



REPUBLIC OF ZAMBIA



# ZAMBIA BORDER DEVELOPMENT STRATEGY 2025-2029





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REPUBLIC OF ZAMBIA



# ZAMBIA BORDER DEVELOPMENT STRATEGY

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## 2025-2029



We are proud to present the Zambia Border Development Strategy

## FOREWORD

The Government is committed to facilitate private sector competitiveness through enhanced domestic and international trade. To achieve this, the Eighth National Development Plan (8NDP) envisages to implement measures that address trade-related bottlenecks that impede private sector competitiveness. Among these bottlenecks include inefficient border processes and inadequate border infrastructure.

It is for this reason that Government has embarked on initiatives and reforms intended to address the bottlenecks. These initiatives include, upgrading of ports of entry, improving access roads to domestic and international markets, implementing the Coordinated Border Management approach, enhancing digital services and improving commercial diplomacy with adjoining states.

To augment the above efforts, the Government has developed this Border Strategy to put in place

guidelines for border development to promote efficient trade facilitation and private sector competitiveness. Currently, Zambia has over forty (40) ports of entry and the need to have an informed, comprehensive border development process, consisting of standards and guidelines is vital.

It is, therefore, my honour to present to you the Zambia Border Development Strategy 2025 to 2029.

Thus, as we embark on this transformative trajectory on trade facilitation, I call upon all stakeholders to commit and dedicate to this shared vision. There is need to leverage our collective resources and expertise to enhance Zambia's competitiveness through border development.

Hon. Chipoka Mulenga, M.P.  
**MINISTER OF COMMERCE, TRADE  
AND INDUSTRY**

September, 2024



## ACKNOWLEDGEMENT

The successful development of the Zambia Border Development Strategy 2025–2029 is the result of the invaluable support received from a diverse range of stakeholders across the public and private sectors. This achievement is built upon extensive and comprehensive consultations with these stakeholders, whose contributions will be pivotal to the effective implementation of the Border Strategy.

I wish to also acknowledge the immeasurable contribution of the technical team who worked towards the formulation of this Border Strategy. Gratitude is also extended to the European Union, through the 11th European Development Fund (EDF 11), and the Common Market for Eastern and Southern Africa (COMESA), for the financial support towards the successful completion of this Border Strategy.

As we move forward, I urge other Government institutions, cooperating partners and the private sector to fully embrace and actively participate in the implementation of this Border Strategy. Together, we can turn this roadmap into a tangible reality that strengthens Zambia's trade facilitation and export competitiveness, underpinned by enhanced border infrastructure development.

Lillian S. Bwalya  
**Permanent Secretary**  
**Trade and commerce**  
**MCTI OF COMMERCE, TRADE AND**  
**INDUSTRY**

September, 2024

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## ACRONYMS

<b>8NDP</b>	Eighth National Development Plan
<b>AfCFTA</b>	African Continental Free Trade Agreement
<b>ASYCUDA</b>	Automated System for Customs Data
<b>AfDB</b>	African Development Bank
<b>CBM</b>	Coordinated Border Management
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>DRC</b>	Democratic Republic of Congo
<b>GWAN</b>	Government Wide Area Network
<b>GSB</b>	Government Service Bus
<b>ICT</b>	Information and Communication Technology
<b>NTFC</b>	National Trade Facilitation Committee
<b>MCTI</b>	means MCTI of Commerce, Trade and Industry.
<b>M&amp;E</b>	Monitoring and Evaluation
<b>OSBP</b>	One Stop Border Post
<b>PPP</b>	Public-Private Partnership
<b>SADC</b>	Southern African Development Community
<b>SWOT</b>	Strengths-Weaknesses-Opportunities-Threats
<b>WTO</b>	World Trade Organisation
<b>ZRA</b>	Zambia Revenue Authority

## WORKING DEFINITIONS

Adjoining State	means a state that shares a common border with Zambia.
Border	means the boundary that demarcates the territory between Zambia and an adjoining state.
Border Agencies	means all Government ministries and agencies involved in the clearance of goods and people
Border Strategy	means Zambia Border Development Strategy.
Border Infrastructure	means soft and hard infrastructure which include offices other buildings and ICT facilities at the port of entry and in a control zone.
Coordinated Border Management	means an approach implemented by Zambia intended to simplify and harmonize border processes for effective and efficient clearance of goods and people.
Government Institutions	means line Ministries, Provinces and Spending Agencies.
Government Wide Area Network	means centralized communication network used by Government agencies to facilitate data exchange, communication and collaboration across different locations and departments.
Interpol i24/7	means Interpol's secure global communication systems.
One Stop Border Post	means a border post established under an agreement entered into between Zambia and adjoining state that enables goods, people and vehicles to undergo the necessary border controls at once.
Port of Entry	means a designated location where goods, people and vehicles are officially allowed to enter or exit Zambia.
Public-Private Partnership	means a contractual arrangement between a contracting authority and a concessionaire, made in accordance with the PPP Act, 2023.
Traditional Two-Stop Border Post	means border post where exist and entry formalities are carried out on both side of the border for each adjoining state thereby stopping twice.
Trade Facilitation	means the simplification, standardization and harmonization of activities, practices, procedures and formalities involved in the movement, clearance and release of goods, including goods in transit, at a port of entry.
Single Window System	means a facility that allows persons involved in trade and transport to lodge standardized information and documents at a single-entry point to fulfill import, export and transit related regulatory requirements.

# INTRODUCTION

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## 1. INTRODUCTION

Borders serve as crucial points where various agencies act as gatekeepers to territorial boundaries with customs authorities and other border agencies playing an essential role such as tax collection, preventing international terrorism, safeguarding public health and cultural heritage. The effective management and development of border regions are therefore essential to fostering economic prosperity, ensuring the security of the nations, and promoting collaboration among neighbouring countries. It helps enhance efficiency by facilitating trade and travel while ensuring predictable and streamlined clearance procedures.

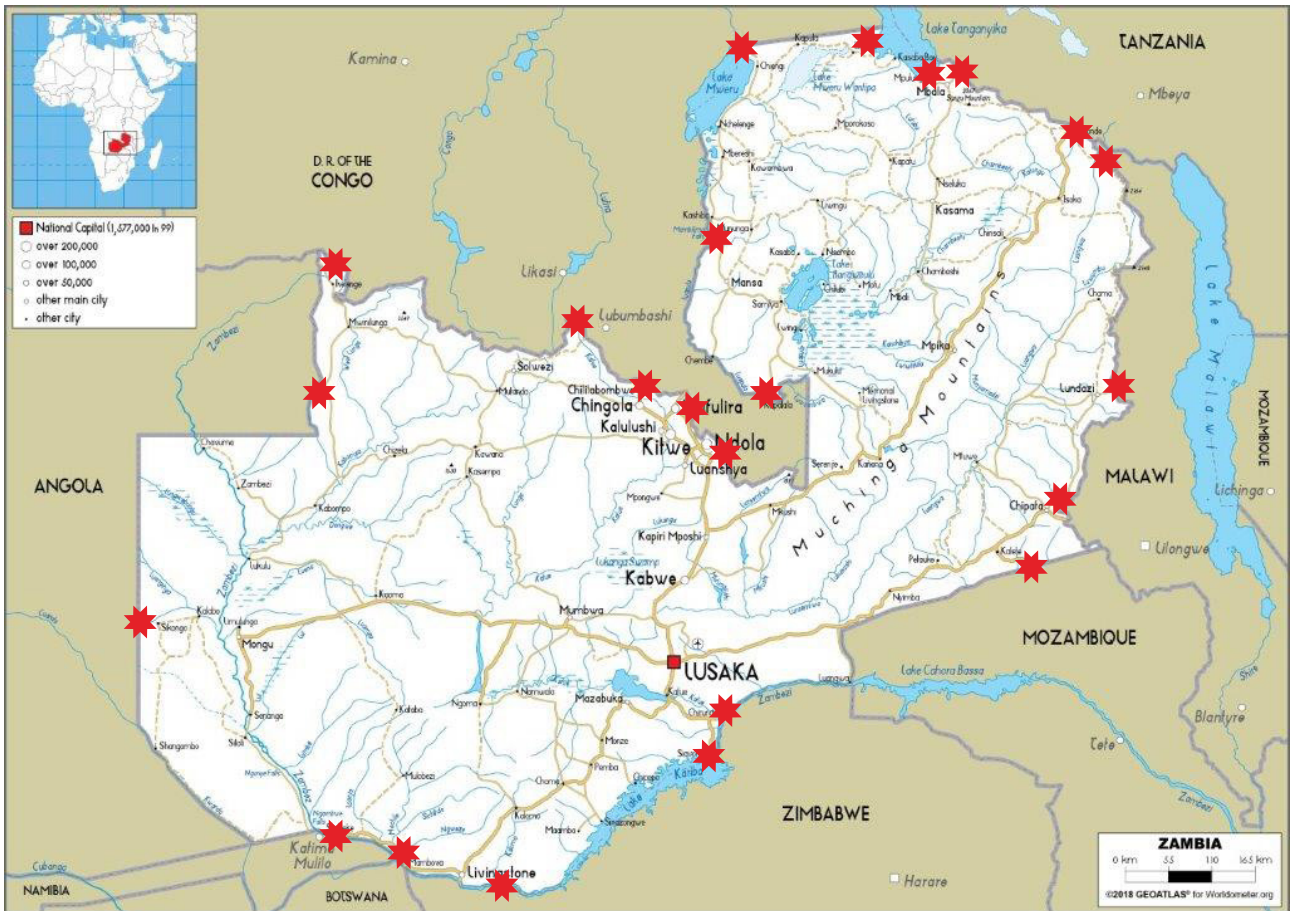
Zambia currently has over forty (40) ports of entry which facilitate international trade and movement of people. Out of these ports of entry, four (4) are international airports, one (1) is a maritime port and the rest are land borders. This Border Strategy focuses on land borders. Most of these borders face major challenges that affect trade facilitation despite the several interventions that the Government has put in place to enhance coordinated border management at selected borders. Out of the gazetted land borders, only nine (9) borders have the basic standard infrastructure necessary to facilitate trade.

