infrastructure Development | Regulatory (commercial transport) |
| Veterinary Services | Lands, Agriculture, Fisheries, Water, Climate and Rural Development. | Regulatory (animal diseases and grain control) |
| Zimbabwe Republic Police | Home Affairs and Cultural Heritage | Public Order and Public Safety |
| Zimbabwe Wildlife Management Authority | Environment, Climate, Tourism and Hospitality Industry. | Regulatory (wild life – fauna and flora) |

- 2.2.1.3 These OGAs had originally been targeted as members of the Technical Working Group, given their critical regulatory roles at the border post and the effect on dwell time.

The exclusion of the OGAs in the active survey was caused by circumstances beyond control and this was considered and adopted as a limitation to the scope of the survey. As indicated in the Executive Summary, the report therefore covers observations, interpretation and recommendations based on data gathered largely on customs processes only, including data gathered at the north bound weighbridge operated by the Vehicle Inspection Department.



Figure 2.2: Some of the Stakeholders who Attended the Pre-Survey Meeting at Chirundu

2.2.2 Clearing Agent

2.2.2.1 Chirundu has a fair size of the clearing agents registered in Zimbabwe. Most clearing agents in Zimbabwe have representations at major centres including at border posts. Below is Table 2 showing the Top 10 agents in Chirundu, ranked in terms of declaration submissions for the year 2021.

Table 22: Top 10 Clearing Agents at Chirundu OSBP and their Declarations Submissions for the Year 2021

| Agent Name | NUMBER OF DECLARATIONS |
|-------------------------------------|------------------------|
| Jesslay Inv T/A Clearance R&F | 3881 |
| Speedlink Projects & Trade (Pvt) Lt | 3593 |
| Heywood Haulage And Investments P/L | 3475 |
| Star Struck Marketing P/L T/A Move | 3053 |
| Bollore Transport And Logistics Zim | 2215 |
| Pendock Investments (Pvt) Ltd | 2171 |
| Destiny Freight Advisory P/L | 2025 |
| Chemmault Investments T/A Trans-Atl | 1984 |
| Rilvadee (Pvt) Ltd | 1977 |
| Divine Touch Trading | 1813 |

2.3 Declaration Statistics

2.3.1 The table and figure below illustrate the declarations covering cargo that passed through Zimbabwe's ports of entry in 2021.

Table 23: Border Ranking and their Contribution for Year 2021 In Terms of Declarations

| Office code | Port of Entry | Number of Declaration | Percentage |
|--------------|------------------------|-----------------------|-------------|
| ZWBB | Beitbridge | 215,058 | 45.09% |
| ZWCH | Chirundu | 71,143 | 14.92% |
| ZWFB | Forbes | 69,082 | 14.48% |
| ZWHA | Harare Airport | 57,451 | 12.05% |
| ZWPT | Plumtree | 18,920 | 3.97% |
| ZWKZ | Kazungula | 15,173 | 3.18% |
| ZWVF | Victoria Falls | 14,046 | 2.94% |
| ZWNY | Nyamapanda | 10,202 | 2.14% |
| ZWKB | Kariba | 5,367 | 1.13% |
| ZWBA | Bulawayo Airport | 387 | 0.08% |
| ZWSN | Sango Border | 59 | 0.01% |
| ZWVA | Victoria Falls Airport | 59 | 0.01% |
| TOTAL | | 476947 | 100% |

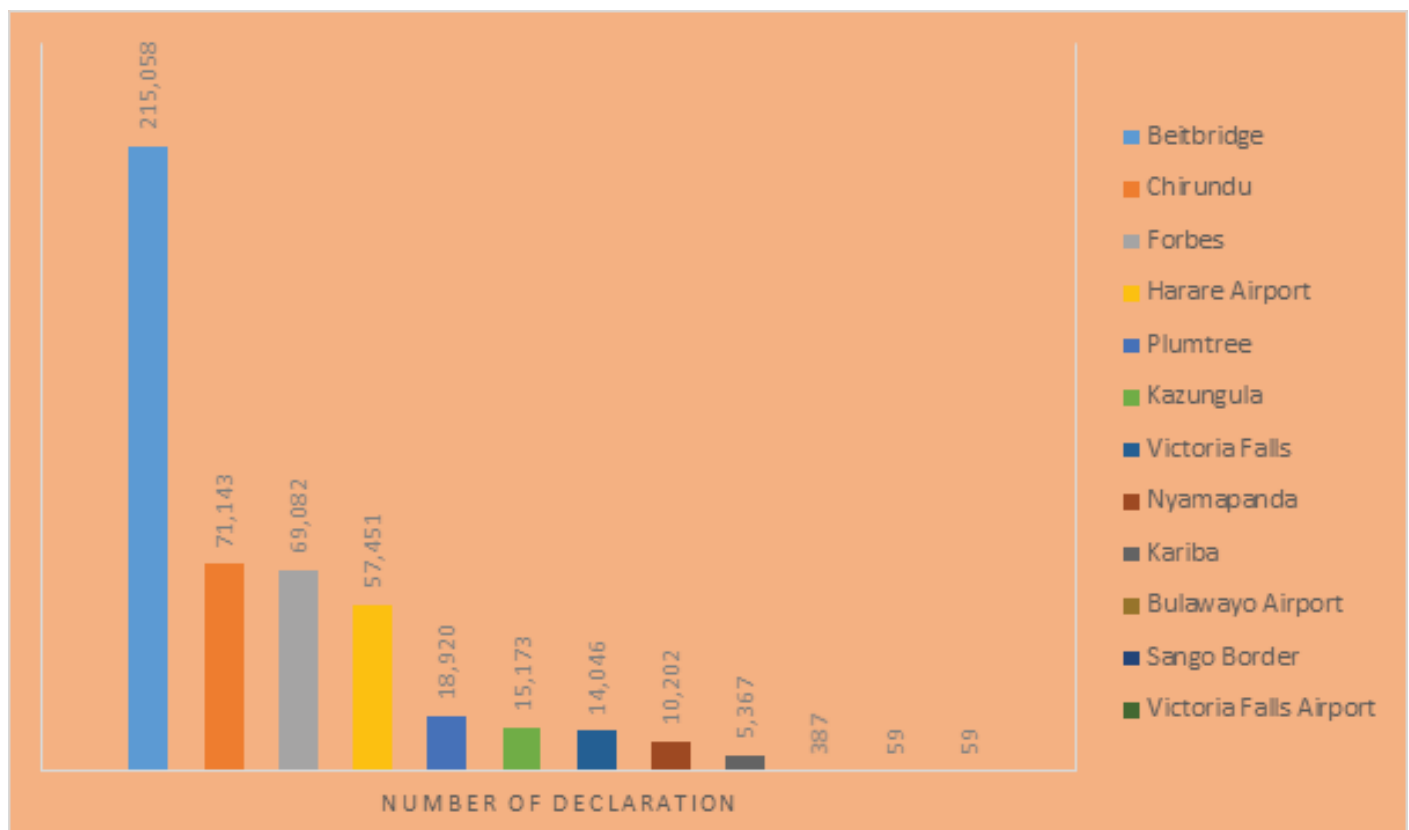


Figure 2.3: Border Ranking and their Contributions for Bills of Entry Submitted in 2021

2.4 INCOTERMS

- 2.4.1 By definition, INCOTERMS or International Commercial Terms form pre-defined rules relating to international commercial trade and are voluntarily used in trade. Most customs administrations recognize these trade terms as they assist in determining the terms of the trade to the extent required to determine the value of imported goods and the values for duty purposes. This enables customs administrations to apply the rates of duty or to set security for duty in the case of suspense declarations, within their jurisdictions, based on fair dutiable elements being payments incurred by trading partners incidental not only to the procurement of the goods but also to the costs of moving the goods from source to destination.
- 2.4.2 In all, there is a total of 11 such internationally recognized rules that define the responsibilities of sellers and buyers, by specifying the trader responsible for paying for and managing the shipment, insurance, documentation, customs clearance, and other logistical activities. Both the Zimbabwean trading community and the Zimbabwe Revenue Authority recognize these parameters and apply them consistently in dealing with fresh declarations or disputes arising from their treatment at importation.
- 2.4.3 Of the four most common terms used, most imports landing in Zimbabwe are covered by CIF (cost, freight and insurance, FOB (free on board), EXW (Ex works) and DDP (Delivered duty paid). The INCOTERMS table is shown in the figure below.

| | Any Transit Mode | | Sea/Inland Waterway Transport | | | | Any Transport Mode | | | | |
|---|---------------------|----------------------|-------------------------------|-----------------|-----------------|--------------------------|--------------------|----------------------------|--------------------|-----------------------------|---------------------|
| | EXW | FCA | FAS | FOB | CFR | CIF | CPT | CIP | DAP | DPU | DDP |
| | Ex Works | Free Carrier | Free Alongside Ship | Free On Board | Cost & Freight | Cost Insurance & Freight | Carriage Paid To | Carriage Insurance Paid To | Delivered at Place | Delivered at Place Unloaded | Delivered Duty Paid |
| Transfer of Risk | At Buyer's Disposal | On Buyer's Transport | Alongside Ship | On Board Vessel | On Board Vessel | On Board Vessel | At Carrier | At Carrier | At Named Place | At Named Place Unloaded | At Named Place |
| Charges/Fees | | | | | | | | | | | |
| Packaging | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller |
| Loading Charges | Buyer | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller |
| Delivery to Port/Place | Buyer | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller |
| Export Duty, Taxes & Security Clearance | Buyer | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller |
| Origin Terminal Charges | Buyer | Buyer | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller |
| Loading on Carriage | Buyer | Buyer | Buyer | Seller | Seller | Seller | Seller | Seller | Seller | Seller | Seller |
| Carriage Charges | Buyer | Buyer | Buyer | Buyer | Seller | Seller | Seller | Seller | Seller | Seller | Seller |
| Insurance | | | | | | Seller | | Seller | | | |
| Destination Terminal Charges | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Seller | Seller | Seller | Seller | Seller |
| Delivery to Destination | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Seller |
| Import Duty, Taxes & Security Clearance | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Buyer | Seller |

Figure 2.4: INCOTERMS

2.5 Trending Imports, Exports and Transit Goods

- 2.5.1 With regards to Chirundu, a number of these declarations passed through either as exports from open stock, exports in bond, imports and transit cargo. The following tables show the commonly south bound encountered goods by product and by number of declarations through Chirundu in 2021.

