Border Efficiency Management Study

2025

Executive Summary

The Border Efficiency Management System (BEMS) study was undertaken to assess the performance of Zimbabwe's border posts and identify systemic and procedural bottlenecks that hinder trade facilitation, competitiveness, and regional integration. As a land-linked country, Zimbabwe's economic growth and participation in regional and global markets depend heavily on efficient border management systems that reduce costs and facilitate seamless trade flows through the Beira, Walvis Bay, Durban, and North–South corridors. The study supports Vision 2030 and the National Development Strategies (NDS1 and NDS2), which emphasize trade facilitation, industrialization, and competitiveness, while aligning with the objectives of regional integration, through the African Continental Free Trade Area (AfCFTA), SADC and COMESA.

The assessment covered eight major border posts that represent Zimbabwe's most critical trade corridors vis-à-vis Beitbridge, Chirundu OSBP, Forbes, Nyamapanda, Plumtree, Victoria Falls, Kazungula and Sango. A mixed-methods approach combining quantitative and qualitative tools was employed, including structured questionnaires, direct observations, and desktop reviews. Data were collected from border stakeholders such as Government Agencies, transporters and clearing agents. Quantitative data were used to establish baselines on clearance times, costs, and infrastructure adequacy, while qualitative data provided insights into institutional and coordination challenges. Data triangulation across sources ensured credibility and accuracy of findings.

The study established that inefficient border processes remain a major impediment to Zimbabwe's trade competitiveness. Multiple agencies with overlapping functions, duplication of inspections, poor coordination, and inadequate automation continue to delay cargo clearance. For instance, at Chirundu, Zimbabwe has 25 agencies stationed at the border compared to only six on the Zambian side. Such institutional fragmentation undermines the principles of the One Stop Border Post (OSBP) model adopted to streamline operations. Average crossing times range from 28 hours at Forbes and 21 hours at Beitbridge to just 4 hours at Sango, depending on the size and volume of traffic crossing the border. Delays are largely attributed to customs processing, physical inspections, queuing, and limited scanner capacity. These inefficiencies significantly increase logistics costs, reduce predictability of delivery schedules and weaken the competitiveness of Zimbabwe's export corridors.

Costs incurred by border users are also high, driven by multiple inspection and permit fees, parking and storage charges, and informal facilitation payments aimed at bypassing delays. High transaction costs, particularly at Forbes, Beitbridge, and Chirundu, constrain exporters and transporters, thereby reducing

profit margins and increasing the cost of doing business. The presence of informal fees reflects weaknesses in governance, transparency and accountability across border operations. Despite the presence of institutional mechanisms such as border coordination committees, their effectiveness remains inconsistent. While some borders such as Plumtree and Nyamapanda report strong coordination and effective communication, others continue to suffer from fragmented oversight, unsynchronized operating hours and inconsistent application of Standard Operating Procedures (SOPs).

The Information Communication Technology (ICT) framework across Zimbabwe's borders is characterized by limited digital integration and weak interoperability among agency systems. ZIMRA and Port Health are linked to the National Single Window (NSW), but other agencies such as the National Biotechnology Authority, Plant Quarantine, and Veterinary Services, among others, rely on manual or isolated systems. This lack of system interconnectivity results in repeated data entry, delays and loss of efficiency. Frequent internet outages, power instability and limited ICT literacy further exacerbate the problem. The study concludes that a fully integrated and interoperable ICT platform is essential to streamline processes, enable real-time data sharing and reduce clearance times.

Infrastructure conditions across the eight borders vary significantly. While Beitbridge has seen major upgrades under its modernization programme, improving road networks, sanitation, and lighting, as well as scanner capacity and office space remain insufficient. Forbes, Kazungula, and Victoria Falls suffer from poor roads, inadequate waiting areas, limited cold storage, and lack of ICT self-service facilities. Chirundu's single traffic lane and limited office space contribute to congestion, while many smaller posts such as Sango face critical shortages of infrastructure and staff accommodation. Overall, inadequate infrastructure continues to undermine efficiency and service delivery.

Capacity building and training of border officials remain inconsistent across posts. While Chirundu and Beitbridge report regular training, Plumtree and Nyamapanda show significant gaps in staff development. These disparities contribute to inconsistent enforcement and reduced operational efficiency. Furthermore, private sector participation in border management remains low. Transporters and clearing agents cited a lack of structured consultation and feedback mechanisms, as well as repeated inaction on previously raised concerns. This limited participation has weakened trust between Government and the private sector, which undermines joint efforts toward trade facilitation.

The study concludes that meaningful improvement in border performance requires comprehensive institutional, infrastructural and technological reform. Key recommendations include the following, among others:

- Full integration of all border agencies into the National Single Window to promote automation and data sharing.
- Expansion of the One Stop Border Post model to other key borders such as Beitbridge, Forbes, and Kazungula.
- Modernisation of borders to enhance efficiency in handling commercial cargo, tourism and regional trade flows.
- Procurement of high-capacity scanners capable of continuous operation; and investment in reliable internet connectivity and solar backup systems to ensure system uptime.
- Establishment of a Border Management Authority to streamline agency mandates, enhance coordination, and ensure accountability.
- Harmonization of border operating hours, consistent staff training, publication of SOPs, and stronger collaboration with the private sector to further enhance transparency, predictability, and efficiency.

Notwithstanding Zimbabwe's tangible progress in border modernization, particularly at Beitbridge and Chirundu, persistent inefficiencies continue to undermine its competitiveness and regional transit potential. Fragmented institutional frameworks, limited ICT integration, and inadequate infrastructure collectively increase clearance times and costs, thereby discouraging investment and cross-border trade. Implementing the study's recommendations, anchored in automation, harmonization, infrastructure development, and partnership, will enable Zimbabwe to transform its border posts into efficient, transparent, and competitive trade gateways that support economic diversification, facilitate regional integration and advance the goals of Vision 2030.

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List of Acronyms

AfCFTA   African Continental Free Trade Area

AfDB   African Development Bank

ASYCUDA   Automated System for Customs Data

BEMS   Border Efficiency Management System

BPA   Business Process Analysis

COMESA   Common Market for Eastern and Southern Africa

EMA   Environmental Management Agency

ECTS   Electronic Cargo Tracking System

EMA   Environmental Management Agency

FBC   Forbes Border Consortium

FTA   Free Trade Area

ICT   Information and Communication Technology

JICA   Japan International Cooperation Agency

LPI   Logistics Performance Index

MoIC   Ministry of Industry and Commerce

NCC   National Competitiveness Commission

NDS1   National Development Strategy 1

NDS2   National Development Strategy 2

NSW   National Single Window

OBMS   Online Border Management System

OSBP   One Stop Border Post

PPP   Public–Private Partnership

SOP	Standard Operating Procedure
SADC	Southern African Development Community
TRS	Time Release Study
VID	Vehicle Inspectorate Department
ZESW	Zimbabwe Electronic Single Window
ZIMRA	Zimbabwe Revenue Authority
ZRP	Zimbabwe Republic Police

1.   Background

1.1   Efficient border management is among the key cornerstones of Zimbabwe's trade competitiveness, regional integration, and economic transformation. As a land-locked country, Zimbabwe depends heavily on seamless and cost-effective border operations to connect with regional and international markets through the Beira, Walvis Bay, Durban, and North–South corridors. Inefficient and unpredictable border processes increase the cost of doing business, constrain exports, and undermine the country's attractiveness to investment and transit trade.

1.2   According to the World Bank's Logistics Performance Index (LPI) 2023, Zimbabwe ranked below the regional average, particularly in areas related to customs efficiency, infrastructure, and timeliness, reflecting persistent challenges in border management and trade facilitation, (*see Table 1*).

Table 1: Zimbabwe Logistics Performance Index (LPI) 2023 against Comparator Countries, 2023

Country	Overall LPI Score (1-5)	Customs Score	Infrastructure Score	Timeliness Score
Zimbabwe	**2.5**	**2.2**	**2.1**	**2.7**
South Africa	3.7	3.4	3.5	3.9
Botswana	3.1	2.8	2.8	3.3
Namibia	2.8	2.6	2.6	3.0
Zambia	2.6	2.4	2.3	2.8
SADC Average	~2.7	~2.5	~2.5	~2.9

Source: World Bank Logistics Performance Index

1.3   Similarly, the Trading Across Borders indicator under the World Bank Doing Business assessments has consistently placed Zimbabwe among the lower-performing countries in Sub-Saharan Africa, mainly due to lengthy documentary and border compliance procedures. These findings underscore the urgency of reforming border systems to improve logistics efficiency and reduce transaction costs. Table 2 shows Zimbabwe's performance against comparator countries.

Table 2: Zimbabwe's Cost to Export and Import against Comparator Countries, 2020

Country	Cost to Export (USD)	Cost to Import (USD)
Zimbabwe	**1,120**	**1,860**
South Africa	715	1,030
Zambia	680	1,190
Botswana	545	735
Namibia	750	1,050

Source: World Bank, Doing Business 2020

1.4 Improving border efficiency is therefore integral to achieving Vision 2030, which seeks to transform Zimbabwe into an upper middle-income economy by 2030. The Vision is implemented through the National Development Strategy 1 (NDS1) and the forthcoming National Development Strategy 2 (NDS2), both of which emphasize trade facilitation, competitiveness, and deeper regional integration. Addressing inefficiencies in border operations will assist Zimbabwe in improving its performance on key global competitiveness indicators, including the LPI and Trading Across Borders index, thereby enhancing the country's position as a regional transit hub. Streamlined and modern border processes are also essential for the effective implementation of the African Continental Free Trade Area (AfCFTA) and for fulfilling regional commitments under the Southern Africa Development Community (SADC) Trade Protocol and the Common Market for East and Southern Africa (COMESA) Free Trade Area (FTA).

1.5 Within this context, the Border Efficiency Management System (BEMS) study was undertaken to assess the performance of Zimbabwe's key border posts and to identify systemic and procedural bottlenecks that undermine national competitiveness. The study also sought to provide evidence-based recommendations for an enhanced BEMS platform that promotes coordination and cooperation of all border agencies to improve trade facilitation.

1.6 The assessment covered eight major border posts representing critical trade and transit corridors:

- Beitbridge (Zimbabwe–South Africa);
- Chirundu (Zimbabwe–Zambia);
- Forbes (Zimbabwe–Mozambique);
- Nyamapanda (Zimbabwe–Mozambique);
- Plumtree (Zimbabwe–Botswana);

- Victoria Falls (Zimbabwe–Zambia);

- Kazungula (Zimbabwe–Botswana/Zambia/Namibia); and

- Sango (Zimbabwe/Mozambique).

1.7 These border posts are as indicated in the map shown in Figure 1, which shows all the 13 official entry and exit points in Zimbabwe.

Figure 1: Map Showing Zimbabwe's Border Posts, including those included in the Study

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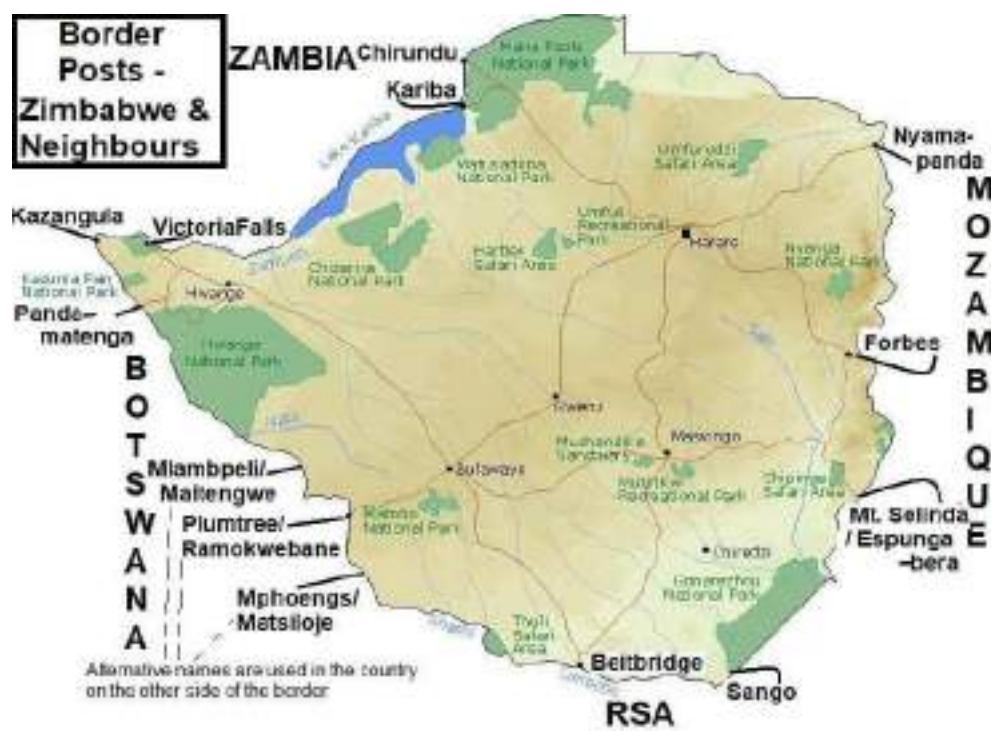
Source: Google maps

1.8 These borders collectively handle all the of Zimbabwe's commercial cargo, tourism, and regional trade flows. The findings from this study inform the development of a revitalized, innovative, technology-driven, and collaborative border efficiency system capable of reducing clearance times, improving service delivery, and support Zimbabwe's trade facilitation agenda.

2. Objectives of the Study

2.1 The main objective of the study was to identify trade facilitation bottlenecks with a view to providing evidence-based policy advice towards enhancing national border efficiency, ease of doing business and competitiveness.

2.2 Specifically, the study sought to:
- Conduct time and cost baseline measurements across key agencies to identify delays and cost drivers.
- Assess the institutional, procedural, and ICT frameworks governing border operations at the eight (8) selected border posts.
- Identify coordination gaps, duplication of mandates, infrastructure constraints, and procedural bottlenecks among border agencies.
- Benchmark Zimbabwe's border performance against better performing borders in terms of number of border agencies.

3. Methodology

3.1 The study adopted a mixed-methods approach, integrating both quantitative and qualitative techniques to ensure a comprehensive understanding of border operations. The methodology was informed by previous Time Release Studies (TRS), Business Process Analyses (BPA), and corridor assessments undertaken by the Ministry of Industry and Commerce, Japan International Cooperation Agency (JICA), and African Development Bank (AfDB) between 2016 and 2017.

Data Collection Approach

a) Questionnaires

3.2 Structured questionnaires were administered to all border stakeholders, including Government Border Agencies and border users.

3.3 The questionnaires captured information on procedural workflows, clearance cost and time, ICT integration, inter-agency coordination, and infrastructure adequacy.

b) Direct Observations

3.4 On-site observations were conducted at critical clearance points, such as customs and immigration, among others, to determine dwell times and procedural bottlenecks.

c) Desktop review

3.5 This was employed for benchmarking and informed the other data collection tools and stakeholder mapping for the study.

Data Types and Analysis

3.6 Quantitative data focused on measurable indicators, such as border dwell times, document processing durations, transaction costs, and infrastructure availability. Data was analyzed statistically to establish baselines and identify efficiency variations across border posts.

3.7 Qualitative data captured stakeholder perceptions, coordination challenges, procedural duplications, and improvement suggestions. Thematic analysis was applied to identify recurring issues and policy-relevant themes.

Quality Assurance

3.8 Data triangulation was employed across different data sources (questionnaires, observations, interviews and desktop review) to enhance the validity and credibility of findings.

4. Border Post Profiles

4.1 Overall, Zimbabwe's border posts are characterised by multiple border agencies, which has been seen to be among the major causes of delays at the country's ports of entry *(See Annexure I)*. Figure 2 depicts the number of border agencies that are physically stationed at the borders under the study.

Figure 2: Number of Border Agencies at Zimbabwe's Border Posts, September 2025
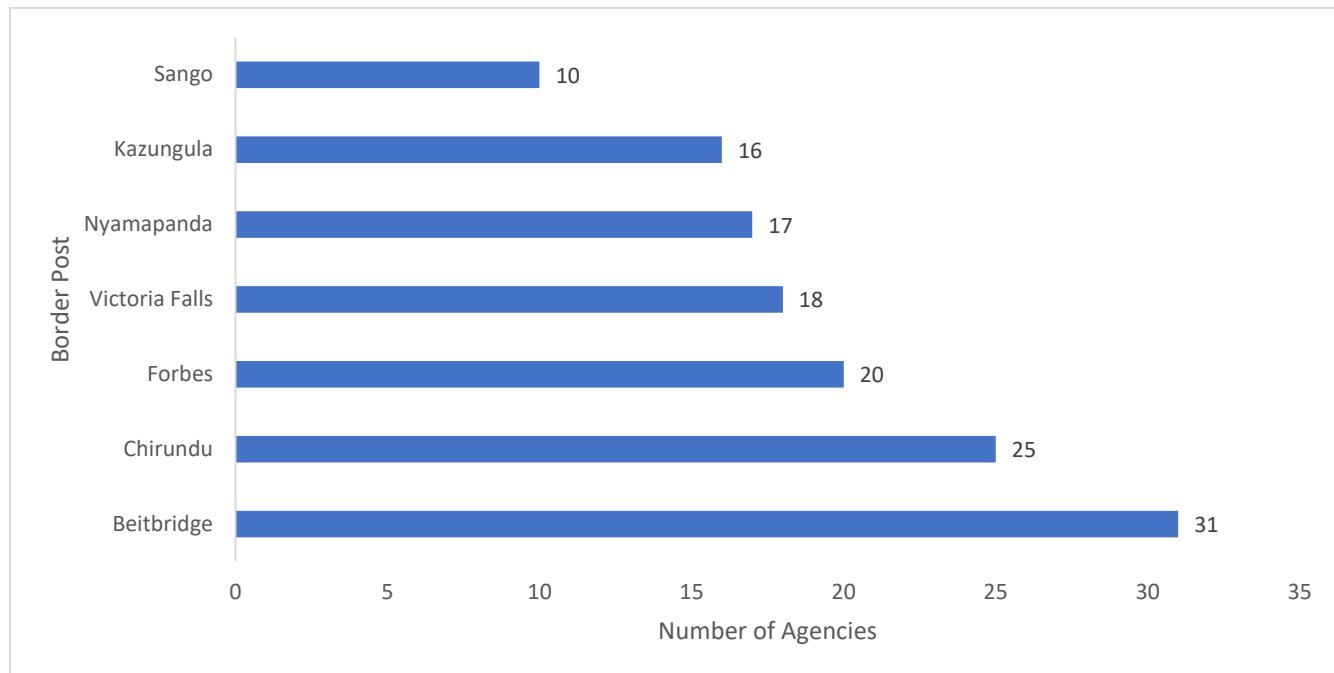
4.2 It is critical to note that while the other agencies have a recognized need for a physical presence, best practice shows that their activities should be coordinated and integrated. Many other regulatory bodies do not typically need a permanent physical presence and can perform their controls based on documentary checks at inland premises or through the Single Window System. They can only visit the border for specific and risk-based inspections. This is in line with international best practice of Single Window and One-Stop Border Post (OSBP) models, which Zimbabwe has adopted. These initiatives are aimed at minimizing the physical presence and independent activity of other agencies through integration and shared facilities. In contrast, many of Zimbabwe's borders still operate under a two-stop system, where travellers and cargo must undergo separate clearance procedures on both sides of the border. This duplication increases processing times and costs, underscoring the importance of transitioning fully to OSBP operations that streamline procedures and promote joint inspections.

4.3 Pursuant to this, Chirundu border was established as a OSBP in 2009, where among others, border agencies are expected to be streamlined. However, Zimbabwe still has multiple agencies (25) compared to six (6) on the Zambian side. Table 1 depicts number of Zimbabwean against Zambian border agencies currently present at Chirundu OSBP.

Table 3: Comparison of Zimbabwe Border Agencies against Zambia, September 2025

Zambia Border Agencies	Zimbabwe Boder Agencies
Zambia Revenue Authority	Zimbabwe Revenue Authority
Department of Immigration	Department of Immigration
Department of Port Health	Department of Port Health
Plant Quarantine and Phytosanitary Services	Department of Plant Quarantine
National Livestock Epidemiology Information Centre	Department of Veterinary services
	Department of Forestry Commission
Zambia Compulsory Standards Agency	Environmental Management Agency
	National Biotechnology Authority
	Department of Parks and Wildlife
	Standards Association of Zimbabwe
	Radiation Protection Authority of Zim
	Fertilizer, Farm Feeds and Remedies
	Vehicle Inspection Department
	Agricultural Marketing Authority of Zim
	Police/ Security
	President's Department
	Office of the President and Cabinet (OPC)
	Zimbabwe Republic Police – Criminal Investigations Department
	Zimbabwe Republic Police - Traffic
	Zimbabwe Republic Police - Uniformed
	Zimbabwe Republic Police – Minerals
	Zimbabwe Republic Police - Flora and Fauna
	Zimbabwe Republic Police – Vehicle Theft Squad
	Zimbabwe Republic Police – Intelligence
	Zimbabwe National Army – Uniformed
	Zimbabwe National Army - Military Intelligence

Source: MoIC and NCC BEMS Survey

5. Findings by Thematic Areas

5.1 This section presents a detailed analysis of border crossing performance across the eight border posts, focusing on key thematic areas such as time spent on various border processes, associated costs, role of different border agencies, institutional, procedural & ICT frameworks, infrastructure assessment and the level of private sector involvement.

5.2 The findings are based on quantitative data collected through the border efficiency monitoring system, which captures the duration and cost of activities including queuing, customs clearance, physical inspection, immigration, payments, and other procedures. The analysis illustrates the breakdown of time or cost by process or agency, offering insights into operational bottlenecks and inefficiencies. The analysis highlights specific areas affected by inefficiencies. These insights are critical for informing targeted interventions to improve border specific efficiency and enhance trade facilitation.

a) Time and Cost Baseline

Time to Cross Zimbabwe's Border Posts

5.3 The analysis presents the average processing time required to complete all key border procedures, including document verification, physical inspection, customs clearance, and release of goods. By examining the time taken by each agency, the study highlights variations in efficiency across agencies showing, which agencies significantly contribute to overall delays.

5.4 Prolonged processing times at border posts have far-reaching implications for trade competitiveness and logistics performance. Extended clearance periods increase transport and storage costs, disrupt supply chain reliability, and reduce the predictability of delivery schedules. For exporters and importers, such delays translate into higher operational costs, reduced profit margins, and diminished attractiveness of trade routes passing through Zimbabwe. Nationally, inefficiencies in border processing weaken the country's competitiveness, discourage investment, and undermine the effectiveness of regional trade facilitation initiatives such as the AfCFTA and SADC trade protocols.

5.5 Therefore, understanding and addressing time-related inefficiencies is essential to enhance border performance, lower transaction costs, and improve the ease of doing business.
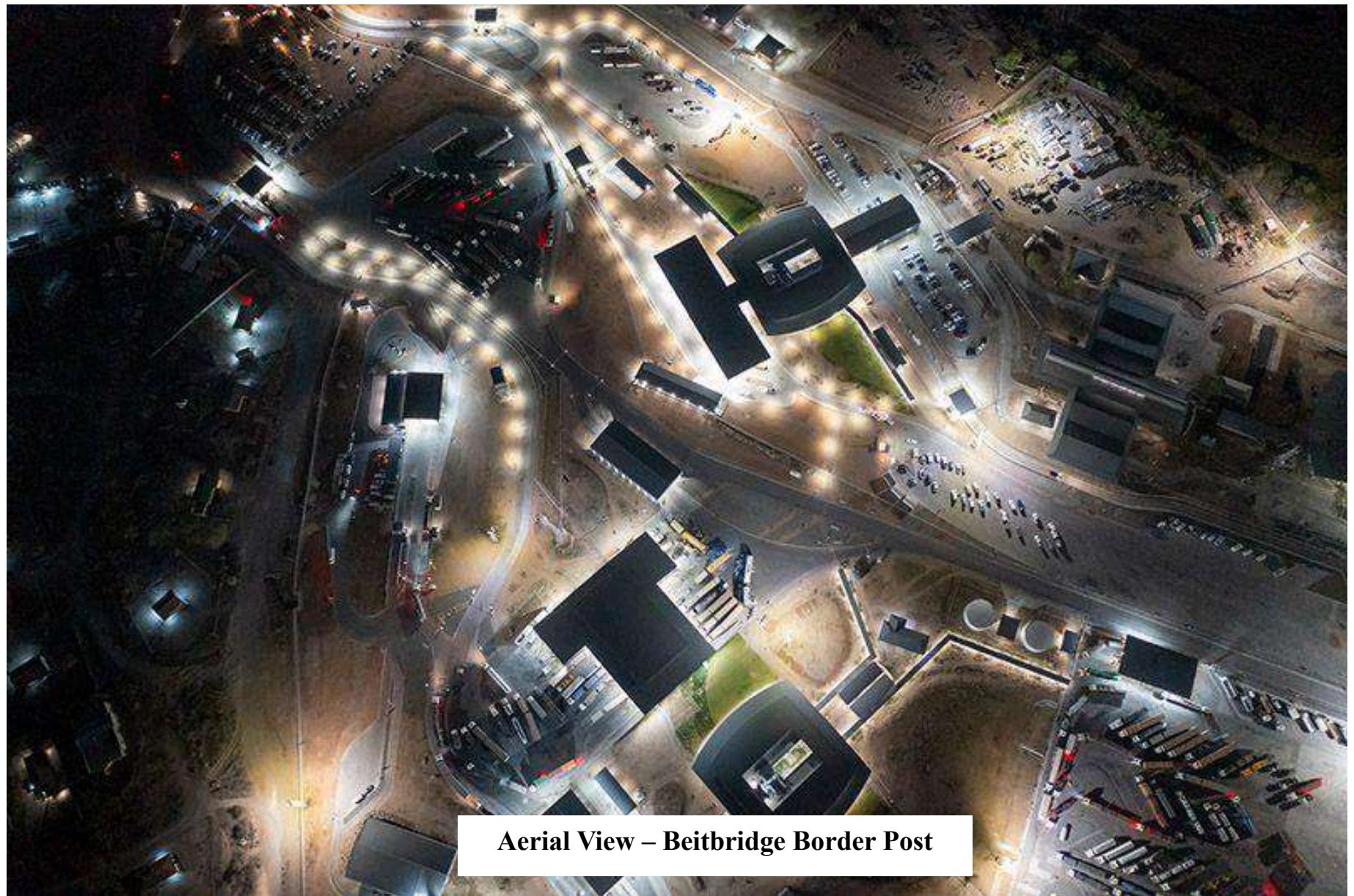
Aerial View – Beitbridge Border Post

Beitbridge Border Post

5.6 Beitbridge border post is one of the busiest and most strategic border posts, which serves as the primary gateway for trade between Zimbabwe and South Africa and a critical transit point for regional traffic connecting the SADC region to markets in the north. Given its strategic importance, the efficiency of operations at Beitbridge has a direct bearing on national and regional trade competitiveness.

