

MINUTES OF MEETING
 BETWEEN THE JAPANESE TERMINAL EVALUATION TEAM AND
 THE AUTHORITIES CONCERNED OF
 THE GOVERNMENTS OF KENYA, TANZANIA AND UGANDA ON
 THE JAPANESE TECHNICAL COOPERATION PROJECT FOR
 CAPACITY BUILDING FOR THE CUSTOMS ADMINISTRATIONS
 OF THE EASTERN AFRICAN REGION

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team” organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and the concerned authorities of the Government of the Republic of Kenya, the Government of the United Republic of Tanzania and the Government of the Republic of Uganda (hereinafter referred to as the “respective governments”) had a series of discussions on the Japanese technical cooperation project for “*Capacity Building for the Customs Administrations of the Eastern African Region*” (hereinafter referred to as “the Project”) for the terminal evaluation of the Project which is scheduled to end on September 3rd 2009.

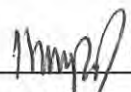
During the meetings, the Team and the respective governments (hereinafter referred to as the “relevant parties”) exchanged views and jointly evaluated the achievements of the Project.

As the result of the discussions, the relevant parties agreed to the matters referred to in the document attached hereto.

Nairobi, May 23rd, 2009



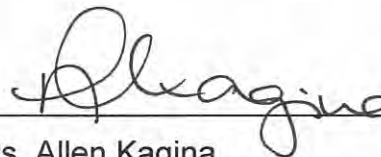
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M/M for Evaluation

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1. Introduction

- Objective of the Evaluation Study

JICA's evaluation is a tool for judging as objectively as possible the relevance, effectiveness, efficiency, impact and sustainability of JICA's cooperation activities. There are three objectives of the evaluation:

- (1) To use evaluation feedback as a means for project operation and management;
- (2) To enhance the "learning effects" of the personnel and organizations concerned for more effective project implementation; and
- (3) To disclose information widely to secure JICA's accountability.

These are intended to ensure accountability to the taxpayers as well as implement projects more effectively and efficiently.

A terminal evaluation is performed a few months prior to the completion of a project. Based upon the results of the evaluation, JICA determines whether it is appropriate to complete the project or necessary to extend follow-up cooperation.

- Members of the Evaluation Team and the evaluators

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- Schedule of the Study

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- Outline of the Project

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2. Methodology of Evaluation

-Evaluation Questions and Indicators

The Project is conducted according to the agreed logframe (Project Design Matrix) which is a useful tool for understanding not only what the project objectives, activities, and inputs are, but also how the target values and means of measurement are selected, and what project risks are. The Team prepared sets of questionnaires based on the logframe and the indicators given therein, and sent them to the respective governments in advance for their early input.

-Data Collection Method and Analysis

In the evaluation process, data collection was conducted in twofold: first, after the arrival of the Team, they conducted interviews with the respective governments as well as collected answers and data to the questionnaires. Second, the Team made field trips to the border posts for the observation of the pilot projects.

Analysis is made from two aspects: quantitative analysis and qualitative analysis. The former is applicable in cases when the degree of achievement or causal relationships using quantitative data is based on statistics grounds, e.g. the indicators set under "Outputs". On the other hand, the latter is applicable when the meaning of data, new facts, or relationships between findings may be deductively constructed, e.g. a few indicators set under "Project Purpose". In this study, both methods were combined and used complementarily.

3. Project Performance and Implementation Process

The Project started from September 2007, with the deployment of one JICA expert on customs. The Project coordinator later joined. The Kenya Revenue Authority provided an office in their building for the Project. The working groups were formed in each customs administrations.

The major activities of the Project are summarized in the following five areas:

- Capacity development of customs officers and clearance agents
- Development of OSBP operational model and holding seminars
- Development of ICT systems for OSBP operation and provision of equipment to test usability of the ICT prototypes
- Joint Border Surveillance including the provision of patrol equipment
- Study tours to Greater Mekong Sub-region and to Japan

Capacity development seminars and workshops were also conducted by the short-term experts with the following schedule and topics:

