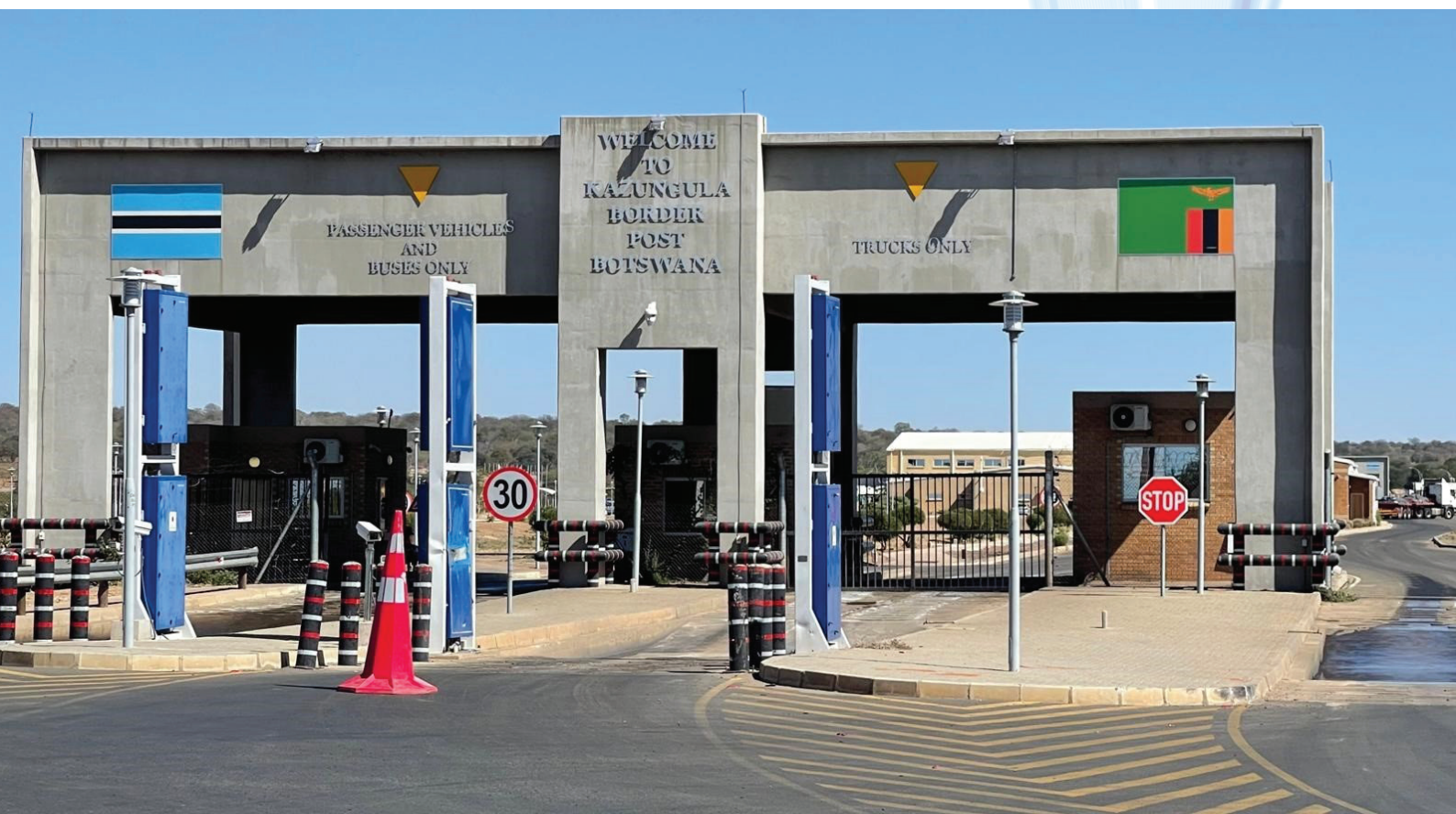


KAZUNGULA BRIDGE

ONE STOP BORDER POST- BOTSWANA



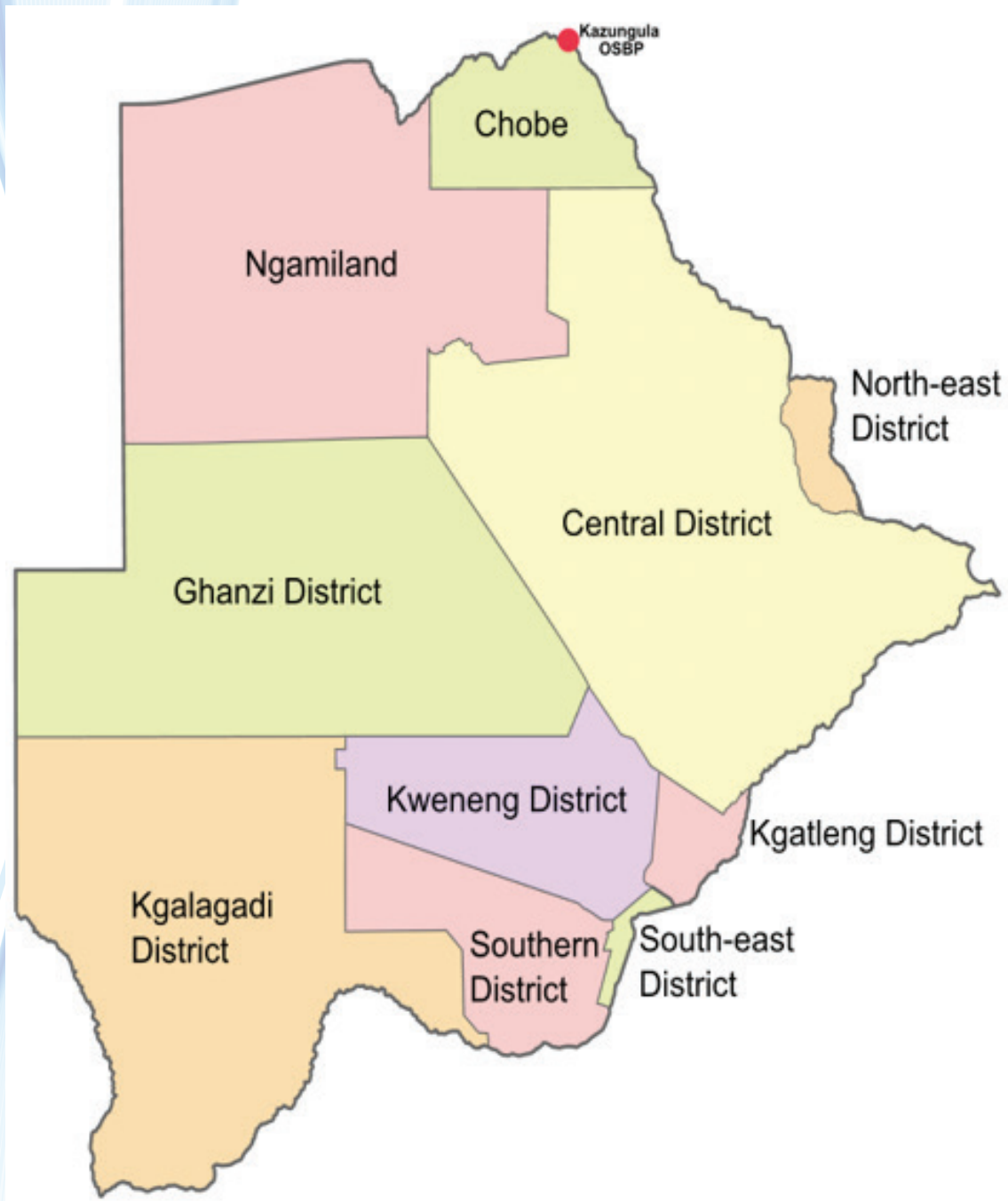
TIME MEASUREMENT SURVEY 2024 REPORT SUBMITTED TO

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

2024

MAP OF BOTSWANA

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



FOREWORD



Jeanette C. Makgolo
COMMISSIONER GENERAL
Botswana Unified Revenue Service

Foreword

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

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

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

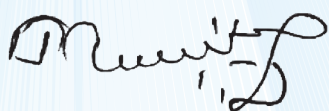
prices, driving the much-needed export diversification and increased participation in international trade.

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

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

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

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



Jeanette C. Makgolo
Commissioner General - BURS

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



Hiroyasu TONOKAWA
Resident Representative
JICA Botswana Office

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

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

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

- ✓ **Improved Border Operations:** The project is focused on the Kazungula Bridge OSBP between Botswana and Zambia. By streamlining customs procedures and integrating multiple border control agencies into a single location, the project has reduced border crossing times and improved the efficiency of trade.
- ✓ **Capacity Building:** The project has provided extensive training and capacity-building programs for customs and border control officials and officers in Botswana. This has enhanced their skills and knowledge, leading to more effective and efficient border management.
- ✓ **Policy and Procedural Reforms:** The project has assisted in the development of

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

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

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

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

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

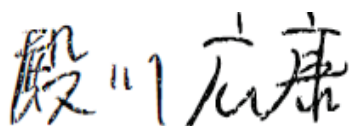
Specifically, the scope of the TMS was to collect data on import, export, and transit cargo clearance for carriers (the truck and crew) and border crossing data for people (travelers, visitors, passengers, and local residents) over the one-week period from 14 to 20 June 2024.

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

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

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

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



Mr. Hiroyasu TONOKAWA
Resident Representative
JICA Botswana Office

Foreword by TWG Chairperson



Onalenna Koboyankwe

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

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

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

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

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

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

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

I would also like to commend the members of the TMS team for their dedication, professionalism, and tireless efforts in surveying with the utmost rigor and integrity. Their commitment to excellence and their passion for advancing trade facilitation has been instrumental in shaping the findings and recommendations presented in this report.

As we embark on implementing the recommendations outlined in the report, I am poised that our collective efforts will yield tangible results, driving meaningful improvements in customs efficiency, reducing trade costs, and enhancing the competitiveness of Botswana on the global stage.

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

Thank you.

**NATIONAL TECHNICAL WORKING GROUP MEMBERS, JICA REPRESENTATIVES
AND ENUMERATORS:**



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

ACKNOWLEDGEMENT

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

DEDICATION

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

ACRONYMS AND ABBREVIATIONS

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

WTO	World Trade Organisation
ZRA	Zambia Revenue Authority

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Disclaimer

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

Right of Admission

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Photo Information

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

Members of the TMS-Technical Working Group (TWG)

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



Entrance Training in Kasane



Exit Gate at Botswana Kazungula Bridge OSBP

Executive Summary

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

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

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

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

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

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

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

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

Table 1: Sample Size Data Period

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

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

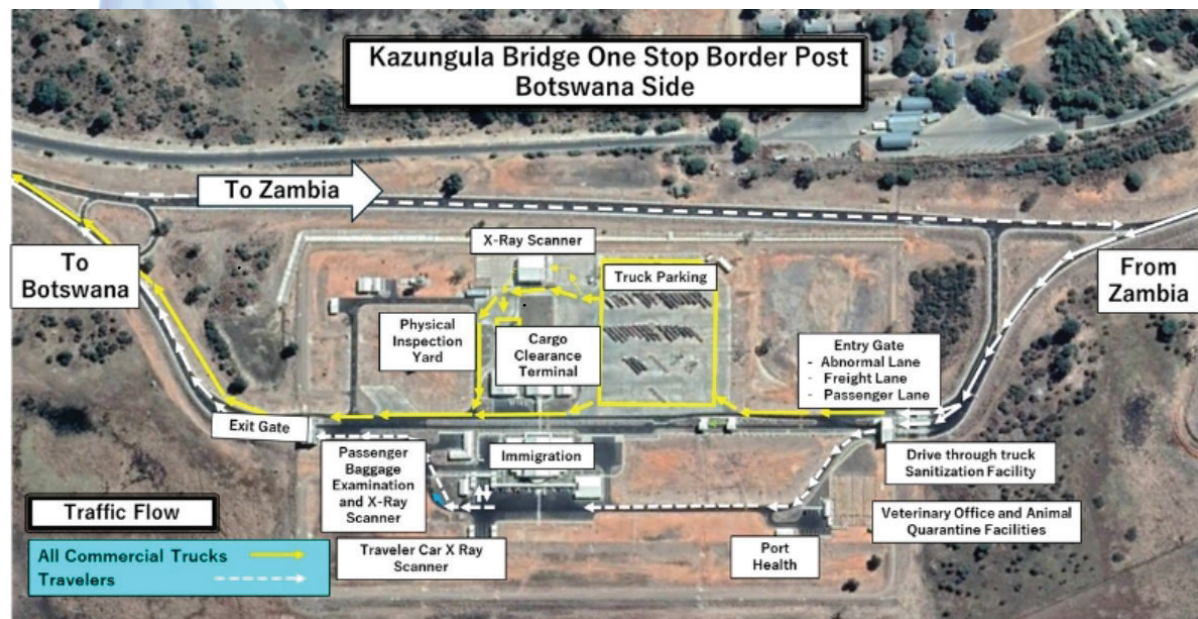


Figure 1: Facilities Location of Kazungula Bridge OSBP Botswana Side

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

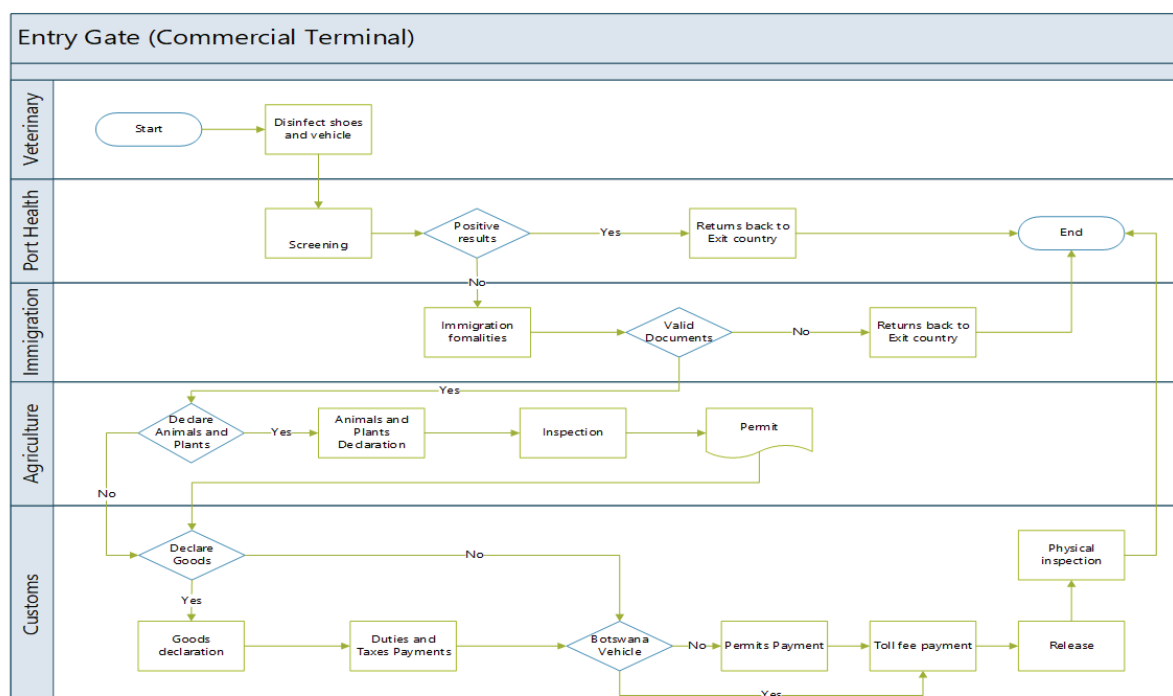


Figure 2: Process Flow of Entry Gate Commercial Terminal

1. Key findings

Clearance Time

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

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

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

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

Explanation

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

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

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

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

Explanation

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

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

2. Government Agencies Present at the Border.

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

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

2-1 Port Health

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

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

2-2 Agriculture (Plant Health and Veterinary)

