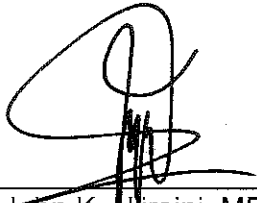


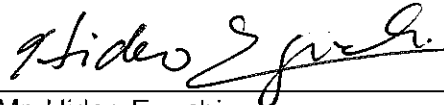
For Technical Cooperation Project

RECORD OF DISCUSSIONS
ON
PROJECT ON CAPACITY DEVELOPMENT FOR
INTERNATIONAL TRADE FACILITATION
IN
THE EASTERN AFRICAN REGION
AGREED UPON BETWEEN
THE GOVERNMENT OF KENYA
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

December, 2013



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



Mr. Hideo Eguchi
Chief Representative
Kenya Office
Japan International Cooperation
Agency
Japan

Based on the series of discussions on between the Government of Kenya (hereinafter referred to as "GOK") and the Japan International Cooperation Agency (hereinafter referred to as "JICA") during the Detailed Planning Survey on the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (hereinafter referred to as "the Project"), JICA held a series of discussions with relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1.

Both parties also agreed that the Kenya Revenue Authority and the Ministry of East African Affairs, Commerce and Tourism, the counterparts to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Kenya.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on April 29, 2004 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on July 22, 2013 between the Government of Japan (hereinafter referred to as "GOJ") and GOK.

Appendix 1: Project Description

PROJECT DESCRIPTION

I. BACKGROUND

Upon the necessity of accelerating of economic integration in the Eastern African Region, each revenue authority has extended its effort to ensure compliance with the applicable laws to the cross-border movement of goods, to combat smuggling and to secure borders, whilst ensuring facilitation of legitimate trade.

Among various activities, Kenya Revenue Authority (KRA), Tanzania Revenue Authority (TRA) and Uganda Revenue Authority (URA) has implemented a regional project (phase 1) on capacity development for the customs administrations with the support of JICA in September 2007.

This phase 1 project aimed at developing capacity of the customs administrations to enable their officers to properly operate One Stop Border Post (OSBP) system. The project produced various outcomes such as the development of the OSBP Operational Model for truck cargo including implementation of the pilot projects for two custom-made ICT systems and Joint Border surveillance as well as institutional capacity development on Intelligence & Profiling and Classification & Valuation.

Phase 2 of the Project on Capacity Building for the Customs Administrations of the Eastern African Region was implemented to run over a four year period, from September 2009 to September 2013 drawing from lessons learnt and recommendations made from phase (1) of the project to primarily enhance the capacity of customs administrations and also enhance the compliance level and capacity of customs agents through the strengthened functions of customs agents associations.

Since the current project (phase 2) will expire soon, KRA, together with its partner authorities in the region, has requested phase 3 project. Bearing in mind the excellent progress of the project, in order to further improve efficiency of customs operations and thus facilitate trade, KRA recognizes the need to expand its activity to improve compliance and capacity of customs clearing and forwarding agents as well as to undertake more regional activities to ensure uniform application of the common external tariff schedule and the Customs Management Act within the East African Community.

On the other hand, the EAC has been working towards the regional economic integration and smooth trade among partner states of the region and with neighboring countries, and provision of smooth border crossing at bottlenecked borders is considered as very important.

The Government of Japan has expressed its target of "expanding support for OSBP in Sub-Saharan Africa" in its TICAD IV Action Plan and it has since been actively pursuing this target for some border posts in African Continent.

Among other initiatives, Project for developing relevant infrastructure including construction of OSBP facility at the Namanga border post (between Kenya and Tanzania) and the Rusumo border post (between Rwanda and Tanzania) has been implemented with the financial support extended by Japan/JICA.

However, it was pointed out that technical support for OSBP facilities is indispensable for full utilization of the facilities to be constructed as per expected concept. Based on these understandings, both Governments of Tanzania and Rwanda has requested a technical cooperation project to address this issue, in addition to the phase 3 project.

II. OUTLINE OF THE PROJECT

Details of the overall framework of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2). In addition, the details related to the operationalization of OSBP especially at Namanga and Rusumo border post under the Output 1 (hereinafter referred to as "OSBP component") are described in the PDM for OSBP component (Annex 3).

1. Title of the Project

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

2. Overall Goal

Trade facilitation is enhanced in the Eastern African region.

3. Project Purpose

The capacity for efficient border clearance at the targeted borders is enhanced.

4. Outputs

(1) OSBP is efficiently operated at the targeted land borders in the region.

(2) The capacity of Customs administrations in the region is enhanced.

(3) The capacity of CCFAs is enhanced and a framework for the regional accreditation system for CCFAs is developed.

5. Activities

(0. Implementation of baseline and impact surveys)

0-1. Conduct baseline surveys with partner agencies in the respective countries.