Activities by the Short-term Experts

Area / Period	Activities	Name
Intelligence & Profiling		
November 13 to 15, 2007, with 2 experts	Project team held a regional seminar with two experts at the Silver Springs Hotel in Nairobi as a primary course where 20 customs officers participated.	Mr. Kikuchi Mr. Takano
May 12 to June 27, 2008, with 1 expert	Intelligence Specialist made a survey in the region and visited 14 border offices and held small workshops at 12 offices. Additional seminars as an intermediate course was also held.	Mr. Torii
Classification & Valuation		
November 3 to December 4, 2008, with 1 expert	Valuation Specialist held number of small workshops in HQs of the member customs administrations and a regional seminar in the Institute of Tax Administration, TRA from November 17 to 21.	Mr. Daidoji
October 6 to December 4, 2008, with 1 expert	Classification Expert held number of small workshops in HQs of the member customs administrations and a regional seminar in the Institute of Tax Administration, TRA from November 17 to 21.	Mr. Katsu

The Project developed OSBP operational model in May 2008 and disseminated it in the seminar held on 14-15 May in 2008. JICA expert provided suggestions and comments on the Draft Design on Malaba OSBP and the Preliminary Design of Namanga OSBP to the World Bank under the EATTFP (East Africa Trade and Transport Facilitation Project)) and East African Committee (EAC) under AfDB-JBIC project on Arusha- Namanga-Athi River Road Rehabilitation respectively.

2 ICT systems for OSBP operation have been developed, namely Real Time Monitoring System (RTMS) and Cargo Control System (CCS). Seminars and workshops in this regard were conducted for three customs administrations, OGAs and other stakeholders 7 times. In connection with this activity, the JICA provided necessary equipment including computers and servers as well as set up an intranet system connecting KRA and TRA at Namanga border post.

Pilot activities for Joint Border Surveillance is under preparation including provision

of necessary patrol equipment (e.g. patrol cars and motorcycles, sirens, loud speakers, night vision scopes, etc.: some were already provided) with a view to strengthening the enforcement of the customs administrations; otherwise OSBP operation is not effective.

A study tour was conducted to Greater Mekong Sub-region from 7-16 December 2008. Five officials from each member customs administration participated in the tour and observed border operations where OSBP was about to be implemented. Another study tour to Japan was organized from 20-28 April 2009 to study management and operation of Japan Customs. Four members including Commissioners of KRA and TRA as well as managers from each member customs administration participated and observed the management system at Yokohama, Tokyo, Kobe and Osaka customs.

4. Evaluation Results

-Relevance

A criterion for considering the validity and necessity of a project regarding whether the expected effects of a project meet with the needs of target beneficiaries; whether a project intervention is appropriate as a solution for problems concerned; whether the contents of a project is consistent with policies, etc.

Trade facilitation has no doubt been regarded as one of the keys in realizing economic development in Africa. The Government of Japan, together with other development partners such as the World Bank, EC, DfID, has been providing support in this area as early as their commitment made in TICAD meeting in 1993. However, seldom before has support to soft components in terms of customs administrations (one being the development of an OSBP operational system) been highlighted so much. The commitment of the Government of Japan to support OSBP initiatives in Africa became even more firm especially after TICAD IV meeting in May 2008 and G8 Summit meeting in June 2008 which contributed to gaining political momentum to draw the development community's attention to the importance of modernization of customs administrations in Africa.

The Project therefore still has and would maintain relevance with the needs of the recipient countries as well as matches the development assistance policy of the Government of Japan.

-Effectiveness

A criterion for considering whether the implementation of project has benefited (or will benefit) the intended beneficiaries or the target society.

The purpose of the Project is to enhance the capacity of the respective customs administrations in order to enable them to properly operate an OSBP system, that would contribute to realizing efficient customs clearance and securing customs revenue according to the law. In this regards, activities conducted by the Project have benefited the respective governments in moving the way forward to tackle issues in their daily operations. Such activities include: 1) the development of the OSBP operational model, which is basically applicable to any land border posts in Africa; 2) technical advice, seminars and recommendations made by the short-term experts in the area of *Intelligence & Profiling* and *Classification & Valuation*, which are tailored based on their findings and experiences in the region; 3) the benchmarking study tour visiting to the

Great Mekong Sub-region and Japan, in which the participants learned good practices and were inspired and motivated to take immediate actions in their respective offices; and 4) the pilot projects on ICT Systems and Joint Border Surveillance, in which necessary equipment were introduced in Namanga and Malaba border posts.

-Efficiency

A criterion for considering how economic resource/inputs are converted to results. The main focus is on the relationship between project cost and effects.

