

**ボツワナ共和国、ナミビア共和国
ナムノ/トランス・カラハリ国境
OSBP 導入プロジェクト
中間レビュー報告書**

平成 24 年 3 月
(2012 年)

**独立行政法人国際協力機構
産業開発・公共政策部**

産 公
J R
12-096

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序 文

貿易・流通の促進による持続的な経済成長をめざす南部アフリカ地域では、通関の円滑化は重要な課題です。この通関の円滑化を図るため、同地域では、通常は国境で輸出側と輸入側で計2回行う輸出入手続きを、1回（ワン・ストップ）にすることで、通関手続きの円滑化・効率化を図り、もって物流の促進に貢献するワン・ストップ・ボーダー化（OSBP）に取り組んでいます。

上記課題に取り組むため、独立行政法人国際協力機構（JICA）は、ボツワナ共和国、ナミビア共和国を対象として、2010年10月から2013年10月までの3年間の協力期間として、「マムノ/トランス・カラハリ国境OSBP導入プロジェクト」を実施しています。

今般、プロジェクト開始から1年半が経過したことから、2012年3月3日から11日の期間、JICA産業開発・公共政策部 技術審議役 辻 一人を総括とする調査団による中間レビュー調査を行いました。

本報告書は、同調査結果を取りまとめたものです。この報告書が、今後の南部アフリカ地域における税関分野の更なる発展に向けた指針となるとともに、今後の類似分野での技術協力プロジェクトの案件形成・実施にあたっての参考となることを祈念します。

最後に、本調査にご協力頂いた内外関係者の方々に深い謝意を表します。

平成24年3月

独立行政法人国際協力機構
産業開発・公共政策部長 桑島 京子

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地 図

ナミビア共和国



地 図

ボツワナ共和国



写

真



写真1：地域合同調整委員会（RJCC）における議論の様子



写真2：協議議事録（M/M）署名（ボツワナ共和国）



写真3：M/M署名（ナミビア共和国）



写真4：プロジェクト事務所

略 語 表

略 語	英 語	日 本 語
AEO	Authorized Economic Operator	認可事業者
BURS	Botswana United Revenue Service	ボツワナ統一歳入庁
C/P	Counterpart	カウンターパート
F/S	Feasibility Study	実施可能性調査
HS	Harmonized System	商品の名称及び分類についての統一システム
M/M	Minutes of Meetings	協議議事録
NCE	Namibia Customs and Excise, the Ministry of Finance	ナミビア財務省関税局
OSBP	One Stop Border Post	ワン・ストップ・ボーダー・ポスト
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PO	Plan of Operation	プロジェクト活動計画
R/D	Record of Discussions	討議議事録
SACU	Southern African Customs Union	南部アフリカ関税同盟
SADC	Southern African Development Community	南部アフリカ開発共同体
TICAD	Tokyo International Conference on African Development	アフリカ開発会議
TKC	Trans-Kalahari Corridor	トランス・カラハリ回廊
TKCS	Trans-Kalahari Corridor Secretariat	トランス・カラハリ回廊事務局
TOR	Terms of Reference	管理、手続き等を記載した仕様書
USAID	United States Agency for International Development	米国国際開発庁
WCO	World Customs Organization	世界税関機構

評価調査結果要約表

1. 案件の概要	
国名：ボツワナ共和国・ナミビア共和国	案件名：mammoth/Trans・カラハリ国境OSBP導入プロジェクト
分野：財政・金融	援助形態：技術協力プロジェクト
所轄部署：産業開発・公共政策部 行財政・金融課	協力金額（評価時点）：8,700万円
協力期間	(R/D)：2010年9月3日（ボツワナ）、2011年9月7日（ナミビア）
	2010年10月21日～2013年10月20日（ボツワナ）
	2011年9月7日～2013年10月20日（ナミビア）
	先方関係機関：ボツワナ統一歳入庁（BURS） ナミビア財務省関税局（NCE）
	日本側協力機関：財務省関税局
	他の関連協力：
<p>1-1 協力の背景と概要</p> <p>南部アフリカ3カ国を横断するトランス・カラハリ回廊（TKC）は、西はナミビア共和国（以下、ナミビア）のウォルビス・ベイ港から始まり、南アフリカ共和国（以下、南アフリカ）のヨハネスブルグまでをつなぎ、北米・欧州と南部アフリカ地域をより短時間・短距離で結ぶルートとして、近年注目されている。古くから南部アフリカ地域における交易の拠点として利用されてきた南アフリカの東側にあるダーバン港は常時過密状態にあるため、物資が同港を経由するよりも、ウォルビス・ベイ港とTKCを経由してナミビアとボツワナ共和国（以下、ボツワナ）に入る方が経済的であるからである。そのため、ボツワナとナミビアにとってはTKCを経由したウォルビス・ベイ港の利用価値は高く、現在、ウォルビス・ベイ港の拡張計画が進められている。</p> <p>ウォルビス・ベイ港のキャパシティが増大することにより、TKCの交通量（2007年～2008年の1年間で、商業貨物車は1万8,043台）は毎年少なくとも14%程度ずつ増加（2008年比）すると見込まれており、物流の確保・促進のためには国境における通関手続きを、より効率的・円滑に行う必要がある。そのため、TKC関係国であるボツワナ、ナミビア、南アフリカの各国政府はTKC上の国境（ボツワナとナミビア国境のmammoth/Trans・カラハリ、ボツワナと南アフリカ国境のパイオニア・ゲート）に輸出入双方の手続きについて一度に国境通関手続きを行えるようにするワン・ストップ・ボーダー・ポスト（OSBP）を導入することを合意している。</p> <p>その枠組みの中でボツワナ政府は、mammoth/Trans・カラハリ国境施設のOSBP化をナミビア政府と2005年に合意しており、同国境のOSBP化をモデルケースとして、他の周辺国境に順次適用する方針である。しかし、ボツワナ・ナミビアを含め、南部アフリカ地域においてOSBP導入の実績と経験がなかったことから、ボツワナ、ナミビア両政府はわが国に対してOSBP導入に係る支援を要請してきた。</p> <p>これを受けて、国際協力機構（JICA）はボツワナ及びナミビアの両関税局をカウンターパート（C/P）機関として、「mammoth/Trans・カラハリ国境OSBP導入プロジェクト」（以下「本プロジェクト」）を2010年10月より2013年10月までの3年間の予定で実施中である（なお、ナミビアは2011年9月から正式に本プロジェクトに参加している）。</p> <p>今回、本プロジェクト期間の半分が経過したため、本プロジェクトの目標達成度や成果等を分析するとともに、プロジェクトの残り期間の課題及び今後の方向性について確認するために、中間レビューを実施した。</p>	

1-2 協力内容

(1) 上位目標

マムノトランス・カラハリ国境施設に、OSBPが導入され適切に運用される。

(2) プロジェクト目標

OSBPをシステムとして適切に運用できるように、ボツワナ、ナミビアの税関組織と通関業者協会の能力が向上する。

(3) 成果

- 1) マムノトランス・カラハリ国境施設のためのOSBP業務モデルが開発され、通関業者協会と共有される。
- 2) 関係する税関職員と通関業者協会がOSBPを適切に運営するための知識を習得する。
- 3) 税関業務に必要な技術分野と運営制度を適切に実施するための税関職員の能力が向上する。

(4) 投入（評価時点）

日本側：総投入額	9,000万円		
長期専門家派遣	2名	機材供与	約3,300万円
短期専門家派遣	2名	ローカルコスト負担	約600万円
研修員受入れ	12名		
第三国研修（タイ）	6名		

相手国側（ボツワナ、ナミビア）：
C/P配置
（プロジェクトダイレクター、プロジェクトマネジャー、その他C/P）
土地・施設提供

2. 評価調査団の概要

調査者	総括：辻 一人 JICA産業開発・公共政策部 技術審議役 協力企画：辻 研介 JICA産業開発・公共政策部 行財政・金融課 主任調査役 評価分析：泉井 明子 JICA産業開発・公共政策部 行財政・金融課 税関行政：馬場 義郎 財務省関税局 関税課 国際協力専門官	
調査期間	2012年3月3日～2012年3月11日	評価種類：中間レビュー

3. 評価結果の概要

3-1 実績の確認

(1) 成果の達成度

【成果1：マムノトランス・カラハリ国境施設のためのOSBP業務モデルが開発され、通関業者協会と共有される。】

OSBP業務モデルとして、2008年に米国国際開発庁（USAID）の支援により実施された実施可能性調査（F/S）に基づくフローチャートがプロジェクト専門家より提案された。両国政府は2012年3月末までにこのフローチャートに係るステークホルダーとの協議・合意形成を完了する予定である。

【成果2：関係する税関職員と通関業者協会がOSBPを適切に運営するための知識を習得する。】

パイロット実施計画に代えて業務実施ガイドラインの整備に注力する必要がある。本ガ

イドラインの整備にあたっては、OSBP法の制定、OSBPに係る二国間合意、その他OSBP導入に係る通関等手続き見直しの決定が必要となる。

機材供与は進展中である。

【成果3：税関業務に必要な技術分野と運営制度を適切に実施するための税関職員の能力が向上する。】

プロジェクトは、税関業務に関する現況ベースライン調査の一環として通関所要時間調査を実施した。

本調査及びニーズヒアリングを踏まえ、税関リスクマネジメント及び、商品の名称及び分類についての統一システム（HS）分類に係るトレーニングが実施された。

(2) プロジェクト目標の達成見込み

計画どおりにフローチャート、ガイドラインの整備、能力向上に係る活動が遂行されればプロジェクト目標の達成は可能であるが、OSBP法の制定、二国間合意、その他OSBP導入に係る通関等手続き見直しの決定に依存する。

3-2 評価結果の要約

(1) 妥当性

以下の点により妥当性は引き続き高い。

- ・ マムノ/トランス・カラハリ国境におけるOSBP導入は、域内の経済統合の一環として引き続き両国政府にとって重要性が高い。
- ・ 本プロジェクトは、わが国の援助方針（回廊整備、貿易促進）とアフリカ開発会議（TICAD）IVにおけるわが国のコミットメントに合致する。
- ・ 本プロジェクトは、BURS及びNCEの、OSBPを適切に運用するために必要な税関行政面の能力向上に係るニーズに合致する。

(2) 有効性

設定されているプロジェクト・デザイン・マトリックス（PDM）上の3つの成果は引き続きプロジェクト目標の達成に貢献するものとして妥当である。

しかしながら、有効性を高めるためには、OSBP法の制定、二国間合意及び他の政府関係機関の十分な協力、といった外部条件が満たされる必要がある。

(3) 効率性

プロジェクト専門家がC/P機関の意思決定権者と密接なコンタクトを維持することが困難であったことが効率性を妨げる要因となった。効率性を高めるため、プロジェクトの残り期間においてはプロジェクト専門家を含む関係者がより密接なコミュニケーションを確保し続けることが望まれる。

機材は現場のニーズを踏まえ、タイムリーに供与された、あるいはされる予定である。

(4) インパクト

PDMにて設定された外部条件が満たされれば、プロジェクト目標の達成は上位目標の達成に貢献すると期待される。マムノ/トランス・カラハリ国境におけるOSBP導入の成功は、域内の他の国境におけるOSBP導入の良いモデルとなり得る。

(5) 自立発展性

PDMにて設定された外部条件が満たされれば、プロジェクト目標で達成された事項は維持される。

3-3 結論

今回は、中間レビューの機会をとらえ、JICA調査団が仲介する形で、C/P機関の責任者である両国関税局長出席の下、BURS、NCEが4日間にわたり議論する機会とした。協議2日目にはBURS、NCEだけでOSBP推進に向け両者で決定すべき事項やプロジェクトに期待する事項を議論する等〔その結果は協議議事録（M/M）のAnnex3-1として添付〕、C/Pの意識向上と活動促進の良ききっかけとなった。

これまでのプロジェクトの進捗は芳しくないが、一連の協議を経て、残り1年半でのプロジェクト目標達成に向けて取り組むべき活動やそれぞれの責任分担の明確化ができた。

今後所期の成果、プロジェクト目標、上位目標を達成するためには、以下3-4の提言、修正後のPDMやプロジェクト活動計画（PO）に基づき、BURS、NCE、プロジェクト専門家ほか関係者の更なる努力が求められる。

3-4 提言

(1) 中間レビューを通じて、残り期間でプロジェクト目標を達成するために取り組むべき事項として、以下を提言・協議し合意した。

- ・ボツワナ・ナミビア両政府は2012年5月に第2回二国間交渉を実施する。
- ・ボツワナはOSBP法を7月の国会にて審議する。ナミビアはそれに遅れることのないよう、NCEが関係機関と調整する。
- ・ボツワナ・ナミビア両政府は彼らの責任事項として国境におけるOSBP施設の改修を行う。JICAは、必要な人材育成及び機材供与に係る予算を手配する。
- ・OSBP導入に係るステークホルダーは、主要な政府関係機関及び民間セクターを含む。また、合同調整委員会/地域合同調整委員会のメンバーとして入国管理局、公安、検疫、道路局、運輸局等の主要な政府関係機関を含む。JICAはプロジェクト活動範囲にこれらステークホルダーを含める。両税関にとどまらない事項については、プロジェクトは各国財務省に連絡し、財務省が責任をもって関係するステークホルダーとの連絡調整を行う。
- ・BURSとNCEはOSBP導入において協議すべき事項及びタイムラインについて合意し、これに関しプロジェクト専門家からもOSBP導入に係る検討事項が提案された。これらに取り組むためBURSとNCEは専門の技術チームを組成する。両国で合意した事項については、速やかにプロジェクト専門家と共有し、ガイドラインに反映させる。
- ・C/P側実施体制について、意思決定にかかわるスタッフはC/P機関の予算により手配される必要があるが、プロジェクト実施促進にあたりJICAとC/P機関が管理、手続き等を記載した仕様書（TOR）に合意する限りにおいてlocal expertsの起用が検討できる。
- ・トレーニングについては、BURS・NCEが改めてニーズを整理したうえで、2012年3月末までにプロジェクト専門家に対して要請する。また、OSBP業務の流れをイメージし、今後の検討・活動を円滑にするため周辺事例の視察を当該トレーニングの一環として取り入れる。
- ・BURSとNCEはプロジェクト専門家が作成したOSBPのフローチャートについて、それぞれのステークホルダーとの合意形成を2012年3月末までに終了する。
- ・BURSとNCEはOSBP法、二国間合意文書案及びその他OSBPの業務実施ガイドラインの整備に影響すると思われる文書や情報を、進展があり次第速やかにプロジェクトと共有する。

- ・ BURSとNCEはOSBPに関連する他の取り組みと本プロジェクトとの間で必要な連携を確保できるようイニシアティブをとる。
- ・ プロジェクトの延長是非については、2013年3月ごろに実施される予定の終了時評価においてその時点までの実績を踏まえ検討されることであり、まずは延長を前提とせず、2013年10月の当初のプロジェクト期間内で所期の目標を達成すべく関係者で取り組む。

(2) 上記提言・合意事項を踏まえ、PDM及びPOについて必要な箇所を修正する。

第1章 評価調査の概要

1-1 評価調査団派遣の経緯と目的

南部アフリカ3カ国を横断するトランス・カラハリ回廊（TKC）は、西はナミビア共和国（以下「ナミビア」）のウォルビス・ベイ港から始まり、南アフリカ共和国（以下「南アフリカ」）のヨハネスブルグまでをつなぎ、北米・欧州と南部アフリカ地域をより短時間・短距離で結ぶルートとして、近年注目されている。古くから南部アフリカ地域における交易の拠点として利用されてきた南アフリカの東側にあるダーバン港は常時過密状態にあるため、物資が同港を経由するよりも、ウォルビス・ベイ港とTKCを経由してナミビアとボツワナ共和国（以下「ボツワナ」）に入る方が経済的であるからである。そのため、ボツワナとナミビアにとってはTKCを経由したウォルビス・ベイ港の利用価値は高く、現在、ウォルビス・ベイ港の拡張計画が進められている。

ウォルビス・ベイ港のキャパシティが増大することにより、TKCの交通量（2007年～2008年の1年間で、商業貨物車は1万8,043台）は毎年少なくとも14%程度ずつ増加（2008年比）すると見込まれており、物流の確保・促進のためには国境における通関手続きを、より効率的・円滑に行う必要がある。そのため、TKC関係国であるボツワナ、ナミビア、南アフリカの各国政府はTKC上の国境（ボツワナとナミビア国境のナムノトランス・カラハリ、ボツワナと南アフリカ国境のパイオニア・ゲート）に輸出入双方の手続きについて一度に国境通関手続きを行えるようにするワン・ストップ・ボーダー・ポスト（OSBP）を導入することを合意している。

その枠組みの中でボツワナ政府は、ナムノトランス・カラハリ国境施設のOSBP化をナミビア政府と2005年に合意しており、同国境のOSBP化をモデルケースとして、他の周辺国境に順次適用する方針である。しかし、ボツワナ・ナミビアを含め、南部アフリカ地域においてOSBP導入の実績と経験がなかったことから、ボツワナ、ナミビア両政府はわが国に対してOSBP導入に係る支援を要請してきた。

これを受けて、国際協力機構（JICA）はボツワナ及びナミビアの両関税局をカウンターパート（C/P）機関として、「ナムノトランス・カラハリ国境OSBP導入プロジェクト」（以下「本プロジェクト」）を2010年10月より2013年10月までの3年間の予定で実施中である（なお、ナミビアは2011年9月から正式に本プロジェクトに参加している）。

今回、本プロジェクト期間の半分が経過したため、本プロジェクトの目標達成度や成果等を分析するとともに、プロジェクトの残り期間の課題及び今後の方向性について確認するために、中間レビューを実施した。

1-2 調査団の構成

	氏名	担当分野	所属先
1	辻 一人	総括	JICA産業開発・公共政策部 技術審議役
2	辻 研介	協力企画	JICA産業開発・公共政策部 行財政・金融課 主任調査役
3	泉井 明子	評価分析	JICA産業開発・公共政策部 行財政・金融課
4	馬場 義郎	税関行政	財務省関税局 関税課 国際協力専門官

1 - 3 調査の日程

〔2012年3月3日～3月11日（9日間）〕

詳細は以下表のとおりである。

日 順	日 付	活 動		地
		総括、協力企画、評価分析団員	税関行政団員	
1	3月3日（土）	16 25 発（CX549） 20 40 港着 23 45 港発（CX749）		
2	3月4日（日）	06 35 ヨハネスブルグ着 09 25 ヨハネスブルグ発（SA1763） 10 20 ハボロネ着 専門家・調査団 合せ		ハボロネ
3	3月5日（月）	08 30-16 00 中間レビュー協議（ボツワナ：MOF、BURS、ナミビア：NCE、JICA） 1) ボツワナによる発表（OSBP導入に向けた現状と課題） 2) ナミビアによる発表（OSBP導入に向けた現状と課題） 3) JICAプロジェクトによる発表（プロジェクトのこれまでの活動、OSBPフローチャート） 4) ディスカッション		ハボロネ
4	3月6日（ ）	08 30-16 00 中間レビュー協議（ボツワナ：MOF、BURS、ナミビア：NCE） OSBP導入に向けた検討事項 専門家・調査団 合せ		ハボロネ
5	3月7日（ ）	08 30-11 30 中間レビュー協議（ボツワナ：MOF、BURS、ナミビア：NCE、JICA） 1) 二国間協議結果に係る議論 2) M/M案の説明・議論	16 25 発（CX549） 20 40 港着 23 50 港発（SA287）	ハボロネ
6	3月8日（ ）	08 30-11 30 中間レビュー協議（ボツワナ：MOF、BURS、ナミビア：NCE、JICA） 1) M/M案に係る協議・署名 14 00-16 00 ボツワナ、ナミビア、プロジェクトによるOSBPに係る議論	07 10 ヨハネスブルグ着 09 25 ヨハネスブルグ発（SA1763） 10 20 ハボロネ着	ハボロネ
7	3月9日（金）	14 00-15 00 大 報告 15 30-16 15 BURS長官表 17 00-17 45 JICAボツワナ支所報告		ハボロネ
8	3月10日（土）	07 50 ハボロネ発（SA1762） 08 45 ヨハネスブルグ着 12 35 ヨハネスブルグ発（CX748）	13 30 ハボロネ発（SA1776） 14 25 ヨハネスブルグ着	
9	3月11日（日）	07 05 港着 08 30 港発（CX748） 13 25 着		

MOF：財務省 BURS：ボツワナ統一歳入庁 NCE：ナミビア財務省関税局 M/M：協議議事録

1 - 4 プロジェクトの概要

(1) 上位目標

マムノトランス・カラハリ国境施設に、OSBPが導入され適切に運用される。

(2) プロジェクト目標

OSBPをシステムとして適切に運用できるように、ボツワナ、ナミビアの税関組織と通関業者協会の能力が向上する。

(3) アウトプット

- 1) マムノ/トランス・カラハリ国境施設のためのOSBP業務モデルが開発され、通関業者協会と共有される。
- 2) 関係する税関職員と通関業者協会がOSBPを適切に運営するための知識を習得する。
- 3) 税関業務に必要な技術分野と運営制度を適切に実施するための税関職員の能力が向上する。

1 - 5 評価手法・項目

1 - 5 - 1 評価手法

事前に、さまざまな要因から本プロジェクトが当初予定していたとおりに進捗していないことが把握されていたため、本中間レビューでは、JICA調査団が仲介する形で、C/P機関の責任者である両国関税局長出席の下、ボツワナ統一歳入庁（以下「BURS」）、ナミビア財務省関税局（以下「NCE」）が4日間にわたり議論する機会とし、現状と課題の把握と今後取り組むべき事項を出し、双方で認識を共有するプロセスに重点を置いて実施した。

また、新JICA事業評価ガイドライン第一 にのっとり、本プロジェクトのプロジェクト・デザイン・マトリックス（以下「PDM」）（付属資料2.の中間レビュー報告書ANNEX 9、11）及びプロジェクト活動計画（以下「PO」）（付属資料2.の中間レビュー報告書ANNEX 13、15）を基に、以下の項目について確認し、評価を行った。