Table 24: 2021 Major Import Declarations through Chirundu

| Description | COUNT |
|--|-------|
| Brans, sharps and other residues of maize (corn) | 311 |
| Brans, sharps and other residues of wheat | 294 |
| Cement clinkers | 2463 |
| Finishing ceramics | 420 |
| Goods petrol engine powered vehicles (pickup trucks) of a payload of 800kg | 326 |
| Goods vehicles (pickups) of payload over 800kg but not exceeding 1400kg. | 820 |
| Light passenger petrol engine powered vehicles (1500-2000cc) | 1029 |
| Light passenger petrol engine powered vehicles (over 2000-3000cc) | 440 |
| Limestone flux; limestone and other calcareous stone | 491 |
| Maize (Excluding Seed) | 2254 |
| Oil-cake and other solid residues, of soya-bean | 482 |
| Passenger vehicles (Hybrid) | 893 |
| Portland cement (excl. white) | 8698 |
| Slaked lime | 260 |
| Soya bean flour and meal | 2428 |
| Sugar confectionery (incl. white chocolate), not containing cocoa | 317 |
| Waters (incl. mineral and aerated), with added sugar, sweetener | 1055 |

Table 25: 2021 Major Export Declarations through Chirundu

| Description | Count |
|---|-------|
| Active yeasts | 55 |
| Carboys, bottles, flasks and similar articles of plastics | 151 |
| Carboys, bottles, flasks and similar articles of plastics | 145 |
| Cartons, boxes and cases, of corrugated paper or paperboard | 228 |
| Ceramic flooring blocks, support or filler tiles and the like | 409 |
| Coniferous products (timber) | 174 |
| Flagstones and similar articles of cement, concrete or artificial stone | 64 |
| Lead-acid accumulators of a kind used for starting piston engines | 47 |
| Malt, not roasted | 260 |
| Oranges, fresh or dried | 79 |
| Other articles for the conveyance or packaging of goods of plastic | 66 |
| Other manufactured tobacco and substitutes; homogenized tobacco, etc. | 57 |
| Plasters | 261 |
| Recovered (Waste and scrap) paper or paperboard | 61 |
| Spongy ferrous products, and 99.94% pure iron, in lumps, pellets etc. | 78 |
| Toilet or facial tissue stock, towel napkin stock & similar paper, in rolls or sheets | 65 |
| Wooden furniture of a kind used in the bedroom | 77 |
| Other wooden furniture | 49 |

Table 26: 2021 Major Transit North Declarations through Chirundu

| DESCRIPTION | COUNT |
|--|-------|
| Ammonium nitrate (fertilizer) | 2139 |
| Diesel | 14422 |
| Flat/hot-rolled iron/steel, in coils | 1186 |
| Light passenger vehicles with petrol engines (>1500 =2000cc) | 1654 |
| Light passenger vehicles with petrol engines, (>1000 - 1500cc) | 1847 |
| Mineral or chemical fertilizers with nitrogen, phosphorus and potassium | 3656 |
| Motor vehicles for the transport of goods being double cab vehicles | 1526 |
| Motor vehicles parts & accessories | 965 |
| Other articles of iron or steel | 1068 |
| Other passenger motor vehicles with petrol engines (>2000 - 3000cc) | 1702 |
| Other washing preparations (detergents) | 1154 |
| Parts of industrial machinery | 929 |
| Parts of machinery | 1685 |
| Screws and bolts of iron or steel | 958 |
| Structures & parts of structures, of iron/ steel, | 2551 |
| Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur) | 4882 |
| Sulphur, sublimed or precipitated; colloidal sulphur | 4194 |
| Unleaded petrol | 7248 |
| Urea (fertilizer) | 3940 |

2.5.2 These statistics illustrate the high volumes of goods by category passing through Chirundu in 2021. The border post was also ranked second after Beitbridge in terms of 2021 declarations volumes, demonstrating that the border post handles significant high volumes of cargo through the territory hence the timing of the study.

2.5.3 The interest and desire therefore to ensure that this control point is given the attention required to improve its capacity and manage any gaps noted makes it a typical target for surveys, the objectives of which are covered in the next section.

2.6 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.