Time to Cross Beitbridge Border Post

5.7 The analysis below highlights the average time taken to complete border crossing formalities and identifying the main sources of delay. Figure 3 illustrates the distribution of time spent on key activities, including customs processes, queuing, and other supporting procedures that affect the overall crossing experience.

Figure 3: Time to Cross Beitbridge Border Post, September 2025
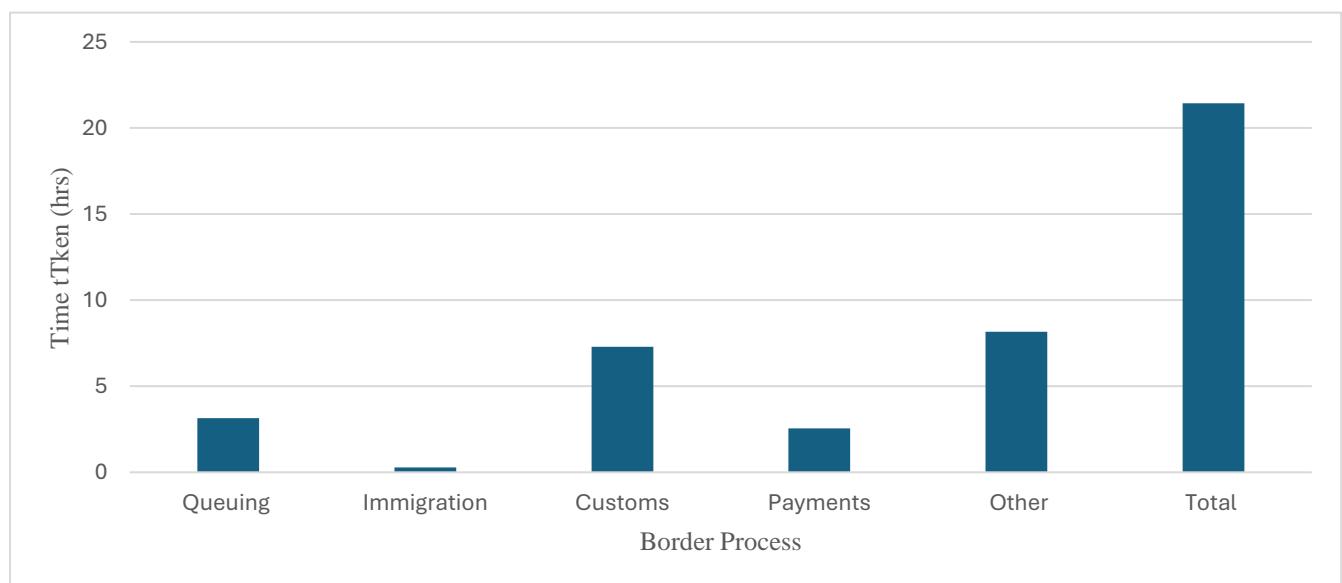
Source: MIC and NCC BEMS Survey

5.8 The study established that it takes an average of 21 hours to complete border crossing formalities at Beitbridge**.** The graph in Figure 3 shows that the longest delays occur during customs processing**,** queuing, and other activities such as the installation and removal of seals**.** These extended border dwell times significantly increase transport and logistics costs, thereby reducing the overall competitiveness of exporters and importers using the Beitbridge border post.

5.9   Amongst the customs procedures, physical examinations, document verification (mainly affected by system downtime) and waiting for scanning are the activities that consume more time. Extended queuing periods, particularly for northbound traffic waiting to be called onto the Zimbabwean side, further increase the border dwell time.

Agent Processing Time at Beitbridge

5.10 Figure 4 shows agent-specific processing times at Beitbridge.

Figure 4: Agent Processing Time at Beitbridge Border Post, September 2025
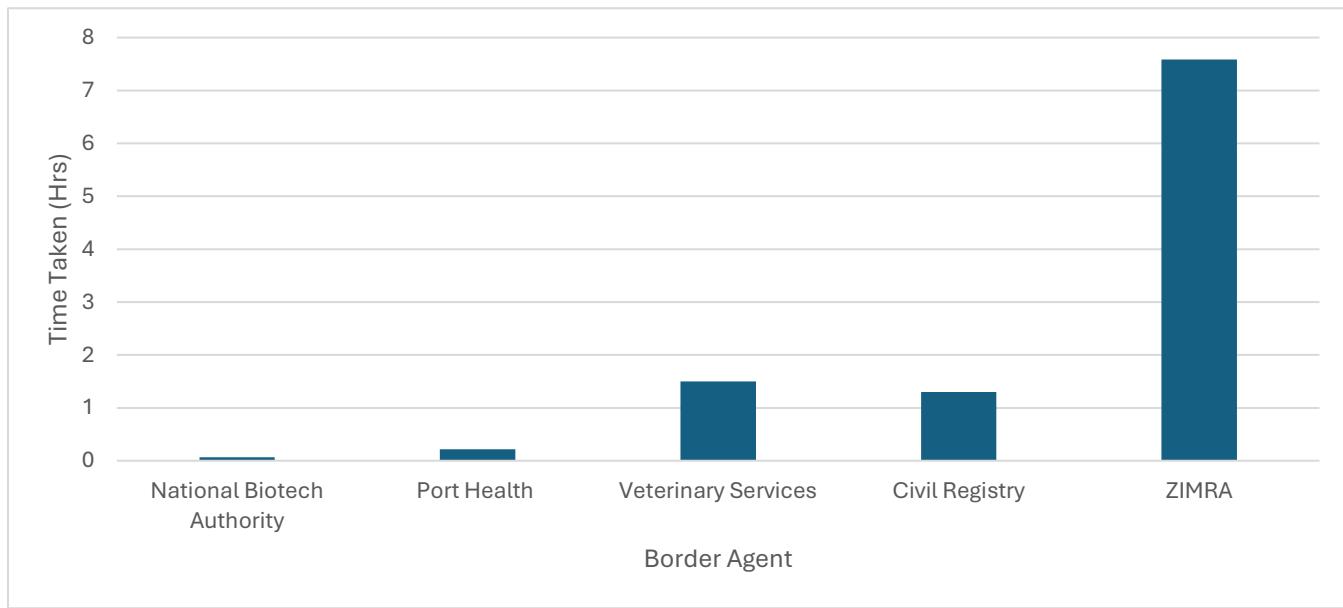
Source: MIC and NCC BEMS Survey

5.11 ZIMRA accounts for the largest share of border crossing time at Beitbridge, averaging 7.5 hours, aligning with customs being the main contributor to overall delays, while veterinary procedures add approximately 1.5 hours. Despite modernization and mandatory pre-clearance measures intended to reduce dwell times, the study revealed persistent inefficiencies stemming from system downtime (sealing and electronic tracking processes). Further, limited scanner capacity leading to extended waiting times due to delays in result analysis and operational constraints that restrict scanning to a maximum of 20 vehicles at a time, after which the system must pause for cooling, poor traffic and workflow management, particularly for northbound traffic were also noted. These challenges undermine trade facilitation objectives by raising transport costs, creating unpredictability, and diminishing overall trade competitiveness.

5.12 Forbes border post is the main gateway to Mozambique and a central route for both imports, exports and goods transiting to and from the Port of Beira. The efficiency of operations at this border plays a crucial role in facilitating regional trade and ensuring seamless cargo movement along this strategic corridor.

Time to Cross Forbes Border Post

5.13 The analysis examined the average time taken to complete all border formalities at Forbes border post. It highlights the main sources of delay and identifies activities that contribute to the overall crossing time. Figure 5 depicts the time distribution across different procedures, including queuing, customs clearance, and other administrative processes that influence trade efficiency at the border.

Figure 5: Time to Cross Forbes Border Post, September 2025
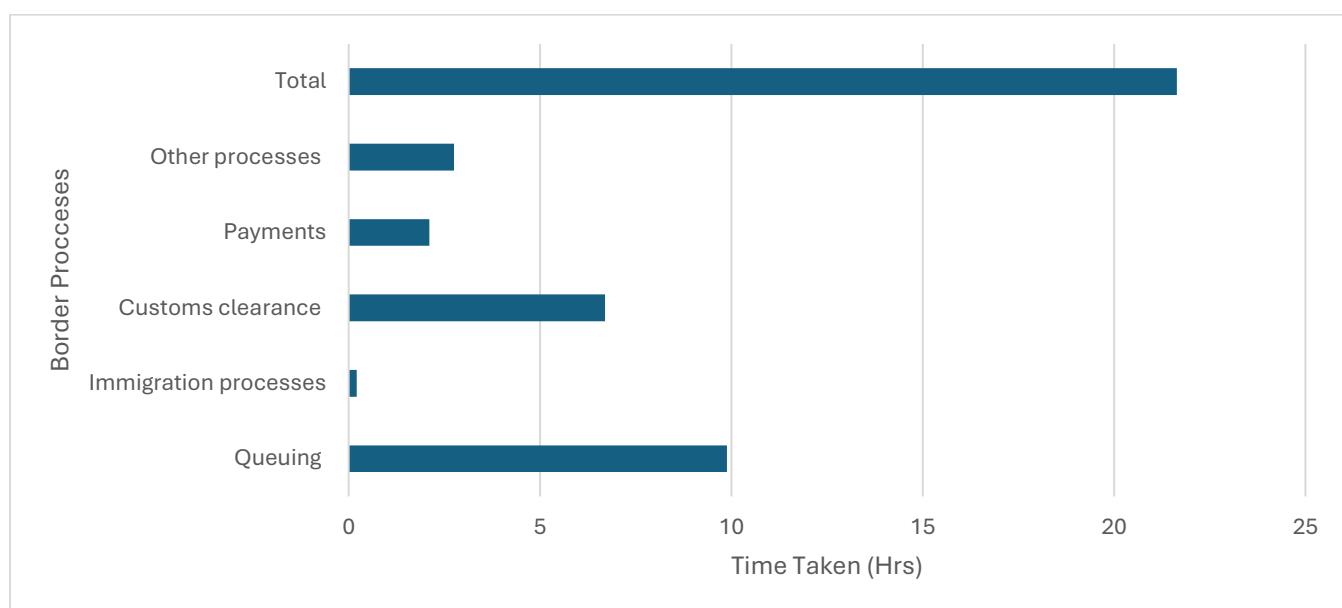
Source: MIC and NCC BEMS Survey

5.14 The survey established that it takes an average of 22 hours to complete border crossing formalities at the Forbes border post. The graph illustrates that the longest delays occur during queuing, followed by customs clearance and other processes such as physical inspection and payments. These extended border dwell times, significantly increase transport and logistics costs, thereby reducing the overall competitiveness of exporters and importers using the Forbes border post.

5.15 Among the customs procedures, physical inspection is the main activities consuming more time. Although immigration processes are relatively efficient (taking less than an hour), queuing alone accounts for nearly 10 hours, which severely hampers trade facilitation efforts. Additionally, other processes including seal installation/removal, coordination among agencies, and administrative tasks, consume about 3 hours, further contributing to the overall delay.

Agent Processing Time at Forbes

5.16 Figure 6 presents the average time taken by key border management agencies at Forbes border post to complete their respective clearance and inspection procedures. The analysis provides insight into the efficiency of individual agencies and their contribution to overall border crossing time at Forbes.

Figure 6: Agent Processing Time at Forbes Border Post, September 2025
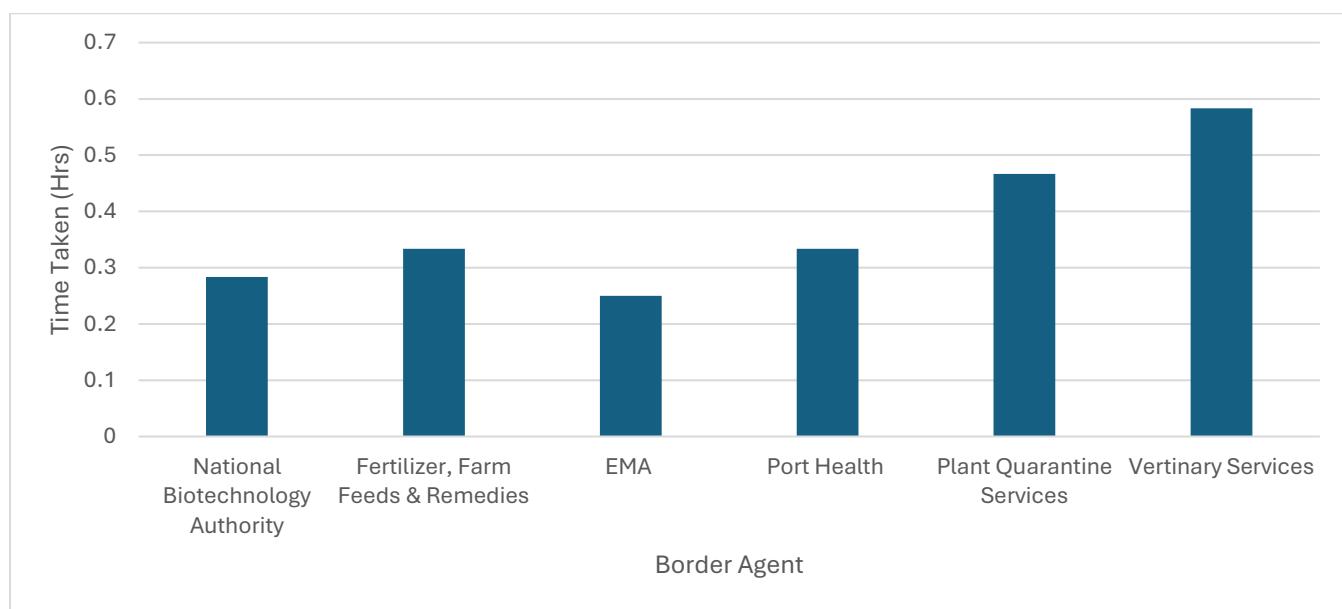
Source: MIC and NCC BEMS Survey

5.17 The results indicate that Veterinary Services accounts (35 minutes) for the largest share of processing time, followed by Plant Quarantine Services and Fertilizer, Farm Feeds & Remedies, reflecting the significant inspection requirements for agricultural and food-related consignments. National Biotechnology Authority records relatively shorter processing times, indicating more streamlined biosafety checks or lower traffic volumes of regulated materials.

5.18 These variations in processing time reveal the importance of interagency coordination and process harmonization to enhance operational efficiency. Lengthy customs and inspection procedures at Forbes contribute to higher transport costs, longer turnaround times for trucks, and reduced trade competitiveness.

Chirundu OSBP
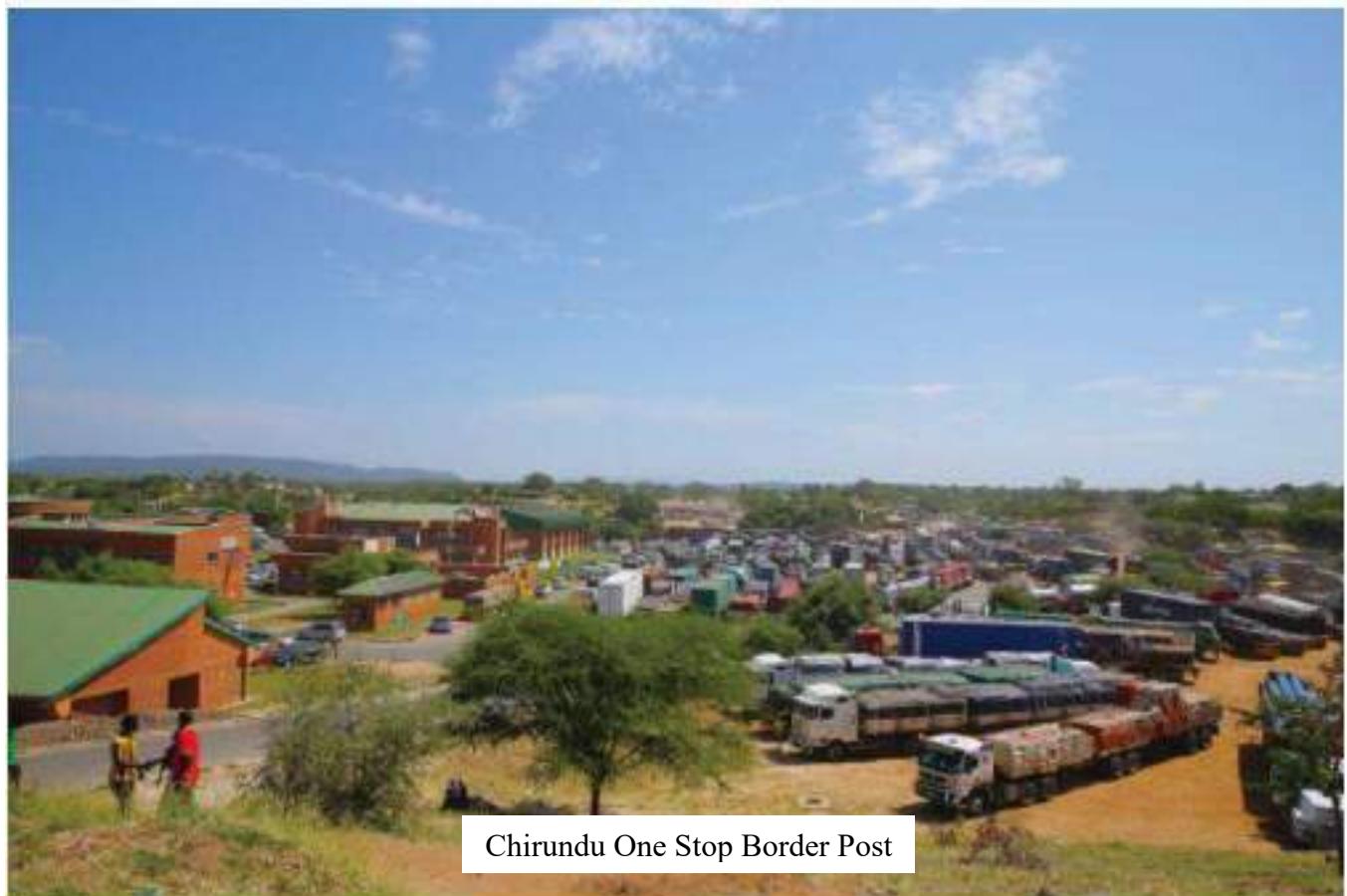
Chirundu One Stop Border Post

5.19 Chirundu border post is one of the region's key one-stop border posts designed to facilitate faster and more coordinated cross-border trade. It handles a significant volume of regional and international traffic, including fuel, agricultural produce, and manufactured goods destined for markets across SADC and COMESA. The effectiveness of its operations therefore has a major influence on Zimbabwe's trade efficiency and competitiveness.

Time to Cross Chirundu Border Post

5.20 The analysis examines the average time required to complete border crossing formalities, highlighting the main sources of delay across customs, inspection, and administrative processes. Figure 7 illustrates the average time to cross Chirundu OSBP.

Figure 7: Time to Cross Chirundu OSBP, September 2025
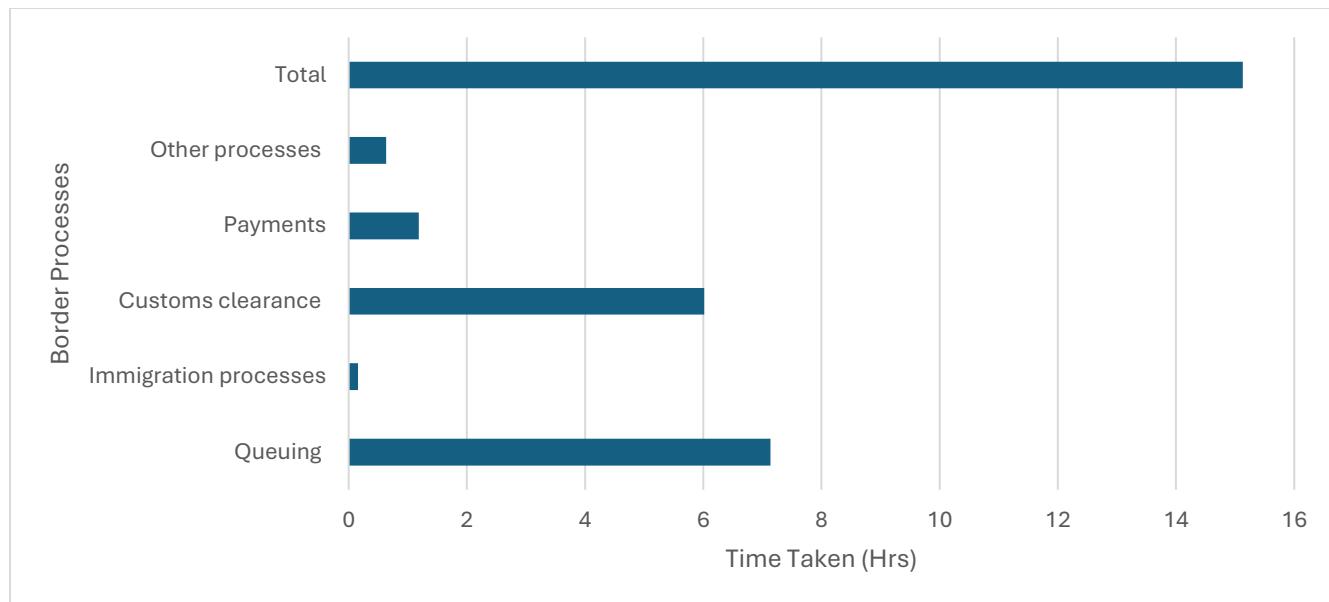
Source: MIC and NCC BEMS Survey

5.21 The results illustrate that, despite Chirundu being a one-stop border post, notable inefficiencies persist, particularly in customs processing (7hours) and vehicle queuing (6hours) accounting for over 80% of the total crossing time. These delays undermine the principles of the one-stop border concept. Extended clearance times directly impact the cost of doing business, reduce supply chain reliability, and weaken Zimbabwe's competitiveness relative to regional peers. These inefficiencies constrain trade facilitation efforts under regional integration frameworks like SADC, COMESA, and the AfCFTA, limiting Zimbabwe's potential to fully leverage its strategic position as a regional transit hub.

Agent Processing Time at Chirundu

5.22 Figure 8 illustrates the average processing time taken by key border agencies at the Chirundu border post to complete their respective procedures. The analysis of time spent by each agency provides insights into operational inefficiencies and identifies, which agencies contribute most to overall delays in border processing.

Figure 8: Agent Processing Time at Chirundu OSBP, September 2025
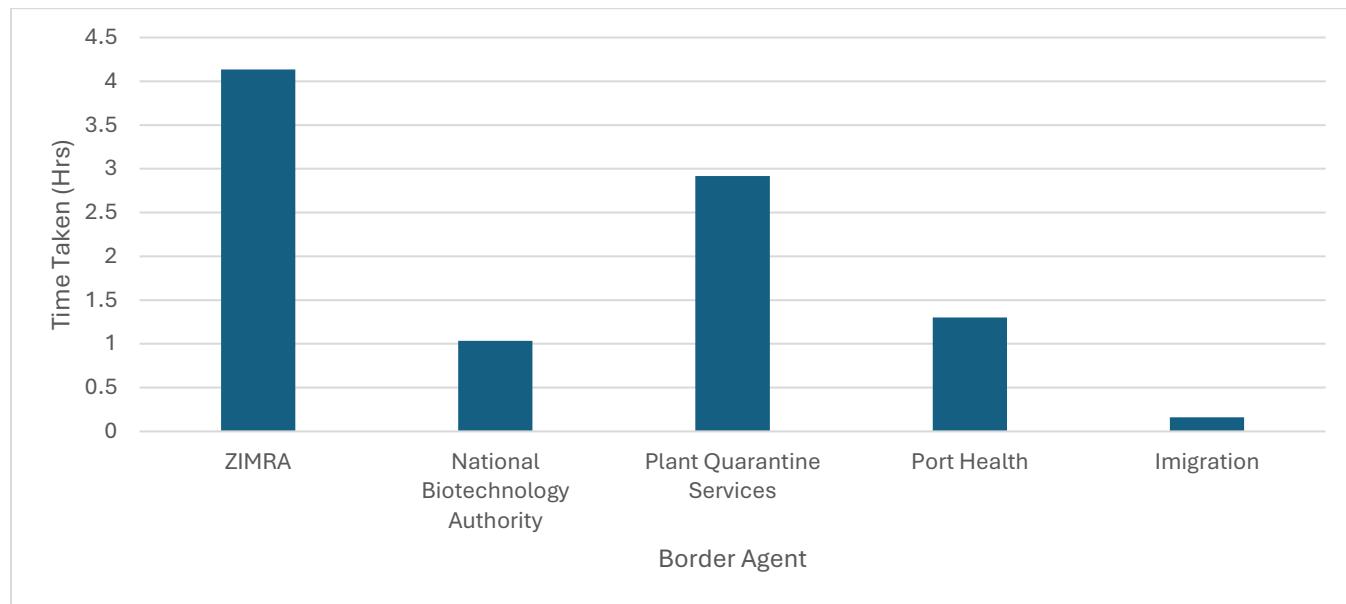
Source: MIC and NCC BEMS Survey

5.23 ZIMRA accounts for the highest processing time, averaging around 4.1 hours, reflecting customs as the main contributor to total border dwell time. This is largely attributed to document verification, system downtime, and physical inspection procedures that extend clearance durations. Plant Quarantine Services follow with an average of about 3 hours**,** largely due to the time required for inspection of agricultural commodities and manual documentation of phytosanitary certificates.

5.24 In contrast, the National Biotechnology Authority and Port Health exhibit relatively shorter processing times of approximately one (1) hour and one hour 20 minutes, respectively, suggesting relatively more efficient procedures or smaller processing volumes.

5.25 Overall, the graph underscores that efficiency gaps remain in customs and plant quarantine functions. These delays increase total crossing time, raise logistics costs, and reduce trade competitiveness. Streamlining inter-agency coordination, enhancing ICT reliability, and harmonizing inspection processes would significantly improve trade facilitation and strengthen Zimbabwe's competitiveness.

Nyamapanda Border Post

5.26 Nyamapanda border post also links trade flows to and from Beira. Although it handles lower traffic volumes compared to Beitbridge and Forbes, hence provides an important alternative regional trade route for the Beira corridor. Efficient operations at this border are vital for supporting cross border trade and decongestion of Forbes border post.

5.27 Figure 9 presents the average processing time taken by key border management agencies at Nyamapanda to complete respective procedures.

