

Evaluation Grid - Notes on the progress, and points of Confirmation and Evaluation of activities

5 Criteria	May 2007 Pre-Survey (Ex-Ante Ev)	Jan 2009, Mid-Term Review (PDM revision)	Evaluation viewpoints and Information to be collected	Possible data source and Method of data collection
1.Relevance	World Bank EATTF: OSBP is focused in one of the components. Capacity development is one of major components in the KRA "Reform and Modernization Program" (No.5 of Public Finance Management Program in Kenya (June 2006)).	At TICAD IV (May 2008), Japanese Government committed support for 14 OSBP border posts. TRA and URA was included in the scope of the Project activities.	Updates on EATTF in terms of OSBP and its infrastructure Confirmation of development plans at a higher level such as National Development Plan, Modernization Program, etc. UR's Modernization Plan, effective 2006-2010 (The Plan is extended for 1 year.) Submission of Self-Assessment Report	Interview with the World Bank, KRA, TRA URA. Send questionnaire form to and interview with KRA, TRA and URA. Updates on the progress of the Plan. Send questionnaire form to and interview with KRA.
	Self Assessment Report of achievement of KRA reform Program during the past 10 years. Cross-border trade between Kenya and Uganda has been increasing at Malaba. Customs agreement among EAC countries, establishment of common customs procedures, physical preparations for One Stop Service are prerequisite to the operation of OSBP.	Cross-border trade agreement of EAC is still under discussion. Incorporating the current activities and outputs, the Project Purpose was planned to change as follows: "The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system."	The increase of volumes of in-coming cargoes at Namanga and Malaba Observations of Pilot OSBP customs procedures at Malaba The agreement still under discussion	Interview and Questionnaire survey to Office of Statistics and MoF, MoTrade KRA, URA, TRA Send questionnaire form to and interview with KRA, TRA and URA. Field survey at Namanga and Malaba.
Prerequisite	The initial Project Purpose was set as: "The capacity of KRA is enhanced to operate OSBP system in cooperation with TRA and URA."	Valuation, classification, etc are basic skills necessary for efficient customs administration. Capacity building in such areas are conducted at the same time with a view to carrying out effective OSBP.	Organization Chart, Policy to promote trade, Human resource development, etc. Confirmation of the achievements of human resource development, through as seminars and workshops	Send questionnaire form to and interview with KRA, TRA and URA. Project Progress Report
Prerequisite	Construction of OSBP is a responsibility under the Ministry of Infrastructure, Ministry of Transport. Sharing information among related ministries should be enhanced.		Confirmation of the relationship of the Project among Other Government Agencies	Interview with related organizations. Project Progress Report
Namanga Prerequisite	(PDM) OSBP facilities should be constructed under the "Arusha-Namanga-Afri River Road Improvement" project, which is supported by loan from JBIC (now JICA) and AfDB.	Road construction Project has concluded contract for the engineering service of civil engineering work, and contractor was selected at the end of 2008. However, Detailed Design of OSBP at Namanga is not yet finished.	The roads currently under construction Updates on the schedule of Detailed Design Study of OSBP at Namanga	Interview with EAC, KRA and TRA.
Namanga prerequisite	The Detailed Design of OSBP at Namanga is to be designed by the engineer contracted by EAC. The concept of OSBP and its functions should be provided to them for the model design of OSBP.	The Project submitted comments on the draft OSBP facility design to those concerned. But there was no update on the design yet, as of Feb 2009.	EAC's request (not official at this moment) to JICA's support for conducting the Detailed Design of OSBP at Namanga	Discuss with EAC, KRA, TRA and other stakeholders involved.

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Namanga prerequisite	OSBP facility is planned to be built where existing residents dwell. The area is utilized for parking trucks during customs clearance. But there is no facility on the Kenyan side. Also, the poor security measure allows potential smuggling.	Joint Border Surveillance started operation with provision of patrol cars, motorbikes, radios, etc, worth about US\$108k (includes those provided to Malaba, as well as those under procurement pending).	Pre-requisite: EAC Cross-border agreement and bilateral agreement need to be ratified by the governments of all countries concerned.	Send questionnaire from to and interview with KRA, TRA and URA. Also interview with EAC.
Namang status-quo	The current verification shed on the Kenyan side of Namanga has limited space and has no roof. The verification shed on the Tanzanian side has a roof but the design is not suitable for cargo inspection.		Recommendations made by the Project for improvement of border post infrastructure	Field survey at Namanga.
Malaba prerequisite	The World Bank plans to renovate the facilities at Malaba border post but the progress is being delayed for years.	The Project submitted comments on the draft OSBP facility design to those concerned.	Confirmation of the updates on the World Bank's program, especially infrastructure for Malaba OSBP	Interview with URA and KRA. Discuss with WB. Field survey at Namanga.
Malaba status-quo	Joint verification is carried out by KRA and URA. But the office of URA is separated from the verification site. Also, there are routes along the nearby border where cars and people can cross without any border controls.	Joint Border Surveillance started operation with provision of patrol cars, motorbikes, radios, etc, worth about US\$108k (includes those provided to Namanga, as well as those under procurement pending).	Observation of customs clearance procedures and surveillance activities	Field survey at Malaba. Interview with URA.
2. Efficiency	KRA requested infrastructure development of OSBP, but since it was necessary to avoid duplication of work among other development partners, it was agreed that the Project would focus on the soft component. The initial Project Purpose was set as "The capacity of KRA is enhanced to operate OSBP system in cooperation with TRA and URA." Basic skills on valuation, classification, etc. were deemed important.	Seminars held by 5 short-term experts: valuation, classification, intelligence & profiling, with input of total of 4.5 months.	OSBP at Namanga to be constructed by JICA and AfDB loan The facilities at Malaba to be handled by the WB	Send questionnaire form to and interview with KRA, TRA and URA. Discuss with WB.
		Short-term experts were dispatched and conducted seminars on intelligence & profiling, valuation, classification, etc.	Number of participants in the seminars and workshops conducted in various locations	Send questionnaire form to and interview with KRA, TRA and URA. Project Progress Report
	Project cooperation term was set for 2 years, from September 2007.	TRA and URA was included in the scope of the Project activities.	Number of participants in the seminars and workshops conducted in various locations	Send questionnaire form to and interview with KRA, TRA and URA. Project Progress Report
	OSBP operation model would be established.	The Project developed the OSBP operation model.	The documents to be disseminated among the stakeholders and referred to as a model at this stage	Send questionnaire form to and interview with KRA, TRA and URA.
	ICT systems necessary for customs clearance would be introduced in Namanga and Malaba border posts.	2 ICT systems for OSBP (Real Time Monitoring System & Cargo Control System) have been developed, now under pilot test, with provision of equipment worth about US\$22k (as of March 09).	Provision of equipment and their usage and effectiveness, procurement process during the Project period	Send questionnaire form to and interview with KRA, TRA and URA. Project Progress Report

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Namanga Status-Quo	SIMBA 2005' and documents lodgment are being processed in parallel on the Kenyan side of Namanga.		Confirmation of current system of ASYCUDA (Tz & Ug) and SIMBA (Kn) Discussion of linkage or interface with ICT systems of OSBP	Interview officers of customs administrations in charge of IT system.
	Standardization of procedure has been discussed at EAC customs technical meeting. Proposal was made in order to set-up benchmark with reference to the Greater Mekong Region. There is an agreement on OSBP between Kenya & Uganda for Malaba (for train cargo), but none for Namanga between Kenya & Tanzania.	Benchmarking study tour to the Greater Mekon Region was conducted.	Confirmation of progress in the agreement of cross border trade agreement in EAC Outcomes of the study tour	Send questionnaire form to and interview with KRA, TRA and URA.
3. Effectiveness	Project Output was set as "1. Customs Officers and concerned stakeholders obtain appropriate knowledge to manage OSBP system." Project Output was set as "2. Customs Officers are able to provide effective and efficient services under OSBP system."	The Project Output was changed to "1. Appropriate knowledge to properly operate the Operational Model is acquired by the customs officers of respective customs administrations and stakeholders involved." The Project Output was changed to "2. The customs administrations' institutional capacity are improved." The Project Output was added: "3. The Pilot models for the OSBP Operational Model are implemented at Namanga and Malaba."	Number of participants to various seminars and workshops Prepared reference documents on intelligence & profiling, valuation, classification, etc. Conducted benchmarking study tours Number of participants to various seminars and workshops. Prepared reference documents Conducted benchmarking study tours Introduction of Pilot projects (ICT, Joint Border Surveillance) and their achievements	Send questionnaire form to and interview with KRA, TRA and URA. Project Progress Report Send questionnaire form to and interview with KRA, TRA and URA. Project Progress Report Send questionnaire form to and interview with KRA, TRA and URA. Project Progress Report
4. Impact	Logistic cost is expected to be reduced within EAC countries by introducing OSBP operation. Customs administrations officers are expected to enhance knowledge and improve skill on customs clearance. OSBP would be introduced to major border posts. Fraud declarations and smuggling cases are expected to be detected efficiently.	Due to the limited capacity for documentation on customs procedures among customs agents, enhancement of their capacity is expected effective for smooth trade facilitation. Workshops and seminars for customs officials and other stakeholders are held in various locations. Pilot projects are conducted in Namanga and Malaba for ICT systems and Joint Border Surveillance.	View of the private sector (customs agents associations) on trade and investment environment and trends Obstacles in customs clearance from the viewpoint of customs agents Number of participants to various seminars and workshops Prepared reference documents Possibility of rolling out the pilot activities to other potential border posts Progress of pilot projects	Send questionnaire form and interview with customs agents associations. Send questionnaire form and interview with KRA, TRA and URA. Project Progress Report Send questionnaire form and interview with KRA, TRA and URA. Project Progress Report Send questionnaire form and interview with KRA, TRA and URA. Field survey at Namanga and Malaba. Project Progress Report

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<p>5. Sustainability</p>	<p>The initial Project Purpose was set as: "The capacity of KRA is enhanced to operate OSBP system in cooperation with TRA and URA."</p> <p>Project activities were initially planned as follows:</p> <ul style="list-style-type: none"> - Develop training programs and training materials. - Develop annual plan of training, conduct trainers' training, and training of officials. 	<p>Incorporating the current activities and outputs, the Project Purpose was planned to change as follows: "The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system."</p> <p>Introduction of Kaizen was thought beneficial as one method of effective management of customs administration.</p> <p>A reference document "<i>Human Side of Change Management</i>" was prepared.</p>	<p>Seminars and workshops</p> <p>Appointment of champions in each field (valuation, etc.) with a view to enhance the skill level of officers' capability in customs administration</p> <p>Discussion of Kaizen activities needed for the Project</p> <p>Discussion of the effective use of documents produced by the Project</p> <p>Establishment of internal mechanism to make self-efforts on capacity development</p> <p>Confirmation of budget allocations to support self-effort on capacity development of customs officials including OSBP operation</p> <p>Budget allocation for the training to operate ICT systems</p> <p>Identification of obstacles, shortcomings that are deemed necessary to tackle and incorporate in the succeeding project</p> <p>Possibility of collaborating with WCO more often than before</p> <p>Confirmation of other development partners' activities (e.g. development of infrastructure as well as soft components such as risk management)</p>	<p>Send questionnaire form and interview with KRA, TRA and URA. Project Progress Report</p> <p>Send questionnaire form and interview with KRA, TRA and URA. Field survey and observations at Namanga and Malaba.</p> <p>Send questionnaire form and interview with KRA, TRA and URA.</p> <p>Send questionnaire form and interview with KRA, TRA, URA and customs agent associations.</p> <p>Send questionnaire form and interview with KRA, TRA and URA.</p>
<p>External condition</p>	<p>WCO established training centers at three locations in EAC countries.</p>	<p>Customs officials from the three revenue authorities attended the meetings held by WCO.</p>		

KRA

**Questionnaire
for Terminal Review on
Project for Capacity Building for the Customs Administrations
of the East African Countries
and for Detailed Planning Survey on
Project for Capacity Development for Agencies
in Customs Clearance**

JICA has been implementing the former project (Phase I), and now considering conducting the latter (which may be regarded as Phase II) immediately to follow. Your cooperation to kindly respond to the following questions would be highly appreciated for justification of both projects.

Please provide us with information as much as possible by filling the table or by attaching copies of documents (or links to websites) related to the questions.

Section 1: Relevance Indicators

1-1. Relevance of the Project Plan to the Development Programs of the Republic of Kenya

Table. 1 List of program and plan at National Level

No.	Documents Requested	Exist	Detail / Comments
	National Development Plan	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Reform Program on Public Financial Management	<input type="checkbox"/> YES <input type="checkbox"/> NO	No5 on KRA Modernization
	Medium to Long Term Development Plan of KRA	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Trade Sector Development Plan	<input type="checkbox"/> YES <input type="checkbox"/> NO	

1-2. Relevance of the Project to Trade Volume

Please provide us with the following trade statistics.