The activities conducted in the Project and their costs and effects could be summarized as follows:

Activities	Costs	Effects
Development of OSBP operational model	Done by the long-term expert (cost of dispatch of long-term expert)	<ul style="list-style-type: none"> - Basically applicable to any land border posts in Africa. - Disseminated in the OSBP seminar in Nairobi - Distributed in other meeting occasions. - Tangible and quick reference in implementing efficient and effective customs operation. - Also developed "Human Side of Change Management" in response to the needs for improving management in the customs administrations.
Evaluation: The cost for the development of the model is inclusive of the cost for dispatch of long-term expert. Therefore, the effect achieved is considered highly cost-effective.		
Pilot project - ICT systems, including the development of operational manuals pertinent to the ICT systems - Joint Border Surveillance	Equipment - PCs, server, intranet - cars, bikes, etc	<ul style="list-style-type: none"> - ICT has been partially set up in Namanga but not yet fully operational due to the inexpediency of the contractor. - The pilot plans are under way but some equipment are not yet procured in Tanzania and Uganda. The delay in concluding RDs with the two countries and JICA, has affected to put the plan behind schedule.
Evaluation: Due to the delay in concluding the RDs with Tanzania and Uganda, the procurement of equipment was partially delayed. Therefore, the incumbent long-term expert had little time to spare for the implementation of the Pilot projects. However, it is expected that the succeeding expert will take on the job.		
Benchmarking Study Tours - GMS (Dec 2008) - Japan (Apr 2009)	Air tickets, allowance and accommodation, other administrative and personnel costs - GMS (5 members X 3 countries) - Japan (4 members X 3 countries)	<ul style="list-style-type: none"> - Helped the participants better understand the concept of OSBP. - Inspired and motivated to apply good practices in their respective offices, especially with direct initiatives by the two commissioners from Kenya and Tanzania.
Evaluation: It is expected that the participants take initiative in their respective offices to share the experience and contribute to enhancing the institutional capacity.		

Seminars - Short-term experts	- Cost for the dispatch of Japanese short-term experts (5 experts) - Expense for the local activities	(Intelligence & Profiling) - Visited 14 border posts, delivered lectures to more than 100 customs officers, and held regional seminars. - Provided recommendation paper for improvement of institutional capacity. - Highly evaluated by all the participants. (Classification & Valuation) - Delivered lectures to more than 200 customs officers as well as held seminars for customs agents in respective countries where more than 250 customs agents participated. - Provided recommendation paper for improvement of institutional capacity. - Highly evaluated by all the participants.
	Evaluation: Since many customs officers as well as customs agents joined and highly evaluated the seminars and workshops conducted by the short-term experts, it is considered that these inputs were cost-effective.	
Seminars - local and regional seminars conducted by the Project and/or in collaboration with WCO and other development partners	- Travel cost for participants - Cost for organizing the seminars	- Helped draw other development partners' attention to customs administrations. - Highlighted the importance of incorporating users' needs into the facility design. - Provided comments and identified necessary improvements of designs of other border post facilities.
	Evaluation: The Project has been making efforts in extending its activities to various organizations, development partners and stakeholders. This has motivated the respective governments and the customs officers to further strengthen their institutional and individual capacity to carry out their responsibilities appropriately. A large portion of the Project cost was spent in this area; however, the Project gained strong support from them.	
Technical advice and daily support provided by the long-term expert	- Cost for the dispatch of Japanese long-term experts (2 experts) - Expense for the local activities	- The presence of the long-term experts greatly contributed to conducting the Project through identifying the needs of the respective governments and issues to be solved as well as appropriately incorporating them in the activities. - Proposed and revised the logframe (PDM) in order to reflect the intended outputs and activities.
	Evaluation: Although only one long-term expert in customs was deployed in the region, he contributed to strengthening partnerships among Japan and the respective governments. It is considered that the expert strategically utilized the tools and the budget of JICA's technical cooperation scheme in conducting the Project activities as effectively and efficiently as possible.	

-Impact

A criterion for considering the effects of the project with an eye on the longer term effects including direct or indirect, positive or negative, intended or unintended.

The compilation of the OSBP operation model and workshops on basic customs skills helped disseminate the concept and procedures of an OSBP among the staffs of the respective governments. Acquisition of such knowledge and skills is a basis for the expansion of the pilot projects to other potential border posts.