Figure 9: Time to Cross Nyamapanda Border Post, September 2025
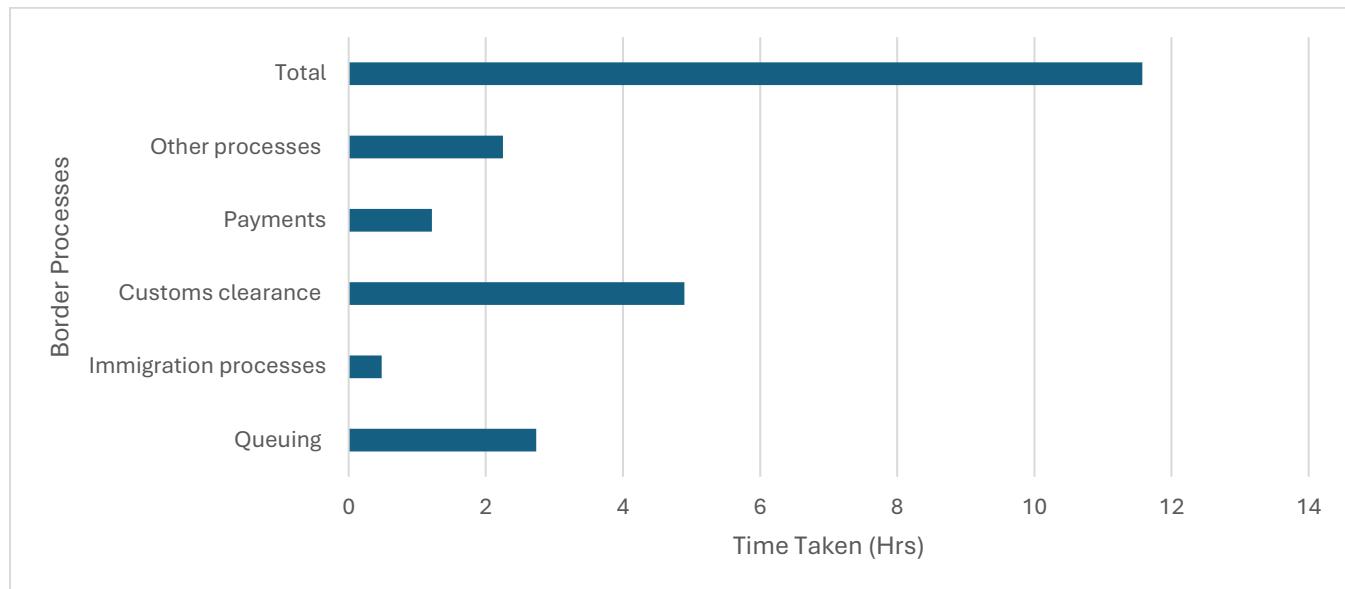
Source: MoIC and NCC Survey

5.28 The results indicate that it takes an average of 11.5 hours to complete all border crossing formalities at Nyamapanda. The customs clearance process is the most time-consuming, averaging around 5 hours, inclusive of physical examinations and document verification, often affected by limited system efficiency and manual procedures. Queuing adds approximately 3 hours, showing that traffic management and sequencing of vehicles remain major operational challenges. Immigration processes are relatively efficient, compared to all other procedures.

5.29 Overall, figure 9underscores that inefficiencies at Nyamapanda stem mainly from customs related delays and poor traffic flow management. Although the total crossing time is lower than at high-traffic borders such as Beitbridge and Forbes, the existing delays still increase logistics costs and reduce trade competitiveness.

Agent processing Time at Nyamapanda

5.30 Figure 10 indicates that ZIMRA remains the main contributor to total border crossing time, reflecting time-intensive customs processes such as document verification, physical inspections, and system-related delays. Radiation Protection Authority also record significant processing times.

Figure 10: Agent Processing Time at Nyamapanda Border Post, September 2025
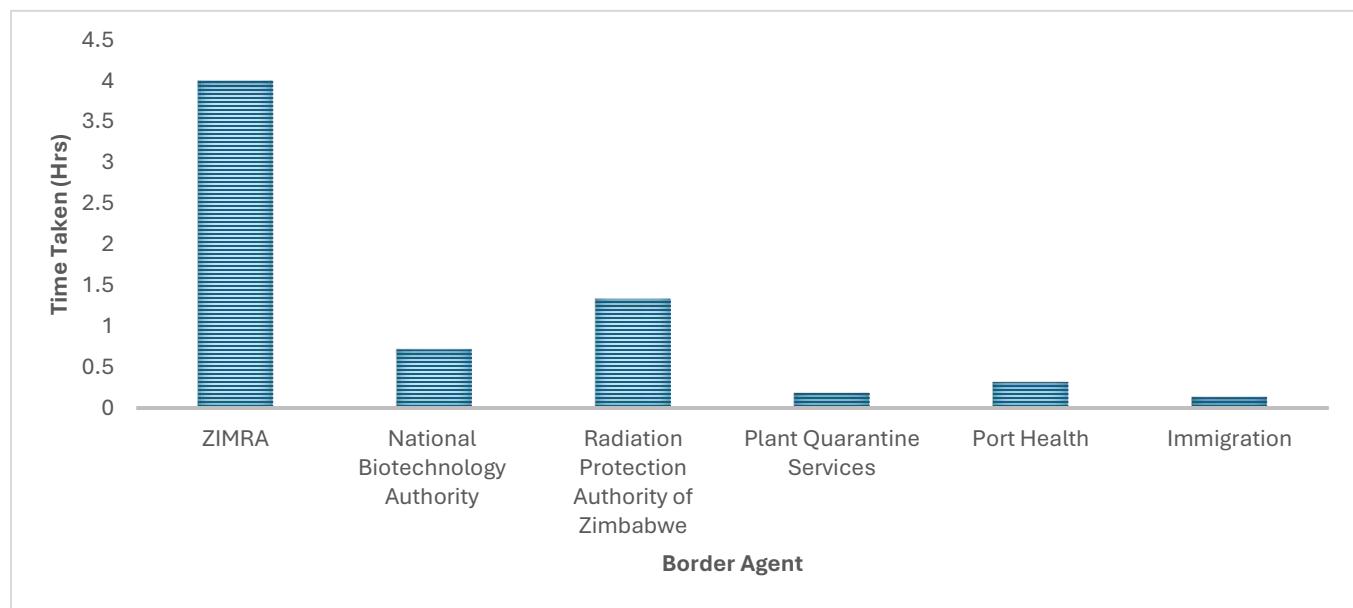
Source: MIC and MCC BEMS Survey

5.31 Overall, the analysis reveals that although Nyamapanda is less congested than major borders such as Beitbridge and Forbes, inefficiencies in customs and agricultural inspections still contribute to extended dwell times. These delays increase transport and logistics costs, discourage use of the corridor for time-sensitive goods, and limit Zimbabwe's competitiveness as a transit hub. Enhancing digital integration between agencies, increasing scanner throughput, and strengthening coordination between customs and other agencies would significantly improve the efficiency and trade facilitation performance of the Nyamapanda border post.

Plumtree Border Post

5.32 Plumtree border post serves as a key gateway for trade between Zimbabwe and Botswana. Efficient operations at this border are therefore crucial for supporting regional connectivity and reducing the cost of doing business.

Time to cross Plumtree border post

5.33 Figure 11, illustrates the total average duration required to complete all formalities, including customs, immigration, inspection, payments, and queuing at Plumtree. The data shows that while Plumtree generally performs better than high-traffic borders such as Beitbridge and Forbes, certain procedures still cause delays.

Figure 11: Time to Cross Plumtree Border Post, September 2025
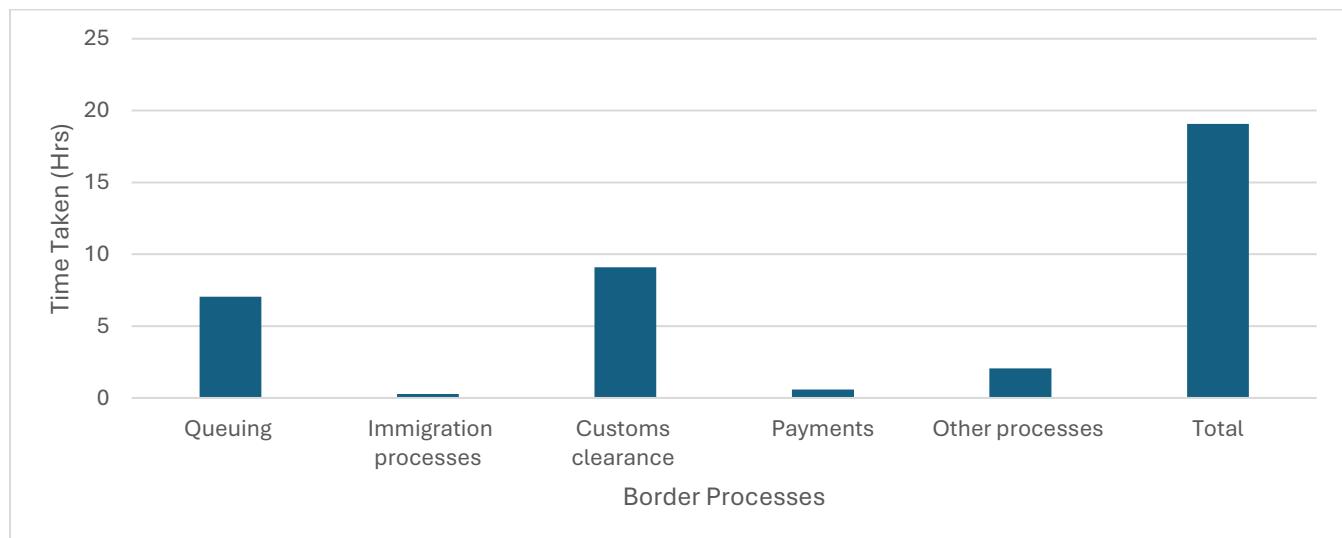
Source: MIC and NCC BEMS Survey

5.34 Customs clearance accounts for the largest share of time spent, reflecting the impact of document verification and inspection processes. Queuing and other administrative tasks add further delays, suggesting scope for improved traffic coordination and automation. Immigration and payment processes are relatively efficient, indicating effective management in these areas. Overall, the results highlight that while Plumtree benefits from lower congestion, operational efficiency remains critical to maintaining its advantage as a reliable trade route.

Agent Processing Time at Plumtree

5.35 Figure 12, shows that ZIMRA records the highest processing time of 4 hours, underscoring the dominant role of customs in determining total crossing duration.

Figure 12: Agent Processing Time at Plumtree Border Post, September 2025
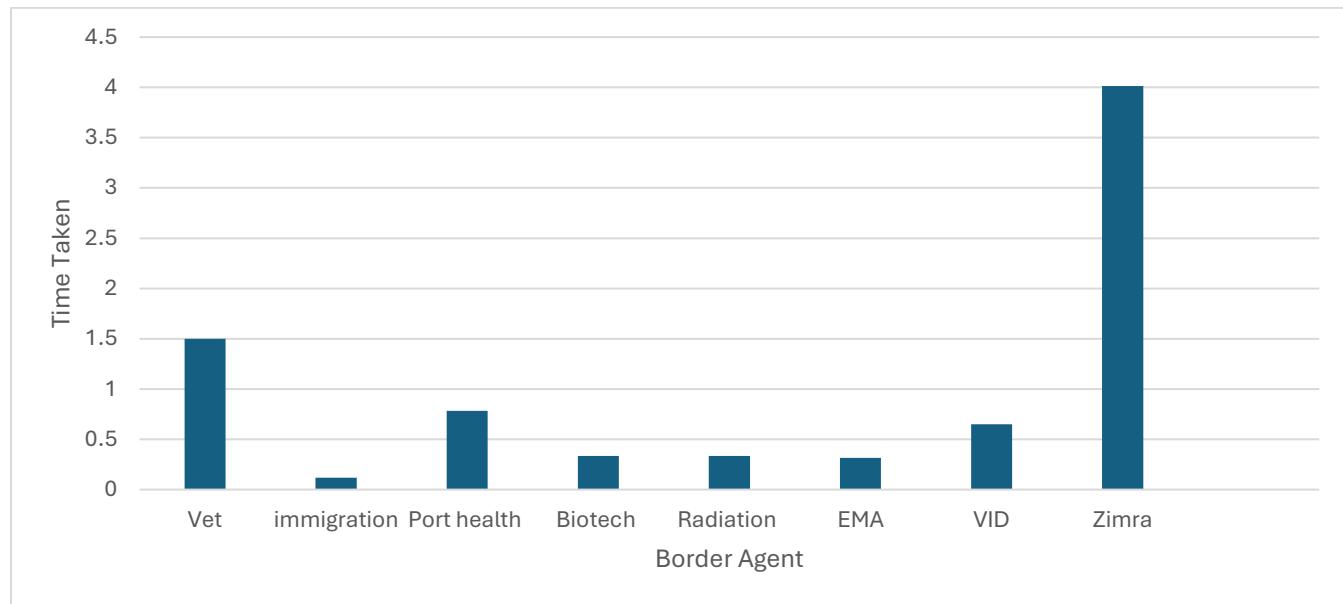
Source: MIC and NCC BEMS Survey

5.36 The analysis reveals that Veterinary Services also take a notable amount of time to process clients. National Biotechnology Authority, EMA and Radiation Protection show relatively lower processing times, suggesting more streamlined operations or fewer consignments requiring attention. While Plumtree is relatively faster, customs and inspection procedures still present opportunities for improvement. Enhancing inter-agency coordination, and improving general infrastructure would further reduce crossing times, promote faster cargo movement, and strengthen Zimbabwe's competitiveness.

Kazungula Border Post

5.37 Kazungula border post connects Zimbabwe with Botswana and serves as an important transit hub for regional trade between the SADC and COMESA regions. The border forms part of the North–South Corridor, handling cargo traffic between South Africa, Zambia, and beyond. Efficient operations at Kazungula are therefore vital for reducing trade costs, improving logistics performance, and strengthening Zimbabwe's competitiveness in regional trade.

Time to Cross Kazungula Border Post

5.38 Figure 13 presents the average time taken to complete various border procedures at Kazungula.

Figure 13: Time to Cross Kazungula Border Post, September 2025
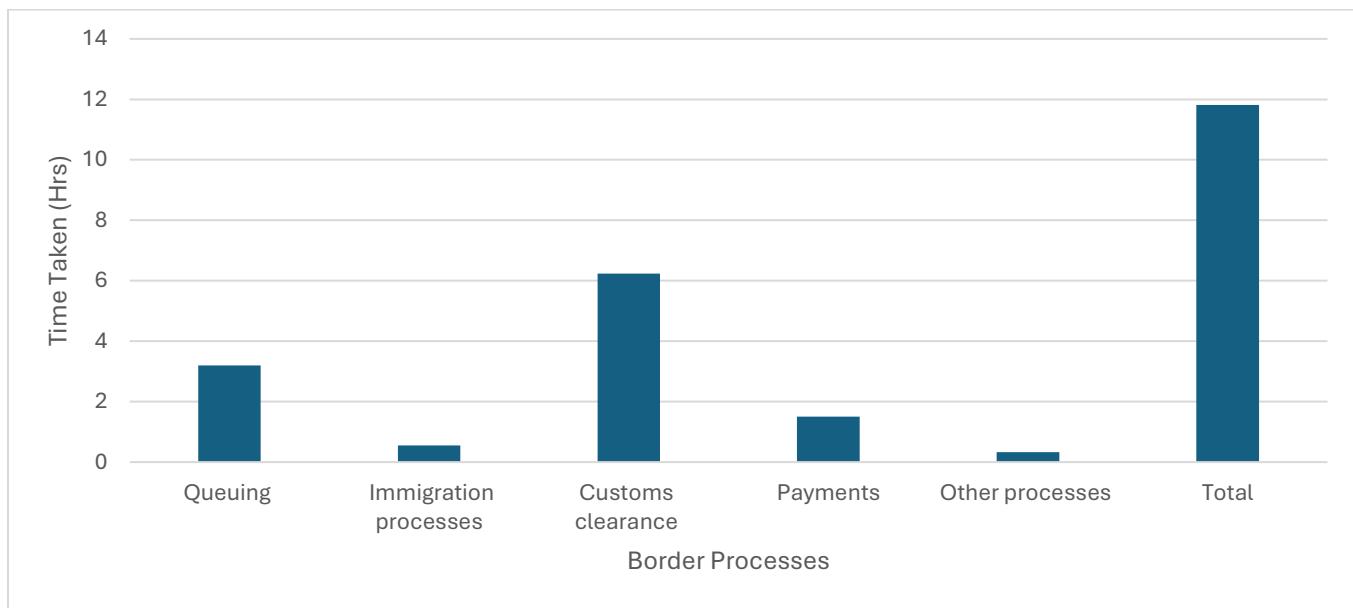
5.39 The graph shows that it takes approximately 12 hours on average to cross the border. Customs clearance processing is the most time-consuming, accounting for about 6 hours, reflecting the dominance of customs procedures in determining total crossing time. This delay is largely due to document verification, risk assessment, and inspection processes that extend the duration of clearance. Queuing takes about 3 hours, indicating challenges in traffic flow management and sequencing of vehicles. Payments take about 1.5 hours, while immigration and other processes are relatively faster, each consuming less than 1 hour on average.

Agent processing time at Kazungula

5.40 The agent processing time provides insight into how long it takes for different agencies to process travellers or cargo. Understanding these times helps identify bottlenecks and areas for improvement in border management. Figure 14 depicts the average client processing time taken by each agent.

Figure 14: Agent Processing Time at Kazungula Border Post, September 2025
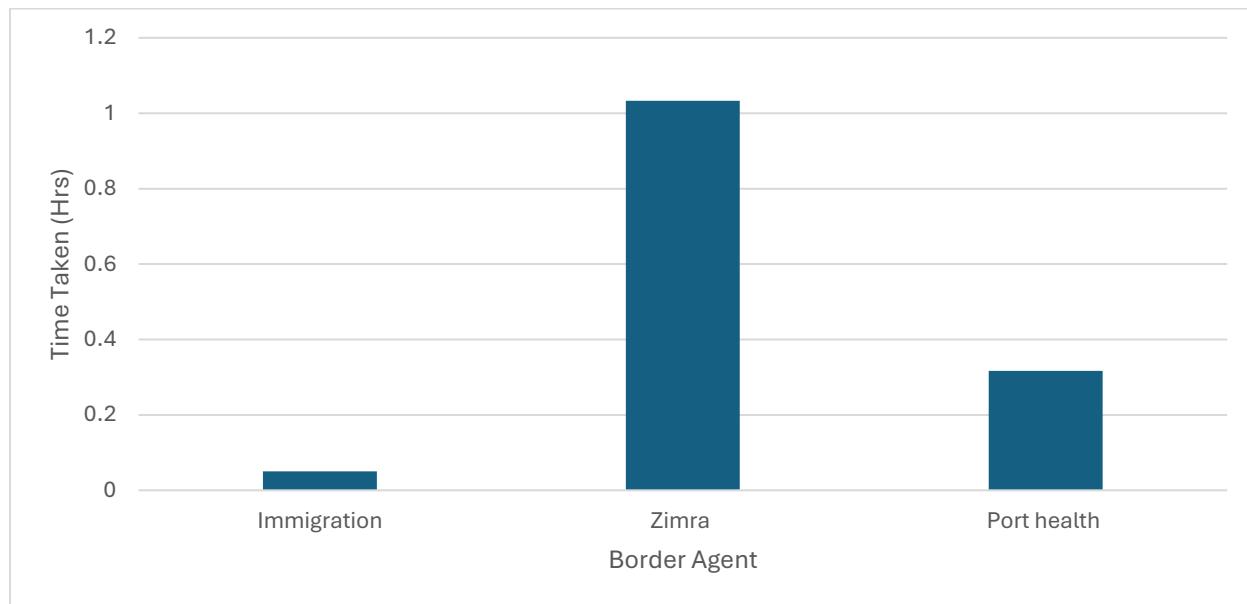
Source: MIC and NCC BEMS Survey

5.41 ZIMRA has the longest processing time of about one hour 5 minutes to complete its processes, accounting for much of the total time to cross Kazungula. Immigration is the fastest, suggesting that customs procedures are the main contributor to border crossing delays at Kazungula border Post.

Victoria Falls Border Post

Time to Cross Victoria Falls Border Post

5.42   The total time required to cross the Victoria Falls border post encompasses several stages, including queuing, immigration, customs clearance, payments, and other processes. This breakdown helps point out where travellers spend the most time and where efficiency improvements could be made.

Figure 15: Time to Cross Victoria Falls Border Post, September 2025
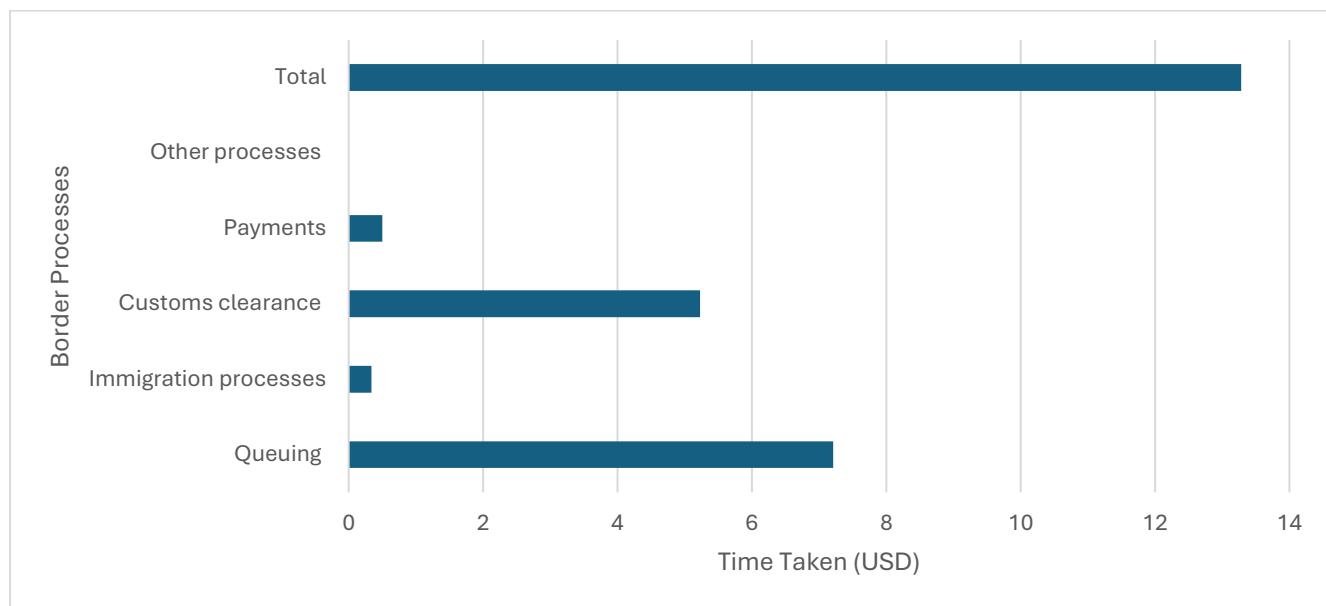
5.43 The figure illustrates that it takes an average of 13 hours to cross Victoria Falls border post. Queuing and customs clearance are the most time-consuming stages, together accounting for over 12 hours of the total crossing time. This suggests significant inefficiencies in crowd management and customs operations.

Agent Processing Time at Victoria Falls

5.44 Time taken by various agencies at the Victoria Falls border post to process travellers or goods is examined to identify agencies and processes that require urgent attention to expedite clearance of passengers and goods.

Figure 16: Agent Processing Time at Victoria Falls Border Post, September 2025
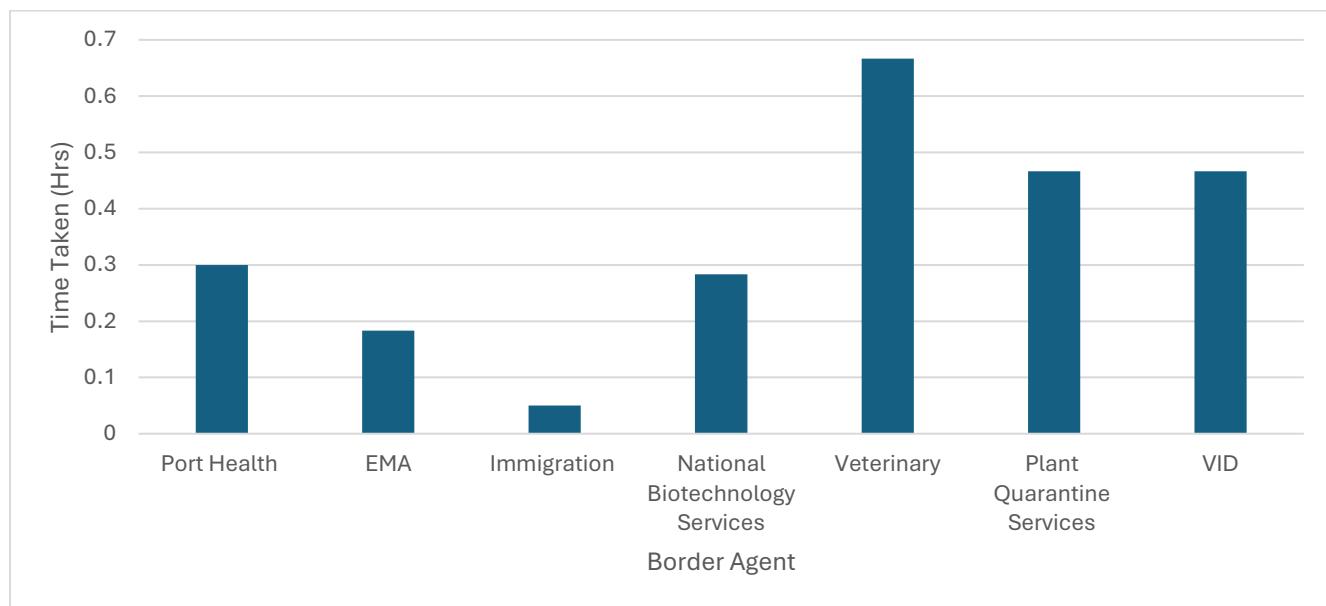
Source: MIC and NCC BEMS Survey

5.45 The Veterinary Services Department has the highest processing time (40 minutes), followed by Plant Quarantine Services and the Vehicle Inspection Department. Immigration is the fastest taking approximately less than one minute. These results suggest that inspection and health-related services are the primary contributors to processing delays at Victoria Falls border post.

Sango Border Post

5.46 Sango border post, located in the southeastern part of Zimbabwe, serves as a key entry and exit point between Zimbabwe and Mozambique for small-scale border traders and travellers. Although it handles relatively lower traffic volumes compared to major borders such as Beitbridge and Forbes, Sango border post plays an important role in facilitating trade and the movement of goods and people within the southern and eastern regions of the country.

5.47 Given its remote location and limited infrastructure, Sango border post faces unique operational challenges, including lack of ICT systems, low staffing levels, and limited inspection capacity. These constraints negatively affect the efficiency of border clearance processes and contribute to higher levels of smuggling. Assessing the performance of Sango border post is therefore crucial for identifying targeted interventions

that enhance the role of this border in trade facilitation, regional integration, and local economic development.