Table. 2 Trade volume Import/Export in recent years

	2004	2005	2006	2007	2008
Import					
Value (CIF)					
Export					
Value (FOB)					
Outgoing transit					
Out of which to Tanzania					
Out of which to Uganda					
Out of which to Rwanda					
Out of which to Burundi					
Others					
Incoming transit					
Out of which from Tanzania					
Out of which from Uganda					
Out of which from Rwanda					
Out of which from Burundi					
Others					

Section 2: Efficiency Indicators

2-1. Project Outputs

Please give us your comments on the following activities for the capacity building as for 1) Seminar, 2) Workshop, 3) Regional Seminar

1) Seminar by Experts on valuation & classification, intelligence & profiling

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

2) Workshops were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

3) Regional Seminars were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

2-2 Manuals & models - Ideas to make best use of the manuals & models

1) Please describe your ideas on how you think you can utilize the following manuals and models.

Table. 3 Idea of utilizing manuals and models

Manuals and models	Distribution to Officers (& Agents)	Orientation by workshop	Seminars (& Lectures)
1. OSBP Operation Model			
2. Human Side of Change Management			
3. ICT operation Manuals			
4. Improvement Proposal 1) Intelligence 2) Classification 3) Valuation			

2) Please indicate other manuals if you wish to request during the course of Phase II.

(eg. Guide for Customs Agents and Forwarders.)

2-3. ICT Development for OSBP

1) What is the degree of your satisfaction in the ICT system for an OSBP operation?

Do you have any additional requests?

2) Do you expect future progress of interfacing with SIMBA and/or RADDEX system?

2-4. Joint Border Surveillance

1) What is the schedule of utilizing the cars, motorcycles, radios, sirens, etc. provided in the Project?

2) Please provide us with monthly average of detected smuggling cases before and after the improvement in this project. To what extent do you think the activity of Border Surveillance improved (or will improve)?

3) Were the equipment provided by the Project enough to satisfy the minimum needs at the respective sites?
If not, please give us approximate amount of additional needs.

2-5. Study Visit to Thailand and other Greater Mekong countries

- 1) What were the points you learned most from the bench-marking study visit to Greater Mekong Sub-region (GMS) countries?
- 2) What would you recommend to your colleagues to look for if they visit these countries several years later?

2-6. Study visit to Japan

- 1) What were the five most important points that you learned in the visit (in terms of customs administration rules, systems, facilities, etc.)?
- 2) What would you request the Japanese side to add (in terms of lectures, visits, etc.) if your colleagues would have chance to visit Japan next time?

2-7. Effectiveness of Advice made by the Long-Term Japanese Expert

- 1) How were the input and advice made by the long-term Expert useful/effective/influential/relevant to your needs/work? Were they positively received by the KRA officers?
- 2) Any other comments/suggestions/requests?

2-8. Self-evaluation of performance of KRA

- 1) Was the ownership of KRA retained and assured during the Project implementation?
- 2) Work relationship with the JICA long-term expert.
Choose one from below that best describes the working relationship with the Japanese long-term expert:
 - The expert took initiative in conducting the Project. KRA sufficiently provided him with necessary support.
 - The expert took initiative in conducting the Project. KRA provided him with necessary support; however, KRA could have done better.
 - KRA, with the advice from the expert, took initiative in conducting the Project.
- 3) What do you think are the factors of KRA that inhibit or contribute to the achievement of the Project Purpose (i.e. *The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system.*)?

2-9. Project Duration and Component

- 1) Do you think two years has been enough to make sufficient activity of capacity enhancement programme?
 - more than enough, better be shorter
 - just enough
 - not enough, better be longer > How long do you expect?

- 2) Please indicate your overall review on the following components of the Phase I, and give your request on additional component for Phase II, if any.
- a. Technical Seminars by Short-term Experts [(1) Intelligence & Profiling, (2)Classification, and (3)Valuation]
 - b. Regional Seminars & workshops (including participants from Tanzania, Uganda, etc.) for OSBP implementation
 - c. ICT system development for OSBP (and user manual/ model)
 - d. Equipment for Joint Border Surveillance
 - e. OSBP operation model, (and manual for Change Management)
 - f. Study tours for benchmarking (to GMS & Japan)

Section 3: Effectiveness Indicators

3-1. Duty Collection

Please fill in the amount of duty collection to justify the OSBP development?

Table. 4 Customs Duty collection - Actual collection

	2004	2005	2006	2007	2008
Import Duty					
Export Duty					
Excise					

Table. 5 Customs Duty collection in recent years by Regional Office

Region	2004	2005	2006	2007	2008
Central Region					
Southern Region					
Western Region					
Rift Valley Region					
Northern Region					

Section 4: Impact Indicators

4-1. Investment and Trade activities

1) It is expected that the volume of investment and trade will increase by the implementation of OSBP. Do you hear any intention of/from investors and traders that they wish to increase their business in the region as the trade facilitation progress in recent years?

4-2. OSBP at Namanga and Malaba as Pilot Cases

1) Do you think these cases can be replicated to other border posts?

- Easy to replicate by the experience
 Maybe not easy by simply learning from the experience
 Because of difference of bi-lateral agreement
 difference of facilities and physical environment
 difference of social environment
 others ()

4-3. Number of declaration

The Project intends to enhance overall customs procedural capacity as a basis to operate OSBP efficiently. The developed skills shall be effective for the customs administration at major service office. Please provide us with the following information so that the required productivity of the KRA will be justified.

Table. 6 Number of Declaration by category (at Mombasa port)

	2004	2005	2006	2007	2008
Total Import					
Outgoing transit					
Out of which to Tanzania					
Out of which to Uganda					
Out of which to Rwanda					
Out of which to Burundi					
Others					
Total Export					
Outgoing transit					
Out of which from Tanzania					
Out of which from Uganda					
Out of which from Rwanda					
Out of which from Burundi					
Others					

Section 5: Sustainability Indicators

5-1. Organization and Human Resource Development (HRD).

- 1) Please provide us with the organization chart of KRA.
- 2) Does your administration have a HRD programme? How about a training curriculum?
- 3) Do you have performance evaluation system of the staffs/officers?

5-2. Operational Budget

Please provide the following information on budget allocation for operation of the IT and OSBP.

Table. 7 Annual Budget for the Customs (Million Ksh or USD ,000)

	2005	2006	2007	2008	2009
Annual Allocation (Million Ksh)					
Allocation for Routine Activities					
IT Development					
IT Operation (payment to Provider)					
OSBP Development					
HRD (Training of Officers)					
Others					

5-3. Operational staff allocation (including outsourcing)

Please provide the following information by using the table below or by attaching documents containing equivalent information.

Table. 8 Number of customs officers by region

	Number of officers in 2008 by service post (if possible)
Headquarter	
Central Region	
Southern Region	
Western Region	
Rift Valley Region	
Northern Region	

5-4. Coordination and cooperation with WCO and other development partners

- 1) Do you have training programmes in coordination with the WCO?
If so, do those programs have good complementary relationship with the Project?
If not, what would you expect from them?
- 2) Do you have proper arrangement with other development partners?
What are the major programs conducted by other development partners?

Thank you very much!

TRA

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Section 1: Relevance Indicators

1-1. Relevance of the Project Plan to the Development Programs of the Republic of Tanzania

Table. 1 List of program and plan at National Level

No.	Documents Requested	Exist	Detail / Comments
	Five Year National Development Plan	<input type="checkbox"/> YES <input type="checkbox"/> NO	(Transportation and Trade Sector)
	Reform Program on Public Financial Management	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Medium to Long Term Development Plan of TRA	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Others...	<input type="checkbox"/> YES <input type="checkbox"/> NO	

1-2. Relevance of the Project to Trade Volume

Please provide us with the following trade statistics.

Table. 2 Trade volume Import/Export in recent years

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Import					
Value (CIF)					
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Any other comments?

2) Workshops were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

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Any other comments?

3) Regional Seminars were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

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c. Were number of officers enough to be trained?

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2-2 Manuals & models - Ideas to make best use of the manuals & models

1) Please describe your ideas on how you think you can utilize the following manuals and models.

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2) Please indicate other manuals if you wish to request during the course of Phase II.

(eg. Guide for Customs Agents and Forwarders.)

2-3. ICT Development for OSBP

1) What is the degree of your satisfaction in the ICT system for an OSBP operation?

Do you have any additional requests?

2) Do you expect future progress of interfacing with ASYCUDA and/or other customs IT system?

2-4. Joint Border Surveillance

1) What is the schedule of utilizing the cars, motorcycles, radios, sirens, etc. provided in the Project?

2) Please provide us with monthly average of detected smuggling cases before and after the improvement in this project. To what extent do you think the activity of Border Surveillance improved (or will improve)?

3) Were the equipment provided by the Project enough to satisfy the minimum needs at the respective sites?
If not, please give us approximate amount of additional needs.

2-5. Study Visit to Thailand and other Greater Mekong countries

- 1) What were the points you learned most from the bench-marking study visit to Greater Mekong Sub-region (GMS) countries?
- 2) What would you recommend to your colleagues to look for if they visit these countries several years later?

2-6. Study visit to Japan

- 1) What were the five most important points that you learned in the visit (in terms of customs administration rules, systems, facilities, etc.)?
- 2) What would you request the Japanese side to add (in terms of lectures, visits, etc.) if your colleagues would have chance to visit Japan next time?

2-7. Effectiveness of Advice made by the Long-Term Japanese Expert

- 1) How were the input and advice made by the long-term Expert useful/effective/influential/relevant to your needs/work? Were they positively received by the TRA officers?
- 2) Any other comments/suggestions/requests?

2-8. Self-evaluation of performance of TRA

- 1) Was the ownership of TRA retained and assured during the Project implementation?
- 2) Work relationship with the JICA long-term expert.
Choose one from below that best describes the working relationship with the Japanese long-term expert:
 - The expert took initiative in conducting the Project. TRA sufficiently provided him with necessary support.
 - The expert took initiative in conducting the Project. TRA provided him with necessary support; however, TRA could have done better.
 - TRA, with the advice from the expert, took initiative in conducting the Project.
- 3) What do you think are the factors of TRA that inhibit or contribute to the achievement of the Project Purpose (i.e. *The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system.*)?

2-9. Project Duration and Component

- 1) Do you think two years has been enough to make sufficient activity of capacity enhancement programme?
 - more than enough, better be shorter
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 - not enough, better be longer > How long do you expect?

- 2) Please indicate your overall review on the following components of the Phase I, and give your request on additional component for Phase II, if any.
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Eastern Region					
Northern Region					
Western Region					
.					

Section 4: Impact Indicators

4-1. Investment and Trade activities

1) It is expected that the volume of investment and trade will increase by the implementation of OSBP. Do you hear any intention of/from investors and traders that they wish to increase their business in the region as the trade facilitation progress in recent years?

4-2. OSBP at Namanga and Malaba as Pilot Cases

1) Do you think these cases can be replicated to other border posts?

- Easy to replicate by the experience
- Maybe not easy by simply learning from the experience
 - Because of difference of bi-lateral agreement
 - difference of facilities and physical environment
 - difference of social environment
 - others ()

4-3. Number of declaration

The Project intends to enhance overall customs procedural capacity as a basis to operate OSBP efficiently. The developed skills shall be effective for the customs administration at major service office. Please provide us with the following information so that the required productivity of the TRA will be justified.

Table. 6 Number of Declaration by category (at Border Post)

	2004	2005	2006	2007	2008
Total Import					
(Outgoing transit)					
Out of which to Uganda					
Out of which to Rwanda					
Out of which to Burundi					
Others					
Total Export					
Outgoing transit					
Out of which from Uganda					
Out of which from Rwanda					
Out of which from Burundi					
Others					

Section 5: Sustainability Indicators

5-1. Organization and Human Resource Development (HRD).

- 1) Please provide us with the organization chart of TRA.
- 2) Does your administration have a HRD programme? How about a training curriculum?
- 3) Do you have performance evaluation system of the staffs/officers?

5-2. Operational Budget

Please provide the following information on budget allocation for operation of the IT and OSBP.

Table. 7 Annual Budget for the Customs (Million Tsh or USD ,000)

	2005	2006	2007	2008	2009
Annual Allocation (Million Tsh)					
Allocation for Routine Activities					
IT Development					
IT Operation (payment to Provider)					
OSBP Development					
HRD (Training of Officers)					
Others					

5-3. Operational staff allocation (including outsourcing)

Please provide the following information by using the table below or by attaching documents containing equivalent information.

Table. 8 Number of customs officers by region

	Number of officers in 2008 by service post (if possible)
Headquarter	
Central Region	
Eastern Region	
Northern Region	
Western Region	

5-4. Coordination and cooperation with WCO and other development partners

- 1) Do you have training programmes in coordination with the WCO?
If so, do those programs have good complementary relationship with the Project?
If not, what would you expect from them?
- 2) Do you have proper arrangement with other development partners?
What are the major programs conducted by other development partners?

