

ケニア共和国、タンザニア連合共和国、ウガンダ共和国  
ルワンダ共和国、ブルンジ共和国  
東部アフリカ地域税関能力向上プロジェクト（フェーズ2）  
終了時評価調査  
及び  
東部アフリカ地域における国際貿易円滑化のための  
能力向上プロジェクト詳細計画策定調査  
報告書

平成26年2月  
(2014年)

独立行政法人国際協力機構  
産業開発・公共政策部

産公
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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東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、東アフリカ共同体（EAC）加盟 5 カ国（ケニア、タンザニア、ウガンダ、ルワンダ、ブルンジ）を対象として、2009 年 9 月から 2013 年 9 月までの 4 年間を協力期間として、「東部アフリカ地域税関能力向上プロジェクト（フェーズ 2）」を実施してきており、今般プロジェクト期間の終了を迎えることとなりました。

他方、域内の経済統合及び回廊整備の一環として、域内物流円滑化に向けた各種政策・施策の重要度は依然高く、各国政府は、同地域における OSBP の推進をはじめとする貿易円滑化に係る取り組みを更に強化するため、わが国に対し追加支援〔「東部アフリカ地域税関能力向上プロジェクト（フェーズ 3）」（EAC 5 カ国より要請）及び「ルスモ国境ワン・ストップ・ボーダー・ポスト運営支援プロジェクト」（タンザニア、ルワンダより要請）〕を要請しわが国政府は同要請を採択しました。

今般、上記背景を踏まえ、2013 年 5 月 7 日から 29 日及び 8 月 3 日から 18 日の期間、JICA 産業開発・公共政策部行財政・金融課長の押切康志を総括とする終了時評価調査及び後継プロジェクトの詳細計画策定調査を行いました。

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、今後の東アフリカ地域における税関分野の更なる発展及び国境物流の一層の効率化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、本調査にご協力いただいた関係各位に深い謝意を表します。

平成 26 年 2 月

独立行政法人国際協力機構  
産業開発・公共政策部長 植嶋 卓巳

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## 略 語 表

略 語	欧 文	和 文
ABADT	Association Burundaise des Agences en Douane et Transitaires	ブルンジ通関業者組合
AfDB	African Development Bank	アフリカ開発銀行
ADR	Association des Agences en Douane au Rwanda	ルワンダ通関業者組合
AEO	Authorized Economic Operator	認定事業者
BCC	Border Coordinating Committee	共同国境取締委員会
BMST	Bench Marking Study Tour	ベンチマーク・スタディ・ツアー
CCFAA	Customs Clearing and Forwarding Agents Associations	通関業者組合
CG	Commissioner General	長官（歳入庁）
C/P	Counterpart	カウンターパート
CV	Customs Valuation	関税評価
DFID	Department for International Development	英国国際開発省
DGIE	Directorate General of Immigration and Emigration (Rwanda)	(ルワンダ) 出入国管理局
EAC	East African Community	東アフリカ共同体
EABC	East African Business Council	東アフリカビジネス評議会
EACFFPC	East Africa Customs and Freight Forwarding Practicing Certificate	通関業者基礎研修
FEAFFA	Federation of East Africa Freight Forwarders Association	東アフリカ通関業者組合連盟
HS	Harmonized Commodity Description and Coding System	HS 分類
IA	Intelligence Analysis	情報分析
ICT	Information and Communication Technology	情報通信技術
JBS	Joint Border Surveillance	共同国境監視
JWS	Joint Water Surveillance	共同水上監視
KIFWA	Kenya International Freight & Warehousing Association	ケニア通関業者組合
KRA	Kenya Revenue Authority	ケニア歳入庁
LPI	Logistic Performance Index	ロジスティクス・パフォーマンス指標
M/M	Minutes of Meeting	協議議事録



MOU	Memorandum of Understanding	合意文書
MT	Master Trainer	マスタートレーナー
MTP	Master Trainers Program	マスタートレーナー養成プログラム
MU	Management Unit	マネジメント・ユニット
NSC	(OSBP) National Steering Committee	(OSBP) 国家レベルステアリング・コミッティ
NTC	(OSBP) National Technical Committee	(OSBP) 国家レベルテクニカル・コミッティ
OBR	Office Burundais des Recettes	ブルンジ歳入庁
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 Operations	活動計画
RA	Revenue Authority	歳入庁
R/D	Record of Discussions	討議議事録
RJCC	Regional Joint Coordinating Committee	地域合同調整委員会
RRA	Rwanda Revenue Authority	ルワンダ歳入庁
RTMS/CCS	Real Time Monitoring System / Cargo Control System	通関管理システム
SEO	Senior Enforcement Official	監視取締幹部
SW	Single Window	シングル・ウィンドウ
TAFFA	Tanzania Freight Forwarders Association	タンザニア通関業者組合
TF	Task Force	タスクフォース
TICAD	Tokyo International Conference on African Development	アフリカ開発会議
TMEA	TradeMark East Africa	トレードマーク・イースト・アフリカ
ToT	Training of Trainers	トレーナー向け研修
TRA	Tanzania Revenue Authority	タンザニア歳入庁
TRS	Time Release Study	通関所要時間調査
UCIFA	Uganda Clearing Industry & Forwarding Agents Association	ウガンダ通関業組合
UFFA	Uganda Freight Forwarders Association	ウガンダ通関業者組合
URA	Uganda Revenue Authority	ウガンダ歳入庁
USAID	U.S. Agency for International Development	米国国際開発庁
WCC	Water Coordinating Committee	共同水上取締委員会

WCO	World Customs Organization	世界税関機構
WG	Working Group	ワーキング・グループ

## 評価調査結果要約表（現行プロジェクト終了時評価）

1. 案件の概要	
国名：ケニア共和国、タンザニア連合共和国、ウガンダ共和国、ルワンダ共和国、ブルンジ共和国	案件名：東部アフリカ地域税関能力向上プロジェクト（フェーズ2）
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）：7億8,000万円 相手国実施機関：ケニア歳入庁（KRA）、タンザニア歳入庁（TRA）、ウガンダ歳入庁（URA）、ルワンダ歳入庁（RRA）、ブルンジ歳入庁（OBR）
協力期間	(R/D) ケニア：2009年7月6日 ルワンダ：2009年11月6日 タンザニア：2009年11月27日 ウガンダ：2010年2月26日 ブルンジ：2010年9月22日 (2009年9月～2013年9月)
日本側協力機関：財務省関税局	
1-1 協力の背景と概要 東部アフリカ地域では、貿易・流通の促進等の推進による持続的な経済成長をめざしているが、そのなかで通関の円滑化も重要な課題になっている。この通関の円滑化を図るため、同地域では通関のワン・ストップ化〔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取り組み〕を推進している。 JICAは2007年から2009年までケニア共和国（以下、「ケニア」）、タンザニア連合共和国（以下、「タンザニア」）、ウガンダ共和国（以下、「ウガンダ」）を対象に「東部アフリカ地域税関能力向上プロジェクト（フェーズ1）」を実施し、各国税関（歳入庁）の能力を向上し、ワン・ストップ・ボーダー・ポスト（One Stop Border Post：OSBP）システムを適切に運用できることを目的としてOSBP運用モデルを構築するとともに、ナマンガ（ケニアータンザニア国境）とマラバ（ケニアーウガンダ国境）においてパイロット事業〔情報通信技術（Information and Communication Technology：ICT）〕機材整備、共同国境取締り〔共同国境監視（JBS）／共同水上監視（JWS）等〕を開始した。 一方、フェーズ1を通じて、①東アフリカ諸国が協力して国境税関においてOSBPを導入・実施するためには、リスクマネジメントや関税分類・評価等の技術や知識等、税関の能力を継続的に向上させることが必要、②ICT機材整備と共同国境監視（Joint Border Surveillance：JBS）のパイロット事業を他の国境ポイントにも拡大展開することが必要、③通関手続きの迅速化・効率化の実現のために、税関能力向上のみならず通関業者の能力向上も同時に実施することが必要、といった教訓・提言が導き出された。このような背景の下、フェーズ1対象3カ国に加え、東アフリカ共同体（East African Community：EAC）関税同盟に新たに加わったルワンダ、ブルンジを加え各国歳入庁（Revenue Authority：RA）をカウンターパート（Counterpart：C/P）機関として、2009年9月から2013年9月までの4年間を協力期間として、「東部アフリカ地域税関能力向上プロジェクト（フェーズ2）」（以下、「現行フェーズ」）を実施している。	

今般、プロジェクト終了を約 4 カ月後に控え、現行フェーズ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や終了後の課題等今後の方向性について確認するため、終了時評価調査を実施することとなった。

また、各国政府は、同地域における OSBP の推進をはじめとする貿易円滑化に係る取り組みを更に強化するため、わが国に対し追加支援を要請し（「東部アフリカ地域税関能力向上プロジェクトフェーズ 3」（EAC 5 カ国より要請）及び「ルスモ国境ワン・ストップ・ボーダー・ポスト運営支援プロジェクト」（タンザニア、ルワンダより要請）、以下、「後継プロジェクト」）、わが国政府により採択となっている。

## 1-2 協力内容

### (1) 上位目標

OSBP の適切な運用を通じて効率的・効果的な通関手続きが実施される。

### (2) プロジェクト目標

OSBP の概念に基づき、また税関と通関業者の建設的な関係構築を通じて、国境における迅速かつ効率的な通関手続きが強化される。

### (3) アウトプット（成果）

1. 税関行政の能力が向上する。
2. 通関業者組合の機能強化を通じて、通関業者のコンプライアンス・レベルと通関手続きにかかる能力が向上する。

### (4) 投 入（2013 年 5 月末時点）

#### 1) 日本側

##### 【専門家派遣】

- ・日本人長期専門家  
チーフ・アドバイザー／税関行政、地域協力強化、業務調整員／人材育成の 3 分野、延べ 5 名。
- ・日本人短期専門家  
通関業者支援専門家（業務実施簡易型）1 名に加え、延べ 50 名の短期専門家がマスタートレーナー養成プログラム（Master Trainers Program : MTP）の講師、通関業者資格認定制度における日本の事例紹介の講師、ナマンガ OSBP 詳細設計支援等、で派遣された。
- ・その他の短期専門家及びコンサルタント  
ICT 分野のローカルコンサルタント 1 名、セミナー講師の世界税関機構（World Customs Organization : WCO）専門家延べ 10 名。ナマンガ OSBP 施設の詳細設計に係る業務、地域内通関業者資格認定制度構築に関する調査、通関業者資格認定制度導入に係る政策枠組み策定支援、MTP 評価に関し、それぞれローカルコンサルタントが備上された。

##### 【機材供与】

- ・合計約 2 億 6,200 万円〔主に OSBP 通関管理システム（Real Time Monitoring System / Cargo Control System : RTMS/CCS）用資機材、及び JBS/共同水上監視（Joint Water Surveillance : JWS）に必要な資機材〕

#### 【研修員受け入れ】

- ・延べ71名が、ベトナム（2010年3月）及びマレーシア（2011年3及び6月の2回に分けて実施）に、また22名が本邦（2012年10～11月）へのベンチマーク・スタディ・ツアー（Bench Marking Study Tour：BMST）に参加。
- ・WCO認定専門家ワークショップへの派遣  
関税評価（Customs Valuation：CV）8名：ナイジェリア（2012年9月）、ガボン1名（2012年10月）、関税分類（Harmonized Commodity Description and Coding System：HS）8名：ジンバブエ（2013年4月）
- ・RTMS/CCS稼働に必要なサーバー管理研修への派遣〔南アフリカ6名（2013年2月）〕を行った。

#### 【現地業務費】

- ・約3億4,000万円。（2013年5月までの支出額合計）  
ローカルコンサルタント備上、研修実施経費、講師旅費等

#### 2) 東アフリカ5カ国側

#### 【C/P配置】

- ・5カ国のRA長官がプロジェクト・ディレクターを、また、関税局長がプロジェクト・マネジャーを務めている（10名）。
- ・OSBP運営ITシステム（RTMS/CCS）ワーキング・グループ（Working Group：WG）メンバー：9名（KRA3名、TRA3名、URA3名）。
- ・MTPのWGメンバー  
53名（2012年11月のMTP終了時）及びマネジメント・ユニット（Management Unit：MU）メンバー5名（終了時評価時）
- ・JBS/JWSチーム・メンバー  
11名〔ケニア歳入庁（Kenya Revenue Authority：KRA）4名、タンザニア歳入庁（Tanzania Revenue Authority：TRA）3名、ウガンダ歳入庁（Uganda Revenue Authority：URA）4名〕
- ・通関士認定制度導入に係る政策枠組み策定支援と通関業者への研修に係るタスクフォース  
各国3名、EAC1名、東アフリカビジネス評議会（East African Business Council：EABC）1名、通関業者組合（Customs Clearing and Forwarding Agents Associations：CCFAA）7名、計24名
- ・通関業者支援調整担当の職員及びプロジェクト運営事務支援メンバーとしてKRA職員がそれぞれ1名、配置されている。

#### 【プロジェクト事務所・施設】

- ・KRA本庁内にプロジェクト・チームのオフィスが提供され、電気代及び固定電話料金はKRAが負担している。

#### 【プロジェクト運営費】

- ・東部アフリカ5カ国より、主に現物（in-kind）による以下の支援  
MTP研修実施経費（会場・昼食等の提供）、JBS/JWS取締活動経費、通関士制度構築のための政策枠組み策定支援に係るタスクフォース会合での会場提供、出張国での専門家・WGメンバーへの車両手配、MTPや研修への参加旅費に係る5カ国税関職員への日当・宿泊手当の補填（各国RAが定める基準とJICAが支払う金額との差額）、RTMS/CCSのセキュリティ監査費用、等。

2. 評価調査団の概要		
調査者	押切 康志 (総括) 辻 研介 (協力企画)	JICA 産業開発・公共政策部行財政・金融課 課長 JICA 産業開発・公共政策部行財政・金融課 主任調査役
	馬場 義郎 (税関行政) 倉本 智和 (税関行政) 菊地 正博 (通関手続 1) 棚上 新吾 (通関手続 2) 河原 里恵 [評価分析 (終了時評価)]	財務省関税局関税課 国際協力専門官 財務省関税局関税課 上席調査官 東京税関調査部 情報管理官 函館税関調査部 統括調査官 (調査第 1 部門) (株)アールクエスト
調査期間	2013 年 5 月 7～29 日	終了時評価調査
3. 評価結果の概要		
3-1 プロジェクト目標の達成状況 (1) アウトプット (成果) 指標の達成状況 アウトプット (成果) 1 「税関行政の能力が向上する」 下記のとおり、設定された指標に対し、達成されたものと終了時評価時点で進行中のものが混在している。		
指 標	<ol style="list-style-type: none"> <li>1. ナマンガ OSBP 施設の詳細設計が完了する。</li> <li>2. ナマンガ、マラバならびにブシアで税関と利害関係者が全ての貨物通関プロセスにおいて RTMS/CCS による処理を行う。</li> <li>3. MTP の WG メンバー全員が各国歳入庁で MT としての認証を受ける。</li> <li>4. MTP の実施課程で WG メンバーにより作成された MTP ハンドブック (CV、HS、IA) が各国歳入庁、EAC と WCO により地域・国の訓練教材として認知される。</li> <li>5. ナマンガ、マラバ、ブシア、ガトゥナ/カトゥナ、コベロ/カバンガ、ビクトリア湖での JBS/JWS に関して、SEO、BCC と WCC の関税行政についてのパートナー間の会合が定期的に行われる。</li> <li>6. ナマンガ、マラバ、ブシア、ガトゥナ/カトゥナ、コベロ/カバンガ、ビクトリア湖での JBS/JWS の活動結果がパートナーの関税局から定期的に報告される。</li> <li>7. 各国において関税局と通関業者組合の間で通関業務にかかる意見交換が定期的実施される。</li> <li>8. 通関士認定制度導入に係る政策枠組みのドラフトが作成される。</li> </ol>	
	<ul style="list-style-type: none"> <li>・指標 1-1 「ナマンガ OSBP 施設の詳細設計が完了する」 中間レビュー以前に完了済み。</li> <li>・指標 1-2 「ナマンガ、マラバならびにブシアで税関と利害関係者が全ての貨物通関プロセスにおいて RTMS/CCS による処理を行う」 未完了。ナマンガでの税関部分の RTMS/CCS の稼働が 2013 年 2 月から公式に開始された。今後同国境の他の関係官庁が利用できるよう研修実施予定。マラバとブシアを含む他国境ポストへの RTMS/CCS の展開はナマンガにおける稼働状況をモニタリングしつつ展開予定。</li> <li>・指標 1-3 「MTP の WG メンバー全員が各国歳入庁でマスタートレーナー (Master Trainer : MT) としての認証を受ける」</li> </ul>	

完了済み。53名が JICA による研修修了証に加え、各国 RA から MT 認証と EAC による トレーナー向け研修 (Training of Trainers : ToT) 参加証を授与された。うち、CV 4 名、 HS 2 名が WCO 認定トレーナーとして承認された。

- ・指標 1-4 「MTP の課程で WG メンバーにより作成された MTP ハンドブック (CV、HS、 IA) が各国歳入庁、EAC と WCO により地域・国の研修教材として認知される」  
RA、EAC からは認定は完了済み。内容については WCO の国際基準に基づいている。完成したハンドブックと研修教材・資料一式を収めた DVD は 2012 年 12 月の第 6 回地域合同調整委員会 (Regional Joint Coordinating Committee : RJCC) にて各国 RA へ供与され、職員や通関業者への研修に使用されている。
- ・指標 1-5 「ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖での JBS/JWS に関して、SEO、BCC と WCC の税関行政についてのパートナー間の会合が定期的に行われる」  
一部の場所で国境監視に係る関係機関の会合は不定期に実施されてきているが、定期的な会合実施にはなっていない。
- ・指標 1-6 「ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖での JBS/JWS の活動結果がパートナーの関税局から定期的に報告される」  
実施中。活動は報告にまとめられ、プロジェクトへ定期的に提出されるとともに RJCC の場で半期に 1 度、報告されている。
- ・指標 1-7 「各国において関税局と通関業者組合の間で通関業務に係る意見交換が定期的  
に実施される」  
各国において意見交換の機会が設けられているが、終了時評価での調査結果によれば定期的な実施にまでは至っていない。
- ・指標 1-8 「通関士認定制度導入に係る政策枠組みのドラフトが作成される」  
活動は 2013 年 2 月より進行中であり、7 月のローカルコンサルタントとの契約期間内にドラフトが作成される予定である。2013 年 2 月より傭上されたコンサルタントチームをファシリテーターとして、国別メンバー (各国 3 名) や CCFAA 代表から成るタスクフォースチームとともに 2013 年 3～6 月に予定されている計 4 回の会合でドラフトの作成への議論を重ねていく予定となっている。

アウトプット (成果) 2 「通関業者組合の機能強化を通じて、通関業者のコンプライアンス・レベルと通関手続きにかかる能力が向上する。」

- ・指標 2-1 「通関業者の能力向上のニーズにかなった訓練計画が税関と通関業者間で共同で作成される」  
達成されている。研修計画は作成済みであり、2012 年 9 月より研修を実施中。ただし、同計画内容の完了は 9 月のプロジェクト終了時までには困難と予想され、次期フェーズにおいて継続される予定である。

## (2) プロジェクト目標の指標の達成度

「OSBP の概念に基づき、また税関と通関業者の建設的な関係構築を通じて、国境における迅速かつ効率的な通関手続きが強化される」

プロジェクト目標について下記の 5 つの指標が設定されているが、一部の指標ではベースライン数値の欠落やプロジェクトで研修効果を測るポスト調査は行われておらず、達成値についての詳細な測定が難しいため、現在までの進捗から測ることが可能な範囲でこれ

までの達成の整理と定性的な評価を行った。

指 標	<ol style="list-style-type: none"> <li>1. ナマンガ、マラバ、ブシアで RTMS/CCS が適切に使用され、通関所要時間（通関申告から貨物引渡指図書発行まで）が短縮される。</li> <li>2. 税関職員の 8 割以上が、MTP の WG メンバーが講師を務める研修内容を理解し、研修内容が日常業務に実践的なものとして満足する。</li> <li>3. ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖近辺のコミュニティで JBS/JWS が密輸や社会悪の行為の抑制対策として効果的であると認識される。</li> <li>4. 通関士認定制度導入に係る政策枠組みが作成される。</li> <li>5. MTP の WG メンバーが講師を務める通関業者の研修で 8 割以上の参加者が研修内容を理解し、研修内容が日常の通関業務に実践的なものとして満足する。</li> </ol>
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- ・指標 1 「ナマンガ、マラバ、ブシアで RTMS/CCS が適切に使用され、通関所要時間（通関申告から貨物引渡指図書発行まで）が短縮される」  
前述のとおり、ナマンガにおける税関部分の RTMS/CCS の稼働が始まったばかりであり、その他国境を含め、現段階で時間短縮の達成度を測ることは困難。
- ・指標 2 「税関職員の 8 割以上が MTP の WG メンバーが講師を務める研修内容を理解し、研修内容が日常業務に実践的なものとして満足する」  
達成されている。MTP を評価したコンサルタントの報告によれば、MT の講義能力に対する評価は 83～91% であり、研修受講者に一定のレベルの満足度を与えることができると考えられる。終了時評価調査の聞き取りではいずれの MT も研修は非常に満足な内容（講師の知識・アプローチ、内容、組織編制等）、と返答を得た。
- ・指標 3 「ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖近辺のコミュニティで JBS/JWS が密輸や社会悪行為の抑制対策として効果的であると認識される」  
一定程度達成されており、現在も進展中である。プロジェクトの支援により（それまでも国内国境監視はされていたが）二国間による JBS/JWS が 2010 年から開始され、2012 年に 5 カ所へ拡大、また OBR では国境監視チームが新たに組織化される、といったインパクトを与えてきた。一方、コミュニティを情報源としてきているが、JBS/JWS がそれらの開始以前と比較し、どの程度密輸の抑制効果がコミュニティで認識されているかを測るベースライン数値や比較すべき記録もなく、その客観的な測定は不可能である。
- ・指標 4 「通関士認定制度導入に係る政策枠組みが作成される」  
第 2 回タスクフォース（Task Force : TF）会合でコンセプト・ノート案が議論され、第 7 回 RJCC において各国 RA 長官から活動の方向性については了承されたのでプロジェクト終了時までには政策枠組みのドラフトは作成される予定である。利害関係者（通関業者等）の EAC 地域共通の通関士認定制度導入への賛同は、これまでの聞き取りや TF メンバーとして協同で政策枠組みドラフトづくりにかかわっていることから、既に確認されていると考えられる一方、終了時評価調査時の聞き取り等の結果からは、各国での既存認定制度、新制度への考えや利害関係者の阻害要因等、考慮すべき要因等が十分に理解されるためには今後も周到な議論の必要があると考えられ、プロジェクト終了時までには合意形成がなされ、政策枠組みの作成に至ることは困難と考えられる。
- ・指標 5 「MTP の WG メンバーが講師を務める通関業者の研修で 8 割以上の参加者が研修内容を理解し、研修内容が日常の通関業務に応用する実践的なものとして満足する」



達成されてきており、現在も進展中である。通関業者である研修参加者による評価結果では、研修内容や構成は9割以上が満足～とても満足である、と返答され、7～9割が研修で得た知識を通関業務へ適用可能、としている。

### 3-2 評価結果の要約

評価5項目による分析結果の要約は下記のとおり。評価の5段階は、最も上位が「非常に高い」、次いで「高い」、「中程度」、「低い」、最下位が「非常に低い」となっている。

#### (1) 妥当性「非常に高い」

本プロジェクトの妥当性は、以下の理由により終了時評価時においても大変高い。

##### 1) EAC 5 カ国政府のニーズや政策との整合性の高さ、日本の優先協力分野との合致

本プロジェクトは、EAC 5 カ国に共通する OSBP の整備、税関能力の向上及び業務の近代化、並びに貿易円滑化による貿易促進の政策課題に応えるものである。本プロジェクトは日本政府の優先協力分野であるアフリカ開発会議 (Tokyo International Conference on African Development : TICAD) の枠内で合意された OSBP 支援の方針にも合致しており、プロジェクト実施の一貫性は確保されている。

対象地域 5 カ国において、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応えている。同様に、通関業者についても、通関業務に直結する知識やスキルの向上が重要と認識され、業務における専門性や知識を高めるために研修への一層の支援が期待されている。

##### 2) アプローチと技術移転手法の適切性

上記の EAC 5 カ国や税関職員のニーズとの合致からもターゲットグループの選定は適切であったと判断される。

終了時評価での聞き取りと観察の結果では、専門家の技術移転の方法やアプローチは概して適切であり、回答者から賞賛が得られた。MTP、他の活動やプロジェクト調整においてそれぞれの日本人専門家の知識の深さ、調整能力の高さやプロジェクト期間を通じた成果達成のための継続的努力に C/P からの賞賛は高かった。

#### (2) 有効性「中程度」

本プロジェクトの有効性は、以下の理由により本終了時評価時には「中程度」である。

##### 1) プロジェクト目標の達成見込み・達成への進展

一部の指標では達成されているものの、ナマンガで稼働している RTMS/CCS を国境におけるその他官庁間への導入と、マラバ国境やブシア国境への展開は今後の予定となっており、プロジェクト期間内での達成は難しい。加えて、通関士認定制度の政策枠組みについては、完成予定のドラフトが、現行フェーズ期間内に関税局長会議等関係者間の協議を経て最終化される見込みは低く、プロジェクト期間内のプロジェクト目標の完全な達成は難しい。また指標を測定するためのデータの不足もあり、プロジェクト目標の測定を難しくしている点も存在する。一方で、プロジェクトが MTP で能力強化がなされた MT 要員にみられるとおり、国家レベルだけでなく EAC 地域レベルの人的アセットや RTMS/CCS の開発等を通じ関税行政や通関処理の円滑化への基礎を生み出した功績は大きいと評価できる。

他ドナーとの協調では、トレードマーク・イースト・アフリカ (TradeMark East Africa :

TMEA) が支援するタバタ／ホリリ国境 OSBP では RTMS/CCS の展開が行われることとなっており、EAC 域内の OSBP の実現化や域内貿易の円滑化に向けて、必要に応じた調整が行われてきた。

## 2) プロジェクト目標達成への外部条件

EAC 域内での対象国境の OSBP 建設は終了時評価時点では 1 カ所も竣工しておらず、OSBP 施設での運用を想定して開発した IT システムの RTMS/CCS については、施設がなくても導入・運用できる形に軌道修正をして開発・導入を進めなければならず、また、ハード面での追加的投入をプロジェクトで調達支援する必要がある、全体のスケジュールに影響した。税関以外の他官庁への導入については、説明会を各国や国境で行って賛同を得ているものの、上記の遅れから終了時評価時点は導入されていない（プロジェクト期間内には一部省庁について導入の見込み）。

## (3) 効率性「中程度」

アウトプット（成果）達成のために投入が有効に使われ、活動がアウトプット（成果）に効率的に結びついているものと活動はいまだ成果となっていないものの両面がある。他方、コスト面の効率性、実施体制の観点から改善の余地があり、効率性は「中程度」と判断される。

### 1) アウトプット（成果）の達成状況

「3-1 (1) アウトプット（成果）指標の達成状況」に記載のとおり、設定されたアウトプット（成果）1 及び 2 の指標 9 つのうち 5 項目が達成されており、また 1 項目が終了時評価時点で進行中であり、プロジェクト期間終了時に達成が期待されている。他方、RTMS/CCS に係る指標については、前述の外部条件等の事由により達成が困難な状況にある。

### 2) 投入の適切性

専門家の投入は長期、短期いずれも非常に適切であり、前述のとおり、専門家の知識、アプローチ、教授能力、調整能力やプロジェクトを進めるうえでの継続的努力は関税局 C/P から高く評価されている。

投入された資機材は概して有効に活用され、維持管理がなされてきている。その反面、ビクトリア湖の JWS のために供与されたボートの稼働率が低いこと、また RTMS/CCS の完成、展開の遅延により、マラバ、ブシアの国境への展開を見据え過去に供与された資機材が今はまだ通常の税関業務のみに利用されている状況があり、一部資機材の更なる活用改善の余地は残る。なお、JWS については、これまでも実施予算、他関係官庁の協力等の影響が稼働を難しくしていたが、2013 年 5 月の RJCC を受けて、関係 3 カ国は独自に会議を開催し、今年末までの活動計画をまとめ実施しようとしている。

OSBP 運用にとって重要な要素となる ICT システム開発のひとつとして RTMS/CCS の開発が期待されていたが、上記外部条件の制約のなかで、車両の一時輸出入通関管理システム等他ドナーが開発しているシステムにはない独自の機能を盛り込んだシステムの開発を進めるなど、C/P のニーズに応える形で開発が行われてきた。他方、これら開発のための人材としてローカルコンサルタント 1 名の傭上を行ってきたが、開発と導入・調整、あるいはその後の C/P による適切な維持管理のための体制整備をタイムリーかつ着実に行うためには、もう少し開発・調整のための投入を増強する必要があるとの声も聞かれた。一方、当該システムを適切に稼働させるにあたり、各国におけるハード面、ネットワーク面の増強を行う必要が出たが、結果的にプロジェクト予算での追加投入が

必要となった。これらは、今後 RTMS/CCS を域内の通関システムのひとつとして幅広く展開・活用をめざすうえでモメンタムを失わずに開発を進めるのに必要な投資とも理解されるが、要件定義や設計を行う段階で、ハード・ソフト両面で必要なスコープ・コスト、稼働後に必要な措置をできるだけ明確化し関係者間で共有できる体制を構築しておくことが求められた。

またプロジェクト開始当初は、プロジェクト・デザイン・マトリックス (Project Design Matrix : PDM) に設定されたアウトプット (成果) 指標において本プロジェクトのアウトプット (成果) やプロジェクト目標としてめざす範囲を明確に定めないまま、またベースライン調査がなされておらず、C/P のニーズや直面する課題にあわせて柔軟な活動を展開してきた。プロジェクトの設計については、中間レビューの結果を踏まえ上記を改善するため指標の変更等を行ったが、既に柔軟な活動展開を行ってきた状況下で専門家業務の増加が顕在化した一方、その機動的な投入の追加が難しく、その時点からのベースライン調査を含め、プロジェクトの PDM によるモニタリングの強化が困難であった。5カ国関税局からの投入は既述のとおり、可能な範囲で投入が行われてきた、と判断される。

### 3) アウトプット (成果) 達成への外部条件

MTP の WG メンバー等の C/P の定着が外部条件として設定されているが、MT の退職や配置転換により活動進展への支障や達成された人的能力の強化が関税局内で成果として十分に生かされないというリスクがある。2012 年末に終了した MTP の WG メンバー数の 53 名は退職等の理由で、終了時評価時点には 49 名と 4 名が減少している。

また、アウトプット (成果) 達成への外部条件として設定されていなかったが、上述のとおり RTMS/CCS の開発にあたっては OSBP 施設の建設遅延が仕様確定や開発の推進に影響を及ぼした。加えて、JBS/JWS を実施するにあたっては、国境を超える共同の取り組みを実施していくにあたって、法的な担保が必要な側面もあり、プロジェクトでは両国間で共同取り締まりのための合意文書 (Memorandum of Understanding : MOU) 締結を支援し活動を進めたが、EAC での OSBP 法の承認に時間がかかったことで、特に JBS では効率的な実施に影響を及ぼした。

### 4) プロジェクト実施の体制

半期に 1 度開催されてきた RJCC は各国関税局の意思決定者であるマネジメント幹部、JICA 専門家、JICA 事務所のメンバー等で構成され、プロジェクトの最高意思決定機関として活動のレビューや評価を行い、将来活動の計画を議論・承認することを目的としていた。RJCC はプロジェクト経過の全体報告や意見のすり合わせの点で有用であり、調整は有効になされてきた反面、PDM に基づく当初計画の達成度の確認、活動内容のインパクトの評価等は十分なされていないものもあった。この点は、上述のとおり、開始当初の PDM の指標設定があいまいであったことにも起因するが、この結果、PDM にある計画や指標に基づく C/P との情報の共有や達成度に係る意識の共有は弱く、終了時評価調査における聞き取りや観察の結果でも、マネジメントから WG メンバーまで C/P は概してプロジェクトの成果に関心は非常に高く、参加意欲は高い一方、プロジェクト進行や成果モニタリングに関する主体的意識は充分ではないままであった。

## (4) インパクト (見込み) 「高い」

### 1) 上位目標の達成の見込み

「OSBP の適切な運用を通じて効率的・効果的な通関手続きが実施される」

- ・上位目標については下記の 5 つの設定された指標があるが、終了時評価時点ではいずれの OSBP 施設も完成はしていない。よって OSBP 稼働後の通関処理の時間短縮をめざす指標 1 及び OSBP 運用開始後の展開が想定される指標 2 について、現時点で評価することは不可能。
- ・その他の指標については、これまでの達成の整理からどの程度、将来の目標として実現可能性の見込みが望めるかについて評価を行った。

指 標	<p>ナマンガ、マラバ、ブシアの OSBP 施設（竣工）後 2 年以内に、</p> <ol style="list-style-type: none"> <li>1. 通関の申請からリリースまでの時間が平均 4 時間以内に短縮される。</li> <li>2. ナマンガ、マラバ、ブシアでの OSBP の運営モデルが EAC 地域の他の国境ポストに展開される。</li> <li>3. 認定された MT が各国歳入庁での年間研修プログラムに定期的に関わる。</li> <li>4. JBS/JWS のコンセプトが EAC 地域の 10 ヶ所で展開される。</li> <li>5. 通関士認定制度導入に係る政策枠組みが EAC で承認される。</li> </ol>
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- ・指標 3 「認定された MT が各国 RA での年間訓練プログラムに定期的に関わる」  
終了時評価における聞き取りの結果では、RRA の 1 国を除き、各国 RA で MT が定期的な研修に講師要員として関与する計画やその準備が明らかになっている関税局はまだない。MT の活用は現在、各国とも税関職員や通関業者の研修において散発的に講師業務を努めていることに限られており、今後の取り組みが期待される。
- ・指標 4 「JBS/JWS のコンセプトが EAC 地域の 10 ヶ所で展開される」  
JBS サイトはプロジェクトで 5 カ所を実施したが、各国税関局からの JBS/JWS 用の資機材供与の要請にみられるとおり、その活動のニーズや意義は高く認識されており、今後各国の予算面や実施体制面の実現可能性に応じて活動が拡大することが期待される。なお、ケニアでは、エチオピアとの国境間で同様の JBS を展開するなど、その他の地域においても JSB の実施が拡大しつつある状況も確認された。
- ・指標 5 「通関士認定制度導入に係る政策枠組みが EAC で承認される」  
プロジェクト目標の指標 4 と同様、今後関係者間の慎重な検討及び合意形成を経て、最終的に EAC に上程されるため、現段階で実現可能性を判断することは困難。

## 2) 政策、法／規制、組織制度や技術面のインパクト

プロジェクトの実施期間中に、OSBP 法の成立や国境管理の規制等、EAC の税関行政にかかわる制度や枠組みの進展がみられる。プロジェクトで達成した MT の育成、ハンドブック、RTMS/CCS の稼働等の実績やアウトプット（成果）は、各国国家レベルのアセットとなるだけでなく、EAC 共通の税関行政での貴重なアセットであり、また将来の発展に貢献、活用されていく可能性は大きい。この意味ではプロジェクトのインパクトは可能性も含め大きいものと判断できる。

### (5) 持続性（見込み）「現時点での予測は困難」

持続性では、設定されたアウトプット（成果）やプロジェクト目標が十分には達成されていないため、その予測を行うことは困難である。以下に現在の状況の整理と将来の持続への可能性を予備的に考察した。

#### 1) 政策・制度面

- ・EAC 5 カ国の関税行政の効率化と OSBP 運用の実現化にむけた政策は変わらず保持される可能性が高い。

## 2) 組織・財政面

終了時評価調査の聞き取り、観察の結果では、組織・財政面での持続の可能性や規模は各関税局により異なるといえる。人的資源の育成は各組織において重要な基本事項であるため、KRA、TRA、URA や RRA は RA 内に独自の研修機関を有し、常勤講師を抱えている。一方、OBR ではプロジェクトの経験や成果を受け、2013年5月末から MT を講師とし、初めて組織内だけで講師を調達し、職員研修を開始している。

各国関税局とも、特に必要が生じた際には予算は配分されてきているが、本プロジェクトで実施した活動を全く同じ規模で自律的に継続できるほどの研修や資機材（維持管理含む）の予算は充分ではないリスクはある。

## 3) 技術面

MT 要員はプロジェクトにおける研修を通じ必要な知識、スキルを備えている。課題は組織として MT の活用の方策が定まっておらず、成果をどのように維持・発展させていくかが不明。各国関税局で MT の知識やスキルの維持と技術移転の方策が早急に講じられる必要がある。

供与された資機材の維持管理、特に RTMS/CCS に係る ICT 機材に関しては各国関税局にそれらの運用と維持管理を適切に行える職員が配置されており大きな問題はないと思われる。

### 3-3 効果発現に貢献した要因

#### (1) 計画内容に関すること

- ・関税評価や関税分類等、MTP においてわが国の優位性が発揮される活動が盛り込まれていたこと。
- ・RTMS/CCS の開発をプロジェクト計画に盛り込むことで、システム開発に伴う要件定義を行う過程で OSBP 導入に伴う業務フロー変更や改善に係る議論を促進することにつながったこと。

#### (2) 実施プロセスに関すること

- ・MTP において極力同一の短期専門家を派遣することで、WG メンバーの理解の進捗や能力レベルを適切に把握しながら活動を進めることができたこと。
- ・また WG メンバー間の国際経験・交流や各国税関内でチームワークの意識が高まり、活動への意欲を高めたこと。
- ・MTP において、WCO や EAC 事務局との連携を深めながら活動を進めることで、国際標準への準拠、あるいは地域枠組みの下での人材育成面での標準化に寄与したこと。
- ・JBS/JWS を推進していくことで、両国間における共同での取り締まりに係る認識が醸成されたこと。

### 3-4 問題点及び問題を惹起した要因

#### (1) 計画内容に関すること

- ・当初 PDM における成果、活動、指標の範囲が明確化されなかったことで、ニーズに基づく活動範囲の拡大を招く要因となったこと。

#### (2) 実施プロセスに関すること

- ・上記計画上の問題に加え、PDM に基づくベースラインが確認されず、結果としてプロ

ェクト関係者がモニタリングツールとして PDM を活用するという意識が高まらなかったこと。

- ・ OSBP 法承認や OSBP 施設建設の遅れが RTMS/CCS の開発や JBS/JWS の実施に影響を及ぼしたこと。

### 3-5 結 論

上記の結果から幾つかの活動はプロジェクト終了期間までにその達成すべき目標やアウトプット（成果）を発現せず、次期フェーズで継続される必要がある。その一方で、MTP における MT の育成と認証等、プロジェクトは大きな成果を生みだしてきており、それらの成果は将来的に EAC 域内の関税行政の効率化や貿易の円滑化に貢献する可能性も大きい。

妥当性に関しては、EAC・5 カ国政府のニーズや政策との整合性の高さ、日本の優先協力分野との合致と、アプローチや技術移転手法の適切度の観点から非常に高い。一方、有効性は、MT など一定のターゲットグループでは高いアウトプット（成果）の達成がなされているが、プロジェクト目標のすべての達成は困難であり中程度である。効率性については、すべてのアウトプット（成果）が達成されているわけではなく、また資機材の活用度合いに改善の余地があるため、中程度である。インパクトは、OSBP 施設が完工されていない現状において判断することは難しいが、これまでの実績、今後の継続的活動の結果が上位目標の各指標の達成につながる可能性は高い。持続性を現時点で予測することは難しいが、今後活動を持続的に発展させていくうえで、C/P の予算措置等に留意する必要がある。

## 4. 提言（当該プロジェクトに関する具体的な措置、提案、助言）

### 4-1 プロジェクト終了まで

- (1) ナマンガにおいて、政権交代にかかわるケニア側の省庁再編に伴う業務フロー変更を勘案しつつ、その他関係官庁への研修等を計画的に実施し、全関係官庁が利用した完全稼働に向け活動を進めること。
- (2) マラバ、ブシアへの RTMS/CCS の展開をにらみ、関係国あるいは他ドナーが開発・運営しているシステムの機能等を整理するとともに、今後のロールアウトを適切に行ううえで、持続的な実施体制や必要な投入を検討すること。
- (3) ナマンガでの OSBP 施設建設はまだ完工に至っていないがようやく着工された。今後、OSBP 供用開始を遅滞なく行えるよう、施設建設にかかる進捗を見極めつつ、OSBP 運用に向けた関係機関の調整や運用マニュアルの作成等をタイムリーに進めること。
- (4) MTP の持続的な活用に係る検討を行うこと。
- (5) JWS 活動の活性化に向けた関係国間の活動計画を踏まえ、実施促進を行うこと。
- (6) 通関士制度の政策枠組みドラフトを計画どおり作成すること。
- (7) 上記プロジェクト期間内での残された活動の進捗に基づき、プロジェクト終了段階での達成レベルを踏まえ、次期フェーズで取り組むべき課題を整理すること。

(8) MTの有効活用・能力強化の観点から、例えば情報分析の分野に係るWCOワークショップへの派遣等、WCOとの連携を引き続き維持・強化すること。

## 5. 教訓

### 5-1 OSBPの導入に向けて

(1) 本プロジェクトにおいては、ナマンガの施設建設の遅れが、プロジェクト活動の進捗にも影響を及ぼす結果となった。またJBS/JWSの実施においても、法的枠組みの担保が必要な側面もあるなど、OSBPの導入にあたっては、法制度、インフラ、手続き、ICT等多くの要素を勘案する必要があり、プロジェクトの有効性及び効率性確保のため、プロジェクト開始前に、前提条件及び外部条件を精査することが必要である。

(2) また、プロジェクト実施段階においても、外部環境の進捗を踏まえながら、柔軟な活動計画の見直しが求められる。

### 5-2 プロジェクト管理

(1) プロジェクト計画段階においてPDMの達成指標とスコープの明確化を行うとともに、特に広域にまたがる大規模案件を実施する際には、ベースラインの実施等による補足的な情報を含めプロジェクト計画を関係者間で適切に共有する必要がある。

(2) プロジェクト実施段階において、PDMをモニタリングツールとしての活用を徹底できるよう、C/Pの理解促進と日本側とC/P側双方でのモニタリング体制の充実化が必要である。

(3) 機材供与については、供与検討段階で先方の活用、維持管理に係る体制を慎重に検討するとともに、供与後の稼働状況を適切にモニタリングすることが求められる。

## Summary of Terminal Evaluation Results

<b>I. Outline of the Project</b>		
Country:	Kenya, Tanzania, Uganda, Rwanda, Burundi	Project Title: Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2)
Sector:	Fiscal and Financial management	Cooperation Scheme: Technical Cooperation Project
Division in Charge:	Public Governance and Financial Management Division, JICA HQs	Total cost (as of the time of evaluation): 780 million yen
		Implementing organizations: Revenue Authorities in 5 countries: KRA (Kenya); TRA (Tanzania); URA (Uganda); RAA (Rwanda); OBR (Burundi)
Cooperation Period	(R/D): July 6, 2009 (Kenya); November 6, 2009 (Rwanda); November 27, 2009 (Tanzania); February 26, 2010 (Uganda); September 22, 2010 (Burundi)	Organization in Japan: Customs and Tariff Bureau, Ministry of Finance
	September 2009 - September 2013	
<p><b>1. Background of the Project</b></p> <p>The Eastern African region aims for the sustainable economic growth through promoting the trade and distribution, and one of the important issues is to facilitate the Customs clearance. In order to facilitate the Customs clearance, the region has promoted One Stop Border Post (OSBP), a system contributed to the smooth distribution by streamlining Customs clearance procedures once (One Stop), which usually takes two steps, one in exporting countries and the other in importing countries.</p> <p>JICA implemented the “Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 1)” for the Republic of Kenya (hereinafter referred to as “Kenya”), the United Republic of Tanzania (hereinafter referred to as “Tanzania”) and the Republic of Uganda (hereinafter referred to as “Uganda”), and established an OSBP Operational Model in order not only to improve the capacities of Revenue Authority (RA) in each country, but also to operate the OSBP system properly, while implementing the pilot projects (ICT equipment application and joint border surveillance: JBS) in Namanga (the border of Kenya and Tanzania) and Malaba and (the border of Kenya and Uganda).</p> <p>Through the phase 1, some lessons and suggestions have been drawn out as follows. 1) In order to introduce and implement the OSBP at borders, it is needed to continuously improve the capacities of Customs officers, such as knowledge and skills on the Customs Valuation (CV), HS Classification (HS) and Intelligence Analysis (IA); 2) It is needed to implement and expand the pilot projects (OSBP Operational Model and OSBP ICT system, namely, Real Time Monitoring System (RTMS)/ Cargo Control System (CCS), and JBS/Joint Water Surveillance (JWS) in other sites; and 3) In order to realize the streamlining Customs clearance, it is needed to improve the capacity of Customs Clearing Agents.</p> <p>Under these circumstances, the “Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2)” is implemented for four years as the cooperation period, from</p>		



September 2009 to September 2013, for the full East African Community (EAC) member countries of the Republic of Burundi (hereinafter referred to as “Burundi”), Kenya, the Republic of Rwanda (hereinafter referred to as “Rwanda”), Tanzania and the Republic of Uganda (hereinafter referred to as “Uganda”).

## **2. Project Overview**

### **(1) Overall Goal**

Smooth and efficient Customs clearance is carried out with support of proper operation of OSBP.

### **(2) Project Purpose**

Smooth and efficient Customs clearance at borders is strengthened under OSBP Concept with constructive relationship between Customs Administrations and Customs Clearing & Forwarding agents.

### **(3) Outputs of the Project**

Output 1: The capacity of Customs administration is enhanced.

Output 2: Compliance level and capacity of Customs Clearing & Forwarding agents are enhanced through the strengthened function of Customs Clearing & Forwarding Agents Associations.

### **(4) Inputs (As of May 2013)**

#### **Japanese side**

**Japanese experts:** 3 positions of long-term experts (total five experts): Chief Advisor/Customs Administration, Regional Cooperation, and Coordinator/Human Resource Development, 1 short-term expert in Customs Clearing Agents, and 50 short-term experts in total in the fields of Customs Clearing Agents Compliance, Master Trainers Programme (MTP) in Human Resource Development, Customs Valuation (CV), HS Classification (HS), and Intelligence Analysis (IA), Development of Policy Framework for the Accreditation System and Namanga D.D.

**Other experts and consultants:** 1 local consultant in ICT for OSBP with RTMS/CCS, and 10 experts from WCO as lecturers. In addition, consulting firms for Namanga D.D study, for the study on the Regional Accreditation System of Customs Clearing and Forwarding agents (CCFA) in the region, for Evaluation of Master Trainer Programme (MTP), for a study on the Accreditation System, and for Development of Policy Framework for Accreditation System for CCFA are deployed

**Equipment:** approximately JPY 262 million.

**Trainees received:** 71 participants, for Bench Marking Study Tours (BMST) to Vietnam and Malaysia. 22 participants for BMST in Japan

**Local cost:** approximately JPY 340 million in total as of May 2013

#### **Five (5) East African countries' Side**

**Counterpart:** 1 Project Director and 1 Project Manager in each of 5 countries (10 officers in total); 8 OSBP Working Group members: 3 from KRA, 3 from TRA and 3 from URA; 5 officers for Management Unit (MU) and 53 officers for 3 Working Group members of Master Trainers Programme (MTP). Also, 11 JBS/JWS Team members: 4 from KRA, 3 from TRA and 4 from URA; and task force for capacity building of CCFA comprising 3 members from each RAs, 1 from EAC, 1 from EA business

council and 7 from CCFA associations; and 1 senior officer from KRA for Project administration.

**Facilities:** Project office provided in KRA with electricity and land line telephone covered by KRA.

**Operational expenses:** In-kind cooperation as follows: Logistical arrangements for MTP activities including as training venue, meals and domestic transport made by host RAs; All the cost subject to the participation of the trainees of the Probationary Training in MTP activities; Operation cost of JBS/JWS born by participating RAs; Travel compensation for WG members to participate in MTP activities born by RAs to cover the difference in allowance between JICA and RAs; Domestic transport arrangement for Regional Joint Coordinating Committee (RJCC) participants made by host RAs; Domestic transport arrangement for JICA experts on business trip; and Expense for quality assurance for RTMS/CCS (borne by KRA) was made by RAs.

## II. Evaluation Team

Members of the evaluation team	Koji OSHIKIRI (Leader)	Director, Public Governance and Financial Management Division, Industrial Development and Public Policy Department, JICA
	Kensuke TSUJI (Cooperation planning)	Deputy Director, Public Governance and Financial Management Division, JICA
	Yoshiro BABA (Customs administration)	Director for Technical Cooperation, Customs and Tariff Bureau, Ministry of Finance
	Tomokazu KURAMOTO (Customs administration)	Deputy Director for Technical Cooperation, Customs and Tariff Bureau, Ministry of Finance Tokyo Customs
	Masahiro KIKUCHI (Customs clearance 1)	Hakodate Customs
	Shingo TANAGAMI (Customs clearance 2)	アールクエスト
	Yukari KAWAHARA (Evaluation analysis)	
Evaluation Period	November 7-29, 2013	Evaluation type: Terminal Evaluation

### III. Overview of Evaluation Results

#### 1. Current achievements of the Project

##### (1) Outputs

**Output 1: *The capacity of Customs administration is enhanced.***

Indicators	<p>1-1. Detailed Design of Namanga OSBP Facility is completed.</p> <p>1-2. All the cargo clearance processes by Customs and other stakeholders at Namanga, Malaba and Busia go through RTMS/CCS.</p> <p>1-3. All Working Group members of MTP are certified as Master Trainers by Revenue Authorities.</p> <p>1-4. MTP Handbooks of Customs Valuation, HS Classification and Intelligence Analysis which are produced by WG members are recognized as regional and national training materials by Revenue Authorities, EAC and WCO.</p> <p>1-5. SEO, BCC and WCC meetings for JBS/JWS are organized regularly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.</p> <p>1-6. The results of JBS/JWS activities which are carried out jointly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria are regularly reported.</p> <p>1-7. Meetings between Customs administrations and Customs Clearing &amp; Forwarding Agents are regularly held to exchange each other's views/challenges in their daily business.</p> <p>1-8. A draft Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding Agents is developed.</p>
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Achievement of Output 1 is summarized in the following. In terms of level of achieving Outputs, some activities are still on-going, and may not be completing by the end of the Project period.

1-1. Detailed Design of Namanga OSBP Facility is completed.

Achieved.

D/D of Namanga OSBP was completed in March 2011.

1-2. All the cargo clearance processes by Customs and other stakeholders at Namanga, Malaba and Busia go through RTMS/CCS.

Not achieved. Partially practiced at Namanga.

RTMS/CCS has been in use among Customs officers at Namanga since Feb. 2013. Trainings to other government agencies for operationalizing the RTMS/CCS at Namanga are planned.

RTMS/CCS would be applied to other borders in the region, after necessary improvement of the RTMS/CCS is completed.

1-3. All Working Group members of MTP are certified as Master Trainers by Revenue Authorities.

Achieved.

53 WG members were successfully certified as MTs in the fields of CV, HS and IA. 6 officers (4 CV and 2 HS) were successfully accredited as the WCO accredited trainers.

1-4. MTP Handbooks of Customs Valuation, HS Classification and Intelligence Analysis which are

produced by WG members are recognized as regional and national training materials by Revenue Authorities, EAC and WCO.

Achieved.

Handbooks are in conformity with the WCO's standards and recognized as training materials by respective RAs and EAC. They have been delivered to the RAs and have been utilized in the trainings to the Customs officers and CCFAs.

1-5. SEO, BCC and WCC meetings for JBS/JWS are organized regularly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.

Partially achieved.

SEO, BCC and WCC meetings for JBS/JWS are periodically held by stakeholders, but not regularly held at all the places.

1-6. The results of JBS/JWS activities which are carried out jointly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria are regularly reported.

Practiced.

Records of JBS/JWS are taken regularly by the RAs and reported to the Project team, RJCCs.

1-7. Meetings between Customs administrations and Customs Clearing & Forwarding Agents are regularly held to exchange each other's views/challenges in their daily business.

Meetings between Customs administrations and CCFA are held in respective countries, but not regularly.

1-8. A draft Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding Agents is developed.

To be achieved by the end of the Project period.

***Output 2: Compliance level and capacity of Customs Clearing & Forwarding agents are enhanced through the strengthened functions of Customs Clearing & Forwarding agents associations.***

Indicators	2-1. Training plan which meets the expectation of Customs Clearing & Forwarding agents for improving their capacities is jointly developed by Customs administrations and Customs Clearing & Forwarding Agents Associations.
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Achieved.

Training plan for CCFAs was developed. Based on the plan, training activities to CCFAs have been implemented since Nov. 2010 in order to enhance their knowledge and skills.

**(2) Project Purpose**

***Smooth and efficient Customs clearance at borders is strengthened under OSBP concept with constructive relationships with the Customs agents.***

Indicators	<p>1. Clearance time of cargoes from the time of declaration to issue of release order at Namanga, Malaba and Busia is reduced by proper operation of RTMS/CCS.</p> <p>2. Trainee's satisfactory/ understanding ratings on trainings by Working Group members of MTP exceed 80% as practical to apply for their daily business.</p>
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|  | <p>3. JBS/JWS are taken as effective deterrent measures against smuggling and anti-social activities by the local communities at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/ Kabanga and Lake Victoria.</p> <p>4. Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents is developed.</p> <p>5. Trainee's satisfaction/ understanding ratings on trainings by WG members of MTP to Customs Clearing &amp; Forwarding agents exceed 80% as practical to apply for their daily business.</p> |
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Since achievement on some indicators is difficult to measure in a quantitative basis at the time of terminal evaluation due to the lack of information of both baseline and impact survey, those indicators have been qualitatively assessed based on reviews of activities made.

1. Clearance time of cargoes from the time of declaration to issue of release order at Namanga, Malaba and Busia is reduced by proper operation of RTMS/CCS.  
It is difficult to assess at the time of terminal evaluation since RTMS/CCS has just been in operation for Customs officers at Namanga border post.
2. Trainee's satisfactory/ understanding ratings on trainings by Working Group members of MTP exceed 80% as practical to apply for their daily business.  
Achieved.  
According to the report of the Evaluation Panel, the WG members were assessed as rating in more than (80% (ratings ranged in 83-91%), which they are equipped with professional knowledge and skills.
3. JBS/JWS are taken as effective deterrent measures against smuggling and anti-social activities by the local communities at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/ Kabanga and Lake Victoria.  
Partially achieved and in Progress.  
Introduction of JBS/JWS with partner countries has shown positive impact on the advancement of surveillance since there had been no bi-lateral activities on cross border areas before. On the other hand, objective assessment is not applicable.
4. Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding agents is developed.  
Difficult to achieve.  
It is expected that a draft Policy Framework will be developed in July 2013. There has been a general understanding among the stakeholders to move forwards consolidating ideas of the Regional Accreditation System. However, it seems difficult to complete the Policy Framework with a due consensus among stakeholders since it may take longer time to let them understand in depth.
5. Trainee's satisfaction/ understanding ratings on trainings by WG members of MTP to Customs Clearing & Forwarding agents exceed 80% as practical to apply for their daily business.  
Achieved and further in Progress.  
More than 90% of training participants answered that they are satisfied with training contents in general. 70-90% of participants answered that they could use/ apply new knowledge into daily business.

## **2. Evaluation by Five Criteria**

### **(1) Relevance**

The relevance of the Project is considered very high for the following reasons.

The Project Purpose and Overall Goal remain relevant in connection with the development policy of five EAC countries. In the EAC member countries, streamlining and modernization of Customs administrations are highly prioritized in terms of realizing trade facilitation, which will be one of the key motives for economic development in the region. The Project Purpose is also consistent with the Japanese government's commitment in supporting the OSBP initiatives in Africa under the TICAD framework.

The needs for human resources development for Customs officers and CCFAs remain very high in the region in accordance with the aims stipulated above.

Means and approaches of technical transfer in the Project were also very appropriate and highly appreciated according to the result of interviews and questionnaires. Technical advantages and deep knowledge of Customs administration was well demonstrated and delivered by the Japanese experts in the trainings and other activities.

### **(2) Effectiveness**

The effectiveness of the Project is considered moderate for the following reasons.

Project Purpose will not be fully achieved by the end of the Project period. While some indicators of the Project Purpose have already been achieved or are in progress to achieve, others are unlikely to be achieved. Introduction of RTMS/CCS to other governmental agencies at Namanga as well as expected roll outs to other borders is yet to be carried out. It may need some more time to finalize a draft Policy Framework for Regional Accreditation System for CCFAs.

On the other hand, it is evaluated that the Project has contributed significantly to raising capacity of Customs officers through completing MTP, as MT's have become important human resource assets of both national and regional level.

Necessary coordination and information exchange with other donors have been carried out at certain occasions to create a synergy for the OSBP operationalization in the EAC.

None of OSBP facilities construction has been completed at any border post in the EAC region at the time of Terminal Evaluation. The delay of construction has caused the modification of design of RTMS/CCS in order to be operational even before the completion of construction of facilities, and additional provision of equipment such as back-up power and network connectivity was required. This process also influenced to a delay of the entire schedule of the development of RTMS/CCS.

Moreover, while there are general consensus among other relevant governmental agencies on the introduction of RTMS/CCS through series of awareness raising activities, actual introduction and use of RTMS/CCS to the other governmental agencies were not realized by the time of terminal evaluation partly due to the delay of construction.

### **(3) Efficiency**

The efficiency of the Project is considered moderate for the following reasons.

There are some activities, which produced Outputs as a result of an efficient use of the Project inputs while other activities are underway to realize some of Outputs by the end of the Project. It is also pointed out that there is some room to improve efficiency in terms of the Project cost and implementation structure of the Project.

As for achieving Outputs, 5 out of 9 planned indicators for Outputs 1 and 2 are already completed and 1 is in progress to be completed by the end of the Project period. Full operationalization of RTMS/CCS including involvement of other governmental agencies as well as its roll out is unlikely to be completed by the end of the Project period, mainly due to the situation of assumptions mentioned above.

Inputs of both long-term and short-term experts were generally appropriate and their knowledge, approaches, capability on teaching and coordination were highly appreciated by the CPs of the member countries.

Supplied equipment is found to be utilized effectively in general, and maintained well. However, there are some rooms for further efficient use of equipment such as the boat supplied for the JWS and equipment provided for the RTMS/CCS in Malaba and Busia. As for JWS, although there were some difficulties for effective implementation due to budgetary constraints and the matter of collaboration among relevant agencies, relevant RAs have tried to solve the challenges by developing an action plan within this year based on the recommendation in the last RJCC.

The development of RTMS/CCS which is regarded as one of the key software application necessary for OSBP operation has been highly expected. During course of consideration on the development, needs of CPs have been flexibly reflected, for instance, some additional functionalities such as “Temporary Vehicle Export/Importation”. While the Project has hired one IT consultant to develop the application, it is pointed out at the terminal evaluation that further input could be considered to ensure better coordination with relevant CPs in terms of smooth introduction and establishment of sound operation and maintenance mechanism in a timely manner. On the other hand, there was a fact that additional budget became necessary in order to strengthening hardware and network environment for proper operation of the system. Although this additional cost could be regard as necessary investment for introducing and rolling out the RTMS/CCS to the region without losing its momentum, it could have been advised that relevant stakeholders could have identified and shared the necessary scopes and the associated hardware and software costs and necessary measures for proper operations at the designing stage.

At the initial stage of the Project, PDM have not necessarily been well integrated to guide the concrete approach, activities and target indicators of the Project, which was originally expected to be done at this stage. The Project experts have tried to flexibly meet the needs of CPs without baseline. As for the Project design, the PDM has been revised based on the recommendation made at the Mid-Term Review. But limitation of inputs for long-term expert was one of challenges to conduct baseline at that moment as well as strengthening of monitoring mechanism based on the PDM while the experts needed to deal with a variety of on-going activities.

It is judged that inputs of CPs were appropriately made within their affordable capacities.

It is pointed out that turn-over of substantial numbers of trained officers from RAs or changes in their duties especially related to the MTP activities may cause some risks to lessen the expected Output as an asset of human resources in the Customs office.

The delay of construction of OSBP facilities has caused some obstacles for the smooth development of RTMS/CCS. The delay of the approval of OSBP act may have caused some challenges in efficient operations of JBS.

As for implementation structure of the Project, the semi-annual RJCC has been functioning well in terms of reviewing progress of the Project activities and getting decision on the way forward, in

particular, with the top level of the RA's management. On the other hand, awareness of CPs on the necessity to monitor the progress and achievement in accordance with PDM was rather insufficient although each level of PCs has paid sufficient attention to the Project and showed their will to take part in the activities. It was also pointed out that this challenge was partly because of unclear scope and indicators of the original PDM.

**(4) Impact**

Impact of the Project is prospected to be high in the following reasons:

***Overall Goal: Smooth and efficient Customs clearance is carried out with support of proper operation of OSBP.***

Indicators	<p>Within two years after the construction of OSBP facilities at Namanga, Malaba and Busia,</p> <ol style="list-style-type: none"> <li>1. Clearance time of cargoes from the time of declaration to issue of release order reduce to within 4 hours on average.</li> <li>2. OSBP operational model at Namanga, Malaba and Busia spread to other areas in the region as a key model.</li> <li>3. Certified Master Trainers are consistently involved in the annual training program of respective Revenue Authorities and EAC.</li> <li>4. Concept of Joint Border/Water Surveillance spread to 10 sites in the region.</li> <li>5. Policy Framework on the Regional Accreditation System for CCFAs is authorized in EAC.</li> </ol>
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It is hard, in general, to foresee in an accurate manner on the possibility of realizing Overall Goal two year after the completion of Project. Regarding the 4 planned indicators in the PDM, to the extent to be foreseen some prospects towards achieving the Overall Goal, present progress are summarized as follows:

1. Clearance time of cargoes from the time of declaration to issue of release order reduce to within 4 hours on average.
2. OSBP operational model at Namanga, Malaba and Busia spread to other areas in the region as a key model.  
As for two indicators above, it can be possibly achieved, but depends on the construction progress of the OSBP facilities.
3. Certified Master Trainers are consistently involved in the annual training program of respective Revenue Authorities and EAC.  
Necessary for further initiative to achieve.  
The certified MTs at every RAs are occasionally engaged in the training activities. However, each RA except RRA is yet to have a concrete plan to officially and regularly utilize the MTs as resources for trainings.
4. Concept of Joint Border/Water Surveillance spread to 10 sites in the region.  
On the right track to the expansions of activities.  
JBS have been expanded at 5 border areas in the Project, while JWS has not been really active since the beginning of 2013. It is expected that this concept would be expanded since necessity and



importance of JBS/JWS are highly recognized among relevant stakeholders.

Indirect impact is appearing as seen in the case of Kenya which has been seeking the similar approach of JBS with Ethiopia.

5. Policy Framework on the Regional Accreditation System for CCFAs is authorized in EAC.

Difficult to foresee at the timing of terminal evaluation.

Achievement of the indicator depends on future progress of EAC's approval process on Policy Framework of Accreditation System to be submitted to EAC.

As for other impact, there has been advancement in the development of OSBP Bill, relevant regulations on border control and other frameworks related to Customs administration of EAC since the Project started. The outcomes and initiatives produced by the Project such as resources of MTs, handbooks, RTMS/CCS would not only be an important national asset of respective countries but also assets and experience of the EAC region. In this sense, the Project contributed to consolidating efforts of the EAC integration, and enhancing technical capacity on the Customs administration in the EAC as a whole.

### **(5) Sustainability**

It is too early to evaluate sustainability on results during the Project period. Followings are the observation based on available information through document review, interviews on current activities.

As for policy and institutional aspects, policies of the 5 EAC member countries on seeking modernizing of Customs modernization and realization of the OSBP concept will not be changed.

As for organizational and financial aspects, its sustainability differs by RAs. Human resources development is a key issue for each agency and KRA, RRA, TRA and URA have their own training institutions with full time trainers while OBR has just started training since May 2013 with its own lecturers as a result of the MTP in the Project. There is some risk to secure sufficient budget in training and operation and maintenance of equipment to implement the same volume and range of activities carried out during the Project although each agency allocates necessary budget when necessity arise.

As for technical aspects, it is desirable that each RA considers how they maintain and expand acquired knowledge and skills of MTs with developing concrete plans to utilize them. It is observed that there are numbers of technical staff at ICT sections, who operate and maintain them in a proper manner in all 5 countries.

### **3. Factors contributing or inhibiting achievement of Outputs**

#### **(1) Contributing factors**

- Activities where Japanese technical advantage can be executed are included in the MTP by selecting fields such as CV and HS.
- Development of RTMS/CCS is included in the Project plan, which contribute to facilitating discussions on the improvement of clearance procedures under the OSBP in the course of considering design of the system.
- Consistent and timely support from cooperating organizations in Japan and WCO that dispatched short-term experts for the successful implementation of MTP.
- Raising awareness on the necessity of joint surveillance by conducting JBS/JWS.

## **(2) Inhibiting factors**

- Unclear indicators in the PDM may have caused less utilization of the PDM as a monitoring tool.
- Delay of approval of OSBP bill and construction of OSBP facilities have affected the smooth implementation of the development of RTMS/CCS and JBS/JWS.

## **4. Conclusion**

As a result of terminal evaluation, it is concluded that some remaining activities which are yet to achieve the expected target in the current phase should be continuously dealt with in the succeeding Project. Among all activities which are successfully completed, the success of MTP which has created 53 certified Master Trainers is one of remarkable outcome which could be a good impact for enhanced Customs administration in respective RAs and EAC.

Relevance is very high because the Project is in line with necessity and priority of the 5 member countries and target groups. Effectiveness is evaluated moderate. Project Purpose will not be fully achieved by the end of the Project. While some activities such as MTP has completed successfully, there are remaining tasks which should be continued in the next phase. Efficiency is moderate since all Outputs are not necessarily completed within the Project period and equipment provided should have been utilized more effectively and efficiently. Impact is prospected to be high. Prospect of achieving the Overall Goal is in general not measurable at the time of terminal evaluation due to incomplete construction of OSBP facilities, but the Project has contributed to create basis of the EAC integration and consolidation on Customs administrations. It is too early to evaluate sustainability on results during the Project period. Necessary discussions and measures to ensure sustainability should be taken place between the Project Team and the RAs.

## **IV. Recommendations**

The Project and relevant CPs are recommended as follows:

- (1) To continue necessary activities for introducing the RTMS/CCS to other governmental agencies at Namanga with a concrete plan of sensitization and training for relevant officers. It is also necessary to take into consideration the possible change of operational flow after the restructuring of governmental agencies in Kenya.
- (2) To consider a sustainable implementation structure and necessary inputs for roll out of RTMS/CCS to Malaba and Busia, taking into account ensuring good coordination with other ICT system which is carried out by relevant countries or other international donors.
- (3) To make preparatory measures including the development of operational manuals or necessary coordination among stakeholders for the introduction of OSBP in a timely manner.
- (4) To consider necessary measures for sustainable utilization of MTs in respective RAs.
- (5) To activate JWS activities base on the action plan developed by respective countries.
- (6) To develop a draft Policy Framework on the Regional Accreditation System for Customs Clearing &

Forwarding agents as scheduled.

- (7) To identify the remaining issues which should be continuously dealt with in the succeeding Project based on the progress until the completion of the current phase.
- (8) To further strengthen partnership with WCO taking into account utilizing and enhancing MTs by dispatching them to WCO workshop, for instance.

## **V. Lessons Learned**

(OSBP introduction and operation)

- (1) The delay of construction of OSBP facility at Namanga has affected the progress of the Project activities. In addition, JBS/JWS operation is, to some extent, subject to the establishment of legal framework. Since a various factors such as legal framework, infrastructure, relevant procedures/regulations and ICT would be influencing the smooth introduction of OSBP, it is essential to carefully examine the pre-condition and important assumptions of the Project prior to the launch of the Project.
- (2) It is also desirable to modify the plan of operations in a flexible manner during the implementation stage taking into account the situation and progress of such assumptions.

(Project management)

- (1) In case of the large scale regional Project, it is necessary to properly share a detailed plan of operations with a clear scope and targeted indicators and baseline information among stakeholders at the beginning stage of the Project in order to ensure proper management of the Project.
- (2) In order to fully utilize the PDM as a monitoring tool, it is also necessary to ensure in depth understanding by CPs on the PDM and to strengthen a monitoring structure between Japanese experts and CPs.
- (3) It is expected to carefully consider the capacity of CPs to utilize and maintain equipment and proper timing of procurement to ensure effective use of equipment provided.