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

2-3 Department of Immigration and Citizenship

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

2-4 Police

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

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

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

2-5 BURS

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

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

3. Community Impact Survey

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

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

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

4. Key Issues and Recommendation

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

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

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

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

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

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

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

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



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



Appreciation of Data Collection points by Enumerators

Chapter 1 : Introduction to TMS

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

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

1.1 Background of the Project

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

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

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

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

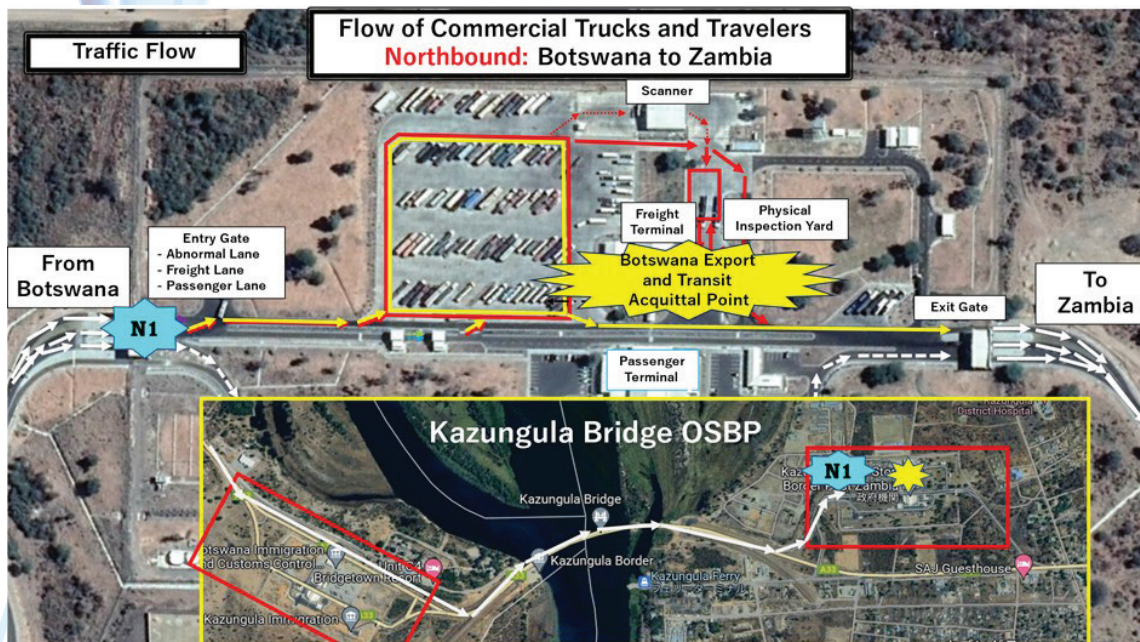
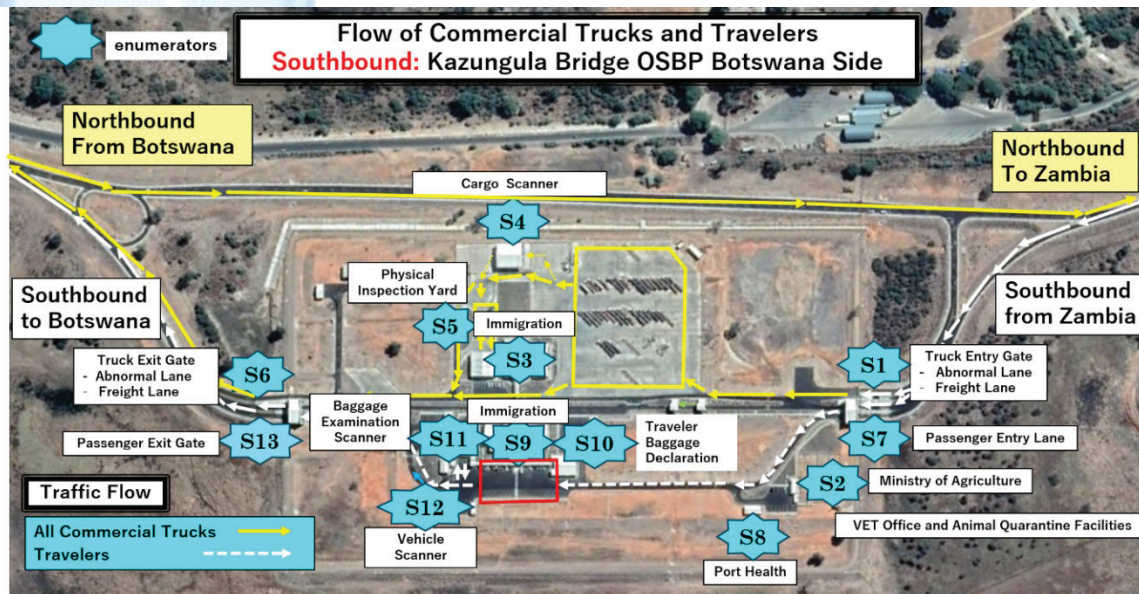
¹ <https://www.tralac.org/documents/resources/infographics/2605-status-of-afcfta-ratification/file.html>.

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

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

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

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



1.2 Objectives of the TMS

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

1.2.1 The Baseline TMS

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

1.2.2 The Endline TMS

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

1.3 Time Release Studies/Time Measurement Surveys Activities in Botswana

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

1.4 Summary of TMS activities at Kazungula OSBP

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

Table 1-1: Summary of TMS activities

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

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

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

1.5 Project Preparation

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

1.6 Objective of the End line TMS 2024

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

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

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

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

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

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

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

1.7 About Kazungula Bridge OSBP

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

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

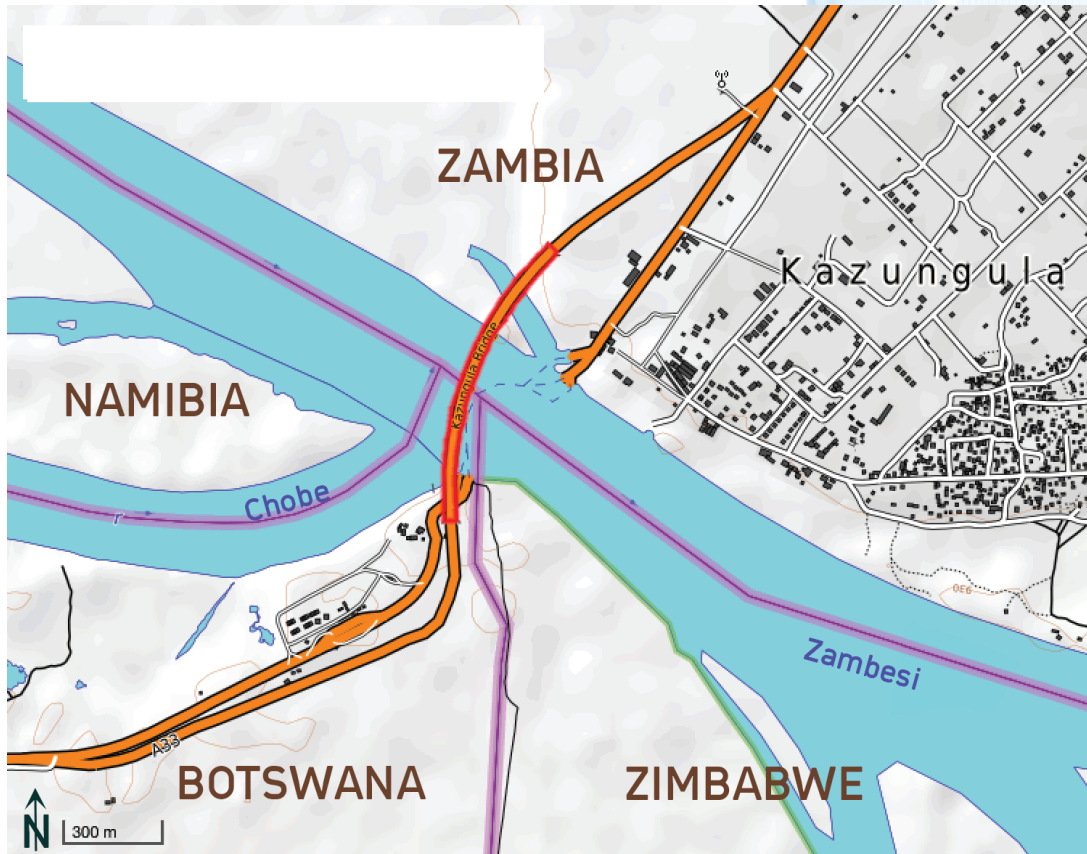


Figure 1-1: Kazungula Bridge OSBP Aerial Map

Chapter 2: Cross Border Movement of Cargo in Botswana

2.1 Borders and Throughput

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

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



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

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

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

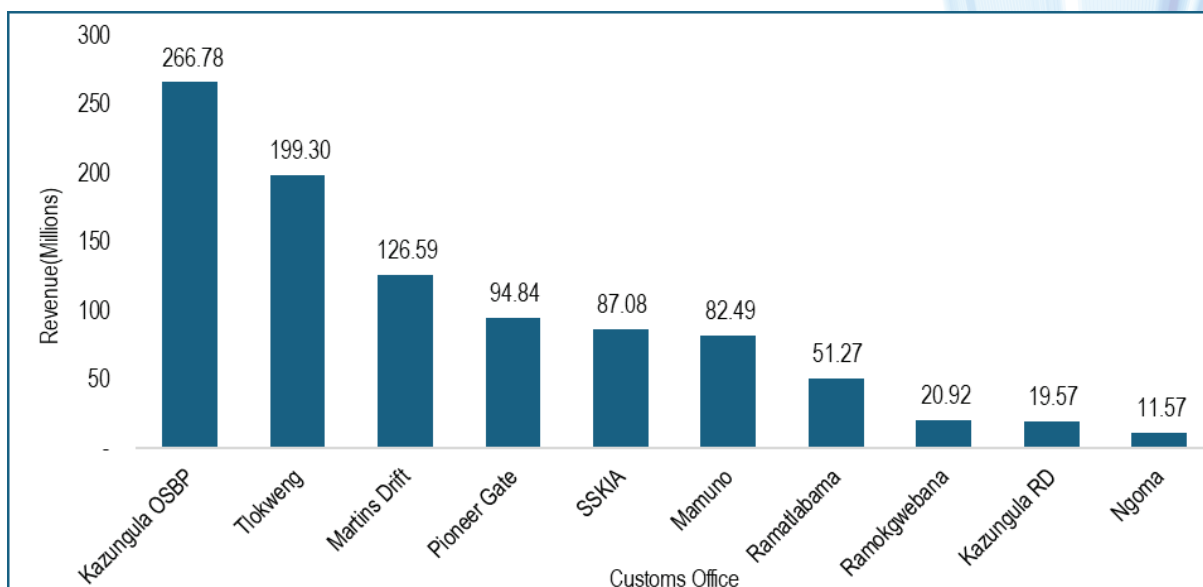
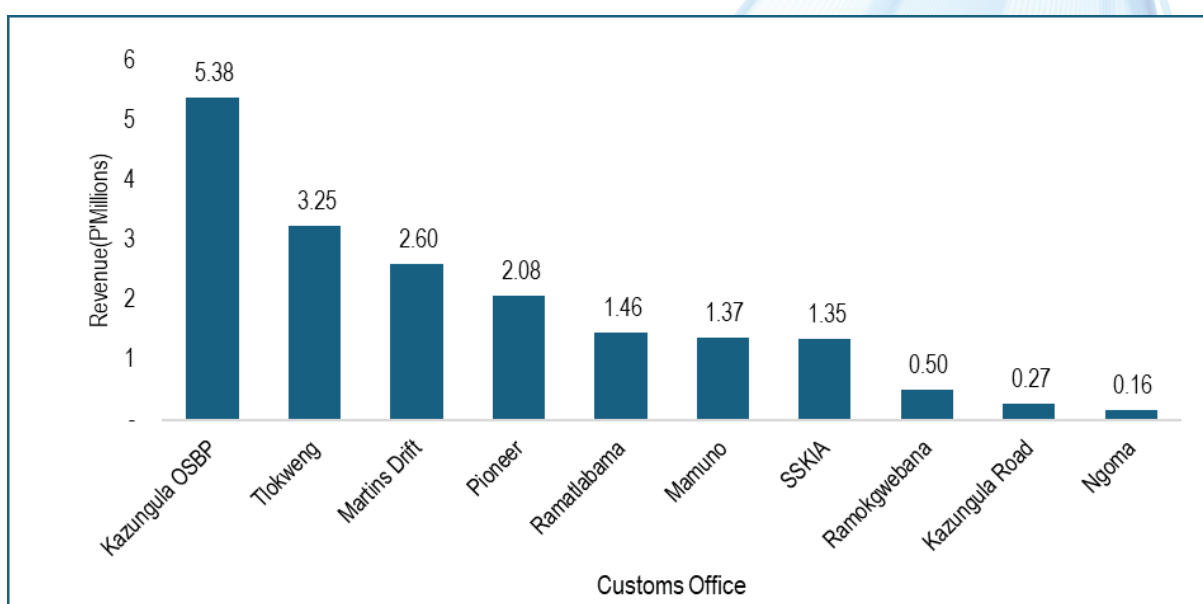


Table 2-2: Revenue Collection During The Period Of The Survey



2.2 Commodities passed through the Kazungula Bridge OSBP

2.2.1 Imports

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

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

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

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

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

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

2.2.2: Exports

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

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

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

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

2.2.3 Transit

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

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

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

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

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

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

2.2.3.2 Top Ten Inward Commodities Through Kazungula OSBP During The Survey

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

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

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

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

2.2.3.3: Goods Value for Inward Transit

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

Table 2-8: Goods Value for Inward Transit

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

2.2.3.4 Quantities of Outward and Inward Transit Declarations of Botswana Borders

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

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

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

2.2.3.5 Quantities of Inward and Outward Transit Declaration of Botswana Borders

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

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

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



Figure 2-2: Enumerators during the test run

Chapter 3: Methodology Used in TMS

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

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

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

3.1 Preparation Stage

BURS and JICA representatives visited Kazungula Bridge OSBP Botswana and Zambia side to physically appreciate the layout and made observations of critical activities as well as the site on the (Date). Data collection points were identified, and the number of required enumerators was estimated based on the work process of border agencies Please see the Figure 3.1 below.

In addition, possible strengths and threats (SWOT) to the TMS were identified. Meetings were also held by BURS and Clearing Agents. Representatives from PGA and Private Sector from the Kazungula Bridge OSBP were identified and formed part of the TWG. Training was then conducted for all selected members.



Figure 3-1: Process Mapping and Allocation of Enumerators

3.2 Scope

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

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

3.3 Exclusions

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

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

3.4 Data Collection and Recording

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

3.5 Data Analysis and Findings

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

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

3.6 Report Writing and Validation

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

3.7 Report Launch

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

Chapter 4: Data Analysis

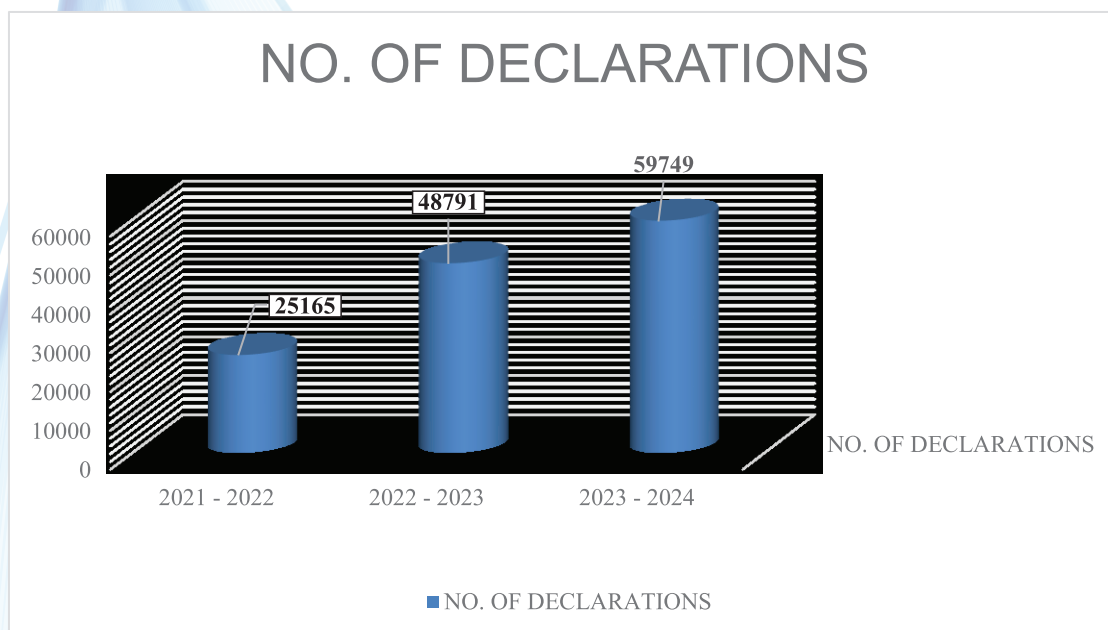
The data analysis involved matching manual records with customs system timestamps to identify bottlenecks through a stage-wise analysis.

Traffic volume since OSBP implementation May 2021.

Table 4-1: OSBP TRAFFIC AND DECLARATIONS PER FINANCIAL YEAR

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

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



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

4.1 Import

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

Import Clearance Procedures

The stages for import clearance are as follows.