Thank you very much!

URA

**Questionnaire
for Terminal Review on
Project for Capacity Building for the Customs Administrations
of the East African Countries
and for Detailed Planning Survey on
Project for Capacity Development for Agencies
in Customs Clearance**

JICA has been implementing the former project (Phase I), and now considering conducting the latter (which may be regarded as Phase II) immediately to follow. Your cooperation to kindly respond to the following questions would be highly appreciated for justification of both projects.

Please provide us with information as much as possible by filling the table or by attaching copies of documents (or links to websites) related to the questions.

Section 1: Relevance Indicators

1-1. Relevance of the Project Plan to the Development Programs of the Republic of Uganda

Table. 1 List of program and plan at National Level

No.	Documents Requested	Exist	Detail / Comments
	Five Year National Development Plan	<input type="checkbox"/> YES <input type="checkbox"/> NO	(Transportation and Trade Sector)
	Reform Program on Public Financial Management	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Medium to Long Term Development Plan of URA	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Others...	<input type="checkbox"/> YES <input type="checkbox"/> NO	

1-2. Relevance of the Project to Trade Volume

Please provide us with the following trade statistics.

Table. 2 Trade volume Import/Export in recent years

	2004	2005	2006	2007	2008
Import					
Value (CIF)					
Export					
Value (FOB)					
Outgoing transit					
Out of which to Rwanda					
Out of which to Burundi					
Others					
Incoming transit					
Out of which from Rwanda					
Out of which from Burundi					
Others					

Section 2: Efficiency Indicators

2-1. Project Outputs

Please give us your comments on the following activities for the capacity building as for 1) Seminar, 2) Workshop, 3) Regional Seminar

1) Seminar by Experts on valuation & classification, intelligence & profiling

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

2) Workshops were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

3) Regional Seminars were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

2-2 Manuals & models - Ideas to make best use of the manuals & models

1) Please describe your ideas on how you think you can utilize the following manuals and models.

Table. 3 Idea of utilizing manuals and models

Manuals and models	Distribution to Officers (& Agents)	Orientation by workshop	Seminars (& Lectures)
1. OSBP Operation Model			
2. Human Side of Change Management			
3. ICT operation Manuals			
4. Improvement Proposal 1) Intelligence 2) Classification 3) Valuation			

2) Please indicate other manuals if you wish to request during the course of Phase II.
(eg. Guide for Customs Agents and Forwarders.)

2-3. ICT Development for OSBP

1) What is the degree of your satisfaction in the ICT system for an OSBP operation?

Do you have any additional requests?

2) Do you expect future progress of interfacing with ASYCUDA and/or other customs IT system?

2-4. Joint Border Surveillance

1) What is the schedule of utilizing the cars, motorcycles, radios, sirens, etc. provided in the Project?

2) Please provide us with monthly average of detected smuggling cases before and after the improvement in this project. To what extent do you think the activity of Border Surveillance improved (or will improve)?

3) Were the equipment provided by the Project enough to satisfy the minimum needs at the respective sites?
If not, please give us approximate amount of additional needs.

2-5. Study Visit to Thailand and other Greater Mekong countries

- 1) What were the points you learned most from the bench-marking study visit to Greater Mekong Sub-region (GMS) countries?
- 2) What would you recommend to your colleagues to look for if they visit these countries several years later?

2-6. Study visit to Japan

- 1) What were the five most important points that you learned in the visit (in terms of customs administration rules, systems, facilities, etc.)?
- 2) What would you request the Japanese side to add (in terms of lectures, visits, etc.) if your colleagues would have chance to visit Japan next time?

2-7. Effectiveness of Advice made by the Long-Term Japanese Expert

- 1) How were the input and advice made by the long-term Expert useful/effective/influential/relevant to your needs/work? Were they positively received by the URA officers?
- 2) Any other comments/suggestions/requests?

2-8. Self-evaluation of performance of URA

- 1) Was the ownership of URA retained and assured during the Project implementation?
- 2) Work relationship with the JICA long-term expert.
Choose one from below that best describes the working relationship with the Japanese long-term expert:
 - The expert took initiative in conducting the Project. URA sufficiently provided him with necessary support.
 - The expert took initiative in conducting the Project. URA provided him with necessary support; however, URA could have done better.
 - URA, with the advice from the expert, took initiative in conducting the Project.
- 3) What do you think are the factors of URA that inhibit or contribute to the achievement of the Project Purpose (i.e. *The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system.*)?

2-9. Project Duration and Component

- 1) Do you think two years has been enough to make sufficient activity of capacity enhancement programme?
 - more than enough, better be shorter
 - just enough
 - not enough, better be longer > How long do you expect?

- 2) Please indicate your overall review on the following components of the Phase I, and give your request on additional component for Phase II, if any.
 - a. Technical Seminars by Short-term Experts [(1) Intelligence & Profiling, (2)Classification, and (3)Valuation]
 - b. Regional Seminars & workshops (including participants from Tanzania, Kenya, etc.) for OSBP implementation
 - c. ICT system development for OSBP (and user manual/ model)
 - d. Equipment for Joint Border Surveillance
 - e. OSBP operation model, (and manual for Change Management)
 - f. Study tours for benchmarking (to GMS & Japan)

Section 3: Effectiveness Indicators

3-1. Duty Collection

Please fill in the amount of duty collection to justify the OSBP development?

Table. 4 Customs Duty collection - Actual collection

	2004	2005	2006	2007	2008
Import Duty					
Export Duty					
Excise					

Table. 5 Customs Duty collection in recent years by Regional Office

Region	2004	2005	2006	2007	2008
Central Region					
Eastern Region					
Northern Region					
Western Region					
.					

Section 4: Impact Indicators

4-1. Investment and Trade activities

1) It is expected that the volume of investment and trade will increase by the implementation of OSBP. Do you hear any intention of/from investors and traders that they wish to increase their business in the region as the trade facilitation progress in recent years?

4-2. OSBP at Namanga and Malaba as Pilot Cases

1) Do you think these cases can be replicated to other border posts?

- Easy to replicate by the experience
- Maybe not easy by simply learning from the experience
 - Because of difference of bi-lateral agreement
 - difference of facilities and physical environment
 - difference of social environment
 - others ()

4-3. Number of declaration

The Project intends to enhance overall customs procedural capacity as a basis to operate OSBP efficiently. The developed skills shall be effective for the customs administration at major service office. Please provide us with the following information so that the required productivity of the URA will be justified.

Table. 6 Number of Declaration by category (at Border Post)

	2004	2005	2006	2007	2008
Total Import					
(Outgoing transit)					
Out of which to Rwanda					
Out of which to Burundi					
Others					
Total Export					
Outgoing transit					
Out of which from Rwanda					
Out of which from Burundi					
Others					

Section 5: Sustainability Indicators

5-1. Organization and Human Resource Development (HRD).

- 1) Please provide us with the organization chart of URA.
- 2) Does your administration have a HRD programme? How about a training curriculum?
- 3) Do you have performance evaluation system of the staffs/officers?

5-2. Operational Budget

Please provide the following information on budget allocation for operation of the IT and OSBP.

Table. 7 Annual Budget for the Customs (Million Ush or USD ,000)

	2005	2006	2007	2008	2009
Annual Allocation (Million Ush)					
Allocation for Routine Activities					
IT Development					
IT Operation (payment to Provider)					
OSBP Development					
HRD (Training of Officers)					
Others					

5-3. Operational staff allocation (including outsourcing)

Please provide the following information by using the table below or by attaching documents containing equivalent information.

Table. 8 Number of customs officers by region

	Number of officers in 2008 by service post (if possible)
Headquarter	
Central Region	
Eastern Region	
Northern Region	
Western Region	

5-4. Coordination and cooperation with WCO and other development partners

- 1) Do you have training programmes in coordination with the WCO?
If so, do those programs have good complementary relationship with the Project?
If not, what would you expect from them?
- 2) Do you have proper arrangement with other development partners?
What are the major programs conducted by other development partners?

Thank you very much!

**Questionnaire
for Detailed Planning Survey on
Project for Capacity Development for Agencies
in Customs Clearance**

JICA has been implementing the former project (Phase I), and now considering conducting the latter (which may be regarded as Phase II) immediately to follow. Your cooperation to kindly respond to the following questions would be highly appreciated for justification of both projects.

Please provide us with information as much as possible by filling the table or by attaching copies of documents (or links to websites) related to the questions.

Please note that this is only for JICA's internal reference purpose only.

Section 1: Current Problem Identification

1-1. Problems experienced at Border

What are your experiences as for difficulties at border transaction? Please tick all that apply:

- Preparation of declaration document is difficult
- Parking facility is not good/ sufficient
- Officials do not handle cargo with care
- Long transaction time for Customs procedure
- Long transaction time for OGA (Other Government Agencies, e.g. quarantine)
- No harmonization or simplification of tariff or procedures are taken
- Not enough awareness campaign by the Customs office
- Insincerity, duplicity, untrue attitude or any types of misconducts while waiting for customs procedures to be completed.
- Others (Pls. describe: _____)

1-2. Border crossing time

How long does it take to go through each border from lodgment to release?
Please indicate approximate hours by each working process.

Table 1. Namanga Border crossing time & Cost

Working process*	Kn→Tz	Tz→Kn	Comment
Entrance of premises → arrival to lodgment of declaration document			
Lodgment → confirmation of permit/license with OGA (Other Government Agency)			
Lodgment → start of cargo inspection (Preparation for Inspection)			
Duration of cargo inspection			
End of cargo inspection → issue of release permit			
Receipt of release permit → departure of truck			
Cost of Customs transaction including IT fee			
Parking fee and other related payment necessary during the whole process			

*Please arrange the “Working process” according to the actual procedure.

Table 2. Malaba Border crossing time & Cost

Working process*	Kn→Ug	Ug→Kn	Comment
Entrance of premises → arrival to lodgment of declaration document			
Lodgment → confirmation of permit/license with OGA (Other Government Agency)			
Lodgment → start of cargo inspection (Preparation for Inspection)			
Duration of cargo inspection			
End of cargo inspection → issue of release permit			
Receipt of release permit → departure of truck			
Cost of Customs transaction including IT fee			
Parking fee and other related payment necessary during the whole process			

*Please arrange the “Working process” according to the actual procedure.

1-3. Self-assessment of Customs Agents/ Association

Please let us know, if any, what the shortcomings are in terms of systemic and technical aspects that you acknowledge as obstacles in doing your work efficiently and properly.

()

Section 2: Needs of Capacity Development

2-1. Expected topics of Training/Seminars

Please give us your suggestions on the topic(s) of seminars or training course as well as their level, if there is to be such opportunity in the future:

- Documentation in general (Level: Beginner, Intermediate, Advanced)
- ICT data input (Level: Beginner, Intermediate, Advanced)
- Duty calculation and valuation (Level: Beginner, Intermediate, Advanced)
- Classification and HS code application (Level: Beginner, Intermediate, Advanced)
- Other topics (pls. describe: _____)

2-2 Manuals

(1) Do you have any handbooks/manuals/texts of any kind that you can refer to, in your daily work? If you do, please identify what you have.
(_____)

(2) Do you need revisions of such texts?

(3) Please specify, if any, your requests for topics/ contents of handbooks/ manuals/ texts that you feel necessary.

(4) When compiling such handbooks, who do you think would be the resource persons for doing the job?

Section 3: Expected Beneficiary and Economic Impact

3-1. Expected Beneficiaries

Please list your member companies who are interested in participating in the activities (e.g. training program, seminars, workshops, etc.) of the upcoming Project. (Or kindly attach your list to this Questionnaire sheet.)

Table 3. List of member companies and Employees

Name of Member Companies	Number of Employee
Total number of companies: _____	Total number of employees: _____

3-2. Expected Cargo Growth (Please answer either 1) or 2) below)

1) What will be the rate of cargo growth in the coming 5 years. Please give your approximate estimate.

- 1%-5%
- 6%-10%
- 10%-15%
- 15% or more

2) Daily operation of Large Trailer/truck

- From the current level of _____ units/day to annual increase of _____ units/day

3-3. Expected (or ideal) procedural time of customs service

Process time is hoped to be reduced

- From the current level of _____ days/truck to the target level of _____ hours/truck

Section 4: Sustainability

4-1. Trainer Training

Training of internal trainers is important for the development of human resources within the association and for the member agents.

- (1) Is there anyone who serves the role of internal trainer in your association?
- (2) Do you know if there is one among your member agents?
- (3) If so, what are there activities? How often do they provide trainings for others?

4-2. Budget for training in the Agents Association)

- (1) Please provide your budget frame for training to members, if any.
- (2) Do you think that participants will be able to pay for the cost of trainings?
- (3) What are the obstacles, if any, in holding such occasions?