# 事業事前評価表（後継プロジェクト詳細計画策定）

国際協力機構産業開発・公共政策部行財政・金融課

## 1. 案件名

国名：ケニア共和国、タンザニア連合共和国、ウガンダ共和国、ルワンダ共和国、ブルンジ共和国〔東アフリカ共同体（EAC）加盟国〕

案件名：東部アフリカ地域における国際貿易円滑化のための能力向上プロジェクト

Project on Capacity Development for International Trade Facilitation in the Eastern African Region

## 2. 事業の背景と必要性

### （1）当該地域における税関分野及び国境物流の現状と課題

人口1億4,000万人を抱え域内統合が進展しつつある東アフリカ共同体（EAC）地域では、近年、年間5%を超える経済成長を達成している。また、この間域内外の貿易量は倍増し、地域の経済成長を牽引する重要な要素となっているが、他方で、世銀による国際物流の効率性指数<sup>1</sup>では、通関手続きの効率性及び貿易・物流のインフラとも185カ国中140位前後と低位にあり、また輸出入に係るコストは欧米に比べ6～7割高いといわれるなど、依然域内の物流の効率化が課題となっている。

### （2）当該地域における税関分野及び国境物流に係る開発政策と本事業の位置づけ

EAC地域では、域内統合による域内の貿易自由化促進のために2005年に関税同盟への移行が進められている。加えて、域内の通関手続きの効率化のため、EAC税関行政法が2004年に制定されるとともに、国境物流の効率化に資するワン・ストップ・ボーダー・ポスト（OSBP）の導入に向け、数年間の検討・審議を経て2013年4月にEAC OSBP法案がEAC立法議会で通過したところであり、域内における物流の効率化に向け域内全域での取り組みが進んでいる。また、域内各国歳入庁（RA）の中期計画においても、歳入の強化やコンプライアンス強化や適切な取り締まりの実施と並び、域内統合を見据えた税関手続きの円滑化が重点施策に位置づけられている。

本事業は、これら域内関係機関の重点政策にあわせ、OSBPの運用化を含む国境手続きの円滑化を実現することで、域内の貿易円滑化に資するものである。

### （3）税関分野及び国境物流に対するわが国及びJICAの援助方針と実績

わが国政府は、2008年の第4回アフリカ開発会議（TICAD IV）における横浜行動計画で、OSBP等の国境手続円滑化の促進を掲げており、JICAは本方針に基づきEAC地域を含むアフリカにおいて、有償・無償資金協力によるOSBP施設建設を含む経済回廊整備支援を行うとともに、税関分野の能力向上のための技術協力を展開している<sup>2</sup>。また、2013年6月の第5

<sup>1</sup> Doing Business 2013, World Bank and IFC 185カ国対象調査

<sup>2</sup> EAC地域においては、2007年より2013年まで2回のフェーズに分けて「東部アフリカ地域税関能力向上プロジェクト」を実施してきている。

回アフリカ開発会議（TICAD V）における横浜行動計画の重点目標のひとつとして、広域開発のための域内統合推進、特に貿易に関連したインフラ整備、貿易円滑化、貿易障壁の撤廃、各国政府及び地域経済共同体の能力強化を通じた域内・地域間の貿易促進を掲げており、これらの取り組みを更に進展させようとしている。特に EAC 地域においては、経済回廊支援を引き続き重点分野に据え、各回廊のニーズに応じて経済インフラの構築・整備や、OSBP を含む域内貿易促進のための支援を強化している。

#### （４）他の援助機関の対応

EAC 地域において域内の貿易円滑化を支援する主要なドナーには、トレードマーク・イースト・アフリカ〔TMEA：英国国際開発省（DFID）が主に拠出〕、米国国際開発庁（USAID）による East Africa Trade Hub、世界銀行、アフリカ開発銀行（AfDB）があり、主に OSBP 施設等のハード面の建設や EAC 等を通じた貿易政策の改善を図っているが、税関職員や通関業者に向けたアドホック的な研修実施等も支援している。各ドナーの支援の重複を避けつつ効果的に実施するために、域内のドナー調整会議も複数回実施されている。

### 3. 事業概要

#### （１）事業目的（協力プログラムにおける位置づけを含む）

本事業は、東部アフリカ地域において、EAC 5 カ国を対象として、対象国境における OSBP の運用化、税関の能力向上、通関業者協会の能力向上及び域内通関士制度の枠組みの構築を通じて、国境手続きの効率化を図り、もって当該地域における貿易円滑化の促進に資する。

#### （２）プロジェクトサイト／対象地域名

ナイロビ、ダルエスサラーム、カンパラ、キガリ、ブジュンブラ（EAC 5 カ国首都）を中心に各国境官署、OSBP 運用化対象国境として、ナマンガ、ルスモ。

#### （３）本事業の受益者（ターゲットグループ）

直接受益者：EAC 5 カ国 RA 及びナマンガ、ルスモにおける国境管理のための国家レベルステアリング・コミッティ（National Steering Committee：NSC）関係機関職員（関係機関の職員数：約 4,000 名）

間接受益者：EAC 5 カ国における通関業者及び輸出入業者

#### （４）事業スケジュール（協力期間）

2013 年 12 月～2017 年 12 月（計 48 カ月）

#### （５）総事業費（日本側）

9 億 6,000 万円

#### （６）相手国側実施機関

EAC 5 カ国 RA、国境管理のための NSC 関係機関（移民局、検疫局等）

(7) 投入（インプット）

1) 日本側

【専門家】 チーフ・アドバイザー、税関行政、業務調整／人材育成、地域協力連携強化、OSBP 運用化支援、税関実務等必要に応じて

【供与機材】 通関処理システム、国境監視機材等必要に応じ

【研修員受入（日本／第三国）】 OSBP 運用化、税関行政等に係る研修員受入れ

【現地活動経費】 現地研修実施経費、専門家旅費等活動に必要な経費

2) EAC 5 カ国（ケニア、タンザニア、ウガンダ、ルワンダ、ブルンジ）側

【カウンターパート（C/P）配置】 プロジェクト・ダイレクター（各機関の長）、プロジェクト・マネジャー〔税関局長、担当部局長（OSBP 運用化に係るコンポーネント）〕、ワーキング・グループ、OSBP 運用化に係る National/Technical Steering Committee の設置

【執務環境】 プロジェクトの専門家及びスタッフに必要な執務スペース、機器

【プロジェクト活動経費】 C/P の人件費（国内旅費含む）等必要経費

(8) 環境社会配慮・貧困削減・社会開発

1) 環境に対する影響／用地取得・住民移転

① カテゴリ分類：C

② カテゴリ分類の根拠：本事業は、「国際協力機構環境社会配慮ガイドライン」（2010年公布）に掲げる影響を及ぼしやすいセクター・特性及び影響を受けやすい地域に該当せず、環境への望ましくない影響は最小限であると判断されるため。

2) ジェンダー平等推進・平和構築・貧困削減：特になし

(9) 関連する援助活動

1) わが国の援助活動

本事業は JICA がタンザニアで実施中の円借款「アルーシャーナマンガーアティ川間道路改良計画」及びタンザニア・ルワンダに対する無償資金協力「ルスモ国際橋及び国境手続円滑化施設整備計画」において建設される OSBP 施設の運用化に係る能力向上を行う。また、2007年より2回のフェーズに分けて実施された「東部アフリカ地域税関能力向上プロジェクト」におけるアウトプット（成果）〔税関中核業務の指導員養成、通関処理システム（RTMS/CCS）、国境取り締まり活動、通関業者能力向上支援、域内通関士資格認定制度構築に向けた取り組み〕を活用して実施予定。

2) 他ドナー等の援助活動

EAC 地域にて OSBP 化を含む貿易円滑化に取り組む TMEA とは特に連携を図り、TMEA が進めているタバタ・ホリリ国境（ケニアータンザニア間）における OSBP 運用化に向けた実施マニュアル等の活用を想定。

## 4. 協力の枠組み

### (1) 協力概要

#### 1) 上位目標と指標

東部アフリカ地域において、貿易円滑化が促進される。

##### 【指標】

- ・ OSBP を導入している国境数が増加する。
- ・ OSBP を導入した国境において、貨物及び人の国境通過に要する時間が平均で X% 短縮される。
- ・ 域内における貨物の移動にかかる時間及び費用が減少する。
- ・ 域内の通関士資格認定制度にかかる法的枠組みが施行される。

#### 2) プロジェクト目標と指標

対象国境における効率的な国境手続きのための能力が改善する。

##### 【指標】

- ・ 対象陸路国境において OSBP の運用が実現した後、貨物及び人の国境通過に要する時間（一国の国境ゲート到着から他国国境ゲート出発までの所要時間）が平均で XX% 短縮される。
- ・ 対象陸路国境における OSBP の運用化実績が、域内の他の対象陸路国境における OSBP 化推進の参照事例として活用される。
- ・ 国境管理において、リスクベース・アプローチがさらに適用される。
- ・ 域内の通関士資格認定制度にかかる法的枠組み案の上程のため、関係者間で合意される。

#### 3) アウトプット（成果）

アウトプット（成果） 1：OSBP が対象陸路国境において効率的に運営される。

アウトプット（成果） 2：域内における税関能力が向上する。

アウトプット（成果） 3：通関業者の能力が向上し、域内資格認定制度枠組みが整備される。

## 5. 前提条件・外部条件（リスク・コントロール）

### (1) 前提条件

特になし。

### (2) 外部条件

#### 1) アウトプット（成果）達成のための外部条件

OSBP 運用に係る関係機関が十分に協力し合う。対象陸路国境における OSBP 施設建設が予定どおりに完了する。EAC OSBP 法が施設建設完了までに施行される。プロジェクトの前フェーズより活動に参画してきた C/P 職員の離職・異動がプロジェクトの実施に影響を及ぼさない。

#### 2) プロジェクト目標達成のための外部条件

OSBP の運用に係る予算と人員が関係機関によって十分に確保される。EAC 事務局が通

関士制度の構築に向けて必要な支援を行う。

### 3) 上位目標達成のための外部条件

EAC 加盟国に、域内通関士資格認定制度に係る法案成立に向けた強い意思が存在する。

## 6. 評価結果

本事業は、EAC 5 カ国の開発政策、開発ニーズ、日本の援助政策と十分に合致しており、また計画の適切性が認められることから、実施の意義は高い。

## 7. 過去の類似案件の教訓と本事業への活用

### (1) 類似案件の評価結果

JICA が作成した OSBP Source Book (2009) には OSBP の効率的な推進のために、法整備、インフラ、ICT、手続きの 4 つの要素を同時並行で進めることが推奨されている。他方、複数の国境関係機関に加え、複数の政府がかかわる OSBP の推進においては、しばしばその合意形成やプロジェクトの進展の遅れがみられ、本事業の前フェーズにおいても、ナマンガの施設建設の遅れや法的枠組み整備の進捗がプロジェクト活動の進捗にも影響を及ぼす結果となった。プロジェクトの有効性及び効率性確保のため、プロジェクト開始前に外部条件を精査するとともに、プロジェクト実施段階においても、外部環境の進捗を踏まえながら、柔軟な活動計画の見直しが求められる。

### (2) 本事業への教訓

本事業においても、OSBP の運用化に向けて、定期的を開催する地域合同調整委員会 (RJCC) 等の場を活用し、本事業にかかわる外部環境の進捗を逐次モニタリングし、柔軟な活動を展開する。

## 8. 今後の評価計画

### (1) 今後の評価に用いる主な指標

4. (1) のとおり。

### (2) 今後の評価計画

事業開始 3 カ月	ベースライン調査
事業中間地点	中間レビュー
事業終了 6 カ月前	終了時評価
事業終了 3 年後	事後評価



# 第1章 調査の概要

## 1-1 調査団派遣の経緯

人口1億4,000万人を抱え域内統合が進展しつつある東アフリカ共同体（East African Community : EAC）地域では、近年、年間5%を超える経済成長を達成している。また、この間域内外の貿易量は倍増し、地域の経済成長を牽引する重要な要素となっているが、他方で、世界銀行による国際物流の効率性指数では、通関手続きの効率性及び貿易・物流のインフラとも185カ国・地域中140位前後と低位にあり、また輸出入に係るコストは欧米に比べ6~7割高いといわれるなど、依然域内の物流の効率化が課題となっている。

同地域では、上記課題に対応し貿易・流通の促進等による持続的な経済成長をめざすにあたり、とりわけ通関の円滑化を重要課題ととらえ、特に域内陸上国境におけるワン・ストップ・ボーダー・ポスト（One Stop Border Post : OSBP）<sup>1</sup>化の推進を通じ、物流の促進に取り組んでいる。

JICAは2007年から2009年までケニア共和国（以下、「ケニア」）、タンザニア連合共和国（以下、「タンザニア」）、ウガンダ共和国（以下、「ウガンダ」）を対象に「東部アフリカ地域税関能力向上プロジェクト（フェーズ1）」を実施し、各国税関（歳入庁）の能力を向上し、OSBPを適切に運用できることを目的としてOSBP運用モデルを構築するとともに、ナマンガ（ケニアータンザニア国境）とマラバ（ケニアーウガンダ国境）においてパイロット事業〔情報通信技術（ICT）機材整備、共同国境取り締まり等〕を実施した。

一方、フェーズ1を通じて、①東部アフリカ諸国が協力して国境税関においてOSBPを導入・実施するためには、リスクマネジメントや関税分類・評価等の技術や知識等、税関の能力を継続的に向上させることが必要、②ICT機材整備と共同国境監視のパイロット事業を他の国境ポイントにも拡大展開することが必要、③通関手続きの迅速化・効率化の実現のために、税関の能力向上のみならず通関業者の能力向上も同時に実施することが必要、といった教訓・提言が導き出された。

このような背景の下、フェーズ1対象3カ国に加え、EAC関税同盟に新たに加わったルワンダ国、ブルンジ国を加え各国歳入庁をカウンターパート（Counterpart : C/P）機関として、2009年9月から2013年9月までの4年間を協力期間として、「東部アフリカ地域税関能力向上プロジェクト（フェーズ2）」（以下、現行フェーズ）を実施してきた。

今般、プロジェクト終了を控え、現行フェーズの目標達成度やアウトプット（成果）等を分析するとともに、プロジェクトの残り期間や終了後の課題等今後の方向性について確認するため、終了時評価調査を実施することとなった。

また、域内の経済統合及び回廊整備の一環として、域内物流円滑化に向けた各種政策・施策の重要度は依然高く、各国政府は、同地域におけるOSBPの推進をはじめとする貿易円滑化に係る取り組みを更に強化するため、わが国に対し追加支援を要請し〔「東部アフリカ地域税関能力向上プロジェクトフェーズ3」（EAC5カ国より要請）及び「ルスモ国境ワン・ストップ・ボーダー・ポスト運営支援プロジェクト」（タンザニア、ルワンダより要請）、以下、「後継プロジェクト」〕、わが国政府により採択となっている。

このため、域内各国の税関の実情や現行フェーズまでの成果を踏まえつつ、後継プロジェクト

<sup>1</sup> OSBPモデルとは、国境を接する2つの国が各国で個別に実施していた出国・入国手続きや税関検査を同一の場所一括して行う仕組みのことで、この仕組みの導入により、国境通過時間の大幅な短縮が期待される。

の協力枠組みを含む詳細計画を各国 C/P 機関と協議・策定するとともに、後継プロジェクトの事前評価を行うために必要な情報を収集・分析するための調査を併せて実施する。

## 1-2 調査団の目的

### (1) 終了時評価調査

本調査では、プロジェクトのこれまでの実績・成果を踏まえつつ、C/P 機関等関係機関の置かれた現状を把握したうえで、プロジェクトの促進要因と阻害要因を分析し、必要に応じて計画や運営体制の見直し等を行い、プロジェクトの残り期間の活動を促進する。

あわせて、JICA 事業評価ガイドラインに基づき、プロジェクトの妥当性を再確認するとともに、これまでの取り組みに係る有効性や効率性、インパクトや今後の持続性を評価し、協議議事録 (Minutes of Meeting : M/M) として取りまとめる。

### (2) 詳細計画策定調査

本調査では、現地調査を行って要請案件内容に関する情報収集や関係国の税関行政や国境通関をとりまく現状と課題を整理するとともに、本件協力にあたって評価 5 項目 (妥当性、有効性、効率性、インパクト、持続性) に沿って評価する。加えて、現行フェーズで得られた教訓や提言等を踏まえつつ、関係国 C/P 機関とプロジェクトの詳細活動計画について協議し、その内容を M/M として取りまとめる。

## 1-3 調査団員構成

### (1) 第 1 回調査 (終了時評価調査及び詳細計画策定調査) : 2013 年 5 月 7~29 日

氏名	担当分野	所属先
押切 康志	総括	JICA 産業開発・公共政策部行財政・金融課 課長
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
馬場 義郎	税関行政 (前半)	財務省関税局関税課 国際協力専門官
倉本 智和	税関行政 (後半)	財務省関税局参事官室 上席調査官
菊地 正博	通関手続 1	東京税関調査部 情報管理官
棚上 新吾	通関手続 2	函館税関調査部 統括調査官 (調査第 1 部門)
河原 里恵	評価分析 (終了時評価)	(株) アールクエスト
小泉 香織	評価分析 (詳細計画)	(有) アイエムジー

### (2) 第 2 回調査 (詳細計画策定調査) : 2013 年 8 月 3~18 日

氏名	担当分野	所属先
押切 康志	総括	JICA 産業開発・公共政策部行財政・金融課 課長
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

#### 1-4 調査日程

(1) 第1回調査（終了時評価調査及び詳細計画策定調査）：2013年5月7～29日

(2) 第2回調査（詳細計画策定調査）：2013年8月3～18日

詳細は、付属資料1のとおり。

#### 1-5 現行プロジェクトの概要

上位目標	OSBPの適切な運用を通じて効率的・効果的な通関手続きが実施される。
プロジェクト目標	OSBPの概念に基づき、また税関と通関業者の建設的な関係構築を通じて、国境における迅速かつ効率的な通関手続きが強化される。
アウトプット（成果）	1. 税関行政の能力が向上する。 2. 通関業者組合の機能強化を通じて、通関業者のコンプライアンス・レベルと通関手続きにかかる能力が向上する。
活動	1. OSBPのパイロット事業促進及び税関行政能力向上のため、ナマンガ国境における詳細設計、OSBPシステム（RTMS/CCS）の開発・導入、主要3分野（関税分類、関税評価、情報分析）に係るマスタートレーナー養成を通じた人材育成、国境における共同監視、通関業者資格認定制度設立等の取り組みを推進する。 2. 税関当局及び通関業者組合等の対話を通じた実施計画に基づき、通関業者の能力向上のための各種研修を実施する。
C/P機関	EAC 5カ国歳入庁（RA）
実施期間	2009年9月～2013年9月（4年間）

#### 1-6 終了時評価手法・項目

##### 1-6-1 評価手法

本終了時評価は、「新JICA事業評価ガイドライン第1版」にのっとり実施され、本プロジェクトのプロジェクト・デザイン・マトリックス（Project Design Matrix：PDM）（付属資料2に付随の終了時評価調査報告書 ANNEX 2）及びプロジェクト活動計画（Plan of Operations：PO）（付属資料2に付随の終了時評価調査報告書 ANNEX 3）を基に、以下の項目について確認し、評価を行った。

##### 1-6-2 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具体的な質問を設定した評価グリッド（付属資料2に付随の終了時評価調査報告書 ANNEX 4）を作成

し、それに基づいて行った。以下の表1-1は、PDMの構成と内容を示している。また、表1-2は、5項目評価の視点について整理している。

表1-1 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）や対象社会に対する直接的な効果。技術協力の場合は原則としてプロジェクト終了時に達成される。
アウトプット（成果）	「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」を使って「アウトプット（成果）」を産出するために必要な一連の行為
外部条件	プロジェクトではコントロールできないが、プロジェクトの成否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（成果）」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

出典：新 JICA 事業評価ガイドライン第1版

表1-2 評価5項目ごとの主な評価の視点

妥当性	<p>必要性</p> <ul style="list-style-type: none"> <li>ターゲットグループのニーズに合致しているか</li> </ul> <p>優先度</p> <ul style="list-style-type: none"> <li>相手国の開発政策との整合性はあるか</li> <li>日本の援助政策・JICAの援助実施方針との整合性はあるか</li> </ul> <p>手段としての妥当性</p> <ul style="list-style-type: none"> <li>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</li> <li>C/P機関及びターゲットグループの選定は適正か</li> <li>日本の技術の優位性はあるか</li> </ul>
有効性	<ul style="list-style-type: none"> <li>プロジェクト目標は明確か</li> <li>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）</li> <li>それはプロジェクトのアウトプット（成果）の結果もたらされたか（もたらされる見込みか）</li> <li>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</li> <li>有効性を貢献・阻害する要因は何か</li> </ul>
効率性	<ul style="list-style-type: none"> <li>アウトプット（成果）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</li> <li>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</li> <li>プロジェクト実施プロセスの効率性を阻害・促進する要因はなにか</li> <li>プロジェクトのアウトプット（成果）発現の効率性を貢献・促進する要因はなにか</li> </ul>

インパクト	<ul style="list-style-type: none"> <li>・上位目標は達成されているか（達成される見込みか）</li> <li>・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</li> <li>・上位目標に至るまでの外部条件の影響はあるか</li> <li>・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、社会・文化・ジェンダー・民族、環境等の側面から調査する）</li> </ul>
持続性	<ul style="list-style-type: none"> <li>・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</li> <li>・それらの持続的効果の発現要因・阻害要因はなにか（政策、経済・財政、組織・制度、技術、社会・文化、環境等の側面から調査する）</li> </ul>

出典：新 JICA 事業評価ガイドライン第 1 版より抜粋

### 1-6-3 データ収集及び分析方法

PDM 記載事項の実績データを中心に、以下の情報源及びデータ収集手法を用いて情報を収集した。

- (1) 討議議事録（Record of Discussions : R/D）、PDM、 PO 及び 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、地域合同調整委員会（Regional Joint Coordinating Committee : RJCC）の議事録など〕
- (3) 日本人専門家及び C/P、関連機関からの聞き取り及び質問票への回答
- (4) ケニアなど東部アフリカ 5 カ国側、日本側の投入に関する記録
- (5) その他（プロジェクト専門家の報告書など）

## I : 現行プロジェクトの終了時評価

## 第2章 プロジェクトの実績と現状

### 2-1 投入実績

終了時評価調査（2013年5月末時点）の日本側、東部アフリカ5カ国側の投入の実績は、以下のとおりである。

#### 2-1-1 日本側投入

##### (1) 専門家派遣（付属資料2に付随の終了時評価調査報告書 ANNEX 5）

###### 1) 日本人長期専門家

- ・ チーフ・アドバイザー／税関行政、地域協力強化、業務調整員／人材育成の3分野、延べ5名が派遣されている。チーフ・アドバイザーは2011年7月に、業務調整員は同年5月に、それぞれ任期満了に伴い交代している。

###### 2) 日本人短期専門家

- ・ 通関業者支援専門家（業務実施簡易型）1名に加え、延べ50名の短期専門家がマスタートレーナー養成プログラム（Master Trainers Program : MTP）の講師、通関業者資格認定制度における日本の事例紹介の講師、ナマンガ OSBP 詳細設計支援等、で派遣された。

###### 3) その他の短期専門家及びコンサルタント

- ・ ICT分野のローカルコンサルタント1名、セミナー講師の世界税関機構（World Customs Organization : WCO）専門家延べ10名。ナマンガ OSBP 施設の詳細設計に係る業務、地域内通関業者資格認定制度構築に関する調査、通関業者資格認定制度導入に係る政策枠組み策定支援、MTP 評価に関し、それぞれローカルコンサルタントが傭上された。

##### (2) 機材供与（付属資料2に付随の終了時評価調査報告書 ANNEX 5）

- ・ 2013年5月終了時評価時点で合計約2億6,200万円であった。各年度の内容、金額は表2-1のとおり。
- ・ OSBP 通関管理システム（Real Time Monitoring System/Cargo Control System : RTMS/CCS）の導入のため及び国境・水上監視に必要な資機材の提供が主なものである。

表 2 - 1 年度別機材供与額

(単位：日本円)

Fiscal Year	Currency	Exchange rate with JPY*	Amount (KSH or USD)	Subtotal (JPY)	Total (JPY)
2009 (April 2009-March 2010)	KSH	1	19,964,193	24,316,387	238,446,772
	USD	89	2,399,220	214,130,385	
2010 (April 2010-March 2011)	KSH	1	18,689,188		18,820,012
2011 (April 2011-March 2012)	SH	1			0
	USD	80			
	JPY			0	
2012 (April 2012-March 2013)	KSH	1	4,182,450	4,504,499	5,353,972
	USD	92	9,250	849,474	
	JPY			0	
<b>Total</b>					<b>262,620,757</b>

出典：プロジェクト記録

- (3) 研修員の受け入れ：第三国研修（付属資料 2 に付随の終了時評価調査報告書 ANNEX 5）
- ・延べ 71 名が、ベトナム（2010 年 3 月）及びマレーシア（2011 年 3 月及び 6 月の 2 回に分けて実施）並びに本邦（2012 年 10～11 月）へのベンチマーク・スタディ・ツアー（Bench Marking Study Tour：BMST）に参加
  - ・WCO 認定専門家ワークショップへの派遣〔関税評価（Customs Valuation：CV）ナイジェリア 8 名（2012 年 9 月）、ガボン 1 名（2012 年 10 月）、関税分類（Harmonized Commodity Description and Coding System：HS）ジンバブエ 8 名（2013 年 4 月）〕
  - ・RTMS/CCS 稼働に必要なサーバー管理研修への派遣〔南アフリカ 6 名（2013 年 2 月）〕を行った。
- (4) 現地業務費（付属資料 2 に付随の終了時評価調査報告書 ANNEX 5）
- ・2013 年 5 月までの支出額合計は、約 3 億 4,000 万円である。年度ごと・項目別は以下の表 2 - 2 のとおり。

表 2 - 2 各年度・項目別現地業務費額

(単位：日本円)

FY	Local Operation Cost including Consultant Cost	Third-country Trainer (WCO Expert travel cost)	Third-Country Training (Benchmarking Study Tour)	Total
FY2009 (Oct2009-Mar2010)	40,321,288	1,221,547	6,740,456	48,283,291
FY2010 (Apr2010-Mar2011)	53,077,378	2,015,532	8,068,620	63,161,531
FY2011 (Apr2011-Mar2012)	71,741,087	1,026,429	6,105,765	106,109,045



FY2012 (Apr2012-Mar2013)	98,976,851	1,517,926	8,039,328	108,534,105
FY2013 (Apr-May2013)	39,575,061	-	1,582,545	41,157,606
Sub-total	303,691,666	5,781,434	30,536,713	340,009,813

出典：プロジェクト記録

## 2-1-2 東部アフリカ 5 カ国側の投入

### (1) C/P

- ・ 5 カ国の歳入庁 (Revenue Authority : RA) 長官がプロジェクト・ディレクターを、また、関税局長がプロジェクト・マネジャーを務めている (10 名)。
- ・ MTP ワーキング・グループ (Working Group : WG) : 53 名 (2012 年 11 月の MTP 終了時) 及びマネジメント・ユニット (Management Unit : MU) メンバー 5 名 (終了時評価時)。WG のプロジェクト参加は活発、意欲的であった反面、人事異動や退職による変動があった国もあった。以下の表 2-3 を参照。

表 2-3 MTP の MU 並びに WG の構成

	Management Unit (as of May 2013)	Number of Working Group members by sub-group (as of completing the 9th activities, Nov. 2012)		
		CV	HS	IA
KRA	0 (4) (not active currently)	4	4	4
OBR	1 (4)	2 (4)	4 (3)	3 (3)
RRA	0 (3) (logistic is currently managed by the training section)	4	4	4 (3)
TRA	3	3	4	4
URA	1 (3)	4	2 (4)	3
Total	5 (17)	17 (19)	18 (19)	18 (17)

出典：プロジェクト記録、終了時評価における聞き取り調査

- ・ OSBP (RTMS/CCS) WG : 9 名 [ケニア歳入庁 (KRA) 3 名、タンザニア歳入庁 (TRA) 3 名、ウガンダ歳入庁 (URA) 3 名]。
- ・ 共同国境監視・共同水上監視 (JBS/JWS) チーム : 11 名 (KRA 4 名、TRA 3 名、URA 4 名)
- ・ 通関士認定制度導入に係る政策枠組み策定支援と通関業者への訓練に係るタスクフォース (Task Force : TF) : 各国 3 名計 15 名、EAC 1 名、東アフリカビジネス評議会 (East African Business Council : EABC) 1 名、通関業者組合 (Customs Clearing and Forwarding Agents Associations : CCFAA) 7 名、計 24 名
- ・ KRA より通関業者支援調整担当及びプロジェクト運営管理支援メンバーとしてそれぞれ 1 名が配置されている。

(2) プロジェクト事務所

- ・ケニア歳入庁 (Kenya Revenue Authority : KRA) 内にプロジェクト・チームのオフィスが提供され(フェーズ 2 後半にスペースが広がった)、電気代及び固定電話料金は KRA が負担している

(3) プロジェクト運営費

東部アフリカ 5 カ国からは、主に現物 (in-kind) による以下の内容の支援が行われている。

- ・ MTP 研修実施経費 (会場・昼食等の提供)
- ・ 共同国境監視・共同水上監視 (Joint Border Surveillance/ Joint Water Surveillance : JBS/JWS) 取締活動経費
- ・ 通関士制度構築のための政策枠組み策定支援に係る TF 会合での会場提供
- ・ 出張国での専門家・WG メンバーへの車両手配
- ・ MTP や研修への参加旅費に係る 5 カ国税関職員への日当・宿泊手当の補填 (各国 RA が定める基準と JICA が支払う金額との差額)
- ・ RTMS/CCS のセキュリティ監査費用

## 2-2 活動の実施状況

本プロジェクトでは、詳細な活動計画を PO に定め、C/P 機関と協議・合意しながら活動を進めてきた。アウトプット (成果) 1 「税関行政の能力が向上する」、及びアウトプット (成果) 2 「通関業者組合の機能強化を通じて、通関業者のコンプライアンス・レベルと通関手続きにかかる能力が向上する」の双方において、上記活動計画に基づき各活動の進捗や外部環境に応じ柔軟な活動が実施された (詳細の活動実績は、付属資料 2 に付随の終了時評価調査報告書 ANNEX 6 を参照)。

## 2-3 アウトプット (成果) の達成状況

各アウトプット (成果) の達成状況は以下のとおりである。

(1) アウトプット (成果) 1 : 「税関行政の能力が向上する」

アウトプット (成果) の達成を測定するために設定された指標は以下の整理のとおり、プロジェクト活動を通じてすでに満たされているもの、終了時評価時点で進行中のものが混在している。

指 標	<ol style="list-style-type: none"><li>1. ナマンガ OSBP 施設の詳細設計が完了する。</li><li>2. ナマンガ、マラバならびにブシアで税関と利害関係者が全ての貨物通関プロセスにおいて RTMS/CCS による処理を行う。</li><li>3. MTP の WG メンバー全員が各国歳入庁で MT としての認証を受ける</li><li>4. MTP の実施課程で WG メンバーにより作成された MTP ハンドブック (CV、HS、IA) が各国歳入庁、EAC と WCO により地域・国の訓練教材として認知される。</li></ol>
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	<p>5. ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖での JBS/JWS に関して、SEO、BCC と WCC の関税行政についてのパートナー間の会合が定期的に行われる。</p> <p>6. ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖での JBS/JWS の活動結果がパートナーの関税局から定期的に報告される。</p> <p>7. 各国において関税局と通関業者組合の間で通関業務にかかる意見交換が定期的実施される。</p> <p>8. 通関士認定制度導入に係る政策枠組みのドラフトが作成される。</p>
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- ・指標 1-1 「ナマンガ OSBP 施設の詳細設計が完了する」  
中間レビュー以前に完了済み。
- ・指標 1-2 「ナマンガ、マラバならびにブシアで税関と利害関係者が全ての貨物通関プロセスにおいて RTMS/CCS による処理を行う」  
未完了。ナマンガでの税関部分の RTMS/CCS の稼働が 2013 年 2 月から公式に開始された。今後同国境の他の関係官庁が利用できるよう研修実施予定。マラバとブシアを含む他国境ポストへの RTMS/CCS の展開はナマンガにおける稼働状況をモニタリングしつつ展開予定。
- ・指標 1-3 「MTP の WG メンバー全員が各国歳入庁で MT としての認証を受ける」  
完了済み。53 名が JICA による研修修了証に加え、各国 RA から MT 認証と EAC によるトレーナー向け研修 (Training of Trainers : ToT) 参加証を授与された。うち、CV4 名、HS2 名が WCO 認定トレーナーとして承認された。
- ・指標 1-4 「MTP の課程で WG メンバーにより作成された MTP ハンドブック (CV、HS、IA) が各国歳入庁、EAC と WCO により地域・国の研修教材として認知される」  
RA、東アフリカ共同体 (East African Community : EAC) からは認定は完了済み。内容については WCO の国際基準に基づいている。完成したハンドブックと研修教材・資料一式を収めた DVD は 2012 年 12 月の第 6 回 RJCC にて各国 RA へ供与され、職員や通関業者への研修に使用されている。
- ・指標 1-5 「ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖での JBS/JWS に関して、SEO、BCC と WCC の税関行政についてのパートナー間の会合が定期的に行われる」  
一部の場所で国境監視に係る関係機関の会合は不定期に実施されてきているが、定期的な会合実施にはなっていない。
- ・指標 1-6 「ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖での JBS/JWS の活動結果がパートナーの関税局から定期的に報告される」  
実施中。活動は報告にまとめられ、プロジェクトへ定期的に提出されるとともに地域合同調整委員会 (RJCC) の場で半期に 1 度、報告されている。
- ・指標 1-7 「各国において関税局と通関業者組合の間で通関業務にかかる意見交換が定期的実施される」  
各国において意見交換の機会が設けられているが、終了時評価での調査結果によれば定期的な実施にまでは至っていない。

- ・指標 1-8 「通関士認定制度導入に係る政策枠組みのドラフトが作成される」  
活動は 2013 年 2 月より進行中であり、7 月のローカルコンサルタントとの契約期間内にドラフトが作成される予定である。2013 年 2 月より備上されたコンサルタントチームをファシリテーターとして、国別メンバー（各国 3 名）や CCFAA 代表から成る TF とともに 2013 年 3～6 月に予定されている計 4 回の会合でドラフトの作成への議論を重ねていく予定となっている。

(2) アウトプット（成果）2：「通関業者組合の機能強化を通じて、通関業者のコンプライアンス・レベルと通関手続きにかかる能力が向上する」

- ・指標 2-1 「通関業者の能力向上のニーズにかなった訓練計画が税関と通関業者間で共同で作成される」  
達成されている。研修計画は作成済みであり、2012 年 9 月より研修を実施中。ただし、同計画内容の完了は 9 月のプロジェクト終了時までには困難と予想され、次期フェーズにおいて継続される予定である。

#### 2-4 プロジェクト目標の達成状況

「OSBP の概念に基づき、また税関と通関業者の建設的な関係構築を通じて、国境における迅速かつ効率的な通関手続きが強化される」

プロジェクト目標について下記 5 つの指標が設定されているが、ベースライン数値の欠落やプロジェクトで研修効果を測るポスト調査は行われておらず、達成値についての詳細な測定は難しいため、現在までの進捗から測ることが可能な範囲でこれまでの達成の整理と定性的な評価を行った。

指 標	<ol style="list-style-type: none"> <li>1. ナマンガ、マラバ、ブシアで RTMS/CCS が適切に使用され、通関所要時間（通関申告から貨物引渡指図書発行まで）が短縮される。</li> <li>2. 税関職員の 8 割以上が MTP の WG メンバーが講師を務める研修内容を理解し、研修内容が日常業務に実践的なものとして満足する。</li> <li>3. ナマンガ、マラバ、ブシア、ガトゥナ/カトゥナ、コベロ/カバンガ、ビクトリア湖近辺のコミュニティで JBS/JWS が密輸や社会悪の行為の抑制対策として効果的であると認識される。</li> <li>4. 通関士認定制度導入に係る政策枠組みが作成される。</li> <li>5. MTP の WG メンバーが講師を務める通関業者の訓練で 8 割以上の参加者が研修内容を理解し、研修内容を日常の通関業務に応用する実践的なものとして満足する。</li> </ol>
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- ・指標 1 「ナマンガ、マラバ、ブシアで RTMS/CCS が適切に使用され、通関所要時間（通関申告から貨物引渡指図書発行まで）が短縮される」  
前述のとおり、ナマンガにおける税関部分の RTMS/CCS の稼働が始まったばかりであり、その他国境を含め、現段階で時間短縮の達成度を測ることは困難。
- ・指標 2 「税関職員の 8 割以上が MTP の WG メンバーが講師を務める研修内容を理解し、研修内容が日常業務に実践的なものとして満足する」

達成されている。MTP を評価したコンサルタントの報告によれば、マスタートレーナー（Master Trainer：MT）の講義能力に対する評価は 83～91%であり、研修受講者に一定のレベルの満足度を与えることができると考えられる。終了時評価調査の聞き取りではいずれの MT も研修は非常に満足な内容（講師の知識・アプローチ、内容、組織編成等）、と返答を得た。

- ・指標 3 「ナマンガ、マラバ、ブシア、ガトゥナ／カトゥナ、コベロ／カバンガ、ビクトリア湖近辺のコミュニティで JBS/JWS が密輸や社会悪の行為の抑制対策として効果的であると認識される」

一定程度達成されており、現在も進展中である。プロジェクトの支援により（それまでも国内国境監視はされていたが）2 国間による JBS/JWS が 2010 年から開始され、2012 年に 5 カ所へ拡大、またブルンジ歳入庁（Office Burundais des Recettes：OBR）では国境監視チームが新たに組織化される、といったインパクトを与えてきた。一方、コミュニティを情報源としてきているが、JBS/JWS がそれらの開始以前と比較し、どの程度密輸の抑制効果がコミュニティで認識されているか、を測るベースライン数値や比較すべき記録もなく、その客観的な測定は不可能である。

- ・指標 4 「通関士認定制度導入に係る政策枠組みが作成される」

第 2 回 TF 会合でコンセプト・ノート案が議論され、第 7 回 RJCC において各国 RA 長官から活動の方向性については了承されたのでプロジェクト終了時までに政策枠組みのドラフトは作成される予定である。利害関係者（通関業者等）の EAC 地域共通の通関士認定制度導入への賛同は、これまでの聞き取りや TF メンバーとして協同で政策枠組みドラフトづくりにかかわっていることから、既に確認されていると考えられる一方、終了時評価調査時の聞き取り等の結果からは、各国での既存認定制度、新制度への考えや利害関係者の阻害要因等、考慮すべき要因等が十分に理解されるためには今後も周到な議論の必要があると考えられ、プロジェクト終了時までに合意形成がなされ、政策枠組みの作成に至ることは困難と考えられる。

- ・指標 5 「MTP の WG メンバーが講師を務める通関業者の研修で 8 割以上の参加者が研修内容を理解し、研修内容を日常の通関業務に応用する実践的なものとして満足する」

達成されてきており、現在も進展中である。通関業者である研修参加者による評価結果では、研修内容や構成は 9 割以上が満足～とても満足である、と返答され、7～9 割が研修で得た知識を通関業務へ適用可能、としている。

## 2-5 実施プロセス

### 2-5-1 中間レビューの提言の実施状況

中間レビューの提言については、それぞれ活動の過程で考慮されているが、プロジェクトの実施プロセスにおいて特に以下の点が特筆に値する。

#### (1) PDM の改正

プロジェクトの活動結果が、進捗状況をモニターし、プロジェクト目標の達成度を測定するための指標に適切に統合されるように PDM が設定されていない、との中間レビューでの指摘に基づき、現在の OSBP、JBS/JWS、MTP 活動を反映させ、CCFAA とメンバー業

者の能力を強化し、そしてプロジェクト全体の目的がより明確になり測定可能となる適切かつ入手可能な指標と目標価値を設けられるよう、PDM 構造を見直しし、各関係機関と協議のうえ、2012年5月のRJCCにおいて承認された。

## (2) 通関業者の能力開発のためのモダリティ変更

通関業務の効率化には、各 RA と通関業者間に密接なパートナーシップを築くことが重要であるが、そのためには各 RA がより一層の指導力を発揮することが望ましい、といった中間レビューにおける提言を受け、各 RA の担当職員が、計画及び実施の各フェーズにおいてより踏み込んだ関与を行うための体制が整えられ、通関業者とともに能力開発のための計画を策定し、CV 及び HS の分野において研修が展開された。

## 2-5-2 効果発現に貢献した要因

### (1) 計画内容に関すること

- ・ 関税評価や関税分類等、MTP においてわが国の優位性が発揮される活動が盛り込まれていたこと。
- ・ RTMS/CCS の開発をプロジェクト計画に盛り込むことで、システム開発に伴う要件定義を行う過程で OSBP 導入に伴う業務フロー変更や改善にかかる議論を促進することにつながったこと。

### (2) 実施プロセスに関すること

- ・ MTP において極力同一の短期専門家を派遣することで、WG メンバーの理解の進捗や能力レベルを適切に把握しながら活動を進めることができたこと。
- ・ また WG メンバー間の国際経験・交流や各国税関内でチームワークの意識が高まり、活動への意欲を高めたこと。
- ・ MTP において、WCO や EAC 事務局との連携を深めながら活動を進めることで、国際標準への準拠、あるいは地域枠組みのもとでの人材育成面での標準化に寄与したこと。
- ・ JBS/JWS を推進していくことで、両国間における共同での取り締まりに係る認識が醸成されたこと。

## 2-5-3 問題点及び問題を惹起した要因

### (1) 計画内容に関すること

- ・ 当初 PDM における成果、活動、指標の範囲が明確化されなかったことで、ニーズに基づく活動範囲の拡大を招く要因となったこと。

### (2) 実施プロセスに関すること

- ・ 上記計画上の問題に加え、PDM に基づくベースラインが確認されず、結果としてプロジェクト関係者がモニタリングツールとして PDM を活用するという意識が高まらなかったこと。
- ・ OSBP 法承認や OSBP 施設建設の遅れが RTMS/CCS の開発や JBS/JWS の実施に影響を及ぼしたこと。

## 第3章 評価5項目による評価結果

評価5項目による分析結果の要約は下記のとおり。評価の5段階は、最も上位が「非常に高い」、次いで「高い」、「中程度」、「低い」、最下位が「非常に低い」となっている。

### 3-1 妥当性：「非常に高い」

本プロジェクトの妥当性は、以下の理由により終了時評価時においても大変高い。

#### (1) 東アフリカ共同体（EAC）5カ国政府のニーズや政策との整合性の高さ、日本の優先協力分野との合致

本プロジェクトは、EAC 5カ国に共通する OSBP の整備、税関能力の向上及び業務の近代化、並びに貿易円滑化による貿易促進の政策課題に応えるものである。本プロジェクトは日本政府の優先協力分野であるアフリカ開発会議（Tokyo International Conference on African Development：TICAD）の枠内で合意された OSBP 支援の方針にも合致しており、プロジェクト実施の一貫性は確保されている。

対象地域5カ国において、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応えている。同様に、通関業者についても、通関業務に直結する知識やスキルの向上が重要と認識され、業務における専門性や知識を高めるために研修への一層の支援が期待されている。

#### (2) アプローチと技術移転手法の適切性

上記のEAC 5カ国や税関職員のニーズとの合致からもターゲットグループの選定は適切であったと判断される。

終了時評価での聞き取りと観察の結果では、専門家の技術移転の方法やアプローチは概して適切であり、回答者から賞賛が得られた。MTP、他の活動やプロジェクト調整においてそれぞれの日本人専門家の知識の深さ、調整能力の高さやプロジェクト期間を通じたアウトプット（成果）達成のための継続的努力にカウンターパート（CP）からの賞賛は高かった。

### 3-2 有効性：「中程度」

本プロジェクトの有効性は、以下の理由により本終了時評価時には「中程度」である。

#### (1) プロジェクト目標の達成見込み・達成への進展

一部の指標では達成されているものの、ナマンガで稼働している RTMS/CCS を国境におけるその他官庁間への導入と、マラバ国境やブシア国境への展開は今後の予定となっており、プロジェクト期間内での達成は難しい。加えて、通関士認定制度の政策枠組みについては、完成予定のドラフトが、現行フェーズ期間内に関税局長会議等関係者間の協議を経て最終化される見込みは低く、プロジェクト期間内のプロジェクト目標の完全な達成は難しい。また指標を測定するためのデータの不足もあり、プロジェクト目標の測定を難しくしている点も存在する。一方で、プロジェクトが MTP で能力強化がなされた MT 要員にみられるとおり、国家レベルだけでなく EAC 地域レベルの人的アセットや RTMS/CCS の開発等を通じ関税行

政や通関処理の円滑化への基礎を生み出した功績は大きい、と評価できる。

他ドナーとの協調では、トレードマーク・イースト・アフリカ（TradeMark East Africa : TMEA）が支援するタベタ／ホリリ国境 OSBP では RTMS/CCS の展開が行われることとなっており、EAC 域内の OSBP の実現化や域内貿易の円滑化に向けて、必要に応じた調整が行われてきた。

## （2）プロジェクト目標達成への外部条件

EAC 域内での対象国境の OSBP 建設は終了時評価時点では 1 カ所も竣工しておらず、OSBP 施設での運用を想定して開発した IT システムの RTMS/CCS については、施設がなくても導入・運用できる形に軌道修正をして開発・導入を進めなければならず、また、ハード面での追加的投入をプロジェクトで調達支援する必要がある、全体のスケジュールに影響した。税関以外の他官庁への導入については、説明会を各国や国境で行って賛同を得ているものの、上記の遅れから終了時評価時点は導入されていない（プロジェクト期間内には一部省庁について導入の見込み）。

## 3-3 効率性：「中程度」

アウトプット（成果）達成のために投入が有効に使われ、活動がアウトプット（成果）に効率的に結びついているものと活動はまだ成果となっていないもの、の両面がある。他方、コスト面の効率性、実施体制の観点から改善の余地があり、効率性は「中程度」と判断される。

### （1）アウトプット（成果）の達成状況

「前章 2-3 アウトプット（成果）の達成状況」に記載のとおり、設定されたアウトプット（成果）1 及び 2 の指標 9 つのうち 5 項目が達成されており、また 1 項目が終了時評価時点で進行中であり、プロジェクト期間終了時に達成が期待されている。他方、RTMS/CCS に係る指標については、前述の外部条件等の事由により達成が困難な状況にある。

### （2）投入の適切性

専門家の投入は長期、短期いずれも非常に適切であり、前述のとおり、専門家の知識、アプローチ、教授能力、調整能力やプロジェクトを進めるうえでの継続的努力は関税局 C/P から高く評価されている。

投入された資機材は概して有効に活用され、維持管理がなされてきている。その反面、ビクトリア湖の JWS のために供与されたボートの稼働率が低いこと、また RTMS/CCS の完成、展開の遅延により、マラバ、ブシアの国境への展開を見据え過去に供与された資機材が今はまだ通常の税関業務のみに利用されている状況があり、一部資機材の更なる活用改善の余地は残る。なお、JWS については、これまでも実施予算、他関係官庁の協力等の影響が稼働を難しくしていたが、2013 年 5 月の RJCC 開催を受けて、関係 3 カ国は独自に会議を開催し、2013 年末までの PO をまとめ実施しようとしている。

OSBP 運用にとって重要な要素となる ICT システム開発のひとつとして RTMS/CCS の開発が期待されていたが、上記外部条件の制約のなかで、車両の一時輸出入通関管理システムなど他ドナーが開発しているシステムにはない独自の機能を盛り込んだシステムの開発を進め



るなど、C/P のニーズに応える形で開発が行われてきた。他方、これら開発のための人材としてローカルコンサルタント1名の備上を行ってきたが、開発と導入・調整、あるいはその後のC/Pによる適切な維持管理のための体制整備をタイムリーかつ着実に行うためには、もう少し開発・調整のための投入を増強する必要がある、との声も聞かれた。一方、当該システムを適切に稼働させるにあたり、各国におけるハード面、ネットワーク面の増強を行う必要が出たが、結果的にプロジェクト予算での追加投入が必要となった。これらは、今後RTMS/CCSを域内の通関システムのひとつとして幅広く展開・活用をめざすうえでモメンタムを失わずに開発を進めるうえで必要な投資とも理解されるが、要件定義や設計を行う段階で、ハード・ソフト両面で必要なスコープ・コスト、稼働後に必要な措置をできるだけ明確化し関係者間で共有できる体制を構築しておくことが求められた。

またプロジェクト開始当初は、PDMに設定されたアウトプット（成果）指標において本プロジェクトのアウトプット（成果）やプロジェクト目標としてめざす範囲を明確に定めないまま、またベースライン調査がなされておらず、C/Pのニーズや直面する課題にあわせて柔軟な活動を展開してきた。プロジェクトの設計については、中間レビューの結果を踏まえ上記を改善するため指標の変更等を行ったが、既に柔軟な活動展開を行ってきた状況下で専門家業務の増加が顕在化した一方、その機動的な投入の追加が難しく、その時点からのベースライン調査を含め、プロジェクトのPDMによるモニタリングの強化が困難であった。5カ国関税局からの投入は既述のとおり、可能な範囲で投入が行われてきた、と判断される。

### （3）アウトプット（成果）達成への外部条件

MTPのWGメンバー等のC/Pの定着が外部条件として設定されているが、MTの退職や配置転換により活動進展への支障や達成された人的能力の強化が関税局内で成果として十分に生かされない、というリスクがある。2012年末に終了したMTPのWGメンバー数の53名は退職等の理由で、終了時評価時点には49名と4名が減少している。

また、アウトプット（成果）達成への外部条件として設定されていなかったが、上述のとおりRTMS/CCSの開発にあたってはOSBP施設の建設遅延が仕様確定や開発の推進に影響を及ぼした。加えて、JBS/JWSを実施するにあたっては、国境を超える共同の取り組みを実施していくにあたって、法的な担保が必要な側面もあり、プロジェクトでは両国間で共同取り締まりのための合意文書（Memorandum of Understanding：MOU）締結を支援し活動を進めたが、EACでのOSBP法の承認に時間がかかったことで、特にJBSでは効率的な実施に影響を及ぼした。

### （4）プロジェクト実施の体制

半期に1度開催されてきたRJCCは各国関税局の意思決定者であるマネジメント幹部、JICA専門家、各国所在のJICA事務所のメンバー等で構成され、プロジェクトの最高意思決定機関として活動のレビューや評価を行い、将来活動の計画を議論・承認することを目的としていた。RJCCはプロジェクト経過の全体報告や意見のすり合わせの点で有用であり、調整は有効になされてきたが、反面、PDMに基づく当初計画の達成度の確認、活動内容のインパクトの評価等は十分なされていないものもあった。この点は、上述のとおり、開始当初のPDMの指標設定があいまいであったことにも起因するが、この結果、PDMにある計画や指標に基

づく C/P との情報の共有や達成度に係る意識の共有は弱く、終了時評価調査における聞き取りや観察の結果でも、マネジメントから WG メンバーまで C/P は概してプロジェクトのアウトプット（成果）に関心は非常に高く、参加意欲は高い一方、プロジェクト進行やアウトプット（成果）モニタリングに関する主体的意識は充分ではないままであった。

### 3-4 インパクト（見込み）：「高い」

#### （1）上位目標の達成見込み

上位目標「OSBP の適切な運用を通じて効率的・効果的な通関手続きが実施される」

- ・上位目標については下記の 5 つの設定された指標があるが、終了時評価時点ではいずれの OSBP 施設も完成はしていない。よって OSBP 稼働後の通関処理の時間短縮をめざす指標 1 及び OSBP 運用開始後の展開が想定される指標 2 について、現時点で評価することは不可能。
- ・その他の指標については、これまでの達成の整理からどの程度、将来の目標として実現可能性の見込みが望めるかについて評価を行った。

指 標	<p>ナマンガ、マラバ、ブシアの OSBP 施設（竣工）後 2 年以内に、</p> <ol style="list-style-type: none"> <li>1. 通関の申請からリリースまでの時間が平均 4 時間以内に短縮される。</li> <li>2. ナマンガ、マラバ、ブシアでの OSBP の運営モデルが EAC 地域の他の国境ポストに展開される。</li> <li>3. 認定された MT が各国歳入庁での年間研修プログラムに定期的に関わる。</li> <li>4. JBS/JWS のコンセプトが EAC 地域の 10 ヶ所で展開される。</li> <li>5. 通関士認定制度導入に係る政策枠組みが EAC で承認される。</li> </ol>
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- ・指標 3 「認定された MT が各国歳入庁での年間研修プログラムに定期的に関わる」  
終了時評価における聞き取りの結果では、ルワンダ歳入庁（Rwanda Revenue Authority : RRA）の 1 国を除き、各 RA で MT が定期的な研修に講師要員として関与する計画やその準備が明らかになっている関税局はまだない。MT の活用は現在、各国とも税関職員や通関業者の研修において散発的に講師業務を努めていること、に限られており、今後の取り組みが期待される。
- ・指標 4 「JBS/JWS のコンセプトが EAC 地域の 10 カ所で展開される」  
JBS サイトはプロジェクトで 5 カ所を実施したが、各国税関局からの JBS/JWS 用の資機材供与の要請にみられるとおり、その活動のニーズや意義は高く認識されており、今後各国の予算面や実施体制面の実現可能性に応じて活動が拡大することが期待される。なお、ケニアでは、エチオピアとの国境間で同様の JBS を展開するなど、その他の地域においても JBS の実施が拡大しつつある状況も確認された。
- ・指標 5 「通関士認定制度導入に係る政策枠組みが EAC で承認される」  
プロジェクト目標の指標 4 と同様、今後関係者間の慎重な検討及び合意形成を経て、最終的に EAC に上程されるため、現段階で実現可能性を判断することは困難。

## (2) 政策、法／規制、組織制度や技術面のインパクト

プロジェクトの実施期間中に、OSBP法の成立や国境管理の規制等、EACの税関行政に関わる制度や枠組みの進展がみられる。プロジェクトで達成したMTの育成、ハンドブック、RTMS/CCSの稼働等の実績や成果は、各国国家レベルのアセットとなるだけでなく、EAC共通の税関行政での貴重なアセットであり、また将来の発展に貢献、活用されていく可能性は大きい。この意味ではプロジェクトのインパクトは可能性も含め大きいものと判断できる。

### 3-5 持続性（見込み）：「現時点での予測は困難」

持続性では、設定されたアウトプット（成果）やプロジェクト目標が十分には達成されていないため、その予測を行うことは困難である。以下に現在の状況の整理と将来の持続への可能性を予備的に考察した。

#### (1) 政策・制度面

EAC 5カ国の関税行政の効率化とOSBP運用の実現化に向けた政策は変わらず保持される可能性が高い。

#### (2) 組織・財政面

終了時評価調査の聞き取り、観察の結果では、組織・財政面での持続の可能性や規模は各関税局により異なるといえる。人的資源の育成は各組織において重要な基本事項であるため、KRA、TRA、URAやRRAは歳入庁内に独自の研修機関を有し、常勤講師を抱えている。一方、OBRではプロジェクトの経験やアウトプット（成果）を受け、2013年5月末からMTを講師とし、初めて組織内だけで講師を調達し、職員研修を開始している。

各国関税局とも、特に必要が生じた際には予算は配分されてきているが、本プロジェクトで実施した活動を全く同じ規模で自律的に継続できるほどの研修や資機材（維持管理含む）の予算は充分ではないリスクはある。

#### (3) 技術面

MT要員はプロジェクトにおける研修を通じ必要な知識、スキルを備えている。課題は組織としてMTの活用の方策が定まっておらず、アウトプット（成果）をどのように維持・発展させていくかが不明。各国関税局でMTの知識やスキルの維持と技術移転の方策が早急に講じられる必要がある。

供与された資機材の維持管理、特にRTMS/CCSに係るICT機材に関しては各国関税局にそれらの運用と維持管理を適切に行える職員が配置されており大きな問題はない、と思われる。

### 3-6 結論

上記の結果から幾つかの活動はプロジェクト終了期間までにその達成すべき目標やアウトプット（成果）を発現せず、次期フェーズで継続される必要がある。その一方で、MTPにおけるMTの育成と認証等、プロジェクトは大きなアウトプット（成果）を生みだしてきており、それらのアウトプット（成果）は将来的にEAC域内の関税行政の効率化や貿易の円滑化に貢献する可能性も大きい。

妥当性に関しては、EAC 5 カ国政府のニーズや政策との整合性の高さ、日本の優先協力分野との合致と、アプローチや技術移転手法の適切度の観点から非常に高い。一方、有効性は、MT など一定のターゲットグループでは高いアウトプット（成果）の達成がなされているが、プロジェクト目標のすべての達成は困難であり中程度である。効率性については、すべてのアウトプット（成果）が達成されているわけではなく、また資機材の活用度合いに改善の余地があるため、中程度である。インパクトは、OSBP 施設が完工されていない現状において判断することは難しいが、これまでの実績、今後の継続的活動の結果が上位目標の各指標の達成につながる可能性は高い。持続性を現時点で予測することは難しいが、今後活動を持続的に発展させていくうえで、C/P の予算措置等に留意する必要がある。

## 第4章 提言及び教訓

### 4-1 提言

調査結果に基づき、調査団は以下のとおり提言を行った。

<プロジェクト終了まで>

- ・ナマンガにおいて、政権交代にかかわるケニア側の省庁再編に伴う業務フロー変更を勘案しつつ、その他関係官庁への研修等を計画的に実施し、全関係官庁が利用した完全稼働に向け活動を進めること。
- ・マラバ、ブシアへの RTMS/CCS の展開をにらみ、関係国あるいは他ドナーが開発・運営しているシステムの機能等を整理するとともに、今後のロールアウトを適切に行ううえで、持続的な実施体制や必要な投入を検討すること。
- ・ナマンガでの OSBP 施設建設はまだ完工に至っていないがようやく着工された。今後、OSBP 供用開始を遅滞なく行えるよう、施設建設に係る進捗を見極めつつ、OSBP 運用に向けた関係機関の調整や運用マニュアルの作成等をタイムリーに進めること。
- ・MTP の持続的な活用に係る検討を行うこと。
- ・JWS 活動の活性化に向けた関係国間の活動計画を踏まえ、実施促進を行うこと。
- ・通関士制度の政策枠組みドラフトを計画どおり作成すること。
- ・上記プロジェクト期間内での残された活動の進捗に基づき、プロジェクト終了段階での達成レベルを踏まえ、次期フェーズで取り組むべき課題を整理すること。
- ・MT の有効活用・能力強化の観点から、例えば情報分析の分野に係る WCO ワークショップへの派遣等、WCO との連携を引き続き維持・強化すること。

### 4-2 教訓

<OSBP の導入に向けて>

- ・本プロジェクトにおいては、ナマンガの施設建設の遅れが、プロジェクト活動の進捗にも影響を及ぼす結果となった。また JBS/JWS の実施においても、法的枠組みの担保が必要な側面もあるなど、OSBP の導入にあたっては、法制度、インフラ、手続き、ICT 等多くの要素を勘案する必要があり、プロジェクトの有効性及び効率性確保のため、プロジェクト開始前に、前提条件及び外部条件を精査することが必要である。
- ・また、プロジェクト実施段階においても、外部環境の進捗を踏まえながら、柔軟な活動計画の見直しが求められる。

<プロジェクト管理>

- ・プロジェクト計画段階において PDM の達成指標とスコープの明確化を行うとともに、特に広域にまたがる大規模案件を実施する際には、ベースライン調査の実施等による補足的な情報を含めプロジェクト計画を関係者間で適切に共有する必要がある。
- ・プロジェクト実施段階において、PDM をモニタリングツールとしての活用を徹底できるよう、C/P の理解促進と日本側と C/P 側双方でのモニタリング体制の充実化が必要である。
- ・機材供与については、供与検討段階で先方の活用、維持管理に係る体制を慎重に検討すると

ともに、供与後の稼働状況を適切にモニタリングすることが求められる。

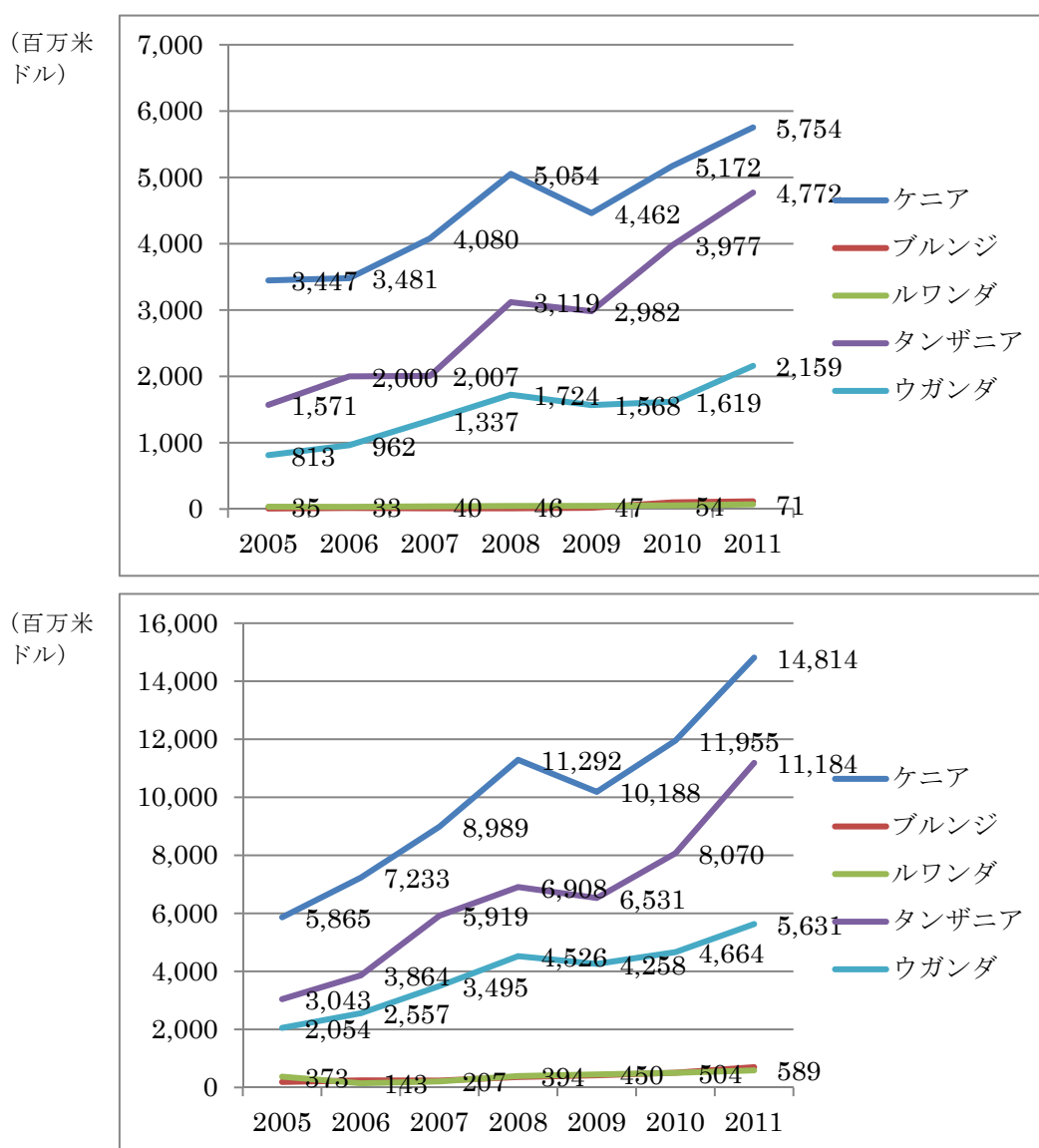
## Ⅱ：後継プロジェクトの詳細計画策定

## 第5章 東部アフリカ地域における OSBP 導入を含む税関の 取り組みの現状と課題

### 5-1 各国の輸出入・歳入に係る現状

#### 5-1-1 各国の貿易の現状

東アフリカ共同体（EAC）のその他地域との貿易総額は2010年には370億米ドルと、EAC 関税同盟<sup>2</sup>が発効した2005年と比べて倍増している（EAC各国の貿易額は下図を参照）が、貿易赤字は拡大する一方である。しかしながら、近年、ウガンダやケニアで油田が発見されているなど、今後の展望に期待が寄せられている。



出典：East African Community Secretariat, “East African Community Facts and Figures – 2012” (2012)

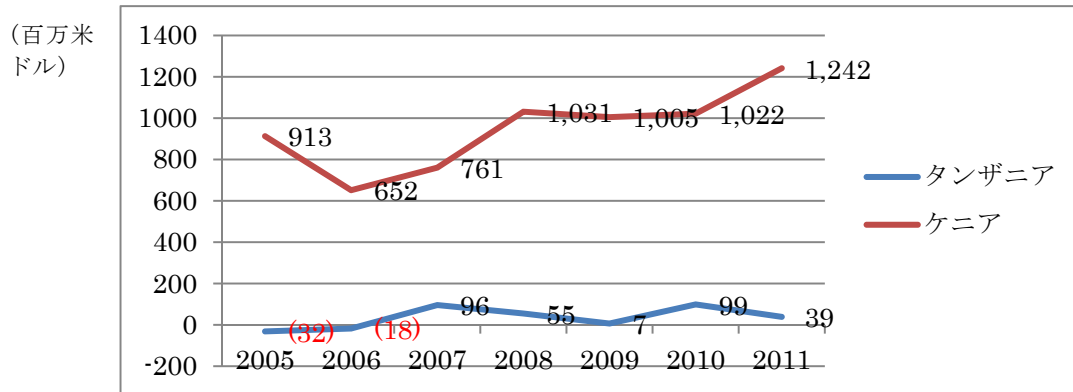
\*ブルンジの輸出総額、輸入総額ともに値が小さいため非表示。

図5-1 EAC各国の輸入総額（上）と輸出総額（下）（2005年～2011年）

<sup>2</sup> ブルンジとルワンダに関しては、関税同盟の発効は2009年7月。



また、EAC 域内における各国の貿易額は総じて増加傾向をみせているが、下図に示すとおり、域内全体でみたときの貿易収支はケニア、タンザニア（2007 年以降）が黒字、その他 3 カ国は赤字となっている（詳細は第 6 章末の付録を参照）。



出典：East African Community Secretariat, “East African Community Facts and Figures – 2012” (2012)

図 5-2 EAC 域内貿易におけるケニア及びタンザニアの貿易収支 (2005 年～2011 年)

EAC においては、沿岸部から内陸部を結ぶ 2 つの回廊が存在する。1 つは、域内貿易の 4 分の 3 を担い、ケニアのモンバサ港からウガンダを経由しそれぞれルワンダ、ブルンジと南スーダンに抜ける北部回廊である。もう 1 つはタンザニアのダルエスサラーム港からルワンダ、ブルンジ、コンゴ民主共和国へとつながる中部回廊で、残りの 4 分の 1 を占める。

EAC 各国でオンライン手続きを含む通関の改善努力の結果、EAC では 2006 年時と比べて、輸出にかかる平均時間はおよそ 3 分の 2 に削減され、また輸入にかかる平均時間は約半減しているといわれている<sup>3</sup>。しかしながら、下表に示すとおり、輸出入に要する時間や費用<sup>4</sup>等をみると、各国とも貿易円滑化に向けた改善の余地は大きいといえる。

表 5-1 EAC 各国の輸出入に要する書類数<sup>5</sup>・時間・費用

国名	輸出			輸入		
	書類数	日数	費用*	書類数	日数	費用*
タンザニア	6	18	1,040	10	31	1,565
ウガンダ	7	26	2,255	9	33	4,990
ケニア	8	29	2,965	7	26	2,350
ルワンダ	8	32	3,050	8	31	5,005
ブルンジ	10	33	3,245	11	46	3,215

出典：International Bank for Reconstruction and Development / The World Bank, “Doing Business in the East African Community 2013” (2013)

\*費用はコンテナ当たり米ドル

<sup>3</sup> International Bank for Reconstruction and Development / The World Bank, “Doing Business in the East African Community 2013” (2013)

<sup>4</sup> 費用は欧米の 6～7 割程度高いといわれる。

<sup>5</sup> 輸出入に必要な書類数（上記出典の定義に基づく）

## 5-2 EAC 及び EAC 各国の税関近代化及び OSBP 導入に係る戦略・計画

EAC の域内統合に関しては、域内の貿易自由化促進のために 2005 年に関税同盟への移行が始まり、2010 年 1 月までに域内関税の撤廃（ただし一部項目を除く）、対外共通関税の導入、域内共通の原産地規則の導入が実現した<sup>6</sup>。域内の税関行政や関税関連事項に関する法整備としては、EAC 税関行政法（EAC Customs Management Act）が 2004 年に制定され、EAC 各国は同法に従って関税業務を実施している。また、域内でワン・ストップ・ボーダー・ポスト（OSBP）の導入を推進するべく、2013 年 4 月に EAC OSBP 法案が EAC 立法議会で通過し、現在各国大統領の承認を待つ状況にある。

続いて、EAC 各国歳入庁（RA）の複数年にわたる経営計画や戦略等に記載されている税関の近代化や OSBP 導入を推進する計画について、以下に示す。

### (1) 「ケニア歳入庁（KRA） 第 5 次経営計画（2012/13～2014/15）」<sup>7</sup>

ケニアの国家開発政策に即した KRA の重点課題のうち、税関近代化に関する項目は以下のとおりである。

- ・ 国境管理及び地域統合の促進
- ・ 国境を超えた納税及び貿易に関するビジネス環境の改善
- ・ 汚職撲滅

OSBP 導入に係る戦略としては、国境施設のうち計 14 カ所における事務所及び職員宿舍のリハビリあるいは OSBP へのアップグレードを行う予定である。まず 6 カ所において OSBP プログラムを実施する。国境及び空港における OSBP 化を推進し、2012/13 年度末までには少なくとも 1 カ所で機能させるようにするとの目標を掲げている。

### (2) 「ブルンジ歳入庁（OBR） 経営計画（2013～2017）」<sup>8</sup>

ブルンジの国家開発政策といえる「Vision Burundi 2025」の実現を見据えた OBR の重点課題のうち、税関近代化に関する項目は以下のとおりである。

- ・ 歳入の強化
- ・ 納税者のコンプライアンスの向上
- ・ 納税サービスの円滑化に向けた効果的な管理システム及び手続きの導入

### (3) 「ルワンダ歳入庁（RRA） 中期戦略（2010～2013）」<sup>9</sup>

RRA の重点分野のうち、税関近代化に関しては、歳入の強化、自発的なコンプライアンス遵守の促進及び課税ベースの拡大が挙げられる。その実現に向けて、以下の活動が掲げられている。

- ・ OSBP コンセプトに基づく施設の拡大
- ・ 通関時間の削減及び迅速な顧客対応による貿易円滑化の強化
- ・ 脱税・不正行為・密輸の摘発及び訴追

<sup>6</sup> 日本貿易振興機構『ナイロビ事務所東アフリカ共同体（EAC）の域内統合の進展と企業動向』、2011 年

<sup>7</sup> Kenya Revenue Authority, “Fifth Corporate Plan 2012/13-2014/15”

<sup>8</sup> Office Burundais des Recettes, “Corporate Plan 2013-2017” (2012)

<sup>9</sup> Rwanda Revenue Authority, “RRA Medium Term Strategy (2010-2013)” (2010)

- ・地域統合の促進
- ・RRA 職員と主要なパートナーとの連携促進

(4) 「タンザニア歳入庁 (TRA) 関税局 税関近代化戦略・行動計画 (2009/10~2012/13)」<sup>10</sup>

TRA 関税局の税関近代化に係る目標と戦略は以下の5点である。

- ・貿易の円滑化と通関時間の削減
- ・税関プロセス及び手順のオートメーション化の強化
- ・人材及び組織の能力強化
- ・実施 (監視、スキャナーの拡充、貨物追跡システムの導入等) 能力の強化
- ・ステークホルダー (関係官庁、通関業者等) との関係強化

上記の実施・実現のための計画に含まれる主要な要素として以下が挙げられており、OSBP 管理システムの実施に関しては、EAC の域内プロジェクトをはじめ、JICA やトレードマーク・イースト・アフリカ (TMEA) といったドナーと連携してナマンガ、ルスモほかの国境で OSBP の導入を実施することが明記されている。

- ・通関所要時間調査 (Time Release Study : TRS)
- ・リスクマネジメント・システム
- ・関税評価データベース
- ・税関プロセス及び手順のストリームライン化及びオートメーション化
- ・事後調査
- ・スキャナー
- ・OSBP 管理システムの実施
- ・人材の能力強化
- ・税関業務の効率化のための管理体制の見直し
- ・職員の雇用と資機材の調達
- ・認定事業者 (Authorized Economic Operator : AEO) 制度

(5) 「ウガンダ歳入庁 (URA) 経営計画 (2011~2015)」<sup>11</sup>

ウガンダの「国家開発計画 2010~2014」に即した URA の重点課題のうち、税関近代化に関しては課税ベースの拡大、課税構造の改革等が掲げられている。また、「ウガンダ歳入庁 (URA) 事業計画 (2012~2013)」<sup>12</sup>には戦略課題として、サービスの向上、税関システムの向上、税制の改善、インフラ整備が掲げられており、インフラ関連で OSBP 施設の建設について言及されている。

### 5-3 ナマンガ及びルスモ国境における OSBP に向けた取り組み状況

関係者からの聞き取りによると、EAC 5 カ国では OSBP を推進するため、既に国家レベルステアリング・コミッティ (National Steering Committee : NSC)<sup>13</sup>が関係省庁職員をメンバーとして立

<sup>10</sup> Tanzania Revenue Authority, “Customs Modernisation Strategy and Action Plan (2009/10-2012/13)” (2010)

<sup>11</sup> Uganda Revenue Authority, “Corporate Plan 2011-2015”

<sup>12</sup> Uganda Revenue Authority, “Business Plan 2012-2013”

<sup>13</sup> 加えて、南スーダンでも設立済み。

ち上げられているとのことである。さらに、国境レベルでもコミッティが設置されているところがある。以下に、本プロジェクトにおいて OSBP 施設建設とともに OSBP 化を実施していくナマンガ（ケニア・タンザニア国境）及びルスモ（ルワンダ・タンザニア国境）を中心に、取り組みの現状を示す。

### 5-3-1 ナマンガ

ナマンガは、「東部アフリカ税関能力向上プロジェクト（フェーズ 1）」以来、パイロットサイトとされている。本調査時点では、JICA とアフリカ開発銀行（African Development Bank : AfDB）との協調融資案件「アルーシャ～ナマンガ～アティ川間道路改良計画」（2007 年～）が実施されており、JICA はタンザニア側のアルーシャ～ナマンガ間道路（104.3km）に係る土木工事及びコンサルティング費用と OSBP 施設建設に融資しており、AfDB はケニア側（135.7km）に加えたタンザニア側の一部の道路工事及びコンサルティング費用と OSBP 施設建設に融資している。OSBP 施設については、当初、フェーズ 2 の実施期間内の完成が見込まれており、施設を用いた OSBP の運用が想定されていたが、詳細設計の不備、地権者の立ち退き交渉に時間を要したこと、煩雑な入札制度等の理由で建設着工が大幅に遅れた。タンザニア側の OSBP 施設の完工は、2014 年 2 月に予定されている一方で、ケニア側は着工されたものの施設建設には至っていない。

参考として、下表にナマンガにおける 2010 年時点の通関時間 TRS〔第三国→ケニア→（トランジット）→ナマンガ国境→（トランジット又は輸入）→タンザニア（あるいは第三国の通関パターンにおける税関による通関時間）〕の結果を示す<sup>14</sup>。

表 5-2 ナマンガにおける通関時間

Outbound Station (Out-going Country)	Inbound Station (Entry Country)	Out-bound Time (hr/min)	In-bound Time (hr/min)
ケニア	タンザニア	0:45	4:27

出典：JICA, “Integrated Program on Corridor Development in East Africa (Border Audit) Final Report” (2010)

表 5-3 ナマンガにおける TRS 結果

Out-bound			In-bound				Out-bound Release から In-bound Submission までの 所要時間
Out-bound 平均時間	検査数	他政府 機関の 関与数	In-bound 平均時間	検査数	平均 検査 時間	他政府 機関の 関与数	
45 min	19	N.A.	4h 27min	19	14	N.A.	10h

出典：JICA, “Integrated Program on Corridor Development in East Africa (Border Audit) Final Report” (2010)

<sup>14</sup> 本調査は、上記通関パターンにおける税関の手続き（他省庁の手続きは含んでいない）にかかるサンプル調査を行ったものであり、詳細はプロジェクト開始後の同国境における通関所要時間調査にて把握する必要がある。

かかる状況の下、本調査時点では「東部アフリカ税関能力向上プロジェクト（フェーズ2）」において、国境通関管理システム（RTMS/CCS）<sup>15</sup>の開発が行われており、税関部門の機能についてナマンガ税関において導入支援中であり、今後関係他省庁での運用が開始されると見込まれている。また、OSBPの本格導入に先駆けた二国間での共同国境管理に関する活動として、ケニア側とタンザニア側による共同国境監視も行われている。

ナマンガにおけるOSBP運用化において検討すべき事項は、貿易円滑化につながる通関手続きの見直しの支援である。施設の完成後、どのようなルールや手順で進めていくのかをEAC OSBP法の内容を踏まえつつ詳細を検討する必要がある。

NSCの調整役はケニア・タンザニアともEAC省（Ministry of East African Community）が務めることとなっていたが<sup>16</sup>、本プロジェクト実施に係る国及び国境レベルでの調整官庁は両国ともRAが務めることとなった。両国におけるNSCメンバーについては、付属資料5のR/Dを参照されたい。また、ナマンガにおいては既にこれらNSCメンバー及び国境レベルによる当該官庁から組織されるborder committeeが組織化されており、四半期に1度、ケニア・タンザニア両国間の共同会議（Joint Stakeholders MeetingsあるいはJointe Border Committee）の開催実績があり、本プロジェクトでも当該枠組みを活用していくことが想定される。

なお、ナマンガ同様、ケニア・タンザニア国境にあるタバタ・ホリリはTMEA（詳細後述）の支援対象サイトと位置づけられ、OSBP施設建設が進められている<sup>17</sup>。完工はホリリ（タンザニア側）が2014年2月、タバタ（ケニア側）が2014年3月とされ、OSBP運用開始が2014年5月に予定されており、ナマンガに先行して準備が進んでおり、OSBP運用手順書案が作成されているなど参考にできる部分も多く、本プロジェクトの実施に際してはTMEAとの情報交換を密にすることが重要とされる。また、タバタ・ホリリをめぐる動きとしては、NSCが組織化されており、地方自治体がオブザーバーとして参加している。

### 5-3-2 ルスモ

ルスモでは、無償資金協力事業として「ルスモ国際橋及び国境手続円滑化施設整備計画」（2013年5月～2016年12月予定）を実施中で、OSBP施設の完工は2014年11月と予定されている。

ルスモの国境関係者によると、1日の通過台数は150～200台<sup>18</sup>であり、タンザニア側からは貨物を積載した車両が入ってくるのに対し、ルワンダ側からタンザニアに戻る車両は空の状態であることが多いとのことである。ルワンダからタンザニアへの輸出手続きの多くは、ルワンダ国内に設置されているin-land depotで輸出が許可されているため、国境では書類の確認のみ

<sup>15</sup> RTMS/CCSが稼働することにより、国境管理関係機関への貨物に関する事前の情報共有、関係機関による貨物の共同検査アレンジ・検査結果の共有、国境施設内における車両等のモニタリング（滞留予防等のため）、通関業者との貨物の通関状況の共有等が可能になると見込まれている。

<sup>16</sup> EAC加盟国間の調整はEAC省、EAC外の国との調整は産業・貿易・マーケティング省（Ministry of Industry, Trade and Marketing）が担当している。

<sup>17</sup> ホリリ施設はTMEA支援、タバタ施設は75%を世銀支援で、残り25%がケニア側負担で建設されている。施設内の家具・機材、ネットワークは両施設ともTMEA支援。

<sup>18</sup> 国境関係者による聞き取り情報であり、1日に双方向で通過する台数の合計。詳細はプロジェクト開始後の通関所要時間調査にて把握予定。なお、「ルワンダ共和国・タンザニア連合共和国 ルスモ国際橋及び国境手続円滑化施設整備計画準備調査報告書」においては2010年2月時点の交通量調査がなされており、1日当たりの4輪車両の通行量としてルワンダ方向が65台、タンザニア方向が69台との記録がある。

が行われており、それに要する時間は5分程度という。ルワンダへの輸入に関しては、全コンテナが検査を受けている。片側車線で道路の幅員が狭い、駐車台数が限られている、道路維持費・通行許可証代の支払いに時間を要するなどの理由で、現状では国境手続きに最大で2km待ちの状況が発生することもあるが、OSBP 施設完成後には解消されると見込まれている。現状では6時から22時までの営業で、税関や他の関係機関は同一の建屋に所在し、それぞれの所管に基づき手続きが行われている。

参考として、下表にルスモにおける2010年時点の通関時間及びTRSの結果を示す<sup>19</sup>。

表5-4 ルスモにおける通関時間

Out-bound Station (Out-going Country)	In-bound Station (Entry Country)	Out-bound Time (hr/min)	In-bound Time (hr/min)
タンザニア	ルワンダ	0 : 05	0 : 21

出典：JICA, “Integrated Program on Corridor Development in East Africa (Border Audit) Final Report” (2010)

表5-5 ルスモにおけるTRS結果

Out-bound			In-bound				Out-bound Release から In-bound Submission までの 所要時間
Out-bound 平均時間	検査数	他政府 機関の 関与数	In-bound 平均時間	検査数	平均 検査 時間	他政府 機関の 関与数	
5 min	89	N.A.	21 min	26	4 min	N.A.	1h 25 min

出典：JICA, “Integrated Program on Corridor Development in East Africa (Border Audit) Final Report” (2010)

ルワンダ側の OSBP NSC の主管官庁は出入国管理局 (Directorate General of Immigration and Emigration : DGIE) であり、同国の法律<sup>20</sup>で定められている。OSBP に関する政策や戦略を決定する OSBP NSC は、DGIE や RRA をはじめとする政府系9機関及び民間3機関によって構成されている (詳細は付属資料5のR/D参照)。

NSC の監督の下、国レベルで国境管理や OSBP 施設の管理等の技術的な課題に対応するのが国家レベルテクニカル・コミッティ (National Technical Committee : NTC) であり、メンバー機関は NSC と同一である。タンザニア側の NSC に関しては、本章5-3-1項において言及したとおりである。二国間の調整に関して、国レベルでは、合同ステアリング・コミッティ (Joint Steering Committee) 及び合同テクニカル・コミッティ (Joint Technical Committee) が開催されることになっている<sup>21</sup>。

ルスモの国境レベルにおいては、ルワンダ側、タンザニア側ともに、それぞれ国境管理調整会議 (Border Coordination Committee Meeting) が月次かそれ以上の頻度で開催されている。本調査時点でのメンバー機関は、ルワンダ側では DGIE、RRA、警察、基準局、農業局、環境管

<sup>19</sup> 本調査は、上記通関パターンにおける税関の手続き (他省庁の手続きは含んでいない) に係るサンプル調査を行ったものであり、詳細はプロジェクト開始後の同国境における通関所要時間調査にて把握する必要がある。

<sup>20</sup> Article 4 : Management of border posts, Law on immigration and emigration in Rwanda NO 04/2011 of 21/03/2011.

