UNIVERSITY OF CAPE TOWN

FACULTY OF COMMERCE

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DISSERTATION TITLE

A Study to clarify the role of Customs Risk Management in facilitating cross-border trade at the Beit-Bridge Border Post: A Case of the Zimbabwe Revenue Authority from 2001 to 2014

Presented to the Graduate School of Business

University of Cape Town

By

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Due Date: 19 January 2015

Submitted in partial fulfilment of tralac-MComm GSB-UCT Programme 2013 to 2015

Plagiarism Page

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Abstract

This study sought to clarify the role of Customs Risk Management (CRiM) in facilitating cross-border trade at Beit Bridge border post from 2001 to 2014. Qualitative methods of survey questionnaire and face-to-face interviewing techniques were used to gather primary data. Secondary data was collected from the Zimbabwe Revenue Authority (ZIMRA)'s internal sources such as Asycuda System and internal reports. Externally, sources like internet and research findings from other researchers in the same field were used. An in-depth literature review was done so as to simplify the research problem. Data analysis and presentation was done using diagrams, graphs and tables where applicable. The following research findings were then critically discussed in light of the literature reviewed: On the role of CRiM Training in cross-border trade facilitation, the study revealed that an overwhelming majority had not received any form of specialized training on CRiM or some form of work-related CRiM Training in the last 2 years. There exist a strong demand for CRiM Training in risk intelligence gathering, risk audit techniques and risk profiling. A majority, 93% of the respondents confirmed that ZIMRA's Strategic Plan makes some form of reference to CRiM. However, 73% of this majority, indicated that there is a greater and urgent need for management to provide operational staff with CRiM tactical implementation guidelines for easy of enforcement on the ground. 87% said the main purpose of applying CRiM in Customs procedures was mainly to maximize revenue collection ahead of trade facilitation. 76% expressed the same view with regards to use of Information Communication and Technology (ICT) in the procedures. 100% said the level of co-operation on exchange of ICT-based risk related information exchange between ZIMRA and other government departments was almost nil. In response to these findings, the study recommends that ZIMRA: continuously offer CRiM Training to its operational staff over short periods of time in a single year, effectively make use of CRiM techniques such as intelligence gathering, risk profiling, risk auditing techniques in identifying high risk cargo, and to eradicate lack of confidence in the flexible use of existing ICT systems among staff by giving them further training. According to this study, benefits of implementing these recommendations will be: increased revenue collection, reduced border clearance time, reduced costs of compliance, rationalized customs controls and predictability in the nature and level of controls all in the best interest of trade facilitation.

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Glossary of Terms

Acronym	
Asycuda	Automated Systems of Customs Data
CRiM	Customs Risk Management
ICT	Information Communication Technology
RA	Revenue Authority
WCO	World Customs Organization
ZIMRA	Zimbabwe Revenue Authority

Acknowledgement

I acknowledge the invaluable guidance rendered to me throughout this research by my project supervisor Professor Gerhard Erasmus. My heartfelt gratitude goes to all administration and technical staff at ***tralac*** *for their round the clock professional and dedicated work ethics. My meekest appreciation goes to ZIMRA Management and staff for the time and resources they accorded me in pursing this discourse. And finally to my beloved wife Sandra, and our 2 boys, Kundie and Uche you have been a fathomless crater of inspiration all the way. Remember better is not good enough, for the best is yet to come indeed!!!*

CHAPTER 1: INTRODUCTION

This study seeks to clarify the role of Customs Risk Management (CRiM), in facilitating cross-border trade at Beit Bridge border post. CRiM is essential as it helps Customs administrations to increase their operational efficiency (Tomczyk, 2009). When properly implemented, the benefits of CRiM are: increased revenue collection, reduced border clearance time, reduced costs of compliance, rationalized customs controls and predictability in the nature and level of controls (Neba, 2011) (UNCTAD, TF/TFN/TN12, 2008). Its poor implementation results in costly excessive delays and excessive hindrances to trade. Regional integration efforts aimed at reducing poverty in developing countries through trade facilitation will be thwarted as a bigger picture consequence. In this study, the researcher begins by clearly stating the research problem followed by a review of relevant literature. An outline of the research methodology used will be given. Data analysis and presentation will be done. Research findings will then be presented and discussed in detail before concluding the entire study with argued and informed recommendations.

1.1 Background to the Study

A common feature of Customs work is the high volume of transactions and the impossibility of checking each and every one of them (UNCTAD, 2011). As a result of this, Customs administrations face the challenge of facilitating the movement of legitimate passengers and cargo simultaneously enforcing controls to detect Customs fraud and other offences. They find themselves increasingly under pressure from national governments and international organizations to facilitate the clearance of legitimate passengers and cargo while also responding to increase in transactional crime and terrorism. More so, they operate in situations of continuous dynamic change and high degrees of uncertainties. They cannot on one hand easily predict at any given instance for example, how many people, conveyancers and cargo crossing a border will break the law or the modus operandi that will be used, for example concealment, smuggling, tariff misclassification and the like. On the other hand it is practically not feasible for them to physically check each and every person, conveyancer or consignment without causing some costly major delays to both national and international trade.

Zimbabwe is a signatory and a member state to a number of trade-related arrangements. Of importance to this study is World Customs Organization (WCO)'s worldwide call for Customs administrations to reform and modernize their functions in ways that enhance revenue collections at the same time facilitating international trade. One such measure available to ZIMRA is the use of CRiM that detects high risk consignment, at the same time allowing uninterrupted and seamless movement of low-risk cargo across borders.

By geographical location, Beit Bridge border post lies between South Africa and Zimbabwe, but being at the southern end of Zimbabwe ***(See Appendix I)***. To being the busiest border post in the Southern African region, it is also the busiest land border in the East and Southern African region. Up to 400 heavy cargo trucks transit this border in one day (Federation of Eastern and Southern African Road Transport Association [FESARTA], 2007). It is for this reason that in 2009, Beit Bridge Border Post was identified by the Common Market for Eastern and Southern Africa-Eastern African Community-Southern Africa Development Comminity (COMESA-EAC-SADC) Tripartite as the main border post to work on, in terms of alleviating congestion (TradeMark Southern Africa, 2011). Beit Bridge Efficiency Management System (BBESM) was formed and tasked with finding ways to lower border transaction costs and clearance times. ZIMRA's current mission statement is premised on promoting national economic development through efficient revenue generation and trade facilitation (ZIMRA, 2013) – (***See Appendix II***). Nevertheless, just like for any other Customs administrations in developing countries, achieving this objective is not without overwhelming challenges.

Given that Beit Bridge border post is one of the busiest land border probably in the whole of Africa and these extreme and competing realities (of revenue collection versus trade facilitation), it becomes imperative to find a balance between facilitation and control through use of CRiM as a Customs modernization and reform measure. It is for this reason that this study seeks to clarify the roles of CRiM as an intervention to the successful enforcement of national laws and collection of revenue without constraining legitimate trade at Beit Bridge Border Post.

1.2 Problem Statement

According to the International Trade Centre (2013), one of the main outcomes of the World Trade Organization's 9th Ministerial Conference in Bali, Indonesia, in December 2013 was an Agreement on Trade Facilitation. It is believed that this Agreement can have a major impact on bringing down trade transaction costs which are highest in developing countries. Despite the huge attention given to the cost of border controls over the last 10-15 years, goods continue to be delayed at the borders for days (or even weeks), resulting in slowing trade flows. Physical checks of every consignment by Customs authorities as a way of maximizing revenue collection further delay trade. These physical inspections result in formation of long queues of both commercial trucks and people at the borders.

In view of the foregoing, this research seeks to investigate the role of CRiM at Beit Bridge border post, given that it's one of the busiest ports of entry leading into Southern Africa regions (Shayanowako, 2013). Adequately addressing this research problem will result in the reduction of unnecessary cross border delays, reduce cost of transport and long queues of both human and mechanical traffic. ZIMRA will be in a position to fulfil both its national revenue targets and facilitation of faster movement of cross-border cargo.

1.3 Primary Research Objective

The primary objective of this study is to clarify the role of CRiM in facilitating cross-border trade at Beit Bridge border post. In pursing this primary research objective, the following secondary research objectives will be explored.

1.4 Secondary Research Objectives

1. To establish the role played by CRiM in the implementation of Customs management strategies and procedures.
   This objective will be further achieved by looking at the following sub-objectives:
   a) To establish the role played by CRiM training
   b) To determine the role played by CRiM planning

c) To clarify the use of CRiM in Customs procedures being applied at Beit Bridge border post

2. To evaluate the use Information Communication Technology (ICT)-based CRiM in facilitating cross-border trade.

As a departure point towards achieving the above stated objectives, the following research questions will have to be posed and answered by the researcher.

1.5 Primary Research Question

What is the role of CRiM in facilitating cross-border trade at Beit-Bridge border post? This question covers the period from 2001 to 2014.

1.6 Secondary Research Questions

1. What roles are played by CRiM in the implementation of Customs management strategies and procedures?

Under this research question, 2 specific strategies pertaining to Customs training and planning and the third one on procedures will be interrogated in the following order.

a) What is the role of CRiM training?
b) What is the importance of CRiM planning in facilitating trade?
c) How is CRiM applied in Customs procedures at Beit Bridge border post?

2. To what extent is the use of ICT-based CRiM in facilitating cross-border trade at Beit Bridge border post?

1.7 Relevance and Justification of the Study

Findings of this research, will be essentially informative to exporters, importers, transporters, investors, the consumers and other stakeholders, in their business planning and decision making processes. ZIMRA will use the findings to evaluate its current service delivery with a view to always improve on its border management systems. The findings will be useful for ZIMRA's strategic planning reviews, formulation of sound policy improvements and in

fulfilling its advisory role to Government on fiscal policy. Government has an unending obligation to ensure that traders keep trading. It stands to benefit through a deeper understanding of its current service provisions in view of its regional and inter-regional trade agreements. Practically, its knowledge database for use in national trade policy reviews, national policy formulations and negotiating trade agreements will be updated.

At a personal level, this study will expose the researcher to the rigorous dynamics and much needed experience in the field of research, in preparation for future research at doctorate degree level. Meanwhile, the successful completion of this post graduate programme requires that the student mandatorily carry out such a research. This will be submitted to the faculty of Commerce as part of the final programme assessment. In this way, this study will therefore contribute new insights and empirical evidence to the body of knowledge for future references by other students and researchers.

1.8 Overview of the Methodology

A case study approach characterised by a mixed method of qualitative interviews and use of some quantitative data from secondary sources within ZIMRA was used. The following techniques were used as part of the broader methodology:

1.8.1 Methods of Data Collection

Primary research methods of face-to-face interviews and distribution of structured survey questionnaires were used to collect primary data from targeted interviewees. These methods were complemented by telephonic interviews where necessary. Face-to-face and survey questionnaires were drawn from extensively reviewed literature. Sample interview questions were initially tried out to see if useful information to the study could be obtained. Once adjusted, the questionnaire was used ***(See Appendix IV & V).*** Secondary data was obtained from both reviewed literature from other researchers and the following sources within ZIMRA:

- Asycuda World Customs Computer Software currently in use for all imports, exports and transiting clearances.
- SAP System.
- Enterprise Risk Management reports.

- Nationally consolidated weekly, monthly and quarterly risk bulletins covering risk hit rates as compiled at Head Office.
- Commercial importations and exportations risk registers.
- Asycuda World Risk Review registers from both border posts and inland stations.
- Head Office and Operations' Annual Customs Divisional Reports with all the necessary statistical information.

1.8.2 Target Population

The research targeted operational staff and managers working at Beit Bridge border post and Head Office whose total number is 251.

1.8.3 Sample Size & Sampling Method

A convenient purposive sample size of 40 was randomly drawn from obtained responses which were 161 in total.

1.8.4 Analysis of Data

Data obtained from the responses was logically arranged into categories of processed information for easy of analysis and evaluation before conclusions were drawn against each research question.

1.9 Delimitations of the Study

This research project seeks to clarify the roles of CRiM in the facilitation of cross-border trade at Beit Bridge border post. The research was entirely carried out in Zimbabwe as the country, ZIMRA as the organization and Beit Bridge border post as the research site. The research covers the period of about 13 years, that is, from the inception of ZIMRA in 2001 to 2014.

1.10 Limitations

ZIMRA has a staff transfer policy that moves staff and managers from one station to another at any time during the course of the year. A lot more valuable information may have been

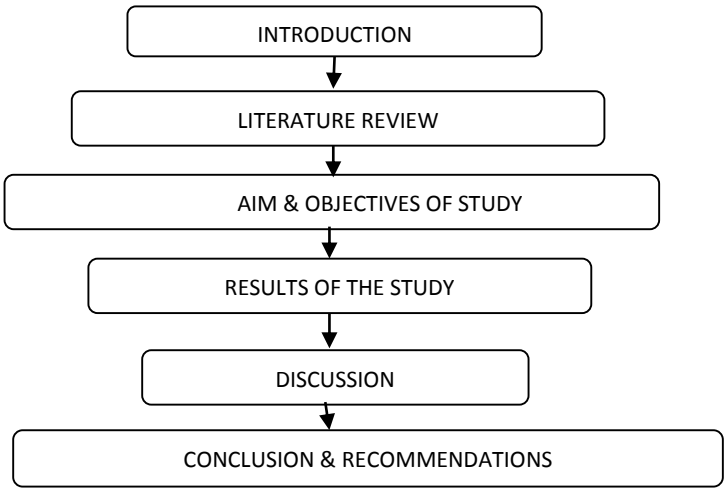
missed during the data collection process, since majority of staff with incredible Beit Bridge border post experience were transferred to other stations which are outside the scope of this study. Not everyone in the targeted population was successfully interviewed, while not every gathered response was used in the research findings due to random sampling. Informative and incredible data could have been omitted in this scientific process due to the restrictive nature associated with sampling.

Finally, the researcher is a competent senior Customs official of 25 years of unbroken experience. He once worked at Beit Bridge border post for 3 continuous years as well as at 7 other different stations within ZIMRA. Throughout the research process, the researcher remained as such, without allowing his richly accumulated experience to make any assumptions even where it seemed logical.

1.11 Chapter Outline of the Thesis: Organization of Study

The study is organized into six chapters as shown in ***Figure 1A*** below. Chapter 1 gave an introduction to the research by setting out the objectives and significance of the study. Chapter 2 reviews literature both theoretically and empirically on the four major research objectives. Chapter 3 covers the research methodology. It mainly focuses on the justifications and known disadvantages of the research techniques used to carry out the research. Chapter 4 presents and analyses the data. This is done using different techniques and presentations methods. Chapter 5 summarizes and presents the research findings while Chapter 6 concludes the entire study.

Figure A: CRiM Research Project Outline: Organization of Study.



1.12 Summary

This chapter gave the important background to the entire research study. The primary and secondary research objectives followed by their respective primary and secondary research questions. Reasons for the justification of the study and an overview of the methodology employed were highlighted. The following chapter reviews and examines theoretical and empirical evidence as contributed by other researchers and scholars in the same field being explored by the researcher in this study. This will put the research problem into a clear perspective and context to the reader.

CHAPTER 2: LITERATURE REVIEW

A review of literature contributed by other researchers and scholars in the same field of study will be carried out in this chapter. Basically, literature review provides and enhances insights into the research problem and assist in refining the research questions to be explored in the research being undertaken (Saunders, Lewis, & Thornhill, 2000). Therefore, a detailed review will be done on literature pertaining to the secondary research objectives as covered herein.

2.1 Customs Risk Management: Brief Background Outlined

The origins of CRiM concept's origin can be traced back to paragraph 1(C) of the 1994 General Agreement on Trade and Tariff Article VIII (on Fees and Formalities Connected with Importation and Exportation). The paragraph recognizes "the need for minimizing the incidence and complexity of import and export formalities and for decreasing and simplifying import and export documentation requirements" (World Customs Organization, 2012). The World Trade Organization (WTO) member countries regard use of CRiM techniques in their procedures as way to speed up Customs clearances (UNCTAD, TF/TFN/TN12, 2008) and international trade facilitation.

2.2 Link between CRiM and Trade Facilitation: Brief Outline

In his study, Grainger (2011) defined trade facilitation as a deliberate consideration of how current formalities and procedures can be improved to reduce unnecessary cross-border delays without compromising other legitimate regulatory requirements. He noted that there are four critical processes which combine together in defining trade facilitation. Customs administrations should therefore ensure that these critical processes listed below are inherent in their procedures:

1. Simplifying and harmonizing Customs procedures,
2. Modernizing trade systems and exchange of information between Customs and business, inclusive of other government agents,
3. Implementing and administratively managing Customs procedures and

4. Safeguarding implementation of trade facilitation efforts and rededicating to continuous Customs reforms.

Grainger goes on to claim that, a direct link exists between existing Customs procedures and the extent of trade facilitation. If Customs procedures are rigid and obsolete, trade facilitation is seriously compromised and the reverse holds true. It is on the basis of this link that this study seeks to clarify the roles of CRiM techniques in Customs management.

2.3 What is Customs Risk Management (CRiM)?

2.3.1 Brief Overview of CRiM Definitions

Trade Facilitation entails simplifying and harmonizing international trade procedures. Trade procedures include all formalities and undertakings by Customs authorities that enable them to collect, submit, relay and process information and data needed to successfully move cargo in international cross-border trade. Standard 6.3 in the Revised Kyoto Convention define risk management as a co-ordinated use of procedures and activities in providing management with required information and details to address cross-border cargo that present risks. CRiM is defined as the coordination of activities as undertaken by Customs administrations in directing and controlling any form of Customs related risks and threats. This is done in ways that ensure effective implementation of their key responsibilities by way of arranging and deploying available resources in ways that improve both, their overall performances and facilitation of trade (World Customs Organization, 2012). It follows that if used and applied correctly, CRiM will enable Revenue Authorities (RA) to balance out their Customs border control functions with international trade facilitation. World Customs Organization goes on to state that, achievement of this status is possible through use of developed selective treatments and inspections of traded goods as per the continuously updated risk management criteria.

In defining CRiM concept, Crichton & Lyimo (2004) started by defining the term or verb ***risk*** as meaning exposure to the chance of loss. They take probability, consequence and perception as basic determinant variables to risk.

They defined probability as the possibility that a loss will happen, consequence as the extent of the risk itself and perception as the impact of the loss relative to the basic aim of the organization. Since probability as defined above is a factor in determining the overall risk to the organization, it implies that risk is generally unpredictable and dynamic in nature depending on the prevailing circumstances, time and place. It is for this reason that risk is both unavoidable and is everywhere (Thomson, 2008). To mitigate against this trend, risk requires continuous processes of monitoring and reviewing the current situation as well as communicating and consulting on it both internally and externally at agreed periodic intervals.

Thomson (2008), just like Crichton and Lyimo (2004) above, started off by describing risk as inescapable daily affair realities that are freely and commonly existing in people's lives and organizations. He alludes to the fact that risk entails the uncertainty of futuristic situations or events that lead to related exposure to loss. Where Crichton & Lyimo speak of risk in terms of **probability**, **consequence** and **perception**, Thomson spoke about extent of **vulnerability, severity** and **probability of occurrence** as primary fundamental characteristics of risk. Building from this, he referred to risk management as logical systemic approaches premised on plausible management analysis being put in place as workable courses of action in the prevailing uncertainties of risk. He made reference to risk management as a technique encompassing identifying, assessing, understanding and attending to all risks hindering firms from attaining their set objectives. He conclusively defined risk management as a critical aspect of effective management and decision making process requiring management's sustained commitment and higher degree of tolerance of managed change.