Table 4. Annual Budget estimate for training (Million Ksh or USD ,000)

	2008 (Ksh,Ush,Tsh)
Training of Employee	

Thank you very much!

回答

KRA

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Please provide us with information as much as possible by filling the table or by attaching copies of documents (or links to websites) related to the questions.

Section 1: Relevance Indicators

1-1. Relevance of the Project Plan to the Development Programs of the Republic of Kenya

Table. 1 List of program and plan at National Level

No.	Documents Requested	Exist	Detail / Comments
	National Development Plan	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
	Reform Program on Public Financial Management	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	No5 on KRA Modernization
	Medium to Long Term Development Plan of KRA	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
	Trade Sector Development Plan	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	

1-2. Relevance of the Project to Trade Volume

Please provide us with the following trade statistics.

Table. 2 Trade volume Import/Export in recent years

	2004	2005	2006	2007	2008
Import (in thousands)					
Value (CIF)	364,496,224	428,295,223	521,610,924	605,117,513	770,651,184
Export (in thousands)					
Value (FOB)	214,792,871	244,192,687	252,570,358	274,658,672	344,946,664
Outgoing transit		41,331,514	158,655,265	197,973,738	255,413,054
Out of which to Tanzania		4,743,039	21,882,411	25,278,197	33,758,444
Out of which to Uganda		29,828,472	104,842,971	138,436,378	179,729,216
Out of which to Rwanda		1,508,778	5,777,737	8,615,687	13,159,116
Out of which to Burundi		39,949	249,949	572,945	358,444
Others	-	5,211,275	25,902,195	25,070,529	28,407,832
Incoming transit	104,607,056	167,626,772	218,110,547	248,586,966	343,326,206
Out of which from Tanzania	1,907,731	1,459,096	2,693,920	1,953,635	1,922,762
Out of which from Uganda	229,582	4,633	50,039	7,059	141,245
Out of which from Rwanda	17,308	10,294	936	1,697	7,324
Out of which from Burundi	240,498	92,681	177,820	250,252	161,142
Others	102,211,935	166,060,066	215,187,830	246,374,321	341,093,730

Section 2: Efficiency Indicators

2-1. Project Outputs

Please give us your comments on the following activities for the capacity building as for 1) Seminar, 2) Workshop, 3) Regional Seminar

1) Seminar by Experts on valuation & classification, intelligence & profiling

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

2) Workshops were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

3) Regional Seminars were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

2-2 Manuals & models - Ideas to make best use of the manuals & models

1) Please describe your ideas on how you think you can utilize the following manuals and models.

Table. 3 Idea of utilizing manuals and models

Manuals and models	Distribution to Officers (& Agents)	Orientation by workshop	Seminars (& Lectures)
1. OSBP Operation Model	s	s s	s s
2. Human Side of Change Management	s	s	s s
3. ICT operation Manuals			
4. Improvement Proposal 1) Intelligence 2) Classification 3) Valuation			

2) Please indicate other manuals if you wish to request during the course of Phase II.

(eg. Guide for Customs Agents and Forwarders.)

2-3. ICT Development for OSBP

1) What is the degree of your satisfaction in the ICT system for an OSBP operation?

The ICT system has been tested and now awaiting piloting. There has been user involvement in developing the system

Do you have any additional requests?

It would be ideal if the system is rolled out in other border posts to ensure standardized processes throughout the country.

2) Do you expect future progress of interfacing with SIMBA and/or RADDEX system?

Yes

2-4. Joint Border Surveillance

1) What is the schedule of utilizing the cars, motorcycles, radios, sirens, etc. provided in the Project?

Namanga Station

Patrols are done at least once per day, i.e. in the morning or late evening. Toyota double/cabin p/ups donated by JICA and land cruiser are mainly used. Joint patrols with TRA are done once per week.

Motorcycles are yet to be used due to a shortage of riders/drivers. At the moment the station has one driver. Radios are not unutilized as yet owing to incomplete setup

MALABA STATION**1. SCHEDULE OF UTILITY – JICA**

Item	Station patrols	Joint patrols	Joint surveillance	Rapid response
Double cabins	Thrice weekly	Twice weekly	Twice weekly	Immediately
Motorcycles	Daily	Daily	Daily	Daily

Radios	Daily	Daily	Daily	Daily
Sirens	On need basis	On need basis	On need basis	On need basis

2. MONTHLY DETECTION OF SMUGGLING CASES

Average monthly has been 8 cases. Expected outcome after full deployment of new tools to Exceed 30 cases monthly after which we expect voluntary compliance to scale reduce the cases.

2.3. EQUIPMENT REQUISITION

Item	Available qty	Optimum qty	Addition qty reqd
Double cabins	2	3	1
Motorcycles	2	4	2
Radios	3	12	9
Sirens	2	As per veh nos	As per veh nos

4. proposed operations

1. Station patrols - to be done solo by station patrol team
2. Joint patrols - to be done in collaboration with busia, lwakhakha, kisumu and eldoret and i&e wr
3. Joint surveillance - to be done jointly with busia, kisumu, eldoret and ura
3. 4.rapid response - this will depend on cases arising.

5. SOME OF THE PROPOSED OPERATIONAL ROUTES (THERE IS NO LIMIT)

1. Malaba	Webuye	Eldoret	Kitale	
2. Malaba	Bungoma	Mumias	Kakamega	Kisumu
3. Malaba	Bungoma	Mumias	Nambale	Busia
4. Malaba	Kimaiti	Malakisi	Lwakhakha	Amagoro

- 2) Please provide us with monthly average of detected smuggling cases before and after the improvement in this project. To what extent do you think the activity of Border Surveillance improved (or will improve)?

Smuggling incidents are at an average of one case per month. This is the situation to date although with the additional vehicles and onset of joint verification with TRA, border surveillance activity should improve leading to higher rates of interception.

- 3) Were the equipment provided by the Project enough to satisfy the minimum needs at the respective sites?

If not, please give us approximate amount of additional needs.

Equipment provided is enough to meet the minimum needs. However, additional driver(s)/rider(s) are needed in order to make use of the additional vehicles and motorcycles.

2-5. Study Visit to Thailand and other Greater Mekong countries

- 1) What were the points you learned most from the bench-marking study visit to Greater Mekong Sub-region (GMS) countries?

1. *The need for governments to develop a shared vision for a regional development*
2. *The need for the region to focus on activity-based initiatives to secure reforms and facilities that promote connectivity which contrast favorably with the rule based approaches of the region*
3. *The need of high level support and ownership of the program*
4. *A holistic approach to infrastructure improvement from front to back end is key in (i) facilitating trade and development in the Region; (ii) reducing transport costs in the area and allowing more efficiency movement of goods and passengers; (iii) has a ripple effect in*

reduction of poverty, (iv) supports development of rural and border areas, (v) increase earnings of low-income groups, (vi) provide employment opportunities, and (vii) promote tourism in its influence area.

2) What would you recommend to your colleagues to look for if they visit these countries several years later?

1. *compare the GDP of year 2008 with that at the time of visit*
2. *Observe the level of integration*

2-6. Study visit to Japan

1) What were the five most important points that you learned in the visit (in terms of customs administration rules, systems, facilities, etc.)?

1. *Japanese style of corporate management*
2. *Risk management – effectiveness of a well structured Risk management*
3. *Clearance unit – Grouping document processing per Hs cluster to allow specialization*
4. *Enforcement –surveillance and targeting techniques*
5. *National centers – need to centralize some customs functions*
6. *Simplified Tariff and duty rate system for personnel effects and small packages*
7. *Measures taken to maintain high integrity and prevent corruption*

2) What would you request the Japanese side to add (in terms of lectures, visits, etc.) if your colleagues would have chance to visit Japan next time?

1. *Allocate more time in the presentation to allow participants to internalize the key learning points*
2. *KRA need to develop capacity in negotiation skills*

2-7. Effectiveness of Advice made by the Long-Term Japanese Expert

1) How were the input and advice made by the long-term Expert useful/effective/influential/relevant to your needs/work? Were they positively received by the KRA officers?

Yes. Indeed, the expert demonstrated a lot of commitment to the success of the project.

2) Any other comments/suggestions/requests?

2-8. Self-evaluation of performance of KRA

1) Was the ownership of KRA retained and assured during the Project implementation?

Yes

2) Work relationship with the JICA long-term expert.

Choose one from below that best describes the working relationship with the Japanese long-term expert:

- The expert took initiative in conducting the Project. KRA sufficiently provided him with necessary support.
- The expert took initiative in conducting the Project. KRA provided him with necessary support; however, KRA could have done better.
- KRA, with the advice from the expert, took initiative in conducting the Project.

3) What do you think are the factors of KRA that inhibit or contribute to the achievement of the Project Purpose (i.e. *The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system.*)?

- 1) At inception of the JICA project, KRA had already constituted a project office, this then fitted in very well.
- 2) The JICA project has all through had commitment from the top

2-9. Project Duration and Component

- 1) Do you think two years has been enough to make sufficient activity of capacity enhancement programme?
- More than enough, better be shorter
- Just enough
- Not enough, better be longer > How long do you expect?

- 2) Please indicate your overall review on the following components of the Phase I, and **give your request on additional component for Phase II**, if any.

- a. Technical Seminars by Short-term Experts [(1) Intelligence & Profiling, (2) Classification, and (3) Valuation]

Very good. We however request for other sessions to broaden the scope of knowledge on the these areas

- b. Regional Seminars & workshops (including participants from Tanzania, Uganda, etc.) for OSBP implementation

Very good

- c. ICT system development for OSBP (and user manual/ model)

Although still at the piloting stage, it is envisaged that the system will play a major role in reduction of the dwell time at the border. We therefore request that this be rolled over to other Border Posts, i.e. Malaba, Busia, Isebania, Taveta, Lunga lunga and then to other smaller stations

d. Equipment for Joint Border Surveillance

The importance of efficient border surveillance is unequivocal as the world moves towards securing global trade lanes. to support this effort, it is important to provide surveillance tools: vehicles, motorcycles, night scopes, portable search lights and communication equipment to other border posts like , Busia, Isebania, Taveta, Lunga lunga and then to other smaller stations. We therefore request that this be included in the second phase of the project

- e. OSBP operation model, (and manual for Change Management)

Adequate

- f. Study tours for benchmarking (to GMS & Japan)

The studies were an eye opener which took a holistic approach of enabling an environment that supports fast clearance of goods. This includes but not limited to

- *Well structured procedures,*
- *Management styles and*
- *Good infrastructure*

We request more benchmarking tours to further expand our knowledge on OSBP to allow smooth implementation.

Section 3: Effectiveness Indicators

3-1. Duty Collection

Please fill in the amount of duty collection to justify the OSBP development?

Table. 4 Customs Duty collection - Actual collection

(in millions)	2004	2005	2006	2007	2008
<i>Namanga</i>					
Import Duty & Excise			624	976	914
Export Duty			-	-	-
<i>Malaba</i>					
Import Duty					
Export Duty					
Excise					

Table. 5 Customs Duty collection in recent years by Regional Office

Region (in Millions)	2004	2005	2006	2007	2008
Central Region			21,348	25,270	23,795
Southern Region			75,605	104,066	99,713
Western Region			3,771	6,728	6,223
Rift Valley Region			1,207	1,451	1,449
Northern Region			958	1,564	1,191

Section 4: Impact Indicators

4-1. Investment and Trade activities

1) It is expected that the volume of investment and trade will increase by the implementation of OSBP. Do you hear any interest of investors and traders that they wish to increase their business in the region as the trade facilitation progress in recent years?

4-2. OSBP at Dar es Salaam and Malaba as Pilot Cases

1) Do you think these cases can be replicated to other border posts?

Easy to replicate by the experience

Maybe not easy by simply learning from the experience

Because of difference of bi-lateral agreement

difference of facilities and physical environment

difference of social environment

others ()

4-3. Number of declaration

The Project intends to enhance overall customs procedural capacity as a basis to operate OSBP efficiently. The developed skills shall be effective for the customs administration at major service office. Please provide us with the following information so that the required productivity of the KRA will be justified.