<sup>21</sup> 本調査時点では、OSBP 施設の建設段階として、国レベルの合同ステアリング・コミッティや合同テクニカル・コミッティの会合が開催されている。

理局及び民間機関であり（表5-6参照）、タンザニア側では TRA、農務省、食品・薬物局等である。同会議では、国境管理に関する活動、安全状況の分析、複数の関係機関がどのようにサービスを提供しているかなどについて話し合われている。会議の結果は各機関がそれぞれの本省・本局に報告している。また、二国間の越境会議（Cross Border Meeting）は四半期ごとに開催され、各機関の管理職や一般職員が参加している。なお、OSBP 施設の完成後には、通過車両台数の増加を見越して現在国境に職員を配置していない機関が新規に職員を派遣する、OSBP 施設の24時間営業を見据えて各機関が職員の人数を拡充するなどの事項が検討されている。

表5-6 ルスモ(ルワンダ側)にて国境管理業務に従事する各機関の職員数(2013年5月時点)

国境関係機関	職員数(人)
出入国管理局(DGIE)	7
ルワンダ歳入庁(RRA)	17
基準局	2
農業局	1
環境管理局	1
警察	18
MAGERWA	2
通関業者	125
計	173

出典：DGIE 提供資料

### 5-3-3 その他の国境

本プロジェクトにおいて、ナマンガ、ルスモのほかに OSBP に向けた取り組みを進めていく国境としては、マラバ、ブシア（いずれもケニア・ウガンダ国境）がある。マラバ、ブシアでは世界銀行あるいは TMEA が OSBP 施設建設を支援中であり<sup>22</sup>、マラバにおいては、ケニア側が 2014 年 8 月、ウガンダ側が 2014 年 12 月完工予定となっている。フェーズ 2 において、ナマンガで関税局以外の関連省庁でも RTMS/CCS の稼働を実現させた後、マラバ、ブシア等への展開を予定している。

## 5-4 各国の税関近代化に向けた課題

### (1) EAC 各国共通

15 カ国もの内陸国を抱えるアフリカでは、多くの物流を他国との国境という「壁」をまたぐ陸上移動に大きく依存せざるを得ず、越境手続きに要する膨大な時間は、結果として輸出のコストを高め、アフリカを世界で最も輸送コストが高い地域にしてきた。この意味で、東部アフリカにおける税関・通関に関する取り組みのひとつが国境における通関手続きのワ

<sup>22</sup> ウガンダ側のブシア施設のみ世銀ファンドによる TMEA 支援で、その他の施設は世銀による直接支援。一方、施設内の機材等はすべて TMEA による支援（ただし TMEA の当該事業に対してカナダや USAID 等が拠出している）。

ン・ストップ化といえる。一方、東部アフリカにおいては単一関税地域政策により通関手続き、関税率の設定等関税政策の統一化をめざす動きもあり、当該政策の進捗次第では内陸国境におけるすべての品目の通関手続きは事実上消滅することになり、通関のワン・ストップ化と並行して政策の実施が急速に進められているが、完全に実現し得るかは各国の歳入確保への影響等、各国の利害に影響を及ぼすため現状では不明なところがある。

その他、国境関係職員による汚職問題をはじめ、リスクマネジメント国境駐在職員及び貿易に従事する通関業者のコンプライアンス及び通関知識の向上等、改善が必要な問題は山積している。

特に、東部アフリカの運輸回廊では、貨物通関に関与する複数機関間（税関、出入国管理、検疫など）の調整不足などによる貨物検査の重複、輸出国、輸入国間の輸出入手続きの重複といった課題があり、その対応として、OSBP 施設における通関制度への移行が実現されつつある。OSBP 施設において本格的に OSBP 運用化を実現している事例はまだほとんどない状況で、国境管理に係る多様な関係者間の調整を図り、実施体制及びプロセスを構築し、OSBP を実施しながら改善を図っていくのは大きな挑戦となる。

アフリカ諸国の経済成長を実現するためには、関税・非関税障壁の改善を通じて貿易を活性化させるとともに、直接投資を推進することで、雇用の創出、技術・ノウハウの移転、並びに現地企業の育成を図ることが不可欠であり、特に、内陸国における国際貿易の円滑化にとっては OSBP 導入・発展の意義は非常に大きい。

また、関税の引き下げや直接投資に対する規制の緩和が進んでも、ソフト・ハード両面においてビジネス環境が整備されない限り、企業の活動は活性化されない。こうした中長期的なビジョンを東部アフリカ各国関係者全員（各省庁幹部職員から現場職員まで）が共有し、汚職の温床となっている既得権確保にとらわれることなく、OSBP 化を含め上記諸問題の改善・解決に向けて連携・協力を強化することが必須である。

フェーズ2で養成されたマスタートレーナー（MT）の活用には改善の余地があり、また現場の問題点を十分に把握していない者も多い。加えて、(国によって程度のばらつきはあるが)活躍の場が確保されていない、本業との兼ね合いで MT としての時間が確保できない、各国関税局で指導員養成の仕組みが構築されていないという問題点がある。

フェーズ2から実施・強化に取り組んでいる通関業者組合（CCFAA）向けの研修等により、通関業者の関税評価や品目分類に関する通関業務の知識・能力は着実に向上するのに伴い、通関業者からの照会やクレーム等も増え、その内容も専門化・複雑化し、広く運用面にも及ぶことが予想されることから、担当職員は従来以上に関連業務について幅広くかつ実務的な詳細な知識・能力を備え、適時・的確な助言等を行うことが求められることとなる。

こうしたニーズに的確に対応することは迅速通関に大きく貢献するだけでなく、税関行政への信頼を醸成することに大きく寄与する。今後はこのように税関サービスの向上が益々重要視される段階に移行することを踏まえ、各国税関は通関担当職員の能力の更なる向上を図るための新たな方策を検討する必要がある。わが国としてもこれまで育成してきた MT を有効活用し指導員育成の継続支援を行うほか、新たな支援（例：通関業者等からの相談・照会事例を研修教材として整理・編集）について関係者と協議を進める必要がある。

最近の国際社会では、2001年の米国同時多発テロ事件発生以降、国際物流におけるセキュリティ強化の重要性が従来以上に強く認識されている。東部アフリカ各国においても貿易円



滑化とセキュリティ対策が同時に求められており、適切なリスクマネジメントの実施が重要課題となっている。税関がリスクマネジメントを行う理由は、検査に要するマンパワーをコンプライアンスに欠ける企業の貨物やリスクの高い貨物・旅客に重点的に投入しようとするものであるが、通関のリスクマネジメントの基礎は、正確でタイムリーな情報の共有であり、ITも活用しつつ、その情報をできるだけ早く、かつ、幅広く入手することが重要である。各国関税局とも通関電算化システムの導入・改善の過程でリスクマネジメントの取り組みは進めているが、リスクマネジメントの円滑な実施環境（組織編成、チェンジ・マネジメント、職員の意識・能力の向上、情報収集・共有化の機能等）が十分に整っていないため、期待される効果は現れていない。

リスクマネジメントを担う部門の情報収集・分析の機能・能力が不足しており、信頼のおける分析結果が現場で共有されないこと、また、密輸や関税回避を防止し税収確保を優先する現場においては、迅速通関の重要性の認識が低いことから、事前のリスク判定情報よりも現物確認を重視し、リスク度が低い貨物も含めて網羅的に検査を実施する可能性が高く、貿易円滑化に相反する結果となることも懸念される。このため、①検査・取締機材等の効果的・効率的活用のための組織・機能の改善、②各国取締部門保有する摘発データ及び密輸情報の集中管理及び共有化、③リスクマネジメントに基づく検査対象貨物・旅客の選定を可能とする情報システムの構築等を検討する必要がある。

また、国境監視・水上監視等のオペレーションにおいては常に危険を伴うことから、従事職員の安全保持対策が重要であり、検査・監視場所の状況等を考慮して、検査、巡回取締（陸上、海上）等の各業務別に安全確認リストを作成する等の対策も並行して実施することが必要。パイロットサイトで国境監視・水上監視が実施されてはいるが、二国間で実施されることは少ないのが現状。経常経費の予算確保の問題もある。なお、共同国境・水上監視（JBS/JWS）取り締まりは各国税関間での密輸情報の共有や取締手法の交換も含まれており、共同オペレーションは各国の取締ニーズやキャパシティに沿って、柔軟に実施することが重要。

CCFAA 向けの研修はフェーズ2で JICA 支援の下で実施されてきたが、各国関税局が継続的に実施できるかは未知数。通関業者基礎研修（East Africa Customs and Freight Forwarding Practicing Certificate : EACFFPC）で行われている通関業者研修とのデマケや、持続的に研修を行っていくための方策についても検討の余地がある。

域内通関士制度の構築にあたっては、枠組みづくりを進めることと並行して、EAC 事務局とも連携を図りながら、税関関係法令研修のためのシラバスづくり・研修実施（通信制度含む）、試験の内容や実施方法等についても検討を進める必要がある。通関業者の知識・能力向上と合わせて、通関業者のコンプライアンス・レベルの引き上げについて注視する必要がある。法律・制度の習熟により、関税法等の規制の抜け穴を使って、より巧妙な手口で関税法違反に関与する通関業者が増える可能性も排除できないことから、通関業者への監督体制の強化についても、通関士制度の構築に十分反映できるよう関係者と協議を進める必要がある。

なお、調査過程において各国 RA から聞き取った関心事項は以下のとおりであり、今後プロジェクト実施過程において考慮していく必要がある。

(2) ケニア

- ・国境、空港、港湾における CCTV カメラの設置を通じた監視強化

(3) ブルンジ

- ・国境取締の強化（タンガニカ湖）

(4) ルワンダ

- ・RRA 全体の能力底上げ
- ・国境取締の強化

(5) タンザニア

- ・RTMS/CCS の全国境への導入

(6) ウガンダ

- ・国境取締の強化（特に南部）  
（特にリスクマネジメント・システムを強調）

## 5-5 当該分野への他ドナーの支援状況

EAC において域内の貿易円滑化を支援する主要なドナーには、TMEA、米国国際開発庁（U.S. Agency for International Development : USAID）による East Africa (EA) Trade Hub、世界銀行、AfDB があり、OSBP 施設建設、貿易政策の改善、税関職員や通関業者に向けた研修実施等を支援している。各ドナーの地域事務所があるケニアのナイロビでは、不定期にドナー調整会議が開催され、情報や活動共有の場となっている。

以下に、本プロジェクトと今後、密な情報交換が必要になると想定される TMEA の支援動向について記す。

### 5-5-1 トレードマーク・イースト・アフリカ（TMEA）の概要

TMEA はケニアのナイロビに本部を置く非営利組織<sup>23</sup>で、①市場アクセスの改善、②貿易環境の向上、③製品の質と価格の改善の3つを戦略目標として掲げている。本調査時現在の第1フェーズ（2010～2016年）で実現する成果として、①モンバサ港／ダルエスサラーム港からブルンジ／ルワンダまでの1コンテナの輸出／輸入に要する平均時間を15%削減する、②車両が対象国境を通過するのに要する時間<sup>24</sup>を30%削減する、③EACからの輸出品の総価値を5%向上させる、④EACの総貿易額に占める域内貿易額の割合を25%増加させる、の4点を挙げている。

フェーズ1の予算総額は約5億米ドルで、59%が国別プログラム、41%が地域プログラムに支出される見込みである。2013年現在、TMEAへの主要な出資国はベルギー、デンマーク、オランダ、スウェーデン、イギリスの5カ国であり、今後はカナダ、フィンランド、米国が参加

<sup>23</sup> タンザニアのアルーシャとダルエスサラーム、ブルンジのブジュンブラ、ウガンダのカンバラとルワンダのキガリと南スーダンのジュバに事務所を構える。

<sup>24</sup> 関係者からの聞き取りによると、国境施設の入口から出口までを通過する時間とのこと。

するものとみられている。TMEA の資金構造は、コア・ファンドの組み合わせであり、特定のプログラムに紐づけされないものと、国別プログラム等の特定のプログラムにイヤマークされたものがある。例えば、ブルンジの OBR に対する投入は大きく、TMEA は専門家派遣による技術支援、IT 関連の研修、IT システムの整備、インフラ整備等、OBR 自体への包括的な支援を実施している。

#### 5-5-2 TMEA の OSBP 関連支援実施状況及び本プロジェクトとの関係

TMEA の OSBP 支援は、施設建設及び OSBP 導入や ITC システム等の国境管理支援から成る。支援対象サイトとして位置づける、タベタ・ホリリ及びムトゥクラ（タンザニア・ウガンダ国境、施設は 2013 年 5 月完工予定）を含む域内計 13 の国境で支援を実施している。各国に OSBP マネジャーを常駐させ、プロジェクト活動の実施、進捗管理を行っている。

OSBP 施設の建設後には、国境レベルの職員に対して OSBP 環境下で国境通関業務を実施するための基礎的な研修を 3 カ月程度行い、先方政府に施設を引き渡すところまでを支援予定とすることである。タベタ・ホリリ国境の通関手順書作成を支援しているものの、OSBP 稼働後の施設運営に係る能力向上支援は行わない予定である。

また、TMEA は EAC 各国におけるシングル・ウィンドウ（Single Window : SW）<sup>25</sup> 導入に向けた支援を実施している。TMEA のめざす SW システムと本プロジェクトで扱う RTMS/CCS の役割分担は、SW システムでは主に関係省庁所管の各種ライセンスの取得・発行プロセスを、ICT 技術を活用して処理できるようにすることをめざしており、将来的には SW システムとして一体的に管理・運営することで貿易円滑化に資することに主眼を置いているのに対し、RTMS/CCS は国境レベルでの通関情報共有<sup>26</sup>に主眼を置いているという意味で明確にされている。

<sup>25</sup> 輸出入手続きのワン・ストップ・サービス。

<sup>26</sup> 将来的には港湾や空港における通関の円滑化も視野に入れている。

## 第6章 事業事前評価結果

### 6-1 プロジェクトの概要

#### 6-1-1 プロジェクト目標

対象国境における効率的な国境手続きのための能力が改善する。

#### 【指 標】

1. 対象陸路国境において OSBP の運用が実現した後、貨物及び人の国境通過に要する時間（一国の国境ゲート到着から他国国境ゲート出発までの所要時間）が平均で X% 短縮される。
2. 対象陸路国境における OSBP の運用化実績が、域内の他の対象陸路国境における OSBP 化推進の参照事例として活用される。
3. 国境管理において、リスクベース・アプローチがさらに適用される。
4. 域内の通関士資格認定制度にかかる法的枠組み案の上程のため、関係者間で合意される。

本プロジェクトでは、東部アフリカ地域における陸・海・空の各国境における手続きの改善を通じて、貿易の円滑化を図ることを狙いとしている。特に、陸路国境においては、アフリカ全土で OSBP 化が推進されているが、東部アフリカ地域においては OSBP 法案の成立に伴い法制面が、また各ドナーの支援により国境施設のインフラ環境が整いつつあるなかで、OSBP を本格的に具現化する段階にある。加えて、各国境手続きのなかでも主要となる税関手続きについても、他官庁業務との協働を視野に入れつつ引き続き近代化、迅速化することで、国境手続きの円滑化を図ることが求められている。

これらの課題に対し、本プロジェクト目標の指標として、4 点が挙げられている。

指標 1 としては、対象となる陸路国境において OSBP 導入を経た通関所要時間が短縮される事を挙げている。この所要時間については、OSBP 化導入に係るハード、ソフト（IT や各種手続き面の改善を含む）両面での取り組みの結果として、その改善がどのように達成されたかを測る指標として、本プロジェクトのアウトプット（成果）を表現する中心的な指標になるという認識である。プロジェクト開始時のベースライン調査（baseline survey）、エンドライン調査（impact survey）、あるいは施設建設完工時の変化等を綿密に調査することでボトルネックや所要時間を洗い出し、プロジェクト活動の結果としてのアウトプット（成果）を測れるようにする。

指標 2 については、アウトプット（成果）1 及びその活動に記載のとおり、当面具体的な対象として掲げているナマンガ、ルスモにおける OSBP 化に向けた一連の取り組みを域内、あるいは他地域における OSBP 化に向けた経験・教訓としてまとめ、今後の展開の参考情報としてまとめることを想定しているところ、その結果として他の国境において本プロジェクトの対象国境がどの程度先行事例として参照されたか（例：視察受入等）を測る指標を設定している。

また、指標 3 に関し、特に指標 1 の通関円滑化の観点に加え、トレードオフになり得る国境における取り締まり・セキュリティ確保を確実にを行うために、税関並びに関係官庁間でのリスクベースの取り組みがなされることが同様に重要なことであり、プロジェクト目標の指標のひとつに位置づける。他方、リスクベースのアプローチについては、既存の体制や業務フローの地道な改善によりなされる「change management」であり、何かひとつのターゲットをもって一

概に成果を表現することは難しいという制約がある。したがって、リスクに基づく業務を定着させるためのひとつひとつの制度、ルール、業務の改善取り組みを積み重ねた記録（グリーン、イエロー、レッドの審査割合を導入前、導入後定期的にモニターするなど）を集約することで、その達成度を測る。

さらに指標4として、国境における通関処理のためには、通関業者の能力の底上げが不可欠であるが、前フェーズから取り組んでいる通関業者の資格認定制度整備（通関士制度）に向けた取り組みの最終成果として、関係者間の慎重な合意形成を経て、EAC域内における共通の通関士制度として制定されるために必要な法案がドラフトされることを指標として位置づける。

#### 6-1-2 上位目標

東部アフリカ地域において、貿易円滑化が促進される。

##### 【指標】

1. OSBPを導入している国境数が増加する。
2. OSBPを導入した国境において、貨物及び人の国境通過に要する時間が平均でX%短縮される。
3. 域内における貨物の移動にかかる時間及び費用が減少する。
4. 域内の通関士資格認定制度にかかる法的枠組みが施行される。

本プロジェクトを通じて、ナマンガ、ルスモにおける陸路国境のOSBP化の具現化及びその経験・教訓がひとつのモデルとして共有が図られることを通じて、その結果として、他国境におけるOSBP適用（指標1）及びそれによる所要時間の短縮（指標2）を指標として設定する。

また、リスクマネジメントの導入をはじめとする域内の貿易円滑化につながる税関手続きの改善を通じて、陸路国境にかかわらず地域全体の貿易円滑化がどのように図られたかを、世銀が実施するロジスティクス・パフォーマンス指標（Logistic Performance Index : LPI）や各機関が実施する回廊ごとの通関所要時間調査等において測る（指標3）。

最後に、通関業者の資格認定制度整備（通関士制度）については、プロジェクト期間中の関係者間の慎重な合意形成を経て、EAC域内における共通の通関士制度として必要な法案が制定されることで真に円滑化に向けた効果が発揮できるところ、その点を指標に定める（指標4）。

#### 6-1-3 アウトプット（成果）及び活動

##### 【活動】ベースライン調査及びインパクト調査の実施

活動0-1：各国の関係機関とベースライン調査を実施する。

活動0-2：各国の関係機関とインパクト調査を実施する。

(1) アウトプット（成果）1：OSBPが対象陸路国境において効率的に運営される。

##### 【指標】

- 1-1 対象陸路国境において、OSBP業務に関わる職員が策定済みのガイドラインや手順書に従って適切に業務を実施する。
- 1-2 OSBPソースブック等OSBPのモデルにかかる啓発ワークショップに参加した他の国境

関係者の人数が XX 人以上になる。

1-3 RTMS/CCS を含む OSBP ICT システムが域内 XX ヶ所の国境で運用される。

1-4 対象国境において、税関及び関係機関によって手続きされた全通関申告数の XX% が OSBP ICT システムで処理される。

OSBP の本格的運用のためには、法律、インフラ、手続き・体制、ICT の主要 4 要素を整備していくことが重要となる。うち法律面は EAC 議会により OSBP 法が承認され、OSBP 施設についても特にナマンガ、ルスモはわが国等の資金協力で整備されつつあるところから、本プロジェクトでは手続き・体制面と ICT の整備に主に注力することで特にわが国が包括的な支援を行っているナマンガ、ルスモにおける OSBP の本格運用に向けた取り組みを行うこととし、当該指標を設定する。

具体的には以下の一連の活動を行うことにより、しかるべき検討や意思決定がなされるための機構が組成された後、関係機関が適切な運用を行うのに必要なガイドラインや手順書、及びその適切な理解による業務実施が担保されることをねらいとして指標 1-1 を設定する。加えて、これら一連の活動を OSBP 化に向けた経験・教訓として取りまとめたものが他の陸路国境における参考となることをねらいとして、当該活動に関し関係者にどの程度紹介する機会を提供したかを測る指標として指標 1-2 を設定する。

なお、以下の一連の活動については、例えば税関自身の手続き改善、あるいは税関及びその他官庁による情報共有・連携の仕組みづくり等、各機関内の手続き改善から端を発した取り組みもあり得るところ、アウトプット（成果）2 やアウトプット（成果）3 で得られた成果、あるいは留意事項を考慮しつつアウトプット（成果）1 の活動を進めていく必要がある。

また、OSBP ICT システム整備については、前フェーズで国境通関の迅速化・効率化に貢献するためシステム（RTMS/CCS）の開発を行ってきた。パイロットで進めてきたナマンガ国境での運用・稼働状況を考慮しつつ必要に応じてその改善が必要であるが、その実績を踏まえつつ、その他対象国境において ICT 整備の必要性や既存システムとの連携可能性を吟味したうえでその導入展開を行う。なお、本システムは国境における OSBP 運用に欠かせない各官庁が連携して行う国境通関手続き（Coordinated Border Management）の一環をシステムにより強化するものであり、税関にとどまらない各官庁による協働の取り組みが重要となる。

そのため、指標としては RTMS/CCS が複数の箇所で機能していること（指標 1-3）、またこれらシステムが税関だけでなく各官庁間で使用されていることを表す稼働率（指標 1-4）を設定している。

#### 【アウトプット（成果）1 の活動】

〔OSBP の運用化（ナマンガ及びルスモ国境を対象）〕

1-1 対象陸路国境において、関係機関で構成された OSBP 運用化促進のための委員会を正式に組織する。

1-2 OSBP の先行事例の知見を得るための視察・調査を行う。

1-3 対象陸路国境における既存の法的枠組み、組織体制、国境管理に係る手続きをレビューする。

1-4 OSBP の導入・実施を円滑に進めていく上で、各関係機関の責任範囲や活動スケジュール

ルを含むアクション・プランを作成する。

- 1-5 OSBP の運用に必要なガイドラインやマニュアルを整備する。
- 1-6 活動 1-5 で整備されたガイドラインやマニュアルの承認に必要な手続きを進める。
- 1-7 承認されたガイドラインやマニュアルに基づき OSBP の運用にかかる啓発活動や研修を関係機関やステークホルダーに対して行う。
- 1-8 OSBP の実施状況をモニターし、手続きの見直しを行う。
- 1-9 対象陸路国境における OSBP 運用経験を踏まえ、他の国境で適用可能な教訓を抽出する。
- 1-10 活動 1-9 で得られた教訓を踏まえ、「OSBP ソースブック」の改訂版に当該事例を統合する。
- 1-11 改訂版「OSBP ソースブック」に基づき OSBP 運用モデルにかかる啓発活動を域内のステークホルダーに対して行う。

#### (OSBP ICT システムの改善及び展開)

- 1-12 既存の OSBP 通関管理システム (Real Time Monitoring System / Cargo Control System : RTMS / CCS) のさらなる活用ニーズを踏まえ、実施状況をモニターするとともに運用改善を図る。
- 1-13 OSBP の運用モデルに基づき、「Asycuda World」や他の通関システムの改良に向けたレビュー及び助言を行う。
- 1-14 当該システムの先行事例からの教訓を抽出しつつ、他の国境における RTMS/CCS 運用展開にかかるアクション・プランを作成する。
- 1-15 活動 1-14 で作成されたアクション・プランに基づき、他の国境における RTMS/CCS 運用展開のための啓発活動や研修、ユーザー・サポートを行う。
- 1-16 RTMS/CCS 運用のための持続性のあるワーキング・グループ (税関や IT) を組成し、運用を引き渡す。

#### (2) アウトプット (成果) 2 : 域内における税関能力が向上する。

##### 【指 標】

- 2-1 マスタートレーナーによって実施された研修で扱われた項目に関する受講者の理解度の総合評価が 80% を超える。
- 2-2 マスタートレーナーによって実施される指導員養成研修が対象各国の関税局の年次計画に組み込まれる。
- 2-3 対象各国の税関におけるリスクマネジメントの改善に向けた方策が決定される。
- 2-4 対象国境において、共同国境監視／共同水上監視活動や会合が少なくとも月に 1 回実施される。

OSBP 運用をめざす対象陸路国境にとどまらず、国境手続きの主要な手続きとして税関手続きがあり、その改善が国境における通関手続き改善に大きく寄与する。そのため、OSBP 導入に伴う各関係機関間の連携や手続き調和化等に加え、税関手続きそのものの改善を図ることが、ひいては対象陸路国境あるいは空港・港湾を含む域内における通関手続きの迅速化及び貿易円滑化に寄与する。

特に以下に規定された活動（人材育成、税関リスクマネジメント、共同監視）は、どれも税関当局にとって重要な取り組みであるばかりか、特に国境において、貿易円滑化と水際取り締めという、相反するミッションの達成を求められる税関等関係機関において、メリハリの利いた通関手続きを行うためにも必要な取り組みであり、特に税関リスクマネジメントの導入に伴う関係機関間の連携構築や実践、そのリスク管理手法を取り入れた共同活動は OSBP 業務の推進にも深くかかわる 이슈となる。

また、マスタートレーナー養成プログラム（MTP）や共同監視活動は前フェーズから続く取り組みであるが、その実効性、持続性の担保も求められるところ、活動においては体制整備等の措置についても注力する。

これらの成果を担保するため、人材育成面は指標 2-1、2-2 として育成された MT の活用状況を測るとともに、持続的に継続・拡大していく仕組みとしての活用をめざす。

さらに、本プロジェクトより新しい取り組みのひとつになる税関リスクマネジメントは、その重要性は認識されている一方、現場レベルではその考え方や実際の手順が十分に浸透していない。これらのアプローチを実際の手続きに浸透させていく段階として、まずは現状を分析し、それを踏まえた具体的な活動計画を作成することをターゲット（指標 2-3）として設定する。なおこの過程で、OSBP 業務にも関係するアウトプット（成果）1 の各種活動及び共同監視活動とも連動させることを想定している。

OSBP 業務での活動の一環となる共同監視活動について、対象国境における稼働状況を踏まえつつ、その実施が改善されていくとともに、OSBP 業務の一環を担う本活動が他国境にも拡大していくことを想定し、以下活動を規定。そのうえでめざすべき指標として、共同で活動が活発かつ持続的に行われている状況を整備することを目的とした指標 2-4 を設定する。

## 【アウトプット（成果）2 の活動】

### （MT の教育と活用）

- 2-1 関税評価、関税分類、情報分析分野における、指導員による税関職員あるいは将来の講師候補向けの研修の実施状況をモニターする。
- 2-2 指導員に対する再教育を実施する。
- 2-3 指導員の更なる活用方策を検討する。

### （税関リスクマネジメントに関する研修）

- 2-4 税関リスクマネジメントにかかる現状の仕組みや手続きをレビューする。
- 2-5 活動 2-4 において得られた結果をもとに、リスクマネジメントに関する研修を行う。
- 2-6 活動 2-4 及び 2-5 において得られた結果をもとに、税関職員及び関係するステークホルダーに対しリスク・ベース・アプローチに基づく業務実施を促進する。

### 〔共同国境監視（JBS）及び共同水上監視（JWS）〕

- 2-7 既存の JBS/JWS の実施状況をモニターする。
- 2-8 活動 2-7 で得られた結果やニーズを踏まえ、他の国境における JBS/JWS の展開を図る。



(3) アウトプット (成果) 3 : 通関業者の能力が向上し、域内資格認定制度枠組みが整備される

**【指 標】**

- 3-1 対象国境における不適切な申告数が減少する。
- 3-2 域内通関士制度の政策的枠組みの草案が承認される。
- 3-3 域内通関士制度の法的枠組み案が作成される。

OSBP 対象国境をはじめとする各国境において通関所要時間を短縮化していくにあたって、輸出入者等の委託を受けて手続きを行う通関業者の能力向上に係る要素は無視できない。税関分野における世界的な潮流においても、通関当局と通関業者の連携強化や協働による手続き改善・能力強化を通じて貿易円滑化を行っていくことが求められており、個々の通関業者の能力向上、及び通関業者の業界全体としての底上げが必要な状況にある。

そこで、フェーズ2の取り組み実績の成果を踏まえつつ、通関業者支援に係る計画・実施を更に推進することで、通関業者の通関手続きに係る知識・ノウハウ習得を通じて申告手続きの正確性を向上させる。これを測る指標として不適切な申告数の推移（指標 3-1）を設定する。

なお、通関業者の能力向上については、今後持続的な枠組みを構築していくことも必要であり、活動においてはこの点留意する。

また、個々の通関業者の能力向上に加え、既存の通関業者認証制度を見直し、EAC 域内共通の認証制度として構築していくことで、通関業者に求められる能力や資質等のクライテリアを共通化し、通関業者全体の底上げを図ることが重要となる。フェーズ2における取り組みを踏襲し、域内の利害関係者との調整を慎重に進めたいうで合意形成を図り、その結果としての通関士制度に係る政策的枠組みや法的枠組みの策定・合意形成を図る。

上記を段階的に進めていくための指標として、指標 3-2、3-3 を設定する。

**【アウトプット (成果) 3 の活動】**

(通関業者に対する研修)

- 3-1 関税評価及び関税分類にかかる通関業者向け研修の研修計画（含む持続可能な仕組み検討）を作成する。
- 3-2 活動 3-1 で策定された研修計画に基づき研修を実施する。

(域内通関士資格認定制度の構築)

- 3-3 域内の通関士資格認定制度の政策枠組み案を確定し、当該枠組みの承認に必要な関係機関に提出する。
- 3-4 域内の通関士資格認定制度の法的枠組みについて議論し案をとりまとめる。

注 1) 指標内の「X」(数値) は、ベースライン調査の結果等を踏まえて、地域合同調整委員会 (Regional Joint Coordinating Committee : RJCC) において決定される。

注 2) 各活動における対象国境や活動計画に関する変更は、ニーズや業務の進捗に応じ RJCC において協議・決定される。

#### 6-1-4 投入

##### (1) 日本側

【専門家】 チーフ・アドバイザー、税関行政、業務調整／人材育成、地域協力連携強化、OSBP 運用化支援、税関実務等必要に応じて

【供与機材】 通関処理システム、国境監視機材等必要に応じ

【研修員受入（日本／第三国）】 OSBP 運用化、税関行政等に係る研修員受入

【現地活動経費】 現地研修実施経費、専門家旅費等活動に必要な経費

##### (2) EAC 5 カ国（ケニア、タンザニア、ウガンダ、ルワンダ、ブルンジ）側

【カウンターパート（C/P）配置】 プロジェクト・ダイレクター（各機関の長）、プロジェクト・マネジャー〔税関局長、担当部局長（OSBP 運用化に係るコンポーネント）〕、ワーキング・グループ、OSBP 運用化に係る National/Technical Steering Committee の設置

【執務環境】 プロジェクトの専門家及びスタッフに必要な執務スペース、機器

【プロジェクト活動経費】 C/P の人件費（国内旅費含む）等必要経費

#### 6-1-5 外部要因（満たされるべき外部条件）

##### (1) 前提条件 特になし

##### (2) 外部条件

###### 1) アウトプット（成果）達成のための外部条件

- ・ OSBP 運用にかかる関係機関が十分に協力し合う。
- ・ 対象陸路国境における OSBP 施設建設が予定通りに完了する。
- ・ EAC OSBP 法が施設建設完了までに施行される。
- ・ プロジェクトの前フェーズより活動に参画してきた C/P 職員の離職・異動がプロジェクトの実施に影響を及ぼさない。

###### 2) プロジェクト目標達成のための外部条件

- ・ OSBP の運用に係る予算と人員が関係機関によって十分に確保される。
- ・ EAC 事務局が通関士制度の構築に向けて必要な調整を行う。

###### 3) 上位目標達成のための外部条件

EAC 加盟国に、域内通関士資格認定制度にかかる法案成立に向けた強い意思が存在する。

#### 6-2 評価 5 項目による分析

##### (1) 妥当性

本プロジェクトは以下の理由から妥当性が高いと判断できる。

- 1) EAC 5 カ国では、フェーズ 1 及びフェーズ 2 の実施を通じて税関の能力及び CCFAA の能力向上、また両者の関係構築を実現しつつあるが、貿易円滑化の促進をめざして引き続きこれらの課題に取り組むとともに、対象国境における OSBP の運営化と域内通関士制度の枠組みの構築を通じて通関処理の向上を図るニーズは高い。このことは、各国の RA を

はじめ国境管理にかかわる他官庁、CCFAA より確認されている。

- 2) EAC 5 カ国において、①OSBP の運用化、②税関の能力強化、③CCFAA の能力強化及び域内通関士制度の枠組みの構築を通じて対象国境における通関処理能力の向上を図る本プロジェクトのアプローチは、国境での通関の改善に資する要素を取り込んでおり、適切であると判断される。また、パイロットサイト（対象国境）の選定については、①に関してはそれぞれ円借款事業及び無償資金協力事業で OSBP 施設の建設が実施されているナンガ及びルスモを中心に実施され、②についてはフェーズ2で対象としてきた国境をはじめニーズや調査の結果に基づいて選定される国境で支援していくため、妥当性は高い。
- 3) EAC では、貿易円滑化に向けて OSBP の導入を推進するべく 2013 年 4 月に EAC OSBP 法案が EAC 立法議会で通過したところである。また、各国における税関近代化及び OSBP 運用化に向けた取り組みは、KRA の第 5 次経営計画（2012/13～2014/15）、OBR の経営計画（2013～2017）、RRA の中期戦略（2010～2013）、TRA（関税局）の税関近代化戦略・行動計画（2009/10～2012/13）、URA の経営計画（2011～2015）に記されている。本プロジェクトは EAC 各国の計画の実現に貢献するものである。
- 4) 2013 年 6 月の第 5 回アフリカ開発会議（TICAD V）において、日本政府は、横浜行動計画 2013～2017 の重点目標のひとつとして、広域開発のための域内統合推進、特に貿易に関連したインフラ整備、貿易円滑化、貿易障壁の撤廃、各国政府及び地域経済共同体の能力強化を通じた域内・地域間の貿易促進を掲げており、貿易投資促進に資する人材育成（税関含む）、OSBP システム普及及び運用支援へのイニシアティブを示している。また、本プロジェクトは、EAC 各国に対する国別援助方針とも整合している。
- 5) JICA は EAC 5 カ国の歳入庁を C/P とし、フェーズ 1、フェーズ 2 と税関能力向上プロジェクトを実施しているため、同地域における税関をめぐる事情に精通している。また、日本は特に、途上国における通関分野の支援での経験的・技術的優位性を有している。

## （2）有効性

本プロジェクトは以下の理由から有効性が見込める。

- 1) プロジェクト目標である、「対象国境における効率的な国境手続きのための能力が改善する」の実現のためには、①OSBP の運用化、②税関の能力強化、③CCFAA の能力強化及び域内通関士制度の枠組みの構築の 3 つを総合的に達成する必要がある。税関の能力及び CCFAA の能力向上はフェーズ 2 の実施を通じて確認されつつあるが、各国 RA 関税局で指導員養成の仕組みが構築されていない、税関のリスクマネジメントに向上の余地がある、二国間での JBS/JWS 活動が定期的には実施されていない、各国関税局が継続的に通関業者に向けた研修を実施していく仕組みを備えていないなど、残された課題も多い。また、域内通関士制度の枠組み構築については、本調査時点では関係者間での話し合いが開始されたばかりである。OSBP の運用化に関しても、フェーズ 2 においては OSBP 施設建設の遅れも影響し、RTMS/CCS の導入を進めてきたにとどまるため、本プロジェクトにおいて本格的に実施していくことになる。よって、上記の 3 つに関連する活動を実施することにより、対象国境における通関処理の向上が達成されることが十分に見込まれる。
- 2) フェーズ 2 では日本人専門家 3 人がケニア（KRA 内）に駐在し、活動に応じて各国へ出張する体制をとっていたが、想定工数を超える業務量となっていた。本プロジェクトでは

その反省を生かし、かつプロジェクト目標にかんがみて、日本人専門家の投入を増やすことを予定している。また、本プロジェクトでは OSBP 運用化を実施するが、他案件の教訓からも、多様な国境関連機関等との関係構築を重視し、現場に張り付いて活動を推進していく必要が示唆されることから、ナマンガ及びルスモにおける OSBP 運用化については、別途コンサルタントチームの配置を予定している。

- 3) アウトプット（成果）からプロジェクト目標に至るまでの条件、「OSBP の運用にかかる予算と人員が関係機関によって十分に確保される。」について、予算の確保に関しては活動を通じて間接的に働きかけていくことになる。また人員配置については、OSBP 運用化に向け、営業時間の延長や通行車両台数の増加を見越して国境管理関係機関が職員の増員を検討しているという情報もある。「EAC 事務局が通関士制度の構築に向けて必要な支援を行う。」ことに関しては、本調査において同事務局の積極的な姿勢が確認されている。よって、これらの条件が満たされる可能性は高い。

### (3) 効率性

本プロジェクトは以下の理由から効率的なプロジェクト実施が見込める。

- 1) アウトプットの達成のため、フェーズ 2 で実施された活動の効果を生かし、それらを更に推進する形で、①OSBP の運用、RTMS/CCS を含む OSBP ICT システムの改善と運用展開（以上、アウトプット（成果）1）、②MT への研修と更なる活用の検討、税関リスクマネジメントに関する研修、JBS/JWS の改善と他国境への展開（以上、アウトプット（成果）2）、③通関業者への研修、域内通関士資格認定制度の枠組みの構築（以上、アウトプット（成果）3）に係る活動が適切に計画されている。
- 2) EAC における貿易円滑化をめざした OSBP 運用化に関しては、TMEA が計 13 の国境において OSBP 施設建設や国境管理を支援している。ナマンガ及びルスモに先立って施設の完工が予定されているタベタ・ホリリにおける OSBP 導入の経験について情報共有を図ることで効率的な活動実施が見込まれる。
- 3) 活動からアウトプット（成果）に至るまでの条件、「OSBP 運用に係る関係機関が十分に協力し合う」については、活動を実施するなかで間接的に働きかけをしていくことになる。「対象陸路国境における OSBP 施設建設が予定通りに完了する」について、本調査時においては、いずれも本プロジェクト期間中の完工が予定されている。「EAC OSBP 法が施設建設完了までに施行される」に関しては、同法案が 2013 年 4 月に EAC 立法議会で通過し、各国大統領承認を経て確実に施行されることが見込まれる。また、「プロジェクトの前フェーズより活動に参画してきたカウンターパート職員の離職・異動がプロジェクトの実施に影響を及ぼさない」状態を確保するため、職員の離職・異動の際には適宜人材を配置するなど、必要な対応を行うことが必要となる。

### (4) インパクト

本プロジェクトのインパクトは以下のように予測される。

- 1) 対象国境において OSBP が機能し、通関処理が向上・迅速化するようになると、国境を超えた物流も一層活発化し、上位目標である、EAC における貿易円滑化の促進が達成されることが見込まれる。ただし、外部条件にも設定されているように、EAC 及びその加盟国

が CCFAA の質を担保し得る域内通関士制度に係る法案を成立させるための後押しをしていく必要があり、プロジェクト終了後も、必要に応じて法案成立に向けた進捗フォローアップを行うことを想定している。

- 2) 本プロジェクトを通じたナマンガやルスモにおける OSBP 運営化に関しては、その経験を OSBP ソースブック<sup>27</sup>等にまとめ、域内外の他の国境に対しても共有していく取り組みが想定され、その波及効果が期待される。
- 3) その他、負の影響は特に想定されない。

#### (5) 持続性

以下のとおり、本プロジェクトによる効果は、対象 5 カ国の政府によりプロジェクト終了後も継続されるものと見込まれる。

##### 1) 政策・制度面

EAC 各国 RA においては、政策プログラムとして税関近代化及び OSBP 運用化に向けた取り組みを実施中であり、EAC OSBP 法が施行されるようになると、共通のルールの下で OSBP 運用化が推進されるようになる。よって、本プロジェクトの終了後も、国境関係機関との協調の下での OSBP 運営及び効率的な通関業務は継続されると考えられる。また、通関士資格認定制度の構築も迅速な通関処理に貢献する。

##### 2) 組織面

域内の貿易円滑化に向けて、国境における通関処理が迅速に行われるためには、税関職員的能力強化及び関税局による CCFAA に向けた能力強化が恒常的に実施される必要がある。各国関税局で指導員養成の仕組み及び通関業者向け研修の仕組みが構築されることにより、本プロジェクト終了後もこれらの取り組みは継続的に行われると考えられる。

##### 3) 財政面

関税収入確保の面からも本プロジェクトは各国財務省内において重要な位置づけにあり、活動継続のため適切な予算措置が図られると考えられる。よって、各国 RA の財務的持続性は高い。

##### 4) 技術面

税関の能力強化（指導員養成の仕組みづくり含む）、CCFAA の能力強化及び域内通関士制度の枠組み構築は、フェーズ 2 より活動に参画している各国のワーキンググループ (WG) メンバーが中心となって実施していくことにより、技術的な持続性は担保されるものと考えられる。また、パイロットサイトにおいて実施される OSBP 運営化に関しては、実施を通じて得られる知見や技術を他の国境に水平展開することで、EAC 全体における通関処理の改善、ひいては貿易円滑化に寄与する。

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<sup>27</sup> JICA がリードパートナーとして Transport Sector Platform of Infrastructure Consortium for Africa (ICA) を支援し、2011 年 9 月に初版が作成された。

## 【付 録】

## EAC 各国の貿易総額（2005 年～2011 年）

（単位：100 万米ドル）

	ケニア		ブルンジ		ルワンダ	
	輸入	輸出	輸入	輸出	輸入	輸出
2005	3,447.06	5,864.94	7.58	188.9	34.9	373.28
2006	3,481.19	7,232.77	15.59	244.6	33	143.4
2007	4,080.02	8,988.98	10.59	235.5	40	207.1
2008	5,054.16	11,291.59	10.85	359.9	46.2	394.2
2009	4,462.48	10,188.45	18.35	419.19	47.3	449.6
2010	5,172.00	11,954.68	101.23	508.83	54.2	503.6
2011	5,754.23	14,814.31	115.93	699.85	70.8	589.3

	タンザニア		ウガンダ	
	輸入	輸出	輸入	輸出
2005	1,571.28	3,043.47	812.86	2,054.14
2006	2,000.12	3,864.10	962.19	2,557.31
2007	2,007.00	5,919.02	1,336.67	3,495.39
2008	3,119.30	6,907.80	1,724.30	4,525.86
2009	2,982.45	6,531.22	1,567.61	4,257.60
2010	3,976.79	8,070.36	1,618.60	4,664.34
2011	4,771.62	11,184.25	2,159.08	5,630.88

出典：East African Community Secretariat, "East African Community Facts and Figures – 2012" (2012)

## EAC 域内における各国の貿易総額（2005 年～2011 年）

（単位：100 万米ドル）

国名	相手国	輸出入	2005	2006	2007	2008	2009	2010	2011
ブルンジ	ケニア	輸出	0.4	1.2	2.2	1.5	0.4	1.5	14.7
		輸入	34.0	35.4	29.4	30.3	23.3	31.0	45.7
		収支	(33.6)	(34.3)	(27.3)	(28.8)	(22.9)	(29.5)	(31.0)
	ウガンダ	輸出	0.9	1.2	1.0	1.6	1.9	2.2	4.3
		輸入	11.4	16.9	38.7	34.5	69.1	28.9	53.4
		収支	(10.4)	(15.7)	(37.7)	(32.9)	(67.2)	(26.7)	(49.1)
	タンザニア	輸出	-	-	0.1	0.0	0.6	0.3	0.6
		輸入	12.8	7.6	9.8	16.8	34.1	27.0	161.2
		収支	(12.8)	(7.6)	(9.7)	(16.8)	(33.5)	(26.7)	(160.5)
	ルワンダ	輸出	2.7	3.1	2.2	3.5	3.1	8.6	4.7
		輸入	0.9	1.0	1.7	3.1	2.6	2.5	6.9
		収支	1.8	2.1	0.5	0.4	0.5	6.1	(2.1)
EAC 計	輸出	4.0	5.5	5.3	6.6	6.0	12.6	24.4	
	輸入	59.1	60.9	79.5	84.7	129.2	89.4	267.1	
	収支	(55.0)	(55.5)	(74.2)	(78.1)	(123.2)	(76.8)	(242.7)	

タンザニア	ケニア	輸出	76.3	97.2	106.9	188.6	192.9	210.5	221.9
		輸入	155.3	169.1	103.6	198.0	304.5	275.6	339.2
		収支	(79.0)	(71.9)	3.3	(9.4)	(111.6)	(65.1)	(117.4)
	ウガンダ	輸出	20.1	20.5	20.3	36.5	89.1	60.4	54.1
		輸入	5.1	5.3	6.5	6.6	12.1	17.9	36.4
		収支	15.0	15.2	13.8	29.9	76.9	42.5	17.7
	ルワンダ	輸出	7.4	9.1	11.3	19.8	16.4	86.2	101.0
		輸入	0.1	0.1	-	-	0.0	1.4	1.6
		収支	7.3	9.0	11.3	19.8	16.4	84.8	99.4
	ブルンジ	輸出	25.1	31.0	67.4	15.0	25.1	37.1	39.8
		輸入	0.1	1.0	-	0.4	0.3	0.6	0.8
		収支	25.1	30.0	67.4	14.6	24.8	36.5	39.1
EAC 計	輸出	128.9	157.8	205.9	259.9	323.5	394.3	416.8	
	輸入	160.5	175.5	110.1	205.0	316.9	295.5	378.0	
	収支	(31.6)	(17.7)	95.8	54.9	6.5	98.8	38.8	
ウガンダ	ケニア	輸出	72.4	184.9	204.2	272.5	276.7	284.4	296.0
		輸入	520.7	464.9	522.7	552.0	545.9	549.1	671.6
		収支	(448.3)	(280.0)	(318.5)	(280.1)	(269.2)	(264.7)	(375.6)
	タンザニア	輸出	15.4	35.3	69.1	87.9	94.7	90.9	71.1
		輸入	30.1	33.0	33.7	61.4	46.4	61.6	40.3
		収支	(14.7)	2.3	73.9	83.9	109.2	29.3	30.7
	ルワンダ	輸出	36.1	55.6	122.4	192.1	170.2	182.2	228.6
		輸入	0.5	1.2	4.2	4.0	5.0	8.9	9.5
		収支	35.6	54.4	118.2	188.1	165.2	173.4	219.0
	ブルンジ	輸出	20.8	20.6	42.7	45.4	63.6	59.3	54.1
		輸入	0.2	-	-	-	-	-	-
		収支	20.6	20.4	41.9	44.5	63.6	59.3	54.1
	EAC 計	輸出	144.7	296.3	476.9	654.7	666.2	616.9	649.7
		輸入	551.5	499.0	560.6	617.4	597.4	619.5	721.5
		収支	(406.8)	(202.7)	(83.7)	37.3	68.8	(2.7)	(71.8)

ケニア	ウガンダ	輸出	564.9	385.7	498.5	611.2	596.6	657.6	855.2
		輸入	18.5	13.9	88.8	75.5	57.1	116.4	116.4
		収支	546.4	371.8	409.7	535.8	539.5	541.2	738.8
	タンザニア	輸出	264.1	253.6	331.5	422.4	388.2	419.2	470.0
		輸入	41.0	62.6	99.2	105.0	100.8	133.1	176.4
		収支	223.1	191.0	232.3	317.4	287.4	286.0	293.6
	ルワンダ	輸出	96.3	66.1	86.2	129.4	123.0	133.0	152.6
		輸入	1.5	2.9	1.3	0.4	3.1	5.4	4.8
		収支	94.8	63.2	84.9	129.1	119.9	127.5	147.9
	ブルンジ	輸出	34.0	35.4	29.4	30.3	59.3	68.9	66.5
		輸入	0.4	1.2	2.2	1.5	1.2	1.8	5.3
		収支	33.6	34.2	27.2	28.8	58.1	67.1	61.2
EAC 計	輸出	974.3	735.8	952.2	1,213.4	1,167.2	1,278.7	1,544.4	
	輸入	61.5	84.1	191.6	182.0	162.2	256.8	302.9	
	収支	912.8	651.6	760.6	1,031.4	1,005.1	1,021.8	1,241.5	
ルワンダ	ケニア	輸出	32.6	29.9	34.4	32.0	32.4	39.4	59.0
		輸入	49.9	69.4	85.7	173.0	176.4	169.4	184.6
		収支	(17.3)	(39.5)	(51.3)	(141.0)	(144.0)	(130.0)	(125.6)
	タンザニア	輸出	1.8	1.9	3.2	6.9	5.6	4.2	1.1
		輸入	39.0	61.6	98.5	167.9	160.7	134.5	196.0
		収支	(37.2)	(59.8)	(95.4)	(161.0)	(155.1)	(130.3)	(194.9)
	ウガンダ	輸出	0.2	0.9	0.4	1.1	4.0	6.3	5.3
		輸入	8.0	8.3	15.7	47.3	108.0	196.6	204.8
		収支	(7.8)	(7.4)	(15.3)	(46.2)	(104.0)	(190.3)	(199.5)
	ブルンジ	輸出	0.3	0.4	2.1	6.2	5.4	4.3	5.4
		輸入	2.2	4.0	7.2	6.0	4.5	3.2	3.9
		収支	1.9	3.7	5.1	(0.2)	0.9	1.1	1.5
	EAC 計	輸出	34.9	33.0	40.0	46.2	47.3	54.2	70.8
		輸入	99.1	143.4	207.1	394.2	449.7	503.6	589.3
		収支	(64.2)	(110.4)	(167.1)	(348.0)	(402.3)	(449.4)	(518.5)

出典：East African Community Secretariat, "East African Community Facts and Figures – 2012" (2012)



## 付 属 資 料

### 1. 調査日程

#### 【現行プロジェクト終了時評価調査】

2. M/M（終了時評価調査報告書含む）
3. 評価グリッド
4. 質問票

#### 【後継プロジェクト詳細計画策定調査】

5. 署名済み R/D
6. 収集文献・資料一覧

## 1. 調査日程

Date		Activity (Consultant- Evaluation Analysis for terminal evaluation)	Activity (Consultant- Evaluation Analysis for detail design)	Activity (JICA and Japan Customs)
7-May-13	Tue	22:30 Narita (QR805)	22:30 Narita (QR805)	(Mr. Baba) 17:25 TG677 Narita --> Bangkok 21:55 (Mr. Oshikiri) 22:30 Narita (QR805)
8-May-13	Wed	15:40 PW713 Dar es Salaam -->Zanzibar 16:10 Meeting with JICA experts	04:20 Doha 07:35 QR544 Doha --> Dar es Salaam 13:20 15:40 PW713 Dar es Salaam -->Zanzibar 16:10 16:30-20:00 Meeting with JICA experts	(Mr. Baba) 08:10 PW710 Nairobi --> Zanzibar 09:50 (Mr. Oshikiri) 15:40 PW713 Dar es Salaam -->Zanzibar 16:10 Meeting with JICA experts
9-May-13	Thu	<u>Attending RJCC meeting</u> Interview with Commissioners Customs by consultant (30min/person)	<u>Attending RJCC meeting</u> Interview with Commissioners of Customs (OBR, TRA, URA) and arangenmt of meetings at respective countries	<u>Attending RJCC meeting</u> Meeting with JICA Tanzania office (Mr. Baba) 19:30 PW715 Zanzibar --> Nairobi 21:10
10-May-13	Fri	10:10 PW710 Zamzibar --> Dar es Salaam 10:40 Interview with the counterparts of TRA other than who attends CG meeting (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	10:10 PW710 Zamzibar --> Dar es Salaam 10:40 14:20-15:30 Meeting with Border Steering Committee	(Mr. Oshikiri) 15:10 PW423 Zanzibar --> Dar es Salaam 15:40 18:20 QR545 Dar es Salaam --> Doha 23:45
11-May-13	Sat			
12-May-13	Sun			
13-May-13	Mon	AM: Meeting with TRA(Commissioner, Deputy Commissioner) PM: Interview with the counterparts of TRA(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	14:20-15:40 Meeting with the Ministry of East African Cooperation 17:10-17:50 Meeting with TRA (Customs Modernisation and Risk Management)	
14-May-13	Tue	05:10 KQ489 Dar es Salaam --> Nairobi 06:35 08:35 KQ448 Nairobi --> Bujumbura 10:30 PM: Meeting with JICA Burundi Meeting with OBR(Commissioner, Directors)	05:10 KQ489 Dar es Salaam --> Nairobi 06:35 08:35 KQ448 Nairobi --> Bujumbura 10:30 PM: Meeting with JICA Burundi Meeting with OBR(Commissioner, Deputy Commissioner)	
15-May-13	Wed	AM&PM: Interview with the counterparts of OBR(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	10:20-11:10 Meeting with Trade Mark East Africa	
16-May-13	Thu	10:00 U7361 Bujumbura --> Entebbe 12:00 PM: Meeting with JICA Udanga	10:00 U7361 Bujumbura --> Entebbe 12:00 PM: Meeting with JICA Udanga	
17-May-13	Fri	AM: Meeting with URA (Commissioner, Assistant Commissioner) PM: Interview with the counterparts of URA(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	AM: Meeting with URA (Commissioner, Deputy Commissioner) PM: Interview with the counterparts of URA(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	
18-May-13	Sat		10:05 KQ411 Entebbe --> Nairobi 11:25 14:00-18:30 Meeting with JICA experts	(Mr. Oshikiri, Mr. Tsuji, Mr. Kuramoto, Mr. Kikuchi and Mr. Tanagami)
19-May-13	Sun		Meeting with JICA experts	07:45 QR532 Doha --> Nairobi 13:00 Meeting with JICA experts
20-May-13	Mon	AM&PM: Interview with the counterparts of URA(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	AM: Meeting with JICA Kenya office AM: Meeting with KRA (Commissioner, Deputy Commissioner, Ms. Susan) PM: Meeting with TMEA	AM: Meeting with JICA Kenya office AM: Meeting with KRA (Commissioner, Deputy Commissioner, Ms. Susan) PM: Meeting with TMEA
21-May-13	Tue	10:05 KQ411 Entebbe --> Nairobi 11:25 Meeting with KRA (Commissioner, Deputy Commissioner, Ms. Susan, Billy, Anthony)(focusing on interviews on terminal evaluation)	08:05 KQ482 Nairobi --> Dar es Salaam 09:35 Meeting with relevant authorities especially on Rusumo Project component	08:05 KQ482 Nairobi --> Dar es Salaam 09:35 Meeting with relevant authorities especially on Rusumo Project component
22-May-13	Wed	AM&PM: Interview with the counterparts of KRA(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	Meeting with relevant authorities especially on Rusumo Project component Meeting with TRA (Commissioner, Deputy Commissioner)(Discussion on the next phase) Meeting with JICA Tanzania office	Meeting with relevant authorities especially on Rusumo Project component Meeting with TRA (Commissioner, Deputy Commissioner)(Discussion on the next phase) Meeting with JICA Tanzania office
23-May-13	Thu	08:35 KQ448 Kigali --> Nairobi 9:00 AM&PM: Interview with the counterparts of RRA(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	05:10 KQ489 Dar es Salaam --> Nairobi 06:35 08:35 KQ448 Nairobi --> Kigali 9:00 Meeting with relevant authorities especially on Rusumo Project component	05:10 KQ489 Dar es Salaam --> Nairobi 06:35 08:35 KQ448 Nairobi --> Kigali 9:00 Meeting with relevant authorities especially on Rusumo Project component
24-May-13	Fri	AM: Interview with the counterparts of RRA(such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents) PM: Meeting with RRA (Commissioner, Head) (Discussion on the next phase) PM: Meeting with JICA Rwanda office	AM: Meeting with relevant authorities especially on Rusumo Project component PM: Meeting with RRA (Commissioner, Head) PM: Meeting with JICA Rwanda office	AM: Meeting with relevant authorities especially on Rusumo Project component PM: Meeting with RRA (Commissioner, Head) PM: Meeting with JICA Rwanda office
25-May-13	Sat		Site observation to Rusumo border post and meeting with relevant authorities	(Mr. Tsuji, Mr. Kikuchi and Mr. Tanagami) Site observation to Rusumo border post and meeting with relevant authorities
26-May-13	Sun			
27-May-13	Mon	Meeting with RRA (Commissioner, Head)(Interviews on terminal evaluation)	Meeting with Direcorate General of Immigration and Emigration	Meeting with Direcorate General of Immigration and Emigration
28-May-13	Tue	09:55 QR539 Kigali --> Doha 18:10	09:55 QR539 Kigali --> Doha 18:10	09:55 QR539 Kigali --> Doha 18:10
28-May-13	Tue	01:50 QR804 Doha --> Narita 17:50	01:50 QR804 Doha --> Narita 17:50	01:50 QR804 Doha --> Narita 17:50

2. 【現行プロジェクト終了時評価調査】 M/M (終了時評価調査報告書含む)

MINUTES OF MEETING  
BETWEEN THE TERMINAL EVALUATION TEAM AND  
THE RELEVANT AUTHORITIES CONCERNED ON  
THE PROJECT ON CAPACITY BUILDING FOR THE CUSTOMS ADMINISTRATIONS OF  
THE EASTERN AFRICAN REGION (PHASE 2)

The Terminal Evaluation 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 for “the Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2)” (hereinafter referred to as “the Project”) for the terminal evaluation of the Project.

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

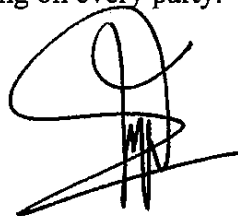
As the result of the discussions, the relevant parties agreed to the matters referred to in the document attached hereto.

The Minutes of Meeting shall not be legally binding on every party.

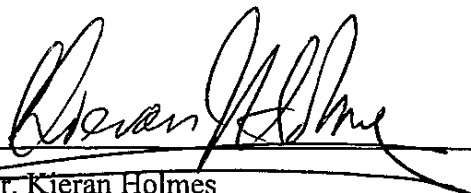
August 23, 2013



Mr. Koji Oshikiri  
Leader  
Terminal Evaluation Team  
Japan International Cooperation Agency  
Japan



Mr. John K. Njiraini, MBS  
Commissioner General  
Kenya Revenue Authority  
Republic of Kenya



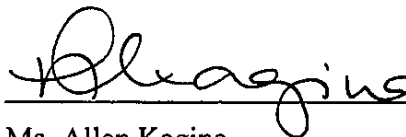
Mr. Kieran Holmes  
Commissioner General  
Office Burundais des Recettes  
Republic of Burundi



Mr. Ben Kagarama  
Commissioner General  
Rwanda Revenue Authority  
Republic of Rwanda



Mr. Harry M. Kitillya  
Commissioner General  
Tanzania Revenue Authority  
United Republic of Tanzania



Ms. Allen Kagina  
Commissioner General  
Uganda Revenue Authority  
Republic of Uganda

Attachment

**JICA TERMINAL EVALUATION REPORT**  
**FOR**  
**THE PROJECT ON CAPACITY BUILDING FOR**  
**THE CUSTOMS ADMINISTRATIONS OF**  
**THE EAST AFRICAN REGION (PHASE 2)**

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  - 1-2 Schedule of the Terminal Evaluation
  - 1-3 Members of the Terminal Evaluation Team
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    - 4-1-3 Achievement of Project Purpose
  - 4-2 Implementation Process of the Project
    - 4-2-1 Project Planning
    - 4-2-2 Project Monitoring
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- 5. Evaluation Results**
  - 5-1 Five-Criteria Evaluation
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    - 5-1-2 Effectiveness
    - 5-1-3 Efficiency
    - 5-1-4 Impact
    - 5-1-5 Sustainability
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### List of Abbreviations

ADR	Association des Agencys en Douane au Rwanda
ABADT	Association Burundaise des Agencys en Douane et Transitaires
BCC	Border Coordinating Committee
BMST	Bench Marking Study Tour
CCFA	Customs Clearing and Forwarding Agents
CCFAA	Customs Clearing and Forwarding Agents Associations
CP	Counterpart Personnel
CV	Customs Valuation
EAC	East African Community
EABC	East African Business Council
FEAFFA	Federation of East African Freight Forwarders Associations
HS	Harmonized System (Classification)
IA	Intelligence Analysis
ICT	Information, Communication and Technology
JBS	Joint Border Surveillance
JICA	Japan International Cooperation Agency
JWS	Joint Water Surveillance
KIFWA	Kenya International Freight and Warehousing Association
KRA	Kenya Revenue Authority
M/M	Minutes of Meetings
MTP	Master Trainers Programme
MU	Management Unit
OBR	Office Burundais des Recettes
OGAs	Other Governmental Agencies
OSBP	One Stop Border Post
PDM	Project Design Matrix
PO	Plan of Operations
RA	Revenue Authority
R/D	Record of Discussions
RJCC	Regional Joint Coordinating Committee
RRA	Rwanda Revenue Authority
RTMS/CCS	Real Time Monitoring System and Cargo Control System
SEOs	Senior Enforcement Officials
TAFFA	Tanzania Freight Forwarders Associations
TICAD	Tokyo International Conference on African Development
TRS	Time Release Study

TRA	Tanzania Revenue Authority
UCIFA	Uganda Clearing Industry and Forwarders Association
UFFA	Uganda Freight Forwarders Association
URA	Uganda Revenue Authority
WCC	Water Coordinating Committee
WCO	World Customs Organization
WG	Working Group

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## 1 Introduction

### 1-1 Objectives of the Terminal Evaluation

The objectives of the Terminal Evaluation are:

- (1) To review the progress of the Project (achievement and implementation process) and assess on the achievements in accordance with the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact, and Sustainability),
- (2) To identify the promoting factors and inhibiting factors of achievements of the Project,
- (3) To summarize recommendations for the remaining period of the Project, and draw lessons learned for the benefit of the member counties in the EAC region and Japanese Governments.

### 1-2 Schedule of the Terminal Evaluation (See Annex 1).

A study visiting the five EAC countries, namely, Tanzania, Burundi, Uganda, Kenya and Rwanda, was carried out from May 7 to 29, 2013. Detailed schedule is shown in Annex 1.

### 1-3 Members of the Terminal Evaluation Team

	Name	Area	Position/ Organization
1	Koji OSHIKIRI	Leader	Director, Public Governance and Financial Management Division, Industrial Development and Public Policy Department, JICA
2	Kensuke TSUJI	Cooperation planning	Deputy Director, Public Governance and Financial Management Division, Industrial Development and Public Policy Department, JICA
3	Yoshiro BABA	Customs administration	Director for Technical Cooperation, Customs and Tariff Bureau, Ministry of Finance
4	Norikazu KURAMOTO	Customs administration	Deputy Director, office of Technical Cooperation, Customs and Tariff Bureau, Ministry of Finance
5	Masahiro KIKUCHI	Customs procedures	Head of International Intelligence Office of Tokyo Customs
6	Shingo TANAGAMI	Customs procedures	Auditor of PCA section, Hakodate Customs
7	Rie KAWAHARA	Evaluation analysis	Consultant-project planning/evaluation, Managing Director, R-QUEST corporation

## 2 Outline of the Project

### 2-1 Background of the Project

The eastern African region aims for the sustainable economic growth through promoting trade and regional integration, and one of the important issues is to facilitate the border clearance. In order to facilitate the border clearance, the region has promoted One Stop Border Post (OSBP), a

system contributed to the trade facilitation by streamlining border clearance procedures once (One Stop), which usually takes two steps, one in exporting countries and the other in importing countries.

JICA implemented the “Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 1)” for the Republic of Kenya (hereinafter referred to as “Kenya”), the United Republic of Tanzania (hereinafter referred to as “Tanzania”) and the Republic of Uganda (hereinafter referred to as “Uganda”), and established an OSBP Operational Model in order not only to improve the capacities of Revenue Authority (RA) in each country, but also to operate the OSBP system properly, while implementing the pilot projects (ICT system and Joint Border Surveillance (JBS)) in Namanga (the border between Kenya and Tanzania) and Malaba (the border between Kenya and Uganda).

Through the phase 1, some lessons and suggestions have been drawn out as follows.

- 1) In order to introduce and implement the OSBP at borders, it is needed to continuously improve the capacities of the Customs officers, such as knowledge and skills on the Customs Valuation (CV), HS Classification (HS) and Intelligence Analysis (IA);
- 2) It is needed to implement and expand the pilot projects (OSBP Operational Model and Real Time Monitoring System (RTMS)/ Cargo Control System (CCS), and JBS/ Joint Water Surveillance (JWS)) in other sites; and
- 3) In order to realize the streamlining the Customs clearance, it is needed to improve the capacity of the Customs Clearing Agents.

Under these circumstances, the “Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2)” is implemented for four years as the cooperation period, from September 2009 to September 2013, for the full East African Community (EAC) member countries of the Republic of Burundi (hereinafter referred to as “Burundi”), Kenya, the Republic of Rwanda (hereinafter referred to as “Rwanda”), Tanzania and the Republic of Uganda (hereinafter referred to as “Uganda”).

## **2-2 Summary of the Project<sup>1</sup>**

### **(1) Overall Goal**

Smooth and efficient Customs clearance is carried out with support of proper operation of OSBP.

### **(2) Project Purpose**

Smooth and efficient Customs clearance at borders is strengthened under OSBP Concept with

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<sup>1</sup> Upon the recommendation of the Mid-term Review, the revised PDM has been developed and agreed between member countries of the EAC region and JICA on June 7, 2012.

constructive relationship between Customs Administrations and Customs Clearing & Forwarding agents.

(3) Outputs

- 1) Capacity of Customs administrations is enhanced.
- 2) Compliance level and capacity of Customs Clearing & Forwarding agents are enhanced through the strengthened function of Customs Clearing & Forwarding Agents Associations.

(3) Activities

- 1-1 Update the Plan of Operations periodically based on the concrete activities of the Project.
- 1-2 Implement OSBP Operational Model at Namanga and Malaba and Busia, and spread widely in the region.
- 1-3 Conduct Detail Design Study on Namanga OSBP Facility.
- 1-4 Build the capacity of Customs officers who become the core human resources within Customs administrations.
- 1-5 Enhance the safe and moderate trade environment in the region by facilitating joint surveillance activities
- 1-6 Strengthen the Customs' supervision functions on Customs Clearing & Forwarding agents in order to improve agents' knowledge and skills for their daily business in view of developing their awareness on compliance and professionalism.
- 1-7 Grasp and analyze obstacles to trade facilitation including shortcomings of infrastructure.
- 1-8 Study the possibility to establish the Regional Accreditation System for Customs Clearing & Forwarding Agents.
- 1-9 Based on the Study and discussion with stakeholders, draft a Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding agents after setting up the Task Force Team.
- 2-1 Conduct Baseline Survey on Customs Clearing & Forwarding Agents Associations and their member agents in each country.
- 2-2 Based on the results of Baseline Survey, conduct activities so as to strengthen functions of Customs Clearing & Forwarding Agents Associations and their member agents.
- 2-3 Improve agents' knowledge and skills for their daily business in view of developing their awareness on compliance and professionalism based on the activity 1-6.

### 3. Methodology of the Terminal Evaluation

#### 3-1 Evaluation Methodology

In accordance with the new JICA Project Evaluation Guideline of June 2010, the Terminal Evaluation of the Project was conducted in the following process:

Step 1: The Project Design Matrix<sup>2</sup> (PDM) version 2.0 was adopted as the framework of the Evaluation exercise. The Project achievements were assessed against the PDM indicators.

Step 2: Analysis was made to the underlying causes that promoted or inhibited the achievement levels including both the Project design and Project implementation processes.

Step 3: An examination of the Project was conducted based on the five evaluation criteria: “relevance”, “effectiveness”, “efficiency”, “impact”, and, “sustainability”.

Step 4: Recommendations for the Project for the remaining period were formulated, as well as lessons learned for future Projects to be implemented by Governments of EAC member countries and Japan.

Table 2-1 below shows the nine different components of a PDM logical framework.

**Table 2-1 PDM Logical Framework**

Overall Goal	The higher-order objectives to which a development intervention is intended to contribute.
Project Purpose	The intended development results of a project.
Outputs	The products and services which result from development interventions which are relevant to the achievement of outcomes.
Activities	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.
Important Assumption	Hypotheses about risk factors which could affect the progress or success of a development intervention.
Objectively Verifiable Indicators	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement for the overall goal, project purpose and output of interventions.
Means of Verification	Sources to verify the indicators.
Inputs	Financial, human and material resources used for a development intervention.
Pre-conditions	Conditions that must be met before starting interventions.

<sup>2</sup> Within the previous JICA Evaluation Guideline of 2004, the term Logical Framework, or Log Frame has been introduced in place of PDM. However, since the Project continued referring to this tool as PDM throughout the Project Period, this Report will use the term PDM.

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### 3-2 Five Criteria of Evaluation

Definition of the five evaluation criteria that were used in the analysis of the Terminal Evaluation is given in Table 2-2 below.

**Table 2-2 Definition of the Five Evaluation Criteria for the Terminal Evaluation**

Five Evaluation Criteria		Definitions as per the JICA Evaluation Guideline
1	Relevance	Relevance of the Project is evaluated by the validity of the Project Purpose and Overall Goal in connection with official development assistance policies of Japan, development policies of the Government of EAC member countries, the needs of the target group and/or ultimate beneficiaries in EAC member countries.
2	Effectiveness	Effectiveness is assessed to what extent the Project has achieved its Project Purpose, clarifying the relationship between the Project Purpose and Outputs.
3	Efficiency	Efficiency of the Project implementation is analysed with emphasis on the relationship between Outputs and Inputs in terms of timing, quality and quantity.
4	Impact	Impact of the Project is assessed in terms of positive/negative, and intended/unintended influence caused by the Project.
5	Sustainability	Sustainability of the Project is assessed in terms of institutional, financial and technical aspects by examining the extent to which the achievements of the Project will be sustained after the Project is completed.

### 3-3 Data Collection Method

Both quantitative and qualitative data were gathered and utilized for analysis. Data collection methods used by the Team were as follows:

- Review of documents
- Questionnaires (Counterparts, Japanese experts)
- Key Informant interviews (Counterparts, Japanese experts, and other relevant personnel)
- Direct Observation (e.g., procured equipment and site observation etc.)

## **4 Project Performance and Implementation Process**

### **4-1 Achievement of the Project**

#### **4-1-1 Inputs**

As of May 2013, inputs provided by the Japanese side and by five East African countries' side are as follows.

#### **(1) Japanese side**

Major Japanese experts dispatched and Consultants deployed. (see Annex 5-1-a)

##### **1) Japanese experts**

3 positions of long-term experts (in total 5 experts) have been dispatched during the Phase 2, under the titles as follows:

- 1) Chief Advisor/Customs Administration
- 2) Regional Cooperation
- 3) Coordinator/Human Resource Development

Chief Advisor and Coordinator were replaced due to expiration of the term in July 2011 and in May 2011 respectively.

In addition, 50 short-term experts, in total, were assigned during the phase 2 as follows:

- 1 expert for Customs Clearing Agents since January 2010 along with contract extension.
- 1 expert for Development of Policy Framework for the Accreditation System
- 42 experts for Master Trainers Programme (MTP) in the field of Human Resource Development, CV, HS and IA
- 5 experts in Compliance Seminar for Customs Clearing Agents
- 1 expert in supporting the Detailed Design of Namanga OSBP Facility

##### **2) Other experts and consultants**

The following positions of experts and consultants during the Phase 2 are deployed:

- 1 local consultant in ICT for OSBP with RTMS/CCS has been assigned since 2008 (since the phase 1 of the Project).
- 10 experts of the World Customs Organization (WCO) as lecturers
- 1 local consulting firm on the Namanga Detailed Design
- 1 organization firm on Evaluation of Master Trainer Programme (MTP)
- 1 international consulting firm for a study on the Accreditation System
- 1 international consulting firm on Development of Policy Framework for Accreditation System for Clearing agents

3) Equipment provided (see Annex 5-1-b)

Total amount equals to JPY 262.1 million as shown in the following Table 2-3.

**Table 2-3 Total cost of equipment inputs from the Japanese side**

<b>Fiscal Year</b>	<b>Total (thousand JPN)</b>
2009 (September 2009-March 2010)	24,689
2010 (April 2010-March 2011)	57,691
2011 (April 2011-March 2012)	98,976
2012 (April 2012-March 2013)	80,778
<b>Total</b>	<b>262,134</b>

Source: Project record

\*Note: Exchange rates were reflected calculations in Annex 5-1-b

Major equipment provided to the five East African countries by the Japanese side are as follows:

- PCs, printers, LCD monitor screens, and projectors (MTP, RTMS/CCS Namanga and other functions)
- Servers with software for OSBP ICT System (RTMS/CCS) and other necessary equipment (power back-up devices and batteries, network connectivity devices, SMS gateway software)
- Vehicles, high-speed boats, motorbikes, night vision scopes, radio communication equipment, thermal camera, etc. (JBS/JWS)

4) Third Country Training/workshop implemented (see Annex5-1-c)

Training and workshops organized in the third countries and Japan are 3 types (as seen below “a” to “c”). Duration of the training and numbers of attendance are as follows:

a. Bench Marking Study Tours (BMST)

BMSTs were conducted 4 times in 3 countries as follows:

(Third-Country Training)

- Vietnam: 16 persons (March 3 -10, 2010) on border management
- Malaysia: “1st tour” : 29 persons (February 28 - March 5, 201) on HRD
- Malaysia: “2nd tour”: 26 persons (June 13-17, 2011) on HRD

(Training in Japan)

- Japan : 22 persons (October 25-November 10, 2012) on trade facilitation

b. WCO Accreditation Workshops

The Workshops were conducted 3 time in 3 countries for those passed the first stage of accreditation test as follows:

- Nigeria (on Valuation) : 8 persons (September 24-28, 2012)
- Gabon (on Valuation in French language) : 1 person (October 22-26, 2012)
- Zimbabwe (on HS classification) : 8 persons (April 22-26, 2013)

c. Training on Server Configuration & Trouble-shooting, Storage management

As for operationalization and maintenance of blade servers provided by the Project for the RTMS/CCS implementation purpose, IT officers (3 from KRA and TRA respectively) were trained at the Dell raining center in South Africa as follows:

- South Africa: 6 persons (February 11-22, 2013)

5) Local Operation costs (see Annex 5-1-d)

As of May 2013, a total of JPY340 million has been allocated for the operational expenses (including training expense, local consultant, WCO trainer and expense for BMSTs) by the Japanese side. Summaries in local operation cost by Japanese fiscal year during the Project Phase 2 is below.

**Table 2-4 Annual Operation Cost borne by the Project/Japanese Side (Unit: JPY)**

FY	Local Operation Cost including Consultant Cost	Third-country Trainer (WCO Expert travel cost)	Third-Country Training (Benchmarking Study Tour)	Total
FY2009 (Oct2009-Mar2010)	40,321,288	1,221,547	6,740,456	48,283,291
FY2010 (Apr2010-Mar2011)	53,077,378	2,015,532	8,068,620	63,161,530
FY2011 (Apr2011-Mar2012)	67,011,894	1,907,931	6,105,765	75,025,590
FY2012 (Apr2012-Mar2013)	90,937,524	1,144,080	8,039,328	100,120,932
FY2013 (Apr-May2013)	20,980,846	-	1,582,545	22,563,391
<b>Sub-total</b>	<b>272,328,930</b>	<b>6,289,091</b>	<b>30,536,713</b>	<b>302,865,643</b>

Source: Project record

Note: Changes in exchange rates were reflected calculations in Annex 5-1-d

(2) Five East African Countries' side

Counterpart personnel (see Annex 5-2)

a. Project Directors and Project Managers

The Project was headed by five Commissioners General of RAs in Burundi, Kenya, Rwanda, Tanzania and Uganda as Project Directors, and managed by five Commissioners of Customs at respective RAs as Project Managers.

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b. OSBP (RTMS/CCS) Working Group (WG) Members

A total of nine officers of RAs are assigned from Kenya (3), Tanzania (3) and Uganda (3), where three OSBP pilot sites are located i.e., Namanga between Kenya and Tanzania, Malaba and Busia between Kenya and Uganda.

c. MTP Management Unit (MU) Members and Working Group (WG) Members

Under the MTP, 3 WGs in the fields of CV, HS and IA were created and the WG members were expected to become the future Master Trainers. For the purpose of the management of MTP, MU members were assigned. Changes in the numbers of MUs and WGs are as follows (details are shown in Table 2-5):

MU members:

- When the MTP in the Project were started, 17 MU members were assigned. Due to the reasons such as change/turn-over of personnel, 5 officers remained as MU members after the completion of MTP.

WG members:

- Initially, 55 WG members were designated as WG members.
- At the time of the 9th activity (November 2012, which was the last activities for MTP): 53 officers
- Through interviews to respective RAs during the Terminal Evaluation, it is found that some trainees has left their organizations and changed their assigned duties since completion of MTP activities. There are 48 officers remaining as Master Trainers (MTs) at respective RAs as of May 2013.

**Table 2-5 MU and WG members of MTPs**

	Management Unit (as of May 2013)	Number of Working Group members by sub-group as of completing the 9th activity, Nov. 2012		
		CV	HS	IA
KRA	0 (4) (logistic is currently managed by commissioner's office)	4	4	4
OBR	0 (4) (logistic is currently managed by the training section)	2 (4)	4 (3)	4 (4)
RRA	0 (3) (logistic is currently managed by the training section)	4	4	3 (4)
TRA	3	3	4	4
URA	1 (3)	4	2 (4)	3 (4)
<b>Total</b>	<b>5 (17)</b>	<b>17(19)</b>	<b>18(19)</b>	<b>18 (20)</b>

Source: Project record

Note: Number in ( ) is indicating in numbers at the beginning of Phase 2

d. JBS/JWS Operation Team

A total of 11 officers are assigned from the enforcement divisions and the related offices under RAs in Kenya (4), Tanzania (3) and Uganda (4), where three OSBP pilot sites locate.

e. Capacity building of Customs Clearing and Forwarding Agents Associations (CCFAA) and their member agents, and development of policy framework on accreditation of customs clearing and forwarding Agents

Task Force for “Capacity Building of Customs Clearing and Forwarding agents (CCFAs)” has been formulated with members composed of 3 customs officers from each RAs since March 2012. Task Force for “preparation of legal framework on the accreditation system to the agents” has also been formulated with members composed of officers from each RA since March 2013 and thereafter 1 Customs expert from EAC and 1 business analyst from EA Business Council (EABC), and representatives from CCFAAs have joined the following Task Force meetings. The Task Force for the accreditation system has been working with a Consultant Team, which was contracted for “development of policy framework on Accreditation of customs clearing and forwarding Agents” by the Project/JICA Kenya Office since February 2013.

f. Project administration

1 senior officer from KRA is assigned as a member of the Project Team to support coordination and oversee activities of the Project. Besides, KRA assigns 1 officer for coordinating training of CCFAs, 1 officer for overall administrative and logistical support of the Project and 2 drivers.

g. Office space and facilities

The Project’s office space, necessary facilities such as electricity and landline are covered by KRA. The office space was expanded during the latter part in Phase 2 to accommodate daily works of the Team.

h. Cost sharing and operational expenses

Although details of the expenses borne by the five countries were not identified, the following expense items were covered by RAs of the five countries for Project activity implementation.

- Logistical arrangements for MTP activities such as training venue, lunch and domestic transport were made by host RAs
- All the cost subject to the participation of the trainees of the Probationary Trainings in MTP activities

- Operation cost of JBS/JWS has been borne by operating RAs
- Travel compensation for RAs' officers to participate in the Project activities was borne by some RAs to cover the gap (on-top) in allowance between JICA and RAs
- Some domestic transport arrangement for the participants of the Regional Joint Coordinating Committee (RJCC) Meetings was made by host RAs
- Some domestic transport arrangement for JICA experts on their business trips was made by receiving RAs
- Expense for quality assurance for RTMS/CCS borne by KRA

#### 4-1-2 Achievement of Outputs

##### Output 1:

Achievement of Output 1 in comparison with planned indicators in PDM (ver.2.0) is summarized in the following. In terms of level of achieving Outputs, some activities are still on going, and may not be completing by the end of the Project period.

<b>Outputs and Project Purpose</b>	<b>Indicators</b>	<b>Project Performance and Progress based on Indicators</b>
<u>Output 1:</u> "The capacity of customs administration is enhanced."	1-1 Detailed Design of Namanga OSBP Facility is completed.  1-2 All the cargo clearance processes by Customs and other stakeholders at Namanga, Malaba and Busia go through RTMS/CCS.	<p><b>&lt;Achieved&gt;</b></p> <ul style="list-style-type: none"> <li>• D/D of Namanga OSBP was completed in March 2011 (before the mid-term review), and submitted to JICA.</li> <li>• Construction of Namanga OSBP facility on the Tanzania side has started in March 2012, and to be completed in December 2013. Land clearance was commenced at the Kenya side in January 2013.</li> </ul> <p><b>&lt;Not achieved. Partially practiced at Namanga&gt;</b></p> <p><u>At Namanga:</u></p> <ul style="list-style-type: none"> <li>• RTMS/CCS has been in use among Customs officers at Namanga since February 2013 and monitoring and user-support for the RTMS/CCS operations are continuously made.</li> <li>• Trainings to other government agencies (OGAs) OGAs for operationalizing the RTMS/CCS at Namanga are planned</li> </ul> <p><u>At Malaba, Busha and other:</u></p> <ul style="list-style-type: none"> <li>• Procurement and set-up of the network optimization equipment was completed in March 2013, with which the network performance between each border and Kampala (URA HQ) will be enhanced.</li> </ul>

	<p>1-3 All Working Group members of MTP are certified as Master Trainers by Revenue Authorities.</p> <p>1-4 MTP Handbooks of Customs Valuation, HS Classification and Intelligence Analysis which are produced by WG members are recognized as regional and national training materials by Revenue Authorities, EAC and WCO.</p> <p>1-5 SEO, BCC and WCC meetings for JBS/JWS are organized regularly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.</p>	<ul style="list-style-type: none"> <li>• Developed RTMS/CCS will also be applied to other borders in the region, after necessary improvement of the RTMS/CCS is completed.</li> </ul> <p><b>&lt;Achieved&gt;</b></p> <ul style="list-style-type: none"> <li>• As a result of the 9 times of MTP activities, 53 WG members were successfully certified as MTs in the fields of CV, HS and IA. <ul style="list-style-type: none"> <li>① Certificate of Pool of Trainers (issued by CG of each RA)</li> <li>② Certificate of Successful Completion of the MTP (issued by Director General of JICA HQs and Chief Advisor of JICA Customs Project)</li> <li>③ Certificate of Participation of EAC Train-The-Trainers-Training (issued by EAC Director General of Customs &amp; Trade and Chief Advisor of JICA Customs Project)</li> </ul> </li> <li>• Among 53 WG members, 6 officers (CV 4, HS 2) were successfully accredited as the WCO accredited trainers</li> </ul> <p><b>&lt;Achieved&gt;</b></p> <ul style="list-style-type: none"> <li>• Handbooks produced through the process of MTP by the WG members are in conformity with the WCO's standards, and recognized as training materials by respective Revenue Authorities and EAC.</li> <li>• Handbook as well as DVD containing all the training materials, i.e. Handbook, PowerPoint Presentations, Curriculum, Syllabus and Learning Guide were produced, and handed over to each RA at the ceremony held in the 6th RJCC meeting on 4th December 2012.</li> <li>• The handbooks delivered to the RAs have been utilized in the trainings to the customs officers and CCFAs.</li> </ul> <p><b>&lt;Partially achieved&gt;</b> Senior Enforcement Officials (SEO), Border Coordinating Committee (BCC) and Water Coordinating Committee (WCC) meetings for JBS/JWS are periodically held by stakeholders, but not regularly held at all the places.</p>
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	<p>1-6 The results of JBS/JWS activities which are carried out jointly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria are regularly reported.</p> <p>1-7 Meetings between Customs administrations and Customs Clearing &amp; Forwarding Agents are regularly held to exchange each other 's views/challenges in their daily business.</p> <p>1-8 A draft of Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding Agents is developed.</p>	<p><b>&lt;Practiced&gt;</b></p> <ul style="list-style-type: none"> <li>Records of JBS/JWS are taken regularly by the RAs, and reported to the Project team. At the semi-annual RJCCs, the activities of JBS/JWS have been reported.</li> <li>For Lake Victoria, the necessity of reactivation of JWS has been raised at the RJCC held on May 9<sup>th</sup>, 2013.</li> </ul> <p><b>&lt; Partially achieved&gt;</b></p> <ul style="list-style-type: none"> <li>According to the result of interview in terminal evaluation, meetings between customs administrations and CCFAs were not regularly organized in the 5 counties.</li> <li>More frequent interactions/dialogues between RAs and CCFAs with the leading role of the RAs are expected to facilitate discussions on the accreditation system and trainings to CCFAs.</li> </ul> <p><b>&lt;To be achieved by the end of the Project period&gt;</b></p> <ul style="list-style-type: none"> <li>The Project completed the procurement of the consulting firm to facilitate the activities for creating a draft of the Policy Framework for the Regional Accreditation System for Customs Clearing &amp; Forwarding Agents in January 2013, and the actual activity was started in February 2013.</li> <li>TF meetings have been organized and other meetings will be held to discuss a possible policy framework on the Regional Accreditation System by June 2013. Through the series of discussions, it is planned that "a draft of the policy framework" will be created until July 2013.</li> </ul>
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**Output 2**

Achievement of Output 2 in comparison with the indicator is as follows:

<p><b>Output 2:</b> "Compliance level and capacity of Customs Clearing &amp; Forwarding agents are</p>	<p>2-1 Training plan which meets the expectation of Customs Clearing agents for improving their capacities is jointly developed by Customs administrations and Customs Clearing &amp; Forwarding</p>	<p><b>&lt;Achieved&gt;</b></p> <ul style="list-style-type: none"> <li>The Project has implemented a variety of seminars for CCFAs on matters such as compliance and Customs specific subjects related to the Clearing agents' daily operations before JICA</li> </ul>
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enhanced through the strengthened function of Customs Clearing & Forwarding Agents Associations"	Agents Associations.	<p>Mid-term Review.</p> <ul style="list-style-type: none"> <li>In addition, training plan for Customs clearing agents was developed. Base on the training plan, training activities to CCFAs have been implemented since November 2010 in order to enhance their knowledge and skills.</li> <li>Implementation of training may not be completed by the end of the Project period</li> </ul>
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#### 4-1-3 Achievement of Project Purpose

Since achievement on some indicators shown below is difficult to measure in a quantitative basis at the time of terminal evaluation due to the lack of information of both baseline and impact survey, those indicators have been qualitatively assessed based on reviews of activities made.