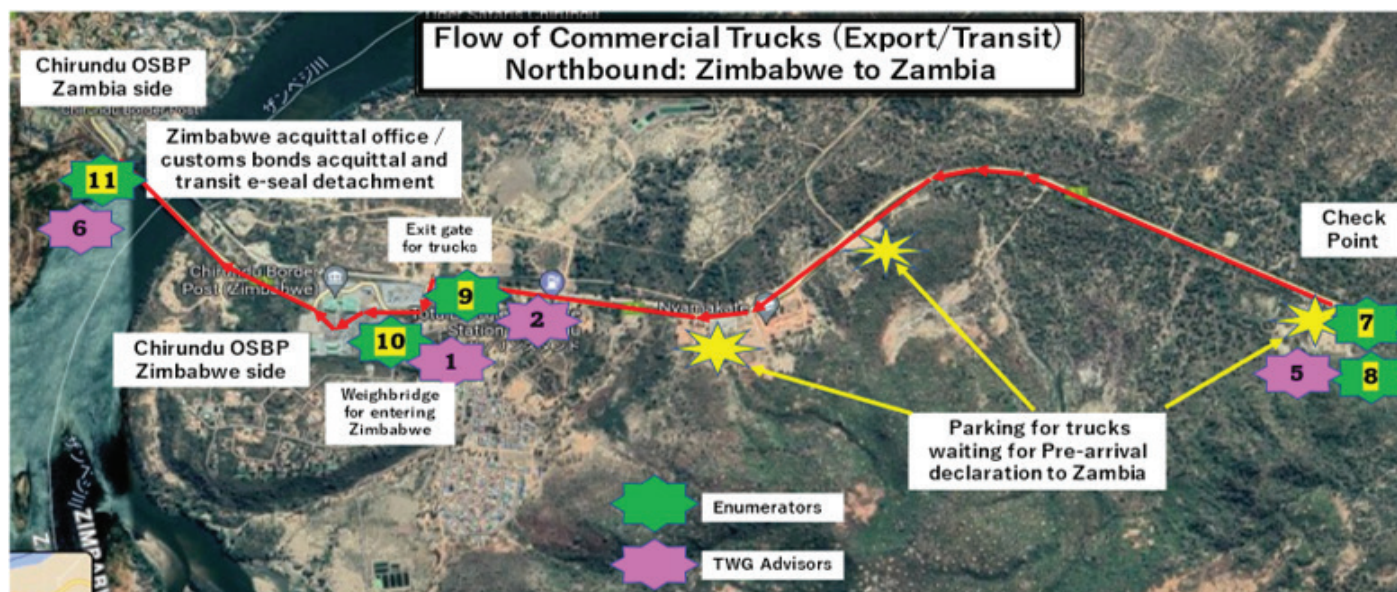


Figure 2.5: Northbound Map

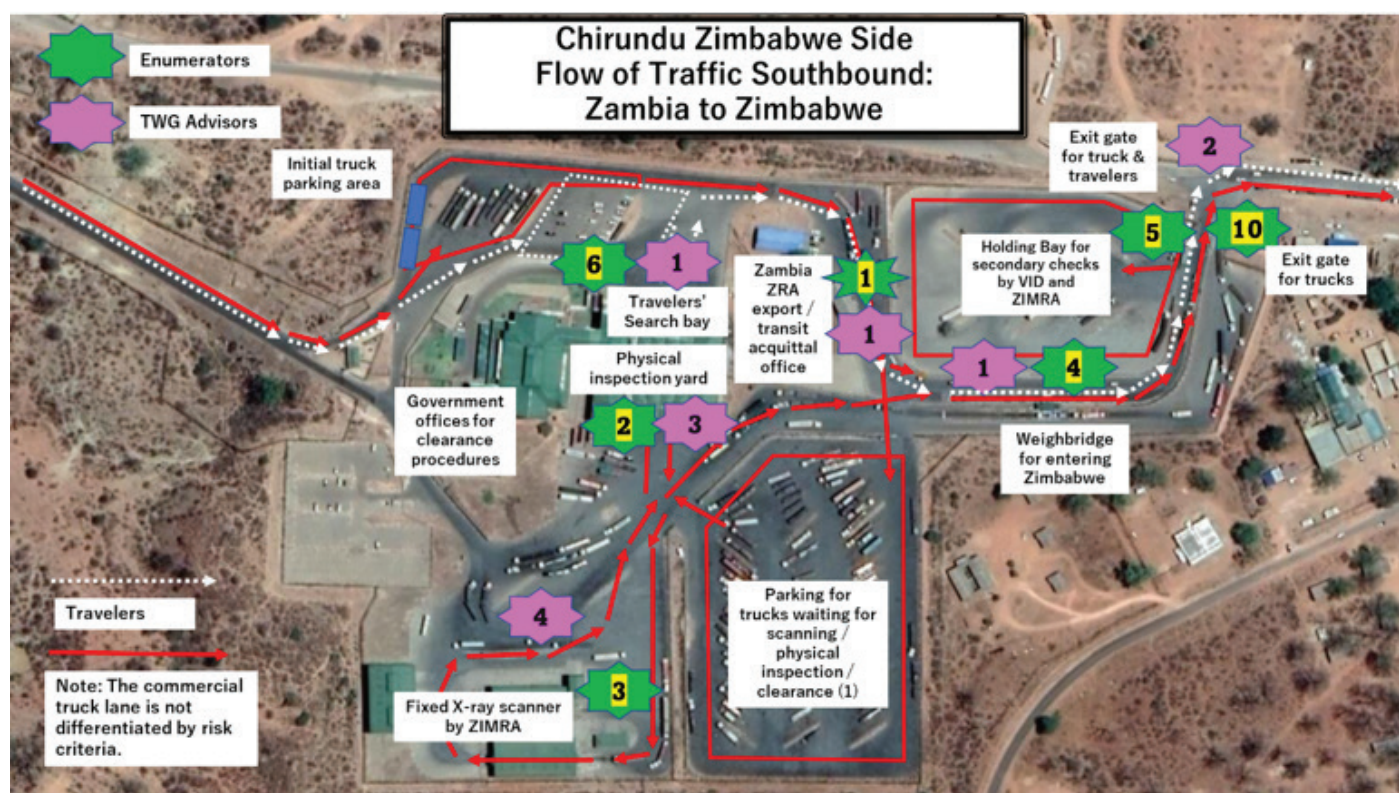


Figure 2.6: South Bound Process Map

PROCESS FLOW FOR IMPORTS

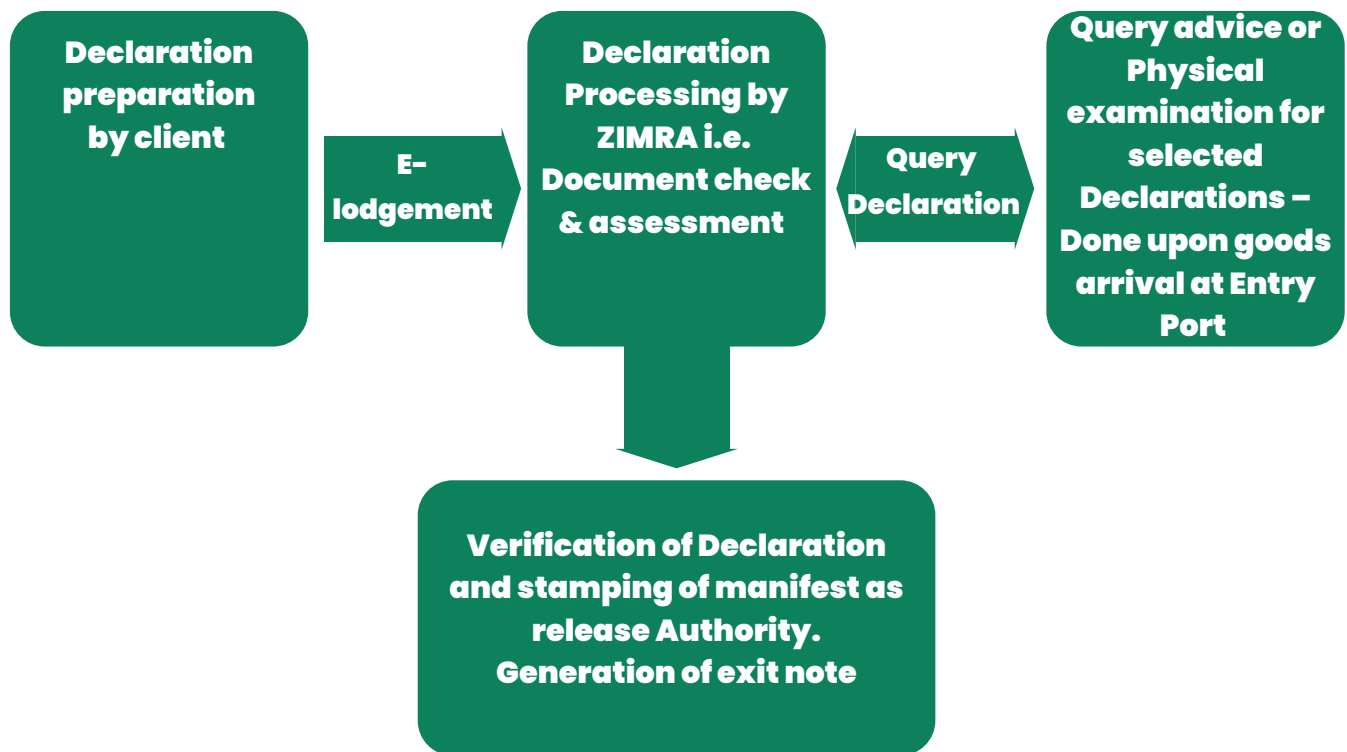


Figure 2.7: Detailed Imports Process Flow

- Importer or his agent deposits, through the bank duties and clearance fees into a prepayment account within ASYCUDA World.
- Importer or his agent electronically lodges the relevant declaration into ASYCUDA World, prompting the system to commit, from the prepayment account, the amounts due upon successful registration of the bill of entry.
- The system activates the risk engine & the declaration is routed to either green, yellow, blue or red lanes for appropriate treatment.
- Red lane – require physical examination, Yellow is document check, green is standby for assessment and blue is assess for post clearance audit since low risk (Usually for AEOs)
- Physical examinations are conducted at the ports of entry. Physical examination results are posted or endorsed in the system to initiate further processing of the transaction.
- Where a query is raised communication to agent is done electronically through a Query Advice (F45)
- Once query is resolved the entry is assessed, i.e. finalized to enable the next process.
- Importer/exporter or his agent then prints the bill of entry and release order and attaches the relevant supporting documents
- The printed documents are then physically taken to ZIMRA for final release, which involves verification and stamping of the documents.
- An exit note is then issued by ZIMRA as final authority for the goods to be taken delivery of, which technically allows the vehicle conveying the goods to proceed out of the customs control area.

PROCESS FLOW FOR EXPORTS

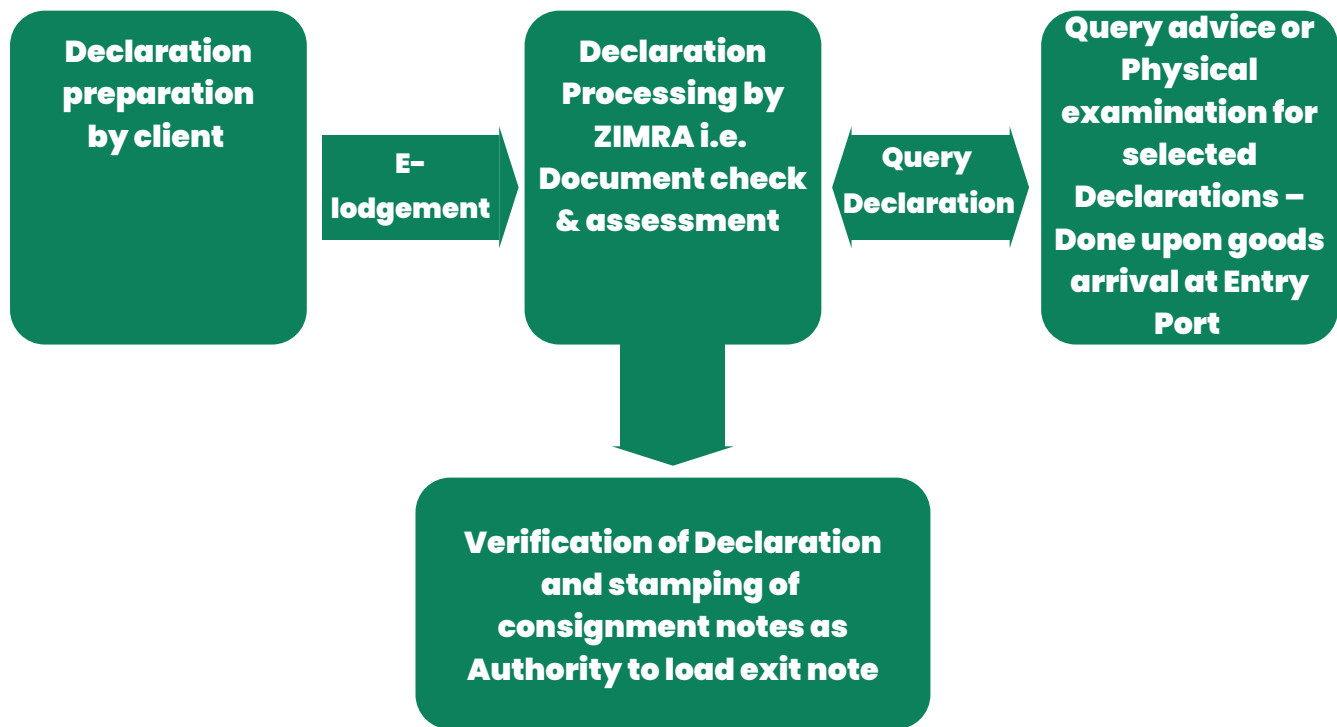


Figure 2.8: Detailed Exports Process Flow

- Exporter or his agent deposits, through the bank duties and clearance fees into a prepayment account within ASYCUDA World.
- Exporter or his agent electronically lodges the relevant declaration into ASYCUDA World, prompting the system to commit, from the prepayment account, the amounts due upon successful registration of the bill of entry.
- The system activates the risk engine & the declaration is routed to either green, yellow, blue or red lanes for appropriate treatment.
- Red lane – require physical examination, Yellow is document check, Green is standby for assessment and Blue is assess for post clearance audit since low risk (Usually for AEOs)
- Physical examinations are conducted at the ports of entry. Physical examination results are posted or endorsed in the system to initiate further processing of the transaction.
- Where a query is raised communication to agent is done electronically through a Query Advice (F45)
- Once query is resolved the entry is assessed, i.e. finalized to enable the next process.
- Exporter or his agent then prints the bill of entry and release order and attaches the relevant supporting documents
- The printed documents are then physically taken to ZIMRA for final processing, which involves verification and stamping of the documents and the granting of authority to load goods for export.
- On exiting the officer acquits the export B/E through the generation of an Export Release