1 - 5 - 2 評価項目

- (1) プロジェクトの実績
- (2) 実施プロセス
- (3) 5項目評価（妥当性、有効性、効率性、インパクト及び持続性）の視点による評価

評価作業は、プロジェクトの実績、実施プロセス、及び5項目評価の項目ごとに 体的な 問を設定した評価グリッド（付属資料3.）を作成し、それに基づいて行った。以下の表1は、PDMの構成と内容を示している。また、表2は、5項目評価の視点について整理している。

表1 PDM各欄の定義

上位目標	プロジェクトを実施することによって期待される長期的な効果
プロジェクト目標	プロジェクト実施によって達成が期待される、ターゲットグループ（人、組織を含む）や対象 会に対する直接的な効果。技術協力の場合は としてプロジェクト終了時に達成される
アウトプット	「プロジェクト目標」達成のためにプロジェクトが生み出す財やサービス
活 動	「投入」を って「アウトプット」を産出するために必要な一連の行
外部条件	プロジェクトではコントロールできないが、プロジェクトの成 に影響を与える外部要因
指 標	プロジェクトの業績やプロジェクト実施による変化を測るための定量的・定性的な変数
入手手段	プロジェクトの達成度や業績を測るための情報源・調査手段

投入	「アウトプット」を産出するために必要な資源（人材、資機材、運営経費、施設等）
前提条件	プロジェクトが実施される前にクリアしておかなければならない条件

出所：新JICA事業評価ガイドライン第一

表2 評価5項目ごとの主な評価の視点

妥当性	<p><u>必要性</u></p> <ul style="list-style-type: none"> ターゲットグループのニーズに合致しているか <p><u>先度</u></p> <ul style="list-style-type: none"> 相手国の開発政策との整合性はあるか 日本の援助政策・JICAの援助実施方針との整合性はあるか <p><u>手段としての妥当性</u></p> <ul style="list-style-type: none"> プロジェクトは相手国の対象分野・セクターの開発課題に対する効果を上げる戦略として適切か C/P機関及びターゲットグループの 定は適正か 日本の技術の 位性はあるか
有効性	<ul style="list-style-type: none"> プロジェクト目標は明確か プロジェクト目標は達成されているか（達成される見込みか） それはプロジェクトのアウトプットの結果もたらされたか（もたらされる見込みか） プロジェクト目標に至るまでの外部条件の影響はあるか 有効性を貢献・ 害する要因は か
効率性	<ul style="list-style-type: none"> アウトプットの達成度はコストに見合っていた（見合う）か。同じコストでより高い達成度を実現することはできなかったか プロジェクト目標の達成度はコストに見合っていた（見合う）か。同じコストでより高い達成度を実現することはできなかったか プロジェクト実施プロセスの効率性を 害・促進する要因は か プロジェクトの成果発現の効率性を貢献・促進する要因は か
インパクト	<ul style="list-style-type: none"> 上位目標は達成されているか（達成される見込みか） 上位目標を達成するための方策は適切に計画されているか。パイロットプロジェクトの場合、普及のための方策が計画されているか 上位目標に至るまでの外部条件の影響はあるか 予期しなかったプラス・マイナスの影響はあるか（政策、経済・財政、組織・制度、技術、 会・文化・ジェンダー・民 、環境等の側面から調査する）
持続性	<ul style="list-style-type: none"> プロジェクト目標、上位目標等のプロジェクトがめざしていた効果は、援助終了後も持続するか それらの持続的効果の発現要因・ 害要因は か（政策、経済・財政、組織・制度、技術、 会・文化、環境等の側面から調査する）

出所：新JICA事業評価ガイドライン第一 より

1-5-3 データ取 及び分析方法

PDM記載事項の実績データを中 くに、以下の情報源及びデータ取 手法を用いて情報を収した。

- 1) 討議議事録（以下「R/D」）、PDM、PO及び協議議事録（以下「M/M」）などのプロジェクト計画文書
- 2) プロジェクトによる記録（進捗報告書、専門家報告書など）
- 3) 日本人専門家及びC/P、関連機関からの き取り
- 4) ボツワナ、ナミビア側、日本側の投入に関する記録

1-6 調査結果概要（団長所感）

上記1-5-1で記載のとおり、今回は、中間レビューの機会をとらえ、JICA調査団が仲介する形で、C/P機関の責任者である両国関税局長出席の下、BURS、NCEが4日間にわたり議論する機会とした。

その結果、協議2日目にはBURS・NCEだけでOSBP推進に向け両者で決定すべき事項やプロジェクトに期待する事項を議論する等（その結果は付属資料2.の中間レビュー報告書 Annex3-1として添付）、C/Pの意識向上と活動促進の良いきっかけとなった。これまでのプロジェクトの進捗は芳しくないが、一連の協議を経て、残り一年半でのプロジェクト目標達成に向けて取り組むべき活動やそれぞれの責任分担の明確化ができた。

また、これらの点をM/M及び修正 PDM、POに反映させた。

(1) 二国間交渉とOSBP法国会 認の推進

OSBP化が遅れている最大の要因が二国間交渉とOSBP法国会 認の遅れである点を 認識し、これらを推進するため、BURS及びNCEは以下の点を合意した。

- ① 第2回二国間交渉を2012年5月に実施する。
- ② ボツワナはOSBP法を7月国会にて審議する。ナミビアもそれに遅れることのないようNCEが関係官庁と調整する。

OSBPを推進するための法 面のスケジュールがより明確化され、また、これらの進展があり次第プロジェクト側とも共有することが約 されたことで、今後プロジェクトは遅 なく情報を把握し、OSBP業務手順ガイドライン（以下「ガイドライン」）への反映等の活動を進めることができると期待される。

(2) 二国間交渉・OSBP法を踏まえたプロジェクト枠組みの変更

一方、プロジェクト開始当初はこれら二国間交渉とOSBP法制定の進捗いかんにかかわらず、pilot implementation planの作成・実施等OSBP導入に向けた活動ができることを想定していたが、今回の調査で二国間合意とOSBP法の施行が、現場のOSBP導入に向けたパイロット活動やガイドラインにも影響することが分かった。これを踏まえ、成果2に係る活動内容を修正し、ガイドラインの整備に注力するとともに、上記2点の外部条件の位置づけを変更するPDM改 案を提案して合意した。

(3) OSBP導入に向けた関税局間の実務面での協議の促進とガイドライン作成

本中間レビューを機に、専門家がOSBP導入にあたり二国間合意やOSBP法の施行以外に実務部分について両関税局間で合意してもらいたいことをリストアップしてBURS及びNCEに提示した。これにより、BURS及びNCEにとっても、二国間合意とOSBP法施行のほかにはOSBP化に向けて合意・整理すべき事項が明確になったため、本レビュー期間中、調査団との協議とはに両関税局間で協議する等、議論の進展にもつながった。

加えて、今後OSBPに係るガイドラインを2012年10月までの半年間で作成していくにあたり、BURS・NCE双方が専門の技術チーム（dedicated technical teams）を組成して取り組むことが合意された。

BURS・NCE間の協議事項についても進展があり次第、ガイドラインに反映できるよう速やかにプロジェクト専門家と共有することについても合意した。

(4) ステークホルダーのプロジェクトへのき込み

BURSとNCEはプロジェクト専門家が作成したOSBPのフローチャート（成果1）について、それぞれのステークホルダーとの合意形成を2012年3月末までに終了することで合意した。

一方、今後もBURSやNCEがOSBP化を推進していくためには、入国管理局や検疫等ステークホルダーの更なる理解と関与が不可欠であるため、該当する関係省庁や利害関係者の定義を明確化したうえで、プロジェクトの活動範囲に含めることで合意した。

(5) 税関職員能力向上のためのトレーニング

トレーニングについては、BURS・NCEとしてもOSBP導入に向けた活動とリンクする形で改めてニーズを整理したいという意向が示され、2012年3月末までにプロジェクト専門家に対して要請することで合意した。

なお、OSBP業務の流れをイメージし、今後の検討・活動を円滑にするためチルド等周辺事例を視察したいという要望を受けたため、当該トレーニングの一環として取り入れることで合意した。

(6) プロジェクト実施体制

本レビュー以前は、ボツワナ側のレスポンスのさから、プロジェクト活動を推進するため専門家にナミビアに移ってもらうなど、実施体制の変更も一案として考えていた。

しかしながら、2011年12月に着任したBURSのバラシア関税局長は今回の一連の協議で議長を務め、彼の十分なリーダーシップ及びプロジェクトに対するコミットメントを今回の現地調査で確認することができた。

また、今回一連の協議に継続的にボツワナ財務省の代表が出席し議論に参加したほか、議論を通じて、政府組織であるNCEより半官半民のBURSの方が積極的で、法の施行についてはボツワナ側ではOSBP化法案の審議日程が決まっているなどナミビアをリードするような態度と発言がみられたため、BURSは新しい局長の下、財務省をはじめとする関係機関との意思疎通・調整についても一のイニシアティブを発する見込みが高いことが判明した。加えて、両税関にとどまらない検討事項の連絡体制について、プロジェクトは両財務省に直接コンタクトをとり、財務省が責任をもってステークホルダーと連絡調整を行うことも確認した。

したがって、専門家は引き続きボツワナに在し、来どおりの体制でプロジェクト活動を推進してもらうことが望ましいと判断した。

加えて、前述のとおり双方の技術チームが今後半期ごとに協議を行うことに加え、半年ごとの関税局長会議の実施も決定され、今後実務面の議論の推進が期待される。一方、これら会議の実施に係る支援要請がプロジェクトになされたが、今回のような議論の場の設定はプロジェクト活動促進のためにもむしろ望ましいことから、積極的に支援していくことで合意した。

他方で、BURS・NCEは本プロジェクトの日常的業務の専任スタッフの配置に関し、プロジェクトに支援を要請したが、意思決定にかかわるスタッフはC/P機関の予算により手配されるべきという基本を説明したうえで、JICAとC/P機関が管理、手続き等を記載した仕様書（TOR）に合意する限りにおいてlocal expertsの起用が検討できるをM/Mに記載した。

(7) その他プロジェクトに対するBURS・NCEからの要請

前述以外の事項で、JICAに対して以下の要請がなされ、JICAとしての対応を検討し、修正POに明記した。

- 1) フォークリフトやX線検査機といったOSBP導入に必要な機材供与等→今後必要機材の定・調達を行う過程で検討（活動2-3）。
- 2) 通関電子化や倉庫システムのインターフェース等を含むCoordinated Border Managementを推進するための国境の現状調査→OSBP導入に向けた検討状況のモニターの一環として実施（活動2-1）。
- 3) 望ましいOSBP施設の設計に係るレビュー→作成されるガイドラインに基づきレビュー（ただし詳細設計及び施設改修は両国が実施）（活動2-2）。

(8) プロジェクトの延長是非

プロジェクトの進捗状況にかんがみ、プロジェクト延長の可能性について提起がなされた。しかしながら、プロジェクトの延長是非については、2013年3月ごろに実施される予定の終了時評価においてその時点までの実績を踏まえ検討されることであり、まずは延長を前提とせず、2013年10月の当初のプロジェクト期間内で所期の目標を達成すべく関係者で取り組むべきであることを合意した。

(9) プロジェクト活動の実施促進

本レビューにより、ボツワナ、ナミビア双方とも、比較的關係が近く取り組みやすいマムノトランス・カラハリのOSBP化をモデルケースとして、くくは域内の他国との交渉にみたいという彼らの戦略的ニーズを確認した。また、一連の議論を通じて、OSBP導入に向けて彼らがをどのように進めないといけないのかをより体的に理解することにつながったため、今後の活動の進展が期待される。

2012年5月下旬には税関機構（WCO）主催で東南部アフリカ各国の関税局長をめた会合がボツワナで開催される予定であり、その際に本プロジェクトを通じたOSBPの進捗をする良い機会となり得るため、このような機会をとつインセンティブとして活用することでプロジェクト活動を活性化させていくことが求められる。

第2章 プロジェクトの実績と現状

2-1 投入実績

中間レビュー時点（2012年3月時点）の日本側、ボツワナ、ナミビア側の投入は、以下のとおりである。

2-1-1 日本側の投入（総額約9,000万円）

長期専門家：2名（チーフアドバイザー、業務調整/人材育成）

短期専門家：2名〔商品の名称及び分類についての統一システム（HS）分類〕

機材供与：約3,300万円（車両、フォークリフト、旅客用X線機材、プリンタ等）

本邦研修受入れ：12名（税関リスクマネジメント）

第三国研修（タイ）：6名

在外事業強化費：セミナー/ワークショップ等開催費、調査費、出張費等

2-1-2 ボツワナ側の投入

C/Pの配置（プロジェクトダイレクター、プロジェクトマネジャーほか）

日本人専門家のための執務室や必要な資機材の供与

プロジェクト活動のための予算措置・会場手配等

2-1-3 ナミビア側の投入

C/Pの配置（プロジェクトダイレクター、プロジェクトマネジャーほか）

日本人専門家来訪時の執務室や必要な資機材の供与

プロジェクト活動のための予算措置・会場手配等

なお、投入の詳細については、付属資料2.の中間レビュー報告書を参照されたい。

2-2 アウトプットの達成状況

【成果1】：マムノトランス・カラハリ国境施設のためのOSBP業務モデルが開発され、通関業者協会と共有される。

【指標】

1) 開発されたOSBP業務モデル

2) OSBP（一般）に関するコンセンサス構築のために開催したワークショップ/セミナーの回数と参加者数

3) OSBP業務モデルを普及するために開催したワークショップ/セミナーの回数と参加者数

本アウトプットの下では、「活動1-1 マムノトランス・カラハリ国境施設のためのOSBP業務モデルの開発」、「活動1-2 ステークホルダーへのOSBP（一般的内容）のコンセンサス構築のための活動」、「活動1-3 作成したOSBP業務モデルをステークホルダー間に普及するための活動」に取り組むことになっている。

「OSBP業務モデル」については、2008年に米国国際開発庁（USAID）の支援により実施された

実施可能性調査（F/S）に基づくフローチャートがプロジェクト専門家より提案されている。

このフローチャートを基に、BURS幹部への説明（2011年2月）、OSBP交渉担当チーム会議での説明（ボツワナ財務省財務次官補をはじめとする関係省庁関係者を含む）（2011年3月）、NCE幹部への説明（2011年3月）、両国国境事務所長への説明（2011年8月）、HS分類研修の機会をとらえた両国国境事務所関係者への説明（2011年11月、12月）等、累次にわたり説明を行った。

今後業務ガイドラインの作成に速やかに移行するため、BURSとNCEはプロジェクト専門家が作成したOSBPのフローチャート（成果1）について、それぞれのステークホルダーとの合意形成を2012年3月末までに終了することで合意した。

一方、今後もBURSやNCEがOSBP化を推進していくためには、入国管理局や検疫等ステークホルダーの更なる理解と関与が不可欠であるため、該当する関係省庁や利害関係者の定義を明確化したうえで、プロジェクトの活動範囲に含めることで合意した。

【成果2】：関係する税関職員と通関業者協会がOSBPを適切に運営するための知識を習得する。

【指標】

- 1) 策定された（修正された）パイロット実施計画
- 2) 開発されたマムノトランス・カラハリ国境施設におけるガイドライン
- 3) マムノトランス・カラハリ国境施設の税関職員向けに実施した研修の回数と参加者数

本アウトプットの下では、「活動2-1 成果1の活動（1）において開発されたOSBP業務モデルに基づき、税関職員がOSBPを適切・円滑に運営できるようにするため、マムノトランス・カラハリ国境施設における下記パイロット実施計画を策定」「活動2-2 パイロット実施計画に基づき、マムノトランス・カラハリ国境施設におけるガイドラインを作成したうえでトレーニングの実施」、「活動2-3 OSBPを実現するために必要な二国間合意と国内法整備の進捗状況をモニタリングし、必要に応じてパイロット実施計画を修正」に取り組むことになっている。

しかしながら、プロジェクト開始当初はこれら二国間交渉とOSBP法制定の進捗いかににかかわらず、パイロット実施計画の作成・実施等OSBP導入に向けた活動ができることを想定していたが、今回の調査で二国間合意とOSBP法の施行が、現場のOSBP導入に向けたパイロット活動やガイドラインにも影響し、同実施計画の作成及び実施ができていないことが判明した。

当初予定に比べ、OSBP導入に向けたボツワナ・ナミビア両国内での法整備・関係機関との調整に時間がかかっており、また二国間協議についても2011年5月に第1回が開催されたのみでその後進展していない。OSBP施設建設に係る費用負担や業務フローに影響する施設レイアウト等の検討もまだ途上にある。加えて、国境通関に関しOSBP化する際のCustoms Cashierでの課徴金等の領収に係る事務手続きが確定していない等、業務実施ガイドラインを作成していくにあたって協議・合意が必要な事項も数多く残されている。

こうした状況にかんがみ、成果2に係る活動内容を修正し、2012年10月までのガイドラインの整備に注力することが合意された。

これを可能とするために、以下の点が確認されている。

- ① 第2回二国間交渉を2012年5月に実施する。
- ② ボツワナはOSBP法を7月国会にて審議する。ナミビアもそれに遅れることのないようNCEが関係官庁と調整する。

③ 中間レビューでの議論の過程で、プロジェクト専門家が、OSBP導入にあたり二国間合意やOSBP法の施行以外に実務部分について両関税局間で合意してもらいたいことをリストアップしてBURS及びNCEに提示した。これを基にBURS・NCE双方が専門の技術チーム（dedicated technical teams）を組成してガイドライン作成に取り組む。

なお、国境通関の迅速化や効率化のため、ボツワナ、ナミビア側双方と協議の結果、フォークリフト（現在ボツワナ側に設置）や旅客用X線検査機（ボツワナ側、調達中）等の供与を行っている。

【成果3】：税関業務に必要な技術分野と運営制度を適切に実施するための税関職員の能力が向上する。

【指標】

- 1) ベースライン調査の結果
- 2) 技術分野に関するワークショップ/セミナーの実施回数と参加者数
- 3) 運営制度に関するワークショップ/セミナーの実施回数と参加者数
- 4) 運営制度に関して提示された提言
- 5) 税関組織において能力開発を担う職員によって作成された行動計画

本アウトプットでは、「活動3-1 税関業務に関する現況ベースライン調査の実施、現状把握」、「活動3-2 税関職員向けの、必要な技術分野に関するトレーニング実施（関税分類、関税評価、事後調査等）」、「活動3-3 必要な運営制度〔リスクマネジメント、認可事業者（AEO）、債権保証（bond guarantee）等〕を導入もしくは実施するための提言」、「活動3-4 税関組織における中核職員に対して能力向上を図り、上記活動3-2と3-3で取り上げた事項について、組織としての能力開発を推進させる」に取り組むことになっている。

これまで、ベースライン調査の一環として通関所要時間調査が実施されるとともに、研修ニーズのヒアリングが行われた。

これを踏まえ、改善が必要な税関業務として、税関リスクマネジメントとHS分類に係る能力向上がニーズとして取り上げられ、税関リスクマネジメントについては、2011年10月にボツワナ・ナミビアのC/P各6名を日本に招へいし、税関リスクマネジメントに係るわが国の仕組みや経験を共有した。

また、HS分類に関しては、HS2012年改正品目表導入にあたっての変更点を理解するとともに、通関手続きにおける適切な分類を行えるよう、短期専門家派遣を通じてセミナーが実施された。

一方、今後のトレーニングについては、BURS・NCEとしてもOSBP導入に向けた活動とリンクする形で改めてニーズを整理したいという意向が示され、2012年3月末までにプロジェクト専門家に対して要請することで合意した。

なお、OSBP業務の流れをイメージし、今後の検討・活動を円滑にするためチルド等周辺事例を視察したいという要望を受けたため、当該トレーニングの一環として取り入れることも合意している。

2 - 3 プロジェクト目標の達成見込み

プロジェクト目標：OSBPをシステムとして適切に運用できるように、ボツワナ、ナミビアの税関組織と通関業者協会の能力が向上する。

達成状況を測る指標	<ol style="list-style-type: none">1. OSBPの業務手順等が導入され、ガイドラインに基づき適切に実施される。ガイドラインが税関職員によって活用・参照される。2. 税関が通関業者協会に対して提供した助言、官報やその他必要な情報の実施回数3. 通関業者から提出された申告書類から見つかったエラー比率が減少する4. OSBPにおいて生じた違反や争議の件数比率
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プロジェクトは、OSBPを推進するためのガイドラインがまだ作成されていない段階で、両国の税関組織及び通関業者協会の能力向上にまでは至っていない状況にあり、上記成果指標に定められた事項についてはまだ発現していない。

今後残された期間において計画どおりにフローチャート、ガイドラインの整備、能力向上に係る活動が遂行されればプロジェクト目標の達成は可能であるが、OSBP法の制定、二国間合意、その他OSBP導入に係る通関等手続き見直しの決定に依存する。

2 - 4 実施プロセス

まず、本件はボツワナ、ナミビア両国の国境におけるOSBP導入をめざすものであり、両国が協働して実施していくことが期待されていた。本件の詳細計画策定段階では、ナミビアの正式採択及びR/D締結が完了していなかったことから、R/D締結前から部分的に活動できるようナミビア側とも合意していたが、R/D締結自体は当初予定よりも大幅に遅れた。

プロジェクト活動を推進していくうえで、プロジェクト専門家と両国C/Pとのコミュニケーションが困難となる局面があり、円滑な活動実施に影響を及ぼした。

特に、ボツワナではプロジェクトダイレクターとなる関税局長ポストの不在期間があり、連絡調整や先方の意思決定に時間がかかることがあった（その後2011年12月1日に新局長が着任したが、本中間レビューの一連の会議の議長を務める過程で本人のオーナーシップやイニシアティブを確認した）。

また、ボツワナ、ナミビアともキーパーソンが海外出張で不在になることが多く、プロジェクトへの継続的な関与が難しい状況も見て取れた。

加えて、ボツワナ側C/PであるBURSはボツワナ、ナミビア間の二国間協議の主体者ではなく（同国財務省が主管）、二国間協議に向けた政府レベルの準備状況等の情報へのアクセスが十分ではないことも意思疎通や進捗状況の把握に影響を及ぼした。