<p><u>Project Purpose:</u> Smooth and efficient customs clearance at borders is strengthened under OSBP concept with constructive relationships with the customs agents</p>	<ol style="list-style-type: none"> <li>1. Clearance time of cargos from the time of declaration to issue of release order at Namanga, Malaba and Busia is reduced by proper operation of RTMS/CCS.</li> <li>2. Trainees' satisfactory/ understanding ratings on trainings by Working Group members of MTP exceed 80% as practical to apply for their daily business.</li> <li>3. JBS/JWS are taken as effective deterrent measures against smuggling and anti-social</li> </ol>	<p><b>&lt;Difficult to assess&gt;</b> As described in the achievement of Output 1 above, it is difficult to assess at the time of terminal evaluation since RTMS/CCS has just been in operation for customs officers at Namanga border post.</p> <p><b>&lt;Achieved &gt;</b></p> <ul style="list-style-type: none"> <li>According to the report of the Evaluation Panel, who evaluated the WG members as the future Master Trainers, the WG members were assessed as rating in more than 80% (ratings ranged in 83-91%), which they are equipped with professional knowledge and skills.</li> <li>According to results of questionnaires and interviews in the terminal evaluation, the MTP WG members (= trainees) shows more than 80% level (ranked in high to very high) of satisfaction with the MTP and the results achieved by the MTP.</li> <li>As a result of the Project, the MTP trainees were certified as pool of trainers at both EAC and National levels on their respective areas, and this awarded qualification proves level of knowledge and skills of the MTP WG members raised.</li> </ul> <p><b>&lt;Partially achieved and in Progress&gt;</b></p> <ul style="list-style-type: none"> <li>JBS/JWS has been practiced since 2010, and records of activities were taken at</li> </ul>
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	<p>activities by the local communities at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/ Kabanga and Lake Victoria.</p> <p>4. Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents is developed.</p> <p>5. Trainees' satisfaction/ understanding ratings on trainings by WG members of MTP to Customs Clearing agents: whether more than 80% of them are applied for their daily business.</p>	<p>the targeted sites and compiled and reported on a semi-annual basis.</p> <ul style="list-style-type: none"> <li>• Introduction of JBS/JWS with partner counties has, in a sense, shown positive impact on the advancement of surveillance since there had been no bi-lateral activities on cross-border areas before. During the Project, JBS was expanded to 5 sites.</li> <li>• On the other hand, objective assessment is not applicable since there was no baseline data and no comparative records.</li> </ul> <p><b>&lt;Difficult to achieve&gt;</b></p> <ul style="list-style-type: none"> <li>• Based on "draft concept note," which was proposed in the 2nd TF meeting, discussions and meetings on a possible policy framework will be continued, and it is expected that a draft Policy Framework will be developed in July 2013.</li> <li>• There has been a general understanding among the stakeholders to move forwards consolidating ideas of "Regional Accreditation System for Customs Clearing &amp; Forwarding agents."</li> <li>• On the other hand, according to interview results and observation at the terminal evaluation, it may take more time to let relevant stakeholders understand proposed framework, concept of new mechanism and obstacles to be tackled after series of careful discussions.</li> <li>• Therefore, it seems difficult to complete the Policy Framework with a due consensus among stakeholders.</li> </ul> <p><b>&lt; Achieved and further in Progress&gt;</b></p> <ul style="list-style-type: none"> <li>• According to the results of training evaluations, the following are identified. <ul style="list-style-type: none"> <li>• More than 90% of training participants answered that they are satisfied with training contents in general (answers differ depending training contents/counties).</li> <li>• Regarding application of the acquired knowledge and skills, 70-90% of participants answered they could use/ apply new knowledge into daily business.</li> <li>• As for satisfaction of lectures by the</li> </ul> </li> </ul>
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		MTP WG members, more than 90% of the participants, in general, replied more than good to excellent ranges.
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## 4-2 Implementation Process of the Project

### 4-2-1 Project Planning

Many activities of MTP (it was referred as “trainings for Customs officers in CV, HS and IA” before the Mid-term review in November 2011), RTMS/CCS development, pilot operations for OSBP and JBS/JWS pilots have continued from the Phase 1 of the Project. Activities of the Project have been mainly planned and implemented by areas with the Project assigned experts, and consultants.

It appeared that Versions 1 of the PDM as for the Phase 2 were not necessarily translated into the concrete approach, scopes of activities and target indicators of the Project.

Based on the suggestions made by the Mid-term review to concretize and to integrate the described narrative summary and its indicators in the PDM and the actual Project activities, revision of PDM was made in June 2012 as Version 2.

### 4-2-2 Project Monitoring

- RJCC has been organized semi-annually, back-to-back to the EARA-CGs meeting by the host RA and the Project in order to share status of progress of the Project activities as well as authorization on the Project progress with Commissioners General (CG), who are Project Directors, and Commissioners of Customs, who are Project Managers, of respective RA's.
- “Updated Mid-term Review Reports,” were prepared to share progress of the Project with participants of RJCC. However, they did not necessarily report the achievement level of indicators stipulated in the PDM.
- As a result, it may have hampered sufficient understanding among CPs utilizing the PDM as “a guiding monitoring tool.”

### 4-2-3 Communication and Ownership

#### <Communication>

- According to the interview results at the 5 RAs during the terminal evaluation, coordination and communication among the stakeholders (the Project teams and each level of counterpart of RAs) were kept smooth and good. On the other hand, there are reportedly some cases that information sharing within RAs was not in good timing partly due to inactive MU of MTP, in particular countries.
- At the same time, although there have been challenges for the Project experts/team to coordinate wide-ranging activities among the 5 countries of the EAC via e-mail and other



means, the Project team has endeavored to keep good coordination.

**<Ownership>**

- Expectation to the Project achievement by the Project CPs has been very high, in general. As the commitment by Commissioners of respective RAs was also high since they were highly interested in investing in human resources, operationalization of OSBP and its roll out.
- Most members of MTP have also been committed to the Project activities very well as they acquire knowledge and skills through the MTPs.
- On the other hand, according to the results of questionnaires and observations during the terminal evaluation, it appeared that senses of ownership of CPs in relation to proper monitoring based on the PDM have not been necessarily high.

## **5. Evaluation Results**

### **5-1 Five-Criteria Evaluation**

Results of five criteria evaluation are summarized in five ratings as follows: the highest rate is “very high”, and followed by “high”, “moderate”, “low” and “very low.”

#### **5-1-1 Relevance: “very high”**

The relevance of the Project is evaluated “very high” in the following reasons:

##### **< Necessity and Priority >**

The Project Purpose and Overall Goal remain relevant in connection with the development policy of the five EAC countries. In the EAC member countries, streamlining and modernization of Customs administrations are highly prioritized in terms of realizing trade facilitation, which will be one of the key motives for economic development in the region. This initiative is expected to contribute to regional integration under the EAC’s strategy. The Project Purpose is also consistent with the Japanese government’s commitment in supporting the OSBP initiatives in Africa under the TICAD framework.

The needs for human resources development for Customs officers and capacity development of Customs clearing agents’ remains very high in the region in accordance with the aims stipulated above. Having the hands-on approach, in which the JICA experts and consultants work closely with CP customs officers through transferring knowledge and skills, it was found that the Project met the needs of the target groups and strengthening the capacity of Customs administration in the respective RAs.

##### **<Appropriateness of Approach and Means>**

According to the results of interviews and questionnaires at the terminal evaluation, means and approaches of technical transfer in the Project were also, in general, very appropriate, and highly appreciated by the most of respondents. Technical advantages and deep knowledge of Customs administration was well demonstrated and delivered by the Japanese experts in the trainings and other activities.

#### **5-1-2 Effectiveness: “moderate”**

The effectiveness of the Project is judged “moderate” with the following reasons:

##### **<Prospect of achieving the Project Purpose>**

Project Purpose will not be fully achieved by the end of the Project period. While some indicators of the Project Purpose have already been achieved or are in progress to achieve, others are unlikely to be achieved. RTMS/CCS’s introduction to other governmental agencies (OGAs) at Namanga as

well as expected roll outs to other borders is yet to be carried out within the Project period. In addition, it may need some more time to finalize a draft Policy Framework for “Regional Accreditation System for Customs Clearing & Forwarding agents.” It is also pointed out that a lack of baseline data and insufficient monitoring based on PDM in the course of the Project may have caused some difficulties in assessing levels of the achievement in an objective manner.

On the other hand, it is evaluated that the Project has contributed significantly to raising capacity of Customs officers through completing MTP, as MTs have become important human resource assets of both national and regional level.

Necessary coordination and information exchange with other donors have been carried out at certain occasions to create a synergy for the OSBP operationalization in the EAC, as it is seen a possible rolling out of the RTMS/CCS to Taveta/Holili in future, where the OSBP has been supported by Trademark East Africa.

#### **<Assumptions to attain Project Purpose>**

None of OSBP facilities construction has been complete at any border posts in the EAC region during at the time of Terminal Evaluation. The delay of construction has caused the modification of design of RTMS/CCS in order to be operational even before the completion of construction of facilities, and additional provision of equipment such as back-up power and network connectivity was required. This process also influenced to a delay of the entire schedule of the development of RTMS/CCS. Moreover, while there are general consensus among other relevant governmental agencies (OGAs) on the introduction of RTMS/CCS through series of awareness raising activities, actual introduction and use of RTMS/CCS to the OGAs were not realized by the time of terminal evaluation partly due to the delay of construction.

#### **5-1-3 Efficiency: “moderate.”**

The efficiency of the Project is judged “moderate.” There are some activities, which produced Outputs as a result of an efficient use of the Project inputs while other activities are underway to realize some of Outputs by the end of the Project. It is also pointed out that there is some room to improve efficiency in terms of the Project cost and implementation structure of the Project.

#### **<Status of achieving Outputs>**

As mentioned above, 5 out of 9 planned indicators for Outputs 1 and 2 are already completed and 1 is in progress to be completed by the end of the Project period. On the other hand, full operationalization of RTMS/CSS including OGAs involvement as well as its roll out is unlikely to be completed by the end of the Project period, mainly due to the situation of assumptions mentioned above.

### <Appropriateness of Inputs>

Inputs of both long-term and short-term experts were generally appropriate and their knowledge, approaches, capability on teaching and coordination were highly appreciated by the CPs of the member countries.

Supplied equipment is found to be utilized effectively in general, and maintained well since the RAs have numbers of technical officers for operation and maintenance. However, there are some rooms for further efficient use of equipment. For example, the boat supplied for the JWS has not been actively used as expected for JWS purpose, and equipment originally provided for the use of RTMS/CCS in Malaba and Busia have been temporary used for daily operations of customs administration due to a delay of full operationalization of RTMS/CCS. As for JWS, although there were some difficulties for effective implementation due to budgetary constraints and the matter of collaboration among relevant agencies, relevant RAs have tried to solve the challenges by developing an action plan within this year based on the recommendation in the last RJCC.

The development of RTMS/CCS which is regarded as one of the key software application necessary for OSBP operation has been highly expected. During course of consideration on the development, needs of CPs have been flexibly reflected, for instance, some additional functionalities such as "Temporary Vehicle Export/Importation." While the Project has hired one IT consultant to develop the application, it is pointed out at the terminal evaluation that further input could be considered to ensure better coordination with relevant CPs in terms of smooth introduction and establishment of sound operation and maintenance mechanism in a timely manner. On the other hand, there was a fact that additional budget became necessary in order to strengthening hardware and network environment for proper operation of the system. Although this additional costs could be regard as necessary investment for introducing and rolling out the RTMS/CCS to the region without losing its momentum, it could have been advised that relevant stakeholders could have identified and shared the necessary scopes and the associated hardware and software costs and necessary measures for proper operations at the designing stage.

At the initial stage of the Phase 2, PDM have not necessarily been well integrated to guide the concrete approach, activities and target indicators of the Project, which was originally expected to be done at this stage. The Project experts have tried to flexibly meet the needs of CPs without baseline. As for the Project design, the PDM has been revised based on the recommendation made at the Mid-Term Review. But limitation of inputs for long-term expert was one of challenges to conduct baseline at that moment as well as strengthening of monitoring mechanism based on the PDM while the experts needed to deal with a variety of on-going activities.

It is judged that inputs of CPs were appropriately made within their affordable capacities.

#### <Assumptions to attain Outputs>

It is pointed out that turn-over of substantial numbers of trained officers from RAs or changes in their duties especially related to the MTP activities may cause some risks to lessen the expected Output as an asset of human resources in the Customs office. It is observed that 5 members out of 53 WG members who completed the MTP have already left RAs or change duties in RAs by the time of terminal evaluation.

The delay of construction of OSBP facilities has caused some obstacles for the smooth development of RTMS/CCS although it was considered as assumption in the beginning. In addition, legal framework to enable relevant officers to conduct JBS/JWS beyond their respective borders could have been needed. Although the Project has tried to facilitate its initiative by concluding MOU between respective countries, the delay of the approval of OSBP act may have caused some challenges in efficient operation of JBS.

#### <Implementation structure of the Project>

RJCCs have been held on a semi-annual basis as a primary decision making body of the Project. Main objective of the RJCC initially planned is to review the progress of the Project and to approve the future plans among the management and executives of the respective RAs, the Project experts and JICA offices in respective countries. The semi-annual RJCC has been functioning well in terms of reviewing progress of the Project activities and getting decision on the way forward, in particular, with the top level of the RA's management.

On the other hand, periodical monitoring and evaluation on the Project progress and the achievement, in accordance with PDM, was not sufficiently made in the RJCCs. This may have caused insufficient awareness of CPs on the necessity to monitor the progress and achievement in accordance with PDM although each level of CPs has paid sufficient attention to the Project and showed their will to take part in the activities. It was also pointed out that this challenge was partly because of unclear scope and indicators of the original PDM.

#### **5-1-4 Impact (prospect): prospected to be "high"**

Impact of the Project is prospected to be "high" in the following reasons:

#### <Prospect of achieving the Overall Goal>

At the time of terminal evaluation, it is hard, in general, to foresee in an accurate manner on the possibility of realizing "smooth and efficient Customs clearance with support of proper operation of OSBP" two year after the completion of Project Phase 2. Regarding the 4 planned indicators in PDM, to the extent to be foreseen some prospects towards achieving the Overall Goal, present progress are

summarized as follows:

<p><b>Overall Goal:</b> Smooth and efficient Customs clearance is carried out with support of proper operation of OSBP operation</p>	<p><b><u>Within 2 years after completion the construction at Namanga, Malaba and Busia:</u></b></p> <ol style="list-style-type: none"> <li>1. Clearance time of cargoes from the time of declaration to issue of release order reduce to within 4 hours on average.</li> <li>2. OSBP Operational Model at Namanga, Malaba and Busia spread to other areas in the region as a key model.</li> <li>3. Certified Master Trainers are consistently involved in the annual training program of respective Revenue Authorities and EAC.</li> <li>4. Concept of Joint Border/Water Surveillance spread to 10 sites in the region.</li> </ol>	<p><b><u>Present status and prospects according to evaluation results at the terminal evaluation:</u></b></p> <p><b>&lt;It may be possible, but depends on the construction progress of the OSBP facilities&gt;</b></p> <ul style="list-style-type: none"> <li>• In the EAC regions, there is no border post where the OSBP operational model is introduced yet by May 2013 (at the time of terminal evaluation) since construction of the OSBP facilities has not completed at any post. It is hard, in general, to foresee in an accurate manner on the possibility of realizing indicator 1 and 2 of the Overall Goal.</li> <li>• As stipulated prior, "RTMS/ CCS" operation was launched at Namanga by the Project in February 2013. Roll out of the RTMS/CCS program to other border posts is planned.</li> </ul> <p><b>&lt;Necessary for further initiative to achieve&gt;</b></p> <ul style="list-style-type: none"> <li>• In RRA, there is a plan to initiate TOT using the certified MTs by MTP in FY 2013/2014</li> <li>• The certified MTs at every RAs are occasionally engaged in the training activities.</li> <li>• However, each RA except RRA is yet to have a concrete plan to officially and regularly utilize the MTs as resources for trainings.</li> </ul> <p><b>&lt;On the right track to the expansion of activities&gt;</b></p> <ul style="list-style-type: none"> <li>• JBS have been expanded at 5 border areas in the Project Phase 2, while JWS has not been really active since the beginning of 2013.</li> <li>• Necessity and importance of JBS/JWS are highly recognized among relevant stakeholders and it is expected that this concept would be expanded as far as the feasibility in terms of budget and implementation structure is</li> </ul>
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	<p>5. Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents is authorized in EAC.</p>	<p>ensured in each member country. Indirect impact is appearing as seen in the case of Kenya which has been seeking the similar approach of JBS with Ethiopia.</p> <p>&lt;Difficult to foresee at the timing of terminal evaluation&gt; Achievement of the indicator depends on future progress of EAC's approval process on Policy Framework of Accreditation System to be submitted to EAC. There will be many tasks to be dealt with among various stakeholders in the region.</p>
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**<Influences/changes caused with regards to policies, laws/regulations, institutional arrangement, and technical aspects>**

There has been advancement in the development of OSBP Bill, relevant regulations on border control and other frameworks related to Customs administration of EAC since the Project started. The outcomes and initiatives produced by the Project such as resources of MTs, handbooks, RTMS/CCS would not only be an important national asset of respective countries but also common assets and experience of the EAC region. In this sense, the project contributed to consolidating efforts of the EAC integration, and enhancing technical capacity on the Customs administrations of the EAC as a whole.

**5-1-5 Sustainability (prospect): "it is not determined at this moment."**

It is too early to evaluate sustainability on results during the Project period since some indicators of Outputs and Project Purpose will not be completed by the end of Project. Followings are the observation based on available information through document review, interviews on current activities.

**<Policy and institutional aspects>**

Policies of the 5 EAC member counties on seeking modernizing of Customs administration and realization of the OSBP concept will not be changed.

**<Organizational and financial aspects>**

Sustainability in organizational and financial aspects differs by RAs. Human resources development is a key issue for each agency and KRA, RRA, TRA and URA have their own training institutions with full time trainers. On the other hand, OBR has just started training since May 2013 with its own lecturers as a result of the MTP in the Project.

There is some risk to secure sufficient budget in training and operation and maintenance of equipment to implement the same volume and range of activities carried out during the Project although each agency allocates necessary budget when necessity arise.

**<Technical aspects>**

Regarding MTP, a pool of MTs has equipped enough knowledge and skills to train relevant officers and trainees in their respective fields. It is desirable that each RA considers how they maintain and expand acquired knowledge and skills of MTs with developing concrete plans to utilize them.

With regard to technical capacity for maintaining equipment supplied, it is observed that there are numbers of technical staff at ICT sections, who operate and maintain them in a proper manner in all the 5 countries

**5-2 Conclusion**

As a result of terminal evaluation, it is concluded that some remaining activities which are yet to achieve the expected target in the current phase should be continuously dealt with in the succeeding Project.

Among all activities which are successfully completed, the success of MTP which has created 53 certified “Mater Trainers” is one of remarkable outcome which could be a good impact for enhanced Customs administration in respective RAs and EAC.

Results based on the five evaluation criteria are as follows:

- (1) Relevance is “very high” because the Project is in line with necessity and priority of the 5 member countries and target groups.
- (2) Effectiveness is evaluated “moderate.” Project Purpose will not be fully achieved by the end of the Project. While some activities, such as MTP, has completed successfully there are remaining tasks, which should be continued in the next phase.
- (3) Efficiency is “moderate” since all Outputs are necessarily completed within the Project period and equipment provided should have been utilized more effectively and efficiently.
- (4) Impact is prospected to be “high.” Prospect of achieving the Overall Goal is in general not measurable at the time of terminal evaluation due to incomplete construction of OSBP facilities but the Project has contributed to create basis of the EAC integration and consolidation on customs administration.
- (5) Sustainability: It appeared that it is too early to evaluate sustainability on results during the Project period since some indicators of Outputs and Project Purpose will not be achieved by the end of Project. Necessary discussions and measures to ensure sustainability should be taken place between the Project Team and the RAs of the respective five member countries.

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## **6. Recommendations**

The Project and relevant CPs are recommended as follows:

- (1) To continue necessary activities for introducing the RTMS/CCS to OGAs at Namanga with a concrete plan of sensitization and training for relevant officers. It is also necessary to take into consideration the possible change of operational flow after the restructuring of governmental agencies in Kenya.
- (2) To consider a sustainable implementation structure and necessary inputs for roll out of RTMS/CCS to Malaba and Busia, taking into account ensuring good coordination with other ICT system which is carried out by relevant countries or other international donors.
- (3) To make preparatory measures including the development of operational manuals or necessary coordination among stakeholders for the introduction of OSBP in a timely manner.
- (4) To consider necessary measures for sustainable utilization of MTs in respective RAs.
- (5) To activate JWS activities based on the action plan developed by respective countries.
- (6) To develop a draft Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding agents as scheduled.
- (7) To identify the remaining issues which should be continuously dealt with in the succeeding Project based on the progress until the completion of the current phase.
- (8) To further strengthen partnership with WCO taking into account utilizing and enhancing MTs by dispatching them to WCO workshop, for instance.

## **7. Lessons Learned**

### **(OSBP introduction and operation)**

- (1) The delay of construction of OSBP facility at Namanga has affected the progress of the Project activities. In addition, JBS/JWS operation is, to some extent, subject to the establishment of legal framework. Since a various factors such as legal framework, infrastructure, relevant procedures/regulations and ICT would be influencing the smooth introduction of OSBP, it is essential to carefully examine the pre-condition and important assumptions of the Project prior to the launch of the Project.
- (2) It is also desirable to modify the plan of operations in a flexible manner during the implementation stage taking into account the situation and progress of such assumptions.

### **(Project management)**

- (3) In case of the large scale regional Project, it is necessary to properly share a detailed plan of operations with a clear scope and targeted indicators and baseline information among stakeholders at the beginning stage of the Project in order to ensure proper management of the Project.
- (4) In order to fully utilize the PDM as a monitoring tool, it is also necessary to ensure in depth understanding by CPs on the PDM and to strengthen a monitoring structure between Japanese experts and CPs.

- (5) It is expected to carefully consider the capacity of CPs to utilize and maintain equipment and proper timing of procurement to ensure effective use of equipment provided.

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Annex 1 Schedule: JICA mission on JICA's terminal evaluation

Date		Activity (Consultant- Evaluation Analysis for terminal evaluation)	Activity (JICA and Japan Customs)
8-May-13	Wed	15:40 PW713 Dar es Salaam → Zanzibar 16:10 Meeting with JICA experts	(Mr. Baba) 08:10 PW710 Nairobi → Zanzibar 09:50 (Mr. Oshikiri) 15:40 PW713 Dar es Salaam → Zanzibar 16:10 Meeting with JICA experts
9-May-13	Thu	<u>Attending RJCC meeting</u> Interview with Commissioners Customs by consultant (30min/person)	<u>Attending RJCC meeting</u> Meeting with JICA Tanzania office (Mr. Baba) 19:30 PW715 Zanzibar → Nairobi 21:10
10-May-13	Fri	10:10 PW710 Zanzibar → Dar es Salaam 10:40 Interview with the counterparts of TRA other than who attends CG meeting (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	(Mr. Oshikiri) 15:10 PW423 Zanzibar → Dar es Salaam 15:40 18:20 QR545 Dar es Salaam → Doha 23:45
11-May-13	Sat		
12-May-13	Sun		
13-May-13	Mon	AM: Meeting with TRA (Commissioner, Deputy Commissioner) PM: Interview with the counterparts of TRA (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	
14-May-13	Tue	05:10 KQ489 Dar es Salaam → Nairobi 06:35 08:35 KQ448 Nairobi → Bujumbura 10:30 PM: Meeting with JICA Burundi Meeting with OBR (Commissioner, Directors)	
15-May-13	Wed	AM&PM: Interview with the counterparts of OBR (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	
16-May-13	Thu	10:00 U7361 Bujumbura → Entebbe 12:00 PM: Meeting with JICA Udanga	
17-May-13	Fri	AM: Meeting with URA (Commissioner, Assistant Commissioner) PM: Interview with the counterparts of URA (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	
18-May-13	Sat		(Mr. Oshikiri, Mr. Tsuji, Mr. Kuramoto, Mr. Kikuchi and Mr. Tanagami)
19-May-13	Sun		07:45 QR532 Doha → Nairobi 13:00 Meeting with JICA experts
20-May-13	Mon	AM&PM: Interview with the counterparts of URA (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	AM: Meeting with JICA Kenya office AM: Meeting with KRA (Commissioner, Deputy Commissioner, Ms. Susan) PM: Meeting with TMEA
21-May-13	Tue	10:05 KQ411 Entebbe → Nairobi 11:25 Meeting with KRA (Commissioner, Deputy Commissioner, Ms. Susan, Billy, Anthony) (focusing on interviews on terminal evaluation)	08:05 KQ482 Nairobi → Dar es Salaam 09:35 Meeting with relevant authorities especially on Rusumo Project component
22-May-13	Wed	AM&PM: Interview with the counterparts of KRA (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	Meeting with relevant authorities especially on Rusumo Project component Meeting with TRA (Commissioner, Deputy Commissioner) (Discussion on the next phase) Meeting with JICA Tanzania office
23-May-13	Thu	08:35 KQ448 Kigali → Nairobi 9:00 AM&PM: Interview with the counterparts of RRA (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents)	05:10 KQ489 Dar es Salaam → Nairobi 06:35 08:35 KQ448 Nairobi → Kigali 9:00 Meeting with relevant authorities especially on Rusumo Project component
24-May-13	Fri	AM: Interview with the counterparts of RRA (such as MTP, JBS/JWS, RTMS/CCS, TF for Clearing agents) PM: Meeting with RRA (Commissioner, Head) (Discussion on the next phase) PM: Meeting with JICA Rwanda office	AM: Meeting with relevant authorities especially on Rusumo Project component PM: Meeting with RRA (Commissioner, Head) PM: Meeting with JICA Rwanda office
25-May-13	Sat		(Mr. Tsuji, Mr. Kikuchi and Mr. Tanagami) Site observation to Rusumo border post and meeting with relevant authorities
26-May-13	Sun		
27-May-13	Mon	Meeting with RRA (Commissioner, Head) (Interviews on terminal evaluation)	Meeting with Directorate General of Immigration and Emigration
28-May-13	Tue	09:55 QR539 Kigali → Doha 18:10	09:55 QR539 Kigali → Doha 18:10

**Annex 2 Project Design Matrix**

**Project Title:** Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2)

**Target Area:** Burundi, Kenya, Rwanda, Tanzania and Uganda

**Target Group:** KRA, OBR, RRA, TRA, and URA and Customs Clearing & Forwarding Agents Associations in the respective countries

**Version:** 2.0 (as of June 7 2012)

**Project Term:** Sep. 2009 – Sep. 2013

Narrative Summary	Verifiable Indicators (with explanatory note)	Method of Measurements	Important Assumptions
<p><b>Overall Goal:</b> Smooth and efficient Customs clearance is carried out with support of proper operation of OSBP.</p>	<p>Within two years after the construction of OSBP facilities at Namanga, Malaba and Busia,</p> <ul style="list-style-type: none"> <li>- Clearance time of cargoes from the time of declaration to issue of release order reduce to within 4 hours on average.</li> <li>- OSBP Operational Model at Namanga, Malaba and Busia spread to other areas in the region as a key model.</li> <li>- Certified Master Trainers are consistently involved in the annual training program of respective Revenue Authorities and EAC..</li> <li>- Concept of Joint Border/Water Surveillance spread to 10 sites in the region.</li> <li>- Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents is authorized in EAC.</li> </ul>	<ul style="list-style-type: none"> <li>- Time Release Study</li> <li>- Field Study</li> <li>- Records in KRA, OBR, RRA, TRA and URA</li> <li>- Gazettes by EAC and EAC member countries</li> </ul>	<ul style="list-style-type: none"> <li>- Budget for OSBP operation is allocated properly by respective Customs administrations.</li> <li>- OSBP Concept is introduced and accepted widely in the region.</li> <li>- Political will is driven in EAC and EAC member countries to pass the Draft Bill on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents.</li> </ul>
<p><b>Project Purpose:</b> Smooth and efficient Customs clearance at borders is strengthened under OSBP Concept with constructive relationship between Customs Administrations and Customs Clearing &amp; Forwarding agents.</p>	<ul style="list-style-type: none"> <li>- Clearance time of cargoes from the time of declaration to issue of release order at Namanga, Malaba and Busia is reduced by proper operation of RTMS/CCS.</li> <li>- Trainees' satisfactory/understanding ratings on trainings by Working Group members of MTP exceed 80% as practical to apply for their daily business.</li> <li>- Joint Border/Water Surveillance are taken as effective deterrent measure against smuggling and anti-social activities by the local communities at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.</li> <li>- Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents is developed.</li> </ul>	<ul style="list-style-type: none"> <li>- Time Release Study</li> <li>- Questionnaire to trainees and Impact Survey</li> <li>- Field Study</li> <li>- Number and participants of Meetings between Customs administrations and Customs Clearing &amp; Forwarding Agents Associations</li> </ul>	<ul style="list-style-type: none"> <li>- Other Governmental agencies fully cooperate with Customs administrations.</li> <li>- EAC develops and adopts Regional OSBP Legal Framework which will oversee the bilateral agreements.</li> <li>- Bilateral agreements on OSBP at Namanga and Malaba and Busia are signed between the partner countries.</li> <li>- Namanga OSBP Facility is constructed by JICA/AfDB joint loan.</li> <li>- Malaba and Busia OSBP facilities are constructed by TMEA and WB.</li> <li>- Customs Clearing &amp; Forwarding Agents</li> </ul>

BCC: Border Coordinating Committee, EAC: East African Community, JBS: Joint Border Surveillance, JICA: Japan International Cooperation Agency, JWS: Joint Water Surveillance, KRA: Kenya Revenue Authority, MTP: Master Trainers Programme, OBR: Office Burundais des Recettes, OSBP: One Stop Border Post, RRA: Rwanda Revenue Authority, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, SEO: Senior Enforcement Officials, TRA: Tanzania Revenue Authority, URA: Uganda Revenue Authority, WCC: Water Coordinating Committee, WCO: World Customs Organization

	- Trainees' satisfactory/understanding ratings on trainings by Working Group members of MTP to Customs Clearing agents exceed 80% as practical to apply for their daily business.		Associations supervise their member agents and provide advice with them properly and sufficiently and timely.  -EAC, respective revenue authorities and other stakeholders provide their substantial support in preparing the establishment of the Regional Accreditation System for Customs Clearing & Forwarding Agents.
<b>Outputs:</b> 1 Capacity of Customs administrations is enhanced.	<p>1-1 Detailed Design of Namanga OSBP Facility is completed.</p> <p>1-2 All the cargo clearance processes by Customs and other stakeholders at Namanga, Malaba and Busia go through RTMS/CCS.</p> <p>1-3 All Working Group members of MTP are certified as Master Trainers by Revenue Authorities.</p> <p>1-4 MTP Handbooks of Customs Valuation, HS Classification and Intelligence Analysis which are produced by WG members are recognized as regional and national training materials by Revenue Authorities, EAC and WCO.</p> <p>1-5 SEO, BCC and WCC meetings for JBS/JWS are organized regularly by partner Customs administrations-at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.</p> <p>1-6 The results of JBS/JWS activities which are carried out jointly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria are regularly reported.</p> <p>1-7 Meetings between Customs administrations and Customs Clearing &amp; Forwarding Agents</p>	<p>- Field Study</p> <p>- Detailed Design of Namanga OSBP Facility</p> <p>- Questionnaire to trainees</p> <p>- Certificates issued by KRA, OBR, RRA, TRA, URA and EAC to MTs</p> <p>- MTP Handbooks</p> <p>- Minutes of SEO, BCC and WCC Meetings</p> <p>- Annual Plan of JBS/JWS</p> <p>- Minutes of Meetings between Customs administrations and Customs Clearing &amp; Forwarding Agents</p>	- Other Governmental agencies fully cooperate with the Customs administrations.

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<p>2 Compliance level and capacity of Customs Clearing &amp; Forwarding agents are enhanced through the strengthened function of Customs Clearing &amp; Forwarding Agents Associations.</p>	<p>Associations in each country are regularly held to exchange each other's views/challenges in their daily business.</p> <p>1-8 A draft of Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents is developed</p> <p>2 Training plan which meets the expectation of Customs Clearing agents for improving their capacities is jointly developed by Customs administrations and Customs Clearing &amp; Forwarding Agents Associations.</p>	<p>Associations</p> <p>- Questionnaire to Agents</p>	
<p><b>Activities:</b></p> <p>1-1 Update the Plan of Operations periodically based on the concrete activities of the Project.</p> <p>1-2 Implement OSBP Operational Model at Namanga and Malaba and Busia, and spread widely in the region.</p> <p>1-3 Conduct Detail Design Study on Namanga OSBP Facility.</p> <p>1-4 Build the capacity of Customs officers who become the core human resources within Customs administrations.</p> <p>1-5 Enhance the safe and fair trade environment in the region by facilitating joint surveillance activities</p> <p>1-6 Strengthen the Customs' supervision functions on Customs Clearing &amp; Forwarding agents in order to improve agents' knowledge and skills for their daily business in view of developing their awareness on compliance and professionalism.</p> <p>1-7 Grasp and analyze obstacles to trade facilitation including shortcomings of infrastructure.</p> <p>1-8 Study the possibility to establish the Regional Accreditation System for Customs Clearing &amp; Forwarding</p>	<p><b>Inputs:</b></p> <p><u>Burundi, Kenya, Rwanda, Tanzania and Uganda</u></p> <ul style="list-style-type: none"> <li>- Counterpart personnel</li> <li>- Office space for JICA experts</li> <li>- Necessary expense (including domestic travel) for their staffs</li> </ul> <p><u>Customs Clearing &amp; Forwarding Agents Associations of respective countries</u></p> <ul style="list-style-type: none"> <li>- Counterpart personnel</li> <li>- Necessary expense (including domestic travel) for their staffs</li> </ul> <p><u>Japan (JICA)</u></p> <ul style="list-style-type: none"> <li>- Long-term experts             <ul style="list-style-type: none"> <li>- Chief Advisor</li> <li>- Coordinator</li> <li>- Customs Agents Association</li> <li>- Regional Cooperation</li> </ul> </li> <li>- Short-term experts             <ul style="list-style-type: none"> <li>- Classification, Valuation, Intelligence Analysis, etc.</li> <li>- Training in third-country(s) and/or in Japan</li> <li>- Provision of necessary equipment</li> <li>- Expense for local activities (seminars, workshops, etc.)</li> </ul> </li> </ul> <p><u>WCO</u></p> <ul style="list-style-type: none"> <li>- Short-term experts             <ul style="list-style-type: none"> <li>- Customs Valuation, HS Classification, Intelligence Analysis</li> </ul> </li> </ul> <p><u>Local consultants</u></p> <ul style="list-style-type: none"> <li>- IT expert</li> <li>- Architecture for OSBP Facility</li> <li>- Study and establishment of the Regional Accreditation System for Customs</li> </ul>	<p>- Customs officers who have been attached to the Project's activities as Working Group or core members remain unchanged.</p> <p><b>Preconditions:</b></p> <p>- The structure and system of a Juxtaposed OSBP is well understood by the stakeholders.</p>	

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<p><b>Agents.</b></p> <p>1-9 Based on the Study and discussion with stakeholders, draft a Policy Framework on the Regional Accreditation System for Customs Clearing &amp; Forwarding agents after setting up the Task Force Team.</p> <p>2-1 Conduct Baseline Survey on Customs Clearing &amp; Forwarding Agents Associations and their member agents in each country.</p> <p>2-2 Based on the results of Baseline Survey, conduct activities so as to strengthen functions of Customs Clearing &amp; Forwarding Agents Associations and their member agents.</p> <p>2-3 Improve agents' knowledge and skills for their daily business in view of developing their awareness on compliance and professionalism based on the activity 1-6.</p>	<p><b>Clearing &amp; Forwarding agents</b></p>	
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BCC: Border Coordinating Committee, EAC: East African Community, JBS: Joint Border Surveillance, JICA: Japan International Cooperation Agency, JWS: Joint Water Surveillance, KRA: Kenya Revenue Authority, MTP: Master Trainers Programme, OBR: Office Burundais des Recettes, OSBP: One Stop Border Post, RRA: Rwanda Revenue Authority, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, SEO: Senior Enforcement Officials, TRA: Tanzania Revenue Authority, URA: Uganda Revenue Authority, WCC: Water Coordinating Committee, WCO: World Customs Organization

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Annex 3 Annotated Plan of Operations (from November 2013 to April 2013)

7<sup>th</sup> RJCC Meeting (9<sup>th</sup> May 2013)

		2009 JFY2009												2010 JFY2010												2011 JFY2011												2012 JFY2012												2013 JFY2013							
		9	W	#	#	1	2	3	4	5	6	7	8	9	#	#	#	1	2	3	4	5	6	7	8	9	#	#	#	1	2	3	4	5	6	7	8	9	#	#	#	1	2	3	4	5	6	7	8								
Capacity of Customs administrations is enhanced.																																																									
7.1	Detailed Design of Namanga OSBP Facility is completed	Planned																								Actual																															
	All the cargo clearance processes by Customs and other stakeholders (Namanga, Malaba and Butiaba) through RTMS/CCS																																																								
	Quality Assurance Test on RTMS/CCS	Planned																								Actual																															
		Actual																																																							
	RTMS/CCS Sensitization	Planned																								Actual																															
		Actual																								1st RJCC   2nd RJCC   3rd RJCC   Tanzania OGAs   4th RJCC   5th RJCC   Kenya OGAs   6th RJCC   Tanzania OGAs Launching Ceremony																															
	Optimization/Rehabilitation of System Environment	Planned																								Actual																															
		Actual																																																							
	RTMS/CCS Operational Training and Testing	Planned																								Actual																															
		Actual																																																							
	Official Launching & Monitoring on Operations of RTMS/CCS	Planned																								Actual																															
		Actual																								Launching Ceremony																															
	Procurement of SMS Gateway Software for KRA, TRA and URA	Planned																								Actual																															
		Actual																																																							
	Support of Testing and Operationalization of SMS Services and Technical Advice	Planned																								Actual																															
		Actual																																																							
	Establishment of "Namanga OSBP Joint Border Coordination Committee"	Planned																								Actual																															
		Actual																																																							
	Development of "Namanga OSBP Operation Manual"	Planned																								Actual																															
		Actual																																																							











Annex 4 Evaluation Grid  
Terminal Evaluation  
Capacity Building for the Customs Administrations in the Eastern African Countries

I. ACHIEVEMENT

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Status of the Inputs	Have the inputs been made by the East African countries' side as planned?	Level of achievement on inputs: Counterpart personnel, Space and facilities, Budget/expense,	Project documents and reports	Document review, Questionnaire, interview
	Have the inputs been made by the Japanese side as planned?	Level of achievement on inputs: Experts, Equipment, Training in abroad, Budget/expense	Project documents and reports	Document review, Questionnaire, interview
Progress on achieving the Outputs	Output 1 "The capacity of customs administration is enhanced." is being produced as planned?	1-1 Degree of completion of Detailed Design of Namanga OSBP Facility	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-2 Changes in cargo clearance processes by Customs and other stakeholders at Namanga, Malaba and Busia go through RTMS/CCS.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-3 Number of WG members of MTP certified as Master Trainers by Revenue Authorities.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-4 Degree of completion of MTP Handbooks of Customs Valuation, HS Classification and Intelligence Analysis produced by WG members, and recognition of them as regional/national training materials	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-5 Status of SEO, BCC and WCC meetings for JBS/JWS organized by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-6 Results and reports of JBS/JWS activities which are carried out jointly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-7 Status of Meetings between Customs administrations and Customs Clearing & Forwarding Agents Associations in each country and exchanging views in their daily business.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-8 Status of development of Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding agents	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Output 2 "Compliance level and capacity of Customs Clearing & Forwarding agents are enhanced through the strengthened function of Customs Clearing & Forwarding Agents Associations" is being produced as planned?	2-1 Status/implementation of training plan to Customs Clearing agents for improving their capacities by Customs administrations and Customs Clearing & Forwarding Agents Associations.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		- Degree of Trainees' satisfactory/understanding ratings on trainings by WG members of MTP: C1880% as practical to apply for their daily business.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Progress toward the Purpose of the Project	Is the Purpose of the project "Smooth and efficient customs clearance is carried out with support of proper operation of OSBP by each customs administration and through establishing constructive relationships with the customs agents" will be achieved considering the status of inputs activities	1. Change in clearance time of cargoes from the time of declaration to issue of release order at Namanga, Malaba and Busia is reduced by proper operation of RTMS/CCS.	Project documents and reports, Experts and CPs, TRS reports	Document review, Questionnaire, interview

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**Capacity Building for the Customs Administrations in the Eastern African Countries**

Customs agents, their performance, considering the status of inputs, activities and product of Outputs?	2. Trainees' satisfactory/understanding ratings on trainings by Working Group members of MTP exceed 80% as practical to apply for their daily business.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	3. Degree of effectiveness/change in incidence numbers on Joint Border/Water Surveillance against smuggling and anti-social activities by the local communities at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.	Project documents and reports, Experts and CPs Reports of Raps	Document review, Questionnaire, interview
	4. Status of development of Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding agents is developed.	Project documents and reports, Experts and CPs Reports of Ras	Document review, Questionnaire, interview
	5. Degree of Trainees' satisfaction/understanding ratings on trainings by WG members of MTP to Customs Clearing agents: whether more than 80% of them are applied for their daily business.	Project documents and reports, Experts and CPs Reports of Raps	Document review, Questionnaire, interview

**2. IMPLEMENTATION PROCESS**

<b>Evaluation Items</b>	<b>Questions</b>	<b>Necessary data/information</b>	<b>Source of data/information</b>	<b>Data collection methods</b>
Activities	Have the Activities been implemented as planned?	Progress of the activities	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are the PDM and PO are understood and shared among stakeholders of the Project? Does the PDM indicate baseline data and targets?	Latest PDM and PO, Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, interview
	In case the gaps found between the original Plan and progress, what are reasons for them?	Reasons of the gaps and measures to be taken	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	What are mechanisms for monitoring/measuring the progress?	Institution, method, frequency and record keeping etc. of the monitoring	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	What measures were taken to solve and improve issues/problems, in particular based on the suggestions made at the Midterm review	Suggestions made at the mid-term review, measures taken for them, and record of the measures etc.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Transfer of technology	Are the technical transfer by experts to the target group (customs officers and customs agents) appropriate in terms of technology, technical level and socio-cultural aspects? Are they accepted well by the target groups?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts, CPs and custom agents	Document review, Questionnaire, interview
	Performance of counterparts	Assignment of CPs, and timing of deployment, their qualification (expertise, experience) etc.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		Communication capability (not only language capacity but communication skills)	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		Willingness to work and participation to training (both CPs and agents)	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

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Annex 4 Evaluation Grid  
Terminal Evaluation  
Capacity Building for the Customs Administrations in the Eastern African Countries

Management of the Project implementation	Has the demarcation of roles, responsibilities and coordination among stakeholders been clear and appropriately prepared for the project implementation?	Project implementation/management/support system, Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are responsibilities and authority of Project manager of each country clear and appropriate?	Responsibilities designated and degree of participation of PMs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	What ways are decision making carried out on changes in activities, selection/appointment of members and communications?	Minutes of Meetings of RJCC Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are monitoring systems prepared regularly and conducted as a part of the Project activities? Are results of the monitoring shared among the stakeholders and reflected on improving activities of the Project?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are JCCs of each country functioning and effective? (frequency, participation, agenda/decided matters etc.)	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Coordination and communication among the stakeholders	Has the communication among the Project team been enough and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Has the communication between the Project team and RAs in the five countries been appropriate and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Has the communication between the Project team and customs agents in the five countries been appropriate and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts, CPs and custom agents	Document review, Questionnaire, interview
Others	What are contributing and impeding factors for Project activities? What are reasons for causing the contribution and limitations?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

### 3. FIVE-CRITERIA EVALUATION

#### 3-1. RELEVANCE

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Necessity and Priority	Are the Project Purpose and the Overall Goal relevant to development policies and meeting the needs of the five African countries and EAC?	Policies, priorities and needs of five African countries and EAC in trade and customs	Policy documents, Project documents and reports, Experts and CPs, JICA Offices	Document review, interview
	Is the Project Purpose meeting the needs of target group?	Capacity development needs of target group (customs officers, customs agents) in five African countries and EAC	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Consistency with the Japanese cooperation policy	Are the Project Purpose and the Overall Goal consistent with the Japanese cooperation policies and strategies?	Japan's TICAD policy Japan's country cooperation programs for the five African countries	Documents (MOFA, JICA)	Document review
Appropriateness of Approach and means	Were the target groups selected appropriately?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Were the areas and the pilot sites selected appropriately?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Is the project approach appropriate?	Appropriateness the logic of the Project ("Activities" → "Outputs" → "Project Purpose" → "Overall Goal") Probability to fulfill important assumptions	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

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	Has the methods adopted for technical transfer from JICA Project experts to C/P been appropriate?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Does Japan have comparative advantages for the implementation of the Project?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Does the Project implementation influences the recipient countries' policies, organizational changes and cooperation with private sectors etc.?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Others	Since the Mid-term review carried out in 2011, have there been any change in the environment including policies, socio-economic status and cooperation trend of donors? Have there been any influences by the changes?	Data and information on environmental changes including policy direction and aid trend of donors, Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview



Annex 4 Evaluation Grid  
Terminal Evaluation  
Capacity Building for the Customs Administrations in the Eastern African Countries

3-2. EFFECTIVENESS

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Progress toward satisfying the Purpose of the Project	Is the Project Purpose likely to be achieved considering the status of Inputs, Activities and achievement of Outputs up to the present?	Degree of assessments on achievement	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Has there been coordination or cooperation with other donors to enhance the Project effects? Has there been any coordination with other Japanese development schemes?	Cooperation and coordination with other donors and schemes	Project documents and reports, Experts, CPs and custom agents	Document review interview
Capacity development of Target groups	Are the staff of Revenue Authorities and customs agents in the 5 East African countries acquire sufficient knowledge and skills through the training provided by the end of the Project?	Relevance of training to the needs of the target group, Degree of their knowledge and skills developed, Utilization of the skills and knowledge, Quality and volume of the training contents, material and instructors evaluated by the training participants	Project documents and reports, Experts, CPs and custom agents	Document review, interview, Questionnaires
Causal relationships	Are the planned two Outputs enough to achieve the Project Purpose?	Important assumptions and logic of the Project	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Have the important assumptions to attain Project Purpose been fulfilled and appropriate?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are there any contributing or constraining factor for satisfying the Project Purpose?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

3-3. EFFICIENCY

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Appropriateness (quality, quantity and timing) of Inputs	Have the Inputs from both the Japanese and the five African countries' sides been appropriate in terms of quantity, quality and timing?	Degree of inputs (Experts, CPs, equipment, facilities, budget/expense, training in abroad/in-country), opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are the provided equipment and facilities used well, and maintained appropriately?	Records of activities and equipment/facilities, opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Status of achieving Outputs	Is the Outputs appropriately fulfilled/achieved?	Record of Activities, opinions of experts and the target groups, RAs' records	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Causal relationships	Are the Activities sufficient to achieve the Outputs?	Record of Activities, Achievement of the Outputs, opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Have the Important Assumptions to attain Outputs been fulfilled/appropriate?	Record of activities, Opinions of experts and the target group, opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are there any factor contributed or inhibited achieving the Outputs?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Institutional set-up for the Project implementation	Has the institutional set-up been effective and efficient in carrying out Project activities?	Performance of RJCC and WGs, Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Are mechanism supporting the Project by the Japanese side appropriate and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs, JICA Offices	Document review, Questionnaire, interview

Annex 4 Evaluation Grid  
 Terminal Evaluation  
 Capacity Building for the Customs Administrations in the Eastern African Countries

3-4. IMPACT (prospect)

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Prospect of achieving the Overall Goal	Is the Overall Goal likely to be achieved after after 3 to 5 years of the Project termination seeing the status of the Outputs, activities and inputs?	Record of activities, Opinions of experts and CPs	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
Causal relationships	Are important assumptions relevant by the time of terminal evaluation? Are they likely to be fulfilled?	Record of activities, Opinions of experts and CPs	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Are logical relations between the Project Purpose, is the Overall Goal relevant?	Project logic, Influences of important assumptions Opinions of experts and the CPs	PDM, Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Ripple effects to policies and socio-economic aspects	Are there influences/changes caused with regards to 1) policies, 2) laws/regulations, 3) institutional arrangement, 4) technical and 5) social (including equity, gender, human rights) 6) economic aspects.	Impacts on policies, laws, institutional arrangement, technical, and socio-economic aspects. Influences to East African countries and in non-pilot areas. Opinions of experts and CPs	Experts, CPs and custom agents, JICA Offices	Document review, Questionnaire, interview
	Have there been any unexpected positive impacts?	Changes caused by the Project implementation	Experts and CPs, JICA Offices	Document review, Questionnaire, interview

3-5. SUSTAINABILITY

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Policy and institutional aspects	Will the governments of the five East African countries support the Project achievement after the termination of the Japanese cooperation? With regard to 1) policy support, 2) laws/regulations, 3) human resources development/training, 4) continuity and further development of OSBP	Prospects on policy and institutional development of the five governments and EAC, relating to the human resource development in customs administration and OSBP development in consistent with the Project and its approach. Whether is the Project approach to be incorporated into policies of the governments and EAC.	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
Organizational and financial aspects	Have the system(s) and activities developed during the Project been continued by the governments and the custom agents effectively after the completion of the Project?	Record of activities, Opinions of experts, CPs, and custom agents	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Will the budget for continuing the activities and systems developed by the Project be secured and prepared by the governments/Ras after the Project?	Disbursement made so far by the governments for the Project, Budget planned to continue activities	Experts and CPs, custom agents, and JICA Offices	Document review, Questionnaire, interview
Technical aspects	Does customs officers in the five East countries already have enough capacity to carry out the activities effectively? Are they motivated to continue, upgrade and disseminate their learned knowledge and skills through the Project to others staff?	Degree of improved capacity of customs officers, their intension for continuity, up-grading and dissemination of the knowledge and skills acquired by the Project	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Will CPs assigned for and trained by the Project be retained in the same offices and duties? Are there any measure prepared to retain them in the office?	Systems of personnel deployment and HRD plans of each countries' RAs	Experts and CPs, JICA Offices	Document review, Questionnaire, interview

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**Annex 4 Evaluation Grid**  
**Terminal Evaluation**  
**Capacity Building for the Customs Administrations in the Eastern African Countries**

	Are there any mechanism prepared and ensured in the five countries to up-keep capacity of the RA officers and costume agents?	HRD plans of each countries' RAs and plans at custom agents associations	Experts and CPs, custom agents, and JICA Offices	Document review, Questionnaire, interview
	Are there measures and budget prepared and ensued for maintenance of equipment and facilities appropriately?	Plans for maintenance and utilization of the equipment and facilities	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Do customs agents in the five East countries have enough capacity to carry out the activities effectively?	The level of developed capacity of customs agents	Experts and CPs, custom agents, and JICA Offices	Document review, Questionnaire, interview
Others	What are the contributing and inhibiting factors on sustainability of the Project effects? Is there any measure prepared to avoid the risks?	Contributing and inhibiting factors, plans to avoid and to measure risks	Experts and CPs, JICA Offices	Document review, Questionnaire, interview

**ANNEX 5. Inputs to the Project**  
**5-1 Inputs from Japan**

**ANNEX 5-1-a Experts**

**1. Long-term Experts**

Expertise	Country	StartDate	EndDate
Coordination/Human Resource	Kenya	2008/01/03	2011/05/16
Chief Advisor/Customs	Kenya	2009/07/03	2011/07/29
Regional Cooperation	Kenya	2009/07/24	2013/09/03
Coordination/Human Resource	Kenya	2011/04/04	2013/09/03
Chief Advisor/Customs	Kenya	2011/07/16	2013/07/15

**2.Short-term Expert**

**2-1 Japanese experts dispatched for Customs Clearing Agents**

No.	Expertise	Country	StartDate	EndDate
1	Customs Clearing Agents I	Kenya	2010/01/28	2010/11/17
2	Customs Clearing Agents II	Kenya	2010/12/04	2010/05/15
			2011/05/28	2011/12/17
			2012/01/11	2012/03/10

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**2-2 Japanese experts dispatched for the Master Trainers Programme (MTP)**

No	Expertise	Country	Start Date	End Date	Activity
1	Human Resource Development	KENYA	2009/11/1	2009/11/06	
2	Human Resource Development	KENYA	2010/01/15	2010/01/31	MTP 1st
3	Customs Valuation	KENYA	2010/01/15	2010/01/31	MTP 1st
4	HS Classification	KENYA	2010/01/15	2010/01/31	MTP 1st
5	Intelligence Analysis	KENYA	2010/01/15	2010/01/31	MTP 1st
6	Human Resource Development	KENYA	2010/09/04	2010/09/19	MTP 2nd
7	Customs Valuation (A)	KENYA	2010/09/04	2010/09/19	MTP 2nd
8	Customs Valuation (B)	KENYA	2010/09/04	2010/09/19	MTP 2nd
9	HS Classification (A)	KENYA	2010/09/04	2010/09/19	MTP 2nd
10	HS Classification (B)	KENYA	2010/09/04	2010/09/19	MTP 2nd
11	Intelligence Analysis (A)	KENYA	2010/09/04	2010/09/19	MTP 2nd
12	Intelligence Analysis (B)	KENYA	2010/09/04	2010/09/19	MTP 2nd
13	Customs Valuation (A)	RWANDA	2011/01/17	2011/01/30	MTP 3rd
14	Customs Valuation (B)	RWANDA	2011/01/17	2011/01/30	MTP 3rd
15	HS Classification (A)	TANZANIA	2011/01/31	2011/02/13	MTP 3rd
16	HS Classification (B)	TANZANIA	2011/01/31	2011/02/13	MTP 3rd
17	Intelligence Analysis (A)	RWANDA	2011/03/14	2011/03/27	MTP 3rd
18	Intelligence Analysis (B)	RWANDA	2011/03/14	2011/03/27	MTP 3rd
19	HS Classification (A)	RWANDA	2011/05/09	2011/05/22	MTP 4th
20	HS Classification (B)	RWANDA	2011/05/09	2011/05/22	MTP 4th
21	Customs Valuation (A)	BURUNDI	2011/08/22	2011/09/05	MTP 4th
22	Customs Valuation (B)	BURUNDI	2011/08/22	2011/09/05	MTP 4th
23	Intelligence Analysis (A)	TANZANIA	2011/09/19	2011/10/02	MTP 4th
24	Intelligence Analysis (B)	TANZANIA	2011/09/19	2011/10/02	MTP 4th
25	Customs Valuation (A)	UGANDA	2011/10/17	2011/10/30	MTP 5th
26	Customs Valuation (B)	UGANDA	2011/10/17	2011/10/30	MTP 5th
27	Intelligence Analysis (A)	KENYA	2012/01/24	2011/02/04	MTP 5th
28	Intelligence Analysis (B)	KENYA	2012/01/25	2011/02/05	MTP 5th
29	HS Classification (A)	UGANDA	2012/02/20	2012/03/04	MTP 5th
30	HS Classification (B)	UGANDA	2012/02/21	2012/03/05	MTP 5th
31	HS Classification (A)	KENYA	2012/04/14	2012/04/29	MTP 6th
32	HS Classification (B)	KENYA	2012/04/14	2012/04/29	MTP 6th
33	Customs Valuation (A)	KENYA	2012/04/14	2012/04/29	MTP 6th
34	Customs Valuation (B)	KENYA	2012/04/14	2012/04/29	MTP 6th
35	Intelligence Analysis (A)	KENYA	2012/04/14	2012/04/29	MTP 6th
36	Intelligence Analysis (B)	KENYA	2012/04/14	2012/04/29	MTP 6th
37	HS Classification (A)	KENYA	2012/08/21	2012/09/02	MTP 8th
38	HS Classification (B)	KENYA	2012/08/21	2012/09/02	MTP 8th
39	Intelligence Analysis (A)	UGANDA	2012/09/11	2012/09/23	MTP 8th
40	Intelligence Analysis (B)	UGANDA	2012/09/11	2012/09/23	MTP 8th
41	Customs Valuation (A)	TANZANIA	2012/10/02	2012/10/14	MTP 8th
42	Customs Valuation (B)	TANZANIA	2012/10/02	2012/10/14	MTP 8th

**2-3 Japanese Experts dispatched for the Compliance Seminars for Customs Clearing Agents**

No.	Expertise	Country	StartDate	EndDate
1	Customs Clearing Agents Compliance I	Kenya	2010/10/30	2010/11/07
2	Customs Clearing Agents Compliance II	Burundi	2011/02/19	2011/02/28
3	Customs Clearing Agents Compliance III	Tanzania Rwanda	2011/03/05	2011/03/14
4	Customs Clearing Agents Compliance IV	Uganda Tanzania	2011/07/01	2010/07/10
5	Customs Clearing Agents Compliance V	Burundi Rwanda Kenya	2011/08/06	2011/08/19

**2-4 Japanese Experts dispatched for development of policy framework for the Accreditation System**

No.	Expertise	Country	StartDate	EndDate
1	Development of policy framework for the accreditation system	Uganda	2013/04/13	2013/04/20

**2-5 Japanese expert dispatched for the support of designing Detailed Design of Namanga OSBP**

No.	Expertise	Country	StartDate	EndDate
1	OSBP technical expert support	Kenya and Tanzania	2010/3/20	2010/4/18
			2010/8/14	2010/9/5
			2010/10/2	2010/10/17
			2010/12/12	2010/12/22
			2011/1/12	2011/1/30

**3.WCO Experts**

No.	Area of Working	Company	StartDate	EndDate	Activity
1	Customs Valuation	Kenya	2010/01/17	2010/01/19	MTP 1st
2	Customs Administration	Kenya	2010/01/17	2010/01/19	MTP 1st
3	HS Classification	Kenya	2010/09/06	2011/09/09	MTP 2nd
4	Customs Valuation	Kenya	2010/09/06	2010/09/17	MTP 2nd
5	Intelligence Analysis	Rwanda	2011/03/15	2011/03/18	MTP 3rd
6	HS Classification	Tanzania	2011/01/31	2011/02/02	MTP 3rd
7	HS Classification	Rwanda	2011/05/10	2011/05/12	MTP 4th
8	Customs Valuation	Burundi	2011/08/23	2011/08/25	MTP 4th
9	Intelligence Analysis	Kenya	2012/01/23	2012/01/27	MTP 5th
10	HS Classification	Uganda	2012/02/20	2012/02/23	MTP 5th

ANNEX 5-1-b Provision of Equipment

1. Provision of Equipment

No.	Operational Situation	Date of Acquisition (MM/YY-MM/DD)	Equipment	Make, Model, etc.	Qty	Currency	Unit Price	Total Price	Purposes	Recipient
1	In Use	2010/3/5	Project car	Mitsubishi Pajero 4WD	1	Ksh	3,210,000.00	3,210,000.00	For office use	Project Office (KRA)
2	In Use			Toyota Prado 4WD	1	Ksh	3,165,468.00	3,165,468.00	For office use	Project Office (KRA)
3	In Use		Patrol boat with cabin	22 FT TURKANA (with accessories)	6	USD	399,870.00	399,870.00	JWS Lake Victoria	Kenya, Tanzania, Uganda for Lake Victoria
4	In Use	2010/3/24	HP Server	HP Proliant DL 380 G	1	Ksh	1,402,500.00	1,402,500.00	RTMS/CCS Malaba & Busia	KRA HQ
5	In Use		Desktop PCs	HP c7800uT	47	Ksh	86,135.00	4,048,345.00		URA & KRA (Malaba, Busia) including expected provision to OGAs
6	In Use		Laptop PCs	HP ProBook 6540b	4	Ksh	112,245.00	448,980.00		KRA Malaba & Busia, URA Malaba & Busia *Planned provision
7	In Use		Printers	HP LaserJet P2055dn	30	Ksh	23,025.00	690,750.00		URA & KRA (Malaba, Busia) including expected provision to OGAs
8	In Use		UPS	APC 1.5kVA Smart UPS	51	Ksh	37,000.00	1,887,000.00		URA & KRA (Malaba, Busia) including expected provision to OGAs
9	In Use		Software	Microsoft Office 2007 original media kit	20	Ksh	3,000.00	60,000.00		URA & KRA (Malaba, Busia) including expected provision to OGAs
10	In Use		Software	Windows Server 2008 media kit	4	Ksh	3,000.00	12,000.00		KRA, Malaba
11	In Use		Software	Server 2008 OLP GOV CALS	40	Ksh	1,935.00	77,400.00		KRA Malaba & Busia, URA Malaba & Busia (10 each)
12	In Use		Software	Office 2007 OLP GOV CALS	20	Ksh	27,850.00	557,000.00		KRA Malaba & Busia, URA Malaba & Busia (10 each)
13	In Use		Software	Antivirus original media kit	47	Ksh	950.00	44,650.00		URA & KRA (Malaba, Busia) including expected provision to OGAs
14	In Use	LCD Display	Sony 42" LCD TV	4	Ksh	80,000.00	320,000.00	KRA Malaba & Busia, URA Malaba & Busia		
15	In Use	2010/3/26	Laptop PCs	HP6440B	30	Ksh	134,670.00	4,040,100.00	MTP	KRA, TRA, URA, RRA, BRA
16	In Use	2010/5/12	Router	WBR 3408	1	Ksh	200,500.00	200,500.00	RTMS/CCS	KRA Namanga
17	In Use	2010/10/15	Desktop PCs	HP compaq 8100 Elite Ultra Slim	8	Ksh	115,000.00	920,000.00	RTMS/CCS Namanga	KRA Namanga (3), TRA Namanga (3), TFDA (1) Port Health (1)
18	In Use		UPS	APC 650vA Back UPS Unit	8	Ksh	7,000.00	56,000.00		KRA Namanga (2), TRA Namanga (2), TFDA (1) Port Health (1)
19	In Use		Printers	HP LaserJet P2055dn	6	Ksh	40,000.00	240,000.00		
20	In Use		VSAT equipment	Smartline solutions	1	Ksh	2,082,800.00	2,082,800.00	RTMS/CCS	KRA Namanga
21	In Use		VSAT monthly cost		1	Ksh	227,550.00	227,550.00		
22	In Use		24KVA Inverter back up for 6 hours	Xantrex 4548/4048 pure sine-wave solar inverter	6	Ksh	350,000.00	2,100,000.00	RTMS/CCS Namanga	KRA Namanga (6), KEBS (1), KEPHIS (1), Veterinary (1), Port Health (1)
23	In Use		4 KVA Inverter backup for 6 hours	Xantrex 4548/4048 pure sine-wave solar inverter	4	Ksh	346,000.00	1,384,000.00		
24	In Use	Batteries	Gaston 12V 200AH solar sealed MF lead acid-battery	32	Ksh	35,000.00	1,120,000.00	KRA Namanga (16), KEBS, KEPHIS, Veterinary, Port Health (4 each)		
25	In Use	Battery Stands, Installation & materials	Shelf	1	Ksh	582,000 (lot)		KRA Namanga, KEBS, KEPHIS, Veterinary, Port Health		
26	In Use	2010/12/3	Laptop PCs	Dell Latitude E5410	24	Ksh	112,800.00	2,707,200.00	MTP	KRA, TRA, URA, RRA, BRA
27	In Use	Microsoft office	Microsoft	24	Ksh	6,150.00	147,600.00			
28	In Use	Adobe 9 Pro	Adobe	24	Ksh	14,760.00	354,240.00			
29	In Use	2011/2/23	Book Shelf	BE8211, BEW808,	3	Ksh	46,000.00		For office use	Project Office (KRA)
30	In Use	2011/2/25	Safe Box	Yale	1	Ksh	34,000.00	34,000.00	For office use	Project Office (KRA)

No.	Operational Situation	Date of acquisition (YY/MM/DD)	Equipment	Maker, Model, etc.	Qty	Currency	Unit Price	Total Price	Purpose	Recipient
31	Stolen	2011/3/8	Video Camera	Sony	1	Ksh	29,995.00	29,995.00	For office use	Project Office (KRA)
32	In Use	2011/3/18	Projector	Sony VPL-EX7	15	Ksh	50,370.00	755,550.00	MTP	KRA,TRA,URA, RRA,BRA
33	In Use	2011/3/18	Server	IBM x3560 M3m	2	Ksh	1,927,717.84	3,855,435.68	RTMS/CCS	URA HQ (Apr 2011), TRA HQ (2011)
34	In Use		UPS	APC 5500 VA	2	Ksh	216,270.00	432,540.00		URA HQ, TRA HQ
35	In Use		Software	Windows 2008 Enterprisese Server R2 OS, media kit, 100 CALs	2	Ksh	592,942.68 (lot)			URA HQ, TRA HQ
36	In Use		Rack	42U Rack	2	Ksh	626,138.55 (lot)			URA HQ, TRA HQ
37	In Use	2011/3/31	Battery housing	Morgen Solutions LTD	6	Ksh	191,500 (lot)		RTMS/CCS	KRA Namanga
38	In Use	2011/11/3	Shredder	Fellows W-25CI	1	Ksh	53,950.00	53,950.00	For office use	Project Office (KRA)
39	In Use	2012 Jan	Inverter charger, 5000W	OPT pure sine-wave inverters	6	KES	5,397,096.00	Power back-up for RTMS/CCS	TRA Namanga	
40	In Use		200Ah sealed batteries	Gaston GT12-200	32					
41	In Use		charge over switch		6					
42	In Use		AVS		6					
43	In Use		Electrical accessories		lot					
44	In Use		Battery cabinets		4					
45	In Use	2012 Jan	WiMax Connectivity between TRA Namanga & Dar	VECTOR, Directional Antennas for WiMax and LTE Telecom equipment, Cisco 1800 series integrated services, Routers: Cisco 1841 (Modular)	1	USD	22,200.00		Network connectivity for RTMS/CCS	TRA Dar & Namanga
46	In Use	2012 Mar	200Ah sealed batteries	Gaston GT12-200	20	KES	1,000,000.00		Backup power batteries for RTMS/CCS	KRA Namanga
47	In Use	2012 Jan to JICA	DVDs containing SMS Gateway software, related add-ons and manuals	Ozeki	3	USD	18,000.00	54,000.00	SMS gateway for RTMS/CCS	URA, KRA, TRA HQ
48	In Use		Hard copy Ozeki SMS Gateway guides for Administrator, Installation, User and Developer	Ozeki Ver4.42						
49	In Use	2012 Mar-Jul	Blade Server, Software	Dell PE M1000e Blade enclosure	2	USD	346,946.90	693,893.80	RTMS/CCS Server	KRA, TRA HQ
50	In Use		42U Rack	Dell 4220 42U						
51	In Use		SUSE Linux enterprise Server 11-64bit (for Database		2	USD				
52	In Use		VM ware virtualization Suite (Vsphere Hypervisor -Esxi and management kit)		2	USD				
53	In Use		Windows Server 2008 enterprise Server OS (media +100calls) for application deployment	Win Svr Ent 2008R2 OLP NL Gov + Win Svr CAL 2008 OLP NL, Gov Usr CAL + Media kit	2	USD				
54	In Use		Antivirus for Server	Kaspersky space security	2	USD				
55	In Use		Desktop PC	Dell Opt 390SFF	20	USD	929.60	18,592.00		
56	In Use		Laptop PC	Dell Latitude E5520 (Intel i5, RAM4GB, HDD 500GB, Win 7 Ultimate, Office 2010, Anti-virus)	4	USD	1,259.00	5,036.00		
57	In Use		Printer	HP LaserJet, P2055dn	8	USD	352.00	2,816.00		

TRA Namanga (6), TBS (1), Tanzania Radiation (1), Tanzania Police (2) KRA



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No.	Operational Situation	Date of acquisition (YYYY-MM-DD)	Equipment	Maker, Model, etc.	Qty	Currency	Unit Price	Total Price	Purposes	Recipient
58	In Use	2012 Mar-Oct	UPS	Smart UPS SC1500-230	20	USD	478.50	9,570.00	RTMS/CCS Namanga	Namanga (6), Kenya Police (2), Kenya Agriculture (1), Kenya Forestry (1)
59	In Use		Windows 7 Ultimate OLP Gov		24	USD	40.00	960.00		
60	In Use		Microsoft office 2010 OLP gov	Office Pro Plus 2010 OLP NL Gov 79P-03564	24	USD	410.25	9,846.00		
61	In Use		Antivirus original Media Kit for PC/laptop licenses	Kaspersky Total Space Security EEMEA Edition, 100-149 User 1 year	24	USD	25.90	621.60		
62	In Use	2012 Jul	Patrol cars	Hilux 4x4 double cabin with bullbars	2	USD	32,229	64,458	JBS Kobero /Kabanga	OBR Kobero
63	In Use	2012 Mar	Patrol cars	Hilux 4x4 double cabin	2	USD	29,600.00	59,200.00		TRA Kabanga
64	In Use	2012 Mar	Patrol cars	Hilux double cabin pick-up with bullbars	2	USD	31,332.00	62,664.00	JBS Gatuna/Katuna	URA Katuna
65	In Use	2012 Jul	Patrol cars	Hilux 4x4 double cabin 1 with bullbars	2	USD	31,151.00	62,302.00		RRA Gatuna
66	In Use	2012 Mar	Off-road motorcycle	Yamaha DT175	2	USD	4,495.00	8,990.00	JBS Gatuna/Katuna	URA Katuna
67	In Use	2012 Jul	Off-road motorcycle	Yamaha AG200 with helmets	2	RFW	3,379,000.00	6,758,000.00		RRA Gatuna
68	In Use	2012 Mar	Off-road motorcycle	Yamaha AG200	2	USD	5,737.00	11,474.00	JBS Kobero/Kabanga	TRA Kabanga
69	In Use	2012 Aug	Off-road motorcycle	Yamaha DT125 with helmets	2	BIF	12,780,000	25,560,000		OBR Kobero
70	In Use	2012 Mar	VHF repeater station	Motorola GR500	4	USD	6,330.00	6,330.00	JBS Kobero/Kabanga, JBS Gatuna/Katuna	URA Katuna, OBR Kobero, RRA Gatuna, TRA Kabanga
71	In Use		100ft lattice Mast							
72	In Use		Base Antenna	PDM130						
73	In Use		VHF Base Station	GM 340 Motorola, 25watts, 6 channels with high gain base station antenna 6db, PSU-13.8V, 15AMPs, low lose coaxiale cable RG213, Palm microphone, DC fused power cable, mounting bracket	4	USD	2,450.00	9,800.00		
74	In Use		Radio for Vehicle	GM340 Motorola mobile radios, 25watts, 255 channels, with DC power cable, mounting bracket, zara 130 mobile antenna, user	8	USD	535.00	4,280.00		
75	In Use		Mobile Radio hand-sets	GP 340 Motorola	20	USD	515.00	10,300.00		
76	In Use	2012 Jul	Light Bar with Siren and Speaker	TBD021121- Orange adnd Amber, with Siren CJB80B, Speaker YD80I	4	USD	750.00	3,000.00	JBS Kobero/Kabanga, JBS Gatuna/Katuna	URA Katuna, OBR Kobero
77	In Use		Speaker	Vehicle Mounted	2	USD	280.00	560.00		TRA Kabanga
78	In Use		Night Vision Scope	Yukon Optics Nightfall 4x50 Night vision monocular Gen1	8	USD	645.00	5,160.00	URA Katuna, OBR Kobero, RRA Gatuna, TRA Kabanga	
79	In Use		Portable Search Light	Handheld LED light Emitter 2880 Lumens - 200lb grip magnetic base -16" cord	8	USD	1,395.00	11,160.00		
80	In Use	2013 Mar	42U Rack with Doors and Side Panels	Dell PE4220	1	RFW	2,096,686.00	2,096,686.00	RTMS/CCS	RRA HQ Data Center
81	In Use		2U SSD Storage Array	Dell EqualLogic PS6100S SSD	1	RFW	71,819,005.00	71,819,005.00		
82	In Use		4U iSCSI Storage Array	Dell EqualLogic PS6100E	1	RFW	58,955,900.00	58,955,900.00		
83	In Use		UPS	Dell	1	RFW	3,215,776.00	3,215,776.00		
84	In Use		Installation & Configuration service	SECAM	1	RFW	15,750,000.00	15,750,000.00		
85	In Use		SSD HDD spare	Dell Kit for Dell PS6100S	1	RFW	2,876,817.00	2,876,817.00		
86	In Use	iSCSI HDD spare	Dell Kit for Dell PS6100E	1	RFW	1,172,750.00	1,172,750.00			

No.	Operational Situation	Date of acquisition (YYYY-MM-DD)	Equipment	Maker, Model, etc.	Qty	Currency	Unit Price	Total Price	Purpose	Recipient
87	In Use	2013 Apr	Network Managed Switch	Dell Force10 S55	2	RFW	8,789,788.00	17,579,576.00		
88	In Use	2013 Mar	Equipment at head office & data center	Riverbed Steelhead 7050-L	2	USD	193,366.83	386,733.66	RTMS/CCS	URA Data center, Headquarters, business center, Malaba, Busia, training school
89	In Use		Equipment at branch offices	Riverbed Steelhead EXA 760 B010 with RiOS (with copper) with 4 onboard GbE ports	4	USD	14,986.35	59,945.40		
90	In Use			Riverbed License Steelhead EXA 760-M	4	USD	3,803.36	15,213.44		
91	In Use		Riverbed Steelhead 250 with 2 onboard GbE bypass ports (125/1Mbps)	1	USD	5,365.31	5,365.31			
92	In Use		Steelhead Appliance Annual Support	Riverbed steelhead Gold level Support	1	USD	49,689.65	49,689.65		
93			5day training	On steelhead and steelhead mobile or CMC	1	USD	6,592.00	6,592.00		
94			Professional service	Installation, Testing & commissioning	1	USD	43,314.43	43,314.43		
95			Freight charges	Freight charges	1	USD	6,700.00	6,700.00		
96	In Use		2013 Feb/Mar	Portable night vision thermal camera	Raymarine TH32	4	USD	3,879.31		
97	In Use	100lt Fuel Tank			4	USD	517.24	2,068.96		
98	In Use	Inflatable boat		Zodiac CADET260S	2	USD	2,390.00	4,780.00	KRA	
99	In Use	Outboard engine (5HP)		Yamaha	2	USD	1,620.00	3,240.00		
100	In Use	Inflatable boat		Zodiac CADET260S	2	USD	2,390.00	4,780.00	URA	
101	In Use	Outboard engine (8HP)		Yamaha	2	USD	2,235.00	4,470.00		
102	In Use	Echo Sounder / Chart Plotter		Raymarine A57	2	USD	1,638.07	3,276.14		
103	In Use	Rader		Raymarine RD418D	2	USD	1,810.00	3,620.00		
104	In Use	Rader screen		Raymarine C90W	2	USD	2,441.90	4,883.80		
105	In Use	2012 Dec	MTP Handbook	CV (4,000), HS (3,800), IA (2,200 copies)	1	KES	4,182,450	4,182,450	Master Trainer Program\	KRA, OBR, RRA, TRA, URA and partners

## 2. Total Cost of Equipment

iscal Year	Total (thousand URS)
2009 (September 2009-March 2010)	24,689
2010 (April 2010-March 2011)	57,691
2011 (April 2011-March 2012)	98,976
2012 (April 2012-March 2013)	80,778
Total	262,134

**ANNEX 5-1-c Training abroad (Benchmarking Studies and Accreditation Workshop)**

**1. JICA Benchmarking Study Tours to Vietnam**

Visited Places: land border posts, Lao Bao HQ of Vietnam Customs

March 3 - 10, 2010

**Participants List**

No	OFF	Country	Name	Title
1	KRA	Kenya	Ebby Khuguli	Senior Assistant Commissioner
2	KRA	Kenya	Doris Gitonga	Senior Assistant Commissioner
3	KRA	Kenya	John Changole	Assistant Commissioner of Customs Services
4	KRA	Kenya	Allan Morgan	Project Administrative Assistant
5	OBR	Burundi	Felicite Nibigira	Economic Advisor
6	OBR	Burundi	Ndonkeye Parfait	Chief of IT Service
7	OBR	Burundi	Marie-Goreth bizindavyi	Monitoring Service
8	RRA	Rwanda	Musoni William	Risk Assessment Officer
9	RRA	Rwanda	Lillian Rugambwa	Principal
10	RRA	Rwanda	Shyaka Alex	Customs Station Manager
11	TRA	Tanzania	Narcis Lumumba	Customs Officer
12	TRA	Tanzania	Farence Mniko	Assistant Regional Manager
13	TRA	Tanzania	Yohana Gwarasa	Manager Human Resources
14	URA	Uganda	Otyama Francis	Boarder Control Officer malaba
15	URA	Uganda	Katumba Stephen	Supervisor Business Analysis
16	URA	Uganda	Julius Rubagumya	Regional Manager

**2. JICA Benchmarking Study Tours to AKMAL, Malaysia (1st)**

Visited Places: Royal Malaysian Customs HQ (Putrajaya), Royal Malaysian Customs Academy (AKMAL)

February 28 - March 5, 2011

**Participants List**

No	OFF	Country	Name	Title
1	KRA	Kenya	Susan Wanjohi	Senior Assistant Commissioner, Business Improvement, CSD
2	KRA	Kenya	Fridah Kimani	Revenue Officer I
3	KRA	Kenya	Daniel Obiero	Revenue Officer II
4	KRA	Kenya	David Kimuli	Revenue Officer II
5	KRA	Kenya	Agatha Munyaka	Senior Assistant Commissioner
6	KRA	Kenya	George Aduwi	Senior Revenue Officer-National Targeting Centre
7	KRA	Kenya	Winfred Jillani	Trainer, Customs (HS Classification)
8	OBR	Burundi	Parfait Ndonkeye	Chief of IT Service and ASYCUDA Project Manager
9	OBR	Burundi	Denise Nyandwi	Customs Officer
10	OBR	Burundi	Judith Kubwimana	Customs Officer
11	OBR	Burundi	Emma Marie Ndoricimpa	Head of Office
12	RRA	Rwanda	Alex Shyaka	Customs Station Manager
13	RRA	Rwanda	Lillian Rugambwa	Principal
14	RRA	Rwanda	Kabera Sam	Senior Compliance and Intelligence Officer
15	RRA	Rwanda	Providence Mukamurenzi	Senior Valuation Officer
16	RRA	Rwanda	Margret Mbabazi	Tariff Officer
17	RRA	Rwanda	Aline Shumbusho	Verification and Zone Manager
18	TRA	Tanzania	Adriert Tutuba	Customs Officer in Charge at Mwanza South Port
19	TRA	Tanzania	Felician Mushi	Head Fast
20	TRA	Tanzania	Hilda Tegwa	Manager
21	TRA	Tanzania	George Mnyitafu	Manager
22	TRA	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)
23	TRA	Tanzania	Mary Nicefor Lyakurwa	
24	URA	Uganda	Christine Winyi	Business Analysis Officer
25	URA	Uganda	Ezza Ssebuwufu	Business Analysis Officer
26	URA	Uganda	Abel Kagumire	Document Check/Assessment Officer
27	URA	Uganda	Jameson Rubagumya	Officer I
28	URA	Uganda	Victoria Nabitaka	Supervisor
29	URA	Uganda	Peninah Kirungi	Valuation Officer