Thomson's above definition of risk management offers a very slight variation to the one earlier on given by Iordache and Voiculet in 2007. These co-authors started off by defining the term risk as the possibility that anything will hinder application of existing Customs risk measures. They went on to define risk management as the formalized and systemic process of identifying, analysing, reacting and managing risks present in any process or activity (Iordache & Voiculet, 2007).

DeWulf and Sokol (2005) define organizational risk as the chance of events and activities happening in ways that will likely stop the firm from attaining its stated objectives. They enlist risks faced by Customs as inclusive of the possibility of lack of compliance with customs laws such as licensing needs and the potential failure to facilitate cross-border trade. As a proper risk management prescription to be followed by RAs, they advocated for the identification of potentially high-risk areas that would permit more resources to be channelled towards such areas while applying least possible interventions in similarly identified low-risk areas. They believed, use of such strategies would generally sever the nexus between actual control of cargo by Customs and trader's revenue liabilities.

In view of the above reviews, no single definition is complete and perfect or an end in itself. Each definition tends to bring in largely or slightly different aspects and additional insights in ways meaningfully contributing to the broader comprehension of CRiM phenomenon. Analysing these different definitions brings about common processes to the fore. These risk management processes are:

1. Identifying,
2. Assessing,
3. Analysing and
4. Controlling.

These derived common steps are used in the collection processes of specific Customs data and enforcement strategies in ways giving room for greater management focus in all probable areas of high risk (Crichton & Lyimo, 2004). Furthermore, these steps are not only about increasing chances of mitigating against risk threats but they are equally essential in identifying both existing and emerging potential opportunities for exploitation by management. Following from this reasoning, management decisions ought to always reflect a balancing effect between the levels of risk and the anticipated benefits against the costs associated with the control actions in the prevailing circumstances. Deriving from the above reviewed striking similarities from different sources, it follows that ZIMRA like any other developing country's RA needs to be ever careful when treating potential threats and inherent risks to their daily operations. Poor treatment of potential risks may result in inefficiencies in the form of loss of revenues and

costly delayed border clearances. This will automatically impact negatively on cross- border trade facilitation. Similarly, good treatment and consideration of potential risks may result in enhanced Customs effectiveness that simultaneously improve both revenue collections and faster movement of cross-border cargo. It's therefore crystal clear that RAs ought to have in place reliable systematic approaches to border management that allow for achievement of their revenue generation without compromising international cross-border trade facilitation.

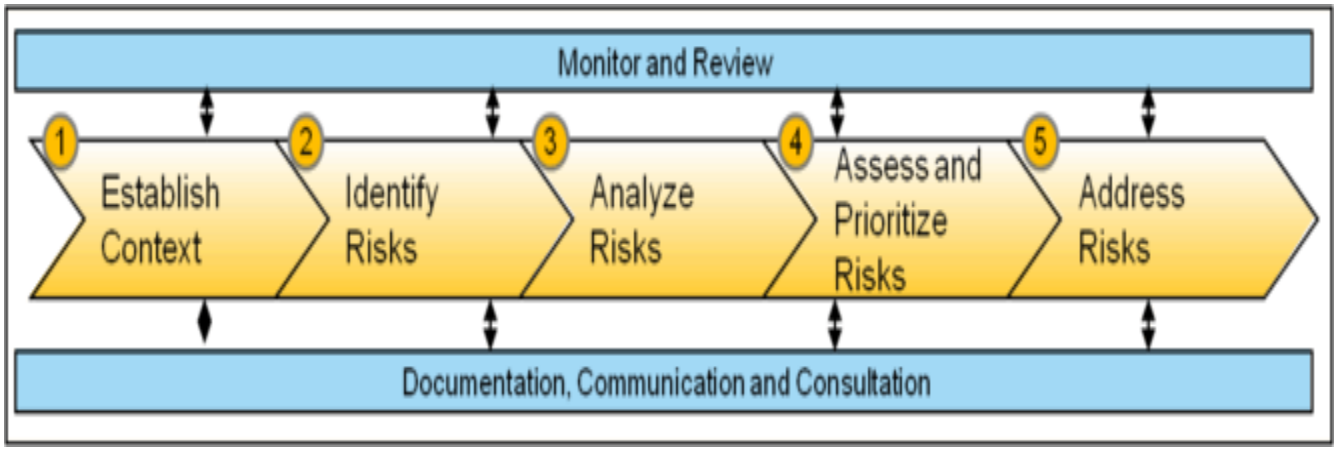
In the context of this research study, and without taking anything away from the above reviewed definitions, insights and analyses, CRiM shall also mean any planned and co-ordinated systemic daily operational, tactical and strategic activity(s) that allow for both Customs control and trade facilitation.

2.4 What processes are involved in CRiM?

2.4.1 Brief Overview of Elements in CRiM Process

According to World Customs Organization, there are five main stages involved in any standard CRiM process. These stages are a basic guide to all forms and types of organizations (Iordache & Voiculet, 2007). They are logically linked in practice as depicted in the diagram below.

Figure B: Steps in CRiM Processes



Source: World Customs Organization

According to Iordache and Voiculet (2007) there are at least five critical elements in CRIM processes. These five processes are as reviewed below:

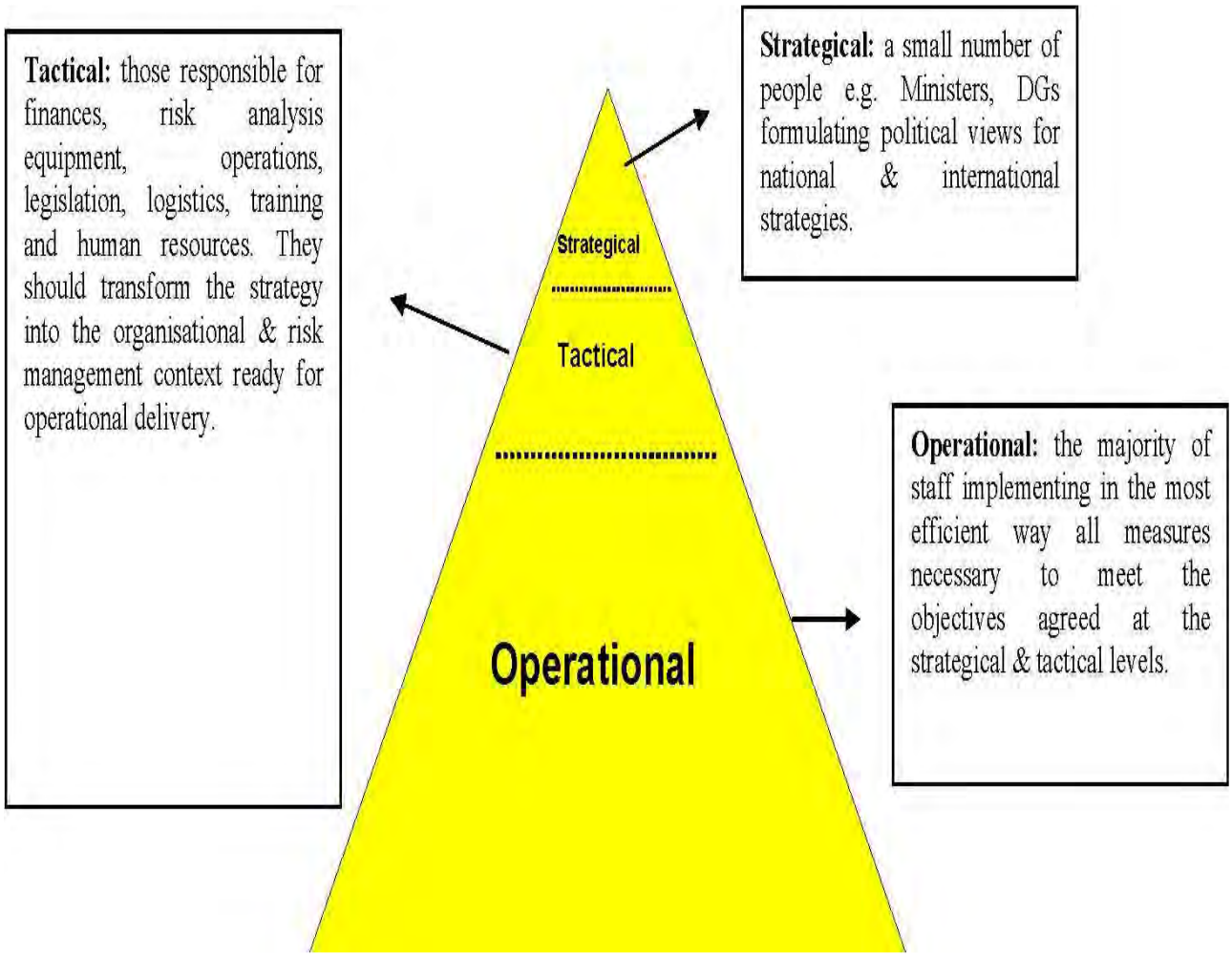
2.4.2 Establish the Context.

Context refers to organizational and strategic environment from which risk management is carried out by the authorities. Context covers the existing stakeholders, tasks, objectives and processes and the like. In this research study, the situation can be taken to be Zimbabwe as a country with respect to ZIMRA functionalities. The context is Beit bridge border post where the actual CRiM is taking place as well as the place of research focus. Establishing the context in this case means identifying nature of Customs operations at Beit Bridge in view of the existing, emerging and potential threats as inherent in all Customs related border operations. Once the risk context is clearly defined and established, it becomes easier for Customs risk practitioners to come up with subsequent risk preferences and priorities.

2.4.3 Identify the Risks.

Every business context has its peculiar type of risks that it will always face. In every established context, there are different divisional units, sectional units and operational activities at work towards achieving the overall organizational aims. Each of these units are prone to different type of risks which are of varying impact and magnitude to their functionalities. Iordache & Voiculet identified three types of risk which are common to the majority of private and public organizations as: strategic, tactical and operational risks. These risks are diagrammatically depicted and explained below.

Table 1: Strategic, Tactical and Operational Risk Relationships



Source: Iordache & Voiculet 2007

These three types of risk derive their names from the respective levels of organizational strategic management processes. Senior management come up with organizational vision and mission as part of strategic management. At this level, they are confronted with associated strategic risks to manage. At operational level, there exist operational risks, that is, risks associated with the actual decisions and action plans employed. At tactical level, there exist tactical risks which require urgent attention as guided by laid down existing procedures. ***Table 2*** below highlights some of these risks within a Customs context or environment.

Table 2; Elements of CRiM Processes

Stage	Element	Processes and Examples
1	Establish Context	Clearance of goods -e.g. importation of commercial cargo at Beit bridge border post
2	Identify Risks	Revenue protection-e.g. tariff misclassification and false Origin claims. Prohibitions and Restrictions- e.g. Drug trafficking and violation of import and export controls.
3	Analyze Risks	Likelihood of a risk occurring-e.g. less likely, likely, highly likely
4	Assess and Prioritize Risks	Assess impact and consequence of risks occurring-e.g. high, medium, low
5	Address Risks	Define counter measures and assign to risk levels-e.g. tolerate, treat, transfer or terminate
Further to the above 5 stages, risk management needs consistent monitoring and evaluation so as do away with false negative and false positive risk assessments. From the beginning to the end, proper documentation, communication and engagement with all necessary stakeholders is fundamental. This is so because managing risk is a corporate role that ought to involve the whole organization and not one dedicated unit only.		

2.4.4 Analyse the Risks

This stage pertains to analysing frequency and likelihood of each type of identified risk as it recurs as well as its magnitude and costs to the system.

2.4.5 Evaluate the Risks

After the identification and analysis of all the risks as in the above steps, each of these risks is evaluated on a cost-to-benefit analysis to the organization and ranked according to management preferences and priorities. A good outcome of evaluation of identified risks inherent to any organization can then be tabulated as below.

Table 3: Evaluation of risks

	Extreme	Very high	Moderate	Low	Negligible
Almost certain	Severe	Severe	High	Major	Moderate
Likely	Severe	High	Major	Significant	Moderate
Moderate	High	Major	Significant	Moderate	Low
Unlikely	Major	Significant	Moderate	Low	Very low
Rare	Significant	Moderate	Low	Very low	Very Low

Source: UNCTAD 2000

After establishing consequence and likelihood, the above table is used in managing Customs risks. Each level of risk is first defined in terms of its impact and meaning to the organization. Finally the above table will then be used to set the level of risks. This is done by taking into consideration existing strategic and operational priorities as well as available resources. Very low risks may be accepted while low risk may be tolerated. In the Customs environment, common method of risk treatment is through risk profiling and targeting. This is done through processes of selecting certain transactions for specific checks according to goods' origin, clearing agent, tariff, value etc.

2.4.6 Communicate and Consult

There is need for constant consultation and communication of all risk processes so as to keep on improving the risk management aspect at every level in the organization. According to Thomson (2008), RAs use of CRiM remains incomplete until it applies it to manage risk from a wide organizational perspective. It must inculcate risk information in its strategic direction-setting from the on-set. Integrated risk management, therefore, refers to examining and addressing risks emanating first from both external and corporate environments to internal environments of the organization. As a process, it must always be on-going, proactive and systematic in its application throughout the self-explanatory steps 1 to 9 reflected in Figure 1A below. It communicates to management all identified risks at both strategic and operational levels from both external and internal considerations to the organization.

Figure 1A - A Common Integrated Risk Management Cycle

Source: Thomson 2008

Thomson further identifies only two distinct classifications of risk which are organization risk (risk associated with the internal environment of the organization) and compliance risk (risk related to the external environment, e.g. undervaluation by importers).

Crichton & Lyimo (2004), claim that risk management requires a combination of compliance research and intelligence. They believe that this will provide a comprehensive picture of the risk posed to Customs by internal and external threats. Neither compliance research nor intelligence, on their own, gives a truly complete view of a problem. The two must be considered together to fully appreciate the magnitude of the risk. It must be noted that use of the term "intelligence" is not limited to criminal intelligence. Rather, it includes the whole spectrum of economic and political intelligence. In the Customs context a risk management regime must take four factors into account which are:

1. The known or potential existence of non-compliance.
2. The known or suspected magnitude of the problem.
3. The damage that non-compliance may cause and

4. The ability of the Customs to deal with non-compliance.

2.5 What are the benefits of using CRiM?

2.5.1 Brief Overview of Importance of CRiM

Customs handle highly voluminous transactions against a background of increasing impossibilities to physically verify them at the time of clearance. This reality presents a unique challenge to the authorities in their quest to facilitate legitimate trade while applying controls. Controls are important in detecting Customs offences at the ports of entry as well as for security reasons. These two competing expectations and mandate for authorities imply that there is need to always maintain a balance between facilitation and control (UNCTAD, TF/TFN/TN12, 2008).

Customs high risk areas and low risk areas can easily be identified through the use of some of the above highlighted CRiM techniques. Using these techniques, Customs managers can easily re-distribute and confidently allocate available human and non-human resources in consideration of the prevailing potential risks, threats or opportunities. Areas posing potentially high threats would need extra attention that comes with additional need for resources for use to curtail possible losses. Areas offering better possibilities of yielding greater revenue collection returns will equally be allocated more inputs so as to maximize potential gains (DeWulf & Sokol, 2005). In this way, Customs managers can use risk management to come up with effective strategic management policies and plans that enable them to achieve both set national objectives and the international trade facilitation. In summary RAs will enjoy the following CRiM-based benefits:

1. Increased compliance levels with laws and regulations by clients and other stakeholders.
2. Improved collaboration between Customs-to-business and vice-versa.
3. Elimination of unnecessary and illegitimate delays due to reduced border release times.
4. Reduction of cost of doing business.

In his study, Neba (2011) posed a question seeking what benefits had accrued to both government and traders following implementation of CRiM in Cameroon. His general finding was that, CRiM had engendered various benefits for both government and different stakeholders. Benefits to the government were:

1. Increased revenue collections as a result of rationalization of controls and concentration of resources on cargo identified as high risk by the system.
2. Elimination of arbitrary controls and associated matters of integrity leading to good governance practices.
3. The system generated performance indicators on Customs transactions, Customs officers, and traders. This function provided management with a rational basis to make assessments on compliance levels and level of performance.

The following were enlisted benefits to the trading community:

1. Reduced release time intervals and lowered cost of processing cargo as a result of rationalization of Customs controls.
2. Increased predictability on the impact and extent of controls that consignments would be subjected in line with existing pre-determined levels of risks.
3. The existence of CRiM system provided objective indicators which in turn would be utilized in evaluating compliance levels of cross-border traders.

2.6 Emerging Perspectives on Roles of CRiM in the 21st Century.

According to World Customs Organization (2008), the main function of a Customs administration is to control the movement of cargo as well as securing the state's overall interests. These interests include but are not limited to: safeguarding revenue collection, combating fraud, enforcing legal and statutory compliance and effectively facilitating legitimate trade at all times.

The increasing responsibilities and opportunities facing RAs need a more sophisticated appreciation of the risk continuum. Scarce resources must be channelled towards higher end of this risk continuum. Today, there are two-fold challenges being faced by RAs which are:

1. how effectively and efficiently to employ the ever expanding body of CRiM knowledge to spot and mitigate risk at implementation level and
2. application of this CRiM knowledge beyond implementation level in daily Customs management and administration.

The answer to these challenges involves construction of feedback learning loops that permit RAs to integrate risk-related activities with lessons from previous Customs decisions. In this way, future-focused organizations with more sophisticated predictive potential rather than merely responsive ones are built (World Customs Organization, 2008). In order to achieve all these activities, CRiM in use should be ready for these and all other sorts of eventualities while ensuring the uninterrupted flow of traded cargo. This implies maintaining a number of interventions to the lowest level required, at the same time ensuring the safety of the regulatory procedures (Halloway, 2010). As concerted efforts to attain and maintain right balance between facilitation and control, RAs are giving up on their hitherto traditional and rigid routine checks. They now apply risk management techniques with differing levels of sophistication and success (DeWulf & Sokol, 2005)

The new global trend among RAs has been characterized by embedding CRiM approaches in their annual strategic planning cycles. This implies that Chief Executive Officers and heads of key functional areas have sole responsibilities for making decisions impacting on the overall strategic direction of their organizations (Thomson, 2008). This strategic CRiM approach allows for easing stringent controls on less risky aspects of trade at the same time concentrating on those areas denoting greatest risk in ways guaranteeing balanced approaches between control and international trade facilitation (DeWulf & Sokol 2005).

2.7 Literature Review on Research Objectives

2.7.1. Implementation of Customs Management Strategies and Procedures

According to World Trade Organization (TN/TF/W/43, 2008) Changing Customs control procedures involves changing Customs' perception and the manner in which it executes its mandate. In the past, 100% physical control was considered the sole dependable strategy to ensure compliance. Today, CRiM techniques based on selective and targeted checks offer a more practically efficient inspection approach. Productive implementation of modern day CRiM techniques require initial creation of awareness and understanding of the entire system before embarking on the actual change. World Trade Organization enlist the following activities which must be observed by Customs administrations before implementation of CRiM:

1. It is critical to initially change the mind frame of management and staff so that everyone involved appreciates the benefits and advantages of risk management from the onset.
2. Carry-out awareness programmes to increase understanding of new procedures to everyone in the organization and then arrange specialized technical courses for staff directly involved in implementing and operating these new procedures.
3. A CRiM policy or strategic plan clearly covering aims and priorities in introducing the new system.
4. The internal set-up of the RA has to be adapted so as to come up with a Risk Management Committee, consisting of representatives from different local and/or regional Customs offices. The basic importance of this Committee will be to regularly and periodically discuss and concur on new or revised risk criterion.
5. A separate and distinct CRiM unit tasked with the duties of maintaining and operating the system.
6. This CRiM Unit so established can collect, evaluate and assess intelligence data on clearing agents, exporters, transporters etc. from relevant resources that include, but not limited to: seizure reports, origin, existing trade agreements, bill of entries and past history.
7. Customs legislation must be reviewed to cover use of CRiM techniques within operating legal confines.

