ZIMRA
Zimbabwe Revenue Authority

NATIONAL TRADE FACILITATION COMMITTEE ZIMBABWE

REPORT FOR THE CHIRUNDU OSBP ENDLINE TIME MEASUREMENT SURVEY

2024

JICA

COMMISSIONER GENERAL'S FOREWORD

R. S. CHINAMASA
Commissioner General
Zimbabwe Revenue Authority

It gives me great pleasure to present the end-line report of the Japan International Cooperation Agency (JICA) Chirundu OSBP Time Measurement Survey for 2024. This follows the launch of the 2022 baseline report on 19 July 2024.

This second survey, being a robust quantitative assessment of the Transit, Export, and Import cargo clearance time in the country, provides insights not only into the results of the live 2024 survey but also a comparison with the results of the 2022 baseline survey.

This provides further insights into developments from 2022 to date for the identification of prevailing bottlenecks as well as their underlying causes. It also provides insights into improvements coming out of the implementation of recommendations made in 2022 as well as infrastructural, system, and administrative issues supporting or inhibiting these eventualities.

The Government of Zimbabwe has always prioritized initiatives that enhance the ease of doing business and improve effective trade facilitation.

I am happy to note that these initiatives, transformed into specific commitments under the Trade Facilitation Agreement (TFA) have continued to increase synergies between regulators and business and representative brokers, sustaining and increasing consciousness of timely appropriate interventions.

These commitments and collective effort, participation, and coordination from government ministries, departments, state enterprises, and other stakeholders both in the private and public sectors can be traced in the 2024 survey, where the survey's technical working group was made up of members from the Zimbabwe Revenue Authority, key Other Government Agencies and the private sector represented by one member.

The second Time Management Survey (TMS) comes at an opportune time, cementing the implementation of all commitments under Category B of the Trade Facilitation Agreement (TFA). Time Measurement Surveys, therefore, should remain cyclic for the continuous assessment of our progress towards meeting the expectations of all stakeholders for efficient and effective trade facilitation and the sustenance of the enabling business and regulatory ecosystems, not only for Chirundu but also for the rest of our crossing points, given that Zimbabwe is central to the North-South and Beira Corridors.

The cyclic nature of time management surveys further aligns with the positive impacts of iterative improvement. This further aligns with the requirements of the World Customs Organization Time Release Study (WCO TMS) Guidelines and previous national time release studies.

The overall desire is to further enable the operating environment by continuously upgrading physical/spatial, and virtual infrastructure as well as influence changes to systems, procedures, policies, and legislation in line with the evolving consumer tastes and the rapid transformations inspired by the global digital economic developments and geopolitical consideration. Indeed, disruptive technology, itself also driven by consumer tastes, enables the exploitation of changes in the competitive scope with positive effects on value activities, no less in the services that enhance global trade facilitation.

The theme for the International Customs Day 2024 commemorations, **"Customs Engaging Traditional and New Partners with Purpose"** indeed rhymes with the ongoing stakeholder engagements covering various internal and external stakeholders, in both the public and private sectors. These engagement initiatives cross into the regional, continental, and global areas cementing traditional partners and creating new ones from a deliberate integrated stakeholder engagement approach. This is also noted in the stakeholder setup of the 2024 Chirundu OSBP Time Management Survey, which saw an increased interaction in the inclusion of representatives from other government agencies as well as representatives from the private sector in the technical working group.

As the Zimbabwe Revenue Authority, we remain humbled for continuously being a part of these important trade facilitation activities given the efficacy of our physical and virtual establishments.

The successful completion of the 2024 End-line Time Management Survey acknowledges the importance of collective effort culminating in the presentation of the resultant report to all principals and the public, providing a reason for further celebration, in the same year that we launched the baseline survey report.

The findings of this end-line survey report further reflect on the noted developments in comparison to the findings of the first survey. Significance is noted in the drop in average cargo release time across categories as reported in the previous study. These efforts are geared towards the fulfilment of the National Trade Facilitation Agenda covering its pillars. While the baseline survey was jointly conducted by both the Zambia Revenue Authority and the Zimbabwe Revenue Authority, the end-line survey was conducted independently by each revenue authority covering processing on their sides.

The Zimbabwean report therefore contains cross-cutting observations and recommendations peculiar to processes at Chirundu for the Zimbabwean processes while touching also on relevant aspects where such have an impact on the processes on both sides of the One Stop Border Post.

More importantly, the widened scope of the survey also enabled insights into the operations of Other Government Agencies, Clearing Agents Associations, and Transporters. This provided the basis for reported recommendations that advocates for the integration of collaborative corrective initiatives by relevant stakeholders.

I would like to acknowledge the valuable assistance provided by the Japan International Cooperation Agency through their overall capacity building project Team Leader, Mr. Bruce Winston as well as Mr Shimoya Masaharu, the Time Management Survey Manager who was on the ground with the technical working group.

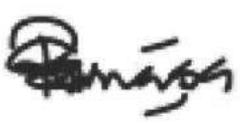
The 2022 baseline survey was supervised by the World Customs Organization recognized TMS Expert, Mr. Maxwell Kapindula, from the Zambia Revenue Authority, with the assistance of Mr. Alick M Mutandiro and the rest of the Technical Working Group members, all drawn

from the Zimbabwe Revenue Authority.

I am pleased to advise that the experience gained in the baseline survey culminated in JICA assigning the supervision of the end-line survey to Mr Alick M Mutandiro, assisted by Mr Victor Mayisiri and a team of TWG Members drawn from the Zimbabwe Revenue Authority. Allow me therefore to congratulate Mr Mutandiro for successfully leading his team, which included technical working group members drawn from critical Other Government Agencies and representatives from the clearing agents' fraternity and transporter associations.

I also acknowledge the contribution of various other stakeholders directly and indirectly involved in the project, including the National Trade Facilitation Committee, the Ministry of Finance, Economic Planning and Investment Promotion, Ministry of Foreign Affairs and International Trade as well as all other supporting bodies without whose support we would not have been able complete this work and the report we are launching.

I thank you.



R. S. CHINAMASA
Commissioner General
Zimbabwe Revenue Authority

COMMISSIONER'S REMARKS

B. D. CHADZINGWA
Commissioner Customs and Excise,
Zimbabwe Revenue Authority

Valued stakeholders, it is my pleasure to give these remarks in acknowledgement of the launch of our Chirundu One Stop Border Post 2024 Endline Time Management Survey Report. This is coming on the heels of the launch in July 2024, of the Chirundu One Stop Border Post 2022 Baseline Time Management Survey Report. Indeed, time seems to fly.

The World Customs Organization recognizes the pivotal role played by revenue administrations in conjunction with the logistical and regulatory entities in supporting and enhancing seamless trade facilitation across the borders and along the global supply chain. As a member of the WCO, the Zimbabwe Revenue Authority understands and recognizes these functions as key trade facilitation enablers especially in border management for the purposes of minimizing delays or inversely, expediting release of goods passing through our customs control points. As we remain mindful of need to play our role as revenue administrations, we also recognize the importance of observing world best practices and other trade facilitation instruments as provided for under the various international trade protocols. The fact that any delays in the processing of transactional and regulatory documentation within the system and the running of ground processes along our trade routes and at our border crossing points have significant impact on the delivery turnaround times. Such delays create costs to business, with negative impact on the landed costs of goods and services and even further negative impact to manufacturers, wholesalers, retailers, service providers etc. The accumulation of these costs have an effect on the price of goods, or the quality of service delivery as upstream traders try to limit the loss build up. Ultimately, the end users, and in most instances the household, will bear the impact of cost build up as supplier pass on these costs to them. Needless to say, this impact on consumer capacity to purchase can shift demand patterns and catapult the negatives back to business, at the same time negatively affecting the quality and standards of living. This will further impact negatively, on national development strategies and global Millennium Development Goals (MDGs).

Time Management Surveys therefore enable economies to examine the efficiencies and effectiveness of their trade facilitation processes, from micro levels to micro-levels. They can vary in terms of complexity and scope, from narrow focus to wider focus, depending on the objectives. Both the 2022 and 2024 surveys focused on Chirundu One Stop Border Post as the targeted crossing point. The baseline study had a narrow scope, focusing on customs processes for commercial traffic only, using a technical working group made up of customs officials from the Zimbabwe Revenue Authority. It was also a joint survey with the Zambian Revenue Authority, under the supervision of Mr Maxwell Kapindula, a WCO recognized expert on Time Release Studies.

The endline survey scope was widened to cover customs processes and other processes run by other government regulators. It targeted all categories of traffic, including private motorists and pedestrians. This created the need to appoint additional technical working group members, drawn from critical Government agencies and representatives from the private sector, with ZIMRA remaining the focal and lead agent.
I am pleased to announce that the capacity and experience of the baseline survey was put to

good use, culminating in the appointment of Mr Alick M Mutandiro as the Time Management Survey Supervisor for the 2024 Endline Survey. He was assisted by Mr Victor Mayisiri as the Lead Technical Working Group Member and Chair, with 4 other Technical Working Group Members from ZIMRA, 16 from other government agencies and one clearing agent representative and one transporter representative. The inclusion of other stakeholders within the area of survey provided the integration required for a holistic assessment of the elements within the processes that present the gaps to smooth trade facilitation. That integration was key in the work that was done during the survey and in the preparation of the final recommendation of the endline survey as reported in this report.

This report presents the assessment and analysis of information gathered during the period of survey. It provides a comparison of its results with those of the baseline report and the overall observations that shape the final recommendations as well as an assessment of the impact of the implementation of the of the baseline recommendation. The overall Average Release Time (ATR) comparisons from the baseline and endline survey bears testimony to the impact of some of the recommendations implemented, especially the short to medium term ones. It is also worth noting that the impact of other variables, e.g increased traffic volumes post COVID-19 shape the recommendations contained in the report.

These surveys are certainly not the last. There is an opportunity for propagating them to other entry points for the purposes of creating opportunities for self-assessment and the standardization of treatment of similar bottlenecks across all points of entry.

While this report may have gaps in terms of unavoidable limitations as reported, the exercise provided critical input to the final recommendations that will provide business information for use by our National Trade Facilitation Committee, Government and all other stakeholders in the public and private sectors. The report will also provide information to other regional and international readers. I remain grateful to the support received from various Government arms and from our cooperating partner, JICA, to facilitate the survey.

I would like to also thank, most sincerely, the survey supervisor, Mr. Alick M Mutandiro whose valuable guidance was critical in shaping the survey itself and the eventual outcome. He guided the report preparation and the recommendation contained therein.

Allow me to extend my deepest appreciation to the Zimbabwean Technical Working Group with members from the Zimbabwe Revenue Authority, Other Government Agencies and the private sector, as well as the support structures provided by the principals to whom these members reported. As ZIMRA alone, we would not have managed as well as we did, given the complexities of the work required.

I thus urge all readers of the report, to make full use of the information covered in this report, together with the baseline report so that the two reports can be used to implement the recommendations to allow for monitoring and evaluation. These reports will inform future surveys as we continue to move towards addressing other noted bottlenecks, inform Government and play our collective role in trade facilitation at all points in the global supply chain within our jurisdictions.

I thank you most sincerely.

B D Chadzingwa
Commissioner Customs and Excise,
Zimbabwe Revenue Authority

JICA COUNTRY REPRESENTATIVES REMARKS

FURUTA SHIGEKI
Resident Representative
JICA Zimbabwe Office

Foreword

population of about 15.1 million, from the 2022 National Census. It is bordered by Zambia to the north, Mozambique to the east, South Africa to the south, and Botswana to the west.

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

Some key contributions include:

☑ **Improved Border Operations:** The project has focused on the Chirundu One-Stop Border Post (OSBP) between Zimbabwe and Zambia. By streamlining customs procedures and integrating multiple border control agencies into a single location, the project has reduced border crossing times and improved the efficiency of trade.

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

☑ **Policy and Procedural Reforms:** The project has assisted in the development of new and procedures to support the smooth operation of the Chirundu OSBP. This has included the preparation of manuals and guidelines to standardize and simplify border processes and procedures.

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

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

Complementing these contributions, the project conducted this Time Measurement Survey (TMS) at the Chirundu OSBP. The objective of the TMS was to measure improvements at the beginning stage of the project (May 2022) and at the ending stage of the project (May 2024). The recommendations of the TMS are expected to facilitate trade at Chirundu by identifying remaining bottlenecks in border crossing procedures. Another objective of the

TMS was to build capacity for Zimbabwe to conduct similar surveys by themselves in the future. By conducting this survey, JICA provided data-driven insights that will helpoptimize border operations, ultimately contributing to more efficient and effective trade between Zimbabwe and Zambia and the region.

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

Specifically, the scope of the TMS was to collect import, export, and transit cargo clearance data for carriers (trucks and drivers) and border crossing data for people (travelers, visitors, passengers, and local residents) over the one-week period from 17 to 23 May 2024.

To undertake the TMS, a Technical Working Group (TWG) was formed with members recommended by the project counterpart, including officials from the Zimbabwe Revenue Authority (ZIMRA) and Partner Government Agencies (PGAs) working at the Chirundu OSBP. The TWG members collected data on the time required for border crossing procedures from the Customs Clearance System (ASYCUDA World), a government agency computerized system, and allocated enumerators at critical points of the procedures where data collection could not be done with the computerized system. Interviews of stakeholders and users of the OSBP were also undertaken to directly receive and reflect their views.

Thus, this Zimbabwe Chirundu Endline TMS Report shows the true nature of the Chirundu OSBP on the Zimbabwe side, presenting both efficiencies and challenges.

JICA would like to thank Mr. Batsirai D. Chadzingwa, Commissioner Customs and Excise, for supporting the study. We would also like to extend our appreciation to Mr. Alick M. Mutandiro, Head of Transit Management, ZIMRA, the chair of the TWG, as well as to all members of the TWG, including members from the PGAs and the private sector, who actively contributed to the study.

Lastly, I would also like to express my gratitude to all Technical Working Group members and the expert team for their dedication and collaboration to enhancing border management and facilitating trade in Zimbabwe.

MR. FURUTA SHIGEKI
Resident Representative
JICA Zimbabwe Office

Table of Contents

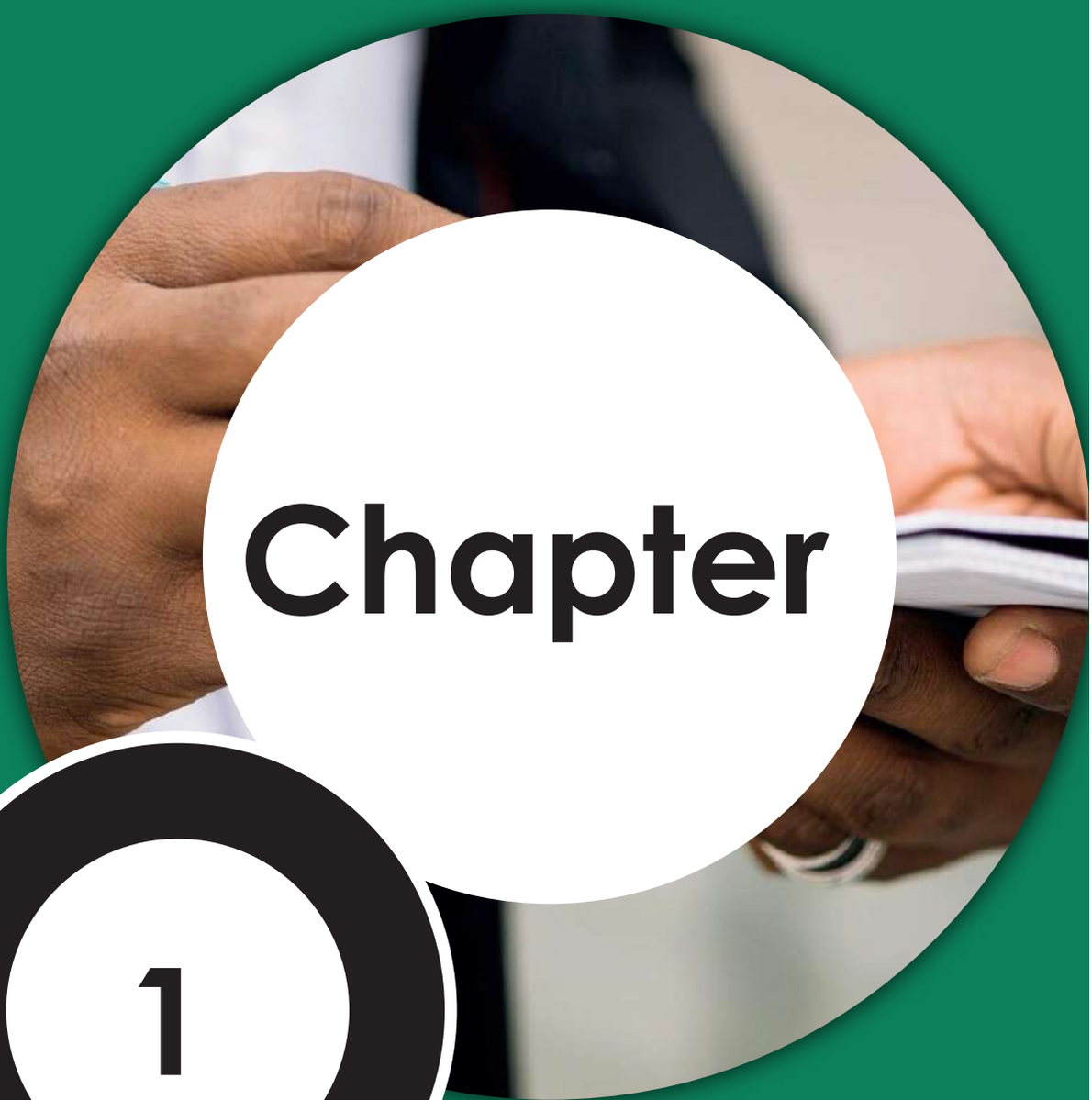
List of Tables

Table of Figures

Acronyms

AEO	Authorized Economic Operator
ART	Average Release Time
ASYCUDA	Automated System for Customs Data
BEMS	Border Efficiency Management System
BPN	Business Partner Number
CCC	Customs Clearance Certificate
CG	Commissioner General
CID	Criminal Investigations Department
COMESA	Common Market for Southern and East Africa
CPB	Cartagena Protocol on Biosafety
CTIP	Commercial Temporary Import Permit
DPC	Document Processing Centre
EAC	East African Community
EMA	Environmental Management Agency
EU	European Union
EX	Exports
FIFO	First In First Out
FTAZ	Freight and Trade Alliance Zimbabwe
GATT	General Agreement on Tariffs and Trade
GMO	Genetically Modified Organism
ICT	Information Communication Technology
IFAZIM	Internal Freight Forwarders Association of Zimbabwe
IM	Imports
IMF	International Monetary Fund
ISFAAZ	Indigenous Shipping Freight Agent Association of Zimbabwe
JICA	Japan International Cooperation Agency
MDA	Ministry/Department/Agency
MEA	Multilateral Environmental Agreements
MIND	Mobile INTERPOL Network Database
MOFAIT	Ministry of Foreign Affairs and International Trade
MoHCC	Ministry of Health and Child Care
MOU	Memorandum of Understanding
NBA	National Biotechnology Agency
NIIT	Non-Intrusive Inspection Technology
NLP	Natural Language Processing
NTFA	National Trade Facilitation Agreement
NTFC	National Trade Facilitation Committee
OGA	Other Government Agency
OSBP	One Stop Border Post
PE	Physical Examination
PGA	Participating/Partner Government Agency

PQSI	Plant Quarantine Services Institute
SAD	Single Administration Document
SADC	Southern African Development Community
SFAAZ	Shipping and Forwarding Agents Association of Zimbabwe
TFA	Trade Facilitation Agreement
TFCAP	Trade Facilitation Action Plan
TMS	Time Measurement Study
TR	Transit
TRS	Time Release Study
TWG	Technical Working Group
UNCTAD	United Nations Conference Trade And Development
VID	Vehicle Inspection Department
VPHS	Veterinary Public Health Services
WCO	World Customs Organization
WTO	World Trade Organization
ZESW	Zimbabwe Electronic Single Window
ZIFFA	Zimbabwe Indigenous Freight Forwarders Association
ZIMRA	Zimbabwe Revenue Authority
ZM	Zambia
ZRA	Zambia Revenue Authority
ZRP	Zimbabwe Republic Police
ZW	Zimbabwe



Chapter 1

Chapter 1 Executive Summary

1.1. Chirundu One Stop Border Post (OSBP) serves as a vital gateway for trade and travel amongst southern African countries located north and south of the Zambezi River which marks the border between Zimbabwe and Zambia.

1.2. Various stakeholders are stationed at Chirundu for the purposes of trade facilitation and control. Functions include regulation of the movements of goods and people as well as facilitation of trade. These critical border agencies are made up of MDAs i.e. Ministries Departments and Agencies of the Government of Zimbabwe. These MDAs perform specialized functions that include inspections, controls and screening as per their various mandates. These processes are directed at effective and efficient trade facilitation and control to ensure smooth movements across the border. The significance of optimizing border operations resulted in the need to conduct the Endline Time Measurement Survey was to evaluate the efficiency of the processes and procedures at the Chirundu OSBP.

1.3. This Endline Time Measurement Survey employed mixed methods (qualitative and quantitative) approach access the effectiveness of Chirundu OSBP in reducing traffic clearance and residence times. The survey was carried out through an observational study design where time caption and questionnaires were used to measure traffic dwell times. A purposive sampling strategy was adopted where clearing processes applied to traffic categories covering commercial trucks, commercial buses, passengers/pedestrians as well as private vehicles as well as pedestrians were examined at the various points selected in the scoping of the survey. The sampling was comprehensively designed to capture data from 0600HRS to 2200HRS from 17 to 23 May 2024.

1.4. Data collection procedures adopted during this Endline TMS included enumerator training to ensure inter-rate reliability and consistency, random selection of vehicles for observation, recorded time stamps for each stage of clearance process and data quality control with daily reviews and verification of collected data.

1.5. This report presents the findings of the Endline time measurement survey to provide the Average Time Release for the Border Post. It is a follow up process for comparison with the results of baseline survey conducted in May 2022. The baseline survey focused on commercial traffic only covering empties, imports, exports and transit traffic passing through the OSBP during the live survey period from 17 to 23 May, 2024.

1.6. The objectives of both Time Management Surveys were to present the broad national level quantitative assessments of north and south bound traffic. This was achieved by studying selected clearance processes during the 2022 and 2024 studies, to establish not only the Average Release Times (ARTs) for each period, but also to establish performance changes between the two years as shown by the two sets of results, especially changes in the dwell time reported in the Baseline and Endline surveys.

[1] The Baseline Survey Report was launched on 19 July 2024 in Harare , Zimbabwe, and is accessible on the ZIMRA website www.zimra.co.zw through the link https://www.zimra.co.zw/customs/customs-documents?download=4016:chirundu-one-stop-bo-er-post-may-2022-baseline-time-management-survey-zimbabwe-revenue-authority-and-japan-international-co-operation-agency

1.7. This endline survey results mark the stabilization of the methodology and data sources used in the endline survey in comparison to the gaps noted in the baseline study. These improvements are noted in results of the endline survey.

It is therefore accompanied by more details from point analysis picked service and regulatory control points in between the two northbound and two south bound entry. Therefore, additional insights are provided from an analysis of the time taken by the various stakeholders who control those points. This will enable the focusing on the actual individual points for the purposes of identifying the points with excessive dwell time whose cumulative effects are noted in the end to end time taken to cross the border.

The scope of TMS was Chirundu One Stop Border Post and it independently focused on the Zimbabwean processes as opposed to the joint baseline survey. The actual live survey was carried out from 17 to 23 May 2024 from morning to early evening (6 am to 10 pm).

1.8. For the 2024 Endline Survey, there is no dependency between the Zimbabwean and the Zambian surveys, although some, if not most observations, may provide mirror observations with the possibility of complementary recommendations coming out of the Zambian survey. The Zimbabwean endline survey was supervised by a Lead Technical Working Group member and Chair from the Zimbabwe Revenue Authority, supported by a team of 5 Technical Working Group Members from ZIMRA, most of who were also previously engaged in the baseline study. This appointment acknowledges the confidence JICA has under The Project for Capacity Development for Smooth Operation of OSBP on the North South Corridor and all other principals have in the knowledge transferred during the baseline study to the Zimbabwean Team.

1.9. As opposed to the 2022 baseline survey, the scope of the 2024 endline survey extended beyond the movement of south and north bound commercial traffic, both loaded and empty, to include private registered motorists, pedestrians, commercial passenger transporters i.e. buses, given that these ferry cross border traders and their wares. This also included second hand vehicle imports from Japan through Dar es Salaam, Tanzania driven to Zimbabwe under own wheels. The survey also examined individual process points within the border for both north bound and south bound traffic. These points were fully represented by the OGA TWG members, most of who are operatives already based at Chirundu.

1.10. Thus, the marked increase in scope and increase in capacity was enabled by this inclusion of other stakeholders into the Technical Working Group.

1.11. As with the May 2022 Baseline survey, the Endline survey was also carried out in May (mid-year) 2024 over a period of 7 days, that is, 17-23 May 2024 including the weekend.The survey timing targeted a period of normal traffic flows which are outside annual peak periods. Data was collected by enumerators on duty in two shifts structured as follows :

(i) Morning Shift from 0600-1500hrs
(ii) Afternoon Shift from 1400-2200hrs (with a 1hr overlap for smooth handover/ takeover)

(iii) Day Shift (0600-1800) or (0800-1800hrs)
The day shift covered data collection points conducting commercial physical examinations in sync with the points working hours.

The survey attempted to capture all categories of traffic passing through during the period of the live survey and during the period the enumerators were be on duty. The estimated sample size all round was set at 7,000 from the Terms of Reference. The live survey however captured 12,221 data sets which were subjected to validation. Total validated data was 11,691 resulting in a sound 95.66% degree of significance.

1.12. The Average Release Time (ART) for both north and southbound traffic for all categories is summarized below.

Table 1.1: Comparative Average Release Times: 2022 v 2024

Category	Sample Size	2022 Baseline ART	Sample Size	2024 Endline ART
Northbound Total	231	3 h 13 m	581	3 h 48 m
Export trucks	5	5 h 13 m	30	2 h 3 m 46 s
Transit Fuel Tankers		Not split	239	5 h 37 m 8 s
Transit		Not split	312	1 h 45 m 34 s
Southbound Total	118	7 h 7 m	471	3 h 18 m
Import	54	9 h 31 m	96	6 h 28 m
Transit	64	5 h 16 m	375	3 h 18 m
Empty Truck	N/A	Not measured	292	2 h 12 m
Scanner	619	4 m 0 s	1014	5 m 35 s
Buses	Not stated	1 h 48 m	66	1 h 42 m 20 s
Physical Examination	62	15 m	54	36 m
Tanker Dipping	N/A	N/A	601	1 h 0 m

1.13. The ART is affected by various factors such as X-ray examination and manual physical examinations. The scanning ART was only 4 minutes for each truck. However, waiting time in the queue is excluded. It should be noted that ZIMRA operates on one scanner for incoming traffic. This has a limiting factor on the efficiencies required at the scanning point, which can be improved by either increasing the number of scanning units or deploying a drive through scanning unit that in turn limits waiting time.

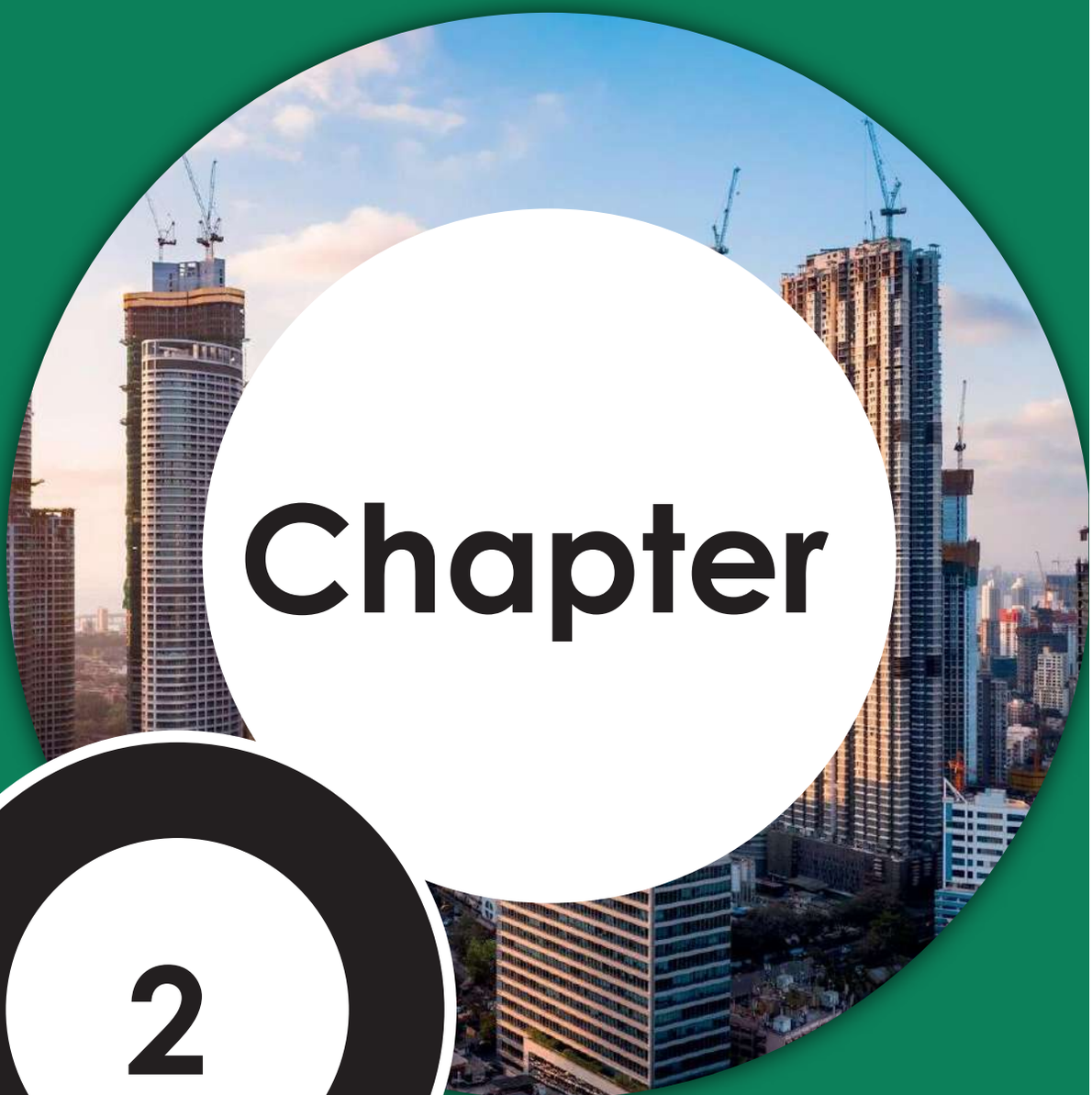
1.14. The ART for active physical examinations was 36 minutes compared with 15 minutes in the 2022 survey. It was observed that more time is taken up by uncontrollable variables like pre-examination processes and waiting time, as well as post examination time

for processes such as reloading, payment of additional duties or fines, or arranging for required regulatory documentation in the case of controls. The high dwell time is also attributed to 100% physical examinations on fuel tankers due to reactions to high risk associated with petroleum products in transit.