### 3. JICA Benchmarking Study Tours to AKMAL, Malaysia (2nd)

Visited Places: Royal Malaysian Customs HQ (Putrajaya), Royal Malaysian Customs Academy (AKMAL)

June 13-17, 2011

Participants List

No.	Org.	Country	Name	Title
1	KRA	Kenya	Abakuk Kasibo	Revenue officer
2	KRA	Kenya	Allan Morgan	Project Administrative Assistant
3	KRA	Kenya	Charles Mureithi	Verification Officer
4	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner, JKIA
5	KRA	Kenya	Esther Watene	Revenue officer I
6	KRA	Kenya	Leonard Sang	
7	KRA	Kenya	Loise Kariuki	
8	KRA	Kenya	Peter Nganga	
9	OBR	Burundi	Marie-Goreth bizindavyi	Monitoring Service
10	RRA	Rwanda	Mwesigye Muyango Jimmy	Customs Intelligence officer
11	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer
12	RRA	Rwanda	Karugahe Augustine	
13	RRA	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer
14	RRA	Rwanda	Rugema Lucien	Customs officer
15	TRA	Tanzania	Hamza Kadege	Senior Customs Officer
16	TRA	Tanzania	Juma Hassan	Manager, Risk Management and Intelligence
17	TRA	Tanzania	Narcis Lumumba	Customs officer
18	TRA	Tanzania	Oswald Massawe	
19	TRA	Tanzania	Pius Kibahila	Trainer
20	TRA	Tanzania	Rogasian Shirima	Assistant Regional Manager
21	URA	Uganda	Kiconco Byamugisha	Customs officer
22	URA	Uganda	Mubiru Salim	Officer In-charge Document Check
23	URA	Uganda	Twongeirwe Livingstone	Officer
24	URA	Uganda	Achaye George	Second in Charge, Sition
25	URA	Uganda	Otyama Francis	Revenue Officer
26	URA	Uganda	Patience Achal	

### 4. WCO Accreditation Workshop on Customs Valuation, Abuja, Nigeria (MTP 7th activity)

Venue: WCO Regional Training Center (Nigeria Customs Training Center)

24-28 September 2012

Participants List

No.	Org.	Country	Name	Title
1	KRA	Kenya	Abakuk Kasibo	Revenue officer
2	KRA	Kenya	Fridah Kimani	Senior Revenue Officer, DPC
3	KRA	Kenya	Esther Watene	Revenue officer, Malaba
4	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner, JKIA
5	RRA	Rwanda	Providence Mukamurenzi	Senior Valuation Officer
6	RRA	Rwanda	Rugema Lucien	Customs officer
7	URA	Uganda	Twongeirwe Livingstone	Officer
8	URA	Uganda	Kiconco Kellen	Customs officer

### 5. WCO Accreditation Workshop on Customs Valuation, Livreville, Gabon (MTP 7th activity)

Venue: WCO Regional Training Center (Gabon Customs)

October 22th-26th, 2012

Participants List

No.	Org.	Country	Name	Title
1	OBR	Burundi	Judith Kubwimana	Customs Officer

## 6. JICA Benchmarking Study on Trade Facilitaion in Japan

Visited Places: Nagoya Customs (including airport, branches), auction site, Tokyo Customs, laboratory, Training Center  
October 25 to November 10, 2012

### Participants List

No.	Org.	Country	Name	Title	
1	KRA	Kenya	Sheldon Livasia MUGOGO	Senior Assistant Commissioner	Container Freight Stations - Mombasa
2	KRA	Kenya	Philip Kipkorir CHIRCHIR	Assistant Commissioner	Malaba
3	KRA	Kenya	Esther Wangui WATENE	Revenue Officer I	Document Processing Center
4	KRA	Kenya	Kenneth Kaimenyi MBOBUA	Revenue Officer I	Simba Upgrade Project
5	TRA	Tanzania	Joachim Theobald MELLA	Senior Customs Officer	Customs Automated Systems
6	TRA	Tanzania	Sebastian Rugaba MUHIMBILI	Senior Customs Officer	Oil Product Monitoring
7	TRA	Tanzania	Jockian Bakantulaki KYAMUHANGA	Manager	Customs Automated Systems
8	TRA	Tanzania	Edwin John IWATO	Senior Customs Officer	Customs Service Centre
9	URA	Uganda	James KISAALLE	Assistant Commissioner	Enforcement Operations
10	URA	Uganda	Rachel Jane MAGOBA	Supervisor in charge of Customs Systems and Procedures	Systems and procedures
11	URA	Uganda	Andrew BYAKUTAGA	Supervisor, Customs	Entebbe International Airport
12	URA	Uganda	Prilla Tusiime KABAGAMBE	Acting Supervisor	Risk Management
13	RRA	Rwanda	BITEGEEKIMANA Emmanuel	Risk Management Officer	Customs Service Department Compliance and Enforcement Division, Risk Management Office
14	RRA	Rwanda	KIRENGA John	Programme Manager for Projects	Commissioner Generals Office
15	RRA	Rwanda	MUSONI William	Senior Manager, Cargo management	Customs/ Field Operations
16	RRA	Rwanda	MUDAHERANWA Lucy	Senior Business Analyst	Customs Services Department / Operations, Policy & Business Division
17	OBR	Burundi	NIBIGIRA Félicité	Chief of services in charge of customs clearance operations	Directorate of Port & Field Operations
18	OBR	Burundi	NTETURUYE Ancilla	Chief of services in charge of programs development for customs officers	Directorate of Programme and Monitoring
19	OBR	Burundi	BIZIMANA Jean DAMASCENE	Chief of services in charge of exemption	Directorate of Commerce & E-Business
20	OBR	Burundi	NGEZAHAYO Dioméde	Chief of customs clearance, Kobero Customs	Directorate of Port & Field Operations
21	URA	Uganda	James Sabas KULEIYE	Principal Customs Officer	Procedure/Facilitation, EAC Secretariat
22	URA	Uganda	Antony Mungufi	IT Consultant	JICA Customs Project

## 7. Training on Server Configuration & Trouble-shooting, Storage management

Venue: Dell Training Center, Johannesburg, South Africa  
February 11th-22nd, 2013

### Participants List

No.	Org.	Country	Name	Title
1	KRA	Kenya	Kirwa Kemei	Assistant Commissioner, System Administration, ICT
2	KRA	Kenya	Eric Gitau	Senior Support Analyst, Systems & Data Management, ICT
3	KRA	Kenya	Sylvester Lebulus	Senior Hardware Engineer, ICT
4	TRA	Tanzania	Sultan Jaffar Khamis	Business Analyst, Systems Operations & Production, ICT
5	TRA	Tanzania	Francis David Masanja	Business Analyst, Systems Operations & Production, ICT
6	TRA	Tanzania	Bernard Joseph Mpangala	Senior Business Analyst, Systems Operations & Production, ICT

## 8. WCO Accreditation Workshop on IIS Classification, Harare, Zimbabwe (MTP 7th activity)

Venue: WCO Regional Training Center (Zimbabwe Revenue Authority Training Institute)  
22-26th April 2013

### Participants List

No.	Org.	Country	Name	Title
1	TRA	Tanzania	Pius Kibahila	Tanga Customs
2	TRA	Tanzania	Rogasian Shirima	Station Manager, Tunduma
3	TRA	Tanzania	Charles Sabuni	Ag. Deputy Rector, ITA
4	TRA	Tanzania	Adriberit Tutuba	Customs Officer, Trade Facilitation unit
5	KRA	Kenya	David Kimuli	Assistant Commissioner, Busia Station
6	KRA	Kenya	Winfred Jillani	Trainer, Customs (HS Classification), KESRA
7	KRA	Kenya	Charles Mureithi	Senior officer, Mombasa Customs
8	URA	Uganda	Peninah Kirungi	Officer in charge of AEO program

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**ANNEX 5-1-d Local operation cost**

**Local operation cost (JPY)**

	Local operation cost (Project)					Consultant cost (Office)(JPY)					Total
	Amount (Ksh) (spent by Project)	Amount (USD) (Spent by Project)	Exchange rate with Yen (Ksh)	Exchange rate with Yen (USD)	Amount (yen)	GIBBS	Ramani Communicatio ns Ltd	ESA	CCES	Big & Small International Ltd.	Total (JPY)
FY2009 (Oct2009-Mar2010)	28,371,283.70		1ksh=1.21860		34,573,246	5,311,452	436,590	-	-	-	40,321,288
FY2010 (Apr2010-Mar2011)	41,406,748.29		1ksh=1.00780		41,729,721	11,347,657	-	-	-	-	53,077,378
FY2011 (Apr2011-Mar2012)	61,267,712.15		1ksh=0.98900	1USD=80.482	60,593,767	1,753,380	-	4,664,747	-	-	67,011,894
FY2012 (Apr2012-Mar2013)	16,135,342.65	742,646.35	1Ksh=1.07700	1USD=91.835	85,578,692	-	-	-	3,583,768	1,775,064	90,937,524
FY2013 (Apr-May2013)	4,721,040.00	109,282.54	1Ksh=1.18900	1USD=97.845	16,306,067	-	-	-	-	4,674,779	20,980,846
Subtotal*	151,902,126.79				238,781,493	18,412,489	436,590	4,664,747	3,583,768	6,449,843	272,328,930

(2) Third-country Trainer (WCO Expert travel cost)

	WCO lecturers for trainings				
	Amount (Ksh) (spent by Project)	Amount (USD) (Spent by Project)	Exchange rate with Yen	Exchange rate with Yen (USD)	Amount (JPY)
FY2009 (Oct2009-Mar2010)	1,002,418.00		1ksh=1.21860		1,221,547
FY2010 (Apr2010-Mar2011)	1,999,933.00		1ksh=1.00780		2,015,532
FY2011 (Apr2011-Mar2012)	1,929,152.00		1ksh=0.98900	1USD=80.482	1,907,931
FY2012 (Apr2012-Mar2013)		12,458.00	1Ksh=1.07700	1USD=91.835	1,144,080
Subtotal**					6,289,091

(3) Third-Country Training (Benchmarking Study Tour)

	Training costs in thrid countries					
	Amount (Ksh) (spent by Project)	Amount (USD) (Spent by Project)	Exchange rate with Yen	Exchange rate with Yen (USD)	Amount (JPY)	
FY2009 (Februrary 2010)	5,531,311.02		1ksh=1.21860		6,740,456	Vietnam
FY2010 (March 2011)	8,006,172.02		1ksh=1.00780		8,068,620	Malaysia (1)
FY2011 ( June 2011)	7,860,150.50		1ksh=0.77680	1USD=80.482	6,105,765	Malaysia (2)
FY2012 (Apr2012-Mar2013)		87,541.00	1Ksh=1.07700	1USD=91.835	8,039,328	WCO (Nigeria, Gabon), South Africa
FY2013 (Apr-May2013)		16,174.00	1Ksh=1.18900	1USD=97.845	1,582,545	WCO (zimbabwe)
Subtotal***					30,536,713	

**Total (YPN): 302,865,643**

note: Total = subtotal\* + subtotal\*\* + Subtotal\*\*\*

ANNEX 5-2 Inputs from Burundi, Kenya, Rwanda, Tanzania and Uganda  
5-2-a Counterpart personnel

1. Counterpart Personnel (Revenue Authorities)

Organization	Country	M/F/A	Name	Title	Project Position
KRA	Kenya	Mr.	John Njirani	Commissioner General	Project Director
KRA	Kenya	Ms.	Benrice Memo	Commissioner, CSD	Project Manager
KRA	Kenya	Ms.	Mercy Njuguna	Senior Deputy Commissioner, Revenue Division	
KRA	Kenya	Mrs.	Ruth Wachira	Senior Deputy Commissioner, Operations, CG office	
KRA	Kenya	Mr.	Ezekiel Saina	Senior Deputy Commissioner, ICT	
KRA	Kenya	Mr.	Jonah Cheruyot	Ag. Senior Deputy Commissioner, Customs Services (former DC, Project)	OSBP
KRA	Kenya	Mr.	George M. Muia	Deputy Commissioner, Central Region	
KRA	Kenya	Mr.	Kamau NgaNga	Deputy Commissioner, Coordinated Border Management	JWS/JBS, OSBP
KRA	Kenya	Mr.	Benson Chacha	Deputy Commissioner, Mombasa Regional HQ	
KRA	Kenya	Ms.	Rose Gichira	Deputy Commissioner, Nairobi Region HQ	
KRA	Kenya	Mr.	Kilungya S. M.	Deputy Commissioner, Principal of KRATI, Head of WCO RTC in Kenya	
KRA	Kenya	Mr.	Gitau Gitau	Ag. Deputy Commissioner, Enforcement	TF on AS
KRA	Kenya	Mr.	Kiprono Bulut	Ag. Deputy Commissioner, Project	
KRA	Kenya	Mr.	Stephen Karuga	Senior Deputy Commissioner, Western Region	JWS/JBS
KRA	Kenya	Mr.	Wilson Nzoka	Senior Assistant Commissioner, Western Region	JWS/JBS
KRA	Kenya	Mr.	Michael Osinde	Captain, Marine Unit Kisumu	JWS
KRA	Kenya	Mr.	Jonathan Itale	Assistant Commissioner Enforcement, Western Region	JWS/JBS
KRA	Kenya	Ms.	Susan N. Wanjohi	Senior Assistant Commissioner, Business Process Improvement	
KRA	Kenya	Ms.	Jane Ombui	Senior Assistant Commissioner, Commissioners Office	
KRA	Kenya	Mr.	Kirwa Kemei	Assistant Commissioner, System administration, ICT Department	RTMS/CCS WG
KRA	Kenya	Mr.	Charles Ouma	System analyst, VMS resource, ICT Department	RTMS/CCS WG
KRA	Kenya	Mr.	Mark Wekesa	Assistant Commissioner, SIMBA resource, ICT Department	RTMS/CCS WG
KRA	Kenya	Ms.	Patricia Kamau	Revenue officer, Project	RTMS/CCS WG
KRA	Kenya	Mr.	Billy Ngumi	Systems Analyst, ICT	RTMS/CCS WG
KRA	Kenya	Mr.	John Omweri	Revenue officer	RTMS/CCS WG
KRA	Kenya	Mr.	Paul Boywo	Assistant Commissioner, 1st in Charge at Namanga (Station Manager)	
KRA	Kenya	Mr.	Philip Chirchir	Assistant Commissioner, 1st in Charge at Malaba (Station Manager)	
KRA	Kenya	Mr.	David Kimuli	Assistant Commissioner, 1st in Charge at Busia (Station Manager)	
KRA	Kenya	Ms.	Cecily Njeru	2nd in Charge at Namanga	
KRA	Kenya	Mr.	Martin Nabuya	2nd in Charge at Namanga	
KRA	Kenya	Mr.	Godfrey Mugah	3rd in Charge at Namanga	
KRA	Kenya	Ms.	Veronica Mwangi	Verification officer, Namanga	RTMS/CCS WG
KRA	Kenya	Mr.	Adan Ibrahim	Assistant Commissioner, Project	TF on AS
KRA	Kenya	Mr.	Joseph Legei	Policy & Programme, CSD	TF on AS
KRA	Kenya	Ms.	Agatha Munyaka	Senior Assistant Commissioner	MTP/MU
KRA	Kenya	Ms.	Salma Bashir	Deputy Principal, HRD & Training, Projects Division	MTP/MU
KRA	Kenya	Mr.	Aduwo George	Risk Management & Licensing	MTP IA WG leader
KRA	Kenya	Ms.	Fridah Kimani		MTP CV WG sub-leader
KRA	Kenya	Mr.	Abakuk Kasibo		MTP country leader
KRA	Kenya	Ms.	Winfred Jillani	Trainer (HS) KESRA	MTP HS WG
KRA	Kenya	Mr.	Jeremiah Kosgei	CCS TF member, Principle Revenue Officer, DPC	CA training TF
OBR	Burundi	Mr.	Kieran Holmes	Commissioner General	Project Director
OBR	Burundi	Mr.	Sinzumusi Emile	Deputy Commissioner General	
OBR	Burundi	Dr.	Domitien Ndihokubwayo	DCG/Commissioner, C&ED	Project Manager
OBR	Burundi	Mr.	Joseph Ndarishikanye	Commissioner, Corporate Support Services	former CCED
OBR	Burundi	Mr.	Leonce Niyonzima	Director, Customs Port & Border	
OBR	Burundi	Mr.	Niramepa Berehimans	Ag. Director, Customs & Excise	
OBR	Burundi	Mr.	Joas Katanga	Director, Field Operations	
OBR	Burundi	Ms.	Imelde Gahiro	Head, Legal Unit, Trade Facilitation and Customs Reform	CA training TF
OBR	Burundi	Mr.	Charles Ndorimana	Director, Training	TF on AS
OBR	Burundi	Ms.	Martine Nibasumba	Director, Planning and Research	
OBR	Burundi	Mr.	Aime Nzayihera	IT and E-Business Director	
OBR	Burundi	Ms.	Marie Goreth Bizindavyi	Monitoring Service	MTP CV WG
OBR	Burundi	Ms.	Ndoricimpa Emuna-Marie	Trainer (HS)	MTP HS WG
OBR	Burundi	Ms.	Nihigira Félicité	Chief of services in charge of customs clearance operations, Directorate of Port & Field Operations	MTP country leader
OBR	Burundi	Ms.	Nieturye Ancilla	Chief of services in charge of programs development for customs officers, Directorate of Programme and Monitoring	
OBR	Burundi	Mr.	Bizimana Jean Damascene	Chief of services in charge of exemption, Directorate of Commerce & E-Business	
OBR	Burundi	Mr.	Ngezahayo Dioméde	Chief of customs clearance, Kobero Customs, Directorate of Port & Field Operations	JBS Kobero
OBR	Burundi	Ms.	Ange Dany	Head of CG's Office	
OBR	Burundi	Ms.	Mireille Bizabandi	Secretary for CG	
OBR	Burundi	Ms.	Mariejosee Irambona	Secretary for DCG	
RAA	Rwanda	Mr.	Ben Kagame	Commissioner General	Project Director
RAA	Rwanda	Mr.	Tusabe Richard	Deputy Commissioner, General and Commissioner for C&ED	Project Manager
RAA	Rwanda	Ms.	Busingye Flavia	Head, Trade Facilitation	
RAA	Rwanda	Mr.	Joel Ntshemuka	Ag. Director, IT/IS	RTMS/CCS
RAA	Rwanda	Mr.	Zaphana Mubungu	Head, Customs Field Operations	OSBP
RAA	Rwanda	Ms.	Alex Rutikanga	Head, Business Analyst Unit	

RAA	Rwanda	Mr.	Mugire Alex	Head, Reform & Modernization	OSBP/RTMS/CCS
RAA	Rwanda	Ms.	Joceline Murokome	Head, Compliance and Enforcement Division	JBS/TF on AS
RAA	Rwanda	Ms.	Joline Mutuyimana	Head, Risk Management and Intelligence Unit	JBS
RAA	Rwanda	Mr.	Augustine Muvumba	Manager, Reform & Modernization	
RAA	Rwanda	Mr.	Evaristo Ntaganda	Principal RRAA Training Institute	TF on AS, CA training
RAA	Rwanda	Mr.	Paul Kayibura	Head, Legal and Agency Services Unit	CA training TF
RAA	Rwanda	Mr.	Paul Bwenge	Head, Petroleum Monitoring Unit	CA training TF
RAA	Rwanda	Ms.	Annette Furaha	Licensing Officer	CA training TF
RAA	Rwanda	Ms.	Keyitan Allen	Officer, Legal and Exemption	TF on AS
RAA	Rwanda	Mr.	Muhire Paul	Gahuna Station Manager	JBS, Gahuna
RAA	Rwanda	Mr.	Kariganire Steven	Rusumo Station Manager	OSBP
RAA	Rwanda	Mr.	Bijegukimana Emmanuel	Risk Management Officer, CED/Compliance and Enforcement Division/Risk Management Office	
RAA	Rwanda	Mr.	Kiranga John	Programme Manager for Project, CG Office	
RAA	Rwanda	Mr.	Musoni William	Senior Manager, Cargo management, Customs/Field Operations	
RAA	Rwanda	Mr.	Mudabirane Lucy	Senior Business Analyst, CED/Operations/Policy & Business Division	
RAA	Rwanda	Ms.	Mukamuramba Providence	Tariff Valuation and Rules of Origin/Trade Management	MTP, CV/WG
RAA	Rwanda	Mr.	Shumbusho Alino	Field Operation	MTP, HS, WG
RAA	Rwanda	Mr.	Karigabo Augustino	Post Clearance Audit/Compliance and Enforcement Division	
RAA	Rwanda	Mr.	Kalisa Edward	Risk Management and Intelligence Unit/Compliance and Enforcement Division	MTP, country leader
TRA	Tanzania	Mr.	Harry Kitillya	Commissioner General	Project Director
TRA	Tanzania	Mr.	Tiagi Masamaki kabisi	Ag. Commissioner, Customs & Excise Department	Project Manager
TRA	Tanzania	Mr.	Patrick Kisaka	Deputy Commissioner, Compliance and Enforcement	
TRA	Tanzania	Mrs.	Belium Silaa	Deputy Commissioner, Risk Management and Intelligence	
TRA	Tanzania	Mr.	Kenneth Wakati	Director ICT	
TRA	Tanzania	Mr.	Emmanuel Nnko	Deputy Director ICT	
TRA	Tanzania	Mr.	Paul Mademe	Manager, Infrastructure	
TRA	Tanzania	Mr.	Wolfgang Salia	Manager, Enforcement	
TRA	Tanzania	Mr.	Jocktan Kyamuhanga	Manager, Customs Automation	RTMS/CCS WG
TRA	Tanzania	Mr.	Engelbert Haule	Manager, Systems Maintenance, ICT	
TRA	Tanzania	Mr.	Inno Moshia	Business Analyst, ICT Department	RTMS/CCS WG
TRA	Tanzania	Mr.	Robert Kishimba	, ICT Department	RTMS/CCS WG
TRA	Tanzania	Mr.	Evaristo Kileva	Regional Manager, Arusha	
TRA	Tanzania	Mr.	Yohana Gwarasa	Manager, HR Section	MTP M/U
TRA	Tanzania	Ms.	Hilda Tegwa	Manager, Training & Development, HR Division	MTP M/U
TRA	Tanzania	Ms.	Anita Msemwa	Principal Customs Officer, Customs Modernization and Reform Unit	MTP M/U
TRA	Tanzania	Mr.	Parick Mugoya	Rector, ITA	MTP HS WG Leader
TRA	Tanzania	Mr.	Charles Sabuni	Ag. Deputy Rector, ITA	MTP HS WG Leader
TRA	Tanzania	Mr.	George Mnyitafu	Manager, JNIA	MTP country leader
TRA	Tanzania	Mr.	Juma Hassan	Modernisation and Risk Management	MTP IA WG sub-leader
TRA	Tanzania	Mr.	Joachim Mella	Customs Officer, Customs Automation System	RTMS/CCS WG
TRA	Tanzania	Ms.	Saphina Mchome	Manager, ICT	RTMS/CCS WG
TRA	Tanzania	Ms.	Kalundo Kiseasa	RTMS/CCS Test Exercise Member	RTMS/CCS WG
TRA	Tanzania	Mr.	Yasini Kilima	Network resource, ICT	RTMS/CCS WG
TRA	Tanzania	Ms.	Methodia Kiiza	AS CCS TF member, Manager Policy & Licensing	TF on AS, CA training
TRA	Tanzania	Mr.	Sued Faraj	CCS TF member, Lecturer, HR Institute, ITA	CA training TF
TRA	Tanzania	Mr.	Jominassa Nsindo	AS CCS TF member, Principal Customs Officer	TF on AS, CA training
TRA	Tanzania	Mr.	Philip Mbat	AS TF member, Acting Head of Customs and Tax Studies, ITA	TF on AS
TRA	Tanzania	Mr.	Laurent Kagwebe	Kabonga Officer	JBS
TRA	Tanzania	Mr.	John Mziray	Manager, Recruitment/Compensation/Benefits	
TRA	Tanzania	Mr.	Rose Mahendeka	Manager, Taxpayers Education	
TRA	Tanzania	Mr.	Farence Mniko	Arusha Regional Manager	
TRA	Tanzania	Mr.	Mayela Baluhi	Asst. Regional Manager, Kagera Region	
TRA	Tanzania	Mr.	Mnason Msangi	Asst. Regional Manager, Mrua Region	
TRA	Tanzania	Mr.	Piscus A. Munguastifiwe	Arusha Assistant Regional Manager in charge of Namanga	
TRA	Tanzania	Mr.	Jovitas Kanimba Charles	Station Manager, Namanga	
TRA	Tanzania	Mr.	Anniel Malisa	Officer in charge, Namanga Station	
URA	Uganda	Ms.	Allen Kagina	Commissioner General	Project Director
URA	Uganda	Mr.	Richard Kamujogo	Commissioner, CD	Project Manager
URA	Uganda	Mr.	Steven Magera	Assistance Commissioner, Trade	
URA	Uganda	Mr.	Dickson Kateshumbwa	Assistance Commissioner, Customs Audit	
URA	Uganda	Ms.	Agnes Bagaya	Assistance Commissioner, Compliance and Business Analysis	
URA	Uganda	Ms.	Sarah Mwesigye	Assistant Commissioner, Field Operations	
URA	Uganda	Mr.	James Kizza	Assistant Commissioner, ICT Department	RTMS/CCS
URA	Uganda	Mr.	James Kisaale	Assistant Commissioner, Enforcement	JBS
URA	Uganda	Mr.	Charles Rumanyika	Manager, Western Region (Lake Victoria, Katuna post etc)	JBS/JWS
URA	Uganda	Mr.	Geoffrey Balamaga	Manager, Eastern Region (Malaba, Busia etc)	
URA	Uganda	Mr.	James Tumwesigye	Supervisor, Field Services	RTMS/CCS WG
URA	Uganda	Mr.	Anthony Higenyi	Field Services Officer	RTMS/CCS WG
URA	Uganda	Ms.	Racheal Magoba	Supervisor, Systems & Procedures Customs	RTMS WG/MTP M/U
URA	Uganda	Ms.	Victoria Makumbi	Supervisor, Customs Planning	MTP M/U
URA	Uganda	Mr.	Innocent Onega	RTMS/CCS Test Exercise Member	
URA	Uganda	Mr.	Abel Kagumire	Supervisor Out Door FS Operations, Malaba	MTP CV WG Leader
URA	Uganda	Ms.	Lillian Baguma	CCS TF member, Training Coordinator for Customs	CA training TF
URA	Uganda	Ms.	Judith Sekitto	AS CCS TF member, Bond Seat Officer	TF on AS, CA training
URA	Uganda	Mr.	Stephon Karekaho	AS CCS TF member, Ag. Supervisor Customs Business Center	TF on AS, CA training
URA	Uganda	Ms.	Agnes Drasi Akello	AS TF member, Customs Training Officer	TF on AS, CA training



URA	Uganda	Ms.	Patricia Nsekanado	AS TF member, Customs Officer	TF on AS, CA training
URA	Uganda	Mr.	Tunwesigye Simon	Katuna Station Manager	JDS
URA	Uganda	Mr.	Vincent Seruma	Assistant Commissioner, HR	
URA	Uganda	Ms.	Lydia N. Mulondo	Head of Training, Customs Department	
URA	Uganda	Ms.	Margaret Nabukenya	Supervisor, HR & Training	
URA	Uganda	Mr.	Ronald Kasule	Trainer, URA Training Institute	
URA	Uganda	Ms.	Blenda Nakkazi	Supervisor, URA Training Institute	

## 2. Project Stakeholders

Organization	Country	Mr/Ms	Name	Title	Project/Position
EAC Secretariat	Tanzania	Mr.	Kenneth Bagamuhunda	Director Customs, Customs Directorate	
EAC Secretariat	Tanzania	Mr.	Michael Lugaiya	Acting Director Customs, Customs Directorate	
EAC Secretariat	Tanzania	Mr.	James Kuleiye	Principal Customs officer, Customs Directorate	
EAC Secretariat	Tanzania	Mr.	Stephen Analo	Regional Training Coordinator, Customs Directorate	
EAC Secretariat	Tanzania	Mr.	Jonathan Ssesanga	IT Expert	
Tanzania Port Authority	Tanzania	Mr.	Maximilian Msuya	Acting Head Port Health Section	
Ministry of Agriculture Food and cooperatives	Tanzania	Mr.	Mkondo C. Fabian	Assistant Director Food and Agriculture	
Ministry of Agriculture Food and cooperatives/Phyto sanitary/plant	Tanzania	Ms.	Rose Ndomba	Assistant Director Phyto Sanitary /Plant Quarantine	
Tanzania Food and Drug Authority	Tanzania	Mr.	J.B Makisi	Manager Food Inspection	
Tanzania Bureau Standards	Tanzania	Mr.	Jabir Abdi Saleh		
Ministry of East African Community	Tanzania	Mr.	Abdilah Mataka	Assistant Director Infrastructure	
Government Chemist and Laboratory Agency	Tanzania	Mr.	Lusajo Ndaga	Zonal Manager Arusha	
Tanzania Food and Drug Authority	Tanzania	Ms.	Abdallah Atuman	Zonal Manager Arusha	
Tanzania Roads Authority	Tanzania	Mr.	Eng. Thomas L. Mosso	Director for Roads Maintenance	
Kenya Bureau of Standards	Kenya	Ms.	Millicent Oyoo		
Min of Agriculture	Kenya	Mr.	Wilfred Muli Mwanzia		
Immigration and Registration of Persons	Kenya	Mr.	Paul Macharia	Chief Immigration Officer (Naranga)	
Ministry of Trade	Kenya	Ms.	Lina Ochieng	Chief Trade Development Officer	
Office of the President	Kenya	Mr.	Jonathan Ngau Kinama	Senior Deputy Secretary	
Office of the President	Kenya	Ms.	Ann Gachengo	Senior Assistant Secretary	
Ministry of East African Community	Kenya	Mr.	James Kivuva	Senior Assistant Director	
State Law House	Kenya	Mr.	Martin Macharia	State Counsel	
KEPHIS	Kenya	Mr.	Kennedy Onchuru		
Ministry of Public Health and Sanitation	Kenya	Mr.	Sammy Makama	Head, Division of Port Health Services	
EABC	Tanzania	Mr.	Dickson Poloji	Policy Analyst	
FEAFFA	Kenya	Mr.	John K. Mathenge	Regional Executive Officer	
FEAFFA/KIPWA	Rwanda	Mr.	Boaz Makomere	Board member of FEAFFA/ Chairman of KIPWA	
FEAFFA/ADR	Rwanda	Mr.	John Bosco Rusagara	Former President of FEAFFA/ Chairman of ADR	
FEAFFA/ABADT	Rwanda	Mr.	Bizimana Mathieu	President of FEAFFA/Chairman of ABADT	
FEAFFA/TAFFA	Rwanda	Mr.	Stephen Joseph Ngatunga	President of TAFFA	
FEAFFA/UFFA	Rwanda	Mr.	Merlin Sebunya	Chairperson of UFFA	
KIPWA	Rwanda	Mr.	Carol Namachanja	National Training Coordinator	
ABADT	Rwanda	Mr.	Munyana Christella	Executive Secretary	
TAFFA	Rwanda	Mr.	Wambura Waryuba	National Training Coordinator	
UCIFA	Uganda	Mr.	Omar Kassim	National Chairman	
WCO RILO ESA	Kenya	Mr.	Kellen Njeru	Head	
WCO RILO ESA	Kenya	Mrs.	Larry Liza	Officer	
WCO ROCB ESA	Kenya	Mr.	Christine Msemburi	Director	
TradeMark East Africa	Kenya	Mr.	Theo Lyimo	Director OSBP & IBM	
Embassy of Japan	Kenya	Mr.	Yoichiro Yamada	Minister	
Embassy of Japan	Kenya	Mr.	Tatsuya Takada	Second Secretary	
JICA HQs	Japan	Mr.	Tsuji Kensuke	Deputy Director	
JICA Burundi	Burundi	Ms.	Seiko Morita	Ag. Chef de Mission	
JICA Burundi	Burundi	Mr.	Alphonse Kimararungu	Consultant	
JICA Kenya	Kenya	Ms.	Kazuyo Kaneko	Project Formulation Advisor	
JICA Kenya	Kenya	Mr.	Kazumasa Sanui	Senior Representative (in charge of Mombasa infra projects)	
JICA Rwanda	Rwanda	Ms.	Satoko Nishigori	Programme Manager	
JICA Rwanda	Rwanda	Mr.	Nkuzwenimana Placide	Programme officer	
JICA Tanzania	Tanzania	Mr.	Shin Maruo	Representative	
JICA Uganda	Uganda	Mr.	Ryoichi Kawabe	Representative	
JICA Project	Kenya	Ms.	Alice Kananu	Project officer	CA Training
JICA Project	Kenya	Mr.	Allan Morgan	Administrative Assistant	
JICA Project	Kenya	Mr.	Takao Iwai	Advisor	
JICA Project	Kenya	Mr.	Masaharu Shimoya	Chief Advisor	
JICA Project	Kenya	Mr.	Antony Munguti	IT Consultant	RTMS/CCS
JICA Project	Kenya	Ms.	Yoko Konishi	Project Coordinator	
JICA Project	Kenya	Mr.	Shoji Maeda	(former) Senior Advisor	

## ANNEX 6. Implemented Seminar/Training/Workshops

### ANNEX 6-1 OSBP

#### 1. Sensitization meeting

2010 Dec RTMS/CCS Discussion to Management Officers of URA  
Kampala, Uganda, December 6, 2011

##### Participants list

	Organization	Name	Title
1	KRA	Martin Nderitu	System Administrator KRA
2	KRA	Antony Munguti	JICA Project ICT
3	URA	Richard Kamajugo	AC Trade
4	URA	James Kisaale	AC Enforcement
5	URA	Vicky Nakumbi	Manager Customs Planning
6	URA	Magoba Racheal Jane	Supervisor Customs Systems & Procedure
7	URA	Brenda Kateu	Supervisor Commissioner's Office
8	URA	Nono Charles	Ag Supervisor Planning and Statistics
9	URA	Paul Kyeume	Public and Corporate Affairs
10	URA	James Kizza	Manager IT
11	URA	Moses Bwire	AC Customs Audit
12	URA	Nuwagaba Charles	AC-FS Customs
13	URA	Abita Mathew	Valuation Trade Division
14	URA	Okitoi Charles	Business Analysis Unit
15	WCO	Tadashi Yasui	Technical Officer, research unit, WCO
16	WCO	Ian Cremes	Technical Officer, tariff and trade affairs, WCO
17	JICA/KRA	Yukari Yoshida	Project Coordinator/JICA Expert
18	JICA/KRA	Shinji Urakawa	Chief Advisor/JICA Expert

2011 Jan RTMS/CCS Sensitization meeting  
RRA, Kigali, Rwanda, January 21, 2011

##### Participants list (Memo says 9 RRA staff - but no details)

	Organization	Name	Title
1	RRA	Eugene Torero	Deputy Commissioner General and Commissioner for Customs Services Department
2	RRA	Mugire Alex	Head of Operational Policy and Business Development Division, Customs Services Department
3	RRA	Sam Toyota	Director of IS/IT
4	RRA	6 RRA staff	
5	TRA	Inno Mosha	Business Analyst
6	URA	Racheal Magoba	Manager
7	URA	Billy Ngumi	Business Process Improvement
8	JICA Project	Antony Munguti,	IT Consultant
9	JICA Project	Shinji Urakawa	Chief Advisor
10	JICA Project	Takao Iwai	Advisor
11	JICA Project	Yukari Yoshida	Project Coordinator
12	JICA Project/KRA	Allan Morgan	Administrative Assistant

2011 Feb **RTMS/CCS SENSITIZATION MEETING with TRA/OGDs**  
**TRA, Dar es Salaam, Tanzania, February 23, 2011**

**Participants list**

	Organization	Name	Title
1	TRA	Walid Juma	Commissioner, Customs & Excise
2	TRA	Patrick Kisaka	Deputy Commissioner, Compliance and Enforcement
3	TRA	Njaule Mdendu	
4	TRA	Inno Mosh	Business Analyst, IT department
5	IMMIGRATION	Rashid Magetta	
6	MAFC (Ministry of Agriculture, Food and Cooperative)	Rebecca J. Maweshe	
7	TBS (Tanzania Bureau of Standards)	Lazaro H. Msasalaga	
8	TFDA (Tanzania Food and Drugs Authorities)	Emanuel Alphonse	
9	JICA Project	Antony Munguti	IT Consultant
10	JICA Project	Takao Iwai	Advisor

2011 Mar **RTMS/CCS Working Group Session at Namanga**  
**KRA (Nairobi) & Namanga, Kenya, March 15 - 19, 2011**

**Participants list**

	Organization	Name	Title
1	TRA	Inno Mosh	Business Analyst, IT department
2	TRA	Joachim Mella	Customs officer, Custom Department
3	TRA	Kalunde Kisesa	IT officer
4	URA	Anthony Higenyi	Field Services Officer
5	URA	Innocent Onega	
6	KRA	Billy Ngumi,	Business Process Improvement, Project, Customs Services Dept
7	JICA Project	Antony Munguti	IT Consultant
8	JICA Project	Yukari Yoshida	Project Coordinator
9	JICA Project	Shoji Maeda	Senior Advisor

2011 Apr **RTMS/CCS Meeting**  
**OBR, Bujumbura, Burundi, April 15, 2011**

**Participants list**

	Organization	Name	Title
1	OBR	Kieran Holmes	CG
2	OBR	Joseph Ndarishikanye,	Commissioner Customs & Exercise
3	OBR	Gemme Vianney	Customs Consultant
4	KRA	Billy Ngumi,	Business Process Improvement
5	JICA Project	Antony Munguti	IT Consultant
6	JICA Project	Shoji Maeda	Senior Advisor

2011 Apr RTMS/CCS SENSITIZATION MEETING with OGDs  
 URA Training School, Kamapala, Uganda, April 27, 2011

Participants list

	Organization	Name	Title
1	Immigration	W. Ngonde	
2	Interpol	David Magara	
3	Ministry of Agriculture, Animal Industry and Fisheries	Charles Aisu	
4	Uganda National Bureau of Standards	Mathias Kaleebi	
5	Uganda National Bureau of Standards	Nantongo	
6	URA	Richard Kamajugo	Commissioner of Customs
7	URA	Agnes Bagaya	
8	URA	Geofrey Balamaga	Manager Eastern Region
9	URA	Geofrey Okaka	
10	URA	Paul Kyeyune	
11	URA	Racheal Magoba	Manager
12	URA	Sarah Mwesigye	
13	URA	James Tumwesigye	
14	URA	Vicky Makumbi	
15	UCIFA	Amos Kankunda	
16	UCIFA	William Namutale	
17	JICA Project	Antony Munguti	IT Consultant
18	JICA Project	Takao Iwai	Advisor
19	JICA Project	Yoko Konishi	Coordinater

2011 Sep RTMS/CCS Meeting  
 OBR, Bujumbura, Burundi, Sep 6, 2011

Participants list

	Organization	Name	Title
1	OBR	Emile Sinzumusi,	Deputy Commissioner General
2	OBR	Joseph Ndarishikany,	Commissioner Customs & Excise
3	OBR	Leonce Niyonzima	Director Customs & Excise
4	OBR	Marie-Goroth Bizindavyi	Head Borders' Services
5	OBR	Rebecca Nduwimana	Assistant to Commissioner C&E
6	TRA	Patrick Kisaka	Deputy Commissioner Compliance and Enforcement
7	TRA	Mayela Baluhi	Manager Kagera Region
8	Burundi Bureau of Standards	Eric Ruracenyeka	
9	JICA Burundi office	Koichi Shoji	Chef de Mission
10	JICA Project	Masaharu Shimoya	Chief Advisor
11	JICA Project	Takao Iwai	Advisor

2011 Sep **RTMS/CCS Sensitization Meeting with OGA/OGDs at Namanga**  
**TRA Namanga Office, Namanga, 22 Sep 2011**

**Participants list**

	<b>OGA/OGD</b>	<b>Name</b>	
1	Agent (T)	Mwajuma Omari	
2	Agriculture (T)	Bariki Massawe	
3	Agriculture (T)	Samweli E. Mkonyi	
4	C.I.D - Criminal Investigations Department	Sammy Nthiwa	
5	Immigration (K)	Hamisi Saidi	
6	Immigration (T)	Albert A. Kishe	
7	Kenya Police	Florence Nzilani	
8	KEPHIS- Kenya Plant Health Inspectorate	Kennedy Muteti	
9	N.S.I.S- National Security Intelligence Service	Vincent Mutunga	
10	Radiation (T)	Vitus Abel	
11	TAFFA- Tanzania Freight Forwarders Association	Ismail Kilas	
12	TBS- Tanzania Bureau of Standards	Wanyama D.	
13	TFDA- Tanzania Food And Drugs Authority	Mhina William	
14	Veterinary (K)	James N. Wakhungu	
15	Veterinary (T)	Medrad J. Tarimo	
16	Weighbridge	Charles Majure	
17	KRA	Patricia Kamau	Business Process Improvement
18	TRA	Inno Mosha	Business Analyst
19	TRA	Joachim Mella	Custom officer
20	JICA Project	Antony Munguti,	IT Consultant

2011 Sep **RTMS/CCS SENSITIZATION MEETING with KRA/TRA Managers**  
**KRA, Nairobi, Kenya, 28-29 Sep 2011**

**Participants list**

	Organization	Name	Title
1	KRA	Kamau Ng'ang'a	Deputy Commissioner Investigation & Enforcement
2	KRA	Susan Wanjohi	Senior Assistant Commissioner-Customs BRI
3	KRA	Jonah Cheruiyot	Deputy Commissioner, Project, CSD
4	KRA	Cecily Njeru	Assistant Station Manager
5	KRA	Silas Kivuti	ICT Project Management Office(PMO)
6	KRA	Patricia Kamau	Business Process Improvement
7	TRA	Farence Mniko	Assistant Regional Manager - CSD
8	TRA	Jocktan Kyamuhanga	Manager Customs& Automation
9	TRA	Wolfgang Salia	Manager Enforcement
10	TRA	Paul Mndeme	Manager ICT – Infrastructure and Communication
11	TRA	Engilbert Haule	Manager ICT - Systems Maintenance
12	TRA	Priscus A. Munguasifiwe	Station Manager
13	TRA	Inno Masha	Business Analyst
14	TRA	Joachim Mella	Custom officer
15	JICA Project	Antony Munguti,	IT Consultant
16	JICA Project	Yoko Konishi	Project Coordinator

2011 Nov **RTMS/CCS Sensitization meeting with Tanzania Horticultural Association (THA)**  
**Golden Rose Hotel, Arusha, Tanzania, 2 November 2011**

**Participants list**

	Organization	Name	Title
1	FAST LOGISTICS	anschar b. mushi	
2	IMPALA HOLDING	karungu bakari	
3	KILI FLORA LTD	deocar colman shao	
4	KILI FLORA LTD	innocent majulle	
5	LIFELINE COMMERCIAL	salvatory m. mlay	
6	MALAI FREIGHT FORWARDERS LTD	henry j. msuya	
7	MULTI-TECHNICAL	john f. lyimo	
8	MULTI-TECHNICAL	george p. lyimo	
9	RAYS CARGO TRUST	boniface mramba	
10	ROYAL DEEP CARGO SERVICES LTD	melaro kimaro	
11	SAV TRANS	juma bereko	
12	STUNT INTERNATIONAL	jane mwashu	
13	TAHA	onesmo kenneth	
14	THE CHISSEL'S C&F	davis shirima	
15	KRA	Patricia Kamau	Business Process Improvement
16	TRA	Violet Kazimoto	ICT officer
17	TRA	Inno Mosha	Business Analyst
18	TRA	Joachim Mella	Custom officer
19	JICA Project	Antony Munguti,	IT Consultant

**2. Test and training at Namanga**

2009 Oct **RTMS/CCS Preliminary Test (1) at Namanga**  
**Namanga, Kenya/Tanzania, 30 Oct-3 Nov, 2009**

**Participants list**

	Organization	Name	Title
1	TRA	Sebastian Kimaro	Assitant Regional Manager, Customs & Exercise Dept, Mwanza
2	TRA	Inno Mosha	Business Analyst, ICT Dept
3	KRA	Billy Ngumi	Project Office, Customs Service Dept
4	JICA Project	Antony Munguti	IT consultant
5	Company (wireless network)	Peter Gevedi	Representative

2010 Jan **RTMS/CCS Preliminary Test (2) at Namanga**  
**Namanga, Kenya/Tanzania, 28-31 Jan, 2010**

**Participants list**

	Organization	Name	Title
1	TRA	Primi Mtenga	Technical Analyst, ICT Dept
2	TRA	Inno Masha	Business Analyst, ICT Dept
3	KRA	Billy Ngumi	Project Office, Customs Service Dept
4	JICA Project	Antony Munguti	IT consultant

2010 Feb **RTMS/CCS ICT Training at Namanga**  
**Namanga, Kenya/Tanzania, 25 February, 2010**

**Participants list**

	Organization	Name	Title
1	TRA	Inno Masha	Business Analyst, ICT Dept
2	TRA	Ally Koromto	Assitant Commissioner
3	TRA Namanga	Josephant Mwagala	Assistant Customs Officer
4	TRA Namanga	Malisa Vews	Assistant Customs Officer
5	TRA Namanga	Lusajo Mwasaga	Assistant Customs Officer
6	TRA Namanga	Hamza Juma	Assistant Customs Officer
7	JICA Project	Takao Iwai	Advisor
8	JICA Project	Antony Munguti	IT consultant

2011 Mar **RTMS/CCS Functionality Review at Namanga**  
**Namanga, Kenya/Tanzania, 15-19 March, 2011**

**Participants list**

	Organization	Name	Title
1	TRA	Joachim Mella	Customs officer, CED
2	TRA	Inno Masha	Business Analyst, ICT Dept
3	TRA	Kalunde Kisaka	ICT officer
4	URA	Anthony Higeyi	Field services officer
5	URA	Innocent Onega	
6	KRA	Billy Ngumi	Project Office, Customs Service Dept
7	JICA Project	Antony Munguti	IT consultant
8	JICA Project	Shoji Maeda	Senior Advisor
9	JICA Project	Yukari Yoshida	Project Coordinator

2011 Aug **RTMS/CCS Testing in a Live Enviroment at Namanga - Preparation Visit**  
**Namanga, Kenya/Tanzania, 11-12 August, 2011**

**Participants list**

	Organization	Name	Title
1	KRA Namanga	Peter Macharia Maina	Station Manager
2	KRA Namanga	Cecily Njeru	Deputy Station Manager
3	TRA Namanga	Priscus Munguasifiwe	Station Manager
4	TRA	Joachim Mella	Customs officer, CED
5	TRA	Inno Masha	Business Analyst, ICT Dept
6	TRA	Kalunde Kisaka	ICT officer, ICT Dept
7	TRA	Yasini Kilima	Netowrk officer, ICT Dept
8	TRA Arusha Office	Farence Mniko	Regional Assitant Manager, CED
9	KRA	Patricia Kamau	Project Office, Customs Service Dept
10	JICA Project	Antony Munguti	IT consultant
11	JICA Project	Yoko Konishi	Project Coordinator



2011 Aug RTMS/CCS User Training for Namanga Customs  
 Namanga, Kenya/Tanzania, 22-25 August, 2011

Participants list

	Organization	Name	Title
1	KRA Namanga	Fredrick Masira	Border control officer
2	TRA Namanga	Auy Korongo	Registry/Doc acceptance
3	KRA Namanga	Patience K. Lugol	Border control officer
4	TRA Namanga	Tuntule Nkyandwale	Border control officer
5	TRA Namanga	Baymong Maro	
6	KRA Namanga	John M. Muli	Border control officer
7	KRA Namanga	Christine M. Mugwe	Border control officer
8	TRA Namanga	Victoria Ambwene	
9	KRA Namanga	Jonathan L. Toshi	Registry/Doc acceptance
10	TRA Namanga	Daniel J. Charles	Registry/Doc acceptance
11	KRA Namanga	John M. Muriuki	Border control officer
12	TRA Namanga	Joshua A. H.	
13	KRA Namanga	Margaret Gachucha	Border control officer
14	KRA Namanga	Jane M. Nyasa	registry/doc acceptance
15	KRA Namanga	Meso Douglas	Border control officer
16	TRA Namanga	Tumawi Turuka	registry/doc acceptance
17	TRA Namanga	Issa Mwalubandu	registry/motor vehicle
18	TRA Namanga	Kundi Straton	Border control officer
22	TRA	Inno Moshia	Business Analyst
23	TRA	Joachim Mella	Custom officer
24	KRA	Patricia Kamau	Business Process Improvement
25	JICA Project	Antony Munguti,	IT Consultant
19	JICA Kenya office	Tomohiko Ishikawa	Project formulation advisor
20	JICA/EAC Secretariat	Tomomi Tokunori	Advisor

2011 Sep RTMS/CCS User Training for HQ Enforcement officials  
 KRA HQ, Kenya, 1-2 September, 2011

Participants list

	Organization	Name	Title
1	KRA	Samuel K. Makunyi	CSD, Enforcement
2	KRA	Janice Njeru	CSM NCM
3	KRA	Jotham Okova	Bonds Motor vehicle
4	KRA	Patrick Imattiw	Bonds Motor vehicle
5	TRA	Inno Moshia	Business Analyst
6	TRA	Joachim Mella	Custom officer
7	KRA	Patricia Kamau	Business Process Improvement
8	JICA Project	Antony Munguti,	IT Consultant

2011 Sep **RTMS/CCS User Acceptance Test and Training for HQ Enforcement officials**  
**TRA Maputo House, Tanzania, 5-8 September, 2011**  
**Participants list (5-6 for User Acceptance Test, 7-8 for Training)**

	Organization	Name	Title
1	TRA	Noel Makere	Enforcement
2	TRA	Francis Mbughu	Enforcement
3	TRA	Eshe Mbarouk	Customs Business Automation
4	TRA	Rebecca Masuki	Enforcement
5	TRA	Baraka Mbilu	Enforcement
6	TRA	Inno Mosha	Business Analyst
7	TRA	Joachim Mella	Custom officer
8	JICA Project	Antony Munguti,	IT Consultant

2011 Sep **RTMS/CCS User Training for Namanga Customs**  
**Namanga, Kenya/Tanzania, 15-19 September, 2011**  
**Participants list**

	Organization	Name	Title
1	KRA Namanga	Festus Muriuki	Assistant Revenue Officer
2	KRA Namanga	Lucy Kaboro	Verification Officer
3	KRA Namanga	Sherliy M. Lukeine	Typist
4	KRA Namanga	Ken Mulamba	Assistant Revenue Officer
5	KRA Namanga	Veronica W. Mwangi	Assistant Revenue Officer
6	KRA Namanga	Edward Juma	Revenue Officer II
7	KRA Namanga	B.A. Ottaro	Customs Officer
8	KRA Namanga	Godfrey Mugah	Preventive Officer
9	TRA Namanga	Humuli Sylvester	Assistant Preventive Officer
10	TRA Namanga	Swebe Fred	Assistant Preventive Officer
11	TRA Namanga	Malisa A. Lewis	Assistant Customs Officer
12	TRA Namanga	George L. Swai	Assistant Customs Officer
13	TRA Namanga	Mahiku Abbas P.	Assistant Preventive Officer
14	TRA Namanga	Mathern Mhelela	Assistant Preventive Officer
15	TRA Namanga	Mkondo A.H	Assistant Preventive Officer
16	TRA Namanga	Dereck Zacharia	Assistant Preventive Officer
17	TRA Namanga	Sion Kyungu	S.O.S
18	TRA Namanga	Lusajo Nelson	Assistant Customs Officer
19	TRA Namanga	Mugisha Lukanda	Assistant Preventive Officer
20	TRA Namanga	Simon Theophil Mhando	Assistant Preventive Officer
21	TRA Namanga	J. Kasabika	P.A
22	TRA Namanga	Inno Mosha	Business Analyst
23	TRA Namanga	Joachim Mella	Custom officer
24	KRA	Patricia Kamau	Business Process Improvement
25	JICA Project	Antony Munguti,	IT Consultant

2011 Sep **RTMS/CCS Sensitization & User Training for KRA HQ IT officers**  
**KRA HQ, Nairobi, Kenya, 30 September, 2011**

**Participants list**

	Organization	Name	Title
1	KRA	Washington Mureith	ICT Service Support
2	KRA	Wairimu Njuguna	ICT Service Support
3	KRA	Wangana Edwin	ICT Service Support
4	KRA	Racheal Kimani	ICT ASO, KRA
5	KRA	Stephan Ndwage	ICT Service Support, KRA
6	KRA	Mike Odindo	ICT-Quality Management
7	KRA	Joseph Wafula	ICT-Quality Management
8	KRA	Chrishine Wambui	ICT-Quality Management
9	KRA	Victor Oedo	ICT-Quality Management
10	KRA	Patricia Kamau	Business Process Improvement
11	JICA Project	Antony Munguti,	IT Consultant

2011 Sep **RTMS/CCS Data Transfer, Test and Training at TRA HQ**  
**TRA, Dar es Salaam, Tanzania, 3-7 October, 2011**

**Participants list (3-5 for Data transfer & Test, 6 for Training, 7 for User account setting)**

	Organization	Name	Title
1	TRA	Richard Paul	Assistant Preventive Officer
2	TRA	Sarah Kasambal	Assistant Customs Officer
3	TRA	Eustandius Mutatina	Assistant Customs Officer
4	TRA	Dyness Kismbo	Assistant Customs Officer
5	TRA	Inno Mosh	Business Analyst
6	TRA	Joachim Mella	Custom officer
7	KRA	Patricia Kamau	Business Process Improvement
8	KRA Namanga	Veronica Mwanza	Verification Officer
9	JICA Project	Antony Munguti,	IT Consultant

2011 Oct **RTMS/CCS meeting on Quality Assurance Check**  
**KRA HQ, Nairobi, Kenya, 19 October, 2011**

**Participants list**

	Organization	Name	Title
1	KRA	Christopher Simiyu	ICT-Quality Assurance, KRA
2	KRA	Joseph Wanjেকেচে	ICT-Quality Management, KRA
3	KRA	Christine Wambui	ICT-Quality Management, KRA
4	KRA	Billy Ngumi	Business Process Improvement
5	KRA	Patricia Kamau	Business Process Improvement
6	JICA Project	Antony Munguti,	IT Consultant

2011 Oct **RTMS/CCS meeting on user setting and account management (KRA)**  
**KRA HQ, Nairobi, Kenya, 25 October, 2011**

**Participants list**

	Organization	Name	Title
1	KRA	Stella Mwangi	Officer, Licensing section, CSD
2	KRA	Hillary Juma	Officer, Licensing section, CSD
3	KRA	Maureen Ojowi	Officer, Commissioner's office, CSD
4	KRA	Bernard Kibiti	Officer, Commissioner's office, CSD
5	KRA	Patricia Kamau	Business Process Improvement
6	JICA Project	Antony Munguti,	IT Consultant

2011 Oct RTMS/CCS User Training for Arusha Customs  
TRA Arusha Office, Tanzania, 27-29 October, 2011

Participants list

	Organization	Name	Title
1	TRA Arusha	Florida jumbe	Assistant customs officer
2	TRA Arusha	Selina paul	Assistant customs officer
3	TRA Arusha	Said mwamluso	Assistant preventive assistant
4	TRA Arusha	Beno nzowa	Assistant preventive officer
5	TRA Arusha	Geoffrey alladia	Tax investigation officer
6	TRA Arusha	Mashirima sinavanda	Customs officer
7	TRA Arusha	Aden kagose	Preventive assistant
8	TRA Arusha	Rose jumbe	Senior secretary
9	TRA Arusha	Novatus rumanyika	Assistant preventive officer
10	TRA Arusha	Beno nzowa	Assistant preventive officer
11	TRA	Inno Moshia	Business Analyst
12	TRA	Violet Kazimoto	ICT officer
13	TRA	Joachim Mella	Custom officer
14	KRA	Patricia Kamau	Business Process Improvement
15	JICA Project	Antony Munguti,	IT Consultant

2011 Oct RTMS/CCS User Training for Namanga Customs  
Namanga, Kenya/Tanzania, 31 Oct, 1, 3-4 November, 2011

Participants list

	Organization	Name	Title
1	KRA Namanga	godfrey mugah	Border Control Officer
2	KRA Namanga	christine mugwe	Border Control Officer
3	KRA Namanga	jonathan toshi	Clerical Officer II
4	KRA Namanga	sherliy lukeine	Typist
5	KRA Namanga	jane muthoni nyaga	Clerical Officer II
6	KRA Namanga	margaret gachucha	Border Control Officer
7	KRA Namanga	veronica mwangi	Assistant Revenue Officer
8	KRA Namanga	cecily njeru	Senior Revenue Officer
9	KRA Namanga	douglas meso	Border Control Officer
10	KRA Namanga	edward juma	Border Control Officer
11	KRA Namanga	festus muriuki	Border Control Officer
12	KRA Namanga	bernard mutua	Assistant Revenue Officer
13	KRA Namanga	lucy kaboro	Revenue Officer I
14	KRA Namanga	patience lugol	Border Control Officer
15	KRA Namanga	peter macharia	STATION MANAGER
16	TRA Namanga	tumaini d. turuka	Preventive Assistant
17	TRA Namanga	kundi straton	Preventive Assistant
18	TRA Namanga	simon mhando	Assistant Preventive Officer
19	TRA Namanga	lusajo mwasaga	Assistant Customs Officer
20	TRA Namanga	matheru mhelela	Assistant Preventive Officer
21	TRA Namanga	george swai	Assistant Customs Officer
22	TRA Namanga	malisa a.	Assistant Customs Officer
23	TRA Namanga	aley korongo	Assistant Customs Officer
24	TRA Namanga	daniel j. charles	Assistant Customs Officer
25	TRA	Violet Kazimoto	ICT officer
26	TRA	Inno Moshia	Business Analyst
27	TRA	Joachim Mella	Custom officer
28	KRA	Patricia Kamau	Business Process Improvement
29	JICA Project	Antony Munguti,	IT Consultant

2011 Oct **RTMS/CCS User Training for Namanga Customs**  
**Namanga, Kenya/Tanzania, 31 Oct, 1, 3-4 November, 2011**

**Participants list**

	Organization	Name	Title
1	KRA Namanga	Lebulus Kosgei Sylvestre	Border Control Officer
2	KRA Namanga	christine mugwe	Border Control Officer
3	KRA Namanga	jonathan toshi	Clerical Officer II
4	KRA Namanga	sherliy lukeine	Typist
5	KRA Namanga	jane muthoni nyaga	Clerical Officer II
6	KRA Namanga	margaret gachucha	Border Control Officer

2011 Dec **RTMS/CCS Joint Review**  
**Project office & Namanga, 7-9 December 2011**

**Participants list**

	Organization	Name	Title
1	URA	Balamaga Geofrey	Manager Eastern Region
2	URA	Anthony Higenyi	IT officer Systems and procedures
3	URA	JamesTumwesigye	Supervisor Entebbe CAPT
4	RRA	Alex Mugire Rutikanga	Ag.Head, Operational Policy Division
5	RRA	Rutaysire Jean Claude	Senior Application Administrator/SIGTAS IS/IT Department
6	OBR	Leonce Niyonzima	Director, Customs Port & Border
7	OBR	Etienne Nzosaba	Chef du Service Assistance aux Utilisateurs
8	TRA	Inno Masha	Business Analyst, ICT
9	KRA	Sylvester Lebulus	Network engineer
10	KRA	Billy Ngumi	Business Process Improvement, Project, CSD
11	JICA Project	Antony Munguti	IT consultant
12	JICA Project	Yoko Konishi	JICA expert
13	TEZZA	Joseph Wafula	Tester
14	TEZZA	Christine Wambui	Tester

2012 Jul **RTMS/CCS Sensitisation Meeting**  
**Hilton Hotel, Nairobi, 5 July 2012**

**Participants list**

	Organization	Name	Title
1	Kenya Police	Paul Kariuki	Senior superintendent
2	Kenya Bureau of Standards	Bigens Ronoh	Manager Quality and Inspection
3	Kenya Plant Health Inspectorate Services	Peter Njoroge	Manager.Phytosanitarries Services
4	Ministry of Public Health and Sanitation	Sammy Makama	Head, Port Health Services Division
5	Ministry of Livestock Development	Egesa O.J.	Chief, Animal Production
6	Immigration and Registration of Persons	Pamela Otenyo	Senior Assistant Director
7	Ministry of East African Community	James Kivuva	Senior Assistant Director
8	KRA	Kamau Ng'ang'a	Deputy Commissioner EnforcementsCoordinated Border Management
9	KRA	Susan Wanjohi	Senior Assistant Commissioner, Business Process Improvement
10	KRA	Billy Ngumi	Business Analyst, ICT
11	KRA	Patricia Kamau	Officer, Business Process Improvement

2012 Oct RTMS/CCS Sensitisation meeting for Namanga border agencies  
Kenya Immigration Namanga Board Room, Namanga, Kenya, 16 Oct 2012

Participants list

	Organization	Name	Title
1	KRA HQ	Billy Ngumi	ICT
2	Kenya NIS	Timothiay M.	Officer
3	KEPHIS Namanga	Kennedy Muteti	Inspector
4	Port Health	Benson Maina	Port Health officer
5	Port Health	Dominic Koko	Port Health officer
6	CID	Sammy Nthiwa	OIC
7	Admin Police	Chalres Macharia	OIC
8	Immigration	Hamisi Said	immigration officer
9	KEBS	Emmanuel Nguzo	OIC
10	Police	aevince Okongo	OCS
11	KRA Namanga	Paul Boywo	Station Manager
12	KRA HQ	John Omweri	Customs

2012 Oct RTMS/CCS Sensitisation meeting for Namanga border agencies  
TRA Namanga Managers Office, 16 Oct 2012

Participants list

	Organization	Name	Title
1	Security (TISS)	Peter Marunsu	Security
2	Security (TISS)	Kitutu Amedews	Security
3	TFDA	Mhina William	Inspector
4	Livestock	Anold Maanga	Zoo sanitary
5	TBS	Hassan Juma	officer
6	Police	Mouamed Kitia	OCS
7	TAEC (radiation)	Remigius A Kawald	officer
8	TRA HQ	Inno Moshia	Business analyst
9	TRA HQ	Robert Kishimba	system analyst
10	TRA HQ	Novat Adam	quality management, ICT
11	TRA HQ	Joachim Mella	customs officer, automation
12	TRA Namanga	Aoy Korome	Assistant Customs officer
12	Agriculture	Banlii A Masome	Inspector

2013 Jan RTMS/CCS Sensitisation Meeting  
New Africa Hotel, Dar es Salaam, 30 Jan 2013

Participants list

	Organization	Name	Title
1	TRA	Patrick Kisaka	Deputy Commissioner for Compliance and Enforcement
2	TRA	Jocktan Kyamuhanga	Manager for Customs Automated System
3	TRA	Rose Mahendeka	Manager for Taxpayers Education
4	TRA	Emmanuel Nnko	Deputy director - ICT
5	TRA	Inno Moshia	Senior Business Analyst
6	Tanzania Bureau of Standard	Joska Katabwa	Head Imports Inspection
7	Tanzania Bureau of Standard	Dominic Mwakangale	Director of Quality Management
8	Tanzania Bureau of Standard	Jabir. S. Abdi	Head ICT Section
9	Tanzania Food and Drug Agency	Anitha Mshingati	Import and Export Officer

10	Tanzania Immigration Services Department	Sosthenes Lugome	Superintendent - Immigration
11	Tanzania Immigration Services Department	Dotto Selasini	Assistant Inspector - BMC
12	Tanzania Immigration Services Department	Sosthenes Lugome	Officer
13	Ministry of Health and Social Welfare	Cassian Kangaty	Port Health
14	Ministry of Health and Social Welfare	Fadhili Kilamile	Port Health
15	Ministry of Livestock and Fisheries Development	Caroline Mulungu	Senior Computer, ICT, System Analyst
16	Ministry of Agriculture	Katemani Mduli	Plant Quarantine
17	Ministry of Agriculture	Samwel Kiowi	Computer System Analyst - ICT
18	Ministry of Agriculture	Gassana R	Quarantine Inspector – Dar Port

2013 Feb **RTMS/CCS Joint Quality Assurance Test, Launching & User support**  
**Project office, Nairobi & Namanga, 4-28 Feb 2013**

**Participants list**

	Organization	Name	Title
1	TRA	Robert Kishimba	System Analyst, ICT
2	TRA	Inno Moshia	Business Analyst, ICT
3	TRA	Novat Adam	Quality Management, ICT
4	TRA	Joachim Mella	Customs Officer, Automation
5	KRA	Billy Ngumi	Business Analyst, ICT
6	KRA	Patricia Kamau	Revenue Officer, Projects
7	KRA	John Omweri	Revenue Officer, Projects
8	KRA	Victor Odede	Quality Management, ICT
9	KRA	Abedi Mwania	Network Infrastructure resource, ICT
10	KRA	Mark Wakesa	SDM resource, ICT
11	TEZZA	Christine Wambui	Tester
12	TEZZA	Allan Mudayi	Tester
13	JICA Customs Project	Antony Munguti	Developer

2013 Apr **RTMS/CCS Sensitisation Meeting**  
**Green Park Hotel, Taveta/Holili, 26 April 2013**

**Participants list**

	Organization	Name	Title
1	KRA Taveta	David Wawire	Revenue Officer
2	KRA Taveta	Simon Kaito	Assistant Revenue Officer
3	KRA Taveta	Christopher Mutua	OIC
4	KRA HQ	Edwin Wanyama	System Analyst
5	KRA Taveta	Martin Mumanyi	
6	KRA HQ	Patricia Kamau	Revenue Officer
7	KRA HQ	Kenneth Mbobua	Revenue Officer
8	KRA HQ	Joab Omole	Customs Officer
9	TRA Holili	Magovongo Lorenzo	
10	TRA Holili	Christopher Lyimo	Declaration Officer
11	TRA Holili	Ajuaye Athuman	Agricultural Officer
12	TRA Holili	Eric Mdeme	Clearing Agent
13	Kenya	Getrude Jeptoo	Investigation Officer
14	Kenya Police	Patrick Nyangaresi	SOP Taveta Police
15		Edwin Mwasota	Immigration Officer
16	TradeMark EA	Theo Lyimo	TradeMark EA
17		Godluck Munuo	

18	TRA HQ	Rose Mahendeka	TRA Officer
19	TRA HQ	Inno Mosha	Analyst
20	Tanzania	Dickson Lyimo	Clearing Agent
21	Tanzania	Ashrapf Amri	Clearing Agent
22	Tanzania	Amosi Mbuya	
23	TRA Holili	Angela Jonas	Assistant Customs Officer
24	Tanzania	Fabian Mbula	Forest Officer
25	Tanzania	Eric Korir	Biosafety Officer
26	TradeMark EA	Benedict Munyao	ICT Consultant
27	CID Taveta	Patrick Kitonyi	Incharge CID Taveta
28	KEBS	Onsongo Shem	Assistant in Charge
29	Kenya Police	Josphat Kimutai	Inspector Police - Kenya Police
30	KEPHIS	Moses Mwangi	Inspector - KEPHIS
31	Tanzania Radiation	Evarist Kahulunda	Radiation Physicist
32	TRA Holili	Edgar Fumwa	Assistant Customs Officer
33	TRA Holili	James Mtunga	Declaration Officer
34	Police	Edson	Inspector of police
35	TRA Holili	Saidi Juma	
36	TRA Holili	Rosemary Mkope	
37	Tanzania Port Health	Luselele Kibungi	Port Health Officer
38	Tanzania	Geofrey Kishimba	Clearing Agent
39	TRA HQ	Robert Kishimba	Analyst
40	KEBS	Musa Salevi	Inspector - KEBS
41	TAEC	Leonard Kifanga	TAEC
42	TRA Holili	Isaac Maranda	ACO
43	Tanzania Police	Albert Wela	Police
44	Tanzania public health	Ishamel Murage	Public Health Office
45		Alex Zacharia	Clearing Agent - Mokha Agency



ANNEX6-2 MTP

1. Recipient list

Sl. No.	Administration	Roles in MTP	Name	MP/Ms.
1	KRA	CV W/G Member (MTP Country Leader)	Abakuk Kasibo	Mr.
2	KRA	CV W/G Member	Ebby Khaguli	Ms.
3	KRA	CV W/G Member	Esther Watene	Ms.
4	KRA	CV W/G Member	Fridah Kimani	Ms.
5	KRA	HS W/G Member	Leonard Sang	Mr.
6	KRA	HS W/G Member	Winfred Jillani	Ms.
7	KRA	HS W/G Member	Charles Mureithi	Mr.
8	KRA	HS W/G Member	David Kimuli	Mr.
9	KRA	IA W/G Member	Loise Kariuki	Ms.
10	KRA	IA W/G Member	Obiero Daniel	Mr.
11	KRA	IA W/G Member	Peter Nganga	Mr.
12	KRA	IA W/G Member (IA W/G Leader)	Aduwi George	Mr.
13	OBR	HS W/G Member	Ndoricipa Emma Marie	Ms.
14	OBR	HS W/G Member	Nyandwi Denise	Ms.
15	OBR	IA W/G Member (MTP Country Leader)	Nibigira Felicite	Ms.
16	OBR	CV W/G Member	Kubwimana Judith	Ms.
17	OBR	CV W/G Member	Marie-Goreth bizindavyi	Ms.
18	OBR	HS W/G Member (join from 5th)	Butoni Angelo Jocelyn	Mr.
19	OBR	HS W/G Member (join from 5th)	Nzeyimana Celestin	Mr.
20	OBR	IA W/G Member (join from 5th)	Benson Niyungeko	Mr.
21	OBR	IA W/G Member (join from 5th)	Cyprien Nizigiyimana	Mr.
22	OBR	IA W/G Member (join from 5th)	Claudia Ndenzako	Ms.
23	RRA	HS W/G Member	Karughe Augustine	Mr.
24	RRA	HS W/G Member	Mbabazi Margret	Ms.
25	RRA	HS W/G Member	Shumbusho Aline	Ms.
26	RRA	HS W/G Member	Umurungi Vivian	Ms.
27	RRA	IA W/G Member	Kabera Sam	Mr.
28	RRA	IA W/G Member (MTP Country Leader)	Kalisa Edward	Mr.
29	RRA	IA W/G Member	Mulindahabi Johnson	Mr.
30	RRA	CV W/G Member	Jimmy Muyango Mwesigye	Mr.
31	RRA	CV W/G Member	Mukamurenzi Providence	Ms.
32	RRA	CV W/G Member	Rugema Lucien	Mr.
33	RRA	CV W/G Member	Shyaka Alex	Mr.
34	TRA	HS W/G Member	Aderibert Tutuba	Mr.
35	TRA	HS W/G Member	Pius Kibabila	Mr.
36	TRA	HS W/G Member	Rogasian Shirima	Mr.
37	TRA	IA W/G Member	Felician Mushi	Mr.
38	TRA	IA W/G Member	Juma Hassan	Mr.
39	TRA	IA W/G Member	Oswald Massawe	Mr.
40	TRA	IA W/G Member	Hamza Kadege	Mr.
41	TRA	CV W/G Member (MTP Country Leader)	George Mnyinifu	Mr.
42	TRA	CV W/G Member	Mary Nicefor Lyakurwa	Ms.
43	TRA	CV W/G Member	Narcis Lumumba	Mr.
44	TRA	HS W/G Member (HS W/G Leader)	Charles Sabuni	Mr.
45	URA	CV W/G Member (CV W/G Leader)	Kagumire Abel	Mr.
46	URA	HS W/G Member	Rubagumya Jameson	Mr.
47	URA	HS W/G Member (MTP Country leader)	Kirungi Peninah	Ms.
48	URA	IA W/G Member	Christine Winyi	Ms.
49	URA	IA W/G Member	Patience Achai	Ms.
50	URA	IA W/G Member (join from 5th)	Kabagambe Tusiime Prilla	Ms.
51	URA	CV W/G Member	Kicanco Byamugisha Kellen	Ms.
52	URA	CV W/G Member	Mubiru Salim	Mr.

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2. CV

2-1 Butare, Rwanda, 18-28<sup>th</sup> January 2011.

Butare, Rwanda, 18-28<sup>th</sup> January 2011.

	Names	Department/Clearing Agent	Position	Location
1	Nkubito Mases	Customs - PCA	Auditor	Gikondo
2	Namaganda Florence	Customs - Cargo Controller	Cargo Controller	SDV
3	Uvizeye Ikiriza Flavia	Customs - Verificator	Field operation	Gikondo
4	Mukamuhire Janvieré	C.A - Spedag	Operation Manager	Spedag Transctear
5	Habimana Hesron	C.A - Rayallinks	Operation Manager	Gikondo
6	Kyomurunga Ruth	Customs - SDV	Verification Officer	SDV
7	Nzabonimpa Pacifique	Customs	PC Auditor	Gikondo
8	Bigirimana Landouré	Customs	Verification Officer	G.O.U, Kigali-Gikondo
9	Bitegyekimana Emmanuel	Customs	Verification Officer	Red Team
10	Habimana Marc	Customs	Risk Manager	Customs Gikondo
11	Rutigunga Iranzi	SDV-Rwanda	Clearing Team	SDV
12	Mukabwera Thérèse	Air Transit International	Clearing Team	A.T.I
13	Mihogo Evode	CA	Clearing Officer	Kipharm
14	Mulangi Ronald	Customs	Tax Collector	Rubavu
15	Nishimiwe Salome	Customs	Acceptance officer	Gikondo Operation
16	Kimbowe Faisal	Customs	Valuation Officer	Gikondo Operation
17	Mukasango Annet	RPD	Investigation Officer	Kigali head office, Kimihurura
18	Munyaneza Laurent	Customs	Verification Officer	Gaisata Depot
19	Tumwine Patrick	Customs	Exemption Officer	Kigali Trade Management division
20	Benhirwe M. Claire	Horizon Clearing	Clearing Officer	Kigali Kanombe
21	Mugambage Mundanele	Pioneer International	Managing Director	Kigali
22	Gasana Jocelyne	Customs	Senior Examination Officer, SDV - ICD	Kigali
23	Sano Aimable	RPD	Investigation Officer	Kigali
24	Reberaho Pierre	Customs	Verification Officer	kigali
25	Mugemanyi Jerome	Customs	Licensing Officer	Kigali
26	Somo Beth Mulisa	QAD	Internal Auditor	Kigali HQS
27	Rutazibwa R. Benoît	Customs	Statistics Officer	Kigali - Gikondo
28	Twesigye Dickson	Customs		
29	Ndushabandi Bienfait	Customs	Cargo Controller	Kigali
30	Nyirahuku Jacques	Customs	Cargo Management Unit	Kigali
31	Mbarushimana Jean Luc			
32	Nyirashuti Françoise	Customs	Post Clearance Auditor	Kigali-Gikondo
33	Muvunyi Richard	Customs	Tally Officer SDV	Kigali
34	Mukashema Immaculée	Customs	Acceptance officer	SDV -ICD
35	Mukambyeyi Josephine	Customs	Tally Officer	Airport
36	Kagame Alex			

2-2 Bujumbura, Burundi, 24<sup>th</sup> August - 2<sup>nd</sup> September, 2011

	Name	Position/dept	Location
1	Nduwimana Edmond	Enquete	Kanyaru-Haut
2	Manirakiza Benigre	Agence en Douane	Bujumbura
3	Ciza Leonce	Douanes et accises	Rumonge
4	Hanyurimana Apollinaire	Douanes et accises	Ruhwa
5	Nizigiyimana Cyprien	Operations de	Buja-Port
6	Bakanibona J.M. Vianney	Controle	Buja-Port
7	Hakizimana Sophie	Enquete	Buja-Port
8	Emerusenge Emerry	Douanes et Accises	Buja-Port
9	Ndayisaba Richard	Douanes et Accises	Buja-Port
10	Rubarika Cyriaque	Douanes et Accises	Kayanza
11	Nzobonayo Daniel	Operation de	Kobero
12	Niyonizye Acqueline	Douanes et Accises	Gitega
13	Kabagerayo Jerome	Audit & Assurance	Emmaus
14	Nyabenda Emile(Khadafi)	Enquete	Buja
15	Gahiro Immelde	Douanes et Accises	Buja -Port
16	Kezamuŕima Jean Pacifique	Enquete	Bujumbura
17	Nahayo Jean Bosco	Douanes et Accises	Bureau Petrole
18	Kabanyana Jacqueline	Douanes et Accises	Bureau-Aeroport
19	Bacahino Jonathan	Douanes et Accises	Kayogoro
20	Nyarushatsi J. Claude	Douanes et Accises	Poste Gatumba
21	Nimpaye Emery	Douanes et Accises	Controle/Buja
22	Niyonkuru Joseph	Enquete	Buja
23	Niyonzima Jacqueline	Douanes et Accises	Bureau Aeroport
24	Kwizera Donavine	Douanes et Accises	Buja Port
25	Nizigama Gilbert	Inspection Officer	Port
26	Ndikumana Jean	ABADT	Buja
27	Bigirimana J. Baptiste	Douanes et Accises	Verification port
28	Nitunga Daniel	Enquete	Inspecteur
29	Ninziza Aime	Departement des	Expert independant / automobile
30	Nizigiyimana Frediane	Douanes et Accises	Controleur/Port
31	Nibizi Melanie	Douanes et Accises	Verification/Port
32	Nizigama Ancille	Douanes et Accises	Port Bujumbura
33	Ndayikengurukiye Christophe	Douanes et Accises	Chef de Poste Kanyaru Bas
34	Hakizimana Jean Bosco	Emmaus	Auditeur interne
35	Nzeyimana Celestin	Douanes et Accises	Chef de Bureau Douanes Postes
36	Manicuye Calinie	Douanes et Accises	Verification Gitega
37	Bashingwa J. Marie	Douanes et Accises	Verificateur/Kobero
38	Niyongabo G. Washington	Emmaus	Enqueteur
39	Kabihogo Desiderata	Emmaus	Enqueteur
40	Mazimpaka J. d'Amour	Enquete	Gitega

2-3 19th October – 28th October, 2011

JICA MTP 5TH ACTIVITY - KAMPALA UGANDA

	Name	Region	Station	Remark
1	Kerpou Robert	Eastern	Malaba	
2	Kiwukwa Sylvester	Eastern	Malaba	
3	Biingi Patrick	Eastern	Busia	
4	Kasolo Biendo	Eastern	Jinja	
5	Asimwe Robert	Eastern	Mbale	
6	Kato John	South Western	Mutukula	
7	Egesa Phillip	Eastern	Malaba Ent	
8	Ngyesia Henry	South Western	Katuna	
9	Jimmy Mitale Serwanga	Northern	Oribi	
10	Tumuhimbise Rajab Kiguma	Northern	Bibia	
11	Ategeka Marylyn	Kampala	CBC	
12	Olanya Patrick	Kampala	CBC	Absent
13	Nabakiibi Grace	Kampala	CBC	
14	Kalyasira Christine	Kampala	CBC	
15	Byamukama Mark	Kampala	Warehousing	
16	Akomo Catherine	Kampala	Warehousing	Absent
17	Nanscera Rukiah	Kampala	Warehousing	
18	Hamba Mary Susan	Kampala	Warehousing	
19	Babirye Madina Allen	Kampala	Valuation Hqtr	
20	Kyamanya Jonathan	Kampala	Customs Audit	
21	Sozi Kawere	Kampala	Enforcement	
22	Mukwana Yakubu	Kampala	Enforcement	
23	Musooko Grace	Kampala	Enforcement	
24	Mwebesa Bruno	Kampala	Enforcement	
25	Buduyo Feisal	Entebbe	Entebbe	
26	Kiwuka Margaret	Entebbe	Entebbe	
27	Victoria Looyan Lorot	Entebbe	Entebbe	
28	Anek Josephine	Entebbe	Entebbe	
29	Kamuhigi Josius	Kampala	Bus Terminal	
30	Acheng Rosemary	Kampala	Bus Terminal	

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### 3. HS

#### 3-1: 2nd-11th February 2011 at the Institute of Tax Administration (ITA) Tanzania Revenue Authority and ITA, Dar-es-Salaam, Tanzania.