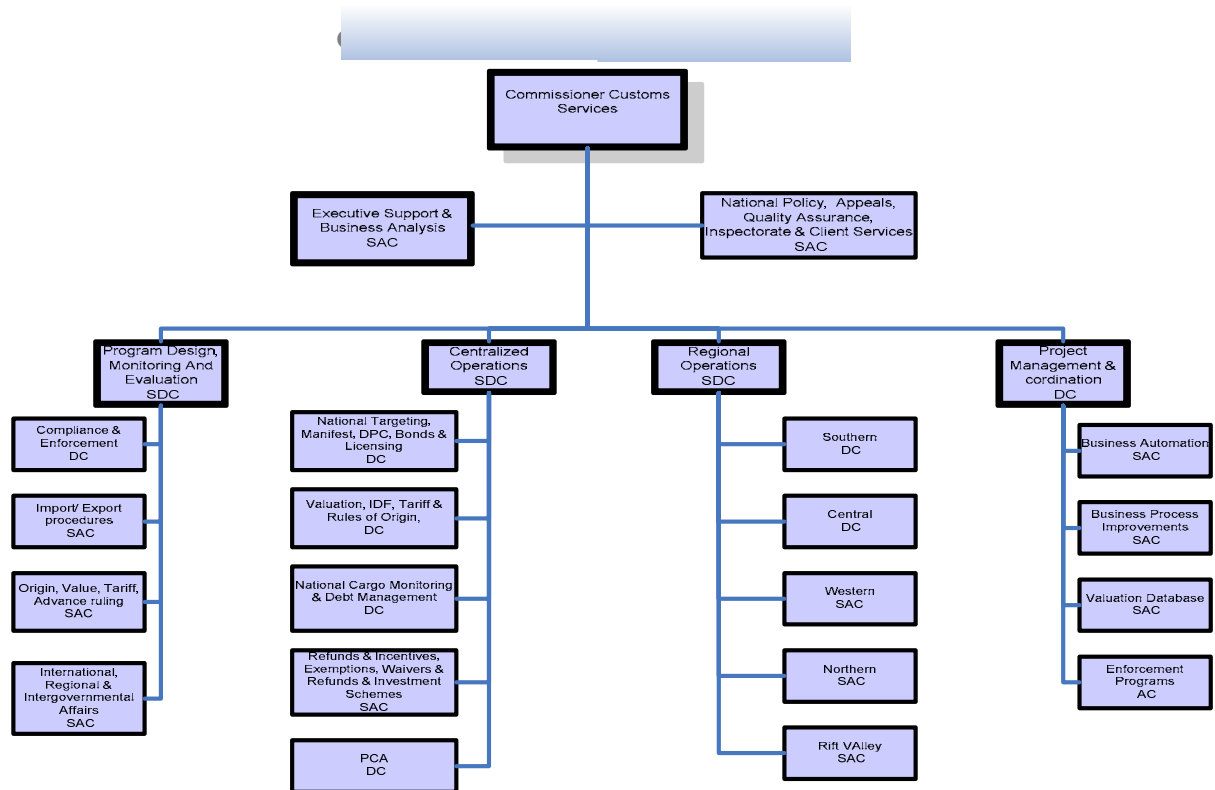
Table. 6 Number of Declaration by category (at Mombasa port)

	2004	2005	2006	2007	2008
Total Import			96,713	124,857	130,488
Outgoing transit			125,886	155,746	180,618
Out of which to Tanzania			12,449	12,954	15,154
Out of which to Uganda			96,040	124,936	144,092
Out of which to Rwanda			3,591	4,661	5,330
Out of which to Burundi			161	129	124
Others			13,645	13,066	15,918
Total Export			36,262	44,129	44,110
Outgoing transit			28,179	35,987	39,948
Out of which from Tanzania			3,341	4,893	4,312
Out of which from Uganda			16,504	21,693	25,595
Out of which from Rwanda			4,317	5,407	5,317
Out of which from Burundi			1,057	1,393	1,268
Others			2,960	2,601	3,456

Section 5: Sustainability Indicators

5-1. Organization and Human Resource Development (HRD).

1) Please provide us with the organization chart of KRA - CSD.



2) Does your administration have a HRD programme? How about a training curriculum?

Yes

3) Do you have performance evaluation system of the staffs/officers?

Yes

5-2. Operational Budget

Please provide the following information on budget allocation for operation of the IT and OSBP.

Table. 7 Annual Budget for the Customs (Million Ksh or USD ,000)

(Million Ksh)	2005	2006	2007	2008	2009
Annual Allocation	1,281,410	1,495,469	925,441	1,264,585	852,522
Allocation for Routine Activities	381,908	342,443	367,220	295,479	323,041
IT Development	400,000	73,280	30,000	0	30,000
IT Operation (payment to Provider)	-	-	-	-	-
OSBP Development	-	-	-	-	-
HRD (Training of Officers)	11,502	14,746	16,220	36,105	26,900
Others	488,000	1,065,000	512,000	933,000	472,581

5-3. Operational staff allocation (including outsourcing)

Please provide the following information by using the table below or by attaching documents containing equivalent information.

Table. 8 Number of customs officers by region

	Number of officers in 2008 by service post (if possible)
Headquarter	259
Central Region	170
Southern Region	312
Western Region	106
Rift Valley Region	69
Northern Region	28

5-4. Coordination and cooperation with WCO and other development partners

1) Do you have training programmes in coordination with the WCO?

If so, do those programs have good complementary relationship with the Project?

If not, what would you expect from them?

Yes, we have at regional level WCO ROCB and KRATI

Yes there is a good complementary relationship with the JICA project

2) Do you have proper arrangement with other development partners?

What are the major programs conducted by other development partners?

Yes.

WB is collaborating with KRA on revenue improvement initiatives

Thank you very much!

回答

TRA

**Questionnaire
for Terminal Review on
Project for Capacity Building for the Customs Administrations
of the East African Countries
and for Detailed Planning Survey on
Project for Capacity Development for Agencies
in Customs Clearance**

JICA has been implementing the former project (Phase I), and now considering conducting the latter (which may be regarded as Phase II) immediately to follow. Your cooperation to kindly respond to the following questions would be highly appreciated for justification of both projects.

Please provide us with information as much as possible by filling the table or by attaching copies of documents (or links to websites) related to the questions.

Section 1: Relevance Indicators

1-1. Relevance of the Project Plan to the Development Programs of the Republic of Tanzania

Table. 1 List of program and plan at National Level

No.	Documents Requested	Exist	Detail / Comments
	Five Year National Development Plan	<input type="checkbox"/> YES <input type="checkbox"/> NO	(Transportation and Trade Sector)
	Reform Program on Public Financial Management	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Medium to Long Term Development Plan of TRA	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	TRA Third Corporate Plan 2008/09 – 2012/13
	Others... CUSTOMS REFORM PROGRAMME	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Customs Modernization and Facilitation

1-2. Relevance of the Project to Trade Volume

Please provide us with the following trade statistics.

Table. 2 Trade volume Import/Export in recent years

	2004	2005	2006	2007	2008
Import	2,758,901,043,707-	3,639,219,822,057-	5,549,552,355,539-	7,347,788,190,001-	8,845,759,517,685-
Value (CIF)					
Export					
Value (FOB)	1,438,297,821,341-	1,752,992,558,067-	2,130,300,233,137-	2,472,402,963,975-	3,407,048,133,298-
Outgoing transit					
Out of which to Uganda					2,047,645,160-
Out of which to Rwanda					143,188,998,974-
Out of which to Burundi					48,186,582,064-
Others					
Incoming transit					
Out of which from Uganda					-
Out of which from Rwanda					-
Out of which from Burundi					-
Others					

Section 2: Efficiency Indicators

2-1. Project Outputs

Please give us your comments on the following activities for the capacity building as for 1) Seminar, 2) Workshop, 3) Regional Seminar

1) Seminar by Experts on valuation & classification, intelligence & profiling

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

There is need for increasing the number of Seminars so as to enhance skills of the majority of operational officers

2) Workshops were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

The focus of the training should target operational and enforcement staff with the view of updating them on new operational techniques

3) Regional Seminars were conducted:

a. How was the selection of the topic relevant to your needs/ work?

Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

sufficiently many expected to be more and hope to have more seminars

Any other comments?

The number of officers who participated at the Regional Seminars was slightly small as compared to needs. We suggest the organizing of more such Seminars that would involve all stakeholders dealing with facilitation of travel and trade at border posts and orts

2-2 Manuals & models - Ideas to make best use of the manuals & models

1) Please describe your ideas on how you think you can utilize the following manuals and models.

Table. 3 Idea of utilizing manuals and models

Manuals and models	Distribution to Officers (& Agents)	Orientation by workshop	Seminars (& Lectures)
1. OSBP Operation Model	<i>To be informed on the OSBP operational Model and the Concept itself</i>	To be used as reference documents	Create awareness on the OSBP Concept
2. Human Side of Change Management	<i>To create awareness on new changes in management</i>	- do -	- do -
3. ICT operation Manuals	<i>To cope with emerging new technologies</i>	- do -	- do -
4. Improvement Proposal 1) Intelligence 2) Classification 3) Valuation	<i>To enhance skills and knowlegde of enforcemnet and operational officers</i>		- do -

2) Please indicate other manuals if you wish to request during the course of Phase II.

(eg. Guide for Customs Agents and Forwarders.)

- OSBP Standard Operating Procedures Manual
- OSBP Legal Frame Work Manual
- Identification, classification and valuation of Textiles and Spare parts Manual
- Risk assessment and Profiling Manual
- Anti smuggling Manual

2-3. ICT Development for OSBP

1) What is the degree of your satisfaction in the ICT system for an OSBP operation?

To the greatest extent satisfactory

Do you have any additional requests?

Developing System Security, segregation of duties and functions to be built within the system

3) Do you expect future progress of interfacing with ASYCUDA and/or other customs IT system?

Yes, the system must be interfaced with Asycuda ++

2-4. Joint Border Surveillance

1) What is the schedule of utilizing the cars, motorcycles, radios, sirens, etc. provided in the Project?

If the above equipment are availed, they would be used for conducting surprise and weekly strategic joint patrols/ surveillances along the porous borders between participating Partner States

2) Please provide us with monthly average of detected smuggling cases before

and after the improvement in this project. To what extent do you think the activity of Border Surveillance improved (or will improve)?

The average smuggling cases detected at border posts ranges from 10 -15 small cases and 2 -4 big cases with significant revenue implication per month

- 4) Were the equipment provided by the Project enough to satisfy the minimum needs at the respective sites? – *Equipments are yet to be provided to TRA*

If not, please give us approximate amount of additional needs.

- *Improvement of the border post infrastructure of Mutukula, Rusumo, Kabanga and Tunduma.*
- *Technical and Financial Assistance in acquisition of CCTVs, Fixed or Mobile Scanners, cargo and Passenger X – Ray to be used for examinations at OSBP to reduce clearance time.*

2-5. Study Visit to Thailand and other Greater Mekong countries

- 1) What were the points you learned most from the bench-marking study visit to Greater Mekong Sub-region (GMS) countries?

- a) *Thai Customs priority is community protection as revenue on imports only accounts for 5% of total revenue. Major source of revenue is generated through exports and Domestic revenue.*
- b) *Leam Chang Port in Bangkok -Thailand uses high technology to examine goods and the maximum clearance time is one hour.*
- c) *Support equipments in place at port and border posts include CCTVs, Fixed and Mobile Scanners, cargo/passenger X –rays and paperless Customs (e – customs).These equipments add value to facilitation of trade and travel*
- d) *Use of modern technology at border posts reduces human intervention and increases operational efficiency by reducing clearance time*
- e) *Border posts between Thailand and Laos (Savannkhet and Mukhadan) have adequate land not encroached for future planning and extension*
- f) *The border post infrastructure is well planned to accommodate: One Stop Services (OSS), Single Window Inspection (SWI),Duty Free Shops, Facilities for Transshipment, Border Customs Control Area coverage, Common Control Area (CCA),Customs staff residential quarters, Customs Warehouses, In-bound and Out-bound designated routes for passengers, cars, buses, and trucks and Canine (sniffer dogs)*

- 2) What would you recommend to your colleagues to look for if they visit these countries several years later?

They should visit Leam Chabang Port whose efficiency has been attributed by the application of ICT based management i.e e – Customs (e- import, exports, transit, transshipments. Efficiency at border posts is to the greatest extent facilitated by e - customs

2-6. Study visit to Japan

- 1) What were the five most important points that you learned in the visit (in terms of customs administration rules, systems, facilities, etc.)?

- a) *The priority of the Japan Customs administration is to protect community through imported illegal drugs, weapon, and counterfeit goods. Revenue collected by the*

Japan Customs administration account for 11% of the total revenue collected by the Ministry of Finance. Major source of revenue come through Domestic revenue.