Submission of Bill of Entry (BE) to Release

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

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

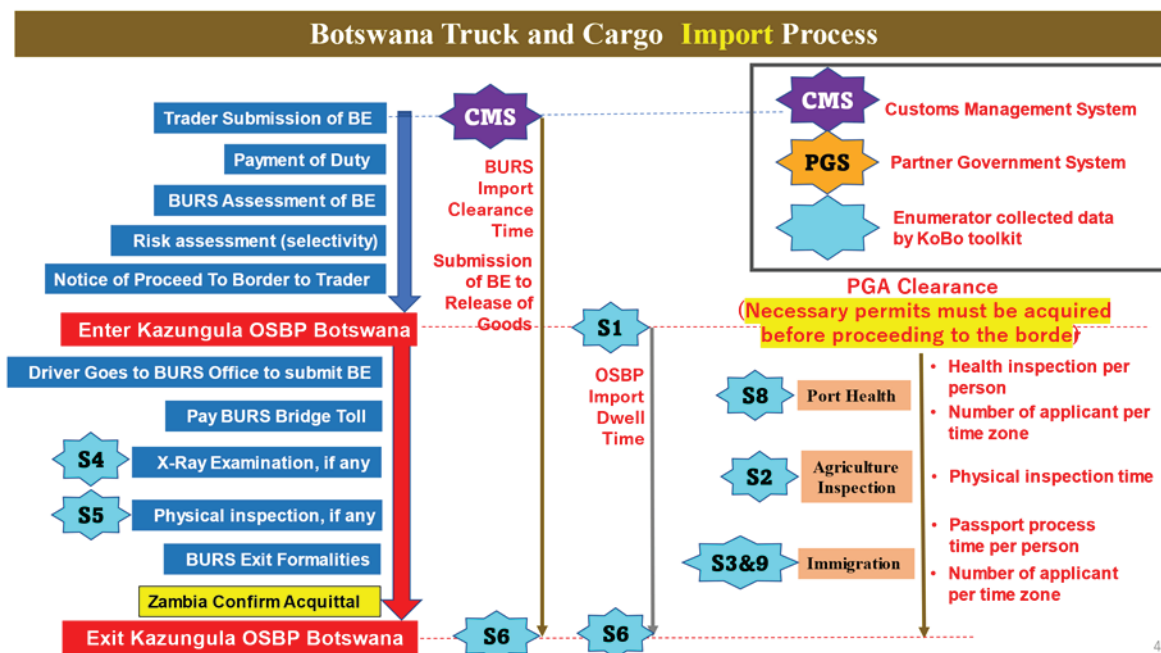


Figure 4-1: Botswana Import Process

4.1.1 Import Data Analysis

Average Release Time

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

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

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

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



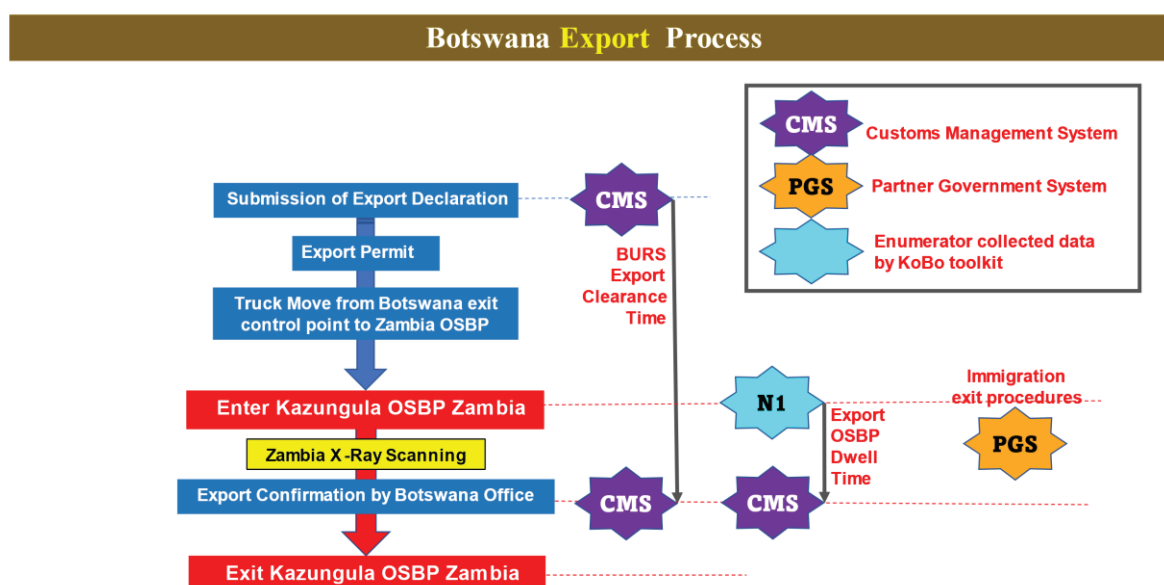
Figure 4-2: Trucks waiting at the Kazungula OSBP

4.2 Export

Export Clearance Procedures

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

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



5

Figure 4-3: Botswana Export Process

4.2.1 Export Data Analysis:

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

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

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

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



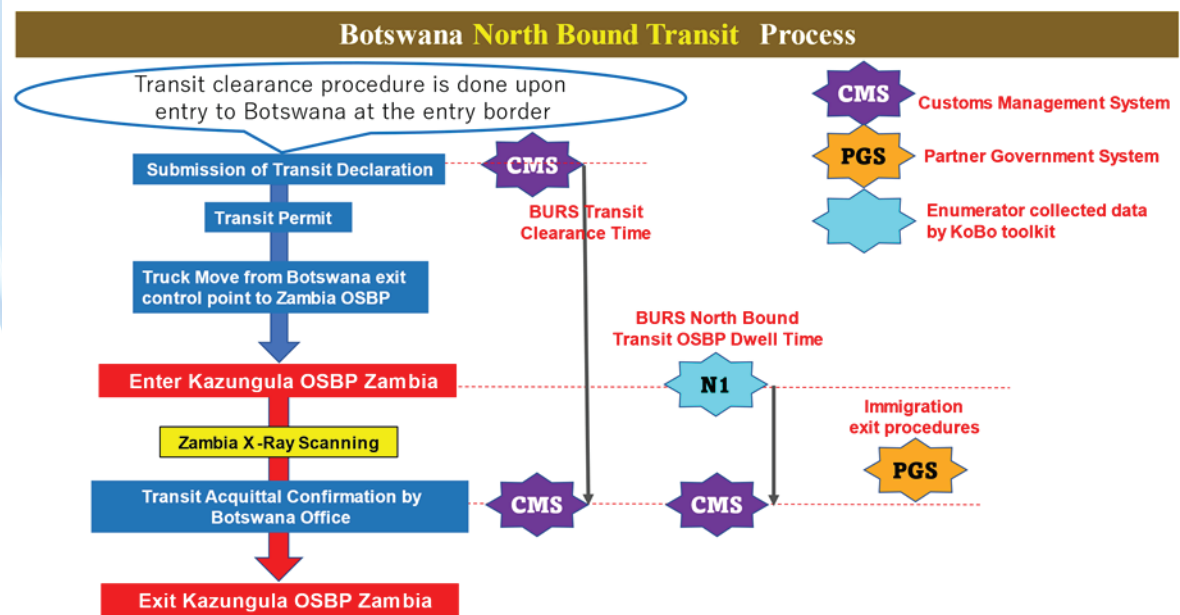
Figure 4-4: Botswana Enumerators During Data Collection

4.3 Transit Declarations

Transit Declarations Procedures

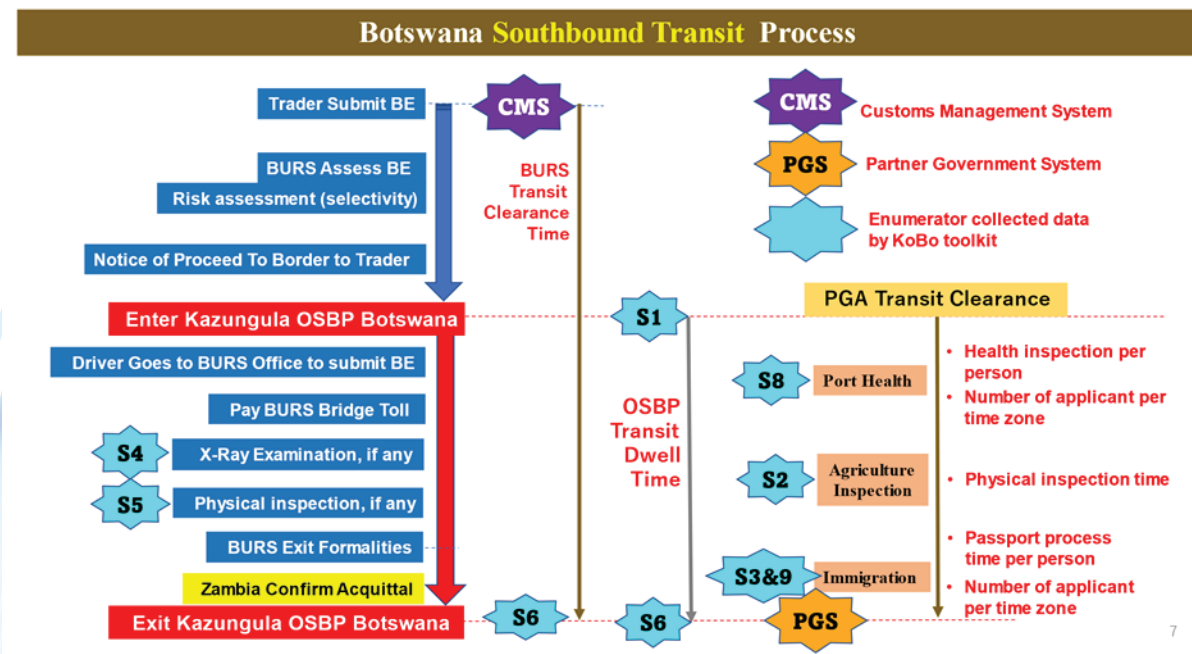
- The study found that transit declarations do not go through processing centers. They are immediately released and facilitated without being hit by a risk management engine.
- Transit declarations are auto-released by the system. Initiation and completion of transit are done at the borders.
- Scanning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

Botswana Transit Process



6

Figure 4-5: Botswana North Bound Transit process



7

Figure 4-6: Botswana South Bound Transit Process

Transit Declarations (time in hrs)- Clearance Time

Table 4-5: Time Taken for Transit Declaration

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

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

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

4.4 OSBP Dwell Time

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

Table 4-6: OSBP DWELL TIME

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

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

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

4.5 Scanner Operations

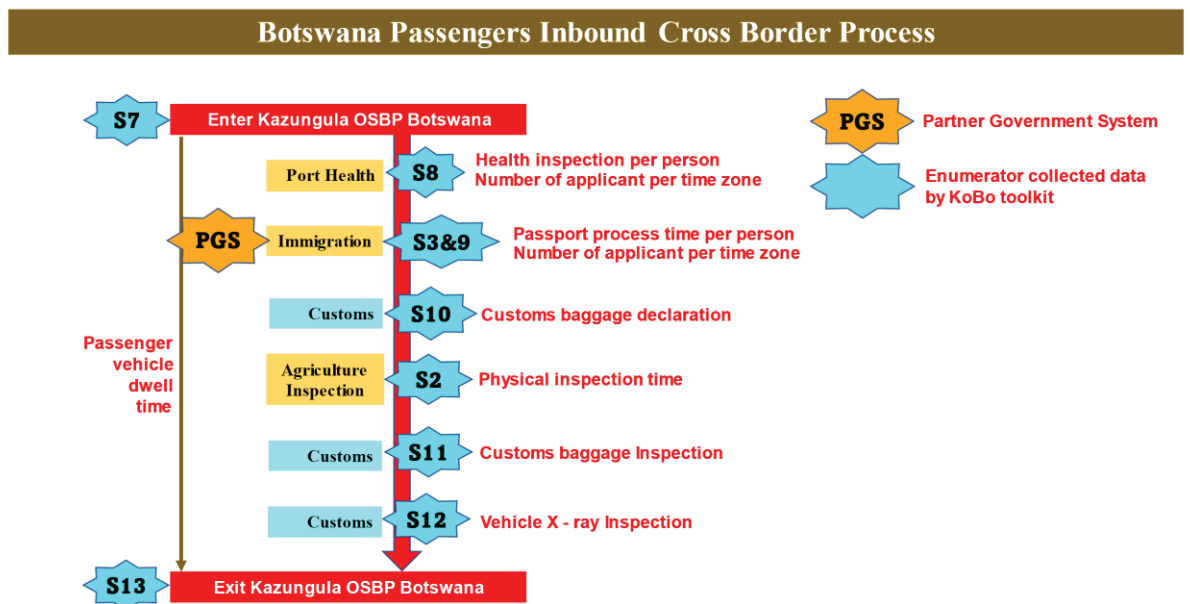
The scanners were introduced in Kazungula OSBP in July 2023 with trained officers to scan vehicles and cargo. There are three scanners; the Cargo scanner for trucks and buses, Vehicle scanner for passenger vehicles and baggage scanner for accompanied baggage.

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

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

4.6 Passenger Clearance

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



8

Figure 4-7: Botswana passenger inbound clearance process

Table 4-7: Passenger clearance time

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

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

4.8 Other Issues Observed During the Survey Period

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

- a) Advance filing of BE is to be encouraged by conducting outreach programmes. Additionally, Customs Facilitation Centres, may be effectively utilised to spread the information for filing advance BE.
- b) More AEO (Authorised Economic Operator) outreach programs may be conducted to increase uptake. The study found no specific identifier for AEO on the customs system.
- c) The assessed duty to be directly communicated to the importer to hasten the process of duty payment, by allowing multiple email addresses/mobile numbers for sending SMS and system notification.
- d) Customs Clearance Verification (CCV) which appears to be available only to RMS facilitated BE (Bill of Entry), can also be made applicable to Non-facilitated BE.
- e) Better coordination may be affected by the Freight Forwarders/customs agents, and Custodians to fasten the process of customs clearance.
- f) Custodians, Freight Forwarders, and Customs Brokers may be sensitized to fasten the process of goods registration by attaching correct and necessary documentation to avoid ping-pong with customs officers.
- g) Importers to be sensitised to reply to queries aptly and with relevant details in a timely manner. Further, direct communication channels with importers can be established by capturing their email ID system, to avoid delays in communication of queries, discrepancies noticed during examination, etc.
- h) Establish an AEO unit in BURS to take proactive measures to facilitate clients and guide them to reduce the time taken in the clearance of non-facilitated BE.
- i) Introduce a penalty for late payment of duty during working weekdays
- j) Reduce the number of days for parking in the customs yard.
- k) Regular training on requirements of Allied Acts to officers at physical inspection yards and importers.
- l) Importer educational Material can be placed on the website and customs clearance halls, tutorial videos, requirements for imports, etc.
- m) Travellers need to be encouraged to use designated parking for hazardous goods.

Chapter 5: Partner Government Agencies

The baseline study found that most agencies are operating independently at the OSBP. They are not connected to the customs system. Therefore, it was not possible to verify the time taken on one declaration other than physical data collected by our enumerators.

The end-line survey shows that Partner Government Agencies (PGAs) are still not connected to CMS.

See Table 5.1 below.

Table 5-1: Connectivity with CMS

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

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

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

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

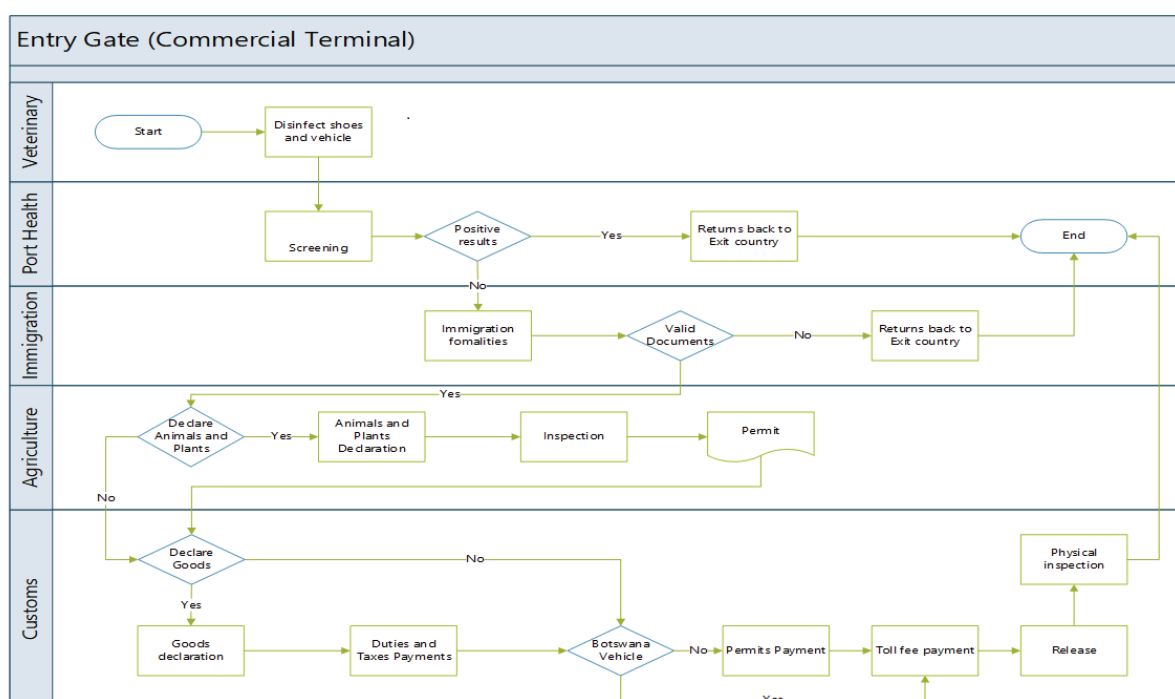


Figure 5-1: Process Flow of Entry Gate Commercial Terminal

5. 1 Port Health process

The main mandate for Port Health is to screen individuals for any emerging diseases of public health concern and to create a safe environment through inspections of food commodities, hazardous chemicals and safe transportation of mortal remains.