プロジェクトの残り期間においては、これら問題を解決するため、本中間レビューを踏まえ、以下の点につき合意している。

- ・今後活動を進めていく過程で、二国間協議に関係する内容等両税関にとどまらない事項については、プロジェクトは各国財務省に連絡し、財務省が責任をもって関係するステークホルダーとの連絡調整を行う。
- ・ガイドライン作成のため、BURSとNCEは専門の技術チームを組成する。国境においてOSBP

導入に向け両国で合意した事項については、速やかにプロジェクト専門家と共有し、ガイドラインに反映させる。

- C/P側実施体制について、意思決定にかかわるスタッフはC/P機関の予算により手配される必要があるが、プロジェクト実施促進にあたりJICAとC/P機関がTORに合意する限りにおいてlocal expertsの起用が検討できる。

第3章 評価5項目による評価結果

3 - 1 妥当性

妥当性とは、プロジェクト目標及び上位目標が、受益者のニーズと合致しているか、ボツワナ、ナミビア両国の開発政策と日本の援助政策との整合性があるか、など「援助プロジェクトの正当性」をみる評価項目である。

本プロジェクトの妥当性は、以下の理由により本中間レビュー時においても高い。

- ▶ボツワナ、ナミビア両国はともに南部アフリカ開発共同体（SADC）及び南部アフリカ関税同盟（SACU）に加盟しており、これらで推進されている地域経済統合の一環として、国境における通関手続きのためのOSBP導入が政策的に重要視されている。
- ▶対象地域において、税関職員及び通関業者の能力向上に対するニーズは極めて高く、本プロジェクトはそのニーズに的確に応えている。両国税関職員はOSBP導入に加え、彼らの税関業務に係る能力向上を重要視するとともに、それらの知識・ノウハウを通関業者にも適用することで通関の迅速化、効率化を図ろうとしている。
- ▶わが国においては、現在実施中のナミビアにおけるウォルビス・ベイ港拡張計画を円借款で支援しているうえ、過去にもTKC（ボツワナ側）の道路改良などを支援しているが、本件は同地域の回廊整備や貿易促進といった援助方針に合致するうえ、アフリカ開発会議（TICAD）IVにおけるわが国のコミットメントとも合致する。

3 - 2 有効性

有効性とは、プロジェクト目標が期待どおりに達成される見込みはあるか、それがアウトプット達成の結果もたらされたものであるかをみる評価項目である。

OSBPを国境において適切に実施していくためには、OSBP業務モデルの構築やOSBPの適切な運用のための能力向上に加え、一般的かつ基礎的な税関業務に係る能力向上も欠かせず、現時点の3つの成果の達成は引き続きプロジェクト目標の達成に貢献すると考えられる。

しかしながら、前述の「2 - 3 プロジェクト目標の達成見込み」で述べられたとおり、現段階では期待された成果は発現しておらず、現段階の有効性は限定的である。

特に当初予定に比べ、OSBP導入に向けたボツワナ・ナミビ国内での法整備・関係機関との調整や、二国間協議の進展が芳しくないことで、OSBPの実務が流動的になる部分が残されていることを理由として、ガイドラインの作成が進んでいないことは懸念材料である。

今後有効性を高めるためには、OSBP法の制定、二国間合意及び他の政府関係機関の十分な協力、といった外部条件が満たされることも必要である。

3 - 3 効率性

効率性とは、投入とアウトプットの関係性を調べることによって、プロジェクト資源の有効活用ができているかをみる評価項目である。

本プロジェクトの効率性は現状以下のとおり高いとはいえ、効率性を高めるために更なる努力が必要である。

(1) アウトプットの達成状況

前述の「2-2 アウトプットの達成状況」に記載のとおり、特にアウトプット2に係る進捗が芳しくなく、今後の更なる取り組みが期待される。

(2) 投入

プロジェクト開始当初、第三国研修の形でキーパーソンをタイに派遣し、累次プロジェクトの視察を通じて、必ずしも技術協力プロジェクトの進め方に慣れていないボツワナ、ナミビア側両国の理解を醸成する等、投入を工夫していた。

また、機材は現場のニーズを踏まえ、C/Pと協議したうえでタイムリーに供与された、あるいはされる予定である。

(3) 実施体制

前述の「2-4 実施プロセス」に記載のとおり、プロジェクト専門家がC/P機関の意思決定権者と密接なコンタクトを維持することが困難であったことが、効率性を妨げる要因となった。効率性を高めるため、プロジェクトの残り期間においては、プロジェクト専門家を含む関係者がより密接なコミュニケーションを確保し続けることが望まれる。

3-4 インパクト（見込み）

インパクトとは、プロジェクト実施によってもたらされるより長期的、間接的効果や波及効果をみる評価項目であり、プロジェクト計画時に予期しなかった正・負のインパクトを含んでいる。

上位目標：マムノトランス・カラハリ国境施設に、OSBPが導入され適切に運用される。

達成状況を測る指標	<ul style="list-style-type: none">・ 通関時間分析のため、輸出入申告データが履歴としてボツワナ側、ナミビア側にそれぞれ保存される・ 正規の輸出入申告書について申告からリリースまでの平均時間がプロジェクト開始前と比較して削減される
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現時点でプロジェクト目標達成の見込みが立たないため、上記指標の達成の可能性は現時点で述べることは困難であるが、ボツワナ、ナミビア両国とも、同国境におけるOSBP化を域内の他国境のモデルとしたい意向は強く、同国境におけるOSBP導入の成功は、域内の他の国境におけるOSBP導入の良いモデルになると考えられる。

他方、上位目標の達成については、両国の予算で整備が予定されている同国境におけるOSBP施設の計画どおりの建設やその後の運営のための予算等、PDMにて設定された外部条件が満たされるかどうか依存するため、引き続き留意が必要である。

なお、現時点でプロジェクト活動による負のインパクトは想定されない。

3-5 持続性（見込み）

持続性とは、わが国の協力が終了した後も、プロジェクト実施による便益が持続されるかどうかをみる評価項目である。

PDMにて設定された外部条件が満たされれば、プロジェクト目標で達成された事項が維持され

ることが期待されるが、プロジェクト終了後のことを考え、本プロジェクトの成果をボツワナ、ナミビア両国において継続・維持していくための取り組みを、プロジェクトの後半期において強化する必要がある。

- ・ BURSは政府の外局だが財政は収支黒字であり、キャッシュフローも確保していることから、プロジェクト活動の財務的持続性は当面問題ないと想定される。
- ・ NCEは財務省の一部局であり、プロジェクト活動のための予算負担についても前向きな姿勢を示していることから、予算確保の面で特段支障はないと想定される。

3-5-1 政策・組織面

TKCは南部アフリカ地域における貿易・物流促進のために戦略的に重要な回廊であり、国境通関の簡素化、円滑化は今後も重視される方向にある。そのため、本プロジェクトによる取り組みは、ボツワナ、ナミビア、南アフリカ、トランス・カラハリ回廊事務局（TKCS）間で今後とも積極的に推進されることが想定される。

3-5-2 技術・制度・財政面

技術面については、OSBP導入に向けては今後作成されるOSBPガイドラインが、現場の状況や二国間協議の検討状況を踏まえた内容になっており、またその過程で関係者への周知が適切になされることで、その持続性は高まることが期待される。両国の予算で整備が予定されている同国境におけるOSBP施設の計画どおりの建設がなされる必要がある。

また、BURSの財務状況は良好であり、NCEも財務省の一部局として財政面での負担余地は比較的大きいと考えられるが、OSBPの持続的な運営のための予算が適切に確保されるかどうかは、引き続き留意していく必要がある。

3-6 結論

今回は、中間レビューの機会をとらえ、JICA調査団が仲介する形で、C/P機関の責任者である両国関税局長出席の下、BURS、NCEが4日間にわたり議論する機会とした。協議2日目にはBURS・NCEだけでOSBP推進に向け両者で決定すべき事項やプロジェクトに期待する事項を議論する等（その結果はM/MのAnnex3-1として添付）、C/Pの意識向上と活動促進の良いきっかけとなった。

これまでのプロジェクトの進捗は芳しくないが、一連の協議を経て、残り1年半でのプロジェクト目標達成に向けて取り組むべき活動やそれぞれの責任分担の明確化ができた。

今後、所期の成果、プロジェクト目標、上位目標を達成するためには、以下4-1の提言、修正後のPDMやPOに基づき、BURS、NCE、プロジェクト専門家ほか関係者の更なる努力が求められる。

第4章 提言

4 - 1 提言

中間レビューを通じて、残り期間でプロジェクト目標を達成するために取り組むべき事項として、以下を提言・協議し合意した。

- (1) ボツワナ・ナミビア両政府は2012年5月に第2回二国間交渉を実施する。
- (2) ボツワナはOSBP法を7月の国会にて審議する。ナミビアはそれに遅れることのないよう、NCEが関係機関と調整する。
- (3) ボツワナ・ナミビア両政府は彼らの責任事項として国境におけるOSBP施設の改修を行う。JICAは、必要な人材育成及び機材供与に係る予算を手配する。
- (4) OSBP導入に係るステークホルダーは、主要な政府関係機関及び民間セクターを含む。また、合同調整委員会/地域合同調整委員会のメンバーとして入国管理局、公安、検疫、道路局、運輸局等の主要な政府関係機関を含む。JICAはプロジェクト活動範囲にこれらステークホルダーを含める。両税関にとどまらない事項については、プロジェクトは各国財務省に連絡し、財務省が責任をもって関係するステークホルダーとの連絡調整を行う。
- (5) BURSとNCEはOSBP導入において協議すべき事項及びタイムラインについて合意し、これに関しプロジェクト専門家からもOSBP導入に係る検討事項が提案された。これらに取り組むためBURSとNCEは専門の技術チームを組成する。両国で合意した事項については、速やかにプロジェクト専門家と共有し、ガイドラインに反映させる。
- (6) C/P側実施体制について、意思決定にかかわるスタッフはC/P機関の予算により手配される必要があるが、プロジェクト実施促進にあたりJICAとC/P機関がTORに合意する限りにおいてlocal expertsの起用が検討できる。
- (7) トレーニングについては、BURS・NCEが改めてニーズを整理したうえで、2012年3月末までにプロジェクト専門家に対して要請する。また、OSBP業務の流れをイメージし、今後の検討・活動を円滑にするため周辺事例の視察を当該トレーニングの一環として取り入れる。
- (8) BURSとNCEはプロジェクト専門家が作成したOSBPのフローチャートについて、それぞれのステークホルダーとの合意形成を2012年3月末までに終了する。
- (9) BURSとNCEはOSBP法、二国間合意文書案及びその他OSBPの業務実施ガイドラインの整備に影響すると思われる文書や情報を、進展があり次第速やかにプロジェクトと共有する。
- (10) BURSとNCEはOSBPに関連する他の取り組みと本プロジェクトとの間で必要な連携を確保できるようイニシアティブをとる。
- (11) プロジェクトの延長是非については、2013年3月ごろに実施される予定の終了時評価においてその時点までの実績を踏まえ検討されることであり、まずは延長を前提とせず、2013年10月の当初のプロジェクト期間内で所期の目標を達成すべく関係者で取り組む。

また、上記提言・合意事項を踏まえ、PDM及びPOについて必要な箇所を修正する。

付 属 資 料

- 1 . 評価調査結果要約表 (英文)
- 2 . ミニッツ (中間レビュー報告書)
- 3 . 評価グリッド

1. 評価調査結果要約表 (英文)

Summary of the Mid-term Review

I. Outline of the Project		
Country:	Botswana, Namibia	Project Title: Project for the Establishment of the One Stop Border Post between Botswana and Namibia at Mamuno/Trans Kalahari Border Post
Sector:	Fiscal and Financial management	Cooperation Scheme: Technical Cooperation Project
Division in Charge:	Botswana Unified Revenue Service, Namibia Customs and Excise, the Ministry of Finance, JICA HQs	Total cost (as of the time of evaluation): 90,000 thousand yen
		Implementing organizations: Revenue Authorities
Cooperation Period	(R/D): September 3, 2010 (Botswana); September 7, 2011 (Namibia)	Organization in Japan: Customs and Tariff Bureau, Ministry of Finance
	October 2009 - October 2013	
<p>1 Background of the Project</p> <p>Upon requests from the both governments of the Republic of Botswana (hereinafter referred to as “Botswana”) and the Republic of Namibia (hereinafter referred to as “Namibia”), the Japan International Cooperation Agency (hereinafter referred to as “JICA”) has supported the Botswana Unified Revenue Service (hereinafter referred to as “BURS”) and the Namibia Customs and Excise, the Ministry of Finance (hereinafter referred to as “NCE”), as counterparts (hereinafter referred to as “C/P”), in the implementation of “the Project for the Establishment of the One Stop Border Post between Botswana and Namibia at Mamuno/Trans Kalahari Border Post” (hereinafter referred to as “the Project”). The duration of the Project is three years from October 2010 to October 2013 (Namibia officially joined the Project in September 2011).</p> <p>Since a half of the Project’s period has passed, JICA dispatched the Mid-term Review mission in order to evaluate the progress and achievements of the Project, as well as to identify issues to be dealt with within the remaining period, jointly with C/P.</p>		
<p>2 Project Overview</p> <p>(1) Overall Goal An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.</p> <p>(2) Project Purpose The capacity of the Namibia customs administration and that of Clearing Agents’ Associations are enhanced to enable them to properly operate the OSBP system.</p> <p>(3) Outputs of the Project</p> <p><u>Output 1:</u> The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents’ Associations</p> <p><u>Output 2:</u> Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents’ Associations</p> <p><u>Output 3:</u> The capacity of the customs officers to properly conduct operational and technical customs</p>		

procedures is enhanced

(4)Inputs (As of March 2012) (For further details, see attached Annex 2)

Japanese side

(1) Experts:

- Chief Advisor and Coordinator/ Human Resource Development
- Two short-term experts on HS classification
see Annex 4

(2) Equipment provided:

- Project vehicle, forklift and printer, at a total cost of approximately 9.7 million Japanese Yen
- X-ray scanner and other necessary equipment is to be provided in March 2012, at a total cost of approximately 23.5 million Japanese Yen
see Annex 5

(3) Trainings and seminars in Botswana and Namibia:

- Five trainings/seminars on HS classification, Japanese customs clearance system and the OSBP
see Annex 6

(4) Trainings in Japan and Thailand:

- One training course in Japan on customs risk management (12 participants)
- One technical exchange in Thailand (6 participants)
see Annex 6

(5) Others:

- Project expenses for workshops, seminars, etc. at a total cost of approximately 5.8 million Japanese Yen
see Annex 7

Counterparties Side

Inputs from both the Botswana and Namibia sides are as follows:

(1) Assignment of Counterpart personnel (see Annex 8):

- Project Director
- Project Manager
- Relevant counterparts

(2) Office space, working room and facilities:

- Office space and facilities necessary for the Project experts in BURS
- Working room and facilities necessary for the implementation of the Project

II. Evaluation Team

Members of the evaluation team	Kazuto TSUJI (Leader)	Executive Technical Advisor to the Director General, Industrial Development and Public Policy Department, JICA
	Kensuke TSUJI (Cooperation planning)	Deputy Director, Public Governance and Financial Management Division, JICA
	Akiko WAKUI (Evaluation analysis)	Public Governance and Financial Management Division, JICA
	Yoshiro BABA (Customs administration)	Director for Technical Cooperation, Customs and Tariff Bureau, Ministry of Finance
Evaluation Period	March 3-11, 2012	Evaluation type: Mid-term Review

III. Overview of Evaluation Results

1. Current achievements of the Project

(1) Outputs

Output 1: *The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations.*

Indicators	1.1 The developed operational model of an OSBP. 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding. 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding.
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A flow chart, as an operational model of the OSBP, has been proposed by the Project experts based on the 2008 feasibility study. Both governments' consultation processes with stakeholders on the flow chart will be completed by the end of March 2012.

Output 2: *Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations.*

Indicators	2.1 The developed/revised pilot implementation plan. 2.2 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/Trans Kalahari Border Post. 2.3 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for Clearing Agents' Associations as well as the number of participants and level of understanding.
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It is needed to focus on the preparation of the guideline instead of a pilot implementation plan. Preparation of the guideline is dependent on the enactment of the OSBP Bill, the bilateral agreement and any other decisions on operational procedures for introducing the OSBP.

Provision of equipment is on track.

Output 3: *The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.*

Indicators	3.1 The results of baseline survey. 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding. 3.3.1 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding
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- 3.3.2 Recommendations developed for operational procedures.
- 3.4 Action Plan developed by sensitized core officers at customs administration.

The Project conducted a time release study as a baseline survey to gain an understanding of the actual situation.

Based on the study and needs hearing, trainings on customs risk management and HS classification have been carried out.

(2) Project Purpose

The capacity of the Namibia customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.

Indicators	<ul style="list-style-type: none"> - Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. - The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents associations increases compared to that of before the start of the Project. - The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. - The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. - (other indicators to be proposed in the operational model of OSBP)
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The achievement of the Project Purpose is possible if the establishment of the flow chart, preparation of the guideline and capacity building activities are accomplished as planned, depending on the enactment of the OSBP Bill, the bilateral agreement and any other decisions on operational procedures for introducing the OSBP.

(3) Overall Goal

An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.

Indicators	<ul style="list-style-type: none"> - The lodgment data are kept as track records for analysis of clearance time. - The mean time from lodgment to release for legitimate declarations is reduced compared to that of before the start of the Project. - (other indicators to be proposed in the operational model of OSBP)
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It is difficult to measure the prospect of achieving Overall Goal at the time of Mid-term review, though both parties are highly willing to establish the OSBP between two countries and they hope it will be used as a model for OSBP between other countries, e.g. between Namibia and the South Africa and/or between Namibia and Angora. On the other hand, whether the achievement of the Project Purpose would lead to the accomplishment of the Overall Goal is depend on the Important Assumptions shown in PDM

2. Evaluation by Five Criteria

(1) Relevance

A Criteria 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 are consistent with policies, etc.

The relevance remains high for the following reasons:

- Introduction of the OSBP at Mamuno/ Trans Kalahari Border Post remains high priority for the both governments as a part of regional economic integration in the region;
- The Project matches the assistance policy of the Japanese Government including the establishment of regional corridors for trade facilitation as well as the commitment of TIVAD IV; and
- The Project meets the needs of BURS and NCE to enhance their capacity of Customs administrations for the proper operation of the OSBP.

(2) Effectiveness

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

Three outputs of the Project remain relevant for contributing for the achievement of the Project Purpose. However, important assumptions, such as the enactment of the OSBP Bill, the bilateral agreement and full cooperation of other government agencies, has to be realized for ensuring effectiveness.

(3) Efficiency

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

The fact that the Project experts had some difficulties in keeping close contact with the decision makers in C/P has affected efficiency. It is hoped that close communications among stakeholders including the Project experts will be ensured for the remaining period of the Project in order to increase efficiency.

Equipment, reflecting the needs on the ground, have been and will be provided in a timely manner.

(4) 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.

Once the important assumptions mentioned in the PDM are achieved, the realization of the Project Purpose is expected to lead to the realization of the Overall Goal. Successful introduction of the OSBP at the Mamuno/Trans Kalahari Border Post will be a model for other border posts in the region.

(5) Sustainability

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

Once the important assumptions mentioned in the PDM are achieved, the Project Purpose is expected to be sustained.

4. Conclusion

BURS and NCE took the opportunity of the mid-term review to discuss over the project with attendance of directors from both BURS and NCE for four days under the auspices of JICA and discussed matters, each party's responsibilities and commitments to the Project, were compiled in the document. (See Annex 3-1 of M/M)

About a half of the Project period has passed without any significant achievements, however, through a series of discussions necessary activities and responsibilities of each of parties were made explicit. It is noted that further efforts of BURS, NCE, the Project experts and other stakeholders are in accordance with the Recommendations, the revised PDM and the revised PO are indispensable to achieve the Outputs, the Project Purpose and the Overall Goal.

IV Recommendations

To achieve the Project Purpose, Botswana, Namibia and JICA agreed upon and confirmed the following:

- (1) The second Bilateral Steering Committee Meeting will be held in May 2012 to commence the negotiation of the bilateral agreement;
- (2) The OSBP Draft Bill will be tabled during the July 2012 Parliament sitting for Botswana. For Namibia, NCE will involve authorities concerned in order to catch up with that schedule;
- (3) Botswana and Namibia governments will be responsible for the modification of the border post buildings, while JICA's budget will be available for necessary human resource development and equipment;
- (4) Stakeholders concerned with the Project include critical public stakeholders and those in the private sector. The members of the Joint Coordinating Committee/the Regional Joint Coordinating Committee, mentioned in the R/Ds, will include critical public stakeholders such as Departments of Immigration, Police, Veterinary, Roads/Road Fund Administration, Roads Authority and the Ministry of (Works and) Transport. JICA made commitments that the Project would cover those public and private stakeholders as mentioned in the revised PDMs attached hereto as Annex 10 and Annex 12. In the case of matters beyond both Customs, official communications from the Project experts should be made through the Ministries of Finance at both Botswana and Namibia sides, and those authorities should be responsible for communicating with the relevant stakeholders;
- (5) BURS and NCE have agreed on the issues and timeline related to operational procedures for introducing the OSBP as shown in Annex 3-1. In connection with Quick wins in Annex 3-1, the Project experts proposed issues to be solved as mentioned in Annex 3-2. BURS and NCE will set up dedicated technical teams to deal with these issues. Whenever BURS and NCE agree on further issues, both parties will immediately share those with the Project experts, while they submit those to the respective authorities, so that the experts can proceed to the preparation of the operational procedure guideline (hereinafter referred to as "the guideline");
- (6) As the principle of JICA's technical cooperation, the counterpart personnel in the Project for human resource development and decision making shall be arranged by the partner governments at their own cost. However, if necessary, local experts could be hired in the Project, as mentioned in the PDMs, on condition that C/P and JICA agree on TORs for local experts;

- (7) JICA will provide necessary training activities which will be identified by the end of March 2012 as the prioritized needs of both BURS and NCE. Sensitization and bench marking activities to share good practices in other projects, including JICA-supported ones, for the OSBP could be included in training;
- (8) BURS and NCE will respectively complete consultation processes with their stakeholders on the “flow chart” of the OSBP proposed by the Project experts and provide the experts with comments to the flow chart by the end of March 2012;
- (9) BURS and NCE will share with the Project experts the latest versions of the draft OSBP Bill, the draft bilateral agreement and/or any other documents/information which may influence the guideline for the OSBP and activities of the Project in a timely manner, whenever available;
- (10) BURS and NCE will take initiatives to build necessary synergies between the Project and all other initiatives which have bearing on the OSBP; and
- (11) The possibility of the extension of the Project duration might be discussed between C/P and JICA at the timing of the Terminal Evaluation around March 2013, taking into account the progress and achievements of the Project up until the timing. Therefore, the realization of the Project Purpose in the PDM shall be targeted by October 2013.