1.15. For northbound traffic exiting Zimbabwe, all final processes are carried out at the Zimbabwean acquittal desk on the Zambian side, except physical examinations (trucks, buses and private vehicles) as well as baggage and cargo scanning. There has not been any infrastructural development at the One Stop Border Post and the holding bay before the Zimbabwean acquittal desk can only accommodate four trucks. Traffic control across the bridge is managed by security guards to ensure that only four trucks are allowed to cross over into this holding bay. However, there are periods of congestion noted where this traffic control fails or where there is a southbound traffic backflow spilling onto the bridge.

1.16. For southbound traffic heading for Zimbabwe, the holding bay on the Zambian side is positioned to the left side of the northbound lane, which still requires southbound traffic to cut across the northbound lane as it enters or exits the holding bay. This movement remains as unpredictable as it was in the baseline survey and creates traffic management challenges which have a negative effect on smooth flows, thereby affecting ATRs.

1.17. As stated in the Baseline Survey Report, Zimbabwe operates a pre-clearance facility whilst the Zambia Revenue Authority enforces a pre-registration facility. Traffic entering Zambia is required to adhere to pre-registration of all cargo before proceeding into the customs control zone for the Zimbabwe exit formalities and finally into Zambia. Most traffic however arrives in Chirundu before the Zambian pre-registration requirement has been made. This still has an impact on the dwell time on the Zimbabwean side where such traffic proceeds only after adhering to the Zambian requirement, a process which still takes up to 4 days. Despite the recommendation in the baseline survey to have this addressed, engagement with the Zambian Authorities at local level have not resolved the matter. This observation still stands and the recommendation for harmonization requires escalation.



Chapter 2

Chapter 2 Background

2.1 General Information

Trade Facilitation Initiatives and International Trade

The role of international trade in economic development is well noted more than ever before because of the global interdependence on the consumption of raw materials, intermediary goods and finished goods. Economies therefore need to ensure that integration at regional and global levels. Economic developmental interventions should provide and support trade facilitation measures such as simplification of procedures, modernization for systems and physical/virtual infrastructure, harmonization of transit, export and import processes with other regulators along the trade routes, increased cooperation in the coordination of border management and the implementation of global recommended best practice measures.

While trade facilitation has always been a priority for the Government of Zimbabwe for years regarding cross border trade, the nation is committed to with the adoption and implementation of regional and international measures in conformity with international protocols. Such instruments include the SADC and COMESA protocols as well as focus on the Trade Facilitation Agreement (TFA) of the World Trade Organization (WTO GATT), AfCFTA, the Revised Kyoto Conventions and various bilateral agreements signed with regional economies. The TFA under Article 7.6 recognizes the importance of regular measurement of average cargo release time, aligning with the recommendations provided by the World Customs Organization (WCO) through the WCO Time Release Study guidelines.

The Trade Facilitation Action Plan (TFCAP) was established by the National Committee on Trade Facilitation (NTFC) under the Ministry of Foreign Affairs and International Trade (MOFAIT). It provides detailed time-bound guidelines on the commitments towards adherence to the TFA including additional measures thus augmenting continuous improvement initiatives. The Ministry of Transport and Infrastructural Development monitors several crossing points for spatial development through standardized border upgrade programmes. Such targeted crossing points include Zimbabwean Border Posts like Chirundu, Forbes, Kazungula and Victoria Falls. Recommendations from the 2022 baseline survey were included in the monitoring and evaluation of the various interventions implemented to increase efficiency and effectiveness on operations. Initiatives by the Ministry of Trade and Commerce's coordination of the Border Efficiency Management System were also considered for monitoring and evaluation processes. Support was also received from international organizations that included JICA, the IMF, the EU and UNCTAD in various missions and system upgrade initiatives.

Importance of Time Management Surveys

Time Management Surveys are a critical tool in the development of evidence-based policy making processes as well as initiating local level decisions towards trade facilitation. They should thus address the issues around diverse commodity-mix, levels of infrastructure development, resource mobilization, stakeholder profiles, and operating environmental

dynamics both locally and globally. They provide critical pointers which assist identify clearance processes factors and variables influencing desired efficiency levels. The 2024 TMS was conducted as the endline survey following the 2022 survey with wider scoping and the involvement of additional expert regulators in the TWG. The TWG also included members from the private sector. Data was collected from additional points where the regulators were also key players in the day to day running of the functions. There was heightened focus on analysis, observations, interpretation and conclusions drawn, providing deeper recommendations.

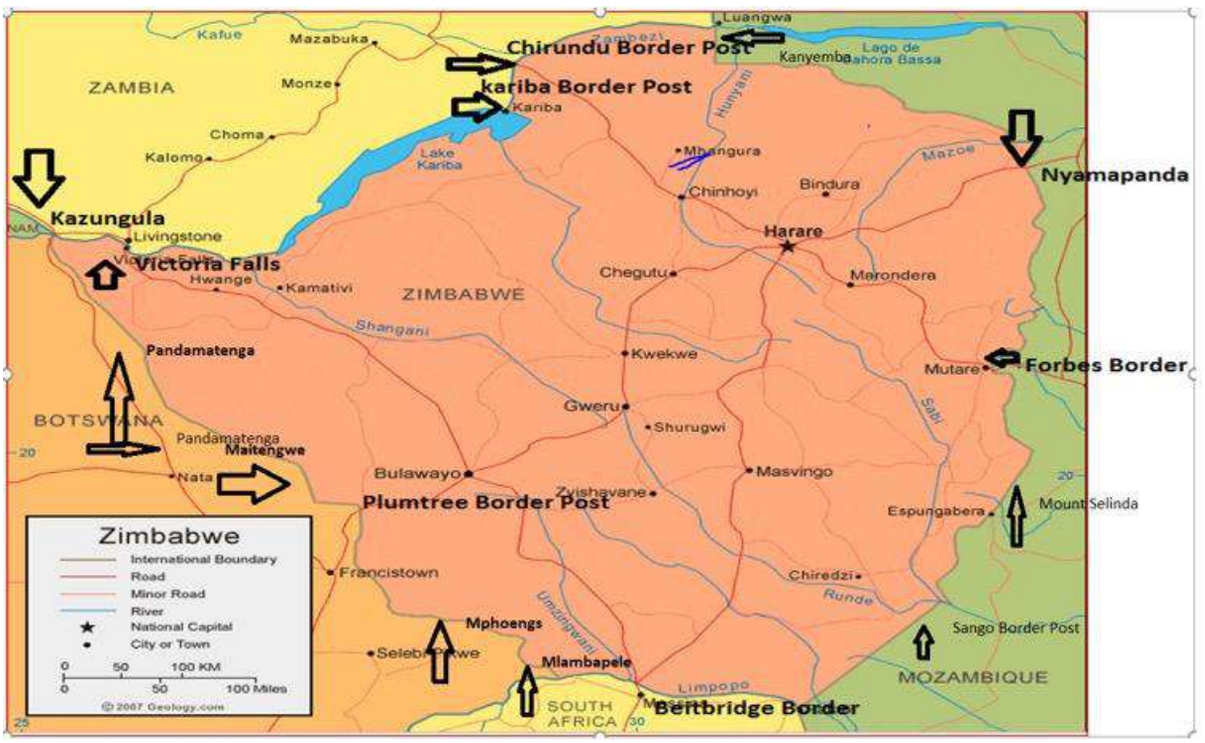
The 2024 Endline TMS was thus conducted to provide a scientific basis of comparison to the baseline survey TMS of 2022. The endline survey had a wider scope and a full representation of other stakeholders including regulatory experts and the private sector within the technical working groups. Additional sampling points were also included in the widened scope.

Brief Historical Background of Chirundu One Stop Border Post

Chirundu One Stop Border Post (OSBP) is a crucial facility on the border between Zambia and Zimbabwe, designed to streamline customs and immigration processes. Established to facilitate trade and traffic movement, the functions of the Border Post aim to provide effectiveness and efficiency in the movement of goods and people serving as a vital link for Zimbabwe and other landlinked countries to access international markets.
As part of regional initiatives in the Southern African Development Community (SADC) and Common Market for East and Southern Africa (COMESA), Chirundu OSBP features integrated services from various government agencies operating in one location. Enhanced infrastructure and streamlined processes not only support economic growth by facilitating trade but also strengthen economic ties between the two countries and promote regional integration. Chirundu OSBP handles significant traffic that also passes through Forbes and Beitbridge Border Posts.

Chirundu OSBP is accessible and crossable through the new bridge across the Zambezi River. The bridge was commissioned in 2002 and remains the official crossing link between the two shared border posts. The dual lanes on the bridge allow bi-directional north and south bound traffic flow and is sometimes susceptible to congestion during high traffic influxes or unruly driving from impatient motorists.

The Chirundu OSBP, commissioned in 2009, remains a critical link between Zimbabwe and Zambia, a position that has over the years attracted traffic to the extent that authorities have seen the need for upgrade and modernization. It remains the only One Stop Border Post for Zimbabwe and Zambia. It stands as one of the significant gateways along the most direct route into and out of interior Africa, handling traffic along the North South and Beira Corridors. In Zimbabwe Beitbridge and Forbes Border Posts are the major throughput points into and out of these corridors.



. Figure 1 Map of Zimbabwe Showing the Current Borders

The Importance of the Chirundu One Stop Border Post

The critical role played by Chirundu OSBP within the North-South Corridor links eight economies namely Botswana, the Democratic Republic of Congo, Mozambique, Malawi, South Africa, Tanzania, Zambia and Zimbabwe. This North-South Corridor feeds three Regional Economic Communities, namely; Southern African Development Community (SADC), Common Market for East and Southern Africa (COMESA) and East African Community (EAC). The facility also handles significant Beira corridor traffic, which branches to and from the North South Corridor by facilitating passage for commercial and private traffic to and from major southern African Ports of Beira in Mozambique (through Forbes Border Post in Eastern Zimbabwe). It also provides access to the ports of for Durban and Cape Town in South Africa through the busiest Border in Southern Africa, Beitbridge Border Post. Southern Africa. The Chirundu OSBP is a passage for tourist traffic, connecting tourist resorts between Zimbabwe and Zambia for areas like Kariba, Mana Pools, Matusadona and Binga on the Zimbabwean side.

Despite the alternative Trans Kalahari and Trans Namib Corridors to the west of Zimbabwe and the Mozambican border line route connection through Chanida Border Post into Zambia, Chirundu One Stop Border Post remains critical to cargo movements for Botswana, the Democratic Republic of Congo, Mozambique, Malawi, South Africa, Tanzania, Zambia and Zimbabwe itself. The North South Corridor remains a major link for three Regional Economic Communities, namely, the Southern African Development Community (SADC), the Common Market for East and Southern Africa (COMESA) and the East African Community

[2] A detailed history is also covered in the Baseline TMS Report launched on 19 July 2024, available on the ZIMRA website www.zimra.co.zw

(EAC). The facility services major traffic to and from the major southern African Ports of Beira in Mozambique (through Forbes Border Post in Eastern Zimbabwe) and Durban and Cape Town in South Africa, through Beitbridge Border Post, the busiest inland port in Southern Africa as well as used vehicle imports from Japan through the Port of Dar es Salaam in Tanzania.

Chirundu One Stop Border Post thus serves as a critical gateway on the shortest trade route between interior Africa and the sea ports in Southern Africa, which serve Africa's imports and exports involving Europe, the West and Eastern World. Its 24 hour service delivery also presents opportunities for seamless travel for night riders, complementing the same hours at Forbes Border Post and Beitbridge. This eliminates the usual journey redundancy associated with border overnight parking at facilities that operate limited hours thereby creating convenience and additional time for active travel and tourism.

2.2 Stakeholder Setup

2.2.1 The Zimbabwe Revenue Authority

The Zimbabwe Revenue Authority is currently charged with the processes to do with the movement of goods, vehicles and currency. Its mandate is derived from the Revenue Authority Act [CAP 23:11] and the Customs and Excise Act [CAP23:02]. The specific mandate is to collect revenue, facilitate trade and travel, advise Government on fiscal and economic matters and protect civil society. ZIMRA also enforces regulations on behalf of other government agencies. To give effect to the mandate, ZIMRA's activities include calculating and collecting duty on imports, enforcing import and export trade controls, protection of the civic society and providing advisory services to Government.

2.2.2 Department of Immigration Control

The Department of Immigration is tasked with the duty for passport control in the movement of travelers across borders. It derives its mandate from Immigration Act [4:02].

The table below shows the travel statistics through Chirundu in the years indicated.

Table 2.1: Annual Human Traffic Statistics

Year	Entries	Exits	Total
2022	217,239	221,817	439,056
2023	237,643	224,851	462,494

2.2.3 Plant Quarantine Services Institute

The Plant Quarantine Services Institute (PQSI) falls under the Research Services Department (RSD), Agricultural Research, Innovation and Specialist Services Directorate in the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD). The PQSI is responsible for the administration of the Plant Pests and Diseases Act [Chapter 19:08]; the

Warehouse Receipt Act [Chapter 18:25] and their enabling regulations. PQSI plays a crucial role in protecting plant resources (plant biosecurity), facilitating safe trade, and ensuring compliance with international phytosanitary standards and regulations.

The Institution is mandated to prevent the introduction, establishment and spread of plant pests and diseases within the country and through regional and international trade. It is responsible for enforcing phytosanitary regulations and implementing inspection and certification procedures. This includes the following functions;

- inspecting incoming consignments for the detection of the presence of regulated pests to ensure compliance with import requirements
- inspecting export consignments to ensure they meet the phytosanitary requirements of the importing country
- issuing phytosanitary certificates for exported goods based on consignment integrity and conformity assessments
- determining the appropriate phytosanitary measures, such as treatment requirements, restrictions or rejections in response to pest detections.
- monitoring and surveillance for plant pests.

These measures are meant to mitigate the identified risks to protect the country's plant resources, facilitate legitimate trade and maintain compliance with international plant health standards.

2.2.4 PQSI Inspection requirements and process flows for import and export

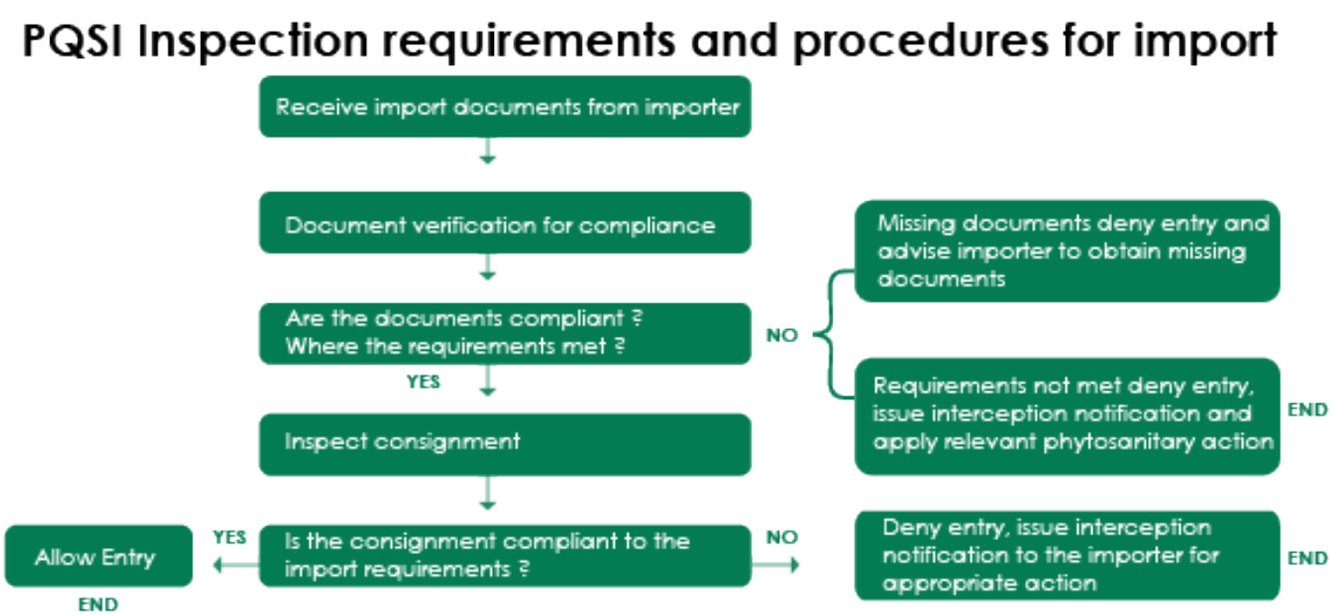


Figure 2 Import Requirements and Process Flow

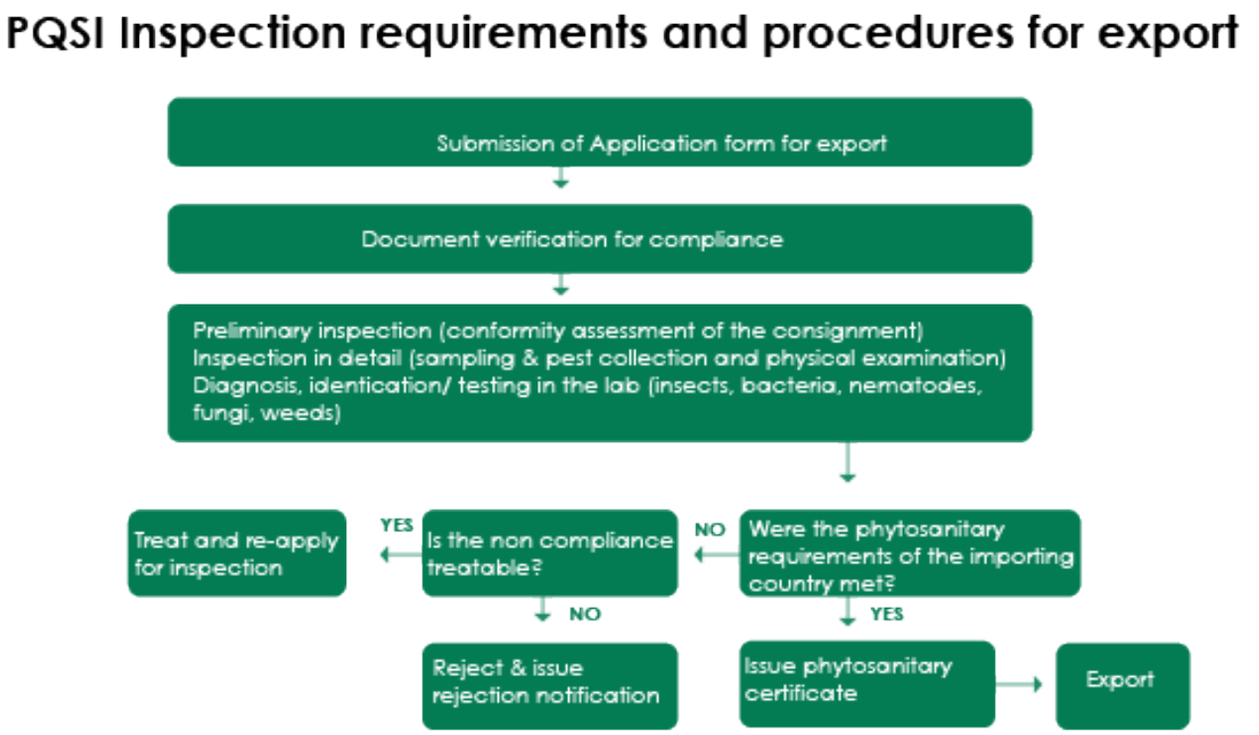


Figure 3: Export Requirements and Process Flow

2.2.5 Environmental Management Agency (EMA)

The Environmental Management Agency (EMA) is a statutory Board under the Ministry of Environment, Water and Climate. It has a mission to regulate, monitor, and promote sustainable management of natural resources and environmental protection with active stakeholder participation. EMA derives its mandate from the Environmental Management Act [CAP 20:27] brought into effect by Section 73 of the Constitution of the Republic of Zimbabwe. The Agency aims to promote sustainable development, protect the environment and ensure a healthy and clean environment for present and future generations.

At Chirundu OSBP, EMA is mandated to regulate trans-boundary movement of hazardous substances in accordance with the provisions of the Environmental Management Act (CAP 20:27) and supporting Statutory Instruments. The enforcement activities are done according to SI 268 of 2018 and governed by other Multilateral Environmental Agreements (MEAs). The Agency plays a pivotal role in ensuring environmental safety at the Ports and inland areas through sustainable management and safe disposal of hazardous substances.

Figure 4 below illustrates various types of hazardous substances dealt with at Chirundu in the indicated years.

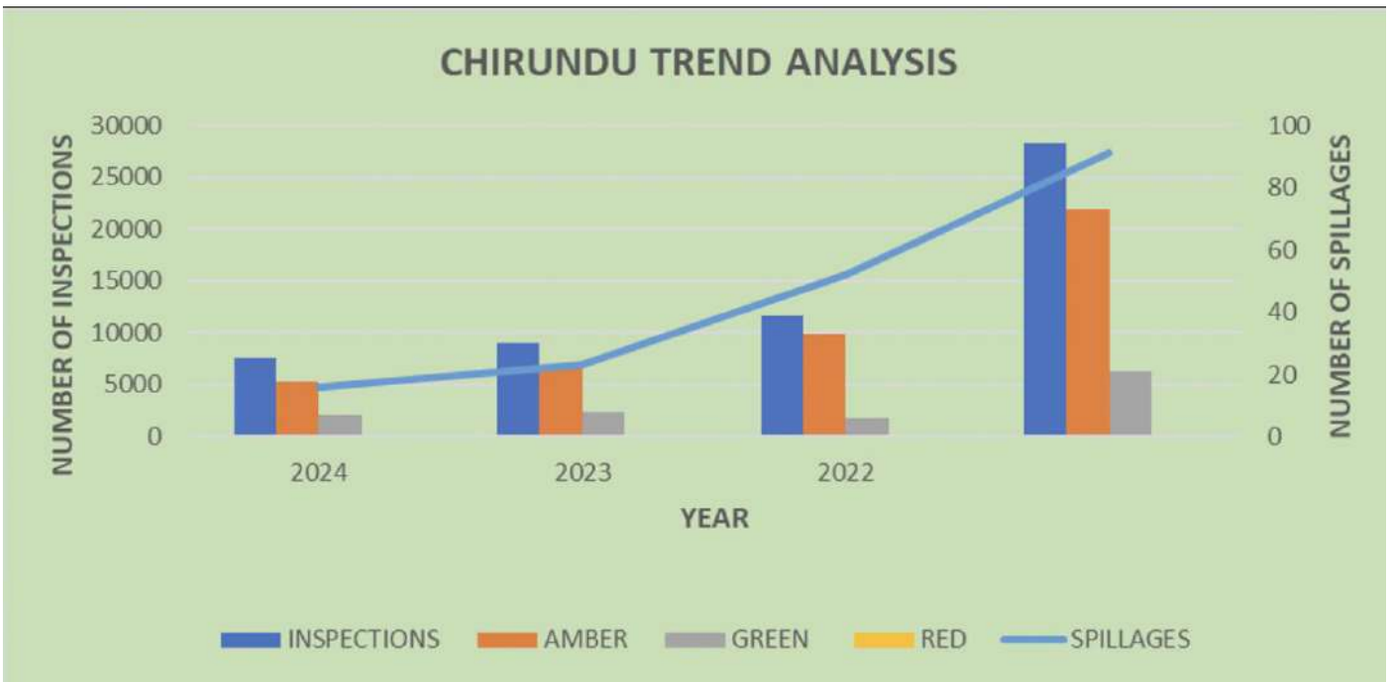


Figure 4 Types of Hazardous Substances Dealt With At Chirundu

2.2.6 National Biotechnology Authority (NBA)

The National Biotechnology Authority is a strategic arm of the Government of Zimbabwe established through the NBA Act [14:31]. The NBA is responsible for all the regulation of the handling of biotechnology and bio-safety matters in the country. It is also Zimbabwe's appointed National Focal Point and Competent Authority for the Cartagena Protocol on Biosafety (CPB) and Biosafety Clearing House. The NBA also enforces the provisions of other regulations, which include Statutory Instrument 157 of 2018, which regulates the importation, exportation and transit movement of food, feed, food and feed additives and seed.

<u>NBA's brief mandate at Chirundu is:</u>

a. To regulates trans-boundary movement of food, feed and any other products of biological origin
b. To carry out surveillance and testing for Genetically Modified Organisms (GMOs) surveillance and testing.
c. Advising the government on all aspects concerning the importation, development, production, use, application and release of GMO products in the country.

<u>Port Operations include</u>

a. Inspections of goods imported via buses, heavy commercial and light commercial
b. Issuance of permits through its automated platform, Biolink

The Authority prioritizes initiatives that enhance ease of doing business and is in the process of integrating its in-house automated system with the ZIMRA ASYCUDA system in order to

improve border operations at Chirundu and other ports of entry.

NBA has also engaged ZIMRA under the Zimbabwe Electronic Single Window project. Modules for incorporating NBA into the ZESW are already in place and NBA is already using the e-Single Window platform rolled out at Forbes and Beitbridge Border Posts.

The figure below illustrates the imports and exports volumes handled through Chirundu from 2021 to 2023.

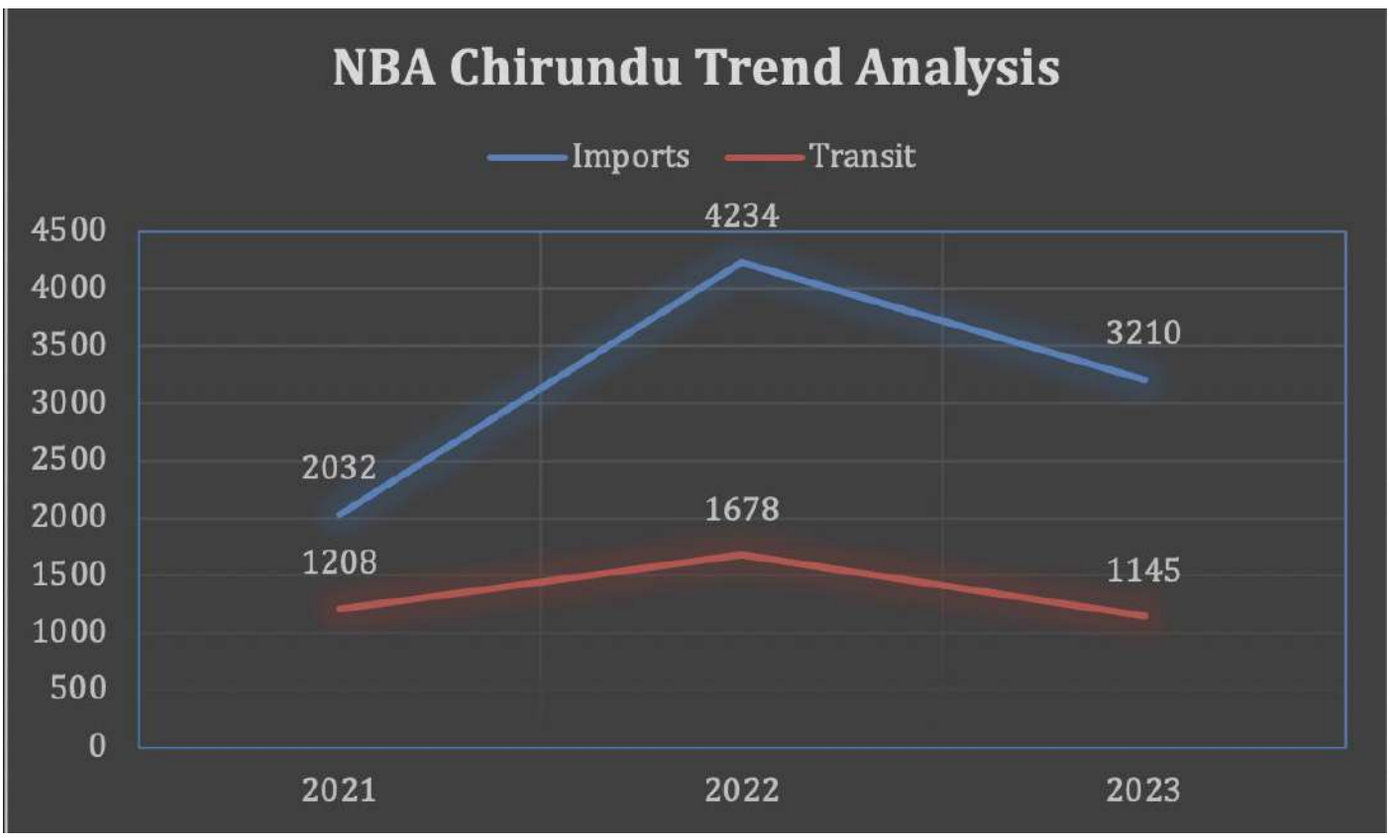


Figure 5 Imports and Exports Volumes Handled Through Chirundu

The figure below illustrates the NBA's process flow.

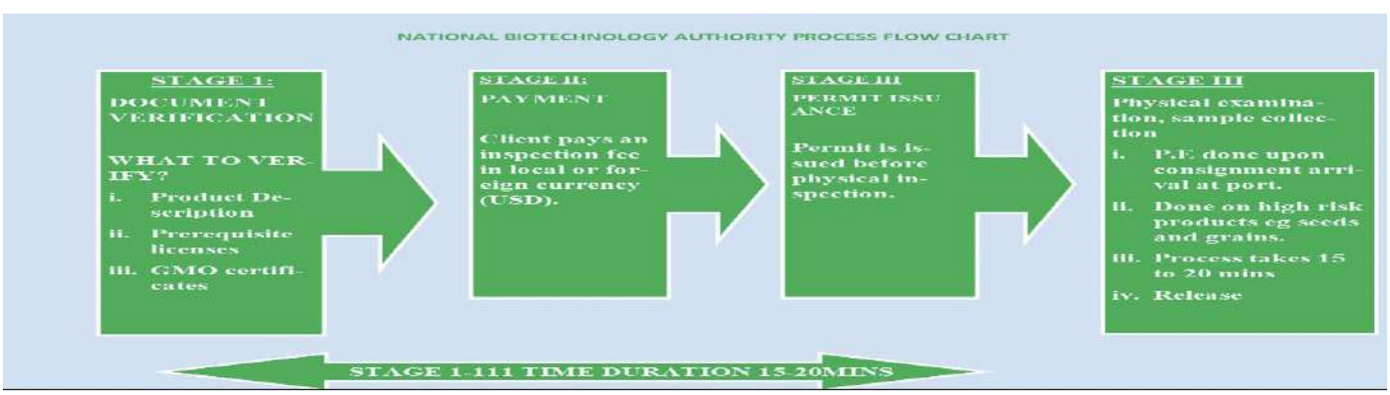


Figure 6 NBA's Process Flow.

Detailed Process Flow

- The importer or agent provides consignment documentation which may comprise of the invoice, cargo manifest, GMO certificates and any other prerequisite licenses or permits.

- The NBA officer examines all the documents and once the document check is verified, the agent pays an inspection fee.
- The officer then issues an import or transit permit through the automated platform. This system is a supporting document to be attached when a declaration is lodged through ASYCUDA.
- A physical inspection of the goods is carried out when the consignment arrives at the port of entry. Samples are collected for GMO testing.
- The whole process can take up to 20 minutes and before qualifying goods are released for delivery.

2.2.7 Veterinary Public Health Services (VPHS)

- The Veterinary Public Health Services (VPHS) department is a government entity under the Ministry of Agriculture, Land, Fisheries and Livestock of Zimbabwe. The Department's mandate is to protect animal and human health, ensure food safety and promote animal welfare. This mandate is derived from various pieces of legislation which include the Animal Health Act (1982), Veterinary Surgeons Act (1991) Food and Standards Act (1996) and the Public Health Act (1924).
- To give effect to its mandate, the VPHS department regulates the trans-boundary movement of live animals, animal carcasses and other animal by-products (meat, milk etc.) as governed by the provisions of the various legislation it enforces. The functions extend to the inspection of animal supplementary products like (grains, grain offals, stock feeds, animal medications etc.).