	Name	Station
1	HABIB SALEH SULTAN	Customs Officer
2	ABDALLAH MMANYA	Assistant Customs Officer
3	ALEXANDER MPWAGI	Assistant Customs Officer
4	ANGELA JONAS	Assistant Customs Officer
5	AUGUSTINE ALUTE	Assistant Customs Officer
6	BENJAMIN MALLYA	Assistant Customs Officer
7	DENIS URIO	Assistant Customs Officer
8	ELIAPENDA MWANRI	Assistant Customs Officer
9	GEORGE SWAI	Assistant Customs Officer
10	GERALD PANGANI	Assistant Customs Officer
11	HAPPY KAALE	Assistant Customs Officer
12	HASSAN MZEE	Assistant Customs Officer
13	HEAVENLIGHT MINJA	Assistant Customs Officer
14	IBRAHIM MAGWANA	Assistant Customs Officer
15	JOSEPH MUTALEMWA	Assistant Customs Officer
16	JOSEPH MWANKELEJA	Assistant Customs Officer
17	JUMA SWEDA	Assistant Customs Officer
18	LENNY MKOLA	Assistant Customs Officer
19	MACHUNGWA J. MYANO	Assistant Customs Officer
20	MOSES BRUNO	Assistant Customs Officer
21	NASSORO JUMA	Assistant Customs Officer
22	PERFECT SHAYO	Assistant Customs Officer
23	TUNU FARID JABIR	Assistant Customs Officer
24	YUSUF HAJI HAJI	Assistant Customs Officer
25	EMMANUEL MANASE	Customs Assistant
26	ANANIA KAHAMBA	Customs Agent
27	AZIZ SENKORO	Customs Agent
28	MANIFRED MTITU	Customs Agent
29	SALIFIUS MLIGO	Customs Agent
30	STEPHEN NGATUNGA	Customs Agent

#### 3-2 11th to 20th May 2011 at the Rwanda Training Institute in Butare, Rwanda.

	Name	Designation
1	GAKIRE ERIC	Customs
2	MUNYANEZA JACKSON	Customs
3	UMWALI YVETTE	Customs
4	DUSABE MYRIAM	Customs
5	GAKUBA FLORA	Customs
6	NGARAMBE ALEX	Customs
7	MUSAFIRI JEAN DE DIEU	Customs
8	NTIHINYURWA MANASSE	Customs
9	UWERA JULIETTE	Customs
10	NDIZIHIWE JEAN DE DIEU	Customs
11	KIMBOWA FAISAL	Customs
12	MUNYANEZA LAURENT	Customs
13	BIZIMANA THEOGENE	Customs
14	BISENGIMANA CHARLES	Customs
15	HODARI ENOS	RPD
16	AIP JEAN MARIE VIANNEY MUZARENDU	RPD
17	AIP EUGENE MAKABUZA	RPD
18	CPL KALISA KALIWABO	RPD
19	KAYITARE LEON	RPD
20	NDUWIMANA DAUDET	RPD
21	MUZUNGU GODFREY	Clearing Agent
22	KABURAME JEROME	Clearing Agent
23	UWIMNA RINA PIERETTE	Clearing Agent
24	NZAMUKUNDA NELLY	Clearing Agent
25	INEZA SABIN	Clearing Agent

4. IA

4-1 16th to 25th March 2011 at Rwanda Revenue Authority Training Institute (RRATI) in Butare, Rwanda

Name	Station
1 Kayitesi Peace	Risk Management
2 Mukubaranga	Objections/Appeals
3 Mwirerwa Jean	SDV
4 Cyaboshye	Gatuna Border
5 Masabo	Kagitumba
6 Murekezi	Cargo Management
7 Muvara	Rusumo
8 Rukinga Eugene	Cyanika
9 Nsengiyumva	Akanyaru
10 Mujji Innocent	Nemba
11 Ngarambe Nick	Revenue a/c
12 Mahoro Gerald	Petroleum
13 Musonera Claver	Airport Office
14 Nsengiyumva	RPD- Investigation
15 Ndaliro Steven	RPD- Investigation
16 Ruzigaminturo	QA
17 Kabera Lambert	QA
18 Rutamu Steven	QA
19 Renee Monday	DTD
20 Ndishimye	DTD
21 Bagabo James	RPD- Intelligence
22 Rukundo Jean	RPD- Intelligence
23 Mukuralinda	RPD- Intelligence
24 Murenzi	Cargo Management
25 Kalisa Stanely	Customs

4-2 13th to 19th August 2011 at Chez Andre Restaurant in Bujumbura, Burundi

Name
1 RURIMBUKA SEBASTIEN
2 BUTONI ANGELO
3 NZOBONAYO DANIEL
4 NIZIGIYIMANA CYPRIEN
5 RUBAKIZA CYRIAQUE
6 NIYONIZIGIYE ACQUELINE
7 NDIKUMANA SERGES
8 NIYONZIMA JACQUELINE
9 NIZIGIYIMANA FREDIANE
10 MANICUYE CALINIE
11 NZEYIMANA CELESTIN
12 NIZIGAMA GILBERT
13 NDAYIKENGURUKIYE CHRISTOPHE
14 KABANYANA JACQUELINE
15 NDAYISABA RICHARD
16 EMERUSENGE EMERY

4-3 20th to 30th September 2011 at the Institute of Tax Administration in Dar es Salaam, Tanzania

Name	Station
1 Abdallah	Tanga
2 Habib Saleh	Pemba
3 Joseph	Dar-es-Salaam Customs
4 Heavenlight	Dar-es-Salaam Customs
5 Moses	Dar-es-Salaam Customs
6 Yussuph Hassan	Dar-es-Salaam Customs
7 Happy Kaale	Julius Nyerere
8 Juma Sweda	Julius Nyerere
9 Tunu Farid Jabir	Zanzibar
10 Yussuf Haji Haji	Zanzibar
11 Alexander	Mwanza
12 Theresia Shayo	Dar-es-Salaam Wharf
13 Benjamin Mallya	Mbeya
14 Machungwa	Kigoma
15 Perfect Shayo	Kigoma
16 Akilu Nulo	Rukwa
17 Angela Jonns	Holili
18 George Swai	Namanga
19 Dennis Urjo	Dar-es-Salaam Wharf
20 Ibrahim	Mbeya
21 Ipyana Panja	Sirari, Mara

### 5. Activity of Programme on Capacity Building of Master Trainers (CV WG)

#### 5-1 HRM Tanzania seminar 2010

Date	Seminar/Title	Place	No	Job Category	Org	Country	Name	Job Title
20100201	Seminar on Capacity Development on Human Side	TRA HQ	1	Customs Officer	TRA	Tanzania	Harry Kilillya	Commissioner General
20100201	Seminar on Capacity Development on Human Side	TRA HQ	2	Customs Officer	TRA	Tanzania	Placidus Luoga	Deputy Commissioner General
20100201	Seminar on Capacity Development on Human Side	TRA HQ	3	Customs Officer	TRA	Tanzania	Joannes mally	Commissioner for Domestic Revenue
20100201	Seminar on Capacity Development on Human Side	TRA HQ	4	Customs Officer	TRA	Tanzania	Ngoda Msoffe	Director for Human Resources & Administration
20100201	Seminar on Capacity Development on Human Side	TRA HQ	5	Customs Officer	TRA	Tanzania	Happiness Nkya	Acting Director for Finance
20100201	Seminar on Capacity Development on Human Side	TRA HQ	6	Customs Officer	TRA	Tanzania	Lusekelo Mwascha	Commissioner for Tax Investigations
20100201	Seminar on Capacity Development on Human Side	TRA HQ	7	Customs Officer	TRA	Tanzania	Loicy Apollo	Deputy Commissioner for Domestic Revenue-Operations
20100201	Seminar on Capacity Development on Human Side	TRA HQ	8	Customs Officer	TRA	Tanzania	Rukia Adam	Deputy Director for Finance, MGT & Accounting
20100201	Seminar on Capacity Development on Human Side	TRA HQ	9	Customs Officer	TRA	Tanzania	Mcha Hassan	Deputy Commissioner Zanzibar
20100201	Seminar on Capacity Development on Human Side	TRA HQ	10	Customs Officer	TRA	Tanzania	Magefan Sakinoi	Deputy Director Administration
20100201	Seminar on Capacity Development on Human Side	TRA HQ	11	Customs Officer	TRA	Tanzania	John Mziray	Acting Deputy Director for Human Resources
20100201	Seminar on Capacity Development on Human Side	TRA HQ	12	Customs Officer	TRA	Tanzania	Protas Mwangi	Director for Taxpayer Services & Education
20100201	Seminar on Capacity Development on Human Side	TRA HQ	13	Customs Officer	TRA	Tanzania	Hamisi Runje	Acting Deputy Director for internal Audit
20100201	Seminar on Capacity Development on Human Side	TRA HQ	14	Customs Officer	TRA	Tanzania	Neema Mrena	Deputy Commissioner, Large Tax payers-Operations
20100201	Seminar on Capacity Development on Human Side	TRA HQ	15	Customs Officer	TRA	Tanzania	Mary Mwanunga	Manager-Project Manager Planning & Operations
20100201	Seminar on Capacity Development on Human Side	TRA HQ	16	Customs Officer	TRA	Tanzania	Eva Mmasi	Commissioner Tax Investigation
20100201	Seminar on Capacity Development on Human Side	TRA HQ	17	Customs Officer	TRA	Tanzania	Kenneth Wnkati	Director Information & Communication Technology
20100201	Seminar on Capacity Development on Human Side	TRA HQ	18	Customs Officer	TRA	Tanzania	Emmanuel Noko	Deputy Director Information & Communication Technology
20100201	Seminar on Capacity Development on Human Side	TRA HQ	19	Customs Officer	TRA	Tanzania	Bellium Silaa	Acting Deputy Commissioner Customs Modernization & Risk Management
20100201	Seminar on Capacity Development on Human Side	TRA HQ	20	Customs Officer	TRA	Tanzania	Walid Juma	Commissioner for Customs & Excise
20100201	Seminar on Capacity Development on Human Side	TRA HQ	21	Customs Officer	TRA	Tanzania	Patrick Kisaka	Deputy Commissioner for Customs & Excise
20100201	Seminar on Capacity Development on Human Side	TRA HQ	22	Customs Officer	TRA	Tanzania	Generose Batevina	Deputy Commissioner for Customs & Excise
20100202	Seminar on Capacity Development on Human Side	ITA	23	Customs Officer	TRA	Tanzania	Edward Mwakimonga	Assistant Lecturer, ITA
20100202	Seminar on Capacity Development on Human Side	ITA	24	Customs Officer	TRA	Tanzania	Njaule Mdedu	Assistant Management Transit Monitoring & Anti Fraud Unit, C&E
20100202	Seminar on Capacity Development on Human Side	ITA	25	Customs Officer	TRA	Tanzania	Kasty Phelicean	Assistant Manager, JNIA
20100202	Seminar on Capacity Development on Human Side	ITA	26	Customs Officer	TRA	Tanzania	Hilda Tegwa	Management Training, HQ
20100202	Seminar on Capacity Development on Human Side	ITA	27	Customs Officer	TRA	Tanzania	Lwakege Mlinga	Manager Administration, HQ
20100202	Seminar on Capacity Development on Human Side	ITA	28	Customs Officer	TRA	Tanzania	Yohana Gwarasa	Manager HR, C&E
20100202	Seminar on Capacity Development on Human Side	ITA	29	Customs Officer	TRA	Tanzania	Zablon Mdeka	Manager Supplies
20100202	Seminar on Capacity Development on Human Side	ITA	30	Customs Officer	TRA	Tanzania	Tingi M. Kabisi	Manager, OPM, C&E
20100202	Seminar on Capacity Development on Human Side	ITA	31	Customs Officer	TRA	Tanzania	Msoka Felista	Preventive Officer
20100202	Seminar on Capacity Development on Human Side	ITA	32	Customs Officer	TRA	Tanzania	Minna D. Valentine	Principal HR Officer
20100202	Seminar on Capacity Development on Human Side	ITA	33	Customs Officer	TRA	Tanzania	Derick Simfukwe	Principal HR Officer
20100202	Seminar on Capacity Development on Human Side	ITA	34	Customs Officer	TRA	Tanzania	Charles Sabuni	Trainer, ITA
20100202	Seminar on Capacity Development on Human Side	ITA	35	Customs Officer	TRA	Tanzania	Theo Rwelkiza	Trainer, ITA
20100202	Seminar on Capacity Development on Human Side	ITA	36	Customs Officer	TRA	Tanzania	Amos Benjamin	Trainer, ITA
20100202	Seminar on Capacity Development on Human Side	ITA	37	Customs Officer	TRA	Tanzania	Kisa Kyejo	Trainer, ITA
20100202	Seminar on Capacity Development on Human Side	ITA	38	Customs Officer	TRA	Tanzania	Philip Mbatu	Trainer, ITA
20100202	Seminar on Capacity Development on Human Side	ITA	39	Customs Officer	TRA	Tanzania	Ahmad Mohamed	Tutorial Assistant, ITA

**5-2 1st Activity of Programme on Capacity Building of Master Trainers (Joint):  
Nairobi, Kenya, Jan 18 - 29, 2010**

	Organization	Country	Name	Title
1	KRA	Kenya	Esther Watene	Declaration Officer
2	KRA	Kenya	Fridah Kimani	Revenue Officer I
3	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner
4	KRA	Kenya	Abakuk Kasibo	Training Coordinator
5	KRA	Kenya	Winfred Jillani (P)	Trainer, Customs (HS Classification)
6	KRA	Kenya	Loise Kariuki	Risk Analyst and Reconciliation
7	KRA	Kenya	Charles Murithi Riungu	Verification Officer
8	KRA	Kenya	David M. Kimuli	Revenue Officer II
9	KRA	Kenya	Aduwi George	Senior Revenue Officer-National Targeting Centre
10	KRA	Kenya	Leonard Sang	Office in Charge, Scanner
11	KRA	Kenya	Peter M. Nganga	Assistant Commissioner
12	KRA	Kenya	Obiero Wycliffe	Revenue Officer II
13	KRA	Kenya	Agatha Munyaka	Senior Assistant Commissioner
14	KRA	Kenya	Doris Gitonga	Assistant Commissioner
15	KRA	Kenya	Lawrence Siele	Senior Assistant Commissioner
16	KRA	Kenya	Safima Bashir	Deputy Principal
17	OBR	Brundi	Nishirimbere Albert	Customs Accounter
18	OBR	Brundi	Aric-Goreth Bizindavyi	Monitoring Service
19	OBR	Brundi	Kubwimana Judith	Customs Officer
20	OBR	Brundi	Ndikumana Philippe	Post Clearance Auditor
21	OBR	Brundi	Bazira Angeline	Customs Officer
22	OBR	Brundi	Ndorimpa Marie	Head of Office
23	OBR	Brundi	Leonce Niyonzima	Customs Inspector
24	OBR	Brundi	Nyandwi Denise	Customs Officer
25	OBR	Brundi	Katihabwa Cassien	Customs Accounter
26	OBR	Brundi	Cinpaye Daniel	Customs Officer
27	OBR	Brundi	Nibigira Felicite	Economic Advisor
28	OBR	Brundi	Parfaiz Ndonkeye	Chief of IT Service and ASYCUDA Project Manager
29	OBR	Brundi	Jeremie Manirambon	Head
30	OBR	Brundi	Fulgence Niyongabo	Deputy Head
31	RRA	Rwanda	Jimmy Mwesigye	Intelligence Officer
32	RRA	Rwanda	Mukamurenzi Providence	Senior Valuation Officer
33	RRA	Rwanda	Rugema Lucien	Valuation Officer
34	RRA	Rwanda	Shyaka Alex	Customs Station Manager
35	RRA	Rwanda	Karugale Augustine	Post Clearance Officer
36	RRA	Rwanda	Mbabazi Margret	Tariff Officer
37	RRA	Rwanda	Shumbusho Aline	Verification and Zone Manager
38	RRA	Rwanda	Umurungi Vivian	Senior Collector
39	RRA	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer
40	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer
41	RRA	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer
42	RRA	Rwanda	Musoni William	Customs Intelligence Officer
43	RRA	Rwanda	Robert Mugabe	Director
44	RRA	Rwanda	Drocelle Mukashyaka	Head
45	RRA	Rwanda	Lillian Rugambwa	Principal
46	RRA	Rwanda	Jackie Ziame	Head
47	TRA	Tanzania	Narcis Lumumba	Customs Officer
48	TRA	Tanzania	Anita Msemwa*	Principal Customs Officer
49	TRA	Tanzania	George Mnyitafu	Manager
50	TRA	Tanzania	Adriert Tutuba	Customs Officer in Charge at Mwanza South Port
51	TRA	Tanzania	Rogasian Shirima	Assistant Regional Manager
52	TRA	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)
53	TRA	Tanzania	Pius Kibahila	Trainer
54	TRA	Tanzania	Felician Mushi	Head Fast
55	TRA	Tanzania	Hamza Kadege	Senior Customs Officer
56	TRA	Tanzania	Junta Hassan	Manager, Risk Management and Intelligence
57	TRA	Tanzania	Oswald Massawe	Customs Officer
58	TRA	Tanzania	Yohana Gwarasa	Manager
59	TRA	Tanzania	Lwakege Minga	Manager
60	TRA	Tanzania	Hilda Tegwa	Manager
61	URA	Uganda	Salim Mubiru	Officer In-charge Document Check
62	URA	Uganda	Kellen kiconco Byamugisha	Officer I
63	URA	Uganda	Kagumire Abel	Document Check/Assessment Officer
64	URA	Uganda	Twongirwe livingstone	Officer
65	URA	Uganda	Otyama Francis	Revenue Officer
66	URA	Uganda	Kirungi Kereero Penina	Valuation Officer
67	URA	Uganda	Rubagumya Jameson	Officer I
68	URA	Uganda	Achaye George	Second in Charge, Station
69	URA	Uganda	Katumba Stephen	Supervisor Business Analysis/Business Leader Customs Modernization
70	URA	Uganda	Achal Patience Gloria	Business Analysis Officer
71	URA	Uganda	Ssebwufu Ezra	Business Analysis Officer
72	URA	Uganda	winyi christine Kembobazi	Business Analysis Officer
73	URA	Uganda	Rachael Magoba	Supervisor
74	URA	Uganda	Victoria Makumbi	Supervisor

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75	URA	Uganda	Jacqueline Kalembé	Customs HR Officer
76		Japan	Tsuneo Yamahara	Former Director General of Okinawa Regional Customs, Former Director of International Cooperation of Customs and Tariff Bureau, Ministry of Finance
77	Japan Customs	Japan	Shigenaki Katsu	Senior Evaluation expert, Tokyo Customs
78	Japan Customs	Japan	Takeshi Daidoji	Classification expert, Moji Customs
79	Japan Customs	Japan	Shoji Oguri	Investigator, Nagoya Customs
80	WCO	Belgium	Shoichi Asano	External Relations Coordinator
81	WCO	Belgium	Maki Kitaura	Technical Attaché
82	ABADT	Brundi	Bizimana Mathieu	Member
83	ABADT	Brundi	Kinyarushatsi J Marie	Member
84	KIFWA	Kenya	William Amole	Secretary General
85	KIFWA	Kenya	Gerald Kagumo	National Chairman
86	KIFWA	Kenya	John Mathenge	Regional Executive Officer
87	ADR	Rwanda	Alphonse Rurangirwa Mihayo	Trainer
88	ADR	Rwanda	Laurent Kabanda	trainer
89	TAFFA	Tanzania	Joseph Mapunda	Trainer/Councillor
90	TAFFA	Tanzania	Manfred Peter Miti	Trainer/Vice President
91	UCIFA	Uganda	Kassim Omar	National Chairman
92	UCIFA	Uganda	Amos Kankunda	
93	UFFA	Uganda	William Okello	Operations Manager
94	UFFA	Uganda	Allen Mwesgwa	Assistant Customer
95	JICA Kenya	Kenya	Yoshiyuki Takahashi	Chief Representative
96	JICA Kenya	Kenya	Tomohiko Ishikawa	Project Formulation Advisor
97	Embassy of Japan	Kenya	Masahiro Hagiwara	Third Secretary



**5-3: 2nd Activity of Programme on Capacity Building of Master Trainers (Joint)**  
**Nairobi, Kenya Sep 6th - 18th, 2010**

Organization	Country	Country	Name	Title
KRA	Kenya	Kenya	Esther Watene	Declaration Officer
KRA	Kenya	Kenya	Fridah Kimani	Revenue Officer I
KRA	Kenya	Kenya	Ebby Khaguli	Senior Assistant Commissioner
KRA	Kenya	Kenya	Abakuk Kasibo	Training Coordinator
KRA	Kenya	Kenya	Winfred Jillani (P)	Trainer, Customs (HS Classification)
KRA	Kenya	Kenya	Loise Kariuki	Risk Analyst and Reconciliation
KRA	Kenya	Kenya	Charles Murihi Riungu	Verification Officer
KRA	Kenya	Kenya	David M. Kinnuli	Revenue Officer II
KRA	Kenya	Kenya	Aduwi George	Senior Revenue Officer-National Targeting Centre
KRA	Kenya	Kenya	Leonard Sang	Office in Charge, Scanner
KRA	Kenya	Kenya	Peter M. Nganga	Risk Analyst and Reconciliation
KRA	Kenya	Kenya	Obiero Wycliffe	Revenue Officer II
OBR	Brundi	Brundi	Nishirimbere Albert	Customs Accounter
OBR	Brundi	Brundi	Marie-Goreth Bizindavyi	Monitoring Service
OBR	Brundi	Brundi	Kubwimana Judith	Customs Officer
OBR	Brundi	Brundi	Ndoricimpa Marie	Head of Office
OBR	Brundi	Brundi	Leonce Niyonzima	Customs Inspector
OBR	Brundi	Brundi	Nyandwi Denise	Customs Officer
OBR	Brundi	Brundi	Katihabwa Cassien	Customs Accounter
OBR	Brundi	Brundi	Sylvain Nzohabonayo	
OBR	Brundi	Brundi	Nibigira Felicite	Economic Advisor
OBR	Brundi	Brundi	Parfait Ndonkeye	Chief of IT Service and ASYCUDA Project Manager
OBR	Brundi	Brundi	Jeremie Manirambon	Head
OBR	Brundi	Brundi	Fulgence Niyongabo	Deputy Head
RRA	Rwanda	Rwanda	Jimmy Mwesigye	Intelligence Officer
RRA	Rwanda	Rwanda	Mukanurenzi Providence	Senior Valuation Officer
RRA	Rwanda	Rwanda	Rugema Lucien	Valuation Officer
RRA	Rwanda	Rwanda	Siyaka Alex	Customs Station Manager
RRA	Rwanda	Rwanda	Karugabe Augustine	Post Clearance Officer
RRA	Rwanda	Rwanda	Mubazi Margret	Tariff Officer
RRA	Rwanda	Rwanda	Shumbusho Aline	Verification and Zone Manager
RRA	Rwanda	Rwanda	Umurungi Vivian	Senior Collector
RRA	Rwanda	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer
RRA	Rwanda	Rwanda	Kalisa Edward	Customs Intelligence Officer
RRA	Rwanda	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer
RRA	Rwanda	Rwanda	Drocelle Mukashyaka	Head
RRA	Rwanda	Rwanda	Lillian Rugambwa	Principal
RRA	Rwanda	Rwanda	Jackie Ziane	Head
TRA	Tanzania	Tanzania	Narcis Lumumba	Customs Officer
TRA	Tanzania	Tanzania	Anita Msemwa*	Principal Customs Officer
TRA	Tanzania	Tanzania	George Mnyitafu	Manager
TRA	Tanzania	Tanzania	Adriberit Tutuba	Customs Officer, Mwanza South Port
TRA	Tanzania	Tanzania	Rogasian Shirima	Assistant Regional Manager
TRA	Tanzania	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)
TRA	Tanzania	Tanzania	Pius Kibohila	Trainer
TRA	Tanzania	Tanzania	Felician Mushi	Head Fast
TRA	Tanzania	Tanzania	Hamza Kudege	Senior Customs Officer
TRA	Tanzania	Tanzania	Juma Hassan	Manager, Risk Management and Intelligence
TRA	Tanzania	Tanzania	Oswald Massawe	Customs Officer
TRA	Tanzania	Tanzania	Yohana Gwarasa	Manager
TRA	Tanzania	Tanzania	Hilda Tegwa	Manager
TRA	Tanzania	Tanzania	Anita Msemwa	Manager
URA	Uganda	Uganda	Salim Mubiru	Officer In-charge Document Check
URA	Uganda	Uganda	Kellen kiconco Byamugisha	Officer I
URA	Uganda	Uganda	Kagumire Abel	Document Check/Assessment Officer
URA	Uganda	Uganda	Twongirwe livingstone	Officer
URA	Uganda	Uganda	Otyama Francis	Revenue Officer
URA	Uganda	Uganda	Kirungi Kereere Penina	Valuation Officer
URA	Uganda	Uganda	Rubagumya Jameson	Officer I
URA	Uganda	Uganda	Achaye George	Second in Charge, Station
URA	Uganda	Uganda	Achal Patience Gloria	Business Analysis Officer
URA	Uganda	Uganda	Ssebwufu Ezra	Business Analysis Officer
URA	Uganda	Uganda	winyi christine Kembabazi	Business Analysis Officer
URA	Uganda	Uganda	Rachael Magoba	Supervisor
URA	Uganda	Uganda	Victoria Makumbi	Supervisor
URA	Uganda	Uganda	Jacqueline Kalembe	Customs HR Officer
	Japan	Japan	Tsuneco Yamahara	Mission head of Customs Experts from Japan
Japan Customs	Japan	Japan	Keiko Ito	Customs Valuation Expert
Japan Customs	Japan	Japan	Koichi Iwai	Customs Valuation Expert
Japan Customs	Japan	Japan	Tetsuya Akasaki	HS Classification Expert
Japan Customs	Japan	Japan	Seki Yamashita	HS Classification Expert
Japan Customs	Japan	Japan	Makoto Uchiyama	Intelligence Analysis Expert
Japan Customs	Japan	Japan	Rieko Shikimachi	Intelligence Analysis Expert

75	WCO	Belgium	Alexey Shecheglov	Senior Technical Officer
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**5-4: 3rd Activity of Programme on Capacity Building of Master Trainers**  
**5-4-1 Butare, Rwanda Jan 19 - 28, 2011 (CV WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Esther Watene	Declaration Officer
2	KRA	Kenya	Fridah Kimani	Revenue Officer I
3	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner
4	KRA	Kenya	Abakuk Kasibo	Training Coordinator
5	OBR	Brundi	Nishirimbere Albert	Customs Accounter
6	OBR	Brundi	Marie-Goreth Bizindavyi	Monitoring Service
7	OBR	Brundi	Kubwimana Judith	Customs Officer
8	RRA	Rwanda	Jimmy Mvesigye	Intelligence Officer
9	RRA	Rwanda	Mukamurenzi Providence	Senior Valuation Officer
10	RRA	Rwanda	Rugema Lucien	Valuation Officer
11	RRA	Rwanda	Shyaka Alex	Customs Station Manager
12	RRA	Rwanda	Lillian Rugambwa	Principal
13	TRA	Tanzania	Narcis Lumumba	Customs Officer
14	TRA	Tanzania	Mary Nicefor Lyakurya	
15	TRA	Tanzania	George Mnyitafu	Manager
16	URA	Uganda	Salim Mubiru	Officer In-charge Document Check
17	URA	Uganda	Kellen kiconco Byamugisha	Officer I
18	URA	Uganda	Kagumire Abel	Document Check/Assessment Officer
19	URA	Uganda	Twongirwe livingstone	Officer
20	JICA	Japan	Shigetoshi Aoyama	Senior Customs Valuation Expert
21	JICA	Japan	Koichi Iwai	Customs Valuation Expert
22	WCO	Belgium	Ian Cremer	Senior Technical Officer
23	KRA	Kenya	Allan Morgan	Project Administrative Assistant

**5-4-2 Dar es Salaam, Tanzania, Feb 2 - 11, 2011 (HS WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Charles Murelihi	Verification Officer
2	KRA	Kenya	David Kimuli	Revenue Officer II
3	KRA	Kenya	Leonard Sang	Office in Charge, Scanner
4	KRA	Kenya	Winfred Jillani	Trainer, Customs
5	OBR	Brundi	Ndoricimpa Marie	Head of Office
6	OBR	Brundi	Nyandwi Denise	Customs Officer
7	RRA	Rwanda	Karugaha Augustine	Post Clearance Officer
8	RRA	Rwanda	Mbabazi Margret	Tariff Officer
9	RRA	Rwanda	Shumbusho Aline	Verification and Zone Manager
10	RRA	Rwanda	Umurungi Vivian	Senior Collector
11	TRA	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)
12	TRA	Tanzania	Adriert Tutuba	Customs Officer, Mwanza South Port
13	TRA	Tanzania	Pius Kibahila	Trainer
14	TRA	Tanzania	Rogasian Shirima	Assistant Regional Manager
15	URA	Uganda	Kirungi Peninah	Valuation Officer
16	URA	Uganda	Achuye George	Second in Charge, Station
17	URA	Uganda	Oiyama Francis	Revenue Officer
18	URA	Uganda	Rubagumya Jameson	Officer I
19	JICA	Japan	Tetsuya Akasaki	HS Classification Expert
20	JICA	Japan	Seiki Yamashita	HS Classification Expert
21	WCO	Belgium	Alexey Shecheglov	Senior Technical Officer
22	KRA	Kenya	Allan Morgan	Project Administrative Assistant

**5-4-3 Butare, Rwanda Mar 16 - 25, 2011 (IA WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Aduwi George	Senior Revenue Officer-National Targeting Centre
2	KRA	Kenya	Loise Kariuki	Risk Analyst and Reconciliation
3	KRA	Kenya	Peter Nganga	Risk Analyst and Reconciliation
4	KRA	Kenya	Obiero Wycliffe	Revenue Officer II
5	OBR	Burundi	Nibigira Felicite	Economic Advisor
6	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer
7	RRA	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer
8	RRA	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer
9	RRA	Rwanda	Musonji William	
10	TRA	Tanzania	Felician Mushi	Head Fast
11	TRA	Tanzania	Hamza Kadege	Senior Customs Officer
12	TRA	Tanzania	Juma Hassan	Manager, Risk Management and Intelligence
13	TRA	Tanzania	Oswald Massawe	Customs Officer
14	URA	Uganda	Patience Achal	Business Analysis Officer
15	URA	Uganda	Christine Winyi	Business Analysis Officer
16	URA	Uganda	Ezra Ssebuwufu	Business Analysis Officer
17	Japan Customs	Japan	Makoto Uchiyama	Intelligence Analysis Expert
18	Japan Customs	Japan	Rieko Shikimachi	Intelligence Analysis Expert
19	WCO	Belgium	Oguz Onal	Senior Technical Officer

**5-5: 4th Activity of Programme on Capacity Building of Master Trainers  
5-5-1 Butare, Rwanda, 11-20 May 2011 (HS WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Charles Mureithi	Verification Officer
2	KRA	Kenya	David Kimuli	Revenue Officer II
3	KRA	Kenya	Leonard Sang	Office in Charge, Scanner
4	KRA	Kenya	Winfred Jillani	Trainer, Customs
5	OBR	Burundi	Ndoricimpa Marie	Head of Office
6	OBR	Burundi	Nyandwi Denise	Customs Officer
7	RRA	Rwanda	Karugabe Augustine	Post Clearance Officer
8	RRA	Rwanda	Mbabazi Margret	Tariff Officer
9	RRA	Rwanda	Shumbusho Aline	Verification and Zone Manager
10	RRA	Rwanda	Umurungi Vivian	Senior Collector
11	TRA	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)
12	TRA	Tanzania	Adriert Tutuba	Customs Officer, Mwanza South Port
13	TRA	Tanzania	Pius Kibabila	Trainer
14	TRA	Tanzania	Rogasian Shirima	Assistant Regional Manager
15	URA	Uganda	Kinungi Peninah	Valuation Officer
16	URA	Uganda	Achaye George	Second in Charge, Station
17	URA	Uganda	Otyama Francis	Revenue Officer
18	URA	Uganda	Rubagumya Jameson	Officer I
19	JICA	Japan	Tetsuya Akasaki	HS Classification Expert
20	JICA	Japan	Seiki Yamashita	HS Classification Expert
21	WCO	Belgium	Alexey Shcheglov	Senior Technical Officer
22	KRA	Kenya	Allan Morgan	Project Administrative Assistant

**5-5-2 Bujumbura, Burundi, 14-19 Aug 2011 (IA WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Aduwi George	Senior Revenue Officer-National Targeting Centre
2	KRA	Kenya	Loise Kariuki	Risk Analyst and Reconciliation
3	KRA	Kenya	Peter Nganga	Risk Analyst and Reconciliation
4	KRA	Kenya	Obiero Wycliffe	Revenue Officer II
5	OBR	Burundi	Nibigira Felicite	Economic Advisor
6	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer
7	RRA	Rwanda	Mulindababi Johnson	Customs Intelligence Officer
8	RRA	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer
9	RRA	Rwanda	Musoni William	
10	TRA	Tanzania	Felician Mushi	Head Fast
11	TRA	Tanzania	Hamza Kadege	Senior Customs Officer
12	TRA	Tanzania	Juma Hassan	Manager, Risk Management and Intelligence
13	TRA	Tanzania	Oswald Massawe	Customs Officer
14	URA	Uganda	Patience Achal	Business Analysis Officer
15	URA	Uganda	Christine Winyi	Business Analysis Officer
16	URA	Uganda	Ezra Ssebuwufu	Business Analysis Officer

**5-5-3 Bujumbura, Burundi, 24 Aug-2 Sep, 2011 (CV WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Ether Watene	Declaration Officer
2	KRA	Kenya	Fridah Kimani	Revenue Officer I
3	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner
4	KRA	Kenya	Abakuk Kasibo	Training Coordinator
5	OBR	Brundi	Nistirimbere Albert	Customs Accounter
6	OBR	Brundi	Marie-Goreth Bizindavyi	Monitoring Service
7	OBR	Brundi	Kubwinana Judith	Customs Officer
8	RRA	Rwanda	Jimmy Mwesigye	Intelligence Officer
9	RRA	Rwanda	Mukamurenzi Providence	Senior Valuation Officer
10	RRA	Rwanda	Rugema Lucien	Valuation Officer
11	RRA	Rwanda	Shyaka Alex	Customs Station Manager
12	RRA	Rwanda	Lillian Rugambwa	Principal
13	TRA	Tanzania	Narcis Lumumba	Customs Officer
14	TRA	Tanzania	Mary Nicefor Lyakurya	
15	TRA	Tanzania	George Mnyitafu	Manager
16	URA	Uganda	Salim Mubiru	Officer In-charge Document Check
17	URA	Uganda	Kellen kiconco Byamugisha	Officer I
18	URA	Uganda	Kagumire Abel	Document Check/Assessment Officer
19	URA	Uganda	Twongirwe livingstone	Officer
20	JICA	Japan	Tsuyoshi Togoe	Senior Customs Valuation Expert
21	JICA	Japan	Shingo Tanagami	Customs Valuation Expert
22	WCO	Belgium	Ian Cremer	Senior Technical Officer
23	KRA	Kenya	Allan Morgan	Project Administrative Assistant

**5-5-4 Dar es Salaam, Tanzania, 21-30 Sep 2011 (IA WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Aduwi George	Senior Revenue Officer-National Targeting Centre
2	KRA	Kenya	Loise Kariuki	Risk Analyst and Reconciliation
3	KRA	Kenya	Peter Nganga	Risk Analyst and Reconciliation
4	KRA	Kenya	Obiero Wycliffe	Revenue Officer II
5	OBR	Burundi	Nibigira Felicite	Economic Advisor
6	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer
7	RRA	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer
8	RRA	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer
9	RRA	Rwanda	Musoni William	
10	TRA	Tanzania	Felician Mushi	Head Fast
11	TRA	Tanzania	Hamza Kadege	Senior Customs Officer
12	TRA	Tanzania	Juma Hassan	Manager, Risk Management and Intelligence
13	TRA	Tanzania	Oswald Massawe	Customs Officer
14	URA	Uganda	Patience Achal	Business Analysis Officer
15	URA	Uganda	Christine Winyi	Business Analysis Officer
16	URA	Uganda	Ezra Ssebuwufu	Business Analysis Officer

**5-6: 5th Activity of Programme on Capacity Building of Master Trainers**

**5-6-1 Kampala, Uganda, 19-28 Oct, 2011 (CV WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Esther Watene	Declaration Officer
2	KRA	Kenya	Fridah Kimani	Revenue Officer I
3	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner
4	KRA	Kenya	Abakuk Kasibo	Training Coordinator
5	OBR	Burundi	Nishirimbere Albert	Customs Accounter
6	OBR	Burundi	Marie-Goreth Bizindavyi	Monitoring Service
7	OBR	Burundi	Kubwimana Judith	Customs Officer
8	RRA	Rwanda	Jimmy Mwesigye	Intelligence Officer
9	RRA	Rwanda	Mukamurenzi Providence	Senior Valuation Officer
10	RRA	Rwanda	Rugema Lucien	Valuation Officer
11	RRA	Rwanda	Shyaka Alex	Customs Station Manager
12	RRA	Rwanda	Lillian Rugambwa	Principal
13	TRA	Tanzania	Narcis Lumumba	Customs Officer
14	TRA	Tanzania	Mary Nicefor Lyakurya	
15	TRA	Tanzania	George Mnyafu	Manager
16	URA	Uganda	Salim Mubiru	Officer In-charge Document Check
17	URA	Uganda	Kellen kiconco Byamuggisha	Officer I
18	URA	Uganda	Kagumire Abel	Document Check/Assessment Officer
19	URA	Uganda	Twongirwe livingstone	Officer
20	JICA	Japan	Tsuyoshi Togoe	Senior Customs Valuation Expert
21	JICA	Japan	Shingo Tanagami	Customs Valuation Expert

**5-6-2 Mombasa, Kenya 25 Jan -3 Feb 2012 (IA WG)**

	Organization	Country	Name	Title
1	KRA	Kenya	Aduwi George	Senior Revenue Officer-National Targeting Centre
2	KRA	Kenya	Loise Kariuki	Risk Analyst and Reconciliation
3	KRA	Kenya	Peter Nganga	Risk Analyst and Reconciliation
4	KRA	Kenya	Obiero Wycliffe	Revenue Officer II
5	OBR	Burundi	Nibigira Felicite	Economic Advisor
6	OBR	Burundi	Benson Niyungeko	
7	OBR	Burundi	Cyprien Nizigiyimana	
8	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer
9	RRA	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer
10	RRA	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer
11	TRA	Tanzania	Felician Mushi	Head Fast
12	TRA	Tanzania	Hamza Kadege	Senior Customs Officer
13	TRA	Tanzania	Juma Hassan	Manager, Risk Management and Intelligence
14	TRA	Tanzania	Oswald Massawe	Customs Officer
15	URA	Uganda	Patience Achal	Business Analysis Officer
16	URA	Uganda	Christine Winyi	Business Analysis Officer
17	URA	Uganda	Robert Seruwagi	
18	URA	Uganda	Prilla Kabagambe Tusiime	

Organization	Country	Name	Title
1 KRA	Kenya	DIANA N.MURIRA	CSD-NKU
2 KRA	Kenya	MARTIN K. OTIENO	CSD-POST CLEARANCE AUDIT
3 KRA	Kenya	ALFRED K. NJUE	CSD-K9 UNIT
4 KRA	Kenya	SUSAN MANZA	CSD-PROGRAMMES
5 KRA	Kenya	WESLEY LANGAT	CSD-MANIFEST
6 KRA	Kenya	SAMUEL L. LICHUNGI	CSD-ICD RDE
7 KRA	Kenya	WYCLIFFE OBIERO	CSD-NTC
8 KRA	Kenya	STEPHEN K. NDUATI	CSD-BCO LIBOI
9 KRA	Kenya	KENNETH MUJURURI	CSD-PMU
10 KRA	Kenya	CHARLES KORIR	CSD-KSM
11 KRA	Kenya	MILLICENT LAGAT	CSD-NCM
12 KRA	Kenya	ONCHWERI VINCENT	CSD-NTC
13 KRA	Kenya	JOAN GITAU	CSD-ELDORET
14 KRA	Kenya	MUSICHI ELECTINE	CSD-PROGRAMMES
15 KRA	Kenya	REUBEN B. ODUNDO	CSD-MALABA
16 KRA	Kenya	ABDI WAKO GALGAL	CSD-NAIROBI
17 KRA	Kenya	JUMA MICHAEL	CSD-NBI JKA
18 KRA	Kenya	KHAMIS MBARAK	CSD-DPC
19 KRA	Kenya	CATHERINE MWADIM	CSD-RML
20 KRA	Kenya	HARRIET GIKONYO	CSD-MSA
21 KRA	Kenya	EDGAR ELIAZARO	ENFORCEMENT-MSA
22 KRA	Kenya	TESSA N. NJARAMBA	JKA-NBI
23 KRA	Kenya	BERNARD J. MUMIA	RISK MGT & INTELLIGENCE MSA

5-6-3 Kampala, Uganda, 22 Feb-2 Mar 2012 (HS WG)

Organization	Country	Name	Title
1 KRA	Kenya	Charles Mureithi	Verification Officer
2 KRA	Kenya	David Kimuli	Revenue Officer II
3 KRA	Kenya	Leonard Sang	Office in Charge, Scanner
4 KRA	Kenya	Winfred Jillani	Trainer, Customs
5 OBR	Burundi	Ndoricipa Marie	Head of Office
6 OBR	Burundi	Nyandwi Denise	Customs Officer
7 OBR	Burundi	Angelo Jocelyn BUTONI	
8 OBR	Burundi	Célestin NZEYIMANA	
9 RRA	Rwanda	Karugabe Augustine	Post Clearance Officer
10 RRA	Rwanda	Shumbusho Aline	Verification and Zone Manager
11 RRA	Rwanda	Umurungi Vivian	Senior Collector
12 TRA	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)
13 TRA	Tanzania	Adriert Tutuba	Customs Officer, Mwanza South Port
14 TRA	Tanzania	Pius Kibahila	Trainer
15 TRA	Tanzania	Rogasinn Shirima	Assistant Regional Manager
16 URA	Uganda	Kirungi Peninah	Valuation Officer
17 URA	Uganda	Achaye George	Second in Charge, Station
18 URA	Uganda	Otyama Francis	Revenue Officer
19 URA	Uganda	Rubagumya Jameson	Officer I
20 JICA	Japan	Daidoji	HS Classification Expert
21 JICA	Japan	Seiki Yamashita	HS Classification Expert
22 WCO	Belgium	Ed de Joeng	Senior Technical Officer

**5-7: 6th Activity of Programme on Capacity Building of Master Trainers  
AICAD, Juja, Kenya, 16-27 April, 2012**

Sl. No.	Administration	Role in MTP	Name	Sex
1	KRA	CV W/G Member (MTP Country Leader)	Abakuk Kasibo	Mr.
2	KRA	CV W/G Member	Ebby Khaguli	Ms.
3	KRA	CV W/G Member	Esther Watene	Ms.
4	KRA	CV W/G Member	Fridah Kimani	Ms.
5	KRA	HS W/G Member	Leonard Sang	Mr.
6	KRA	HS W/G Member	Winfred Jilani	Ms.
7	KRA	HS W/G Member	Charles Muroithi	Mr.
8	KRA	HS W/G Member	David Kimuli	Mr.
9	KRA	IA W/G Member	Loise Kariuki	Ms.
10	KRA	IA W/G Member	Obiero Daniel	Mr.
11	KRA	IA W/G Member	Peter Nganga	Mr.
12	KRA	IA W/G Member (IA W/G Leader)	Aduwi George	Mr.
13	OBR	HS W/G Member	Ndoricimpa Emma Marie	Ms.
14	OBR	HS W/G Member	Nyandwi Denise	Ms.
15	OBR	IA W/G Member (MTP Country Leader)	Nibigira Felicite	Ms.
16	OBR	CV W/G Member	Kubwimana Judith	Ms.
17	OBR	CV W/G Member	Marie-Goreth bizindavyi	Ms.
18	OBR	HS W/G Member (join from 5th)	Butoni Angelo Jocelyn	Mr.
19	OBR	HS W/G Member (join from 5th)	Nzeyimana Celestin	Mr.
20	OBR	IA W/G Member (join from 5th)	Benson Nyungoko	Mr.
21	OBR	IA W/G Member (join from 5th)	Cyprien Nizigiyimana	Mr.
22	OBR	IA W/G Member (join from 5th)	Claudia Ndenzako	Ms.
23	RRA	HS W/G Member	Karugaha Augustine	Mr.
24	RRA	HS W/G Member	Mbabazi Margret	Ms.
25	RRA	HS W/G Member	Shumbusho Aline	Ms.
26	RRA	HS W/G Member	Umurungi Vivian	Ms.
27	RRA	IA W/G Member	Kabera Sam	Mr.
28	RRA	IA W/G Member (MTP Country Leader)	Kalisa Edward	Mr.
29	RRA	IA W/G Member	Mulindahabi Johnson	Mr.
30	RRA	CV W/G Member	Jimmy Muyango Mwesigye	Mr.
31	RRA	CV W/G Member	Mukamurenzi Providence	Ms.
32	RRA	CV W/G Member	Rugema Lucien	Mr.
33	TRA	HS W/G Member	Adriberi Tutuba	Mr.
34	TRA	HS W/G Member	Pius Kibabila	Mr.
35	TRA	HS W/G Member	Rogasian Shirima	Mr.
36	TRA	IA W/G Member	Felician Mushi	Mr.
37	TRA	IA W/G Member	Junu Hassan	Mr.
38	TRA	IA W/G Member	Oswald Massawe	Mr.
39	TRA	IA W/G Member	Hanzza Kadege	Mr.
40	TRA	CV W/G Member (MTP Country Leader)	George Mnyitafu	Mr.
41	TRA	CV W/G Member	Mary Nicefor Lyakurwa	Ms.
42	TRA	CV W/G Member	Narcis Lumumba	Mr.
43	TRA	HS W/G Member (HS W/G Leader)	Charles Sabuni	Mr.
44	URA	HS W/G Member	Achaye George	Mr.
45	URA	CV W/G Member (CV W/G Leader)	Kagumire Abel	Mr.
46	URA	HS W/G Member	Oiyama Francis	Mr.
47	URA	HS W/G Member	Rubungunya Jameson	Mr.
48	URA	HS W/G Member (MTP Country leader)	Kirungi Peninah	Ms.
49	URA	IA W/G Member	Christine Winyi	Ms.
50	URA	IA W/G Member	Patience Achal	Ms.
51	URA	IA W/G Member (join from 5th)	Kabagambe Tusime Prilla	Ms.
52	URA	IA W/G Member	Seruwagi Noberi	Mr.
53	URA	CV W/G Member	Kiconco Byannugisha Kellen	Ms.
54	URA	CV W/G Member	Mubiru Salim	Mr.
55	URA	CV W/G Member	Twongeirwe Nyongozi Livingstone	Mr.
56	Japan Custom	HS expert	Seiki Yamashita	Mr.
57	Japan Custom	CV expert	Shingo Tanagami	Mr.
58	Japan Custom	IA expert	Ricko Shikimachi	Ms.
59	Japan Custom	IA expert	Mnkoto Uchiyama	Mr.
60	Japan Custom	CV expert	Tsuyoshi Togoe	Mr.
61	Japan Custom	HS expert	Takeshi Daidoji	Mr.
62	JICA Project	Chief Advisor	Masaharu Shimoya	Mr.
63	JICA Project	Advisor	Takao Iwai	Mr.

**5-8. 7th MTP Activity (WCO Accreditation Workshop Participation)**

**5-8-1 CV Working Group (English)**

**WCO Regional Training Center (Nigeria Customs Training Center), 24-28 September 2012**

Sl. No.	Organization	Country	Name	Title
1	KRA	Kenya	Abakuk Kasibo	Revenue officer
2	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner, JKIA
3	KRA	Kenya	Esther Watene	Revenue officer I
4	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner, JKIA
5	RRA	Rwanda	Providence Mukamurenzi	Senior Valuation Officer
6	RRA	Rwanda	Rugema Lucien	Customs officer
7	URA	Uganda	Twongeirwe Livingstone	Officer
8	URA	Uganda	Kiconco Kellen	Customs officer

5-8-2 CV Working Group (French)

WCO Regional Training Center (Gabon Customs) October 22th-26th, 2012

Organization	Country	Name	Title
1 OBR	Burundi	Judith Kubwimana	Customs Officer

5-8-3 HS Working Group (English)

WCO Regional Training Center (Zimbabwe Revenue Authority Training Institute) 22-26th April 2013

Organization	Country	Name	Title
1 TRA	Tanzania	Pius Kibahila	Trainer
2 TRA	Tanzania	Rogasian Shirima	Station Manager, Tunduma
3 TRA	Tanzania	Charles Sabuni	Ag. Deputy Rector, ITA
4 TRA	Tanzania	Adriert Tutuba	Customs Officer, Trade Facilitation unit
5 KRA	Kenya	David Kimuli	Assistant Commissioner, Busia Station
6 KRA	Kenya	Winfred Jillani	Trainer, Customs (HS Classification), KESRA
7 KRA	Kenya	Leonard Sang	Senior officer, Mombasa Customs
8 URA	Uganda	Peninah Kirungi	Officer in charge of AEO program

5-9: 8th Activity of Programme on Capacity Building of Master Trainers (Evaluation)

5-9-1 Nairobi, Kenya, 23-31 Aug 2012 (HS WG)

Organization	Country	Name	Title	
1 KRA	Kenya	Charles Mureithi	Verification Officer	
2 KRA	Kenya	David Kimuli	Revenue Officer II	
3 KRA	Kenya	Leonard Sang	Office in Charge, Scanner	
4 KRA	Kenya	Winfred Jillani	Trainer, Customs	
5 OBR	Burundi	Ndoricimpa Marie	Head of Office	
6 OBR	Burundi	Nyandwi Denise	Customs Officer	
7 OBR	Burundi	Angelo Jocelyn Butoni		
8 OBR	Burundi	Célestin Nzeyimana		
9 RRA	Rwanda	Karugabe Augustine	Post Clearance Officer	
10 RRA	Rwanda	Shumbusho Aline	Verification and Zone Manager	
11 RRA	Rwanda	Umurungi Vivian	Senior Collector	
12 TRA	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)	
13 TRA	Tanzania	Adriert Tutuba	Customs Officer, Mwanza South Port	
14 TRA	Tanzania	Pius Kibahila	Trainer	
15 TRA	Tanzania	Rogasian Shirima	Assistant Regional Manager	
16 URA	Uganda	Kirungi Peninah	Valuation Officer	
17 URA	Uganda	Achaye George	Second in Charge, Station	
18 URA	Uganda	Otyama Francis	Revenue Officer	
19 URA	Uganda	Rubagumya Jameson	Officer I	
20 Japan Customs	Japan	Takeshi Daidoji	HS Classification Expert	Evaluator
21 Japan Customs	Japan	Seiki Yamashita	HS Classification Expert	Evaluator
22 KRA	Kenya	Kilungya S. M.	Principal, KESRA	Evaluator
23 OBR	Burundi	Charles Ndorimana	Director of Training, CED	Evaluator
24 RRA	Rwanda	Lillian Rugambwa	Principal, RRA Training Institute	Evaluator
25 TRA	Tanzania	Sued F. Faraj	Chief Lecturer, ITA	Evaluator
26 URA	Uganda	Mulondo Lydia Nsibambi	Head of Training	Evaluator
27 EAC	Tanzania	Stephen Analo	Regional Training Coordinator	Evaluator
28 CCES	Kenya	Creck Buyonge	Consultant, University of Canberra	Evaluator
29 JICA Project	Kenya	Masaharu Shimoya	Chief Advisor	Evaluator
30 JICA Project	Kenya	Takao Iwai	Advisor	
31 JICA Project	Kenya	Yoko Konishi	Coordinator	

5-9-2 Kamapla, Uganda 13-21 Sep 2012 (IA WG)

Organization	Country	Name	Title		
1	KRA	Kenya	Aduwi George	Senior Revenue Officer-Risk Management and Licensing	
2	KRA	Kenya	Loise Kariuki	Reconciliation Unit	
3	KRA	Kenya	Peter Nganga	Container Freight Stations - Mombasa	
4	KRA	Kenya	Obiero Daniel	Bond Control Officer, Bonds Management Division	
5	OBR	Burundi	Nibigira Felicite	Economic Advisor	
6	OBR	Burundi	Benson Niyungeko	Head of Statistics Unit, Customs	
7	OBR	Burundi	Cyprien Nizigiyimana	Customs Officer, Assessment section	
7	OBR	Burundi	Cluadia Ndenzako	Risk Management officer	
8	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer	
9	RRA	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer	
10	RRA	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer	
11	TRA	Tanzania	Felician Mushi	Assistant Manager FAST Operation, Control & Enforcement	
12	TRA	Tanzania	Hamza Kadege	Senior Customs Officer, Risk Management and Intelligence Unit	
13	TRA	Tanzania	Juma Hassan	Manager, Risk Management & Intelligence, Risk Management and Intelligence Unit	
14	TRA	Tanzania	Oswald Nassawe	Assistant Manager- Debt, Post Clearance Audit unit	
15	URA	Uganda	Patience Achal	Business Analysis Officer -RM	
16	URA	Uganda	Christine Winyi	Business Analysis Officer -RM	
17	URA	Uganda	Nobert Seruwagi	Supervisor RM	
18	URA	Uganda	Prilla Kabagambe Tusiime	Business Analysis Officer -RM	
22	KRA	Kenya	Kilungya S. M.	Principal, KESRA	Evaluator
23	OBR	Burundi	Charles Ndorimana	Director of Training, CED	Evaluator
24	RRA	Rwanda	Lillian Rugambwa	Principal, RRA Training Institute	Evaluator
25	TRA	Tanzania	Sued F. Faraj	Chief Lecturer, ITA	Evaluator
26	URA	Uganda	Mulondo Lydia Nsibambi	Head of Training	Evaluator
27	EAC	Tanzania	Stephen Analo	Regional Training Coordinator	Evaluator
28	CCES	Kenya	Creck Buyonge	Consultant, University of Canberra	Evaluator
29	Japan Customs	Japan	Rieko Shikimachi	IA Expert	
30	Japan Customs	Japan	Makoto Uchiyama	IA Expert	Evaluator
31	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor	Evaluator
32	JICA Project	Kenya	Takao Iwai	Advisor	
33	JICA Project	Kenya	Yoko Konishi	Coordinator	
34	JICA Project	Kenya	Allan Morgan	Admin Assistant	

5-9-3 Dar es Salaam, Tanzania, 4-12 Oct 2012 (CV WG)

Organization	Country	Name	Title		
1	KRA	Kenya	Esther Watene	Revenue Officer I, Malaba	
2	KRA	Kenya	Fridah Kimani	Senior Revenue officer, DPC, CSD	
3	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner, JKIA	
4	KRA	Kenya	Abakuk Kasibo	Revenue officer, Valuation & Tariff	
6	OBR	Burundi	Marie-Goreth Bizindavyi	Monitoring Service, Field Operation	
7	OBR	Burundi	Kubwimana Judith	Customs Officer, Verification	
8	RRA	Rwanda	Jimmy Mwesigye	Customs intelligence officer	
9	RRA	Rwanda	Mukamurenzi Providence	Senior Valuation Officer	
10	RRA	Rwanda	Rugema Lucien	Customs officer	
11	RRA	Rwanda	Shyaka Alex	Customs officer	
12	RRA	Rwanda	Lillian Rugambwa	Principal	
13	TRA	Tanzania	Narcis Lumumba	Customs Officer	
14	TRA	Tanzania	Mary Nicefor Lyakurya		
15	TRA	Tanzania	George Mnyitafu	Manager	
16	URA	Uganda	Salim Mubiru	Officer In-charge Document Check	
17	URA	Uganda	Kellen kiconco Byamugisha	Officer I	
18	URA	Uganda	Kagumire Abel	Document Check/Assessment Officer	
19	URA	Uganda	Twongirwe livingstone	Officer	
22	KRA	Kenya	Kilungya S. M.	Principal, KESRA	Evaluator
23	OBR	Burundi	Charles Ndorimana	Director of Training, CED	Evaluator
24	RRA	Rwanda	Lillian Rugambwa	Principal, RRA Training Institute	Evaluator
25	TRA	Tanzania	Sued F. Faraj	Chief Lecturer, ITA	Evaluator
26	URA	Uganda	Margaret Nabukeya	Ag. Head of Training	Evaluator
27	EAC	Tanzania	Stephen Analo	Regional Training Coordinator	Evaluator
28	CCES	Kenya	Creck Buyonge	Consultant, University of Canberra	Evaluator
29	Japan Customs	Japan	Shingo Tanagami	Customs valuation expert	
30	Japan Customs	Japan	Tsuyoshi Togoe	Senior customs valuation expert	Evaluator
31	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor	Evaluator
32	JICA Project	Kenya	Takao Iwai	Advisor	
33	JICA Project	Kenya	Yoko Konishi	Coordinator	
34	JICA Project	Kenya	Alice Kananu	Project officer	



**5-10: 9th Activity of Programme on Capacity Building of Master Trainers (EAC training)  
5-10-1 Kampala, Uganda, 21-25 Jan 2013 (CV WG)**

	Organization	Country	Name	Title	
1	KRA	Kenya	Esther Watene	Revenue Officer I, Mlaba	
2	KRA	Kenya	Fridah Kimani	Senior Revenue officer, DPC, CSD	
3	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner, JKIA	
4	KRA	Kenya	Abakuk Kasibo	Revenue officer, Valuation & Tariff	
6	OBR	Burundi	Marie-Goreth Bizindavyi	Monitoring Service, Field Operation	
7	OBR	Burundi	Kubwimana Judith	Customs Officer, Verification	
8	RRA	Rwanda	Jimmy Mwesigye	Customs intelligence officer	
9	RRA	Rwanda	Mukamurenzi Providence	Senior Valuation Officer	
10	RRA	Rwanda	Rugema Lucien	Customs officer	
11	RRA	Rwanda	Shyaka Alex	Customs officer	
12	RRA	Rwanda	Lillian Rugambwa	Principal	
13	TRA	Tanzania	Narcis Lumumba	Customs Officer	
14	TRA	Tanzania	Mary Nicefor Lyakurya		
15	TRA	Tanzania	George Mnyitafu	Manager	
16	URA	Uganda	Salim Mubiru	Officer In-charge Document Check	
17	URA	Uganda	Kellen kiconco Byamugisha	Officer I	
18	URA	Uganda	Kagumire Abel	Document Check/Assessment Officer	
19	URA	Uganda	Twongirwe livingstone	Officer	
20	KRA	Kenya	Salma Bashir	Deputy Principal, KESRA	Trainer
21	OBR	Burundi	Charles Ndorimana	Director of Training, CED	Trainer
22	TRA	Tanzania	John Mziray	Chief Lecturer, ITA	Trainer
23	EAC	Kenya	Stephen Analo	Regional Training Coordinator	Trainer
24	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor	
25	JICA Project	Kenya	Takao Iwai	Advisor	
26	JICA Project	Kenya	Yoko Konishi	Coordinator	
27	JICA Project	Kenya	Allan Morgan	Admin Assistant	

**5-10-2 Bujumbura, Burundi 4-8th February 2012 (HS WG)**

	Organization	Country	Name	Title	
1	KRA	Kenya	Charles Mureithi	Verification Officer	
2	KRA	Kenya	David Kimuli	Revenue Officer II	
3	KRA	Kenya	Leonard Sang	Office in Charge, Scanner	
4	KRA	Kenya	Winfred Jillani	Trainer, Customs	
5	OBR	Burundi	Ndoricipa Marie	Head of Office	
6	OBR	Burundi	Nyandwi Denise	Customs Officer	
7	OBR	Burundi	Angelo Jocelyn Butoni		
8	OBR	Burundi	Célestin Nzeyimana		
9	RRA	Rwanda	Karugabe Augustine	Post Clearance Officer	
10	RRA	Rwanda	Shumbusho Aline	Verification and Zone Manager	
11	RRA	Rwanda	Umurungi Vivian	Senior Collector	
12	TRA	Tanzania	Charles Sabuni	Principal Customs Officer (Trainer)	
13	TRA	Tanzania	Adriert Tutuba	Customs Officer, Mwanza South Port	
14	TRA	Tanzania	Pius Kibahila	Trainer	
15	TRA	Tanzania	Rogasian Shirima	Assistant Regional Manager	
16	URA	Uganda	Kirungi Peninali	Valuation Officer	
17	URA	Uganda	Achiye George	Second in Charge, Station	
18	URA	Uganda	Otyama Francis	Revenue Officer	
19	URA	Uganda	Rubagumya Jameson	Officer I	
20	KRA	Kenya	Salma Bashir	Deputy Principal, KESRA	Trainer
21	OBR	Burundi	Charles Ndorimana	Director of Training, CED	Trainer
22	TRA	Tanzania	John Mziray	Manager, Recruitment	Trainer
23	URA	Uganda	Blenda Nakkazi		Trainer
24	EAC	Tanzania	Stephen Analo	Regional Training Coordinator	Trainer
25	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor	
26	JICA Project	Kenya	Takao Iwai	Advisor	
27	JICA Project	Kenya	Yoko Konishi	Coordinator	
28	JICA Project	Kenya	Allan Morgan	Admin Assistant	

5-10-3 Dar es Salaam, Tanzania, 17-23 Mar 2013 (IA WG)

	Organization	Country	Name	TIUC	
1	KRA	Kenya	Aduwi George	Senior Revenue Officer-Risk Management and Licensing	
2	KRA	Kenya	Loise Kariuki	Reconciliation Unit	
3	KRA	Kenya	Peter Nganga	Container Freight Stations - Mombasa	
4	KRA	Kenya	Obiero Daniel	Bond Control Officer, Bonds Management Division	
5	OBR	Burundi	Nibigira Felicite	Economic Advisor	
6	OBR	Burundi	Cyprien Nizigiyimana	Customs Officer, Assessment section	
7	OBR	Burundi	Cluadin Ndenzako	Risk Management officer	
8	RRA	Rwanda	Kalisa Edward	Customs Intelligence Officer	
9	RRA	Rwanda	Mulindahabi Johnson	Customs Intelligence Officer	
10	RRA	Rwanda	Kabera Samuel	Senior Compliance and Intelligence Officer	
11	TRA	Tanzania	Felician Mushii	Assistant Manager FAST Operation, Control & Enforcement	
12	TRA	Tanzania	Hunza Kadege	Senior Customs Officer, Risk Management and Intelligence Unit	
13	TRA	Tanzania	Juma Hassan	Manager, Risk Management & Intelligence, Risk Management and Intelligence Unit	
14	TRA	Tanzania	Oswald Massawe	Assitant Manager- Debt, Post Clearance Audit unit	
15	URA	Uganda	Patience Achal	Business Analysis Officer -RM	
16	URA	Uganda	Christine Winyi	Business Analysis Officer -RM	
17	URA	Uganda	Nobert Seruwagi	Supervisor RM	
18	URA	Uganda	Prilla Kabaganbe Tusiime	Business Analysis Officer -RM	
19	KRA	Kenya	Salma Bashir	Deputy Principal, KESRA	Trainer
20	OBR	Burundi	Charles Ndorimana	Director of Training, CED	Trainer
21	RRA	Rwanda	Evariste Ntaganda	Principal, RRA Training Institute	
22	TRA	Tanzania	John Mziray	Manager, Recruitment	Trainer
23	URA	Uganda	Ronald Kasule	Lecturer, URA Training school	Trainer
24	EAC	Tanzania	Stephen Analo	Regional Training Coordinator	Trainer
25	JICA Project	Kenya	Mnsaharu Shimoya	Chief Advisor	
26	JICA Project	Kenya	Takao Iwai	Advisor	
27	JICA Project	Kenya	Yoko Komishi	Coordinator	
28	JICA Project	Kenya	Allan Morgan	Admin Assistant	

ANNEX 6-3 JBS/JWC

1. JBS/JWS meeting Participants List (Phase II) FY 2010

2010 Mar JWS - Marine Operations Training  
Kisumu, Kenya, 22-26 March 2010

#	Organization	Country	Name	Title
1	KRA	Kenya	Stanley Mwangi	
2	KRA	Kenya	Bernard Bollo	
3	KRA	Kenya	Symon Kimetto	
4	KRA	Kenya	Jared Okoth Obongo	
5	KRA	Kenya	W.O. Jubnga	
6	KRA	Kenya	Richard Kiprontech	
7	KRA	Kenya	Joseph Uleo Jillo	
8	KRA	Kenya	Elizabeth Kimani	
9	KRA	Kenya	Gift Kitula	
10	KRA	Kenya	Emmanuel Okello	
11	KRA	Kenya	Fredrick Musungu	
12	KRA	Kenya	Edward Talam	
13	TRA	Tanzania	William Gosi (CAPT)	
14	TRA	Tanzania	Mohamed Ndege (CAPT)	
15	TRA	Tanzania	Semainda Mhina	
16	TRA	Tanzania	Juma Massolah	
17	TRA	Tanzania	Walbertus Mulama	
18	TRA	Tanzania	Kondo Kitun	
19	TRA	Tanzania	Nicholas Mangariza	
20	TRA	Tanzania	Sarag Jasonbaka	
21	TRA	Tanzania	Stephen G. Mkapa	
22	TRA	Tanzania	Gwakisa Mwaisumo	
23	URA	Uganda	Paul Senoga Lumu	
24	URA	Uganda	Kato Emmanuel	
25	URA	Uganda	Mwesigye David	
26	URA	Uganda	Livingstone Kintu	
27	URA	Uganda	Odeke Sam	
28	URA	Uganda	Kalyango Robert	

2010 Oct JBS/JWS - Senior Enforcement Officials Meeting

Nairobi, Kenya, October 27, 2010

#	Organization	Country	Name	Title
1	KRA	Kenya	Julius Musyoki	Deputy Commissioner, Enforcement
2	KRA	Kenya	Jonah Cheruiyot	Deputy Commissioner, Program, CSD
3	KRA	Kenya	Susan Wanjohi	Senior Assistant Commissioner, Business Improvement, CSD
4	KRA	Kenya	Edward Tallam	Marine Unit, Kisumu
5	KRA	Kenya	Abdul Bonaya	Assistant Commissioner, Malaba
6	TRA	Tanzania	Patrick Kisaka	Deputy Commissioner, Compliance and Enforcement
7	TRA	Tanzania	Mayela Baluhi	Assistant Manager, Kagera Region
8	TRA	Tanzania	Phares Mniko	Assistant Manager, Arusha
9	URA	Uganda	Charles Nuwagaba	Assistant Commissioner
10	URA	Uganda	James Kisaale	Assistant Commissioner, Enforcement
11	URA	Uganda	Arorwa Daniel	Manager, Enforcement
12	WCO	Kenya	Kenneth Ochola	Head, WCO RILO ESA
13	WCO	Kenya	Susan Onyancha	WCO RILO ESA
14	JICA Project	Kenya	Shinji Urakawa	Chief Advisor
15	JICA Project	Kenya	Takao Iwai	Advisor
16	JICA Project	Kenya	Yukari Yoshida	Coordinator

2010 Nov JBS/JWS - Senior Enforcement Officials Meeting

Nairobi, Kenya, November 30, 2010

#	Organization	Country	Name	Title
1	KRA	Kenya	Julius Musyoki	Deputy Commissioner, Enforcement
2	KRA	Kenya	Susan Wanjohi	Senior Assistant Commissioner, Business Improvement, CSD
3	KRA	Kenya	Michael Oshinde	Marine Unit, Kisumu
4	KRA	Kenya	Abdul Bonaya	Assistant Commissioner, Malaba
5	TRA	Tanzania	Patrick Kisaka	Deputy Commissioner Compliance and Enforcement
6	TRA	Tanzania	Mnason Msangi	Assistant Manager, Mara Region
7	TRA	Tanzania	Phares Mniko	Assistant Manager, Arusha
8	URA	Uganda	Charles Nuwagaba	Assistant Commissioner
9	URA	Uganda	James Kisaale	Assistant Commissioner, Enforcement
10	URA	Uganda	Arorwa Daniel	Manager, Enforcement
11	WCO	Kenya	Susan Onyancha	WCO RILO ESA
12	JICA Project	Kenya	Shinji Urakawa	Chief Advisor
13	JICA Project	Kenya	Takao Iwai	Advisor
14	JICA Project	Kenya	Yukari Yoshida	Coordinator
15	JICA Project/KRA	Kenya	Allan Morgan	Admin Assitant

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## 2011 Feb BCC Namanga Meeting

Namanga Kenya, February 15, 2011

Organization	Country	Name	Title
1 KRA	Kenya	Julius Musyoki	Deputy Commissioner, Enforcement
2 KRA	Kenya	Susan Wanjohi	Senior Assistant Commissioner, Business Improvement, CSD
3 KRA	Kenya	Billy Ngumi	
4 KRA Namanga	Kenya	Gitau Gitau	Namanga Station Manager
5 KRA Namanga	Kenya	Martin Nabuiya	2nd in charge at Namanga
6 KRA Namanga	Kenya	Godfrey Mugah	3rd in charge at Namanga
7 TRA	Tanzania	Farence Mniko	Arusha Regional Manager
8 DIÖCS Namanga	Kenya	Labachia James	
9 Kenya bureau of Standards	Kenya	Peter K. Kirwa	
10 Kenya Plant Health Inspectorate Services	Kenya	Kennedy M. Muteti	
11 OCS Namanga	Kenya	Calvince D. C. Okong'o	
12 Police	Kenya	Jackson Kinoti	
13 Police	Kenya	Joseph Nguni	
14 Admin Police	Tanzania	Charles I. Macharin	
15 Immigration	Tanzania	Semu M. Mwalilimo	
16 TAEC	Tanzania	Aloyce Amasi	
17 TRA Namanga	Tanzania	Issa Mwalubundu	
18 TRA Namanga	Tanzania	Priscus Mungusifiwe	Namanga Station Manager
19 Veterinary	Tanzania	Medard J. Tarimo	
20 Immigration	KRA	Gitonga J. Rungurua	
21 JICA Project	Kenya	Shinji Urakawa	Chief Advisor
22 JICA Project	Kenya	Takao Iwai	Advisor

## 2. JBS/JWS meeting Participants List (Phase II) FY 2011

2011 April BCC Malaba Meeting

Tororo, Uganda, April, 2011

Organization	Country	Name	Title
1 KRA	Kenya	John Kiple Chingole	SAC, Western Region
2 KRA	Kenya	Susan Wanjohi	SAC, Business Process Improvement
3 KRA	Kenya	Reuben Odundo	
4 KRA	Kenya	Abdul Bonaya	
5 KRA Busia	Kenya	David M Kimuli	AC, Busia Station Manager
6 KRA Malaba	Kenya	Julius Kihara	AC, Malaba Station Manager
7 URA	Uganda	James Kisaale	Assistant Commissioner, Enforcement
8 URA	Uganda	Phillip Egasa	
9 URA	Uganda	Moses Musamba	
10 URA	Uganda	Haruna W Mutebi	
11 URA	Uganda	David Dongo	
12 URA	Uganda	Jaloudh Bushara	
13 URA	Uganda	Geofrey Balamaga	Manager Eastern Region
14 URA Malaba	Uganda	Stephen Kimpwedde	
15 JICA Project	JICA PO	Takao Iwai	Advisor

## 2011 Aug BCC Namanga Meeting

Namanga Kenya, August 5, 2011

Organization	Country	Name	Title
1 KRA Namanga	Kenya	Godfrey Mugah	3rd in charge of Namanga
2 Kenya bureau of Standards	Kenya	Emmanuel Nguzo	
3 Kenya Immigration	Kenya	Hamisi Soidi	
4 Kenya Plant Health Inspectorate Services	Kenya	Kennedy Mteti	
5 Tanzania Bureau of Standards	Tanzania	Hassan Juma	
6 Tanzania Food and Drug Administration	Tanzania	Gabriel Mdnchi-	
7 Tanzania Plant Health Services	Tanzania	Emmanuel Alphonse	
8 Tanzania Police	Tanzania	Bernard John	
9 TRA Namanga	Tanzania	Priscus Mungusifiwe	Namanga Station Manager
10 JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
11 JICA Project	Kenya	Takao Iwai	Advisor

## 2011 Sep JBS Preparatory meeting &amp; Field Survey on Kobero/Kabanga

Bujumbura, Kobero/Kabanga, Burundi (Tanzania) 6-7 September 2011

Organization	Country	Name	Title
1 OBR	Burundi	Emile Sinzamusizi	Deputy Commissioner General
2 OBR	Burundi	Joseph Ndarishikanye,	Commissioner Customs & Excise
3 OBR	Burundi	Leonce Niyonzima	Director Customs & Excise
4 OBR	Burundi	Marie-Goreth Bizindavyi	Head Borders' Services
5 OBR	Burundi	Rebecca Nduwimana	Assistant to Commissioner C&E
6 Burundi Bureau of Standards	Burundi	Eric Ruracenyeka	
7 TRA	Tanzania	Patrick Kisaka	Deputy Commissioner Compliance and Enforcement
8 TRA	Tanzania	Mayela Baluhi	Manager Kagera Region
9 JICA Burundi field office	Burundi	Koichi Shoji	Chef de Mission
10 JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
11 JICA Project	Kenya	Takao Iwai	Advisor

2011 Sep **JBS Preparatory meeting & Field Survey on Gatuna/Katuna**  
Kigali, Gatuna/Katuna, Rwanda (Uganda) 12-13 September 2011

	Organization	Country	Name	Title
1	RRA	Rwanda	Jackline Murekatete	Ag. Head Compliance & Enforcement Division
2	RRA	Rwanda	Josias Muhayimana	Head Risk Management & Intelligence Unit
3	RRA	Rwanda	Rafiki Mijiji	Principle Revenue Surveillance Officer
4	RRA	Rwanda	Jenn Baptiste Mutabazi	Deputy Principle Revenue Surveillance Officer
5	URA	Uganda	James Kisaale	Assistant Commissioner Enforcement
6	URA	Uganda	Daniel Arorwa	Manager Enforcement Operations
7	URA	Uganda	Chares Rumanyika	Manager Customs Western
8	JICA Rwanda office	Rwanda	Satoko Nishigori	Program Manager
9	JICA Rwanda office	Rwanda	Placide Nkunwenimana	Economic Infrastructure Program Officer
10	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
11	JICA Project	Kenya	Takao Iwai	Advisor

2011 Nov **JBS/JVS -BCC Malaba & WCC Lake Victoria & SEO Meeting**  
Tororo, Uganda, November 1, 2011

	Organization	Country	Name	Title
1	KRA	Kenya	Kamau Nganga	DC, Enforcement Operations
2	KRA	Kenya	John Changole	SAC, Western Region
3	KRA	Kenya	Julius Kilira	AC, Malaba Station Manager
4	KRA	Kenya	Robert Odessa Aloys	Busia Enforcement
5	KRA	Kenya	Reuben Odundo	Senior Revenue officer, Malaba
6	KRA	Kenya	Jonathan Itale	AC, Western Region Enforcement
7	TRA	Tanzania	Wolfgang Salia	Manager, Enforcement
8	TRA	Tanzania	Mnason Msangi	Asst. Regional Manager, Mara Region
9	URA	Uganda	James Kisaale	AC, Enforcement
10	URA	Uganda	Dongo David	In charge Busitema Enforcement
11	URA	Uganda	Balamaga Geofrey	Manager Eastern Region
12	URA	Uganda	Kintu Livingstone	Marine Supervisor
13	URA	Uganda	Mutebi Haruna W.	In charge Busin Enforcement
14	URA Malaba	Uganda	Philip Egasa	Supervisor Enforcement
15	WCO	WCO	Susan Onyancha	WCO RILO ESA
16	JICA Project	JICA PO	Masaharu Shimoya	Chief Advisor
17	JICA Project	JICA PO	Takao Iwai	Advisor
18	JICA Project	JICA PO	Allan Morgan	Secretary

2012 Feb **JBS Gatuna Katuna Preparation Meeting**  
URA Business Center, Nakawa, Kampala Uganda, 29 February 2012

	Organization	Country	Name	Title
1	RRA	Rwanda	Innocent Safari	Head of Trade Management Division
2	RRA	Rwanda	Busingye Flavia	Senior Legal Officer
3	RRA	Rwanda	Nsengimurva jehryastome	Senior Verification Officer
4	RRA	Rwanda	Mutesi Edith	Valuation Officer
5	URA	Uganda	James Kisaale	AC, Enforcement
6	URA	Uganda	Rumanyeschen	Manager, Customs Western
7	URA	Uganda	Julius Nkwasiire	Manager, Transmonitoring unit
8	URA	Uganda	Malinga Timothy. I.	Officer, Legal & Bonds
9	JICA Project	JICA PO	Masaharu Shimoya	Chief Advisor
10	JICA Project	JICA PO	Takao Iwai	Advisor
11	JICA Project	JICA PO	Yoko Konishi	Coordinator

2012 May **WCC Lake Victoria SEO Meeting**  
Dar es Salaam, 3 May 2013

	Organization	Country	Name	Title
1	KRA	Kenya	John Changole	SAC, Western Region
2	KRA	Kenya	Jonathan Itale	AC, Western Region Enforcement
3	KRA	Kenya	Michael Osinde	AC, Marine Unit, Western Region
4	TRA	Tanzania	Wolfgang Salia	Manager, Enforcement
5	TRA	Tanzania	Theodore Kafanabo	Boat Engineer
6	URA	Uganda	James Kisaale	AC, Enforcement
7	URA	Uganda	Daniel Arorwa	Manager, Enforcement
8	URA	Uganda	Kintu Livingstone	Marine Supervisor
9	JICA Project	JICA PO	Masaharu Shimoya	Chief Advisor
10	JICA Project	JICA PO	Takao Iwai	Advisor
11	JICA Project	JICA PO	Yoko Konishi	Coordinator