Port Health procedure is the first step for processing at the OSBP. The procedures are as follows and process flow is explained in the flow chart in Figure 5.2 below:

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

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

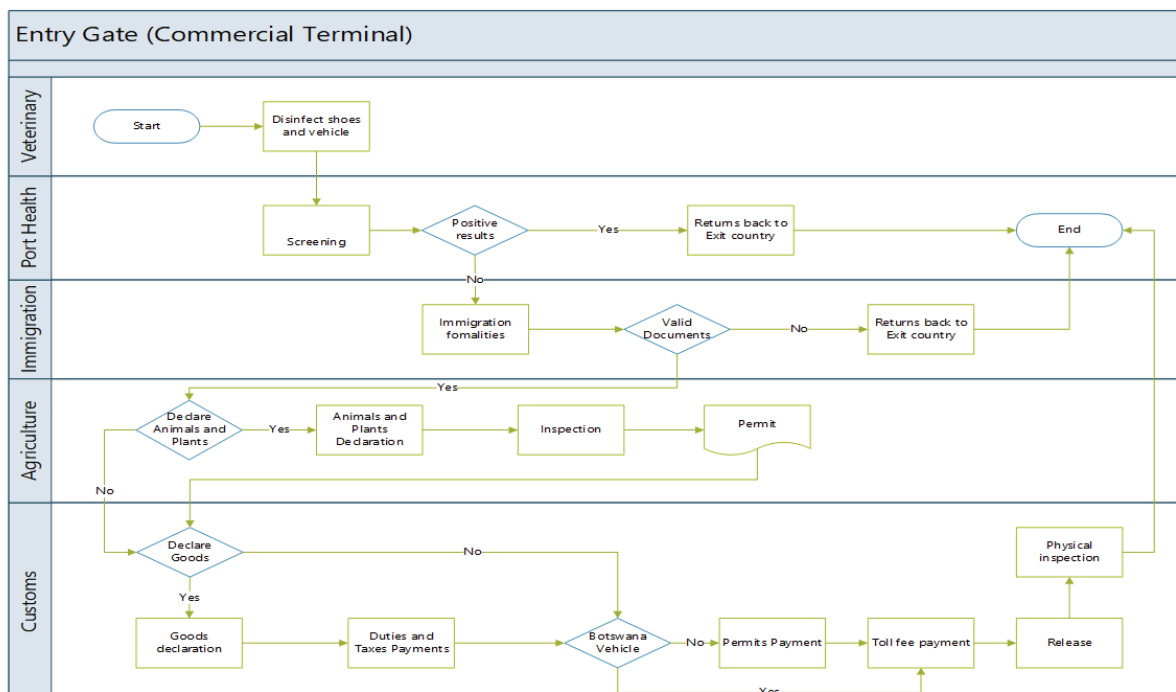


Figure 5-2: Process Flow of Port Health

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

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

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

Table 5-3: Food inspected during the study

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

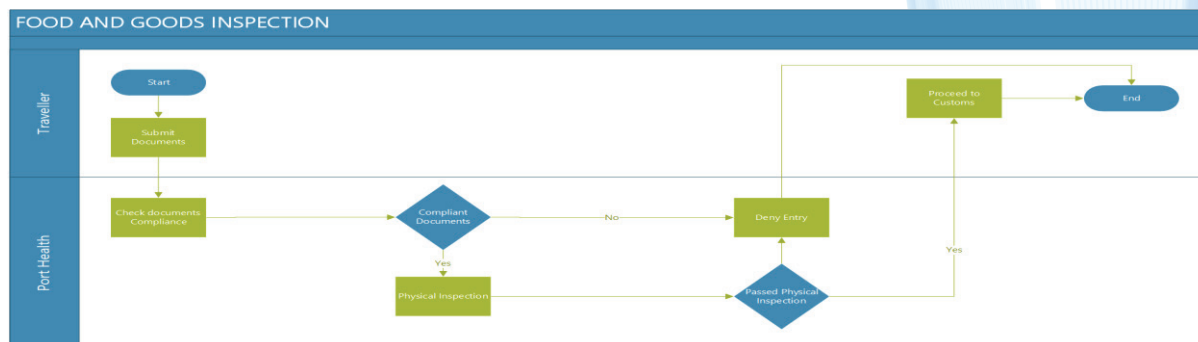


Figure 5-3: Food & Goods Inspections

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

5.2 Veterinary Services

Veterinary service procedures are as follows.

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

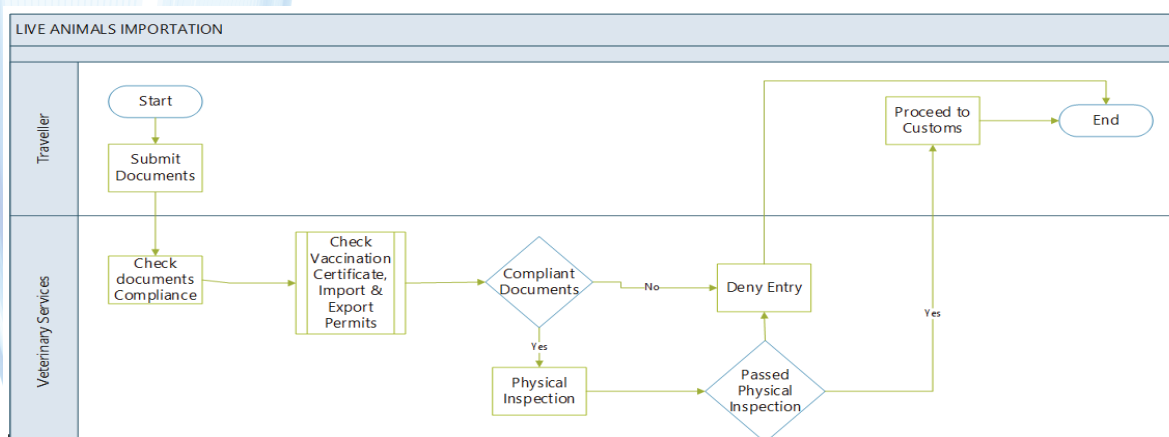


Figure 5-4: Process Flow of Veterinary

5. 3 Plant Health

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

Table 5-4: Plant Health Physical Inspection

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

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

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

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

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

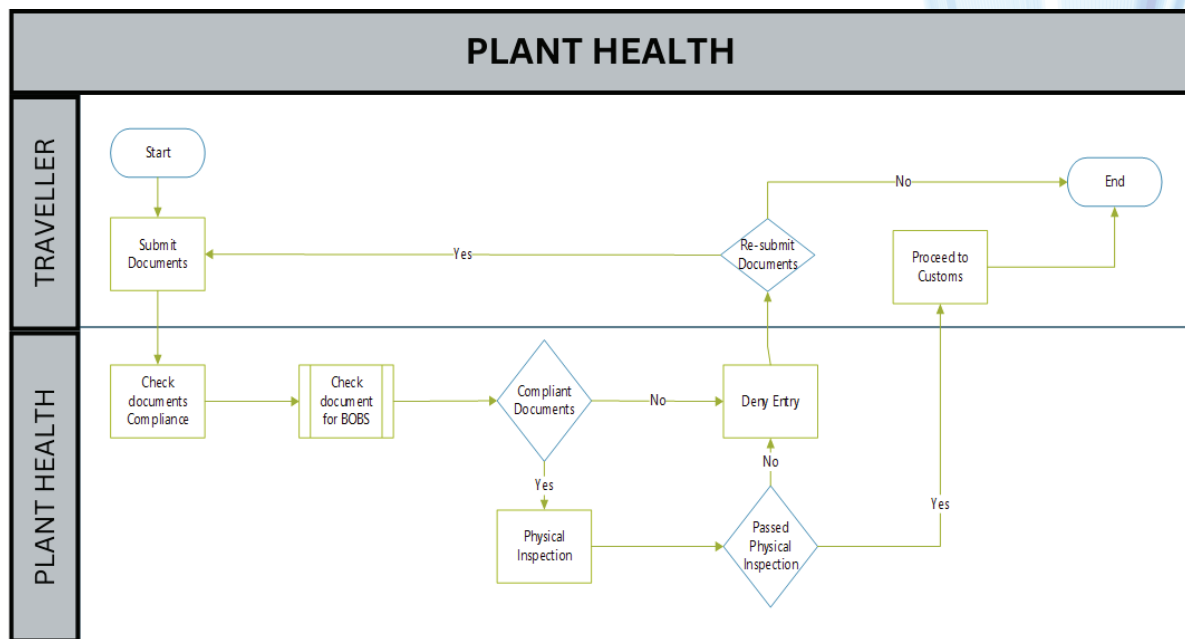


Figure 5-5: Process Flow of Plant Health

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

5.4 Department of Immigration and Citizenship

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

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

5.4.1: IMMIGRATION PROCESS FLOW AT THE KAZUNGULA OSBP

CITIZENS AND NON-CITIZENS

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

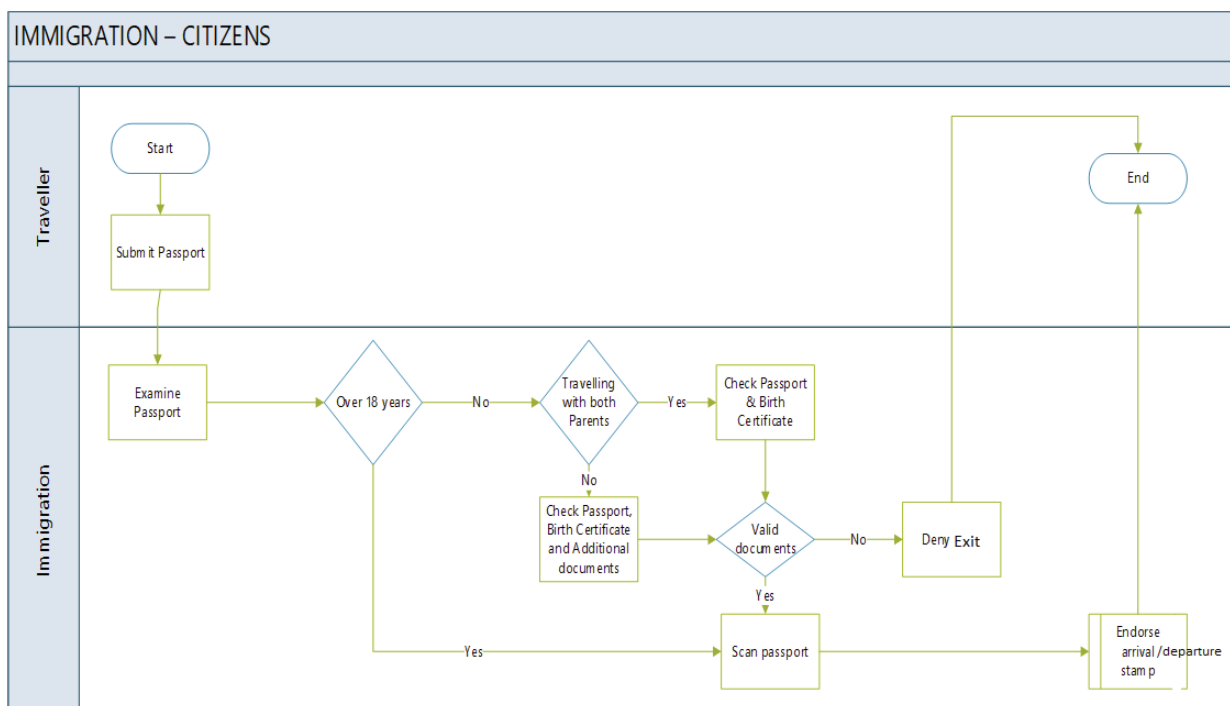


Figure 5-7: Immigration Process Flow

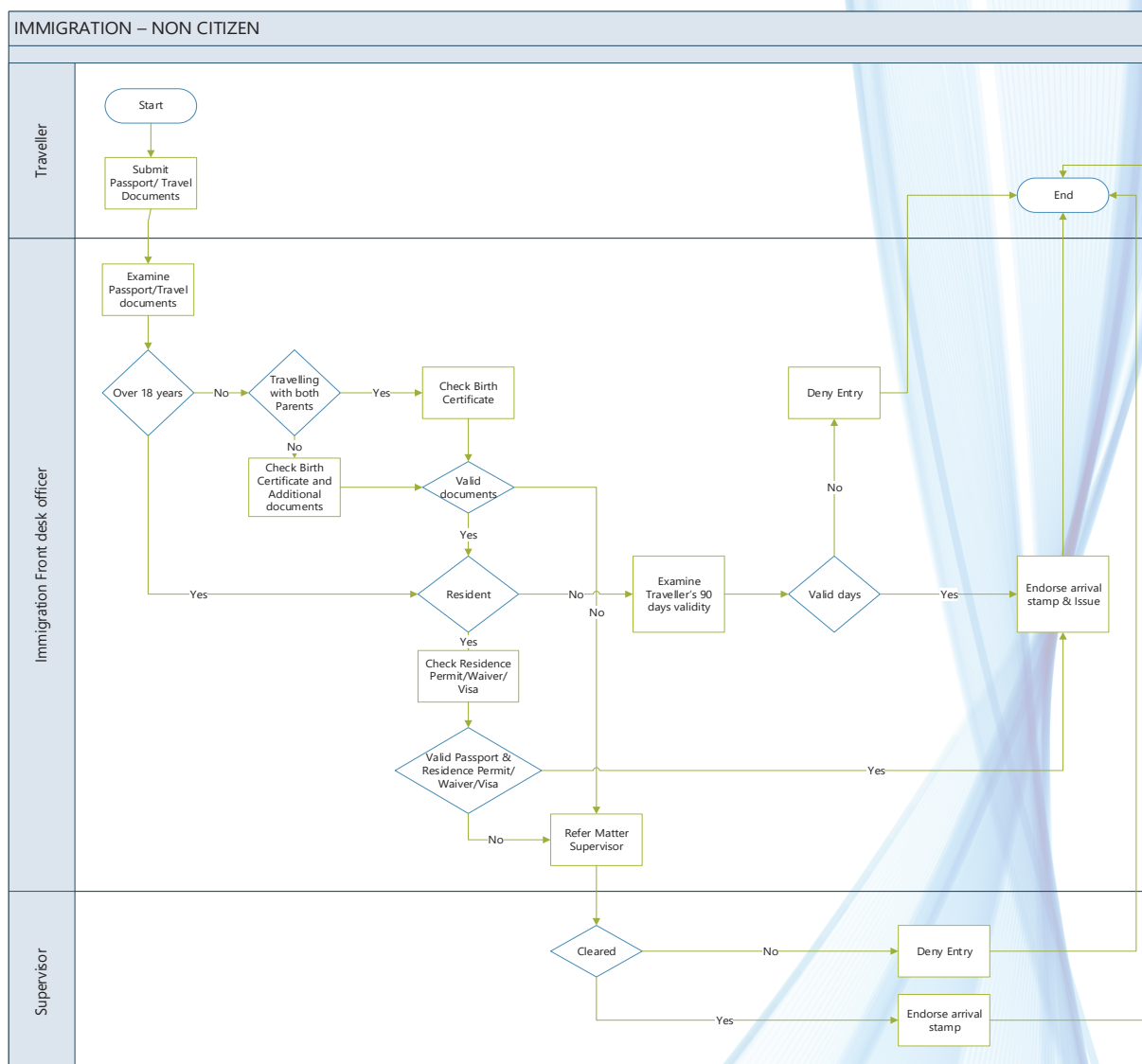


Figure 5-8: Examination Flow of Non-Citizens Entering Botswana

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

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

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

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

	BASE LINE STUDY (%)	END OF LINE STUDY (%)
TOURIST	1.85	21.58
TRANSIT	77.94	57.06
VISITING FRIENDS/RELATIVES	2.46	3.38
BUSINESS	15.55	13.10
RETURNING RESIDENTS	1.74	2.19
PROSPECTIVE RESIDENTS	0.077	0
OTHER REASONS	0.34	2.69
TOTAL	100	100