- b) The Japan Customs administration operates under the Customs and Tariff Bureau located at the Ministry of Finance. Customs policy and Procedures are coordinated by National centers namely:- Classification, Valuation, Rules of Origin (ROO), Authorized Economic Operators (AEO), Intellectual Property Rights (IPR), Intelligence, Operational Analysis Staff(OAS), Surveillance, and Wide area Investigation. Customs administration in 9 regions is responsible for customs operations.
- c) Customs Clearance Process in administered within an integrated web based system called the Nippon Automated Cargo Consolidated Systems (NACCS) for both sea and air cargo. The Air-NACCS is linked and widely used by Customs, Customs brokers, banks, Air cargo agencies, consolidators, warehouse operators, Government Regulatory bodies and airlines. Whereas the Sea- NACCS is linked and widely used by Customs, Customs brokers, Banks, Container terminals, Warehouse operators, Government Regulatory bodies and Shipping age. NACCS is linked with Customs Intelligence System (CIS) administered by Customs to perform risk profiling
- d) A concept of customs custody is firmly established in Japan Customs on managing customs area/warehouse system in order to ensure the proper collection of revenue and prevent smuggling. The system in Japan is called **Hozei**. The goods are placed in the **hozei** area under custom control, and are stored temporarily for customs clearance or may be stored long term up to two years, or be processed or manufactured. Also this area may be used to display imported foreign goods for exhibition. Customs warehouse and Customs control areas are fully controlled by private operators. Customs administration on regular basis is conducting audit checks on the movement of cargo and stock. All operators within customs control areas and customs warehouse are linked with NACCS.
- e) Japan is surrounded by sea and therefore its major risk is related to incoming and outgoing cargo and passengers through sea ports and airports. In order to mitigate these risk these, the Japan Customs is implementing a National wide Border Enforcement system which its role is to the coordinate national intelligence analysis and risk assessment, targeting high risk vessels and controlling them across all nine(9) Regional Customs. Every Customs region has establish a Surveillance block depending on the level of risk and geographical areas. Across the ports Customs has installed Surveillance Camera System called **Automated Identification System (AIS)** to monitor incoming and outgoing vessels as well as any operations undertaken across containers terminals and wharf. The system is supplemented with **regular boat patrols as well as vehicle patrol** across containers terminals, wharf and customs warehouse. Surveillance Block management system based on risk assessment can be applied at our major ports and across inland border stations.

- 2) What would you request the Japanese side to add (in terms of lectures, visits, etc.) if your colleagues would have chance to visit Japan next time?

Number of subjects prepared for the lectures as well as number of visits to various customs offices/areas were planned and implemented as per the objectives of the Benchmarking study tour.

2-7. Effectiveness of Advice made by the Long-Term Japanese Expert

- 1) How were the input and advice made by the long-term Expert

useful/effective/influential/relevant to your needs/work? Were they positively received by the TRA officers?

The inputs were useful and relevant to our work and were positively received by TRA officers

2) Any other comments/suggestions/requests?

Request for financial assistance to enable acquisition of items depicted at para 2 – 4 above

2-8. Self-evaluation of performance of TRA

1) Was the ownership of TRA retained and assured during the Project implementation?

Yes, TRA officials including the top management retained and participated at various forums and Seminars organized to deliberate on the implementation of the Project.

2) Work relationship with the JICA long-term expert.
Choose one from below that best describes the working relationship with the Japanese long-term expert:

- The expert took initiative in conducting the Project. TRA sufficiently provided him with necessary support.
- The expert took initiative in conducting the Project. TRA provided him with necessary support; however, TRA could have done better.
- TRA, with the advice from the expert, took initiative in conducting the Project.

3) What do you think are the factors of TRA that inhibit or contribute to the achievement of the Project Purpose (i.e. *The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system.*)?

- *Lack of funds*
- *Lack of Legal framework to incorporate other Government and Regulatory agencies at OSBP*
- *Lack of signed Bilateral or MoUs for operationalization of OSBP*
- *Lack of conducive infrastructure that would adequately suit OSBP operations*

2-9. Project Duration and Component

1) Do you think two years has been enough to make sufficient activity of capacity enhancement programme? 0

- more than enough, better be shorter
- just enough
- not enough, better be longer > How long do you expect?

It could have been better if the duration was for four years as more staff would benefit

2) Please indicate your overall review on the following components of the Phase I, and give your request on additional component for Phase II, if any.

a. Technical Seminars by Short-term Experts [(1) Intelligence & Profiling, (2) Classification, and (3) Valuation] – *Yes the technical Seminars be extended to phase II*

b. Regional Seminars & workshops (including participants from Kenya, Uganda, etc.) for OSBP implementation – *Yes, the Seminars were useful and it is advisable that the same are taken on board in phase II*

c. ICT system development for OSBP (and user manual/ model)

Technical assistance in developing system Security, segregation of duties/functions to be

built in system

d. Equipment for Joint Border Surveillance

Assistance in the acquisition of fully equipped patrol vehicles and Boats for Sea/Lake surveillances

e. OSBP operation model, (and manual for Change Management)

For continuous improvement

f. Study tours for benchmarking (to GMS & Japan)

We suggest for arranging of at least four such visits to live OSBP sites during phase II of the new project

Section 3: Effectiveness Indicators

3-1. Duty Collection

Please fill in the amount of duty collection to justify the OSBP development?

Table. 4 Customs Duty collection - Actual collection

	2004	2005	2006	2007	2008
Import Duty	132,220.90	106,561.4	177,795.60	245,477.90	304,477.1
Export Duty				5,878.70	
Excise	120,587.5	127,615.20	126,507.40	311,984.60	447,518.5

Table. 5 Customs Duty collection in recent years by Regional Office

Region	2004	2005	2006	2007	2008
D'salaam	548,065.6	645,125.1	173,291.3	891,167.4	1,224,803.1
MJKNIA				40,471.30	47,143.30
Arusha	10,165.8	11726.20	16,592.5	23,174.0	29,020.0
COAST	35.0	4.4	12.5	55.9	92.8
Dodoma	68.1	59.5	60.8	26.7	68.1
Iringa	158.7	154.8	97.1	97.1	86.8
Kagera	1,333.9	2,183.2	2,868.7	4,596.8	5,731.8
Kigoma	1,739.3	596.6	681.9	779.0	1,123.8
Kilimanjaro	13,189.6	21,725.9	30,358.8	19,900.4	23,704.3
Lindi	12.6	27.8	32.5	146.6	24.7
Mara	13,229.4	21,766.3	27,518.1	35,766.1	41,513.2
Mbeya	8,244.6	9,992.7	15,493.8	15,479.0	19,034.8
Morogoro	101.4	231.0	126.5	225.8	320.8
Mtwara	276.1	74.9	660.8	4,217.9	6,217.5
Mwanza	6596.4	8,923.3	15,342.6	21,196.4	33,059.90
Ruvuma	52.1	59.4	59.9	106.2	49.4
Shinyanga	945.8	314.7	1,246.7	1,310.1	1,020.8
Singida	112.7	26.2	34.9	44.8	50.4
Tabora	235.1	26.2	25.3	42.6	36.8
Tanga	23,370.2	26,118.5	36,914.4	73,470.1	82,094.5
Rukwa	250.8	270.4	200.5	176.8	197.2
TOTAL	628,174.2	749,407.0	883,619.6	1,132,450.9	1,515,393.7

Section 4: Impact Indicators

4-1. Investment and Trade activities

1) It is expected that the volume of investment and trade will increase by the implementation of OSBP. Do you hear any intention of/from investors and traders that they wish to increase their business in the region as the trade facilitation progress in recent years?

Prospects for increase of business in the region are very broad as businessmen may invest in Mining, Agriculture, Tourism and Construction of factories/industries (Fruit Processing e.t.c)

4-2. OSBP at Namanga and Malaba as Pilot Cases

1) Do you think these cases can be replicated to other border posts?

Easy to replicate by the experience

Maybe not easy by simply learning from the experience

Because of difference of bi-lateral agreement

difference of facilities and physical environment

difference of social environment

others ()

4-3. Number of declaration

The Project intends to enhance overall customs procedural capacity as a basis to operate OSBP efficiently. The developed skills shall be effective for the customs administration at major service office. Please provide us with the following information so that the required productivity of the TRA will be justified.

Table. 6 Number of Declaration by category (at Border Post)

	2004	2005	2006	2007	2008
Total Import					
(Outgoing transit)					
Out of which to Uganda - Mutukula					2,918
Out of which to Rwanda - Rusumo					13,899
Out of which to Burundi - Kabanga					9,066
Others					
Total Export					
Outgoing transit					
Out of which from Uganda - Mutukula					53
Out of which from Rwanda - Rusumo					875
Out of which from Burundi - Kabanga					805
Others					

Section 5: Sustainability Indicators

5-1. Organization and Human Resource Development (HRD).

1) Please provide us with the organization chart of TRA.

Attached

2) Does your administration have a HRD programme? How about a training curriculum?

Yes, we have HRD Programme and the training plan is attached herewith

3) Do you have performance evaluation system of the staffs/officers?

Yes, the performance of every staff is evaluated at the end of each financial year.

5-2. Operational Budget

Please provide the following information on budget allocation for operation of the IT and OSBP.

Table. 7 Annual Budget for the Customs (Million Tsh or USD ,000)

	2005	2006/2007	2008/2009
Annual Allocation (Million Tsh)		1,505,600,000-	2,448,630,104.74
Allocation for Routine Activities		1,505,600,000-	2,448,630,104.74
IT Development		Handled centrally from TRA HQ	
IT Operation (payment to Provider)		- do -	
OSBP Development		Not provided	
HRD (Training of Officers)		Handled centrally from TRA HQ	
Others			

5-3. Operational staff allocation (including outsourcing)

Please provide the following information by using the table below or by attaching documents containing equivalent information.

Table. 8 Number of customs officers by region

	Number of officers in 2008 by service post (if possible)
Headquarter	96
Dsm	294
Arusha	54
Coast	5
Dodoma	5
Iringa	7
Kagera	40
Kigoma	29
Kilimanjaro	70
Lindi	2
Mara	44
Mbeya	46
Morogoro	20

Mtwara	13
Mwanza	41
Rukwa	13
Ruvuma	7
Singida	2
Shinyanga	11
Tabora	2
Tanga	81
Zanzibar	81
Pemba	16
TOTAL	1079

5-4. Coordination and cooperation with WCO and other development partners

1) Do you have training programmes in coordination with the WCO?

If so, do those programs have good complementary relationship with the Project?

If not, what would you expect from them?

Yes, CWO guidelines give emphasis on the establishment of OSBP.. We therefore expect more scheduled training from WCO.

2) Do you have proper arrangement with other development partners? – **Yes.**

What are the major programs conducted by other development partners?

- *The World Bank is funding the infrastructure improvement for the establishment of OSBP at Horohoro/Lungalunga, Holili/Taveta, Sirari/Isebania and Mutukuka under the East African Trade and Transport Facilitation Project*
- *AfDB is funding the Arusha – Namanga – Athi River Road Project*

Thank you very much!

回答

URA

**Questionnaire
for Terminal Review on
Project for Capacity Building for the Customs Administrations
of the East African Countries
and for Detailed Planning Survey on
Project for Capacity Development for Agencies
in Customs Clearance**

JICA has been implementing the former project (Phase I), and now considering conducting the latter (which may be regarded as Phase II) immediately to follow. Your cooperation to kindly respond to the following questions would be highly appreciated for justification of both projects.

Please provide us with information as much as possible by filling the table or by attaching copies of documents (or links to websites) related to the questions.

Section 1: Relevance Indicators

1-1. Relevance of the Project Plan to the Development Programs of the Republic of Uganda

Table. 1 List of program and plan at National Level

No.	Documents Requested	Exist	Detail / Comments
	Five Year National Development Plan	<input type="checkbox"/> YES <input type="checkbox"/> NO	(Transportation and Trade Sector)
	Reform Program on Public Financial Management	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Medium to Long Term Development Plan of URA	<input type="checkbox"/> YES <input type="checkbox"/> NO	
	Others...	<input type="checkbox"/> YES <input type="checkbox"/> NO	

1-2. Relevance of the Project to Trade Volume

Please provide us with the following trade statistics.

Table. 2 Trade volume Import/Export in recent years

	2004 Ushs Billion	2005 Ushs Billion	2006 Ushs Billion	2007 Ushs Billion	2008 Ushs Billion
Import					
Value (CIF)	2,764.973	3,667.522	4,824.475	5,613.777	7,820.223
Export					
Value (FOB)	527.731	641.857	1,021.643	2,600.618	2,759.671
Outgoing Transit					
o/w to Rwanda	N/A	N/A	N/A	614.108	760.932
o/w to Burundi	N/A	N/A	N/A	117.726	130.421
Others	N/A	N/A	N/A	1,107.157	1,352.545
Incoming Transit					
o/w from Rwanda	N/A	N/A	N/A	226.683	263.452
o/w from Burundi	N/A	N/A	N/A	26.584	14.389
Others	N/A	N/A	N/A	46.276	413.139

Table. 3 Trade volume Import/Export in recent years (US\$ Billion)

	2004 U\$ Billion	2005 U\$ Billion	2006 U\$ Billion	2007 U\$ Billion	2008 U\$ Billion
Import					
Value (CIF)	1.58	2.00	2.67	3.29	4.30
Export					
Value (FOB)	0.30	0.35	0.57	1.52	1.52
Outgoing Transit					
o/w to Rwanda	N/A	N/A	N/A	0.36	0.42
o/w to Burundi	N/A	N/A	N/A	0.07	0.07
Others	N/A	N/A	N/A	0.65	0.74
Incoming Transit					
o/w from Rwanda	N/A	N/A	N/A	0.13	0.14
o/w from Burundi	N/A	N/A	N/A	0.02	0.01
Others	N/A	N/A	N/A	0.027	0.23

Note:

Before 2007, the transit system was operating in a manual environment, i.e., data before 207 isn't available in electronic form.