PROCESS FLOW FOR TRAN-SITS

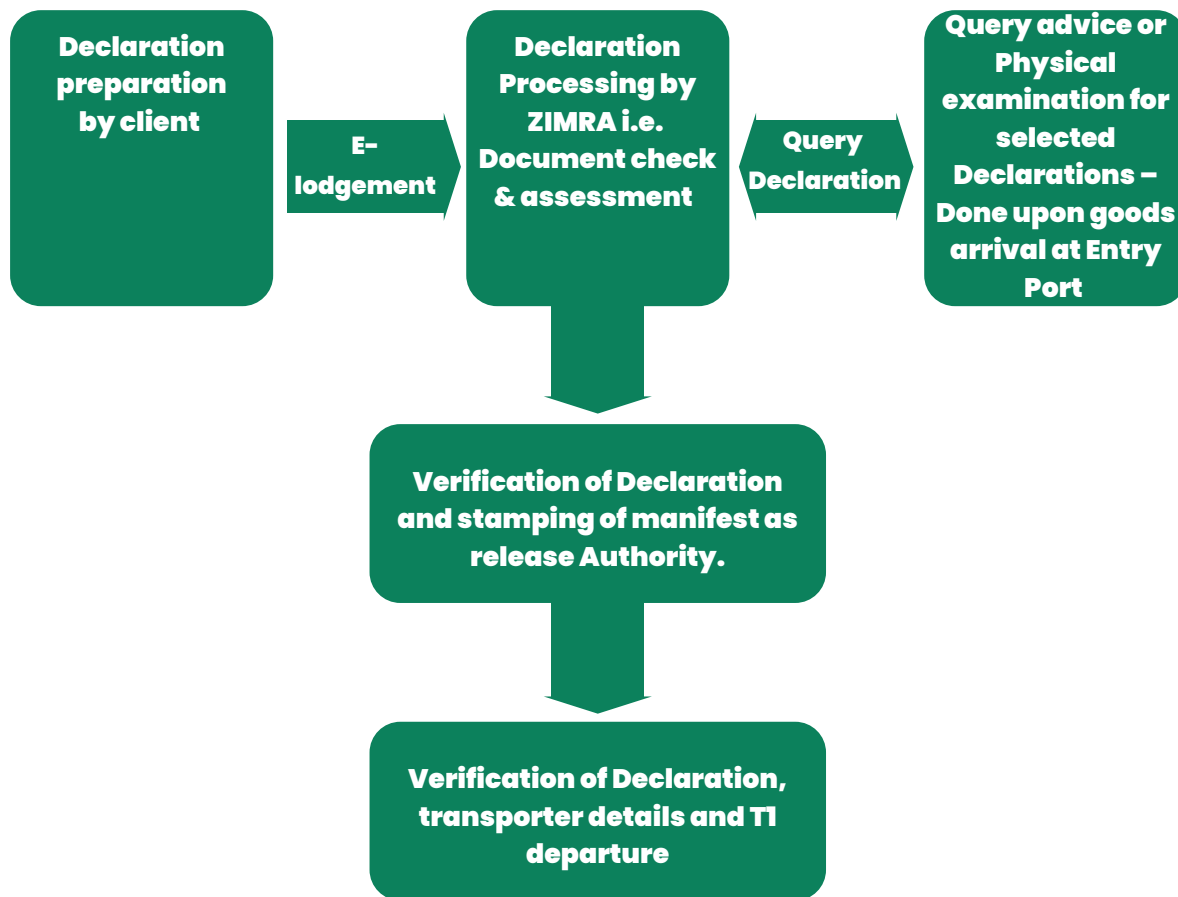


Figure 2.9: Detailed transit process flow

- Importer or his agent deposits, through the bank duties and clearance fees into a prepayment account within ASYCUDA World.
- Importer or his agent electronically lodges the relevant declaration into ASYCUDA World, prompting the system to commit, from the prepayment account, the amounts due upon successful registration of the bill of entry.
- The system activates the risk engine & the declaration is routed to either green, yellow, blue or red lanes for appropriate treatment.
- Red lane – require physical examination, Yellow is document check, Green is standby for assessment and Blue is assessed for post clearance audit since low risk (Usually for AEOs)
- Physical examinations are conducted at the ports of entry. Physical examination results are posted or endorsed in the system to initiate further processing of the transaction.
- Where a query is raised communication to agent is done electronically through a Query Advice (F45)
- Once query is resolved the entry is assessed, i.e. finalized to enable the next process.
- Importer/exporter or his agent then prints the bill of entry and release order and attaches the relevant supporting documents
- The printed documents are then physically taken to ZIMRA for verification and stamping of the manifest only.
- The agent may then generate a T1 once which will then be departed by ZIMRA as truck leaves the ZIMRA yard, from which time the allow three-day transit period becomes applicable.
- Sealing processes for high risk cargo at the port of entry.
- Transit processes for both sealed and unsealed cargo.
- Exit formalities for sealed and unsealed cargo.

CHAPTER 3 : Objectives

- 3.1 The objective of JICA TMS is to present the broad national level quantitative assessment of the cargo clearance process for this year, at the Chirundu OSBP for both north and south bound traffic handled by the Zimbabwe Revenue Authority. The survey sought to gather data and other information to enable the identification of gaps that affect effective trade facilitations with a view to recommend corrective action. This survey will form the base line study for future studies planned for mid-2023 and thereafter.
- 3.2 The survey presents the average transit, import and export release time for the calendar year 2022, based on the detailed quantitative analysis of bills of entry fully processed for traffic encountered during the live survey in May 2022 at Chirundu OSBP.
- 3.3 In summary, the survey thus sought to achieve the following objectives:
- To measure the average time taken from arrival of the goods within the control area to their release;
 - To measure the average time taken for each activity in the release process, within the control, including activities by the customs administration and any other stakeholder in the control;
 - To identify system, administrative or legislative weaknesses in the processes implemented by the stakeholders within the control
 - To identify the constraints affecting the free flow of traffic through the control
 - To suggest corrective/remedial measures to improve the time required for the release of goods, more specifically with a view to reduce delays caused by these processes.

CHAPTER 4 : Scope

- 4.1 The scope of this survey covers all commercial imports, exports and transit both north and southbound. Other government activities in the clearance process of cargo and people were limited as indicated in the executive summary.
- 4.2 The survey was limited to the Chirundu One Stop Border Post, split into the Zimbabwean Side and Zambian Side survey.
- 4.3 Both sub-surveys were run simultaneously and supervised by one WCO Accredited Expert. This configuration was deliberate, to ensure synchronized collection of data that could then be analyzed and interpreted to enable not only the shaping of recommendations for each side of the border, but also to enable the integration of recommendations for mirror initiatives, given that processes on both sides have impact on the overall efficiencies of the One Stop Border Post.
- 4.4 The survey was also carried out in May (mid-year) over a period of 7 days including the weekend, targeting normal traffic flows outside peak periods. Data was collected by enumerators on duty between 0700hrs and 1700hrs. This excluded data on traffic passing through the control outside these survey operating hours, further limiting the encountered traffic to the extent of reducing the sample targeted as per TORs. The total applicable sample size covers only the traffic passing through during the period enumerators were on duty to collect data.
- 4.5 The sample size was 1937 trucks. 55.7% was excluded and cleaned data used in the data analysis was 44.3%. In the case of south bound traffic, the initial number of trucks recorded was 839. However, 58.16% was excluded and in the case of north bound traffic, the initial number of trucks recorded was 1098. However, 53.83% was excluded.
- 4.6 Certain transactions were excluded for the following reasons
:
 - (i) Those for which complete data was unavailable, data captured by enumerators was not complete because of survey time and 24 hour border operating time.
 - (ii) Data found to be unreliable due to capturing errors.
 - (iii) Significant outliers².

² Outliers may result from secondary enforcement activities performed by either customs authorities or other agencies after entry into the customs yard, breakdowns or other circumstances preventing the truck from leaving the customs yard.

CHAPTER 5 : Reporting Format

The TMS presents its analysis on data gathered at the Chirundu OSBP. 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

On the Zimbabwean side, the survey was enabled through comprehensive Terms of Reference with a team comprised of six 6 Technical Working Group Members drawn from the Zimbabwe Revenue Authority and eleven (11) enumerators recruited to assist with the data collection. The Team was supervised by a WCO Recognized Expert who was also in charge of the same processes from the Zambian perspective.



Figure 5.1: Zimbabwe Technical Working Group with Enumerators Awaiting Deployment

5.2 Enumerator Training



Figure 5.2: WCO Recognized Expert and TMS Supervisor M Kapindula d facilitating pre-survey training for Zimbabwe TWG &

Enumerators at Chirundu



Figure 5.3: Zimbabwe Lead TWG Member/Chair leading plenary discussion during the TWG and Enumerator Training at Chirundu

A one day training session was conducted on site for the TWG members and the enumerators, to on-board all and develop survey supervision skills for the TWG members as well as data collection and questionnaire handling for the enumerators. This training also included a plenary session to provide for question and answers for clarification.

5.3 Dry Test Run

A pre-survey test was conducted to enable the participants' time to acclimatize with the data collection sheets, the survey focus environment as well as the practicality, effectiveness and efficiencies of the tool to be used during the live survey. This was also meant to enable identification of any areas of improvement. A total of 136 (one hundred and thirty-six) data elements were collected during pre-survey test for peremptory analysis. Suitable adjustments and operational advice was shared with all, including health and safety issues given the adverse climate in Chirundu and the risks associated with the fact that the facility lies within the Hurungwe Safari Area, and the frequency of nuisance and dangerous game is not an unusual occurrence within the border facility on the Zimbabwean side.



Figure 5.4: TWG Member J Rwanga (right) providing guidance to enumerators during the pre-survey test run deployment



Figure 5.5: A young bull elephant casually saunters across the road amongst north bound trucks queued along the road close to Chirundu on the Zimbabwean side

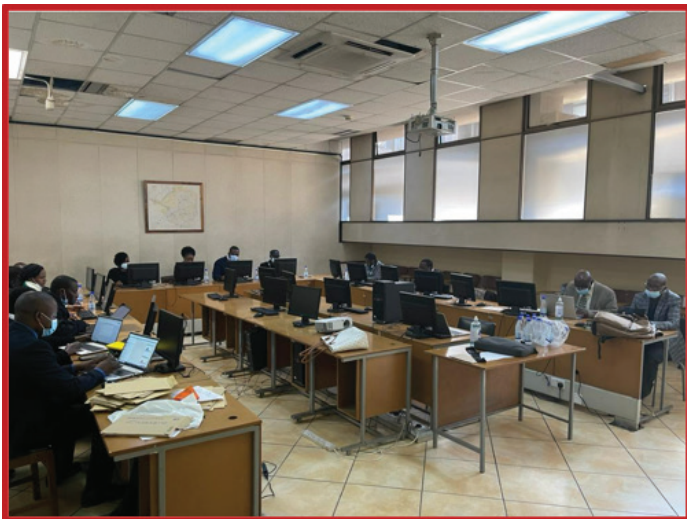


Figure 5.6: Data capture activity in one of the computer labs at Kurima House, Harare

5.4 Data Collection, Capture and Validation

Raw data was collected manually on hard copy data sheets from 0700hrs to 1700hrs for the period of the live survey. These sheets were surrendered and filed at the end of each day against a signature by the respective supervisors. The entire data was then sorted into separate envelopes for each day of the survey period and secured by JICA pending data capture.

The raw data was electronically captured in June 2022 on Google Forms at a central point in Harare by Zimbabwe Revenue Authority staff under the supervision of the WCO Expert and the appointed TWG Members. This data was then stored on Excel within the Zimbabwe Revenue Authority pending validation and analysis.

Data validation and data analysis were carried out by the TWG members with the help of an internal data analyst assigned from ZIMRA’s ICT Division and a training expert from ZIMRA’s Talent and Organization Development Division (TOD).

5.5 Survey Plan

The plan covers the activities from the first planning meeting to the launch of the final approved report.