Time to Cross Sango Border Post

5.48 Figure 17 illustrates the average time taken to cross Sango border post.

Figure 17: Time to Cross Sango Border Post, September 2025
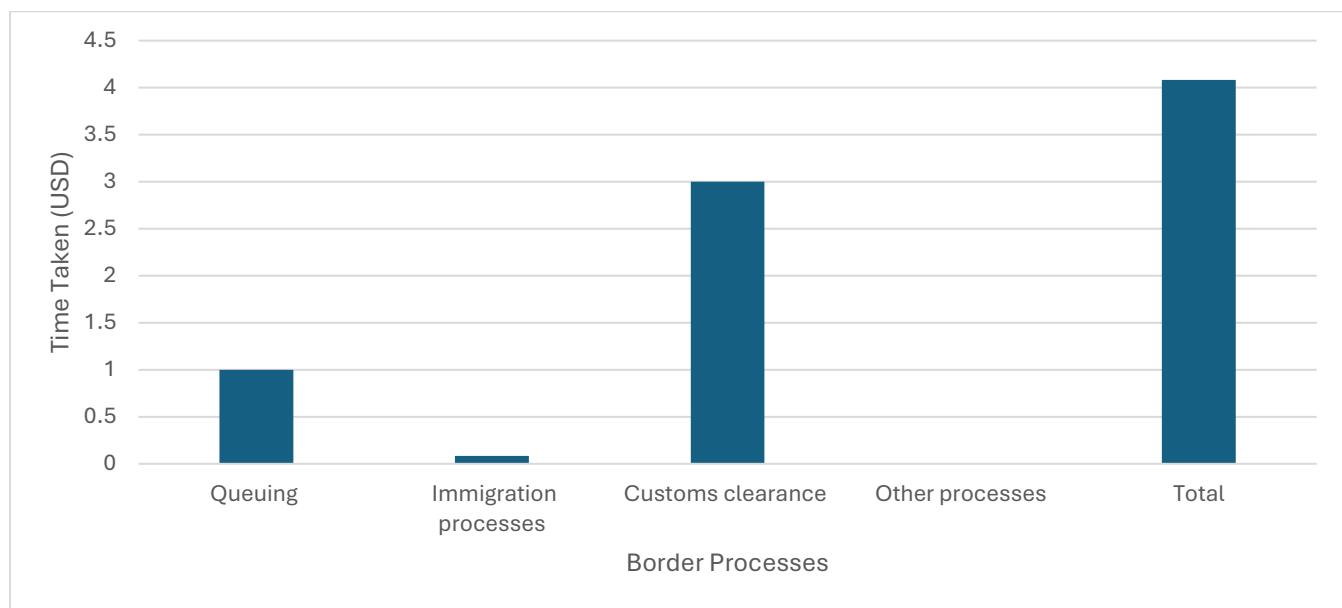
Source: MIC and NCC BEMS Survey

5.49 Immigration and security are the only agencies at the border, whereas customs clearance is conducted in Chiredzi town, about 200km from the border due to lack of infrastructure at the border post. Average total time taken to clear cargo at this border of 4 hours is among the shortest times across all Zimbabwean borders due to low traffic levels. Queuing also takes very low times, while immigration is the most efficient taking less than 10 minutes.

Costs to Cross Zimbabwe's Border Posts

5.50 This section analyses the costs border users incur when crossing Zimbabwe's eight border posts that were studied. The data captures the average inspection, agent, parking, storage, accommodation & food, border access, facilitation and other fees charged by various border agencies and informal actors. The following defines the various forms of border fees: -

- Facilitation fees refer to "informal" payments made to those in authority at any point in the clearance process to bypass a procedure, jump the queue, or accelerate service;

- Inspection fees include all costs associated with physical inspection processes, such as scanning, offloading, or agency inspection charges;and

- Other fees include payments made to government border agencies other than ZIMRA, such as Port Health, Veterinary Services, Plant Quarantine, Environmental Management Agency (EMA), among others.

5.51 The analysis focuses on understanding the composition and implications of these costs on trade facilitation and border efficiency. High transaction costs at borders increase the cost of doing business, undermine national logistics performance, and reduce trade competitiveness.

Beitbridge Border Post

5.52 Figure 18, illustrates the distribution of border-related costs at Beitbridge border post, showing the relative contribution of facilitation fees, inspection fees, and other statutory payments incurred by transporters and traders.

Figure 18: Cost to Cross Beitbridge Border Post, September 2025
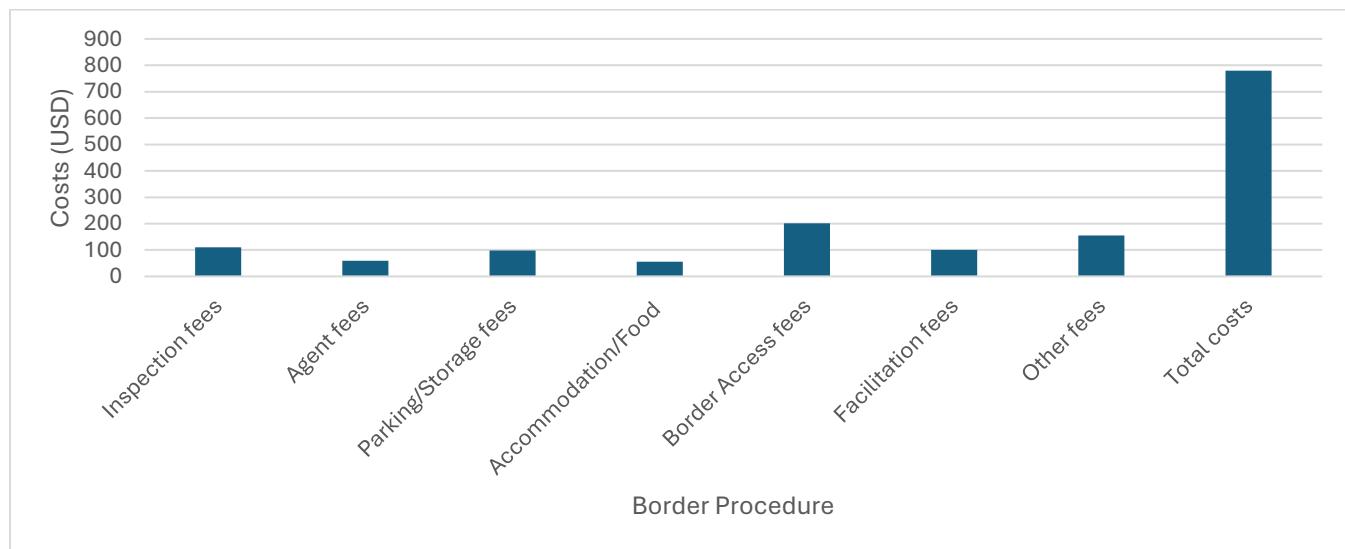
Source: MIC and NCC BEMS Survey

5.53 Figure 18 shows that border access fees amount to US$780 constitute the largest share of total border costs at Beitbridge. Inspection fees (US$110) also account for a notable share of costs, driven by multiple agencies having an interest in physical inspections. Further, sealing & unsealing procedures (USD30), and the use of scanning facilities are prevalent due to the nature of goods passing through the border post, hence significant fees emanating from delays (sealing and unsealing taking up to 8 hours). Limited automation and the high frequency of manual interventions increase inspection-related expenses such as unloading & reloading fees, and food & accommodation expenses. Other fees, including charges by border agencies such as Port Health, Veterinary Services, Radiation Protection Authority, EMA, among others, mainly for permits and compliance certifications, are very significant.

5.54 Facilitation fees (up to USD100), mainly associated with attempts to bypass lengthy queues, expedite customs release, or obtain preferential treatment from officials are common at Beitbridge. The prevalence of such informal payments reflects systemic inefficiencies and inadequate monitoring mechanisms, which compromise transparency and competitiveness.

Forbes Border Post

5.55 Figure 19 below illustrates the average distribution of clearance costs incurred at the Forbes border post, highlighting the share of various statutory payments, as well as informal payments to expedite clearance.

Figure 19: Costs to Cross Forbes Border Post, September 2025
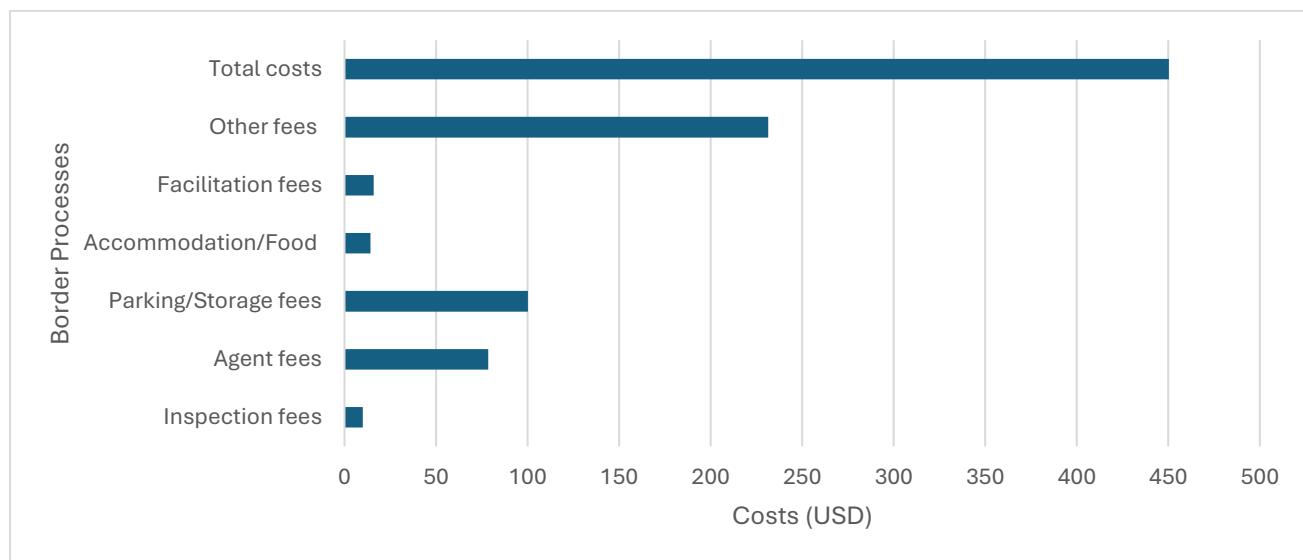
Source: MIC and NCC BEMS Survey

5.56 Other fees contribute above 50% to total cost, showing multiplicity of agencies conducting similar checks and issuing several permits per consignment. Parking/ storage are also very significant due to high traffic volumes at the border post. Facilitation fees are moderate, mainly linked to congestion, limited parking, and queue management challenges that encourage informal payments to bypass long waiting times. Inspection fees form a marginal proportion of costs despite the huge traffic volumes as most agencies are only issuing permits without physically checking, especially for transit goods. It is critical to note that clearing agents at Forbes are also charging significant amounts (USD50 to USD250) for their services depending on the type of cargo, contributing about 17% to cost associated with transacting at the border.

Chirundu OSBP

5.57 Figure 20 presents the breakdown of total user costs among the border processes at Chirundu.

Figure 20: Cost to Cross Chirundu OSBP, September 2025
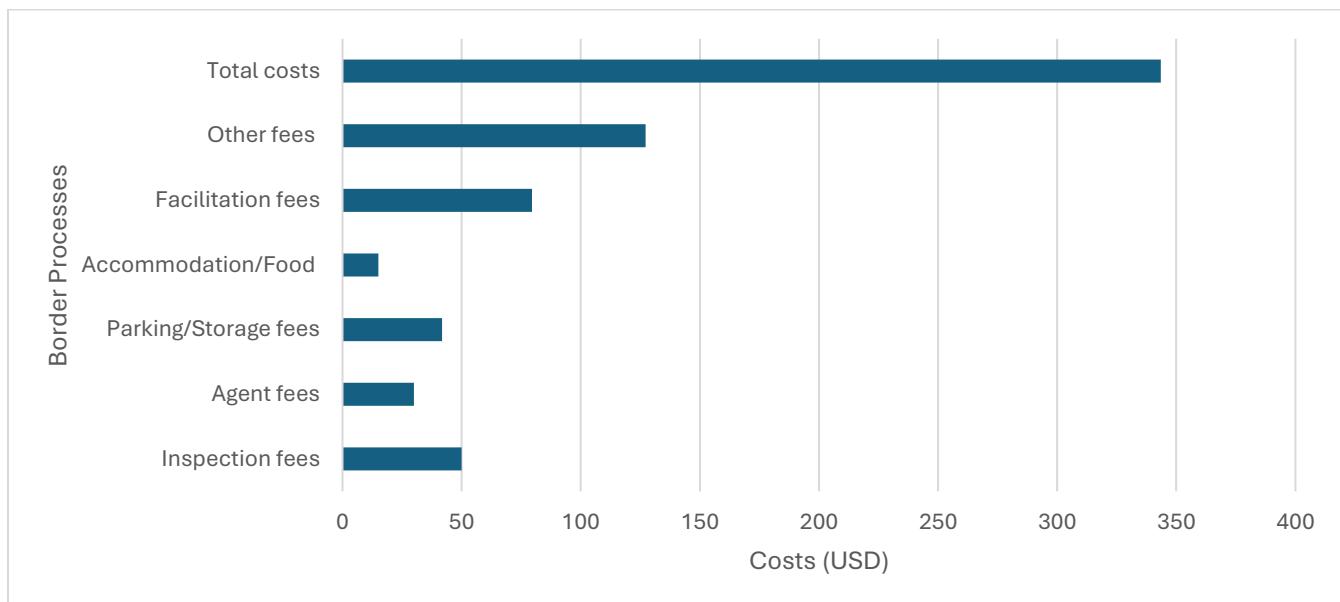
5.58 Figure 20 shows that other fees (EMA, Plant Quarantine permits, National Biotechnology approvals, and Radiation Protection clearances amounting to USD127) remain high, further inflating total transaction expenses for cross-border traders. While inspection fees are officially sanctioned, their cumulative impact significantly raises the overall cost of trade.

5.59 Despite Chirundu operating under a one-stop border post framework, traders continue to face substantial facilitation fees. These costs are largely driven by delays stemming from system downtimes, intermittent ICT failures, and a lack of coordination between Zimbabwean and Zambian border agencies. Such inefficiencies often create opportunities for informal payments (bribes), as traders seek to expedite the clearance process.

Nyamapanda Border Post

5.60 Figure 21 presents the breakdown of average costs borne by transporters and traders at Nyamapanda border post.

Figure 21: Cost to Cross Nyamapanda Border Post, September 2025
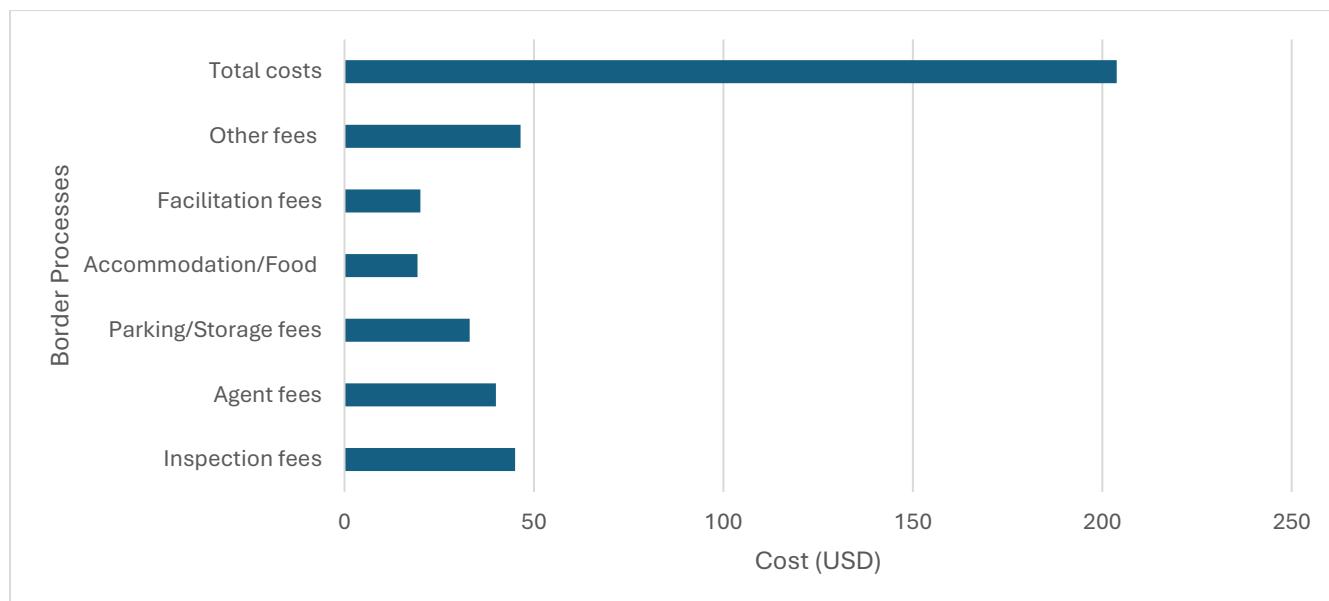
5.61 Inspection fees amounting to US$45 dominate at Nyamapanda, mainly due to reliance on manual inspection procedures and absence of advanced scanning infrastructure. This leads to prolonged processes of offloading, reloading, and multiple agency interventions, increasing direct inspection-related expenses. Other fees (USD45.5) paid to border agencies such as EMA, Plant Quarantine, among others, which impose certification charges for regulated goods are also significant.

Plumtree Border Post

5.62   Figure 22 depicts the share of each border agency to total cost at incurred by users when crossing at Plumtree border post.

Figure 22: Cost to Cross Plumtree Border Post, September 2025
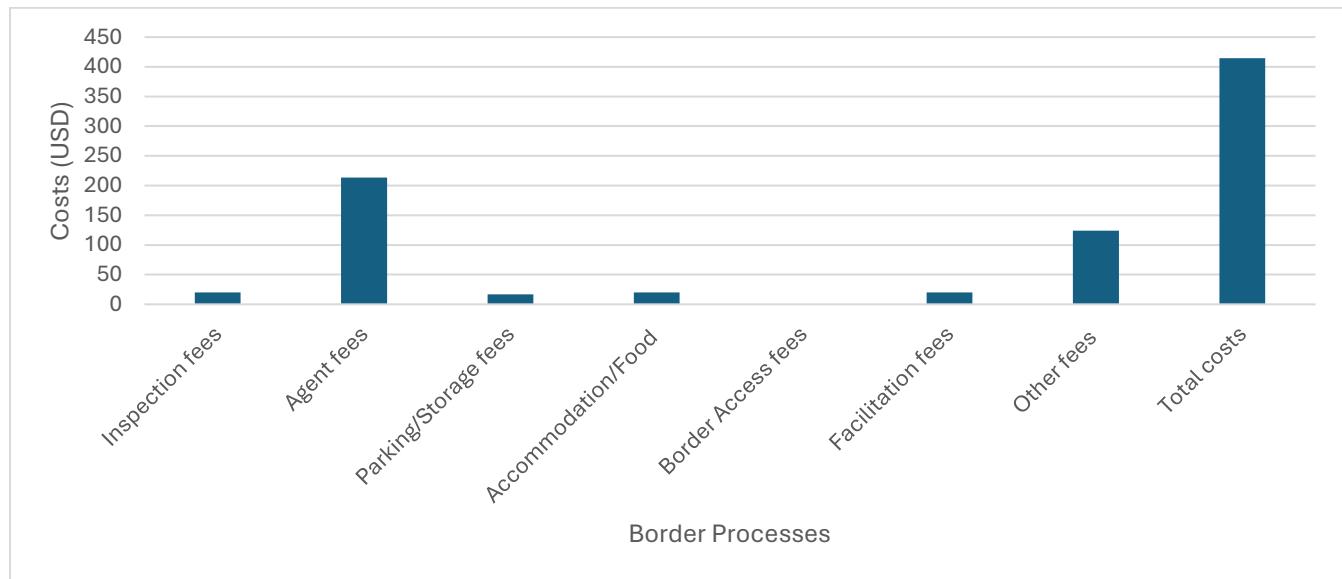
5.63   Clearing agents' fees constitute about 50% of total costs to cross Plumtree border post. Other fees are largely administrative and issuance of permits by Government agencies. Inspection fees exist especially for agricultural and veterinary inspections.

Kazungula Border Post

5.64 Figure 23 illustrates the structure of border crossing costs at Kazungula border post.

Figure 23: Cost to Cross Kazungula Border Post, September 2025
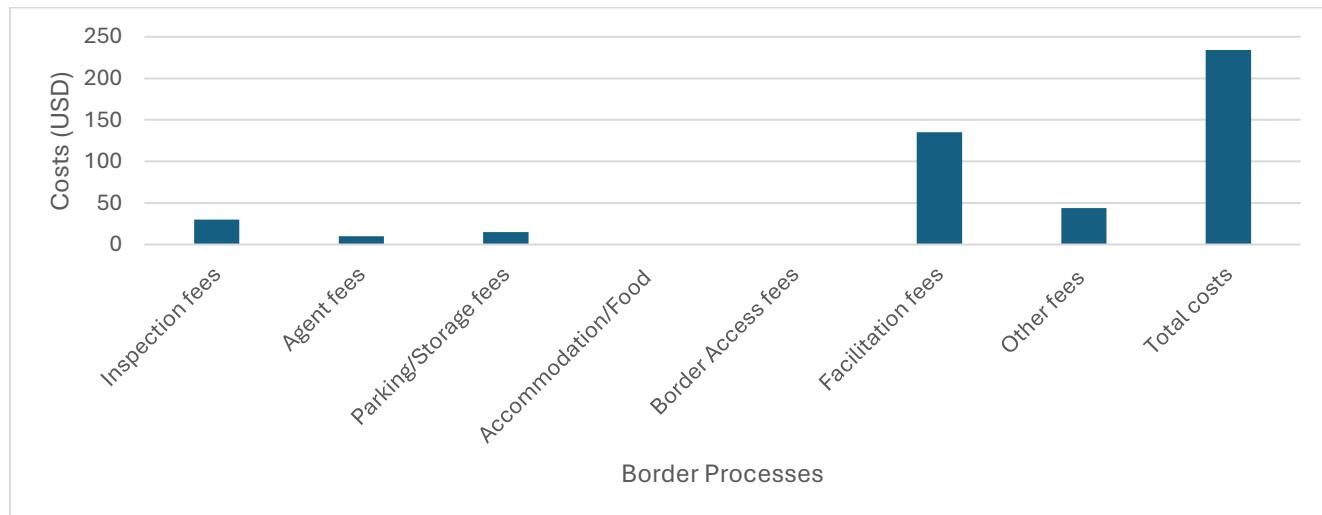
Source: MIC and NCC BEMS Survey

5.65 Facilitation fees amounting to US$135 are high, mainly associated with informal payments to accelerate customs or traffic clearance. Other fees are linked to border agency compliance charges, including environmental and health inspections.

5.66 Inspection fees represent a significant portion of total costs at Kazungula, reflecting the extensive customs and scanning procedures required for transit cargo along the North - South Corridor.

Victoria Falls Border Post

5.67 Figure 24 illustrates the costs associated with crossing Victoria Falls border post.

Figure 24: Cost to Cross Victoria Falls Border Post, September 2025
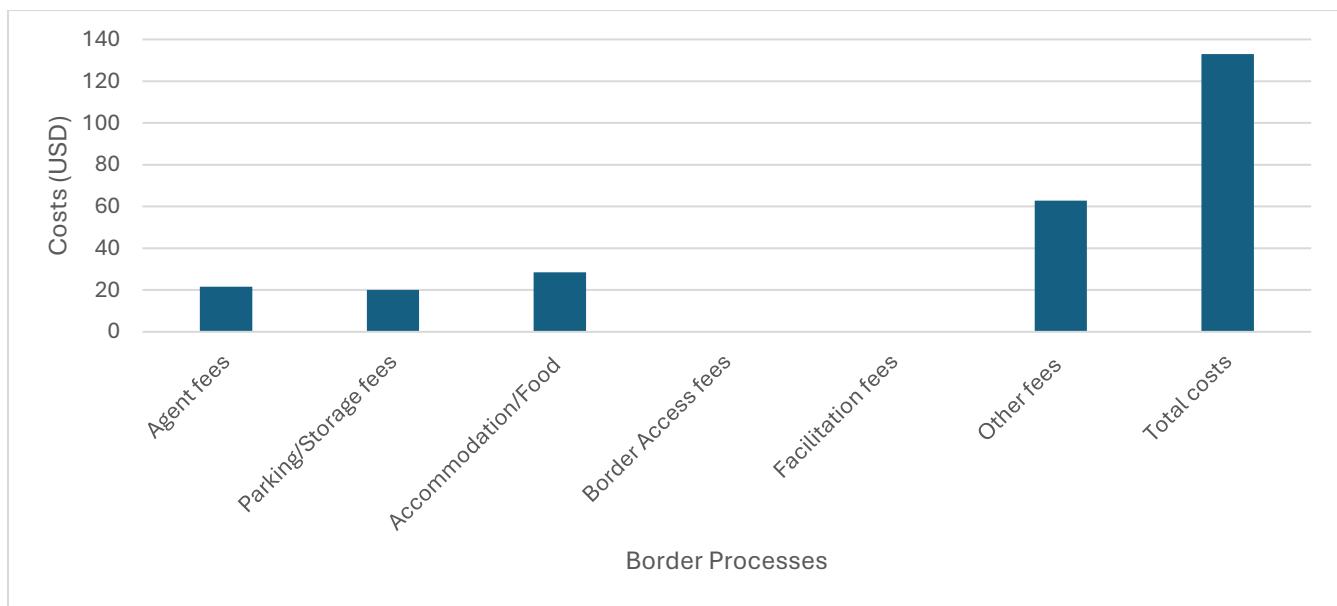
Source: MIC and NCC BEMS Survey

5.68 Formal payments for permits and clearances constitute the largest share of total border costs at Victoria Falls. Given the town's status as a major tourist destination, any delays that result in vehicles or passengers requiring overnight accommodation and extended parking substantially increase the overall cost of crossing, as reflected above.