However, it is too early at this stage to assess the impact since infrastructure that should accommodate OSBP operation is yet in place (which is out of the scope of the Project). But knowledge, documents and equipment provided by JICA and its experts in this Project would definitely, in the near future, contribute to improving the works of customs administrations e.g. detection of smuggling cases by Joint Border Surveillance pilot project.

-Sustainability

A criterion for considering whether produced effects continue after the termination of the assistance.

The respective governments are expected to continuously make efforts in realizing the concepts, recommendations and materials developed by the Project, e.g. the OSBP operational model, in order for them to sustain the works initiated and supported by the Project. The establishment of a mechanism within the respective governments would be considered to materialize and sustain various activities. This will help enhance spontaneously the capacity of the staffs of the respective governments.

5. Conclusion

- (1) It is concluded that most of the indicators set under *Outputs* were met. However, it should be noted that PDM was revised and agreed at the second JCC held in February 2009 according to the actual activities and that the indicators set under *Outputs*, e.g. number of the participants at the seminars, were reset based on ex-post-facto reports. Nevertheless, such seminars organized by the Project attracted many customs officials and agents and were highly welcomed by them.
- (2) The delay in concluding R/Ds between Tanzania-JICA and Uganda-JICA resulted in delays of the following two Pilot Projects:
 - a. Joint Border Surveillance is behind schedule, due to the delay in procuring necessary equipment such as 4WDs, bikes, radios, night-vision scopes, etc.
 - b. ICT system is also a little behind schedule; however, it is expected to be concluded by the end of the Project term.
- (3) It is highly probable that the Project Purpose was achieved in respect of the knowledge and skills acquired by the core staff members of the respective customs administrations. However, a mechanism of human resource development to properly operate an OSBP system has not yet been established in respective customs organizations, although some ad hoc activities (e.g. some spontaneous study activities have been observed based on the experience acquired in the seminars) are reported in some workplaces.

6. Recommendations and Lessons Learned

6-1 Lessons Learned

- (1) Submissions of the project requests to the Government of Japan and conclusion of the R/D should be made in a timely manner in order to implement the activities (input of resources) as planned.
- (2) The project was planned to introduce OSBP operations in Namanga and Malaba border posts. However, some important assumptions were not met (e.g. construction of Namanga border post, etc.). It is therefore necessary to look more closely into the important assumptions at the stage of project formulation whether or not they could be met during the term of the Project.
- (3) This was the JICA's first OSBP project and therefore had not much knowledge about

and experience in its implementation. The Project was initially structured to provide a hands on technical cooperation in order to operationalize an OSBP. But since an OSBP operation itself is no more than a conceptual procedure, the mixture of the support from two aspects in one framework created a load of activities. This eventually required rearrangement and lead to the revision of the PDM.

- (4) It is important to maintain the momentum of the Project and at the same time take up common areas of interests among the recipient countries.

6-2 Recommendations

- (1) The Government of Japan and JICA are committed to support OSBP initiatives, an issue brought to international attention as it contributes to the improvement of trade facilitation in Africa. Taking into account the benefit of the outputs achieved in the current Project, the Team recommends that the Project and its activities maintain momentum, and therefore, continue the activities of the Project in order to have the effects achieved so far take root in the respective governments.
- (2) In order for the respective governments to implement the OSBP operational model, it is important that they further strengthen the basic skills of customs operations such as profiling & intelligence, classification & valuation and risk management, taking into account the situations and common needs of the respective customs administrations.
- (3) Implementation of the work plans for the pilot projects (ICT systems and Joint Border Surveillance) shall be completed by the end of the Project term. The respective parties should consider applying the outcome of these pilot projects to other potential border posts in the next steps so that the respective organizations would benefit from them.
- (4) In the progress of continuation of activities, JICA and the respective governments may consider including Rwanda and Burundi i.e. other EAC member countries, in addition to the present three countries for more comprehensive and regional approach.
- (5) Not only customs organizations but also customs agents need to enhance their capacity and understanding in customs procedures. For example, many customs agents seem to have a lack of understanding in classification & valuation, causing redundant time loss in customs clearance. It is necessary that both customs administrations and agents have common understanding about the rules of international standards. This should create a virtuous cycle among the governments, agents and associations.
- (6) Since most of the customs agents are small businesses, it is important to strengthen the capacity of customs agents associations instead, so that associations could supervise their members in human resource training, recognize social responsibility, improve compliance and establish an internal control, with a view to constructing good relationships with customs administrations.
- (7) The Team therefore recommends that JICA and the respective governments initiate the second phase of the Project seamlessly after the completion of the current Project term in September 3rd 2009. The succeeding project should cover the components mentioned above.
- (8) The concept of OSBP is originally a comprehensive initiative that involves not only