5. 5 Police presence at OSBP

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

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

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



TWG Member presenting during the Enumerator Training

Table 5-6: Cases recorded during the survey

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

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

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

5. 6 Customs Import Process Map As-Is

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

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

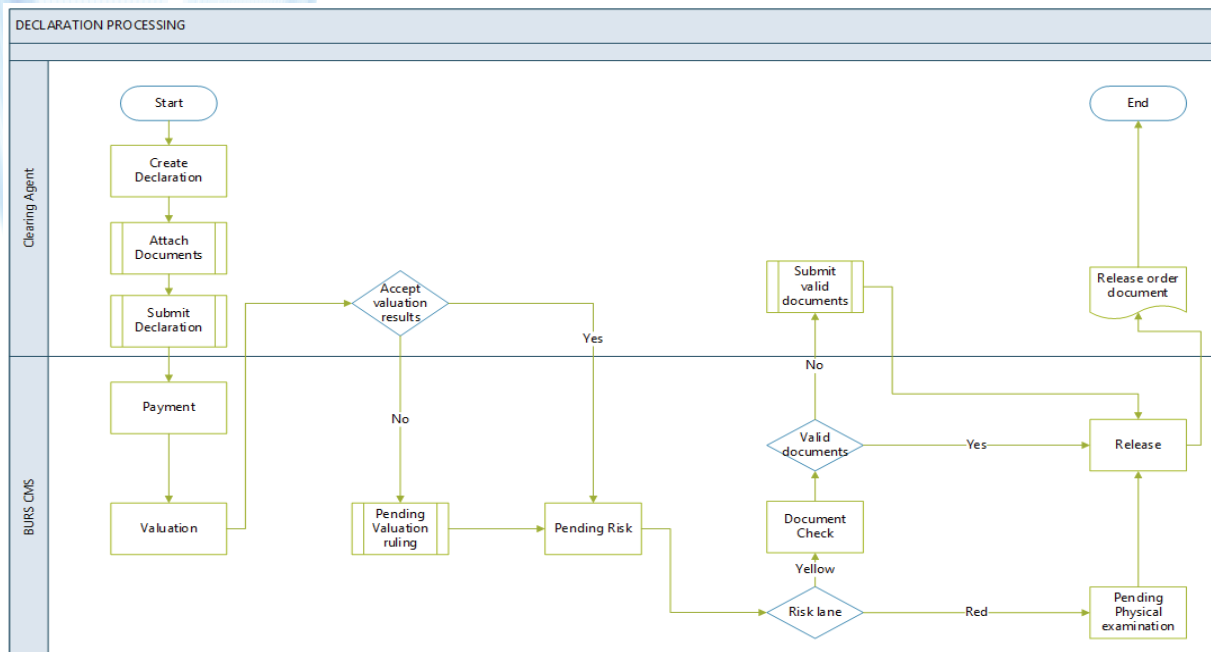


Figure 5-11: Customs Import Processing Flow

Standard documents requirements

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

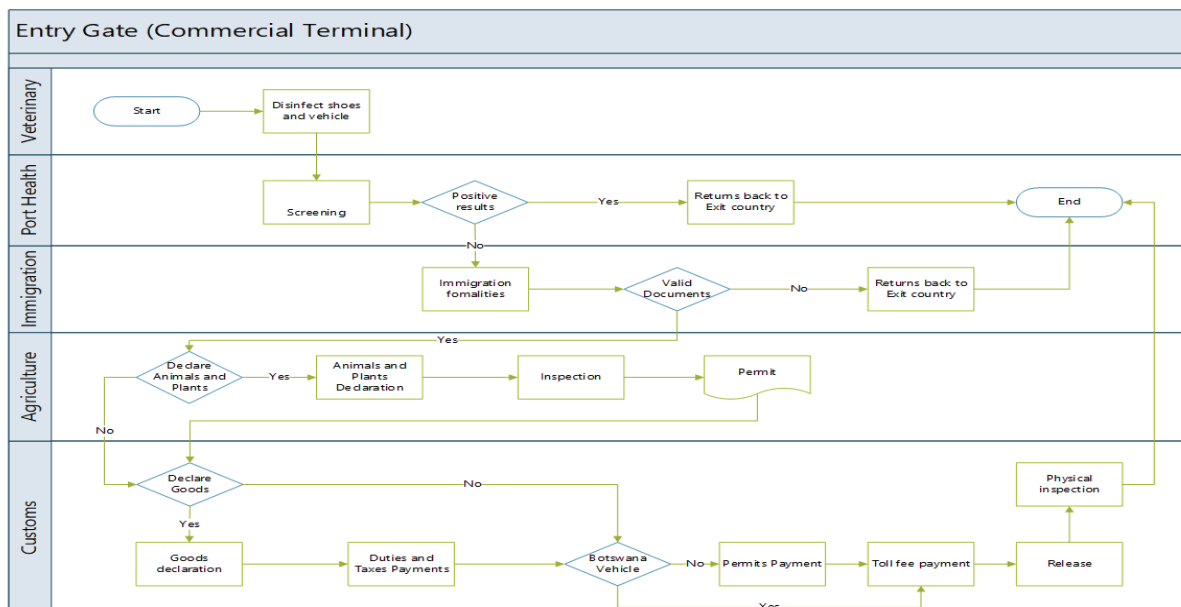


Figure 5-12: Passenger Clearance Process Flow

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



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

5. 7 Botswana Bureau of Standards

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

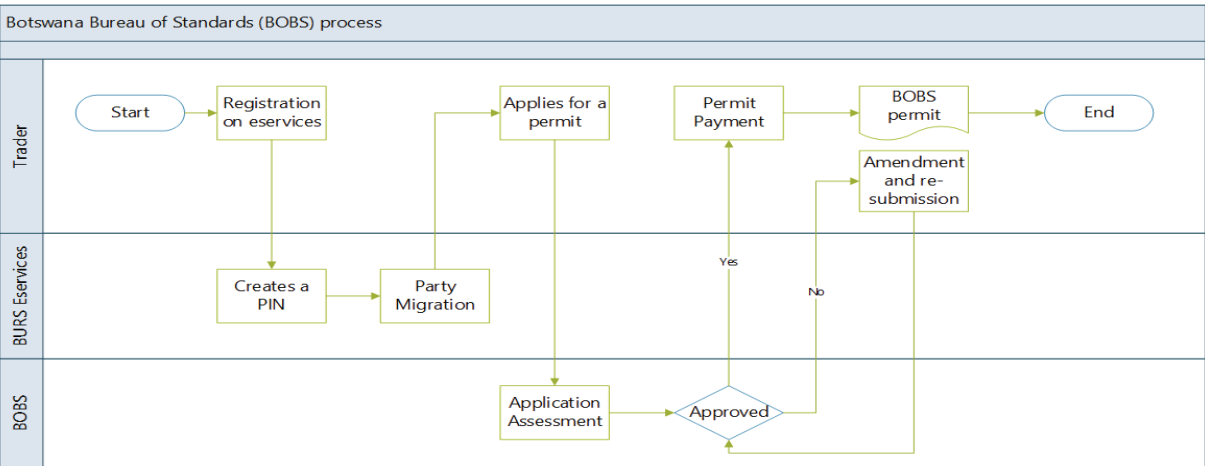


Figure 5-14: Process Flow of BOBS

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

6.1 Introduction

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

6.2 Findings

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

Categories of People Interviewed

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

Table 6-1: Categories of People Interviewed by age

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

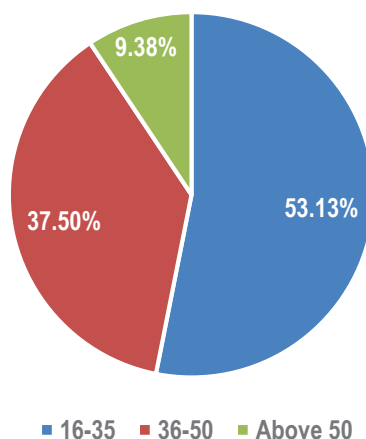


Table 6-2: Gender

Age group	Number
Male	47
Female	17
TOTAL	64

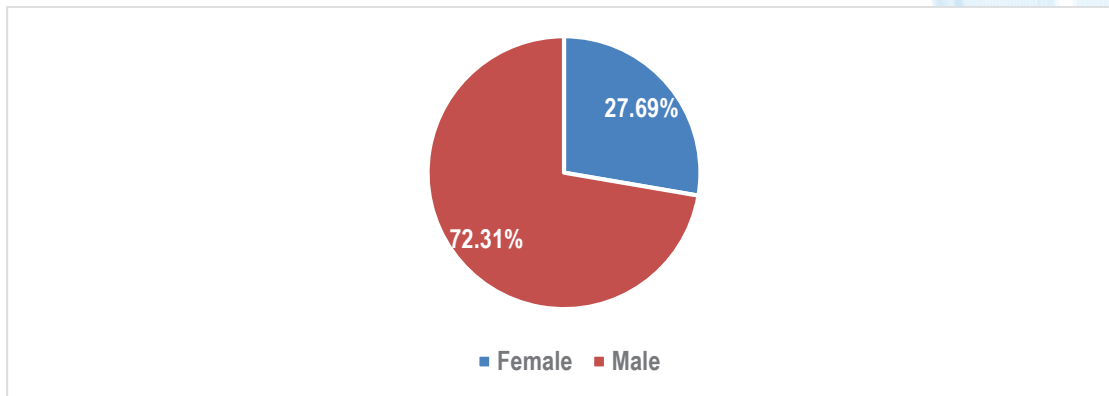
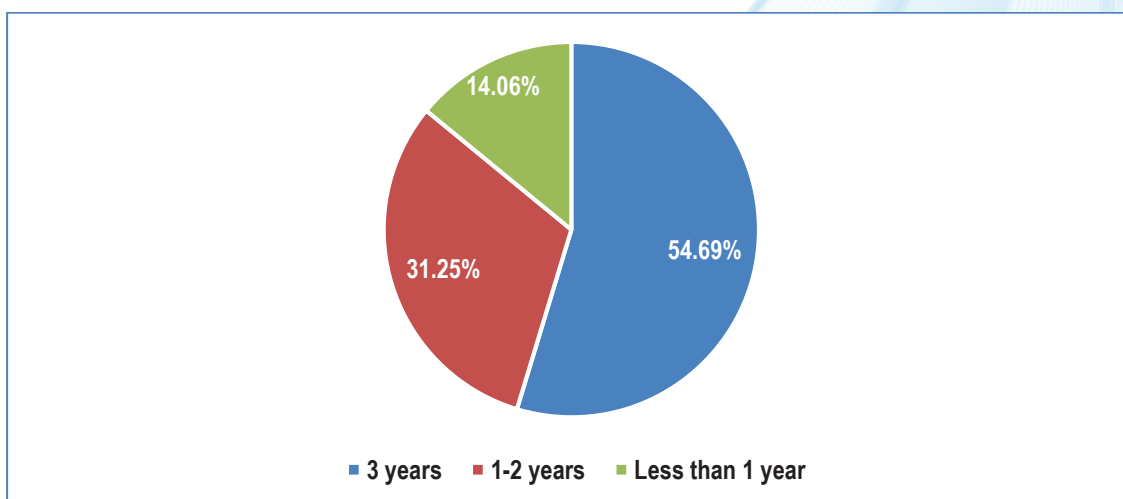


Table 6-3: Number of people that Used Kazungula OSBP during the study

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



Summary

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

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

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

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

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

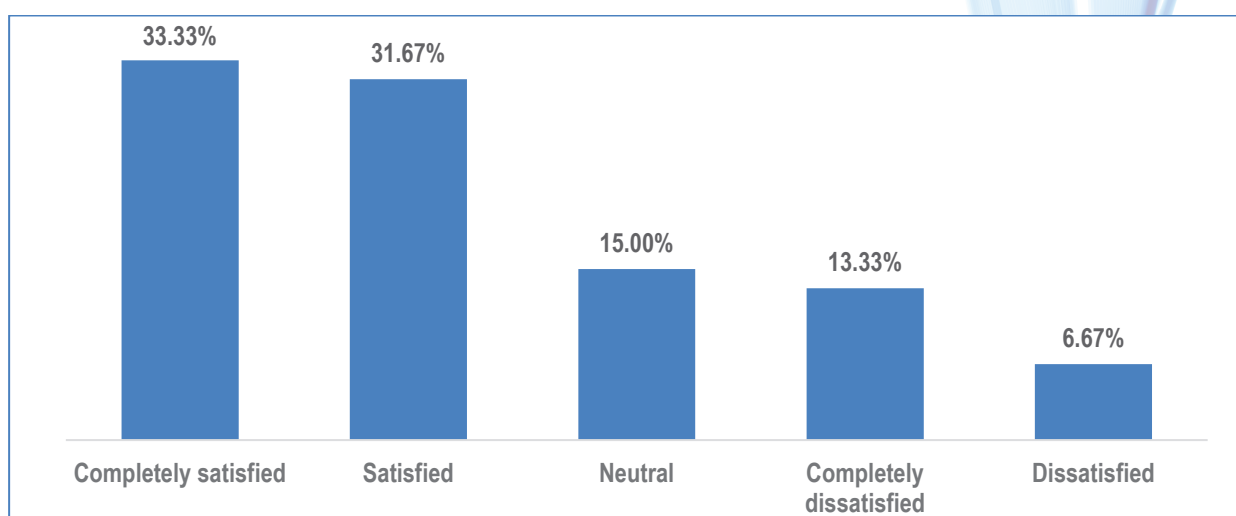
Interviewees were also asked how they think the challenges above can be solved, suggested solutions were as follows, listed in the order based on the number of travelers attempting the questionnaire:

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

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

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

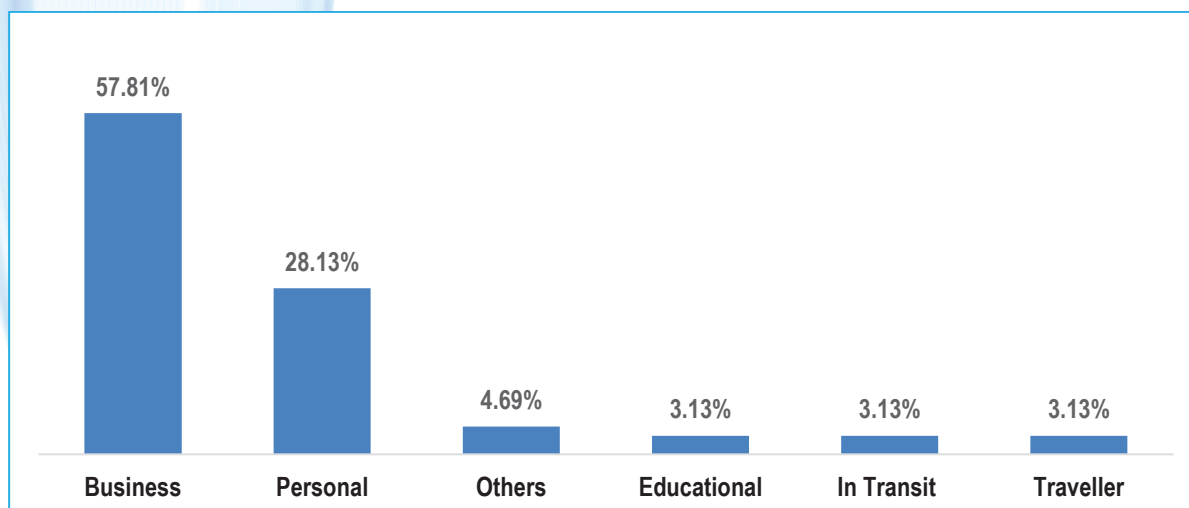
Issues	Number	Percentage (%)
Completely satisfied	20	33.33
Dissatisfied	4	6.67
Neutral	9	15
Satisfied	19	31.67
Completely dissatisfied	8	13.33
Total	60	100