2012 Aug JBS Gatuna Katuna SEO Meeting

Cephas Inn, Kabale, Uganda, 21 August, 2012

Organization	Country	Name	Title	
1	Immigration	Uganda	Sonyondo Silver	Immigration Officer Kamwezi
2	BISO	Uganda	Isingoma Simon	BISO Kamwezi
3	BISO	Uganda	William Bwongyerere	BISO Mirama Hills
4	URA	Uganda	Kajubi Nathan	Border Intelligence Officer Kamwezi
5	URA	Uganda	ASP Minyeto Henry	O.C Station Mirama Hills
6	URA	Uganda	Nyanzi Ronnie	In Charge Kamwezi Customs
7	URA	Uganda	Mwanje Enoch	Intelligence Officer South Western Region
8	URA	Uganda	Jane Akello	Supervisor Enforcement S/Western Region
9	URA	Uganda	Daniel Arorwa	Manager Operations URA
10	URA	Uganda	Michael Ojatum	Supervisor Mutukula Customs Station
11	URA	Uganda	Michael Karamuzi	Liaison Officer Cyanika
12	URA	Uganda	Nabimanya Robert	DISO Kabale 07
13	URA	Uganda	Tumwesigye Simon	Customs Katuna
14	URA	Uganda	Mukasa Joseph	Driver Enforcement
15	Agriculture	Uganda	Asiinwe Ronald	Agricultural Inspector Katuna
16	URA	Uganda	Kabagume Evelyne	Administrative Officer South Western Region
17	UPDF	Uganda	WO1 Bwanili Christophe	Liaison Officer UPDF Katuna
18	UPDF	Uganda	Lt. Charles Byarugaba	Liaison Officer UPDF Mirama Hills
19	Office of President	Uganda	Sabiiti Kato	Office of the President Katuna
20	Police	Uganda	ASP Hasunira Ahmed	O.C Katuna Police Station
21	URA	Uganda	Kajimbi Nicholas	BISO Katuna
22	URA	Uganda	Ahimbisibwe William	Customs Cyanika
23	KAB	Rwanda	Kangabo Moses Moses	KAB Rwanda
24	URA	Uganda	Tumwine Godfre	Enforcement Katuna
25	RRA	Rwanda	Muhire Paul	Customs Gatuna RRA
26	URA	Uganda	Uwihaye Festus	Rwanda Bureau of Standards, Gatuna
27	URA	Uganda	Twizere Moses	URA Katuna Customs.
28	Immigration	Uganda	Amanya Deborah	Immigration Officer Katuna
29	URA	Uganda	James Kisanale	Assistant Commissioner – Enforcement URA
30	JICA PO	Uganda	Masaharu Shimoya	JICA Chief Advisor
31	JICA PO	Uganda	Takao Iwai	JICA Advisor
32	RRA	Rwanda	Kayitesi Peace	RRA
33	RRA	Rwanda	Mwesigye Mayingo Jimmy	-RRA

2012 Nov JWS Basic Safety Marine Training

Bandari College, KPA, Mombasa, Kenya, November 5-30, 2012

Organization	Country	Name	Title	
1	URA	Uganda	Kankiriho Denis	Customs officer, Enforcement
2	URA	Uganda	David Mpande	Customs officer, Enforcement, Busia
3	URA	Uganda	Samuel Muwereke	Officer-in-charge, Enforcement
4	URA	Uganda	Livingstone Kintu	Supervisor, Enforcement
5	URA	Uganda	Adebo Simon	Officer II, Enforcement
6	URA	Uganda	Tarenwa Stephen	In charge station, Enforcement
7	URA	Uganda	Ndyasasirwa Edison	Officer I, Enforcement

2013 Jan JWS Coxwain Training

Indiana Powerboat Ocean School, Mombasa, Kenya, January 8-18, 2013

Organization	Country	Name	Title	
1	URA	Uganda	Kalyango Robert	Boat driver, Enforcement
2	URA	Uganda	Maniragaba Robert	Boat driver, Enforcement
3	URA	Uganda	Bwana Fred	Boat driver, Enforcement

2013 June BCC Kobero/Kgabanga Meeting

OSBP facility, Kobero, 3 June 2013

Organization	Country	Name	Title	
1	OBR	Burundi	Leonce Niyonzima	Director, Customs
2	OBR	Burundi	Elias Nyamdwi	Mobile team
3	OBR	Burundi	Ngezahayo Diomedee	Kobero station manager
4	OBR	Burundi	Berhi Nguwimana	Customs officer, Kobero
5	TRA	Tanzania	Mayela Baluhi	Manager, Kagera Region
6	TRA	Tanzania	Joseph Maleko	Customs officer, Kabanga
7	TRA	Tanzania	Mayela Baluhi	Manager, Kagera Region
8	TRA	Tanzania	Joseph Maleko	Customs officer, Kabanga
9	TRA	Tanzania	Mdendu Njaulle	Customs TRA HQ
10	TRA	Tanzania	Laurent Kagwebe	Station Manager, Kabanga
11	JICA Project	JICA PO	Masaharu Shimoya	Chief Advisor
12	JICA Project	JICA PO	Takao Iwai	Advisor
13	JICA Project	JICA PO	Alice Kananu	Project coordinator

## ANNEX 6-4 Training for Clearing and Forwarding Agents

### 1. FEAFFA Board Meeting

Dar es Salaam, Tanzania, March 12, 2010

	Organization	Country	Name	Title
1	ADR	Rwanda	John Bosco Rusagara,	Chairman
2	ABADT	Burundi	Deo Ntibibuka	Chairman
3	KIFWA	Kenya	Gerald Kagumo	Chairman
4	UPFA	Uganda	Merian Sebunya	Executive Secretary
5	TAFFA	Tanzania	Salifus Mligo	Secretary General
6	TAFFA	Tanzania	Otieno Igogo	Chairman
7	ADR	Rwanda	Anita Bitega	Chief Executive Officer
8	KIFWA	Kenya	John Mathenge	Executive Officer

### 2. One day Workshop

2-1 Nairobi Kenya, March 22, 2010

	Organization	Country	Name	Title
1			GERALD KAGUMO	Chairman
2	KIFWA	Kenya	WILLIAM AMOLE	Executive Board Memembr
3	KIFWA	Kenya	JOHN MATHENGE	Executive Regional Secreary
4	FEAFFA	Kenya	TABITHA KANYUNGU	Secretary
5	DAVIS & SHIRTLIFF	Kenya	MARTIN MUSYOKA	
6	AQUAERO CARGO LTD	Kenya	DOUGLAS OLUCHA	
7	SHOOTERS CARGO AGENCY	Kenya	CYRUS WARUI	Operations Supervisor
8	ANDY FORWARDERS	Kenya	JONATHAN MULI	Director
9	BESTWING CARGO LTD	Kenya	JAIRUS OTIENO	Assistance Operations Supervisor
10	FLEET FREIGHTERS	Kenya	GEORGE OGUTU	Assistance operatoins
11	DEJAS ENTERPRISES	Kenya	DAVIS OBINO	Director
12	ASKEY K LTD	Kenya	JOHN NJOROGE	Director
13	SHIPPING INFORMATION SERVICES	Kenya	JULIUS GITAU	Director
14	AIRGO CONSULTANTS	Kenya	JAIRUS MUSYOKA	Director
15	WORLDTRADE FREIGHT LOGISTICS LTD	Kenya	EUNICE KYANDE	Branch Secretary
16	RUSINGA INTERNATIONAL	Kenya	JUDY ATIENO OKONJO	Director
17	KEYNOTE LOGISTICS LTD	Kenya	WILLIAM OJONYO	Secretary,
18	TRIPPLE TWO K LTD	Kenya	FANUEL WASIDIA	Director
19	LIASION GLOBAL LTD	Kenya	FRANCIS WANGOMBE	Manager
20	MATSINBERG C&F COMPANNY LTD	Kenya	EMMANUEL MATHAI	Director
21	BLUEWAVES LOGISTICS	Kenya	ERUSTUS GITONGA NZOLI	Director
22	SAMSY INTERNATIONAL	Kenya	WOLOFSKY KANGETHE	Assistance Operations Manager
23	Car and General	Kenya	Betty Luvandwa	Manager
24	SHIPPING INFORMATION SERVICES	Kenya	Nahason Busuru	Declaration officer
25	MWANDO LOGISTICS	Kenya	Josephat Mwanzia	Port Clerk

**2-2 Mombasa, Kenya, March 25, 2010**

	Organization	Country	Name	Title
1	Tribertoo (K) Ltd	Kenya	Gilbert Wawire	director
2	Najmi Clearing	Kenya	Jusuf Musujce	director
3	Westin Enterprises	Kenya	Josephat Ekina	director
4	North West (K) Ltd	Kenya	George Mukabi	director
5	Kidima Enterprises	Kenya	William kidima	director
6	Amer Traders	Kenya	George ndirangu	director
7	Pak pacific	Kenya	Jennifer Wambui	director
8	United Clearing	Kenya	Hitesh Kara	director
9	Fy Simba	Kenya	Murlaza Yusuli	partner
10	Fredtech Forwarders	Kenya	Wilfred Marete	director
11	Morning Glory Freight	Kenya	Peter Kinuthia	-
12	Burhani Forwarders	Kenya	Mohsin Burhani	partner
13	Doshi & Co (H)	Kenya	Samuel Wambua	-
14	Swift royal conveyors	Kenya	Lucy Kiiru	operations manager
15	Juwells Trading Co.	Kenya	Nelson Kiarie	director
16	Slopes Agencies	Kenya	David wachira	operations manager
17	Josim Agencies	Kenya	Simon Mukalla	director
18	Bayport Freight	Kenya	Benjamin M. Nzioka	director
19	Smart choice	Kenya	Daniel Kamau gitau	director
20	Goldwell Forwarders	Kenya	Elijah Kairu	manager
21	Keihin Maritime	Kenya	Eric Gitonga	-
22	KIFWA	Kenya	Valentine Mwakamba	director
23	KIFWA	Kenya	Vincent Mwachiro	-
24	KIFWA	Kenya	Peter Mambembe	-
25	KIFWA	Kenya	Gerald Kagumo	national chairman
26	KIFWA	Kenya	Grace Kabira	executive officer
27	KIFWA	Kenya	Peter Kanyama	official/kifwa
28	KIFWA	Kenya	Davis Mwandido	adminisrator
29	KIFWA	Kenya	John gardner	past chairman
30	Speedway cargo forwarders	Kenya	Micheal mwakio	chairman

**2-3 Kisumu, kenya, Marh 29, 2010**

	Organization	Country	Name	Title
1		Kenya	Isaac Okoni	
2		Kenya	Tom Karan	
3		Kenya	Mathias Echakara-Busia	
4		Kenya	Collins Otieno	
5		Kenya	Silas Kitaka-Isebania	
6		Kenya	Ramesh Karia	
7		Kenya	Aheno Jumba-Isebania	
8		Kenya	Benard Odera	
9		Kenya	Nelson Juma-Isebania	
10		Kenya	Keneth Otieno	
11		Kenya	Barnabas Momanyi	
12		Kenya	Tom Ombok	
13		Kenya	Henry Koech	
14		Kenya	Charles Oketch	
15		Kenya	Sam Akoko	
16		Kenya	Wycliffe Otieno	
17	KIFWA	Kenya	Gerald Kagumo	Chairman
18	FEAFFA	Kenya	John Mathenge	Executive Officer

**2-4 Kamapla, Uganda, April 8, 2010 (for UFFA)**

	Organization	Country	Name	Title
1	Union Logistic (U) Ltd.	Uganda	Daniel Kitagenda S.	
2	Khume & Nagel	Uganda	Fred Sabwa	
3	Allport Freight	Uganda	Frank Mugisa	
4	Mukwano Industries	Uganda	Ssemamda Charles L.	
5	DHL Global	Uganda	Ambrose Turyahabwe	
6	Kenfreight (U) Ltd	Uganda	Lyn Arukunda	
7	Pan African Carriers	Uganda	Okello William	
8	Unifreight Cargo Sercvice	Uganda	Catherine Nakayiza	
9	Coronet	Uganda	Simon Odeke	
10	Coronet	Uganda	Daen Kanika	
11	Continental Shipping	Uganda	Luwango Matu	
12	Bolax Ent. Ltd.	Uganda	Mategyero Bolaz	
13	Aerofreight	Uganda	Paul Luganda	
14	U.F.F.	Uganda	Mukwaya Dennis	
15	VIRI	Uganda	Ben A. Mwesigwa	
16	UFFA	Uganda	Eunice Gumisiriza	
17	UFFA	Uganda	Agnes Wadda	
18	JICA	Uganda	Tetsuo Seki	Chief Representative
19	JICA	Uganda	Shintaro Takano	Representative



**2-5 Kamapla, Uganda, April 9, 2010 (for UCIFA)**

	Organization	Country	Name
1	ATLAS CARGO SYSTEMS LTD	Uganda	MWANJE SAM
2	ATACO FREIGHT SERVICES LTD	Uganda	JOHN ATARYEBA
3	RAKA AGENCIES LTD	Uganda	KANKUNDA AMOS
4	TOGETHER AS ONE ENTERPRISES LTD	Uganda	NAMUTALE WILLIAM
5	DELTA FORWARDERS LTD	Uganda	VICENT TURAMUREBA
6	SEACON MASTERS LTD	Uganda	ACELLAM ALEXA
7	A.S UNITED INVESTMENTS LTD	Uganda	NAMUDDU DROLENCE
8	FREIGHT LOGISTICS LTD	Uganda	ONYANGO BERNARD
9	DEMAFREIGHT LTD	Uganda	BWIRE KEZEKIA
10	NATIONAL LOGISTICS LTD	Uganda	TURIYO MICHEAL
11	RAPID KATE SERVICES LTD	Uganda	BHARAT GORICHA
12	NORDIC FREIGHT LTD	Uganda	OMAR KASSIM
13	JAFFER FREIGHTERS LTD	Uganda	AL HAJJI JAFFER ABDALLA FARJALLAH
14	EXECUTIVE CARGO LTD	Uganda	KABULEETA STEPHEN
15	JOFRA INTERNATIONAL LTD	Uganda	MR. FRANK MURAMURA
16	INTERVISION (U) LTD	Uganda	FRED KIMULI
17	HARDLINE INTERNATIONAL LTD	Uganda	OKUMU BONIFACE
18	MASTER INTERNATIONAL LTS	Uganda	CUTHBERT MUHANGUZI
19	KOB FREIGHT LTD	Uganda	OBWANA PETER
20	GLOBAL FORWARDERS LTD	Uganda	E.KAMARA
21	HOSCA AGENCIES LTD	Uganda	MUSHARE GEOFFREY
22	UCIFA	Uganda	Karugaga Merab

**2-6 Dar es Salaam, Tanzania, April 13, 2010**

	Organization	Country	Name	Title
1	UNITED YOUTH SHIPPING	Tanzania	NITESH PATEL	
2	EXPRESS (T) LTD	Tanzania	GEORGE SEMBUYAGI	
3	K&K COMPANY LTD	Tanzania	ABEL B SEBASTIAN	
4	PRESS FREIGHT	Tanzania	L. MABINA	DIRECTOR
5	MADINA C&F	Tanzania	AHMEDI ALIBHAI	M.DIRECTOR
6	SMART C&F	Tanzania	RATESH KAMANIA	DIRECTOR
7	BEAM(T) LTD	Tanzania	JULIUS NG'ANG'A	CEO
8	ACW INVESTMENT	Tanzania	MICHAEL NYARUBA	DIRECTOR
9	CARGO STAR	Tanzania	LEO J. MANYARA	OP. MANAGER
10	MEDICAL STORES DEPT	Tanzania	MARINES MAGUNGU	MANAGER
11	LIBERT INTERNATIONAL	Tanzania	GEORGE MKINI	DIRECTOR
12	TRIPPLE D LTD	Tanzania	SENKONDO MSANGA	MANAGER
13	MCHILA FREIGHT	Tanzania	HABIB N. META	DIRECTOR
14	SURE FREIGHT	Tanzania	EVOD LYAPEMBILI	MANAGER
15	BINAMUNGU FREIGHT	Tanzania	BINAMUNGU	DIRECTOR
16	TBC (1993) LTD	Tanzania	BATHOROMEYO KIJAZI	BRANCH MANAGER
17	HONOMU FREIGHT	Tanzania	ELIA KAMASHO	GENERAL MANAGER
18	SKYLAND FORWARDERS	Tanzania	GEORGE HAULE	GENERAL MANAGER
19	TAFFA	Tanzania	MLIGO, S.G.	SECRETARY GENERAL
20	TAFFA	Tanzania	MAPUNDA JOSEPH	COUNCILOR
21	TAFFA	Tanzania	DAVID SWILLA	COUNCILOR
22	TAFFA	Tanzania	AZIZ SENKORO	COUNCILOR
23	TAFFA	Tanzania	GEVA SHABANI	COUNCILOR
24	TAFFA	Tanzania	O.O. IGOGO	PRESIDENT
25	PRESS FREIGHT LTD.		RAJAB MRISHC	DIRECTOR
26	United Family Co. Ltd.		MATHEW HAULE	Managing Director
27	Jaguar Carriers Junior Carl		SOLOMON KASA	Mangeing Director
28	West Freight Forwarders		Juma Athuman	Branch Manager
29	Victor Resources Co. Ltd.		Victor Macha	Managing Director
30	Awtwer Freight		Joseph Mapunda	Managing Director

**2-7 Dar es Salaam, Tanzania, April 14, 2010**

	<b>Organization</b>	<b>Country</b>	<b>Name</b>	<b>Title</b>
1	FREDOM FREIGHT	Tanzania	MAJ. MALLYA	M. DIRECTOR
2	FREDOM FREIGHT	Tanzania	H. MONGI	M. DIRECTOR
3	BEST SERVICES	Tanzania	GEORGE SHAURI	DIRECTOR
4	LIBERT INTERNATIONAL	Tanzania	JOSEPH ODERA	MANAGER
5	HOTCO (T) LTD	Tanzania	CASTOL MLWILO	MANAGER
6	IRA LINKS	Tanzania	GEDION MWAKISEGE	DIRECTOR
7	TOYOTA (T) LTD	Tanzania	MTUI	MANAGER
8	PROFESSIONAL FREIGHT	Tanzania	WERNER NDIMBO	M. DIRECTOR
9	POA AFRICA	Tanzania	LILIAN MMARI	DIRECTOR
10	AZMAR	Tanzania	MAPUNDA	
11	B&M	Tanzania	KASOR	M.DIRECTOR
12	SEKAKO	Tanzania	KADEGE	
13	PHONEX	Tanzania	ABUBAKAR MUSSA	
14	WINGS& WHEELS	Tanzania	JOACHIM MWINGIRA	DIRECTOR
15		Tanzania	JOSEPH MHAGAMA	M.DIRECTOR
16	BEAM (T) LTD	Tanzania	D. MWANDEMANGE	DIRECTOR
17	GOJUDA	Tanzania	WAHEED K SAUDIN	M.DIRECTOR
18	SAMI AGENCIES	Tanzania	AHMED KHAN	DIRECTOR
19	MADINA C& F	Tanzania	MIRMAN ABDUL	M. DIRECTOR
20	ARY LOGISTICS	Tanzania	NGATUNGA STEPHEN	DIRECTOR
21	YERUSALEM C&F	Tanzania	FRANK GENES	DIRECTOR
22		Tanzania	EUSABIO KITOSI	DIRECTOR
23		Tanzania	MASOUD KIKULA	DIRECTOR

**2-8 Bujumbura, Burundi, April 19, 2010**

	<b>Organization</b>	<b>Country</b>	<b>Name</b>
1	ABA	Burundi	Nahimana Gandide
2	ADETRA	Burundi	Nijimbere J. Marie
3	ADS	Burundi	Nzeyimana Patrick
4	AFRICAN TRANSPORT & TRAVEL	Burundi	Gahinja Seraphin
5	BOUSSOLE	Burundi	Ndikumagenge Odette
6	CONSULT HOUSE	Burundi	Alphonse Nduwaya
7	DHL	Burundi	Josephine Burarame-Evers
8	DETRA	Burundi	Ndayishimiye Lin
9	GAMU	Burundi	Gasuguru Aubin
10	GCPA	Burundi	Ntiyankundiye Gilbert
11	GEL	Burundi	Bulange J. Claude
12	GLOBA CARGO SERVICES	Burundi	Ndikumana Jean
13	IFC	Burundi	Ndinzemesi Apollinaire
14	INTAMBA FREIGHT	Burundi	Nzoyihera Floribert
15	INTERCARGO	Burundi	Bizimana Mathieu
16	KING BUSINESS & CUSTOMER	Burundi	Kinyarushatsi J. Marie
17	SERVICE	Burundi	
18	MACEBU	Burundi	Kagisye J. Pierre
19	MULTI SERVICES	Burundi	Ahishakiye Nicodeme
20	NILE SERVICES	Burundi	Kajangu Gilbert
21	SOEMAT	Burundi	Masunzu Renilde
22	SOGECA	Burundi	Sindabokoka J. Claude
23	SOSER	Burundi	Nimubona Denis
24	STAR CARGO	Burundi	Ndikuriyo Joseph Kennedy
25	SWIFT INTERNATIONAL BURUNDI	Burundi	Habib Hussein
26	TOP SERVICE	Burundi	Manirakiza Benigne
27	UTI BURUNDI	Burundi	Ntibibuka Deo
28	JICA BURUNDI	Burundi	Kimararungo Alphonse
29	JICA BURUNDI	Burundi	Yoko Hironaka
30	JICA KENYA	Burundi	Shoji Maeda
31	ABADT Secretariat Executive	Burundi	Nunyana Christella
32	FREIGHT WORLD LTD	Burundi	Richard Muhetowintore

2-9 Kigali, Rwanda April 21, 2010

	Organization	Country	Name
1	INTRASPEED	Rwanda	RUSAGARA John Bosco
2	CISTRANS	Rwanda	DUKUNDANE Jean De Dieu
3	KITS	Rwanda	KABANDA Laurent
4	JASMINE	Rwanda	MIHAYO Alphonse
5	ATACO	Rwanda	MBARUSHIMANA Jean Luc
6	ROYALINKS	Rwanda	MULINDA Grace
7	FLS	Rwanda	UMURUNGI Florence
8	SPEDAG	Rwanda	BASTIAN Scmtiz
9	NAWBA	Rwanda	MUKOBWAJANA Suzane
10	ATACO	Rwanda	SONGA Jean Bosco
11	TRANSOCEAN	Rwanda	NDUTIYE Alphonse
12	DOMUS	Rwanda	KAGAME Pierrette
13	PIONEER	Rwanda	MUGAMBAGE Mundaneh
14	INTRA CARGO	Rwanda	NYEBAZA Josphine
15	PRECISION	Rwanda	MAGAJU Aimable
16	ADR	Rwanda	BITEGA Anita
17	ADR	Rwanda	MSAFIRI Wilson
18	Bonfide C & F (Rwa)	Rwanda	KATWIREMU Stephen

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### 3. Needs Assessment Workshop

#### 3-1 Dar es Salaam, Tanzania, 5 April, 2011 (with TAFFA)

	Organization	Country	Name	Title
1	TAFFA	Tanzania	Manfred Mutilu	
2	TAFFA	Tanzania	Senkoko Aziz	
3	TAFFA	Tanzania	Peter Assenga	
4	TAFFA	Tanzania	Shaaban Geva	
5	TAFFA	Tanzania	David Swilla	
6	TAFFA	Tanzania	Stephen Ngatunga	
7	TAFFA	Tanzania	Proscovia Damian	
8	KRA	Kenya	Billy Ngumi	Business Process Improvement, Project, CSD
9	JICA Project	Kenya	Shinji Urakawa	Chief Advisor
10	JICA Project	Kenya	Shoji Maeda	JICA expert

#### 3-2 Kampala, Uganda, 11 April, 2011 (with UCIFA)

	Organization	Country	Name	Title
1	UCIFA	Uganda	Kassim Omar	
2	UCIFA	Uganda	Walter Manana	
3	UCIFA	Uganda	Amos Kankunda	
4	UCIFA	Uganda	Haji Jaffer Farjallah	
5	UCIFA	Uganda	William Namutale	
6	UCIFA	Uganda	David Tigawalana	
7	UCIFA	Uganda	Tamwesigire J. B.	
8	UCIFA	Uganda	Muhanguzi Cuthbert	
9	UCIFA	Uganda	Peter Obwana	
10	KRA	Kenya	Billy Ngumi	Business Process Improvement, Project, CSD
11	JICA Project	Kenya	Shoji Maeda	JICA expert

#### 3-3 Kampala, Uganda, 12 April, 2011 (with UFFA)

	Organization	Country	Name	Title
1	UFFA	Uganda	Charles Kareba	Chairman
2	UFFA	Uganda	Dan Musinguzi Nabaasa	Treasurer
3	UFFA	Uganda	Alex Mbonye	Executive Committee
4	UFFA	Uganda	Grace Wajiga	Secretary of the Board
5	KRA	Kenya	Billy Ngumi	Business Process Improvement, Project, CSD
6	JICA Project	Kenya	Shoji Maeda	JICA expert

#### 3-4 Bujumbura, Burundi, 15 April, 2011 (with ABADT)

	Organization	Country	Name	Title
1	ABADT	Burundi	Mathew Bizimana	Chairman
2	ABADT	Burundi	Jean Ndikumana	1st Deputy Chairman
3	ABADT	Burundi	Benigne Manirakiza	Treasurer
4	ABADT	Burundi	Jean Novie Kimayarushaji	Secretary of the Board
5	KRA	Kenya	Billy Ngumi	Business Process Improvement, Project, CSD
6	JICA Project	Kenya	Shoji Maeda	JICA expert

#### 3-5 Kigali, Rwanda, 19 April, 2011 (with ADR)

	Organization	Country	Name	Title
1	ADR	Rwanda	Anita Bltega	Executive Secretary General
2	ADR	Rwanda	Nyebaza Josephine	2nd Vice Chairman
3	ADR	Rwanda	Bigirimana Celine	Treasurer
4	ADR	Rwanda	Laurent Kabanda	Secretary of the Board
5	ADR	Rwanda	Perrrete Nkusi Kagame	Head of Trainers
6	KRA	Kenya	Billy Ngumi	Business Process Improvement, Project, CSD
7	JICA Project	Kenya	Shoji Maeda	JICA expert

#### 4. Compliance Seminar - Top Management (2010)

##### 4-1 Nairobi, Kenya, November 3, 2010

	Organization	Name	Title
1	KIFWA	Hezron Awiti	National Chairman
2	KIFWA	Mohamed Aladina	National Treasurer
3	KIFWA	P. J. Shah	Executive Board Member
4	KIFWA	Gerald M. Kagumo	Vice president
5	KIFWA	John Mathenge	Regional Executive Officer
6	JICA expert	TOSHIHIRO HARUYAMA	Expert of Compliance

##### 4-2 Nairobi, Kenya, November 4, 2010

	Organization	Name	Title
1	UFFA	Charles Kareba	Chairman
2	UFFA	Merian Sebunya	Governor
3	UFFA	Mwijukye Jennifer	Chair person Financial Committee
4	UFFA	Dan Musinguzi Nabaasa	Executive Committee Member
5	UFFA	Charles Mwehembezi	Executive Committee Member
6	UFFA	Alex Mbonye	Executive Committee Member
7	UFFA	Agnes	Secretary of Board
8	UCIFA	WALTER MANANA	VICE CHAIRMAN
9	UCIFA	AMOS KANKUNDA	SECRETARY GENERAL
10	UCIFA	NAMUDDU DROLENCE	DEPUTY SECRETARY GENERAL
11	UCIFA	NAMUTALE WILLIAM	DEPUTY NATIONAL TREASURER
12	UCIFA	TIGAWALANA DAVID	BOARD MEMBER
13	UCIFA	KIMULI FRED	BOARD MEMBER
14	UCIFA	TAMWESIGIRE J.B	BOARD MEMBER
15	UCIFA	MUHANGUZI CUTHBERT	BOARD MEMBER
16	UCIFA	PETER OBWANA	BOARD MEMBER
17	TAFFA	Oieno O. Igogo	President
18	TAFFA	Manfred P. Mutitu	Vice President
19	TAFFA	Salifus Muligo	Secretary General
20	TAFFA	Senkoro Aziz	Treasurer
21	TAFFA	Peter Assenga	Executive Councillor
22	TAFFA	Shaaban Geva	Councillor
23	TAFFA	David Swilla	Executive Board Member
24	TAFFA	Stephen Ngatunga	Executive Board Member
25	TAFFA	John Mspunda	Immediate Past President
26	ADR	John Bosco Rusogara	President
27	ADR	Anita Briega	Governor
28	ADR	DUKUNDANE Jean de Dieu	Vice Chairman
29	ADR	Laurent Kabanda	Secretary
30	ADR	Grace Muhinda	Treasurer
31	ADR	Pierrele Nkusi Kogame	Training Committee
32	KIFWA	Hezron Awiti	National Chairman
33	KIFWA	Mohamed Aladina	National Treasurer
34	KIFWA	P. J. Shah	Executive Board Member
35	KIFWA	Gerald M. Kagumo	Vice president
36	KIFWA	John Mathenge	Regional Executive Officer
37	ABADT	Deo Ntibubuka	Vice president
38	JICA expert	TOSHIHIRO HARUYAMA	Expert of Compliance

##### 4-3 February 22, 2011 at Castle Royal Hotel, Mombasa, Kenya

	Organization	Name	Title
1	AL-ASEEF IMPEX LIMITED	KHALID E. HASSAN	
2	AMER TRADERS LIMITED	GEORGE NDIRANGU	
3	ANKIN COMMERCIAL AGENCY	CYRUS KIMANI	
4	ARCHIE CRAFT HOLDINGS	HASSAN. K. MULELLAH	
5	ATLAS FREIGHT FORWARDERS	ALI BADDY	
6	BATA SHOE COMPANY (K) LTD	PATRICK GATHURA	
7	BAYLAND FREIGHT SERVICES	LUCAS DINDI	
8	BECOZI INVESTMENTS	BENJAMIN MWANZIA	
9	BIKHA AGENCIES LIMITED	EZEKIAH KHAOYA	
10	BLUE HILLS INVESTMENTS	FRANK N. GIKONYO	
11	BLUE SHED FREIGHTERS	IBRAHIM IBRAHIM ALI	
12	CHANES FREIGHT FWDERS	RICHARD KIPSANG	
13	CHARTERED INSTITUTE	DEMCKER RUMBA	
14	CIRCLINES AGENCY LIMITED	RAFAEL MUNYOKI	
15	CLEARPACK FREIGHT SER. L.	DAVID G. MBUGUA	
16	COLOSSUS FREIGHT	M.KASSIM KJTENDO	
17	CYKA SHIPPING & LOGISTICS LTD	CECILY KARIUKI	
18	DODWELL & CO. LTD	CHARLES CHIFUI	
19	DOSHI & CO. (H) LIMITED	SAMUEL WAMBUA	
20	EXPORT TRADING LIMITED	PEMBE SHUNGU	
21	F. Y. SIMBA SHIPPING COMPANY	MURTAZA S. YUSUF	
22	FRA-ALEX TOP FREIGHTERS	EUNICE PASCAL	
23	FREDTECH FORWARDERS	WILFRED M. MURETE	
24	FREIGHT FORWARDERS (K) LTD	MICHELLE HORAEAU	
25	FREIGHT POINT LIMITED	SIMON M. WANJOHI	
26	FREIGHTWELL EXPRESS	PETER MBUTHU	
27	GLOBAL BUSINESS CO.	JOHN M. WAWERU	
28	GOLDWELL FREIGHTERS	ELIJAH KIRU	
29	GOVERNMENT CLEARING	FELIX ATIENO ATENG	
30	HABO AGENCIES LIMITED	HEZRON AWITI	
31	HERMATON CARGO	IRENE KAVU	
32	HOMELINE CONSOLIDATED SER	ALEX MOSE KENANI	
33	INLAND AFRICA LOGISTICS	ROY MWANTHI	
34	INTERFREIGHT E A LIMITED	EDWARD ONDIEK	
35	INTRASPAX FREIGHTERS	KENETH G. KAMAU	
36	JASPA LOGISTICS	ALICE KITAVI	
37	JIPA HOLDINGS	YUSUF LELEI	
38	KAMA FREIGHTERS LIMITED	JACOB KANANGO	
39	KENTAN CONNECTIONS	HASSAN K. MBARAK	
40	KIDIMA ENTERPRISES	WILLIAM KIDIMA	
41	KIFWA	GRACE KABIRA	
42	LAND BRIDGE FREIGHTERS	FRANCIS KINYUA GACHOKI	
43	LOGISTICS SOLUTIONS LIMITED	PETER GOKO KIARIE	
44	M.C. GLOBAL C & F CO. LTD	DOMICIANO M. NTORIBI	
45	MADEBO INVESTMENT LIMITED	JOEL KARANJA	
46	MARITIME FREIGHT CO. LTD	JANGIKHAN O. JALAIKHAN	
47	MARUNI PRODUCTS	BENARD SIMIYU	
48	MERIDIAN SHIPPING E A LTD	THOMAS ODERO ARUCHO	
49	MONSOON MOVERS ENT. LTD	ERASTUS MUCHIRI	
50	MTUDAWA FREIGHTERS LIMITED	JAMES DAWA	

51	MULTIPLE SOLUTIONS	HELEN MUKAMI	
52	MUZDALIFA CLARING & FWRD	GEOFFREY AGUTU OTIENO	
53	NGOZI LIMITED	JOHN GARDNER	
54	NORTHWEST (K) LIMITED	GEORGE MUKABI	
55	OCEAN WAVE LIMITED	JAMES WAWERU	
56	OKILANDERS FREIGHT LIMITED	PETER JUMA	
57	PAK PACIFIC LIMITED	WAMBUI MWANGI	
58	PAN AFRICAN SYNDICATE	AHMED M. SIDIK	
59	PRINCIPAL FORWARDERS	SHOEB GANIWALLA	
60	RUMAN LIMITED	ABDALLA AWADH	
61	SDV TRANSAMI KENYA	SHABIR ESSAJI	
62	SEACON KENYA LIMITED	MICHAEL KINUTHIA NJUGUNA	
63	SEMATI STORES	SETH OUMA OBOULA	
64	SKYMAN FREIGHTERS	NICHOLUS W. WANGAMATI	
65	SMART CHOICE SERVICES LTD	PETER GITAU	
66	SWIFT ROYAL (K) LIMITED	ROSE K. MBURU	
67	TANDEM FREIGHT SERVICES LTD	FRANCIS WAMBUGU	
68	TEA WAREHOUSES LIMITED	GEORGE NESBITT	
69	THE MAINMARITIME FREIGHT	JULE IMATHIU NTEERE	
70	TUDOR SERVICES LTD	ALI MOHAMMED ALI	
71	TWIN KITH LIMITED	BEN MUREITHI	
72	UNDERSEAS	PETER KARIMI	
73	UNIGLOBE LOGISTICS	MOHAMMED ALLADINA	
74	UNITED CLEARING	HITESH KARA	
75	UPESI FREIGHT LOGISTICS LTD	PAUL M.MUROKI	
76	WESTON LOGISTICS	SALIM MBARAK	
77	WILSAKI FREIGHT LIMITED	WILLIAM CHENZE	
78	WORLDLINK INTERNATIONAL F.	JOE OPAR OCHIENG	

**4-4 25 February 2011 for ABADT at Club du lac Tanganyika, Bujumbura, Burundi**

Sl. No.	Organization	Name	Title
1	ABA	NAHIMANA CANDIDE	
2	ABADT (Exec. Secretariat)	Christella Munyana	
3	ADETRA	NIJIMBERE J MARIE	
4	AFRI VISION	ALFONCE NUSAUJWI	
5	AFRICAN TRANSPORT AND TRAVEL	GAHEBERA FASCAL	
6	ALL PORT FREIGHT	GAHINJA SERAPHIN	
7	AVEDETT 2000	KANJOLI SEVERIN (1st V.P)	
8	BANGUKA	GAHUNGU SERGE	
9	BELAKA INTERNATIONAL TRANSPOR	MPEMA ALAIN	
10	BFA (Auditor)	NIYONGERE MARIE ROSE	
11	BOUSSOLE (Treasurer)	NDIKUMAGENGE ODETTE	
12	CCS	NIMUBONT ABEYE	
13	CCS	NJAIKUMANA PHITGE	
14	COBET	BOGEZNTO	
15	CODETT	RIVUZUMU GABDERK	
16	COGES	BIZIMANA THERENCE	
17	COTRACOM	SINDAYIHERUKA MIMI	
18	DETTRA	NDAYISHIMIYE LIN	
19	GAMU	GASUGURU AUBIN	
20	GCFA	NTYANKUNDIYE GILBERT	
21	IMA	ERIC BANKIMBAGA	
22	KING BUSINESS AND CUSTOMER SERVICES	KINYARUSHATSI J MARIE	
23	LA GENERALE DES SERVICES	NBA BUMUGISHA Juvenil	
24	MACEBU	KAGISYE J PIERRE (GM)	
25	SODEMS	IRAKOZE ARIANE	
26	SOGECA	SINDABOKOKA J CLAUDE	
27	STAR CARGO	NDIKURIYO JOSEPH KENNEDY	
28	TOP SERVICE	MANIRAKIZA BENIGNE	
29	UTI BURUNDI (Chairman)	NTIBIBUKA DEO	
	JICA	Foshihiro Haruyama	
	JICA	Shoji Maeda	
	Interpreter		
	interpreter		

**4-5 March 8th, 2011 at Paradise City Hotel, Dar es Salaam, Tanzania**

Sl. No.	Company Name	Name	Position
1	A&HISD COMPANY	MAXIMIN MUTUNGI	
2	ANYMER FREIGHT (T) LTD.	JOSEH F> MAPUNDA	
3	ARYA LOGISTICS LTD	NOORMOH MED ABDUL	
4	BONAFIDES VOYAGE LTD	RANJAN SUCHAK	
5	CLEAR SERVICES O LTD	N. N CHOLAUS	
6	COSMOS HAULAGE CO LTD	AMINI SAMBO	
7	CURRENT FREIGHT (T) LTD	STANFORD KIHOI	
8	DATA	ISSA SHIHAKA	
9	EURO AFRICA FREIGHT LTD	JUSTINE KAMEA	
10	FAF AND COMPANY LTD	JULIUS G. MALAG LA	
11	FIDAHUSSEN&CO LTD	ASOKIWE I PWELE	
12	HAMYMACK TRADING CO LTD	HAMASI MSONDE	
13	HORIZON FREIGHT FORWARDERS LTD	MRISHO J MRISHO	
14	HOT LEEF TRD CO LTD	RIZIK CRISPIN	
15	HEMIERA INVESTMENT LTD	HAL MA A. KHAN	
16	IRA LINKS CO. LTD.	GEORGE KWELELE	
17	JAGUAR CARRIERS LTD	SOLOMON KASA	
18	JAMAAP CO LTD	STANELY NYANZA	
19	JERUSALEM FREIGHT & CO. LTD	BARNAAS MPONEIA	
20	JOE OCEAN C & F LTD	JOEL STANLEY KAMOGA	
21	KORUFREIGHT LTD	Evance	
22	LIFE LINE COMMERCIAL AGENCIES	NROGSPM NATAI	
23	LUPALILA CO. LTD.	H. MLIGO	
24	MCTURO INV. LTD.	JUDITH MHINA	
25	MIKANDANI CO LTD	OMAR I OTHUMAN	
26	MOHAMEDALI RASHID MOHAMMED	JORAM JOSIAH	
27	MUYAM (T) LTD	JOHN A. LYIMO	
28	MWIMADA GENEMLSUPPLIES LTD	JOSEPH DAVID URIO	
29	N.M FREIGHT	SALEHE NDMIBE	
30	NILALISOS WORLDI DE CO. LTD	GUSTAN NICHOLAUS	
31	RIMZONE TRADING CO. LTD	RICHARD HENRY	
32	ROLIE IMPORT & EXPORT LTD	ROBERT MALLYA	
33	RUNGWE FREIGHT & CONSTRUCTION	JUSFPH MUWALUGELU	
34	SACLE TRADING CO LTD	CHRISTIAN MOSSES	
35	SACLE TRADING CO. LTD	SALUM KASHORO	
36	SAI CLEARING & FORWARDING	LILIAN T LUANDA	

37	SEJAFRICA CARGO FREIGHT	MARYAM SHABAN	
38	SEKAKO	ELIAS KASOLE SANZE	
39	SHIBA ENTERPRISES LTD	ALEX LYOVA	
40	TAFFA	STEPHEN J NGATUNGA	
41	TAFFA	SHABAN GEVA	
42	TMNSBARR ES FREIGHTERS LTD	DAVID B. SW LLA	
43	TO LUPALILA COMPANY LIMITED	BONONUS MLOWE	
44	TOYOTA TANZANIA LTD	DENIDANDE	
45	VICCOM RESOURCES CO LTD	VICTORO MACHA	
	JICA	Toshihiro Haruyama	
	JICA	Shoji Maeda	

#### 4-6 March 11th, 2011 at Umbano Hotel, Kigali, Rwanda

	Company Name	Name	Position
1	I TO I BUSINESS AND PARTNERSHIP	UMUHOZA Georgine	Director
2	ATACO FREIGHT SERVICES	BATAMURIZA SHARON	Shareholder
3	BONIFIDE CLEARING & FORWARDING	DAVID NGARACU	Director
4	CLICK CLEARING AND FORWARDING	NTAGWABIRA Antoine	Shareholder
5	CLOFFIK	MBARUSHIMANA JEAN LUC	Director
6	COIMEX	NIYONSABA INNOCENT	Director
7	CONEX LOGISTICS	MUGISHA SUWED	MANAGING DIRECTOR
8	DATUS LIMITED	ARADUKUNDA Des	Director
9	DOMUS SARL	MUSEKERA EMMANUEL	Shareholder
10	DOVE FREIGHT AGENCY	NDAHIMANA THEOGENE	Director
11	FREIGHT LOGISTICS SERVICES	NIYONZIMA J. CLAUDE	Director
12	G&M CARGO SERVICES	KAGAME MUKANKUSI PIERRETE	Director
13	GILL TRADING	BAMURANGE ODETTE	Shareholder
14	GORILLA 1000	UMURUNGI FLORENCE	Director
15	HOPE FREIGHT SERVICES Sarl	NSENGIYUNVA GEORGE	Director
16	HORIZON CLEARING	UMUTONI JULIET	Director
17	INTERCONNECT LTD	RWUMBUGUZA SEKA-FRED	Shareholder
18	INTRACARGO	UNKUNDIYE LEON	Director
19	INTRASPEED	BEGUMISA F	Director
20	JACAJU SARL	MUKANGWIJE NELLY	Shareholder
21	JASMINE INTERNATIONAL	NYEBAZA JOSEPHINE	Director & Trainer
22	KENFREIGHT RWANDA	BARIGE	Director
23	KIGALI GENERAL TRADING ESTABLISHMENT	MUHONGAYIRE BETTY	Director
24	KIPHARMA Sarl	MIHAYO ALPHONSE	Shareholder & Trainer
25	LE CORRECT	RURANGWA Charles	Director
26	LOGIONE	MURIGO John Bosco	Director
27	MULTILINES INTERNATIONAL	Mitigo Evode	Director
28	NAME	NZABONIMANA ETIENNE	Shareholder
29	NEW BUSINESS CLEARING AGENCY Sarl	Bastian	Director
30	NEW KIGALI BUSINESS SERVICES	JACKY RURANGWA	Director
31	NOVAMARINE LTD	MBONIGABA DAMIEN	Director
32	OMNIBUS AGENCY	RUTAGENGWA EMMANUEL	Shareholder
33	PANACHE	BANAGE F	Director
34	PARTICIPANTS	NSENGIYUMVA CALLIXTE	Director
35	PIONEER INTERNATIONAL FORWARDING	MUGAMBAGYE MUNDANE	Director
36	PRECISION CLEARING	MAGAJU AIMABLE	Shareholder
37	QUICK CLEARING	BAHIZA MUBARAK	Director
38	ROYAL LINKS LTD	Habimana Heston	Director
39	RWANDA BUSINESS AND CLEARING	MUVUNANGOMA Abdul	Director
40	SAVANA CLEARING & FORWARDING	GIRAMATA OLIVE	Director
41	SDV TRANSAMI	NSENGIYUMVA ERIC	Director
42	SMART CLEARING AGENCY	INEZA SABIN	Director
43	SPEDAG TRANSCLEAR	NKURUNZIZA LOUIS	Shareholder
44	TOP MOVERS	BIGIRIMANA CELINE	Director
45	TRADECO FREIGHT AGENCY	UMUZIGA GISELE	Director
46	TRADERWA	RWAGASORE	Director
47	TRUST CLEARING	RWEMERA Angelique	Director
48	TRY TRUSTERS	MUGENI Denise	Director
49	WESTERN CRUISE	GEORGETTE MUKESHIMANA	Director
50		NICOLUS NTARUGERA	Director
	JICA	Toshihiro Haruyama	
	JICA	Shoji Maeda	

#### 4-7 July 4, 2011 at Metropole Hotel, Kampala, Uganda (for UCIFA/UFFA members)

	Company Name	Name	Position
1	AFRIFREIGHT (U)LTD	HELEN CHAPIU	M.DIRECTOR
2	ALLWAYS SHIPPING COMPANY	WALTA WADDAMBA MANANA	M.DIRECTOR
3	ARTHUR FREIGHT LTD	TIGAWALANA DAVID	M.DIRECTOR
4	ATACO FREIGHT SVS LTD	JOHN ATALYEBA	Ex. DIRECTOR
5	ATLAS CARGO LTD	MWANJE SAM	M.DIRECTOR
6	BENCOLONOLLY PEJJ LTD	PETER NYEKO .B.	M.DIRECTOR
7	CAREFREIGHT SERVICES (U)LTD	NDIRABAERISA JUSTUS	M.DIRECTOR
8	EAGLE LOGISTICS SOLUTIONS LTD	WALABYEKI DAVID	M.DIRECTOR
9	HAKS INVST LTD	ISAAC MUYANJA	M.DIRECTOR
10	INTERCARGO AGENCIES (U)LTD	BAGARUKAYO LEONARD	M.DIRECTOR
11	INTERVISION SERVICES	KIMULI FRED	M.DIRECTOR
12	JAFFER FREIGHTERS LTD	AL-HAJJ JAFFER ABDALLAH	M.DIRECTOR
13	JET SPEED AIRFREIGHT (U)LTD	ARINAITWE HUMPREY	M.DIRECTOR
14	LINE AGENCY LTD	LINO CREIL ICHILA	M.DIRECTOR
15	MASTER INTL LIMITED	CUTHBERT MUHANGUZI	M.DIRECTOR
16	MEGHA INDUSTRIES LTD	SHIRAZ MEGHANI	M.DIRECTOR
17	MULTICARE SERVICES	MAKAU N JONATHAN	M.DIRECTOR
18	NATIONAL LOGISTICS LTD	MICHAEL TURIYO	M.DIRECTOR
19	NORDIC FREIGHT INTL LTD	KASSIM OMAR	EX DIRECTOR
20	ORIENTAL FORWARDERS LTD	OKETCH MOSES	M.DIRECTOR
21	OVERSEAS C&F LTD	J.B TAMWESIGIRE	M.DIRECTOR
22	RAKA AGENCIES LTD	AMOS KANKUNDA	M.DIRECTOR
23	RAPID KATE SERVICES LTD	BHARAT GORITCHA	Ex. DIRECTOR
24	ROKO CONSTRUCTION LTD	RAINER KOEHLER	M.DIRECTOR
25	SEACON MASTERS LTD	ALEX ACCELLAM ALEX	M.DIRECTOR
26	SHUMUK INVESTMENT LTD	MUHUMUZA DAN	M.DIRECTOR
27	TOGETHER AS ONE ENTERPRISES	NAMUTALE WILLIAM	M.DIRECTOR
28	UCIFA	Karyoga Merab	Ex. Secretary
	JICA	Teisuo Yasui	Expert Lecturer
	JICA	Shoji Maeda	Expert Customs Project

**5. List of the Participants --Middle Management Staff-- Compliance Seminar  
5-1 July 5, 2011 at Metropole Hotel, Kampala, Uganda (UCIFA/UFFA members)**

	Company/Name	Name	Position
1	ALLWAYS SHIPPING COMPANY	MUHAKANIRE SEZI	BRANCH MANAGER
2	ATACO FREIGHT SERVICES LTD	WALUSIMBI JAMES	DECLARATION MANAGER
3	ATLAS CARGO Systems LTD	LUGGULE TABITHA	MANAGER ADMIN.
4	CAREFREIGHT SERVICES (U)LTD	MARTINEE LUKINDU	DECLARATION TRAINEE
5	EAGLE AIR LTD	KIWUMULO ANNAH	DECLARATION OFFICER
6	EAGLE LOGISTICS SOLUTIONS LTD	ANTHONY KASEGERE	DECLARATION OFFICER
7	HAKS INVESTMENTS LTD	OPIRO CONSTINTATINE	MANAGER
8	INTERVISION SERVICES	KADODI JOY	G.MANAGER
9	JAFFER FREIGHTERS LTD	SSEMBATYA IBRAHIM	OPERATION MANAGER
10	JOFRA INT'L FORWARDERS LTD	TIBAMINYA DENIS	DECLARATION OFFICER
11	JOINT CLINIC RESEARCH CENTRE	NSAMBA PETER	DECLARATION OFFICER
12	KOBFREIGHTLINK LTD	OKANDAPAU AUGUSTINE	DECLARATION OFFICER
13	LINE AGENCY	KIKANSHEMEZA CHRISTINE	BRANCH MANAGER
14	MASTER INT'L LTD	NUWAGABA ENOCK	BRANCH MANAGER
15	MEGHA INDUSTRIES LTD	IJARA AGGREY	DECLARATION OFFICER
16	MULTICARE SERVICES	FLORENCE NGUI	MANAGER
17	NATIONAL LOGISTICS LTD	VICTORIA NABWAMI	DECLARATION OFFICER
18	NORDIC FREIGHTER LTD	JALIA KASIITA	ADMIN.MANAGER
19	ORIENTAL FORWARDERS LTD	JANE OKETCH	G.MANAGER
20	OVERSEAS C&F LTD	TUGWINE VICENT	OPERATION MANAGER
21	RAKA AGENCIES LTD	PAUL LUGOBE	MANAGER
22	RAPID KATE SERVICES LTD	MAYURA J	LOGISTICS MANAGER
23	ROKO CONSTRUCTION LTD	MUKAMA DESIRE	DECLARATION OFFICER
24	SEACON MASTERS LTD	OCHOLA CLARE	HRM
25	SHUMUK INESTMENT LTD	JJEMBA CHARLES	DECLARATION OFFICER
26	Baj Investment Ltd.	Tracy Banuyma	CLEARING OFFICER
27	Baj Investment Ltd.	Bwire Kezekia	Manager
28	CAREFREIGHT SERVICES (U)LTD	Opio Benedict	Manager
29	Eagle Logistic Sevice Ltd.	Amajo Jane	DECLARATION OFFICER
30	Eagle Logistic Sevice Ltd.	Okaramedo Paul	DECLARATION OFFICER
31	Limotrans (U) Ltd.	Kagushare Adriw	DECLARATION OFFICER
32	UCIFA	Karugaga Merab	Ex. Secretary
33	NATIONAL LOGISTICS LTD	Emuron Anthony Okanya	DECLARATION OFFICER
34	NORDIC FREIGHTER LTD	Nakimera Fatuma	Administrator
35	Maina Speedy (U) Ltd.	Maserere Norah	CLEARING OFFICER
36	The Clearer (U) Ltd.	Muhabwe Wycliffe	CLEARING OFFICER
37	Maina Speedy (U) Ltd.	Alfred Talamhtel	CLEARING OFFICER
38	Roco Construction Ltd.	Nabibugga Theopiista	Procurement Officer
39	ARTHUR FREIGHT (U) LTD	Walyemira Dan	OPERATION OFFICER
40	PALUKU AGENCIES LTD	Paluku Geoffry	OPERATION OFFICER
41	Roco Construction Ltd.	Mukama Desire	LOGISTICS MANAGER
42	A.S. United Investments	Nsamba Devis	DECLARATION OFFICER
43	Executive Cargo Ltd.	Kabuleeta Steven	General Manager
	KRA	Billy Ngumi Kabui	Project Officer
	JICA	Tetsuo Yasui	Expert Lecturer
	JICA	Shoji Maeda	Expert Customs Project

**5-2 9th Augst, 2011 at Club du Lac Tanganyika, Bujumbura, Burundi**

	Company Name	Name	Position
1	BUKEYENEZA Viviane	ABA	Declaration officer
2	Mbonimpaye Everius	ABL	Declaration officer
3	MWITENEZA Viateur	ADS	Declaration officer
4	Ndayizeye J. Berchmas .	APF	Business Director
5	Pascal Gahibera	ATT	Director
6	HAKIZIMANA Emmanuel	B.F.A.	Clearing Manager
7	BAKAREKE Jean Marie Vianney	BIBA	Declaration officer
8	KANEZA Felicité	BRUCARGO	Declaration officer



9	Ndayihimbaze Daniel	CCS	Declaration officer
10	Baratakamwa Eddy Michel	CLOSITRAT	Declaration officer
11	IRADUKUNDA Christine	CODETT	Declaration officer
12	NIJIMBERE Thierry	COTRACOM	Declaration officer
13	Sahiri Pontien	DÉTIRA	Declaration officer
14	Muhirwa Olivier	DHL Burundi	Declaration officer
15	NIBIZI Agnès	G C S	Declaration officer
16	Ntiyankundiye Gilbert	GCFA	Declaration officer
17	Bazira Angeline	GIS	Director
18	Nizigiyimana	GTT	Clearing Agent
19	NDUWIMANA Florence	IFC	Declaration officer
20	NTUNZWENIMANA Joseph	IMA *BURUNDI	Declaration officer
21	BARANCUNGA Joseph	INERCARGO	Declaration officer
22	NZOYIHERA Floribert	INTAMBA FREIGHT	Director General
23	BIMENYIMANA Nelson	KING BUSINESS	Secretariat Account
24	Nkurunziza Constantin	La Generale des Services	Declaration officer
25	NDEMEYE Joseph	S B S	Director General
26	NDAYIZEYE Appolonie	SOETRA	Clearing Manager
27	NITUNGA Angéus	SOSEX	Director declaration
28	MANIRAMBONA Rémy	SOTRADE	Director
29	NKURUNZIZA Eloi	TOP SERVICES	Declaration officer
30	Ms. Christella Munyana	ABADT	Executive Secretariat
31	Ignace Nizigiyimana	ICS	Interpreter
	Billy Ngumi Kabui	KRA	Project Officer
	Tetsuo Yasui	JICA	Lecturer
	Shoji Maeda	JICA	Expert of Customs

**5-3 August 12, 2011 at Umubano Hotel, Kigali, Rwanda**

	Agency	Name	Rank
1	ADONIA C& F	Museveni K. Benon	
2	BN METRO	Clementine Umuhiza	
3	BONFIDE	Kananura Patrick	
4	CLICK CLEARING & FORWARDING AGE CNY	Mugisha Suwed	
5	CODETRACO	Uwineza Emma	
6	Good Freight Clearing Agency	Nyirimana Aimable	
7	GORILLA 1000	Manirahari Nouredine	
8	INTRA CARGO	NYEBAZA Josephine	
9	INTRASPEED	Muzungu Godfrey	
10	JEM CLEARING	Gasana Mary	
11	LOGIONE	Denise Mugeni (仏語)	
12	MADE	Mukandori Josephine	
13	Multiline International	Uwamahoro J. M. Augustine	
14	NEW PREFERENCE	Mutesi Antoinette	
15	Royallinks Ltd.	Habimana Hesron	
16	SMART CLEARING	Umwali Gisele	
17	STD	SANDRA MUKURIRA	
18	THE HARVESTERS	Nzabonantuma Oliver	
19	Transocean	Nduyiye Alphonse	
	KRA	Billy Ugumi Kabui	
	JICA	Tetsuo Yasui	
	JICA	Shoji Maeda	

**5-4 16th August 2011 at Castle Royal hotel, Mombasa, Kenya**

	Company Name	Name	Position
1	ACE FREIGHT LIMITED	JOHN MWIGE	OPERATIONS MANAGER
2	AMSTRONG INT' C & F AGENCIES	JOHNSON KIPKERING SANG	MANAGER
3	AMSTRONG INT' C & F AGENCIES	JAGDEESAN GANAPATHY	MANAGING PARTNER
4	Andy Forwarders Services Ltd.	Jonathan Muli	Assistant Manager
5	Andy Forwarders Services Ltd.	Daniel Nzeki	BRANCH MANAGER
6	ANKIN COMMERCIAL AGENCY	FRACIAH NJERI KIIRU	MANAGER
7	ARCHIE CRAFT LIMITED	AGREY ALUKWE	MANAGER
8	Barghaba Bushi.Agc.	Muhyidin Ali	Director
9	BAYLAND FREIGHT AGENCIES	AGNES O. WASWA	SHIPPING CLERK
10	C.K. Rottuk Ltd.	Stephen Rono	Accountant
11	CORONET CARGO LIMITED	PATRICIA NJERI KAMAU	OPERATIONS MANAGER
12	CYBERPORT INTERNATIONAL Limited	CAROLINE KURIA	SECRETARY
13	DAVID KARIUKI KARANGA	KIAN CARGO LIMITED	MANAGER
14	DHL GLOBAL FORWARDING (K) Ltd.	JUSTUS WAMBUA	OPERATIONS MANAGER
15	Doshi & Co. (hardware) Ltd.	Samuel Kigma Wambua	Manager
16	DOT.COM CONSULTANTS	Lucia S.Harrison	Operator
17	ECHKEN AGENCIES	NAOMI TUWA	ASS. OPERATION MANAGER
18	EURASIAN FREIGHT	JOSHUA MUMBE	ADMINISTRATION
19	EXPRESS KENYA Ltd.	ALWIYA ADNA	OPERATIONS MANAGER
20	FEELS TIME CO. Ltd.	ISAAC WAITHAKA	OPERATIONS MANAGER
21	FILIKEN TRANSIT	BRIAN TWINAMASIKO	MARKETING MANAGER
22	FREIGHT FORWARDERS (K) Ltd.	TOM NZOMOI	OPERATIONS
23	FREIGHT FORWARDERS (K) Ltd.	MINAL CHAUHAN	OPERATIONS
24	Freight Well	Peter Mbuimy	Manager
25	GALLINS HOLDINGS Ltd.	DAVID YAMO	MANAGER
26	GLOBAL BUSINESS COMMANDERS	JOHN M. WAWERU	MANAGER
27	GOLDEN FREIGHT SERVICES	ABDIWELI DIRIY SANTUR	MANAGER
28	GOLDWELL Forwsarders Ltd.	John Muthinda	Manager
29	GOLDWELL FREIGHTERS Ltd.	JOHN WAMBUGU	CLERK
30	Habo Agencies Ltd.	Bipin Parma	Managing Director
31	HOMELINE CONSOLIDATION Ltd.	ALEX MOSE KENANI	OPERATIONS MANAGER
32	INGONI FREIGHTERS	ZETTA MRISHA	SECRETARY
33	INGONI FREIGHTERS	MOSES OUKO	OPERATIONS SUPERVISOR
34	Intraline Shipping & Logistics	David K. Muthiani	Director

35	KENSCO BUSINESS SOLUTIONS	MOLO T. WILLIAM	MANAGER
36	KIFWA MOMBASA	DAVIS MWANDIDO	ASISTANCE
37	KIFWA MOMBASA	Grace Kabira	Executive Officer
38	KIFWA MOMBASA	Michelle Hoarceau	Branch Chairperson
39	LOGENIX INTERNATIONAL	NANCY ISEGERE	Secretary
40	Logistic Solutions	Stephen Kiarie	DECLARATION OFFICER
41	Mabita Co. Ltd.	Jacob Kiprono	General Manager
42	Mak Cargo Holding	Nicholas Rop	Manager
43	MARKENS FREIGHT LOGISTICS	JAMES OTIENO OKEBE	OPERATIONS MANAGER
44	MFANCO AGENCIES	ALBANUS M.MULEI	MANAGER
45	MIDWAVE FREIGHTERS LIMITED.	BONFACE MUSAU NGOMO	BRANCH MANAGER
46	NORTHWEST(K) LIMITED	GEORGE MUKABI	MANAGER
47	Panal Freighters	Margaret Wambui	Operation Manager
48	PANWORLD LOGISTICS LIMITED	FROADAH SHIDA MAKOMERE	PORT CLERK
49	PEERLESS TEA SERVICES	JANE KAMAU	LOGISTICS MANAGER
50	S & L PORT SOLUTIONS LIMITED	SARAH GITAU	MANAGER
51	SAFREIGHT LIMITED	OMAR SAGAFF NADHIR	DOCUMENTATION SUPERVISOR
52	Sanako Co. Ltd.	Muwakamba	Director
53	SEACON(K) LIMITED	AYUB WANGONDU NDERITU	SENIOR DECLARATION OFFICER
54	SOLLATEK ELECTRONICS	ERICK TINDE	LOGISTICS MANAGER
55	UNIGLOBE LOGISTICS	KALINGA MUTUNGA	Declatarion Officer
56	WIGGLESWORTH EXPORTERS	IBRAHIM KARACHIWALLA	MANAGER
57	Worldwide Container Lines Ltd.	Kisito O. Ogot	Manager
58	YEAR 2000 FREIGHTERS LIMITED	SILAS ODOUR OPIYO	DECLARATION OFFICER
	KRA	Billy Ngumi Kabui	Project Officer
	JICA	Tetsuo Yasui	Lecturer
	JICA	Shoji Maeda	Senior Expert

5-5 July 8, 2011 at Karimjee Hall, Dar es Salaam, Tanzania

	Company Name	Name	Position
1	ACE EXIM CO. LTD	MARICHI MSISI	
2	AL-HEELAM C&F LTD	ANSILA A. KABWITA	
3	ARYA LOGISTICS LTD	NOOR MOHAMED ABDUL	
4	AZIMAR INVESTMENT LTD	BEATRICE MSAFIRI	
5	BONAFIDES VOYAGE CO. LTD	RANJAN SUCHAK	
6	C.M CO. LTD	ANDREW MUSHI	
7	CREST C&F LTD	JACOB SENKOBA	
8	CURRENT FREIGHT(T)LTD	STANFORD KUHOI	
9	ELETIX INVESTMENT CO. LTD	SHEILA S. MPONDA	
10	Fundi Ramadhani Pazi	Sarawani Inv. Co. Ltd.	Operation Manager
11	George Gassaya	Beltway Traiding Co. Ltd.	Operation Manager
12	Godfrey Hichika	Tamefa Freight	Officer
13	Goodluck Hongo	Uhuru FM	
14	HK FREIGHT FORWARDERS LTD	MUSSA A. MNDEME	
15	J. Lyimo	TAN Traffic	Declaration officer
16	JAMBO FREIGHT LTD	PHILIP MDOE	
17	Janeth Shekuwde	New Habari	
18	John Mapondela	Scan Tanzania Ltd.	
19	Julius Gaspar	FAF & Co. Ltd.	Director
20	KANYOTE CO. LTD	PHILBERT TELEKAKO	
21	KAS FREIGHT LTD	INNOCENT KAPINGA	
22	KIBUYE FREIGHT LTD	ALICE D. BINAMUGU	
23	LUPALILA CO. LTD	HAPPINES S. MLIGO	
24	MANCHINCHI FREIGHT LTD	SLYVESTER NYAMBESE	
25	MPONGO ENTERPRISES LTD	RICHARD MPONGO	
26	NTAWIGAYA CARGO MOVERS LTD	TRYPHONE B. RUHOGORA	
27	PALM SWIFT(T) LTD	TASNIM H. HASSANALI	
28	QUALITY BUNESS CONSULTANT	BONON MLOWE	
29	Ramadhani Issa	Smith Freight	Officer
30	Raphius Rvckaza	Binamung (U) Freight	Import Manager
31	ROLIE IMPORT &EXPORT LTD	ROBERT MALLYA	
32	ROMAMI TRADING CO.LTD	ELIAS ABDALAH	
33	S. A. Kasa	Jaguar. Carriers Ltd.	Managing Director
34	SAHARA DESERT FREIGHT LTD	HUSSEIN MAINA	
35	SARAWANY INVESTMENT CO. LTD	FUNDI R. PAZI	
36	SEJAFRICA C&F LTD	MARYAM GEVA	
37	Suleiman s. Kigodi	Z & A Trading (U) Ltd.	
38	TABC(1998) LTD	BARTHOLEW KIJAZI	
39	TAFFA	OTTO THOBIAS	
40	TAFFA	PROSCOVIA DAMIAN	
41	TAFFA	SALIFIUS G. MLIGO	
42	TAFFA	SHABAN GEVA	
43	TANGA MODERN C&F CO LTD	MKOMBOZI R. MBILIKIRA	
44	TAN-TRAFFIC FORWARDERS	JEREMIAH J. LYIMO	
45	UNITED YOUTH SHIPPING CO. LTD	RAYMOND H. LYIMO	
46	UTEGI TECH. ENTERPRISES	ANGELA PATRICE	
47	VICCOM RCL	VICTOR O. MACHA	
48	TAFFA	David Swilla	Councillor
49	TAFFA	Proscovia Damian	Ex. Secretary
	Billy Ngumi Kabui	KRA	Project Officer
	Tetsuo Yasui	JICA	Lecturer
	Shoji Maeda	JICA	Expert of Customs

## 6. Participant List for HS CV Seminars by MTP 2011

### 6-1 Seminar for Customs Valuation

#### 6-1-1 Seminar for Customs Valuation by W/Gs of TRA

1st & 2nd June, 2011 at Paradise City Hotel, Dar es Salaam, Tanzania

	Company Name	Name	Position
1	A&HIS D. Co. Ltd.	Maximin Mutungi	Operation Manager
2	Ace Exim Co. Ltd.	Maricfhi Mlisi	Operation Manager
3	Al-Heelam C&F Ltd.	Ansila Kabwita	Operation Manager
4	Amico Trading & Services Ltd.	Zakayo Sifael	Declaration manager
5	Arya Logistics Ltd.	Noor Mohamed Abdul	Director
6	Azimar Investment	Beatrice Msafiri	Declaration officer
7	Banfides Voyage Ltd.	Ranjan Suchak	Director
8	Burhani C&F Co. Ltd.	Ammar Hatim	Manager
9	C.M. Co. Ltd.	Andrew N.Mushi	Declaration officer
10	CAD Mulungu Co. Ltd.	Zedius G. Siame	Operation Officer
11	CNF tanzania Ltd.	Sanjay Y. Uka	Manager
12	Crest C&F Ltd.	Jacob G. Senkoba	Sales Executive
13	Dajon General Services Ltd.	Zaituni Juma Bakari	Declaration officer
14	Eltex Investment Co.Ltd.	Sheila S. Mponda	Declaration manager
15	Freedom Freight Forwarders	Pendo T. Mallya	Assistant M.Director
16	HK Freight Forwarders Ltd.	Mussa A. Mndeme	Declaration officer
17	Jambo Freight Ltd.	Philip Mdoe	Import manager
18	Jerusalem Freight & Co. Ltd.	Alex J. Mponela	Documentation
19	Jogoo Company Ltd.	Said Kiangi	Managing Director
20	K&K Cargo Logistics (T) Ltd.	Dolan George	Officer
21	KAS Freight Ltd.	Innocent Kapinga	Officer
22	Korufreight Ltd.	Silas Chandulu	Declaration officer
23	Korufreight Ltd.	Evance Lymo	Operation Manager
24	Life Line Commercial	Edwin Mlay	Director
25	Lupalila Co. T. Ltd.	Happines S. Mligo	Manager
26	Mechanised Co. Ltd.	Joyce I. Haule	Declaration officer
27	Mikandani Worldwide F.F. Ltd.	Othman Omar	Director
28	Mpongo Enterprises	Richard Mpongo	Director
29	Quality Business Consultant Ltd.	Bonon Mlowe	Operation Manager
30	Rolie Import & Exoirt	Robert Mallya	Managing Director
31	Romami Trading Co. Ltd.	Elias Abdallah	Operation Manager
32	Sahara Desert Freight Ltd.	Hussein I. Maina	Declaration officer
33	Sai C&F Ltd.	Happines Thomas	Declaration officer
34	Sarawany Invistment Co. Ltd.	Fundi R. Pazi	Operation Manager
35	Sejarica Ltd.	Maiyam Geva	Declaration officer
36	Manchinchu Freight	Sylvester Nyambese	Declaration officer
37	Tanga Modern C&F Co. Ltd.	Mkombozi R. Mbilikira	Documentation
38	Triple D. Ltd.	Hemed Mrindiko	Documentation
39	United Youth Shipping Co. Ltd.	Raymond H. Lyimo	Declaration officer
40	Utegi Tech. Enterprises	Angela Patrice	Managing Director
41	VICCOM RCL	Victor O. Macha	Declaration officer
42	Vigu Trading Co. Ltd.	Dickson R. Komba	Declaration officer
43	X'Press Maritime Agency Co. Ltd.	Idrisa H. Iddy	Declaration officer
44	Clearing agents		Declaration officer/Manager
45	TAFFA	Proscovia Damian	Secretariate
46	TAFFA	Stephen J. Ngatunga	Counselor
47	TAFFA	Manfred P. Mtitu	Vice President
48	TAFFA	Shaban geva	Counselor
49	TAFFA	Salifius G. Mligo	Secretary General
50	TRA	Narucis Lumumba	Trainer
51	TRA	Mary N. Lyakurva	Trainer
	KRA	Billy Ngumi	
	JICA	Shoji Maeda	

### 6-1-2 Seminar for Customs Valuation by W/Gs of OBR

9th & 10th June, 2011 at Club du Lac Tanganyika, Bujumbura, Burundi

	Company Name	Name	Position
1	ABA	BUKEYENEZA Viviane	Decleration officer

2	ADS	MWITENEZA Viateur	Decralation officer
3	Afri Vision	Gakobwa Roselyne	Director Operation
4	AVEDETT-2000	KANJOLI Séverin	Decralation officer
5	B.F.A.	HAKIZIMANA Emmanuel	Clearing Manager
6	BIBA	BAKAREKE Jean Marie Vianney	Decralation officer
7	BRUCARGO	KANEZA Félicité	Decralation officer
8	CCS	Ndayihimbaze Daniel	Decralation officer
9	CLOSITRAT	Baratakamwa Eddy Michel	Decralation officer
10	CODETT	IRADUKUNDA Christine	Decralation officer
11	COGES	BIZIMANA Térencia	Director General
12	COTRACOM	NIJIMBERE Thierry	Decralation officer
13	DHL Burundi	Muhirwa Olivier	Decralation officer
14	G C S	NIBIZI Agnès	Decralation officer
15	GCFA	Bigirimayo Beniguna	Decralation officer
16	IFC	NDUWIMANA Florence	Decralation officer
17	IMA *BURUNDI	NTUNZWENIMANA Joseph	Decralation officer
18	INERCARGO	BARANCUNGA Joseph	Decralation officer
19	INTAMBA FREIGHT	NZOYIHERA Floribert	Director General
20	KING BUSINESS	BIMENYIMANA Nelson	Secretariat Account
21	La Generale des Services	Nkurunziza Constantin	Decralation officer
22	LIMOS	HARERIMANA Aline	Decralation officer
23	MACEBU	Twagiryeh J-Mariejmjem02@yahoo.fr	Decralation officer
24	S B S	NDEMEYE Joseph	Director General
25	SDV	SINDAYIHEBURA Claver	Chief Clearing
26	SODETRA	NDAYIZEYE Appolonie	Clearing Manager
27	SOGECA	EMERUSABE Thaddée	Decralation officer
28	SOSEX	NITUNGA Angélus	Director declaration
29	SOTRADE	MANIRAMBONA Rémy	Director
30	SOTRAS	NYABENDA Jean Baptiste	Decralation officer
31	STAR CARGO	RWAGATORE Charles	Operation chief
32	TOP SERVICES	NKURUNZIZA Eloi	Decralation officer
33	TRUST FREIGHT	BAMBONYIRUGU Pacifique	Manager
34	UTI BURUNDI	KATIHABWA HENRI JOSE	Operation chief
35	ABADT	Ms. Christella Munyana	Executive Secretariat
36	OBR	Marie-Goreth bizindavyi	Customs Ageht Officer
37	OBR	Kubwimana Judith	Customs Officer
38	KRA	Billy Ngumi Kabui	Project Officer
39	JICA	Shoji Maeda	Exoert of Customs

**6-1-3 Seminar for Customs Valuation by W/Gs of URA  
15th & 16th September, 2011 at Metropole Hotel, Kampala, Uganda**

	Company Name	Name	Position
1	DHL Global Forwarding (U) Ltd	Turyahabwe Ambrose	Declaration Manager
2	Allport Freight Ltd.	Mugisha Frank	Operating Manager
3	Bemuga Forwarders Ltd	Sabiiti Jonan	Declaration Manager
4	Bemuga Forwarders Ltd	Mugabe Robert	Declaration Officer
5	Equator Shipping Line (U) Ltd	Kassim Ngude	Logistic Manager
6	Flitlinks International Ltd	Peter Ekobu	Operating Director
7	Intraf Uganda Ltd	Musisi Jude	Operating Manager
8	Intraf Uganda Ltd	John Ochom	Import Manager
9	Kenlloyd Logistics Ltd	Frank Mugisha	Logistic Manager
10	Lincoln Logistics Ltd	Sarah N. Winyi	Managing Director
11	Livercot Impex Ltd	Allan Peter Kakuba	Shipping Officer
12	Multilines International Ltd	Robert Mulinde Christopher	Operating Manager
13	Novamarine Ltd	Joel Mugisha	Declaration clerk
14	Pan African Carriers Ltd	Okello William	Logistic Manager
15	Rift Valley Railways	Rumumba Geoffrey	Import Manager
16	SDV Transami (U) Ltd	Naluwungwe Sarah	Declaration Manager
17	SDV Transami (U) Ltd	Emukadde Charles	Declaration clerk
18	Three Ways Shipping Services(Group) Ltd	Obbo Patrick	
19	Three Ways Shipping Services(Group) Ltd	Moko Moses	Declaration Manager
20	Union Logistics (U) Ltd	John Mugoya	Operating Officer
21	Inward Africa Forwarders	Madhu R.	Operation Manager
22	Midland Freight Services	Baly Emim	Manager
23	UFFA	Nayiga Grace	Secretary
24	ARTHUR MUSASIZI	Clearing Manager	
25	Mohamed Raizudheen	Director	
26	TURYAMUREBA VINCENT	Managing Director	
27	BYAMUKAMA GEREVAZIO	Director	
28	IRENE T.KAMARA	Managing Director	
29	SSEKITOLEKO ROBERT	C&F Manager	
30	OPIRO CONSTANTINE	General Manager	
31	KASIGAZI GILBERT	General Manager	
32	KIMULI FRED	Director	
33	KATUSHABE ADRINE	Declaration Officer	
34	Thembo Alfred	Manager	
35	David K. Wassa	Field Officer	
36	BONNY JAPUSITO	Declaration Officer	
37	Turigte Paddy	Officer	
38	Madinah Kisumbi	Operation Manager	
39	UCIFA	Turiyo Michael	
40	UCIFA	Karugaga Merab	
41	KRA	Billy Ngumi Kabui	Project Officer
42	JICA	Shoji Maeda	Exoert of Customs

**6-1-4 Seminar for Customs Valuation by W/Gs of RRA  
4th & 5th October, 2011 at Umubano Hotel, Kigali, Rwanda**

	Company Name	Name	Position
1	ADR	Hategekimana F. X.	
2	AFS	Muragijimana Annonciata	
3	AIR TRANSIT INTERNATIONAL	Mulisa Emmanuel	
4	ATACO FREIGHT SERVICES	Jean Luc Mbarushimana	
5	BN METRO	Umuhiza Clementine	
6	BONFIDE	Kananura Patrick	
7	CLICK CLEARING & FORWARDING AGENCY	Mugisha Suwed	
8	CLOFFIK	Claudette Uwanyingira	
9	CODETRACO	Uwineza Emma	
10	DOMUS	KagameMUKANKUSI Pierrette	
11	AFRIDETEC	Justin Rutazihana	
12	GLACA	Kamali Martin	
13	Good Freight	Uwizeye Yvette	
14	Good Freight	Nyirimana Aimable	
15	GORILLA 1000	Bimenyimana Jeremie	
16	HOPE FREIGHT	Mauricie MUJAYIRE	
17	Horizon Logistics Ltd.	Bucyana E. Murekezi	
18	INTRA CARGO	NYEBAZA Josephine	
19	INTRASPEED	Muzungu Godfrey	
20	Jacaju Ltd.	Twizeyimana Joseph	
21	JEM CLEARING	Gasana Mary	
22	JICA	Nkunzuenimana Placide	
23	LOGIONE	Denise Mugeni	
24	NEW PREFERENCE	Mutesi Antoinette	
25	New-Vision	Mbyayingabo J. Aime	
26	Panache Rwanda Ltd.	Bizimana Kalisa	
27	Reliance C & F	Habyarimana Adrien	
28	Royallinks	Habimana Hesron	
29	SAVANA Agency	Mugeyo Pilote	
30	SMART CLEARING	Umwali Gisele	
31	Sonode	Uwera Francoise	
32	STD	SANDRA MUKULIRA	
33	SULFO Rwanda	Rukundo Ally	
34	Tradeco Freight Agency	Dukuze Peter Umutware	
35	TRADERWA	Mahoro Sylvie	
36	TRY TRUSTERS	UMUZIFA Gisele	
37	UDPRO	Sibomana Etienne	
38	WESTERN CRUISE	Cyiza Theophile	
39	ZBR	HAMIDU KANTARAMA	
	RRA	Mukamurenzi Providence	Trainer
	RRA	Jimmy Muyngo Mwesigye	Trainer
	RRA	Rugema Lucien	Trainer
	KRA	Billy Ngumi Kabui	
	JICA	Shoji Maeda	

**6-1-5 Seminar for Customs Valuation by W/Gs of KRA  
1st & 2nd Dec 2011 at Kenya**

	Company Name	Name	Position
	43 participants including trainers	Turyahabwe Ambrose	Declaration Manager
44	KRA	Billy Ngumi Kabui	
45	JICA	Shoji Maeda	

**6-2 Seminar for HS Classification**

**6-2-1 Seminar for HS Classification by W/Gs of KRA**

**29th & 30th June 2011 at Castle Royal Hotel, Mombasa, Kenya**

	Company Name	Name	Position
1	Andy Forwarders Services Ltd.	Daniel Nzeki	Branch Manager
2	Andy Forwarders Services Ltd.	Jonathan Muli	Asst. Manager
3	Consolbase Ltd.	Elvis Murima	
4	Conventional Cargo Conveyors	Samuel Wagemma	Supervisor
5	Conventional Cargo Conveyors	Faith Kaviu	Supervisor



6	DHL Global Forwarders (K) Ltd.	Justus Wambua	Declaration officer
7	Diamond Shipping Services	Iris D'Cruz	Commercial Manager
8	Diamond Shipping Services	Fadiya P. Dzimba	Documentation
9	F.Y. Simba shipping agents	Murtaza Yusufalli	Partner
10	Famo Forwarders	Ali Bakari Ali	Director
11	Famo Forwarders	Amina Kantilal	Documentation
12	Freight-in-time	Vitalis Ajwang	Airfreight supervisor
13	Gallin Holdings Ltd.	David Yamo	C&F manager
14	General Cargo Ltd.	Rashida N. Akberali	C&F manager
15	Global Business Commanders Ltd.	John Mwangi	Managing Director
16	Inland Africa Logistics Ltd.	Roy Nwanti	Director
17	Mfanco Agencies Ltd.	Albanus Muyanga	Declaration officer
18	Morning Glory Freight Services	Peter N. Kinuthia	Director
19	Netfreight services Ltd.	Dominic Kaseve	Documentation
20	Netfreight services Ltd.	Annie Njeri	
21	Postal Corporation of Kenya	Teresa Awuor Otieno	Documentation
22	Principal Forwarders Ltd.	Shoeb Ganiwalla	Director
23	Prospectus International Ltd.	Thomas Obar	Exl-Im coordinator
24	Provincial Clearing & Forwarding Ltd.	Abdulaziz Hassan	Director
25	Semati stores Enterprises	Seth Ouma	Director
26	Spedag Spedition (K) Ltd.	Gift Mwaluma	Administration
27	Total Link Logistics Ltd.	Dennis Okumu Ombok	Manager
28	United Clearing Co. Ltd.	Hitesh Manilal	Director
29	Mr. David Kimuli	KRA	Assistant Comm.
30	Ms. Winfred Jillani	KRA	Trainer
31	Mr. Charles Mureithi	KRA	Senior Revenue Officer
32	Mr. Leonard Sang	KRA	Revenue Officer I
33	Mr. Billy Ngumi Kabui	KRA	Project Officer
34	Mr. Daniel Nyambaka	KRA	Assistant Comm.
35	Mr. Shoji Maeda	JICA	Expert Customs
36	Goerge Ogutu		
37	Joran Matiny		