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border infrastructure and harmonization/integration of working procedure, but also legislature (national and international), human resource development, road network including entry ports and other wide range of components. There are many challenges that should be taken into account in order to solve the issues of trade facilitation. Therefore, these challenges should be acknowledged and accommodated in the succeeding project so as to move forward the realization of OSBP in the region.

Annex 1 Members of the Evaluation Team and the evaluators

Japanese Terminal Evaluation Team

Name	Position
Mr.Hiroyuki Abe	Director, Fiscal and Financial Sector Management Division, Public Policy Department, JICA
Mr.Noriharu Masugi	Assistant Director, Fiscal and Financial Sector Management Division, Public Policy Department, JICA
Mr.Toshiaki Nagaya	JICA consultant

United Republic of Tanzania

Name	Position
Mr. Walid Juma	Commissioner for Customs and Excise, Tanzania Revenue Authority

Republic of Kenya

Name	Position
Mrs. Wambui Namu	Commissioner of Customs Services, Customs Services Department, Kenya Revenue Authority

Republic of Uganda

Name	Position
Mr. Peter Malinga	Commissioner, Customs Department, Uganda Revenue Authority

Annex 2 Schedule of the Study

No.	Date	Day	Schedule
1	5/11	Mon	Arrive at Nairobi KRA
2	5/12	Tue	JICA, KIFWA, EoJ, KRA
3	5/13	Wed	Field visit to Namanga Border Post
4	5/14	Thu	Fly to Kampala JICA, URA
5	5/15	Fri	MoFPED, UFFA, UCIFA, WB, DfID
6	5/16	Sat	Field visit to Malaba BP and Busia BP
7	5/17	Sun	Document preparations
8	5/18	Mon	Nakawa ICD, URA, EoJ
9	5/19	Tue	Fly to Dar es Salaam via Nairobi TRA, EoJ, JICA
10	5/20	Wed	IOM, TAFFA, MoFEA
11	5/21	Thu	Document preparations
12	5/22	Fri	Document preparations
13	5/23	Sat	Joint Coordinating Committee
14	5/24	Sun	Leave Dar es Salaam for Japan

Annex 4 Activities and Results of the Project

<Activities>

- 1-1: Develop the project implementation plan.
- 1-2: Hold an OSBP seminar in Nairobi.
- 1-3: Hold workshops for 2 ICT systems at Namanga, Nairobi and Dar es Salaam.
- 1-4: Hold workshops for joint border surveillance at Nairobi, Namanga and Malaba.
- 1-5: Conduct benchmarking study tours to Chirundu and the Great Mekong Sub-region.
- 1-6: Develop operational manuals of 2 ICT system.
- 2-1: Hold small workshops on Intelligence and Profiling as well as Classification and Valuation in HQs and various border posts.
- 2-2: Hold regional seminars on Intelligence and Profiling as well as Classification and Valuation in Nairobi and Dar es Salaam.
- 2-3: Hold seminars for customs agents at Nairobi, Mombasa, Dar es Salaam and Kampala.
- 2-4: Develop recommendations on Intelligence & Profiling, Classification & Valuation and Change Management.
- 2-5: Sensitize core officers at respective customs administrations to lead the institutional capacity development through regional seminars and a benchmarking study tour to Japan.
- 3-1: Develop the OSBP Operational Model.
- 3-2: Develop the prototypes of 2 ICT systems.
- 3-3: Implement the pilot project to test 2 ICT systems at Namanga.
- 3-4: Implement the pilot project on Joint Border Surveillance to improve the enforcement functions in Namanga and Malaba.
- 3-5: Submit comments on the necessary amendments to the OSBP facility design in other infrastructure projects to the concerned ministries and development partners.