8. Utilization of electronic manifest designed according to international standards that allows for advance identification of high risk cargo.

The above highlighted pre-implementation activities are critical to a successful introduction of CRiM. These activities need to receive complete commitment by both management and staff. Iordache & Voiculet (2007) propose that the entire process be started off by appointing a Risk Management champion who should be possessing necessary experience, relevant qualifications and appropriate analytical skills. This step will then be followed by setting up a Risk Management Committee consisting of members drawn from all respective operational sections and divisions. This committee will induct and spearhead preliminary risk workshops as well as compiling new operational procedures. New procedures can be developed using statistical data based on past and present Customs records such as - quantity controls, values, origin, trader histories and trends of rates of duty on certain commodities.

Dewulf & Sokol (2005) believe that the credibility and quality of the final risk profile relies on the actual data that is used to develop that specific risk profile. They pointed out that modern information and technology can be used to update these risk profiles periodically to suit changes in current trade patterns or seasonality. With respect to factor seasonality, they note that, in Morocco, adjustments to risk profiles are often done just before the period or season of Ramadan when luxurious food products are imported in large quantities by visiting pilgrims.

Effective risk management practices cannot be devised overnight, rather, they need years of commitment from the managers and employees at all levels of the Customs authorities (World Customs Organization, 2011). On the research question on how long it had taken Cameroon to implement CRiM, Neba (2011) established that the process started since 2006 with the introduction of the lowest version of the Customs computer based Automated System Customs Data (ASYCUDA) ++ system that took 2 years. Today the system is still being further developed through integration in to higher versions. In a bigger way, these views suggest to us that CRiM is a critical issue of organizational long term strategic planning and progressive development.

A holistic approach characterized by four categories of thinking is required to shape eventual Customs risk processes while necessary tools ought to be observed throughout the Customs management (New Zealand Customs Services, 2011). These four categories are:

1. Rigorous thinking – this ensures decision-making influenced by logical and systematic processes.
2. Responsible thinking – this refers to activities taken to manage risk such as avoiding or reducing it.
3. Balanced thinking – maintaining a cost to benefit balance in CRiM
4. Forward thinking – proactively managing rather than reacting to risk. This last element is important because CRiM refers to identifying and becoming ready for any risk eventuality

A robust approach to risk management requires an ongoing assessment of potential risks at every functional level of the organization. This approach should be used to aggregate each functional level risk results at the organizational level to enable priority setting. The identification, assessment and management of risk across all units of an organization enables improved decision making to be made by the authorities (World Customs Organization, 2005). In order for this robust approach to remain effective, Crichton and Lyimo (2004) suggest that, Risk Management requires a combination of compliance research and risk intelligence. They believe that this combination provides an objective comprehensive picture of internal and external risk threats posed to Customs. They further asserted that, a risk management regime requires a structured decision making process from top management down to the shop floor. This approach would be effective in dealing with risks prone to RAs as they would emerge. Notable main risks and threats posing threats to RAs are smuggling of commercial cargo through deliberate misclassifications, intentional under-valuations and well-orchestrated corrupt tendencies. As a prescription to ensure that facilitation of trade is not hindered by these threats and risks, Crichton and Lyimo, suggest the following 8 holistic standard principles that should be observed by RAs in their management of different types of risk:

1. Senior management must support the risk management program.
2. Risk management must be unbiased and objective. It must identify where the risk actually is rather than where we have been conditioned to think it is.

3. Risk management must take into account political, legislative and fiscal realities.
4. A risk management regime must be dynamic and consider geographical, regional and inter- departmental priorities.
5. Risk management requires automated systems that support risk management initiatives. This includes a structured performance management process.
6. Risk management solutions must be practical and realistic. They should not suggest measures that are outside the current or long-term capabilities of the organization.
7. Risk management requires a structured communication network for the exchange of information within the department and with the stakeholders and clients.
8. A formal process for monitoring and evaluating the risk management solutions must be in place.

The gradual upward trend in complexity and trade volumes effectively transform today's global trading and working environment (Organization for Economic Co-operation on Development , 2005). Following the general global fall in import tariff rates, an analysis of the impact of other trade factors at work on trade policy becomes necessary to Customs administrations (Wilson, Mann, & Otsuki, 2005). This is imperative given that a host of other non- tariff measures are being used as trade policy instruments in both developed and developing world. Some of these trade changes have led to the exposure of existing inefficient and costly border procedures. In developing countries, Geourjon & Laporte (2004) concluded that Customs administrations still inspect majority of cross-border traded cargo during their clearance processes at the borders. They noted that, RAs in Africa are often times unwilling to forgo these systematic inspections due to fear of risking revenue loss. In line with this belief, they deliberately choose not to use selectivity techniques that allow for targeted inspections which in turn promote reduced delays and unnecessary border constraints. While they regard targeted physical inspections as a hindrance to maximizing their revenue collections, in reality these approaches effectively impede rather than facilitate cross-border trade. The above situation is worsened by the nature of existing import and export procedures which are plagued by lack of transparency and predictability, insufficient application of automated systems and too many documentary requirements for a single transaction.

According to the Committee on Regional Co-operation & Integration (CRCI) (2005), Customs authorities and other government border departments are poorly structured starting from within. They are all characterized by poorly trained staff members, worsened by the absence of existing co-ordinated co-operation among them. CRCI cites that UNCTAD estimates that on average, each single Customs transaction requires 20 to 30 different players, 40 documents, 200 data entities of which 30 of these are at least repeated 30 times and the re-inputting of 60 to 70% of all data at least once. On this same note, World Trade Organization (G/C/W 113, 1998) observed that in some nations, non-harmonization of systems and too many documentation all increase paper work so involved to 4 times. This result in unnecessarily prolonged release waiting times accounting for 20% of total transport time and 25% transport costs.These rigid and antiquated approaches to Customs clearances result in the majority of border delays (CRCI, 2005). In response to this, the same World Trade Organization prescribes the application of transaction-based controls that allows for sub-optimal use of available resources on low risk consignment. Geourjeon & Laporte (2004) argue that targeted inspections are a pre-condition for international trade facilitation and the safeguarding of Customs revenues. While developing countries are often reluctant to abandon their traditional inspections, they insist that targeted inspections should be prioritized in all programmes for modernizing Customs administrations. World Customs Organization (2008) estimated that 100% inspection of every container would bring global trade to half. On the other hand, Hummels (2001), in his research linked restricted abilities of Customs ports and inefficient procedures with time cost. A day less in delivery times reduces landed costs of cargo by 0.5%.

Grainger (2007) counts 37 security and safety cross-border formalities that regressively impact on the expedited movement of cargo in the United Kingdom. The implementation of these Customs risk initiatives generally resulted in the delayed movement of cross border cargo and higher costs of compliance. Contrary to the 100% physical inspection approach, the Revised Kyoto Convention suggests that countries must reform their existing Customs practices so as to use methods that effectively facilitate movement of cross- border cargo (Zake, 2011). Furthermore, they should adopt modern business process re-engineering or transformation techniques for the benefit of identifying inefficient or redundant activities for streamlining or total removal.

Customs procedures in general should pave way for special Customs clearance strategies for the less risky and most compliant traders. Bolivia, Cameroon, Morocco, Mozambique, Peru, and Turkey have all introduced new Customs Codes characterized by use of new and simplified procedures as replacement of the old inefficient procedures. The barriers to free movement of cross-border cargo, such as imposition of quotas, marking off of import licenses and permits, have been reduced or rationalized to the maximum extent possible. Where applicable tariff rates were effectively moderated (DeWulf & Sokol, 2005)

2.7.2 Use of ICT - based CRiM in facilitating Cross-Border Trade Reviewed

According to World Trade Organization (G/C/W/113, 1998), insufficient exploitation of automated processes is the main source of Customs border delays. On a positive note, increased use of ICT considerably reduces border crossing time. Increasing demand resulting from the rapid global cross-border movement of cargo, epitomised by complicated procedures call for use of modern innovative strategies such as post – audit controls, migrating from transaction-based controls and paper-based systems to risk management systems-based controls. Existing procedures need to be periodically reviewed on the basis of changes in international conventions and international best practices (World Customs Organization, 2008). On this same note, Crichton & Lyimo (2004) believe that, in this rapidly changing environment, new and improved ways of doing business that maximizes use of technology should be adopted. The application of CRiM regimes and utilization of intelligence gives a basis for facilitating faster movement of cross-border cargo, simultaneously increasing collections of revenue and enforcement of Customs controls. While the use of these innovations is common in developed countries, Crichton & Lyimo note that use of these in developing countries is still a novelty. Customs administrations in Africa must therefore start to take advantage of these ICT based CRiM technologies such as intelligence collection and use of non-intrusive detections inspections (World Customs Organization, 2008).

Limiting intrusive customs inspections, i.e. reducing systematic physical searches of customs cargo, is recommended under the Revised Kyoto Convention. To limit such inspections, RAs

must use electronic data exchange and risk analysis throughout the Customs chain process (Geourjon & Larporte, 2004). Customs authorities in developing countries are slow implementers of latest risk techniques. One reason for this trend could be that, developing countries find the possibility of the indispensable challenges naturally associated with any risk management implementation more daunting. They struggle with the usual practical problems regarding the implementation of risk management programs such as complex and costly risk management processes, insufficient resources, and lack of skills (Risk Management Systems, 2009).

ASYCUDA is a Customs software used to expedite Customs clearances. As an automated system developed by UNCTAD, it simplifies Customs procedures by reducing administrative costs of doing business (Wilson, Mann, & Otsuki, 2005). The Facilitation of Procedures for Administration, Commerce and Transport (CEFACT-UNECE) is another software used by Customs. It harmonizes procedures and data requirements. It provides internationally credible recommendations for electronic data and data interchange for cross-border Customs administration, commerce and transport. According to (UNCTAD, TF/TFN/TN12, 2008), World Customs Organization has rolled out several instruments to help its member states with putting in place profiles and management of Customs intelligence gathering. Applying these instruments lead to building up of Inspection Selectivity Programmes which are used to analyse all declared Customs data according to pre-set Customs risk parameters. All declared data on all cross-border cargo and people are assessed through the selectivity module and are routed through the pre-set specific channels of Customs control. This ICT-based approach allows for selected low-risk cargo to be processed quickly.

Table 4: Risk Selectivity Lanes

CHANNEL	RISK PROFILE	CUSTOMS TREATMENT
Green Route	Low Risk {Acceptable risk}	Urgent release without examination
Yellow Route	Moderate Risk {Tolerable Risk}	Documentary examination only.
Red Route	High Risk	Physical Examination of Goods and Documents
Blue Route	Low to Moderate Risk	Release goods and examine them later after entry, often at client's premises (Post Audit Examination)

Source: Primary Data

According to Tomczyk (2009), use of systematic collection and analysis of Customs information and intelligence which identifies high risk from low risk can be done through:

1. Structured risk management approach that includes timely assessment of information and updating risk profiles before both arrival and departure of cargo.
2. Use of IT in continuously updating information and Customs intelligence as essential processes in CRiM.

Furthermore, on the use of IT in risk assessment to Customs administrations, Tomczyk, further acknowledges that:

1. IT risk assessment assist Customs and other border officials to analyse each shipment using risk profiling method.

2. IT based risk management enables RAs to receive feedback from traders, exchange relevant information with other Customs Administrations as well as other border organizations. This feedback is used in increasing effectiveness of the overall CRiM system in place.

There is also a cost side to consider to the advantages given above by Tomczyk. The introduction and use of risk assessment techniques may come with the need for comprehensive infrastructural changes within administrations such as formation of national and regional intelligence structures. These structures will serve to provide strategic and operational intelligence respectively. The other changes will be in the form of, procurement of additional

computers, reducing manpower for documentary check and inspections in favour of increasing auditors and investigations personnel. Furthermore, comprehensive additional training programmes especially World Customs Organization based ones, should be provided for all the concerned managers and staff (World Trade Organization, TN/TF/W/43, 2008). In response to the question whether respondents referred in some way to CRiM in their strategic decision making process, around 9 in 10 (88%) reported that they did take it into account in making strategic decisions. Half (50%) of the respondents indicated that they had specific strategic plans in place for risk management activities, while roughly half (46%) of the administrations said they make multiple references to risk management in their strategies, policies, and/or vision documents and statements. On the question whether the administrations explicitly followed pre-defined strategic or operational risk management processes, a majority of 79% revealed that they followed pre-determined processes at operational level, while around half (46%) claimed to do so at strategic level. On the final question with respect to strategic level process, all the administrations indicated that they did so at operational level while the remaining one-fifth (21%) of the administrations indicated that they had no pre-defined processes in implementation (Hintsa, et al., 2011).

According to Committee on Regional Co-operation & Integration (2005), Tunisia's use of ASYCUDA based automated Trade Net System has been ranked a success story with respect to both revenue collection and trade facilitation. Tunisian Trade Net (TTN) provides a single stop documentation and processing platform. It connects all international trade major players within the system. TTN system allows for the exchange of all the necessary documents and on-line duty payments. Following its introduction in February 2000, vessel turnaround time was reduced from an average of 8 days to 3 days resulting in an estimated 7% productivity gain.

Africa as a continent trails behind the rest of the world in internally and internationally utilizing ICT. It is characterized by insufficient and highly expensive telecommunication services. It has the lowest and weakest internet systems (Committee on Regional Co-operation & Integration, 2005). Against this background, CRCI goes on to note that, of late there is an increased and

broader different use of automation across the continent. Below is a diagram comparatively showing cellular and internet connectivity by regional economic blocs.

Table 5: Mobile telephone and internet connectivity by Regional Economic Community, 2001

Regional economic community	**Estimated population** (1000s)	**Cellular subscribers per 100 people**	**Internet users per 10,000 people**
CEMAC	31,705	5.2	21.8
CEN-SAD	339,092	2.5	57.5
CEPGL	67,331	0.5	0.9
COMESA	436,824	5.8	35.0
EAC	88,722	1.5	23.7
ECCAS	99,186	3.6	7.6
ECOWAS	226,888	2.0	27.2
IGAD	166,835	0.8	12.5
IOC	18,603	15.6	115.5
MRU	15,620	0.5	14.1
SACU	51,249	11.3	490.5
SADC	284,115	10.1	147.1
UEMOA	71,635	1.9	57.2
UMA	77,900	5.2	129.3
Total	1,810,959		63.6

Source: ECA, compiled from ITU 2001

According to Crichton and Lyimo (2004), the building of the risk management capacity of the RAs within the region is a critical component of the effort to empower African countries to effectively trade in the global economy. In South Africa, a contracted risk management consultant assisted officers responsible for Customs enforcement to come up with a risk management policy and training package for the rest of their staff. Malawi, Namibia, Tanzania and Zambia each had numerous officers earlier on exposed to the risk introductory course. In Botswana, the Customs authorities had the whole senior management team (fifteen in number) exposed to risk management introductory course. After a grace period of six months, detailed comprehensive risk management and Intelligence courses were then conducted separately in these six different countries respectively (Botswana, Malawi, Mozambique, Namibia, Tanzania and Zambia) with encouraging results.

In a study whose main objective was to assess the impact of trade facilitation, Makochekanwa (2013), found out that improvements in port efficiency and increased use of e-business are some of the factors which boost intra-SADC trade in exports. In view of these findings, he concluded that SADC policymakers should implement strategies which improve port efficiency and also encourage use of e-business. Makochekanwa went on to associate the successful introduction of ICT system and infrastructure development at Kasumbulesa, with the following trade facilitation focus based benefits:

1. Safe trucks' parking area and control room to ensure efficient movement of cargo. This resulted in waiting time considerably dropping from 4-5 days to a day.
2. Use of closed-circuit television (CCTV) to monitor effective and efficient traffic flow
3. Easy and faster electronic capturing of truck details in ways that allows correct collection of associated fees.
4. Reduced transiting times.
5. Marked growth in revenue collection over previously transaction as a result of automation.

2.8. Customs Risk Management in Zimbabwe: A Country Case Study

2.8.1 Background

In an effort to improve operational efficiency, capitalize on synergies and broaden service provision to the public, the Taxes and Customs departments were merged to form the ZIMRA in January 2001. ZIMRA's long term strategic objective is the promotion of its economic development by effectively collecting revenue at the same time facilitating international trade. In line with this, ZIMRA has adopted client-centric approaches meant to make it easy for the transacting public. More stations and border posts have been opened nationwide since the establishment of the organization in 2001 (World Trade Organization, 2011).

2.8.2 Corporate Risk Management Roles and Governance Structure in ZIMRA

CRiM framework in ZIMRA stems from the organization's Enterprise Risk Management Policy (ERMP) under the organization's Customs Modernization Initiatives. The framework outlines fundamental approaches to the management of risk within the organization.

The ERMP as the source document, groups all risk prone to ZIMRA into 4 categories which are:

a) **Strategic Risk** – this type of risk directly affect revenue returns as a result of passing adverse decisions, improper implementation of decisions, or lack of responsiveness to stakeholder's queries.
b) **Operational Risk** - is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events.
c) **Compliance Risk** - failure to comply with laws, rules and regulations set by the organization result in compliance risk. If not properly managed, the risk may result in the Authority being unfit to carry out its mandate of both revenue collection and trade facilitation.
d) **Reputational Risk**- is the risk of damaging ZIMRA's image, which may affect its ability to retain public stakeholder confidence. Poor and unreliable service and the actual or perceived inability to deliver service may damage the corporate relationships with clients and other stakeholders.

2.8.3 Local/Station Risk Management Units

At Beit Bridge border post, just like at any other ZIMRA's station, there is a Station Risk Management Unit manned by Liaison Officers. The roles of these officers are mainly to:

- Implement the risk management policy and procedures in place at Station level.
- Gathering and analyzing risk intelligence from relevant sources such as local statistics on import, export and transiting offences committed, fines and penalties charged, local seizures and detention of goods made including information from regional and international Customs databases.
- On the job training of local staff in the management of risk.
- Continuously analyzing risk trends and recommending changes in the existing risk parameters to the local management.
- Continuously monitor the actual risk management process in a bid to lower likelihood of significant risks occurring.

- Continuously identifying and evaluating risks faced by the station and make recommendations as to the treatment to the Regional Risk Management Experts – a next level in the organizational risk management hierarch.

2.8.4 Roles of the Regional Risk Management Liason Officer and the Regional Risk Management Committee

- The Committee is responsible for approving station and regional risk parameters and forward to the National Unit.
- It meets bi- weekly and as and when it is necessary to discuss any urgent matters.
- Maintenance of the local/Station Risk criteria in Asycuda World system.

2.8.5 Head Office Risk Management Team & Its Roles

It is made up of two (2) Risk Experts whose responsibilities are:

- Data Collection and Analysis - focus on sourcing of information from the respective ZIMRA's regional offices and other international sources.
- Database Administration - maintenance of the National Risk Assessment database and the maintenance of National Criteria in the Asycuda World system. They will have access to international databases. The office will be the interface of the Zimbabwe Customs Administration and other regional administrations.
- Selectivity, Risk Assessment and Profiling focussing mainly on risk profiling, assessment and dissemination of information ready for use.
- Training and Publicity -which will focus on all on-the-job training needs, seminars, prepare and maintain Risk Assessment Manuals and liaise with the Corporate Communication Division for broadcasting information for public consumption.
- Risk Management Consultancy – at this level, private risk experts may be contracted for systems review and make relevant recommendations for improvements on the risk management documentation and processes.
- Coordination of crafting, updating, disseminating standardized risk enforcement procedures to all the stations and border post through respective regional risk management units.