Sango Border Post

Figure 25: Cost to Cross Sango Border Post, September 2025
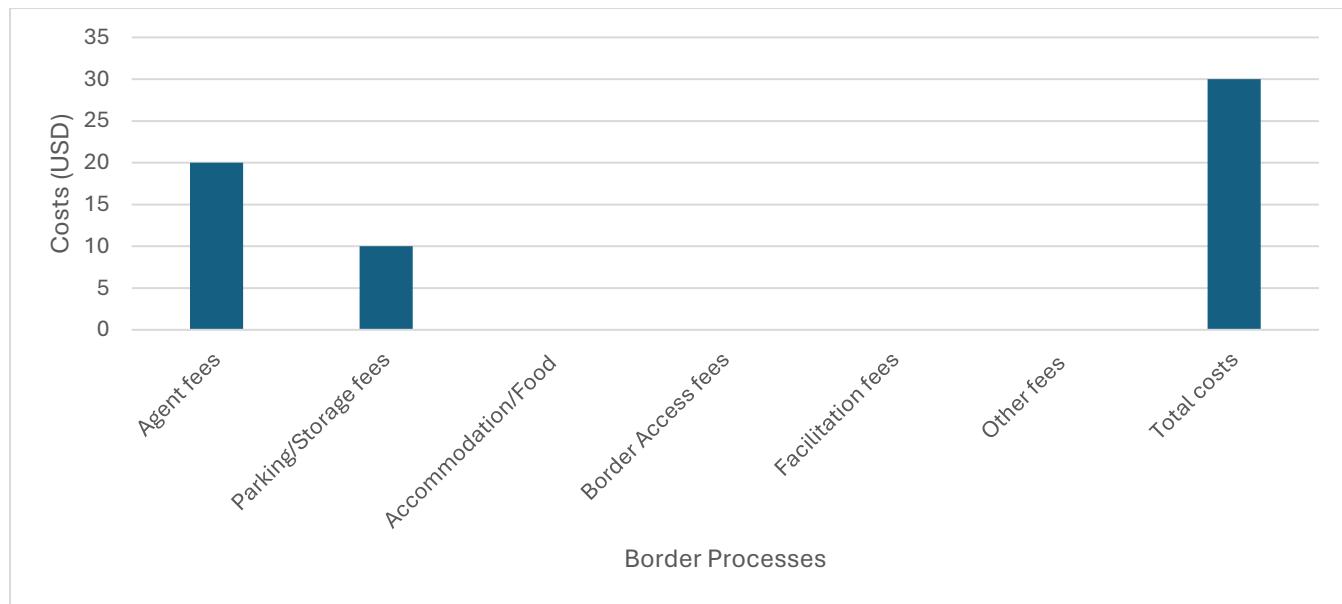
Source: MIC and NCC BEMS Survey

5.69 Total border costs at Sango are relatively low due to the limited scale of operations. Parking and storage fees are minimal. However, the absence of on-site customs services and the need for traders to complete clearance processes in Chiredzi, significantly increases transport and logistical costs.

5.70 As indicated above, the cost of doing business analysis across Zimbabwe's eight major border posts reveals that while the magnitude and structure of costs vary, the underlying causes are broadly similar, reflecting systemic inefficiencies, procedural duplication, and fragmented agency operations. Key cost drivers include multiple inspections, informal facilitation payments, lack of harmonized permit systems, and inadequate ICT integration. These challenges increase the cost of doing business, reduce supply chain reliability, and weaken Zimbabwe's competitiveness in regional trade.

5.71 Formal inspections and agency fees are necessary for regulatory compliance, but the absence of coordinated inspection scheduling and a unified payment system leads to duplication and increased transaction costs. Informal facilitation payments (bribes), observed in almost all borders, signal weaknesses in governance and service delivery transparency.

Border Cross Analysis on Cost and Time

5.72 This section provides a comparative analysis of all the surveyed border posts. The analysis compares performance across key efficiency indicators to establish, which border posts operate more efficiently than others. Efficiency in this regard is measured using the time and cost taken to cross a border (Zimbabwean side). This comparative approach identifies best-performing borders, reveals underlying border bottlenecks and draw conclusions for policy. Figure 26 contrasts the time taken to cross border.

Figure 26: Average Border Crossing Time, September 2025
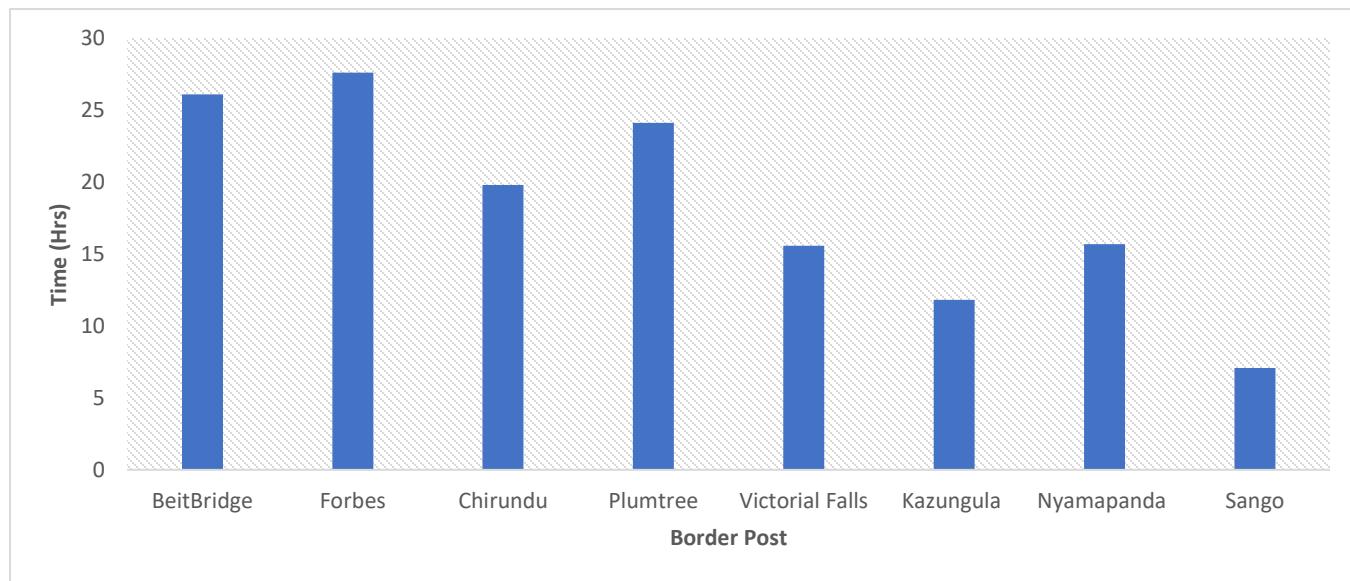
5.73 Figure 26 depicts the total time required to satisfy border agency requirements on the Zimbabwean side of the border. While it takes 28 hours to cross the Forbes border post, it takes only 7 hours and 12 hours to cross Sango and Kazungula border posts, respectively. Border posts handling large trade volumes such as Forbes and Beitbridge experiences longer clearance times due to more workloads and procedural complexity. Chirundu OSBP records a significantly lower total time (20 hours) compared to Beitbridge (26) and Forbes (28). These findings suggest that the OSBP model at Chirundu is likely to have contributed to reduced delays by border clearance processes between Zimbabwe and Zambia. A number of border processing activities still require to be fine-tuned to ensure they encourage efficiency and less hurdles for traders and travellers as would be expected at a OSBP.

5.74 The border crossing time was further disaggregated and analysed by clearance processes. Figure 27, shows the average waiting/queueing time by border.

Figure 27: Border Waiting/ Queuing Time by Border, September 2025
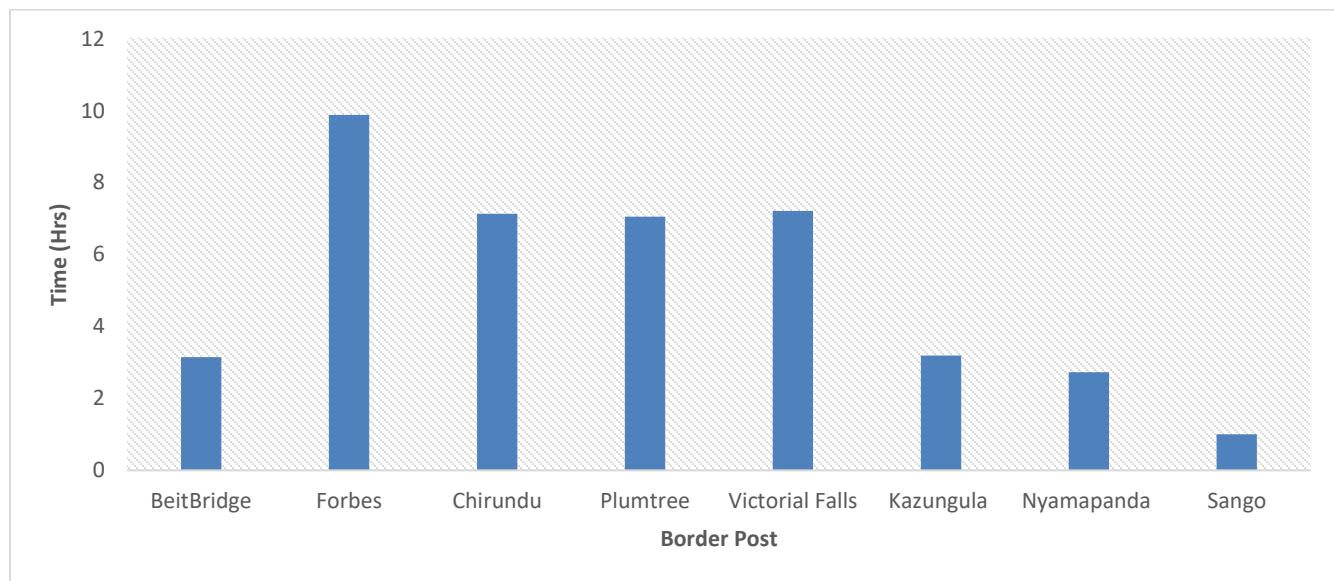
Source: MoIC and NCC BEMS Survey

5.75 Figure 27 reflects the average queuing times experienced at the various border posts. The indicator captures the extent of congestion and procedural delays. The figure highlights Forbes border post as the most congested border post, while Sango, Nyamapanda, Beitbridge, and Kazungula stands out as efficient in terms of queuing times. Short queuing times at the Sango, Nyamapanda and Kazungula border posts can be attributed to low traffic volumes, short queuing times at the Beitbridge border post can be attributed to the recent infrastructure upgrades under the Beitbridge Modernisation Project. Despite being a major gateway, Beitbridge is relatively faster than other border posts. These results provide compelling evidence to upscale modernization of other border posts such as Forbes.

5.76 Figure 28 shows the time taken to satisfy immigration processes by border. The data captures the average time or relative measure of efficiency within immigration processing at Zimbabwe's key border posts.

Figure 28: Immigration Processing Time by Border, September 2025
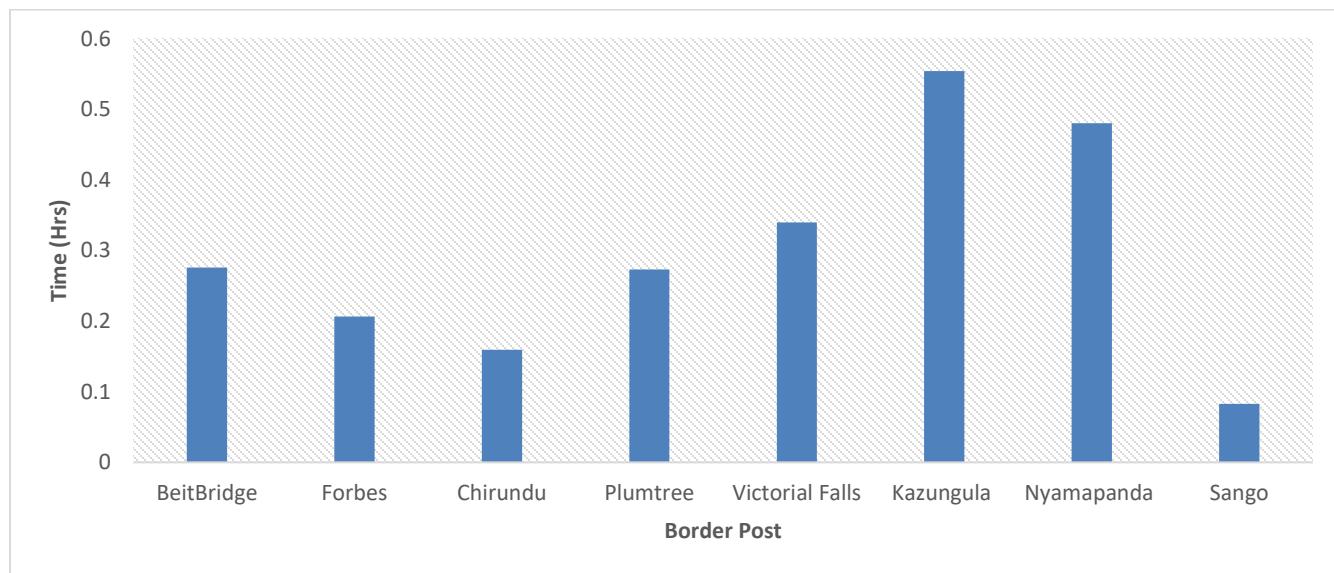
Source: MoIC and NCC BEMS Survey

5.77 Figure 28 shows significant differences in immigration efficiency across Zimbabwe's borders. The figure indicates that immigration processes at Kazungula and Nyamapanda Border Posts are faster relative to similar processes at Sango and Chirundu border posts. While it takes 33 minutes to satisfy immigration processes at Kazungula border post, it takes less than 10 minutes to satisfy similar procedures at Chirundu OSBP. Kazungula border post primarily serves tourists and private travellers crossing between Zimbabwe, Zambia, and Botswana. Tourist traffic involves more documentation and verification, such as visa checks. As such each traveller requires individual attention, prolonging service time per person. Overall, the analysis indicates that the time taken for immigration processes is generally low.

5.78 While immigration processes at most border posts are completed within a relatively short time, customs procedures often have a greater bearing on the overall clearance time. Figure 29 shows customs processing time by border.

Figure 29: Customs Processing Time by Border, September 2025
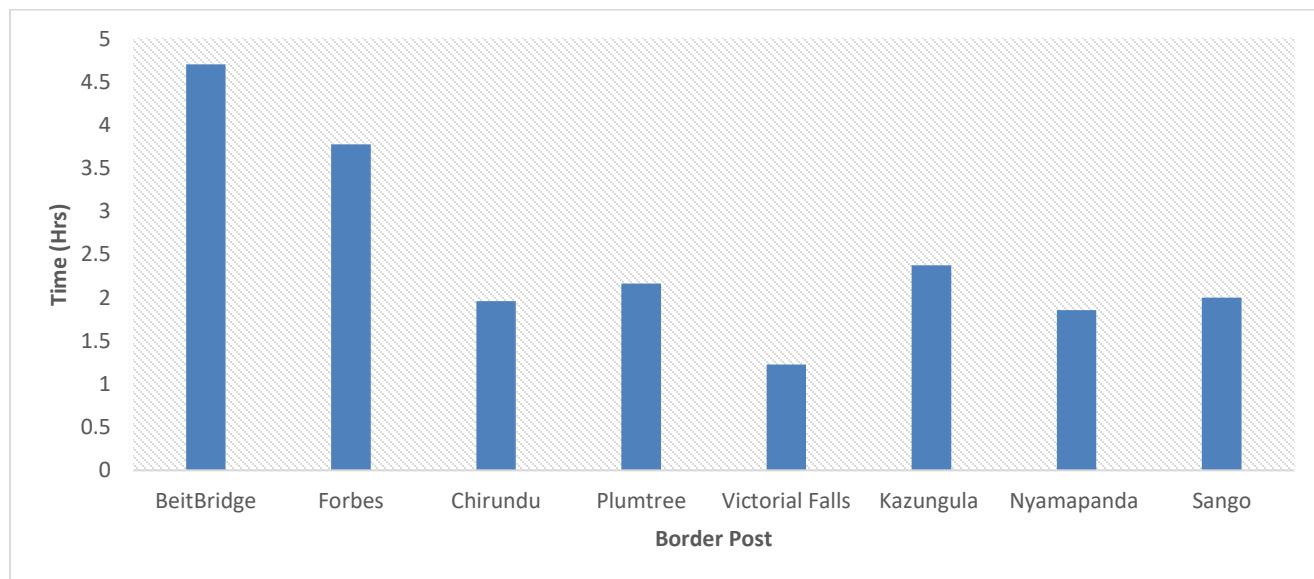
Source: MoIC and NCC BEMS Survey

5.79 Figure 29 shows notable disparities in customs processing times among border posts. While Beitbridge (4.7 hours) and Forbes (3.8 hours) record the longest clearance times, Victoria Falls (1.2 hours), Nyamapanda (1.9 hours), and Chirundu (2.0 hours) demonstrate relatively faster customs processing. The higher customs processing times at Beitbridge and Forbes border posts reflect the link between traffic volumes, complex procedures, and reduced processing efficiency. The results suggest that delays at these busy border posts are largely caused by frequent overheating of customs scanning machines during continuous operation. The equipment often requires periodic cooling, disrupting the clearance process and extending processing times. This highlights the urgent need to upgrade and modernize scanning infrastructure to better cope with increasing traffic volumes. Investing in advanced, high-capacity scanners would minimize downtime, enhance operational reliability, and significantly improve customs processing time at these critical trade gateways.

5.80 Border crossing times are also worsened by long inspection times. Figure 30 shows the average time taken for physical inspection by border.

Figure 30: Physical Inspection Time by Border, September 2025
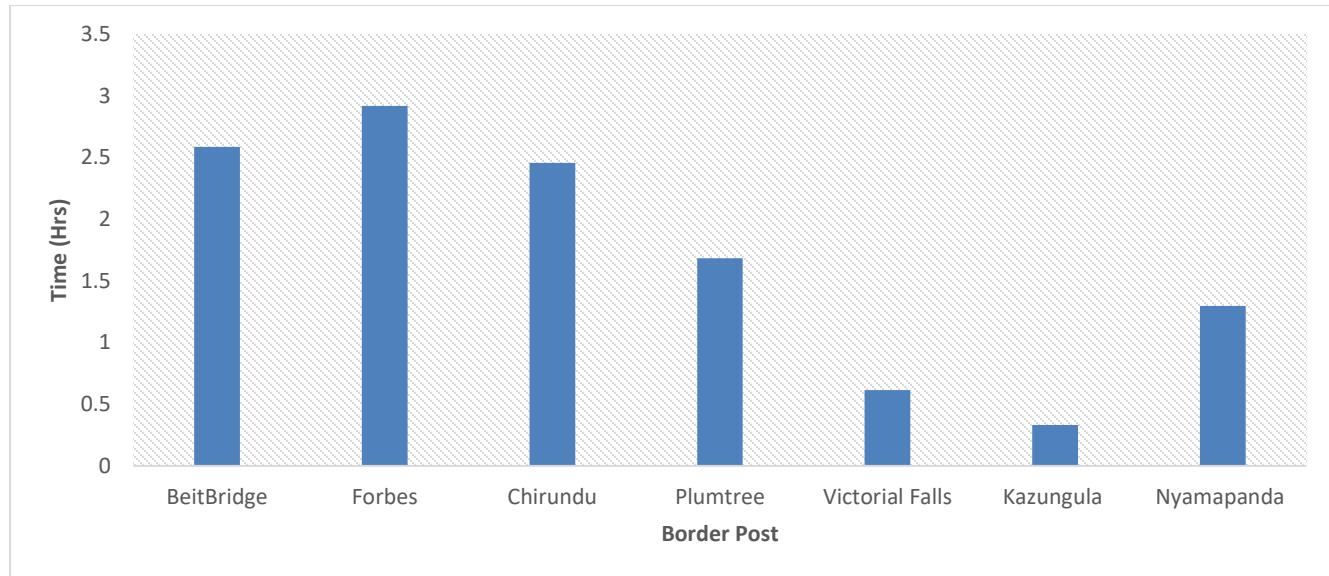
5.81 Figure 30 shows notable variation in physical inspection times across border posts. Forbes, Beitbridge, and Chirundu OSBP record the longest inspection times, averaging around 2.9, 2.6, and 2.46 hours respectively, reflecting the complexity of the cargo handled, the rigour of inspection procedures, and the degree of coordination among border agencies. In contrast, Kazungula (0.33 hours) demonstrates greater efficiency, likely reflecting the dominance of small-scale trader traffic.

5.82 These findings reveal that inspections conducted in the absence of a border agency with an interest in the cargo often lead to requests for reinspection upon the agent's arrival. In some cases, even when the truck has been locked and cleared, the agency demand reinspection, doubling inspection time and causing further delays.

5.83 High border delays are closely linked to increased parking and storage costs. Figure 31 shows parking fees by border.

Figure 31: Parking and Storage Fees by Border, September 2025
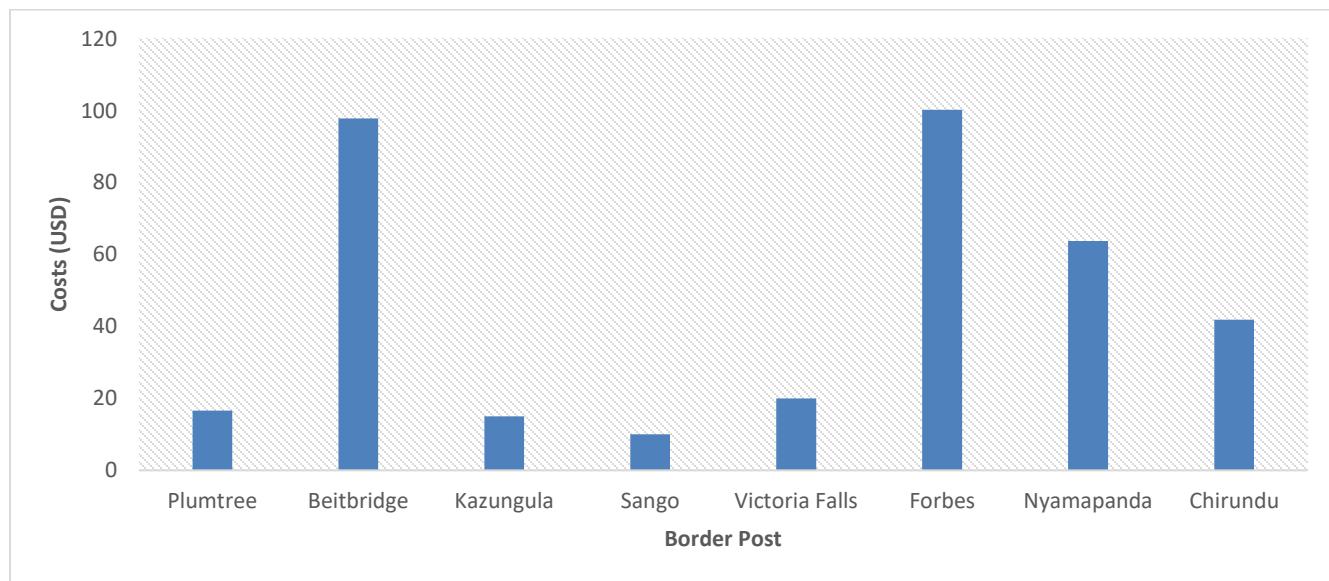
Source: MoIC and NCC BEMS Survey

5.84 Figure 31 shows notable variation in parking and storage fees across Zimbabwean border posts. The figure illustrates that Forbes and Beitbridge border posts impose the highest parking and storage fees, while Kazungula and Sango record the lowest. Although these fees are officially justified as service charges, they effectively penalize traders for delays beyond their control. Border agencies are responsible for inspections, documentation, and coordination processes that traders cannot influence yet traders are required to pay parking and storage fees that arise mainly from their inefficiencies.

5.85 In an efficient border management system, trucks would not be expected to park for extended periods, and such fees would be unnecessary. The current practice gives the impression that parking fees are designed to capitalize on delays rather than discourage them. Allowing customs to use parking and storage fees as a delay management tool may unintentionally incentivize delays and inefficiency, ultimately reversing progress towards faster, efficient and predictable border clearance.

Other Key Findings

Unsynchronized Border Operating Hours

5.86 Border posts operate on differing schedules, which affects trade efficiency, congestion management, and the overall flow of goods. For example, while Beitbridge functions 24 hours a day, Chirundu effectively closes at 10 pm. Although there are claims that the border operates 24 hours, the survey revealed significant inter-

and intra-agency coordination challenges. Specifically, while ZIMRA's commercial section may operate 24 hours, Immigration closes at 10 pm, meaning that even if customs processes are completed, trucks must wait until immigration offices reopen at 6 am. The Zambian side of the border also closes at 10 pm, further delaying cross-border movement. Even at Beitbridge, where the border operates 24 hours, trucks often experience delays due to unsynchronized working hours between border agencies and clearing agents.

5.87 While border officials, including ZIMRA, function 24 hours, clearing agents typically close at 10 pm. Consequently, trucks may be unable to complete clearance despite customs offices being open, creating unnecessary waiting times and congestion. These unsynchronized operating hours create bottlenecks on trade facilitation, increase waiting times, and reduce the efficiency of trade corridors. Resolving these challenges requires extending and harmonizing operating hours across all border agencies and clearing agents, while ensuring effective coordination with neighbouring countries.

Excessive fines for off-route trucks under tracking

5.88 The survey established that ZIMRA imposes a penalty of US$2,000 on tracked trucks that deviate from approved routes. These vehicles are subject to real-time electronic monitoring, which enables ZIMRA to detect any early deviation from the designated route. However, for reasons that remain unclear, ZIMRA often waits for the violation to occur before imposing the fine. Such a reactive enforcement approach raises concerns about the fairness of the system, as it prioritises penalisation over prevention. Moreover, it suggests that the penalty regime functions more as a revenue-generating mechanism than a genuine deterrent, effectively turning route deviations into a predictable "cash cow" for the authorities rather than a tool to encourage compliance.

5.89 Implementing a more proactive monitoring framework would allow authorities to intervene in real time, preventing diversions before they occur, enhancing compliance, and reducing unnecessary financial burdens on transporters. This approach is exemplified in countries such as Zambia, where revenue authorities immediately contact transporters, when a potential route deviation is detected, helping to prevent both revenue loss and misconduct.

Proposed Shed for Fuel Transit Procedures at Chirundu OSBP (Zimbabwean side)

5.90 The survey established that plans are underway to construct a shed on the Zimbabwean side of Chirundu OSBP for export procedures, specifically fuel dipping for outbound fuel tankers. This practice contradicts OSBP principles, which require outbound cargo to complete formalities on the Zambian side to avoid

duplication and delays. If implemented, it could create procedural redundancies, increase clearance times, and risk non-compliance with bilateral protocols.

b) Procedural and Institutional Framework

5.91 The institutional and procedural framework in border efficiency management defines the roles, coordination, and responsibilities of agencies involved in border control. The availability and use of SOPs, harmonization of processes across agencies (joint inspections, data sharing) and effective coordination of mechanisms (border committees) determine effective frameworks, crucial in enhancing transparency, reduce delays, and promote inter-agency collaboration.

Availability and Use of Standard Operating Procedures (SOPs)

Beitbridge Border Post

5.92 The survey established that all border agencies at Beitbridge have formal SOPs suggesting strong institutional presence and documentation. However, 50% of the agencies highlighted that the SOPs are only for internal use, while 40% indicated public availability of the SOPs and 10% partially available, indicating limited transparency for external stakeholders. This partial disclosure hinders coordination with private operators.

Chirundu OSBP

5.93 All stakeholders at Chirundu OSBP have SOPs in place, with half of the agencies having publicly available SOPs, 25% being restricted to internal use only and the remaining 25% partially accessible to the public. This level of openness demonstrates improved transparency and fosters better coordination border users.