<Input Summary>

Contents	Date (MM/DD/YY)
Long Term Experts	
- Chief Advisor/Customs Administration (Mizui)	9/4/07-6/30/09
- Project Coordinator (Yoshida)	1/3/08-9/3/09
Short Term Experts	
- Intelligence (Kikuchi, Takano)	11/13/07-11/15/07
- Information Analysis (Torii)	5/12/08-6/27/08
- Classification (Katsu)	11/3/08-12/4/08
- Valuation (Daidoji)	10/6/08-12/4/08
Benchmarking Study Tour	
- Greater Mekong Sub-Region	12/7/08-12/16/08
- Japan	4/17/09-4/30/09
Procured equipment	
- ICT systems	
- Joint Border Surveillance	
Seminars, Workshops	

Annex 5
Project Title: Project on Capacity Building for the customs administrations of the Eastern African Region
Target Area: Kenya, Tanzania and Uganda

Cooperation Period: Sep. 2007 - Aug. 2009
 As of February 2009

Target Group: customs administrations of Kenya, Tanzania and Uganda
Indicator

Narrative Summary	Indicator	Measurement	Assumption
<p>Overall Goal: One Stop Border Posts on the borders of Kenya/Tanzania and Kenya/Uganda are operated effectively and efficiently.</p>	<p>Within two years after the construction of OSBP facilities at Namanga and Malaba, - the mean time from lodgment to release for legitimate declarations is reduced to about 4 hours, - the revenue collection increases by 20%, and - the detection of smuggling and tax evasion increases by 50% in value compared with that at the beginning of the project. OSBP system at Namanga and Malaba is referred to as a model in the East Africa region.</p>	<p>Time Release Study Records in KRA, TRA and URA Annual Report</p>	<p>Assumption - Arusha-Namanga-Ahli River Road Development Project is implemented and concluded.</p>
<p>Project Purpose The capacity of the customs administrations of Kenya, Tanzania and Uganda is enhanced to enable them to properly operate an OSBP system.</p>	<p>The core staff members of the customs administrations are equipped with appropriate knowledge and skills to train others to properly operate the OSBP system. - The Mechanism of Human Resource Development to properly operate an OSBP system is established in respective customs administrations (KRA, TRA, URA).</p>	<p>Time Release Study Records in KRA, TRA and URA Annual Report Evaluation Report Interview to the related custom officers</p>	<p>- The internal law for OSBP is legislated in Kenya, Tanzania and Uganda. - The design of OSBP facility is acknowledged as appropriate to operate "The OSBP Operational Model". - Counterparts at respective customs administrations do not leave the office. - Budget for OSBP operation is allocated properly by respective customs administrations. - Other stakeholders fully cooperate with the customs administrations. The infrastructure projects of OSBP facilities incorporate comments of the customs administrations.</p>
<p>Outputs: 1. Appropriate knowledge to properly operate the Operational Model is acquired by the customs officers of respective customs administrations and stakeholders involved. 2. The customs administrations' institutional capacity are improved. 3. The pilot models for the OSBP Operational Model are implemented at Namanga and Malaba.</p>	<p>1-1. More than 200 people from the customs administrations, other governmental agencies and the private sectors who benefit from an OSBP Seminar. 1-2. More than 70 people from the customs administrations, other government agencies and the private sectors who benefit from 4 ICT workshops. 1-3. More than 40 customs and other law enforcement agencies' officers who benefit from 3 workshop on Joint Border Surveillance. 1-4. More than 250 customs agents who benefit from Classification and Valuation seminars. 1-5. 2 customs officers who participate in the study tour to Chirundu. 1-6. 15 customs officers who participate in the benchmarking study tour to the Great Mekong Sub-region. 1-7. Operational manuals of 2 ICT system developed. 2-1. More than 150 customs officers who benefit from Intelligence & Profiling seminars or workshops. 2-2. More than 200 customs officers who benefit from Classification and Valuation seminar and workshops. 2-3. Recommendations on Intelligence & Profiling, Classification & Valuation and Change Management developed. 2-4. 65 customs officers who attend the regional seminars. 2-5. 12 customs officers who participate in the study tour to Japan. 3-1. The OSBP Operational Model developed. 3-2. The prototypes of the 2 ICT systems developed. 3-3. The pilot project on the 2 ICT systems implemented at Namanga. 3-4. The pilot project on Joint Border Surveillance implemented at Namanga and Malaba.</p>	<p>Records of the activities</p>	
<p>Activities 1-1: Develop the project implementation plan. 1-2: Hold an OSBP seminar in Nairobi. 1-3: Hold workshops for 2 ICT systems at Namanga, Nairobi and Dar es Salaam. 1-4: Hold workshops for joint border surveillance at Nairobi, Namanga and Malaba. 1-5: Conduct benchmarking study tours to Chirundu and the Great Mekong Sub-region. 1-6: Develop operational manuals of 2 ICT system. 2-1: Hold small workshops on Intelligence and Profiling as well as Classification and Valuation in HQs and various border posts. 2-2: Hold regional seminars on Intelligence and Profiling as well as Classification and Valuation in Nairobi and Dar es Salaam. 2-3: Hold seminars for customs agents at Nairobi, Mombasa, Dar es Salaam and Kampala. 2-4: Develop recommendations on Intelligence & Profiling, Classification & Valuation and Change Management. 2-5: Sensitize core officers at respective customs administrations to lead the institutional capacity development through regional seminars and a benchmarking study tour to Japan. 3-1: Develop the OSBP Operational Model. 3-2: Develop the prototypes of 2 ICT systems. 3-3: Implement the pilot project to test 2 ICT systems at Namanga. 3-4: Implement the pilot project on Joint Border Surveillance to improve the enforcement functions in Namanga and Malaba. 3-5: Submit comments on the necessary amendments to the OSBP facility design in other infrastructure projects to the concerned ministries and development partners.</p>	<p>Input [Japan Side]: - Experts Long term experts/ Leader (Japan Customs) & Project Coordinator Short term experts (Japan Customs)/ 2 experts on Intelligence; 1 week, 1 expert on Intelligence; 1.5 months, 1 expert on classification; 2 months, 1 expert on valuation; 1 month, 1 expert on customs agents; 3 months - Trainings 1 OSBP seminar, 3 regional seminars, more than 20 small workshops, 7 workshops for the customs agents 3 ICT Development Meetings, 2 Joint Coordinating Committee Meetings - Regional meetings - Equipment provision Pilot for ICT: 14 PCs, 4 printers, 2 servers, intranet system, generator (TRA) Pilot for Surveillance X 4 (KRA-2, TRA-1, URA-1), 2 Vehicles (Double Cabin Pick-up, 4X4, installed Bench), 2 motorcycles, 2 Siren & Loud Speakers, 2 Search Lights, Radio communication set, 2 Night scopes - Equipment for Experts' activities 1 Vehicle, 1 PCs, 2 Printers, 1 Copy Machine, 1 Projector - Dispatch of Mission teams</p>	<p>Input [KRA, TRA, URA]: - Assignment of the counterpart personnel - Venue for workshops - Assignment of the administrative personnel (Driver, Secretary) - Venue for meetings - Vehicles for transport of the participants in the regional seminars and meetings</p>	<p>The officials who received training continue working on OSBP in the customs administrations. Basic Preconditions: - Bilateral agreements on OSBP at Namanga and Malaba are signed. - OSBP facilities are constructed at Namanga and Malaba. - EATTFP is implemented on schedule.</p>