MINUTES OF MEETINGS
BETWEEN THE MID-TERM REVIEW TEAM OF
THE JAPAN INTERNATIONAL COOPERATION AGENCY AND
THE AUTHORITIES CONCERNED OF BOTSWANA AND NAMIBIA
ON JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR THE ESTABLISHMENT OF THE ONE STOP BORDER POST
(OSBP) BETWEEN BOTSWANA AND NAMIBIA
AT MAMUNO/ TRANS KALAHARI BORDER POST

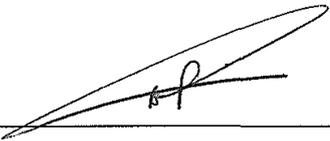
The Mid-term Review Team (hereinafter referred to as “the Team”), organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), had a series of discussions on the Japanese technical cooperation project named “the Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post” (hereinafter referred to as “the Project”) for the mid-term review of the Project.

During the meetings, the Team and the relevant authorities concerned exchanged views and jointly evaluated the progress and achievements of the Project.

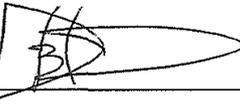
As the result of the discussions, the relevant parties agreed to the matters referred to in the document attached hereto.

The Minutes of Meetings shall not be legally binding on each party.

Gaborone, March 8, 2012



Mr. Phodiso P. Valashia
Commissioner
Customs and Excise
Botswana Unified Revenue Service
Republic of Botswana



Mr. Bevan S. Simataa
Commissioner
Customs and Excise
Namibia Customs and Excise
Ministry of Finance
Republic of Namibia



Mr. Kazuto Tsuji
Leader
Mid-term Review Team
Japan International Cooperation Agency
Japan

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BSS

THE ATTACHED DOCUMENT

1. Introduction

1-1 Background of the Project

Upon requests from the both governments of the Republic of Botswana (hereinafter referred to as "Botswana") and the Republic of Namibia (hereinafter referred to as "Namibia"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") has supported the Botswana Unified Revenue Service (hereinafter referred to as "BURS") and the Namibia Customs and Excise, the Ministry of Finance (hereinafter referred to as "NCE"), as counterparts (hereinafter referred to as "C/P"), in the implementation of "the Project for the Establishment of the One Stop Border Post between Botswana and Namibia at Mamuno/Trans Kalahari Border Post" (hereinafter referred to as "the Project"). The duration of the Project is three years from October 2010 to October 2013 (Namibia officially joined the Project in September 2011).

Since half of the Project's period has passed, JICA dispatched the Mid-term Review mission in order to evaluate the progress and achievements of the Project, as well as to identify issues to be dealt with within the remaining period, jointly with C/P.

1-2 Objectives of the Mid-term Review

The objectives of the Mid-term Review (hereinafter referred to as "the Review") are as follows:

- (1) To review the inputs, activities and outputs of the Project;
- (2) To evaluate the expected overall achievements of the Project so far, using JICA's standard project evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability;
- (3) To discuss the project implementation process and identify both promoting and inhibiting factors;
- (4) To revise the Project Design Matrix (PDM) and the Plan of Operations (PO) included in the Records of Discussions (R/Ds) entered into between BURS and JICA on September 3, 2010 and entered into between NCE and JICA on September 7, 2011 in attached hereto as Annex 17 and Annex 18 respectively, if necessary; and
- (5) To make recommendations regarding the measures to be taken for the remaining period of the Project.

- Members of the Joint Mid-term Review

see Annex 1

- Schedule of the Review

see Annex 2

2. Matters Discussed

Botswana, Namibia and JICA agreed upon and confirmed the following:

- (1) The second Bilateral Steering Committee Meeting will be held in May 2012 to commence the negotiation of the bilateral agreement;
- (2) The OSBP Draft Bill will be tabled during the July 2012 Parliament sitting for Botswana. For Namibia, NCE will involve authorities concerned in order to catch up with that schedule;
- (3) Botswana and Namibia governments will be responsible for the modification of the border post buildings, while JICA's budget will be available for necessary human resource development and equipment;
- (4) Stakeholders concerned with the Project include critical public stakeholders and those in the private sector. The members of the Joint Coordinating Committee/the Regional Joint Coordinating Committee, mentioned in the R/Ds, will include critical public stakeholders such as

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Departments of Immigration, Police, Veterinary, Roads/Road Fund Administration, Roads Authority and the Ministry of (Works and) Transport. JICA made commitments that the Project would cover those public and private stakeholders as mentioned in the revised PDMs attached hereto as Annex 10 and Annex 12. In the case of matters beyond both Customs, official communications from the Project experts should be made through the Ministries of Finance at both Botswana and Namibia sides, and those authorities should be responsible for communicating with the relevant stakeholders;

- (5) BURS and NCE have agreed on the issues and timeline related to operational procedures for introducing the OSBP as shown in Annex 3-1. In connection with Quick wins in Annex 3-1, the Project experts proposed issues to be solved as mentioned in Annex 3-2. BURS and NCE will set up dedicated technical teams to deal with these issues. Whenever BURS and NCE agree on further issues, both parties will immediately share those with the Project experts, while they submit those to the respective authorities, so that the experts can proceed to the preparation of the operational procedure guideline (hereinafter referred to as “the guideline”);
- (6) As the principle of JICA’s technical cooperation, the counterpart personnel in the Project for human resource development and decision making shall be arranged by the partner governments at their own cost. However, if necessary, local experts could be hired in the Project, as mentioned in the PDMs, on condition that C/P and JICA agree on TORs for local experts;
- (7) JICA will provide necessary training activities which will be identified by the end of March 2012 as the prioritized needs of both BURS and NCE. Sensitization and bench marking activities to share good practices in other projects, including JICA-supported ones, for the OSBP could be included in training;
- (8) BURS and NCE will respectively complete consultation processes with their stakeholders on the “flow chart” of the OSBP proposed by the Project experts and provide the experts with comments to the flow chart by the end of March 2012;
- (9) BURS and NCE will share with the Project experts the latest versions of the draft OSBP Bill, the draft bilateral agreement and/or any other documents/information which may influence the guideline for the OSBP and activities of the Project in a timely manner, whenever available;
- (10) BURS and NCE will take initiatives to build necessary synergies between the Project and all other initiatives which have bearing on the OSBP; and
- (11) The possibility of the extension of the Project duration might be discussed between C/P and JICA at the timing of the Terminal Evaluation around March 2013, taking into account the progress and achievements of the Project up until the timing. Therefore, the realization of the Project Purpose in the PDM shall be targeted by October 2013.

3. Progress and Achievements of the Project

3-1 Inputs to the Project

3-1-1 Inputs from the Japanese side are as follows:

- (1) Experts:
 - Chief Advisor and Coordinator/ Human Resource Development
 - Two short-term experts on HS classification
see Annex 4
- (2) Equipment provided:
 - Project vehicle, forklift and printer, at a total cost of approximately 9.7 million Japanese Yen
 - X-ray scanner and other necessary equipment is to be provided in March 2012, at a total cost of approximately 23.5 million Japanese Yen
see Annex 5
- (3) Trainings and seminars in Botswana and Namibia:
 - Five trainings/seminars on HS classification, Japanese customs clearance system and the OSBP

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see Annex 6

(4) Trainings in Japan and Thailand:

- One training course in Japan on customs risk management (12 participants)
- One technical exchange in Thailand (6 participants)

see Annex 6

(5) Others:

- Project expenses for workshops, seminars, etc. at a total cost of approximately 5.8 million Japanese Yen

see Annex 7

3-1-2 Inputs from both the Botswana and Namibia sides are as follows:

(1) Assignment of Counterpart personnel (see Annex 8):

- Project Director
- Project Manager
- Relevant counterparts

(2) Office space, working room and facilities:

- Office space and facilities necessary for the Project experts in BURS
- Working room and facilities necessary for the implementation of the Project

3-2 Project Achievements

3-2-1 Achievement of Outputs

Output 1 “The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents’ Associations”

A flow chart, as an operational model of the OSBP, has been proposed by the Project experts based on the 2008 feasibility study. Both governments’ consultation processes with stakeholders on the flow chart will be completed by the end of March 2012.

Output 2 “Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents’ Associations”

It is needed to focus on the preparation of the guideline instead of a pilot implementation plan. Preparation of the guideline is dependent on the enactment of the OSBP Bill, the bilateral agreement and any other decisions on operational procedures for introducing the OSBP.

Provision of equipment is on track.

Output 3 “The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced”

The Project conducted a time release study as a baseline survey to gain an understanding of the actual situation.

Based on the study and needs hearing, trainings on customs risk management and HS classification have been carried out.

3-2-2 Prospect of Achieving the Project Purpose

Project Purpose “The capacity of the Botswana and Namibia customs administration and that of Clearing Agents’ Associations are enhanced to enable them to properly operate the OSBP system”

The achievement of the Project Purpose is possible if the establishment of the flow chart, preparation of the guideline and capacity building activities are accomplished as planned, depending on the enactment of the OSBP Bill, the bilateral agreement and any other decisions on operational procedures for introducing the OSBP.

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4. Review based on Five Criteria

4-1 Relevance

A Criteria 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 are consistent with policies, etc.

The relevance remains high for the following reasons:

- Introduction of the OSBP at Mamuno/ Trans Kalahari Border Post remains high priority for the both governments as a part of regional economic integration in the region;
- The Project matches the assistance policy of the Japanese Government including the establishment of regional corridors for trade facilitation as well as the commitment of TIVAD IV; and
- The Project meets the needs of BURS and NCE to enhance their capacity of Customs administrations for the proper operation of the OSBP.

4-2 Effectiveness

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

Three outputs of the Project remain relevant for contributing for the achievement of the Project Purpose. However, important assumptions, such as the enactment of the OSBP Bill, the bilateral agreement and full cooperation of other government agencies, has to be realized for ensuring effectiveness.

4-3 Efficiency

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

The fact that the Project experts had some difficulties in keeping close contact with the decision makers in C/P has affected efficiency. It is hoped that close communications among stakeholders including the Project experts will be ensured for the remaining period of the Project in order to increase efficiency.

Equipment, reflecting the needs on the ground, have been and will be provided in a timely manner.

4-4 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.

Once the important assumptions mentioned in the PDM are achieved, the realization of the Project Purpose is expected to lead to the realization of the Overall Goal. Successful introduction of the OSBP at the Mamuno/Trans Kalahari Border Post will be a model for other border posts in the region.

4-5 Sustainability

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

Once the important assumptions mentioned in the PDM are achieved, the Project Purpose is

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expected to be sustained.

5. Conclusion

It is noted that further efforts of BURS, NCE, the Project experts and other stakeholders in accordance with the section 2. "Matters Discussed", the revised PDM and the revised PO are indispensable to achieve the Outputs, the Project Purpose and the Overall Goal.

6. Revisions of the PDM and PO

Taking into consideration the Section 2. "Matters Discussed", necessary revisions are made in the PDM and PO.

see Annex 9 and 10 (PDM of Botswana), Annex 11 and 12 (PDM of Namibia), Annex 13 and 14 (PO of Botswana), and Annex 15 and 16 (PO of Namibia)

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Annex 1 Members of the Joint Mid-term Review

Japanese Side

Name	Position
Mr. Kazuto Tsuji	Leader/Executive Technical Advisor to the Director General, Industrial Development and Public Policy Department, JICA
Mr. Kensuke Tsuji	Cooperation Planning/Deputy Director, Public Governance and Financial Management Division, Industrial Development and Public Policy Department, JICA
Ms. Akiko Wakui	Evaluation Analysis/Public Governance and Financial Management Division, Industrial Development and Public Policy Department, JICA
Mr. Yoshiro Baba	Customs Administration/Director for Technical Cooperation, Customs and Tariff Bureau, Ministry of Finance

Botswana Side

Name	Position
Mr. Phodiso P. Valashia	Project Director/Commissioner, Customs and Excise, BURS
Mr. Buhalo Mudongo	Project Manager/General Manager, Regions and Compliance, BURS

Namibia Side

Name	Position
Mr. Bevan S. Simataa	Project Director/Commissioner, Customs and Excise, NCE
Mr. Hans Garoeb	Project Manager/Deputy Director, Trade Facilitation, Procedures and Compliance, NCE

Annex 2

Schedule of the Review

The Mid-term Review mission of the Project for the Establishment of the One Stop Border Post between Botswana and Namibia

	Date	Activity		Accommodation
		JICA HQs (Mr. Kazuto Tsuji, Mr. Kensuke Tsuji, Ms. Akiko Wakui)	Customs Administration (Mr. Yoshiro Baba)	
1	Sat May 03	16:25 Departing Tokyo (CX549) 20:40 Arriving Hong Kong 23:45 Departing Hong Kong (CX749)		
2	Sun Mar 04	06:35 Arriving Johannesburg 09:25 Departing Johannesburg (SA1763) 10:20 Arriving Gaborone		Gaborone
3	Mon Mar 05	08:30-16:00 Meeting among JICA, MOF, BURS and NCE 1) Presentation from Botswana (MOF, BURS) on the current situation, progress and challenges in introducing OSBP 2) Presentation from Namibia (NCE) on the current situation, progress and challenges in introducing OSBP 3) Presentation by JICA Project on the progress of the Project 4) Discussions		Gaborone
4	Tue Mar 06	08:30-16:00 Meeting and discussion between BURS and NCE on the issues discussed in the previous day Meeting among Japanese side		Gaborone
5	Wed Mar 07	08:30-11:30 Meeting among JICA, MOF, BURS and NCE 1) Discussion on the draft M/M 2) Discussion on the pending issues 12:30-16:00 Meeting among Japanese side	16:25 Departing Tokyo (CX549) 20:40 Arriving Hong Kong 23:50 Departing Hong Kong (SA287)	Gaborone
6	Thu Mar 08	08:30-16:00 Meeting among JICA, MOF, BURS and NCE 1) Discussion on the revised draft M/M	07:10 Arriving Johannesburg 09:25 Departing Johannesburg (SA1763) 10:20 Arriving Gaborone Join the meeting	Gaborone
7	Fri Mar 09	(Reserved for further discussions)		Gaborone
8	Sat Mar 10	07:50 Departing Gaborone (SA1762) 08:45 Arriving Johannesburg 12:35 Departing Johannesburg (CX748)	13:30 Departing Gaborone (SA1776) 14:25 Arriving Johannesburg	
9	Sun Mar 11	07:05 Arriving Hong Kong 08:30 Departing Hong Kong (CX748) 13:25 Arriving Tokyo		

BURS and NCE Break Away Session

Issues discussed:

1. Quick wins:
 - 1.1 Bilateral Agreement: The meeting resolved that while the bill is undergoing internal processes, negotiations on the bilateral agreement continue. In this regard, Member States took it upon themselves to formulate country positions, thereafter, exchange notes and then commence negotiations. The second bilateral meeting is anticipated to be held during the month of May 2012 in Botswana.
 - 1.2 External Stakeholder consultations on OSBP concept to be undertaken by Customs Administrations with the support of JICA OSB experts so that their inputs can be used to shape the development of the procedure manual and also incorporated into the procedural flow chart. Critical external stakeholders amongst others include clearing agents, transporters(cargo/passengers), Banks/bureau de change
 - 1.3 JICA OSBP experts to start development of procedure manuals. The two Customs Administrations to give areas to be covered in the manual by 16th March 2012
 - 1.4 Customs Administrations to consult nationally on the procedure flow chart and give feed back to the JICA OSBP experts by end of March 2012.

2. Special requests to JICA
 - 2.1 Dedicated additional personnel in each Administration to assist in the day to day management of the project.
 - 2.2 JICA to consider funding the monitoring and implementation strategy and that would include bi-annual meetings of the Commissioners and quarterly joint meetings of the project technical teams.
 - 2.3 Scanner for passenger vehicles as the cargo scanner has proved to have challenges in scanning smaller vehicles. Alternatively consideration be made to provide sniffer dogs with related capacity building, e.g. training for dog handlers and maintenance of the dogs.

- 2.4 Additional forklift as one will not be able to cope with cargo volumes.
- 2.5 Backup Generator(s) for power supply, big enough to cater for all border agencies.
- 2.6 Community Information System/Coordinated Border Management: An assessment of the current border situation regarding automation of processes, interfacing of systems and information sharing to be undertaken and a CBM /CIS recommended and developed. This will also assist with identification of capacity building needs at the border e.g. joint inspections, formal operational border structures
- 2.7 Ideal OSBP infrastructure design: Experts to review the recommended OSBP designs in the study by CDC consultants with the view to come up with an appropriate design.
- 2.8 Benchmark missions for border agencies to be considered, this may also cover expert visits from other Administrations

3. Other Issues:

- 3.1 Governing Structure: Considerations be made to include critical border agencies in the Regional Joint Coordinating Committee (RJCC), amongst others Departments of Immigration, Police, Veterinary, Roads/Road Fund Administration, Roads Authority and Ministry of Transport.
- 3.2 Donor coordination: The meeting urged both Customs Administrations to ensure proper management of Donor assistance especially where assistance covers similar programmes to avoid duplication and overlaps.
- 3.3 Capacity building needs in all the priority areas above be identified and planned for.

Annex 3-2 The Issues

Item	Issue	Precondition
1. Establishment of Customs Examination Team	(1) Both examination teams share the same facility	Bilateral Agreement
	(2) Both computer systems should be installed in the same facility	Bilateral Agreement
	(3) Export data should be transferred to import data through ASYCUDA++ system	Bilateral Agreement
	(4) Mutual revising mechanism should be established between export Customs and import Customs for correcting miss-applications by clearing agents in paper-based declarations.	Bilateral Agreement
	(5) Examination team should inform other responsible agencies (i.e. quarantine, veterinary, epidemics, etc.) of goods subject to inspection	Respective decision
	(6) Examination team should inform X-ray and inspection team of goods subject to X-ray and inspection	Respective decision
	(7) Examination team should inform X-ray and inspection team of goods subject to joint inspection requested by other responsible agencies	Respective decision
	(8) Examination team should obtain the result of inspection of goods subject to (joint) inspection for the use of risk management	Respective decision
2. Establishment of X-ray and inspection team *	(1) Formation of X-ray and inspection team by both Customs administrations	Respective decision
	(2) Receiving information on goods subject to X-ray and/or (joint) inspection from examination team	Respective decision
	(3) Informing relative agencies of date and time for conducting joint inspection	Respective decision
	(4) Direct drivers to X-ray and/or inspection bay	Respective decision
	(5) Conducting X-ray inspection	Respective decision
	(6) Conducting joint inspection in cooperation with relative agencies at inspection bay	Respective decision
	(7) Informing examination team and risk management unit in the Headquarters of the result of (joint) inspection	Respective decision
3. X-ray inspection for passengers' luggage	(1) All luggage of entry passengers into Botswana should be inspected by X-ray before Botswana Immigration as the manner of international airport	Respective decision (Determined)
	(2) It should be determined whether the same operational manner (as Botswana) will be adopted	Decision required
4. Gate System	(1) Location of the gate and camera system should be identified	Decision required

* Trial operation can be started once the both sides are equipped with scanners.