To effectively manage and facilitate trade, the Government has put in place the **Border Management and Trade Facilitation Act no. 12 of 2018** and the **Eighth National Development Plan (8NDP)** which promotes the opening of Zambia's trade corridors with the focus on positioning the country as a regional transport and logistics hub that will promote trade and investments. Further, the National Trade Policy of 2018 provides, as a strategic objective, the improvement of procedures and controls to govern the movement of goods and services in order to reduce the cost of trade transactions at ports of entry.

However, with constantly evolving dynamics of trade and clearing procedures and challenges that most borders are currently facing, this Border Strategy has been developed to address the unique needs and challenges on trade facilitation.

The Border Strategy is premised on four pillars identified for the Country to enhance trade facilitation, namely: **Legal and Institutional Framework; Simplification and Harmonization of Procedures; ICT and Data Exchange; and Hard Infrastructure**. The Border Strategy, therefore, identifies challenges and highlights planned activities to address the challenges.

Further, the Border Strategy will simplify the implementation of various initiatives in place such as Coordinated Border Management and One Stop Border Post. It will foster a culture of shared services where collaborative operating models and facilities can be created to deliver strong performance and service delivery. The Border Strategy will align processes and border infrastructure to international best practices. Ultimately, the Border Strategy is expected to improve compliance to legal requirements on trade facilitation, reduce clearance time to the recommended best international practice, enhance efficiency of ICT systems for trade facilitation and improve traffic flow which will contribute to economic growth and international trade.



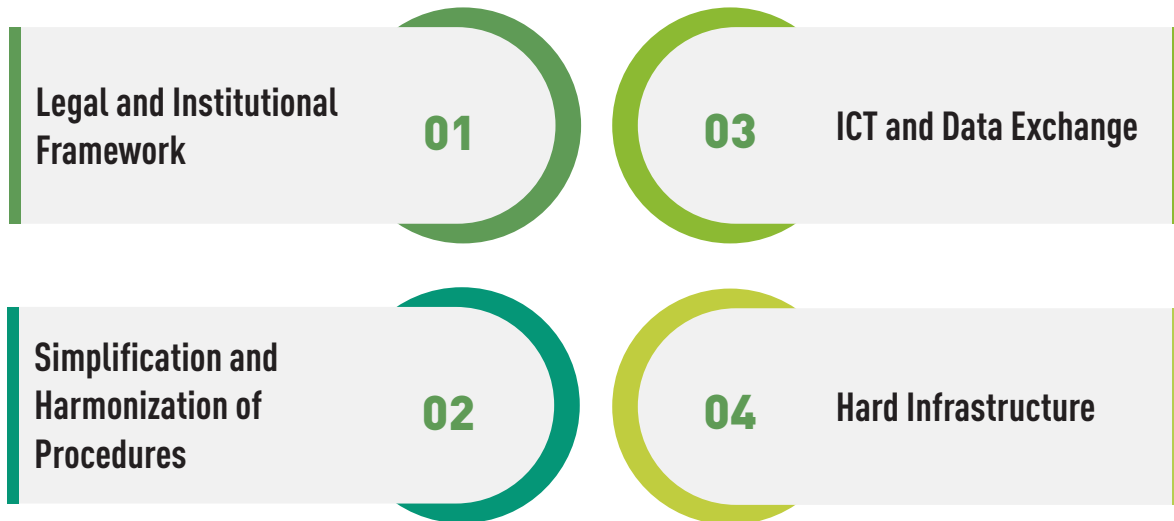
## 2.0 SITUATION ANALYSIS

Zambia is surrounded by eight (8) neighbouring countries with over forty (40) border crossing points which facilitate international trade and movement of people. The strategic location of Zambia presents both opportunities and challenges for border development that supports efficient movement of goods and people. The major challenges affecting trade facilitation at ports of entry emanate from inadequacies in legal and institutional framework such as lack of bilateral agreements with adjoining states at most ports of entry, lack of standard operating procedures based on international best practices and inadequate institutional arrangements. Further, this is exacerbated by complicated and non-harmonized clearance process for imports, exports and transit cargo, which are not fully digitized. The challenges also include limited cooperation among the border agencies within the Country and with adjoining states. Most ports of entry are also faced with a serious challenge of poor border infrastructure which cannot support modern and efficient border concepts such as Coordinated Border Management, Smart Borders and One Stop Border Posts.

Notwithstanding the foregoing, Time Release Studies (TRS) undertaken in recent past have indicated an improvement in border clearance processes due to various initiatives undertaken to address the challenges affecting trade facilitation. In particular, exports clearance time in 2024 stood at 3 hours 46 minutes from 12 hours 36 minutes in 2022, while transit time stood at 1 hour 30 minutes from 2 days 4 hours in 2022.

Nonetheless, the Country still lags behind on other important variables as clearance time continues to underperform. For instance, the 2024 TRS Report at Chirundu Border Post, indicate that the average clearance time for imports was 22 hours against the internationally recommended time of 4 hours.

It is for this reason that the Border Strategy proposes to enhance efficiency and has identified four pillars to guide border development. The four pillars are as follows:



## 2.1 Legal and Institutional Arrangements

### 2.1.1 legal framework

Trade facilitation in Zambia is governed by the Border Management and Trade Facilitation Act no. 12 of 2018 and other policies such as the National Trade Policy. The Act provides a framework for coordinated border management and controls intended to promote efficient movement and clearance of goods.

However, the law is inadequate in addressing issues related to trade facilitation and coordinated border management and controls. The Act does not also cover the new policy guidelines and some of the agreements that the Country has signed up to at international level. Presently, the Act is undergoing review to address the gaps that have been identified by entrenching provisions on:

- (a) Traditional Two-Stop Border Posts;
- (b) Harmonization of operating hours of border agencies;
- (c) Number of border agencies to physically operating at the border;
- (d) Use of single window system; and
- (e) Strengthening of institutional framework for trade facilitation.



To facilitate international and regional trade, the Country is also a signatory to various international and regional trade agreements such as World Trade Organisation, COMESA, SADC, and AfCFTA as well as bilateral agreements for the One Stop Border Posts. The existing OSBP agreements include those for Chirundu with Zimbabwe, Kazungula with Botswana, Mwami-Mchinji with Malawi and Nakonde-Tunduma with Tanzania.

### **2.1.2 Institutional Arrangements**

Border management and trade facilitation activities are coordinated by the MCTI, which serves as the Secretariat to the National Trade Facilitation Committee, which is an apex body on trade facilitation in the Country. The NTFC comprises both public and private sector stakeholders.

The support of the NTFC Secretariat has been significant in anchoring the coordination of reforms and various initiatives to enhance trade facilitation. However, NTFC Secretariat faces sustainability risk as it does not have permanent staff and relies heavily on donor support. The NTFC Secretariat, therefore, needs to be properly entrenched in the establishment of the MCTI to foster sustainability.

Furthermore, trade at operational level, is facilitated by various line ministries and border agencies. However, a number of border agencies do not have adequate staff and have limited capacity to implement contemporary initiatives such as Coordinated Border Management System, intended to enhance efficiency. For example, agencies that have assumed new roles under the Coordinated Border Management System require training and where operating hours have increased, more staff is required.

In addition, there are border committees that are mandated to jointly resolve challenges affecting trade facilitation at the borders. These committees are coordinated by the lead agency, ZRA. However, at most borders, the committees are either non-functional or non-existent.

## **2.2 Simplification and Harmonization of Procedures**

The current border management operations in Zambia are undergoing reform. These reforms include reducing border agencies physically operating at the border from an average of 18 to 6 frontline border agencies. Each of these agencies carry out clearance processes following their respective standalone service delivery charters. This makes it difficult to undertake clearance within the internationally recommended four (4) hours clearance time for imports and exports.

To promote efficiency in the clearance process, preclearance is now mandatory in Zambia. However, the uptake of this service by stakeholders is very low. As a result, effective planning has been affected and coordinated efforts such as joint inspections have been difficult to implement. This is exacerbated

by the inability of the agencies to effectively exchange data due to use of isolated systems, and in some instances, the use of manual processes.

Additionally, Zambia is rolling out a Single Window System, designed to streamline border processes by allowing traders to submit all required documentation through a single digital platform. This is with a view to reducing time and complexity in the clearance processes at the border points. However, not all agencies with mandate to facilitate clearance of imports and exports are on the Single Window platform and single payment point system. This inhibit their ability to complete processes in a timely manner. Further, border agencies do not have harmonised risk management systems, therefore, initiatives such as the Authorised Economic Operator (AEO) do not fully benefit the users.