2.2.8 Vehicle Inspectorate Department

- Vehicle Inspectorate Department (VID) operates under the Ministry of Transport and Infrastructural Development and is mandated to reduce road accidents, improve road safety and ensure that vehicles on the Zimbabwe roads are safe, environmentally friendly and compliant with related regulations. VID derives its mandate from the Road Traffic Act [CAP 13:11], the Vehicle Registration and Licencing Act [CAP 13:14] and the Road Motor Transportation Act (CAP 13:15).
- At Chirundu OSBP, VID conducts inspections to ensure that drivers are medically fit and vehicles are licensed and roadworthy as they transport goods to and from Zimbabwe. The inspection process includes verification of transporters' compliance to axle loading regulations as enshrined in the statutory instruments to reduce road infrastructure damage and/or reduce accidents. The department also verifies transporters' documentation and issues transit coupons to foreign registered vehicles

2.2.9 INTERPOL & the Zimbabwe Republic Police/ZRP

The office is manned by CID Chirundu who are in constant touch with INTERPOL Harare. The role of INTERPOL at the Chirundu OSBP is to check for stolen vehicles, hidden contraband and wanted persons on the INTERPOL list from all member states. It is responsible for clearing all north and southbound non-commercial/private vehicles. The clearing process involves physically checking engine and chassis numbers to authenticate information on vehicle documents. INTERPOL also validates travel documents using the Mobile INTERPOL Network Database (MIND) device system.

2.2.10 Port Health

Port Health Services are a section under the Environmental Health Department in the Ministry Of Health and Child Care. The Port Health staff comprise Port Health Officers and Technicians are deployed at the Point of Entry to prevent and guard against the introduction of disease from outside the Zimbabwean borders.

Their duties include enforcing Public Health laws, Health Promotion and awareness, travelers screening - T°C checks, checking validity of health certificates, detaining and reporting quarantinable cases, Pest and vector control, Food and water quality monitoring, Cargo Physical Examinations and Human remains clearence in accordance with IHR 2005 and Public Health Laws.

Port health has two distinct sections, that is one for traveler screening and the other which handles commercial clearances.

The table below shows a list of PGAs present at the border, their principal ministries and a brief of their role or mandate. It should be noted that ZIMRA rolled out the Electronic Single Window Concept to enhance coordinated border management. The platform enables clearing agents to submit permits supporting bills of entry which enables PGAs with access rights into the ZIMRA automated system to view declarations carrying products covered by their permits. The PGAs onboarding to the Zimbabwe Electronic Single Window (ZESW) is being done on phased approach.

Table 2.2: List of PGAs Present At Chirundu

AGENCY	MINISTRY	MANDATE/ROLE
Department of Immigration	Home Affairs and Cultural Heritage	• Facilitate entry and exit of travelers; • Deportation of illegal immigrants and receipt of repatriates; • Contributing to refugee identification and referral for status determination .
Environmental Management Agency	Environment, Climate and Wildlife	Regulatory: environmental protection and management of Hazardous Substances, environmental management services
INTERPOL (National Central Bureaus - Zimbabwe Republic Police)	Home Affairs and Cultural Heritage	Local and international crime control, national/state security
National Biotechnology Authority	Science and Technology	Regulatory (research)
Plant Quarantine Services Institute	Lands, Agriculture, Fisheries, Water, and Rural Development.	Regulatory (plant health and growing media control)
Office of the President & Cabinet	Central Government	National/State Security Oversight
Port Health	Health and Child Care	To serve as the first line of defense to protect the citizens of Zimbabwe and visitors against the entry of communicable diseases and importation of nonconforming food and other related materials associated with cross border movement of people, conveyances, baggage, cargo and imported consignments
Vehicle Inspection Department	Transport and Infrastructure Development	Regulatory (commercial transport)
Veterinary Services	Lands, Agriculture, Fisheries, Water, and Rural Development.	Regulatory (animal diseases and grain control)
Zimbabwe Republic Police	Home Affairs and Cultural Heritage	(a) detecting, investigating and preventing crime; (b) preserving the internal security of Zimbabwe; (c) protecting and securing the lives and property of the people; (d) maintaining law and order; and (e) upholding this Constitution and enforcing the law without fear or favour.
Zimbabwe Wildlife Management Authority	Environment, Climate, Tourism and Hospitality Industry.	Regulatory (wild life - fauna and flora)

Partner Government Agencies participation in the Endline TMS

Eighteen (18) members were drawn from the government border agencies and private sector for participation in the in the survey as Technical Working Group members. The increased participation widened the scope of survey to include the dwell times for their individual processes. The following PGAs and private sector representatives took part in the survey.

Table 2.3Technical Working Group Representations

	NAME OF PGA	No. OF PARTICIAPNTS
1	Ministry of Industry and Commerce	1
2	ZIMRA	6
3	IMMIGRATION	1
4	ZRP	2
5	EMA	1
6	VID	1
7	PQSI	1
8	PORT HEALTH	1
9	VETERINARY SERVICES	1
10	NBA	1
11	Transporters Association of Zimbabwe	1
12	Clearing Agents Association Representative	1

2.2.1 Clearing Agents

Chirundu has a fair size of registered clearing agents. At the time of the survey, ZIMRA had a total 300 clearing registered and licensed clearing agents with offices around Zimbabwe, with more applications coming in and yet to be processed. All clearing agents are required to be affiliated with registered clearing associations recognized by the Commissioner of Customs & Excise. There are seven (7) such established and recognized clearing agent associations as listed below.

Table 2.4: Zimbabwean Clearing Agents Associations

1	Freight and Trade Alliance Zimbabwe (FTAZ)
2	Indigenous Shipping Freight Agent Association of Zimbabwe (ISFAAZ)
3	Internal Freight forwarders Association of Zimbabwe (IFAZIM)
4	Progressive Customs Brokers Association of Zimbabwe (PCBZ)
5	Shipping and Forwarding Agents Association of Zimbabwe (SFAAZ)
6	Zimbabwe Indigenous Freight forwarders Association (ZIFFA)
7	Zimbabwe Network of customs and Excise Experts (ZNCEE)

[3] Clearing agency licenses are valid for twelve months from January to December. These are renewed annually in the last quarter of each year.

Table 2.5 Top 10 Clearing Agents at Chirundu OSBP and their Declarations Submissions for period 2021-2023

	2021 DECLARANTS	Number of B/Es		2022 DECLARANTS		Number of B/Es	2023 DECLARANT	Number of B/Es
1	Jesslay Inv T/A Clearance R&F	3881		Jesslay Inv T/A Clearance R&F		5277	Jesslay Inv T/A Clearance R&F	4595
2	Speedlink Projects & Trade (Pvt) Ltd	3593		Star Struck Marketing P/L T/A Move		4055	Delta Freight Services	3807
3	Heywood Haulage And Investments P/L	3475		Speedlink Projects & Trade (Pvt) Ltd		3443	Agents House Freight Services	3070
4	Star Struck Marketing P/L T/A Move	3053		Pendock Investments (Pvt) Ltd		3152	Heywood Haulage And Investments P/L	3064
5	Bollore Transport And Logistics Zim	2215		Heywood Haulage And Investments P/L		2947	Speedlink Projects & Trade (Pvt) Ltd	3012
6	Pendock Investments (Pvt) Ltd	2171		Fordmeed Logistics		1924	Delfina Customs Clearing & Freight Forwarding	2789
7	Destiny Freight Advisory P/L	2025		Divine Freight		1852	Pendock Investments (Pvt) Ltd	2742
8	Chemmault Investments T/A Trans-Atl	1984		Destiny Freight Advisory P/L		1846	Fordmeed Logistics	1998
9	Rilvadee (Pvt) Ltd	1977		Delma freight		1762	Star Struck Marketing P/L T/A Move	1445
10	Divine Touch Trading	1813		Gleamside Investments		1436	Freight World	1366

2.3 Declaration Statistics

2.3.1 The table and figure below illustrates the declarations covering cargo that passed through Zimbabwe's ports of entry during the period 2021- 2023. In 2021 Chirundu was ranked 2nd to Beitbridge while in 2022 and 2023 it was ranked 3rd after Beitbridge and Forbes. It is also noted that Forbes Border Post statistics are fast catching up on Beitbridge due to significant harbour efficient levels at Beira, which have altered maritime deliveries, attracting road transport through Forbes Border Post.

Table 2.6 Border Ranking by Declaration Showing Chirundu's Position for the Years 2021 - 2023

	2021			2022			2023		
Port of entry	Office code	No. of Declaration	% contribution	Office code	No. of Declaration	% contribution	Office code	No. of Declaration	% contribution
Beitbridge	ZWBB	215,058	45.09%	ZWBB	161745	43.96%	ZWBB	161399	42.59%
Chirundu	ZWCH	71,143	14.92%	ZWFB	72566	19.72%	ZWFB	81881	21.61%
Forbes	ZWFB	69,082	14.48%	ZWCH	57880	15.73%	ZWCH	57361	15.14%
Harare Airport	ZWHA	57,451	12.05%	ZWHA	41617	11.31%	ZWHA	41249	10.88%
Plumtree	ZWPT	18,920	3.97%	ZWPT	9920	2.70%	ZWPT	12306	3.25%
Kazungula	ZWKZ	15,173	3.18%	ZWNY	7909	2.15%	ZWVF	8538	2.25%
Victoria Falls	ZWVF	14,046	2.94%	ZWKZ	7738	2.10%	ZWKZ	7972	2.10%
Nyamapanda	ZWNY	10,202	2.14%	ZWVF	7485	2.03%	ZWNY	7408	1.95%
Kariba	ZWKB	5,367	1.13%	ZWKB	679	0.18%	ZWKB	471	0.12%
Bulawayo Airport	ZWBA	387	0.08%	ZWBA	383	0.10%	ZWBA	352	0.09%
Sango Border	ZWSN	59	0.01%	ZWSN	13	0.00%	ZWSN	38	0.01%
Victoria Falls Airport	ZWVA	59	0.01%	ZWVA	5	0.00%	ZWVA	13	0.00%
	TOTAL	476947	100%	TOTAL	367940	100.00%	TOTAL	378988	100.00%

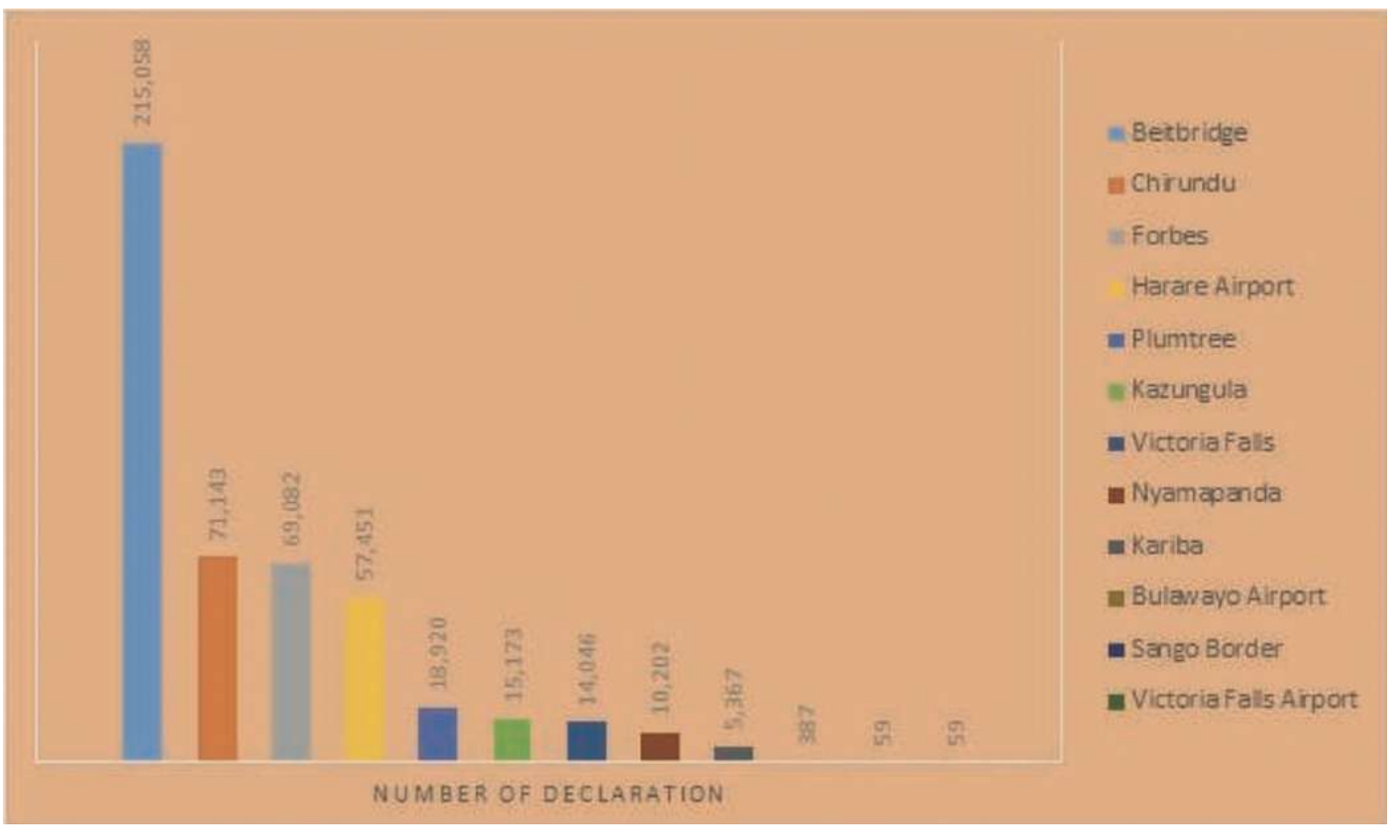


Figure 7 Border Ranking by Declaration Showing Chirundu's Position for the Years 2021 - 2023

2.4 Trending Imports, Exports and Transit Goods

The series of tables below illustrate the statistics registered in imports, exports and transit traffic (north and southbound) passing through Chirundu

Table 2.7 Major Import Declarations through Chirundu

	Description	Quantity
1	Passenger vehicles	10168
2	Cement clinkers	8937
3	Other cement	5287
4	Vehicles for the transport of goods	2025
5	Quicklime	2014
6	Oil-cake and other solid residues, of soya-bean	1122
7	Finishing ceramics	967
8	Exercise-books	821
9	Good carrying vehicles exceeding 5tonnes	717
10	Limestone flux; limestone and other calcareous stone	718
11	Other soya beans whether or not broken	565
12	Flavoured aerated waters, with added sugar, sweetener, etc	560
13	Footwear with upper straps/thongs plugged into soles, of rubber or plastics	509
14	Men's or boys' shirts of other textiles, nes	499
15	Slaked lime	485
16	Braids, in the piece	426
17	Buses& public transport vehicles	415
18	Soya bean flour and meal	339
19	Other cane sugar not containing added flavouring or colouring matter	327
20	Parts of motorcycles (including mopeds)	315

The highest volume of declarations cleared preowned private motor vehicles coming from Japan through Dar es Salaam sea Port in Tanzania. The second highest declarations are for cement from Zambia.

Table 2.8 Major Export Declarations through Chirundu

	Description of goods	Quantity
1	Designated opaque beer made from malt - nes	374
2	Plasters	254
3	Cigarettes containing tobacco weighing <910 grams per 1000	167
4	Spongy ferrous products, nes, and 99.94% pure iron, in lumps, pellets...	167
5	Freezers of the chest type, capacity =< 800litres	147
6	Other uncoated fluting paper	125
7	Other articles for conveyance or packaging of goods of plastic nes	121
8	Cartons, boxes and cases, of corrugated paper or paperboard	117
9	Wood in the rough..., treated with paint, stains, creosote, etc	114
10	Coniferous	106
11	Fibreboard of a density >0.8g/cm3	102
12	Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur)	79
13	Oranges, fresh or dried	78
14	Stoppers, lids, caps and other closures of plastics	70
15	Freezers of the upright type, capacity =< 900litres	59
16	Toilet or facial tissue stock, towel or napkin stock and similar paper	58
17	Maize seed	57
18	Active yeasts	54
19	Yogurt	51
20	Roasted malt	51

Highest number of export declarations was opaque beer followed by plasters. Exports

Table 2.9: Major Transit Declarations through Chirundu (Southbound)

	Description	Quantity
1	Cathodes and sections of cathodes of refined copper	11602
2	Cobalt oxides and hydroxides; commercial cobalt oxides	4514
3	Copper ores and concentrates	2718
4	Unrefined copper; copper anodes for electrolytic refining	2272
5	Wood, nes, sawn or chipped lengthwise, sliced or peeled, >6mm thick	1749
6	Refined copper, nes, unwrought	1412
7	Nickel ores and concentrates	1022
8	Oil-cake and other solid residues, of soya-bean	640
9	Other soya beans whether or not broken	335
10	Flue-cured tobacco of the virginia type, partly or wholly stemmed/ stripped	285
11	Precious or semi-precious stones, worked but not set..., nes	205
12	Other copper-tin base alloys (bronze), unwrought	182
13	Copper (excl. master) alloys, nes, unwrought	182
14	Other cane sugar not containing added flavouring or colouring matter	163
15	Fluorspar containing by weight <=97% of calcium fluoride	153
16	Trailers and semi-trailers for the transport of goods, nes	152
17	Brass, unwrought	146
18	Unwrought lead (excl. refined and containing antimony)	124
19	Roses, fresh	117
20	Brans, sharps and other residues of maize (corn)	115

Major incoming transit declarations were for copper and cobalt which are mainly destined for sea ports at Beira, Mozambique and Durban in South Africa. The minerals are mainly from Zambia and DRC, states that are land linked just like Zimbabwe.

Table 2.10: Major Transit Declarations through Chirundu (Northbound)

	Description	Quantity
1	Diesel	13679
2	Sulphur of all kinds (excl. sublimed, precipitated and colloidal sulphur)	9033
3	Unleaded petrol	6091
4	Urea, whether or not in aqueous solution	5900
5	Sulphur, sublimed or precipitated; colloidal sulphur	5116
6	Mineral or chemical fertilizers with nitrogen, phosphorus and potassium	2032
7	Structures & parts of structures, of iron/ steel, nes	1718
8	Parts of machinery of 84.74	1588
9	Ammonium nitrate	1463
10	Other poly(Ethylene terephthalate)	1407
11	Ammonium dihydrogenorthophosphate (monoammonium phosphate)	1225
12	Ammonium sulphate	1126
13	Other articles of iron or steel, nes	1072
14	Parts of machinery of 84.26, 84.29 and 84.30, nes	978
15	Apples, fresh	913
16	Organic composite solvents and thinners, nes; paint or varnish removers	885
17	Screws and bolts of iron or steel, nes	809
18	Other fowl cuts and offal, frozen	739
19	maize meal(corn)	737
20	Sodium sulphates (excl. disodium sulphate)	729

As for the outgoing transits (Northbound), the highest declarations cleared diesel, followed by sulphur based products and petrol. Most of the transit fuel was coming from Beira and some loaded from Zimbabwe (at NOIC) & Feruka.

Process Flow

The process flow at Chirundu was studied during process mapping and two process flow maps, one for north and the other for southbound were developed from a Google Map picture. In addition, the ASYCUDA World system process flows were also discussed and are presented in this section together with the process maps.

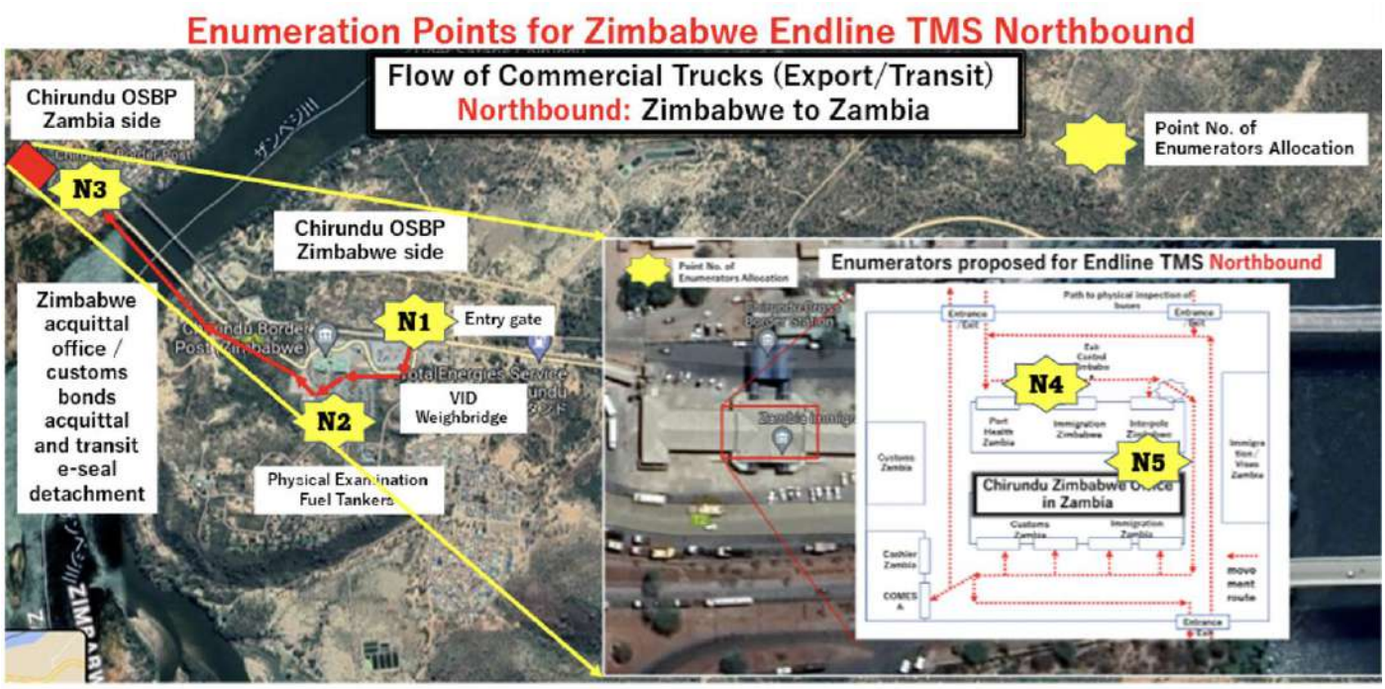


Figure 8 Enumerator North Bound Data Collection Points

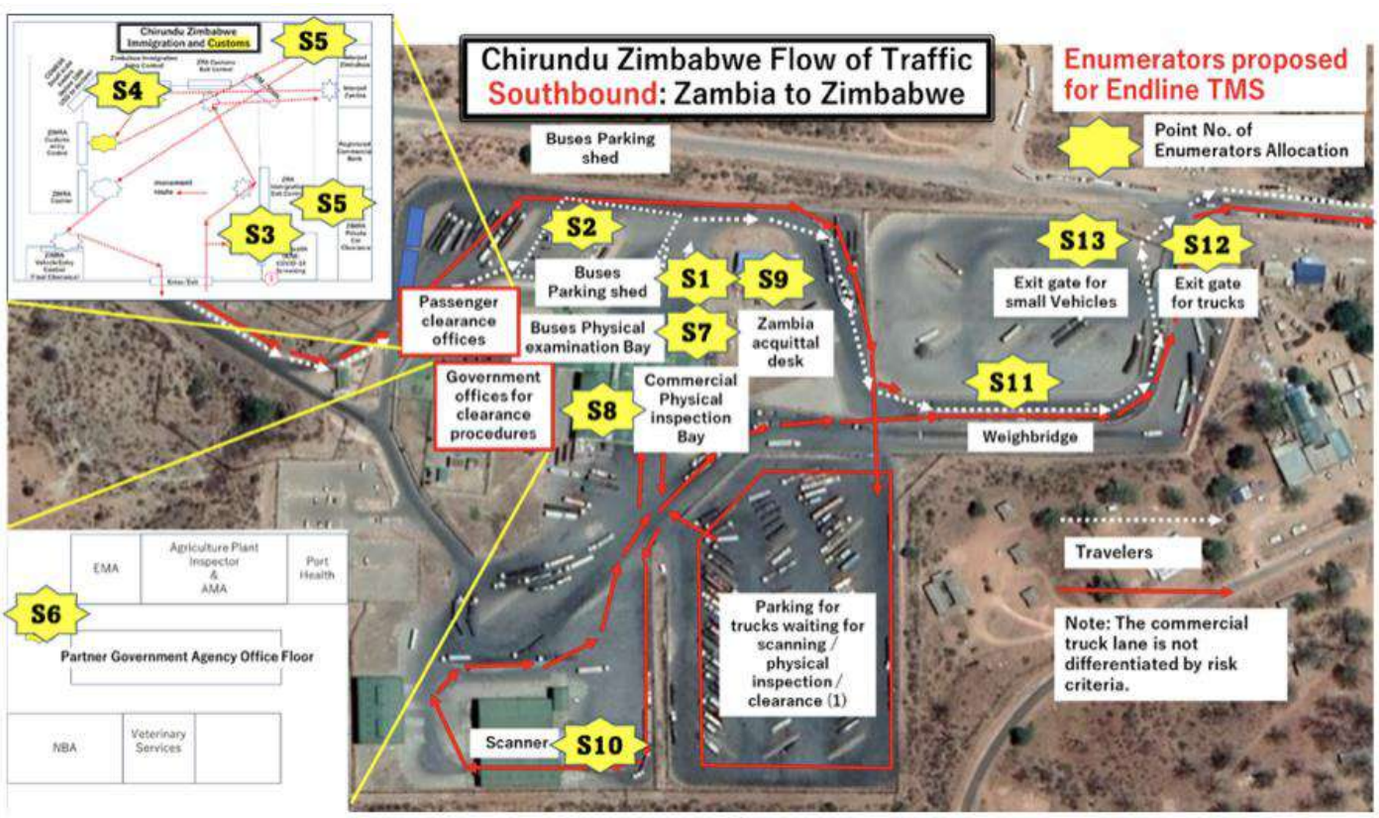


Figure 9 Enumerator South Bound Data Collection Points

2.5 Process Flow for Imports

2.5.1 Detailed Imports Process Flow

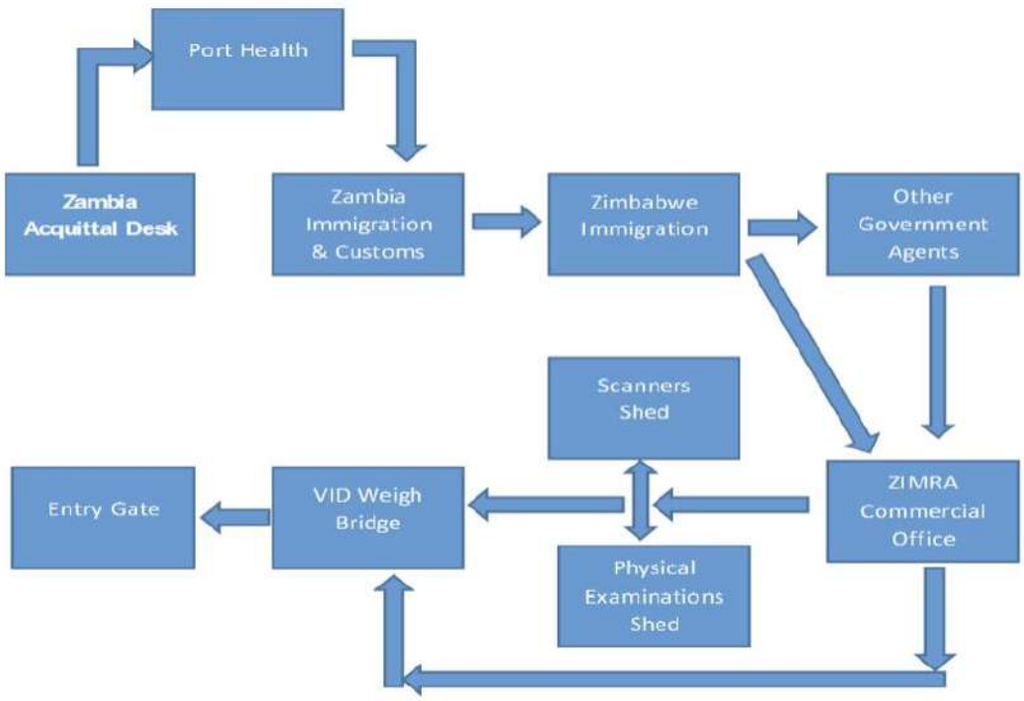


Figure 10 Imports Process Flow

- All Commercial southbound traffic reports to the Zambian Acquittal Desk to complete the Zambian Removal in Transit and Export formalities.
- The crew of the truck then proceeds to the Port Health Desk for screening before proceeding to the Zambian Immigration Counters for Zambian Exit Formalities.
- After the Zambian Exit formalities, the crew proceeds to the Zimbabwe Immigration Counters to start the Zimbabwe processes.
- Depending on the type of Goods carried by the truck, the crew proceeds to submit documents to the relevant OGA for clearance. This may mean visiting more than one OGA with the relevant documents for clearing before proceeding to ZIMRA.
- If the goods are not controlled by any OGA, crew proceeds directly to ZIMRA.
- ZIMRA operates a preclearance system which ensures that only trucks with processed bills of entry are allowed to enter the Customs yard. After clearance by OGA's, the crew submits processed documents from the OGA's and bill of entry to Customs for release.
- If the consignment has been targeted for physical examination by the ASYCUDA system the truck is directed to the search bay for examination before the bill of entry is finalized.
- Where the physical examination is required by the release office the consignment is also referred to the physical Examinations bay even though the bill of entry would have been finalised.
- All empty tankers and loaded trucks go through the scanner before they proceed to the VID Weighbridge where they are weighed and documents checked for compliance with Ministry of Transport regulations.
- The truck will then proceed to the Entry gate for departure validation and final

release of the truck from the Customs area.

2.5.2 Private Imports Process Flow

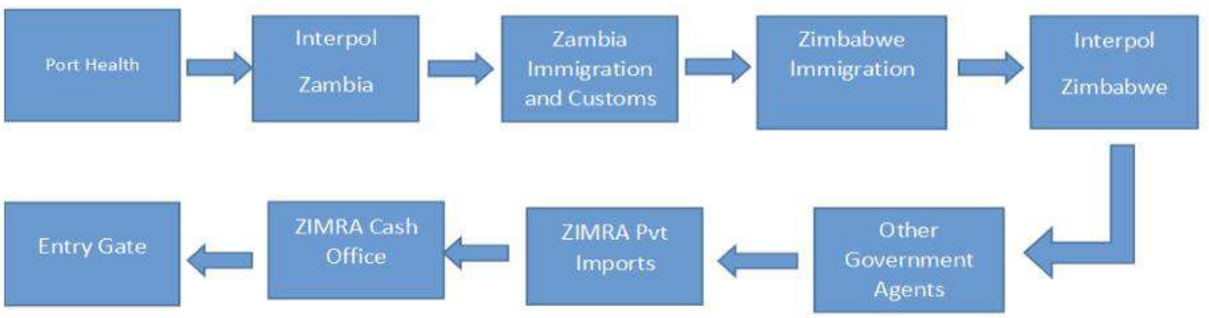


Figure 11 Chirundu OSBP Private Motor Vehicle Imports Process Flow

- On arrival at the Border the driver and all his passengers proceed to the Port Health Desk for screening.
- After the Port Health Desk they proceed to the Zambia INTERPOL Office for clearance of the vehicle after which they then proceed to the Zambian Immigration and Customs Counters for Zambia exit formalities.
- After the Zambian Exit formalities proceed to the Zimbabwe Immigration Counters to start the Zimbabwe entry processes.
- All vehicles entering the country have to be cleared by INTERPOL and if carrying any controlled goods as private imports they should be cleared by relevant OGA's.
- Proceed to ZIMRA Private Imports for processing of Temporary Import Permit (if foreign registered) or acquittal of Temporary Export Permit (if Zimbabwean registered). Assessment of Border crossing fees is also done in this office.
- The driver then proceeds to the ZIMRA Cash Office for payment of the assessed fees before proceeding to the entry gate for checking and exit formalities.