Annex 4 Dispatched JICA Experts

No.	Name	Type	Title	Period of Dispatch	
				From	To
1	Mr. Sakae Hamada	Long-term	Chief Advisor	Oct 21, 2010	Oct 20, 2012
2	Mr. Shigeo Kato	Long-term	Coordinator/Human Resource Development	Oct 21, 2010	Oct 30, 2011
3	Mr. Yoshihiko Nishimura	Long-term	Coordinator/Human Resource Development	Oct 21, 2011	Oct 20, 2013
4	Mr. Takeshi Okamoto	Short-term	HS classification	Nov 26, 2011	Dec 11, 2011
5	Mr. Toshiaki Shimizu	Short-term	HS classification	Nov 26, 2011	Dec 11, 2011

Annex 5 List of Provision of Equipment

1. Equipment provided

No.	Item	Brand/Model etc.	Quantity	Japanese Yen (JPY)		Purpose	Delivery	Site	Status
				Unit cost	Total cost				
1	Project vehicle	Toyota Fortuner 4WD	1	4 492 320	4 492 320	Transportation	Feb 2011	BURS HQs	In use
2	Forklift	Clark CMP70D	1	5 187 560	5 187 560	Inspection	Mar 2010	Mamuno BP	In use
3	Multi function printer	HP CM1312nfi	1	42 784	42 784	Documentation	Mar 2011	Project Office, BURS HQs	In use
				Japanese Yen (JPY)					
				9 722 664					
				Botswana Pula (BWP)					
				909 000.00					
				Namibia Dollar (NBD)					
				991 400.00					

2. Equipment to be provided

No.	Item	Brand/Model etc.	Quantity	Japanese Yen (JPY)		Purpose	Delivery	Site
				Unit cost	Total cost			
4	X-ray scanner	NUCTECH CX150180SI	1	11 751 727	11 751 727	Inspection	Mar 2012 (to be)	Mamuno BP
5	Mobile check unit	10m X 6m specialized for NUCTECH CX150180SI	1	6 409 792	6 409 792	Room for X-ray scanner	Mar 2012 (to be)	Mamuno BP
6	Tent	King Tensile tent B1	1	1 497 119	1 497 119	Roof for X-ray scanner	Mar 2012 (to be)	Mamuno BP
7	Handheld metal detector	Garret hand held scanner rechargeable	4	47 330	189 320	Inspection	Mar 2012 (to be)	Mamuno BP

No.	Item	Brand/Model etc.	Quantity	Japanese Yen (JPY)		Purpose	Delivery	Site
				Unit cost	Total cost			
8	Multi function printer	HP Laser Jet 1212NF	2	22 461	44 922	Documentation	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
9	Portable transeivers	Motorola TLKR T6	20	9 069	181 380	Communications	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
10	Binoculars with night vision	Bushnell Ranger Night Vision Binoculars	2	116 108	232 216	Inspection	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
11	Torch light	EagleEye	4	3 150	12 600	Inspection	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
12	Electric generator	Kipor 12STA3 -10,5KVA	1	1 143 937	1 143 937	Backup power for X-ray scanner	Mar 2012 (to be)	Mamuno BP
13	Flood light	(no brand)	6	14 261	85 566	Lighting for X-ray scanner area	Mar 2012 (to be)	Mamuno BP
14	Digital camera	Canon EOS 1100D	2	58 186	116 372	Inspection	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
15	DVD player	LG D520	2	9 626	19 252	Inspection	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
16	Monitor screen	JVC 24"	2	26 740	53 480	Inspection	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
17	Forklift extension attachment	MICRON MIC-E70-6000-80-180	3	448 573	1 345 719	Inspection	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
18	Air conditioner	12000 BTU	2	58 293	116 586	For mobile check unit (item 5)	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP

No.	Item	Brand/Model etc.	Quantity	Japanese Yen (JPY)		Purpose	Delivery	Site
				Unit cost	Total cost			
19	Electric cable	(no brand)	1	248 468	248 468	For X-ray scanner (item 4)	Mar 2012 (to be)	Mamuno BP / Trans Kalahari BP
		Japanese Yen (JPY)			23 448 456			
		Botswana Pula (BWP)			2 192 264.00			
		Namibia Dollar (NBD)			2 390 992.00			

Annex 6 List of Trainings and Seminars

No.	Title	Place	Period		Number of Participants	
			from	to	Botswana	Namibia
1	Technical exchange in Thailand	Thailand	Jan 29, 2011	Feb 4, 2011	3	3
2	Training course on customs risk management	Japan	Oct 10, 2011	Oct 23, 2011	6	6
3	Follow-up meeting on customs risk management	Gaborone, Botswana	Nov 22, 2011	Nov 22, 2011	13	-
4	Trainers' training on HS classification	Gaborone, Botswana	Nov 28, 2011	Dec 2, 2011	15	-
5	Trainers' training on HS classification	Windhoek, Namibia	Dec 5, 2011	Dec 9, 2011	-	11
6	Seminar on Japanese customs clearance system	Buitepos (Trans Kalahari), Namibia	Dec 13, 2011	Dec 13, 2011	5	12
7	Seminar on the OSBP in Mamuno/Trans Kalahari Border Post	Charles Hill, Botswana	Dec 14, 2011	Dec 15, 2011	7	8

Annex 7 Project Local Expenses

Period	Amount		
	Japanese Yen (JPY)	Botswana Pula (BWP) @ 10.696 JPY/BWP	Namibia Dollar (NBD) @ 9.807 JPY/NBD
JFY 2010 (Oct 2010 - Mar 2011)	2 955 264	276 296.00	301 342.00
JFY 2011 (Apr 2011 - Mar 2012)	2 823 035	263 934.00	287 859.00
Total	5 778 299	540 230.00	589 201.00

Annex 8 List of Personnel related to the Project's Implementation

Name	Title and Organization	Country	Role in the OSBP Project	Participation in Trainings and Seminars								
				Technical exchange in Thailand Thailand Jan 29, 2011 - Feb 4, 2011	Training course on customs risk management Japan Oct 10, 2011 - Oct 23, 2011	Follow-up meeting on customs risk management Gaborone, Botswana Nov 22, 2011 - Nov 22, 2011	Trainers' training on HS classification Gaborone, Botswana Nov 28, 2011 - Dec 2, 2011	Trainers' training on HS classification Windhoek, Namibia Dec 5, 2011 - Dec 9, 2011	Seminar on Japanese customs clearance system Buitepos, Namibia Dec 13, 2011 - Dec 13, 2011	Seminar on the OSBP Charleshill, Botswana Dec 14, 2011 - Dec 15, 2011		
Mr. Kelapile Ndobano	Deputy Permanent Secretary, Ministry of Finance and Development Planning	Botswana										
Mr. Kenelwe Morris	Commissioner General, BURS	Botswana										
Mr. Phodiso P. Valashia	Commissioner, Customs and Excise, BURS	Botswana	Project Director, Botswana									
Mr. Buhalo Mudongo	General Manager, Regions and Compliance, BURS	Botswana	Project Manager, Botswana			○						
Mr. Gaitsiwe Motsewabagale	General Manager, Technical Services, BURS	Botswana	Former Project Director, Botswana			○						
Ms. Victoria Maphanyane	Human Resource Development, BURS	Botswana				○						
Mr. Drake Ramaeba	Regional Manager - Northwest, BURS	Botswana				○						
Ms. Gaone Arieff	Customs Manager, Customer Support, BURS	Botswana	A member of Internal Committee									
Ms. Patronnela Zakaapi	Principal Customs Officer, Mamuno, BURS	Botswana	Head of Project Site, Mamuno	○	○						○	○

Name	Title and Organization	Country	Role in the OSBP Project	Participation in Trainings and Seminars								
				Technical exchange in Thailand Thailand Jan 29, 2011 - Feb 4, 2011	Training course on customs risk management Japan Oct 10, 2011 - Oct 23, 2011	Follow-up meeting on customs risk management Gaborone, Botswana Nov 22, 2011 - Nov 22, 2011	Trainers' training on HS classification Gaborone, Botswana Nov 28, 2011 - Dec 2, 2011	Trainers' training on HS classification Windhoek, Namibia Dec 5, 2011 - Dec 9, 2011	Seminar on Japanese customs clearance system Buitepos, Namibia Dec 13, 2011 - Dec 13, 2011	Seminar on the OSBP Charleshill, Botswana Dec 14, 2011 - Dec 15, 2011		
Mr. Bevan S. Simataa	Commissioner, Customs and Excise, NCE	Namibia	Project Director, Namibia									
Mr. Hans Garoeb	Deputy Director, Trade Facilitation, Procedures and Compliance, NCE	Namibia	Project Manager, Namibia									
Ms. Jacqueline Tjiseseta	Deputy Director, Tariff and Risk Management, NCE	Namibia										
Mr. Godfrey Mokone	Senior Customs Officer, Customer Support Division, BURS	Botswana	A member of Internal Committee	○								
Ms. Chrissie Hambira	Controller, Risk Management Subdivision, NCE	Namibia		○								
Mr. Erastus Shipuleni	Senior Customs and Excise Officer, Tariff Management Subdivision, NCE	Namibia		○	○							
Mr. Immanuel Kaeka	Chief Customs and Excise Officer, Trans Kalahari Border Post, NCE	Namibia	Head of Project Site, Trans Kalahari	○						○		○
Ms. Dineo Chelane	Customs Officer, Mamuno Border Post, BURS	Botswana		○								

Participation in Trainings and Seminars										
Name	Title and Organization	Country	Role in the OSBP Project	Technical exchange in Thailand Thailand Jan 29, 2011 - Feb 4, 2011	Training course on customs risk management Japan Oct 10, 2011 - Oct 23, 2011	Follow-up meeting on customs risk management Gaborone, Botswana Nov 22, 2011 - Nov 22, 2011	Trainers' training on HS classification Gaborone, Botswana Nov 28, 2011 - Dec 2, 2011	Trainers' training on HS classification Windhoek, Namibia Dec 5, 2011 - Dec 9, 2011	Seminar on Japanese customs clearance system Buitepos, Namibia Dec 13, 2011 - Dec 13, 2011	Seminar on the OSBP Charlshill, Botswana Dec 14, 2011 - Dec 15, 2011
Mr. Gaone Solomon Thela	Senior Customs Officer, Customs and Excise, Mamuno Border Post, BURS	Botswana			○	○	○			
Ms Golesedi K. Letebele	Principal Customs Officer, PCA unit, BURS	Botswana			○	○	○			
Ms Kelekwang M. Maikano	Principal Customs Officer, Risk Profiling and Intelligence Unit, BURS	Botswana			○	○	○			
Mr. Ramarumo Gaositwe	Customs Officer, Risk Profiling and Intelligence Unit, BURS Head Office	Botswana			○					
Ms Nkwane Boitumelo	Senior Customs Officer, Kasane Customs and Excise	Botswana			○	○				
Mrs. Tliya Hambira Thandi	Controller of Customs and Excise Subdivision Risk Management, NCE	Namibia			○					
Mr. Costar Mulijani	Senior Customs and Excise Officer, Subdivision Luderitz Harbour, NCE	Namibia			○					
Mr. Alfred Muhinda	Customs and Excise Officer, Walvis Bay Regional Office, NCE	Namibia			○					

Participation in Trainings and Seminars										
Name	Title and Organization	Country	Role in the OSBP Project	Technical exchange in Thailand Thailand Jan 29, 2011 - Feb 4, 2011	Training course on customs risk management Japan Oct 10, 2011 - Oct 23, 2011	Follow-up meeting on customs risk management Gaborone, Botswana Nov 22, 2011 - Nov 22, 2011	Trainers' training on HS classification Gaborone, Botswana Nov 28, 2011 - Dec 2, 2011	Trainers' training on HS classification Windhoek, Namibia Dec 5, 2011 - Dec 9, 2011	Seminar on Japanese customs clearance system Buitepos, Namibia Dec 13, 2011 - Dec 13, 2011	Seminar on the OSBP Charlshill, Botswana Dec 14, 2011 - Dec 15, 2011
Mr. Konrad Mwanyangapo	Customs and Excise Officer, Wanela Border Post, NCE	Namibia			○					
Mr. Matti Niingo	Customs and Excise Officer, Trans Kalahari Border Post, NCE	Namibia		○						
Ms. Bophone Matshidiso Selebatso	Customs Manager	Botswana					○			
Ms. Phodiso Moselekatse	Principal Customs Officer	Botswana					○			
Ms. Metsiatsile Ntwayame	Senior Customs Officer	Botswana					○			
Mr. Boikaego Mimolai	Customs Officer	Botswana					○			
Ms. Mariam Utiwang	Senior Customs Officer, Ramokwebana border, BURS	Botswana					○			
Ms. Linkie Maleshwane	Senior Customs Officer, Gaborone longroom, BURS	Botswana					○			
Ms. Mercy Setlhogile	Senior Customs Officer, Lobatse Regional office, BURS	Botswana					○			
Ms. Pabalelo Konopi	Senior Customs Officer, S/Phikwe Regional office, BURS	Botswana					○			

Participation in Trainings and Seminars										
Name	Title and Organization	Country	Role in the OSBP Project	Technical exchange in Thailand Thailand Jan 29, 2011 - Feb 4, 2011	Training course on customs risk management Japan Oct 10, 2011 - Oct 23, 2011	Follow-up meeting on customs risk management Gaborone, Botswana Nov 22, 2011 - Nov 22, 2011	Trainers' training on HS classification Gaborone, Botswana Nov 28, 2011 - Dec 2, 2011	Trainers' training on HS classification Windhoek, Namibia Dec 5, 2011 - Dec 9, 2011	Seminar on Japanese customs clearance system Buitepos, Namibia Dec 13, 2011 - Dec 13, 2011	Seminar on the OSBP Charlehill, Botswana Dec 14, 2011 - Dec 15, 2011
Ms. Hilda William	Senior Customs Officer, Tlokweng border, BURS	Botswana								
Ms. Ontlametse Billy	Senior Customs Officer, Classification and Tariff Management, BURS	Botswana								
Ms. Segolame Mofokeng	Principal Customs Officer, Refunds, BURS	Botswana								
Ms. Malebogo Popego	Principal Customs Officer, Investigation, BURS	Botswana								
Ms. L.Shilomboleni	Classification Section, NCE	Namibia								
Mr. L.Paulus	Classification Section, NCE	Namibia								
Ms. R.Naobes	Classification Section, NCE	Namibia								
Mr. P.L.Nakhom	Ariamsvei Border Post, NCE	Namibia								
Ms. R.M.Tjirange	Noordoewer Border Post, NCE	Namibia								
Ms. N.L.Naholo	Oshikango Border Post, NCE	Namibia								
Mr. F.N.Nandu	Wenela Border Post, NCE	Namibia								

		Participation in Trainings and Seminars												
Name	Title and Organization	Country	Role in the OSBP Project	Technical exchange in Thailand Thailand Jan 29, 2011 - Feb 4, 2011	Training course on customs risk management Japan Oct 10, 2011 - Oct 23, 2011	Follow-up meeting on customs risk management Gaborone, Botswana Nov 22, 2011 - Nov 22, 2011	Trainers' training on HS classification Gaborone, Botswana Nov 28, 2011 - Dec 2, 2011	Trainers' training on HS classification Windhoek, Namibia Dec 5, 2011 - Dec 9, 2011	Seminar on Japanese customs clearance system Buitepos, Namibia Dec 13, 2011 - Dec 13, 2011	Seminar on the OSBP Charleshill, Botswana Dec 14, 2011 - Dec 15, 2011				
Mr. S.Thimende	Waivisbay Regional Office, NCE	Namibia						○						
Ms. M.Van Wyk	Windhoek Regional Office, NCE	Namibia						○						
Mr. F.T.Lenga	Transkalahari Border Post, NCE	Namibia						○						
Mr. E.Maiba	Training Subdivision, NCE	Namibia						○						
Ms. Boitumelo Mosiane	Customs Officer, BURS	Botswana							○	○				
Ms. Mompoti Keatweng	Customs Officer, BURS	Botswana							○	○				
Mr. Philip Maswe	Customs Officer, BURS	Botswana							○					
Mr. Piwani Mothoka	Customs Officer, BURS	Botswana							○					
Mr. Martin Matengu	Controller of Customs and Excise, NCE	Namibia							○	○				
Mr. Erastus Emosho	Customs Officer, NCE	Namibia							○	○				
Mr. Dave Hakuria-Katuuo	Senior Customs Officer, NCE	Namibia							○	○				
Mr. R. Sheelekeni	Senior Customs Officer, NCE	Namibia							○	○				
Ms. Kriel	Senior Customs Officer, NCE	Namibia							○					
Mr. A. Markowitz	Customs Officer, NCE	Namibia							○	○				
Mr. C. Nyama	Customs Officer, Trans Kalahari, NCE	Namibia							○					
Ms. M. Weyulu	Customs Officer, Trans Kalahari, NCE	Namibia							○	○				

Name	Title and Organization	Country	Role in the OSBP Project	Participation in Trainings and Seminars								
				Technical exchange in Thailand Thailand Jan 29, 2011 - Feb 4, 2011	Training course on customs risk management Japan Oct 10, 2011 - Oct 23, 2011	Follow-up meeting on customs risk management Gaborone, Botswana Nov 22, 2011 - Nov 22, 2011	Trainers' training on HS classification Gaborone, Botswana Nov 28, 2011 - Dec 2, 2011	Trainers' training on HS classification Windhoek, Namibia Dec 5, 2011 - Dec 9, 2011	Seminar on Japanese customs clearance system Buitepos, Namibia Dec 13, 2011 - Dec 13, 2011	Seminar on the OSBP Charlshill, Botswana Dec 14, 2011 - Dec 15, 2011		
Ms. G. Mogotsi	Customs Officer, Trans Kalahari, NCE	Namibia										
Mr. B. Tjozongoro	Customs and Excise Officer, NCE	Namibia										
Mr. C. Benade	Customs and Excise Officer, NCE	Namibia										
Ms. Garebodiwe Mabe	Assistant Customs Officer, BURS	Botswana										○
Ms. Lesedi Muzola	Assistant Customs Officer, BURS	Botswana										○
Ms. Lorato Thebeetsile	Customs Officer, BURS	Botswana										○
Ms. Lilian Matoko	Customs Officer, BURS	Botswana										○
Mr. P. Zemburuka	Customs Officer, BURS	Namibia										○

Annex 9 PDM

Project Title: The Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post
Target Area: Gaborone, Mamuno, etc.
Version: 1.2

Project Term: as mentioned in R/D

Original- Botswana Target Group: BURS, Clearing Agents' Associations, Other Government Agencies, The Public at large

Narrative Summary	Verifiable Indicators	Method of Measurements	Important Assumptions
<p>Overall Goal: An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.</p>	<p>- The lodgment data are kept as track records for analysis of clearance time. - The mean time from lodgment to release for legitimate declarations is reduced compared to that of before the start of the Project. - (other indicators to be proposed in the operational model of OSBP)</p>	<p>Lodgment data Records of Time Release Study Annual Report of BURS</p>	<p>- Bilateral agreement on the OSBP at the Mamuno/ Trans Kalahari Border Post is signed between Botswana and Namibia. - Revision of the relevant Domestic Laws in Botswana and Namibia are approved for introduction of the OSBP at Mamuno/ Trans Kalahari Border Post. - Facilities necessary for the smooth operation of the OSBP are constructed at the Mamuno/ Trans Kalahari Border Post by respective Governments. - An OSBP is officially opened at the Mamuno/ Trans Kalahari Border Post. - Budget for operation of the OSBP is allocated properly by customs administrations of Botswana and Namibia. - Other government agencies fully cooperate with the customs administrations.</p>
<p>Project Purpose: The capacity of the Botswana customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.</p>	<p>- Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. - The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents associations increases compared to that of before the start of the Project. - The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. - The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. - (other indicators to be proposed in the operational model of OSBP)</p>	<p>Records of Time Release Study Annual Report of BURS Lodgment data Number of offense cases or disputes / Lodgment number</p>	<p>- The officials who received training continue working in the customs administration.</p>
<p>Outputs: 1. The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations. 2. Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations. 3. The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced. 2.3 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for Clearing Agents' Associations as well as the number of participants and level of understanding. 3.1 The results of baseline survey. 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding. 3.3.1 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding. 3.3.2 Recommendations developed for operational</p>	<p>1.1 The developed operational model of an OSBP. 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding. 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding. 2.1 The developed/revised pilot implementation plan. 2.2 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/Trans Kalahari Border Post. 2.3 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for Clearing Agents' Associations as well as the number of participants and level of understanding. 3.1 The results of baseline survey. 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding. 3.3.1 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding. 3.3.2 Recommendations developed for operational</p>	<p>Records of the Project activities</p>	<p>- The officials who received training continue working in the customs administration.</p>

<p>Activities:</p> <p>1-1 Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.</p> <p>1-2 Conduct activities to build consensus of an OSBP among the stakeholders.</p> <p>1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders.</p> <p>2-1 Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly.</p> <p>2-2 Implement the pilot implementation plan that is established in 2-1.</p> <p>2-2-1 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.</p> <p>2-2-2 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.</p> <p>2-2-3 Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.</p> <p>2-3 Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.</p> <p>3-1 Conduct baseline survey to gain an understanding of the actual situation.</p> <p>3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).</p> <p>3-3 Develop recommendations for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).</p> <p>3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.</p>	<p>procedures.</p> <p>3.4 Action Plan developed by sensitized core officers at customs administration.</p>	
<p>Inputs:</p> <p>(1) Input from Japan</p> <p>a. Long-term experts</p> <p>- Chief Advisor</p> <p>- Coordinator/Human Resource Development</p> <p>- Local expert</p> <p>b. Short-term experts</p> <p>c. Seminars/workshops in Botswana and/or Namibia</p> <p>d. Training in Japan and/or third country</p> <p>e. Provision of equipment</p> <p>f. Necessary budget for the Project activities</p> <p>(2) Input from Botswana</p> <p>a. Assignment of counterpart personnel</p> <p>b. Domestic transportation fee for counterpart personnel</p> <p>c. Facilitation of access to border posts as necessary</p> <p>d. Provision of facilities, equipment and office space for the Japanese/ Local experts as necessary</p> <p>e. Budget for the Project activities</p>		<p>Preconditions:</p> <p>- The Governments of Botswana and Namibia do not change their policy in making the Mamuno/ Trans Kalahari Border Post into an OSBP.</p>

-Revised- Botswana Target Group: BURS, critical public stakeholders and stakeholders in the private sector

Narrative Summary	Verifiable Indicators	Method of Measurements	Important Assumptions
<p>Overall Goal: An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.</p>	<ul style="list-style-type: none"> - The lodgment data are kept as track records for analysis of clearance time. - The mean time from lodgment to release for legitimate declarations is reduced compared to that of before the start of the Project. 	<p>Lodgment data</p> <p>Records of Time Release Study</p> <p>Annual Report of BURS</p>	<p>Important Assumptions</p>
<p>Project Purpose: The capacity of the Botswana customs administration and that of stakeholders¹ are enhanced to enable them to properly operate the OSBP system.</p>	<ul style="list-style-type: none"> - Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. - The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents associations increases compared to that of before the start of the Project. - The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. - The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. - The number of staff who applies the procedures or skills learned in the trainings to their daily customs operations. 	<p>Records of Time Release Study</p> <p>Annual Report of BURS</p> <p>Lodgment data</p> <p>Number of offense cases or disputes / Lodgment number</p> <p>Questionnaire to trainees</p>	<ul style="list-style-type: none"> - Facilities necessary for the smooth operation of the OSBP are constructed at the Mamuno/ Trans Kalahari Border Post by respective Governments. - An OSBP is officially opened at the Mamuno/ Trans Kalahari Border Post. - Budget for operation of the OSBP is allocated properly by customs administrations of Botswana and Namibia.
<p>Outputs:</p> <ol style="list-style-type: none"> 1. The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the stakeholders. 2. Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the stakeholders. 3. The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced. 	<ol style="list-style-type: none"> 1.1 The developed operational model of an OSBP. 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding. 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding. 2.1 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/Trans Kalahari Border Post. 2.2 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for the stakeholders as well as the number of participants and level of understanding. 3.1 The results of baseline survey. 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding. 3.3 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding. 3.4 Action Plan developed by sensitized core officers at customs administration. 	<p>Records of the Project activities</p>	<ul style="list-style-type: none"> - Bilateral agreement on the OSBP at the Mamuno/ Trans Kalahari Border Post is signed between Botswana and Namibia. - The relevant Domestic Laws in Botswana and Namibia are approved for introduction of the OSBP at Mamuno/ Trans Kalahari Border Post. - Other government agencies fully cooperate with the customs administrations. - The officials who received training continue working in the customs administration.