Section 2: Efficiency Indicators

2-1. Project Outputs

Please give us your comments on the following activities for the capacity building as for 1) Seminar, 2) Workshop, 3) Regional Seminar

1) Seminar by Experts on valuation & classification, intelligence & profiling

a. How was the selection of the topic relevant to your needs/ work?

- Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

- very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

- sufficiently many expected to be more and hope to have more seminars

Any other comments?

2) Workshops were conducted:

a. How was the selection of the topic relevant to your needs/ work?

- Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

- very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

- sufficiently many expected to be more and hope to have more seminars

Any other comments?

3) Regional Seminars were conducted:

a. How was the selection of the topic relevant to your needs/ work?

- Very good Appropriate No good

b. Were Seminars effective and beneficial to your officers?

- very beneficial reasonably beneficial not beneficial

c. Were number of officers enough to be trained?

- sufficiently many expected to be more and hope to have more seminars

Any other comments?

2-2 Manuals & models - Ideas to make best use of the manuals & models

1) Please describe your ideas on how you think you can utilize the following manuals and models.

Table. 4 Idea of utilizing manuals and models

Manuals and models	Distribution to Officers (& Agents)	Orientation by workshop	Seminars (& Lectures)
1. OSBP Operation Model	✓	✓	
2. Human Side of Change Management	✓	✓	
3. ICT operation Manuals	✓		✓
4. Improvement Proposal 1) Intelligence 2) Classification 3) Valuation	✓	✓	

2) Please indicate other manuals if you wish to request during the course of Phase II.

(eg. Guide for Customs Agents and Forwarders.)

Risk Management Manual, Post Clearance Audit Manual, Airport Clearance Manual

2-3. ICT Development for OSBP

- 1) What is the degree of your satisfaction in the ICT system for an OSBP operation? **Fairly satisfactory. RTIS not implemented yet. ASYCUDA++ is ready when they are.**

Do you have any additional requests?

Improvement/enhancement of infrastructure

- 2) Do you expect future progress of interfacing with ASYCUDA and/or other customs IT system?

Yes. Discussions have been held with JICA who understand the technical functionality of the ASYCUDA++ system.

2-4. Joint Border Surveillance

- 1) What is the schedule of utilizing the cars, motorcycles, radios, sirens, etc. provided in the Project?

Customs Enforcement operates a 24hr surveillance schedule in the areas which we consider risky and the Eastern border of Malaba and Busia are very risky.

We therefore plan to use the vehicles and the other equipment in line with our operation plans.

- 2) Please provide us with monthly average of detected smuggling cases before and after the improvement in this project.
Data of four months, i.e., January 2009 – April 2009 is as summarized below;

Total number of seizures = 1,345
 Total taxes recovered = Ushs 756,148,933
 Total fines/penalties collected = Ushs 339,719,085
 Total revenue protected = Ushs 1,095,868,018

To what extent do you think the activity of Border Surveillance improved (or will improve)?

The activities of border surveillance will be highly improved in terms of visible policing, generating intelligence, quick mobility and capacity to stifle smuggling in Malaba area.

- 3) Were the equipment provided by the Project enough to satisfy the minimum needs at the respective sites?
If not, please give us approximate amount of additional needs.

The equipment hasn't yet been provided but for purposes of surveillance in malaba when delivered will serve the purpose.

We need to look at the surrounding areas of Busia, Lwakhakha and L.victoria to have effective control of the Eastern border. This means more vehicles for land surveillance and boats for the lake surveillance.

2-5. Study Visit to Thailand and other Greater Mekong countries

- 1) What were the points you learned most from the bench-marking study visit to Greater Mekong Sub-region (GMS) countries?

- Harmonization and simplification of procedures in the joint border, such as working hours, customs procedures and advanced exchange of information enhance trade facilitation by reduction of clearance time.
- The E- customs system that has been adopted by the Thai Customs is a more advanced system of customs clearance. It aims at achieving a paperless customs clearance system that has all procedures being undertaken electronically.
- The Thailand customs operate temporary customs posts on some border crossing area for designated days and hours. This is aimed at facilitating cross border trade, especially on market days.
- Use of CCTV system for monitoring all major customs houses and ports. It also aids monitoring and supervision of officers in the stations.
- Shorten clearance time at border by facilitating single window inspection (SWI) (*in one country by customs, immigration and quarantine*), single stop inspection (*two countries by Customs, immigration and quarantine*) and risk management.
- Use of free trade Zone for purposes of the land locked countries like Rwanda, Burundi, Congo and Sudan in order to facilitate trade in the region.

- Performance of minimal checks on exports and use of joint verifications where necessary to minimize time spent on clearance of exports.
- Use of export processing zones to allow easy monitoring of export products. A warehouse is provided so that all export goods are cleared through that warehouse so that accountability is made easy.
- Introduction of one stop service areas where other government agencies share offices with customs to shorten clearance times (agriculture, drug authority, bureau of statistics etc)
- Use of body X-rays for selected suspects. These help in the detection of smuggled items which are plastered on the bodies and drugs which are swallowed.
- Use of fiber optic cameras to access seemingly difficult areas in containers and cars.
- The use of canine dogs owned by police to assist in drug detection.
- Use of digital signatures for access to offices and also on documents.
- Internet availed to all verification officers to assist in item identification.
- Use of web based clearances as a way of easing the linkage to other government agencies and the external stake holder.
- Minimal use of paper there is only need to print a simple document as a pictorial presentation of OSBP structures. The left side is for outgoing traffic and the right is for incoming. There are different lanes for empty trucks, loaded trucks, buses and individual cars. There are packing areas, export processing warehouse, x-ray areas. Booths are placed at each lane to facilitate clearance.

2) What would you recommend to your colleagues to look for if they visit these countries several years later?

- Risks of running a one stop shop
- Procedures of Facilitating fast clearance
- Relationship between customs and other government agencies
- Benefits of having a One Stop Border Point

2-6. Study visit to Japan

1) What were the five most important points that you learned in the visit (in terms of customs administration rules, systems, facilities, etc.)?

1. The efficiency in customs administrations that was enhanced by automated information systems.
2. The Hozei system at the Ports and Management of goods and data.
3. The intelligence and surveillance system on the sea and Airport
4. The improved management systems and KAIZEN system
5. The headquarter function and the coordination of information to all customs regions.

2) What would you request the Japanese side to add (in terms of lectures, visits, etc.) if your colleagues would have chance to visit Japan next time?

1. To increase the amount of time for training for each function to allow practical and detailed learning in areas under study
2. To extend the training programs to a bigger class that will be organized in the relevant countries that are being assisted, i.e., Uganda Customs to invite experts from Japan to train in technical areas such as Risk Management, Valuation and classification
3. Include visit to export centers and facilities for goods that are exported to Uganda especially used motor vehicles.

2-7. Effectiveness of Advice made by the Long-Term Japanese Expert

1) How were the input and advice made by the long-term Expert useful/effective/influential/relevant to your needs/work? Were they positively received by the URA officers?

Yes, very beneficial.

2) Any other comments/suggestions/requests?

Customs Department benefited a lot with the long term Japanese expert. We wish him good luck in his career.

2-8. Self-evaluation of performance of URA

1) Was the ownership of URA retained and assured during the Project implementation?

Yes

3) Work relationship with the JICA long-term expert.

4) Choose one from below that best describes the working relationship with the Japanese long-term expert:

- The expert took initiative in conducting the Project. URA sufficiently provided him with necessary support.
- The expert took initiative in conducting the Project. URA provided him with necessary support; however, URA could have done better.
- URA, with the advice from the expert, took initiative in conducting the Project.

3) What do you think are the factors of URA that inhibit or contribute to the achievement of the Project Purpose (i.e. *The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system.*)?

2-9. Project Duration and Component

1) Do you think two years has been enough to make sufficient activity of capacity enhancement programme?

more than enough, better be shorter

just enough

not enough, better be longer > How long do you expect?

At least 4 years would be sufficient

2) Please indicate your overall review on the following components of the Phase I, and give your request on additional component for Phase II, if any.

a. Technical Seminars by Short-term Experts [(1) Intelligence & Profiling, (2)Classification, and (3)Valuation]

b. Regional Seminars & workshops (including participants from Tanzania, Kenya, etc.) for OSBP implementation

c. ICT system development for OSBP (and user manual/ model)

d. Equipment for Joint Border Surveillance

e. OSBP operation model, (and manual for Change Management)

f. Study tours for benchmarking (to GMS & Japan)

Additional Components for Phase II

Post Clearance Audit

Risk Management

Section 3: Effectiveness Indicators

3-1. Duty Collection

Please fill in the amount of duty collection to justify the OSBP development?

**Table. 5 Customs Revenue Collections, 2004/05 to
2007/08 (US\$. Billion)**

	US\$ Billion	US\$ Billion	US\$ Billion	US\$ Billion
	2004/05	2005/06	2006/07	2007/08
<u>Taxes on International Trade</u>	<u>546.944</u>	<u>614.608</u>	<u>761.899</u>	<u>997.656</u>
-Petroleum duty	176.389	209.240	257.504	339.011
-Import duty	87.712	123.507	143.360	180.048
-Excise duty	28.754	13.411	30.238	37.507
-VAT on Imports	208.578	233.882	5.609	9.384
-Withholding Taxes	27.055	26.114	283.641	383.807
-Temporary Road Licenses	6.640	7.253	30.193	34.272
-Commission on Imports	11.152	0.091	10.003	11.242
-Re-exports levy	0.000	0.000	0.004	0.000
-Hides & Skins levy	0.665	1.110	1.346	2.384

Section 4: Impact Indicators

4-1. Investment and Trade activities

1) It is expected that the volume of investment and trade will increase by the implementation of OSBP. Do you hear any intention of/from investors and traders that they wish to increase their business in the region as the trade facilitation progress in recent years?

Yes, from trade analysis, the volume of trade has increased. Our expectation is that with improved trade facilitation, the volumes of trade will automatically increase. We request your input in the establishment of the OSBP infrastructure to enhance trade.

4-2. OSBP at Namanga and Malaba as Pilot Cases

1) Do you think these cases can be replicated to other border posts?

Easy to replicate by the experience

Maybe not easy by difference of bi-lateral agreement,

difference of facilities and physical environment

i.e., we need Memorandum Of Understanding between the government of Kenya, Uganda and as well as the private sector to establish a one stop shop for all stakeholders. We need extensive sensitization for all stakeholders.

difference of social environment

i.e., the two nations namely Uganda and Kenya need to harmonise application of Customs procedures

4-3. Number of declaration

The Project intends to enhance overall customs procedural capacity as a basis to operate OSBP efficiently. The developed skills shall be effective for the customs administration at major service office. Please provide us with the following information so that the required productivity of the URA will be justified.