PROCESS FLOW FOR EXPORTS

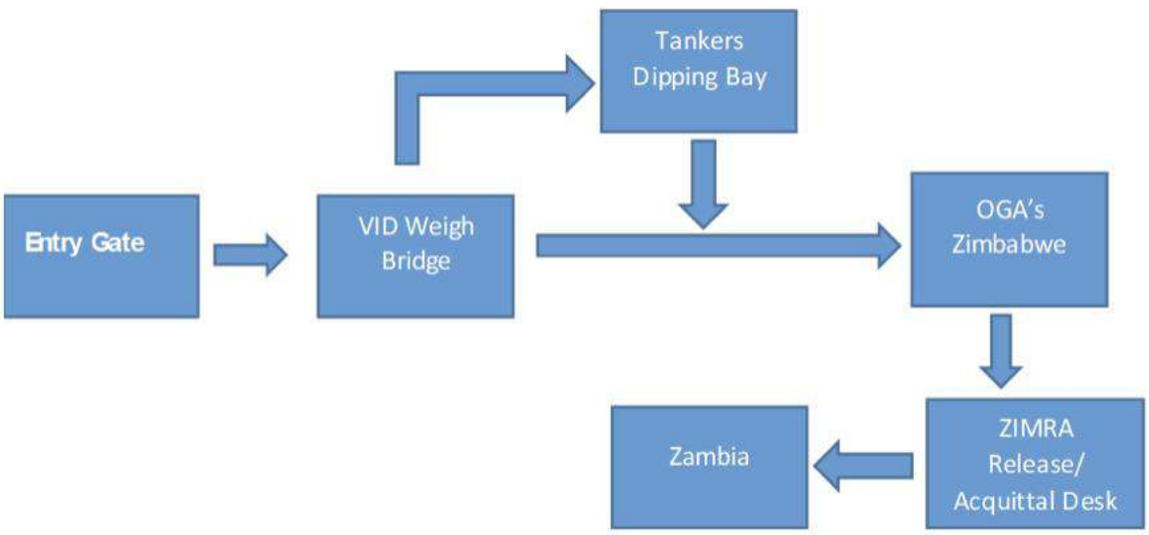


Figure 12 Commercial Exports Process Flow

- After entry into the Customs yard the trucks proceed to the VID Weighbridge where they are weighed and documents checked for compliance with Ministry of Transport regulations.
- All tankers are required to proceed to the Dipping Bay for confirmation of product quantity.
- Depending on the goods carried the driver proceeds to the relevant OGA office for compliance with any export controls that may be in place.
- The truck then proceeds to the ZIMRA Acquittal and Release desk for finalisation of the Zimbabwean Removal in Transit and Export formalities.
- After the finalisation of the Zimbabwe exit formalities the truck is then allowed to proceed to start the Zambian formalities.
- The ZIMRA Release/Acquittal Desk and OGA's office are physically located on the Zambian side of the Chirundu OSBP.

2.5.3 Detailed Exports Process Flow

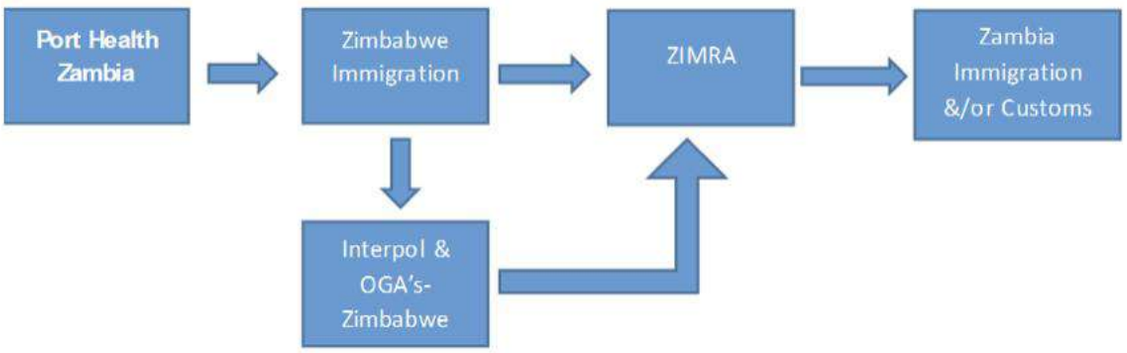
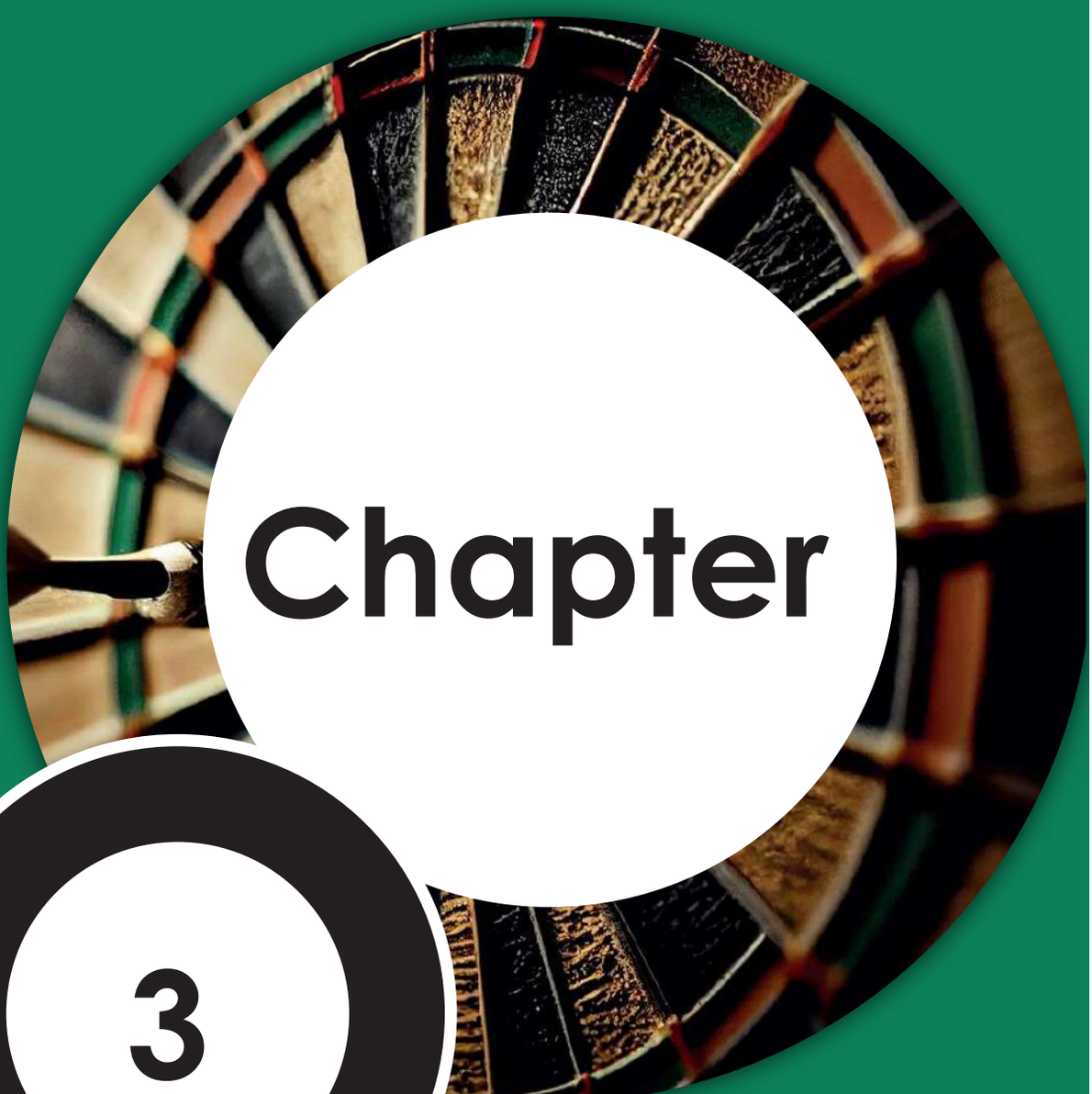


Figure 13 Chirundu OSBP Private Motor vehicles Export Process flow

- Northbound private vehicles do not stop on the Zimbabwean side of the Chirundu OSBP and all exit formalities are performed on the Zambian side of the Border.
- Driver and all passengers proceed to the Zambian Port Health Desk for screening on arrival.
- Proceed to Zimbabwe Immigration for Zimbabwe Immigration exit formalities.
- After immigration the driver proceeds to INTERPOL for clearance of the vehicle. If he is carrying any controlled goods he is also required to visit the relevant OGA's for clearance.
- From INTERPOL and OGA's the driver then proceeds to the ZIMRA office for processing of a Temporary Export Permit (if Zimbabwean Registered) or acquittal of the Temporary Import Permit (if foreign registered)
- After all the Zimbabwean exit formalities have been completed the driver then proceeds to the Zambian Immigration Counters to start the Zambian entry formalities



Chapter 3

Chapter 3 Objectives

1. The objectives of the Chirundu OSBP Endline TMS remained largely similar to those under the baseline survey with the added requirement for comparative analysis with the baseline survey results. The objectives were as follows;

   (i) To measure the time required to complete inland border crossing procedures by Customs and other border agencies, both in the public and private sectors, from the time the cargo arrives at the border of one country until it is released for onward transmission to the next country. These time measurements will also be required for drivers, crew, passengers, pedestrians and other travelers using the border post.
   (ii) To analyze the time taken for each process and procedure applied to these categories i.e. import, export, and transit, in order to identify bottlenecks in the border crossing movement of cargo, vehicles and travelers.
   (iii) To generate recommendations for improving the processes and procedures for smoother movement of cargoes and people across the border and especially with comparison of the metrics captured in the baseline survey.
   (iv) To establish the endline measures in comparison to the baseline measures for the purposes of identifying improvements and/or remaining challenges in order to address these effectively.

2. The Endline - provides data for all processes covered in the scope to enable identification of existing bottlenecks and related challenges to further enable the development of additional recommendations for corrective action.

Chapter 4

Chapter 4 Scope

4.1 General

The scope of this survey covered all commercial imports, exports and transit both north and southbound looking at activities of other PGAs involved in the direct clearance process of cargo and facilitation of travel. Unlike the baseline survey, the Endline survey was not jointly conducted with the Zambia Revenue Authority.
The subjects of the survey and survey items are listed in the following table.

Table 4.1: Subjects of the Survey and Survey Items

Subjects of the Survey	Survey Items
All trucks, whether loaded or empty, buses and their passengers, crew members, private registered cars and their passengers and other vehicles being imported or exported	Time taken to complete all border crossing formalities and procedures. Data was collected for all types of cargo, vehicles and travellers.
Import, export, and transit cargo	Time taken to complete all border clearance formalities and procedures as well as system clearance times for the scoped cargo categories. The data was collected by enumerators who were posted at strategically mapped points and from the computerized systems maintained by customs and any OGA that operates an information recording system,
Human traffic including truck drivers & their crew, buses drivers and their crew, all passengers including pedestrians whether traveling for business or leisure.	Measured the time taken to complete border crossing port health procedures, and immigration procedures
Government authorities (Customs Immigration Quarantine processes and other government agencies [OGAs]) that have passenger detention authority including any migration controls different from standard passport control (e.g. deportations or refugee processing).	Measured the time taken to complete these procedures including indications of whether a passenger was allowed to proceed or not in order to obtain information on entry/exit time.
Local community residents and other stakeholders whether crossing the border or not. These may also include day trippers whose unpredictable frequencies may tend to distort travel patterns.	Carried out an assessment of the impact of the OSBPs on local communities and stakeholders (workers at the OSBPs and users of the OSBP, e.g., customs brokers, importers/exporters, truck operators, and logistics companies).

The survey was limited to the Chirundu One Stop Border Post, focusing on Zimbabwe clearance processes only.

4.2 The Processes Covered in the Survey

The processes covered by the survey were end to end manual data collection, that is

from entry gate on the Zimbabwean side into and exit acquittal desk on the Zambian side, for northbound traffic and from the Zambia exit acquittal desk on the Zimbabwean side to the entry gate into Zimbabwe for Southbound. Customs import, transit, and export system processes are automated except for manual interventions when the system is down or where sight of the cargo is required. For automated processes the time stamps were obtained from the system in the same way as for the baseline survey. Zimbabwe effectively uses a pre-clearance facility with additional analysis to examine the causes of outstanding/"unfinalized" transactions in the system for various reasons to avoid distortions from outliers as was noted in the baseline survey.

There has not been any change in the Zambian position regarding pre-arrival requirements for northbound traffic since the observation noted in previous survey, traffic dwell time in Zimbabwe was increased because of the requirement for all loads entering Zambia to lodge pre-registration. This compelled traffic exiting Zimbabwe to park in Zimbabwe pending fulfillment of this requirement. The recommendation in the baseline thus requires escalation.

Besides the customs clearance system data, electronic cargo tracking system data can also be obtained but only for transit cargo under electronic seal. This enabled a categorization of traffic carrying sealed cargo which could also be tracked after release at the port of entry or point of sealing to provide additional data to be combined with the rest of the metrics. Electronically sealed cargo comprised a small percentage of such traffic as not all cargo is sealed and not all sealed cargo exits through Chirundu.

4.3 Volume of the Survey (Sample Size)

The survey captured all categories of traffic passing through during the period of the live survey and during the period the enumerators were on duty. The estimated sample size all round had been set at 7,000 from end to end for both north and south bound traffic in the Terms of Reference. However, on scoping, it was noted that there were a number of in between service points and not all of them are manned by all stakeholders at the border. Data was collected from these points from selected samples at the service point from all traffic passing through during the period of the live survey.

Below is a summary of the end to end data captured and validated for analysis.

Category	Incoming	Outgoing
Captured	**8,037**	**4,184**
Validated	**7,562**	**4,129**
Discarded	**475**	**55**
% validated	**94.09%**	**98.69%**
Total Captured	**12,221**	
Total Validated	**11,691**	
Total discarded	**530**	
Total % Validated	**95.66%**	

Total captured data was 12,221
Total validated was 11,691, posting a 96.66% validation.
The last survey, validated 44% of all captured data and the 95.66% validated in the endline

survey post a significant higher degree of confidence in comparison.

Commercial traffic

The Northbound commercial trucks sample size was 1459 trucks, but 60.18% was excluded during data matching, thus 39.82% data (581trucks) was used in the analysis. As for south bound traffic, 1504 trucks were initially recorded and of these 68.95.18% of the data was discarded during data matching, thus 31.05% data on 467 trucks was used. All in total 2963 rucks entered the border post and 1048 (35.27%) of them form the basis for the end to end analysis undertaken.

The exclusion of some transactions is attributable to the following reasons

(i) Data incomplete due to limited data collection period. Border operates 24hrs for commercial traffic whilst the survey data collection was for 16hrs.

(ii) Insufficient/ inadequate information at first check check point into or out of the border making it difficult to data match transactions on the strength of vehicle registration numbers. For example, on arrival at Zambian exit acquittal desk, which is our recorded entry/arrival at the Zimbabwe border , the driver won't be having the requisite Zimbabwean clearance documents, hence enumerator records the truck and trailer details

(iii) Capturing errors by enumerators /data capturers which affects the data matching process

Following the data validation and cleaning the data set(s) reconciled as follows:

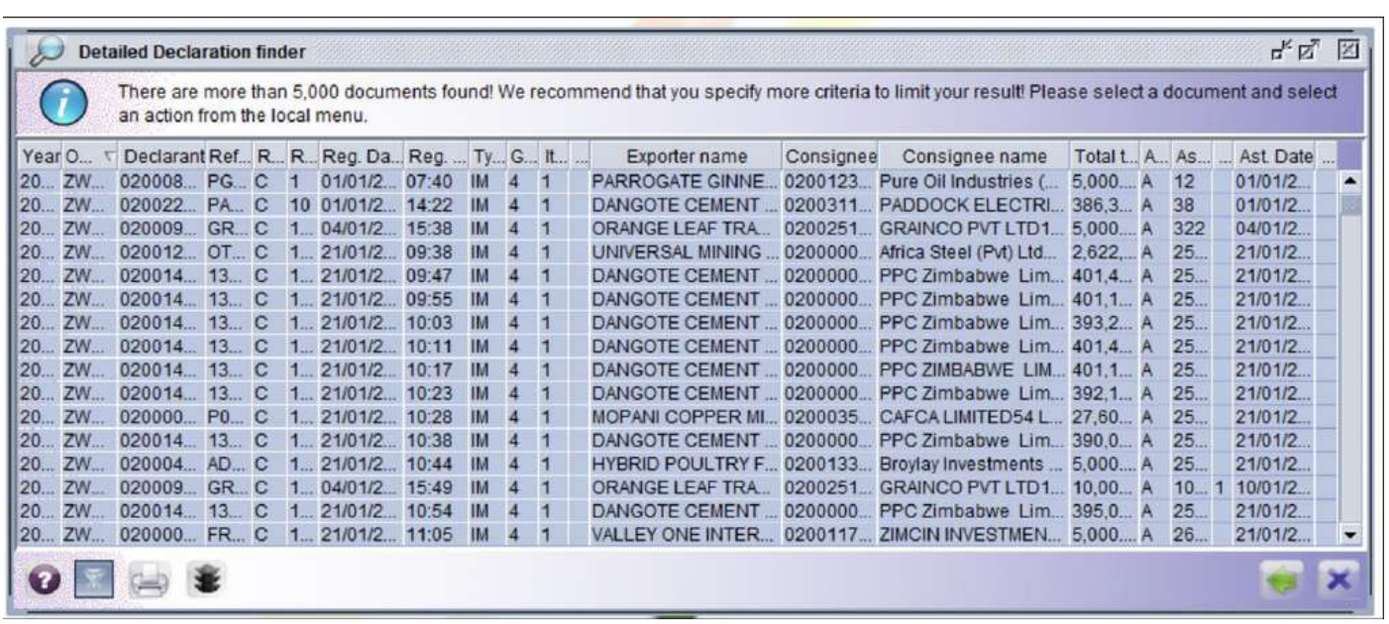
Table 4.2: Sample Data Reconciliation

Incoming -Southbound Traffic			**Outgoing - Northbound Traffic**		
Data Collection Point	**Data collected**	Data validated	**Data Collection Point**	**Datacollected**	**Data Validated**
ZM exit Acquittal-trucks	1504	1259	Exit Gate 1	1459	1456
Entry Gate -Trucks	1358	1229	ZW Exit Acquittal Desk	1114	1114
Pvt Imports -ZIMRA Office	248	248	Fuel Tanker P/Es	653	603
Pvt Imports -INTERPOL (pvt cars)	431	431	Outgoing Pvt Vehicles	62	62
Pvt Imports -Entry gate (cars)	560	488	INTERPOL clearance	36	36
Incoming Buses	75	72	Questionnaires distributed	62	60
EMA	197	197	Immigration	798	798

Port Health - Commercial	124	124			
Plant Quarantine	42	42			
NBA	6	6			
Veterinary Services	3	3			
VID	588	588			
Commercial P/E Bay	54	54			
Immigration	1432*	1431*			
Scanners	1039	1014			
Port Health - Screening	376*	376*			
Totals	**8037**	**7562**		**4184**	**4129**

* relates to travellers

The above table shows that ,7562 incoming data entries out of a total of 8,037 were validated as correct, whilst 4,129 entries out of 4,184 for outgoing were also validated as correct, which calculates to 94.1% and 98.68% respectively.



Year	O...	Declarant	Ref...	R...	R...	Reg. Da...	Reg. ...	Ty...	G...	It...	...	Exporter name	Consignee	Consignee name	Total t...	A...	As...	...	Ast. Date	...
20...	ZW...	020008...	PG...	C	1	01/01/2...	07:40	IM	4	1		PARROGATE GINNE...	0200123...	Pure Oil Industries (...	5,000....	A	12		01/01/2...	
20...	ZW...	020022...	PA...	C	10	01/01/2...	14:22	IM	4	1		DANGOTE CEMENT ...	0200311...	PADDOCK ELECTRI...	386,3...	A	38		01/01/2...	
20...	ZW...	020009...	GR...	C	1...	04/01/2...	15:38	IM	4	1		ORANGE LEAF TRA...	0200251...	GRAINCO PVT LTD1...	5,000....	A	322		04/01/2...	
20...	ZW...	020012...	OT...	C	1...	21/01/2...	09:38	IM	4	1		UNIVERSAL MINING ...	0200000...	Africa Steel (Pvt) Ltd...	2,622,...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	09:47	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	401,4...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	09:55	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	401,1...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:03	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	393,2...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:11	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	401,4...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:17	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC ZIMBABWE LIM...	401,1...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:23	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	392,1...	A	25...		21/01/2...	
20...	ZW...	020000...	P0...	C	1...	21/01/2...	10:28	IM	4	1		MOPANI COPPER MI...	0200035...	CAFCA LIMITED54 L...	27,60...	A	25...		21/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:38	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	390,0...	A	25...		21/01/2...	
20...	ZW...	020004...	AD...	C	1...	21/01/2...	10:44	IM	4	1		HYBRID POULTRY F...	0200133...	Broylay Investments ...	5,000....	A	25...		21/01/2...	
20...	ZW...	020009...	GR...	C	1...	04/01/2...	15:49	IM	4	1		ORANGE LEAF TRA...	0200251...	GRAINCO PVT LTD1...	10,00...	A	10...	1	10/01/2...	
20...	ZW...	020014...	13...	C	1...	21/01/2...	10:54	IM	4	1		DANGOTE CEMENT ...	0200000...	PPC Zimbabwe Lim...	395,0...	A	25...		21/01/2...	
20...	ZW...	020000...	FR...	C	1...	21/01/2...	11:05	IM	4	1		VALLEY ONE INTER...	0200117...	ZIMCIN INVESTMEN...	5,000....	A	26...		21/01/2...	

Figure 12 Typical ASYCUDA World Report Depicting High Volumes For 2023

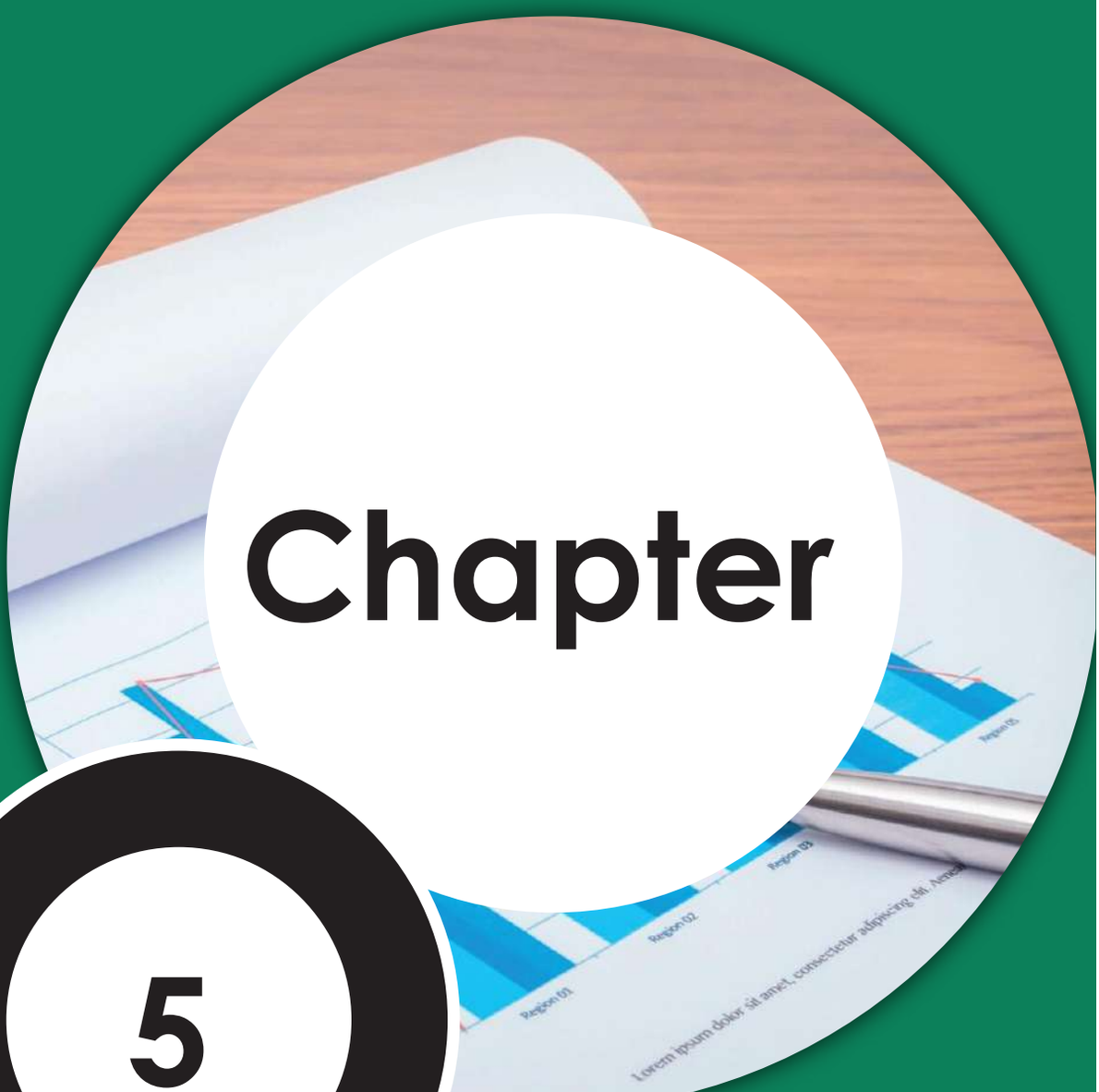
The above table is a typical screenshot of an ASYCUDA report for declarations electronically submitted through Chirundu for visual demonstration only. The limitations indicated in the

header information on the above screenshot demonstrates the high volumes involved where the system requires refinement of the search parameters to pick and display all information beyond the count of 5,000 entries , against the total of 154,489 entries noted in the table below which is the total picked from the fragmented search.

The survey was carried out from 17-23 May 2024, for 7 consecutive days, targeting normal traffic flows. Data was collected by enumerators on duty between 0600hrs and 2200hrs. This excluded data on traffic passing through the control outside the survey operating hours. However the data collected during the 16hr daily shifts is adequate to draw meaningful conclusions regarding clearance and/dwell times.

The sample size was 2,963 trucks, 622 private vehicles, 75 buses and 2,230 travellers. It should however be noted that truck , private vehicle or traveler may have had more than one intervention/ recording depending on the processes involved which speaks to the number of stakeholders that one had to pass through. In this regard, 8,037 data entries (line items) were made on incoming traffic and travelers whilst 4,184 data entries were also captured on outgoing traffic. The data sets are inclusive of 1,808 incoming travelers clearance and 798 outgoing traveler clearances

Chapter 5


Region 01
Region 02
Region 03
Region 05
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean

Chapter 5 Reporting Format

The TMS presents its analysis on data gathered at the Chirundu OSBP Endline survey. The underlying data is annexed to the report for ease of reference.

The report framework was adopted from the WCO TRS Guide 2018 version with variation and customization to suit the TMS requirements.

5.1 Team Composition

The survey was sanctioned through comprehensive Terms of Reference with a team of seventeen (18) Technical Working Group Members drawn from the Zimbabwe Revenue Authority, Immigration, OGAs and the private sector. Twenty-eight (28) enumerators were recruited to assist with the data collection.

Two separate one-day training sessions were conducted on site for the TWG members and the enumerators, to on-board all. The TWG members held an inception meeting and training to discuss activities progress, the data collection instruments to be used as well as enhancing their survey supervision skills. The enumerators were trained in health, safety and ethical considerations, data collection, data integrity as well as appreciation of the data collection instruments (forms and questionnaire). The training also provided plenary sessions for questions and answers.

Figure 15 Technical Working Group Member, Mr Mukombero (Immigration) Stresses a Point During Enumerator Initial Training

This initial training engagement was also attended by Mr Motohiro Fujimitsu, Manager WCO/JICA Joint Project from the Capacity Building Directorate in Brussels, Belgium who appreciated the preparatory work demonstrated by the detailed engagement during the various presentations from the participating TWG Members.

Figure 16 Mr. M Fujimitsu flanked by A M Mutandiro TMS Supervisor (left) and V Mayisiri TMS Chair and Lead TWG Member (Right)

5.2 Dry Test Run

The TWG and enumerators conducted a pre-survey test to enable the TWG members and the enumerators to acclimatize with the data collection points including the data sheets. The dry run enabled identification of any areas for refinement. A total of 53 data elements were collected during pre-survey test for peremptory analysis. Necessary adjustments were made to some data collection sheets including review of data collection points. TWG members from Port Health and EMA officials gave an awareness induction to enumerators, on health and safety issues given the adverse climate conditions in Chirundu and the OSBP location in the Hurungwe Safari Area, which exposed enumerators to encountering wild animals at some data collection points.

Mr. Motohiro Fujimitsu

Figure 17 Break of Dawn Enumerator Briefing Before Deployment for the Dry Run

5.3 Data Collection, Capture and Validation

Raw data was collected manually on hard copy data sheets from 0600hrs to 2200hrs for the period of the live survey. Enumerators manned the identified data collections points with each of them under direct supervision of a TWG member. Completed data sheets were being handed over to the supervisor for review and approval at the end of each shift. The Supervisor would hand these to the data analysts for serializing and subsequent filing pending future data capture process.

The collected raw data was electronically captured in June 2024 that is, from 24-29 June 2024, using the Kobo Toolbox application. The data capture process was done by 10 data capturers at a central point under the supervision of the appointed TWG Members. The captured data was stored on Excel within the Zimbabwe Revenue Authority pending validation and analysis.