To address the above challenges, the Government has introduced various trade facilitation measures. One of the critical interventions is to streamline, standardise and harmonise the processes of border agencies so as to promote, among others, joint inspections, information sharing and the use of single payment point.

## **2.3 ICT and Data Exchange**

The use of Information and Communication Technologies (ICTs) at ports of entry has increasingly become vital in facilitating trade. This is in response to the exponential increase of economic activities and the need to foster regional and global integration as the World embraces smart border initiatives. The Government has, therefore, implemented various initiatives such as the National Electronic Single Window system and Single Payment Point.

The border agencies in Zambia use various systems in managing processes at the border such as the Customs Management System (ASYCUDA), Zambia Immigration Management System (ZIMS), the Government Service Bus (GSB) and the Interpol i24/7. Nonetheless, these systems are not fully integrated. For instance, the ASYCUDA and the Interpol i24/7, on which the clearance of motor vehicles is dependent on, are not interfaced. The lack of interface between the two systems inhibits the effective exchange of data resulting in delays in the clearance process of motor vehicles. Additionally, the Government Service Bus has automated the processing of a number of import and export permits, in spite of this, the system is not fully integrated with ASYCUDA. Therefore, this affects efficient customs clearance of goods requiring permits. Where the permit issuance has been automated border agencies face the challenge of adoption of these services. Further, border agencies such as Port Health and the Department of Veterinary Services are still processing permits manually.

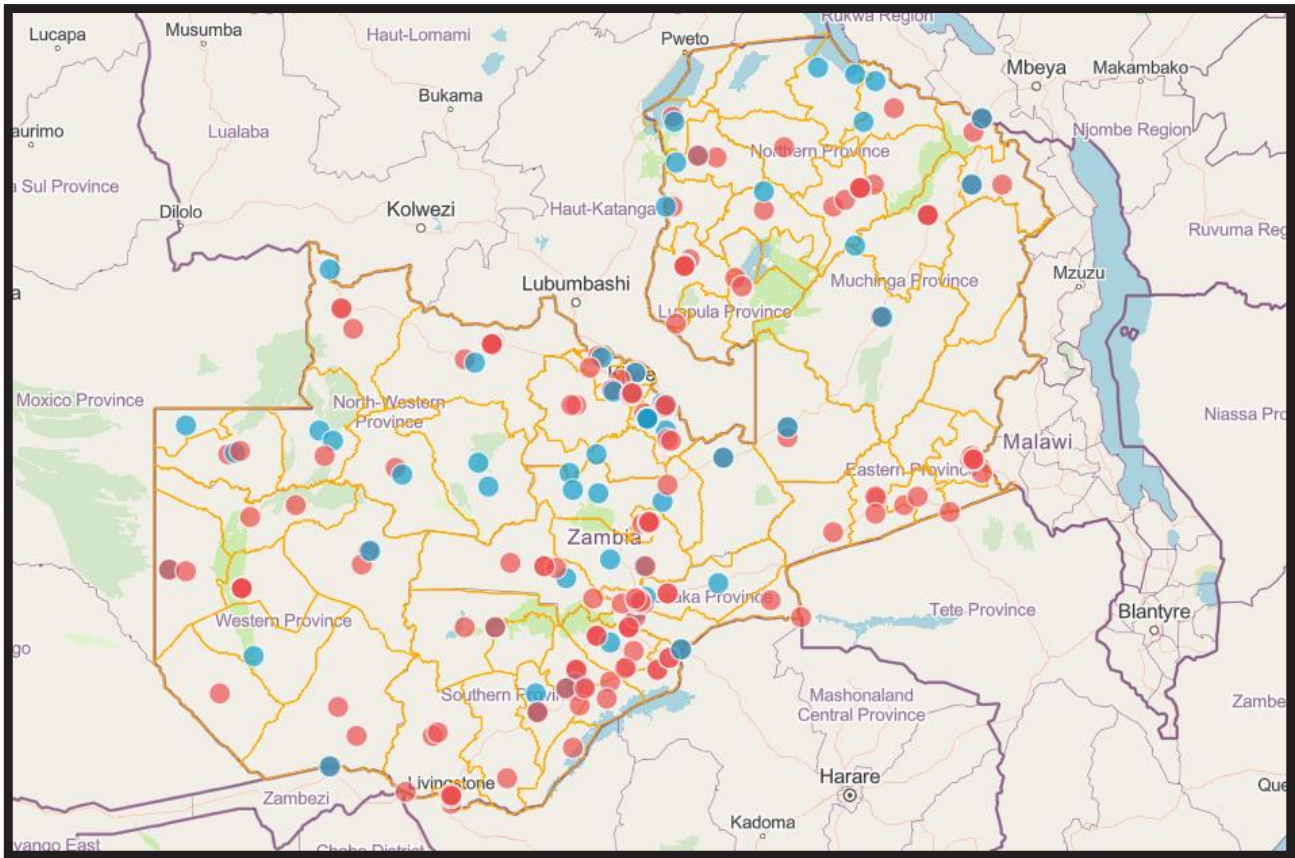
Another challenge border agencies face is limited connectivity. Most connectivity is isolated and secured by individual agencies with few of them connected to the Government Wide Area Network (GWAN) which is the most cost-effective network for border agencies. For instance, out of over forty (40) ports of entry, only seven (7) namely; Chanida, Kasumbalesa, Katima-Mulilo, Kazungula, Mwami, Nakonde and Victoria falls border posts have last mile connectivity and Local Area Network



(LAN). Further, border agencies lack adequate ICT equipment, data recovery centers, cybersecurity measures, and have not adopted recently developed technologies such as Internet of Things (IoT), Blockchain, and Cloud Computing in border operations.

Finally, Zambia faces interoperability challenges with its neighbouring countries, due to differing technology standards that would allow for seamless exchange of trade information.

### Map of GWAN and Starlink Coverage in Zambia



Source: Electronic Government division

	Government Wide Area Network (GWAN)
	Starlink Sites

## 2.4 Infrastructure

Infrastructure and associated services play a crucial role in the flow of international trade. Therefore, having in place essential infrastructure at ports of entry is a prerequisite for enhancing efficient trade facilitation. Improved infrastructure at all ports of entry also provide an open and safe environment for traders. However, the scale and type of infrastructure depend on the nature and size of activities conducted at each border. The basic and minimum infrastructure expected at each port of entry may include offices for border officials, staff housing, operational equipment, warehouses, inspection bays, modern scanners, smart gates and weigh bridges (weigh-in motion), radiation portal monitors, and truck parking yards.

At present, infrastructure at most Zambian border posts is insufficient to support efficient and effective operations. Out of 40 ports of entry, only nine (9)<sup>1</sup> borders have considerable infrastructure some of which require rehabilitation and modernization to meet trade facilitation standards. Of the nine (9) borders that have considerable infrastructure, four (4)<sup>2</sup> borders are operating as One-Stop Border Posts (OSBPs). However, only Kazungula and Mwami OSBPs have infrastructure originally designed to operate as One Stop Border Posts. Therefore, there are still infrastructure gaps to facilitate efficient operation of the OSBP concept. In addition, ZRA as the lead agency is expected to carry out maintenance at border facilities but lacks adequate resources to undertake this function. Furthermore, borders that require development or expansion have limited land. The available land at some border posts is either under customary tenure, privately owned, or has been encroached upon by settlers. This affects and complicates efforts to develop, rehabilitate or modernize the necessary infrastructure. Therefore, there is need to acquire and secure land at all borders intended for future developments. Additionally, most borders are very porous and prone to smuggling hence posing border security concern. Further, access roads to almost 50% of the 40 border posts are of gravel standard which are in poor condition and require upgrading to bituminous standard. Most traders avoid use of these borders because of the poor state of the access roads. In this regard, there is need to develop infrastructure in order to secure and support trade facilitation and where necessary secure the requisite land. This particular undertaking requires capital funding that can be met through various mechanisms and these include the following:

- i. Government or sovereign funding
- ii. Funding from cooperating partners
- iii. Government borrowing
- iv. Public Private Partnership (PPP) approach.

<sup>1</sup>Chirundu, Victoria Falls, Kazungula, Katima-Mulilo, Kasumbalesa, Nakonde, Chanida, Mwami and Kariba

<sup>2</sup>Chirundu, Kazungula, Mwami, and Nakonde





Due to scarcity of resources, the development of borders will be prioritized based on trade volumes, traffic flow and its strategic position along priority trade corridors. Further, the choice of the funding option to be used will depend on the prevailing circumstances (e.g. viability, costs, stakeholder interest) at the point of developing the border taking into consideration issues of sustainability.

## 2.5 SWOT Analysis



## 3.0 VISION

Efficient and secure ports of entry for seamless movement of goods and people.

## 4.0 RATIONALE

The development of this Border Strategy has been necessitated by the need to put in place a blueprint that provides guidelines for border development to promote efficient trade facilitation.