Table 51: Zimbabwe Chirundu TMS Implementation Plan

| No. | TMS Activities | Date |
|-----|--|----------------------------|
| 1 | Chirundu TMS Planning Meeting (Virtual) The first meeting of the Chirundu TMS Team was held on 14 September 2021. The meeting was attended by members of the Chirundu TMS Team, consisting of members from the Zimbabwe Revenue Authority and the Zambia Revenue Authority as well as members of the JICA OSBP Team. | 14 September 2021 |
| 2 | TMS Planning Site Study at the Chirundu Border The main purpose of the visit was to discuss the following topics in preparation of the TMS to be conducted in 2022: (i) TMS methodology, (ii) TMS measurement points, and (iii) implementation of the TMS. | 7 October 2021 |
| 3 | TMS Training for Zimbabwe (Virtual) The purpose of the training is to understand the TMS methodology and concept. A total of 29 participants attended the training. | 18–20 January 2022 |
| 4 | Mapping of Chirundu OSBP Procedures The JICA Project Team and the Zimbabwe TWG conducted process mapping at the border and considered necessary numbers of enumerators for the TMS Survey | 10 April 2022 |
| 5 | Enumerator Recruitment Eleven enumerators were recruited in Harare in line with process mapping that was done at Chirundu. | 29 April 2022 |
| 6 | Training of Enumerators and pre-test of TMS tools on site at Chirundu Training and a mock survey on site were conducted to familiarize the TMS data collection | 13–14 May 2022 |
| 7 | Data Collection The live TMS survey was implemented at the Chirundu OSBP | 16–22 May 2022 |
| 8 | Data Capture Data capture activity was conducted by the TWG members the Zimbabwe Revenue Authority Training Centre in Harare. A total of 19 members attended. | 27 June–2 July 2022 |
| 9 | Data Validation and Report-Writing The activity was conducted in Zimbabwe in the VIP Conference Room at the Cresta Lodge, Msasa in Harare Meeting room, attended by 8 Zimbabwe TMS TWG members. | 19–29 April 2023 |
| 10 | First Draft TMS Report Validation Workshop Virtual Workshop will be conducted to validate draft final report. | 17 April 2024 |
| 11 | Circulation of the draft report on incorporation of comments arising from validation workshop | April 2024 |
| 12 | Publishing and printing of TMS final report in Zimbabwe's national colours | May 2024 |
| 13 | Launch of the TMS Report and Presentation to the Public | May 2024 |

5.6 Authorized Economic Operators

During the period of the survey, no cargo declared by any Authorized Economic Operator (AEO) was encountered. A check in ASYCUDA World revealed that an AEO declaration handled in

February 2022 as depicted in the table below was processed from end to end in the system within 3 minutes. While there was no tracing of the actual physical movement of the respective cargo, it is envisaged that all things being equal, the cargo would then be released on arrival in record time.

Below is an extract from ASYCUDA World demonstrating the minimal time taken to process a declaration submitted by an Authorized Economic Operator.

| owner: 0200000074 | | | | | | |
|-------------------|-----------------|------------|------------------------------|------------|--------------|--------|
| locked: no | | | | | | |
| from: n/a | | | | | | |
| by: n/a | | | | | | |
| Current version: | | | | | | |
| version | status | owner | | | | |
| 3 | Paid | 0200000074 | | | | |
| Version# | Date | Status | Transaction | Owner | Who | Signed |
| 3 | 7/2/22 10:00 AM | Paid | Print Release Order | 0200000074 | all-tsmazero | no |
| 2 | 7/2/22 9:57 AM | Paid | Assess from selected standby | 0200000074 | asysad_demon | no |
| 1 | 7/2/22 9:57 AM | Registered | Validate and assess | 0200000074 | all-tsmazero | no |

In the above recorded encounter, the above declaration shows the time stamps from registration to release order generated. The AEO declaration took mere seconds from registration to release.

The survey focused on the local processes required to ensure the movement of cargo from the time cargo enters the control point to the time same is released for exit from the control zone either for entry into or exit from Zimbabwe. Statistics provided and included in the 2022 TMS report serve to illustrate the overall positive effect translating to minimal point of entry and point of exit processes. Zimbabwe had a total of 12 Authorized Economic Operators at the time of the survey, one of which is a clearing agent while the rest are importers, exporters, manufacturers and retail.

No AEO cargo was encountered during the live survey and therefore there was no opportunity to test the effect of Chirundu OSBP processes on such transactions. The table below shows the accredited Authorized Economic Operators at the time of the study.

Table 52: List of AEOs and their Business Categories

| NAME OF ENTITY | BUSINESS CATEGORY |
|--------------------------|--|
| Arenel Zimbabwe | Manufacturer – candy and confectionery |
| Auto World Zimbabwe | Vehicle Distributor |
| Bikita Minerals | Mining |
| Edgars Stores | Clothing retail |
| Nissan Zimbabwe | Vehicle Distributor |
| PPC Zimbabwe | Manufacturer – cement |
| Speedlink Cargo Zimbabwe | Clearing Agent |

| | |
|--------------------------------|---|
| Strauss Logistics | Transporter |
| Surface Wilmar Investments | Manufacturer – cooking oil/consumer goods |
| The Zimbabwe BATA Shoe Company | Manufacturer – footwear |
| Unilever Zimbabwe | Manufacturer – consumer goods |
| United Refineries | Manufacturer – cooking oil/consumer goods |

5.7 Impact of Differences in Declaration Handling: Zimbabwe vs Zambia

Zambia runs a combination of pre-entry registration and normal bills of entry. The pre-registration facility requires that importers or their representatives should file pre-registration bills of entry for all cargo entering Zambia. This means that all northbound traffic exiting Zimbabwe to Zambia cannot proceed to Zambia unless this requirement is fulfilled, regardless of whether the Zimbabwean exit formalities have been completed or not.

Effectively, this means that non-conforming traffic must remain outside the Zambian territory and in the case of the Chirundu OSBP, on the Zimbabwean side, in truck stops outside the control zone until authorized to proceed to Zambia. This creates a scenario where north bound traffic that has arrived in Chirundu can only enter the Zimbabwean control zone for exit formalities on notification that they have conformed to the Zambian pre-registration requirements. All traffic exiting Zimbabwe is bound by time limits legislated for open stock exports, exports in bond and transit cargo. This traffic is required to report to Customs on arrival to enable the administrative controls required to ensure adherence to these time limits. Since there are no Customs controlled holding facilities (eg transit sheds or dry ports) in Chirundu, this poses a risk as trucks may be fraudulently reported as having arrived when in actual fact they have not arrived or where they have indeed arrived but may then disappear with implications to both Zimbabwe and Zambia.

Significant delay due to this scenario was noted on the final checkpoint time recorded by Zimbabwe during the survey period, with significant dwell time attributed to the cargo stoppage on the Zimbabwean side for cargo waiting for authorization from the Zambian side to proceed, on condition pre-registration has been effected. Consignees and clearing agents on the Zambian side seem to be reluctant to comply with the pre-registration requirements for goods transiting through Zambia or direct imports, hence the traffic back flow.

On the other hand, Zimbabwe runs a pre-clearance facility that requires that declarations for all cargo entering Zimbabwe should be precleared before the cargo arrives, processed and finalized in respect of all documentary checks and payment of all required payables including the duties due. On arrival at the port of entry, minimal post import verification including physical examinations and sealing for selected transit cargo is done before goods are released for delivery or transit. At the port of exit, for open stock exports, exports in bond and cargo transit, the Zimbabwean side formalities include disarming of seals for sealed cargo, physical examinations, including scanning, and other secondary enforcement measures such as the collection of fines for transit or cargo tracking control violations. The last of these process on the Zimbabwean side then authorizes the cargo to proceed to the final exit Zimbabwean check point. This is the point that exiting traffic cannot go past until the Zambian pre-registration requirement has been fulfilled. It was also noted that exiting traffic could be found to parked within the truck parks within Chirundu on the Zimbabwean side outside customs control, again awaiting fulfillment of the Zambian pre-registration requirement. This time lag carries significances in terms of dwell time in Zimbabwe, attributable however to process controls on the Zambian side. It also compelled traffic to enter the Zimbabwean exit control zone to avoid penalties related to late acquittal or transit and export documentation.

The circumstances described in the preceding two paragraphs identify a dilemma that exists because of the inconsistencies in processes between the two territories and the stakeholder low compliance to adhere to the pre-registration requirements for entry into Zambia. Suitable

recommendations and suggestions are given in the appropriate section of this TMS report.

The effect of these requirements however is less significant for south bound traffic exiting Zambia and entering Zimbabwe, save for the time taken on the Zambian acquittal point situated in Zambia, just before the Zimbabwean first point of contact for southbound traffic. Minimal formalities include physical examination, scanning, sealing for selected transit cargo and weighbridge requirements pending final departure from the control authoring entry into Zimbabwe.

5.8 Levels of Facilitation or Intervention within ASYCUDA World

Zimbabwe processes all electronically submitted bills of entry in its Declaration Processing Centres (DPCs) situated in Harare, Masvingo and Bulawayo. These are 24/7 facilities that deal with the automated processes on a **FIRST IN FIRST OUT (FIFO)** method. Management at the various ports of entry remains responsible for required border processes including automated and manual interventions. Considerations departing from the FIFO method are in place as special arrangements for the handling of special cargo (live animals, urgent or dangerous goods and perishables). The general requirement is that declarations for all cargo should be lodged in line within the 30 days pre-clearance period, while some cargo may be accepted for delivery on minimal processes, pending formal and final clearance after entry/importation.

ASYCUDA World, using an embedded 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 Authorized 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 5.7: ASYCUDA World declaration processing configuration information

The ASYCUDA World setup from the Zimbabwean perspective, creates significant advantages for the overall clearance of goods in that on entry, 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 described under Declaration Handling.

CHAPTER 6 : Analysis and Findings

Data analysis was done using Excel during the report drafting period. 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 61: Total Data Manually Collected for the Period of the Survey 16–22 May 2022

| TRANSIT | IMPORT | EXPORT | EMPTY |
|---------|--------|--------|-------|
| 295 | 54 | 5 | 484 |

- The above statistics relate to raw data collected during the survey period between 0700hrs and 1700hrs although the border operates for 24hrs.
- The data relates to both Northbound and Southbound traffic.
- The sample size was 1937 trucks. 56.74% was excluded and cleaned data used in the data analysis was 43.26% (838 trucks).
- In the case of southbound traffic, the initial number of trucks recorded was 839. However, 85.94% was excluded (that was 14.06% or 118 trucks data was used) and in the case of northbound traffic, the initial number of trucks recorded was 1098. However, 78.51% was excluded (that is 21.49% or 236 trucks data was used).
- By survey standards, the final sample is higher than the 30% degree of confidence and would still enable a positive representative opportunity for analysis.
- The high number of empty trucks is attributed to Tanker Trucks transporting fuel from Beira, Harare and South Africa destined for Zambia/ DRC.