Data validation and analysis was carried out by the TWG members with the assistance of the JICA OSBP team

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Figure 18 Enumerators Turning In Collected Data to Supervisor and TMS Vice-Chair J Rundogo

5.4 Survey Plan

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

Table 5. 1 Survey Activities Plan

No.	TMS Activities	Date
1	Chirundu Endline TMS planning and TOR development workshop.	12, 13 December 2023
	Held the first Chirundu 2024 Endline Time Measurement Survey planning meeting (hybrid) and this included formulating terms of reference. The meeting was attended by the Chirundu TMS committee, referred to as the Technical Working Group as well as members of the JICA OSBP Team.	
2	Chirundu Endline TMS meeting on Methodology, Process Mapping and TORs Review	11 March 2024
	The Zimbabwe TWG and JICA OSBP Project Team convened a hybrid meeting where they discussed methodology and concept, and reviewed the TORs. Also conducted process mapping at the border to determine (i) key data collection points including data to be collected, and (ii) the number of enumerators required for the end Endline TMS Survey.	
3	Enumerator Recruitment by JICA TMS Team	9-10 May 2024
	Advertisement placed on the national newspaper on 29 April 2024. The selection and recruitment of applicants was done on 9 & 10 may 2024. A total of twenty-eight enumerators were recruited in line with process mapping conducted.	
4	Inception Meeting with TWG Members	14 May 2024
	Conducted a TWG Inception meeting reviewing the survey plan including refinement of the OGAs plans .	
5	Training of Enumerators and Test Survey	15, 16 May 2024
	Training of enumerators done on site, followed by a test/mock survey which helped enumerators to familiarize with the TMS data collection questionnaire and at the same time appreciate the data collection points. Also developed Duty Rosters and deployment schedules to assist in strategically managing the survey day to day activities.	
6	Data Collection activities (Live Survey)	17-23 May 2024
	Conducted the live Endline TMS survey at the Chirundu OSBP, with a team comprising 17 TWG members and 28 enumerators. Data collection was being done between 0600hrs and 2200hrs.	
7	Data Capture activities	24-29 June 2024
	JICA hired 10 data capture clerks who captured the raw data onto the system. The activity was done in Harare at the Zimbabwe Revenue Authority office.	
8	Data Validation and Draft Report Writing	20 – 30 August 2024
	The TWG members convened in Chirundu, in a break away session where they carried out data validation and compiled the Draft Report.	
9	Endline TMS Draft Report Validation Workshop	7 November 2024
	A Workshop will be conducted to validate the draft final report by inviting relevant authorities of the Chirundu Border and National Trade Facilitation Committees. The venue or mode will be virtual.	
10	Circulation of the draft report on incorporation of comments arising from validation workshop for final confirmation	November 2024
11	Approval of the Endline TMS Report by the highest authorities concerned.	November 2024
12	Publishing and printing of Endline TMS final report	November 2024
13	Launch of the Endline TMS Report and Presentation to the Public	November 2024

5.5 Authorized Economic Operators

The number of accredited traders increased from 12 to 14 since the baseline survey. Only two authorized economic operators transact through Chirundu OSBP, one being a transporter and the other a Customs clearing agent. An extraction from the ASYCUDA World made, revealed that clearance declarations tendered/registered on behalf of AEOs are processed within 1 minute
Below is an extract from ASYCUDA World demonstrating the minimal time taken to process a declaration submitted by an Authorized Economic Operator.

Whilst the AEO accreditation denotes healthy compliance levels on domestic tax and customs issues, the uptake by business remains low. At the time of the survey, a total 14 Authorized Economic Operators were operating. The number consists of one (1) clearing agent, one transporter with the rest being importers, exporters, manufacturers and retailers.

There were no imports and exports by AEOs during the survey period save for transactions by the accredited transporter and clearing agent who offer trade facilitation services. During the survey period the accredited transporter registered 78 Electronic Manifests whilst the clearing agent lodged 49 declarations which were being processed within one and half hours. Since the two will be facilitating non-AEO clients, their accreditation benefit is extended through manual interventions during the clearance process. A total of 1263 AEO import clearances were done at Chirundu OSBP from January 2024 to the survey period and all the consignments were being assessed within one minute.

Discussions on taking AEOs accreditation to enhanced levels continue to receive support from other regulatory agencies with the following improvements being on cards:

(i) integration with other regulators, in an effort to offer seamless service to the preferred traders
(ii) mutual recognition with South Africa, thus preferential treatment being extended to our AEOs

The table below shows the accredited Authorized Economic Operators at the time of the study.

Table 5. 2 List of AEOs and their Business Categories

	NAME OF ENTITY	BUSINESS CATEGORY
1	Arenel Zimbabwe	Manufacturer – candy and confectionery
2	Auto World Zimbabwe	Vehicle Distributor
3	Bikita Minerals	Mining
4	Edgars Stores	Clothing retail
5	CFAO Motors	Vehicle Distributor
6	PPC Zimbabwe	Manufacturer - cement
7	Speedlink Cargo Zimbabwe	Clearing Agent
8	Strauss Logistics	Transporter
9	Surface Wilmar Investments	Manufacturer - cooking oil/consumer goods
10	The Zimbabwe BATA Shoe Company	Manufacturer - footwear
11	Unilever Zimbabwe	Manufacturer – consumer goods
12	United Refineries	Manufacturer - cooking oil/consumer goods
13	Zimbabwe Platinum Mines (ZIMPLATS)	Mining
14	Pure Oil Industries (Zimgold)	Manufacturer - cooking oil

5.6 Impact of Differences in Declaration Handling: Zimbabwe vs Zambia

As reported in the Baseline Survey Report, Zimbabwe operates a pre-clearance facility whilst the Zambia Revenue Authority enforces a pre-registration facility. Traffic entering Zambia is required to adhere to pre-registration of all cargo before proceeding into the customs control zone for the Zimbabwe exit formalities and finally into Zambia. Most traffic however arrives in Chirundu before the Zambian pre-registration requirement has been made.

This still has an impact on the dwell time on the Zimbabwean side where such traffic proceeds only after adhering to the Zambian requirement, a process which may take up to 4 days. Some of the Zambian clearing agents tend to release/send papers to the drivers in batches a process that may create congestion as truckers jostle to cross to Zambia. Whilst there have been recommendations to allow all exiting trucks to cross to the Zambian side, with the non-pre-registered facing penalties from ZRA, it has not yielded. The major constraint is the limited truck parking area on the Zambian side, where the end result will be a total traffic clog/jam, further creating long queues on the Zimbabwean side. Despite the recommendation in the baseline, survey report to have this addressed, engagement with the Zambian Authorities at local level have not resolved the matter. This observation still stands and the recommendation for harmonization requires escalation.

5.7 Levels of Facilitation or Intervention within the Overall System

Increased levels of intervention include the following:

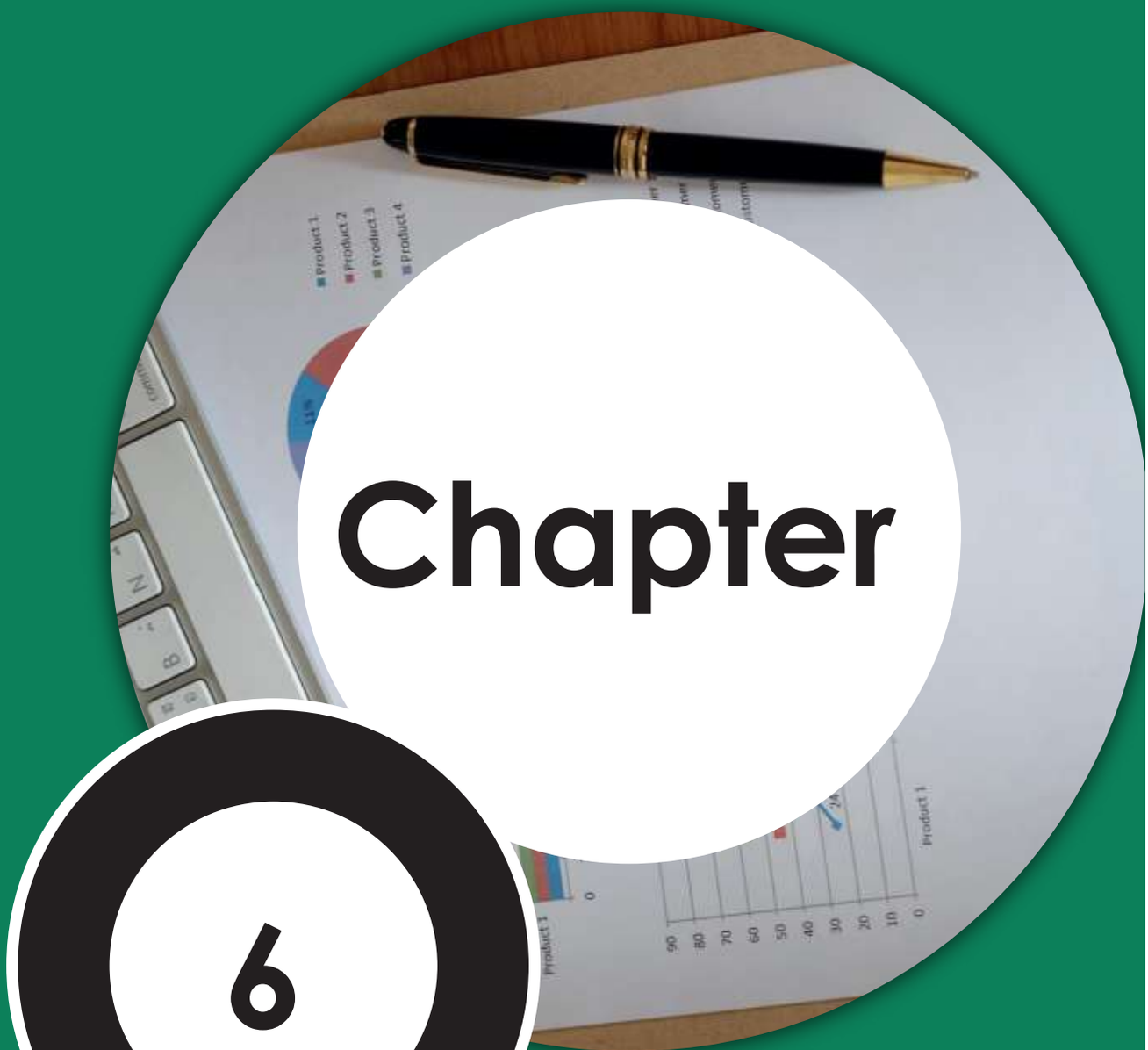
- The successful integration of ASYCUDA Systems between ZRA and ZIMRA
- The recent ASYCUDA World upgrade by ZIMRA from Version 4.3.2 to Version 4.4.0 with enhanced features.
- The roll out of the Zimbabwe Single Window, launched at Forbes, Mutare and Beitbridge and yet to be rolled out at Chirundu.
- ZIMRA support automation interventions such as Electronic Cargo Tracking, the e-Tariff, Clearing Agent Management Module and integration of various automated platforms all round.
- ZIMRA's 24hr Document Processing Centres
- Automation of Immigration passport control functions including future developments to be aligned to the e-Passport functionalities as well as other biometric processing functions.
- NBA's permit issuance under Biolink

ASYCUDA World, using an imbedded risk engine that is updated quarterly and ad hoc to address emerging high risk trends, channels all declarations into pre-defined "lanes" automatically as follows:

LANE	CONFIGURED FUNCTION
Blue	For Authorised Economic Operator; declarations automatically assessed on successful registration.
Green	For declarations deemed low risk; automatically assessed on successful registration
Yellow	For medium risk declarations tagged for documentary check and appropriate secondary processes on successful registration; depending on document check finding and guidance provided in terms of the risk parameters.
Red	For high risk declarations for which thorough documentary checks and physical examinations are required; including any other action and guidance provided in terms of the risk parameters. This is a high risk lane and is also used to identify high risk transit cargo for electronic sealing and tracking

Figure 19 ASYCUDA World Declaration Processing Configuration Information

The ASYCUDA World setup from the Zimbabwean perspective, creates significant advantages for the overall clearance of goods. Minimal processes are carried out to admit goods destined to Zimbabwe or in transit. Similarly, this also enables minimal exit processes for exports and goods in transit at the ports of exit. For the localized 2022 TMS carried out at Chirundu, the processes are discussed in detail under Declaration Handling.



Chapter 6

Chapter 6 Analysis and Findings

The Kobotool only assisted in Data capturing with data analysis being done using Excel at the report drafting stage. This data manipulation then enabled the establishment of average time, minimum delay, maximum delay and median. The following tables present the findings after the analysis.

6.1 Data Analysis

Table 6. 1 Total Data Manually Collected for the Period of the Survey 17-23 May 2024

TRANSIT	IMPORT	EXPORT	EMPTY	TRAVELERS (incl crew)	BUSES	PVT VEHICLES
647	284	30	1491	2230	75	622

The statistics above show the raw data collected at different data collection points during the live survey, as per the undertaken process mapping.

- The survey aimed to determine the overall Average Release Time (ART) or dwell time for both northbound and south bound traffic on all categories from the processing times captured at each point.
- The analysis is presented in the form of narratives as interpreted from the tables and graphs showing the survey statistical results.
- Key or critical points for overall dwell times measurement for commercial traffic were established as follows:

  ☑ Outgoing/Northbound Traffic- the Exit Gate 1, which is described as Point N1 in the process mapping (Figure 6) is the first entry point into the customs control area for all traffic intending to exit Zimbabwe into Zambia.

  ☑ Zimbabwe Exit Acquittal Desk referred to as Point N3 is Zimbabwe's last commercial processing point situated on the Zambian side, defining the final exit from Zimbabwe. The overall dwell time becomes time taken to complete commercial processes from NI to N3.

  ☑ Incoming /Southbound traffic – the Zambia Exit Acquittal referred to as Point S9 in the processes mapping flow chart (Figure 7) is the deemed commercial trucks first entry point into Zimbabwe's border after completion of Zambian commercial exit processes.

  ☑ After completion of all clearance processes the trucks makes entry into Zimbabwe through Point S12, Entry gate for trucks, thus dwell time becomes time taken to complete processes between S9 and S12 .

- One of the interventions introduced after the baseline survey is the 100% physical examination on outgoing loaded fuel tankers, and this is done at N2, on the Zimbabwean side.

[4] The terms "release time'' and "dwell time" are used interchangeably in this report.

- Outgoing private traffic does not stop on the Zimbabwe side and is cleared at N4 and N5 which handled passenger traffic including the stamping of passports for all private travelers and commercial crew members (drivers).
- The following analysis and results were done for each point where data was collected.

North Bound Trucks

The outgoing commercial trucks were broken down into three categories to enable comparative analysis with baseline results. The first category covers fuel tankers that pass through the physical examination (P/E) bay for product verification referred to as fuel dipping. The second category is for exports, that is, goods being exported from Zimbabwe. The third/final category relates to all exiting transit vehicles other than fuel tankers

Northbound Fuel tankers.

These vehicles pass through a P/E bay situated on the Zimbabwe side. Due to a surge in transit fraud cases involving fuel, a directive was given for the conducting of 100% physical examinations (P/E) on loaded fuel tankers. Thus, upon entering the border , the tanker do not proceed straight to the exit acquittal desk but have to follow a queue to the P/E bay for product verification.

The table below shows the dwell times recorded northbound tankers.

Table 6. 2 Northbound Fuel Tankers

INDICATOR	HOURS	MINUTES	SECONDS
MAXIMUM	11	6	0
MINIMUM	0	19	0
AVERAGE	5	37	8

A total of 239 northbound tanker trucks were analysed under end to end complete transactions, that passed through the physical inspections bay

- The average dwell time was 5 hours 37 minutes 8 seconds.
- The maximum dwell time recorded was 11 hours 6 minutes.
- The minimum dwell time recorded was 19 minutes.

Owing to the border's constrained infrastructure, the tanker P/Es are conducted in batches of 12 for double trailers or 15 for single trailers, a process that is time consuming. The lengthy dwell time accounts for the end to end processes, that is from Exit gate 1 to the Zimbabwe exit Acquittal Desk on the Zambian side

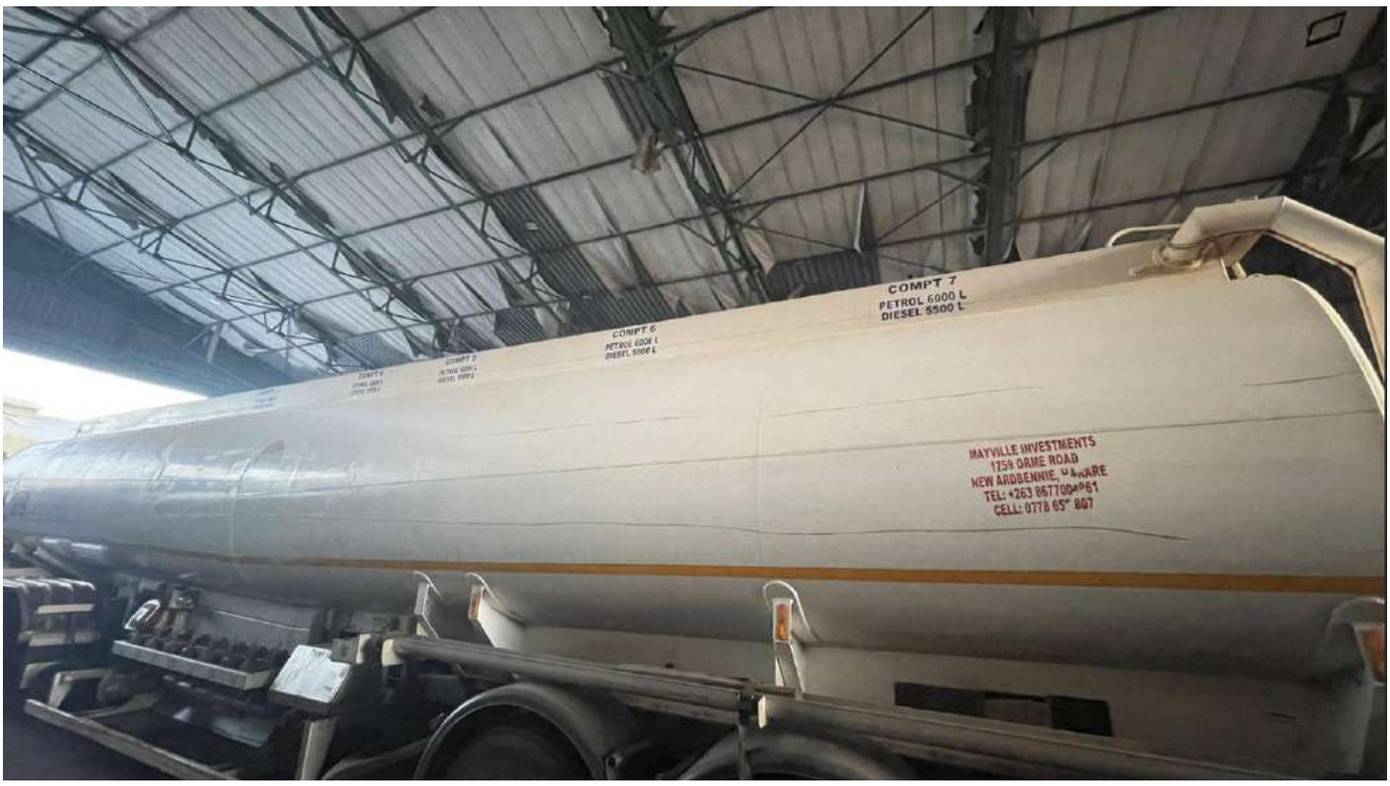


Figure 20 North Bound Tanker at Point of Physical Examination Awaits Dipping

Tanker Physical Examinations Dwell Time

This process measure was the actual time taken to conduct a tanker P/E.

The introduction of P/Es on outgoing tankers was a result of a high incidence of transit fraud involving petroleum products in transit. The revenue leakage resulted in a directive for 100% verification before a tanker is released for exit. Whilst the decision may be at variance with recommended best practice in risk management, the measure is meant to mitigate the effects of rampant transit fraud cases the country is experiencing.

Table 6. 3 Physical Examination for Tankers (Dipping)

Indicator	Hours	Minutes
Minimum Time Taken	0	4
Maximum Time Taken	2	49
Average Time Taken	0	56

- A total of 601 fuel tankers passed through the tankers physical examination shed during the period of the survey.
- The average time taken for these physical examinations was 56minutes per batch.
- Tanker physical examinations were carried out in batches due to the limited space and the need to manage the risk of congesting the area with hazardous cargo. Trucks are moved forward in batches of 12 or 15 each depending on whether they have one or two trailers

- The minimum time taken was 4 minutes and the maximum time taken was 12 hours 43 minutes. The 4 minutes refers to tankers whose P/E is waived because of being laden with a consignment other than fuel

Commercial Exports

The measure was on commercial trucks carrying goods exported from Zimbabwe for various reasons, but mainly in pursuance of contracts of sale. ,

The table below shows the dwell times recorded for northbound exports.

Table 6. 4 Exports Commercial Trucks

INDICATOR	HOURS	MINUTES	SECONDS
MAXIMUM	3	33	0
MINIMUM	0	32	0
AVERAGE	2	3	46

A total of 30 trucks carrying exports were recorded during the survey.

- The average dwell time was 2 hours 3 minutes 46 seconds.
- The maximum dwell time recorded was 3 hours 33 minutes.
- The minimum dwell time recorded was 32 minutes.

Transit Trucks

Transit trucks refers to all transiting Northbound traffic, other than loaded fuel takers that passed through border during the survey period. These had no P/E interventions thus they proceeded through to the exit acquittal desk.

The table below shows the dwell times recorded for northbound transit trucks.

Table 6. 5 Northbound Transit Trucks

INDICATOR	HOURS	MINUTES	SECONDS
MAXIMUM	13	2	0
MINIMUM	0	8	0
AVERAGE	1	45	34

- A total of 312 northbound transit trucks were recorded during this survey.
- The maximum dwell time recorded was 13 hours 2 minutes.
- The minimum dwell time recorded was 8 minutes.
- The average dwell time was 1 hour 45 minutes 34 seconds.

Figure 21 North Bound Trucks Queuing To Enter the Customs Control Zone

Table 6. 6 Comparative Analysis - Baseline and Endline Traffic Statistics

Category	Baseline	Endline
Tankers	226	239
Transits		312
Exports	5	30
Total trucks	231	581

- In the baseline survey a total of 231 trucks were recorded as compared to 581 trucks in the Endline survey.
- From the 581 trucks, 239 were tankers, 30 were exports and 312 were trucks in transit whereas in the baseline survey all northbound trucks were recorded and analyzed collectively.
- The tankers were recorded and analyzed separately as they have a new route that was not surveyed in the baseline survey.
- The increase in Endline traffic volumes was largely a result of an increase in data collection hours as well as a surge in traffic volumes

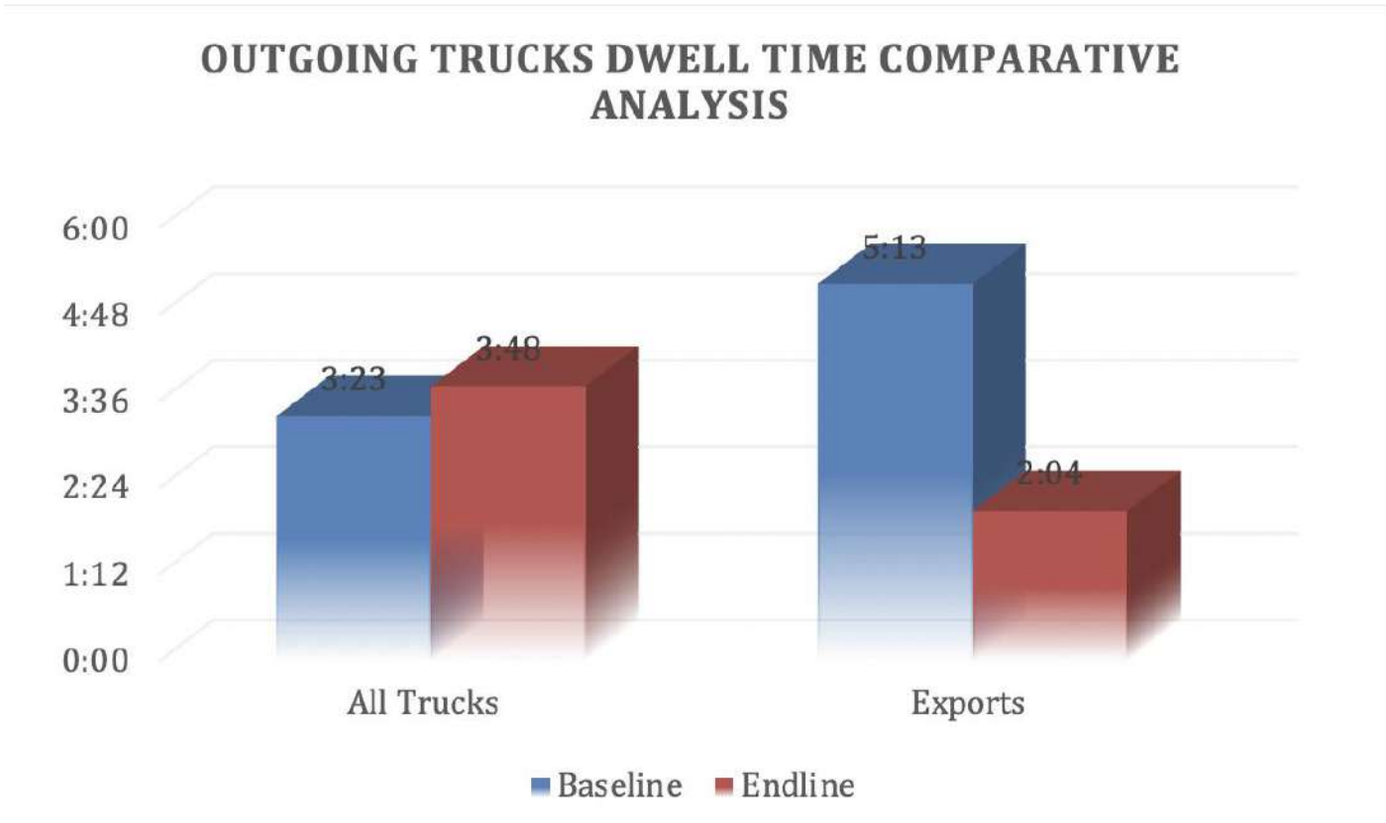


Figure 22 Outgoing Trucks Dwell Time Comparisons

- The average dwell time for tankers, exports and transit in the Baseline survey was 3 hours and 13 seconds whereas the average dwell time in the Endline survey for all northbound trucks was 3 hours and 48 minutes. The increase in overall dwell time for the outgoing traffic is a result of the fuel tankers P/Es intervention following a rise in transit fraud involving fuel.

- The average dwell time for exports in the baseline survey was 5 hours 13 minutes whereas the average dwell time for exports in endline survey was 2 hours 3 minutes and 46 seconds.

ZIMRA PASSENGER CLEARANCE (Northbound)

The desk is responsible for clearance of outgoing travelers and situated on the Zambian passenger terminal

Table 6. 7 Outgoing Vehicle by Type of Transport

Type of Transport	Other	Outgoing Resident	Outgoing Visitor	Grand Total
Minibus	1	2	8	11
Pickup	2	6	11	19
Sedan	1	11	16	28
Van	0	4	0	4
Grand Total	**4**	**23**	**35**	**62**

The table above shows the category of transport and total number of travellers that were encountered during the survey.

The gathered data consisted of 23 outgoing residents, 35 outgoing visitors and 4 unspecified travelers.

Table 6. 8 Dwell Time for ZIMRA Outgoing Passenger Clearance Office

INDICATORS	HOURS	MINUTES
MINIMUN TIME TAKEN	0	1
MAXIMUN TIME TAKEN	1	4
MEDIAN	0	3
AVERAGE	**0**	**7**

- The sample size was 63 vehicles.
- On average it took 7 minutes to clear one vehicle at ZIMRA motor traffic office.
- The minimum time recorded to clear 1 vehicle was 1 minute.
- The maximum time recorded to clear 1 vehicle was 1 hour 4 minutes.
- The high time was recorded on one outgoing Zambian visitor. This was due to the traveller not having the proper required documents and had to return and acquire them.

IMMIGRATION EXIT CLEARANCE CONTROL

Immigration has clearance counters housed in the Zambian passenger terminal for the processing of outgoing travelers. All outgoing travelers present themselves before an immigration officer for outward clearance before embarking on entry formalities into Zambia.

Table 6. 9 Immigration Clearing Times for Outgoing Travellers

INDICATOR	HOURS	MINUTES	SECONDS
MINIMUM TIME TAKEN	0	0	<1
MAXIMUM TIME	0	17	0
MEDIAN	0	1	0
AVERAGE TIME TAKEN	0	0	42

- A total of 798 travellers were recorded in the survey, with 57 travellers in transit, 370 outgoing residents and 371 outgoing visitors.
- The average time taken to clear one traveller through immigration was 42 seconds.
- The minimum time taken was less than a minute and the maximum time taken was 17 minutes.
- The maximum time recorded was 17 minutes and the high clearance time which was a result from an isolated case which required consultation with the supervisor or liaison with the Zambian counterparts.

The below pie chart summarises the major categories of travellers constituting the sample

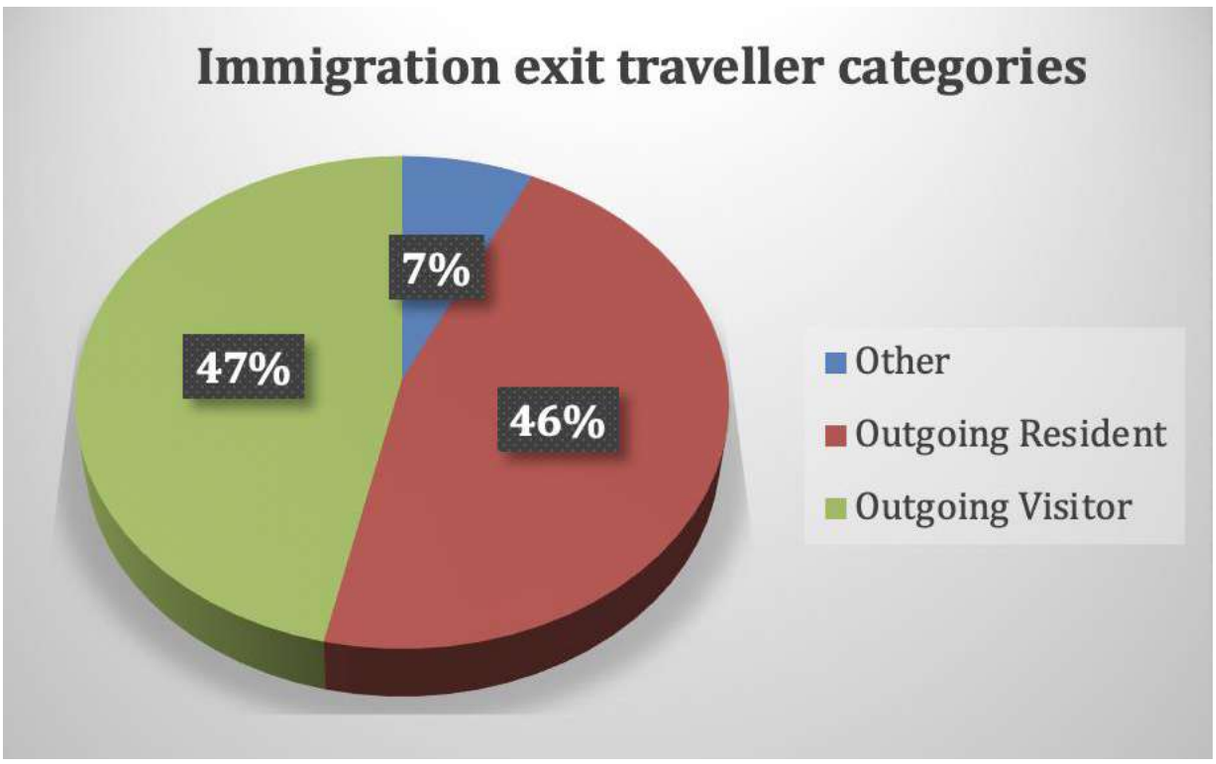


Figure 23 Immigration exit traveller categories

Southbound/Incoming Traffic

The clearance processes for incoming traffic and travelers arriving at port of entry involves traveler screening, declaration processing which includes revenue collection, cargo inspection to confirm declarations and/ prevent illegal or harmful goods from entering a country.

To ensure security and safety of the country's citizens, different border stakeholders operate at the entry port, each with its own mandate. However, the implementation of coordinated border management principles help coordinate border operations to achieve efficient traffic flow.

The traveler has to pass through Port Health for screening before approaching Immigration Zambia for Zambia exit clearance followed by Zimbabwe Immigration Entry formalities and finally ZIMRA and all other border stakeholders for clearance of the goods in their possession. Under a normal set up, a client (driving) is supposed to- visit the ZRA counter before proceeding to Immigration. However, currently there is a bottleneck where a traveler requiring ZRA exit clearance has to visit their commercial exit acquittal office (outside the main building) for exit formalities, then return back too the clearance hall for ZIMRA formalities. Whilst the clearance counter is there ZRA has cited manpower challenges

As for private motor vehicles, the driver approaches INTERPOL, after completion of immigration formalities but before customs clearance. Depending on type of clearance

to be effected and the nature of cargo (if any) one may be required to visit OGAs as controlling authorities on the importation of specific goods under their control.