Further, this Border Strategy is intended to deal with the required legal and institutional framework that will compliment the planned border infrastructure development in order to enhance efficiency in trade facilitation, based on international best practices. Among the entrenched mechanisms to enhance efficiency through border infrastructure development include digitalisation, simplification and harmonisation of clearance processes for border agencies within the country and with adjoining states.

The Border Strategy also seeks to ensure that border development is financed using optimal and cost-effective means.

## 5.0 GUIDING PRINCIPLES

The implementation of the Border Strategy shall be guided by the following principles:

- (i) **Efficiency:** committed to being proficient in the use of resources in facilitation of trade.
- (ii) **Accountability and Transparency:** commitment to being responsible and open to the public in upholding tenets of good governance.
- (iii) **Responsiveness:** committed to adapting to the needs of the business environment regarding trade facilitation.
- (iv) **Inclusivity:** ensure involvement of all stakeholders in the development of borders and enhancement of trade facilitation.
- (v) **Sustainability:** committed to maintain and supporting the processes, systems and infrastructure to stand the test of time.
- (vi) **Security:** committed to ensuring the preservation of public and national security.

## 6.0 OBJECTIVES

### 6.1 General Objective

To facilitate efficient and safe movement of goods and people, at ports of entry.

### 6.2 Specific Objectives

The specific objectives of the Border Strategy are:

- i. To strengthen legal and institutional framework to guide operations of the border;
- ii. To simplify and harmonise border procedures based on international best practices;
- iii. To develop and improve ICT infrastructure and systems for trade facilitation; and
- iv. To develop and upgrade border and auxiliary infrastructure.

## 7.0 STRATEGIC MEASURES

### 1. Objective: To strengthen legal and institutional framework to guide operations of the border.

#### Measures:

- a. Develop and review laws, regulations, guidelines, standards and codes of practice pertaining to border management and trade facilitation;
- b. Enforce the relevant laws, regulations, guidelines, standards and codes of practice pertaining to border management; and
- c. Strengthen institutional framework for border management and trade facilitation.



**Expected Outcome: Improved compliance**

**2. Objective: To simplify and harmonise border procedures based on international best practices**

**Measures:**

- i. Full implementation of CBM approach at all ports of entry
- ii. Enhance the utilisation of pre-arrival processing by all agencies

**Expected Outcome: Reduced clearance time to the recommended best international practice**

**3. Objective: To develop and improve ICT infrastructure and systems for trade facilitation**

**Measures:**

- Implement ICT Systems
- Enhance Connectivity for improved service delivery
- Enhance Cyber Security for border posts

**Expected Outcome: Enhanced efficiency of ICT systems for trade facilitation.**

**4. Objective: To develop and upgrade border and auxiliary infrastructure**

**Measures**

- Acquire and secure land for border development and expansion
- Develop and improve accessibility to priority borders
- Develop, rehabilitate and modernize border Infrastructure.

**Expected Outcome: Improved traffic flow**

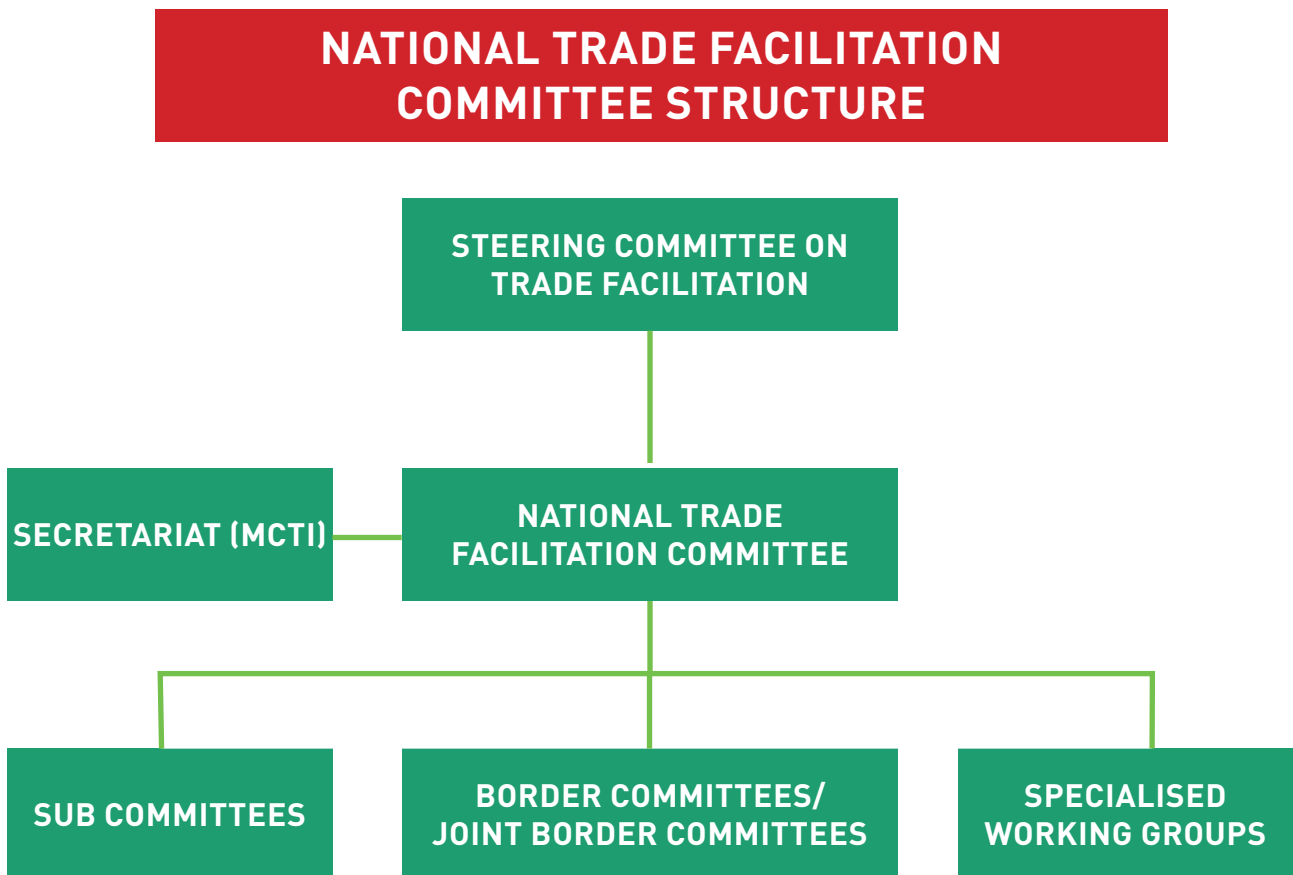
## **8.0 IMPLEMENTATION FRAMEWORK**

The implementation of the Border Strategy requires a multi-sectoral approach with key stakeholders in trade facilitation in providing policy direction on matters relating to border development. The Border Strategy will be implemented in line with various policies and development initiatives that have a bearing on trade facilitation. It will be closely aligned with other Government initiatives outlined in the National Development Plans (NDPs) as and when they are revised. The Border Strategy will be implemented over a five (5) year period subject to a mid-term review.

### 8.1 Institutional Arrangements

The MCTI shall oversee the implementation of the Border Strategy and will work with public institutions (i.e. line Ministries, Provinces and Spending Agencies) and non-state actors including private sector and cooperating partners that are involved in trade facilitation. The implementation of the Border Strategy will be supported by the National Trade Facilitation Committee (NTFC). The role of the different stakeholders shall be as follows:

- a. Public Institutions shall support and participate in the implementation of the Border Strategy in line with their respective statutory mandates.
- b. Private Sector shall support and participate in the implementation of this Border Strategy in line with their interests and roles in the NTFC.
- c. Cooperating partners shall support and participate in the implementation of the Border Strategy by providing technical and financial assistance.
- d. The Border Committees shall provide advisory updates and information required for policy decisions on the implementation of the Border Strategy.
- e. The National Trade Facilitation Committee (NTFC) shall provide oversight and policy guidance in the implementation of the Border Strategy.





## 8.2 Legal and institutional framework

Implementation of the Border Strategy will be governed by the Border Management and Trade Facilitation Act, its consequential laws, and any other laws hinging on trade facilitation. In addition, the legal framework will be supported by the bilateral and international agreements on trade facilitation to which the country is a party to.

## 8.3 Resource Mobilisation, Financing and Investments

The successful implementation of the Border Strategy, will depend on the timely availability of financial resources. All line Ministries and implementing agencies are expected to annually budget for the implementation of the Border Strategy. Funding for implementation will be sourced from the following:

- i. Government revenues;
- ii. Funding from cooperating partners;
- iii. Government borrowing; and
- iv. Public Private Partnership (PPP) financing.

The financing option to use will be prioritised based on cost of financing and its impact on cost of doing business, sustainability and value for money

## 9.0 MONITORING AND EVALUATION

The Monitoring and Evaluation (M&E) component of the Border Development Strategy is designed to ensure that the overall vision and objectives are achieved by effectively implementing the activities highlighted in the implementation plan.

The M&E of this Border Strategy will focus on Key Performance Indicators (KPIs) across the four pillars: legal and institutional framework, simplification and harmonization of procedures, ICT and data exchange, and hard infrastructure, and will be undertaken as follows:

1. Monitoring: this will be on-going to ensure that the objectives are being met.
2. Evaluations: this will be undertaken for accountability and learning purposes, with two evaluations envisioned: one mid-term and the other at the end of the term.