2.8.6 Roles of the Head Manager of Risk Management

- Responsible for the overall risk management in the division.
- Recommend all the risk parameter changes in Asycuda System to the Commissioner Customs and Excise for possible adoption.
- Carry out high-level risk assessment for the entire division.
- Produce strategic information reports for local Customs offices and audit units.
- Act as a point of contact with other divisions, agencies and international bodies.

2.8.7 Role of the Commissioner of Customs and Excise

The Commissioner as the responsible and accountable person who drives the entire risk management in the organization plays the following key roles:

He sets the tone and influences the culture of risk management within the division by

- Authorizing all the risk parameter changes in Asycuda World Computer System for the whole organization.
- Sanctions and make informed decisions on all Customs risks to the National Risk Committee for implementation by regional offices as well as their respective stations and border posts.

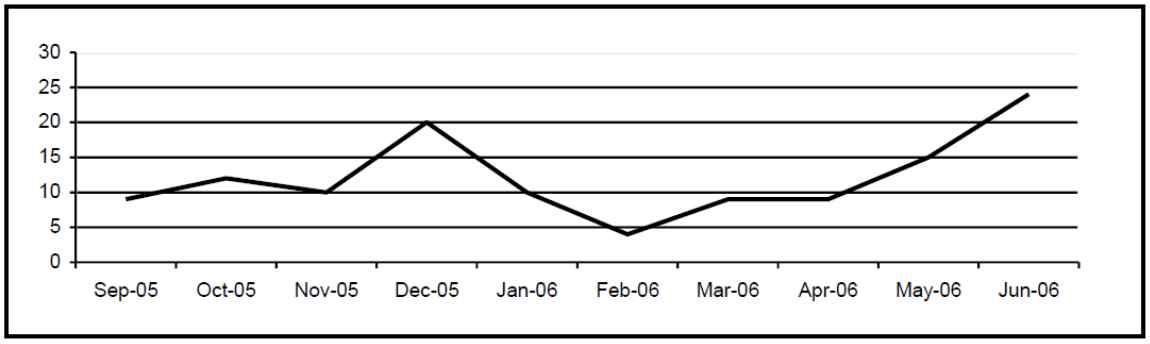
ZIMRA's Enterprise Risk Management Policy recognizes and emphasizes the need for a successful organizational CRiM implementation through a full executive management support. This is over and above the need for continuous integration of risk management with the existing planning and operational process in line with the existing Customs Business Planning and Performance Framework Guidelines.

According to World Trade Organization (World Trade Organization [WT/TPR/G252], 2011) ZIMRA has extended its official business hours to more than 8 hours at some of its selected ports. In the case of Beit Bridge its operational 24 hours so as to provide convenience and facilitation to the publics. Significant progress in co-opting ICT in reforming and automating the Authority's deliverables have been considerably undertaken. This include migrating to ASYCUDA World system as the latest and higher version. ZIMRA continues to conduct awareness workshops so as to educate its publics. Operationally, system based close

monitoring of movement of cross-border cargo is being done. After importation audit-based follow-ups are being done too.

Beit Bridge border post is the busiest port of entry in Southern African region. It is also the busiest land border in the East and Southern African region. By geographical location it lies Zimbabwe and South Africa. Up to 400 heavy cargo trucks transit this border in one day. In February 2003, traffic through the Beit Bridge border post came to a standstill. A scanner for the southbound traffic on the Zimbabwe side was introduced for inspections. There were problems with loads that were either higher or wider than the road traffic regulations permitted, and these fouled the scanner and caused delays. The Transport Operators Association in Zimbabwe were then tasked to work with ZIMRA to solve this problem. In the meantime the scanner was used to scan all vehicles, including empty ones and this caused extra delays (Federation of Eastern and Southern African Road Transport Association [FESARTA], 2007)

Figure 1B – Average time taken in hours for Southbound heavy commercial vehicles to transit the border



Source: Fesarta (2007)

According to FESARTA (2007), in the diagram above, another form of increased delays at Beit Bridge over December 2005 was the general increase in traffic flow associated with Christmas holidays. On the other hand, in June 2006, ZIMRA decided to deliberately inspect cargo through scanning more than 80% of southbound commercial vehicles. This decision resulted in delays of up to 24 hours. This was probably done so as to maximize revenue collections to finance national budget, given that Zimbabwe's economic meltdown had begun. While delays at Beit Bridge are at peak during Christmas time, in 2009 Beit Bridge was identified by the COMESA-EAC-SADC Tripartite as the main border post to work on, in terms of alleviating

congestion (TradeMark Southern Africa, 2011). A stakeholders' workshop was then convened in Beit Bridge in May 2009 for this purpose. The participants from both Zimbabwe and South Africa included border management agencies, private sector representatives, the SADC Secretariat, the project sponsor, project technical partner and the Regional Trade Facilitation Programme (RTFP) representatives. The workshop deliberated on the key problems the border post was facing. It emphasised the need to improve service delivery with a view to reduce transaction costs as a result of delayed clearances. Another key outcome of the workshop was the development of the Beit Bridge Efficiency Management System (BBEMS). The objective of the BBEMS was to reduce congestion and waiting times, increase operational efficiency and lowering cost of doing business at the border. It was a broader COMESA-EAC-SADC Tripartite initiative that sought to strengthen regional economic integration by way of increased facilitation of trade. To match many challenges facing the Customs services in this rapidly-changing environment, new and better ways of doing business must be adopted. There is need to maximize: the use of technology, to streamline and improve operations, to focus on enforcement activities in areas of highest risk and to speed up the processing of low risk goods and travellers.

The incorporation of CRiM regime and application of Customs intelligence forms a basis for facilitating movement of Customs cargo. It simultaneously improves revenue collection and maximization of enforcement of controls by Customs. The application of these instruments is prevalent in advanced countries but remains a novelty in developing countries (Crichton & Lyimo, 2004). Cargo valued around 1, 5 trillion rands cross South Africa's borders annually. At least 160 000 trucks cross Beit Bridge and 60 000 cross Lebombo per annum. Combining these figures gives a total daily average of 600 trucks between these two border posts. Under these circumstances, for legitimate cargo to move unhindered while illegitimate ones are detected, use of CRiM becomes increasingly necessary. In view of this, South Africa Revenue Services (SARS) adopted the use of an ICT-based Customs Risk Engine (CRE) for processing Customs documents. It went on to deliberately undertake spirited efforts to encourage its clients to submit documents electronically. To reducing earlier on administrative constraints and inefficiencies, the use of CRE resulted in quality risk based decisions and strategies (TradeMark Southern Africa, 2011) that positively impacted on facilitation of trade.

Mthuli (2012) claims that chronic delays, congestion and inefficiency at Beit Bridge border post are costly. The costs are both in time and money and result in hindering trade. He estimates waiting times that range from 33 hours to 45 hours and transaction costs of US$29.3million to US$35million per year. Mthuli alleges that there are no computerized management systems at Beit Bridge, while such systems are not compatible whenever they exist. Without any empirical facts to back his views, he states that there is duplication of procedures and lack of coordination among the multiple agencies on each side of the border. In reference to positives so far drawn from Chirundu OSBP experience, Mthuli recommends that the concept OSBP be extended to Beit Bridge. He believes this will improve the unhindered flow of commercial goods and better movement of people. As of today, average waiting time has been reportedly fallen from 2 days to 2 hours, while those using fast-track pre-clearance are crossing within 15 minutes at Chirundu border post.

Hummels (2001) estimates that a single day lost through delays at the borders is equal to 0.5% tax. Border delays are longer in Africa than elsewhere. It takes an average of 12 days in Sub-Saharan nations against, 4 in Central and East Europe, 5, 5 days in East and Central Asia and finally 7days in Latin America (see table below).

Table 6: Average Customs Delays in Regions of the World in Days

Sub-Saharan Africa	Latin America	Asia	Western Europe
12.1	7.2	5.5	3.9

Source: Africagrowth Agenda: September-November 2006

In February 2003, UNECA for United Nations Economic Commission for Africa noted that six days were recorded as the total number of delays in crossing Beit Bridge border post (Federation of Eastern and Southern African Road Transport Association [FESARTA], 2007). The overall monetary effect was an interpolated USD1750=00 loss in earnings per vehicle. This amount was equated to the total cost of shipping cargo from Durban to United States. On average the cost of border crossing in Africa is equal to the cost of at least 1000 miles of inland transportation. In Western Europe it is estimated to be equal to at least cost of 100 miles inland transport. The high cost of moving Customs cargo across borders in Southern African regions

has been noted to hinder international trade. The greatest contributor to this high cost is as a result of border delays. In a survey carried out in October 2011, at Kasumbalesa border post, along the Dar es Salaam Corridor, Southern African Trade Hub (SATH) researchers identified some of the following factors as hindrances to international trade (Southern Africa Trade Hub, 2011):

1. A mismatch between high traffic volume and limited business hours of between 6am and 6pm per day.
2. Severe manpower shortage, resulting in multiple responsibilities by one officer in a single transaction.
3. Poor infrastructure to carry out inspections, for example scanners, inspection sheds etc.

As a consequence of some of these factors, it was observed that on average, Democratic Republic of Congo bound trucks took 24hours to cross Kasumbalesa. Of these 24 hours, 6hours 30 minutes are spent in the parking area waiting for processing of documents and a turn to cross the border. Zambian bound trucks equally took 5 hours 30minutes owing to the same reasons. On the Zambian side of Kasumbalesa, the following specific causes of delays in clearing commercial goods were noted:

1. Limited border operating hours from 6am to 6pm per day.
2. Hourly delays due to one hour interval periods in collecting papers from the exit gate.
3. Submission of papers from Direct Trader Input (DTI) to Examining Office is after every one hour, further resulting in administrative hourly delays.
4. Severe staff shortage.
5. Daily closing of business during lunch breaks.

Since its last Trade Policy Review in 1994, Zimbabwe experienced significant developments of both socio-economic and political nature that impacted on both formulation and application of its Trade Policy (World Trade Organization, 2011). It has not been receiving external assistance to support economic growth and development since around 2000.This implies that while many developing countries rely on aid, Zimbabwe has not significantly benefited from the Aid for Trade initiative since it started (Ministry of Industry & Commerce, 2011) up to

today. Against these realities, its borders however remain open to trade and stakeholders expect efficient business treatment from ZIMRA at it borders.

According to Hintsa et al (2011), one commonly recommended approach to assist Customs to achieve their objectives – often with decreasing resources – is the exploitation of Customs Risk Management (CRiM) principles and practices. Use of Risk Management system by Customs in New Zealand has enabled them to successfully manage large volumes of imported and exported merchandize with restricted resources. There has been considerable improved performance in facilitating trade and achievement of other intended outcomes through use of other risk activities such as pre-arrival clearance, automation and post-importation audits (New Zealand Customs Services, 2011). Highlighting the biggest lesson learnt from the implementation of CRiM in Cameroon, Neba (2011) in his study concluded that, 100% controls are not reliably more effective than targeted and selective controls based on Customs risk assessment.

2.9 CRiM in Neighbouring Countries: A Brief Review

Having looked at CRiM in Zimbabwe as a country and in ZIMRA as the responsible organization in Customs matters, it is critical to carry out a brief review of a few selected countries within the same geographical location as Zimbabwe for easy of benchmarking.

According to Zake (2011) Customs reforms and modernization initiatives in Anglophone African countries lag behind international good practice. It is critical to increase and improve on them so as to benefit from global trade. While initiatives like tariff reforms and automation of Customs processes have been undertaken, the following critical reforms remain largely outstanding: organizational structure development that paves way for enhanced operational oversight by Customs Head Office, employing Customs intelligence and risk management methods and improving arrangements for facilitation of trade. In Southern Africa, Munyaradzi and Holler writing in Southern African Trade Hub (2011) had the following empirical CRiM findings with respect to Namibia, Botswana and South Africa:

2.9.1 Namibia & Botswana

As fairly recent as 2010, Namibia Customs and Excise (NCE) didn't possess a dedicated risk management unit. It neither applied risk-based evaluation methods to existing statistical data nor proactively collected extra data so as to easily identify, define, assess and analyse risks necessary in coming up with respective counter-measures and controls most suited to deal with existing specific risks. In Botswana, Customs authorities had by now adopted a well-designed risk management based organizational structure. It was already on its way of coming up with the new skills, techniques and specialties needed. It however didn't have a completely functional, sufficiently staffed risk management section. This limited the whole potential of the system to an in-house simple risk management process. Confronted with such a scenario, Botswana Unified Revenue Services (BURS) came-up with a small "risk" unit. This unit concentrated on collecting data on penalties and seizures issued at borders or airports instead of on commercial consignment clearance activities.

2.9.2 South Africa

In S. Africa, South Africa Revenue Authority Services (SARS) was already using an advanced Customs risk selectivity programme called Integrated Customs Risk Analysis (ICRAS). This programme provided a platform for analysing and profiling export and import risks. As an automated system, ICRAS made it possible for SARS to analyse and profile risks in both transactional and behavioural context through a triple staged targeting process. The first phase provides tactical targeting resulting from distinct data gathered by SARS or given to them by others. On successfully passing through Phase 1, data moves to second phase that starts off by carrying out basic "generic" checks to verify tariff classification, country of origin codes and procedure codes among others. At this stage, the system searches its stored knowledge files so as to establish low frequency importers, dubious relationships and unfamiliar routings. Local managers can daily build up and update their risk profiles using outcomes from this stage. On successfully passing through these two phases, the documents go into the third phase. This is the final stage in which documents are subjected to random selection for physical examination.

2.10 Summary

In this chapter, an exhaustive literature review on the research objectives was done both theoretically and empirically. Framework of CRiM's structure and their roles in ZIMRA were outlined in detail. In the following chapter the advantages and disadvantages of the research methods used in this study will be discussed in detail for credibility.

CHAPTER 3: AIMS & OBJECTIVES OF STUDY

This chapter briefly discusses and justifies the methods used in this study. Research needs a logical approach to get solutions to posed research questions. The validity of the research findings rely on accurateness and dependability of employed methodologies in collecting information and the analyzing processes (Saunders, Lewis, & Thornhill, 2000). Research techniques and instruments such as sampling, targeting and interviewing will be defined in this chapter.

3.1 Research Design

In the context of this study, research design was taken to mean all the well thought out steps followed in successfully carrying out the study to achieve the purpose for which it was intended. These well thought out steps included target population, sampling method, sample size determination and methods of gathering data. There are numerous techniques that are used in designing and carrying out research. These various approaches, generally fall under either qualitative or quantitative research methodologies.

Qualitative research refers to a basic term used in investigative methodologies. Detailed data is obtained using open ended questions. The researcher plays an integral part of the interrogation (Jacob, 1988). It emphasizes the importance of considering variables and their interactions in their existing natural set-up. Complete definition of events, procedures, and processes taking place in natural settings are required for précised circumstantial decision making (Stainback & Stainback, 1998). Quantitative research collects information by objective means. It begins by assuming data about relations, comparisons, and predictions. This way, quantitative approach takes away the interrogator from the practical research by focusing on selected and pre-defined variables (Smith, 1983).

Qualitative research as a technique of inquiry is used in numerous academic disciplines (Denzin & Lincoln, 2005). It is often used in the social sciences as well as in market research. Its goal is to eventually attain an in-depth comprehension of human behavior and the influencing reasons behind. Over and above to what, where and when, qualitative method explores the why and how of decision making. For this reason, smaller but focused samples are more required ahead of large samples. Conventionally speaking, qualitative methods cover information pertaining to a specific case study. General conclusions therefrom, take the form of propositions that are arrived at from specific informed assertions. Cooper & Schindler (1998), attribute qualitative method to elite interviewing done to gather data from well–informed people in any organization. It allows for document analysis that include, assessing both historical and current confidential government and public records. This definition fits well into this type of a research study.

In this study a mixture of qualitative and quantitative methods were used to obtain both primary data and secondary data respectively. Primary data was obtained through verbal and survey interviewing techniques. Secondary data was gathered from both ZIMRA's internal sources and literature review of other researchers' findings as outlined in detail in the following sections.

3.2 Target Population

The research site is Beit Bridge border post. Target population was 251 people, made up of both managers and operational staff stationed at both Beit Bridge border post and Head Office, under the division of Customs and Excise. Of these 251, about 90% of this number is Beit Bridge staff.

3.3 Sampling Method

Considering this target population relative to time, finances and resources needed to carry out a research of this magnitude, the researcher considered it more practical and inevitable to use a sampling method ahead of any other. Furthermore, sampling method was most preferred

because other notable researchers such as (Saunders, Lewis, & Thornhill, 2000). have used it before. They maintain that sampling leads to credible findings with an acceptable high level degree of overall accuracy than say, a census. In light of this, use of sampling method was considered justifiable. A sample size of 40 randomly drawn from a total of 161 responses was therefore drawn for the purpose of this study.

3.4 Methods of Data Collection

This refers to the research instruments used in the actual collection of data. The basic technique used by the researcher in the process of data collection was the verbal interviewing technique and use of a structured schedule of interview. Lindlof & Taylor (2010), assert that certain specific qualitative methods are employed such as focus groups and interviews. The focus group approach requires a facilitator for moderating research topic under discussions. Marshall (1998) extends the list of methods to include active and non-active observations, structured and unstructured interviews, field notes, texts and pictures among many others. In order to collect the necessary data in this study, primary research methods of face-to-face interviews and structured survey questionnaire were used and complemented by telephonic follow-ups where necessary.

3.4.1 Interviews

The researcher mainly employed verbal interviewing technique to gather primary data from the interviewees. This was considered the most suitable method to use because it gave room for in-depth face-to-face interaction. Follow-up questions to the given responses solicited clear opinion of the respondents. This qualitative technique allowed for corroboration by the investigator. The importance of corroboration was not to confirm accuracy of responses but to ensure that the research findings accurately reflected interviewees' perceptions, whatever they were. Corroboration helped the researcher increase understanding of the probability that the findings would be regarded as plausible and reliable by others (Stainback & Stainback, 1998).

Face-to-face approach allowed facial reactions and body language of respondents to be observed and noted by the researcher. This was important because when carrying out such

interviews the researcher engages in active listening that motivates the respondents. This helped the respondents to remain unobtrusively focused to the interviews (Hannan, 2007). The researcher also used telephonic interviews which were much cheaper and convenient where necessary. The method allowed respondents to freely express their views and themselves. This technique removed the pressure and tension of an ideal face-to-face interview session from the respondents.

Generally, both the survey questionnaire and face-to-face verbal interviewing technique complemented by telephone were it was perceived necessary credibly worked well in data collection process because:

a) The targeted sample population was ZIMRA staff employees who were all literate and the researcher had easy access to them.
b) It avoided bias by the researcher, as the probability of contamination or distortion of respondent's answer was made very low.
c) Responded data was entered on permanent physical document unlike electronic format which can easily be deleted or lost in its softcopy nature.
d) Data was standardized as same questions were asked to everyone making comparison easily possible.