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

Table 6-5: Purpose of particular trip

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



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

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

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

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

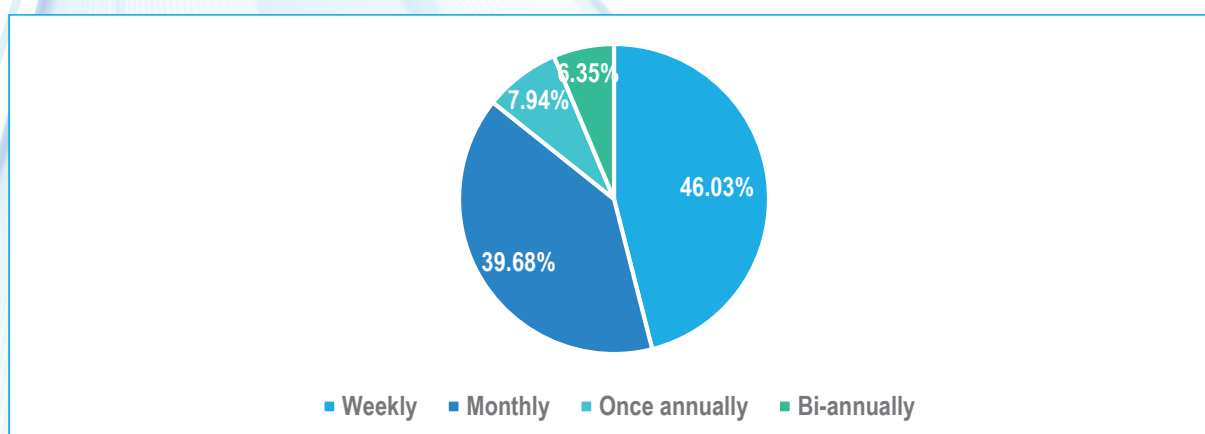
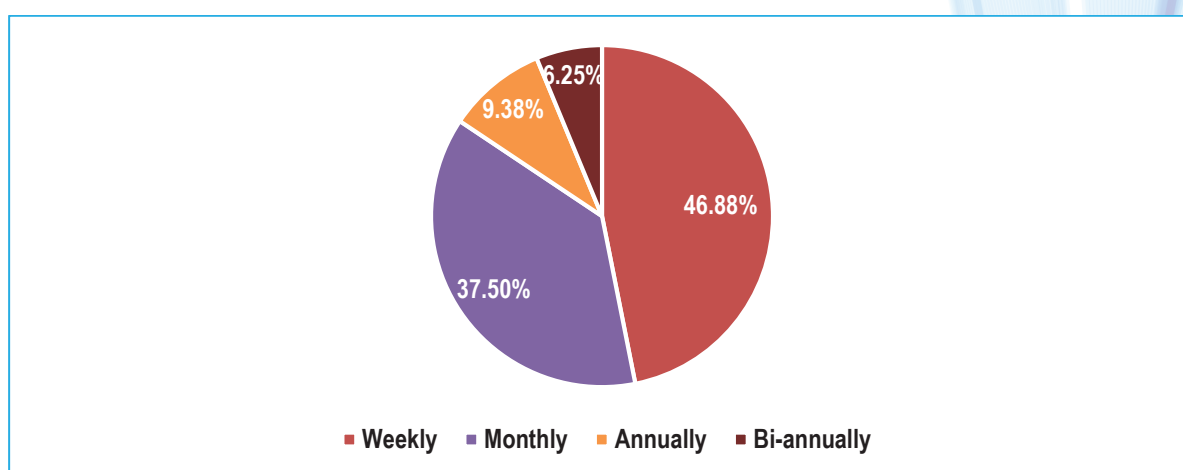


Table 6-7: Travel frequency in general

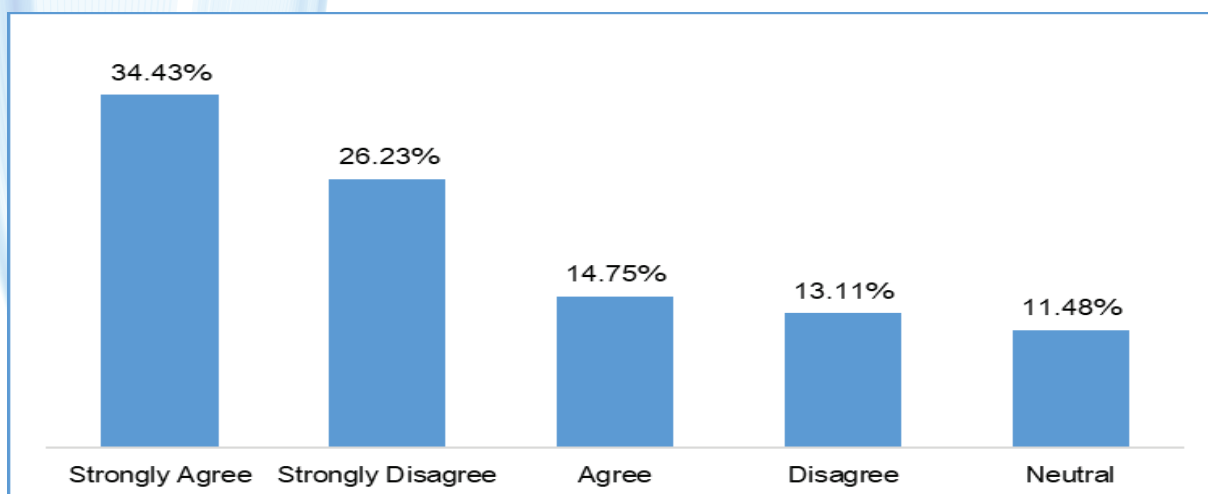
Frequency	Number
Weekly	30
Monthly	24
Bi-annually	4
Once annually	6
TOTAL	64



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

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

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



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

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

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

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

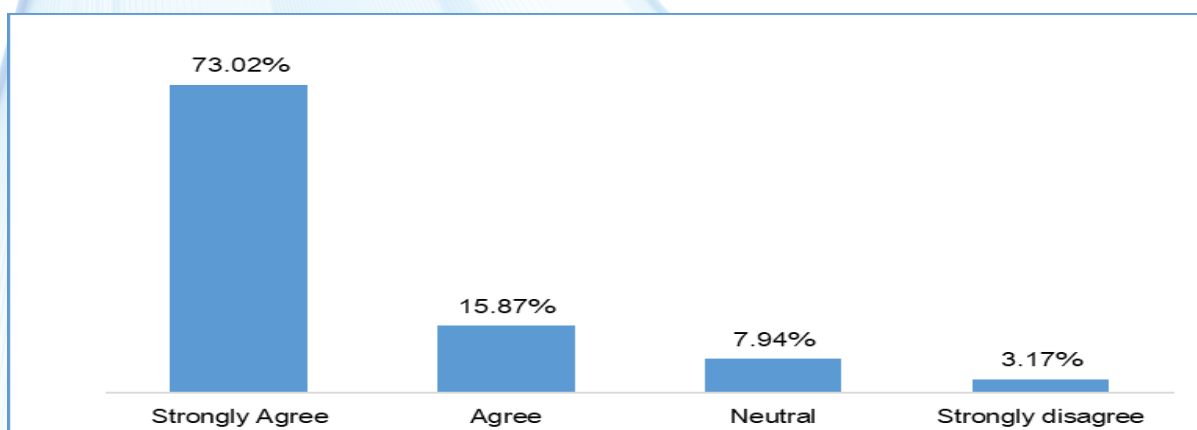
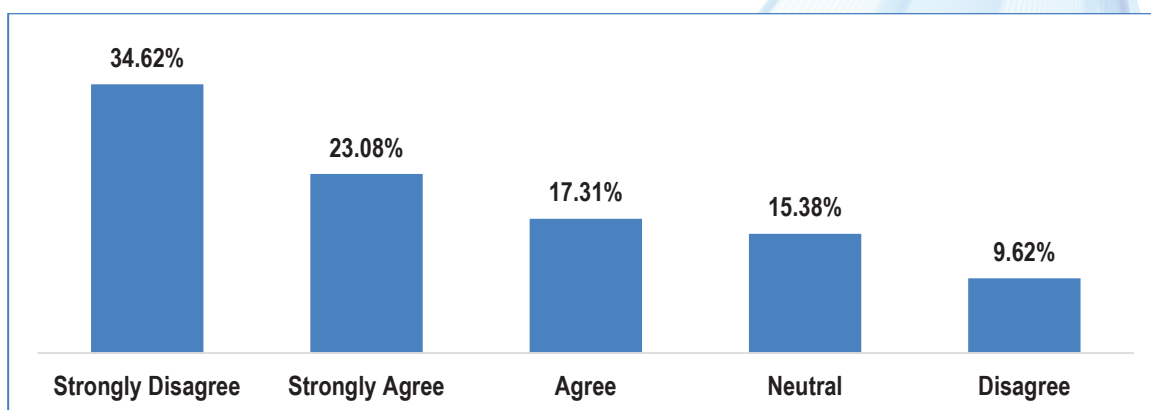


Table 6.11: Information technology systems (CMS) used at Kazungula One Stop Border Post are efficient and effective.

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

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

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



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

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

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

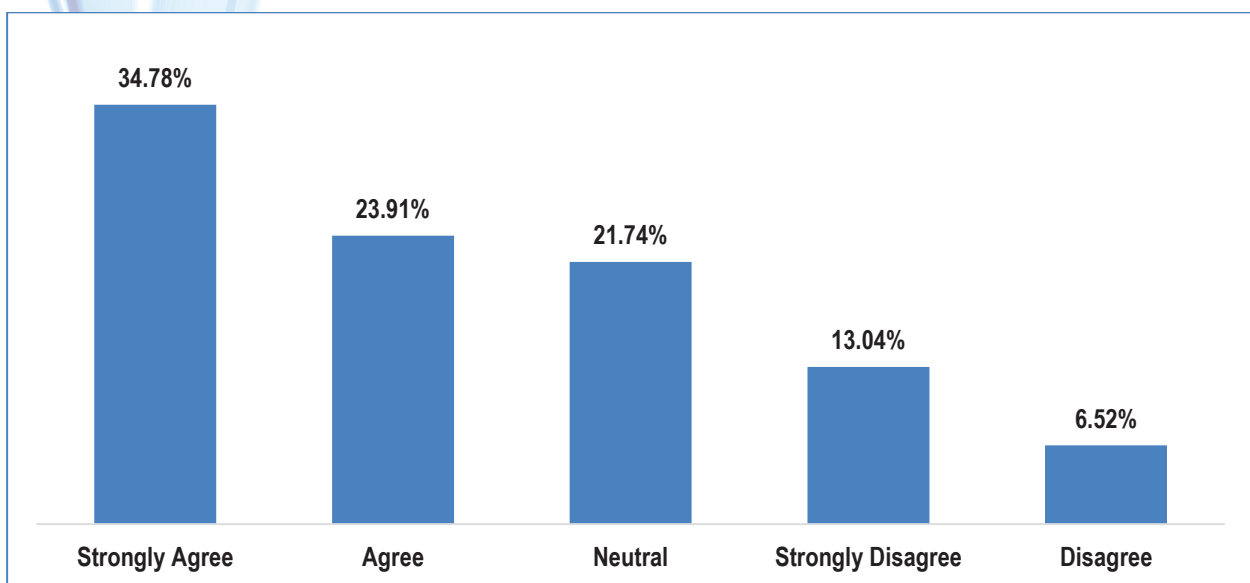


Table 6-14: Officers at OSBP Border solve problems sincerely

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

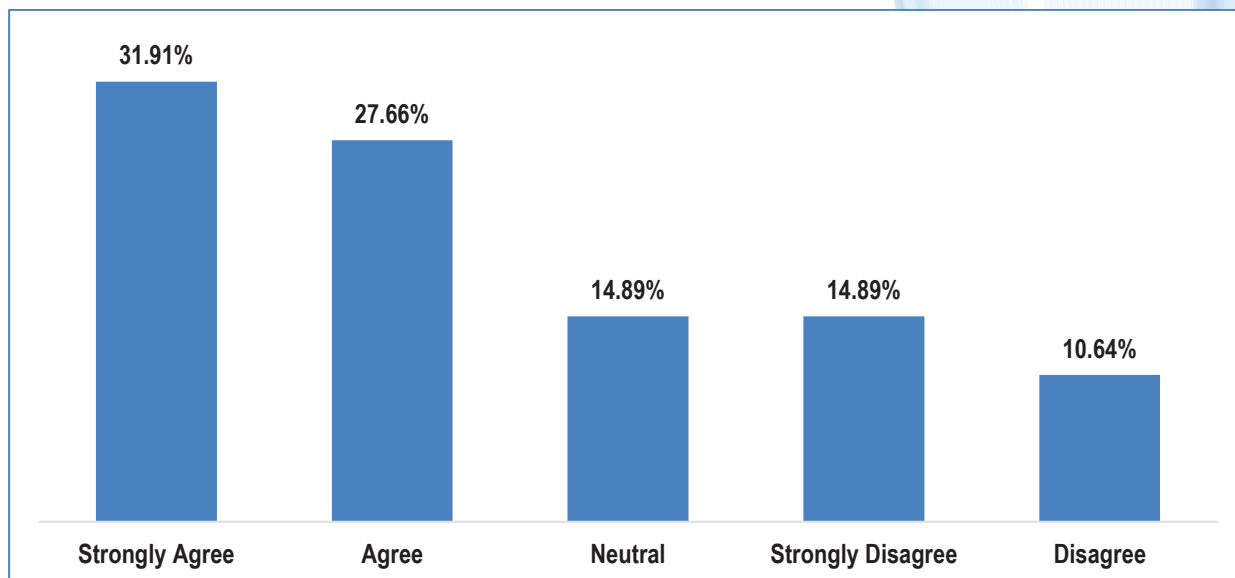
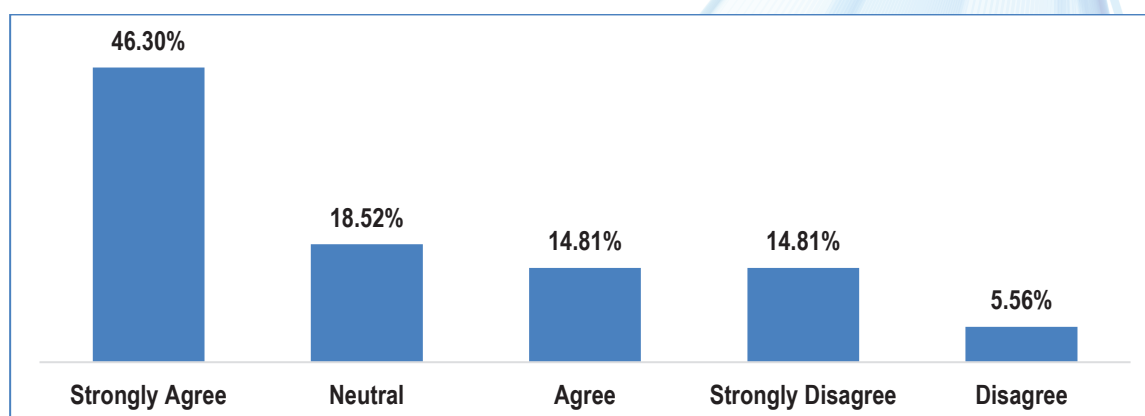


Table 6-15: The behavior of employees at OSBP instills confidence in me

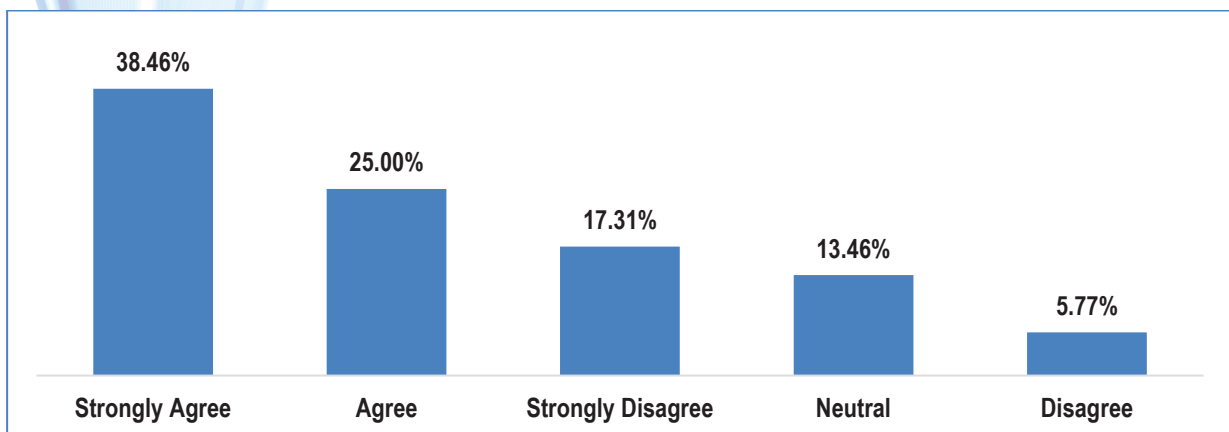
Response	Number
Strongly agree	25
Disagree	3
Neutral	10
Agree	8
Strongly disagree	8
Total	54