The MCTI in collaboration with stakeholders, will be responsible for the monitoring and evaluation of the Border Strategy. The NTFC shall be updated annually or as may be required, on the monitoring reports.

## 10.0 CROSS CUTTING ISSUES

This Border Strategy encompasses cross-cutting themes such as women, youth, ecology, and climate change. These issues are central to ensuring that the formulation, deliberation, adoption, and implementation of the Strategy is undertaken in an inclusive manner. Notably, women and youth represent a significant number of cross border traders who depend on trade for their livelihood. Therefore, the Border Strategy emphasises on the need to ensure that any border infrastructure, under development, accommodates the needs of small scale cross border traders, women, youth and those living with disabilities. The border infrastructure is expected to incorporate key components that support small scale cross border traders such as walk ways and border markets, as well as designs that accommodate disability related demands.

This Border Strategy also promotes adherence to sustainable development principles. It recommends the need to ensure environmental sustainability issues are mainstreamed in the Standards for border development to be developed. This is to ensure that eco-friendly solutions are utilised in the development of border facilities. The use of ICT systems, on the other hand, alongside sustainable land use, will also be used to mitigate environmental impacts. Lastly, the Border Strategy will also promote use of eco-friendly solutions especially in border that are domiciled in touristic and environmentally sensitive areas, so as to enhance and preserve the Country heritage.



**11.0 IMPLEMENTATION PLAN**

SN	Strategic Objective	Strategic Measure	Planned Activity	Target	Output	Indicators	Budget (ZMW)	Implementing institution	Y1	Y2	Y3	Y4	Y5
1.	To strengthen legal and institutional framework to guide operations of the border.	Develop and review laws, regulations, guidelines, standards and codes of practice pertaining to border management and trade facilitation	Repeal and replace the Border Management and Trade Facilitation Act Develop Regulations and Guidelines to support the Border Management and Trade Facilitation Act	1 2	Updated Border Management and Trade Facilitation Act Regulations developed Guidelines developed	Number of Acts Number of Regulations	1,000,000 1,000,000	MCTI, MOJ MCTI, MOJ					
		Review and develop interagency MoUs	Review and develop interagency MoUs	10	Revised and developed MoUs	Number of MoUs reviewed and developed	500,000	MCTI, MOJ, line Ministries, and Border Agencies	2	2	2	2	2
		Review and develop Bilateral Trade Agreements	Review and develop Bilateral Trade Agreements	7	Reviewed and developed Bilateral Trade Agreements	Number of Bilateral Trade Agreements signed	12,500,000	MCTI, MOJ, line Ministries, and Border Agencies	1	2	2	2	
		Enforce the relevant laws, regulations, guidelines, standards and codes of practice pertaining to border management	Undertake Sensitisations and awareness activities Undertake Capacity building trainings on change management	10 20	Stakeholders sensitised Capacity developed	Number of sensitisations undertaken Number of capacity building trainings undertaken	1,700,000 4,500,000	MCTI, line Ministries, and Border Agencies MCTI, line Ministries, and Border Agencies	2 4	2 4	2 4	2 4	2 4
		Strengthen institutional framework for border management and trade facilitation	Establish the NTFC Secretariat as a Unit under the Ministry Recruit additional staff for border agencies Reconstitute Victoria Falls, Chanida, Kasumbalesa and Katima Mulilo Border Committees Constitute and operationalise Sakania, Mokambo, Chalwe and Kambimba borders committees Conduct capacity building on change management, governance e.t.c.	Establish the Unit 50% of the requirement 4 4 10	NTFC Secretariat Unit established Additional staff recruited Border Committees reconstituted Border committees constituted Capacity for border agencies developed	Unit established Percentage of staff recruited against the required Number of Committees reconstituted Number of committees constituted Number border agencies capacitated	4,000,000 10,000,000 600,000 600,000 2,250,000	MCTI line Ministries, and Border Agencies MCTI and ZRA MCTI and ZRA MCTI, line Ministries, and Border Agencies					

SN	Strategic Objective	Strategic Measure	Planned Activity	Target	Output	Indicators	Budget (ZMW)	Implementing institution	Y1	Y2	Y3	Y4	Y5		
2.	To simplify and harmonise border procedures based on international best practices	Full implementation of CBM approach at all ports of entry	Develop harmonised Standard Operating Procedures (SOPs)	1	SOPs developed	Number SOPs developed	1,500,000	MCTI							
			Develop multiagency service charter	1	Service Charter developed	Existence of multiagency service charter	1,500,000	MCTI							
			Develop and implement multiagency integrated risk management system	100%	System developed	Existence of system									
			Implement Trusted Trader Initiatives	6	Mutual recognition of AEO implemented	Number of Mutual Recognition Agreements signed	600,000	MCTI							
			Develop and implement electronic data exchange framework among border agencies	1	electronic data exchange framework developed and implemented	Existence of framework Extent of implementation of framework	1,500,000	MCTI, SZI, ZRA, MFNP							
			Develop/ review/ publish prearrival guidelines for all border agencies	1	Guidelines developed and published	Number of Guidelines	400,000	MCTI and border agencies							
			Enforce preclearance through sensitisation, capacity building	all border agencies	Pre-arrival processing adopted by border agencies	number of agencies implementing pre-arrival processing	2,000,000	All border agencies							



SN	Strategic Objective	Strategic Measure	Planned Activity	Target	Output	Indicators	Budget (ZMW)	Implementing institution	Y1	Y2	Y3	Y4	Y5	
3.	To develop and improve ICT infrastructure and systems for trade facilitation	Implement ICT Systems	Implement Single Window Systems for all Border Agencies	18	Single Window fully implemented at Borders	Number of institutions on the Single Window System		MCTI, MOFNP, SZI, and ZRA	6	6	6			
				18		Number of Institutions using the Single Window for Licenses, Permits, Certificates and other authorization processing	10,416,000.00	MCTI, MOFNP, SZI, and ZRA	6	6	6			
				System integration (ASYCUDA, GSB, i24/7, ZIMS, etc..)	6	Integrated Border Management Information System developed	Number of System Integrated	5,000,000.00	MCTI, MOFNP, SZI, Immigration Dpt., Zambia Police, and ZRA	3	3			
				Acquire end user ICT equipment for Border Agencies	70%	End User Devices Secured	Percentage of the devices acquired	20,000,000.00	MCTI, MOFNP, MOTIS, SZI, and all border agencies	15%	15%	15%	15%	10%
				Deploy the GWAN to Borders	12	Borders Connected	Number of Borders Connected to GWAN and the quality of network provided	20,000,000.00	SZI, ZRA and MCTI	4	4	4		
				Identify (establish) alternative (redundant) network connections at borders	12	Alternative networks established	Number of alternative network connections at borders	10,000,000.00	SZI, ZRA and MCTI	4	4	4		
				Provide alternative energy for critical ICT Infrastructure	20	Borders using Alternative Backup for Critical ICT Systems	Number of Borders with alternative power backup for Critical ICT Systems	8,000,000.00	SZI, ZRA and MCTI	5	5	5	5	
				Establish Optic Fibre Back Bone Point of Presence (POP)	12	POP Deployed in Border Posts	Number of Optic Fibre POP deployed		SZI, ZRA and MCTI	4	4	4		

SN	Strategic Objective	Strategic Measure	Planned Activity	Target	Output	Indicators	Budget (ZMW)	Implementing institution	Y1	Y2	Y3	Y4	Y5
			Build Backup Data Centers and Cache Data Centers at Border Posts	12	Data Centers and Cache Data Centers Developed	Number of Data Centers and Cache Data Center developed	20,000,000.00	SZI, ZRA and MCTI					
			Establish Disaster recovery and Back up Systems for Borders	1	Borders Disaster recovery and Backup systems Developed	Number of Borders with Disaster Recovers and Backup Systems	5,000,000.00	SZI, ZRA and MCTI					
			Deploy Alternative technologies for last mile connectivity for border Towers, VSAT, Starlink	15	Borders with Alternative Connectivity	Number of Borders using Alternative technologies for connectivity	1,500,000.00	SZI, ZRA and MCTI	3	3	3	3	3
		Enhance Cyber Security for border posts	Develop and Implement Cybersecurity Policies and Procedures for Borders	1	Cyberber Security polices implemented	Number of Cyber Security Policies and Procedures developed	200,000.00	SZI,ZRA MCTI, ZICTA, MOTS					
			Undertake Risk Assessment and Vulnerability Analysis	1	Border ICT Infrastructure Secured	Existence of Risk Assessment and Vulnerability Report	100,000.00	SZI,ZRA MCTI, ZICTA, MOTS					
			Strengthen Network and Infrastructure Security	1		Number of Networks and Infrastructure Security Strengthened at borders	100,000.00	SZI,ZRA MCTI, ZICTA, MOTS					
			Cybersecurity Awareness and Training Programs	20		Number of Cyber Security Awareness and Training Programs Conducted for border agencies	1,000,000.00	SZI,ZRA MCTI, ZICTA, ZRA MOTS	4	4	4	4	4