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¹ Stakeholders include critical public stakeholders such as Departments of Immigration, Police, Veterinary, Roads and the Ministry of Transport, and those in the private sector.

<p>Activities:</p> <p>1-1 Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.</p> <p>1-2 Conduct activities to build consensus of an OSBP among the stakeholders.</p> <p>1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders.</p> <p>2-1 Monitor the developments of Bilateral Agreement, Domestic Laws that are necessary for the realization of the OSBP and the implementation of other customs-related OSBP activities.</p> <p>2-2 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.</p> <p>2-3 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.</p> <p>2-4 Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the stakeholders in accordance with the progress of introduction and management of the OSBP.</p> <p>3-1 Conduct baseline survey to gain an understanding of the actual situation.</p> <p>3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).</p> <p>3-3 Conduct training activities for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).</p> <p>3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.</p>	<p>Inputs:</p> <p>(1) Input from Japan</p> <p>a. Long-term experts</p> <p>- Chief Advisor</p> <p>- Coordinator/Human Resource Development</p> <p>- Local expert</p> <p>b. Short-term experts</p> <p>c. Seminars/workshops in Botswana and/or Namibia</p> <p>d. Training in Japan and/or third country</p> <p>e. Provision of equipment</p> <p>f. Necessary budget for the Project activities</p> <p>(2) Input from Botswana</p> <p>a. Assignment of counterpart personnel</p> <p>b. Domestic transportation fee for counterpart personnel</p> <p>c. Facilitation of access to border posts as necessary</p> <p>d. Provision of facilities, equipment and office space for the Japanese/ Local experts as necessary</p> <p>e. Budget for the Project activities</p>	<p>Preconditions:</p> <p>- The Governments of Botswana and Namibia do not change their policy in making the Mamuno/ Trans Kalahari Border Post into an OSBP.</p>
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Annex 11 PDM

Project Title: The Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post
 Target Area: Windhoek, Trans Kalahari, etc.
 Version: 1.2

Project Term: as mentioned in R/D

-Original- Namibia
 Narrative Summary

Narrative Summary	Verifiable Indicators	Method of Measurements	Important Assumptions
<p>Overall Goal: An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.</p>	<p>The lodgment data are kept as track records for analysis of clearance time. - The mean time from lodgment to release for legitimate declarations is reduced compared to that of before the start of the Project. - (Other indicators to be proposed in the operational model of OSBP)</p>	<p>Lodgment data Records of Time Release Study Annual Report of NCE</p>	<p>Bilateral agreement on the OSBP at the Mamuno/ Trans Kalahari Border Post is signed between Botswana and Namibia. - Revision of the relevant Domestic Laws in Botswana and Namibia are approved for introduction of the OSBP at Mamuno/ Trans Kalahari Border Post. - Facilities necessary for the smooth operation of the OSBP are constructed at the Mamuno/ Trans Kalahari Border Post by respective Governments. - An OSBP is officially opened at the Mamuno/ Trans Kalahari Border Post. - Budget for operation of the OSBP is allocated properly by customs administrations of Botswana and Namibia. - Other government agencies fully cooperate with the customs administrations.</p>
<p>Project Purpose: The capacity of the Namibia customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.</p>	<p>Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. - The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents associations increases compared to that of before the start of the Project. - The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. - The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. - (Other indicators to be proposed in the operational model of OSBP)</p>	<p>Records of Time Release Study Annual Report of NCE Lodgment data Number of offense cases or disputes / Lodgment number</p>	<p>The officials who received training continue working in the customs administration.</p>
<p>Outputs: 1. The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations. 2. Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations. 3. The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.</p>	<p>1.1 The developed operational model of an OSBP. 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding. 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding. 2.1 The developed/ revised pilot implementation plan. 2.2 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/ Trans Kalahari Border Post. 2.3 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for Clearing Agents' Associations as well as the number of participants and level of understanding. 3.1 The results of baseline survey. 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding. 3.3.1 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding 3.3.2 Recommendations developed for operational</p>	<p>Records of the Project activities</p>	<p>The officials who received training continue working in the customs administration.</p>

<p>Activities:</p> <p>1-1 Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.</p> <p>1-2 Conduct activities to build consensus of an OSBP among the stakeholders.</p> <p>1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders.</p> <p>2-1 Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly.</p> <p>2-2 Implement the pilot implementation plan that is established in 2-1.</p> <p>2-2-1 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.</p> <p>2-2-2 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.</p> <p>2-2-3 Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.</p> <p>2-3 Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.</p> <p>3-1 Conduct baseline survey to gain an understanding of the actual situation.</p> <p>3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).</p> <p>3-3 Develop recommendations for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).</p> <p>3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.</p>	<p>procedures.</p> <p>3.4 Action Plan developed by sensitized core officers at customs administration.</p>	
	<p>Inputs:</p> <p>(1) Input from Japan</p> <p>a. Long-term experts</p> <p>- Chief Advisor</p> <p>- Coordinator/Human Resource Development</p> <p>- Local expert</p> <p>b. Short-term experts</p> <p>c. Seminars/workshops in Botswana and/or Namibia</p> <p>d. Training in Japan and/or third country</p> <p>e. Provision of equipment</p> <p>f. Necessary budget for the Project activities</p> <p>(2) Input from Namibia</p> <p>a. Assignment of counterpart personnel</p> <p>b. Domestic transportation fee for counterpart personnel</p> <p>c. Facilitation of access to border posts as necessary</p> <p>d. Provision of facilities, equipment and office space for the Japanese/ Local experts as necessary</p> <p>e. Budget for the Project activities</p>	<p>Preconditions:</p> <p>- The Governments of Botswana and Namibia do not change their policy in making the Mamuno/ Trans Kalahari Border Post into an OSBP.</p>

Annex 12 PDM

Project Title: The Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post
Target Area: Windhoek, Trans Kalahari, etc.
Version: 2.0 (as of Mar 8, 2012)
Project Term: September 2011 – October 2013

-Revised- Namibia **Target Group:** NCE, critical public stakeholders and stakeholders in the private sector

Narrative Summary	Verifiable Indicators	Method of Measurements	Important Assumptions
<p>Overall Goal: An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.</p>	<p>- The lodgment data are kept as track records for analysis of clearance time. - The mean time from lodgment to release for legitimate declarations is reduced compared to that of before the start of the Project.</p>	<p>Lodgment data Records of Time Release Study Annual Report of BURS</p>	<p>- Facilities necessary for the smooth operation of the OSBP are constructed at the Mamuno/ Trans Kalahari Border Post by respective Governments. - An OSBP is officially opened at the Mamuno/ Trans Kalahari Border Post. - Budget for operation of the OSBP is allocated properly by customs administrations of Botswana and Namibia.</p>
<p>Project Purpose: The capacity of the Namibia customs administration and that of stakeholders¹ are enhanced to enable them to properly operate the OSBP system.</p>	<p>- Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. - The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents associations increases compared to that of before the start of the Project. - The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. - The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. - The number of staff who applies the procedures or skills learned in the trainings to their daily customs operations.</p>	<p>Records of Time Release Study Annual Report of NCE Lodgment data Number of offense cases or disputes / Lodgment number Questionnaire to trainees</p>	<p>- Bilateral agreement on the OSBP at the Mamuno/ Trans Kalahari Border Post is signed between Botswana and Namibia. - The relevant Domestic Laws in Botswana and Namibia are approved for introduction of the OSBP at Mamuno/ Trans Kalahari Border Post. - Other government agencies fully cooperate with the customs administrations. - The officials who received training continue working in the customs administration.</p>
<p>Outputs: 1. The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the stakeholders. 2. Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the stakeholders 3. The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.</p>	<p>1.1 The developed operational model of an OSBP. 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding. 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding. 2.1 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/Trans Kalahari Border Post. 2.2 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for the stakeholders as well as the number of participants and level of understanding. 3.1 The results of baseline survey. 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding. 3.3 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding. 3.4 Action Plan developed by sensitized core officers at customs administration.</p>	<p>Records of the Project activities</p>	<p>- Bilateral agreement on the OSBP at the Mamuno/ Trans Kalahari Border Post is signed between Botswana and Namibia. - The relevant Domestic Laws in Botswana and Namibia are approved for introduction of the OSBP at Mamuno/ Trans Kalahari Border Post. - Other government agencies fully cooperate with the customs administrations. - The officials who received training continue working in the customs administration.</p>

¹ Stakeholders include critical public stakeholders such as Departments of Immigration, Police, Veterinary, Road Fund Administration, Roads Authority and the Ministry of Works and Transport, and those in the private sector.

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<p>Activities:</p> <p>1-1 Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.</p> <p>1-2 Conduct activities to build consensus of an OSBP among the stakeholders.</p> <p>1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders.</p> <p>2-1 Monitor the developments of Bilateral Agreement, Domestic Laws that are necessary for the realization of the OSBP and the implementation of other customs-related OSBP activities.</p> <p>2-2 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.</p> <p>2-3 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.</p> <p>2-4 Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the stakeholders in accordance with the progress of introduction and management of the OSBP.</p> <p>3-1 Conduct baseline survey to gain an understanding of the actual situation.</p> <p>3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).</p> <p>3-3 Conduct training activities for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).</p> <p>3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.</p>	<p>Inputs:</p> <p>(1) Input from Japan</p> <p>a. Long-term experts</p> <p>- Chief Advisor</p> <p>- Coordinator/Human Resource Development</p> <p>b. Short-term experts</p> <p>c. Seminars/workshops in Botswana and/or Namibia</p> <p>d. Training in Japan and/or third country</p> <p>e. Provision of equipment</p> <p>f. Necessary budget for the Project activities</p> <p>(2) Input from Namibia</p> <p>a. Assignment of counterpart personnel</p> <p>b. Domestic transportation fee for counterpart personnel</p> <p>c. Facilitation of access to border posts as necessary</p> <p>d. Provision of facilities, equipment and office space for the Japanese/ Local experts as necessary</p> <p>e. Budget for the Project activities</p>	<p>Preconditions:</p> <p>- The Governments of Botswana and Namibia do not change their policy in making the Mamuno/ Trans Kalahari Border Post into an OSBP.</p>
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Annex 13: Plan of Operations - Original - (Botswana)	JFY2010			JFY2011			JFY2012			JFY2013					
	2010			2011			2012			2013					
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
0-1	Establish a team of counterparts														
Output 1	The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations.														
1-1	Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.														
1-2	Conduct activities to build consensus of an OSBP among the stakeholders.														
1-3	Conduct activities for dissemination of operational model of the OSBP among the stakeholders.														
Output 2	Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations.														
2-1	Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly.														
2-2	Implement the pilot implementation plan that is established in 2-1.														
2-2-1	Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.														
2-2-2	Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.														
2-2-3	Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.														
2-3	Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.														
Output 3	The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.														
3-1	Conduct baseline survey to gain an understanding of the actual situation.														
3-2	Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).														
3-3	Develop recommendations for introductory/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).														
3-4	Sensitize core officers at customs administrations to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.														

Annex 14: Plan of Operations - Revised - (Botswana)	JFY2010			JFY2011			JFY2012			JFY2013						
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
	0-1	Establish a team of counterparts														
Output 1	The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the stakeholders. (*1)															
1-1	Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.															
1-2	Conduct activities to build consensus of an OSBP among the stakeholders.															
1-3	Conduct activities for dissemination of operational model of the OSBP among the stakeholders.															
Output 2	Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the stakeholders.															
2-1	Monitor the developments of Bilateral Agreement, Domestic Laws that are necessary for the realization of the OSBP and the implementation of other customs-related OSBP activities. (*2)															
2-2	Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP. (*3)															
2-3	Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.															
2-4	Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the stakeholders in accordance with the progress of introduction and management of the OSBP.															
Output 3	The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced. (*5)															
3-1	Conduct baseline survey to gain an understanding of the actual situation.															
3-2	Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).															
3-3	Conduct training activities for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).															
3-4	Sensitize core officers at customs administrations to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.															
<p><Meetings related to the OSBP (*3)> Meetings of the Commissioners Joint meetings of the project technical teams</p>																
<p>W: Workshop for Negotiation Team E: External stakeholder consultations OSBP seminar T: Technical exchange in Thailand the 1st bilateral meeting the 2nd bilateral meeting Parliament sitting Specifications, Procurement, Operation (*4) Scanner for luggage and others CCTV, Gate system and others Benchmark missions In-country training Experts on HS Risk management in Japan In-country training</p>																
<p>▲ JCC ▲ Mid-term Review ▲ RUC ▲ Terminal Evaluation, RUC ▲ RUC</p>																

(Notes)

1. Stakeholders include critical public stakeholders such as Departments of Immigration, Police, Veterinary, Roads and the Ministry of Transport, and those in the private sector.
2. These activities include an assessment of the current border situation (automation of processes, interfacing of systems and information sharing) referred to 2.6 of Annex 3-1 of the Minutes of Meetings (the MMM) signed on March 8, 2011.
3. The Project will review the design of the border post buildings, referred to 2.7 of Annex 3-1 of the MMM, on the basis of the guideline.
4. The Project will consider the requests referred to 2.3, 2.4 and 2.5 of Annex 3-1 of the MMM.
5. The Project will provide necessary training activities which will be identified by the end of March 2012 as the prioritized needs.
6. The Project experts will keep close contact with C/PS besides these meetings.

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Annex 15: Plan of Operations -Original- (Namibia)	JFY2010			JFY2011			JFY2012			JFY2013															
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
0-1	Establish a team of counterparts																								
Output 1	The operational model of the OSBP for the Mamunof/Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations.																								
1-1	Develop operational model of the OSBP at the Mamunof/Trans Kalahari Border Post.																								
1-2	Conduct activities to build consensus of an OSBP among the stakeholders.																								
1-3	Conduct activities for dissemination of operational model of the OSBP among the stakeholders.																								
Output 2	Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations.																								
2-1	Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamunof/Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly.																								
2-2	Implement the pilot implementation plan that is established in 2-1.																								
2-2-1	Develop an operational procedure guideline (or manual) for the Mamunof/Trans Kalahari Border Post based on the operational model of the OSBP.																								
2-2-2	Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.																								
2-2-3	Conduct training for customs officers at the Mamunof/Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.																								
2-3	Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.																								
Output 3	The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.																								
3-1	Conduct baseline survey to gain an understanding of the actual situation.																								
3-2	Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).																								
3-3	Develop recommendations for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).																								
3-4	Sensitize core officers at customs administrations to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.																								

Note: For in-country training, the venue (Botswana and/or Namibia) shall be decided at RJCC.

RECORD OF DISCUSSIONS

BETWEEN

JAPAN INTERNATIONAL COOPERATION AGENCY

AND

THE GOVERNMENT OF THE REPUBLIC OF BOTSWANA

HEREIN REPRESENTED BY

BOTSWANA UNIFIED REVENUE SERVICE

ON

JAPANESE TECHNICAL COOPERATION

IN REPECT OF

THE PROJECT FOR THE ESTABLISHMENT OF THE ONE STOP BORDER POST

(OSBP) BETWEEN BOTSWANA AND NAMIBIA

AT MAMUNO/ TRANS KALAHARI BORDER POST

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INTRODUCTION

The Government of the Republic of Botswana requested the Government of Japan for the implementation of a technical cooperation project entitled "The Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post" (hereinafter referred to as "the Project"). The Government of Japan decided to take up the Project and therefore intends to exchange the Note Verbale with the Government of the Republic of Botswana for its implementation and assurance of undertakings, privileges and immunities to be taken by the both Governments.

The Japan International Cooperation Agency (hereinafter referred to as "JICA"), as the bilateral technical cooperation agency under the Government of Japan, and the Botswana Unified Revenue Service (hereinafter referred to as "BURS"), nominated as the implementing agency of the Project by the Government of the Republic of Botswana, agreed to recommend to their respective Governments the matters referred to as follows:

I. DEFINITIONS

In this R/D, the following words and expressions shall, except where otherwise stated or inconsistent with the context in which they appear, bear the following meanings and cognate expressions shall bear corresponding meanings:

R/D	means the present Record of Discussions and its Annexes together with all amendments thereto as agreed to between the Parties from time to time;
ANNEX	means any document, approved by BURS and JICA, which is, from time to time, incorporated into this R/D in the form of annexes. These documents may be amended in writing, from time to time, by mutual minutes of meetings between the Parties;
BURS	means the Botswana Unified Revenue Service as the executing authority, and permitted assigns;
Commencement Date	means the date on which JICA and BURS commence the technical cooperation project;
Government	means the Government of the Republic of Botswana;
Parties	means BURS and JICA, and "Party" shall mean either one of them;
JICA	means Japan International Cooperation Agency and includes its representatives, successors and permitted assigns;
Project	means the establishment and implementation of "The Project for the Establishment of the One Stop Border Post (OSBP) between

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Botswana and Namibia at Mamuno/ Trans Kalahari Border Post" as further set out in this R/D to be carried out by JICA and BURS;

II. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE REPUBLIC OF BOTSWANA

1. The Government of the Republic of Botswana will implement the "Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post" (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.
The details of the Project are given as the Project Design Matrix (PDM) in Annex II.
The tentative schedule of the Project implementation is given as the Tentative Plan of Operations (PO) in Annex III.

III. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. DISPATCH OF JAPANESE EXPERTS
JICA will provide the services of the Japanese experts as listed in Annex IV.
2. PROVISION OF MACHINERY AND EQUIPMENT
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex V. The Equipment will become the property of the Government of the Republic of Botswana upon being delivered C.I.F. (cost, insurance and freight) to the Botswana authorities concerned at the ports and/or airports of disembarkation.
3. TRAINING OF BOTSWANA PERSONNEL
JICA will receive the Botswana personnel connected with the Project for technical training in Japan and other third countries.

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IV. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF BOTSWANA

1. The Government of the Republic of Botswana will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Republic of Botswana will ensure that the technologies and knowledge acquired by the Botswana nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Republic of Botswana.
3. The Government of the Republic of Botswana will grant to the Japanese experts referred to in II.1. above and their families in the Republic of Botswana privileges, exemptions and benefits as listed in Annex VI and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions in the Republic of Botswana.
4. The Government of the Republic of Botswana will ensure that the Equipment referred to in II.2. above will be utilized effectively for the implementation of the Project in consultation with the Japanese/Local experts referred to in Annex II.
5. The Government of the Republic of Botswana will take necessary measures to ensure that the knowledge and experience acquired by the Botswana personnel from technical training in Japan and in other third countries will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Republic of Botswana, the Government of the Republic of Botswana will take necessary measures to provide at its own expense:
 - (1) Services of the Botswana counterpart personnel and administrative personnel as listed in Annex VII;
 - (2) Buildings and facilities as listed in Annex VIII; and

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- (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II.2. above.
7. In accordance with the laws and regulations in force in the Republic of Botswana, the Government of the Republic of Botswana will take necessary measures to meet:
 - (1) Expenses necessary for transportation within the Republic of Botswana of the Equipment referred to in II.2. above as well as for the installation, operation and maintenance thereof;
 - (2) Customs duties, value added tax and any other charges, imposed in the Republic of Botswana on the Equipment referred to in II.2 above; and
 - (3) Running expenses necessary for the implementation of the Project.

V. ADMINISTRATION OF THE PROJECT

1. Commissioner of Customs & Excise of the Botswana Unified Revenue Service (hereinafter referred to as "BURS"), as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. General Manager, Regions & Compliance of BURS, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese experts will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to the Botswana counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex IX.

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VI. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Botswana authorities concerned in order to examine the level of achievement.

- Mid-term evaluation: At the middle of the cooperation term
- Terminal evaluation: During the last six months of the cooperation term

VII. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Republic of Botswana undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Botswana except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VIII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of the Republic of Botswana, and the Government of the Republic of Namibia, if necessary, on any major issues arising from, or in connection with the implementation of this R/D.

IX. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Republic of Botswana, the Government of the Republic of Botswana will take appropriate measures to make the Project widely known to the people of the Republic of Botswana.

X. COMMENCEMENT AND DURATION

The Project will be implemented for a period of three (3) years from the date of first arrival of the Japanese expert.

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XI. ENTIRE R/D

1. This R/D, including all Annexes and other documents attached hereto and referred to herein, constitute the entire, integrated understanding between the Parties and supersedes any oral or prior written document with respect to the subject matter of this R/D.
2. The headings and numbers used in this R/D and its Annexes are for convenience only and shall not be construed or interpreted as having a bearing on the contents, or context or meaning, of its provisions.
3. The following document attached hereto shall be deemed to form, and be read and construed as an integral part of this R/D namely:

ANNEX I	MASTER PLAN
ANNEX II	PROJECT DESIGN MATRIX (PDM)
ANNEX III	TENTATIVE PLAN OF OPERATIONS (PO)
ANNEX IV	LIST OF JAPANESE/ LOCAL EXPERTS
ANNEX V	LIST OF MACHINERY AND EQUIPMENT
ANNEX VI	PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS
ANNEX VII	LIST OF BOTSWANA COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX VIII	LIST OF BUILDINGS AND FACILITIES
ANNEX IX	JOINT COORDINATING COMMITTEE

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XI. EXECUTION

The duly authorized representatives of BURS and JICA whose signatures appear below execute this R/D.

THUS DONE AND EXECUTED IN GABORONE, BOTSWANA

This 3rd day of September 2010

FOR AND ON BEHALF OF THE GOVERNMENT OF THE REPUBLIC OF BOTSWANA

Mr. Freddy Modise
Commissioner General
Botswana Unified Revenue Service



Witness:

Mr. Keneilwe R. Morris
Commissioner Customs and Excise
Botswana Unified Revenue Service

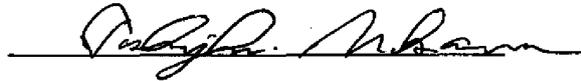


THUS DONE AND EXECUTED IN GABORONE, BOTSWANA

This 3rd day of September 2010

FOR AND ON BEHALF OF JAPANESE INTERNATIONAL COOPERATION AGENCY

Mr. Toshiyuki Nakamura
Chief Representative
JICA South Africa Office



ANNEX I MASTER PLAN

I. General Information on the Project

1. Title of the Project

"The Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post"

2. Duration of the Cooperation

Three (3) years from the date of first arrival of the Japanese expert in Gaborone

3. Project Site(s)

Gaborone, Mamuno, etc.