Forbes Border Post

Forbes Border Post
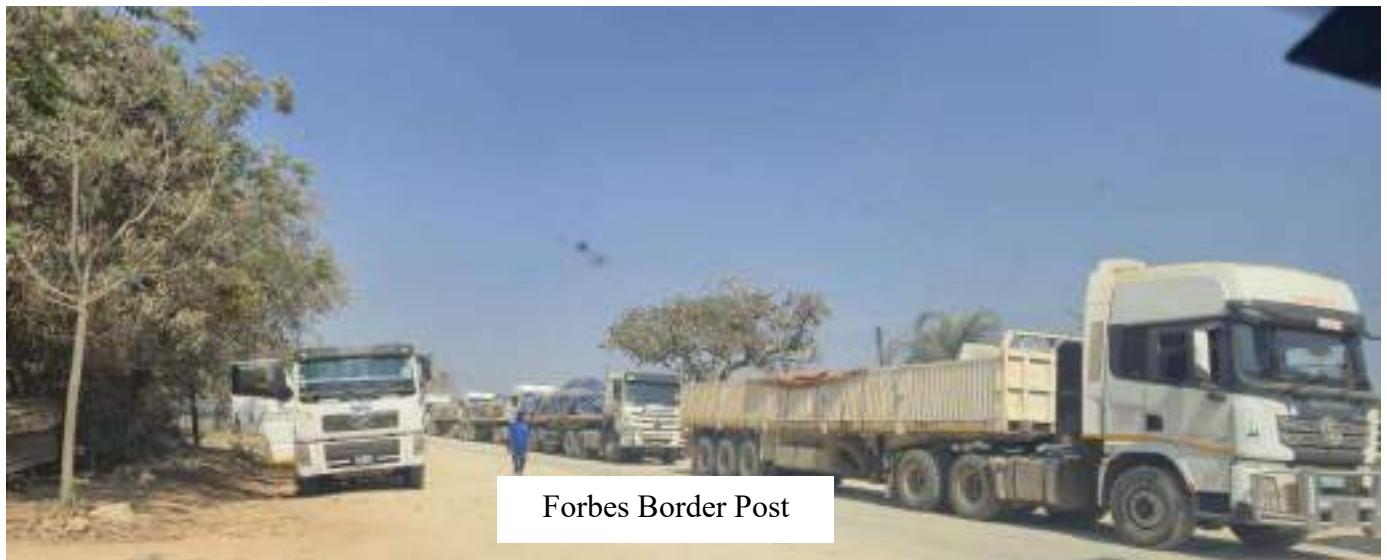
5.94 All the agencies confirmed the availability SOPs, showing comprehensive procedural documentation. Half of the respondents indicated that their SOPs are publicly available, while the other 50% indicated internal use only. This indicates that while SOPs exist, implementation remains uneven among the agencies. The balance between public availability and internal use points to a system that is structured but underutilized. Efforts are therefore, encouraged to focus on reinforcing adherence and communication across agencies to ensure smooth flow of cargo and people.

Kazungula Border Post

5.95 Kazungula had 87% of the agencies indicating the existence and public availability of SOPs, highlighting higher levels of transparency. Only 13% of the agencies indicated the internal use of SOPs.

Nyamapanda Border Post

5.96 All the agencies have SOPs in place, signifying full documentation. However, 40% of the agencies indicated that their SOPs are publicly available, while 60% indicated that they are only for internal use. This indicates that while operations are guided internally, stakeholder awareness remains limited. Greater publication of SOPs would improve internal and external coordination with traders and among agencies. Maintaining internal discipline while boosting openness is recommended.

Plumtree Border Post

5.97 All agencies reported the availability of SOPs at Plumtree border post with differing degrees of implementation. 44% of the agencies use their SOPs internally, while only 33% have publicly accessible SOPs, reflecting minimal transparency. 23% have partially implemented SOPs, with some publicly available and some for internal use only. This pattern implies that while most staff know about SOPs, consistent implementation and public access remain a challenge. Enhancing awareness and dissemination could strengthen compliance and accountability.

Sango Border Post

5.98 Agencies reported having and using SOPs internally, and only customs having them on the public domain. This reflects a complete lack of transparency in operational processes. While internal systems appear to function effectively, external stakeholders remain uninformed about procedures. Enhancing openness by sharing key procedural information would strengthen trust and accountability, making SOP summaries publicly accessible could help bridge the transparency gap.

Victoria Falls Border Post

5.99 The study revealed that all the agencies have SOPs at Victoria falls with 57% of the agencies indicating public availability and only 29% highlighting internal use of the SOPs and 14% with partial implementation.

Harmonization of Processes Across Agencies

5.100 Harmonization of processes across border agencies involves aligning procedures, documentation, and systems used by customs, immigration, and other regulatory bodies. It reduces duplication, delays, and conflicting requirements. This improves coordination, speeds up clearance times, and enhances overall border efficiency and trade competitiveness. Figure 32 depicts inter-agency harmonization status at Zimbabwe`s borders.

Figure 32: Harmonization of Procedures (Joint Inspections and Data Sharing), September 2025

Victoria Falls — Partially: 43, Fully Harmonized: 57
Sango — Partially: 100, Fully Harmonized: 0
Plumtree — Partially: 56, Fully Harmonized: 44
Nyamapanda — Partially: 60, Fully Harmonized: 40
Kazungula — Partially: 25, Fully Harmonized: 75
Forbes — Partially: 50, Fully Harmonized: 50
Chirundu — Partially: 50, Fully Harmonized: 50
Beitbridge — Partially: 60, Fully Harmonized: 40

Legend: ■ Partially ■ Fully Harmonized
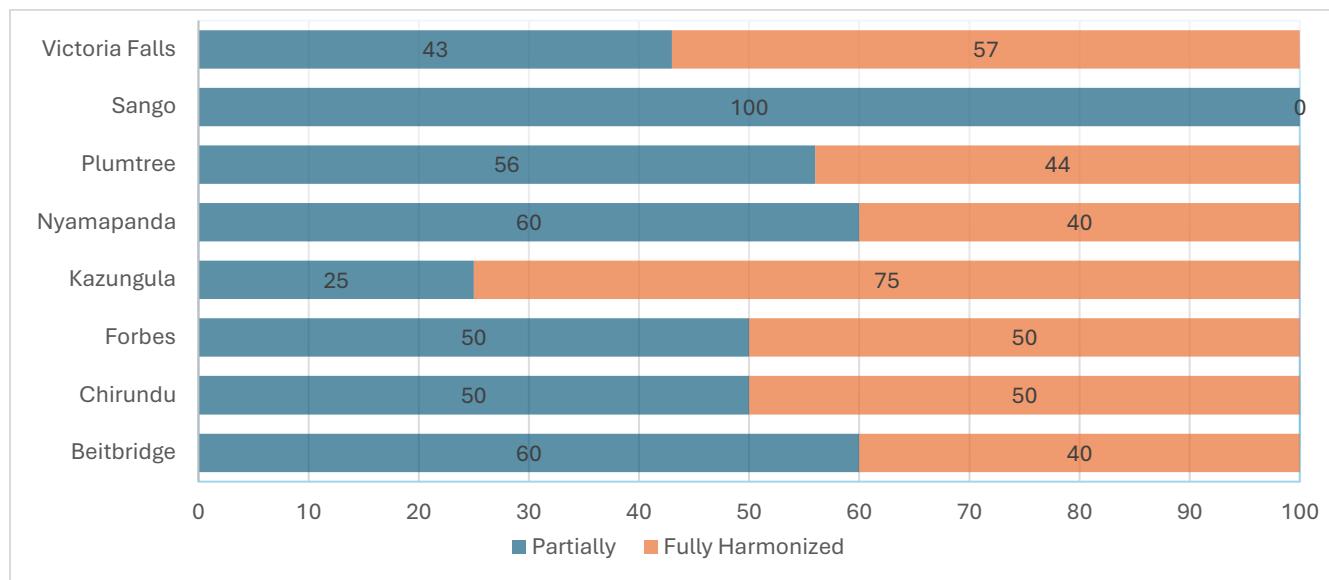
Source: MoIC and NCC BEMS Survey

Beitbridge Border Post

5.101 At Beitbridge, 60% of agencies indicated that their procedures are only partially harmonised, while 40% reported full harmonisation. This suggests moderate progress toward alignment, with persistent procedural discrepancies between agencies. The high proportion of partial harmonisation points to ongoing coordination challenges, possibly due to high traffic volumes and complex clearance processes. Overall, Beitbridge border post remains a key focus area for improving consistency across border management systems, also referred to as BEMS in this report.

Chirundu OSBP

5.102 At Chirundu, responses were evenly split, with 50% reporting fully harmonised procedures and 50% partially harmonised. This reflects Chirundu's status as one of the first OSBPs in Africa, where integration between agencies is relatively strong. However, the persistence of partial harmonisation indicates that operational inconsistencies and information-sharing gaps still exist and is against the OSBP principle.

Forbes Border Post

5.103   Like Chirundu, Forbes border post recorded an equal share of respondents (50%) indicating partial and full harmonisation. This balance highlights steady progress in integrating border procedures but also points to ongoing challenges in achieving complete procedural alignment.

Kazungula Border Post

5.104   Kazungula stands out with 75% of respondents indicating fully harmonised procedures and only 25% reporting partial harmonisation. This shows a high level of procedural integration, reflecting efficient coordination among customs, immigration, and other agencies. Nonetheless, maintaining this standard requires continuous monitoring and cross-border cooperation.

Nyamapanda Border Post

5.105   The Survey reported that 60% of border agencies have partially harmonized procedures, while 40% reported full harmonisation. This mix indicates progress and reveals persistent fragmentation in operational processes. The dominance of partial harmonisation implies that border management remains inconsistent. Streamlining documentation and inspection processes enhance coordination and reduce clearance delays.

Plumtree Border Post

5.106   Plumtree reported 56% of agencies identifying partial harmonisation and 44% indicating full harmonisation. This near balance reflects ongoing efforts to integrate procedures towards full harmonisation. Strengthening joint training and standard operating frameworks could improve procedural uniformity.

Sango Border Post

5.107   All respondents at Sango border post indicated partial harmonisation of procedures. This highlights significant procedural misalignment and a lack of coordinated operations between the border agencies due to lack of adequate infrastructure at the border.

Victoria Falls Border Post

5.108 Fifty seven percent (57%) of respondents at Victoria Falls border post indicated fully harmonised procedures, compared to 43% reporting partial harmonisation. This reflects a relatively high level of integration, which enables carrying of joint operations and data sharing. The positive balance towards full harmonisation, suggests successful implementation of joint border management initiatives. However, minor procedural variations still need to be resolved to achieve complete standardisation.

Participation and Effectiveness of Coordination Mechanisms

5.109 Effective coordination mechanisms and active border committee participation enhance communication and collaboration among border agencies and users. This reduces duplication, delays, and conflicts in operations, which improve border efficiency and trade facilitation. Figure33, depicts participation in border coordination mechanisms at the border posts.

Figure 33: Participation in Border Coordination Mechanisms, September 2025
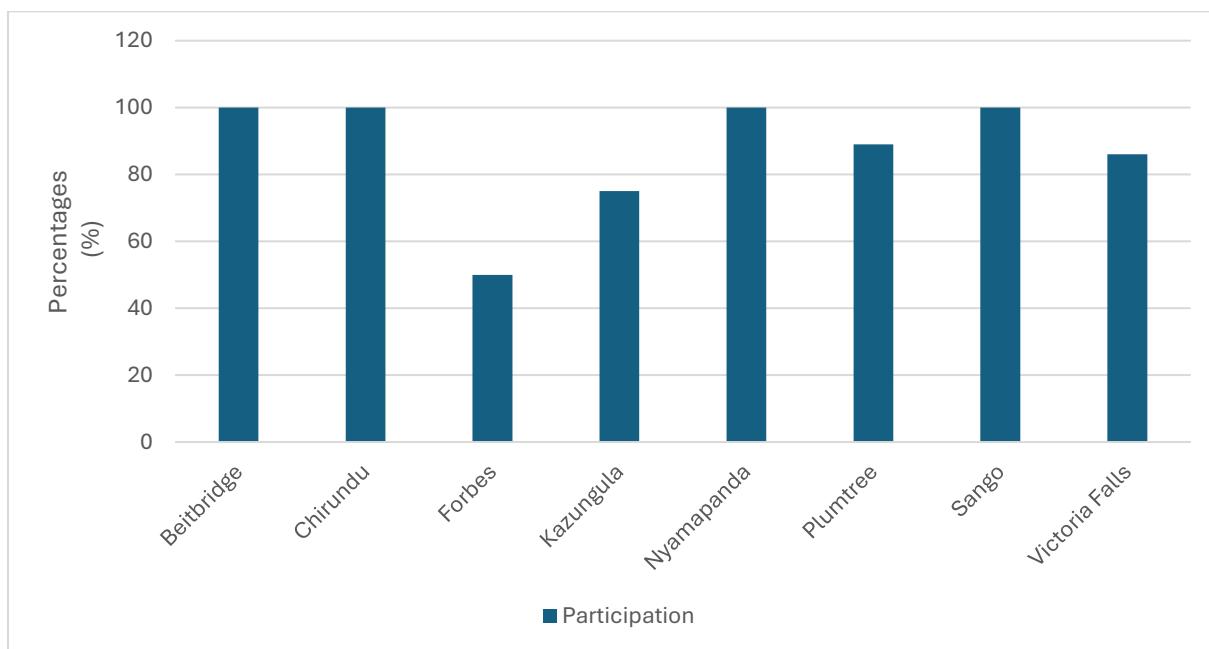
Source: MoIC and NCC BEMS Survey

Beitbridge Border Post

5.110   At Beitbridge border post, all respondents indicated that they participate in border coordination mechanisms such as trade facilitation and border committees. However, 60% of respondents (users and agencies) view border committees as effective, stating that while engagement levels are high, coordination outcomes remain moderate. This suggests challenges in harmonizing operations among agencies. Despite strong institutional involvement, efficiency gaps still exist in streamlining clearance processes. Enhanced inter-agency collaboration and performance monitoring could improve results.

Chirundu OSBP

5.111   All the agencies and users included in the study at Chirundu, show full participation in border coordination initiatives, reflecting the significance of a OSBP model. Nonetheless, 50% of the respondents indicated that their participation is effective, revealing that operational efficiency is lagging despite robust participation. The gap stems from procedural bottlenecks, resource constraints, or inconsistent enforcement of protocols. While collaboration structures are well-established, practical implementation appears very uneven. Strengthening communication and accountability mechanisms could enhance functional effectiveness.

Forbes Border Post

5.112   Fifty percent (50%) of respondents at Forbes border post indicated involvement in border coordination platforms, signalling limited stakeholder inclusion. Effectiveness of these platforms was also indicated by 50% of the study participants, showing that where participation exists, its impact remains moderate. The partial involvement of key actors may be constraining comprehensive border management. Weak institutional coordination could lead to duplication of roles and inefficiencies. Expanding participation and improving feedback mechanisms is necessary to enhance overall performance.

Kazungula Border Post

5.113   Seventy five percent (75%) of the respondents at Kazungula border post indicated participation in border coordination mechanisms, with only 50% viewing the border coordination committees as effectiveness. The moderate participation level implies growing with incomplete stakeholder engagement. Effectiveness challenges suggest that coordination structures are still evolving or constrained by capacity and resource

issues. The presence of multiple authorities also complicates harmonization. Strengthening institutional frameworks and joint planning is expected boost operational outcomes.

Nyamapanda Border Post

5.114 All the respondents at Nyamapanda participate in border committees, which they all rated as effective in border coordination. This indicates strong collaboration among border agencies and successful implementation of trade facilitation measures. The full alignment of institutions and processes has likely enhanced efficiency and reduced delays. The model represents best practice within Zimbabwe's border system. Sustaining this performance requires continued investment in training and cross-border communication systems.

Plumtree Border Post

5.115 Plumtree had 89% of respondents indicating that they participate in border coordination committees, which are rated as effective by 89% of the respondents as well. This reflects highly effective coordination supported by broad stakeholder engagement. Effectiveness at a similar level suggests that collaborative mechanisms are functional. The success could be attributed to consistent committee meetings and shared accountability.

Victoria Falls Border Post

5.116 Victoria Falls had 86% of respondents indicating participation in the Border Committees, and 57% identified the Committees as effective, suggesting solid engagement with modest operational outcomes.

Training and Training Gaps

5.117 Training levels among border officers differ across agencies. These skill gaps contribute to inconsistent enforcement, delays, and weak inter-agency coordination. Figure 34, depicts the availability of training to border agencies and existing training gaps.

Figure 34: Training and Training Gaps by Border, September 2025
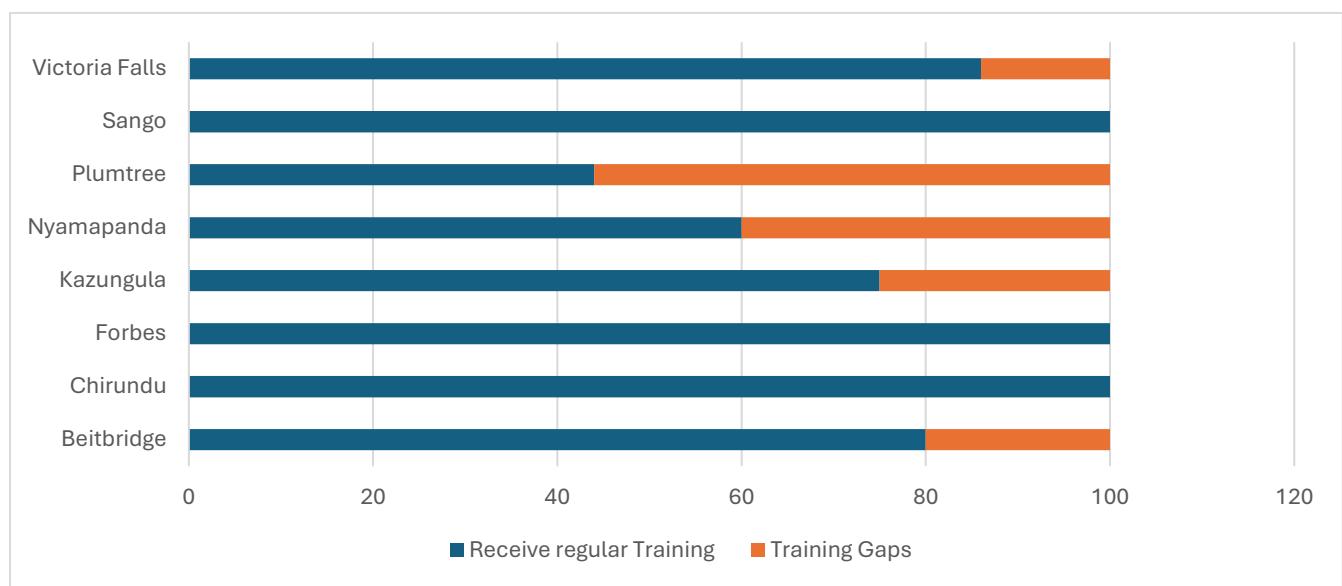
Beitbridge Border Post

5.118 At Beitbridge Border Post, 80% of agencies indicated that they receive regular training, suggesting a generally strong commitment to capacity development. However, 20% of the agencies highlighted existing training gaps that undermined overall efficiency. Continuous training would also help staff adapt to evolving trade and customs requirements.

Chirundu OSBP

5.119 All agencies at Chirundu indicated that they receive regular training, demonstrating a well-established and consistent capacity-building framework. This likely reflects the benefits of the OSBP model, especially the emphasis on coordinated operations and shared learning. The absence of training gaps suggests strong institutional support and knowledge transfer mechanisms. Regular training ensures officers remain up to date with new procedures, regulatory changes and technology-driven systems.

Forbes Border Post

5.120 At Forbes Border Post, all the agencies reported that they receive regular training, showing complete coverage in skills development initiatives. The lack of reported training gaps demonstrates strong management focus on continuous learning and operational competence. This ensures uniform application of

procedures and compliance with international standards. Such comprehensive training likely supports effective collaboration between agencies and smooth clearance processes.

Kazungula Border Post

5.121 About 75% of the agencies at Kazungula border post indicated that they receive regular training, leaving a 25% gap that points to partial inclusion in training programmes. The majority coverage indicates a relatively functional training framework, though certain officers or agencies may be left behind. These training gaps could reduce efficiency and consistency in handling cross border transactions.

Nyamapanda Border Post

5.122 At Nyamapanda, 60% of respondents indicated receiving regular training, while 40% identified existing gaps. Strengthening institutional support for continuous training would improve staff competence and responsiveness.

Plumtree Border Post

5.123 The study showed significant training gaps at Plumtree border post, where 44% of respondents receive regular training and 56% reporting deficiencies. This highlights a serious shortfall in institutional capacity building efforts at the border post. Agencies highlighted gaps in modern customs and duty, risk management, data analytics and communication skills. Such gaps can lead to procedural inconsistencies, reduced efficiency, and increased risk of non-compliance. Addressing this requires prioritizing Plumtree for structured and frequent training programmes.

Sango Border Post

5.124 All agencies included in the study at Sango Border Post indicated that they receive regular training, with no reported gaps. This indicates robust internal systems for ongoing learning and staff development. Regular training likely contributes to improved procedural consistency and enhanced inter-agency coordination. Such practices also strengthen staff motivation and adherence to operational standards.

Victoria Falls Border Post

5.125 At Victoria Falls border post, 86% of respondents receive regular training, while 14% noted existing gaps. The small proportion of untrained personnel affect overall service uniformity, especially in specialized tasks.

c) *Information and Communication Technology Framework*

5.126 This section provides a comprehensive overview of the ICT for all border posts in Zimbabwe. The assessment evaluates the systems in use, their ability to interoperate, their operational reliability, integration with the National Single Window (NSW), and concludes with actionable recommendations for improvement.

Chirundu OSBP

5.127 The current ICT infrastructure at Chirundu OSBP is characterized by a fragmented and unevenly digitalized landscape. Key border agencies, namely ZIMRA, Immigration, and Port Health, utilize the ASYCUDA system for customs clearance and revenue collection. In contrast, the National Biotechnology Authority relies on its dedicated Bio-Link system for permit issuance. Table 2 summarises information on ICT services at Chirundu OSBP.

Table 4: Summary of ICT Systems at Chirundu OSBP, September 2025

Agency/Organisation Name:	Digital/ICT Systems Used	system interoperability	Reliability	Linkage to NSW	ICT-related challenges
ZIMRA	ASYCUDA	No	Very reliable	Yes	None
Immigration	OBMS	No	Very reliable	No	ICT literacy
Port Health	National Single Window	Yes	Occasionally unreliable	Yes	Internet connectivity issues"
National Biotechnology Authority	Biolink	No	Frequently down	No	Poor internet connection
Plant Quarantine Services	None	No	N/A	No	Lack of equipment

Source: MoIC and NCC BEMS Survey

5.128 A significant digital gap is evident in the case of the Plant Quarantine Services Department, which operates without any dedicated ICT system, relying entirely on manual procedures for its clearance processes. This disparity creates a fundamental operational imbalance, hindering the border post's overall efficiency.

5.129 The data also reveals high incidences of lack of interoperability of agencies' systems. While limited data exchange exists between some agencies and the Customs system, there is no seamless, automated platform for real-time data sharing across all entities. This interoperability deficit forces manual data re-entry, leading to processing delays.

5.130 The reliability of existing ICT systems is a serious concern. While ZIMRA reports high system reliability, the National Biotechnology Authority and Port Health struggle with poor connectivity and frequent downtimes that disrupt clearance processes. The situation is most severe for Plant Quarantine Services, which lacks the basic ICT infrastructure and hardware needed for any automated system, hence the difficulties the research team had in understanding just how they operated without tools of the trade.

5.131 This fragmentation undermines the National Single Window (NSW). Currently, ZIMRA and Port Health are the only two agencies that are fully integrated. The National Biotechnology Authority and Plant Quarantine Services remain outside the NSW, forcing traders to use separate, parallel channels.

Beitbridge Border Post

5.132 The digital environment at the Beitbridge Border Post is modernized, characterized by a mix of effective technologies and substantial operational shortcomings. Table 3, shows a summarised view of the ICT framework for Beitbridge border post.

Table 5: Summary of ICT Systems at Beitbridge Border Post, September 2025

Agency/Organisation Name:	Digital/ICT Systems Used	system interoperability	Reliability	Linkage to NSW	ICT-related challenges
ZIMRA	ASYCUDA	No	Very reliable	Yes	Network connectivity for e-sealing at ECTS
Port Health	National Single Window	Yes	Occasionally unreliable	Yes	Network and server challenges
National Biotechnology Authority	Biolink	No	Very reliable	No	
Veterinary Services	ASYCUDA	No		No	
Civil Registry	No				

Source: MoIC and NCC BEMS Survey

5.133 While several key agencies including the National Biotechnology Authority, Port Health, Veterinary Services, and ZIMRA use functioning ICT systems, for reasons not clearly stated, the Civil Registry remains entirely dependent on manual, paper-based methods.

5.134 Among the digitally equipped agencies, the ASYCUDA platform serves as the primary system for ZIMRA, Veterinary Services, and Port Health. In contrast, the National Biotechnology Authority uses its own dedicated system, Bio-Link, which operates independently from other agency platforms. This arrangement permits basic data sharing between the main ASYCUDA users but leaves the Bio-Link system disconnected, and the Civil Registry entirely excluded from digital exchange due to lack of ICT infrastructure.

5.135 System performance is another area of concern. Although most agencies benefit from stable connectivity, Port Health deals with periodic service interruptions. ZIMRA also faces reliability issues, specifically with its Electronic Cargo Tracking System (ECTS), which experiences intermittent failures that hinder vehicle tracking and e-sealing operations even as its main ASYCUDA platform runs smoothly.

5.136 A major strategic issue is the lack of integration with the NSW. At present, ZIMRA is the only agency connected to this centralized platform. All other automated agencies continue to operate outside the NSW,

forcing traders to submit information through separate channels. This fragmentation contradicts the very purpose of the Single Window and limits its potential to streamline border procedures.

5.137 To address these issues, a concerted effort is required to accelerate NSW integration for all border agencies. There is also need for ICT infrastructure upgrading on the part of ZIMRA computer hardware to ensure uninterrupted connectivity of their ECTS.

Forbes Border Post

5.138 A review of the technological infrastructure at Forbes Border Post reveals a concerning lack of digital integration that hampers operational efficiency. The current situation demonstrates varied levels of technological adoption among border agencies. Table 4 below, provide a summarised data of ICT systems at Forbes Border Post.