Table 62: Total Trucks Cleared through Chirundu in May 2022

| | |
|-----------------------------|---------------|
| TOTAL TRUCKS CLEARED | 13,737 |
|-----------------------------|---------------|

- The data relates to both Northbound and Southbound traffic.
- The trucks recorded during the survey period represent 14.10% (1937 trucks) of trucks that passed through Chirundu OSBP during the month of May 2022.

Table 63: Total Data Extracted from the ASYCUDA System for Chirundu OSBP for the Period of 16–22 May 2022

| TRANSIT | IMPORT | EXPORT |
|---------|--------|--------|
| 2366 | 458 | 64 |

The bills of entry in the above table were processed during the period of the survey but they do not reflect the number of trucks that passed through the border during the same period.

- For example, of the 64 export bills of entry processed during the period of the survey, only 15 represent cargo that exited during the same period.
- The lower count for all entries is because pre-clearance declarations can be lodged any time prior to the actual movement of the goods under the three regimes and it is highly unlikely that any cargo would have moved within that time to make exit during the survey period.
- The cargo encountered during the survey period was thus covered by declarations submitted much earlier than the survey period as a result of the pre-clearance process and the resultant cargo movement delay factor.

Table 64: Clearance Time for North Bound Trucks Chirundu OSBP

| Indicator | System clearance time | Dwell time | Total clearance Time |
|--------------------|-----------------------|------------|----------------------|
| Minimum time taken | 0:01:00 | 0:16:00 | 0:17:00 |
| Maximum time taken | 3:30:00 | 17:20:00 | 17:21:00 |
| Median | 0:31:00 | 2:24:00 | 3:08:00 |
| Average time | 0:47:32 | 3:00:13 | 3:47:45 |

- A total of 231 northbound trucks were encountered
- Average total clearance times was 3 hours 47 minutes 45 seconds
- Average dwell time was 3 hours 00 minutes 13 seconds
- Average system time was 47 minutes 32 seconds

Table 65: Clearance Time for Export Chirundu OSBP

| Indicator | System clearance time | Dwell time | Total clearance Time |
|--------------------|-----------------------|------------|----------------------|
| Minimum time taken | 1:30:00 | 2:03:00 | 3:33:00 |
| Maximum time taken | 12:20:00 | 13:52:00 | 26:12:00 |
| Median | 4:24:00 | 2:19:00 | 6:43:00 |
| Average time | 5:17:12 | 5:13:00 | 10:30:12 |

- A total of 5 export declarations (northbound) were subjected to analysis
- Average total clearance times was 10 hours 30 minutes 12 seconds This extreme was caused by two shipments of oranges that arrived post-midnight and had to wait for control formalities from other stakeholders who were not on duty at the time of their arrival
- Average dwell time was 5 hours 13 minutes
- Average system time was 5 hours 17 minutes 12seconds

Table 66: Clearance Time for South Bound Trucks Chirundu OSBP

| Indicator | System clearance time | Dwell time | Total clearance Time |
|--------------------|-----------------------|------------|----------------------|
| Minimum time taken | 0:29:59 | 0:23:00 | 1:00:10 |
| Maximum time taken | 51:27:10 | 40:33:00 | 79:02:10 |
| Median | 2:00:59 | 2:34:00 | 2:34:00 |
| Average time | 9:02:30 | 7:07:11 | 16:09:41 |

- A total of 118 trucks southbound were encountered.
- Average total clearance times was 16 hours 09 minutes 41 seconds
- Average dwell time was 7 hours 07 minutes 11 seconds
- Average system time was 9 hours 02 minutes 30 seconds

Table 67: Clearance Time for Imports – Chirundu OSBP

| Indicator | System clearance time | Dwell time | Total clearance Time |
|--------------------|-----------------------|------------|----------------------|
| Minimum time taken | 0:31:05 | 1:10:00 | 1:41:05 |
| Maximum time taken | 51:27:10 | 40:33:00 | 92:00:10 |
| Median | 17:46:55 | 4:01:00 | 21:47:55 |
| Average time | 18:20:37 | 9:30:56 | 27:51:33 |

- A total of 54 southbound trucks were encountered.
- Average total clearance times was 27 hours 51 minutes 33 seconds
- Average dwell time was 9 hours 30 minutes 56 seconds
- Average system time was 18 hours 21 minutes 28 seconds. The high average is attributed to pre-clearance entries that had queries and therefore could not be finalized before arrival of the goods. Queries included targeting for physical examination, challenged valuation, classification or computation involving inclusion of adjustments in the values for duty purposes.

Table 68: Clearance Time for Transit Chirundu OSBP

| Indicator | System clearance time | Dwell time | Total clearance Time |
|--------------------|-----------------------|------------|----------------------|
| Minimum time taken | 0:29:59 | 0:23:00 | 0:52:59 |
| Maximum time taken | 15:32:55 | 35:30:00 | 51:02:55 |
| Median | 1:25:43 | 1:59:00 | 3:24:43 |
| Average time | 1:52:28 | 5:16:26 | 7:08:54 |

- A total of 64 southbound transit trucks were encountered.
- Average clearance times was 7 hours 08 minutes 54 seconds
- Average dwell time was 5 hours 16 minutes 26 seconds
- Average system time was 1 hour 52 minutes 28 seconds

Table 69: Outliers

| Truck Reg | Trailer | Arrival Date | Arrival Time | B/E Serial | B/E Number | B/E Date | Dwell Time | Clearance Time |
|-----------|----------|--------------|--------------|------------|------------|-----------|------------|----------------|
| AFJ3662 | AFJ4037 | 16/5/2022 | 14:26:00 | C | 6889 | 18/5/2022 | 92:35:00 | 123:25:02 |
| ADC1812 | AEZ3511 | 19/5/2022 | 09:46:00 | C | 6942 | 19/5/2022 | 31:13:00 | 56:27:34 |
| ABN3241 | A CE9189 | 19/5/2022 | 15:03:00 | C | 6984 | 19/5/2022 | 49:17:00 | 68:16:27 |
| AEZ1241 | AEU4318 | 20/5/2022 | 07:14:00 | C | 7029 | 20/5/2022 | 29:48:00 | 48:14:15 |
| AFJ2179 | AEZ2293 | 20/5/2022 | 16:17:00 | C | 7062 | 20/5/2022 | 24:02:00 | 38:30:57 |
| BAX1287ZM | BAX604 | 16/5/2022 | 16:45:00 | C | 7013 | 20/5/2022 | 116:02:00 | 129:51:48 |
| AEZ7925 | AEZ8354 | 20/5/2022 | 06:58:00 | C | 7027 | 20/5/2022 | 30:17:00 | 37:38:32 |
| AES449MC | MB4697 | 18/5/2022 | 09:26:00 | S | 12270 | 18/5/2022 | 54:21:00 | 77:45:55 |
| JX61HNGP | JY41GLGP | 16/5/2022 | 16:26:00 | S | 12187 | 17/5/2022 | 66:24:00 | 69:02:13 |
| AEZ5173 | AEG7273 | 17/5/2022 | 06:47:00 | S | 12229 | 18/5/2022 | 77:52:00 | 78:27:31 |

- Despite pre-clearance being mandatory, Table 6-9 shows a sample of vehicle that were not pre-cleared on arrival.
- Some cargo, as in the case of the export of oranges, was admitted in the control area after normal business hours, but could not proceed due to the unavailability of the relevant regulator for the required exit processes.
- The trucks parked in the Customs yard for extended periods of time without lodgment of bills of entry to Customs hence their waiting time could not be included in the survey.
- The extreme times resulted from a combination of the following factors:
 - Some entries were lodged as late 5 days after arrival of the truck, time which was also added to the system time.
 - Queries raised against the declarations resulting in additional time taken to attend to the queries over and above the dwell time and system time.
- Other outliers are noted in dwell time in excess of 30 hours were included in the survey. The excessive time is attributable to queries raised against unassessed declarations that had to await resolution of queries and physical examination.

Table 610: Dwell Time in Scanning Area

| Indicator | Days | Hours | Minutes |
|---------------------------|----------|----------|----------|
| Minimum time taken | 0 | 0 | 1 |
| Maximum time taken | 0 | 0 | 19 |
| Median | 0 | 0 | 3 |
| Average time taken | 0 | 0 | 4 |

- 619 trucks were scanned during the survey period .
- Average scanning time was 4 minutes
- Maximum time taken was 19 minutes. This could have been caused by a rescan after the initial scan

Checkpoint to Entry Gate

The checkpoint was a point outside the Border/Customs area along the highway where all trucks passed through before they went into the various truck stops to wait for the registration of the Zambian bill of entry. This point signifies arrival into Chirundu before the cargo is presented to ZIMRA for final exit processes. Enumerators were placed at this point to measure to capture arrival time to enable the measurements the time it took cargo to enter the Customs area after arrival in Chirundu. Only northbound traffic was recorded between 0700hrs and 1700hrs, the active day times, during which period enumerators were on duty.

Table 611: Checkpoint to Entry Gate

| Indicator | Days | Hours | Minutes |
|---------------------------|----------|-----------|-----------|
| Minimum time taken | 0 | 0 | 08 |
| Maximum time taken | 3 | 9 | 40 |
| Median | 0 | 4 | 12 |
| Average time taken | 0 | 10 | 00 |

- On average, it took 10 hours for trucks to enter the Customs yard after arrival in Chirundu.
- The maximum time taken before entering the Customs area after arrival in Chirundu was 3 days 9 hours and 40 minutes

Table 612: Dwell Time for Inbound Buses

| Indicator | Days | Hours | Minutes |
|---------------------------|----------|----------|-----------|
| Minimum time taken | 0 | 0 | 46 |
| Maximum time taken | 0 | 3 | 38 |
| Median | 0 | 1 | 35 |
| Average time taken | 0 | 1 | 48 |

- The above table shows dwell times for south bound buses from time of arrival at the Zimbabwean Side search bay to time of departure from same.
- On average the buses took 1 hour 48 minutes and the highest dwell time recorded was 3 hours 38 minutes

Table 613: Time Taken for Physical Examinations

| Indicator | Days | Hours | Minutes |
|---------------------------|----------|----------|-----------|
| Minimum time taken | 0 | 0 | 1 |
| Maximum time taken | 0 | 2 | 18 |
| Median | 0 | 0 | 5 |
| Average time taken | 0 | 0 | 15 |

- The above table shows time taken to complete physical examination for cargo presented ready for physical examination.
- 62 declaration were subjected to physical examination
- On average the physical examinations took 15 minutes and the highest dwell time recorded was 2 hours 18 minutes
- Longer periods represent a scenario where a thorough physical examination is carried out while shorter periods relate to instance where a casual check is carried out.