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

Table 6-16: I am given individual attention

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



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

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

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

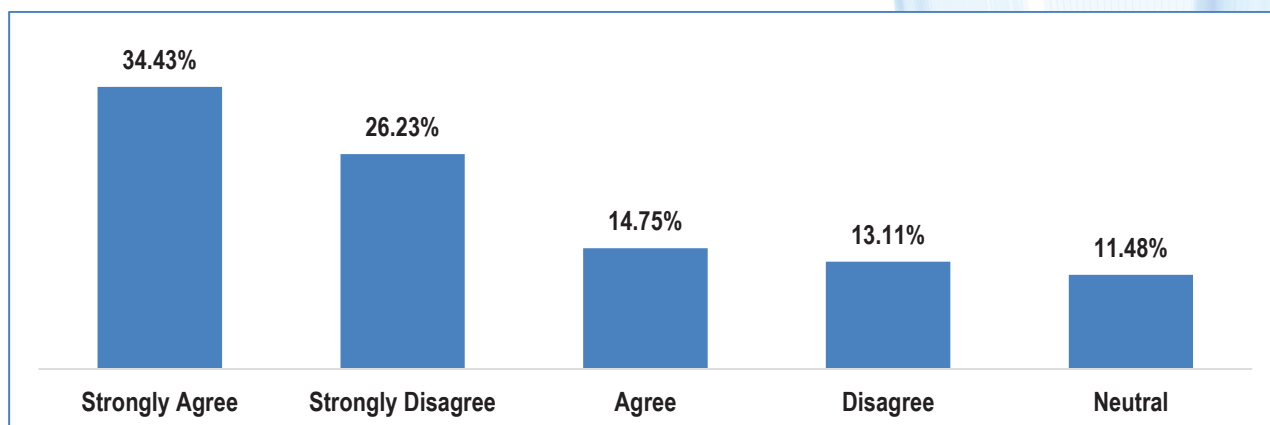


Table 6-18: OSBP officers always assist me with a happy face

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

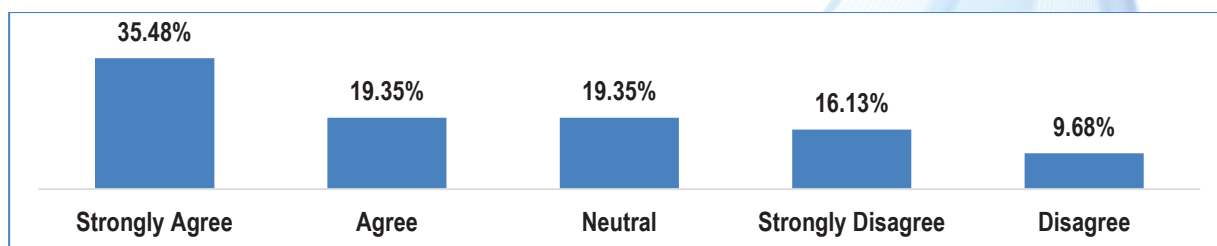
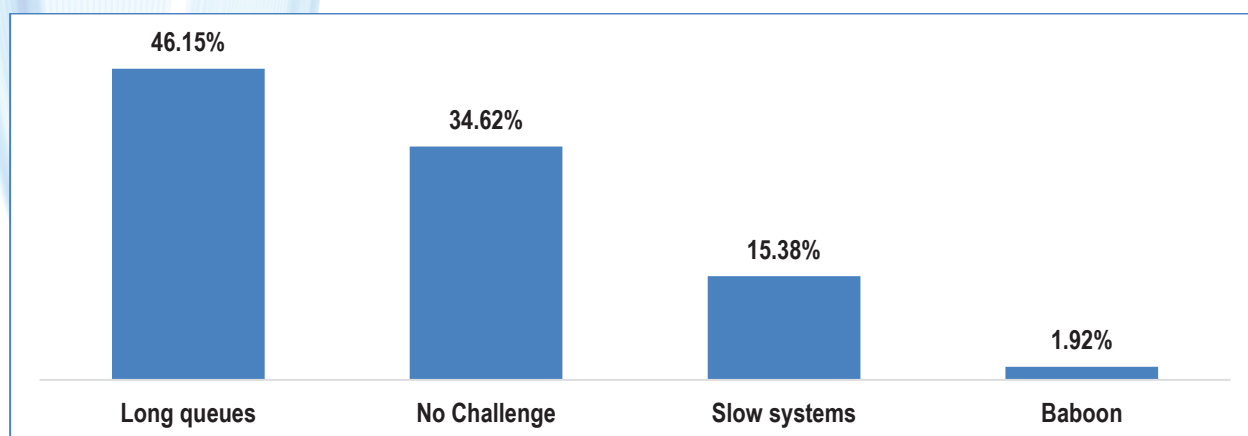


Table 6-19: Frequent Challenges Experienced at the OSBP

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

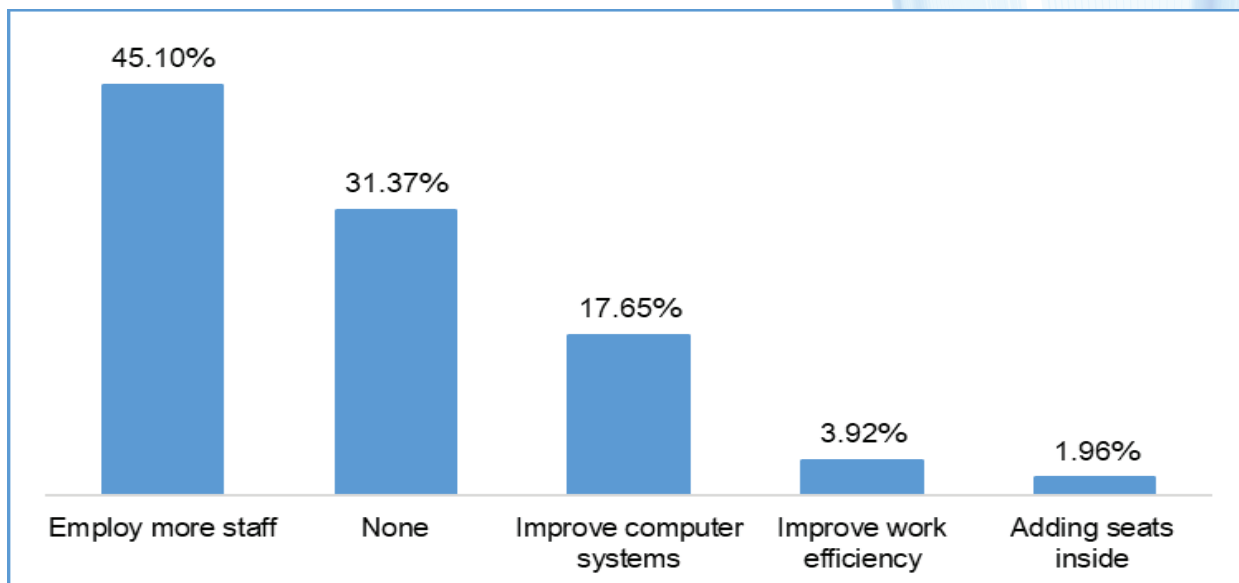
Frequent Challenges Experienced at the OSBP



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

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

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



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

Chapter 7 : Kazungula Bridge OSBP Toll Traffic and Revenue Collection

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

Revenue collected during the survey period also shows an increase.



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



Figure 7-2: Truck crossing the Zambezi River

Table 7 -1: Traffic Volume and Revenue Collected 2023

KAZUNGULA BRIDGE OSBP 23																
TRAFFIC INFORMATION							TRANSACTIONAL INFORMATION (REGIME)					REVENUE INFORMATION				
DATE	PASSENGERS		VEHICLES		TRUCKS		IMPORT	EXPORTS	TRANS	OTHER	TOTAL	DUTIES/LEVIES	VAT	TOLL FEES	AGENCY COLLECTION	TOTAL
	IN	OUT	IN	OUT	IN	OUT										
14 June 2023	851	605	34	26	255	230	7	10	146	82	245	70,283.00	47,814.45	227,660.00	577,841.00	923,602.45
15 June 2023	748	743	30	49	162	236	9	1	159	16	185	29,152.20	24,983.25	151,000.00	281,122.00	486,257.45
16 June 2023	672	799	36	33	263	245	8	9	168	24	209	56,442.00	14,411.25	242,560.00	588,444.00	851,060.05
17 June 2023	741	880	36	47	43	251	6	2	139	23	170	15,162.25	21,190.90	213,400.00	514,441.00	764,194.15
18 June 2023	1012	639	32	31	238	247	57	34	993	29	1113	16,556.50	28,735.20	213,050.00	434,740.00	693,082.20
19 June 2023	637	761	39	22	220	252	5	8	135	14	162	5,700.85	17,889.60	211,000.00	636,152.00	870,742.45
20 June 2023	724	731	31	28	267	201	10	6	140	23	179	86,720.05	2,727.20	236,120.00	551,147.00	798,666.75
MONTHLY TOTALS	5385	5158	238	236	1448	1662	102	70	1880	211	2263	151,175.55	157,752.95	1,494,790.00	3,583,887.00	5,387,605.50

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

KAZUNGULA BRIDGE OSBP JUNE 2024																
TRAFFIC INFORMATION							TRANSACTIONAL INFORMATION (REGIME)				REVENUE INFORMATION					
DATE	PASSENGERS		VEHICLES		TRUCKS		IMPORTS	EXPORTS	TRANS	OTHER	TOTAL	DUTIES/LEVI ES	VAT	TOLL FEES	AGENCY COLLECTION (RTP/MVIRT P)	TOTAL
	IN	OUT	IN	OUT	IN	OUT										
14/06/2024	737	711	26	38	182	232	5	3	154	51	213	4,756.00	3,272.55	164,300.00	375,367.00	547,755.95
15/06/2024	759	996	36	37	194	237	2	4	123	36	165	366,958.40	14,898.85	172,500.00	68,865.00	622,831.45
16/06/2024	880	798	36	53	213	258	7	1	92	40	140	43,308.30	32,015.50	158,700.00	425,504.00	700,087.80
17/06/2024	719	819	27	44	200	208	9	2	155	38	204	20,401.45	47,256.20	100,550.00	534,551.00	791,798.65
18/06/2024	906	932	35	28	221	252	10	15	181	57	263	156,595.50	59,531.50	226,150.00	602,267.00	1,084,934.40
19/06/2024	853	930	28	31	181	267	6	6	122	91	225	117,651.55	53,879.50	100,500.00	422,546.00	763,777.05
20/06/2024	850	782	56	33	229	183	15	9	132	54	210	536,237.00	59,410.20	220,700.00	31,465.65	881,809.85
MONTHLY TOTALS	5704	5968	244	264	1420	1637	54	40	959	367	1420	1,245,858.20	344,671.30	1,342,200.00	2,460,265.65	5,392,995.15

Chapter 8: Key Issues and Recommendations

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

Table 8: Recommendations

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

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

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

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

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

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

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

Chapter 9: Root Cause Analysis by Use of Fishbone Method

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

The purpose of using the root analysis is:

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

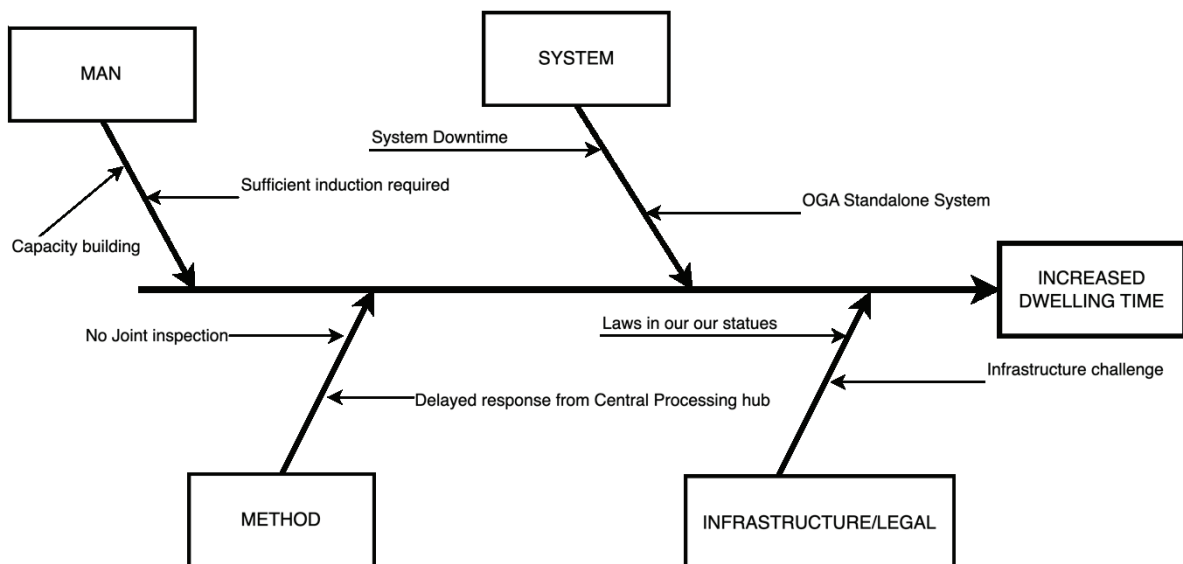


Figure 9-1: Root Cause-Effect Analysis

Human

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

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

Method

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

System

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

Infrastructure/Tax laws

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

Annex 1: Sample Questionnaires

Questionnaire used to collect sample during Data Collection exercise.

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

SECTION A

Gender: Male Female

Age: 16-35 36-50 Above 50

Nationality : _____

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

SECTION B

1) When did you arrive at Kazungula Bridge OSBP?

Date: _____ Time(24hrs): _____

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

3) Overall, how satisfied, or dissatisfied are you with the service you get at Kazungula Bridge OSBP?

1. Completely Dissatisfied 2. Dissatisfied 3. Neutral 4. Satisfied 5. Completely Satisfied

4) Purpose of this particular trip:

1. Business 2. Personal 3. Educational 4. Medical 5. Other (please specify)

5) Frequency of using Kazungula Bridge OSBP:

1. Weekly 2. Monthly 3. Bi-annually 4. Once annually

6) Travel frequency in general:

1. Weekly 2. Monthly 3. Twice Bi-annually 4. Once annually

SECTION C

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

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

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

SECTION D

- 1) What are the most frequent challenges experienced at Kazungula Bridge OSBP?
 - a. Long queues
 - b. Slow systems
 - c. Office cleanliness
 - d. Other_____
- 2) How can challenges experienced on 1 above be resolved?
 - a. Employ more staff
 - b. Improve computer systems
 - c. Other_____

SECTION F

- 1) Any comment you would like to share

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

10/7/24, 5:13 AM

S13 - Botswana Passenger Exit Gate

S13 - Botswana Passenger Exit Gate

Vehicle Type

- ☐ Bus
- ☐ Minibus
- ☐ Private Car
- ☐ Taxi

Vehicle Registration Number

Bus/Minibus Operating Company

Number of Passengers including Driver

Departure Time at Gate

hh:mm

Comment

Enumerator's Number

10/7/24, 5:12 AM

S12 - Traveler Car Scanner

S12 - Traveler Car Scanner

Arrival Time at the Scanner

hh:mm

Type of Vehicle

- ☐ Bus
- ☐ Minibus
- ☐ Private Car

Vehicle Registration Number

Departure Time

hh:mm

Comments

Enumerator's Number

10/7/24, 5:12 AM

S11 - Traveler Baggage Examination

S11 - Traveler Baggage Examination

Start Time of Examination

hh:mm

Mode of Entry

- ☐ Bus
- ☐ Minibus
- ☐ Private Car
- ☐ Other

Does the client have a baggage declaration number?

- ☐ Yes
- ☐ No

Declaration Number

Number of Baggage

Scanner Examination?

- ☐ Yes
- ☐ No

End Time of Examination

hh:mm

Comment

Enumerator's Number

S10 - Traveler Baggage Clearance

Start Time of Declaration (Application of Baggage Clearance Declaration)

hh:mm

Mode of Entry

- ☐ Bus
- ☐ Minibus
- ☐ Private Car
- ☐ Taxi
- ☐ Pedestrian

Does the client have a baggage declaration number?

- ☐ Yes
- ☐ No

Declaration Number

Number of Baggage

End Time of Declaration (Release from the Customs Procedures)

hh:mm

Comment

Enumerator's Number

S8 - Port Health

Arrival Time (Commencement of Health Check)

hh:mm

Type of Entry

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

Vehicle Registration Number

Bus Operating Company

Destination

- ☐ Botswana
- ☐ South Africa
- ☐ Other

Other Please Specify

End time for screening (Release from the Counter)

hh:mm

Was goods inspection done?