SN	Strategic Objective	Strategic Measure	Planned Activity	Target	Output	Indicators	Budget (ZMW)	Implementing institution	Y1	Y2	Y3	Y4	Y5	
4.	To develop and upgrade border and auxiliary infrastructure	Acquire and secure land for border development and expansion (Standardized land size)	Undertake prefeasibility study to (i) create an inventory of the land, infrastructure and services (ii) ascertain the extent of the required land	1	Study Report	Number of prefeasibility studies undertaken	12,000,000	MCTI, MIHUD, MLGRD, MLNR, ZRA, Immigration						
			Hold stakeholder engagement with local authority, traditional leaders, private sector, general community	60	Reports	Number of stakeholder engagements	9,000,000	MCTI, MLGRD, MLNR	15	15	15	10	5	
			Ascertain and carry out beaconing, fencing and acquire titles	100%	Land secured	Percentages of beaconing, fencing and titles	50,000,000	MIHUD, MLGRD, MLNR	20	20	20	20	20	20
			Survey Diagrams obtained											
			Titles acquired											
			Establish a repository for border infrastructure, land and services	1	Repository developed	Existence of repository	100,000	MCTI, MIHUD, MLGRD, MLNR, ZRA, Immigration, SZI						
			Undertake prefeasibility study to ascertain state of access to borders	1	Study Report	Number of prefeasibility studies undertaken	12,000,000	RDA, MIHUD, MLGRD, MTL						
			Develop/improve access to borders	40%	Improved access to the borders	Percentage	To Be Determined	RDA, MIHUD, MLGRD, MTL						
			Develop comprehensive standards for border infrastructure requirements for each classification	1	Standards for border infrastructure developed	Existence of Standards	300,000	MCTI, and Key stakeholders						
			Upgrade/modernize borders to standard	14[1]	Border upgraded/modernised	Number of borders upgraded/modernised to standard	5,200,000,000	MIHUD/MCTI	3	3	3	4	4	4
Create and operationalise a border maintenance unit	1	Unit established and operational	Existence of functional maintenance unit	100,000	ZRA, MIHUD									
Develop maintenance masterplan for border infrastructure	1	Maintenance masterplan developed	Existence of maintenance masterplan	300,000	ZRA, MIHUD									

## Annex 1: Minimum Requirements for Border Development

The following are the general requirements for borders in terms of hard infrastructure development and procurements respectively:

### I. HARD INFRASTRUCTURE

#### i. Core Business:

##### a) Freight Commercial Terminal

Borders should have provisions for both a freight or Commercial clearance terminal that is separate from a Passenger clearance terminal to allow for separation of traffic and clearance.

##### b) Office space

Borders should incorporate office space provisions for border agencies in charge of coordinating border procedures. These agencies include Zambia Revenue Authority, Immigration Department, Plant Quarantine and Phytosanitary Services and Department of Veterinary Services, Zambia Compulsory standard, Health Port, Public Safety organisation etc.

##### c) Inspection areas

In order to reduce border crossing times, borders should incorporate an inspection bay with a shed where all border agencies can be allowed to carry out joint inspections.

In line with Coordinated Border Management destination inspection should be utilised by all border agencies to allow traffic to move out of the border and the use of inland inspection yards to avoid congestion at the borders.

Additionally, where appropriate or possible, development of inland ports should be encouraged in order to expedite the clearance process.

##### d) Warehouses

Inspection areas must include a state warehouse where detained and seized goods can be secured. Where possible the warehouse must contain cold room storage for the securing of perishable goods

##### e) Passenger terminal

Borders should have provisions for a passenger clearance terminal that is separate from commercial clearance terminal.



**f) Packing areas (staff and goods)**

Commercial and passenger vehicle parking areas should be provided, but separate from each other. Commercial packing must also provide for segmentation of traffic especially for Hazardous products.

Traffic Congestion at borders is sometimes caused by unorganized parking by drivers. Provisions for parking areas for trucks coming in and out of the country should be created to enable border agencies carry out their inspections. Parking areas can be categorized and separated into different types of traffic.

**g) Trans-shipment facilities**

Transshipment facilities should be incorporated at borders as this will increase efficiency, ease the monitoring process of goods and enable agencies to account for all goods transiting, imported or exported.

**h) Traffic lanes for proper traffic controls and parking**

The control of traffic within the border post is important to facilitate border crossing. Traffic lanes allowing for separation of traffic should be provided for at a border, with a minimum of four (4) traffic lanes for in-coming traffic (import traffic). This must provide for the different categories of traffic to be separated for safety and faster movement. The separation of lanes must take into consideration hazardous goods like fuel tanks, acid tankers, abnormal loads, Cargo scanning, express traffic like perishables and goods for relief purposes, imports only and exports only traffic and risk management lanes to fast-track cargo categorized as low risk as well as assign traffic to lanes for required interventions

In a two-stop border arrangement provide a filter lane (or double lanes) to the export lane for traffic exiting Zambia to avoid traffic including what is already cleared to exit queuing in one lane resulting in congestion.

**i) Weighbridges**

Weighbridges (preferably weigh-in-motion) are necessary for weight based fiscal and other control requirements on lanes for both entry into and exit from the border area in the case of two-stop border posts. Weigh bridges also provided on the by-pass road in a One Stop Border Post border arrangement.

**j) Signage and lighting**

Adequate directional and instructional signage must be put in the border which can be clearly followed by trucks and passengers to avoid confusion. The signage must clearly direct trucks carrying cargo where to go when in the Border – Scanner, physical inspection bay to be inspected i.e. Red for trucks that are carrying sensitive materials or goods that need further inspection or documentary examination,

Green for trucks carrying cargo that do not need further inspection and Blue lane for compliant stakeholders that do not need any interventions at the border..

Adequate lighting must be provided at the border to allow for 24 hour operations and inspections.

**k) Laboratory facilities**

To allow for testing of some commodities that require to be certified or lab verified on entry, it is necessary to have mini labs to ensure quick release of such commodities.

**l) Animal quarantine facilities**

Borders that facilitate the importation of live animals need to provide for regulatory services required at the border while ensuring safety and orderliness.

**m) Fencing and Border buffer allowance**

Allowance for a buffer around the border to enhance security, prevent future encroachment and illegal construction around the border and minimize illicit cross border activities.

Fences where possible should be put up to prevent illegal crossing and illegal substances from entering the country at ungazetted -border entry and exit points.

**n) By-Pass Road.**

In a One Stop Border Post border arrangement, ALWAYS provide a distinct by-pass road for traffic exiting Zambia to ensure there is no mix between in-coming(import) traffic and traffic exiting Zambia (export traffic)

**ii. Infrastructure for Support facilities within the border for border activities**

**a) Conveniences (staff and public toilets)**

There should be separate rest room facilities for members of staff and customers/passengers.

Zambia Revenue Authority as lead agency must ensure that the quality of infrastructure allows staff and traders to use clean toilets through the enforcement of sanitary and hygienic measures. Each border must have a facility that is separate for members of staff and customers/passengers



**b) Business Centre (bank/money exchange; printing/computing);**

Borders should incorporate business centres with facilities such as banks, Bureau de Change, ATM machines and internet cafés to enable customers have access to them for ease of carrying out business.

**c) Information Centre;**

Customs administration should have a border post that traders can use to gather information regarding the transportation of their respective goods

**d) Health break facilities (i.e. food court/ general open seating areas);**

Health break facilities such as food courts which are necessary to ensure that customers and members of staff are able to attend to their recreational needs. Staff and client facilities could be separate

**e) Fire assembly**

Fire hydraants, fire extinguishers, fire alarms should be made available as required by law.

**f) Amnesty Areas for Immigration**

In view of human trafficking Amnesty Areas for Immigration to interview and safeguard immigrants must be provided to meet international obligation.

**g) Holding Cells**

Detention facilities that secures suspects in a confined space after being caught for infractions against the law. Each border requires separate holding cells based on gender and type of offence.

**h) Waste Management**

As part of cleanliness, sanity and environmental consciousness, there is need for a border to have provision for waste management. This includes hard infrastructure and standard processes for waste management.

**i) Access Road**

This will be critical for trade facilitation as the border will need to be accessible through a road. The first option should be bituminous standard.

**j) Scanner (Passenger + Commercial)**

The has to be provided a cargo scanner for the Commercial Terminal and a Baggage Scanner for the passenger terminal to enhance processing efficiency The scanners will also aid the border in making sure there is security at the border both at the passenger and commercial terminus.

**k) Commercial Lanes**

The border that is very busy and with high risk should have three lanes for commercial traffic i.e. Green, Amber and Red. Amber for trucks not requiring scanning but need to park to finalise the clearance process. Red being high risk and will require to pass through scanner while Green( Fast lane)is for strategic or hazardous goods such as petroleum or perishables and pre-cleared goods. The Green lane should have a provision for Customs, Immigration, Health and other clearance formalities including payment point to facilitate quick clearance of trucks and drivers especially carrying pre-cleared goods that do not need any further border interventions.

**iii. Alternative sources of electricity power supply**

The border should have solar and gensets as backup sources of energy to ensure consistent service delivery.