During the live survey, enumerators collected data from points identified in the scoping, which points are the workstations of other government agents who are directly involved in facilitating trade and travel.

These include

(a) EMA
(b) Port Health
(c) INTERPOL
(d) Plant Quarantine Services Institute
(e) Veterinary Public Health Services
(f) VID
(g) NBA

Southbound Trucks

- This refers to incoming commercial traffic which mainly consists of imports (goods destined for Zimbabwe), transit consignments and empty trucks which are mainly tankers enroute to Harare or Beira to load fuel. Dwell time was measured from the time a truck is acquitted by ZRA to the time leaves the customs yard,(boom gate) that is, makes entry into Zimbabwe

Table 6. 10 Dwell time for South Bound Trucks (Overall)

INDICATOR	HOURS	MINUTES	SECONDS
Maximum	14	22	00
Minimum	0	4	00
Average	3	18	00

- A sample size of 471 transporters was collected
- The average dwell time was 3 hours 18 minutes.
- The maximum dwell time was 14 hours and 22 minutes, a high dwell time attributed to inadequate documentation on the part of transporters and or clearing agents.
- Minimum dwell time was 4 minutes accounting for empty trucks which are not subject to cargo scanning and they are not weighed at the VID

Baseline and Endline Results comparative analysis

The dwell time results from the baseline and end-line surveys are as tabulated below:

Table 6. 11 2022/2024 Survey South Bound Transporters Comparison

	2022 SURVEY		2024 SURVEY	
Indicator	Hours	Minutes	Hours	Minutes
Average	07	07	3	18
Minimum	00	23	0	4
Maximum	40	33	14	22

- Average clearance time during the baseline survey was 7 hours 7 minutes and it improved to 3hours 18 minutes , giving an reduction of 3 hours 49 minutes

Table 6. 12 Dwell Time for Southbound Transit

Indicator	Hour	Minutes
Average	3	18
Minimum	0	42
Maximum	11	37

- The sample size was 79 transit consignments
- Average dwell time for a transit consignment was 3hours 18 minutes
- The fastest time recorded was 42 minutes, with the sampled longest truck taking 11hrs 37 minutes to leave the border.
- The shorter periods are attributable to scanning waivers for low risk cargo during peak periods.

Table 6. 13 2022/2024 Survey South Bound Transit Traffic Comparison

	2022 SURVEY		2024 SURVEY	
Indicator	Hour	minutes	Hours	Minutes
Average	05	16	03	18
Minimum	00	23	00	42
Maximum	35	30	11	37

- The Endline survey results reflect an improvement of 1 hour 58 minutes in average dwell time on transit consignments.

Dwell time for transit trucks was reduced by 1 hour 58 minutes

Table 6. 14 Dwell Time for Southbound Imports

Indicator	Hour	Minutes
Average	6	23
Minimum	0	30
Maximum	14	28

- The sample size was 96 trucks carrying imports into Zimbabwe
- Average clearance time was 6hours 23minutes.
- The minimum clearance time was 30 minutes.
- The maximum clearance time was 14hrs 28 minutes. Analysis of this long period reflected that pre-clearance was finalised on 5 May 2024 but truck only arrived at the border on 21 May 2024, in the morning only to go for scanning at night, suggesting the driver was resting in the border since no P/E order had been raised.
- Pre-cleared consignments routed to the physical examinations lane took longer as assessments for additional payables are carried out only after the results have been posted into the system and when the full amounts or other full compliance has been effected and endorsed in ASYCUDA World. Finalisation of such declarations is also dependent on work volumes at the Declaration Processing Centres, situated inland.

Table 6. 15 2022/2024 Survey Imports Comparison

	2022 SURVEY		2024 SURVEY	
Indicator	Hour	Minutes	Hours	Minutes
Average	09	31	6	28
Minimum	01	10	00	30
Maximum	40	33	14	20

A comparison of the baseline and endline survey dwell time for southbound imports shows a reduction of 3hours 4 minutes. The improvement was a result of an increase in full preclearance uptake, where clearing agents lodged their declarations way before arrival of trucks, in particular the cement consignments.

Table 6. 16 well Time for Empty Trucks

Indicator	Hour	Minutes
Average	2	12
Minimum	0	3
Maximum	13	57

- The sample size was 292 empty trucks
- Average clearance time was 2 hours 14 minutes. The high average clearance time for empty trucks is a result of a high volume of tanker trucks that have to go through the scanner. Because of the border infrastructure (traffic circulation) challenge, both empty and loaded trucks move to the scanner in a single lane.
- The minimum time from the Zambia exit acquittal gate to departure at the entry gate was 3 minutes. This implies that all Zimbabwe entry formalities where completed before the Zambia Exit acquittal processes, with the driver proceeding straight out of the customs control zone without stopping at the VID weighbridge.
- The maximum clearance time of 13 hours 57minutes denotes a driver putting up inside the customs yard, only to proceed after full clearance

6.2 Dwell Time at the Scanning Area

The commercial consignments scanning process aims to facilitate legitimate trade and commerce as well as detect security threats (e.g. explosives and biohazards) in order to maintain national security, curb illegal activities. The use if Non Intrusive Inspection Technology (NIIT) helps streamline the clearance process time in a manner that balances control and trade facilitation. The scanning functions at Chirundu OSBP target incoming commercial cargo (imports and transits), and at times empty fuel tankers to guard against round tripping by rogue transporters.

The dwell time measured the actual scanning time, analysis of the scanned information and submitted documents up to the time these documents are handed over to the driver marking the end of the scanning processes.

The Table Below Shows the Process Times At The Scanning

Table 6. 17 Time at Scanning Area

Indicator	Hours	Minutes	Seconds
Maximum	00	43	00
Minimum	00	00	00
Average	00	05	35

- A sample of 1,014 southbound trucks were scanned per the collected data
- The average time for the scanning process was 5 minutes and 35 seconds. It should be noted that the scanner is the old model and has now reached its maximum shelf life, resulting in frequent downtime.

- Maximum clearance was 43 minutes and the delay was attributed to congestion arising from a crisscross with tankers from the fuel tankers inspection bay.

- Minimum clearance times recorded relate to scanning waivers after arrival times had been captured. Such waivers are a manual risk management intervention invoked to manage the queue during peak periods The departure for trucks waived from scanning was thus recorded as the end of processes at the scanning area.

The table below shows a comparison of baseline and end-line survey

Table 6. 18 2022/2024 Scanner Dwell Time Comparison

SCANNER SURVEY COMPARISON				
INDICATOR	**2022**		**2024**	
	MINUTES	**SECONDS**	**MINUTES**	**SECONDS**
Minimum	01	00	00	00
Maximum	19	00	43	00
Mean	04	00	05	35

- Owing to increased data collection hours, the sample size increased from 619 in 2022 to 1014 in 2024
- Average clearance time increased by 95 seconds due to obsolescent scanner condition and frequent system breakdowns.
- The introduction of a fuel tankers P/E shed just next to the scanners bay affects traffic flow from the scanner to the documents collection area, thus impacting on the scanner operations turnaround time.

6.3 Dwell Time for Inbound Buses

ZIMRA Bus Clearance Shed

The buses clearing shed serves all incoming buses, by providing parking, allowing for clearance of passengers/travelers on board. Travellers disembark and do all Zambia exit and Zimbabwe entry formalities which include making declaration of goods in their possession and the subsequent confirmation of the declarations through conducting physical examinations by mainly ZIMRA and other stakeholders on goods of interest. Part of the inspection process at the same bay involves passing the passenger luggage through the baggage scanner and the use of sniffer dogs (referred to as the K9 Unit) in detecting any prohibited goods

The time measurement process was done from arrival time of buses until their departure, upon completion of related stakeholder processes.

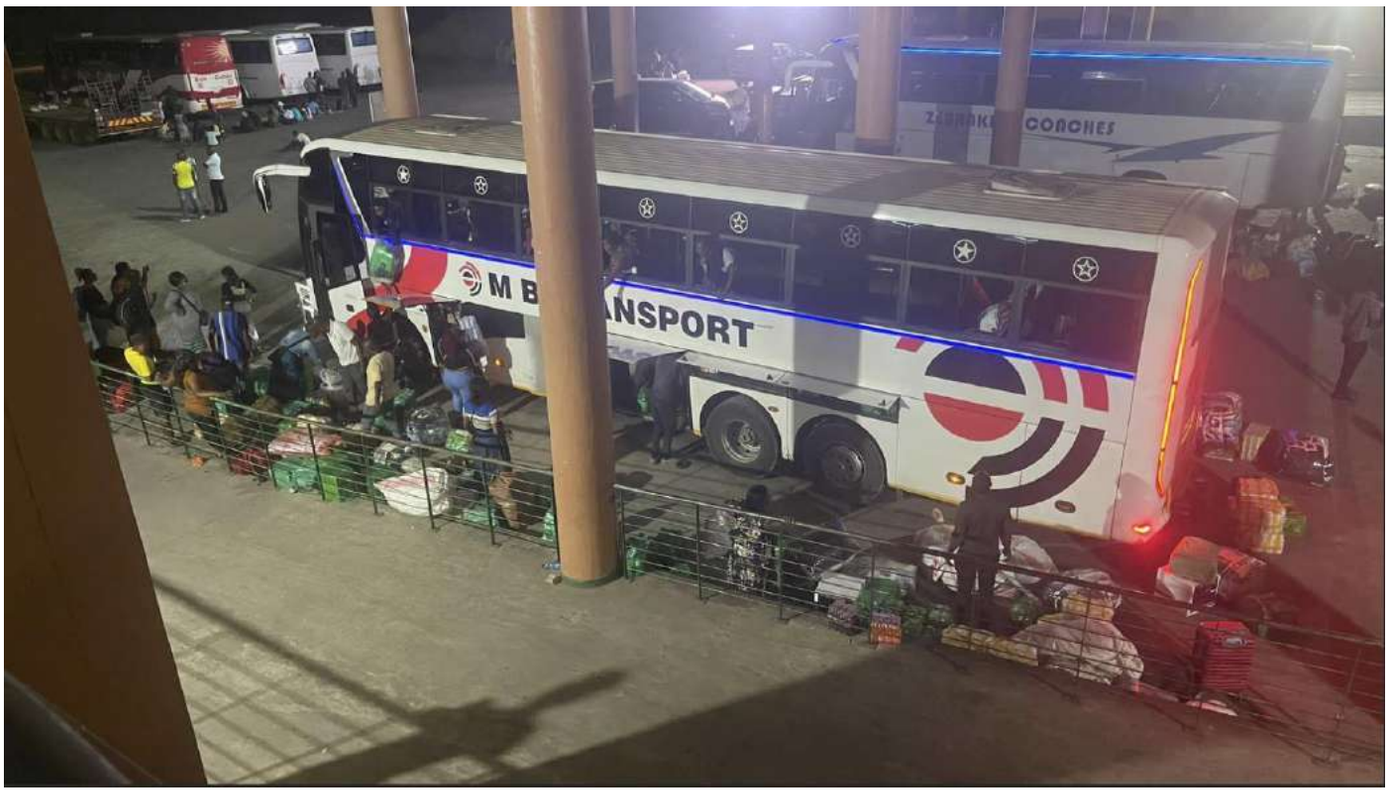


Figure 24 Arriving South Bound Buses Parked for Inspect

Table 6. 19 Dwell Time for Inbound Buses

DATE	NUMBER OF BUSES	TOTAL TIME TAKEN	AVERAGE TIME
Friday 17 May 2024	23	17:00:00	01:46:57
Saturday 18 May 2024	7	12:45:00	01:49:17
Sunday 19 May 2024	1	03:47:00	03:47:00
Monday 20 May 2024	9	15:59:00	01:46:33
Tuesday 2 1 May 2024	14	22:03:00	01:34:30
Wednesday 22 May 2024	9	13:35:00	01:30:33
Thursday 23 May 2024	3	02:43:00	00:54:20
Totals	66	15:52:00	01:41:42

- Data collected from a sample of 66 south-bound buses
- The days specified in the date column to provide a direct illustration of the weekly peak periods.
- However, the above statistics relate to buses that were fully cleared during the live data collection period, that is, between 0600-2200hrs. Thus all buses that were still being cleared are not part of the sample.

Figure 25 Travelers' Goods Presented Physical Examination (Note the toddler in the bottom right corner of the photo)

The table below shows the measures of central tendency as calculated from the collected data.

Table 6. 20 Clearance Times for Incoming Buses

Indicator	Hours	Minutes	Seconds
Minimum time taken	0	20	00
Maximum time taken	07	20	00
Average Time taken	01	42	20

- The average dwell time for buses is 1 hour 42 minutes and 20 seconds.
- The maximum time taken to clear buses was 7 hours and 20 minutes, while the minimum was 20 minutes.
- It was noted that the 20 minutes recorded as the minimum was for the clearance of a bus conveying tourists where there were minimal checks as luggage there comprised mostly of used personal effects and other goods eligible for total rebate of duty as opposed to the other buses that are used by their passengers as conveyancers of commercial goods..
- It was also noted that most buses arrive at the Zimbabwean search bay after 1200 hours, with peak periods being recorded after 1800hrs

- The overall time taken to clear buses is longer than the time of 1 hour committed on the ZIMRA Clients Service Charter. For the reason that these passengers import privately declared goods which are not subject to pre-clearance and hence all processes are dealt with after submission of the declaration and presentation of the goods on arrival.
- Part of the delay in finalising clearance was attributable to unpreparedness by some private travellers, who underestimate the duties payable on the importations and only start looking for funds after receiving a duty assessment.

Figure 26 Scanning of Travelers' Baggage (Baggage Scanner at Chirundu)

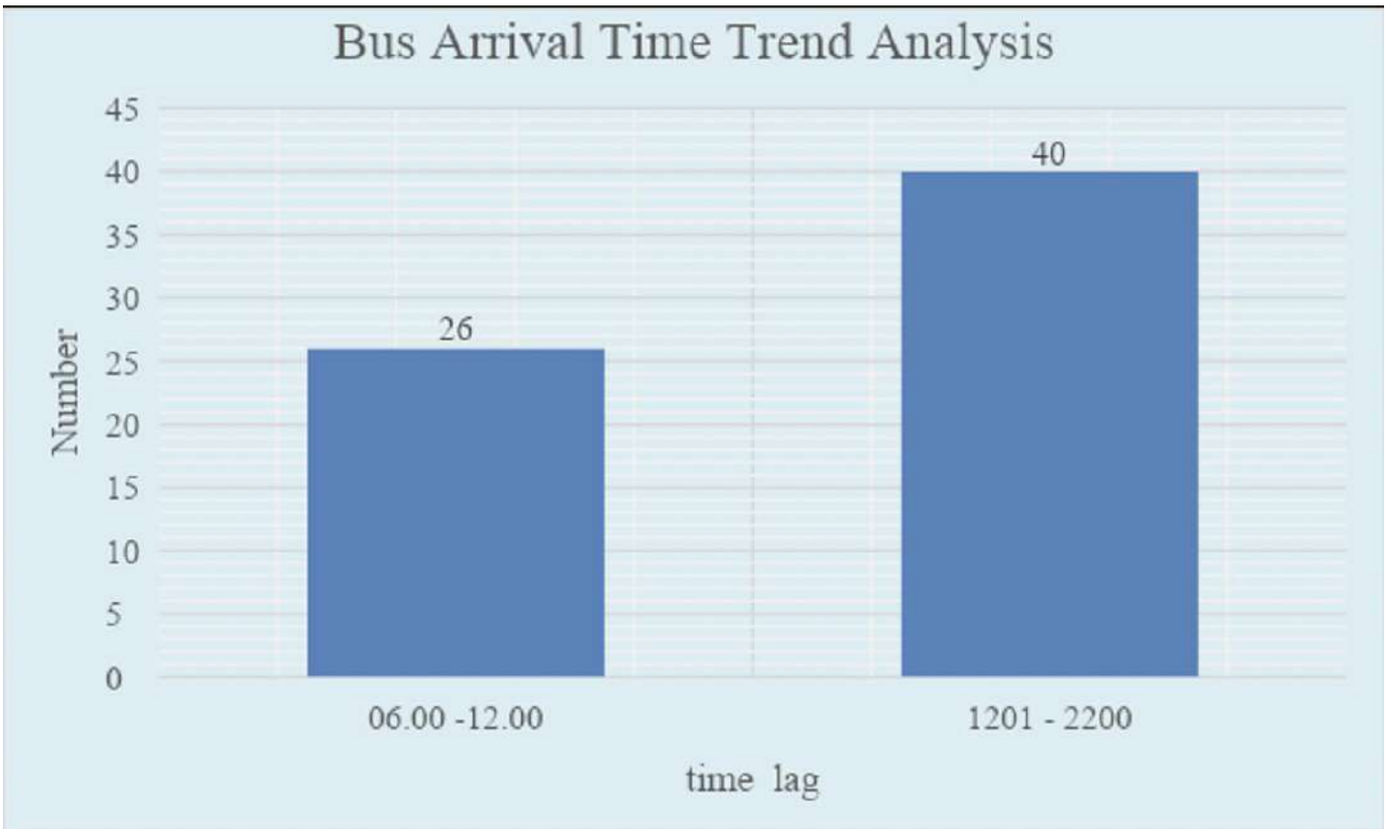


Figure 27 Bus Arrival Time Trend Analysis

- Most of the buses arrived at the parking bay between 1200 and 2200 hours.

Baseline and End-line buses Clearance Time Comparative Analysis

The Table below provides comparison of the clearance times recorded in 2022 to those in 2024

Table 6. 21 2022/2024 Bus Clearance Dwell Time Comparison

	2022		2024	
INDICATOR	**Hours**	**Minutes**	**Hours**	**Minutes**
Maximum	03	38	07	20
Minimum	00	46	00	20
Average	01	48	01	42

- The 2024 average clearance time improved by 6 minutes compared to the 2022 baseline figures.
- However, the maximum clearance time recorded in 2024 doubled from 3hours 38minutes in 2022 to 7 hours 20minutes in 2024. The delay was a result of the bus being intercepted with uncleared /smuggled goods thusthe duty and fines payment process took longer as passengers looked for funds to settle their dues.
- The bus clearance time, in both surveys, is more than the committed times on the

ZIMRA Clients Charter. The major challenge is that travelers bring merchandise/ commercial goods that require longer clearance times.

6.4 Physical Examination of Commercial Goods

Physical Inspections of commercial imports are conducted at the Commercial Physical Inspection Bay. The targeting of consignments for P/E is mainly through the ASYCUDA World based risk management engine. However some P/Es are a emanate from the scanning process, through identification of suspicious areas from scanner images analyses. The release officers, may basing on original documents presented for final release manually refer consignments for P/E

The time taken to carry out the physical examinations is shown in the table below:

Table 6. 22 Physical Examinations Dwell Time Analysis

Indicator	Hours	Minutes
Minimum Time Taken	0	2
Maximum Time Taken	2	17
Average Time Taken	0	36

- A total of 54 Physical Examinations carried out during the period of the survey targeted 33 direct import consignments and 21 consignments in transit.
- Average time taken was 36 minutes.
- Minimum time taken was 2 minutes and a maximum time of 2hrs17 minutes were recorded to carry out physical examinations.
- Longer periods represent comprehensive physical examinations carried out while shorter periods relate to instances where simple verification checks, purposes are carried out, e.g. confirming chassis number or nature/type of commodity for classification.

Table 6. 23 2022/2024 Physical Examination Times Comparison

Indicator	2022	2024
Minimum Time Taken	01minute	02 minutes
Maximum Time Taken	02hours 18 minutes	02hours 17 minutes
Average Time Taken	15minutes	36minutes

- A total of 54 consignments were physically examined compared to 62 in the Baseline survey. This may be attributed to more focused risk management that was employed by the station.
- The Endline survey shows that it took an average 36minutes to conduct physical examinations compared to an average of 15 minutes obtained during the baseline survey. The increase was attributable to the complexity of cement P/Es at time of survey where some dishonest importers were bringing in excess of declared quantities.
- The maximum time taken to conduct physical examinations was 2 hours 17 minutes

an improvement of 1 minute from the Baseline survey time.

6.5 VID Weighbridge Clearance

- All loaded commercial trucks are expected to pass through the weighbridge for vehicle and load weighing in order to verify transporters adherence to the loading restrictions, as well as verification of vehicle document. However, at the time of the endline survey, the southbound weigh bridge was out of order, thus their work was restricted to the checking of certificates, licenses and transit coupons.

Table 6. 24 VID Weighbridge Checks

INDICATORS	HOURS	MINUTES	SECONDS
MINIMUM	0	1	0
MAXIMUM	0	17	0
MEDIAN	0	1	0
AVERAGE	0	1	20

- A total of 588 vehicles were encountered in this survey.
- The minimum time recorded to clear 1 vehicle was less than 1 minute.
- The maximum time recorded to clear 1 vehicle was 17 minutes.
- The average time taken to clear 1 vehicle was 1 minutes 20 seconds.

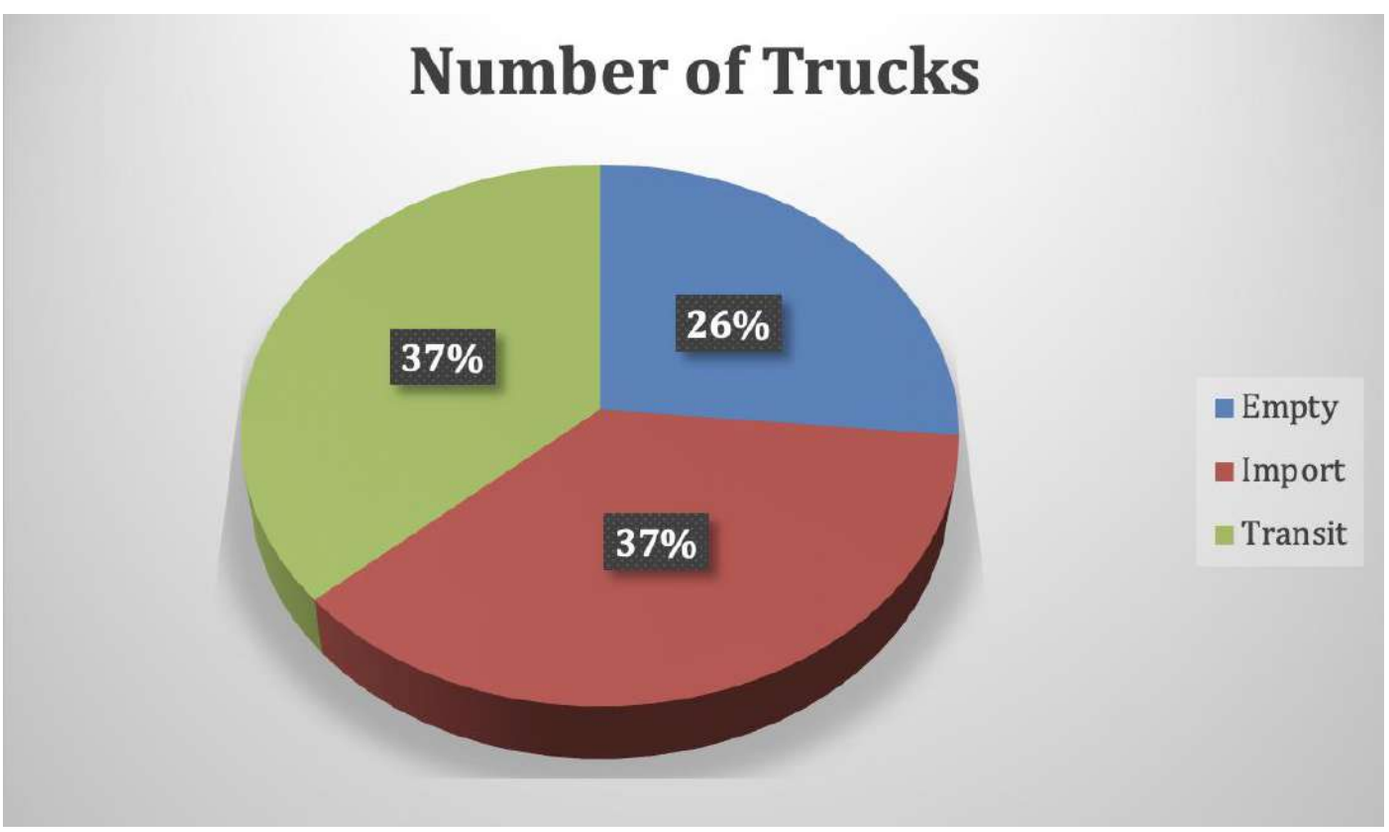


Table 28 Trucks Encountered at VID by Category

This number was made up of 156 were empty tucks, 217 trucks ferrying import cargo, and 215 with cargo in transit.

Time Taken from Scanners to Weighbridge

Southbound loaded commercial trucks including empty tankers go through the scanner and weighbridge before leaving the customs control area. The survey measured the time it took for trucks to move from the scanner (after scanning) to the start of weighing at the weighbridge.

This examination was required to demonstrate the effects of the crisscrossing caused by the current infrastructural challenge requiring traffic to take turns through one access point between the scanning area (which is also adjacent to the tanker dipping area) and the weighbridge on the other side.

Table 6. 25 Time Taken for Traffic to Move from the Scanner to the Weighbridge

Indicator	Hours	Minutes
Minimum Time Taken	0	2
Maximum Time Taken	2	25
Average Time Taken	0	23

- The average time taken was 23 minutes.
- The maximum time taken from the scanner to the weighbridge was 2 hours 25 minutes and the minimum time taken was 2 minutes.
- The maximum time taken was high for some trucks because empty and loaded vehicles use the same queue to exit the border and when traffic is high, the movement of traffic out of the scanner area mix with the rest of the commercial traffic moving between the scanning area and the weighbridge, sharing one channel. This is a significant bottleneck which sometimes results in the stagnancy of cleared traffic.

Time Taken – Weighbridge to Entry Gate

The survey also sought to measure the time it took for loaded trucks to move from the weighbridge to the Entry Gate i.e. to leave the Customs area. The table below shows the times taken.

[5] The entry gate is the final checkpoint where traffic finally leaves the control point to enter Zimbabwe.

Table 6. 26 Time Taken from Weighbridge to Entry Gate

Indicator	Hours	Minutes
Minimum Time Taken	0	01
Maximum Time Taken	4	45
Average Time Taken	0	19

- The average dwell time was 19 minutes.
- The minimum time taken from the weighbridge to the entry Gate was less than 1 minute. In low traffic periods, weighed vehicles proceed unhindered to the exit gate within a minute as opposed to high traffic periods where they have to rejoin the queue of all other vehicles exiting the border.
- After the weighbridge, some trucks park in the VID parking area for document checks as well as transit coupons for foreign registered vehicles. This stagnancy has been noted to stretch beyond 4 hours in some cases.
- It was also noted that there is no parking after the Zambia exit acquittal Desk, thus empty trucks, other than tankers, not going through the scanner proceed to park in the VID yard, only to return to the main hall to do all other border entry formalities.
- This is another infrastructural bottleneck pointing to the need for effective traffic channeling.

6.6 INTERPOL Clearance

All private vehicles entering Zimbabwe are first cleared by INTERPOL before they are referred to ZIMRA for inward clearance. A total of 291 vehicles broken down as shown in the table below were cleared by INTERPOL during the period of the survey. INTERPOL processes were not covered in the 2022 baseline survey.

INTERPOL

Table 6. 27 Private Vehicle Clearances Cleared through INTERPOL by Category

Category	Returning Resident	Visitors	Other	Grand Total
Minibus	4	2	0	6
Pickup	19	14	1	34
Sedan	161	16	18	195
Van	46	4	6	56
Grand Total	230	36	25	291

A total of 291 vehicles were cleared in all, comprising 230 for returning residents, 36 by visitors/tourists and 25 new imports cleared by individuals who had not crossed the border. These were vehicles imported and detained at the border pending clearance by owners.

The figure below illustrates the breakdown by category.

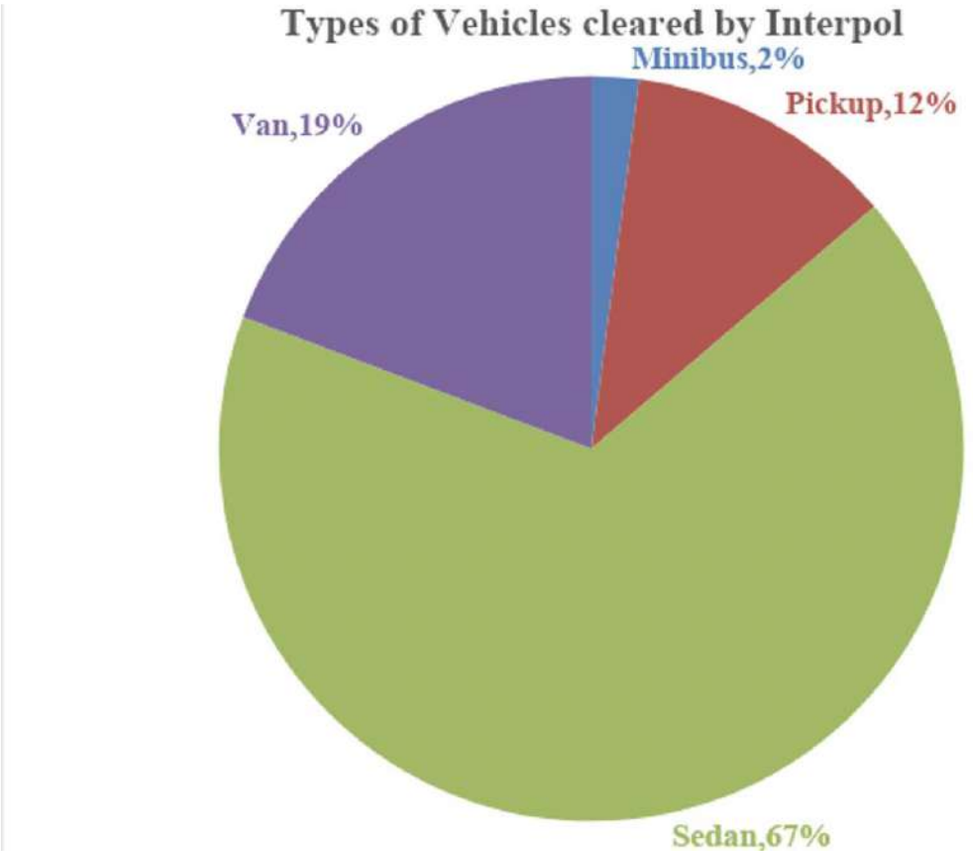


Figure 29 Distribution of Private Vehicle Clearances

The time taken to complete the INTERPOL processes is as shown in the table below.

Table 6. 28 INTERPOL Clearance Times

Indicator	Hours	Minutes
Minimum Time Taken	0	0
Maximum Time Taken	0	39
Average Time Taken	0	6

- The average time taken to complete the INTERPOL processes was 6 minutes.
- The minimum time taken was less than 1 minute and the maximum time taken was 39 minutes.

6.7 ZIMRA Private Vehicle Clearance

All private vehicles coming into the country have to be cleared by ZIMRA after completion of INTERPOL formalities. This applies to new imports as well as registered vehicles imported either by returning residents or visitors.