4. Target Beneficiaries

(1) Direct Beneficiaries

Botswana Unified Revenue Service (BURS)

(2) Indirect Beneficiaries

- a. Clearing Agents' Associations
- b. Other Government Agencies
- c. The public at large

II. Basic Framework of the Cooperation

1. Overall Goal

An OSBP is introduced and managed at the Mamuno/Trans Kalahari Border Post.

2. Project Purpose

The capacity of the Botswana customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.

3. Outputs

- (1) The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations.
- (2) Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations.
- (3) The capacity of the customs officers to properly conduct operational and technical

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customs procedures is enhanced.

4. Activities

- 1-1 Develop operational model of the OSBP at the Mamuno/Trans Kalahari Border Post.
- 1-2 Conduct activities to build consensus of an OSBP among the stakeholders.
- 1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders.
- 2-1 Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly.
- 2-2 Implement the pilot implementation plan that is established in 2-1.
 - 2-2-1 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.
 - 2-2-2 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.
 - 2-2-3 Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.
- 2-3 Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.
- 3-1 Conduct baseline survey to gain an understanding of the actual situation.
- 3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).
- 3-3 Develop recommendations for introduction/implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).
- 3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.

5. Input

(1) Input from Japan

- a. Japanese long-term and short-term experts, Local expert
- b. Seminars/workshops in Botswana and/or Namibia
- c. Training in Japan and/or third country
- d. Provision of equipment
- e. Necessary budget for the Project activities

(2) Input from the Republic of Botswana

- a. Assignment of counterpart personnel
- b. Domestic transportation fee for counterpart personnel

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- c. Facilitation of access to border posts as necessary
- d. Provision of facilities, equipment and office space for the Japanese/ Local experts as necessary
- e. Necessary budget for the Project activities

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Narrative Summary	Verifiable Indicators	Method of Measurements	Important Assumptions
<p>Overall Goal: An OSBP is introduced and managed at the Mamuno/Trans Kalahari Border Post.</p>	<p>The lodgment data are kept as track records for analysis of clearance time. - The mean time from lodgment to release for legitimate declarations is reduced compared to that of before the start of the Project. - (other indicators to be proposed in the operational model/ of OSBP)</p>	<p>Lodgment data Records of Time Release Study Annual Report of BURS</p>	<p>- Bilateral agreement on the OSBP at the Mamuno/ Trans Kalahari Border Post is signed between Botswana and Namibia. - Revision of the relevant Domestic Laws in Botswana and Namibia are approved for introduction of the OSBP at Mamuno/ Trans Kalahari Border Post. - Facilities necessary for the smooth operation of the OSBP are constructed at the Mamuno/ Trans Kalahari Border Post by respective Governments. - An OSBP is officially opened at the Mamuno/ Trans Kalahari Border Post. - Budget for operation of the OSBP is allocated properly by customs administrations of Botswana and Namibia. - Other government agencies fully cooperate with the customs administrations.</p>
<p>Project Purpose: The capacity of the Botswana customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.</p>	<p>- Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. - The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents associations increases compared to that of before the start of the Project. - The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. - The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. - (other indicators to be proposed in the operational model/ of OSBP)</p>	<p>Records of Time Release Study Annual Report of BURS Lodgment data Number of offense cases or disputes / Lodgment number</p>	<p>- The officials who received training continue working in the customs administration.</p>
<p>Outputs: 1. The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations. 2. Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations. 3. The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.</p>	<p>1.1 The developed operational model of an OSBP 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding 2.1 The developed/ revised pilot implementation plan 2.2 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/Trans Kalahari Border Post. 2.3 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for Clearing Agents' Associations as well as the number of participants and level of understanding 3.1 The results of baseline survey 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding 3.3.1 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding 3.3.2 Recommendations developed for operational</p>	<p>Records of the Project activities</p>	<p>- The officials who received training continue working in the customs administration.</p>

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<p>procedures 3.4 Action Plan developed by sensitized core officers at customs administration</p>		
<p>Activities: 1-1 Develop operational model of the OSBP at the Mamuno/ Trans. Kalahari Border Post. 1-2 Conduct activities to build consensus of an OSBP among the stakeholders. 1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders. 2-1 Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans. Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly. 2-2 Implement the pilot implementation plan that is established in 2-1. 2-2-1 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans. Kalahari Border Post based on the operational model of the OSBP. 2-2-2 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary. 2-2-3 Conduct training for customs officers at the Mamuno/ Trans. Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP. 2-3 Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary. 3-1 Conduct baseline survey to gain an understanding of the actual situation. 3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.). 3-3 Develop recommendations for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.). 3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.</p>	<p>Inputs: (1) Input from Japan a. Long-term experts - Chief Advisor - Coordinator/Human Resource Development - Local expert b. Short-term experts c. Seminars/workshops in Botswana and/or Namibia d. Training in Japan and/or third country e. Provision of equipment f. Necessary budget for the Project activities (2) Input from Botswana a. Assignment of counterpart personnel b. Domestic transportation fee for counterpart personnel c. Facilitation of access to border posts as necessary d. Provision of facilities, equipment and office space for the Japanese/ Local experts as necessary e. Budget for the Project activities</p>	<p>Preconditions: - The Governments of Botswana and Namibia do not change their policy in making the Mamuno/ Trans. Kalahari Border Post into an OSBP.</p>

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 Ken

TENTATIVE PLAN OF OPERATIONS

	2010			2011			2012			2013					
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
0-1	Establish a team of counterparts														
1-1	Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.														
1-2	Conduct activities to build consensus of an OSBP among stakeholders.														
1-3	Conduct activities for dissemination of operational model of the OSBP among the stakeholders.														
2-1	Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans Kalahari Border Post in order for the customs officials to operate the OSBP smoothly and implement the pilot implementation plan that is established in 2-1.														
2-2	Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.														
2-2-1	Identify and introduce equipment that would be necessary for the smooth and efficient operation of the OSBP.														
2-2-2	Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.														
2-3	Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.														
3-1	Conduct baseline survey to gain an understanding of the actual situation.														
3-2	Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).														
3-3	Develop recommendations for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).														
3-4	Sensitize core officers at customs administrations to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.														

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Note: For in-country training, the venue (Botswana and/or Namibia) shall be decided at RJCC.

ANNEX IV LIST OF JAPANESE/ LOCAL EXPERTS

1. Long-term experts

- Chief Advisor
- Coordinator/Human Resource Development
- Local Expert (full-time)

Note: The Long-term experts will be stationed in Gaborone, Botswana.

2. Short-term experts

- as necessary

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Mad
Ken

ANNEX V LIST OF MACHINERY AND EQUIPMENT

1. Necessary equipment for the Mamuno Border Post will be decided by mutual consultation between the Japanese experts and BURS after the commencement of the Project.
2. General office equipment for the Japanese experts/ Local experts will be arranged by BURS.
3. A Project vehicle will be purchased by JICA.
4. Other necessary equipment will be decided by mutual consultation between the Japanese experts and BURS.

*Am
God
Klm*

ANNEX VI PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS

1. To exempt from income tax and other charges of any kind imposed on or in connection with the living allowances remitted from abroad for the Japanese experts.
2. To exempt from import duties, value added tax and any other charges imposed on personal household effects of the Japanese experts and their families, including their motor vehicles.
3. To facilitate the issuance of entry visas for the Japanese experts and their families free of charge.
4. To facilitate the issuance of residence and/or work permits to the Japanese experts and their families as appropriate for the duration of the Project.
5. To exempt from customs duties, value added tax and any other charges for import and export of machinery and equipment by the Japanese experts in connection with the Project activities.

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ANNEX VII LIST OF BOTSWANA COUNTERPART AND ADMINISTRATIVE
PERSONNEL

1. Counterpart Personnel

- (1) Project Director
- (2) Project Manager
- (3) Technical Counterparts

2. Administrative Personnel

- (1) Secretary
- (2) Driver
- (3) Other Supporting Staff necessary for the implementation of the Project

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KRM

ANNEX VIII LIST OF BUILDINGS AND FACILITIES

1. Office spaces and facilities including sufficient furnishing, telephone lines and access to Internet for the Japanese/ Local experts
2. Other facilities necessary for the implementation of the Project
3. Other facilities mutually agreed upon as necessary

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ANNEX IX JOINT COORDINATING COMMITTEE

1. Functions

The Joint Coordinating Committee (hereinafter referred to as "JCC") will be established and convened at least twice a year and whenever necessity arises in order to fulfill the following functions:

- (1) advise on the relevance of an annual work plan of the Project based on the Plan of Operations within the framework of the R/D.
- (2) participate in the monitoring and evaluation exercises on the progress of the Project and provide advice on the results of the annual work plan, and
- (3) discuss and advise on major issues that arise during the implementation period of the Project.

2. Compositions

JCC shall be composed of:

(1) Chairperson: Commissioner of Customs & Excise of BURS

(2) Members:

1. Botswana side:

- (1) Project Manager
- (2) Representative(s) of Ministry of Finance and Development Planning
- (3) Other personnel concerned with the Project decided by the Botswana side, if necessary

2. Japanese side

- (1) Project Expert(s)
- (2) Representative(s) of JICA Botswana Office
- (3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

Official(s) of Embassy of Japan

Observers may attend as agreed upon by both BURS and JICA.

3. Regional JCC

Since the Project will be implemented as part of the regional cooperation including Botswana Unified Revenue Service (BURS) and Namibia Customs and Excise (NCE), the Project may substitute holding JCC once a year with Regional JCC together with JICA, BURS and NCE. In such case, the venue and the chairperson shall be decided upon mutual discussions among the concerned parties.

(1) Functions

To discuss and advise on major issues that should be shared among JICA, BURS and

EM
Mad
Kem

NCE.

(2) Compositions

RJCC shall be composed of:

1) Chairperson

2) Members:

a. Botswana side:

Project Director, Project Manager, Other personnel concerned with the Project decided by BURS, if necessary

b. Namibian side:

Project Director, Project Manager, Other personnel concerned with the Project decided by NCE, if necessary

c. Japanese side:

Project Expert(s), Representative(s) of JICA Botswana Office, JICA Namibia Office, other personnel concerned and/or dispatched by JICA, if necessary

d. Observers:

Official(s) of Embassy of Japan

Observers may attend as agreed upon by JICA, BURS and NCE.

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KRM

RECORD OF DISCUSSIONS

BETWEEN

JAPAN INTERNATIONAL COOPERATION AGENCY

AND

THE GOVERNMENT OF THE REPUBLIC OF NAMIBIA

HEREIN REPRESENTED BY

MINISTRY OF FINANCE, NAMIBIA CUSTOMS AND EXCISE

ON

JAPANESE TECHNICAL COOPERATION

IN RESPECT OF

THE PROJECT FOR THE ESTABLISHMENT OF THE ONE STOP BORDER POST

(OSBP) BETWEEN BOTSWANA AND NAMIBIA

AT MAMUNO/ TRANS KALAHARI BORDER POST



INTRODUCTION

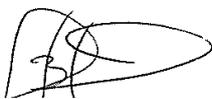
The Government of the Republic of Namibia requested the Government of Japan for the implementation of a technical cooperation project entitled "The Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post" (hereinafter referred to as "the Project"). The Government of Japan decided to take up the Project and the Note Verbales have been exchanged between the Government of Japan (hereinafter referred to as "GOJ"), dated on February 1, 2011, and the Government of Namibia, dated on July 20, 2011, for its implementation and assurance of undertakings, privileges and immunities to be taken by the both Governments.

The Japan International Cooperation Agency (hereinafter referred to as "JICA"), as the bilateral technical cooperation agency under the Government of Japan, and the Ministry of Finance, Namibia Customs and Excise (hereinafter referred to as "NCE"), nominated as the implementing agency of the Project by the Government of the Republic of Namibia, agreed to the matters referred to as follows:

I. DEFINITIONS

In this R/D, the following words and expressions shall, except where otherwise stated or inconsistent with the context in which they appear, bear the following meanings and cognate expressions shall bear corresponding meanings:

R/D	means the present Record of Discussions and its Annexes together with all amendments thereto as agreed to between the Parties from time to time;
ANNEX	means any document, approved by NCE and JICA, which is, from time to time, incorporated into this R/D in the form of annexes. These documents may be amended in writing, from time to time, by mutual minutes of meetings between the Parties;
NCE	means the Ministry of Finance, Namibia Customs and Excise as the executing authority, and permitted assigns;
Commencement Date	means the date on which JICA and NCE commence the technical cooperation project;
Government	means the Government of the Republic of Namibia;
Parties	means NCE and JICA, and "Party" shall mean either one of them;
JICA	means Japan International Cooperation Agency and includes its representatives, successors and permitted assigns;
Project	means the establishment and implementation of "The Project for the Establishment of the One Stop Border Post (OSBP) between



Botswana and Namibia at Mamuno/ Trans Kalahari Border Post” as further set out in this R/D to be carried out by JICA and NCE;

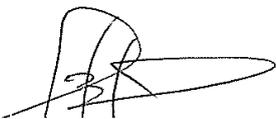
II. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE REPUBLIC OF NAMIBIA

1. The Government of the Republic of Namibia will implement the “Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post” (hereinafter referred to as “the Project”) in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.
The details of the Project are given as the Project Design Matrix (PDM) in Annex II.
The tentative schedule of the Project implementation is given as the Tentative Plan of Operations (PO) in Annex III.

III. MEASURES TO BE TAKEN BY JICA

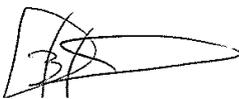
In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. DISPATCH OF JAPANESE EXPERTS
JICA will provide the services of the Japanese experts as listed in Annex IV.
2. PROVISION OF MACHINERY AND EQUIPMENT
JICA will provide such machinery, equipment and other materials (hereinafter referred to as “the Equipment”) necessary for the implementation of the Project as listed in Annex V. The Equipment will become the property of the Government of the Republic of Namibia upon being delivered C.I.F. (cost, insurance and freight) to the Namibia authorities concerned at the ports and/or airports of disembarkation.
3. TRAINING OF NAMIBIA PERSONNEL
JICA will receive the Namibia personnel connected with the Project for technical training in Japan and other third countries.



IV. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF NAMIBIA

1. The Government of the Republic of Namibia will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Republic of Namibia will ensure that the technologies and knowledge acquired by the Namibia nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Republic of Namibia.
3. The Government of the Republic of Namibia will grant to the Japanese experts referred to in III.1. above and their families in the Republic of Namibia privileges, exemptions and benefits as listed in Annex VI and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions in the Republic of Namibia.
4. The Government of the Republic of Namibia will ensure that the Equipment referred to in III.2. above will be utilized effectively for the implementation of the Project in consultation with the Japanese/Local experts referred to in Annex II.
5. The Government of the Republic of Namibia will take necessary measures to ensure that the knowledge and experience acquired by the Namibia personnel from technical training in Japan and in other third countries will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Republic of Namibia, the Government of the Republic of Namibia will take necessary measures to provide at its own expense:
 - (1) Services of the Namibia counterpart personnel and administrative personnel as listed in Annex VII;
 - (2) Buildings and facilities as listed in Annex VIII; and
 - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under III.2. above.



7. In accordance with the laws and regulations in force in the Republic of Namibia, the Government of the Republic of Namibia will take necessary measures to meet:

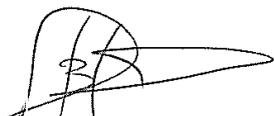
- (1) Expenses necessary for transportation within the Republic of Namibia of the Equipment referred to in III.2. above as well as for the installation, operation and maintenance thereof;
- (2) Customs duties, value added tax and any other charges, imposed in the Republic of Namibia on the Equipment referred to in III.2 above; and
- (3) Running expenses necessary for the implementation of the Project.

V. ADMINISTRATION OF THE PROJECT

1. Commissioner of NCE, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Deputy Director, Trade Facilitation, Procedure and Compliance of NCE, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese experts will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to the Namibia counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex IX.

VI. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Namibia authorities concerned in order to examine the level of achievement.



- Mid-term evaluation: At the middle of the cooperation term
- Terminal evaluation: During the last six months of the cooperation term

VII. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Republic of Namibia undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Namibia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VIII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of the Republic of Namibia, and the Government of the Republic of Namibia, if necessary, on any major issues arising from, or in connection with the implementation of this R/D.

IX. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Republic of Namibia, the Government of the Republic of Namibia will take appropriate measures to make the Project widely known to the people of the Republic of Namibia.

X. COMMENCEMENT AND DURATION

The Project will be implemented upon mutual agreement on this R/D until October 20, 2013.

XI. ENTIRE R/D

1. This R/D, including all Annexes and other documents attached hereto and referred to herein, constitute the entire, integrated understanding between the Parties and supersedes any oral or prior written document with respect to the subject matter of this R/D.



2. The headings and numbers used in this R/D and its Annexes are for convenience only and shall not be construed or interpreted as having a bearing on the contents, or context or meaning, of its provisions.
3. The following document attached hereto shall be deemed to form, and be read and construed as an integral part of this R/D namely:

ANNEX I	MASTER PLAN
ANNEX II	PROJECT DESIGN MATRIX (PDM)
ANNEX III	TENTATIVE PLAN OF OPERATIONS (PO)
ANNEX IV	LIST OF JAPANESE/ LOCAL EXPERTS
ANNEX V	LIST OF MACHINERY AND EQUIPMENT
ANNEX VI	PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS
ANNEX VII	LIST OF NAMIBIA COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX VIII	LIST OF BUILDINGS AND FACILITIES
ANNEX IX	JOINT COORDINATING COMMITTEE



XI. EXECUTION

The duly authorized representatives of NCE and JICA whose signatures appear below execute this R/D.

THUS DONE AND EXECUTED IN WINDHOEK, NAMIBIA

This 7th day of September 2011

FOR AND ON BEHALF OF THE GOVERNMENT OF THE REPUBLIC OF NAMIBIA

Bevan S. SIMATAA
Commissioner
Customs and Excise

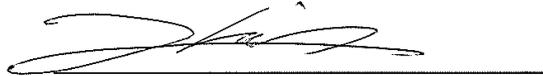
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THUS DONE AND EXECUTED IN WINDHOEK, NAMIBIA

This 5 day of September 2011

FOR AND ON BEHALF OF JAPAN INTERNATIONAL COOPERATION AGENCY

KIKAWA Hiroshi
Resident Representative
JICA Namibia Office

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ANNEX I MASTER PLAN

I. General Information on the Project

1. Title of the Project

"The Project for the Establishment of the One Stop Border Post (OSBP) between Botswana and Namibia at Mamuno/ Trans Kalahari Border Post"

2. Duration of the Cooperation

Three (3) years from the date of first arrival of the Japanese expert in Gaborone

3. Project Site(s) in the Republic of Namibia

Windhoek, Trans Kalahari, etc.

4. Target Beneficiaries in the Republic of Namibia

(1) Direct Beneficiaries

Namibia Customs and Excise (NCE)

(2) Indirect Beneficiaries

- a. Clearing Agents' Associations
- b. Other Government Agencies
- c. The public at large

II. Basic Framework of the Cooperation

1. Overall Goal

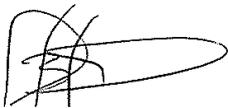
An OSBP is introduced and managed at the Mamuno/Trans Kalahari Border Post.

2. Project Purpose

The capacity of the Namibian customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.

3. Outputs

- (1) The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations.
- (2) Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations.
- (3) The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.



4. Activities

- 1-1 Develop operational model of the OSBP at the Mamuno/Trans Kalahari Border Post.
- 1-2 Conduct activities to build consensus of an OSBP among the stakeholders.
- 1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders.
- 2-1 Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly.
- 2-2 Implement the pilot implementation plan that is established in 2-1.
 - 2-2-1 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.
 - 2-2-2 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary.
 - 2-2-3 Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.
- 2-3 Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.
- 3-1 Conduct baseline survey to gain an understanding of the actual situation.
- 3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).
- 3-3 Develop recommendations for introduction/implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).
- 3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.

5. Input

(1) Input from Japan

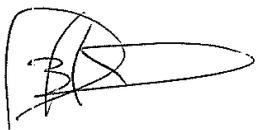
- a. Japanese long-term and short-term experts, Local expert
- b. Seminars/workshops in Botswana and/or Namibia
- c. Training in Japan and/or third country
- d. Provision of equipment
- e. Necessary budget for the Project activities

(2) Input from the Republic of Namibia

- a. Assignment of counterpart personnel
- b. Domestic transportation fee for counterpart personnel
- c. Facilitation of access to border posts as necessary
- d. Provision of facilities, equipment and office space for the Japanese/ Local experts

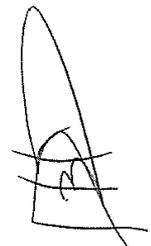


as necessary
e. Necessary budget for the Project activities

A handwritten mark consisting of a vertical line on the left, a horizontal line across the middle, and a large, sweeping curve on the right that tapers to a point, resembling a stylized signature or a specific symbol.A small, circular handwritten mark with a few internal strokes, possibly a signature or a stamp.