3.4.2 Secondary Data

Secondary data was collected from both ZIMRA sources and reviewed literature from other researchers (see Chapter 2). The following sources within ZIMRA's were primarily used for the collection of relevant secondary information:

- ASYCUDA WORLD Customs Computer Software currently in use for all imports, exports and transiting clearances
- SAP System and Border Dwell Time Studies
- Enterprise Risk Management reports
- Nationally consolidated weekly, monthly and quarterly risk bulletins covering risk hit rates as compiled at Head Office
- Commercial importations and exportations statistical registers
- ASYCUDA WORLD Risk Review registers from both border posts and inland stations

- Head Office and Operations' Annual Customs Divisional Reports

3.5 Limitations and Challenges

The greatest limit was time while the greatest challenge was that of resources. The project needed more time to physically go out in the field and contact the interviews. To deal with this challenge, specific follow ups on certain findings submitted were re-done through the research supervisors. More resources were needed to facilitate the carrying out of the face-to-face verbal interviews. In order to deal with this challenge, the researcher made use of telephonic interviews in cases where it was judged necessary and convenient but at the same time not compromising on the quality of the research.

3.6 Summary

As detailed above, key features of the methodology used in collecting data in this study were face-to-face interviews, survey questionnaire and telephonic interviews were it was perceived necessary. Secondary data was gathered from external sources and ZIMRA's internal sources such as policy documents, Asycuda World System, dwell time study results and statistical reports. In the following chapter, data will be presented and analyzed.

CHAPTER 4: RESULTS OF THE STUDY

In this chapter, an analysis of the interview response rate will be done to see if the study can be trusted with giving credible and reliable outcomes relative to the research problem. A response rate of 70% and below, result in discontinuing of the study. This will be deemed low response rate for any meaningful research by the researcher. The main research findings are presented, analyzed and interpreted as per the questionnaire used. Analysis of the findings will be through ordering and structuring them into data that will be used to produce consumable information. Data presentation will include use of tables, bar graphs, line graphs and pie charts.

4.1 Analysis of Interview Response Rate

The research targeted ZIMRA staff at Beit Bridge border post and Customs division's Head Office in Harare. A total of 25 face-to-face interviews were arranged through confirmed appointments with targeted interviewees. Of these 25, only 23 were successfully honored while 2 were cancelled at last minute without any further re-appointments. 100 survey questionnaires were distributed at Beit Bridge border post and Head Office. Out of these 100 distributed survey questionnaires, 89 responses were returned. In total 112 responses out of 125 were received. This gave an overall overall response rate of 89.60% as shown be:

Table 7: Showing Schedule of Interview Response Rate

	Expected Response Rate [Combined]	**Minimum Acceptable Response Rate**	**Actual Response Rate [Combined]**	**%age Response Rate [Overall]**
Quantity	125	89	112	89.60%
Totals	**100%**	**71%**	**89.6%**	**89, 60%**

Source: Primary Data.

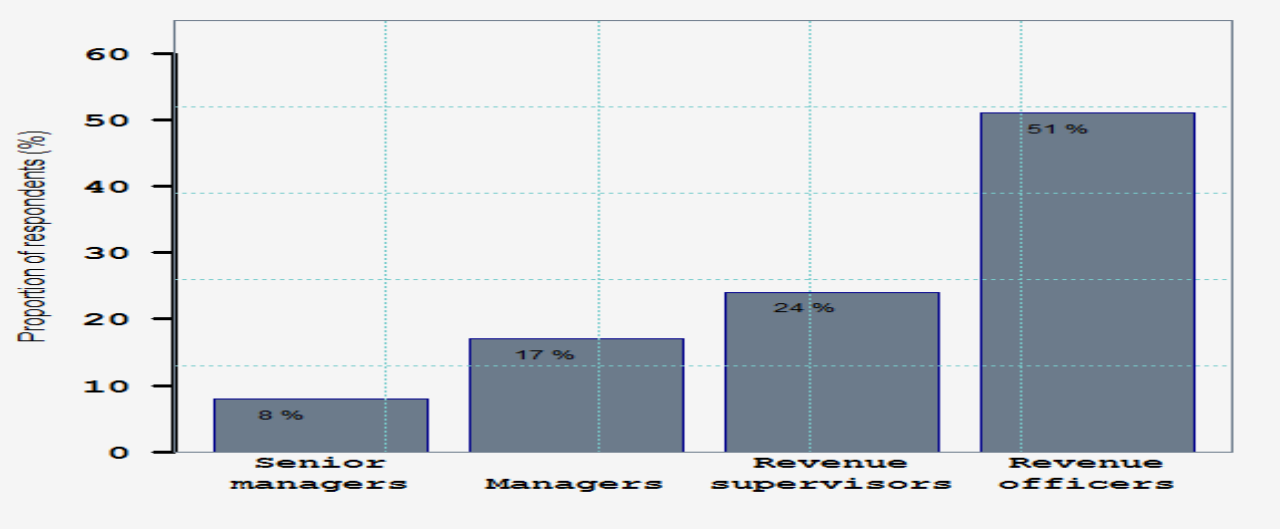
4.2 Discussion of the Questionnaire

This section briefly outlines and explains the questionnaire used in this study. The questionnaire was divided into 4 research sections structured in line with the originally developed secondary research questions ***(see Appendix IV & V)***. In the majority of cases below, the researcher will briefly explain what each question wanted to achieve and its relevance to the study before presenting the actual findings.

4.2.1 Role played by CRiM Training

Of the total number of the interviewees, 8% occupied position of senior managers, 17% were managers, while 24% were revenue supervisors and the remaining 51% were revenue officers. Revenue officers are the very people on the shop floor doing the actual implementation as they directly serve members of the public. These revenue officers work under the supervision of the revenue supervisors who in turn report to the managers. The revenue supervisors are operatives who are just as good as first line of command in the hierarchy or first line managers.

Figure 2A: Employee Work Positions

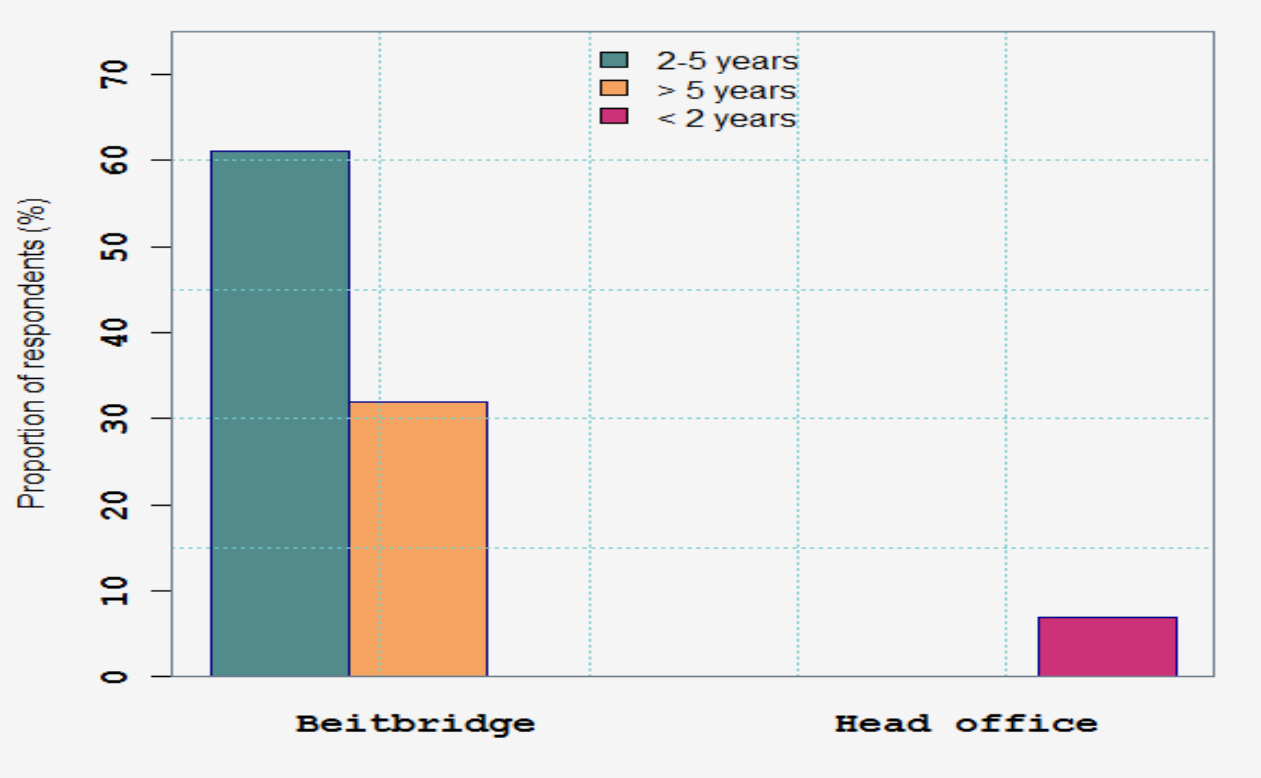


Source: Primary Data

The majority of the interviewees constituting 61% said they had 2 - 5 years working experience at Beit Bridge, while 32% fell in the range of more than 5years working experience at the same place. This result gave an overall 93% of the interviewees of at least 2 years and above of working experience at Beit Bridge border post, a period long enough to enable participants to

give fairly credible responses. The working experience of the remaining 7% were those with less than 2 years working experience, majority of whom were those in Head Office.

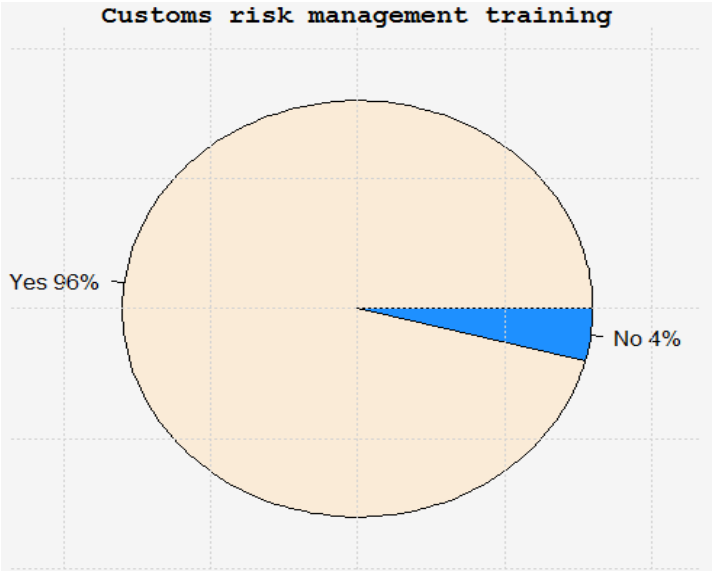
Figure 2B: Work Experience by Station



Source: Primary Data

On the question whether participant had received any specialized CRiM training, an overwhelming majority of 96% said NO. However they all indicated that they had only received basic CRiM training offered internally by ZIMRA training school as part of the modules for elementary levels I and II of the traineeship programme. The remaining 4% who indicated that they had received some form of specialized CRiM training were referring to some hands-on sectional review meetings whose effectiveness they rated moderately useful as shown below.

Figure 2C: CRiM Training



Source: Primary Data

On the effectiveness of this basic CRiM training being offered by training school, 87% of the respondents rated the effectiveness of this training as serving the purpose of ***generic or basic use*** against possibilities of ***moderately useful*** and ***highly useful*** rankings. The remaining 13% assessed the same course as moderately useful. It turned out that majority of this 13% were those whose working experience was less than 2 years in total being those recently completed their internal traineeship programme.

On the question on **when each respondent last received any form of work-related CRiM training,** (apart from any specialized training or elementary CRiM training), a majority of 89% indicated that they had received it more than 2 years ago, while 7% said they had received it more than 1 year ago, but not more than 2 years ago. The remaining 4% said they had received some form of work-related training more than 6 months ago but not more than 1 year ago. In the recent past of 0 to 6 months, no form of work-related risk management training was done.

In response to the question on areas of their daily work in which they would like to receive CRiM training so as to become more efficient in their duties, the below tabulated 5 training areas were identified.

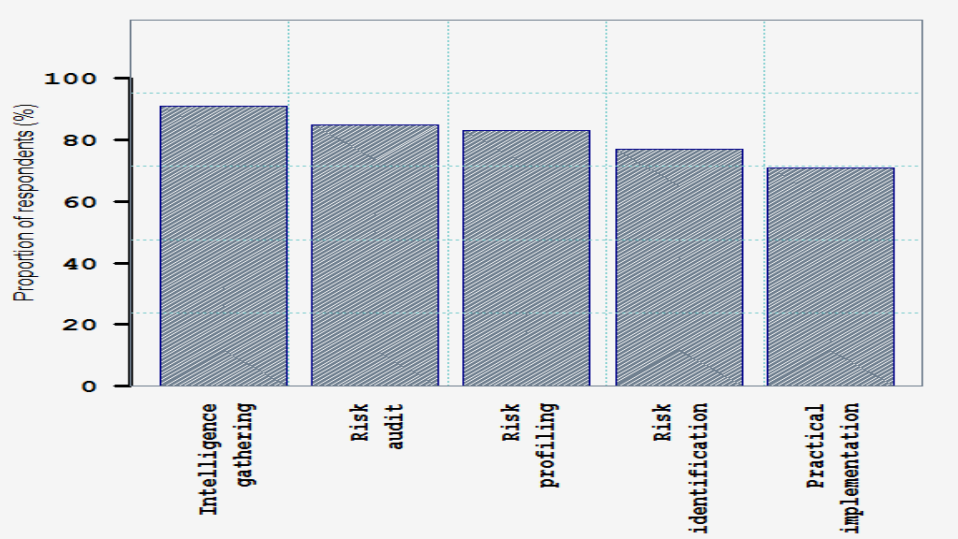
Table 8: Type of CRiM Training

%age Response	Type of Training
91%	Intelligence Gathering
83%	Risk Profiling
77%	Risk Identification & Targeting
85%	Risk Audit Techniques
71%	Practical Implementation

Source: Primary Data

The above findings are further diagrammatically represented in ***figure 3*** below in descending order, showing a high demand for training in all critical CRiM types of training. The minimum indicator for the demand for training being 71% need for training in practical implementation of CRiM, while the demand is highest at 91% for intelligence gathering. The outcome specifically shows the greater the need for staff training in each of the above most prevalent CRiM techniques.

Figure 3A: Demand for CRiM Training



Source: Primary Data

4.2.2 Role played by CRiM Strategic Planning at Beit Bridge Border Post

An overwhelming majority of 93% pointed out that ZIMRA's Strategic Plan makes some reference to Customs Risk Management. All these respondents were aware of the existence of the Customs and Excise Risk Management Framework within the division. On comments regarding availability of Risk Management Policy Document for guidance in the organization, 73% of the respondents indicated that, while the strategic policy document was in place, it remained nationally strategic in its format. They remarked that there is greater and urgent need to provide the tactical implementation guidelines suitable for use by front officers. A considerable 21% said even though the CRiM national policy document was there, its possession largely remained with management. The remaining 6% said the document though being available, it generally appeared to be still a work-in-progress document as it still needs to be practically and effectively implemented by line managers to its fullest extent.

On the question: **"To what extent is involvement of high level management in the actual implementation and enforcement of risk management on the ground?"** This question sought to find out from the respondents' opinions, the level of commitment of top management to the actual implementation of CRiM on the ground as they are the strategic owners of this modernization initiative. The findings were that: 3 in 4 respondents said practical involvement of high level management was not pronounced and therefore very rare. This result shows that management need to be involved in both planning and daily progress in terms of actual implementation.

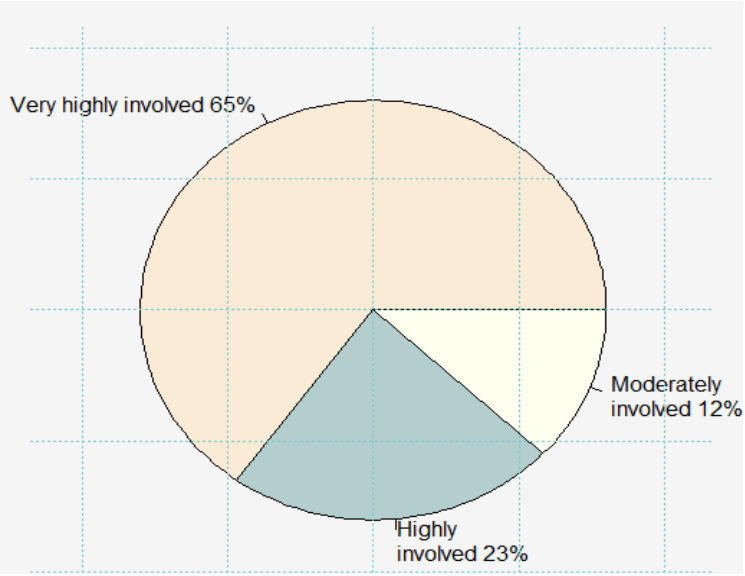
On the question: **"In your opinion, to what extent should involvement of high level management be directly involved in the implementation and enforcing Risk Management at the border?"** It is critical to establish the level of direct involvement of high level management in the implementation and enforcing of CRiM techniques and instruments in place. Ownership from the top to the bottom is key to the successful implementation of CRiM at a very busy border post like Beit Bridge. Ranking the respondents' personal opinions on a scale from ***very rarely*** to ***very highly*** as depicted in the diagram below, 65% opined that they would want to see high level management ***very highly*** involved. 23% indicated that they would

like management to be ***highly*** involved, while the remaining 12% represented the extremely differing view along the trend of ***moderate*** to ***very rarely.*** Put differently, 88% of the respondents' opinion was that, direct involvement of high level management should fluctuate between ***highly*** and ***very highly***.

In justification of this majority opinion, following reasons and comments for the need of high level management to be directly involved in CRiM at the border mainly included the following:

- When high level management is at least directly and highly involved it leads to better allocation of resources in a way that will see trade facilitation given a lot of attention it deserves by line management and their operational staff.
- Frequent practical appreciation of what directly happens on the ground by high level management as overall decision makers will see considerable reduction in unnecessary systematic barriers and hindrances to smooth flow of cross-border cargo.
- Work at implementation level becomes easier, because the general expectations of top management is easily understood and well anticipated even when next they are in their top offices.
- Productivity and efficiency increases, because operative staff will frequently do their best that is easily recognized by top managers in their actual working environment.
- Ordinarily, rigid legal frameworks and procedures will ultimately be transformed for the better, in the best interest of continuous trade facilitation.

Figure 3B: Management Involvement



Source: Primary Data

On the question **"How would you personally rank use of CRiM by management in the allocation of available resources with respect to potential or known risky areas in your Customs practice?"** This question sought to establish if CRiM was being used critically in the allocation of available resources. A conducive situation is for more resources to be allocated to high risky areas and commit less resources to low risky areas, so as to avoid unnecessary border congestion and long queues. In their responses, 65% and 35% said use of CRiM by management in the allocation of available resources in potentially or known risky areas was low and medium respectively. No indications were made in both ***Very High*** and ***High*** categories.

Table 9: Management Involvement

Very High	High	Medium	Low	Total
0	0	35	65	100

Source; Primary Data

Briefly state your suggested contributions that you would like to see being considered in the risk strategic management plan so as to improve current effectiveness. Shop floor officers generally know the exact problems they encounter in discharging their daily duties. They know what is expected to realise maximum efficiency. In this regard, this question solicited suggested solutions for serious consideration by management for implementation. Below is a list of a variety of suggested solutions which of great consideration:

- Practical implementation of Station Risk Committee functions as chaired by a manager.
- Weekly reviews of risk criteria.
- Improved exchange of risk related issues with other stations on weekly basis.
- A risk liaison officer tasked with working closely with the South African Revenue Authority counterparts.
- CRiM should comprehensively cover commercial, private imports and exports.
- National Risk Committee currently comprising of one manager and two risk officers needs more staff.
- Urgent staff training on risk intelligence gathering and risk profiling techniques
- Reviewing of procedures and practices in line with continuous changes in legislation so that that there won't be a lag in between.
- Revamping the Old Limpopo bridge and the Old border offices, so that it can be used for exiting all exports to South Africa so as to decongest and allow faster movement of cargo at the new border area.