Table 6: Summary of ICT Systems and Forbes Border Post, September 2025

Agency/Organisation Name:	Digital/ICT Systems Used	system interoperability	Reliability	ICT-related challenges
Immigration	OBMS	No	Very reliable	ICT literacy
Port Health	National Single Window	Yes	Occasionally unreliable	Internet connectivity issues"
National Biotechnology Authority	Biolink	No	Very reliable	Lack of WiFi
Fertilizers, Farm feeds, and remedies		N/A	N/A	Lack of equipment
Environmental Management Agency (EMA)	Acumatiea	No	Occasionally unreliable	

Source: MoIC and NCC BEMS Survey

5.139 Available information reveals a fragmented technological landscape. The National Biotechnology Authority uses its specialized Bio-Link platform, while Immigration, Port Health, and the EMA each operate separate, distinct systems. The Fertilizers, Farm Feeds and Remedies Department relies entirely on manual procedures, with no digital systems in place.

5.140 From a performance perspective, only Immigration and the National Biotechnology Authority report satisfactory system reliability. The data also clearly shows that all agency systems operate in isolation, with no interoperability.

5.141 This failure to integrate platforms with each other and the NSW eliminates opportunities for efficiency, forcing agencies to duplicate efforts and prolong processing times.

Nyamapanda Border Post

5.142 Data were gathered from key agencies including ZIMRA, Immigration, Port Health, National Biotechnology, Radiation Protection Authority, Plant Quarantine, and theEMA reveals a fragmented technological infrastructure that hinders operational efficiency. This is shown in Table 5.

Table 7: Summary of ICT Systems at Nyamapanda Border Post, September 2025

Agency/Organisation Name:	Digital/ICT Systems Used	System interoperability	Reliability	Linkage to NSW	ICT-related challenges
Immigration	OBMS	No	Very reliable	No	"ICT literacy
Ministry of Health and Child Care	National Single Window	Yes	Occasionally unreliable	Yes	Internet connectivity issues"
National Biotechnology Authority	Biolink	No	Occasionally unreliable	No	"Lack of WiFi
Radiation Protection Authority of Zimbabwe	ZESW	No	Occasionally unreliable	Yes	Intermittent connection
Plant Quarantine Services		No	Occasionally unreliable	No	Intermittent connection

Source: MoIC and NCC BEMS Survey

5.143 The Immigration Department relies on its online Border Management System, while Plant Quarantine Services utilizes the ASYCUDA platform. Meanwhile, the National Biotechnology Authority operates the Bio-Link system, and the Radiation Protection Authority employs the ZESW platform. This multiplicity of systems creates inherent challenges for coordination and data sharing.

5.144 The most pressing concern emerging from this assessment is the severe lack of interoperability between these various platforms. Most agencies report their systems function in isolation, creating operational silos that prevent seamless exchange of information.

5.145 System reliability also presents significant challenges, with only Immigration reporting consistently functional system. Most other agencies cite persistent connectivity issues and frequent system interruptions that regularly disrupt operational workflows.

5.146 Furthermore, the limited integration with the NSW compounds these difficulties, as only Port Health and Radiation Protection Authority have successfully connected to this centralized platform, leaving other crucial agencies operating through separate, parallel channels.

5.147 Closing these critical ICT gaps requires collaborative action on:
 (i) integrating all agencies through the National Single Window;
 (ii) building reliable connectivity infrastructure; and
 (iii) implementing system-wide interoperability standards.

5.148 This coordinated modernization strategy will eliminate current inefficiencies and create a border management system capable of meeting contemporary trade demands.

Plumtree Border Post

5.149 Data was collected from nine (9) border agencies, seven (7) of which indicated they have ICT systems. However, only two (2)of these seven (7) Agencies-Port Health and the Radiation Protection Authority-possess interoperable systems that are linked to the single window. The other five (5) agencies lack both system interoperability and a link to the national single window. The supporting data is shown in the Table 6 below:

Table 8: Summary of ICT Systems at Plumtree Border Post, September 2025

Agency/Organisation Name:	Digital/ICT Systems Used	system interoperability	Reliability	Linkage to NSW	ICT-related challenges
Department of Veterinary Services	Internal system	No	Occasionally unreliable	No	Lack of reliable internet
Immigration	OBMS	No	Very reliable	No	"ICT literacy
Ministry of Health and Child Care	National Single Window	Yes	Occasionally unreliable	Yes	Internet connectivity issues"
National Biotechnology Authority	Biolink	No	Very reliable	No	"Lack of WiFi
Radiation Protection Authority of Zimbabwe	ZESW	Yes	Occasionally unreliable	Yes	Lack of equipment
Environmental Management Agency (EMA)	Acumatica	No	Occasionally unreliable	No	
Vehicle Inspectorate Department (VID)	N/A			N/A	
Veterinary	No system				Power cuts affect internet connectivity at times

Source: MoIC and NCC BEMS Survey

5.150   As shown on the table 6 above, all agencies with ICT systems reported occasional system downtimes caused by intermittent connections. The reasons given included a sole reliance on an unreliable electrical grid and challenges with connectivity itself, mainly due to the use of obsolete internet connection hardware that requires upgrading.

Victoria Falls Border Post

5.151   Of the seven (7) border agencies at Victoria Falls, two (2) reported having no ICT systems. Of the five (5) with systems, only two (2) (Port Health and the Vehicle Inspectorate Department) have interoperable systems.

Table 9: Summary of ICT Systems at Victoria Falls Border Post, September 2025

Agency/Organisation Name:	Digital/ICT Systems Used	System interoperability	Reliability	Linkage to NSW	ICT-related challenges
Department of Veterinary Services	Internal system	No	Occasionally unreliable	No	Lack of reliable internet
Immigration	OBMS	No	Very reliable	No	"ICT literacy
Port Health	National Single Window/ASYCUDA	Yes	Occasionally unreliable	Yes	Internet connectivity issues"
National Biotechnology Authority	Biolink	No	Very reliable	No	"Lack of WiFi
Environmental Management Agency (EMA)	Acumatiea	No	Occasionally unreliable	No	
Vehicle Inspectorate Department (VID)	ASYCUDA	Yes		No	
Veterinary	No system				Power cuts affect internet connectivity at times

Source: MoIC and NCC BEMS Survey

5.152   Furthermore, only three (3) agencies described their ICT infrastructure as very reliable, with the remainder reporting frequent connectivity challenges. Additionally, just one agency has its system linked to the NSW.

5.153   To modernize the Victoria Falls Border Post and enhance operational efficiency, full integration of all systems into the NSW is essential. Additionally, the intermittent internet connectivity must be resolved.

Kazungula Border Post

5.154   At this border post, data was collected from 3 key agencies which are Immigration, ZIMRA, and Port Health.

Table 10: Summary of ICT Systems at Kazungula Border Post, September 2025

Agency/Organisation Name:	ICT System in Place	System Interoperability	Reliability	System linkage to NSW	ICT-related challenges
Immigration	OBMS	No	Occasionally unreliable	Not linked	System not compatible with agency needs.
Zimra	ASYCUDA	No	Occasionally unreliable	linked	Poor Network
Port health	ASYCUDA	No	Occasionally unreliable	linked	

Source: MoIC and NCC BEMS Survey

5.155 Data reveals that all agencies have ICT systems. ZIMRA and Port Health use ASYCUDA and are linked to the NSW, while Immigration uses OBMS and is not. However, all agencies reported suffering from intermittent connectivity issues. This challenge significantly disrupt online processes, delaying the movement of people and cargo.

5.156 To address this, full integration of all agency systems into the NSW is recommended to streamline processes and prevent operational silos. Furthermore, investment in reliable internet and backup solar power is essential to eliminate frequent system downtimes caused by national grid's power outages.

Sango Border Post

5.157 Sango Border Post is the least developed of all the border posts. One of the primary agencies, which is ZIMRA uses the ASYCUDA system for clearance and revenue collection. This system was described as very reliable and linked to the NSW. However, it lacks interoperability with other border agencies.

d) Infrastructure Assessment

Infrastructure is essential for trade facilitation as it reduces costs, improves efficiency and enhances connectivity across borders. This section assesses the state of the infrastructure at eight (8) border posts focusing on roads, waiting area, sanitation services, cold storage facilities, and information communication technology (for self-service and clearance), office space for border agencies and any planned programmes.

Beitbridge Border Post

Figure 35: State of Infrastructure at Beitbridge Border Post, September 2025
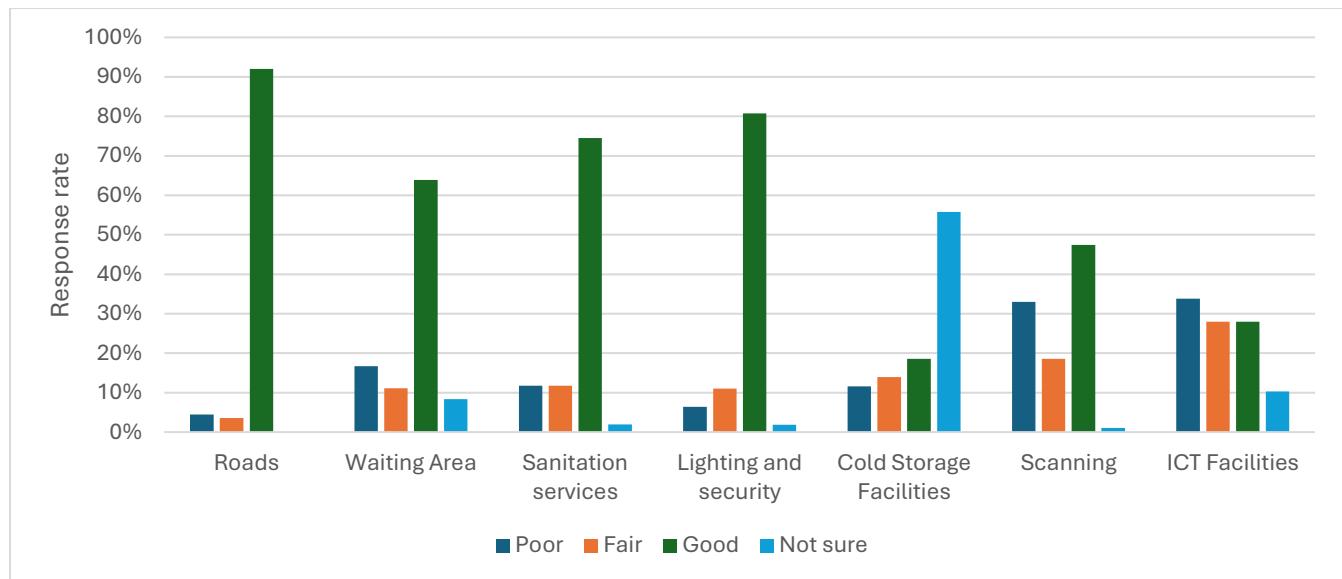
*Source: MIC and NCC BEMS Survey*

5.158   The overall infrastructure at Beitbridge Border Post is generally satisfactory, with the road network across the border area receiving the highest positive rating of 92%. Other facilities assessed as good by more than half of border users include the waiting area (64%), sanitation services (75%), and lighting (81%). Although 56% of respondents indicated their unawareness of the existence of cold storage facilities, such facilities are available at Beitbridge, albeit inadequate to handle the volume of goods requiring refrigeration. Similarly, the existing warehouse was reported to have insufficient capacity to meet users' needs.

5.159   Border users also raised concerns about delays associated with the scanner, which reportedly services only about 20 trucks before overheating and requiring an hour-long cooling down period. Further, the scanner does not produce real time results. Consequently, the scanner facility received poor ratings from most border users.

5.160   Government Agencies and border users' responses concur on the challenge for scanner and ICT showing the urgent need to address the two. Additionally, office space and associated sanitation facilities for the border agencies is adequate with 80% of the respondents indicating so.

Chirundu OSBP

**Figure 36: State of Infrastructure at Chirundu OSBP, September 2025**
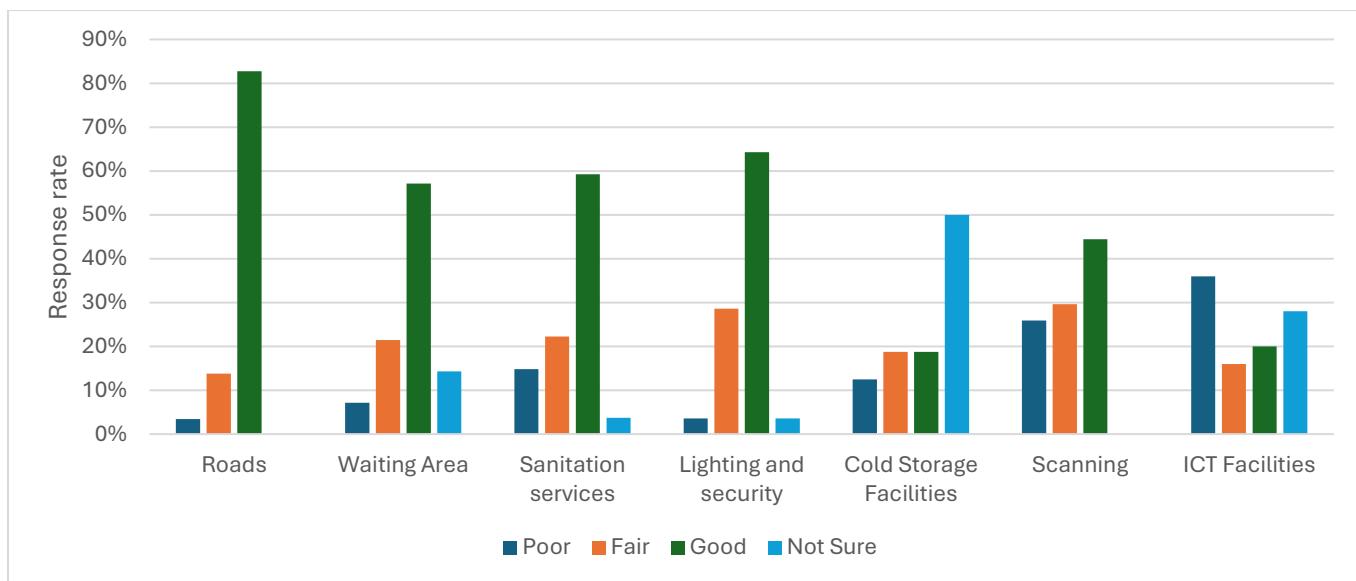
Source: MIC and NCC BEMS Survey

5.161 The response rate shows that roads, waiting area & lighting and security is good with 83%, 57% and 64% respectively. However, there are no lanes separating traffic. Further there is a single lane for exit and entry of trucks. Scanning, though having a response rate of 44% below the average mark, is still relatively good. However, 26% rated it as poor showing the need for improvement. Furthermore, office space for most of the border agencies was reported as inadequate.

5.162 The study indicated that there are poor Cold Storage facilities, and ICT infrastructure. However, the Government signed a public private partnership through the Ministry of Transport and Infrastructural Development and Chirundu Border Consortium in 2024 to modernize and upgrade the border facilities.

Forbes Border Post

Figure 37: State of Infrastructure at Forbes Border Post, September 2025
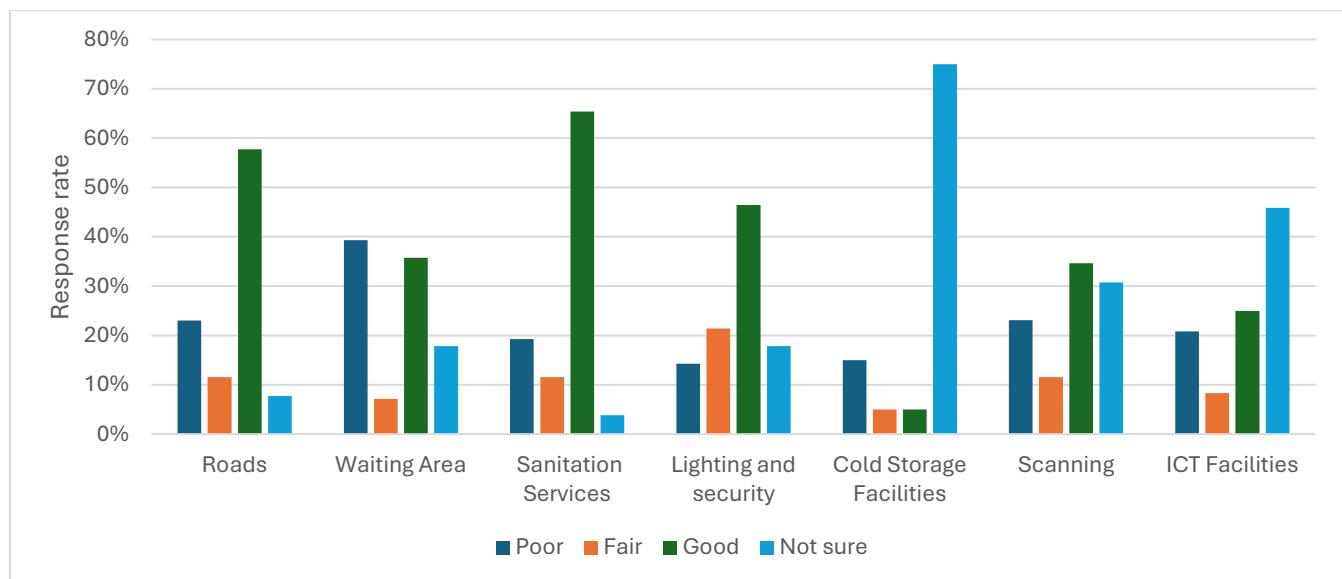
5.163   The roads, sanitation services were good with 58% and 65% respectively in support. There are no cold room storage facilities at the border. On the other hand, the infrastructure area, which needs urgent attention is the waiting area as it had the highest number of responses of 39% citing that it was poor. The scanner and ICT facilities had 23% and 21% respectively indicating that they are poor showing a need for improvement for maximum efficiency.

5.164   Furthermore, Forbes border post seriously lacks signage. Other issues raised in terms of infrastructure include absence of bathrooms, canteens, fire assembly, call centre, laboratories, shed and one lane for entry and exit trucks. The office space for border agencies is inadequate.

5.165   Preparatory work for infrastructural improvements is currently taking place to improve efficiency. This includes setting up essential temporary facilities, securing the site, carrying out surveys and investigations, undertaking initial earthworks and drainage and completing other preparatory works necessary to enable the main project to proceed smoothly. The project follows a Concession Agreement signed on 28 January 2025 between the Government of Zimbabwe and the Forbes Border Consortium (FBC).

Nyamapanda Border Post

Figure 38: State of Infrastructure at Nyamapanda Border Post, September 2025
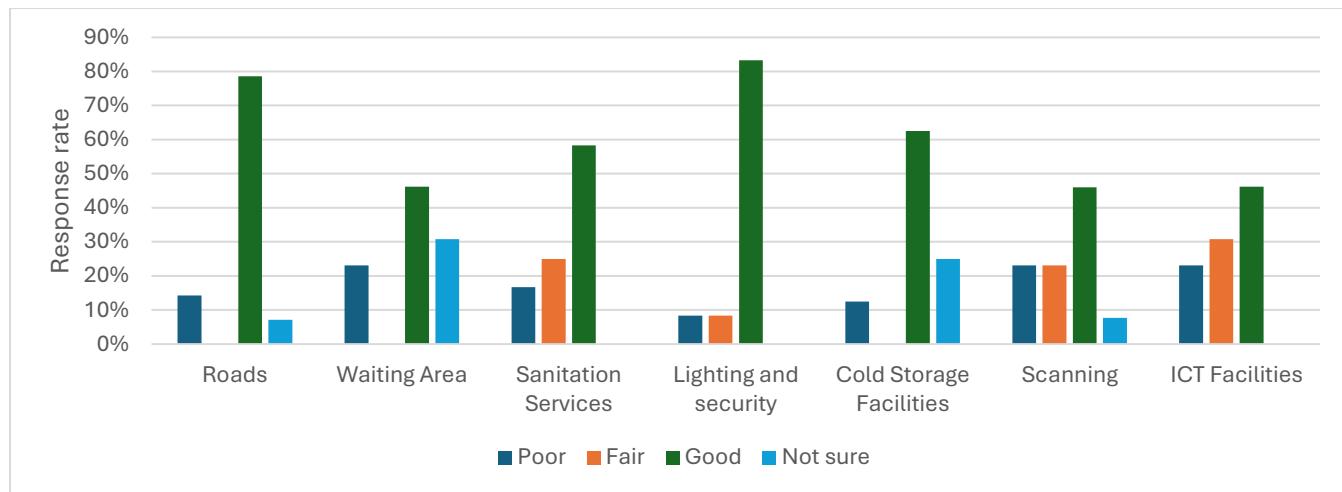

Source: MIC and NCC BEMS survey

5.166 The dominating response was good in all the infrastructure under consideration. Those who cited poor roads highlighted that the roads are narrow. On the waiting area there is no clear separation of cargo. Further, the scanning and ICT still needs some improvement as there is slow movement towards the scanner and the ICT is occasionally unreliable. The office space for border agencies is generally inadequate for most of the players.

Plumtree Border Post

Figure 39: State of Infrastructure at Plumtree Border Post, September 2025
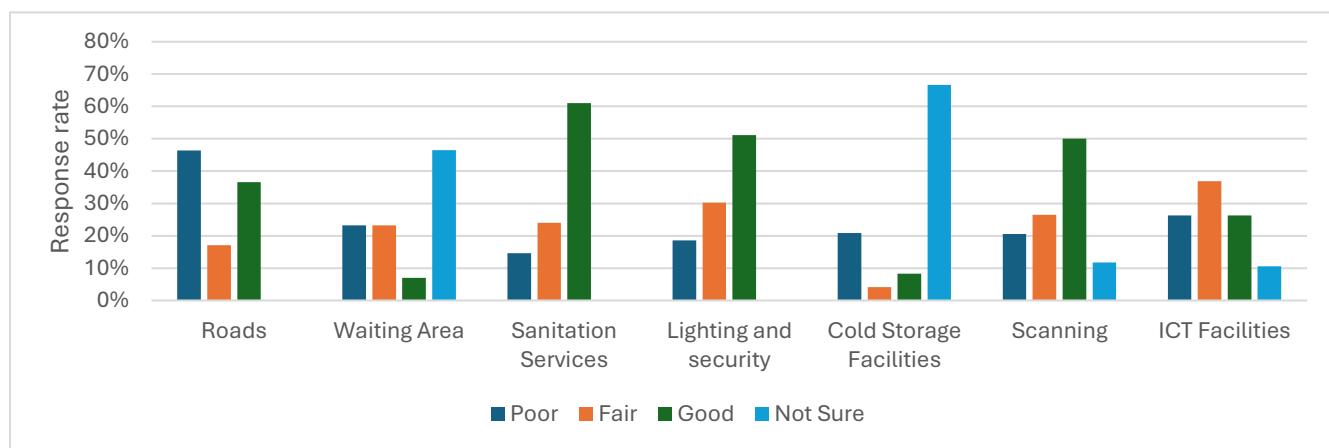
5.167 The roads at Plumtree border post were deemed fair as there was some rehabilitation going on or having been recently undertaken. However, users highlighted the need for entire refurbishment for it to be transformed as there are still some dusty areas and potholes. The waiting area was viewed as not being available as there was no clear separation of inbound and outbound trucks at the border. The sanitation services, lighting and scanning equipment were good for most of the users. The users informed of unreliable ICT services. The office space for border agents is inadequate and Agencies were not privy to plans by government to upgrade of the border. Discussions with the station manager however revealed that Plumtree border post was earmarked for modernization like Beitbridge and the station was in the queue for the mega-border-modernization programme by Government.

Kazungula Border Post

Figure 40: State of Infrastructure at Kazungula Border Post, September 2025
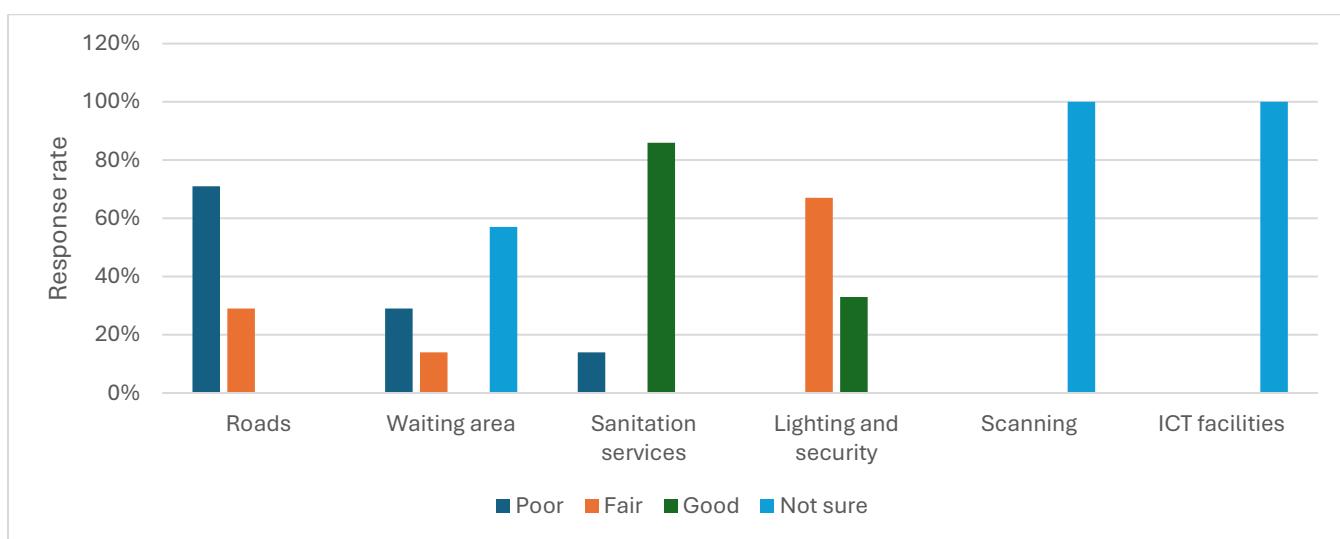
5.168 The sanitation services at the border were good though some indicated that they sometimes experience water shortages. The roads were deemed poor as they had potholes and were in very poor state compared to the Botswana's Ramakgwebana border just across. There was no waiting area available regardless of there being no much congestion. The ICT for self-service at the border post and the office space for the border agencies is inadequate.