6.2 Root Cause Analysis

6.2.1 Human Resource

Human resource constraints have arisen due to the facility moving to 24 hour operations. Details are given in the sub item on the Legal perspective.

6.2.2 Infrastructure

Within Chirundu OSBP, on the Zimbabwean side, there are no Customs controlled holding facilities (eg transit sheds or dry ports) in Chirundu, this poses a risk as trucks may be fraudulently reported as having arrived when in actual fact they have not arrived or where they have indeed arrived but may then disappear with implications to both Zimbabwe and Zambia. In addition, consignees and clearing agents seem to be reluctant to comply with the pre-registration requirements for goods transiting through Zambia or direct imports into Zambia, hence the traffic back flow.

Effectively, this means that north bound traffic has to remain on the Zimbabwean side until it

has conformed to the Zambian pre-registration requirements. This non-conformity to the pre-registration requirement delays finalization of exit formalities by Zimbabwean Customs.³

6.2.3 System

The major system limitation at the Chirundu OSBP is the lack of ASYCUDA System Integration between ZIMRA and ZRA. This means that whenever there is a query ZIMRA has to physically make an enquiry from ZRA. System integration will greatly increase efficiency even in the capturing of bills of entry as the same documents submitted to one administration can still be used by the other.

Zambia uses Single Window to allow other Government Agencies to access and lodge their permits and licenses. This makes the movement of cargo much faster than on the Zimbabwean side where drivers have to physically visit various offices at the border to comply with different controls by the various Government Agencies.

The ASYCUDA user profiles available at the border (up to Station Manager) do not allow running of certain reports, for example if there is need to track the movement of a certain truck, the only way is through contacting ZIMRA ICT, in Head Office for them to produce an extraction from the system using the given parameters. The report may take time to be produced which may increase the time taken to finalize the processes before the cargo is allowed to proceed.

6.2.4 Legal

The idea to extend Chirundu's operating hours to 24 hours was first mooted in 2020 when Government noted an upsurge in traffic through the facility. Zambia started its 24 hour operations at Chirundu in June 2020, and by default, despite the absence of legislation, Zimbabwe had to follow suit with full implementation in July 2020, while Zimbabwe is still working on the enabling legislative framework.

For effective implementation, once the legislation is in place, ZIMRA requires to look at a number of strategies as enablers, chief among them, adequate restructuring of staffing levels and providing additional accommodation for officers. The Ministry of Transport and Infrastructural Development, responsible for border upgrades as a critical principal in crating adequacy in the infrastructure.

³ This has been explained in detail under paragraph 5.12 dealing with Impact of Differences in Declaration Handling: Zimbabwe vs Zambia

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 71 below presents these conclusions and recommendations with indicative implementation periods.

Table 71: Observations and Recommendations

| SN | Issues Observed During the Study | Implication | Recommendation | Responsibility | Indicative implementation date |
|----|--|---|---|----------------|--|
| 1 | There are delays in the movement of North Bound commercial traffic after final clearance by ZIMRA due to low compliance by consignors to observe the ZRA pre-registration requirement. | <ul style="list-style-type: none"> - Zimbabwe remains a holding bay for cleared cargo pending admittance into Zambia - The resultant dwell time is inadvertently factored into delays on Zimbabwean soil when it is attributed to failure by consignees to observe the pre-registration requirements implemented by ZRA | <ul style="list-style-type: none"> - There is need for the two Customs Administrations to engage and come up with a system that addresses the effect of this non-compliance by traders. - ZRA may also consider preclearance as an option. - Zimbabwe should speed up the construction of the Makuti Dry Port which is meant to decongest the border.⁴ - There is need for the joint consultative engagement of clearing agents, transporters, consignees and all other stakeholders to encourage voluntary compliance to requirements on both sides of the Chirundu OSBP. | ZIMRA & ZRA | <ul style="list-style-type: none"> - Short Term - Long term - Long term - Short term |
| 2 | While ZIMRA levies a penalty for failure to pre-clear goods, it was observed that some transit and import entries were lodged when the goods had arrived at Chirundu. | <ul style="list-style-type: none"> - This lengthens the time between submission of entry, processing and arrival of goods. | <ul style="list-style-type: none"> - ZIMRA should encourage voluntary compliance including enforcement of the legislated penal provisions to deter non-compliance. | ZIMRA | <ul style="list-style-type: none"> - Short term |

⁴ It is envisaged that Dry Port Regulations will also create flexibilities in terms of time allowances for exit restriction periods for open stock exports, exports in bond and transit cargo to avoid inadvertent penalties

| SN | Issues Observed During the Study | Implication | Recommendation | Responsibility | Indicative implementation date |
|----|--|---|--|---------------------------------------|--|
| 3 | <ul style="list-style-type: none"> - Enumerators at the entry and exit gate simultaneously started and knocked off leaving some trucks having been recorded at only point/gate. | <ul style="list-style-type: none"> - There was high incidence of orphan transactions resulting from simultaneously starting and knocking off by enumerators - This led to capture disparities on both ends. | <ul style="list-style-type: none"> - For future studies, there is need to stagger the starting and knocking off times to ensure end to end recording of data for trucks encounter during the survey. - This will also entail that starting point's start capturing when the end points are manned and end points remain in place until most of cargo for the data captured from one end has reached the end point.⁵ | Endline Study Technical Working Group | <ul style="list-style-type: none"> - Short term |

⁵ It is noted however that some cargo may not exit on the same day and may still escape during unmanned periods. However, with round the clock survey, all cargo would be exposed to survey.

| SN | Issues Observed During the Study | Implication | Recommendation | Responsibility | Indicative implementation date |
|----|---|--|--|---|---|
| 4 | <ul style="list-style-type: none"> - The old border post infrastructure has remained standing but is not in use. | <ul style="list-style-type: none"> - The infrastructure may be used for smuggling activities. - This infrastructure has as much historic significance as the old bridge and provide valuable heritage possibilities. | <ul style="list-style-type: none"> - Government may consider any of the following; <ul style="list-style-type: none"> ✓ Maintain the infrastructure as is as some kind of border museum and tourist attraction. ✓ Re-furbish and re-purpose the infrastructure to create additional administration/ warehousing facilities for goods detained by ZIMRA or suitable recreational facilities for stakeholders, with sufficient safeguards to manage risks given its location. ✓ Demolish same and convert the land to other suitable use as seen fit by the responsible principal ministry. ✓ Consider opening it up for traders for the establishment of a border based duty free shop similar to the facility on the South African side of the Beitbridge Border Post.⁶ ✓ The perimeter fence should cover the old border infrastructure | <ul style="list-style-type: none"> - Ministry of Home Affairs and Cultural Heritage - Ministry of Transport and Infrastructure Development in consultation with ZIMRA | <ul style="list-style-type: none"> - Long term |
| 5 | The north bound channel for buses and private vehicles is outside the customs control area. | The channel is capable of being used for smuggling into Zimbabwe. | The perimeter fence should cover the old border infrastructure | <ul style="list-style-type: none"> - ZIMRA after consultation with the Ministry of Transport and Infrastructure Development | <ul style="list-style-type: none"> - Long term |

⁶ The duty free shop should be in the customs controlled area for easy of control and to avoid challenges faced at the Beitbridge duty free shop.

| SN | Issues Observed During the Study | Implication | Recommendation | Responsibility | Indicative implementation date |
|----|---|---|--|---|---|
| 6 | The ASYCUDA system user profiles available at the Border (up to Station Manager) do not allow running of certain reports for example, for example, reports by truck registration number. Such a report can only be extracted by ICT at the moment | The report may take time to be produced which may increase time taken to cross the border by some trucks where there are queries. | The Station manager should be able to run reports by truck registration numbers to speed up query resolution and movement of cargo across the border. | | - Long term |
| 7 | Lack of enabling legislation to align operating hours. | Currently only limited services are available after 2200 hours. | <ul style="list-style-type: none"> - For effective implementation, once the legislation is in place. - ZIMRA requires to look at a number of strategies as enablers, chief among them, adequate restructuring of staffing levels and providing additional accommodation for officers. The Ministry of Transport and Infrastructure Development, responsible for border upgrades as a critical principal in crating adequacy in the infrastructure. | <ul style="list-style-type: none"> - ZIMRA - Ministry of Transport and Infrastructure Development | <ul style="list-style-type: none"> - Short term - Long term |

7.2 Issues and Observation by Drivers

During the survey, without departing from the overall terms of reference, enumerators also interacted with truck drivers to pick feedback on the overall performance of the entire facility. These were unstructured discussions which however provided critical feedback for assessment. These interactions and the responses gathered provided an opportunity for **sentiment analysis**, sometimes also referred to as **opinion mining** as a **Natural Language Processing (NLP)** approach which enables service providers to determine the emotional tone in text provided. This creates information that the service provider can use to determine consumer reaction to a product or service and to draw conclusions and recommendations for the implementation of appropriate corrective measures.

The table below contains the concerns captured in the words of the stakeholder, an indication of the overall implications for clarification, possible corrective measures and the responsible stakeholders to consider implementation of the recommendations.