4.2.3 Importance of CRiM in Customs Procedures.

Below is a list of what came out as the main importance of CRiM in Customs procedures and practices at Beit Bridge, from the opinions solicited from the respondents:

- Improved turnaround time of clearances of commercial cargo at the border.
- Shortening of very long and winding queues of commercial trucks that often stretches from the South African side along the bridge to Zimbabwean side and vice-versa.
- Faster movement of cross-border cargo as the procedures would be continuously reviewed and update for faster clearances.

- Uniformity in serving members of the publics in ways that plugs away corruption based rent-seeking behaviours at the border.
- Unnecessary congestion due to delays in attending to increasing incoming or outgoing clients.
- Targeted inspections based on specified risk parameters will see improved revenue collection.

On the question: **"for what purpose is CRiM approach currently used for by ZIMRA in its procedures?"** The researcher want to ascertain the main purpose for which CRiM approaches in place were meant for. This was a critical question to ask, because balancing out revenue **collection and trade facilitation begins from here.** 87% of the respondents indicated that, main focus of applying CRiM in Customs procedures was chiefly, maximization of collection of revenue, 8% placed trade facilitation while the remaining 6% said that it's for balancing Revenue Collection and Trade Facilitation. In order to find out more about the types of risk techniques in application, the following question was asked; "**Does your CRiM procedure documents cover the following risk techniques?"** The following responses were obtained as shown in table 4.4 below against each stated type of risk technique:

Table 10: Types of Risk Techniques

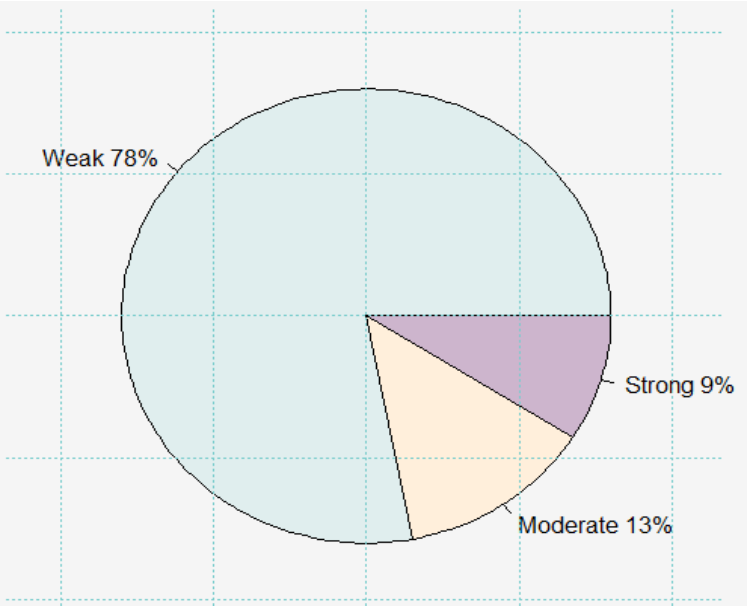
TYPE OF RISK TECHNIQUE	Yes	No
a. Risk Assessment [evaluation of level of threats]	90	10
b. Risk Profiling [coming up with parameters to be used in handling risk-levels]	93	7
c. Targeting [pre-identification of documents, goods or people for detailed verification or searches]	98	2
d. Selectivity [application of risk profiles to documents, goods or people]	89	11
Overage Response as a %age	***92.5%***	***7.5%***

Source: Primary Data

An average majority of 92.5% stated that all the 4 types of risk techniques were covered in the procedures with an insignificant 7.5% stating that these techniques were not covered in CRiM procedure documents. As a general conclusion, an overwhelming majority of about 93% confirmed that all the 4 standard types of risk techniques were covered in the manual practice risk documents.

Do you have a Standalone Risk Management Unit at the border, which specializes on daily coordination of implementation and management of risk issues? Risk in nature is dynamic and unpredictable. Having this aspect under a section with other responsibilities will result in this area suffering from lack of proper attention. This will result in chaos and untold delays at the border. A dedicated standalone unit serves this purpose perfectly well. Respondents unanimously indicated that there was no any Standalone Customs Risk Management Unit that specializes on coordination of daily implementation and management of risk issues at the border. Majority of these respondents however indicated that, risk policy document only spoke of Station Risk Committee chaired by a manager and 3 to 4 officers.

Figure 4A: Effectiveness of Station Risk Committees



Source: Primary Data

Asked on how effective was the Station Risk Committee in coordinating and implementing risk issues was, 78% said it lacked in terms of actual implementation and therefore was generally ***weak.*** 13% said was generally ***moderate*** while only an insignificant 9% said they were generally ***strong***. The general feeling of the respondents was that there was greater room for the SRC to improve with respect to implementation and putting into Customs practice this concept

In implementing your procedures do you follow a systematically pre-determined model or risk cycle or risk structured approach? A systemic approach to CRiM techniques implementation requires a pre-defined structured risk cycle that can easily be followed by all and sundry. This will enable proper evaluation of the whole system in the best interest of what it is supposed to achieve. This was meant to find out whether implementation was being done in a haphazard manner or systemically. All the respondents stated that they do not follow any form of a systematically pre-determined model or risk cycle in practically enforcing their risk controls at the border. They generally concurred in that, a lot more could start to be done in this regard in the best interest of ensuring faster movement of commercial cargo across the border both in terms of importation and exportation.

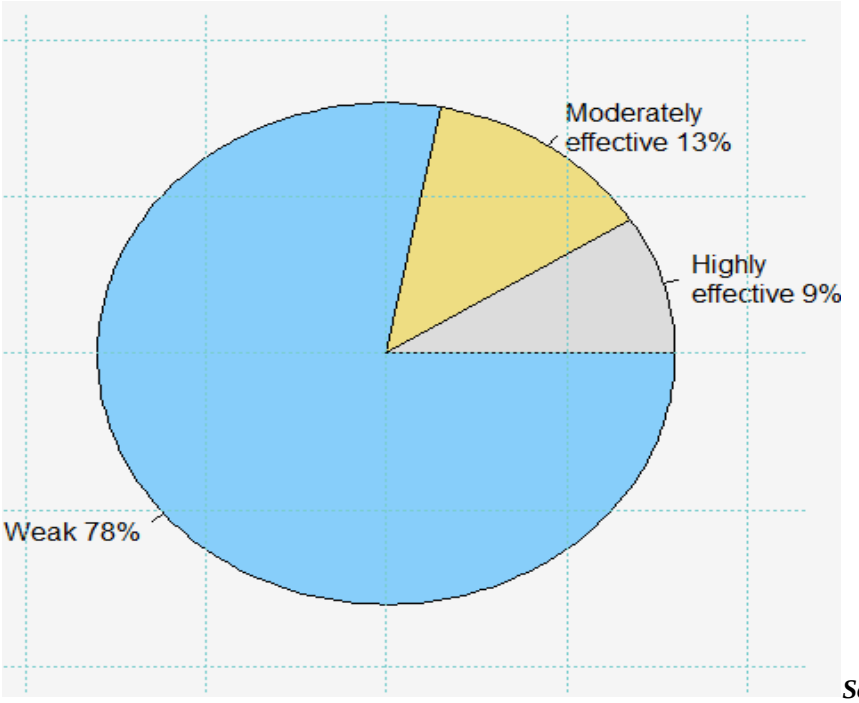
Comment on the extent to which each of the following risk techniques are being currently utilized in building up risk criterion for current use in your daily Customs practice. There are many techniques available for use in CRiM. It is critical to establish which techniques are being used and how effectively are they being used in the eyes of staff. Having a provision for a correct thing to be done is one thing, while getting the best out of that provision is purely a management or supervision issue.

TYPE OF RISK TECHNIQUE	Highly utilized	Regularly Utilized	Under Utilized
a. Risk Assessment [evaluation of level of threats]	3%	10%	87%
b. Risk Profiling [coming up with parameters to be used in handling risk-levels]	6%	16%	78%
c. Targeting [pre-identification of documents, goods or people for detailed verification or searches]	23	68%	8%
d. Selectivity [application of risk profiles to documents, goods or people]	89%	8%	3%

Table 11: Use of Risk Technique ***Source: Primary Data***

As tabulated above, 89% said ***selectivity*** (application of risk profiles to documents, goods or people) was the highly utilized technique at Beit Bridge, while ***risk assessment*** (evaluation of level of threats) and ***risk profiling*** (coming up with parameters to be used in handling risk-levels) were both largely under-utilized at 87% and 78% respectively. A regularly used technique of ***targeting*** (pre-identification of documents, goods or people for detailed verification or searches) was fairly rated at 68%. Interviewees commented that these 4 types of risk techniques, though covered in the risk procedure practice notes and manuals, generally remained highly under-utilized.

In your opinion how effective is the use of each of these 4 most common types of risk techniques in your daily work? Respondents cited that there existed a gap between written procedures and their actual implementation in practice that needed to be worked on in the best interest of efficiency and effectiveness. A paltry 9% indicated said the utilization of these types were ***highly effective***, while 13% said they were ***moderately effective*** while the remaining 78% said effective use of these 4 common types of risk techniques in their daily work was particularly ***weak.***

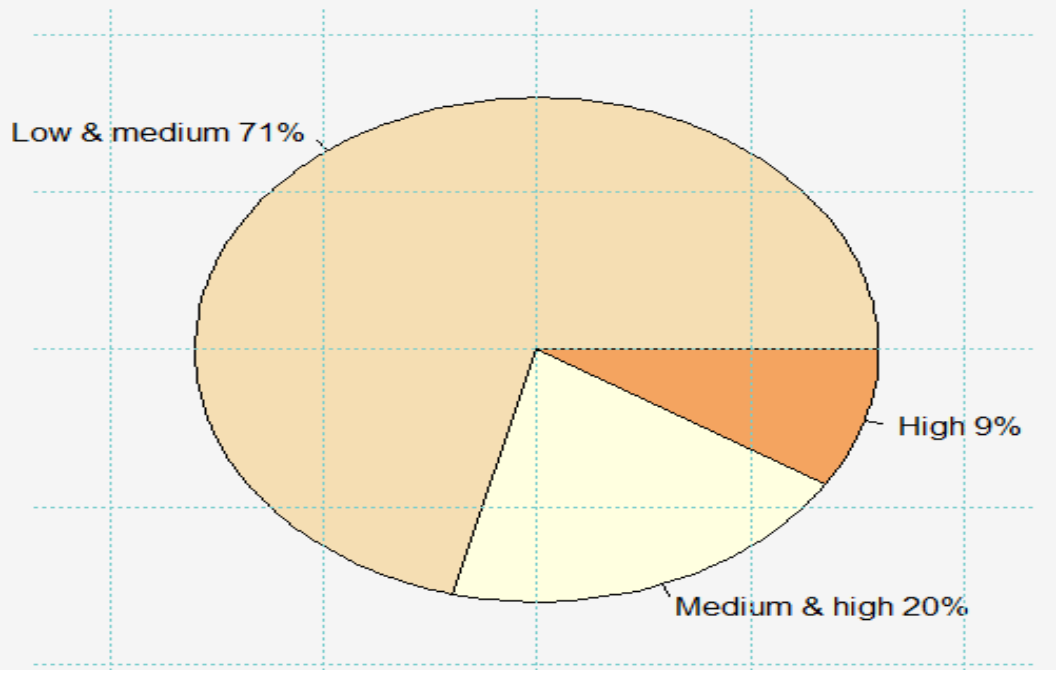


Source: Primary Data

Figure 4B: Utilization of CRiM Techniques

How often are risk reviews and updates done so as to keep up with the continuously changing environment at the border? The frequency of CRiM systems reviews increases the frequency of necessary adjustments being done to improve current systems. Through this question, the researcher wanted to find out just that. In response, 77% said risk reviews and updates were very rarely done, quite often as and when a serious case of prejudice and non-compliance by any client is identified. The remaining 13% said it was being done generally monthly, while 0% said they were neither done weekly nor daily.

How would you personally rank use of CRiM considerations in the allocation of available resources for use by staff in the discharge of their daily duties at the border? Personal evaluations of the formula being used to allocate resources for use by staff, indicate the management preferred area for concentration by staff. 71% of the respondents said that use of CRiM considerations in the allocation of available station resources was between low and medium, while 20% said it was between medium and high. Only 9% stated that considerations were high of which a majority of these had considered capital budget allocations



Source:

Primary Data

Figure 5A: CRiM Considerations

What do you consider to be causes of delays in the faster movement of cargo across the border? This question solicited respondents to state what they saw as causes of border delays. Once causes are correctly identified, it becomes easy to prescribe a cure. The following list consists of causes of delays in the smooth and faster flow of cargo at Beit Bridge border post as generally given by the respondents in this study

- Poor internet and connectivity of network.
- Shortage of frontline staff.
- Lack of training on risk intelligence gathering.
- Lack of risk profiling skills.
- Weak implementation of already known effective risk strategies.
- Lack of consistent risk reviews and updates.

What are your personally suggested recommendations to any or all of the delays associated with Beit Bridge border post?

- Improved internet connectivity.
- Urgently address issue of staff shortage.
- Timely implementation of all legislated amendments and changes.
- Complete practical implementation of all risk techniques and approaches.
- Continuous reviews and updating of risk profiles.
- Staff training on intelligence gathering and risk profiling.

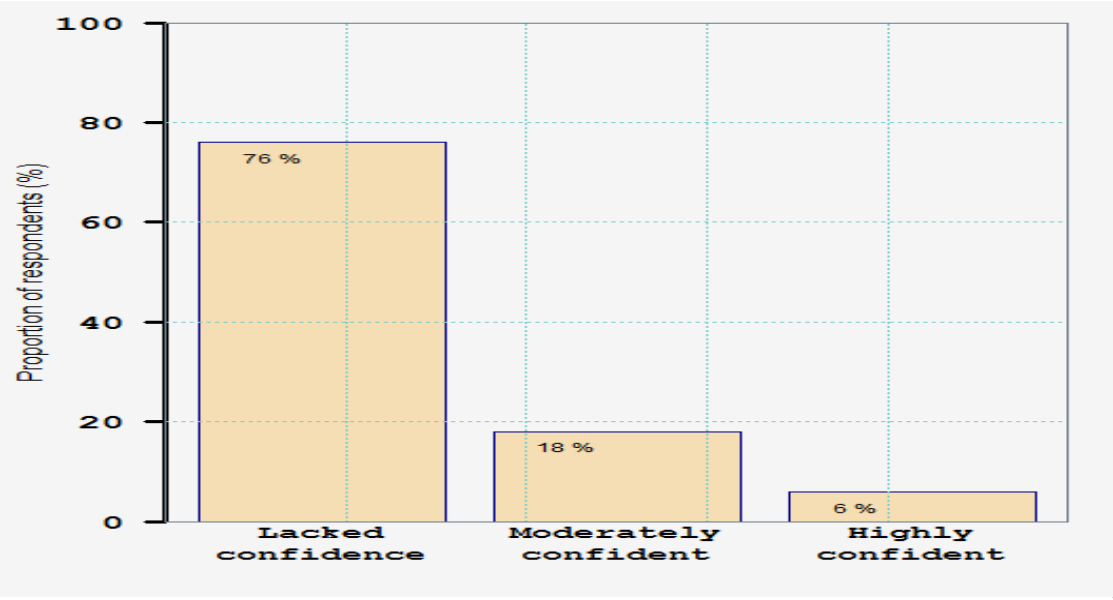
4.2.4 Use of ICT-Based CRiM in Facilitating Cross-Border Trade

The above question probes the second and final research question of this study. This secondary research question is explored by looking at responses given by the respondents to the following questions as contained in either schedule of interviews or in the survey questionnaire. The following questions were asked and the responses given are captured below:

In your opinion, would you say ICT has been used mainly to equally achieve a balance between maximization of revenue collections and cross-border trade facilitation at Beit Bridge? Availability of latest and top of the range ICT package without effectively exploiting it to achieve what is intended does not bring about desired results. If exploited meaningfully,

then CRiM will benefit out of it all. At Beit Bridge border post, 78% of the respondents categorically indicated that ICT has been used solely for maximization of revenue collection, while 20% said it was being used effectively for balancing out both revenue collection and trade facilitation. The remaining 8% said ICT had been used mainly for the facilitation of trade

How would you rank the staff's level of confidence in their ordinary daily use of the current ICT system in clearing cargo at your station? This ranking was to be done against 3 options, ***Lacked Confidence, Moderately Confident*** and ***Highly Confident***. 76%, being the majority indicated that generally staff lacked necessary confidence as compared to 6%, on the other extreme side who revealed that they were highly confident. This question was necessary as it was indicative of how familiar were the staff with use of their ICT systems in place which they work with in their daily work. A close analysis of this response shows that while resources are there, it is imperative to have staff and managers who should be able to use the to the maximum benefit capacity possible. Deliberate strategies like motivating people to always use ICT-based resources is critical. The more the familiarity with the systems for good intentions, the more the system end-users grow in confidence of using it.



Source: ***Primary Data***

Figure 5B: ICT Based CRiM

How would you rate the reliability of Customs internet systems and internet connectivity with respect to processing of Customs documentation? Having the right profiles in place which are timeously updated and competent staff, yet with slow and poor internet connectivity will not help trade facilitation at all. All the respondents (100%) were unanimous in concluding that internet systems and internet connectivity were the major causes of delays in processing customs documentation both on exit and entry. In the majority of responses, stable networks with faster processing capacity were highly recommended. While the majority of these respondents said that there were sufficient computers for use by each and every officer, they however pointed out that there was need for in-depth staff training on fully utilizing computers in the discharge of their daily duties.

Comment on the current use of ICT systems in gathering Customs intelligence and risk management information with respect to cross-border trade facilitation? Intelligence gathering is critical for a viable and result oriented ICT system to give the best of expected possible outcomes in the best interest of balancing revenue collection and trade facilitation. Majority (81%) of the respondents commented that this is one area which is yet to be ventured and exploited by the station in the best interest of cross-border trade facilitation**.**

How would you rank level of co-operation on exchange of risk-related information in the following business relationships? The level of co-operation on ex-change of risk-related information between ZIMRA and all other government border agencies was ranked as ***almost nil*** by all the respondents. On the other hand, the ranking with respect to exchange with South African Revenue Authority was ranked as ***very low.*** This outcome generally reflected that the general level of co-operation on exchange of risk-related information between ZIMRA and the rest of the other border agencies including those across the border was ranked from ***almost nil*** to ***very low*** as indicated in the table below:

Table 12: Exchange of Risk-related Information

DIRECTION OF RELATIONSHIP	Very High	High	Low	Very Low	Almost Nil
a). Police to ZIMRA					X
b).ZIMRA to Police					X
c). South Africa Revenue Authority to ZIMRA				X	
d). ZIMRA to South Africa Revenue Authority				X	
e).Other Government Border Agents to ZIMRA					X
f). ZIMRA to Other Government Border Agents					X

Source: Primary Data

In your opinion what are some of the major ICT-related causes of cross-border delays at Beit Bridge? In response to this question, the following were some of the distinguished ICT-related causes of cross-border delays at the border:

- Slow network inter-connectivity at peak periods.
- Partial use of developed computer based clearance system.
- Lack of confidence in the flexible use of available ICT system by staff.
- Lack of ICT-based risk intelligence gathering and risk profiling.