75

Victoria Falls Border Post

Figure 41: State of Infrastructure at Victoria Falls Border Post, September 2025
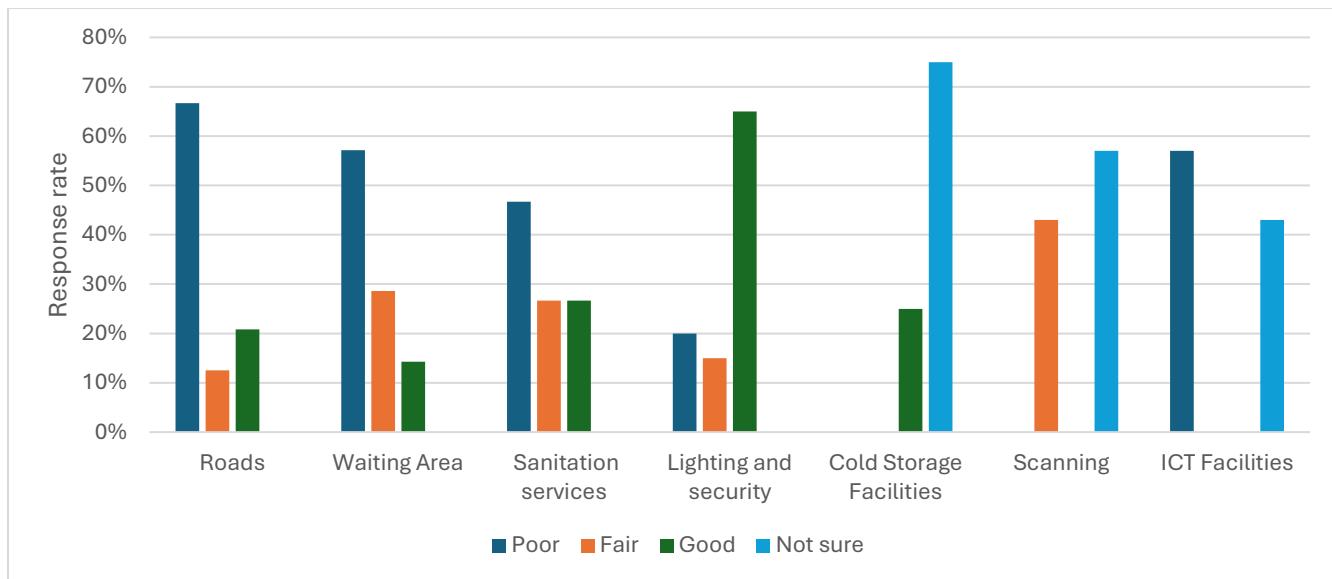

Source: MIC and NCC BEMS Survey

5.169 The lighting and security at Victoria Falls were good, as 65% of the respondents reported. On the other hand, the roads and waiting area was reported as poor. The respondents complained about the narrow roads, and the dusty waiting area. There is no self-service for ICT facilities at the border as was the case in Plumtree and Beitbridge border posts.

5.170 All the border agencies concurred that accommodation for office space was inadequate. None of the border agencies have a boardroom to accommodate stakeholders for meetings and the ZIMRA warehouse doubled as a boardroom even for this study. However, there has been announcements that the Border will be upgraded to a One Stop Border Post although no work has begun yet. There were however   sentiments of lack of space for expansion given the gorgeous terrain where the current border is located

Across Border Analysis on the Responses on Poor Infrastructure

5.171 Figure 42 below shows the areas where the respondents indicated poor infrastructure across the surveyed border posts.

Figure 42: Responses on Poor Infrastructure by Border, September 2025
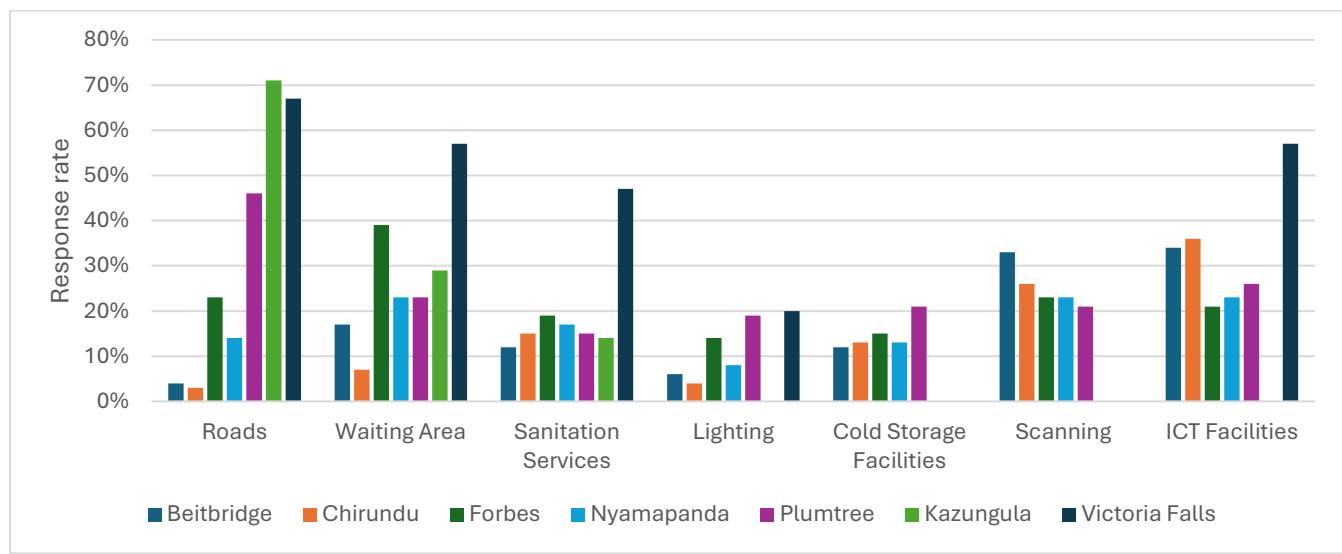
5.172 Victoria Falls Border Post had the highest number of responses that it had poor waiting area, sanitation services, and ICT facilities. Beitbridge had the highest response in terms of the scanner. Kazungula had the highest number of responses for poor road. Plumtree had the highest number of responses for poor cold-room facilities. However, on the cold-room facilities the greatest number of responses were not sure at 67% suggesting that most of the users did not utilize it.

5.173 Chirundu had the second number of responses for poor ICT infrastructure and scanner. Forbes had the second number of percentage responses for poor waiting area, sanitation facilities and cold storage facilities. The areas where there are high number of responses in a particular area suggest an immediate area of attention at the border.

e) Private Sector Participation

5.174 The role of the private sector in border management is very critical and should therefore not be underestimated. It is important to note that those working in logistics, supply chain management among others bring valuable expertise to enhancing border management.

5.175 The study has shown that private sector participation is very low despite claims by border agencies that they are in constant engagements with these constituents through regular meetings, workshops, digital platforms. Across the board, the level of private sector engagement is around 33% as indicated by the respondents. It

is critical to note that 67% of the respondents, who indicated non-engagement by the Government comprise mainly of traders, transporters and some clearing agents. Whilst very few clearing agents, shipping and forwarding companies have indicated that they participate in dialogue with Government agencies. In addition most of the transporters, despite being the bulk of the clientele, were unaware of the various engagement platforms.

5.176 In terms of engagements on improvement of border processes, the results of the study have indicated that 49% of respondents were not involved, 25% were involved and 20% were not sure.

Participation in platforms for dialogue

5.177 Private sector involvement in platforms for dialogue is very important as this helps to address border related issues holistically and build trust between the Government and the private sector. The private sector therefore expects to be involved in joint border committees and other platforms of engagement, including improvement of border processes.

5.178 Engagements with both border agencies and users have shown that there are platforms for dialogue available such as border committees, workshops and consultations. However, results of the study show that only 34% of the private sector respondents participate in feedback meetings at the as ports of entry.

5.179 The private sector has intimated that the same concerns have been raised over and over without being addressed, thereby impacting users negatively. A case in mind is that of too many boarder agencies particularly at Beitbridge Border Post.

5.180 Key issues raised by traders, transporters and clearing agents include the following:

- General lack of clarity on regulations, which leads to non-compliance and disputes that cause unnecessary delays;
- Communication breakdown between border agencies and the private sector; and
- Lengthy processing times as well as bureaucratic procedures causing delays and adding to costs.

6.   Proposed Recommendations

6.1   This Section highlights the overall cross-cutting proposed recommendations to enhance efficiency at the country's border posts per trade facilitation pillar. For border-specific recommendations, refer to Annexure II.

Infrastructure

6.1.1   Procure high-capacity, state-of-the-art scanners capable of operating 24 hours a day and providing real-time results.

6.1.2   Relocate Vehicle Inspection Department (VID) outside the control zone according to international best practice.

6.1.3   Establish clear separation of traffic lanes (Entry and Exit) to improve flow and reduce congestion.

6.1.4   Upgrade office spaces for border agencies, along with supporting infrastructure such as sanitation, water supply, and ICT infrastructure.

ICT

6.1.5   Accelerate full integration of all border agencies to the NSW to automate processes, which enable online submission, clearance, and data exchange among agencies.

6.1.6   Invest in reliable internet and backup solar power to eliminate frequent system downtimes caused by national grid's power outages.

6.1.7   Upgrade and modernise ICT systems.

Institutional and Procedural

6.1.8   Fast-track the establishment of the Border Management Authority/ Agency in line with international best practice.

6.1.9   Streamline border agencies to align with the NWS and OSBP models.

6.1.10 Expand One Stop Border Post (OSBP) principles beyond Chirundu to other strategic borders (Beitbridge, Forbes, Kazungula, Nyamapanda).

6.1.11 Train border staff on trade facilitation, standardized operational procedures across all agencies and strengthen performance monitoring and accountability systems.

6.1.12 Increase public access to SOPs to improve stakeholder awareness and compliance.

Coordination and Harmonization

6.1.13 Establish Joint Border Committees at all border posts to coordinate operations, inspections, and workflow management.

6.1.14 Strengthen harmonization through digital data-sharing platforms and more frequent joint inspections.

6.1.15 Reinforce the functionality of coordination committees through structured performance monitoring.

6.1.16 Expand participation in coordination platforms to ensure all key agencies are represented.

Private Sector participation

6.1.17 Foster Public-Private Partnerships (PPPs) to enhance border security, improve efficiencies, and create systems that benefit trade. Potential partnerships with technology firms, logistics firms amongst others are encouraged to enhance smart borders.

6.1.18 Border agencies are urged to partner the private sector in implementing and improving digital systems for cargo clearing, and tracking, data analysis, risk assessment, among others.

7. Conclusion

7.1 The study underscores the central role of efficient and modern border management in advancing Zimbabwe's Vision 2030, trade competitiveness, and regional integration under AfCFTA, SADC, and COMESA.

7.2 Despite notable progress, particularly at Beitbridge and Chirundu, the country's border system remains constrained by institutional fragmentation, lengthy clearance times, multiple and overlapping agencies, weak inter-agency coordination, and inadequate infrastructure. The multiplicity of border agencies, up to 25 at some ports of entry, has created duplication of roles, inconsistent enforcement, and inefficiencies that increase the cost of doing business and reduce logistics predictability.

7.3 The Report reveals that long border dwell times, high transaction costs, and widespread reliance on manual and unintegrated ICT systems as the main contributors to inefficiency. Most agencies operate in silos, with limited interoperability and inconsistent linkage to the NSW. Infrastructure deficits, such as inadequate office space, unreliable scanners, poor waiting areas, and intermittent internet connectivity, further compromise operational efficiency. In addition, limited training and weak private sector engagement diminish the overall effectiveness of border reforms.

7.4 Notwithstanding the existence of coordination mechanisms such as Border Committees, their functionality remains inconsistent, and communication between public institutions and border users is weak.

7.5   To address these challenges, the study recommends full integration of all border agencies into the NSW , expansion of the OSBP model, harmonization of operating procedures, and sustained investment in ICT and physical infrastructure. The establishment of a Border Management Authority as in South Africa is recommended to streamline mandates, enhance coordination, and promote accountability.

7.6   Strengthening inter-agency collaboration, improving staff capacity, and deepening public–private partnerships will be vital for transforming Zimbabwe's borders into efficient, transparent, and competitive trade gateways. Successful implementation of the proposed reforms will position the country to reduce trade costs, attract investment, and fully leverage opportunities under regional and continental trade frameworks.

Annexure I: Border Agencies by Border

Border Agency	Beitbridge	Chirundu	Forbes	Victoria Falls	Plumtree	Nyamapanda	Kazungula	Sango
Agricultural Marketing Authority	X				X			
Department of Immigration	X	X	X	X	X	X	X	X
Department of Veterinary Services	X	X	X	X	X	X	X	
Environmental Management Agency (EMA),	X	X	X	X	X	X	X	
Forestry Commission	X	X			X			
Minerals Marketing Cooperation on Zimbabwe (MMCZ)	X							
National Bio-Technology Authority	X	X	X	X	X	X		
National Parks	X	X						
Plant Quarantine Services	X	X	X	X		X	X	X
Port Health	X				X		X	
Public Works Department	X							
Radiation Protection Authority	X	X	X	X	X	X		
Registrar's Office	X							
Standard Association of Zimbabwe	X	X						
Vehicle Inspectorate Department (VID)	X	X	X	X		X		
ZACC	X							
Zimbabwe Tourism Authority (ZTA)	X							

Agency		1	2	3	4	5	6	7	8
Zimborders		X							
ZINARA		X	X	X		X			
Zimbabwe Revenue Authority (ZIMRA)		X	X	X	X	X	X	X	X
Fertiliser, farm feeds, and remedies		X	X	X	X				
Police/Security Agencies									
President Department		X	X	X	X		X	X	
Office of the President and Cabinet		X	X	X	X		X	X	
Zimbabwe National Army	Uniformed	X	X	X	X	X	X	X	X
	Intelligence	X	X	X	X	X	X	X	X
ZRP	Duty Office/uniformed	X	X	X	X	X	X	X	X
	Peace	X	X	X	X	X	X	X	X
	Intelligence	X	X	X	X	X	X	X	X
	Support Unit	X	X	X	X	X	X	X	X
	Flora and Fauna	X	X			X			
	Border Control	X	X						
	CID Ferret	X	X			X			
	CID VTS	X	X						
	CID	X	X	X	X		X	X	X

Annexure II: Border Post Profiles

Border Post	Overview	Volume of Traffic	Unique Features
Beitbridge	- Busiest land border and a key gateway along the North–South Corridor, connecting South Africa with Zimbabwe, Zambia, and further to the DRC and East Africa. - Modernised to improve efficiency and service delivery. The upgrades included reconfiguring traffic lanes and constructing new passenger and freight terminals to alleviate persistent congestion.	- Manages exceptionally high daily traffic volumes, with approximately 400 buses and 700–800 commercial trucks crossing from both sides each day. - Handles over 10,000 travellers daily. - The substantial volumes provided a clear justification for the border's modernisation.	- Dedicated lanes for freight, buses, and light vehicles. - Non-intrusive scanners, warehousing, and support infrastructure
Plumtree	- Border between Zimbabwe and Botswana on along Walvis Bay / Trans-Kalahari and the SADC southwest corridors - Strategic for Botswana-Zimbabwe trade and as a route to ports in Namibia (via Walvis Bay) for some freight flows. - Used as a trade route for cargo transiting from Beira, Mozambique to Botswana. - Considerations underway to transform the border into a One Stop Border Post (OSBP).	- Moderate traffic with over 200 trucks passing through the border daily from directions. - An average of 100 – 150 travellers daily. - However, during festive/ peak times the volume sometimes	- Limited border space - Modernisation and upgrading will enable greater use of the Walvis Bay corridor.

Border Post	Overview	Volume of Traffic	Unique Features
		increases to thousands per day.	
Kazungula	- Border between Botswana and Zimbabwe. - Used mostly by travellers and light freight moving directly between northern Botswana (Kasane / Chobe area) and north-western Zimbabwe (Victoria Falls / Hwange). - Mainly used by tourists crossing from Zimbabwe, Victoria Falls area into Botswana. Very limited commercial trucks pass through the border, while most trucks that pass through the border are new imports coming in from Walvis Bay, Namibia.	- Dominated by passenger (informal cross-border traders) / tourist flows. - Low freight volumes	- Located on a geopolitically unique zone where Botswana, Zambia, Zimbabwe and Namibia and connected in the river Zambezi. - Gateway for tourism and local cross-border movement. - Operating hours and staffing patterns follow tourism seasons;
Victoria Falls	- Border between Zambia and Zimbabwe. - Links the tourist town of Victoria Falls (Zimbabwe) and Livingstone (Zambia). - While not the largest freight crossing, it is crucial for tourism and local trade. - Forms part of regional tourism corridors and connects feeder roads and rail links between the two countries.	- Dominated by tourists and cross-border visitors. - Daily crossing flows surge with tourism seasons and events. - Low freight volumes. - An average of 150 commercial trucks cross the border daily on both sides.	- The crossing's throughput and peak-demand profile is highly seasonal and event-driven, thus services often prioritise quick passenger processing and visa facilitation.

Border Post	Overview	Volume of Traffic	Unique Features
Forbes	- Border between Zimbabwe and Mozambique. - Primary gateway for the strategic Beira Corridor. - Serves as a vital economic conduit not only for Zimbabwe but for the wider SADC region. - Facilitates a substantial portion of Zimbabwe's trade, including essential fuel imports. - Caters for in-transit traffic, with trucks ferrying goods like fuel from the Port of Beira to landlocked nations such as Zambia and beyond. - Heavy freight simultaneously buzzes with the activity of cross-border traders who procure basic goods and inexpensive clothing from towns like Chimoio and Manica, solidifying its status as one of Zimbabwe's busiest and most crucial frontiers.	- Handles significant but distinct traffic flows. - Heavy freight trucks using the Beira Corridor account for the bulk of its commercial volume. - An average of approximately 450 cargo trucks are cleared daily.	- Electronic gates. - No longer travelling to get certificate of origin (automated). - Authenticity (now have bar code that can be scanned). - Truck ques at least 15km (Zim side) and 40+km (Moza side) away from the border. - freight traffic delays due to customs clearance and extensive documentation checks. - No separation of traffic
Nyamapanda	- A strategic gateway between Zimbabwe, and Mozambique. - Serves as a vital conduit for regional trade and transit, particularly for traffic flowing to and from the Mozambican port of Beira and providing an alternative route for commerce with Malawi. - Characterized by a mix of commercial freight and pedestrian cross-border trade.	- Handles a relatively lower volume of cargo traffic. - Daily average clearance rate is approximately 200 trucks. - However, engagements made with some border agencies during the study tour revealed traffic flow has recently	- Leveraging technology to enhance cargo clearance efficiency. - Lack of integrated online systems between ZIMRA and other border agencies.

Border Post	Overview	Volume of Traffic	Unique Features
	- A defining feature of the of the border is its role in handling substantial transit cargo.	increased. This surge is likely attributable to truckers diverting their routes to avoid the elevated costs and congestion associated with the Beitbridge corridor.	
Chirundu	- Border between Zimbabwe and Zambia. - The first OSBP implemented in Southern Africa, - Serves as a critical node along North-South Corridor, a major trade route linking the port of Durban in South Africa to the democratic Republic of Congo and beyond	- Facing a traffic crisis, with its daily commercial truck clearances collapsing from a high of 800 to just 280. - This dramatic reduction undermines its historic role as a vital link on the North-South Corridor.	OSBP
Sango	- Strategically located on the eastern side of Chiredzi, in Masvingo. - Border between Mozambique and Zimbabwe. - A remote border post, where clearing agents does not exist within the control zone and operates online. - However, the border remains undeveloped, lacking the necessary infrastructure to support efficient clearance operations.	- Low commercial cargo traffic mostly imports of molasses from Mozambique, which is a low-risk product.	- Remote and underdeveloped. - Road infrastructure connecting Chiredzi town to the border post is in a deplorable state. - This has led to inadequate supervision along the border, resulting in a notable increase in smuggling activities.

Border Post	Overview	Volume of Traffic	Unique Features
	- There are no facilities in place to accommodate border agencies, resulting in limited operational capacity.		- Most commodities smuggled under that route include second-hand clothes and footwear.

Annexure III: Border-Specific Recommendations

Time Reduction	
Border Post	**Agency-Level Interventions**
Beitbridge	• ZIMRA: Upgrade ICT systems, improve risk management and reduce physical inspections. • Strengthen inter-agency coordination.
Forbes	• Establish a single agricultural inspection window.
Chirundu (OSBP)	• Conduct joint cross-border training. • Immigration: increase staffing
Nyamapanda	• Harmonize inspection scheduling. • Strengthen bilateral coordination with Mozambique.
Plumtree	• **ZIMRA:** Increase staffing
Victoria Falls	• Enhance coordination with tourism operators.
Sango	• **Immigration and Security:** increase staff
Cost Reduction	
Border Post	**Recommendations**

Beitbridge	• Strengthen oversight and monitoring to eliminate informal facilitation payments. • Expand automation and integrate all payments through the Zimbabwe Electronic Single Window (ZESW).
Forbes	• Introduce a coordinated permit issuance system among agricultural, environmental, and health agencies. • Improve traffic flow to reduce congestion. • Integrate electronic payment and scheduling for inspections.
Chirundu	• Strengthen ICT systems to ensure continuous up time. • Enforce OSBP protocols on joint inspection and simultaneous release. • Enhance transparency and introduce electronic queue management to discourage informal payments.
Nyamapanda	• Invest in high tech scanning and ICT infrastructure. • Harmonize inspection scheduling and train staff on coordinated risk-based inspection practices.
Plumtree	• Regulate clearing agent fee structures and improve transparency. • Promote concurrent inspections among agencies. • Introduce integrated digital payment systems.
Kazungula	• Adopt risk-based inspection and joint clearance processes. • Implement pre-arrival documentation verification.
Victoria Falls	• Introduce risk-based inspections and electronic permit systems. • Coordinate inspections among agencies. • Implement digital scheduling for tourists and freight traffic.
Sango	• Decentralize customs clearance to the border. • Strengthen oversight and introduce mobile customs units.
Infrastructure	
Border Post	**Proposed recommendations**

Beitbridge	• Procure high-capacity, state-of-the-art scanners capable of operating 24 hours a day and providing real-time results. • Relocate Vehicle Inspection Department (VID) outside the control zone. • Construct a larger warehouse to accommodate increased volumes of goods and improve storage efficiency.
Chirundu	• Procure high-capacity, state-of-the-art scanners capable of operating 24 hours a day and providing real-time results. • Establish clear separation of traffic lanes to improve flow and reduce congestion. • Relocate Vehicle Inspection Department (VID) outside the control zone.
Forbes	• Establish clear separation of traffic lanes to improve flow and reduce congestion. • Develop separate entry and exit routes to facilitate smoother movement of vehicles and goods. • Procure high-capacity, state-of-the-art scanners capable of operating 24 hours a day and providing real-time results. • Establish clear and visible signage throughout the border area to enhance navigation and operational efficiency. • Rehabilitate and expand border infrastructure to accommodate the increased volume of traffic and trade activity. • Upgrade office spaces for border agencies, along with supporting infrastructure such as sanitation, water supply, and ICT infrastructure.
Nyamapanda	• Establish clear separation of traffic lanes to improve flow and reduce congestion. • Rehabilitate and expand border infrastructure to accommodate the increased volume of traffic and trade activity.
Plumtree	• Expand and redesign waiting areas to ensure clear separation between inbound and outbound traffic, improving flow and reducing congestion. • Upgrade road and ICT infrastructure.

	• Modernize the border area and office infrastructure to accommodate all relevant border agencies and stakeholders, promoting integrated operations.
Kazungula	• Rehabilitate and maintain road infrastructure within and around the border. • Develop sheltered waiting and seating areas for travellers, particularly to accommodate tourist traffic during peak hours and enhance comfort. • Construct additional office space to adequately house all border agencies and support coordinated service delivery. • Expand parking facilities to accommodate increasing vehicle volumes and improve traffic management.
Sango	• Construct more offices for the border agencies and expedite the modernization processes
Victoria Falls	• Establish a One Stop Border Post (OSBP) to harmonize operations between Zimbabwe and Zambia, thereby reducing delays and improving clearance efficiency. • Pave the truck stop parking area, or in the short term, implement dust control measures such as regular water sprinkling to improve environmental and health conditions.
Information and Communication Technology	
Border Post	**Recommendations**
Chirundu	• Accelerate the full integration of all border agencies into the National Single Window. • Invest in a better and more reliable internet connection supported by solar power back up to eliminate chronic downtimes plaguing operations. • Plant Quarantine Services department must be capacitated with the essential hardware and connectivity to avoid reliance on manual processes.
Beitbridge	• Accelerate the full integration of all border agencies into the National Single Window.

	• Upgrade the ICT infrastructure, specifically ZIMRA's computer software, to ensure uninterrupted connectivity to their ECTS. • Engage an alternative internet service provider as a backup or strengthen the reliability of the existing network.
Forbes	• Accelerate full integration of all border agencies to the National Single Window to automate processes. • Invest in basic ICT infrastructure, particularly equipment Fertilizer, Farm Feeds and Remedies, Veterinary Services, and Plant Quarantine Departments. • Upgrade to modern ICT systems.
Nyamapanda	• Accelerate full integration of all border agencies to the National Single Window to automate processes. • Invest in reliable connectivity infrastructure to enable interoperability among border agencies.
Plumtree	• Accelerate full integration of all border agencies to the National Single Window to automate processes. • Upgrade to modern ICT systems. • Install a backup solar power system to eliminate sole reliance on the unreliable national grid.
Victoria Falls	• Accelerate full integration of all border agencies to the National Single Window to automate processes. • Invest in a better and more reliable internet connection supported by solar power back up to eliminate chronic downtimes plaguing operations.
Kazungula	• Accelerate full integration of all border agencies to the National Single Window to automate processes. • Invest in reliable internet and backup solar power to eliminate frequent system downtimes caused by national grid's power outages.
Sango	• Install basic ICT infrastructure and systems to enable system interoperability.
Institutional, Procedural, Harmonization and Coordination	
Border Post	**Recommendations**
Beitbridge	• Enhance transparency by making SOPs publicly available to improve coordination with private operators.

	• Strengthen harmonization through digital data-sharing platforms and more frequent joint inspections. • Reinforce the functionality of coordination committees through structured performance monitoring. • Introduce refresher training to close the 20% training gap, focusing on ICT systems and inter agency collaboration.
Chirundu	• Maintain public accessibility of SOPs while ensuring consistent updates to reflect current practices. • Deepen harmonization by addressing residual information-sharing gaps between agencies.
Forbes	• Improve SOP implementation and communication across departments to enhance consistency. • Expand participation in coordination platforms to ensure all key agencies are represented. • Sustain full training coverage and integrate performance evaluation tools to monitor skill application.
Kazungula	• Maintain transparency by keeping SOPs publicly accessible while improving user feedback systems. • Boost participation in coordination mechanisms to reach full engagement. • Address the 25% training gap through targeted technical and systems-based training.
Nyamapanda	• Increase public access to SOPs to improve stakeholder awareness and compliance. • Strengthen harmonization by simplifying joint documentation and inspection protocols. • Address the 40% training gap through continuous professional development in data management and customer service.
Plumtree	• Improve dissemination and awareness of SOPs to enhance procedural consistency and accountability. • Accelerate harmonization through enhanced joint inspection programmes and shared data tools. • Prioritize capacity-building programmes to address major training gaps, focusing on modern customs, risk management, and communication skills.
Sango	• Enhance transparency by publishing summarized SOPs for public reference while maintaining internal efficiency. • Improve harmonization by developing fully integrated joint inspection systems. • Continue the comprehensive training programme to maintain operational excellence and consistency.
Victoria Falls	• Expand public access to SOPs to achieve full transparency and strengthen stakeholder trust.

	• Close the 14% training gap through inclusive and specialized training modules on tourism facilitation and border technology.