**iv. Support facilities outside the border for staff****a) Staff Accommodation**

Government can support in the provision of housing for staff so that they are able to work in a setting that is in close proximity to their respective homes

**b) Living support facilities for Border staff such as (these can benefit the community around or the staff can benefit from what is already there for the community):****i. Health facilities**

Government can support in the construction of nearby facilities and the provision of health insurance for employees

**ii. Education facilities**

Government can support in the construction of nearby schools that accommodate the needs of staff willing to send their children to get an education

**iii. Recreational facilities**

Government or the private sector can support the construction or development of various recreational facilities such as sports, clubs, parks etc

**iv. Shopping Centre (or Trade Centre)**

Governments can support in the construction of convenient stores at border posts to ensure that drivers, officers and staff can attend to their respective needs



### c) Border Markets

Where necessary or appropriate, the border could have provision for a market outside the Customs Zone or Common Zone (with appropriate buffer from the border or customs zone) to cater for small scale traders

## II. SOFT INFRASTRUCTURE

### a) Internet provision

A border should have Fibre network or an alternative to provide for interface and online real time clearance of goods and persons

### b) Systems for Agencies

There should be availability of systems for agencies to facilitate for clearance of goods and services and should be interfaced through a single window system.

### c) Procedures Manual

There is need for a procedures manual for each border to provide guidance on operations of each border

### d) Charter

Each border should have a charter to provide communication processes within the agencies on the Zambian side and with agencies on the adjoining states

## III DESIGN OF BORDER INFRASTRUCTURE

In order for the hard and soft infrastructure to effectively support border operations and facilitate the seamless clearance and movement of trade and travel across the borders, the processes, traffic flows and functions should ALWAYS determine (define) or prescribe the design of the infrastructure. That is '**Function defines Form**'.

Agreed standard high-level procedures with processes, traffic flows and agencies' functions should have an input in the design of both the hard and soft infrastructure.

### 2. Class of Border and Requirements

The following border classes may be considered when developing a border. However, other factors maybe taken into consideration when developing the border.

- i. **Class "A"** for Borders with traffic volumes of 300 and above per day
- ii. **Class "B"** for Borders with traffic volumes below 300 but above 100 per day
- iii. **Class "C"** for Borders with traffic volumes below 100 per day

## Annex 2: Synopsis of Situation at Ports of Entry

SN	PORT OF ENTRY	BORDER AGENCIES PRESENT	ADJOINING STATE	CLASS	STATUS	
					BORDER	ACCESS ROADS
1	Kazungula OSBP	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>Zambia Compulsory Standards Agency (ZCSA)</li> <li>Plant Quarantine Phytosanitary Services (PQPS)</li> <li>Vet Services</li> </ol>	Botswana	A	<ol style="list-style-type: none"> <li>Type: OSBP;</li> <li>CBM: implemented</li> <li>ICT connectivity: available</li> <li>ICT equipment: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> </ol>	Livingstone to Sesheke to be rehabilitated with support from World Bank IDA.
2	Chirundu OSBP	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>ZCSA</li> <li>PQPS</li> <li>Vet Services</li> </ol>	Zimbabwe	A	<ol style="list-style-type: none"> <li>Border type: OSBP;</li> <li>Border to be upgraded under PPP</li> <li>CBM: implemented</li> <li>ICT connectivity: available</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> </ol>	Lusaka to Chirundu Road periodic maintenance due in 2026.
3	Kasumbalesa Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>ZCSA</li> <li>PQPS</li> <li>Vet Services</li> </ol>	DRC	A	<ol style="list-style-type: none"> <li>Type: Two Stop;</li> <li>Border to be upgraded.</li> <li>CBM: implemented</li> <li>Limited ICT connectivity</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> </ol>	T003, Chingola to Kasumbalesa road is under PPP (25 Years).
4	Nakonde-Tunduma OSBP	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>ZCSA</li> <li>PQPS</li> <li>Vet Services</li> </ol>	Tanzania	A	<ol style="list-style-type: none"> <li>Type: OSBP</li> <li>Upgrade in progress through World Bank &amp; Trademark Africa</li> <li>CBM: implemented</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> </ol>	Chinsali Nakonde Road (T002) works to complete by December, 2024, with funding from AfDB
5	Katima-Mulilo Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>ZCSA</li> <li>PQPS</li> <li>Vet Services</li> </ol>	Namibia	B	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>Border type to change to OSBP</li> <li>CBM: implemented</li> <li>ICT connectivity: Limited</li> <li>ICT equipment: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> <li>Infrastructure: Limited</li> </ol>	Sesheke to Senanga planned for periodic maintenance in 2026
6	Mokambo Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> </ol>	DRC	B	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>Border upgrade under PPP</li> <li>CBM: partially implemented</li> <li>ICT connectivity and equipment: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> </ol>	Mfulira to Mokambo. Planned rehabilitation for 2025 under PPP



SN	PORT OF ENTRY	BORDER AGENCIES PRESENT	ADJOINING STATE	CLASS	STATUS	
					BORDER	ACCESS ROADS
7	Sakania Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> </ol>	DRC	B	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>Border upgrade under PPP</li> <li>CBM: implemented</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> </ol>	Ndola Mufulira Sakania road. PPP project ongoing
8	Victoria Falls Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>ZCSA</li> </ol>	Zimbabwe	B	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>CBM: implemented</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> <li>Infrastructure: Limited</li> </ol>	Zimba to Livingstone, due for periodic maintenance in 2026
9	Mwami-Mchinji OSBP	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>ZCSA</li> <li>PQPS</li> <li>Vet Services</li> </ol>	Malawi	B	<ol style="list-style-type: none"> <li>Border type: OSBP</li> <li>CBM: implemented</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: Inadequate</li> <li>Border market: under construction</li> <li>Absence of fire and rescue, security and dog kennels</li> </ol>	Chipata to Mwami border is in good condition
10	Chanida Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Port Health</li> <li>ZCSA</li> <li>PQPS</li> <li>Vet Services</li> </ol>	Mozambique	B	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>Border type to change to OSBP under</li> <li>Border upgrade under PPP</li> <li>CBM: implemented</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: inadequate</li> <li>Infrastructure: Limited</li> </ol>	Katete to Chanida is under PPP (25 Years). Rehabilitation works ongoing.
11	Kariba Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> </ol>	Zimbabwe	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>CBM partially implemented</li> <li>Inadequate ICT equipment and connectivity</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: inadequate</li> <li>Infrastructure: Limited</li> </ol>	Siavonga road planned for rehabilitation in 2026.

ZAMBIA BORDER DEVELOPMENT STRATEGY 2025-2029

SN	PORT OF ENTRY	BORDER AGENCIES PRESENT	ADJOINING STATE	CLASS	STATUS	
					BORDER	ACCESS ROADS
12	Luangwa Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> <li>Vet Services</li> <li>Port Health</li> </ol>	Mozambique	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>CBM: partially implemented</li> <li>Inadequate ICT equipment and connectivity</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: inadequate</li> <li>Infrastructure: Limited</li> </ol>	Planned Bridge construction across the Luangwa river with possible funding from AfDB
13	Tshisenda Border Post	<ol style="list-style-type: none"> <li>None</li> </ol>	DRC	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>No border agencies</li> <li>ICT equipment and connectivity: None</li> <li>Infrastructure: dilapidated and inadequate</li> </ol>	Non-bituminous (Poor state)
14	Muliashi Border Post	<ol style="list-style-type: none"> <li>Immigration</li> </ol>	DRC	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Infrastructure: Limited</li> </ol>	Non-bituminous (Poor state)
15	Lusuntha Border Post	<ol style="list-style-type: none"> <li>ZRA</li> <li>Immigration</li> </ol>	Malawi	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>CBM: partially implemented</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: inadequate</li> <li>Infrastructure: Limited</li> </ol>	Lundazi to Lusuntha Border Road to be upgraded to bituminous under Millennium Challenge Compact (MCC)
16	Sindamisale Border Post	<ol style="list-style-type: none"> <li>Immigration</li> </ol>	Malawi	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: inadequate</li> <li>Infrastructure: Limited</li> </ol>	Non-bituminous (Poor state)
17	Chembe Border Post	<ol style="list-style-type: none"> <li>ZRA,</li> <li>Immigration</li> </ol>	DRC	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>CBM: partially implemented</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: inadequate</li> <li>Infrastructure: Limited</li> </ol>	Chembe to Mansa Road Rehabilitation works scheduled for 2025.
18	Matanda Border Post	<ol style="list-style-type: none"> <li>Immigration</li> </ol>	DRC	C	<ol style="list-style-type: none"> <li>Border type: Two Stop;</li> <li>ICT equipment and connectivity: Inadequate</li> <li>Staffing: Inadequate</li> <li>Staff Accommodation: inadequate</li> <li>Infrastructure: Limited</li> </ol>	Non-bituminous (Poor state)