In your opinion what ICT-based improvements would you like to see introduced for the benefit of overall faster movement of cross-border cargo through Beit Bridge border post? This question gave respondents an opportunity to suggest what they practically perceived as possible solutions that when introduced faster cross-border cargo will be experienced**.** The following is a list of ICT-based improvements the respondents would like to see being introduced in the best interest of faster movement of cross-border cargo at the border**.**

- Use of constantly updated selectivity lanes.
- Efficient risk-intelligence gathering.
- Targeted inspections which come about as a result of proper programmed risk parameters in the system.
- 100% utilization of available computer-based systems for maximum benefit.

4.3 Summary

In this chapter, analysis of the interview response rate was done so as to establish the feasibility of the study. Research findings were then analyzed and presented in detail following the chronological order of the research questions as contained in the schedule of interviews. Various techniques and instruments were used to diagrammatically analyze the refined research findings and presented in a manner that made them talk or communicate to the reader through depicted and synchronized illustrations. In the following chapter a summary and discussion of these research findings will be carried out.

CHAPTER 5: DISCUSSION

In this chapter, the statement of the problem is briefly restated followed by a brief outline of the methodology used. A brief summary of findings will be chronologically presented in order of earlier on posed research questions. Discussion will be mainly in the form of analyzing the research findings in light of other researchers' theoretical insights and empirical evidence as reviewed in chapter 2. This will help to provide a background from which the research question can be easily answered into proper perspective of the main purpose of this study.

5.1 Study Summary

This study sought to clarify the role of CRiM in facilitating cross-border trade at Beit Bridge border post during the period 2001 to 2014. In interrogating the research problem, a mixture of qualitative and quantitative approaches were used. Target population was staff working at Beit Bridge and Head Office. Primary data was collected through survey questionnaire and face-to-face interviews. Secondary data was gathered from both external sources and ZIMRA's internal source documents. A purposive sample size of was randomly drawn and then data was analysed and presented into research findings as summarized below.

5.2. Summary of Findings

5.2.1 Role played by Customs Risk Management Training

An overwhelming majority of 96% of the interviewees said that they had not received any specialized training on CRiM apart from the basic Customs risk management training offered internally by ZIMRA training school as part of the modules for elementary levels I and II traineeship programme upon recruitment. 87% of these, said that this elementary levels risk management modules were generic or basic in content and in nature. Majority of these respondents all indicated that they needed to be trained in specifically identified or specialized CRiM trainings. 89% of the respondents last received any form of work-related CRiM training

more than 2 years ago. Only 7% received it more than 1 year ago while the remaining 4% received their work-related CRiM training more than 6 months ago. In the recent past of 0 to 6 months, no form of work-related risk management training was done. On areas of their daily work in which they would like to receive CRiM training so as to become more efficient in their duties the following areas came out:

%age Response	Type of Training
91%	Intelligence Gathering
83%	Risk Profiling
77%	Risk Identification & Targeting
85%	Risk Audit Techniques
71%	Practical Implementation

Table 13: Type of Training ***Source: Primary Data***

The minimum indicator for staff demand for CRiM practical implementation training was 71%, while the demand for training in intelligence gathering was 91% for intelligence gathering. The outcome specifically shows the greater the need for staff training in each of the above most prevalent CRiM techniques.

5.2.2 Discussion of the Findings

The need for specialized risk management training by the majority of the respondents is consistent with the findings of Crichton and Lyimo in their study of 2004. They concluded that building of risk management capacity of revenue authorities within the region was critical in empowering African countries to effectively and expediently trade in the global economy.

The 71% to 91% need for risk specialized training by staff at Beit bridge is consistent with other previous research findings. Zake (2011) believes that while initiatives like tariff reforms and automation of Customs processes have been undertaken, use of Customs intelligence and risk management methods and improving arrangements for facilitation of trade still lag behind in Africa. This conclusion resonates with the high demand for specialized training in intelligence gathering, risk profiling or generally risk audit techniques (see table 11 above) by staff at Beit bridge border post.

5.2.3. Role played by CRiM Strategic Planning at Beit Bridge

A convincing majority of 93% said that ZIMRA's Strategic Plan makes some reference to Customs Risk Management. Respondents were aware of the existence of the Customs and Excise Risk Management Framework within their division. 73% of the respondents were of the opinion that, while the strategic policy document was in place, it remained nationally strategic in its format as of now. They remarked that there is greater and urgent need to provide the tactical implementation guidelines suitable for use by front officers. A considerable 21% said that even though the CRiM national policy document was there, its possession largely remained with management in its current strategic outline. The remaining 6% said the document though being available, in their various personal opinions, it generally appeared to be still a works-in-progress document as it still needs to be practically and effectively implemented by line managers to its fullest extent in the best interest of both revenue collection and cross-border trade facilitation.

3 in every 4 of the respondents indicated that involvement of high level management in the actual implementation and enforcement of risk management on the ground was very rare. 65% and 23% of these, respectively indicated that they would want to see high level management **very highly** and **highly** involved directly in the implementation and enforcement of risk management on the ground. Put differently, 88% of the respondents' opinion was that, direct involvement of high level management should be at least ***highly*** and at most ***very highly***. In justification of this majority opinion, following reasons and comments for the need of high level management to be directly involved in CRiM at the border mainly included the following:

- When high level management is at least directly and highly involved it leads to better allocation of resources in a way that will see trade facilitation given a lot of attention it deserves by line management and their operational staff.
- Frequent practical appreciation of what directly happens on the ground by high level management as overall decision makers will see considerable reduction in unnecessary systematic barriers and hindrances to smooth flow of cross-border cargo.
- Work at implementation level becomes easier, because the general expectations of top management is easily understood and well anticipated even when next they are in their top offices.

- Productivity and efficiency increases, because operative staff will frequently do their best that is easily recognized by top managers in their actual working environment.
- Ordinarily rigid legal frameworks and procedures will ultimately be transformed for the better, in the best interest of continuous trade facilitation.

65% indicated that, use of CRiM by management in the allocation of available resources in potentially or known risky areas was low, while the remaining 35% said it was moderate. There were no percentage indications at all (0%) made in favour of **high** and **very high** categories. Below is a list of what interviewees' commonly suggested as contributions they would prefer to see being considered in the current risk strategic planning so as to improve on efficiency at the border:

- Practical implementation of Station Risk Committee functions as chaired by a manager
- Weekly reviews of risk criteria.
- Improved exchange of risk related issues with other stations on weekly basis.
- A risk liaison officer tasked with working closely with the South African Revenue Authority counterparts.
- CRiM should comprehensively cover commercial, private imports and exports.
- National Risk Committee currently comprising of one manager and two risk officers needs more staff.
- Urgent staff training on risk intelligence gathering and risk profiling techniques.
- Reviewing of procedures and practices in line with continuous changes in legislation so that that there won't be a lag in between.
- Revamping the Old Limpopo bridge and the Old border offices, so that it can be used for exiting all exports to South Africa so as to decongest and allow faster movement of cargo at the new border area.

5.2.4 Discussion of the Findings

Following from the above findings, in the planning versus implementation of risk management by high level management in ZIMRA, there is generally lack of involvement of high level management in the implementation of planned risk management on the ground. While the findings of having high level management being involved in risk management planning is

consistent with findings by either notable researchers or scholars, it is the actual implementation by the high level management which matters over and above the actual risk planning. As reviewed in Chapter 2, Hintsa et al (2011) found out that involvement of high-level management in risk management activities is a precondition for success in risk management programmes. Similarly, Crichton and Lyimo (2004) concluded that risk management regime requires a structured decision making process which involve 8 steps of which the first one was that, senior management must completely support the risk management programme. In their research findings, DeWulf & Sokol (2005) concluded that high risk areas in Customs can easily be identified through use of CRiM techniques. They argued that, through use of these CRiM techniques, managers can easily re-distribute and confidently allocate human and non-human resources relative to the prevailing potential risks, threats and opportunities. Identified Customs areas of potentially high risk would need extra management attention and additional allocation of resources. Similarly, Customs areas presenting better possibilities of high revenue collection will equally be allocated more inputs so as to maximize net collections. From the findings of this study, it can be concluded that CRiM techniques such as intelligence gathering, risk profiling etc. (see table 5.1 above) can easily be used to identify areas of high and low risks at Beit Bridge border post. When this is successfully done, management can then use this assessment to effectively and productively allocate available resources.

In its research findings, World Customs Organization (2008) concluded that revenue authorities are confronted with increasing responsibilities and opportunities that require sophisticated appreciation of risk continuum. They established two-fold challenges in the form of:

1. how effectively to employ expanding body of CRiM knowledge to mitigate risk and
2. application of this CRiM knowledge beyond implementation level in daily Customs management and administration.

This ultimate situation calls for prudent allocation of the usually scarce resources by management in ways that allows for maximazation of revenue collection without compromising on efficient flow of cross-border cargo.

5.2.5 Importance of CRiM in Customs Procedures at Beit Bridge.

Below is a list of what came out as the main importance of CRiM in Customs procedures and practices at Beit Bridge, from the opinions solicited from the respondents:

- Improved turnaround time on clearances of commercial cargo at the border.
- Shortening of very long and winding queues of commercial trucks that often stretches from the South African side along the bridge to Zimbabwean side and vice-versa.
- Faster movement of cross-border cargo as the procedures would be continuously reviewed and be updated for faster clearances.
- Uniformity in serving members of the publics in ways that plug away corruption and rent-seeking behaviours at the border.
- Unnecessary congestion due to delays in attending to increasing incoming or outgoing clients will be done away with.
- Targeted inspections based on specified risk parameters will see improved revenue collection.

87% of the respondents indicated that, the main focus of applying CRiM in Customs procedures at Beit Bridge was for the maximization of revenue collection, 8% indicated trade facilitation while the remaining 6% indicated that it was for balancing revenue collection and trade facilitation. Furthermore 87% and 78% respectively indicated that risk assessment (evaluation of level of threats) and risk profiling (coming up with parameters to be used in handling risk-levels) were currently underutilized with respect to cargo clearance. Majority of these respondents however indicated that, risk policy document only provided for the putting in place of Station Risk Committee chaired by a manager and 3 to 4 officers per station. However 78% indicated that what lacked was the actual or practical implementation of this policy prescription at the border post. All the respondents (100%) stated that they do not follow any form of a systematically pre-determined model or risk cycle in practically enforcing their risk controls at the border. They generally concurred that, a lot more could start to be done in this regard in the best interest of ensuring faster movement of commercial cargo across the border.

The following is a list of causes of delays at Beit Bridge border post as generally indicated by the majority of the respondents.

- Poor internet and connectivity of network.
- Shortage of frontline staff.
- Lack of training on risk intelligence gathering.
- Lack of risk profiling skills.
- Weak implementation of already known effective risk strategies.
- Lack of consistent risk reviews and updates.

In their suggested solutions to address the above list of causes of delays at the border, the majority enlisted the following as recommendations to deal with any delays associated with cross-border movement at Beit Bridge border post:

- Improved internet connectivity.
- Urgently address issue of staff shortage.
- Timely implementation of all legislated amendments and changes.
- Complete practical implementation of all risk techniques and approaches.
- Continuous reviews and updating of risk profiles.
- Staff training on intelligence gathering and risk profiling.

5.2.6 Findings Discussed

The above summarized outcome of RAs in Africa mainly applying CRiM in their procedures exclusively for maximization of their revenue collections is not new in research literature. Zimbabwe is equally a developing country whose focus remains that of raising revenues through taxation so as to finance it public budget. As earlier on reviewed in chapter 2, Geourjon & Laporte (2004) equally found out the same result in their earlier study. They concluded that Customs administrations in developing countries still physically and systematically inspect majority of cross-border traded cargo due to fear of risking revenue loss. These RAs deliberately avoid use of control selectivity techniques that allow for targeted inspections which promote minimization of border delays. This approach by developing countries effectively impede rather than facilitate cross-border trade in reality.

The respondents unanimously indicated that there was no any standalone Customs Risk Management Unit at the border that specializes on coordination of daily implementation and management of risk issues at the border but rather a collective approach was currently in use. This finding is not unique to ZIMRA alone. Munyaradzi & Holler writing in Southern Africa Trade Hub (2011) discovered that, as fairly recent as 2010, Namibia Customs and Excise (NCE) didn't possess a dedicated risk management unit. It neither applied risk-based evaluation methods to existing statistical data nor proactively collected extra data so as to easily identify, define, assess and analyse risks necessary in coming up with respective counter-measures and controls most suited to deal with existing specific risks. In Botswana, BURS had by now adopted a well-designed risk management based organizational structure. It was already on its way of coming up with the new skills, techniques and specialties needed. It however didn't have a completely functional, sufficiently staffed risk management section. All the respondents (100%) indicated that they do not follow any form of a systematically pre-determined model or risk cycle in practically enforcing their risk controls at the border. This finding is in sharp contrast to the conclusions made by Thomson (2008) in this regard. In his findings, Thomson observed that RAs have been characterized by embedding CRiM approaches in their annual strategic planning cycles which they follow in implementation. This systematic CRiM approach allows for easing stringent controls on less risky trade aspects and concentrate on areas of greatest risk in ways guaranteeing traceable balanced approaches between control and international trade facilitation (DeWulf & Sokol, 2005).

5.2.7 Extent of use of ICT-based CRiM in facilitating cross-border trade

At Beit Bridge border post, 78% of the respondents categorically indicated that ICT has been used solely for maximization of revenue collection, while 20% said it was being used effectively for balancing out both revenue collection and trade facilitation. The remaining 8% said ICT had been used mainly for the facilitation of trade. A majority of 76% indicated that generally staff ***lacked required confidence*** in the use of ICT system in discharging their daily duties, 18 % said they were ***moderately confident*** while only a paltry 6% said they were ***highly confident.*** A further probe on this lack of required confidence in the use of ICT system by staff resulted in the listing of the following causes:

- Poor appreciation and necessary understanding of the current SAP and ASYCUDA World Systems by the majority of staff.

- Incomplete upgrade of the ASYCUDA World System to its fullest capacity.
- Generally poor computer basic skills.
- Very few system super users against a large number of system users at a given time.

All the respondents (100%) were unanimous in concluding that internet systems and internet connectivity were the major causes of delays in processing customs documentation both on exit and entry. In the majority of responses, stable networks with faster processing capacity were highly recommended. While the majority of these respondents said that there were sufficient computers for use by each and every officer, they however pointed out that there was need for in-depth staff training on fully utilizing computers in the discharge of their duties.
In reference to the current use of ICT Systems in gathering Customs risk intelligence and risk management information for expedited clearances, 81% of the interviewees concurred that this is one area which is yet to be exploited by the station in the best interest of cross-border trade facilitation**.**

The level of co-operation on ex-change of risk-related information between ZIMRA and all other government border agencies was ranked as ***almost nil*** by all the respondents. On the other hand, the ranking with respect to exchange with South African Revenue Authority was ranked as ***very low.*** This outcome generally reflected that the general level of co-operation on exchange of risk-related information between ZIMRA and the rest of the other border agencies including those across the border was ranked from ***almost nil*** to ***very low***. In the opinions of the majority of the respondents, the following were some of the distinguished ICT-related causes of cross-border delays:

- Slow network inter-connectivity at peak periods.
- Partial use of available computer based clearance system.
- Lack of confidence in the flexible use of available ICT system by staff.
- Lack of ICT-based risk intelligence gathering and risk profiling.

The following were some of the ICT-based improvements which participants indicated that they wanted to see being introduced for the benefit of faster movement of cross-border cargo through Beit Bridge:

- Use of constantly updated selectivity lanes.
- Efficient risk-intelligence gathering.
- Targeted inspections which come about as a result of proper programmed risk parameters in the system.
- 100% utilization of available computer-based systems for maximum benefit.

5.2.8 Summary of Findings Discussed

78% of the respondents categorically indicated that ICT has been used solely for maximization of revenue collection. In principle, this outcome reinforces earlier findings by Geourjon & Laporte (2004). In their study, they mentioned that revenue maximization by Customs administrations in developing countries was the most critical focus. The only additional feature to this finding, is use of ICT towards pure revenue maximization objective. Contrary to this revenue maximization intention, World Customs Organization estimates that 100% inspection of every container would bring global trade to half (World Customs Organization, 2008). Much earlier than this, Hummels (2001) in his research had somewhat similar findings. He linked restricted abilities of Customs ports and inefficient procedures with time cost. He concluded that a day less in delivery times reduce landed costs of cargo by 0.5%.

From the findings of this study, all the respondents (100%) pointed out that internet systems and connectivity were major causes of border processing delays. In their majority views, respondents recommended use of stable networks with rapid and instant processing capacities. This measure would then be followed up by in-depth staff training on the effective utilization of computer systems in place. Achieving this desired optimum status quo, needs proper planning over a period of time. It is for this reason that World Customs Organization (2012) concluded that effective risk management practice cannot be devised overnight. It takes years of dedicated commitment from both managers and employees at all levels within the organization to achieve this feat. On how long it had taken to implement CRiM, Neba (2011) discovered that Cameroon had taken 2 years for the initial ASYCUDA++ version to be installed

starting 2006. Today the same system is progressively being developed through continuous integration of higher systems modules. In reference to current use of ICT Systems in gathering Customs risk intelligence and risk management information for expedited clearances, 81% of the interviewees concurred that this is one area which is yet to be exploited by the station in the best interest of both revenue collection and cross-border trade facilitation**.** This majority view goes hand in hand with the findings of DeWulf & Sokol in their study of 2005. They pointed out that modern IT can be used to update Customs risk profiles periodically to suit changes in current trade patterns or seasonality.

The level of co-operation on ex-change of risk-related information between ZIMRA and all other government border agencies was ranked as ***almost nil*** by all the respondents. On the other hand, the ranking with respect to exchange with South African Revenue Authority was ranked as ***very low.*** This outcome generally reflected that the general level of co-operation on exchange of risk-related information between ZIMRA and the rest of the other border agencies including those across the border was ranked from ***almost nil*** to ***very low***. The level of co-operation on ex-change of risk-related information between ZIMRA and all other government border agencies was ranked as ***almost nil***. The ranking with respect to exchange of information with SARS was equally ranked as ***very low.*** This trend is not new with respect to Customs administrations in Africa. In an earlier research study, CRCI (2005) attributed this reality to the poor structuredness of both RAs and other government border departments that begins from within. They further observed that all these organizations are characterized by poorly trained staff members worsened by absence of existing coordinated co-operation among them. In the opinions of the majority of the respondents, the following were some of the distinguished ICT-related causes of cross-border delays:

- Slow network inter-connectivity at peak periods.
- Partial use of developed computer based clearance systems or softwares.
- Lack of confidence in the flexible use of available ICT system by staff.
- Lack of ICT-based risk intelligence gathering and risk profiling.

About 9 years later, this research outcome remains consistent with the earlier observations done by CRCI in 2005 on Africa. They observed that as a continent, Africa, trails behind the rest of the world with respect to internal and international utilization of ICT. It is characterized by comparably insufficient, lowest and weakest internet systems.

5.3 Chapter Summary

This chapter summarized and discussed the research findings along the lines of the already outlined research objectives and research questions. In the following chapter, conclusion of the entire study and infered recommendations will be presented.