- ☐ Yes
- ☐ No

Start inspection time

hh:mm

End of inspection time

hh:mm

Comment

Enumerator's Number

10/7/24, 5:10 AM

S7 - Passenger Entry Gate

S7 - Passenger Entry Gate

Arrival Time at Gate

hh:mm

Type of Entry

- ☐ Bus
- ☐ Mini Bus
- ☐ Private Vehicle
- ☐ Taxi

Vehicle Registration Number

Bus/Minibus Operating Company

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

Comments

Enumerator's Number

S6 - Exit Gate [Entry Into Botswana]

Type of Vehicle

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

Truck Registration Number

Trailer 1 Registration Number

Trailer 1 Container Number

Trailer 2 Registration Number

Trailer 2 Container Number

BOE Number

Please enter the last 7 digits

BOE Number

Please enter the last 7 digits

Type of Entry

- ☐ Import
- ☐ Transit
- ☐ Empty

Exit Time at Gate Checkpoint

hh:mm

Comment

Enumerator's Number

S5 - Physical Examination Cargo

Start Time of Physical Examination Bay

hh:mm

Vehicle Type

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

Truck Registration Number

Trailer 1 Registration Number

Trailer 1 Container Number

Trailer 2 Registration Number

Trailer 2 Container Number

BOE Number

Please enter the last 7 digits

Enter Last 7 digits

End Time of Physical Examination Bay

hh:mm

Comment

Enumerator's Number

S4 - Scanner Examination

Arrival Time at Scanner Examination Bay

hh:mm

Vehicle Type

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

Truck Registration Number

Trailer 1 Registration Number

Trailer 1 Container Number

Trailer 2 Registration Number

Trailer 2 Container Number

BOE Number

BOE Number

Departure Time from Scanner Examination Bay

hh:mm

Comment

Enumerator's Number

10/7/24, 5:06 AM

S3 & S9 Immigration [Entry]

S3 & S9 Immigration [Entry]

Submission of Passport Time

hh:mm

Mode of Travel

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

Please Specify

Vehicle Registration Number

Passenger Nationality

- ☐ Botswana
- ☐ Zambia
- ☐ Other

Other (Please specify)

Type of Traveler

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

Other Please specify

Return of Passport Time

hh:mm

Comment

Enumerator's Number

10/7/24, 5:05 AM

S2 - Ministry of Agriculture Physical Examination

S2 - Ministry of Agriculture Physical Examination

Start Time (Submission of Documents to MOA)

hh:mm

Vehicle Type

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

Truck Registration or Chassis Number

Trailer 1 Registration Number

Container Number

Trailer 2 Registration Number

Container Number

BOE Number

Please enter the last 7 digits

BOE Number

Please enter the last 7 digits

Type of Entry

- ☐ Import
- ☐ Transit

Type of Product

Findings from Processing at MOA

- ☐ Allowed Entry
- ☐ Denied Entry

End Time (Documents Returned to Agents)

hh:mm

Comment

Enumerator's Number

10/7/24, 5:01 AM

S1 - Botswana Entry Gate [Trucks]

S1 - Botswana Entry Gate [Trucks]

Arrival Time at Gate

hh:mm

Type of Truck

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

BOE Number

BOE Number

Vehicle Registration or Chassis Number

Container Number

Trailer 1 Registration Number

Trailer 2 Registration Number

Container 2 Number

Type of Entry

- ☐ Transit
- ☐ Import
- ☐ Empty

Enumerator's Number

N1 Botswana Zambia Side Entry Gate

Arrival Time at Gate

hh:mm

Type of Truck

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

Vehicle Registration or Chassis Number

Container Number

Trailer 1 Registration Number

Trailer 2 Registration Number

Container Number

BOE Number

Please enter the last 7 Digits

Enter the last 7 digits

BOE Number

Please enter the last 7 Digits

Enter the last 7 digits

Type of Entry

- ☐ Transit
- ☐ Export
- ☐ Empty

Enumerator's Number



TIME MEASUREMENT SURVEY QUESTIONNAIRE - BOTSWANA
BOTSWANA ENTRY GATE Trucks

S 1



Date:

Enumerator:

Signature:

Supervisor:

Signature:

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



Signature

[illegible]



\$9	\$3
-----	-----

Enumerator: _____ Signature: _____

Signature:

[illegible]



Signature: _____

Signature: _____

[illegible]



ADECO

Signature:

[illegible]



TIME MEASUREMENT SURVEY QUESTIONNAIRE - BOTSWANA
BOTSWANA Passenger entry Gate



57

Date:

Enumerator:

Signature: _____

Supervisor:

Signature: _____

[illegible]



TIME MEASUREMENT SURVEY QUESTIONNAIRE
PORT HEALTH, Kazungula

Signature:

[illegible]



TIME MEASUREMENT SURVEY QUESTIONNAIRE

Supervisor:

[illegible]



Traveller Baggage Examination Kazungula

Signature: _____

[illegible]



TIMEMEASUREMENT SURVEY QUESTIONNAIRE
Kazungula Traveller Car Scanner

Enumerator:

Signature:

[illegible]



TIME MEASUREMENT SURVEY QUESTIONNAIRE - BOTSWANA
BOTSWANA Passenger Exit Gate

Signature:

[illegible]

Annex- 2: Immigration Documents

These are documents used by the Department of Immigration and Citizenship

Arrival/Departure Form

 REPUBLIC OF BOTSWANA		IMMIGRATION ACT (CAP. 25:02) Section 4. Regulation 2 Section 5. Regulation 3		Form 1	
REPUBLIC OF BOTSWANA IMMIGRATION DEPARTMENT ARRIVAL/DEPARTURE FORM					
(Not to be completed by Botswana Citizens)					
Arrivals:		Please answer Questions 1–14, then sign and date			
Departures:		Please answer Questions 1–11, then sign and date			
FOR COMPLETION BY ARRIVALS AND DEPARTURES					
1 Surname		2 Firstname(s)			
3 Sex (tick)	male ☐ female ☐	4 Date of Birth	day	month	year
5 Country of Birth		6 Present Country of Residence			
7 Nationality of Passport (state country)		8 Passport Number			
9 Passport Expiry Date	day	month	year	10 Number of Accompanying Children under 16	male ☐ female ☐
11 Mode of Travel: (tick one box)		Air ☐ Flight No. _____	Rail ☐	Road ☐ Reg. No. _____	Other ☐ Specify: _____
FOR COMPLETION BY ARRIVALS ONLY					
12 Address in Botswana _____					
13 Purpose of Entry (tick one box)					
Returning Resident ☐		Seeking Employment ☐		In Transit ☐	
Prospective Resident ☐		Visiting Friends/Relatives ☐		Diplomat ☐	
Employment ☐		Holiday/Tourist ☐		Business ☐	
14 Length of intended stay in Botswana _____		days/weeks/months			
15 Student ☐ Other (specify) _____					
Signature _____ Date _____					
OFFICIAL USE ONLY:					
		Number of Days Granted:		Immigration Post	
(Date Stamp)		Signature of Immigration Officer _____			

Further Direction Form

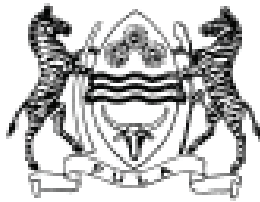
Form 7  REPUBLIC OF BOTSWANA IMMIGRATION ACT (CAP. 25:02) DIRECTION FOR FURTHER EXAMINATION (section 4 and regulation 7) To Holder of Passport No. Issued on Valid until..... You have not established conclusively that you are admissible to Botswana. You are therefore hereby requested to appear in person at the address given below on (date) at (time) 2. A final determination will then be made concerning whether or not you will be admitted into Botswana, and, if so, under what conditions. Reporting address DATED at..... this day of 19 <i>Immigration Officer</i>
--

Visa Application Form

For Official Use Only:	APPLICATION FOR A VISA	Form 1
 REPUBLIC OF BOTSWANA IMMIGRATION ACT (Cap. 26:02) (Regulation 7(1)) Please use block letters and black ink only	 Photo 3cm x 4cm	
File Number: _____		
1. Name (in full): Surname: _____ First Name: _____ Middle Name: _____ Previous/Maiden Surname: _____		
2. Age: _____ Date of Birth: _____ Y Y Y D D M M Y Y Y Y Y Y Y Y		
Country of Birth: _____ Place of Birth: _____		
Sex: Male ☐ Female ☐ Martial Status: Single ☐ Married ☐ Divorced ☐ Separated ☐ Widowed ☐		
3. Nationality (state name of country): _____		
4. (a) Type of Visa required: Diplomatic ☐ Official ☐ Employment ☐ Business ☐ Investment ☐ Tourist ☐ Visitor ☐ Study ☐ Transit ☐ Emergency ☐ 4. (b) Number of Entries: Single ☐ Multiple ☐		
5. Address in Botswana: Town/Village: _____ Street/Ward: _____ Plot/House No. _____		
6. Address in Country of Domicile: Country: _____ Town/Village: _____ Street/Ward: _____ Plot/House No. _____		
7. Occupation: _____ Qualifications: _____		
8. Proposed Length of Stay on whether travelling in transit without break of journey: _____ days.		
9. Reasons in full for wishing to travel to the Republic of Botswana (Satisfactory evidence will be required as to the object of the proposed journey. Employees of firms or persons acting on behalf of firms must produce certificates from their employers as to the nature and physical address of the business on which they are proceeding abroad. Bankers reference may be required): _____ _____		

Non - Citizen Travel Certificate

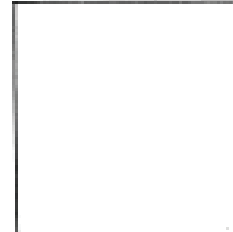
IMM. Supp. B



REPUBLIC OF BOTSWANA

IMMIGRATION AND PASSPORT CONTROL DIVISION TRAVEL CERTIFICATE FOR NON-CITIZENS

PHOTOGRAPH
OF
HOLDER



NOTES:

- (1) A Travel Certificate for Repatriation or Deportation of Aliens and foreign nationals without Travel Documents of their Home Countries shall be issued by Immigration Officers.
- (2) The purpose of the Travel Certificate is to enable holder to travel to his/her Home Country for purposes of permanent residence as a returning national of that country.
- (3) This Travel Certificate is an administrative document issued to non-citizens in the absence of a valid Passport of his/her Home Country.
- (4) In the event of doubt as regards a personal nationality, the Botswana Immigration Authorities will gladly accept the return of the person on production of satisfactory explanation clearly indicating reasons for refusal to accept him/her as a national of that country.
- (5) Non-Citizen's Travel Certificate shall embody his/her antecedents and a full-face photograph of holder.

1. SURNAME:
 2. OTHER NAMES:
 3. DATE OF BIRTH:
 4. PLACE OF BIRTH:
 5. COUNTRY OF ORIGIN:
 6. PRESENT NATIONALITY:
 7. ORIGINAL HOME ADDRESS:
 8. FATHER'S FULL NAMES:
 9. FATHER'S FULL ADDRESS:
 10. MOTHER'S FULL NAMES:
 11. MOTHER'S FULL ADDRESS:
 12. NAMES OF OTHER LIVING RELATIVES:
 13. FULL ADDRESS OF RELATIVE:
 14. KRAAL HEAD OR HEADSMAN:
 15. CHIEF:
 16. CLAN:
- Dated:, 200... Signed:

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

Issuing Authority:

IMMIGRATION AND PASSPORT CONTROL OFFICER

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

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

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

Annex-3 : BOBS Documents

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



BOTSWANA BUREAU OF STANDARDS

Member of International Organization for Standardization (ISO)

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

NOTE of RECOGNITION

STANDARDS (IMPORT INSPECTION) REGULATIONS Section (4)

This serves to note that

Client's Details:

Company Name:

SILVERLINE INVESTMENTS (PROPRIETARY) LIMITED

Postal Address:

P O BOX
26542, GABORONE, BW,26542

Physical Address:

P O BOX
26542, GABORONE, BW,70665

Telephone:

71500672

Email:

lightohn@yahoo.com

Has submitted the following product:

Product Details:

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

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

Company Name:

INTERTEK

Reference No:

ZA002276

Date of Inspection:

28/04/2022

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

Note of Recognition Number:	2022DOC0000006663
-----------------------------	-------------------

Date of Issue:

30/06/2022

Valid Until:

14/07/2022

Assessor's Name:

MOGOMOTSI LEBANI

Issuing Office:

Gaborone

Approving Officer:

ALAN AMEN NTLHAILE

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

[Effective]

[February 2021]

[Issue 04]

21/07/22 - DP93MN GP

EXHAUSTED



REPUBLIC OF BOTSWANA
Plant Diseases and Pests Act, CAP 35:82

Permit No.: 2271/22

PERMIT AUTHORIZING THE IMPORTATION OF PLANTS

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

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

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

from (address of consignor) Republic of Kenya

through (Port of Entry) Kazungula Exit: Tlokweng

the following:

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

Subject to the following conditions:

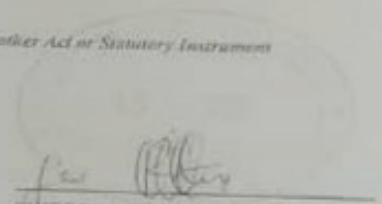
As attached or indicated overleaf

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

Date: 13 July 2022

(This Permit must accompany the consignment above)

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


CHIEF PLANT PROTECTION OFFICER

Facsimile: (+) 267 3928768

Annex-4: Deployment Sheet

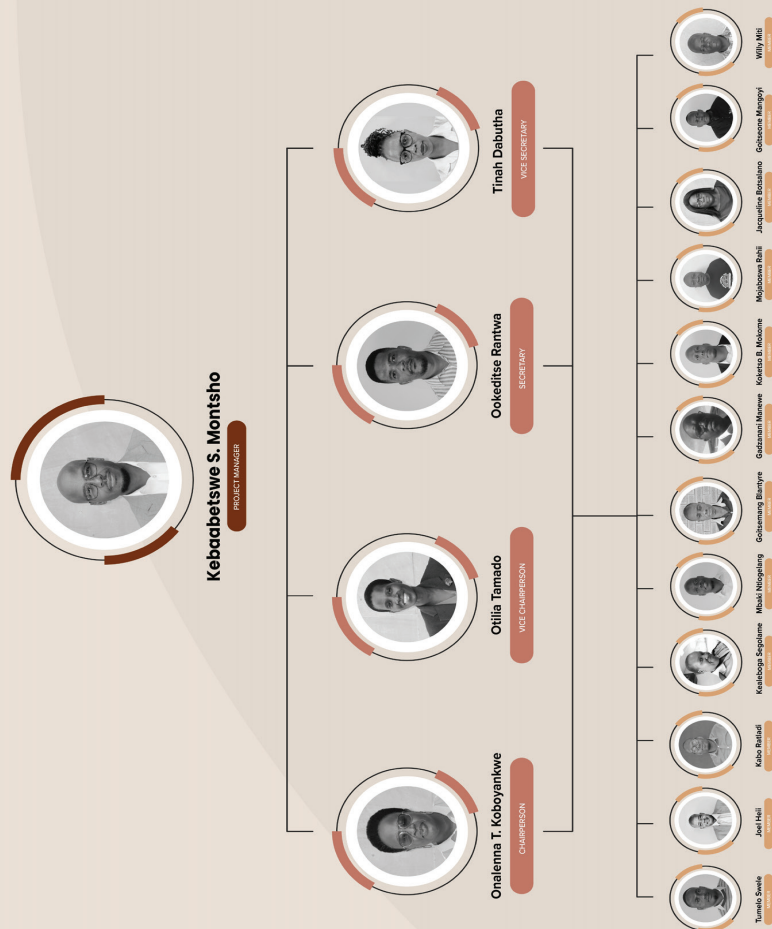
These were used to indicate the area of operation for enumerators during the data collection period.

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

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

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

ORGANOGRAM FOR KAZUNGULA OSBP END-LINE TRS



FULLNAMES	POSITION	ORGANISATION
Kebabetswe S. Montsho	Manager Border Security	BURS
Onalema T. Koboyankwe	Principal Customs Officer, Data Management	BURS
Otilla Tamado	Senior Customs Officer	BURS
Ookeditse Rantwa	Senior Customs Officer	BURS
Jacqueline Botsalano	Senior Customs Officer	BURS
Kabo Raladi	IT Programmer	BURS
Tinah Dabutha	Inspector	Port Health
Koketso B. Mokone	Statistical Research Analyst	BURS
Mabak Mtogelang	Senior Customs Officer	BURS
Gatseone Mangoyi	Communications Officer	BURS
Tumelo Swele	Customs Officer	BURS
Joel Heli	Immigration Administrator I	Immigration & Citizenship
Kealeboga Segolame	Constable	Botswana Police Service
Gatseone Mangoyi	Inspector	Plant Health
Gadzanani Manewe	Principal Veterinary Officer II	Veterinary Services
Molaboswa Rahli	Private Sector	Kwa Neking Oil
Willy Miti	Private Sector	Gorila Enterprises

List of Participants – Technical Working Group

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

BIBLIOGRAPHY

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