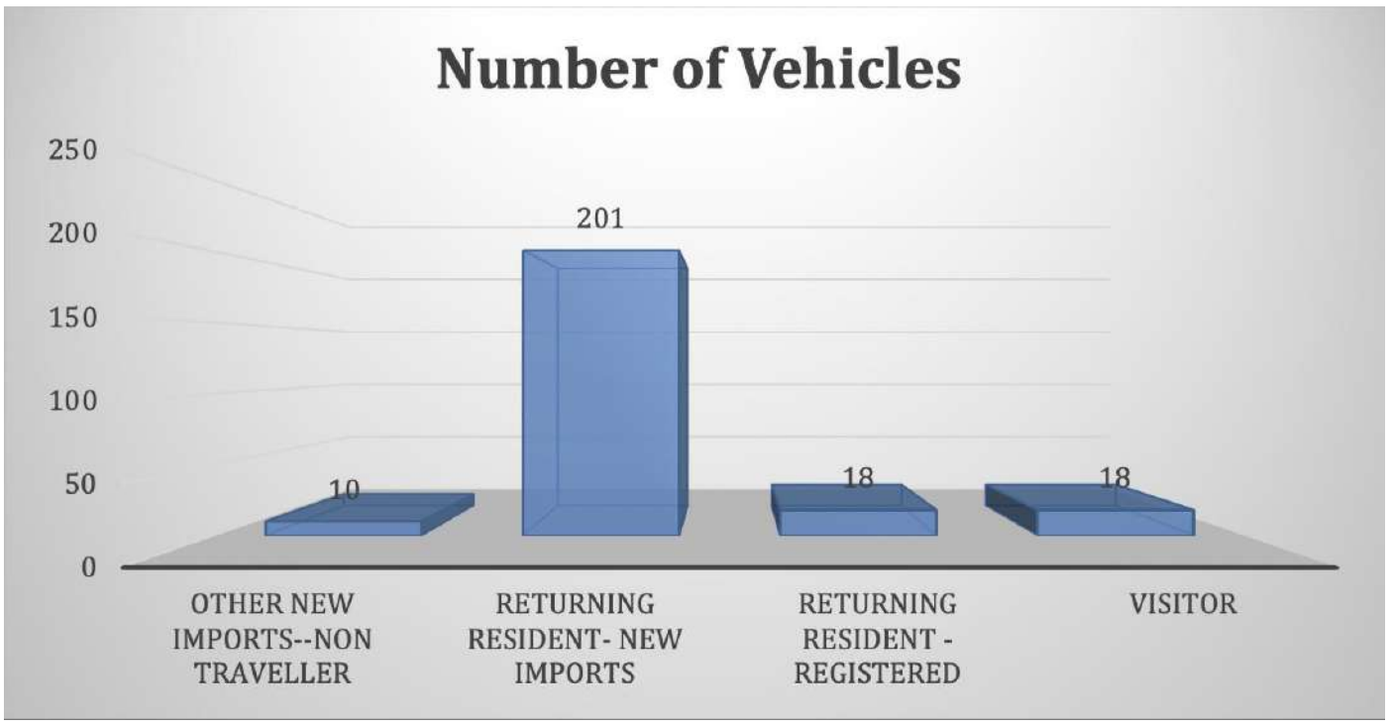


Figure 30 Vehicles Cleared Through Customs

- A total of 247 vehicles were cleared through customs during the survey.
- Returning Residents were divided into 2 categories i.e. Returning Residents clearing new vehicles and those with registered vehicles returning back home.
- Most of the vehicles cleared were unregistered vehicles Coming in for the first time
- 211 of the cleared vehicles were new imports, 18 ZIM registered and a further 18 being tourist/ visitor vehicles
- 10 vehicles were cleared by people who had not crossed the border, and the said vehicles were under ZIMRA detention pending clearance . The breakdown in average time taken is as shown below:

Table 6. 29 Time Taken for Vehicle Clearance (Hours & Minutes)

Indicator	Visitors	Returning Resident (Registered Vehicles)	Returning Residents (New Imports)	Other
Minimum Time Taken	07minutes	1minute	1 minute	04minutes
Maximum Time Taken	02hours 28minutes	36minutes	04hours 42minutes	06 hours 10 minutes
Average Time Taken	36minutes	11minutes	01hour 03minutes	01 hour 55minutes

- Returning residents clearing newly imported vehicles took an average of 1 hour and 3 minutes
- Other importers took 1 hour and 55 minutes.
- Returning Residents clearing vehicles already registered in Zimbabwe took the shortest average time of 11 minutes.

- Visitors driving foreign registered vehicles took an average of 36 minutes

6.8 Immigration Entry Clearance

The Immigration Control is a department which regulates the entry of travelers into Zimbabwe (travelers document checking). The survey was measuring time taken by officials to carry out immigration processes at Chirundu OSBP. The table below shows statistical findings of this survey.

Table 6. 30 Time Taken To Clear Travellers

	Immigration Time Lag Analysis	
INDICATOR	Hours	Minutes
Average	00	01
Maximum	00	26
Minimum	00	00*

*Zero is not absolute. Clearance time was less than a minute and the enumerator watches in use were not measuring seconds

- A sample of 1,422 travelers was studied at the Immigration Control work station.
- The average time taken to clear a traveler was one minute
- The minimum time taken was less than one minute, indicated above as 0.
- The maximum immigration clearance time recorded was 26 minutes. Delays were attributed to isolated cases of travelers presenting documents in languages that required translation, inadequate documentation, cases requiring liaison with other security agencies and processing of visa on arrival.

The figure below illustrates the distribution by category of the travelers sampled.

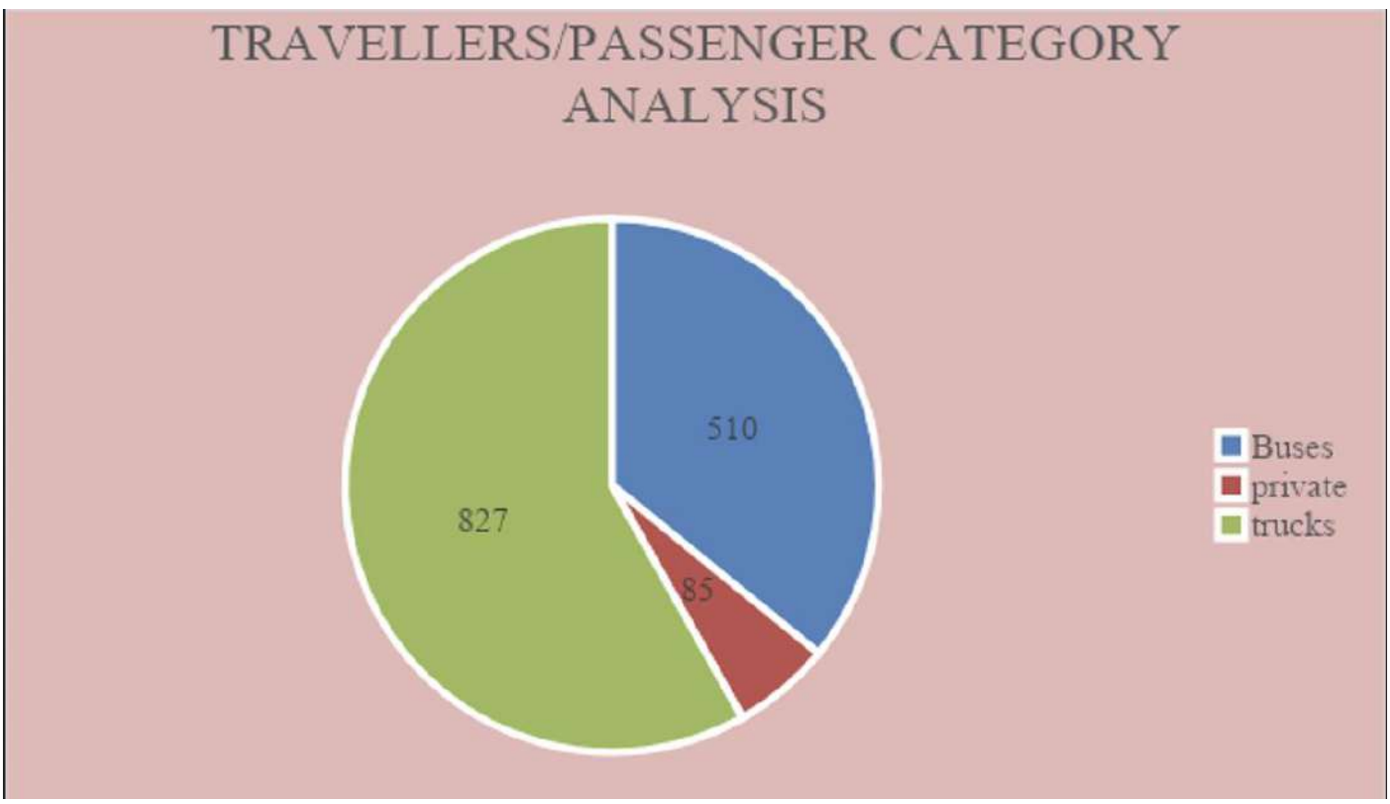


Figure 31 Travelers/Passenger Category Analysis

The general time trend of travelers at Chirundu OSBP is illustrated in the figure below.

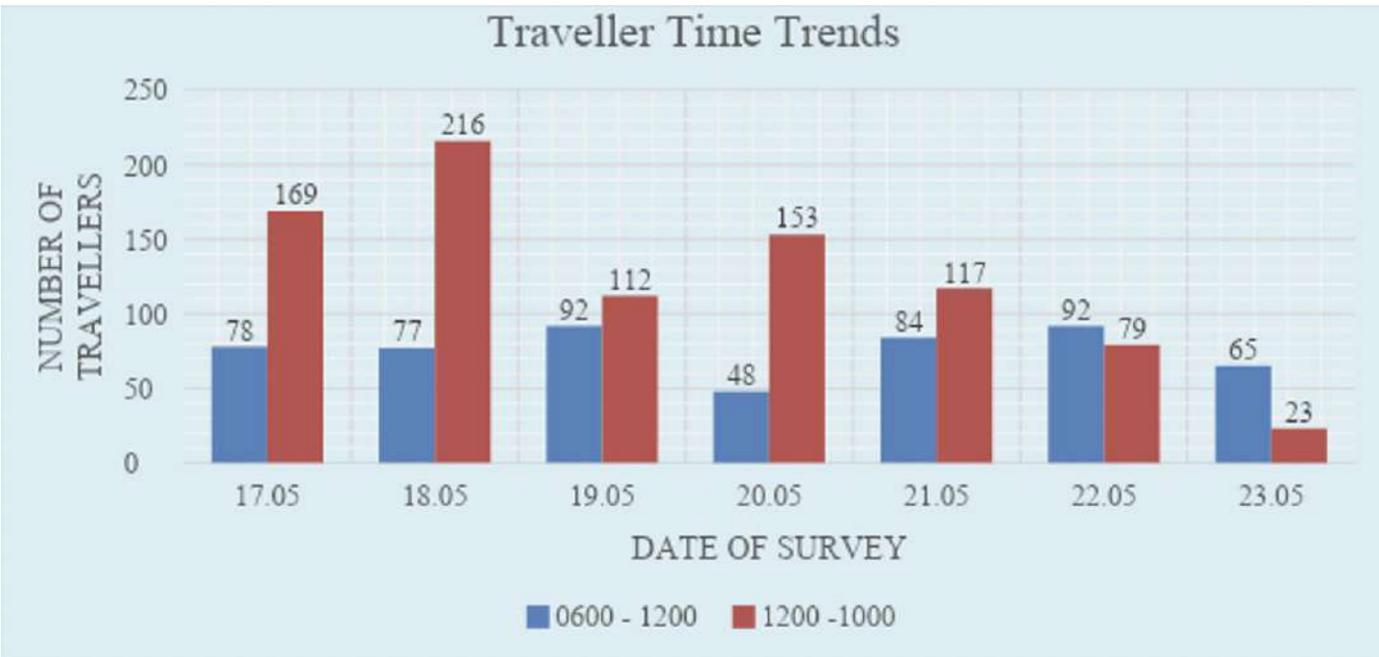


Figure 32 Traveller Time Trends Analysis

- The traveling trends show an increased number of clearances done from the afternoon. This is in correlation with the arrival of local buses which ferry more passengers.
- The department is working in harmony with its 3 minutes commitment as per its Client Service Charter. This is highly commendable and is likely to improve further with additional automation levels, especially the adoption of biometric processes.

Figure 33 Typical Volumes of Inbound Buses and Passengers (late evening)

6.9 Port Health - Travellers Screening Office

Port Health Services are a section under the Environmental Health Department in the Ministry Of Health and Child Care. The Port Health staff which comprises Port Health Officers and Technicians are deployed at the Point of Entry to prevent and guard against the introduction of disease from outside the Zimbabwean borders.

The survey aimed to measure the time taken complete the processing at the targeted point. The figure below illustrates the time trends at the travelers' screening desk.

Figure 34 Port Health Time Trends

Table 6. 31 Time Taken to Complete Port health Processes

INDICATOR	HOURS	MINUTES	SECONDS
Average	00	00	17
Maximum	00	10	00
Minimum	00	00	00

- A sample of 376 travelers was studied during the survey period as with the results illustrated in the table above..
- The average clearance time was 17 seconds which is well within the Client Service Charter commitment of 3 minutes
- The minimum time was less than a minute.

- The maximum clearance time was 10 minutes accounting for travelers whose examination pointed to health risks or travelers with inadequate documentation requiring further checks.

6.10 ENVIRONMENTAL MANAGEMENT AGENCY

The Environmental Management Agency (EMA) ensures environmental safety at the border and inland areas through sustainable management and safe disposal of hazardous substances in the environment. Its border controls target imports and exports for inspections and suitable interventions when threats are encountered.

The table below illustrates the times taken for EMA processes.

Table 6. 32 EMA Clearance Times

Indicator	Hours	Minutes
Minimum	0:00	0
Maximum	0:00	34
Average	0:00	3

- A sample of 197 transporters was studied for the purpose of this survey
- The minimum clearance time was below 1-minute presenting clients who left their documents while clearing other border processes
- The maximum clearance time was 34 minutes attributed to frequent network challenges experienced during the survey.
- The average clearance time was 3 minutes which is below the 5 minutes committed on the Clients Service Charter.

6.11 Port Health Services – Commercial Cargo Clearance

Port Health Services are also responsible for the inspection of commercial cargo, raising invoices for fees and levies due. These payments are paid over to ZIMRA and Port Health in turn is responsible for reconciling the assessments issued and the payments made to ZIMRA. The 2024 end-line survey measured the office clearance time taken to carry out Port Health clearance processes. Below is the table illustrating the Port Health commercial clearance times.

Table 6. 33 Port Health Commercial Clearance Times

Indicator	Hours	Minutes
Minimum	00	0
Maximum	00	18
Average	00	2

- The measure of zero in the table represents clearance times of less than one minute.
- A sample of 124 transporters was studied during this survey period
- The average clearance time was 2 minutes and within the commitments on the Client

Service Charter.

- The maximum clearance time of 18 minutes is attributable to importers with inadequate or no documentation at all for controlled goods.
- Minimum clearance times of less than a minute indicate full compliance with no further checks required.

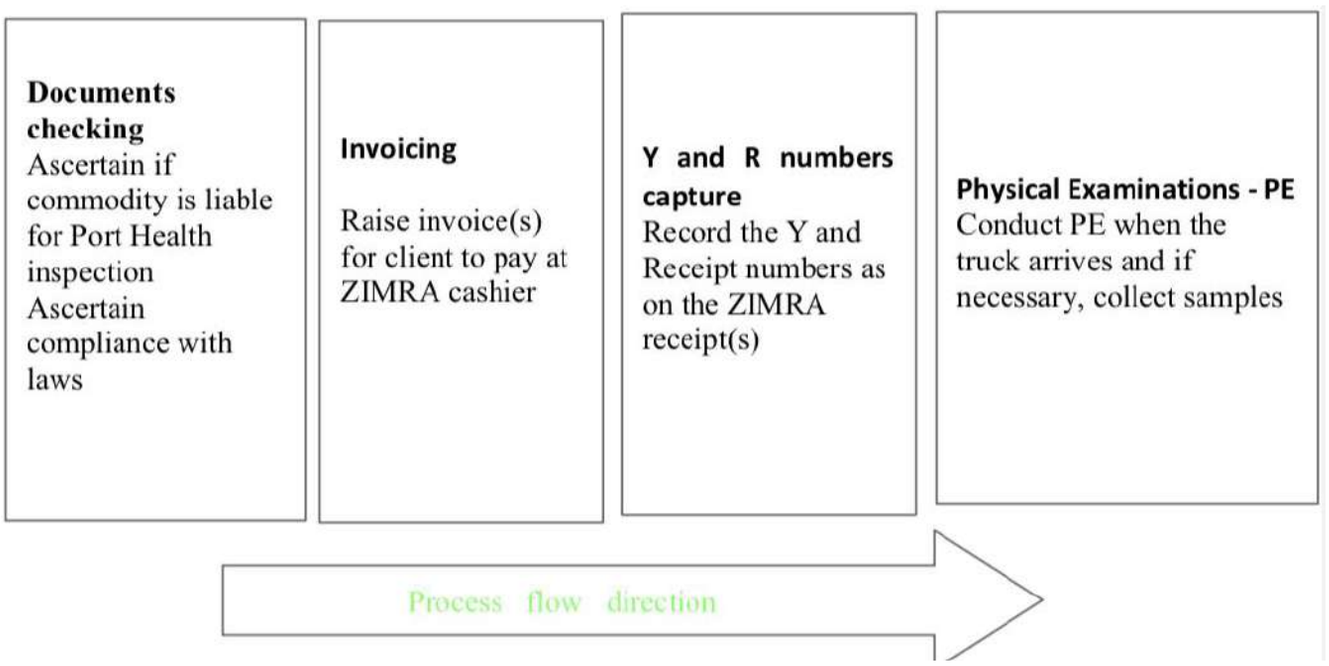


Figure 34 Port Health Cargo Clearance- Flow Chart

6.12 National Biotechnology Authority

National Biotechnology Authority (NBA) regulates the trans-boundary movement of feed, food, seeds and biological products. Its services provide surveillance and testing of GMOs, compliance inspections and enforcing bio-safety regulations through the issuance of permits for qualifying goods. The 2024 end-line survey measured the clearance times for NBA processes.

A sample of six recordings was studied during the survey period. This is a low count experienced during the survey period as rendering the data insignificant for effective analysis. The data collected during the survey could not make statistical significance when subjected to analysis.

The rather low collected sample rendered the data insignificant for effective analysis. However it must be noted that data collection was between 08000 & 1800hrs whilst the NBA office operates from 0600hrs to 2200hrs, thus transactions outside the 10 hours the enumerator was presence were not captured. Retrieved system data shows that NBA issued 23 permits during the said period, that is on 17, 20, 21 & 23 May 2024. A further 25 permits were manually issued. A total of 34 consignments were physically inspected and the variance in issued and physically examined permits arises from the embracing of preclearance by clearing agents, where permits are sought prior to shipment arrival.

It must also be noted that there is no systematic flow of products that demand NBA intervention hence quiet periods are experienced in some instances.

6.13 Plant Quarantine Services Institute

The Plant Quarantine Services Institute (PQSI) regulates the import and export of plants, plant products and other regulated goods to safeguard plant biosecurity and facilitate safe trade. It offers services which include physical inspection of consignments and issues biosecurity permits for qualifying goods. The survey measured the average clearance time for PQSI border processes. The table below illustrates the clearance times for these processes.

Table 6. 34 PQSI Clearance Time

Indicator	Hour	Minutes
Minimum	00	00
Maximum	00	08
Average	00	02

- A sample of 42 consignments was studied during the survey period
- The average clearance time was 2 minutes.
- The minimum clearance time was less than one minute for processes where clients left their documents for concurrent processes while they attended to other border processes.
- The maximum clearance time was 8 minutes where clients presented inadequate documentation..

6.14 Veterinary Public Health Services (VPHS)

The VPHS Department is mandated to protect animal health and welfare by ensuring food safety and security, control transboundary movement of zoonotic diseases, and facilitate safe and healthy international trade in animals and animal products. It verifies permits and monitors animal health trends and disease outbreaks.

A sample of 3 data sets was collected during the survey and as such could not be analyzed to enable draw an inference. Two issues may have given rise to the low statistic, that is, (i) preclearance where consignments encountered during the data collection period may have precleared and (ii) low volumes were encountered during the period compounded by enumerators' day shift for the particular point which ran from 0800-1800hrs. The office conducted a total of 8 physical examinations during the same period suggesting low traffic volumes

6.15 Community Impact Survey

The survey also prepared a questionnaire distributed to travelers of various categories to obtain their feedback and opinions on the quality of the services and operations of the Chirundu OSBP. Most of the questions were direct and closed while a few were open to enable free expressions for the respondents and an opportunity for the TWG members to include Natural Language Processes techniques in the final sentiment analysis. This opinion

mining technique was also applied in the baseline survey.

The travelers were randomly selected and a total of 60 responses were received from 61 questionnaires distributed. This presence has a 98% response rate.

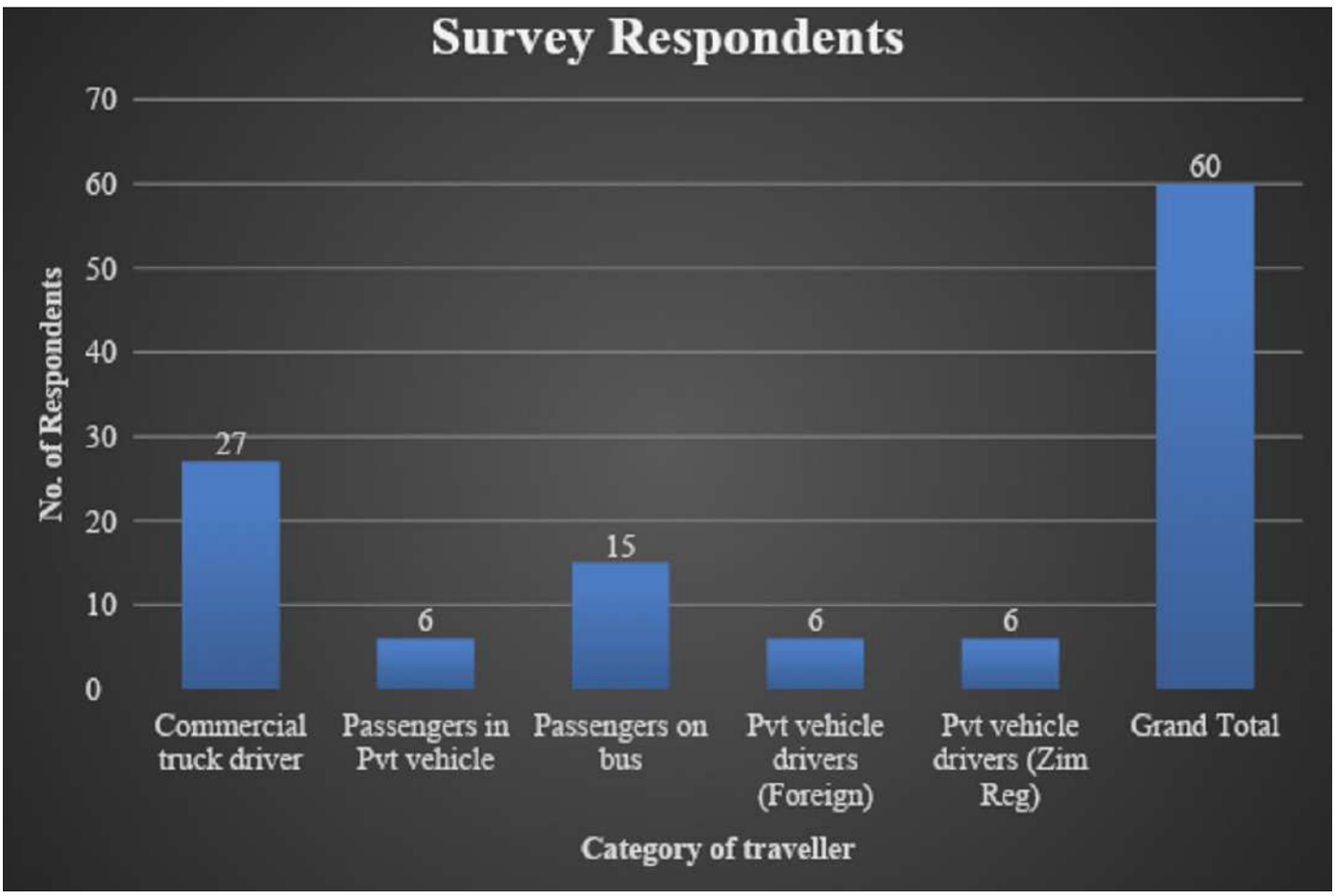


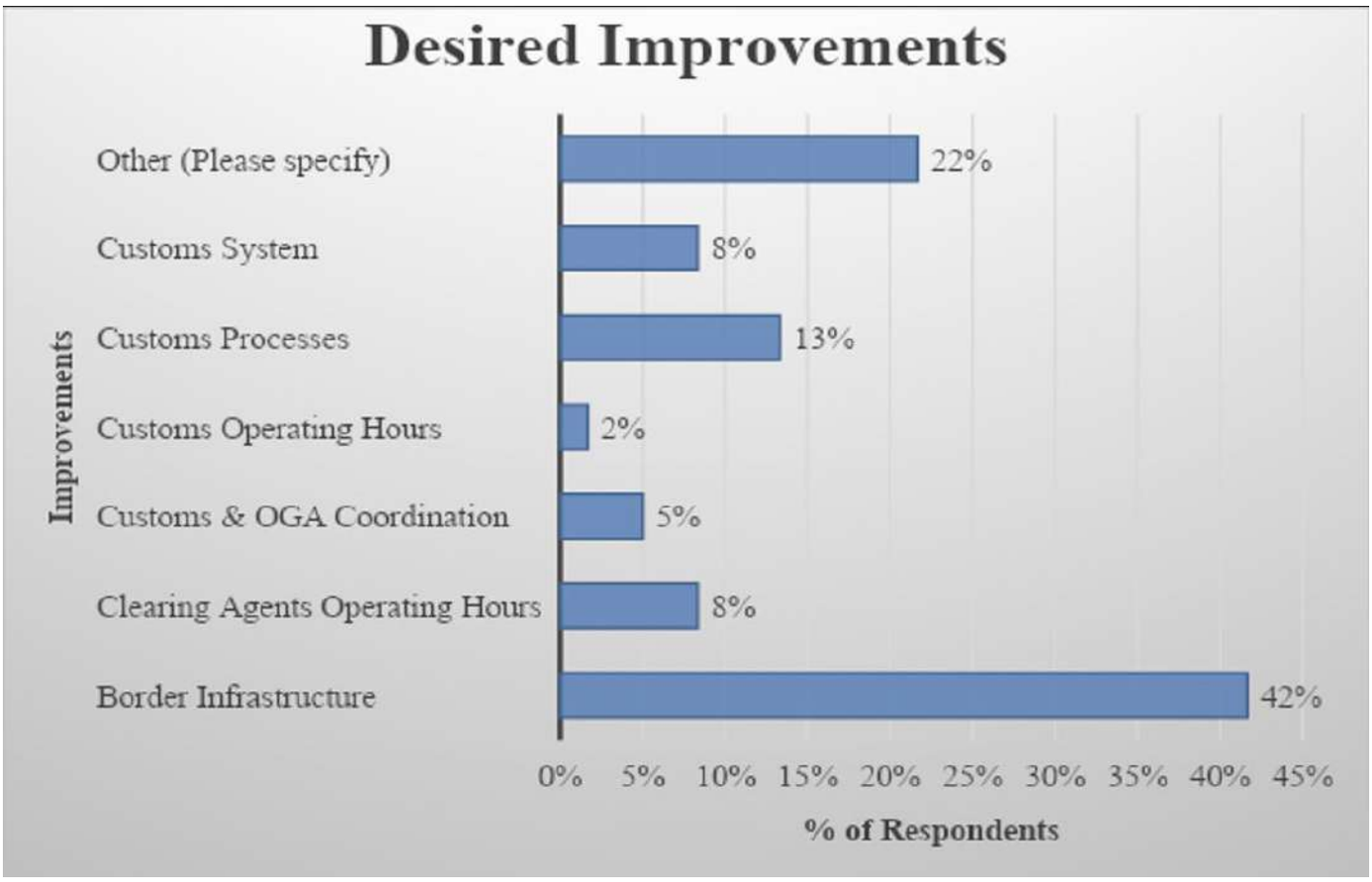
Figure 35 Responses By Traveler Category

- The bulk of the responses totaling 27 were submitted by commercial truck drivers who are also frequent users of the border and spend more time at the border due to the complex nature of the processes on their cargo.
- The second highest number of responses was received from passengers in the cross border buses who also have significant stagnancy in the border similar to the commercial truck drivers.

The respondents were required to select their desired improvements from the options that were given in the questionnaire.

The figure below illustrates the distribution of the responses.

Figure 36 Response Distribution for Desired Improvements



- 42% of the respondents were of the view that the border infrastructure needed to be improved to make it more user-friendly.
- 5% of respondents felt that there is need for coordination between Customs and Other Government Agents
- 22% of the respondents suggested other improvements such as network connectivity, reduction of the 100% scanning requirement, improvement in the system for the clearance of buses and the provision of more toilets and showers.

The respondents stated the time spent in the Border as illustrated in the figure below.

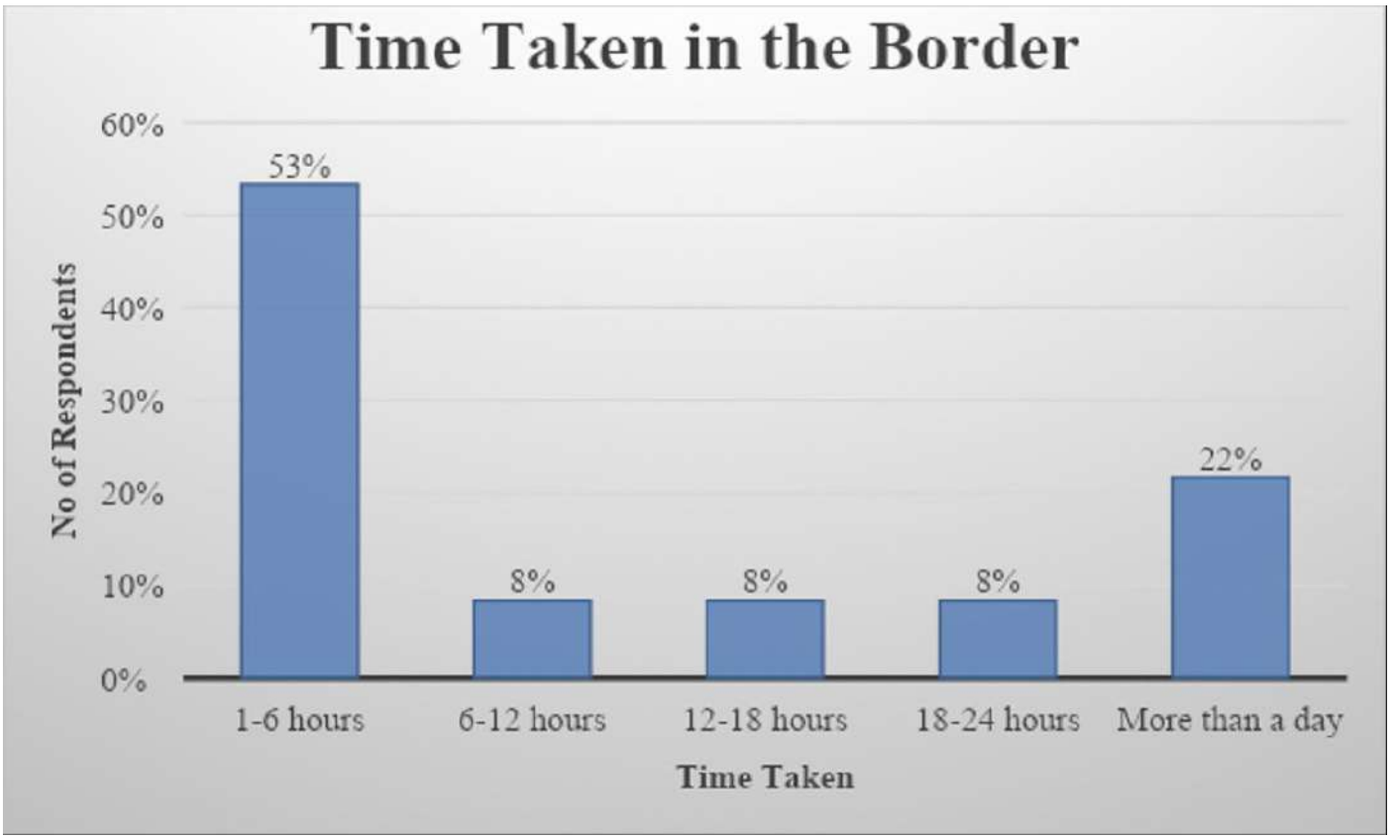


Figure 37 Individual Percentage Responses for Time Spent At the Border

- Of the 60 respondents slightly above half (53%) spent between 1 and 6 hours on the border.
- 22% of the respondents stated that they had been at the border for more than a day. However, from the survey it was discovered that most of these respondents had challenges with their documentation or lack of funds to pay the required duties and fees, especially cross border informal traders traveling by bus.