CHAPTER 6: CONCLUSION & RECOMMENDATIONS

The primary research objective of this study was to clarify the role played by Customs Risk Management in facilitating cross-border trade at Beit Bridge from 2001 to 2014. The researcher started off by clearly stating the research problem. This was followed by an in-depth review of relevant literature as contributed by other researchers in the same field of study. The purpose for doing this was to redefine the research problem in the context of what others have said and discovered about it all. An outline of the research methodology used in the study was given. It covered the research design used and justified research instruments and techniques used to interrogate the research problem for credibility. Data analysis and presentation of the findings was then done using graphs, diagrams and tables where necessary. The research findings were then summarized and discussed in light of earlier on reviewed literature. This process helped in the firm stating of the research conclusions as this provided a fertile background for drawing up of comparable similarities, parallels and new insights into the research problem. As part of concluding the whole study, purely research-based recommendations are given as credible prescriptions to the research problem. Finally, a suggested area for further study in the future is identified and briefly outlined.

6.1. Conclusion

6.1.1. Role of Customs Risk Management Training in cross-border facilitation

The study revealed that an overwhelming majority of interviewees had not received any form of specialized training on CRiM or some form of work-related CRiM training in the last 2 years. There exist a strong demand for CRiM Training in risk intelligence gathering, risk audit techniques and risk profiling among others.

6.1.2. Role played by CRiM Strategic Planning at Beit Bridge border post

Majority of the respondents confirmed that ZIMRA's strategic plan makes some form of reference to CRiM on one hand, a 73% of this majority indicated that there is greater and urgent need to provide tactical implementation guidelines suitable for use by front officers in the best

interest of balancing revenue collection and cross-border trade facilitation at Beit Bridge. More so, 3 in every 4 indicated that involvement of high level management in the actual implementation of CRiM on the ground should either be high or very high.

6.1.3. Importance of CRiM in Customs Procedures and Practice at Beit Bridge.

A majority of 87% indicated that the main focus of applying CRiM in Customs procedures at Beit Bridge was chiefly for maximizing revenue collection ahead of facilitating cross-border trade.

6.1.4. Use of ICT-based CRiM in Facilitating Cross-Border Trade

Findings in this regard are that, ICT is solely being used for maximization of revenue collection at the border ahead of facilitating cross-border trade. More so, a 76% majority indicated that generally staff lacked the required confidence in the use of ICT systems in place in discharging their daily duties in expedient ways. Regarding the issue of level of co-operation on exchange of ICT-based risk related information between ZIMRA and other government departments, an absolute majority of 100% said it was almost nil.

6.2 Recommendations

1. There is need for ZIMRA to continuously offer work-related risk based practical training to its operational staff over short periods of time in a year, such as once in every annual quarter. It is further recommended that ZIMRA enlist the services of external organizations for further specialized risk training of its staff. South Africa contracted a risk management consultant who assisted management with the coming up of a risk management policy and a training package for the entire staff. On the other hand Malawi, Namibia, Tanzania and Zambia each had several officers earlier on exposed to specialized risk introductory courses from external experts. Similarly, in Botswana the entire Customs senior management (fifteen in number) were trained in specialized risk introductory course. After a lead period of six months, detailed comprehensive CRiM and intelligence courses were then conducted separately in each of these countries with encouraging results (Crichton & Lyimo, 2004). Given that the countries involved are all neighbouring or within the same region as Zimbabwe, this recommendation should work with equally encouraging results too.

2. It is recommended that management at Beit Bridge start to effectively use CRiM techniques such as intelligence gathering, risk profiling, risk audit techniques to identify Customs high risk and low risk areas. This approach will enable management to effectively allocate and distribute resources accord to the level of existing risk. According to DeWulf & Sokol (2005), Customs managers can effectively use risk management to come up with effective strategic management policies and plans that enable them to achieve both set national objectives of revenue collection and the international facilitation of trade.
3. Over and above strategic risk management planning, high-level management ought to be directly involved in the actual implementation of CRiM on the ground. It is therefore recommended that to being actively involved in risk management planning, top management should even be much more involved in day to day implementation of these risk plans. Measures directly linked to high level management's assessment and evaluation of risk management implementation should be in place. Daily and weekly reports giving details of implementation results against set targets is one method available to high level management in respect of implementation. Answer to this involves construction of feedback learning loops that permit RAs to integrate risk-related activities with lessons from previous Customs decisions. In this way future-focused organizations with more sophisticated predictive potential rather merely responsive ones are built (World Customs Organization, 2008).
4. Controls are important in detecting Customs offences at the ports of entry as well as for security reasons. These two competing expectations and mandate for RAs imply that there is need to always maintain a balance between facilitation and control (UNCTAD, TF/TFN/TN12, 2008). Furthermore establishing dedicated risk teams and risk sections at Beit Bridge will see the objectives and goals achievable through risk management as a globally accepted Customs modernization and reform initiative.
5. It is a good progressive indicator that all the respondents said that staff at the border are in possession of sufficient computers for use. Apart from using ICT for maximizing revenue collections, it's recommended that a balance be struck between revenue collection and trade facilitation. This approach will be critical in helping the organization achieve its long term objectives as encapsulated in its current vision and mission statements that categorically make reference to both revenue collection and

trade facilitation. In their study, (Buyonge & Kireeva, 2008) concluded that ICT based Customs systems and formalities are fundamental for trade facilitation based procedures. They meaningfully reduce clearance times and increase transparency in calculation of duties for easy of predictability. They went on to conclude that, the greater the degree of use of automation in Customs formalities, the greater the chance of carrying out detailed inspections. More so Customs fraud can easily be detected, effective evidence based decisions are made and competent prosecutions are made possible.

6. In order to address the issue of slow network inter-connectivity and partial use of ICT systems in place as indicated by the majority respondents, it is recommended that all developed and rolled out systems modules be utilized to the fullest. In order for this to happen, there is need to eradicate lack of confidence in the flexible use of existing ICT among staff by providing them with specialized ICT-based training as well as hands-on coaching. For risk management to be used effectively towards achieving organizational goals and objectives, there is need to invest in automated systems that specifically support all the risk management systems in that need to be put place.
7. Beit bridge border post needs to fully exploit risk techniques such as intelligence gathering and risk profiling in their procedures as per the majority respondents' views. It must fully take advantage of all rolled out World Customs Organizations instruments aimed at assisting member countries with risk profiling and intelligence gathering techniques as these ICT-based approaches will allow for selected low-risk cargo to be processed rapidly (UNCTAD, TF/TFN/TN12, 2008) without unnecessary delays.

6.3 Suggested Areas for Further Research

As reviewed in chapter 2, various researchers, scholars and authors have undertaken insightful studies in the domains of CRiM and trade facilitation yet without any meaningful progress in implementation. Trade facilitation is indeed a broad area, but yet very critical as evidenced by the recent Bali Ministerial Agreement on trade facilitation of December 2013 of which Zimbabwe is a signatory. It was clear during the research process that different forms of CRiM at Beit Bridge are needed so as to reduce congestion and border dwell times. Given that there are many government departments at the border (such as Plant Inspector,

Port Health, Agriculture, Insurance brokers etc.) who enforce different controls, one area of possible research would be the introduction of a coordinated border management system or a single window system that balances revenue collection and faster movement of cross-border cargo at Beit Bridge border post.

6.4 Implication for Practice

The findings from this study challenge Customs administrations in the region to consider trade facilitation as an urgent priority for the faster movement of cross-border cargo without necessarily compromising on revenue collection and emforcement of Customs controls. Successful implementation of CRiM in facilitating cross-border trade requires well trained and ICT competent and knowledgeable staff.

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Appendix I: BEITBRIDGE GEOGRAPHICAL LOCATION

Appendix II: ZIMRA VISION& MISSION STATEMENTS, VALUES & MOTTO

Appendix III: GSB-UCT LETTER OF INTRODUCTION

UNIVERSITY OF CAPE TOWN
FACULTY OF COMMERCE
Igniting Knowledge and Opportunity

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29 August 2014

Dear Research Participant

LETTER OF INTRODUCTION: ACADEMIC RESEARCH: MASTER OF COMMERCE IN MANAGEMENT PRACTICE SPECIALISING IN TRADE LAW AND POLICY: UNIVERSITY OF CAPE TOWN GSB

My name is Rwatida Mafurutu and I am writing my dissertation for the above programme. I am inviting you to participate in my research by completing the attached questionnaire. This research is for academic purposes only and is being done in partial fulfilment of the requirements of Master of Commerce in management practice specialising in trade law and policy.

Please take note that:

- This research has been approved by the Commerce Faculty Ethics in Research Committee.
- Your participation in this research is voluntary.
- The survey will take approximately 20 minutes to complete
- You will not be requested to supply any identifiable information, ensuring anonymity of your responses.

Please advise the time convenient to you for the interview if you wish to participate in this research. Your assistance will be greatly appreciated.

Yours Faithfully,

Rwatida Mafurutu

Appendix IV: FACE-TO-FACE SCHEDULE OF INTERVIEW

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FACE TO FACE SCHEDULE OF INTERVIEWS

A. CUSTOMS RISK MANAGEMENT TRAINING

1. What position do you currently hold in the Organization?

2. In which Section are you currently working in?

3. How long is your working experience in this Section?

4(a). Have you ever received any specialized Customs Risk Management training in this section?

4(b). If *Yes*, how would you rate the usefulness of this specialized training to you in your daily work?

a)	**Highly Useful**	
b)	**Useful**	
c)	**Not Sure**	
d)	**Not Useful**	

4 (c) In which areas of your daily work would you want to receive Customs Risk Management training on so as to become more efficient in your duties?

5. When did you last receive any form of work-related Customs Risk Management training?
5(a) Indicate the usefulness of these learnt concepts in your work as of today

B. RISK STRATEGIC MANAGEMENT PLANNING

1. Indicate whether ZIMRA's Strategic plan makes any reference to Customs Risk Management?

Yes		No		Partially	

2(a). Do you have a Risk Management Policy Document for guidance in your Organization?

Yes		No		Partially	

2(b). If your answer is "Partially" above please explain

2(b). If *Yes*, what is your assessment of the effectiveness of this policy documents in guiding efficiency in discharging your risk duties?

3(a). To what extent is involvement of high level management in the actual daily implementation and enforcement of Risk Management on the ground?

3(b). To what extent would you want to see your top level management directly being involved in the actual implementation and enforcing of Risk Management on the ground?

1. USE OF CUSTOMS RISK MANAGEMENT IN CUSTOMS PROCEDURES

1. Can you rank in order of importance by putting an X, the main focus for which Risk Management concept is being applied in your daily work? *[1 is Highest Importance, while 5 is Least Importance]*

MAIN FOCUS	1	2	3	4	5
A). Revenue Collection & Protection of local Domestic Industries					
B). Revenue Collection &Trade Facilitation					
C). Revenue Collection & Enforcement of Controls					
D). Revenue Collection & National Security					
E). Revenue Collection & Protection of Society					

2(a). What will be your preferred main focus for ZIMRA from the list above?

3. Are the following risk techniques being used in building up risk criterion for current use?

TYPE OF RISK TECHNIQUE	Yes	No
e. Risk Assessment [evaluation of level of threats]		
f. Risk Profiling [coming up with parameters to be used in handling risk-levels]		
g. Targeting [pre-identification of documents, goods or people for detailed verification or searches]		
h. Selectivity [application of risk profiles to documents, goods or people]		

4. How often is any of the risk techniques in use reviewed and updated?

5. Do you have a standalone Risk Management Unit at the border that specializes on coordinating, implementing and managing risk issues?

6. If your answer is *Yes* above, what is your current rating of the existing Risk Management Unit's effectiveness on coordinating, implementing and managing risk issues at your work place?

a)	**Highly Effective**	
b)	**Effective**	
c)	**Moderately Effective**	
d)	**Less Effective**	

7. How would you personally rank use of Customs Risk Management in the allocation of available resources for use in risky areas in your work place?

Very High	High	Medium	Low

D. USE OF ICT BASED/AUTOMATED SYSTEMS

In your opinion, would you say ICT has been used mainly to achieve a balance between maximization of revenue collections and cross-border trade facilitation at Beit Bridge?

How would you rank the staff's level of confidence in their ordinary daily use of the current ICT system in clearing cargo at your station?

Lacked Required Confidence		**Moderately Confident**		**Highly Confident**	

If your above ranking is *"lacked required confidence",* please explain what you perceive as the causes of this?

How would you rate the reliability of Customs internet systems and internet connectivity with respect to processing of Customs documentation?

Comment on the current use of ICT systems in gathering Customs intelligence and risk management information with respect to cross-border trade facilitation?

How would you rank level of co-operation on exchange of risk-related information in the following business relationships?

DIRECTION OF RELATIONSHIP	**Very High**	**High**	**Low**	**Very Low**	**Almost Nil**
a). Police to ZIMRA					
b).ZIMRA to Police					
c). South Africa Revenue Authority to ZIMRA					
d). ZIMRA to South Africa Revenue Authority					
e).Other Government Border Agents to ZIMRA					
f). ZIMRA to Other Government Border Agents					

In your opinion what are some of the major ICT-related causes of cross-border delays at Beit Bridge?

In your views, what ICT-based improvements would you like to see introduced for the benefit of overall faster movement of cross-border cargo through Beit Bridge border post?

Appendix V: SURVEY QUESTIONNAIRE

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SURVEY QUESTIONNAIRE

A. CUSTOMS RISK MANAGEMENT TRAINING

1. What position do you currently hold in the Organization?

Senior Manager	Manager	Revenue Supervisor	Revenue Officer

2. In which Section are you currently working in?

Document Examination	Valuation	Inspections /Searches	Queries & Amendments	Compliance	Head Office

3. How long is your working experience in this Section?

Less than 2 years		2 – 5 years		More than 5 years	

4(a). Indicate all types of Customs Risk Management training you have received?

……

……

4(b). How would you rate the usefulness of each received training in doing your daily work?

……

……

5(a). Indicate any specific type of Customs Risk Management training you would like to be trained in?……

……

5(b). In your opinion, what overall improvements will accrue to you and to the organization through getting trained in the above indicated specific Customs Risk Management training?

5(b) (i) Overall accruing improvements to you as an individual

……

……

5(b) (ii) Overall accruing improvements to the Organization

……

6(a). When did you last receive any form of work-related Customs Risk Management training?

0 to 6 months Ago	More than 6 months but less than 1 year ago	More than 1 year but less than 2years ago	More than 2 years ago

6(b). Comment on the usefulness of these learnt concept in your work as of today

……
……

B. CUSTOMS RISK STRATEGIC MANAGEMENT PLANNING

1. Does ZIMRA's Strategic Plan make any reference to Customs Risk Management?

……
……
……

2(a). Comment on the availability of a Risk Management Policy Document for guidance in your Organization?

……
……
……

2(b) If Risk Management Policy Document available, what is your assessment of its effectiveness and efficiency in facilitating cross-border trade?

……
……
……

3(a).In your opinion, to what extent is involvement of high level management in the actual implementation and enforcement of Risk Management on the ground?

……
……
……

3(b).In your opinion to what extent should high level management be directly involved in the implementation and enforcing Risk Management on the ground?

Very Highly		Highly		Medium		Rarely		Very Rarely	

3(c). Please briefly comment on the importance of your answer in 3(b) above

……
……
……..

4. Which areas pertaining to your work would you want to see covered extensively in the organization's risk strategic management plan?

……
……
……

5. Briefly state your suggested ideas that you would like to see being considered in the risk strategic management plan so as to improve current effectiveness

……
……

C. USE OF CUSTOMS RISK MANAGEMENT IN CUSTOMS PROCEDURES

1. Please rank in order of importance by putting an X, the main focus for which Risk Management is being currently applied in your daily work? ***[1 is Highest importance, while 5 is least importance]***

MAIN FOCUS	**1**	**2**	**3**	**4**	**5**
a. Revenue Collection & Protection of local Domestic Industries					
b. Revenue Collection &Trade Facilitation					
c. Revenue Collection & Enforcement of Controls					
d. Revenue Collection & National Security					
e. Revenue Collection & Protection of Society					

2(a).If different from above, what will be your preferred main focus from this list above?

……

2(b).In your opinion, briefly explain why you consider your selected preferred main focus to be important for ZIMRA to adopt?

……
……

3. Comment on the extent to which the following risk techniques are being currently used in building up risk criterion for current use in your work place?

a). Risk Assessment [evaluation of level of threats]……

……

b).Risk Profiling [coming up with parameters to be used in handling risk-levels]**……**

……

c).Targeting [pre-identification of documents, goods or people for detailed verification or searches]

……
……

d). Selectivity [application of risk profiles to documents, goods or people**]**……

……

e). Indicate any other risk profiling techniques that are currently being used in your work place

……
……

4. How often are risk reviews and updates done so as to keep up with the changing environment?

Daily	Weekly	Monthly	More than a Month

5. State any Customs Risk Management related suggestions you would want to see being incorporated by ZIMRA in its procedures for increased efficiency and effectiveness

……
……

6(a).Do you have a standalone Risk Management Unit at the border that specializes on coordinating, implementing and managing risk issues?

Yes		No	

6(b). If answer is Yes above, what is your comment on the effectiveness of the current Risk Management Unit's approach to facilitating faster movement of cross-border cargo?

……
……

6(d). Would you say allocation of resources for use at Beit Bridge is based on risk management considerations?

……
……

7. In implementing your procedures, do you follow a systemically pre-determined model or risk cycle or structured approach?

……
……

8. Please rank the major hindrances or bottlenecks or barriers in your procedures that are hindering effective implementation of risk management for the faster movement of cargo.

……

……..

8. How would you personally rank use of Customs Risk Management in the allocation of available resources to the highest risky areas?

Very High	High	Medium	Low

D. USE OF ICT BASED/AUTOMATED SYSTEMS

1. In your opinion, would you say ICT has been used mainly to achieve a balance between maximization of revenue collections and cross-border trade facilitation at Beit Bridge?

……

How would you rank the staff's level of confidence in their ordinary daily use of the current ICT system in clearing cargo at your station?

Lacked Required Confidence		**Moderately Confident**		**Highly Confident**	

If your above ranking is *"lacked required confidence",* please explain what you perceive as the causes of this?

……

……

How would you rate the reliability of Customs internet systems and internet connectivity with respect to processing of Customs documentation?

……

……..

Comment on the current use of ICT systems in gathering Customs intelligence and risk management information with respect to cross-border trade facilitation?

……

……

How would you rank level of co-operation on exchange of risk-related information in the following business relationships?

DIRECTION OF RELATIONSHIP	**Very High**	**High**	**Low**	**Very Low**	**Almost Nil**
a). Police to ZIMRA					
b).ZIMRA to Police					
c). South Africa Revenue Authority to ZIMRA					
d). ZIMRA to South Africa Revenue Authority					
e).Other Government Border Agents to ZIMRA					
f). ZIMRA to Other Government Border Agents					

In your opinion what are some of the major ICT-related causes of cross-border delays at Beit Bridge?

……
……

In your views, what ICT-based improvements would you like to see introduced for the benefit of overall faster movement of cross-border cargo through Beit Bridge border post?

……
……..

APPENDIX VI: INTERVIEW LOG

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Name of Individual	**Position/Job description**	**Number of People**	**Documents provided**
Chauke S Muchechetere P	Customs Risk Managers,	2	Enterprise Risk Management Policy
Samutete S	HR Personnel	1	HR Reports & Bio-data
Zengeni S Mukwena R	Compliance Managers	2	Trade Facilitation Cluster Records
Nyasha M Abigail H	Risk Experts	2	Weekly, Monthly, Quarterly & Annual Risk Bulletins
Seyitini I Rugare E Zvichauya T	Revenue Specialists/Shift Officers	3	Shift Procedures
Sona T Sungano M	Revenue Supervisors/Shift Supervisors	2	Operational Standing Instructions
Dlomo A Kuchera E	Post Clearance Auditors	2	Dwell Time Study Reports
P. Denhere	Asycuda Functional	1	Extractions