Table 72: Driver Concerns and Suggested Corrective Option

| | CONCERN AS RECEIVED | IMPLIED ISSUE | RECOMMENDATION | RESPONSIBLE |
|---|---|--|---|------------------------|
| 1 | Delays mainly | Overall delay within the control | Implementation of the overall recommendations in the TMS report | All stakeholders. |
| 2 | Security delays are deliberate, which causes corruption | Delays associated with security checks within the control. This is unclear given that there are various organizations with security details, including ZIMRA, stationed at the control points responsible for various security checks and verifications. | Consultative discussions with stakeholders represented at the control including creating awareness of coordinated border management initiatives as well as considerations for the implementation of the Single Window Concept. | All stakeholders. |
| 3 | Deal with animals that are a menace in the border by erecting the laser wire with electricity | Safety concerns given that the facility lies within a game reserve | Liaison with the Zimbabwe Parks and Wild Life Management Authority for the standard treatment of nuisance or menacing wildlife. | All stakeholders. |
| 4 | Delays are a challenge papers as they near expiration cause panic among drivers | Overall delay within the control with reference to restricted transit cargo acquittal requirements limited to 3 days. | Implementation of the overall recommendations in the TMS report | All stakeholders. |
| 5 | Putting loaded and empty trucks on the same queue is inconveniencing as scanner does work sometimes and delays are then uniform | Requirements for traffic separating channels. | <ul style="list-style-type: none"> - Implementation of BCP interventions in the case of disruptive circumstances such as system downtime. - Consider channel empty traffic in batches via the old bridge as a safety valve during peak hours. | ZIMRA/ZRA |
| 6 | Zimbabwe and Zambia have to work together to lessen truck congestion. | Observation related to the need to integrate and synchronize/match processes for coordinated border management. | Factor these into the overall border upgrade model including liaison between Zimbabwe and Zambian border stakeholders. | All stakeholders. |
| 7 | Litter is common and needs to be attended to regularly. | Border cleanliness and removal of refuse | Litter and border upkeep management including provision of tamper proof refuse collectors/bins as some of the littering results from wildlife scavenging. | ZIMRA and Local Board. |

| | CONCERN AS RECEIVED | IMPLIED ISSUE | RECOMMENDATION | RESPONSIBLE |
|---|---|--|--|--|
| 8 | Handwashing facility misplaced and needs to be put where people can easily access it. | This refers to re-purposed containers provided by SADC as sanitary points. These were installed to manage and control the spread of COVID19. | Consultative assessment of the correct position where the targeted facility should be placed without interfering with the overall access control to the facility. Due consideration to be made to eventual overall border upgrade plans. | ZIMRA, Immigration, Port Health, relevant security organizations and in the long run, border upgrade committees. |

CHAPTER 8 : Conclusions

The conduction of TMS in a timed manner and cycle after stabilizing methodologies has been an enriching and learning experience for the TMS Team. This was further enhanced by the fact that this was a joint survey involving two states at the same point of entry.

The timely completion of the exercise is a result of cooperative efforts between the two teams, made up of customs officials from the administrations of the two States who have not only helped facilitate prompt collection of data from the concerned custodian but also helped in the analysis of the data collected.

The respective ICT Divisions of each customs administration have also been instrumental in providing relevant pre- and post-survey data to enhance explanations resulting from analysis of the data collected during the survey. The teams thus benefitted immensely from the experience and recommended learnings of TMS.





The findings of TMS affirm the direction of the trade facilitative initiatives of the both Governments given that each customs administration has in place initiatives designed to simplify processes at the point of entry. These initiatives have a significant positive impact on dwell times when compared with previous years. This provides opportunity for continuous improvement towards further simplification of the processes and reduction of dwell time as recommended in this report.

However, for the achievement of improved targets a timeous manner, multi-pronged initiatives are required. In this regard, this particular TMS has identified key elements that may delay border processes, which, if addressed will minimize the negative impact of the noted constraints. These issues are noted in the observations with suitable conclusions and recommendations given. There is need for the development of policy and administrative frameworks to support this. Needless to say, the two administrations need to work towards an integrated and harmonized approach given the causal effect of their separate and different functions on each other's processes.

The survey also noted low compliance levels in the trading business as regards adhering to control requirements before presenting cargo at the controls for processing. This has been a significant cause for the dwell time as processes that could have been attended to beforehand are handled at the control point with the goods waiting.

Annexes

Check Point Questionnaire



TIME MEASUREMENT SURVEY QUESTIONNAIRE
CHECKPOINT

Date:





Enumerator:

Signature

Supervisor:

Signature

| Type of Vessel (please tick) | | TRUCK REG NUMBER | TRAILER REG NUMBER | BOE Number | OFFICE CODE | Import or Transit, Export | Crossing time |
|---------------------------------|-------------------|------------------|--------------------|------------|-------------|---------------------------------|---------------|
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |
| containerised | not containerised | | | | | | |



TIME MEASUREMENT SURVEY QUESTIONNAIRE - ZIMBABWE
ZIMRA ACQUITTAL DESK Zambia side

Date:

Enumerator:





Signature

Supervisor:

Signature

| Type of Action (please tick) | | Vehicle Reg Number | Trailer 1 | Trailer 2 | BOE Number | Office code | Import / Transit/Export | Arrival Time at Gate | Time truck acquitted | Type of vessel (please tick) | | |
|---------------------------------|-----------------|--------------------|-----------|-----------|------------|-------------|----------------------------|-------------------------|-------------------------|---------------------------------|-----------|-----------|
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Container | Breakbulk |

ZIMRA Acquittal Point – Zambia Side





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|---|---|---|---|---|--|
|  |  |  | TIME MEASUREMENT SURVEY QUESTIONNAIRE - ZIMBABWE ZIMBRA ACQUITTAL DESK Zambia side |  | |
| Date: _____ | | Enumerator: Supervisor: _____ | | Signature _____ Signature | |

| Type of Action (please tick) | | Vehicle Reg Number | Trailer 1 | Trailer 2 | BOE Number | Office code | Import / Transit/Export | Arrival Time at Gate | Time truck acquired | Type of vessel (please tick) | | | |
|---------------------------------|-----------------|--------------------|-----------|-----------|------------|-------------|----------------------------|-------------------------|------------------------|---------------------------------|-------|-----------|-----------|
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |
| Allowed | Returned For PE | | | | | | | | | Tanker | Empty | Container | Breakbulk |

Scanner Questionnaire

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Physical Inspection



TIME MEASUREMENT SURVEY - PHYSICAL INSPECTION





DATE: _____

Enumerator: _____
Supervisor: _____

Signature: _____
Signature: _____

| Vehicle Reg number | Trailer 1 | Trailer 2 | BOE Number | Office code | Start Inspection | End Inspection | Number of Officers Conducting Inspection | comment |
|--------------------|-----------|-----------|------------|-------------|------------------|----------------|--|---------|
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Weighbridge Questionnaire



TIME MEASUREMENT SURVEY QUESTIONNAIRE
WEIGHBRIDGE





Date: _____

Enumerator: _____
Supervisor: _____

Signature: _____
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 | | | | | | | |
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| Breakbulk | Rigid Truck | containerised | | | | | | | |
| Breakbulk | Rigid Truck | containerised | | | | | | | |
| Breakbulk | Rigid Truck | containerised | | | | | | | |

Passenger clearance questionnaire



TIME MEASUREMENT SURVEY QUESTIONNAIRE
PASSENGER CLEARANCE

Enumerator:
Supervisor

Signature
Signature

| Type of Vessel (please tick) | Vehicle Reg Number or Chasis Number | Trailer Reg Number | Office code | Import / Transit/ Export | Arrival time | Exit time |
|---------------------------------|--|--------------------|-------------|--------------------------|--------------|-----------|
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Deployment Schedule Sample




TWG & ENUMERATOR CHIRUNDU OSBP TIME MEASUREMENT SURVEY (TMS) 16-22 MAY 2022

DEPLOYMENT SCHEDULE PRE-SURVEY TEST

| DATE | DAY | NAME OF ENUMERATOR | POINT OF OPERATION | SUPERVISOR TWG- MEMBER | DEPLOYMENT TIME | STAND-DOWN TIME |
|------------|---------|----------------------|--|------------------------|-----------------|-----------------|
| 17/05/2022 | TUESDAY | CHESTER GONZO | ZRA ACQUITTAL POINT | MR ALICK MUTANDIRO | 07:00 | 17:00 |
| | | TAURAI VHIYAZHI | CHECKPOINT | MR NYAMUROMBA | 07:00 | 17:00 |
| | | CHIPO MUSUKUTWA | CHECKPOINT | MR NYAMUROMBA | 07:00 | 17:00 |
| | | VALIANT GWEKWE | SOUTH BOUND TRAFFIC WEIGHBRIDGE | MR ALICK MUTANDIRO | 07:00 | 17:00 |
| | | ANNAMORE CHINYAMA | SCANNER | MR VICTOR MAYISIRI | 07:00 | 17:00 |
| | | SHELTA SACHIKUNDA | PHYSICAL INSPECTION PASSENGER AND COMMERCIAL | MR VICTOR MAYISIRI | 07:00 | 17:00 |
| | | TENDAYI NYAMUROMBA | ACQUITTAL DESK ZAMBIA | MR INNOCENT MURANGANWA | 07:00 | 17:00 |
| | | TATENDA DUBE | PASSENGER CLEARANCE | MR JERICO RUNDGO | 07:00 | 17:00 |
| | | REUBEN ITAI MAONEDZO | ACQUITTAL DESK ZAMBIA | MR INNOCENT MURANGANWA | 07:00 | 17:00 |
| | | EMMANUEL MADZIKANDA | ZIM ENTRY GATE | MR JOSHUA RWANGA | 07:00 | 17:00 |
| | | FAITH VIMBISO WALUSA | WEIGHBRIDGE NORTHBOUND TRAFFIC | MR ALICK MUTANDIRO | 07:00 | 17:00 |

APPROVED BY: MAXWELL KAPINDULA

DESIGNATION: TMS SUPERVISOR

SIGNATURE:  16/05/2022

BRIEFING POINT FOR STANDUP MEETING: **PHYSICAL INSPECTION BAY: 06:15am**

TWG Attendance list

| | NAME | DESIGNATION |
|---|---------------------|----------------------|
| 1 | Alick M. Mutandiro | Lead TWG Member |
| 2 | Henry Nyamuromba | Vice Lead TWG Member |
| 3 | Victor Mayisiri | TWG Member |
| 4 | Jerico Rundogo | TWG Member |
| 5 | Innocent Muranganwa | TWG Member |
| 6 | Joshua Rwanga | TWG Member |

JICA Project Team Members

| Name | Institution | Designation |
|-----------------------|--------------------------|---|
| Masaharu Shimoya | JICA OSBP Team | Border Control Expert |
| Kapindula Maxwell | Zambia Revenue Authority | WCO Recognized Time Release Study Expert/ Collector ZRA |
| Anthony Makuwa Lusaka | JICA OSBP Team | TMS Manager |
| Momoko Nomura | JICA OSBP Team | Administration Assistant |
| Betty Njovu | JICA OSBP Team | Project Assistant |
| Bianca Vhiyazhi | JICA OSBP Team | Project Assistant |

**National Technical Working Group (TWG) on Time release study 2022 –
Photos and Names**



M Kapindula – Supervisor (WCO Recognized Expert)



A M Mutandiro Lead TWG Member/Chair



H Nyamuromba Vice Lead TWG Member



V Mayisiri TWG Member



J Rundogo TWG member



I Muranganwa TWG Member



J Rwanga TWG Member



E Ngungu Training Expert



T M Choruwa Data Analyst – ICT

NOTES

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NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