Plan of Operations

Annex 6

	JFY 2007									JFY 2008									JFY 2009					
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
1-1: Develop a project implementation plan	←	↔			↔																			
1-2: Hold an OSBP seminar in Nairobi							↔																	
1-3: Hold workshops for 2 ICT systems at Namanga, Nairobi and Dar es Salaam.								↔																
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2-1: Hold small workshops on Intelligence and Profiling as well as Classification and Valuation in HQs and various border posts.																								
2-2: Hold regional seminars on Intelligence and Profiling as well as Classification and Valuation in HQs and various border posts in Nairobi and Dar es Salaam.			↔																					
2-3: Hold seminars for customs agents at Nairobi, Mombasa, Dar es Salaam and Kampala																								
2-4: Develop recommendations on Intelligence & Profiling, Classification & Valuation and Change Management.																								
2-5: Sensitize core customs officers at respective customs administrations to lead the institutional capacity development through regional seminars and the benchmarking study tour to Japan.																								
3-1: Develop the OSBP Operational Model.																								
3-2: Develop the prototypes of 2 ICT systems.																								
3-3: Implement the pilot project to test 2 ICT systems at Namanga																								
3-4: Implement the pilot project on Joint Border Surveillance to improve the enforcement functions in Namanga and Malaba.																								
3-5: Submit comments on the necessary amendments to the OSBP facility design in other infrastructure projects to the concerned ministries and development partners.																								