**6-2-2 Seminar for HS Classification by W/Gs of RRA  
13th & 14th July 2011 at Umubano Hotel, Kigali, Rwanda**

	Company Name	Name	Position
1	ADONIA C & F	SHYAKA Vianney	
2	ADR	HATEGEKIMANA F.X	
3	AFRICA FREIGHT SERVICES	MURAGIJIMANA Annonciata	
4	AFRICA WORLDWIDE LOGISTICS LTD	MUKANYANDWI Immaculee	
5	AIR TRANSIT INTERNATIONAL	RUDASINGWA J.Paul	
6	ATACO FREIGHT SERVICES	MBARUSHIMANA J.Luc	
7	BONFIDE	KANANURA Patrick	
8	CLICK CLEARING & FORWARDING AGEENY	MUGISHA Suwed	
9	CLOFFIK	IRADUKUNDA Deo	
10	CLOFFIK	MUGISHA ERIC	
11	CONEX LOGISTICS	NDAHIMANA Theogene	
12	DATUS LIMITED	niyonzima j.claude	
13	DOMUS	NTASHONGERWA Eugene	
14	DOVE FREIGHT	TURIMUKAGA J.Damascene	
15	DOVE FREIGHT	MUHUNDWANGYEYO Emma	
16	ELEGANCE CLEARING AGENCY	MIJYAMBERE Benjamin	
17	FRIDETEC	John NDAGIJIMANA	
18	GORILLA 1000	MANIRAHARI Nouredine	
19	HOPE FREIGHT	Maurice MUJAYIRE	
20	INTRASPEED	KABASHA Yvonne	
21	INTRASPEED	MUZUNGU Godfrey	
22	JEM CLEARING	GASANA Mary	
23	LIFE LINE FREIGHT	TUYISHIME Afred	
24	LOGIONE	MUGENI Denise	
25	MADE	MUKANDOLI Josce	
26	MULT	SIMBI Patrice	
27	NEW BUSINESS CLEARING AGENCY	NZWINIMANA Fidele	
28	OMNIBUS AGENCY	MUNDI Fabrice	
29	QUALITY SERVICES AGENCY	MUKESHIMANA Beatrice	
30	QUICK CLEARING	NDUNGUTSE Deo	
31	ROYAL LINKS LTD	HABIMANA Hesron	
32	SAVANA	MUGYEYO Pilote	
33	SAVANA	RWAMUNGU ERIC	
34	SAVANA	GAFARANGA Felix	
35	SIFAD	KANYARWEJA . S	
36	SMART CLEARING	UMWALI Gisele	
37	STANDARD INT'L FORWARDING	CLAUDINE	
38	STD	SANDRA MUKURIRA	
39	SULFO RWANDA	RUKUNDO Ally	
40	THE HARVESTERS	On.havugimana Marguerite	
41	TOP FREIGHT	MUKANKUBANA Susan	
42	TRADER	NYILIDANDI Cesar	
43	TRADERWA	MAHORU Sylvie	
44	TRANSOCEAN	NDUTIYE Alphonse	
45	TRY TRUSTERS	SEBAHIRE Martens	
46	WESTERN CRUISE	CYIZA Theophile	
47	ZBR	NSENGIYUMVA Seth	
	RRA	Shayaka Alex	Trainer
	RRA	Mbabazi Margret	Trainer
	RRA	Shumbusho Aline	Trainer
	RRA	Karugabe Augustine	Trainer
	KRA	Billy Ngumi Kabui	
	JICA	Shoji Maeda	

6-2-3 Seminar for HS Classification by W/Gs of OBR

8th & 9th September, 2011 at Club du Lac Tanganyika, Bujumbura, Burundi

	Company Name	Name	Position
1	ABA	BUKEYENEZA Viviane	
2	ABL	Mbonimpaye Everius	
3	ADETRA	NIJIMBERE JEAN MARIE	
4	ADS	MWITENEZA Viateur	
5	ALL PORT FREIGHT	NDAYIZEYE JEAN BERCHMAS	
6	Best Future Agency	HAKIZIMANA Emmanuel	
7	BIBA	BAKAREKE Jean Marie Vianney	
8	Boussole	KARIKURUBU EMMANUEL	
9	BRUcargo	KANEZA Felicité	
10	CCS	munezero claire	
11	CLOFITRAT	BARATAKANWA EDDY	
12	CODETT	IRADUKUNDA Christine	
13	Cotracom	NIJIMBERE Thierry	
14	DETTRA	SAHIRI PONTIEN	
15	DHL	Muhirwa Olivier	
16	East African Freight	MASABARAKIZA DIEUDONNE	
17	GCFA	NTIYANKUNDIYE Gilbert	
18	GCS	NIBIZI Agnès	
19	GLS	Ndayishimiye Jeanine	
20	GTT s.a.	Nizigiyimana Desire	
21	IFC	NDUWIMANA Florence	
22	IMĀ BURUNDI	NDAYIZEYE JEAN CLAUDE	
23	IMA Burundi	NTUNZWENIMANA Joseph	
24	INTERCARGO	BARANCUNGA Joseph	
25	King Business	BIMENYIMANA Nelson	
26	Limos	HARERIMANA Aline	
27	Macebu	TWAGIRAYEZU J MARIE	
28	NCATTG	NAHIMANA DIANE	
29	NEW UFS	Cimpaye Juliette	
30	SBS	NDEMEYE Joseph	
31	SDV	SINDAYIHEBURA Claver	
32	Sodetra	NDAYIZEYE Appolonie	
33	Sogeca	EMERUSABE Thaddée	
34	SOSEX	NITUNGA Angélus	
35	SOTRADE	MANIRAMBONA THIERRY	
36	SOTRAS	RUHENDO RICHARD	
37	SPACIO s.a.	nzambimana egide	
38	STARCARGO	RWAGATORE Charles	
39	STARCARGO	NIBARUTA LEONIDAS	
40	SWIFT Freight	Nimpagaritse Beatrice	
41	TOP SERVICES	NKURUN ZIZA ELOI	
42	Trust Freight	BAMBONYIRUGU Pacifique	
43	UTI BURUNDI	KATIHABWA HENRI JOSE	
44	ABADT	MS MUNYANA CHRISTELLA	
	OBR	Ndoricimpa EMMA Marie	
	OBR	Nyandwi Denise	
	KRA	Billy Ngumi Kabui	
	JICA	Shoji Maeda	

**6-2-4 Seminar for HS Classification by W/Gs of TRA  
25th & 26th October 2011 at Golden Tulip Hotel, Dar es Salaam, Tanzania**

	Company Name	Name	Position
1	A&HIS D. Co. Ltd.	Maximin Mutungi	Operation Manager
2	Ace Exim Co. Ltd.	Marchi Msisi	Operation Manager
3	Al-Heelam C&F Ltd.	Ansila Anselmi Kabwita	Operation Manager
4	Amico Trading & Services Ltd.	Zakayo Sifael	Declaration manager
5	Arya Logistics Ltd.	Noormohamed Abdul	Director
6	Balex inter	Aloys B. Gabriel	Manager
7	B. S. A. Clearance Ltd	Philbert Msaki	Operation Manager
8	Bonafides Voyage Ltd.	Ranjan Suchak	Director
9	Burhani C&F Co. Ltd.	Ammar Hatim	Manager
10	CAD Mulungu Co. Ltd.	Zedius G. Siame	Operation Officer
11	CNF tanzania Ltd.	Sanjay Y. Uka	Manager
12	Cosmos Haulage	A. Sambo	MD
13	Eltex Investment Co.Ltd.	Sheila S. Mponda	Declaration manager
14	Jambo Freight Ltd.	Philip H. Mboe	Import Manager
15	Jerusalem Freight & Co. Ltd.	Alex J. Mponela	Documentation
16	K & K Logistics (T) Ltd.	Dolan George Lyimo	Officer
17	KAS Freight Ltd.	Innocent Kapinga	Officer
18	Kassam Freight Ltd.	Stephen M.	C & F Officer
19	Korufreight Ltd.	Silas Chandulu	Declaration officer
20	Korufreight Ltd.	Evance Lymo	Operation Manager
21	Life Line Commercial	Phillip Mlay	Director
22	Lupalila Co. T. Ltd.	Happines S. Mligo	Manager
23	Mikandani Worldwide F.F. Ltd.	Omar Othman	Director
24	Mpongo Enterprises Co. Ltd.	Richard Mpongo	Director
25	Mwimada General Supplys Ltd.	Joseph H. D. Urrio	MD
26	Orbit Freight Ltd.	Roger J. Bernnard	Director
27	Quality Business Consultant Ltd.	Bonon M. Mlowe	Operation Manager
28	Rolie Import & Exoirt	Robert Mallya	Managing Director
29	Romami Trading Co. Ltd.	Elias Abdallah	Operation Manager
30	Sahara Desert Freights Ltd.	Hussein I. Maina	Declaration officer
31	Sai C&F Ltd.	Happines Thomas	Declaration officer
32	Sarawany Invistment Co. Ltd.	Fundi R. Pazi	Operation Manager
33	Sejafrica Ltd.	Maryam Geva	Declaration officer
34	Swan General Agencies Ltd.	Bakari Masaka	Director
35	Triple D. Ltd.	Hemed M. Mnndoko	Documentation
36	Utegi Tech. Enterprises (T) Ltd.	Angela Patrice	Declaration officer
37	VICCOM Resources Co. Ltd.	Victor O. Macha	MD
38	Vigu Trading Co. Ltd.	Dickson R. Komba	Declaration officer
39	X'Press Maritime Agency Co. Ltd.	Iddy H. Iddy	Declaration officer
40	TAFFA	Stephen J. Ngatunga	President
41	TAFFA	Edward John Urrio	Vice President
42	TAFFA	Shaban Geva	Counselor
43	TAFFA/ Sami Agencies Ltd.	Waheed Saudin	Counselor
44	TAFFA	Solomon A. Kasa	Secretary General
45	TAFFA	Edwin Mlay	Counselor
46	TAFFA	Salifius G. Mligo	Secretary General
	TRA	Rogasian L Shirima	WG HS
	TRA	Kibahila P M	WG HS
	TRA	Tutuba A. B.	WG HS
	TRA	Charles Sabuni	WG HS
	JICA	Nagaya	Taisei Construction
	JICA	Shoji Maeda	
	KRA	Billy Ngumi Kabui	

6-2-5 Venue:Hotel metropole, Kampala, Uganda  
1st & 2nd November.2011

	Company Name	Name	Position
1	A.S UNITED LTD	NSAMBA DAVIS	DECLARATION OFFICER
2	AGS FRASER INT.LTD	ARTHUR MUSASIZI	OPERATIONS OFFICER
3	CRESTED CARGO INT.LTD	MUHAMMED RAIZUDHEEN	M.DIRECTOR
4	DELTA FORWARDERS LTD	TURYAMUREBA VICENT	M.DIRECTOR
5	GLOBAL FORWARDER&C LTD	IRENE T.KAMARA	M.DIRECTOR
6	HAKS INV'TS LTD	OPIRO CONSTANTINE	GENERAL MAGER
7	ICEMARK	KASIGAZI GILBERT	EX.DIRECTOR
8	INTERVISION SERVICES	KIMULI FRED	M.DIRECTOR
9	LIMOTRANS (U) LTD	KATUSHABE ADRINE	DECLARATION OFFICER
10	MIKWEN FARM ENT.LTD	ALFRED TEMBO	DECLARATION OFFICER
11	OVERSEAS C&F LTD	J.B TAMWESIGIRE	M.DIRECTOR
12	RAKA AGENCIES LTD	David K. Wasswa	EX.DIRECTOR
13	ROOFINGS LIMITED	BONNY JUPUSITO	DECLARATION OFFICER
14	UCIFA	KARUGAGA MERAB	ADMIN.SECRETARY
15	UPSTREAM LTD	MADINA K.	DECLARATION OFFICER
16	UCIFA	Tguroyo Michael	CEO
17	UCIFA	Lino Criel Idla	Vice Chairman
18	Bemuga Forwarders Ltd	Sabiiti Jonan	Declaration officer
19	Bemuga Forwarders Ltd	Mugabe Robert	Declaration officer
20	Dhl Global forwarding	Turyahabwe Ambrose	Declaration officer
21	Intraf Uganda Ltd	Jude Musisi	Manager
22	Intraf Uganda Ltd	John Ochom	Import Manager
23	Intraline Shipping Services	Onyango George William	Operation Manager
24	Kargo International ltd	Moses Nimusiima	Operation Manager
25	Kenlloyd Logistics Ltd.	Frank Mugisha	
26	Kuene+Nagel Ltd	David Wandera	Operation Manager
27	Kuene+Nagel Ltd	Barbra Businge	Declaration officer
28	Lincoln Logistics Ltd.	Sarah N. Winyi	Managing Director
29	Multilines International Ltd	Robert Mulinde C.	Manager
30	Overseas C&F (U) Ltd.	Tamwasigire JB	Managing Director
31	Pan African Carriers Ltd	Okello William	Logistic manager
32	Sdv Transami Uganda Ltd	Martin Oywoyo	Declaration officer
33	Sdv Transami Uganda Ltd	Johnson Kamugisha	Supervisor
34	Threeways Shipping Services Ltd	Kiizia Damalie	Declaration officer
35	Transoceanic Projects & Developments Ltd	Paul Ndyaguma	Country manager
36	UFFA	Nayigo Grace	Secretary
37	UFFA	Mugume Philip	Declaration officer
38	Unifreight cargo	Kanyaco Justine	Operation Manager
39	URA	Kirungi Peninah	HS WG
40	URA	Otyama Fransic	HS WG
41	URA	Achaye George	HS WG
42	URA	Rubagumya Jameson	HS WG
43	URA	Senujuma Geofrey	Camera man
44	KRA	Billy Ngumi Kabui	Project Officer
45	JICA	Shoji Maeda	JICA Expert

## 7. Capacity Building of Customs Clearing and Forwarding Agents

2012 Mar 1st Task Force Meeting on Capacity Building of Customs Clearing Agents  
Kivi Miliman hotel, Nairobi, Kenya, 6th March 2012

	Organization	Country	Name	Position
1	KRA	Kenya	Paul Otieno Nyapola	Revenue Officer, Licensing Unit
2	KRA	Kenya	Jeremiah Kosgei	Principal Revenue Officer, DPC
3	KRA	Kenya	Benson Chacha	Senior Assistant Commissioner
4	KRA	Kenya	Ebby	Senior Assistant Commissioner, JKIA
5	OBR	Burundi	Jean Berchmans Ntirampeba	Head of Trade Division
6	OBR	Burundi	Imelde Gahiro	Customs Officer, Legal Unit
7	RRA	Rwanda	Paul Kayitare	Head of Legal and Tapovers Service Unit
8	RRA	Rwanda	Paul Bwenge	Head of Petroleum Monitoring Unit
9	RRA	Rwanda	Annette Furaha	Senior Licensing Officer
10	TRA	Tanzania	Methodia Kiiza	Manager Policy & Licensing
11	TRA	Tanzania	Sued Faraj	Lecturer, HR Institute, ITA
12	TRA	Tanzania	Jomimassa Nsindo	Principal Customs Officer
13	TRA	Tanzania	Lillian Baguma	Training Coordinator for Customs
14	URA	Uganda	Judith Sekitto	Bond Seat Officer
15	URA	Uganda	Steven Karcakaho	Revenue Officer
16	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
17	JICA Project	Kenya	Shoji Maeda	Expert on Customs Clearing Agents
18	JICA Project	Kenya	Takao Iwai	Advisor
19	JICA Project	Kenya	Yoko Konishi	Coordinator
20	JICA Project/KRA	Kenya	Billy Ngumi	Business Process Improvement, Project, CSD, KRA

2012 Aug National Task Force Meeting on Capacity Building of Customs Clearing Agents in Kenya  
Silver Spring hotel, Nairobi, Kenya 6th August 2012

	Organization	Country	Name	Position
1	KRA	Kenya	Paul Otieno Nyapola	Revenue Officer, Licensing Unit
2	KRA	Kenya	Jeremiah Kosgei	Principal Revenue Officer, DPC
3	KRA	Kenya	Ebby Khaguli	Senior Assistant Commissioner, JKIA
4	KIFWA	Kenya	Boaz Makomere	Secretary General
5	KIFWA	Kenya	Michelle Hoareau	Chairman Mombasa Branch
6	KIFWA	Kenya	William Ojonyo	Chairman, Nairobi Branch
7	KIFWA	Kenya	Carol Namachanja	National Training Coordinator
8	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
9	JICA Project	Kenya	Takao Iwai	Advisor
10	JICA Project	Kenya	Yoko Konishi	Coordinator
11	JICA Project/KRA	Kenya	Alice Kananu	Project officer

2012 Sep Training of Customs Clearing Agents (HS classification, Customs Valuation)  
Sapphire hotel, Mombasa, 11-14 September 2012

	Organization	Country	Name	Position
1	KRA	Kenya	David Musiouka	Deputy Commissioner, Southern Region
2	KRA	Kenya	Jeremiah Kosgei	Principal Revenue Officer, DPC (TF)
3	KRA	Kenya	Leonard Sung	Trainer on HS Classification (mombasa)
4	KRA	Kenya	Charles Mureithi	Trainer on HS Classification (mombasa)
5	KRA	Kenya	Ebby Khaguli	Trainer on Customs Valuation (JKIA)
6	KRA	Kenya	Abakuk Kasibo	Trainer on Customs Valuation (DPC)
7	KRA	Kenya	Fridah Kimani	Trainer on Customs Valuation (DPC)
8	KRA	Kenya	Esther Watene	Trainer on Customs Valuation (DPC)
9	KIFWA	Kenya	Boaz Makomere	Secretary General
10	KIFWA	Kenya	Michelle Hoareau	Chairman Mombasa Branch
11	KIFWA	Kenya	William Ojonyo	Chairman, Nairobi Branch
12	KIFWA	Kenya	Carol Namachanja	National Training Coordinator
13	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
14	JICA Project	Kenya	Yoko Konishi	Coordinator
15	JICA Project/KRA	Kenya	Alice Kananu	Project officer
	Clearing Agents	Kenya	30 persons	Basic Class
	Clearing Agents	Kenya	36 persons	Intermediate

2012 Sep Training of Customs Clearing Agents (Customs Valuation)  
Panari hotel, Mombasa, 18-20 September 2012

	Organization	Country	Name	Position
1	KRA	Kenya	Kamau Nganga	Deputy Commissioner, Enforcement
2	KRA	Kenya	Jeremiah Kosgei	Principal Revenue Officer, DPC (TF)
3	KRA	Kenya	Ebby Khaguli	Trainer on Customs Valuation (JKIA)
4	KRA	Kenya	Abakuk Kasibo	Trainer on Customs Valuation (DPC)
5	KRA	Kenya	Fridah Kimani	Trainer on Customs Valuation (DPC)
6	KRA	Kenya	Esther Watene	Trainer on Customs Valuation (DPC)
7	KIFWA	Kenya	Boaz Makomere	Secretary General
8	KIFWA	Kenya	Michelle Hoareau	Chairman Mombasa Branch
9	KIFWA	Kenya	William Ojonyo	Chairman, Nairobi Branch
10	KIFWA	Kenya	Carol Namachanja	National Training Coordinator
11	JICA Project	Kenya	Yoko Konishi	Coordinator
12	JICA Project/KRA	Kenya	Alice Kananu	Project officer

Clearing Agents	Kenya	46 persons	Basic Class
Clearing Agents	Kenya	42 persons	Intermediate

2012 Sep **Task Force meeting on Capacity Building of Customs Clearing Agents in Burundi**  
**Club du Lac Tanganyika, Bujumbura, 7 September 2012**

	Organization	Country	Name	Position
1	OBR	Burundi	Ntirampeba Berchimans	Director of Customs Services
2	OBR	Burundi	Charles NDORIMANA	Director of Training
3	OBR	Burundi	Imelda GAHIRO	Head, Legal Unit, Trade facilitation and Customs Reform
4	OBR	Burundi	Nyandwi Denise	MTP WG on HS Classification
5	OBR	Burundi	Judith Kubwimana	MTP WG on Customs Valuation
6	OBR	Burundi	Emma Marie NDORICIMPA	MTP WG on HS Classification
7	OBR	Burundi	Nzeyimana Celestin	MTP WG on HS Classification
8	ABADT	Burundi	Petit- Jean Ndikumana	1st Vice President
9	ABADT	Burundi	Deo Nahayo	ABADT Board Member
10	ABADT	Burundi	Claudine Gatasi	Executive Secretary
11	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
12	JICA Project	Kenya	Takao Iwai	Advisor
13	JICA Project	Kenya	Yoko Konishi	Coordinator
14	JICA Project/KRA	Kenya	Alice Kananu	Project officer

2012 Oct **National Task Force Meeting on Capacity Building of Customs Clearing Agents in Tanzania**  
**Colosseum Hotel, Dar es Salaam, Tanzania, 3 October 2012**

	Organization	Country	Name	Position
1	TAFFA	Tanzania	Solomon A Kasa	Secretary General & Training Director
2	TAFFA	Tanzania	Wambura Waryuba	N/T Coordinator
3	TAFFA	Tanzania	ShabanNgeva	National Treasurer
4	TAFFA	Tanzania	Jimmy B Mwalugelo	Executive Councillor
5	TAFFA	Tanzania	Proscovia Damien	Ag. Executive Officer
6	TRA	Tanzania	George Mnyitafu	Trainer on Customs Valuation (JNIA)
7	TRA	Tanzania	Narcis Lunumba	Trainer on Customs Valuation (HQ)
8	TRA	Tanzania	Pius Kibahila	Trainer on HS Classification (Tanga)
9	TRA	Tanzania	Methodia Kiiza	Manager Policy & Licensing (TF)
10	TRA	Tanzania	Sued Faraj	Lecturer, HR Institute, ITA (TF)
11	TRA	Tanzania	Jomimassa Nsindo	Principal Customs Officer (TF)
12	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
13	JICA Project	Kenya	Takao Iwai	Advisor
14	JICA Project/KRA	Kenya	Alice Kananu	Project officer

2012 Nov **Training of Customs Clearing Agents (HS classification, Customs valuation)**

**Institute of Tax Administration, Dar es Salaam, Tanzania, 27-30 November 2012**

	Organization	Country	Name	Position
1	TRA	Tanzania	George Mnyitafu	Trainer on Customs Valuation (JNIA)
2	TRA	Tanzania	Narcis Lunumba	Trainer on Customs Valuation (HQ)
3	TRA	Tanzania	Mary Lyakurwa	Trainer on Customs Valuation (HQ)
4	TRA	Tanzania	Charles Sabuni	Trainer on HS Classification (ITA)
5	TRA	Tanzania	Pius Kibahila	Trainer on HS Classification (Tanga)
6	TRA	Tanzania	Rogasian Shirima	Trainer on HS Classification (Tuduma)
7	TRA	Tanzania	Tutuba Adribert	Trainer on HS Classification (HQ)
8	TRA	Tanzania	Wolfgang Salia	Manager, Enforcement
9	TRA	Tanzania	Methodia Kiiza	Manager Policy & Licensing (TF)
10	TRA	Tanzania	Sued Faraj	Lecturer, HR Institute, ITA (TF)
11	TRA	Tanzania	Jomimassa Nsindo	Principal Customs Officer (TF)
12	TAFFA	Tanzania	Solomon A Kasa	Secretary General & Training Director
13	TAFFA	Tanzania	Wambura Waryuba	N/T Coordinator
14	TAFFA	Tanzania	Proscovia Damien	Ag. Executive Officer
15	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
16	JICA Project	Kenya	Takao Iwai	Advisor
17	JICA Project	Kenya	Yoko Konishi	Coordinator
18	JICA Project/KRA	Kenya	Alice Kananu	Project officer
	Clearing agents	Tanzania	44 persons	

2012 Dec **Sensitization Workshop on Customs Management Act**

**Club du Lac Tanganyika, Bujumbura, 11-13 December 2012**

	Organization	Country	Name	Position
1	OBR	Burundi	Ntirampeba Berchimans	Director of Customs Services, OBR
2	OBR	Burundi	Charles NDORIMANA	Director of Training, OBR
3	OBR	Burundi	Imelda GAHIRO	TF Member, Head of Legal Unit, Trade Facilitation and Customs Reform, OBR (Trainer)
4	OBR	Burundi	Marie Goreth BIZINDAVYI	Burundi, Subject Leader –Customs Valuation, OBR (Trainer)
5	OBR	Burundi	Emma Marie NDORICIMPA	Burundi, Subject Leader –HS Classification, OBR (Trainer)
6	OBR	Burundi	Félicité NIBIGIRA	Burundi Country Leader – MTP, OBR, (Trainer)
7	ABADT	Burundi	Prudent Nankana	OBR (Trainer)
8	ABADT	Burundi	Claudine Gatasi	Executive Secretary, ABADT

9	ABADT	Burundi	Christella Munyana	National Training Coordinator, ABADT
10	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
11	JICA Project	Kenya	Takao Iwai	Advisor
12	JICA Project	Kenya	Alice Kananu	Project officer
13	JICA Project/KRA	Kenya	Allan Morgan	Admin Assistant
	Clearing agents	Burundi	94 persons	
	OBR officer	Burundi	6 persons	

2013 Jan National Task Force Meeting on Capacity Building of Customs Clearing Agents in Rwanda  
 Chez Lando Hotel, Kigali, Rwanda, 11 January 2013

	Organization	Country	Name	Position
1	ADR	Rwanda	Ms Anita Bitega	Executive Secretariat
2	ADR	Rwanda	Ms Nyebaza Josephine	2 <sup>nd</sup> Vice Chairperson
3	RRA	Rwanda	Augustine Karugahe	Customs Officer
4	RRA	Rwanda	Mr Evariste Ntaganda	Ag. Director of Training
5	RRA	Rwanda	Mr Paul Kayitare	Head of Legal and Taxpayers Service Unit
6	RRA	Rwanda	Mr Kalisa Edward	Senior CV Officer
7	RRA	Rwanda	Mr Paul Bwenge	Head of Petroleum Unit
8	RRA	Rwanda	Ms Annette Furaha	Custom Officer
9	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
10	JICA Project	Kenya	Takao Iwai	Advisor
11	JICA Project/KRA	Kenya	Alice Kananu	Project officer
12	JICA Project/KRA	Kenya	Allan Morgan	Admin Assistant

2013 Jan National Task Force Meeting on Capacity Building of Customs Clearing Agents in Uganda  
 Metropole Hotel, Kampala, Uganda, 17 January 2013

	Organization	Country	Name	Position
1	UPFA	Rwanda	Anne Kibirige	National Training Coordinator EACFPFC
2	UPFA	Rwanda	Agnes Wadda	Secretariat
3	UCIFA	Uganda	Turiyo Michael	CEO
4	UCIFA	Uganda	Al-Haji Jaffer Abdullah	National Treasurer
5	UCIFA	Uganda	Lino Criel Icila	Secretary General
6	URA	Uganda	Abel Kagumire	Supervisor, Malaba Customs
7	URA	Uganda	Peninah Kirungi	Custom Officer
8	URA	Uganda	Stephen Karekaho	Legal & Bond officer
9	URA	Uganda	Akello Agnes Drasi	Training coordinator
10	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
11	JICA Project	Kenya	Takao Iwai	Advisor
12	JICA Project/KRA	Kenya	Alice Kananu	Project officer

2013 Jan Training of Customs Clearing Agents (HS Classification)  
 Panari hotel, Nairobi, 22-24 January 2013

	Organization	Country	Name	Position
1	KRA	Kenya	Susan Wanjohi	Senior Assistant Commissioner, Project
2	KRA	Kenya	Jeremiah Kosgei	Principal Revenue Officer, DPC (TF)
3	KRA	Kenya	David Kimuli	Trainer on HS Classification (Busisi)
4	KRA	Kenya	Winfred Jillani	Trainer on HS Classification (KESRA)
5	KRA	Kenya	Leonard Sang	Trainer on HS Classification (Mombasa)
6	KRA	Kenya	Charles Mureithi	Trainer on HS Classification (Mombasa)
7	KIFWA	Kenya	Boaz Makomere	National Chariman
8	KIFWA	Kenya	Grace Chege	Chairman, Nairobi Branch
9	KIFWA	Kenya	Carol Namachanja	National Training Coordinator
10	KIFWA	Kenya	Wycliffe Wanda	Executive Officer
11	KIFWA	Kenya	Veronica Njeri	Official
12	JICA Project	Kenya	Yoko Konishi	Coordinator
13	JICA Project/KRA	Kenya	Alice Kananu	Project officer
	Clearing Agents	Kenya	43 persons	Basic Class
	Clearing Agents	Kenya	39 persons	Intermediate

2013 Feb National Task Force Meeting on Capacity Building of Customs Clearing Agents in Zanzibar  
 Zanzibar Ocean View Hotel, Zanzibar, Tanzania, 13 February 2013

	Organization	Country	Name	Position
1	ZFB	Tanzania	Ali Abound Mzee	Advisor
2	ZFB	Tanzania	Ahmed S Nassor	Secretary
3	ZFB	Tanzania	Omar H Mussa	Chairman
4	ZFB	Tanzania	Muhidin Mshimba	Training Coordinator
5	ZFB	Tanzania	Masaad Breik	Board Member
6	TRA	Tanzania	Saleh Pandu	Principal Taxpayer education officer (TF)
7	TRA	Tanzania	Mary Lvakurwa	Trainer on Customs Valuation (HQ)
8	TRA	Tanzania	Charles Sabuni	Trainer on HS Classification (ITA)
9	TRA	Tanzania	Pius Kibahifa	Trainer on HS Classification (Tanga)
10	TRA	Tanzania	Methodia Kiiza	Manager Policy & Licensing (TF)
11	TRA	Tanzania	Sued Faraj	Lecturer, HR Institute, ITA (TF)
12	TRA	Tanzania	Zuleikha Nassor	PCO-Zanzibar (TF)
13	TRA	Tanzania	S H Kabanda	ARM-Zanzibar (TF)
14	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
15	JICA Project	Kenya	Takao Iwai	Advisor
16	JICA Project/KRA	Kenya	Alice Kananu	Project officer



2013 Feb Training of Customs Clearing Agents (HS Classification, Customs Valuation and Compliance)  
Gatuna, Rwanda, 11 January 2013

	Organization	Country	Name	Position
1	ADR	Rwanda	Alex Ntagwabira	
2	RRA	Rwanda	Augustine Karugahe	Trainer on HS Classification
3	RRA	Rwanda	Evariste Ntaganda	Director of Training
4	RRA	Rwanda	Paul Kayitare	Head of Legal and Taxpayers Service Unit
5	RRA	Rwanda	Kalisa Edward	Trainer on Compliance
6	RRA	Rwanda	Jimmy Mwasigye	Trainer on Customs Valuation
7	RRA	Rwanda	Providence Mukamurenzi	Trainer on Customs Valuation
8	RRA	Rwanda	Vivian Umurungi	Trainer on HS Classification
9	RRA	Rwanda	Paul Bwenge	Head of Petroleum Unit (TF)
10	RRA	Rwanda	Annette Furaha	Custom Officer (TF)
11	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
12	JICA Project	Kenya	Takao Iwai	Advisor
13	JICA Project/KRA	Kenya	Alice Kananu	Project officer
14	JICA Project/KRA	Kenya	Allan Morgan	Admin Assistant
	Clearing Agents	Rwanda	47 persons	

2013 Mar Training of Customs Clearing Agents (HS classification, Customs valuation)  
Zanzibar Beach Resort, Tanzania, 18-22 March 2013

	Organization	Country	Name	Position
1	TRA	Tanzania	Mcha mcha	Deputy Commissioner, Zanzibar
2	TRA	Tanzania	Narcis Lumumba	Trainer on Customs Valuation (HQ)
3	TRA	Tanzania	Mary Lyakurva	Trainer on Customs Valuation (HQ)
4	TRA	Tanzania	Charles Sabuni	Trainer on HS Classification (ITA)
5	TRA	Tanzania	Pius Kibahila	Trainer on HS Classification (Tanga)
6	TRA	Tanzania	Rogasian Shirima	Trainer on HS Classification (Tuduma)
7	TRA	Tanzania	Tutuba Adribert	Trainer on HS Classification (HQ)
8	TRA	Tanzania	Saleh Pandu	Tax payer office, Zanzibar
9	TRA	Tanzania	Sued Faraj	Lecturer, HR Institute, ITA (TF)
10	ZFB	Tanzania	Muhidin Makame	Training Coordinator
11	ZFB	Tanzania	Ahmed Nassor	Secretary
12	JICA Project	Kenya	Yoko Konishi	Coordinator
13	JICA Project/KRA	Kenya	Alice Kananu	Project officer
	Clearing agents	Tanzania	53 persons	

2013 May Training of Customs Clearing Agents (HS Classification, Customs Valuation and Compliance)  
Bridge Line hotel, Rusumo, 27 May-1 June 2013

	Organization	Country	Name	Position
1	ADR	Rwanda	Fred Seka	President
2	ADR	Rwanda	Umuziga Gisele	Executive Secretary
3	ADR	Rwanda	Josephine Nyebaza	Vice President
4	RRA	Rwanda	Augustine Karugahe	Trainer on HS Classification
5	RRA	Rwanda	Evariste Ntaganda	Director of Training
6	RRA	Rwanda	Glyceric	Training Coordinator
7	RRA	Rwanda	Paul Kayitare	Head of Legal and Taxpayers Service Unit
8	RRA	Rwanda	Kalisa Edward	Trainer on Compliance
9	RRA	Rwanda	Jimmy Mwasigye	Trainer on Customs Valuation
10	RRA	Rwanda	Lucien Rugema	Trainer on Customs Valuation
11	RRA	Rwanda	Vivian Umurungi	Trainer on HS Classification
12	RRA	Rwanda	Paul Bwenge	Head of Petroleum Unit (TF)
13	RRA	Rwanda	Annette Furaha	Custom Officer (TF)
14	RRA	Rwanda	Gahonzire Camille	Principal Revenue Officer
15	RRA	Rwanda	Karinganire Stephen	Rusumo Station Manager
16	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
17	JICA Project	Kenya	Takao Iwai	Advisor
18	JICA Project	Kenya	Kikuchi	Japan Customs expert
19	JICA Project	Kenya	Shingo Tanagami	Japan Customs expert
20	JICA Project/KRA	Kenya	Alice Kananu	Project officer
	Clearing Agents	Rwanda	52 persons	

## ANNEX 6-5 Accreditation System Policy Development Framework Task Force meeting

### Task Force meeting Participation List

2010 Mar 1st Task Force Meeting

Institute of Tax Administration, Dar es Salaam, Tanzania, 12-14 March 2013

#### Participant list

	Organization	Country	Name	Title
1	KRA	Kenya	George Gitau	Senior Assistant Commissioner, Enforcement
2	KRA	Kenya	Adan Ibrahim	Assistant Commissioner, Licensing
3	KRA	Kenya	Joseph Legei	Assistant Commissioner, Policy & Programmes
4	OBR	Burundi	Ntirampeba Berchimans	Director, Customs Services
5	OBR	Burundi	Charles Ndorimana	Director, Training
6	OBR	Burundi	Maric-Goreth bizindavyi	Head, Border Management
7	RRA	Rwanda	Murekatete Jackline	Head, Compliance
8	RRA	Rwanda	Kayitesi Allen	Officer, Legal and Exemption
9	RRA	Rwanda	Evariste Ntaganda	Principal, RRA Training Institute
10	TRA	Tanzania	Jomimassa Nsindo	Principal Customs Officer
11	TRA	Tanzania	Philip Mbatii	Acting Head of Customs and Tax Studies, ITA
12	TRA	Tanzania	Methodia Kiiza	Manager Policy & Licensing
13	URA	Uganda	Agnes Drasi Akello	Customs Training Officer
14	URA	Uganda	Judith Sekitto	Customs Legal and Bonds Officer
15	URA	Uganda	Patricia Nsekanado	Customs Officer
16	Big & Small	Zambia	Chriticles P. Mwansa	Lead Consultant
17	Big & Small	Zambia	Mathias Musonda Mwela	Consultant
18	Big & Small	Belgium	Doreen Shangarai Mwansa	Consultant
19	Big & Small	Zambia	Makuwa Anthony Lusaka	Consultant, Financial Management
20	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
21	JICA Project	Kenya	Takao Iwai	Advisor
22	JICA Project	Kenya	Yoko Konishi	Coordinator

2013 Apr 2nd Task Force Meeting

URA Training School, Kampala, Uganda, 16-18 April 2013

	Organization	Country	Name	Title
1	KRA	Kenya	George Gitau	Senior Assistant Commissioner, Enforcement
2	KRA	Kenya	Adan Ibrahim	Assistant Commissioner, Licensing
3	KRA	Kenya	Joseph Legei	Assistant Commissioner, Policy & Programmes
4	OBR	Burundi	Charles Ndorimana	Director, Training
5	OBR	Burundi	Emile HAKIZIMANA	Chief Assistant in charge of clearance, Kobero
6	RRA	Rwanda	Murekatete Jackline	Head, Compliance
7	RRA	Rwanda	Kayitesi Allen	Officer, Legal and Exemption
8	RRA	Rwanda	Umubyeyi Glycerie our	Customs Training Coordinator
9	TRA	Tanzania	Jomimassa Nsindo	Principal Customs Officer
10	TRA	Tanzania	Aron Kyando	Customs Officer, licensing unit
11	URA	Uganda	Agnes Drasi Akello	Customs Training Officer
12	URA	Uganda	Judith Sekitto	Customs Legal and Bonds Officer
13	URA	Uganda	Patricia Nsekanado	Customs Officer
14	URA	Uganda	Stephen Karekaho	Ag. Supervisor Customs Business Center
15	EAC	Tanzania	Evariste Munyampundue	Customs Expert
16	EABC	Tanzania	Dickson Poloji	Policy Analyst
17	UCIFA	Uganda	Jaffar A. Farjalla	National Treasurer
18	UFFA	Uganda	Meran Sebunya	Chairman, VP of FEAFFA
19	FEAFFA	Rwanda	John Bosco Rusagara	Immediate-Past Chairman
20	FEAFFA	Kenya	Boaz Makomere	Board Member
21	FEAFFA	Kenya	John Mathenge	Executive Director
22	Big & Small	Zambia	Chriticles P. Mwansa	Lead Consultant
23	Big & Small	Zambia	Mathias Musonda Mwela	Consultant
24	Big & Small	Belgium	Doreen Shangarai Mwansa	Consultant
25	Big & Small	Zambia	Makuwa Anthony Lusaka	Consultant, Financial Management
26	Japan Customs	Japan	Fumiko Takechi	JICA short-term expert

27	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
28	JICA Project	Kenya	Takao Iwai	Advisor
29	JICA Project	Kenya	Yoko Konishi	Coordinator
30	JICA Project	Kenya	Allan Morgan	Admin Assistant

2013 Jun **3rd Task Force Meeting**  
**Sun Safari Club hotel, Bujumbura, Burundi, 5-6 June 2013**

	Organization	Country	Name	Title
1	KRA	Kenya	Hadi Abdullahi	Senior Assistant Commissioner, Quality Management System
2	KRA	Kenya	Joseph Legei	Assistant Commissioner, Policy & Programmes
3	OBR	Burundi	Charles Ndorimana	Director, Training
4	OBR	Burundi	Imide Gahiro	Head of Legal Unit, Trade Facilitation and Customs Reform
5	RRA	Rwanda	Kayitesi Allen	Officer, Legal and Exemption
6	RRA	Rwanda	Evariste Ntaganda	Principal, RRA Training Institute
7	TRA	Tanzania	Jomimassa Nsindo	Principal Customs Officer
8	TRA	Tanzania	Philip Mbatii	Acting Head of Customs and Tax Studies, ITA
9	TRA	Tanzania	Thadeus Komba	Principal Customs Officer (Licensing Unit)
10	URA	Uganda	Agnes Drasi Akello	Customs Training Officer
11	URA	Uganda	Judith Sekitto	Customs Legal and Bonds Officer
12	URA	Uganda	Stephen Karekaho	Ag. Supervisor Customs Business Center
13	EAC	Tanzania	Evariste Munyampundue	Customs Expert
14	EABC	Tanzania	Dickson Poloji	Policy Analyst
15	ABDAT	Burundi	Claudine Gatasi	Executive Secretary
16	ABDAT	Burundi	J. Mare Kinyarushatsi	Secretary
17	ADR	Rwanda	Fred Seka	Chairman, Treasurer of FEAFFA
18	FEAFFA	Burundi	Mathew Bizimana	President (Chairman of ABDAT)
19	FEAFFA	Kenya	Boaz Makomere	Board Member (Chairman of KIFWA)
20	Big & Small	Zambia	Mathias Musonda Mwela	Consultant
21	Big & Small	Belgium	Doreen Shangarai Mwansa	Consultant
22	Big & Small	Zambia	Makuwa Anthony Lusaka	Consultant, Financial Management
23	JICA Project	Kenya	Masaharu Shimoya	Chief Advisor
24	JICA Project	Kenya	Takao Iwai	Advisor
25	JICA Project	Kenya	Yoko Konishi	Coordinator
26	JICA Project	Kenya	Alice Kananu	Project Officer

**ANNEX 7. List of Materials and Products**

	Name	Date	Activity	Remarks
1	RTMS/CCS Version 4.4.6	2011 Oct	RTMS/CCS	Currently updating it to Ver. 4.5
2	RTMS/CCS User Manual	2011 Nov	RTMS/CCS	In Progress
3	RTMS/CCS Admin Module Manual	2011 Nov	RTMS/CCS	In Progress
4	RTMS/CCS Technical Documentation	2011 Nov	RTMS/CCS	In Progress
5	Code of Conduct		JBS/JWS	
6	Common Guideline		JBS/JWS	
7	Monthly Reporting Format		JBS/JWS	
8	Customs Valuation Handbook for Customs Administration in the Eastern African Region (draft)	2011 Oct	MTP	In Progress
9	HS Classification Handbook for Customs Administration in the Eastern African Region	2011 May	MTP	In Progress
10	Intelligence Analysis Handbook for Customs Administration in the Eastern African Region	2011 Sep	MTP	In Progress
11	A Report on the assessment of the current problems/challenges in Customs procedures and process	2010 Jan	MTP	Produced by RA Participants
12	A Report on Training needs analysis (for each CV/HS/IA WG in the East African Customs Administrations)	2010 Jan	MTP	
13	Activity Plan on CV/HS/IA WG (each)	2010 Jan	MTP	
14	Report on Working Progress of the 1 <sup>st</sup> Activity (CV/HS/IA WG each)	2010 Jan	MTP	
15	Report on Working Progress of the 2nd Activity (CV/HS/IA WG each)	2010 Sep	MTP	
16	Report on Working Progress of the 3rd Activity (CV WG)	2011 Jan	MTP	
17	Report on Working Progress of the 3rd Activity (HS WG)	2011 Feb	MTP	
18	Report on Working Progress of the 3rd Activity (IA WG)	2011 Mar	MTP	
19	Report on Working Progress of the 4th Activity (HS WG)	2011 May	MTP	
21	Report on Working Progress of the Special Activity (IA WG only)	2011 Aug	MTP	
20	Report on Working Progress of the 4th Activity (CV/IA WG each)	2011 Sep	MTP	
21	Report on Working Progress of the 5th Activity (CV WG)	2011 Oct	MTP	HS/IA WG 5th activities are planned on early 2012
22	Learning Guide (CV/HS/IA WG each)	Jan/Feb/Mar 2011	MTP	Intended for training courses for Customs Officers & Customs Agents in East African Region
23	Syllabus (CV/HS/IA WG each)	Jan/Feb/Mar 2011	MTP	
24	The Report on Needs Assessment workshop for Customs Clearing Associations in 5 EAC countries	2011 Apr	Clearing Agents	
25	Presentation materials on compliance seminar		Clearing Agents	
26	Training report on CV HS seminars by MTP members		Clearing Agents	
27	Inception report on Accreditation Study	2011 Sep	Clearing Agents	submitted by ESA

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ANNEX 7. List of Materials and Products

Name	Date	Activity	Remarks
Detail Design of Namanga OSBP Facility	2012 Jnn	OSBP	
RTMS/CCS Version 4.7	2013 Feb	RTMS/CCS	in progress
RTMS/CCS User Manual	2013 Feb	RTMS/CCS	in progress
RTMS/CCS Admin Module Manual	2013 Feb	RTMS/CCS	in progress
RTMS/CCS Technical Documentation	2013 Feb	RTMS/CCS	in progress
RTMS/CCS Brochure	2013 Feb	RTMS/CCS	
RTMS/CCS Video	2013 Feb	RTMS/CCS	
Code of Conduct in progress	2011 Nov	JBS/JWS	
Common Guideline	2011 Nov	JBS/JWS	
Monthly Reporting Format	2011 Nov	JBS/JWS	
MOU between RRA and URA for JBS at Gatuna/Katuna	2012 July	JBS/JWS	
MOU between OBR and TRA for JBS at Kobero/Kabanga	2012 Mar	JBS/JWS	
A Report on the assessment of the current problems/challenges in Customs procedures and process (in 5 country each)	2010 Jan	MTP	Produced by RA Participants
A Report on Training needs analysis (for each CV/HS/IA WG in the East African Customs Administrations)	2010 Jan	MTP	
Activity Plan on CV/HS/IA WG (each)	2010 Jan	MTP	
Final Version MTP Training Materials (CV, HS, IA respectively) - Handbook - PowerPoint Presentations - Curriculum - Syllabus - Learning Guide	2012 Nov	MTP	Copies of Handbooks as well as CDs of all training materials were provided to the respective RAs.
Evaluation Report on the CV WG Members as the Future Master Trainers	2013 Oct	MTP	submitted by Center for Customs & Excise Studies, University of Canberra
Evaluation Report on the HS WG Members as the Future Master Trainers	2013 Aug	MTP	submitted by Center for Customs & Excise Studies, University of Canberra
Evaluation Report on the IA WG Members as the Future Master Trainers	2013 Sep	MTP	submitted by Center for Customs & Excise Studies, University of Canberra
Final Evaluation Report on the Master Trainers Programme	2013 Oct	MTP	submitted by Center for Customs & Excise Studies, University of Canberra
Facilitators' Report on the EAC Train-The-Trainers Training	2013 May	MTP	submitted by Mr. Analo, EAC Regional Training Coordinator & Lead Facilitator of the Training.
Certified Master Trainers by JICA and RAs			17 from CV (4KRA, 2OBR, 4RRA, 3TRA, 4URA) 20 from HS (4KRA, 4OBR, 4RRA, 4TRA, 4URA) 18 from IA (4KRA, 4OBR, 3RRA, 4TRA, 3URA)
Certified Master Trainers by EAC			17 from CV (4KRA, 2OBR, 4RRA, 3TRA, 4URA) 18 from HS (4KRA, 4OBR, 4RRA, 4TRA, 2URA) 17 from IA (4KRA, 3OBR, 3RRA, 4TRA, 3URA)
Certified WCO Trainers			5 from CV (3KRA, 2URA) 2 from HS (1KRA, 1TRA)
Country-wise Mission Report on the Bench Marking Study in Vietnam	2010 Aug	BMS	for OSBP
Country-wise Mission Report on the Bench Marking Study in Malaysia	2011 Mar and Jun	BMS	for Training
Country-wise Mission Report on the Bench Marking Study in Japan	2012 Nov	BMS	for Trade Facilitation
The Report on Needs Assessment workshop for Customs Clearing Associations in 5 EAC countries	2011 Apr	Clearing Agents	
Presentation materials on compliance seminar		Clearing Agents	
Training report on CV HS seminars by MTP members		Clearing Agents	
Trainig Plan for Customs Agents in Kenya	2012 Aug	Training for CAs	developed by Kenya TF members from KRA and KIFWA
Trainig Plan for Customs Agents in Burundi	2012 Sep	Training for CAs	developed by Burundi TF members from OBR and ABADT
Trainig Plan for Customs Agents in Tanzania (in Dar es Salaam)	2012 Oct	Training for CAs	developed by Tanzania TF members from TRA and TAFFA
Trainig Plan for Customs Agents in Rwanda	2013 Jan	Training for CAs	developed by Rwanda TF members from RRA and ADR
Trainig Plan for Customs Agents in Uganda	2013 Jan	Training for CAs	developed by Uganda TF members from URA, UCIFA and UFFA
Trainig Plan for Customs Agents in Tanzania (in Zanzibar)	2013 Feb	Training for CAs	developed by Tanzania TF members from TRA and ZFB
Report of Training for Agents in Mombasa	2012 Sep	Training for CAs	CV, HS
Report of Training for Agents in Nairobi	2012 Sep & Jan	Training for CAs	CV, HS
Report of Training for Agents in Dar es Salaam	2012 Nov	Training for CAs	CV, HS
Report of Training for Agents in Bujumbura	2012 Dec	Training for CAs	EACCMA
Report of Training for Agents in Gatuna	2013 Feb	Training for CAs	CV, HS, Compliance
Report of Training for Agents in Zanzibar	2013 Mar	Training for CAs	CV, HS, Customs Procedures
Survey report on a possible Accreditation System for Customs Agents	2012 Jan	AS for CAs	submitted by ESA
Final report on a possible Accreditation System for Customs Agents	2012 Mar	AS for CAs	submitted by ESA
Mid-term Report on Oevelopment of a Policy Framework of Accreditation System for Customs Agents in the EAC	2013 April	AS for CAs	submitted by Big & Small International

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1. ACHIEVEMENT

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Status of the Inputs	Have the inputs been made by the East African countries' side as planned?	Level of achievement on inputs: Counterpart personnel, Space and facilities, Budget/expense,	Project documents and reports	Document review, Questionnaire, interview
	Have the inputs been made by the Japanese side as planned?	Level of achievement on inputs: Experts, Equipment, Training in abroad, Budget/expense	Project documents and reports	Document review, Questionnaire, interview
Progress on achieving the Outputs	Output 1 "The capacity of customs administration is enhanced." is being produced as planned?	1-1 Degree of completion of Detailed Design of Namanga OSBP Facility	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-2 Changes in cargo clearance processes by Customs and other stakeholders at Namanga, Malaba and Busia go through RTMS/CCS.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-3 Number of WG members of MTP certified as Master Trainers by Revenue Authorities.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-4 Degree of completion of MTP Handbooks of Customs Valuation, HS Classification and Intelligence Analysis produced by WG members, and recognition of them as regional/national training materials	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-5 Status of SEO, BCC and WCC meetings for JBS/JWS organized by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-6 Results and reports of JBS/JWS activities which are carried out jointly by partner Customs administrations at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-7 Status of Meetings between Customs administrations and Customs Clearing & Forwarding Agents Associations in each country and exchanging views in their daily business.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		1-8 Status of development of Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding agents	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Output 2 "Compliance level and capacity of Customs Clearing & Forwarding agents are enhanced through the strengthened function of Customs Clearing & Forwarding Agents Associations" is being produced as planned?	2-1 Status/implementation of training plan to Customs Clearing agents for improving their capacities by Customs administrations and Customs Clearing & Forwarding Agents Associations.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		- Degree of Trainees' satisfactory/understanding ratings on trainings by WG members of MTP: C1880% as practical to apply for their daily business.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Progress toward the Purpose of the Project	Is the Purpose of the project "Smooth and efficient customs clearance is carried out with support of proper operation of OSBP by each customs administration and through establishing constructive relationships with the customs agents," will be achieved, considering the status of inputs, activities and product of Outputs?	1. Change in clearance time of cargoes from the time of declaration to issue of release order at Namanga, Malaba and Busia is reduced by proper operation of RTMS/CCS.	Project documents and reports, Experts and CPs, TRS reports	Document review, Questionnaire, interview
		2. Trainees' satisfactory/understanding ratings on trainings by Working Group members of MTP exceed 80% as practical to apply for their daily business.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

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	3. Degree of effectiveness/change in incidence numbers on Joint Border/Water Surveillance against smuggling and anti-social activities by the local communities at Namanga, Malaba, Busia, Gatuna/Katuna, Kobero/Kabanga and Lake Victoria.	Project documents and reports, Experts and CPs Reports of Raps	Document review, Questionnaire, interview
	4. Status of development of Policy Framework on the Regional Accreditation System for Customs Clearing & Forwarding agents is developed.	Project documents and reports, Experts and CPs Reports of Ras	Document review, Questionnaire, interview
	5. Degree of Trainees' satisfaction/understanding ratings on trainings by WG members of MTP to Customs Clearing agents: whether more than 80% of them are applied for their daily business.	Project documents and reports, Experts and CPs Reports of Raps	Document review, Questionnaire, interview

**2. IMPLEMENTATION PROCESS**

<b>Evaluation Items</b>	<b>Questions</b>	<b>Necessary data/information</b>	<b>Source of data/information</b>	<b>Data collection methods</b>
Activities	Have the Activities been implemented as planned?	Progress of the activities	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are the PDM and PO are understood and shared among stakeholders of the Project? Does the PDM indicate baseline data and targets?	Latest PDM and PO, Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, interview
	In case the gaps found between the original Plan and progress, what are reasons for them?	Reasons of the gaps and measures to be taken	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	What are mechanisms for monitoring/measuring the progress?	Institution, method, frequency and record keeping etc. of the monitoring	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	What measures were taken to solve and improve issues/problems, in particular based on the suggestions made at the Midterm review	Suggestions made at the mid-term review, measures taken for them, and record of the measures etc.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Transfer of technology	Are the technical transfer by experts to the target group (customs officers and customs agents) appropriate in terms of technology, technical level and socio-cultural aspects? Are they accepted well by the target groups?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts, CPs and custom agents	Document review, Questionnaire, interview
	Performance of counterparts	Assignment of CPs, and timing of deployment, their qualification (expertise, experience) etc.	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		Communication capability (not only language capacity but communication skills)	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
		Willingness to work and participation to training (both CPs and agents)	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

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Management of the Project implementation	Has the demarcation of roles, responsibilities and coordination among stakeholders been clear and appropriately prepared for the project implementation?	Project implementation/management/support system, Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are responsibilities and authority of Project manager of each country clear and appropriate?	Responsibilities designated and degree of participation of PMs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	What ways are decision making carried out on changes in activities, selection/appointment of members and communications?	Minutes of Meetings of RJCC Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are monitoring systems prepared regularly and conducted as a part of the Project activities? Are results of the monitoring shared among the stakeholders and reflected on improving activities of the Project?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are JCCs of each country functioning and effective? (frequency, participation, agenda/decided matters etc.)	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Coordination and communication among the stakeholders	Has the communication among the Project team been enough and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Has the communication between the Project team and RAs in the five countries been appropriate and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Has the communication between the Project team and customs agents in the five countries been appropriate and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts, CPs and custom agents	Document review, Questionnaire, interview
Others	What are contributing and impeding factors for Project activities? What are reasons for causing the contribution and limitations?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

**3. FIVE-CRITERIA EVALUATION**

**3-1. RELEVANCE**

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Necessity and Priority	Are the Project Purpose and the Overall Goal relevant to development policies and meeting the needs of the five African countries and EAC?	Policies, priorities and needs of five African countries and EAC in trade and customs	Policy documents, Project documents and reports, Experts and CPs, JICA Offices	Document review, interview
	Is the Project Purpose meeting the needs of target group?	Capacity development needs of target group (customs officers, customs agents) in five African countries and EAC	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Consistency with the Japanese cooperation policy	Are the Project Purpose and the Overall Goal consistent with the Japanese cooperation policies and strategies?	Japan's TICAD policy Japan's country cooperation programs for the five African countries	Documents (MOFA, JICA)	Document review
Appropriateness of Approach and means	Were the target groups selected appropriately?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Were the areas and the pilot sites selected appropriately?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Is the project approach appropriate?	Appropriateness the logic of the Project ("Activities" → "Outputs" → "Project Purpose" → "Overall Goal") Probability to fulfill important assumptions	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview



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	Has the methods adopted for technical transfer from JICA Project experts to C/P been appropriate?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Does Japan have comparative advantages for the implementation of the Project?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Does the Project implementation influences the recipient countries' policies, organizational changes and cooperation with private sectors etc.?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Others	Since the Mid-term review carried out in 2011, have there been any change in the environment including policies, socio-economic status and cooperation trend of donors? Have there been any influences by the changes?	Data and information on environmental changes including policy direction and aid trend of donors, Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

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3-2. EFFECTIVENESS

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Progress toward satisfying the Purpose of the Project	Is the Project Purpose likely to be achieved considering the status of Inputs, Activities and achievement of Outputs up to the present?	Degree of assessments on achievement	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Has there been coordination or cooperation with other donors to enhance the Project effects? Has there been any coordination with other Japanese development schemes?	Cooperation and coordination with other donors and schemes	Project documents and reports, Experts, CPs and custom agents	Document review interview
Capacity development of Target groups	Are the staff of Revenue Authorities and customs agents in the 5 East African countries acquire sufficient knowledge and skills through the training provided by the end of the Project?	Relevance of training to the needs of the target group, Degree of their knowledge and skills developed, Utilization of the skills and knowledge, Quality and volume of the training contents, material and instructors evaluated by the training participants	Project documents and reports, Experts, CPs and custom agents	Document review, interview, Questionnaires
Causal relationships	Are the planned two Outputs enough to achieve the Project Purpose?	Important assumptions and logic of the Project	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Have the important assumptions to attain Project Purpose been fulfilled and appropriate?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are there any contributing or constraining factor for satisfying the Project Purpose?	Record of activities, Opinions of experts and the target group	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview

3-3. EFFICIENCY

Evaluation Items	Questions	Necessary data/information	Source of data/information	Data collection methods
Appropriateness (quality, quantity and timing) of Inputs	Have the Inputs from both the Japanese and the five African countries' sides been appropriate in terms of quantity, quality and timing?	Degree of inputs (Experts, CPs, equipment, facilities, budget/expense, training in abroad/in-country), opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are the provided equipment and facilities used well, and maintained appropriately?	Records of activities and equipment/facilities, opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Status of achieving Outputs	Is the Outputs appropriately fulfilled/achieved?	Record of Activities, opinions of experts and the target groups, RAs' records	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Causal relationships	Are the Activities sufficient to achieve the Outputs?	Record of Activities, Achievement of the Outputs, opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Have the Important Assumptions to attain Outputs been fulfilled/appropriate?	Record of activities, Opinions of experts and the target group, opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
	Are there any factor contributed or inhibited achieving the Outputs?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Institutional set-up for the Project implementation	Has the institutional set-up been effective and efficient in carrying out Project activities?	Performance of RJCC and WGs, Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Are mechanism supporting the Project by the Japanese side appropriate and effective?	Record of activities, Opinions of experts and CPs	Project documents and reports, Experts and CPs, JICA Offices	Document review, Questionnaire, interview

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**3-4. IMPACT (prospect)**

<b>Evaluation Items</b>	<b>Questions</b>	<b>Necessary data/information</b>	<b>Source of data/information</b>	<b>Data collection methods</b>
Prospect of achieving the Overall Goal	Is the Overall Goal likely to be achieved after 3 to 5 years of the Project termination seeing the status of the Outputs, activities and inputs?	Record of activities, Opinions of experts and CPs	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
Causal relationships	Are important assumptions relevant by the time of terminal evaluation? Are they likely to be fulfilled?	Record of activities, Opinions of experts and CPs	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Are logical relations between the Project Purpose, is the Overall Goal relevant?	Project logic, Influences of important assumptions Opinions of experts and the CPs	PDM, Project documents and reports, Experts and CPs	Document review, Questionnaire, interview
Ripple effects to policies and socio-economic aspects	Are there influences/changes caused with regards to 1) policies, 2) laws/regulations, 3) institutional arrangement, 4) technical and 5) social (including equity, gender, human rights) 6) economic aspects.	Impacts on policies, laws, institutional arrangement, technical, and socio-economic aspects. Influences to East African countries and in non-pilot areas. Opinions of experts and CPs	Experts, CPs and custom agents, JICA Offices	Document review, Questionnaire, interview
	Have there been any unexpected positive impacts?	Changes caused by the Project implementation	Experts and CPs, JICA Offices	Document review, Questionnaire, interview

**3-5. SUSTAINABILITY**

<b>Evaluation Items</b>	<b>Questions</b>	<b>Necessary data/information</b>	<b>Source of data/information</b>	<b>Data collection methods</b>
Policy and institutional aspects	Will the governments of the five East African countries support the Project achievement after the termination of the Japanese cooperation? With regard to 1) policy support, 2) laws/regulations, 3) human resources development/training, 4) continuity and further development of OSBP	Prospects on policy and institutional development of the five governments and EAC, relating to the human resource development in customs administration and OSBP development in consistent with the Project and its approach. Whether is the Project approach to be incorporated into policies of the governments and EAC.	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
Organizational and financial aspects	Have the system(s) and activities developed during the Project been continued by the governments and the custom agents effectively after the completion of the Project?	Record of activities, Opinions of experts, CPs, and custom agents	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Will the budget for continuing the activities and systems developed by the Project be secured and prepared by the governments/Ras after the Project?	Disbursement made so far by the governments for the Project, Budget planned to continue activities	Experts and CPs, custom agents, and JICA Offices	Document review, Questionnaire, interview
Technical aspects	Does customs officers in the five East countries already have enough capacity to carry out the activities effectively? Are they motivated to continue, upgrade and disseminate their learned knowledge and skills though the Project to others staff?	Degree of improved capacity of customs officers, their intension for continuity, up-grading and dissemination of the knowledge and skills acquired by the Project	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Will CPs assigned for and trained by the Project be retained in the same offices and duties? Are there any measure prepared to retain them in the office?	Systems of personnel deployment and HRD plans of each countries' RAs	Experts and CPs, JICA Offices	Document review, Questionnaire, interview

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	Are there any mechanism prepared and ensured in the five countries to up-keep capacity of the RA officers and customs agents?	HRD plans of each countries' RAs and plans at custom agents associations	Experts and CPs, custom agents, and JICA Offices	Document review, Questionnaire, interview
	Are there measures and budget prepared and ensured for maintenance of equipment and facilities appropriately?	Plans for maintenance and utilization of the equipment and facilities	Experts and CPs, JICA Offices	Document review, Questionnaire, interview
	Do customs agents in the five East countries have enough capacity to carry out the activities effectively?	The level of developed capacity of customs agents	Experts and CPs, custom agents, and JICA Offices	Document review, Questionnaire, interview
Others	What are the contributing and inhibiting factors on sustainability of the Project effects? Is there any measure prepared to avoid the risks?	Contributing and inhibiting factors, plans to avoid and to measure risks	Experts and CPs, JICA Offices	Document review, Questionnaire, interview

4. 【現行プロジェクト終了時評価調査】質問票

Annex 2

Terminal Evaluation on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the Succeeding Project

**Questionnaire for Counterpart Personnel (Revenue Authorities & the Working Group Members)**

Dear sir/madam,

This is a questionnaire for the Terminal Evaluation of the Japanese Technical Cooperation Project on “**Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)**” and the Detailed Planning Survey on the succeeding project. This questionnaire is designed to be responded by the counterparts of the region and Project-related personnel as individual, so please answer the questions based on your own view or opinion. Although aggregated and analyzed data will be presented in public, each answer sheet of the questionnaire will not appear in public.

Please fill in the questionnaire by selecting options and giving details as instructed, making answers as specific and concrete as possible. You may skip some questions if they are irrelevant to your activities in the Project. It would be highly appreciated if the filled-in questionnaire could be returned to both of us **through email by May 6, 2013 (Sunday)**. Thank you very much for your cooperation in advance,

Rie Kawahara ([riekawahara2004@yahoo.co.jp](mailto:riekawahara2004@yahoo.co.jp)), Consultant-Evaluation Analysis for the Terminal Evaluation  
 Kaori Koizumi ([kaori.koizumi@imgpartners.com](mailto:kaori.koizumi@imgpartners.com)), Consultant-Evaluation Analysis for the Detailed Design Study

**Instructions**

- You can answer this questionnaire either by handwriting or electronically. In case of hand writing, please kindly make the answered sheets in a PDF file (a scanned file) before sending to the consultant. For multiple choice questions, please select ONE answer for each question, and indicate reasons for answering it.

Your Name:	Title:
Organization:	Country:
Area of Working Group (WG) or activity:	
Month & Year of joining the WG or activity:	
Contact tel/mobile number / Email address:	

<b>I. Activities and achievements</b>	
1-1	Please state your roles and responsibilities in this Project, in short.
1-2a	Do you think that your activities in this Project have been implemented as planned? 1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
1-2b	If you think that your activities in the Project have not been implemented as planned, what were the difficulties you experienced?

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1-3	<p>Among activities done by the Project, please select all items <i>in which you have participated</i>.</p> <p><input type="checkbox"/> Planning and/or modification of the PDM and PO of the Project.</p> <p><input type="checkbox"/> Planning and/or modification of the PDM and PO of the Master Trainers Programme.</p> <p><input type="checkbox"/> 1<sup>st</sup> MTP activity in 2009 Please write Area(s) ( )</p> <p><input type="checkbox"/> 2<sup>nd</sup> MTP activity in 2010 Please write Area(s) ( )</p> <p><input type="checkbox"/> 3<sup>rd</sup> MTP activity in 2010 Please write Area(s) ( )</p> <p><input type="checkbox"/> 4<sup>th</sup> MTP activity in 2011 Please write Area(s) ( )</p> <p><input type="checkbox"/> 5<sup>th</sup> MTP activity in Please write Area(s) ( )</p> <p><input type="checkbox"/> 6<sup>th</sup> MTP activity in Please write Area(s) ( )</p> <p><input type="checkbox"/> 7<sup>th</sup> MTP activity in 2012 Please write Area(s) ( )</p> <p><input type="checkbox"/> 8<sup>th</sup> MTP activity in 2012 Please write Area(s) ( )</p> <p><input type="checkbox"/> 9<sup>th</sup> MTP activity in 2012 Please write Area(s) ( )</p> <p><input type="checkbox"/> Formulation/modification of MTP Handbooks and the CDs Please write Area(s) ( )</p> <p><input type="checkbox"/> Implementation of RTMS/CCS or related activities. Please write Place ( )</p> <p><input type="checkbox"/> Implementation of JBS or related activities. Please write Place ( )</p> <p><input type="checkbox"/> Implementation of JWS or related activities. Please write Place ( )</p> <p><input type="checkbox"/> Capacity development of CCAs and related activities. Please write Area(s) ( )</p> <p><input type="checkbox"/> Task Force activities for capacity building of CCAs Please write Area(s) ( )</p> <p><input type="checkbox"/> Task Force activities for Creation of an Accreditation System for Customs Clearing Agents( ) Bench Marking Study Tour to Vietnam.</p> <p><input type="checkbox"/> Bench Marking Study Tour to Malaysia.</p> <p><input type="checkbox"/> Bench Marking Study (Training) in Japan in October to November 2012</p> <p>RTMS: Real Time Monitoring System; CCS: Cargo Control System; JBS: Joint Border Surveillance; JWS: Joint Water Surveillance, CCAs: Custom Clearance Agents</p>	
1-4	<p>Among the two Project Outputs below (as stated in the Project Design Matrix), please select items <i>that are relevant to your function and roles in the Project</i>, and answer the following questions.</p>	
<p><input type="checkbox"/> Output 1: “The capacity of customs administration is enhanced.”</p>		
1-4a	<p><i>What are your specific achievements contributing to this Output?</i></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p><i>What are remaining activities that should be implemented by the end of Project to achieve this output? Or the next planned phase?</i></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
1-4b	<p>Please indicate if there are any factors that may impede achieving this output 1.</p>	
1-4c	<p>Please list and briefly describe any challenges related to the Output 1 (i.e. Master Trainers Programme, JBS/JWS, RTMS/CCS, Preparation for the policy framework on the Regional Accreditation on System for Customs Clearing and Forwarding agents, etc.) after the termination of the Project in September 2013.</p>	
<p><input type="checkbox"/> Output 2: “Compliance level and capacity of customs agents are enhanced through the strengthened functions of customs agents associations.”</p>		

## Terminal Evaluation on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the Succeeding Project

1-4d	What are your specific achievements contributing to this Output?  • • •	What are remaining activities that should be implemented by the end of Project to achieve this output? Or the next planned phase?  • • •
1-4e	Please indicate if there are any factors that may impede achieving this output 2.	
1-5a	Do you think that the Project Purpose will be achieved by the end of the Project period (September, 2013)?  <u>Project purpose</u> : “Smooth and efficient customs clearance is carried out with support of proper operation of OSBP by each customs administration and through establishing constructive relationships with the customs agents”.	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
1-5b	Why do you think so? Any contributing factors or inhibiting factors you are finding?	
1-5c	Please list and briefly describe any challenges related to the Output 2 (i.e. Support for Customs Clearing and Forwarding agents, etc.) after the termination of the Project in September 2013.	

II. Inputs		
Inputs from your country side		
2-1a	Do you think that the selection of working group members/assignment of counterparts from your country was adequate in terms of expertise, number, assignment, title/function, etc?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
2-1b	Do you have any suggestions for the improving selection and positioning of working group members/counterpart personnel of your country?	
2-2a	Have the financial and in-kind inputs by your country side been provided sufficient and timely?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
2-2b	Do you have any suggestions for improvement of provision of the financial and in-kind inputs by your country side?	

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<b>Inputs from the Japanese side</b>		
2-3a	Do you think that the Japanese expert(s) satisfy the needs of the Project in terms of expertise, level of skills and knowledge, duration and timing of the service, etc?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
2-3b	Do you have any suggestions for improving the dispatch of Japanese expert(s)? Or if you see they are very good, in particular, what points, and what were the most contributing and influencing factors for Purpose of the Project and Outputs?	
2-4a	Do you think that the equipment provided by Japan was appropriate in terms of selection, specs, quantity, quality, timing, etc.?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
2-4b	Do you have any suggestions for improving the provision of equipment? Or what points you see they are useful and contributing for activity implementation?	
2-4c	Is the equipment fully utilized and maintained properly?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
2-4d	If there is any item that is not fully utilized or maintained well, what is that item? What is the reason? On the other hand what items are mostly utilized and effective for implementing activities?	
2-5a	Has the operational budget provided by the Japanese side appropriate in terms of amount and timing?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
2-5b	Do you have any suggestions for improving the provision of operational budget by the Japanese side?	

<b>III. Implementation process</b>		
3-1a	Have you experienced any difficulties in the decision-making process of the Project (through RJCC and/or working groups)?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other



## Terminal Evaluation on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the Succeeding Project

3-1b	What were the difficulties? And in what way it has become barriers for implementing activities?	
3-2	How do you monitor the progress of your activities? (How often? In what format? To whom is it reported?) Is any mechanism to monitor and reflect achievement and progress of the activities?	
3-3a	Have you experienced any difficulty in communicating with Japanese expert(s)?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
3-3b	What were the difficulties? If you see problems, how you cope with the problems?	
3-4a	Do you think that the Project works in good relationship with African and Japanese partner organizations?  - African partner organizations: KRA, TRA, URA, RRA, DBR, CCAs (FEAFFA, KIFWA, TAFFA, UFFA, UCIFA, ADR, ABADT), and EAC, etc.  - Japanese partner organization: JICA	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
3-4b	If there were any problems, what were they? And how you cope with the problems?	
3-4c	Were there any other partner/donor organizations related to the Project? If there were, what were their major activities?	
3-4d	Do you have any suggestions to improve the relationship and communications among the partner organizations?	
3-5a	Do you think that African project members take initiative carrying out the Project activities?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
3-5b	If you think that African project members do not take initiative enough, what are the reasons? And is there any means you or the Project try to rectify the issues?	

<b>IV. Five evaluation criteria – Relevance, Effectiveness, Efficiency, Impact, Sustainability</b>		
4-1a	Do you think that this Project is effective as a strategy to realize smooth and efficient customs clearance in the region: * Appropriateness of the Project Purpose and Outputs, * Selection of the target groups and pilot sites, * Selection of partner organizations and staff members, etc.?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
4-1b	Why do you think so?	
4-2a	Do you think that the Project benefit from Japanese skills, knowledge and experience in this field?	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
4-2b	Please kindly explain specifically the reasons you answer above.	
4-3a	Do you think that the Project Purpose will be achieved by the end of the Project period in Sep. 2013? <i>Project Purpose: “Smooth and efficient customs clearance is carried out with support of proper operation of OSBP by each customs administration and through establishing constructive relationships with the customs agents.”</i> <i>Indicators: a) Clearance time at Namanga is shortened from the current average of 2-3 days to the average of 1 day; b) The number of times the customs administrations provided advice to their members; c) Track record of the number of smugglings detected; and d) The ratio of errors found in declaration documents submitted from the customs agents decreases.</i>	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
4-3b	Why do you think so?	
4-4a	Do you think that the Overall goal will be achieved within 3 to 5 years after the Project ends in September 2013? <i>Overall goal: “Efficient and effective trade facilitation is carried out in the region.”</i>	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other
4-4b	Why do you think so?	
4-5a	Do you think that the activities and outcomes of this Project such as Master Trainers Programme, OJT for OSBPs, and JBS/JWS are sustainable after the Project ends in terms of the capacity of the implementing parties and the environment? (Support from the government, personnel, budget, technical level, etc).	1. ( ) Yes, very much 2. ( ) Yes, to some extent 3. ( ) No, not much 4. ( ) Not at all 5. ( ) Other

## Terminal Evaluation on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the Succeeding Project

4-5b	Why do you think so?
4-5c	What challenges do you think there are in the rolling out of this Project’s activities and outcomes at other borders?
4-6	According to you, what aspects of the Project should be further strengthened in order to achieve the Outputs and Project purpose?
4-7a	Is there any <u>unexpected</u> POSITIVE impact of the Project?
4-7b	Is there any <u>unexpected</u> NEGATIVE impact of the Project?

If you have any comments, please feel free to describe below:

Please return your filled-in questionnaire through email by May 6, 2013. That will greatly help to make us known issues to be identified about the Project before visiting the target countries from May 8, If you have a problem to submit by the time, please provide a hard copy to the consultant on an interview. Thank you very much again for your cooperation.

Terminal Evaluation on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the Succeeding Project

### **Questionnaire on the Base Data: Revenue Authorities**

Dear sir/madam,

This is the questionnaire on the base data necessary for the Terminal Evaluation of the Japanese Technical Cooperation Project on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the succeeding project.

Please fill in the questionnaire as specific as possible. You may skip some questions if they are irrelevant to your activities in the Project. It would be highly appreciated if the filled-in questionnaire could be returned to both of us **through email by 6<sup>th</sup> of May (Monday)**. You can answer this questionnaire either by handwriting or electronically. In case of hand writing, please kindly make the answered sheets in a PDF file (a scanned file) before sending to the consultant. It would be appreciated if you could share with us any relevant documents and reference data in line with the following questions.

Rie Kawahara ([riekawahara2004@yahoo.co.jp](mailto:riekawahara2004@yahoo.co.jp)), Consultant-Evaluation Analysis for the Terminal Evaluation  
Kaori Koizumi ([kaori.koizumi@imgpartners.com](mailto:kaori.koizumi@imgpartners.com)), Consultant-Evaluation Analysis for the Detailed Design Study

Thank you very much for your cooperation.

Name:	Title:
Organization:	Country:
Tel number / Email:	

#### 1. Duty Collection

1-1. Please provide the amounts of duty collection.

##### **Customs Duty collection (million USD)**

	2007	2008	2009	2010	2011	2012
Import Duty						
Export Duty						

1-2. Please provide the names of the regional offices in the first column and the corresponding amounts of duty collection by region. You can add rows if necessary.

##### **Customs Duty collection by Regional Office (million USD)**

<b>Regional office</b>	2007	2008	2009	2010	2011	2012

Terminal Evaluation on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the Succeeding Project

## 2. Number of declaration

Please provide the names of the border posts (with the numbers of staff) related to the on-going and the succeeding projects in the first column and the correspondent number of declaration. You can add rows if necessary.

### Number of Declaration (at each Border Post)

	Name of border post	No. of staff at the border post	2007	2008	2009	2010	2011	2012
<b>Total Import</b>	-	-	-	-	-	-	-	-
To Kenya								
To Tanzania								
To Uganda								
To Rwanda								
To Burundi								
<b>Total Export</b>	-	-	-	-	-	-	-	-
From Kenya								
From Tanzania								
From Uganda								
From Rwanda								
From Burundi								

## 3. Operational Budget

Please provide the annual operational budget for the Customs.

### Annual Budget for the Customs (million USD)

	2007	2008	2009	2010	2011	2012
Daily activities						
IT Development/operation						
OSBP Development						
Capacity development for human resources						
Others						
<b>Total</b>						

Terminal Evaluation on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)” and the Detailed Planning Survey on the Succeeding Project

4. Expenses used for the Project on “Capacity Building for the Customs Administrations for the Eastern African Region (Phase 2)”

Please provide the annual actual expenses (from FY 2009 to 2012) and the budget (for FY 2013) for JICA’s on-going project by expense item/category. You can answer either in USD or local currency.

**Annual Expenses/Budget for JICA Project (Phase 2) by item/category**

(Currency Unit:     )

Expense item/category					
2009					
2010					
2011					
2012					
2013 (Budget)					

5. Partnerships with other development partners

Are there any other on-going or planned projects by other development partners in the field of the border management?

Yes      No

If yes, please fill in the list below. You can add rows if necessary.

Partner	Project Name	Purpose	Duration (M/Y-M/Y)	Budget (USD)	Progress (Briefly)

If you have any comments, please feel free to describe below:

*Thank you very much for your cooperation.*

**Questionnaire for Counterparts [Rusumo component]**

**Detailed Planning Survey on  
the Project on Capacity Development for Border Management in the Eastern African Region**

Dear Madam/Sir,

This is a questionnaire for the Detailed Design Study on *the Project on Capacity Development for Border Management in the Eastern African Region (tentative)*.

The Project on Capacity Development for Customs Administration in the Eastern African Region (Phase 2) is now in the final year of the Project's scheduled implementation period. As the end of the scheduled project period (September 2013) is approaching, a detailed design study on the succeeding project (Phase 3) as well as a terminal evaluation of the ongoing project (Phase 2) will be conducted from the 7<sup>th</sup> to the 29<sup>th</sup> of May 2013.

Your answers to this questionnaire will be used to design the succeeding project (Phase 3). In order to obtain necessary information to design the Project, we kindly request you to fill out this questionnaire based on your personal opinions and experiences. We would like you to make your answers as specific as possible.

After completing this questionnaire please e-mail it to Ms. Kaori KOIZUMI ([kaori.koizumi@imgpartners.com](mailto:kaori.koizumi@imgpartners.com)), the JICA consultant assigned to the evaluation study, **by the 6<sup>th</sup> of May 2013 (Monday)** or return it to her in person when you meet her at your interview.

Thank you for your cooperation.

JICA Evaluation Team

**Respondent's Information**

Name:			
Title:		Organization:	
Tel:		Email:	
Country:			

- 1) What are the roles that you are playing in the activities of the on-going "Project on Capacity Development for Customs Administration in the Eastern African Region (Phase 2)"?

- 2) To your knowledge, what are the major challenges that should be overcome by introducing OSBP model at Rusumo post?

Detailed Design Study on  
the Project on Capacity Development for Border Management in the Eastern African Region

- 3) What is the current status of the preparation for introducing OSBP model at Rusumo post (i.e. organization of Border Steering Committee and Technical Committee, elaboration of an action plan for the installation of OSBP, etc.)?

- 4) To your knowledge, what are the major challenges that you foresee in introducing OSBP model at Rusumo post?

Please provide any other comments or suggestions on/about the Project.

*Thank you very much for your cooperation.*