Narrative Summary	Verifiable Indicators	Method of Measurements	Important Assumptions
<p>Overall Goal: An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.</p> <p>Project Purpose: The capacity of the Namibia customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.</p>	<p>- The lodgment data are kept as track records for analysis of clearance time. - The mean time from lodgment to release for legitimate declarations is reduced compared to that of before the start of the Project. - (other indicators to be proposed in the operational model of OSBP)</p> <p>- Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. - The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents associations increases compared to that of before the start of the Project. - The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. - The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. - (other indicators to be proposed in the operational model of OSBP)</p>	<p>Lodgment data Records of Time Release Study Annual Report of NCE Records of Time Release Study Annual Report of NCE Lodgment data Number of offense cases or disputes / Lodgment number</p>	<p>- Bilateral agreement on the OSBP at the Mamuno/ Trans Kalahari Border Post is signed between Botswana and Namibia. - Revision of the relevant Domestic Laws in Botswana and Namibia are approved for introduction of the OSBP at Mamuno/ Trans Kalahari Border Post. - Facilities necessary for the smooth operation of the OSBP are constructed at the Mamuno/ Trans Kalahari Border Post by respective Governments. - An OSBP is officially opened at the Mamuno/ Trans Kalahari Border Post. - Budget for operation of the OSBP is allocated properly by customs administrations of Botswana and Namibia. - Other government agencies fully cooperate with the customs administrations.</p>
<p>Outputs: 1. The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations. 2. Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations. 3. The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.</p>	<p>1.1 The developed operational model of an OSBP 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding 2.1 The developed/ revised pilot implementation plan 2.2 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/ Trans Kalahari Border Post. 2.3 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and for Clearing Agents' Associations as well as the number of participants and level of understanding 3.1 The results of baseline survey 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding 3.3.1 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding 3.3.2 Recommendations developed for operational</p>	<p>Records of the Project activities</p>	<p>- The officials who received training continue working in the customs administration.</p>

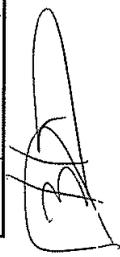
<p>procedures 3.4 Action Plan developed by sensitized core officers at customs administration</p>	<p>Activities: 1-1 Develop operational model of the OSBP at the Mamuno/Trans Kalahari Border Post 1-2 Conduct activities to build consensus of an OSBP among the stakeholders. 1-3 Conduct activities for dissemination of operational model of the OSBP among the stakeholders. 2-1 Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly. 2-2 Implement the pilot implementation plan that is established in 2-1. 2-2-1 Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP. 2-2-2 Identify and introduce equipment for the smooth and efficient operation of the OSBP, if necessary. 2-2-3 Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP. 2-3 Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary. 3-1 Conduct baseline survey to gain an understanding of the actual situation. 3-2 Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.). 3-3 Develop recommendations for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.). 3-4 Sensitize core officers at customs administration to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.</p>	<p>Inputs: (1) Input from Japan a. Long-term experts - Chief Advisor - Coordinator/Human Resource Development - Local expert b. Short-term experts c. Seminars/workshops in Botswana and/or Namibia d. Training in Japan and/or third country e. Provision of equipment f. Necessary budget for the Project activities (2) Input from Namibia a. Assignment of counterpart personnel b. Domestic transportation fee for counterpart personnel c. Facilitation of access to border posts as necessary d. Provision of facilities, equipment and office space for the Japanese/ Local experts as necessary e. Budget for the Project activities</p>	<p>Preconditions: - The Governments of Botswana and Namibia do not change their policy in making the Mamuno/ Trans Kalahari Border Post into an OSBP.</p>
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TENTATIVE PLAN OF OPERATIONS

	2010			2011			JFY2011												2012												JFY2012												JFY2013											
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
0-1	Establish a team of counterparts																																																					
Output 1	The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations.																																																					
1-1	Develop operational model of the OSBP at the Mamuno/ Trans Kalahari Border Post.																																																					
1-2	Conduct activities to build consensus of an OSBP among stakeholders.																																																					
1-3	Conduct activities for dissemination of operational model of the OSBP among the stakeholders.																																																					
Output 2	Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations.																																																					
2-1	Establish a pilot implementation plan based on the OSBP model that is developed in 1-1 for the Mamuno/ Trans Kalahari Border Post in order for the customs officials to operate the OSBP properly and smoothly.																																																					
2-2	Implement the pilot implementation plan that is established in 2-1.																																																					
2-2-1	Develop an operational procedure guideline (or manual) for the Mamuno/ Trans Kalahari Border Post based on the operational model of the OSBP.																																																					
2-2-2	Identify and introduce equipment that would be necessary for the smooth and efficient operation of the OSBP.																																																					
2-2-3	Conduct training for customs officers at the Mamuno/ Trans Kalahari Border Post and for the Clearing Agents' Associations in accordance with the progress of introduction and management of the OSBP.																																																					
2-3	Monitor the developments of Bilateral Agreement and Revision of Domestic Laws that are necessary for the realization of the OSBP and then update the pilot implementation plan as necessary.																																																					
Output 3	The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.																																																					
3-1	Conduct baseline survey to gain an understanding of the actual situation.																																																					
3-2	Conduct training activities for customs officers on necessary technical subjects (e.g. HS, Valuation, PCA, etc.).																																																					
3-3	Develop recommendations for introduction/ implementation of necessary operational procedures (e.g. Risk management, AEO, Bond guarantee, etc.).																																																					
3-4	Sensitize core officers at customs administrations to lead the institutional capacity development on the issues taken up in 3-2 and 3-3.																																																					



Note: For In-country training, the venue (Botswana and/or Namibia) shall be decided at R.JCC.

ANNEX IV LIST OF JAPANESE/ LOCAL EXPERTS

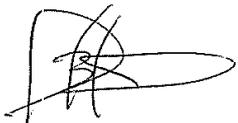
1. Long-term experts

- Chief Advisor
- Coordinator/Human Resource Development
- Local Expert (full-time)

Note: The Long-term experts will be stationed in Gaborone, Botswana.

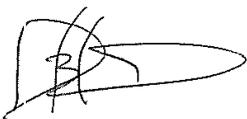
2. Short-term experts

- as necessary



ANNEX V LIST OF MACHINERY AND EQUIPMENT

1. Necessary equipment for the Trans Kalahari Border Post will be decided by mutual consultation between the Japanese experts and NCE after the commencement of the Project.
2. General office equipment for the Japanese experts/ Local experts will be arranged by NCE.
3. Other necessary equipment will be decided by mutual consultation between the Japanese experts and NCE.



ANNEX VI PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS

1. To exempt from income tax and other charges imposed on or in connection with the living allowances remitted from abroad for the Japanese experts.
2. To exempt from import duties, value added tax and other charges imposed on vehicles and personal household effects of the Japanese experts and their families.
3. The Value Added Tax Act 10, 2000, however, specifically excludes motor vehicles to be exempted from VAT on importation. Ministry of Finance, Namibia Customs and Excise as the host of the OSBP, will bear the liability for (VAT) arising from the importation or local purchase of one (1) motor vehicle(s) per expert(s) and one additional motor vehicle in 4 year interval.
4. With regard to local purchase, all VAT charged on goods including motor vehicles and services acquired locally for the use of experts under the technical agreement, are eligible for VAT refund.
5. The Commissioner, in consultation with the Minister whose Ministry benefits in any technical assistance agreement entered into between the Government of Namibia and the any organisation or the government of any another country, may issue a refund authorization letter enabling the claiming of refunds of tax paid, in such from and upon such conditions and subject to such restrictions as he or she may prescribe, such organization or government in terms of ,and for the purpose of attaining the objects of , such technical assistance agreement.
6. To facilitate the issuance of entry visas for the Japanese experts and their families free of charge.
7. To facilitate the issuance of residence and/or work permits to the Japanese experts and their families as appropriate for the duration of the Project.
8. To exempt from customs duties, value added tax and any other charges for import and export of machinery and equipment by the Japanese experts in connection with the Project activities.



ANNEX VII LIST OF NAMIBIA COUNTERPART AND ADMINISTRATIVE PERSONNEL

1. Counterpart Personnel

- (1) Project Director
- (2) Project Manager
- (3) Technical Counterparts

2. Administrative Personnel

- (1) Secretary
- (2) Driver
- (3) Other Supporting Staff necessary for the implementation of the Project

A handwritten signature in black ink, appearing to be a stylized 'A' or 'B' followed by a horizontal line.A handwritten signature in black ink, appearing to be a stylized 'P' or 'G' inside a circle.

ANNEX VIII LIST OF BUILDINGS AND FACILITIES

1. Office spaces and facilities including sufficient furnishing, telephone lines and access to Internet for the Japanese/ Local experts
2. Other facilities necessary for the implementation of the Project
3. Other facilities mutually agreed upon as necessary

A large, stylized handwritten signature in black ink, possibly representing the initials 'AB' or similar, enclosed within a large, sweeping oval stroke.A smaller, circular handwritten signature in black ink, possibly representing the initials 'AB' or similar, enclosed within a circular stroke.

ANNEX IX JOINT COORDINATING COMMITTEE

1. Functions

The Joint Coordinating Committee (hereinafter referred to as "JCC") will be established and convened at least twice a year and whenever necessity arises in order to fulfill the following functions:

- (1) advise on the relevance of an annual work plan of the Project based on the Plan of Operations within the framework of the R/D.
- (2) participate in the monitoring and evaluation exercises on the progress of the Project and provide advice on the results of the annual work plan, and
- (3) discuss and advise on major issues that arise during the implementation period of the Project.

2. Compositions

JCC shall be composed of:

(1) Chairperson: Director of NCE

(2) Members:

1. *Namibia side:*

- (1) Project Manager
- (2) Representative(s) of Ministry of Finance
- (3) Other personnel concerned with the Project decided by the Namibia side, if necessary

2. *Japanese side*

- (1) Project Expert(s)
- (2) Representative(s) of JICA Namibia Office
- (3) Other personnel concerned and/or dispatched by JICA, if necessary

3. *Observers*

Official(s) of Embassy of Japan

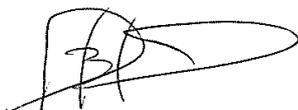
Observers may attend as agreed upon by both NCE and JICA.

3. Regional JCC

Since the Project will be implemented as part of the regional cooperation including Botswana Unified Revenue Service (BURS) and Namibia Customs and Excise (NCE), the Project may substitute holding JCC once a year with Regional JCC together with JICA, BURS and NCE. In such case, the venue and the chairperson shall be decided upon mutual discussions among the concerned parties.

(1) Functions

To discuss and advise on major issues that should be shared among JICA, BURS and NCE.



(2) Compositions

RJCC shall be composed of:

1) Chairperson

2) Members:

a. Botswana side:

Project Director, Project Manager, Other personnel concerned with the Project decided by BURS, if necessary

b. Namibian side:

Project Director, Project Manager, Other personnel concerned with the Project decided by NCE, if necessary

c. Japanese side:

Project Expert(s), Representative(s) of JICA Botswana Office, JICA Namibia Office, other personnel concerned and/or dispatched by JICA, if necessary

d. Observers:

Official(s) of Embassy of Japan

Observers may attend as agreed upon by JICA, BURS and NCE.



3. 評価グリッド

評価グリッド:ポツワナ・ナミビア マムノトランス・カラハリ国境OSBP導入プロジェクト 中間レビュー調査用

1. 実績の検証 (ACHIEVEMENT)

調査小項目	調査の視点/調査事項	必要なデータ	情報源	調査手法
1-1 投入実績	調査の視点は計画どおり実施されたか。 相手国側投入は計画どおり実施されたか。	投入実績: 専門家派遣状況、研修員受入れ状況、機材供与実績、経費	プロジェクト事業進捗報告書、専門家、C/P	資料レビュー、聞き取り
1-2 アウトプットの達成状況	アウトプット 1. The operational model of the OSBP for the Mamuno/Trans Kalahari Border Post is developed and shared with the Clearing Agents' Associations. 2. Appropriate knowledge to properly operate the OSBP is acquired by the concerned customs officers and the Clearing Agents' Associations. 3. The capacity of the customs officers to properly conduct operational and technical customs procedures is enhanced.	現行PDM(version 1.2)上の指標 1.1 The developed operational model of an OSBP 1.2 The number of workshops/seminars held for building consensus of an OSBP as well as the number of participants and level of understanding 1.3 The number of workshops/seminars held for disseminating operational model of the OSBP as well as the number of participants and level of understanding 2.1 The developed/revised pilot implementation plan 2.2 The developed guideline (or manual) for operational procedure of the OSBP at the Mamuno/Trans Kalahari Border Post. 2.3 The number of training held for customs officers at the Mamuno/ Trans Kalahari Border Post and/or Clearing Agents' Associations as well as the number of participants and level of understanding 3.1 The results of baseline survey 3.2 The number of workshops/seminars conducted for technical subjects as well as the number of participants and level of understanding 3.3.1 The number of workshops/seminars conducted for operational procedures as well as the number of participants and level of understanding 3.3.2 Recommendations developed for operational procedures 3.4 Action Plan developed by sensitized core officers at customs administration.	プロジェクト事業進捗報告書、専門家、C/P プロジェクト事業進捗報告書、専門家、C/P プロジェクト事業進捗報告書、専門家、C/P	資料レビュー、質問票、聞き取り
1-3 プロジェクト目標の達成状況	プロジェクト目標 The capacity of the Namibian customs administration and that of Clearing Agents' Associations are enhanced to enable them to properly operate the OSBP system.	現行PDM(version 1.2)上の指標 • Operational mechanism, procedures, etc. are introduced and performed properly according to the guideline (or manual) which is utilized and referred to among customs officers. • The number of times the customs administrations provided advice, gazette and other necessary information to the customs agents' associations increases compared to that of before the start of the Project. • The ratio of errors found in declaration documents submitted from the customs agents decreases compared to that of before the start of the Project. • The ratio of offense cases or disputes that occurred at the OSBP decreases compared to that of before the start of the Project. • (Other indicators to be provided in the operational model of OSBP).	プロジェクト事業進捗報告書、専門家、C/P (地方税関職員含む) プロジェクト事業進捗報告書、専門家、C/P	資料レビュー、聞き取り 資料レビュー、聞き取り

2. 実施プロセス (IMPLEMENTATION PROCESS)

調査小項目	調査の視点/調査事項	必要なデータ	情報源	調査手法
2-1 活動実施状況	活動は計画どおり実施されているか。 活動計画の修正の理由は何か。	活動の実施状況 活動修正理由	プロジェクト事業進捗報告書、専門家、 C/P	資料レビュー 質問票、聞き取り
2-2 技術移転	技術移転の方法に問題はないか。 それぞれの技術移転の対象者数は、	各分野における技術移転の方法やその内容、技術移 転対象者の数と背景	プロジェクト事業進捗報告書、専門家、 C/P	資料レビュー 質問票、聞き取り
2-3 モニタリング	プロジェクトの進捗モニタリングは誰が、どのように、どのような頻度で実施し、その結果がプロジェクト運営に反 映されているか。	モニタリングの仕組み、計画の修正内容、手法(組織) の見直し、フィードバックの体制	プロジェクト事業進捗報告書、専門家、 C/P	資料レビュー 質問票、聞き取り
2-4 意思決定プロセス	活動の変更、人員・地域の選定等に係る決定はどのようなプロセスでなされているのか。	意思決定のプロセス、それに起因する問題点	プロジェクト事業進捗報告書、専門家、 C/P	資料レビュー 質問票、聞き取り
2-5 関係者とのかわり方 (コミュニケーション)	コミュニケーションは良好か。協働して問題に対処したか。	コミュニケーションの頻度、方法、計画変更時の対応 状況、フィードバックの体制、協力内容	専門家、C/P	質問票、聞き取り
2-6 認識(オーナー シップ)	C/Pのプロジェクトに対する認識は高いか。 (関係機関やターゲットグループのプロジェクトへの参加度合いやプロジェクトに対する認識は高いか。)	プロジェクトへの理解度、貢献度合い	専門家、C/P	質問票、聞き取り
2-7 C/Pの配置	適切なC/Pが配置されているか。C/Pの交替の背景は何か。	C/Pの配置状況	プロジェクト事業進捗報告書、専門家、 C/P	資料レビュー 質問票、聞き取り
2-8 その他	その他、プロジェクトの実施過程で生じている問題はあるか。その原因は何か。	C/P交替の理由 これまで提示された問題点と原因	プロジェクト事業進捗報告書、専門家、 C/P	資料レビュー 質問票、聞き取り

3. 妥当性 (RELEVANCE) プロジェクトの実施は妥当であるか。

調査小項目	調査の視点/調査事項	必要なデータ	情報源	調査手法
3-1 必要性	相手国対象地域のニーズに合致しているか。 ターゲットグループのニーズに合致しているか。	ボツワナ、ナミビア各国の税関PMIに関する課題、現 状 ボツワナ、ナミビア各国の税関PMIに関する課題、現 状	C/P、専門家	資料レビュー 質問票、聞き取り
3-2 優先度	相手国の開発政策との整合性はるか。 日本の援助政策との整合性はるか。	ボツワナ、ナミビア各国の開発政策、計画 日本の援助政策	C/P、専門家 ODA国別データブック(ボツワナ、ナミビ ア)	資料レビュー 質問票、聞き取り 資料レビュー 質問票、聞き取り
3-3 手段としての適切性	プロジェクトはボツワナ、ナミビア各国の税関リスクマネジメント強化に対する効果を上げる戦略として適切か (アプローチ、対象地域の選定、他ドナーとの援助協調による相乗効果 等)。 日本の技術の優位性はるか。(日本の経験を生かしているか。)	現地既存・日本のノウハウの活用状況、現地の状況 に適した協力形態選択ができているか 日本の技術の優位性はるか。(日本の経験を生かしているか。)	事前評価表、専門家、C/P	資料レビュー 質問票、聞き取り 資料レビュー 質問票、聞き取り

評価グリッド: ポツワナ・ナミビア マムノトランス・カラハリ国境OSBP導入プロジェクト 中間レビュー調査用

4. 有効性 (EFFECTIVENESS) プロジェクトの実施により、期待される効果が発現するか。

調査小項目	調査の視点/調査事項	必要なデータ	情報源	調査手法
4-1 プロジェクト目標の達成の予測	プロジェクト目標の達成の見込みはあるか。	プロジェクト目標の達成度合い	上記1-3の調査結果を参照	
4-2 因果関係	アウトプット実施による結果としてもたらされているか。 アウトプットからプロジェクト目標に至るまでの外部条件は現時点においても正しいか。 外部条件が満たされる可能性は高いか。 その他、プロジェクト目標の達成を貢献または阻害する要因はあるか。	プロジェクト目標とアウトプットの関連 外部条件の影響 該当する事例の確認	プロジェクト事業進捗報告書、専門家、C/P プロジェクト事業進捗報告書、専門家、C/P プロジェクト事業進捗報告書、専門家、C/P	資料レビュー、質問票、聞き取り 資料レビュー、質問票、聞き取り 資料レビュー、質問票、聞き取り

5. 効率性 (EFFICIENCY) プロジェクトは効率的に実施されているか。

調査小項目	調査の視点/調査事項	必要なデータ	情報源	調査手法
5-1 アウトプットの達成度	アウトプットの達成度は適切か。	各アウトプットの達成状況	上記1-2の調査結果を参照	
5-2 因果関係	アウトプットを産出するために十分な活動及び投入であったか。 アウトプット達成を阻害している要因はあるか。	活動実績、アウトプットの達成状況 該当する要因の確認	専門家、C/P 専門家、C/P	質問票、聞き取り 質問票、聞き取り
5-3 タイミング	計画に沿って活動を行うために、過不足ない量・質及び適切なタイミングの投入が実施されたか。	投入実績(質・量)	専門家、C/P	質問票、聞き取り
5-4 プロジェクトの運営管理体制	プロジェクトの運営体制はプロジェクト活動推進に効果的になされているか。	プロジェクト間の会議録(合同調整委員会など)	専門家、C/P	質問票、聞き取り

評価グリッド: ポツワナ・ナミビア マムノトランス・カラハリ国境OSBP導入プロジェクト 中間レビュー調査用

6. インパクト (IMPACT) プロジェクト実施により波及効果はあるか。

調査小項目	調査の視点/調査事項	必要なデータ	情報源	調査手法
6-1 上位目標の達成見込み	上位目標 An OSBP is introduced and managed at the Mamuno/ Trans Kalahan Border Post. 上位目標の達成を阻害する要因はあるか。 上位目標とプロジェクト目標は乖離していないか。 その他、予期しなかった正負の影響、波及効果はあるか(政策面、相関面のインパクト等含む)。	現行PDM(version 1.2)上の指標 • The lodgment data are kept as track records for analysis of clearance time. • The mean time from judgment to release for legitimate declarations is reduced compared to that of before the start of the Project. • Other indicators to be proposed in the operational model of OSBP)	専門家、C/P	質問票、聞き取り
6-2 制度関係		該当する事例の確認	専門家、C/P	聞き取り
6-3 社会経済的影響		プロジェクトのロジック、外部条件の影響、貿易・租税要因 該当する事例の確認	専門家、C/P 専門家、C/P 専門家、C/P	聞き取り 聞き取り 聞き取り

7. 自立持続性 (SUSTAINABILITY) プロジェクトの効果は、プロジェクト終了後も継続・発展していくか。

調査小項目	調査の視点/調査事項	必要なデータ	情報源	調査手法
7-1 政策・制度面	税関リスクマネジメントにおけるポツワナ、ナミビア各国政府の政策支援は協力終了後も継続するか。 本プロジェクトの効果が対象地域以外に波及する取り組みが確立されているか。	各関係国政策における税関PMの位置づけ 対象国以外の近隣諸国への波及可能性など	専門家、C/P 専門家、C/P	聞き取り、質問票 聞き取り、質問票
7-2 制度・財政面	協力終了後も効果を上げていくための活動を実施するに当たり、対象国税関の組織能力は十分か(人材配置、予算措置等)。 プロジェクト実施による効果を維持するためのC/P側面のオーナーシップは十分に確保されているか。	対象国税関、担当部署の組織能力(人材配置、予算措置等) C/Pのプロジェクトに対する理解度、貢献度	専門家、C/P 専門家、C/P	聞き取り、質問票 聞き取り、質問票
7-3 技術面	プロジェクトで伝えられた技術はプロジェクト終了後もC/Pにより維持される見通しはあるか。 貿易関の維持管理は適切に行われているか。(C/Pが単独でできるようになるか。)	C/Pの能力、技術力 これまでの活動状況 C/Pの技術力、維持整備状況	専門家、C/P 専門家、C/P	聞き取り、質問票 聞き取り、質問票