Table. 6 Number of Declaration by category (at Border Post)

	2004	2005	2006	2007	2008
Total Imports	102,461	122,460	153,098	187,873	220,265
(Outgoing Transit)					
o/w to Rwanda	N/A	N/A	N/A	13,109	14,834
o/w to Burundi	N/A	N/A	N/A	2,436	2,298
Others	N/A	N/A	N/A	23,158	33,177
Total Exports	22,605	37,425	45,822	57,484	74,351
(Outgoing Transit)					
o/w from Rwanda	N/A	N/A	N/A	1,824	1,992
o/w from Burundi	N/A	N/A	N/A	316	268

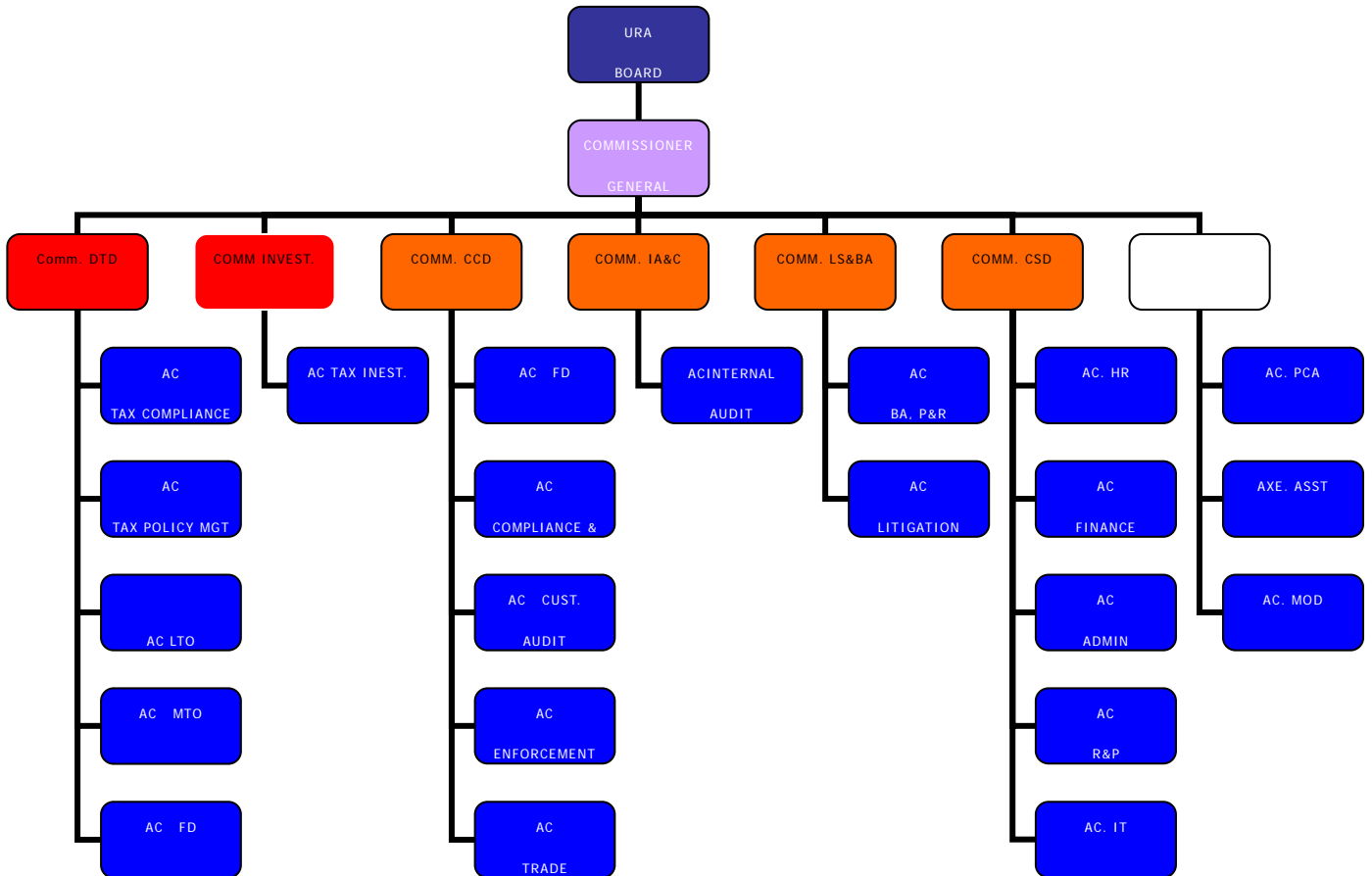
Others	N/A	N/A	N/A	346	2,460
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Section 5: Sustainability Indicators

5-1. Organization and Human Resource Development (HRD).

1) Please provide us with the organization chart of URA.

URA MANAGEMENT STRUCTURE



2) Does your administration have a HRD programme? How about a training curriculum?

Yes

3) Do you have performance evaluation system of the staffs/officers?

Yes

5-2. Operational Budget

Please provide the following information on budget allocation for operation of the IT and OSBP.

Table. 7 **Annual Budget for the Customs** (Million Ush or USD ,000)

2005/06	Ushs 21.291 Bn	US\$ 0.0116 Bn
2006/07	Ushs 25.352 Bn	US\$ 0.0140 Bn
2007/08	Ushs 23.605 Bn	US\$ 0.0138 Bn

5-4. Coordination and cooperation with WCO and other development partners

- 1) Do you have training programmes in coordination with the WCO? **Yes**
If so, do those programs have good complementary relationship with the Project?
If not, what would you expect from them?

- 2) Do you have proper arrangement with other development partners? **Yes**
What are the major programs conducted by other development partners?
Strategic Management, Training of Trainers, Intellectual Property Rights, Balanced Score Card, Valuation, Classification, Risk Management, EAC Rules of Origin

Thank you very much!

回答

<p>Questionnaire for Detailed Planning Survey on Project for Capacity Building for the Customs Administrations of the East African Countries Phase II</p>
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JICA has been considering conducting the above titled project including the activity of Capacity Development for Customs Agencies as well as Customs Administrations. Your cooperation to kindly respond to the following questions would be highly appreciated for justification of the projects.

Please provide us with information as much as possible by filling the table or by attaching copies of documents (or links to websites) related to the questions.

Please note that this is only for JICA's internal reference purpose only.

In case of inquiries or additional information to the survey team, please write to toshinagaya@yahoo.com

Thank you for your cooperation.

Section 1: Current Problem Identification
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1-1. Problems experienced at Border

What are your experiences as for difficulties at border transaction?

Please tick all that apply:

- Preparation of declaration document is difficult
- Parking facility is not good/ sufficient
- Officials do not handle cargo with care
- Long transaction time for Customs procedure
- Long transaction time for OGA (Other Government Agencies, eg quarantine)
- No harmonization or simplification of tariff or procedures are taken
- Not enough awareness campaign by the Customs office
- Insincerity, duplicity, untrue attitude or any types of misconducts while waiting for customs procedures to be completed.
- Others (Pls. describe: _____)

- Much as an interface program "RADDEX" was a good innovation and under use at borders, URA customs still insist on presentation and forwarding of hardcopy Kenya transit / export entries. This has often caused delays.

- Comesa MIS-RCTG carnet clearance procedure was piloted for two / three month IN 2008 but since then, it's dead and forgotten. It was an enhanced procedural customs module that would engage a common general bond within EAC member countries / customs to cover goods from origin to destination.

1-2. Border crossing time

How long does it take to go through each border from lodgment to release?
Please indicate approximate hours by each working process.

Table 1. Namanga Border crossing time & Cost

Working process*	Kn→Tz	Tz→Kn	Comment
Entrance of premises (arrival at Border post) → lodgment of declaration document	N/A	N/A	
Lodgment → Release Permit (fastest case)	N/A	N/A	
Lodgment → confirmation of permit/license with OGA (Other Government Agency)	N/A	N/A	
Lodgment → start of cargo inspection (Preparation for Inspection)	N/A	N/A	
Duration of cargo inspection	N/A	N/A	
End of cargo inspection → issue of release permit	N/A	N/A	
Receipt of release permit → departure of truck	N/A	N/A	
Cost of Customs transaction including IT fee	N/A	N/A	
Parking fee and other related payment necessary during the whole process	N/A	N/A	

*Please arrange the “Working process” according to the actual procedure.

Table 2. Malaba Border crossing time & Cost

Working process*	Kn→Ug	Ug→Kn	Comment
Entrance of premises (arrival at Border post) → lodgment of declaration document	10-30 'mins	10-30 'mins	
Lodgment → Release Permit (fastest case)	1 Hour	30 'mins	
Lodgment → confirmation of permit/license with OGA (Other Government Agency)	1 - 2 Hrs	N/A	
Lodgment → start of cargo inspection (Preparation for Inspection)	1 - 2 Hrs	N/A	
Duration of cargo inspection	1 - 2 Hrs	N/A	Physical verification
End of cargo inspection → issue of release permit	10-30 'mins	N/A	
Receipt of release permit → departure of truck	10-30 'mins	N/A	
Cost of Customs transaction including IT fee	Variable	N/A	
Parking fee and other related payment necessary during the whole process	Variable	N/A	

*Please arrange the “Working process” according to the actual procedure.

1-3. Self-assessment of Customs Agents/ Association

Please let us know, if any, what the shortcomings are in terms of systemic and technical aspects that you acknowledge as obstacles in doing your work efficiently and properly.

()

- FREQUENT BREAK DOWNS IN THE ASYCUDA SYSTEM ARE EXPERIENCED HENCE CAUSING DELAYS.
- CLASSIFICATION AND EXPLANATORY NOTES

Section 2: Needs of Capacity Development

2-1. Expected topics of Training/Seminars

Please give us your suggestions on the topic(s) of seminars or training course as well as their level, if there is to be such opportunity in the future:

- Documentation in general (Level: Beginner, Intermediate, and Advanced)
- ✓ ICT data input (Level: Beginner, Intermediate, and Advanced)
- ✓ Duty calculation and valuation (Level: Beginner, Intermediate, and Advanced)
- ✓ Classification and HS code application (Level: Beginner, Intermediate, and Advanced)
- Other topics (pls. Describe: _____)

2-2 Manuals

(1) Do you have any handbooks/manuals/texts of any kind that you can refer to, in your daily work? If you do, please identify what you have.

()

Common Tariff book,
EAC Customs Management Act
Value guideline book.

(2) Do you need revisions of such texts?

YES

(3) Please specify, if any, your requests for topics/ contents of handbooks/ manuals/ texts that you feel necessary

- EAC management ACT should be made more customer friendly
- EXPLANATORY NOTES,

(4) When compiling such handbooks, who do you think would be the resource persons for doing the job?

EXPERT IN CUSTOMS NOMENCLATURE (CLASSIFICATION)

Section 3: Expected Beneficiary and Economic Impact

3-1. Expected Beneficiaries

Please list your member companies who are interested in participating in the activities (e.g. training program, seminars, workshops, etc.) of the upcoming Project. (Or kindly attach your list to this Questionnaire sheet.)

Table 3. List of member companies and Employees

Name of Member Companies	Number of Employee
PLEASE SEE ATTACHED LIST	
Total number of companies: <u> 64 </u>	Total number of employees: <u> 192 </u>

3-2. Expected Cargo Growth (Please answer either 1) or 2) below)

1) What will be the rate of cargo growth in the coming 5 years? Please give your approximate estimate.

- 1%-5%
- 6%-10%
- 10%-15%
- 15% or more

NOT SURE NOW THAT THE CREDIT CRUNCH EFFECT HAS REDUCED VOLUMES BY 30 %

2) Daily operation of Large Trailer/truck

- From the current level of 35 units/day to annual increase of 50 units/day

3-3. Expected (or ideal) procedural time of customs service

Process time is hoped to be reduced

- From the current level of 2-3 days/truck to the target level of 1-2 hours/truck

Section 4: Sustainability

4-1. Trainer Training

Training of internal trainers is important for the development of human resources within the association and for the member agents.

(1) Is there anyone who serves the role of internal trainer in your association?
YES, TWENTY TRAINERS FROM DIFFERENT MEMBER COMPANIES

(2) Do you know if there is one among your member agents?
YES URA PARTNER TRAINERS

(3) If so, what are there activities? How often do they provide trainings for others?

TO TRAIN APPLICANT IN FREIGHT FORWARDING MODULLES ACCORDING TO EAST AFRICAN CUSTOMS AND FREIGHT FORWARDING PRACTICING CERTIFICATE TIMETABLE

THE TRAINING IS TWO PHASES EACH SIX MONTHS DONE TWICE A YEAR

4-2. Budget for training in the Agents Association)

(1) Please provide your budget frame for training to members, if any.

SEE ATTACHED SUMMARY

(2) Do you think that participants will be able to pay for the cost of trainings?

IF SUBSIDISED, YES

WITHOUT SUBSIDY A FEW MAY AFFORD

(3) What are the obstacles, if any, in holding such occasions?

AVAILABILITY OF FUNDS

AVAILABILITY OF EXPERIENCED TRAINERS

Table 4. Annual Budget estimate for training (Million Ksh or USD ,000)

	2008 (Ksh,Ush,Tsh)
Training of Employee	Ushs. 55,800,000 REFER TO ATTACHED SUMMARY

Thank you very much!

別添3 収集文献・資料一覧

資料名	
1	Uganda Revenue Authority
2	CUSTOMS STATIONS
3	TANZANIA REVENUE AUTHORITY THIRD CORPORATE PLAN 2008/09 - 2012/2013
4	TANZANIA REVENUE AUTHORITY CUSTOMS MODERNISATION AND FACILITATION STRATEGY
5	TREND OF CUSTOMS CLEARANCE TIME: TRAS BASELINE IN 2005 - MARCH 2009
6	BUDGET FOR IMPLEMENTATION OF THE EACFFPC TRAINING
7	TANZANIA REVENUE AUTHORITY CUSTOMS AND EXCISE DEPARTMENT CAPACITY BUILDING ON CUSTOMS MODERNISATION FOR EAST AFRICAN COUNTRIES BENCHMARKING STUDY TOUR IN JAPAN; 17TH - 29TH APRIL 2009
8	STUDY VISIT TO JAPAN; 18TH - 29TH APRIL 2009
9	TREND OF CUSTOMS CLEARANCE TIME: TRAS BASELINE IN 2005 - MARCH 2009
10	UFFA LIST OF MEMBER COMPANIES AND EMPLOYEES PER COMPANY TO BE TRAINED
11	TO INCREASE REVENUE COLLECTION IN A COST EFFECTIVE WAY