The following are some of the challenges highlighted by the respondents as affecting service delivery at Chirundu OSBP:

- Delays in physical Inspections
- Inadequate ablution facilities
- Congestion in the border especially the tanker dipping area
- Long queues to the scanner
- Dust around the operating areas
- Some OGA's don't operate 24hrs
- Agents without badges causing commotion in the offices.
- Increase personnel in the bus searching area
- Lack of information

The following are some of the positive experiences highlighted by the respondents during the survey.

- Increasing operating hours to 24 hrs
- Employees do know their public relations (so good)
- Excellent service delivery/Service generally good

- Border is free of thieves
- Immigration services very efficient
- Fast clearance of vehicles and issuance of CCC's
- Process are fast if all documentation is produced

The following improvements were proposed by the respondents.

- Add more manpower
- Expand the border
- Improve the internet, work on hygiene.
- Resort to manual clearing when system is down
- More staff, increase supervision and upgrade systems.
- Open all departments for 24 hours
- Place weighbridge in a freeway
- Reduce agents in the border
- More staff should be involved in physical examinations to avoid delays.
- Use barcodes to improve efficiency in customs
- Immigration should work 24 hours

6.16 Root Cause Analysis

6.16.1 Human Resource

The Human Capital Resource position has remained a critical constraint to operational efficiencies across all stakeholders since the introduction of 24 hour operations at Chirundu. Some operators have more flexible arrangements in terms of rationalizing locally available staff, while others have opportunities to recruit and expand their structures to meet the new Human Capital (HC) demands. However, economic austerity exigencies under government fiscal policies may limit the extent to which organizational HC expansionary measures can be funded. This emphasizes that resources are unlimited and effective strategic management that include modernization techniques to limit or enhance human activities at micro and macro levels can be solutions to demands and dynamics of the evolving operating environment.

(1) ***Immigration and Customs***

The Department of Immigration and the Zimbabwe Revenue Authority maintain each 4 regular shifts through a 21 day cycle for effective coverage. Under this arrangement, 3 shifts are on daily, covering round the clock functions with one shift off. A 7-day rest period is allowed in each cycle.

The two entities have received some officers as additional staff but are also compelled to rationalize the low numbers to cover the shortfall. This has however resulted in stretching the reporting hours for staff, increasing staff hardship from the long hours, complicating the scheduling of vacation and excess days rest periods as well accumulating excessive leave liabilities for the employer.

Further to this, the limited infrastructural capacities mentioned below also limit the staff numbers that the two organizations can move into Chirundu to improve the staffing position.

(2) ***Zimbabwe Republic Police (INTERPOL Desk)***

The office operates two shifts between 0600 hours and 2200hrs. There is no private traffic movement overnight and available staff has been rationalized to cover the current operating hours. These operations cover Vehicle Theft Squad operations and the INTERPOL liaison functions. Additional staffing requirements can be based on demand increases.

(3) ***Vehicle Inspection Department***

For the Vehicle Inspection Division, there has been rationalization of the available staff combined with emphasis on maintaining operations during the active high traffic levels during the day. Commercial traffic is generally not highly active overnight and this has allowed this arrangement to sustain operations under the changed conditions. However, the same staffing considerations applicable to the Immigration and Customs apply to VID.

(4) ***All Other Government Agencies with Operations at the Border***

While these have supportive roles to play further to control measures managed by inland offices, these functions remain critical to complement the overall control processes. This is because inland processes may be limited to the issuance of documentation by offices that may not have access to the inspection of the goods, whereas the stakeholders on the ground have an opportunity to verify the documentation issued against the goods presented for effective control.

Port Health functions have 16 hour coverage at both ends of the control except the Zambian side which is limited by staffing. The office has 16/7 cover for passenger clearance especially buses as long as Immigration is processing them. With increased staffing, Port Health will be able to cover the Zambian side effectively.

The Ministry of Agriculture (Veterinary services and plant inspection), the National Biotechnology Authority and the Environmental Management Authority have rationalized available staff to cover active traffic movements and any additional staffing requirements will be subject to demand increases.

(5) ***Clearing Agents***

These private sector stakeholders are available on demand round the clock to cover for available traffic cleared elsewhere. From a representative perspective, they handle final processes, when required for the cargo that has been cleared through their respective agencies or where there are arrangements to represent other agencies not represented at Chirundu. This representative arrangement also covers transporters, importers and exporters.

(6) ***Transporters***

These, like the clearing agents, are also available on demand round the clock to cover for available traffic cleared elsewhere. They also have the advantage of representative cover from the transporter runners and clearing agents on the ground.

6.16.2 Infrastructure

Within the Chirundu OSBP, on the Zimbabwean side, there are still no customs controlled holding facilities (e.g. transit sheds or dry ports) and this still poses various risks such as theft from trucks, fire hazards, threats to revenue, threats from human wildlife conflict etc. The

Chirundu Local Board has a managed and guarded truck stop, which however requires improvement in terms of its surface, traffic separation (given the high influx of petroleum loads) and driver amenities.

The issues around staffing discussed in the paragraph on human capital resources above also has implications to the limited infrastructure within and around the border. As indicated above, staff increases accommodation requirements and currently, the border facilities and the local urbanite housing capacity may not be able to absorb increased staff deployment.

The border upgrade programme mooted by the Government is expected to address some of these spatial development deficiencies including improvements to office accommodation. Stakeholder involvement is critical in the designs and planning process.

A significant infrastructure induced bottleneck was observed for functions around the scanning of selected cargo and physical examination of loaded tankers next to each other. The scanning of cargo targets incoming or southbound traffic. While the physical examination of tankers targets fuel loads in transit northbound, the process flows for both activities are parallel running next to each other in two approach channels, however exiting through one channel after processing. Stagnancy results from the following factors:

a. The tight exit point which allows for the movement of one truck at a time for two sets of traffic heading in two different directions.
b. The small holding space immediately after these two channels which limit throughput from the scanning and dipping functions
c. The time taken for north bound traffic to proceed to the final exit point in Zambia and the time taken for southbound traffic to proceed to the final exit point out of the customs control area to proceed into Zimbabwe.
d. The space is further limited by the presence of an open area converted to a pound where seized commercial trucks are held.

Corrective infrastructural development will need to consider the following;

i. Separating the two channels and creating suitable scanning facilities and safe dipping areas.
ii. Providing free passage channels for processed northbound and southbound traffic
iii. Providing suitable holding space for processed traffic in case of heavy traffic flows
iv. Providing separate pound facilities for detained commercial trucks.

Figure 36 Aerial Photo of the Chirundu OSBP Showing the Absence of Traffic Separation

6.16.3 System

The Zimbabwe Revenue Authority has successfully integrated its ASYCUDA System with Zambia for real-time information sharing, following the signing of the supporting agreement. This has significance in terms of process efficiency including effective risk management for both revenue administration. Zimbabwe also recently upgraded the ASYCUDA World from Version 4.3.2 to Version 4.4.0 with enhanced features. The integration is still undergoing refinement in order to provide the optimum benefits.

The Zimbabwe Single Window has been launched at Forbes, Mutare and Beitbridge pending roll out to other ports. This concept will create coordinated functionalities for all stakeholders within the One Stop Border Post especially with the integration of the ZIMRA/ ZRA ASYCUDA World Platforms. Zambia is already using its Single Window platform to allow other Government Agencies to access and lodge their permits and licenses. The roll out of Zimbabwe's Single Window facility at Chirundu will significantly augment overall integration for the two countries. The concept has not been rolled out at Chirundu and functions are still independent and uncoordinated,

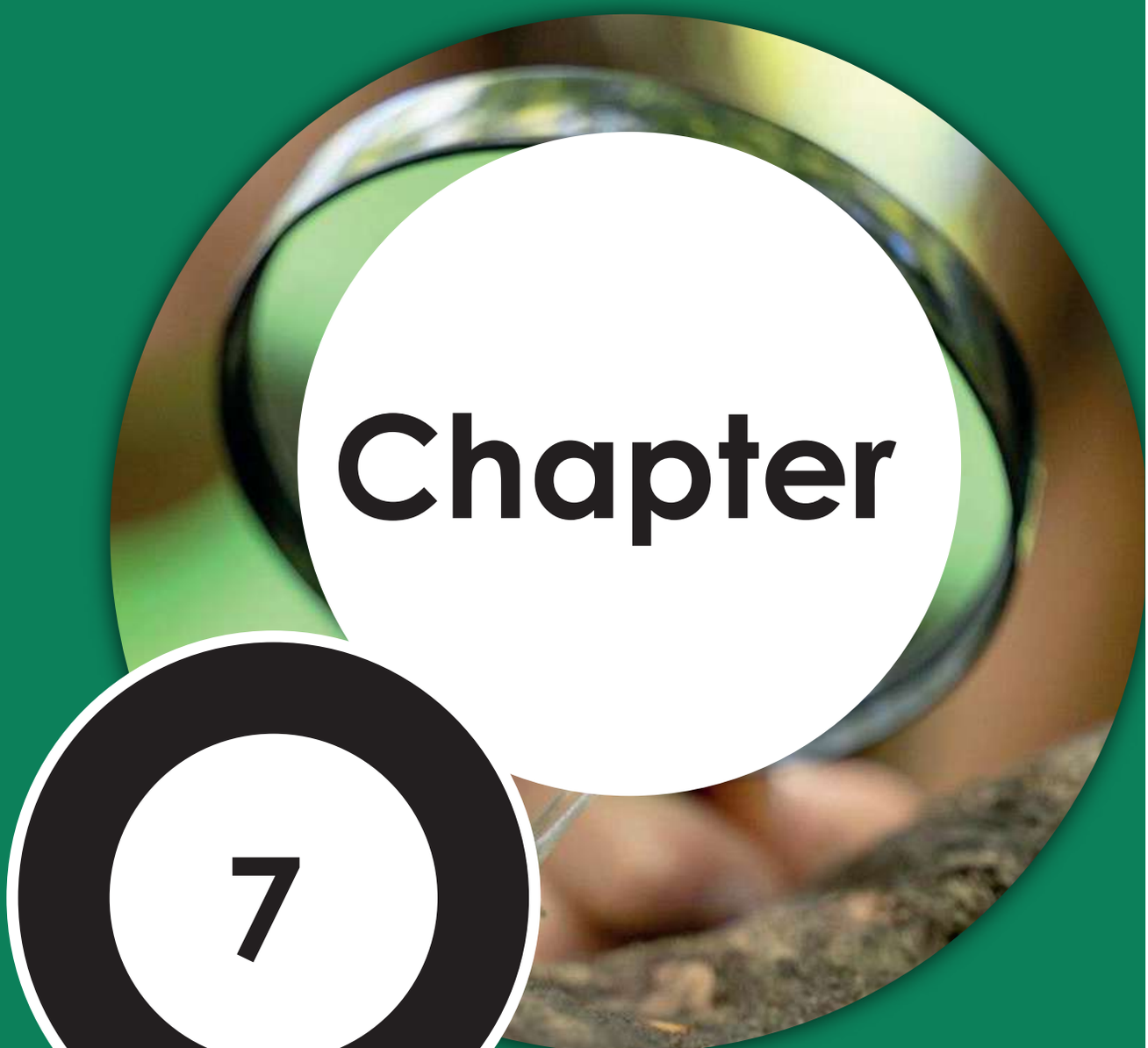
Other ZIMRA and support automation interventions include Electronic Cargo Tracking, the e-Tariff, automation of the Clearing Agent Management Module and integration of various automated platforms all round.

The Department of Immigration whose functions include passport control is in the process of deploying a new Online Border Management System (OBMS) This new system among other functionalities will be aligned to the e-Passport , e-Gates as well as other biometric processing functions.

6.16.4 Legal

The extension of operating hours at Chirundu to 24 hours is now fully legislated for across both territories with full harmonization. Various stakeholders in both territories continue to shift their operations to align them with the increased operating hours.

All stakeholders therefore need to examine their functions around these changes to strategize and provide input in the consultative arrangements for the border upgrade programmes under the Ministry of Transport and Infrastructural Development. Increased coordinated border management liaison on the ground is also critical.



Chapter 7

Chapter 7 Observations and Recommendations

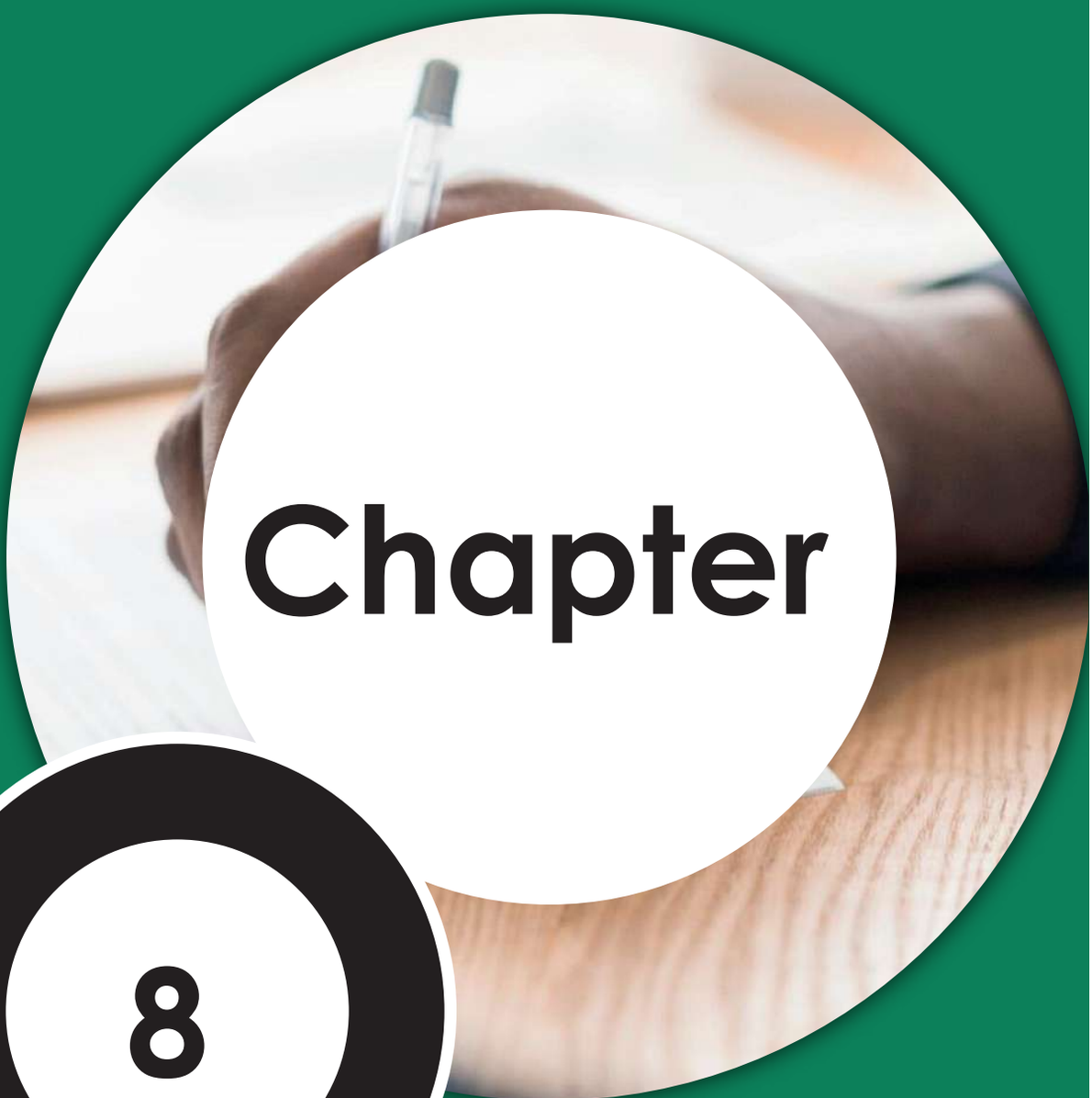
7.1 Overall Observations and Recommendations

Following data analysis described in the foregoing section, a number of observations, conclusions and recommendations were drawn. Table 41 below presents these conclusions and recommendations with indicative implementation periods.

Table7. 1 Observations and Recommendations

	Findings	Implication	Recommendation	Responsibility	Indicative implementation date
	INFRASTRUCTURE				
	Infrastructure inhibiting smooth traffic floor where south and north bound traffic interfere with each other, that is, incoming trucks for scanning cross crossing with north bound traffic	-Delays in traffic movement -Truck accidents within the border may occur.	The commercial scanner should be appropriately positioned so that south bound trucks do not interfere with north bound trucks	ZIMRA HQ	Long term
	Absence of space for carrying out physical examinations for north bound fuel tankers	- North bound fuel tankers movement interfering with south bound trucks coming from the scanner, hence delays in traffic movement - Truck accidents within the border may occur, with a high possibility of fire outbreak.	- Construction of tanker inspection shed outside the border	ZIMRA	Long term
	Inadequate staff accommodation	-Border agencies being unable to second adequate staff -Available staff working for very long hours	Construction of adequate accommodation	Government of Zimbabwe	Short term
	Delays in the scanning of south bound trucks due to the old scanner	Small movement of south bound loaded trucks resulting in long queues of trucks due for scanning	Procurement of modern scanner	ZIMRA Head Office	Long term
	The border is at the risk of fire due to fuel tankers which are being inspected in the border under conditions which are not conducive.	The risk of fire is very high	Construction of tanker inspection shed outside the border	ZIMRA	Long term

	Inadequate holding space for ZIMRA on the northbound acquittal office within the Common Control Zone	-Trucks being released in small batches of 4 at a time. -At times trucks stand on the bridge, a situation which compromises on the safety of the bridge.	- ZIMRA and ZRA should engage and come up with a suitable location of the North bound acquittal office	ZIMRA and ZRA	Short term
	Long periods of power cuts	Some systems based operations are affected, hence delaying movement of traffic	Investment in green energy	ZIMRA and ZRA	Long term
	OPERATING SYSTEMS				
	Differences in clearance systems between ZIMRA and ZRA. ZIMRA uses a preclearance system while ZRA uses preregistration. Preclearance is an improved version of clearance compared to preregistration.	- **Buildup of north bound trucks on the Zimbabwe side of Chirundu border.** Risk of smuggling and revenue loss to both ZIMRA and ZRA.	There is need for the two Customs Administrations to engage with the possibility of the two Administrations adopting preclearance as an option.	ZIMRA and ZRA	Short term
	Differences in operating hours.	-Government agencies operating hours (both Zimbabwe and Zambia) not aligned. -Currently only limited services are available after 2200 hours. Some trucks are not being released from the border after 2200 hours.	The Government of Zimbabwe and Zambia should engage and fully operationalize 24 hour operations at the border	Government of Zimbabwe and Zambia.	Short term
	HUMAN CAPITAL				
	Staffing inadequacies to cater for 24 hour operation	-Some government agencies unable to operate for 24 hours -Available staff working for long hours in respect of those agencies who remain open after 2200 hours	All government agencies should have adequate manpower to enable 24 hour operation of the border.	All border government agencies	Long term
	Capacity building on the OSBP through the assistance of JICA	Government border agencies and members of the private sector operating at the border have full appreciation of OSBP operations.	-Such partnerships should continue. -Studies of other successful OSBPs should be carried out. Lessons learnt should be implemented were appropriate	Government of Zimbabwe	Long term



Chapter 8

Chapter 8 Conclusions

The conduction of the Chirundu OSBP Endline Time Management Survey in 2024 provided learning points for all involved technical working group members. Given that the members were drawn from diverse areas of operation and organizations as well as from the private sector, the accumulation of skills, expertise and experience held in this group of experts was enriching not only to the methodologies applied but also to the discussions around analysis, observations, conclusions and suggestions in the development of recommendations.

The build up from the 2022 baseline survey whose report was launched in July 2024 also provided significant improvement insights in the preparation of the report for the 2024 survey.

The widened scope of the survey in terms of additional traffic categories and inclusion of stakeholders not previously involved in the 2022 baseline study provided opportunities to examine the integrated nature of border control activities, service points, infrastructural issues as well as legal and administrative measures in place of their impacts on each other. A deeper understanding of such processes is evident in the suggested recommendations in the report, which are cross cutting and are meant to provide a holistic view of the areas that require attention. Such recommendations also provide information to policy makers in terms of identifying responsibility and accountability boundaries, which is key in the assigning of functions to government entities from a Central Government position.

These recommendations also provide insight to other users of the border, including the traveling public and the international community. The cyclic nature of surveys therefore provide information on noted improvements and trends that remain critical decision information.

Expert analysis from the ZIMRA ICT Division and skilled members within the technical working were instrumental in providing scientific explanations from relevant pre- and post-survey data to enhance the interpretations leading to the conclusions and recommendations. To that end, the team benefited immensely from the experience and from the interactions at various stages of the survey. The networking created connections that go beyond the survey itself as most of these members are key decision makers within their areas of operation and are also consulted within their organizations in critical policy formulation.

The findings of 2024 Endline Time Management Surveys demonstrate the commitments across all organizations towards collaboration in the development and implementation of measures to improve the efficiency and effectiveness of trade facilitation. These commitments are not only on the shoulders of customs administrations, but also on all key border stakeholders. The measures recommended in this report have a significant positive impact on the efforts to continue to reduce the time taken to complete border processes without compromising the risk management and quality controls required to effectively balance trade facilitation and controls.

The achievement of improved targets in a timeous manner using multi-pronged initiatives remains a critical overall objection of effective border management. New observations identifying bottlenecks not noted in the initial survey do not necessarily demonstrate a deterioration of service delivery but rather the wider scope of the survey which capture

issues not covered by the baseline study. It is important therefore to note that subsequent surveys should carry sufficient variations within the scope and methodologies to address limitations in the previous studies.

The survey also noted the importance of compliance by business and other users of the border in adhering to policy, administrative and control requirements before submitting declarations and presenting cargo or themselves as travelers at the controls for final processing. This has been a significant cause for the dwell time in the processing of goods and travelers where the goods or the travelers get to the control point without adequate documentation or supporting information to enable effective facilitation in most instances, within the quality service commitments covered by their documented client service charters.

More importantly, time management studies on isolated targets can provide recommendations that can be customized for implementation at other crossing points or to inform the preparation of surveys elsewhere. Like all accepted and published research, surveys also add to the body knowledge for academic and practical use.

Annexes

Questionnaire

CHIRUNDU OSBP ENDLINE TIME MEASUREMENT SURVEY 2024
DRIVER/TRAVELLER/COMMUNITY IMPACT ASSESSMENT QUESTIONNAIRE
DRIVER/TRAVELLER/COMMUNITY

1. What is you traveller category in terms of the following? (tick (√) one)

Pedestrian	
Passenger on bus	
Passenger in private vehicle	
Private vehicle driver (Zimbabwean Registration)	
Private vehicle driver (Other registration)	
Commercial truck driver	

2. What is you traveller category in terms of the following? (tick (√) one)

A visitor	
Returning resident	
In transit	
Business	

3. Which direction are you travelling?

North bound (going to Zambia and beyond)	
South bound (going to Zimbabwe and beyond)	

4. How long have you been using this border (state in number of years)?

Less than 1 year	
1 – 2 years	
3 – 5 years	
6 – 7 years	
More than 7 years	

5. When did you arrive at this border post? (specify if more than a day)

1-6 hours	
6-12 hours	
12-18 hours	
18-24 hours	
More than a day	

6. Do you know the status of your consignment/clearance process with immigration, customs, or any other regulating authority?

Yes	
No	

7. Which of the following represents the improvements you desire to improve service delivery at this border? (Tick as many as represent your desire)

Customs Operating Hours	
OGA Operating Hours	
Clearing Agents Operating Hours	
Customs & OGA Coordination	
Border Infrastructure	
Customs Processes	
Customs System	
Other	

(Please specify) .....
.....
.....

8. Do you experience the same challenges each time you use this border?

Yes	
No	
N/A	

9. What are some of the challenges you face at the border?

.....
.....
.....

10. What do you think contributes to these challenges (where applicable)?

.....
.....
.....

11. What positive experiences have you had with the clearance processes at this border post?

.....
.....

……

12. What do you think should be done differently to improve the system?

……
……
……

13. Do you have any other comments?

……

……

……

TIME MEASUREMENT SURVEY QUESTIONNAIRE

WEIGHBRIDGE

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

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

Signature ----------

Supervisor ----------

Signature ----------

Type of Package (please tick)			Vessel Reg Number or Chasis Number	Trailer 1	Trailer 2	Import / Transit/ Export	Time entering weighbridge	Time exiting weighbridge	comment
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							
Breakbulk	Rigid Truck	containerised							

Deployment Schedule Sample

Proposed Enumerator Work Shift Schedule for Live Survey

Location	Enumeration Point	Shift	Data collection hours	Office Operating Hours	17 Fri	18 Sat	19 Sun	20 Mon	21 Tus	22 Wed	23 Thu
N1	Entry Gate	M	0600-1500	24 hours	1	25	21	17	13	10	6
		A	1400- 2200		2	26	22	18	14	11	7
N2	Physical Examination – Fuel Tankers	M	0600-1300	0600-1900	3	27	23	19	15	12	8
		A	1200-1900		4	28	24	20	16	13	9
N3	ZIMRA Acquittal Desk	M	0600-1500	24 hours	5	1	25	21	17	14	10
		A	1400-2200		6	2	26	22	18	15	11
N4	Immigration	M	0600-1500	0600-2200	7		27		19		12
		A	1400-2200			3		23		16	
N5	INTERPOL & Customs (Passenger) Private Car Clearance	M	0600-1500	0600-2200	8	4	28	24	20	17	13
		A	1400-2200		9	5	1	25	21	18	14
S1	Buses Parking shed	M	0600-1500	0600-2200	10	6	2	26	22	19	15
		A	1400- 2200		11	7	3	27	23	20	16
S2	Private Vehicle parking area	M	0600-1500	Up to 2200	12	8	4	28	24	21	17
		A	1400- 2200		13	9	5	1	25	22	18
S3	Port Health		Only Afternoon	Up to 2200	14	10	6	2	26	23	19
		A	1400- 2200								
S4	Immigration	M	0600-1500	Up to 2200	15	11	7	3	27	24	20
		A	1400- 2200		16	12	8	4	28	25	21
S5	INTERPOL & Customs (Passenger) Private Car Clearance	M	0600-1500	Up to 2200	17	13	9	5	1	26	22
		A	1400- 2200		18	14	10	6	2	27	23

S6	OGAs Office-Plant Inspector	D	0800-1800	0800-1700	19	15	11	7	3	28	24
	OGAs Office-EMA			0600-2000							
	OGAs Office-Port Health			0800-1700							
	OGAs Office-Vet			0600-2200							
	OGAs Office-Biotech			0600-2200							
S7	Buses PE Bay	A	Only afternoon 1400-2200	24 hours	Same enumerator of S1 afternoon						
S8	Commercial physical examination bay	M	0600-1500	0600-1800	Same enumerator of S1						
		A	1400- 2200		Same enumerator of S1 afternoon						
S9	Zambia Acquittal Desk	M	0600-1500	24 hours	20	16	12	8	4	1	25
		A	1400- 2200		21	17	13	9	5	2	26
S10	Scanner	M	0600-1500	24 hours	22	18	14	10	6	3	27
		A	1400- 2200		23	19	15	11	7	4	28
S11	VID (Weighbridge)	M	0600-1500	24 hours	24		16		8		1
		A	1400-2200			20		12		5	
S12	Exit gate for trucks	M	0600-1500	24 hours	25	21	17	13	9	6	2
		A	1400- 2200		26	22	18	14	10	7	3
S13	Exit gate small vehicles	M	0600-1500	0600-2200	27	23	19	15	11	8	4
		A	1400- 2200		28	24	20	16	12	9	5
				G-Total	28 Enumerators						

Notes:

1. Shift column above indicates
   M:Morning Shift (0600-1500)
   A: Afternoon Shift (1400-2200)
   D: Day Shift (0600-1800) or (0600-1700) or (0600-1900)

2. Enumerators will be given a call number for management of this deployment plan purpose

3. Enumerators are expected to gather at Stand up meeting point 20 minutes before assigned time.
   Morning Shift 0540hrs,
   Afternoon Shift 13:40
4. Work rotation will be reviewed but basically once assigned it is expected that the enumerator works at the place assigned for that day.

TWG Attendance list

	NAME	DESIGNATION
1	Alick M. Mutandiro	TMS Supervisor
2	Victor Mayisiri	Lead TWG Member/Chair
3	Jericho Rundogo	2nd Lead TWG Member/Vice Chair
4	William Mhondoro	TWG Member
5	Innocent Muranganwa	TWG Member
6	Tafireyi Choruwa	TWG Member/Data Analyst
7	Nigel Matinde	TWG Member
8	Anthony Maipisi	TWG Member
9	Vincent Mukombero	TWG Member
10	Chief Spt Abigail Sibanda	TWG Member
11	Tongai Gwata	TWG Member
12	John Dutuma	TWG Member
13	Norman Nyamayaro	TWG Member
14	Cleopas Kapenge	TWG Member
15	Fanuel Dhambisi	TWG Member
16	Tinashe Chiwanza	TWG Member
17	Wilfred Ramwi*	TWG Member

*Failed to turn up

JICA Project Team Members

Name	Institution	Designation
Masaharu Shimoya	JICA OSBP Team	Border Control Expert
Babu Mukoko	JIA OSBP Team	Statistics Expert
Momoko Nomura	JICA OSBP Team	Administration Assistant
Bianca Vhiyazhi	JICA OSBP Team	Project Assistant

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

A M Mutandiro - TMS Supervisor

V Mayisiri - TMS Chair and Lead TWG member

J Rundogo - TMS Vice Chair & 2nd Lead TWG Member

W Mhondoro - TWG Member

I Muranganwa - TWG Member

T M Choruwa - Data Analyst & TWG Member

N Matinde - TWG Member

A Maipisi - TWG Member

O Mukombero _ TWG Member

A Sibanda -TWG Member

N Nyamayaro - TWG Member

C Kapenge - TWG Member

F Dhambisi - TWG Member

T Chiwanza -TWG Member

P K Nyaruwata - TWG Member

J Gambe - Data Analyst

J Mumbamuchena - TWG Member

NOTES