SN	PORT OF ENTRY	BORDER AGENCIES PRESENT	ADJOINING STATE	CLASS	STATUS	
					BORDER	ACCESS ROADS
19	Kashiba Border Post	1. ZRA 2. Immigration 3. Port Health	DRC	C	1. Border type: Two Stop; 2. Connectivity available 3. CBM: partially implemented 4. ICT equipment: Inadequate 5. Staffing: Inadequate 6. Staff Accommodation: inadequate 7. Infrastructure: Limited	Kasomeno to Mwenda Road under construction under PPP
20	Lukwesa Border Post	1. Immigration	DRC	C	1. Border type: Two Stop; 2. Connectivity available 3. ICT equipment: Inadequate 4. Staffing: Inadequate 5. Staff Accommodation: inadequate 6. Infrastructure: Limited	Non-bituminous (Poor state)
21	Chipungu Border Post	1. Immigration	DRC	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate 5. Infrastructure: Limited	Non-bituminous (Poor state)
22	Nchelenge Border Post	1. ZRA, 2. Immigration	DRC	C	1. Border type: Two Stop; 2. CBM: partially implemented 3. Inadequate ICT equipment and connectivity 4. Staffing: Inadequate 5. Staff Accommodation: inadequate 6. Infrastructure: Limited	Mansa to Nchelenge road periodic maintenance scheduled for 2025
23	Chalwe -Kaluba Border Post	1. None	DRC	C	1. Border type: Two Stop; 2. Border type to be changed to OSBP. 3. Border upgrade under PPP. 4. ICT equipment and connectivity: Inadequate 5. Staffing: Inadequate 6. Staff Accommodation: inadequate 7. Infrastructure: Limited	Kasomeno to Mwenda road construction ongoing under PPP
24	Mpulungu Border Post	1. ZRA 2. Immigration 3. Port Health	Burundi, Tanzania DRC	C	1. Border type: Harbour 2. CBM: partially implemented 3. ICT equipment and connectivity: Inadequate 4. Staffing: Inadequate 5. Staff Accommodation: inadequate 6. Infrastructure: Limited	Kasama, Mbala to Mpulungu rehabilitation works planned for 2025.

SN	PORT OF ENTRY	BORDER AGENCIES PRESENT	ADJOINING STATE	CLASS	STATUS	
					BORDER	ACCESS ROADS
25	Nsumbu Border Post	1. Immigration	DRC	C	1. Border type: Maritime Port 2. ICT equipment and connectivity: None 3. Staffing: Inadequate 4. Staff Accommodation: inadequate 5. Infrastructure: Limited	Rehabilitation works for the road to Nsumbu planned for 2025
26	Lumi Border Post	1. None	DRC	C	1. Border type: Two Stop; 2. No border agencies 3. ICT equipment and connectivity: None 4. No infrastructure	Non-bituminous (Poor state)
27	Zombe Border Post	1. ZRA 2. Immigration 3. Port Health	Tanzania	C	1. Border type: Two Stop; 2. Border type to change to OSBP 3. CBM: partially implemented 4. ICT equipment and connectivity: Inadequate 5. Staffing: Inadequate 6. Staff Accommodation: inadequate 7. Infrastructure: Limited	Mbala to Kasezya Border planned for upgrading to bituminous standard in 2025
28	Kamapanda Border Post	1. Immigration	Angola	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: None 3. Staffing: Inadequate 4. Staff Accommodation: inadequate 5. Infrastructure: Limited	Non-bituminous (Poor state)
29	Kipushi Border Post	1. ZRA, 2. Immigration	DRC	C	1. Border type: Two Stop; 2. Planned border upgrade under PPP 3. CBM: partially implemented 4. ICT equipment and connectivity: Inadequate 5. Staffing: Inadequate 6. Staff Accommodation: inadequate	Solwezi to Kipushi Road planned for construction under PPP
30	Chavuma Border Post	1. ZRA 2. Immigration	Angola	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. CBM: partially implemented 4. Staffing: Inadequate 5. Staff Accommodation: inadequate 6. Infrastructure: Limited	Non-bituminous (Poor state)



SN	PORT OF ENTRY	BORDER AGENCIES PRESENT	ADJOINING STATE	CLASS	STATUS	
					BORDER	ACCESS ROADS
31	Jimbe Border Post	1. ZRA 2. Immigration	Angola	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. CBM partially implemented 4. Staffing: Inadequate 5. Staff Accommodation: inadequate 6. Infrastructure: Limited	Mwinilunga to Jimbe 100km planned for construction under Lobito Corridor
32	Kambimba Border Post	1. Immigration	DRC	C	1. Border type: Two Stop 2. Planned upgrade under PPP 3. ICT equipment and connectivity: Inadequate 4. Staffing: Inadequate 5. Staff Accommodation: inadequate	Lumwana to Kambimba road construction planned for 2025 under PPP
33	Chingi Border Post	1. Immigration	Angola	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate	Non-bituminous (Poor state)
34	Kalengelenge Border Post	1. Immigration	DRC	C	1. Border type: Two Stop; 2. Planned upgrade under PPP 3. ICT equipment and connectivity: Inadequate 4. Staffing: Inadequate 5. Staff Accommodation: inadequate	Lumwana east to Kalengelenge planned upgrade under PPP
35	Mulekatembo Border Post	1. Immigration	Malawi	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate	Non-bituminous (Poor state)
36	Nyala Border Post	1. Immigration 2. Port Health	Malawi	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate	Road to the border planned for rehabilitation in 2026.
37	Muyombe Border Post	1. Immigration	Malawi	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate	Non-bituminous (Poor state)
38	Shangombo Border Post	1. Immigration	Angola	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate	Planned rehabilitation of the Nangweshi to Shangombo in 2026

SN	PORT OF ENTRY	BORDER AGENCIES PRESENT	ADJOINING STATE	CLASS	STATUS	
					BORDER	ACCESS ROADS
39	Imusho Border Post	1. Immigration	Namibia	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate	Spot re-gravelling works planned for in the 2025
40	Sikongo Border Post	1. ZRA 2. Immigration	Angola	C	1. Border type: Two Stop; 2. CBM partially implemented 3. ICT equipment and connectivity: Inadequate 4. Staffing: Inadequate 5. Staff Accommodation: inadequate 6. Infrastructure: Limited	Kalabo to Sikongo Upgrading works with support from Arab Bank for Economic Development in Africa (BADEA) for 2025.
41	Namafulo Border Post	1. Immigration	Zimbabwe	C	1. Border type: Two Stop; 2. ICT equipment and connectivity: Inadequate 3. Staffing: Inadequate 4. Staff Accommodation: inadequate	Non-bituminous (Poor state)
42	Lonshi Border Post	1. ZRA, 2. Immigration	DRC	C	1. Border type: Two Stop; 2. CBM: partially implemented 3. ICT equipment and connectivity: Inadequate 4. Staffing: Inadequate 5. Staff Accommodation: inadequate	Non-bituminous (Poor state)
43	Lufuwa Border Post	1. ZRA, 2. Immigration	DRC	C	1. Border type: Two Stop; 2. CBM: partially implemented 3. ICT equipment and connectivity: Inadequate 4. Staffing: Inadequate 5. Staff Accommodation: inadequate 6. Infrastructure: Limited	Non-bituminous (Poor state)
<b>Other Ports of Entry: Airports</b>						
44	Harry Mwanga Nkumbula International Airport*	1. ZRA 2. Immigration 3. Port Health 4. PQPS 5. Vet Services	International Airport	N/A	1. Upgrade of Airport Complete	Airport Road rehabilitated
45	Mfuwe Airport*	1. ZRA 2. Immigration	International Airport	N/A	1. No proposal in place to upgrade infrastructure	Periodic maintenance planned for 2025
46	Kenneth Kaunda International Airport*	1. ZRA, 2. Immigration 3. Port Health 4. ZCSA 4. PQPS 5. Vet Services	International Airport	N/A	1. Construction of New Airport Complete	Planned rehabilitation for the road from Airport Round About to Kenneth Kaunda International Airport in 2025
47	Simon Mwansa Kapwepwe International Airport*	1. ZRA, 2. Immigration 3. Port Health	International Airport	N/A	1. Upgrading of Airport in Progress	Ndola-Kitwe Road recently rehabilitated



### Annex 3: List of Technical Team

SN	Name	Designation	Institution
1.	Mrs. Lillian S. Bwalya	Permanent Secretary – Trade and Commerce	MCTI
2.	Dr. Simon Ng'ona	Director Foreign Trade	MCTI
3.	Mrs. Margaret Chikuba	Director Domestic Trade and Commerce	MCTI
4.	Mrs. Chimuka M. Mwila	Principal Planner	MCTI
5.	Mr. Mwamina Ngwale	Trade and Investment Promotion Office (TIPO)	MCTI
6.	Mrs. Mailesey Shamanoh Temba	Senior Economist, Domestic Trade and Commerce	MCTI
7.	Mr. Katongo Amon Willombe	Acting TIPO	MCTI
8.	Mr. Castern Nseluka	Economist, Department of Foreign Trade	MCTI
9.	Mrs. Patricia Mwela	NTFC Secretariat	MCTI
10.	Mr. Oliver P. Zulu	Architect	Ministry of Infrastructure, Housing and Urban Development
11.	Mr. Chewe Nkole	Principal Compliance Officer	SZI
12.	Mr. Raymond M. Kalyalya	Senior Local Government Auditor	Ministry of Local Government and Rural Development
13.	Mr. Mupishi Miti	Projects Manager – Customs	ZRA
14.	Mrs. Luse Katanekwa	Projects Officer – Administration	ZRA
15.	Mr. Persley Chilonda	Principal Engineer	Road Development Agency
16.	Mr. Anthony Nkole	Communications/Desktop Publishing Officer	ZAMSTATS



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