0-2. Conduct impact surveys with partner agencies in the respective countries.

(1. Operation of OSBP)

[Operationalization of OSBP] (Initially at Namanga and Rusumo)

- 1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.
- 1-2. Conduct benchmark studies to learn from preceding OSBP cases.
- 1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.
- 1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.
- 1-5. Develop guidelines/manuals necessary for OSBP operation.
- 1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.
- 1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.
- 1-8. Monitor OSBP operation and fine-tune the procedures.
- 1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.
- 1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.
- 1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.

[Improvement and roll out of OSBP/ICT system]

- 1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.
- 1-13. Review and advise on the improvement of the Asycuda World and other Customs systems based on the OSBP operational model.
- 1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.
- 1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.
- 1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.

(2. Enhancement of Capacity of Customs administrations)

[Training of Master Trainers and their utilization]

- 2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.
- 2-2. Conduct refresher training for Master Trainers.
- 2-3. Explore further utilization of Master Trainers.

[Training on risk management]

- 2-4. Review the current mechanism and procedures for Customs risk management.
- 2-5. Conduct training on risk management based on the results obtained in the

Activity 2-4.

- 2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.

[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)

- 2-7. Monitor and improve the current JBS/JWS operation.

- 2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.

- (3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs)

[Training for CCFAs]

- 3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.

- 3-2. Conduct training in accordance with the plan developed in the Activity 3-1.

[Establishing of the regional accreditation system for CCFAs]

- 3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.

- 3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.

[Note]

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, TMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization

6. Input

(1) Input by JICA

(a) Dispatch of Experts

- Chief Advisor
- Customs Administration
- Coordinator(s)/ Human Resource Development
- Consultant team related to activities for OSBP operation at Namanga and Rusumo
- Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study

(b) Training

Training of counterpart personnel in Japan and/or the Third Countries

(c) Machinery and Equipment

As necessary

Input other than indicated above will be determined through mutual consultations between JICA and counterpart agencies of the Project during the implementation of the Project, as necessary.

(2) Input by GOK

GOK will take necessary measures to provide at its own expense:

- (a) Services of counterpart personnel and administrative personnel as referred to in II-7;
- (b) Suitable office/working space with necessary equipment;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
- (e) Credentials or identification cards;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project;

7. Implementation Structure

The overall Project organization chart is given in the Annex 4. The roles and assignments of relevant organizations are as follows. As for the activities related to OSBP component under the PDM for OSBP component, the leading agencies of the respective countries in Kenya and Tanzania take responsibility for the administration, coordination and implementation as shown in the Annex 5:

[OSBP component]

(1) KRA, the Coordinating Agency of National Steering Committee/ National Technical Committee

(a) Project Director on OSBP component

Commissioner General, as the Project Director on the OSBP component, will bear overall responsibility for the administration, coordination and implementation of the component.

(b) Project Manager on OSBP component

Commissioner of Customs, as the Project Manager on the OSBP component, will be responsible for the implementation, managerial and technical matters of the component.

(c) Project Working Group on the OSBP component

Relevant counterpart personnel of each member agency concerned among National Technical Committee/ Border Coordinating Committee at the specific border, will be engaged in daily activities, as working group of the Project, in accordance with the PDM for OSBP component.

[Others except for the OSBP component (component 2)]

(2) KRA

(a) Project Director

Commissioner General, as the Project Director will bear overall responsibility for the administration, coordination and implementation of the component 2.

(b) Project Manager

Commissioner of Customs, as the Project Manager, will be responsible for the implementation, managerial and technical matters of the component 2.

(c) Project Working Group

Project Working Group(s), which consists of sufficient number of counterpart personnel from relevant departments, will be engaged in daily activities in accordance with the PDM of the Project.

(3) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to counterpart agencies described above on any matters pertaining to the implementation of the Project.

(4) Regional Joint Coordinating Committees

Regional Joint Coordinating Committees (hereinafter referred to as "RJCC") will be established in order to facilitate inter-organizational coordination. RJCC will be held at least once a year and whenever deems it necessary. RJCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project in each field (except the OSBP component), and exchange opinions or major issues that arise during the implementation of the Project. A list of proposed members of RJCC is shown in the Annex 6. As for the OSBP component, Joint Steering Committee, which consists of both national steering committees, will discuss and approve its progress, jointly with JICA (details are shown in Annex 7).

8. Project Site(s) and Beneficiaries

- (1) Project Site: Nairobi, Namanga, and any other relevant customs office and border posts
- (2) Beneficiaries: Kenya Revenue Authority, Ministry of EAC, and Governmental Agencies concerned on the OSBP

9. Duration

The duration of the Project will be four (4) years. The starting date of the Project will be the date of signature of this document.

10. Reports

The Kenya side and JICA experts will jointly prepare the following reports in English:

- (1) Progress Report on semi-annual basis until the Project completion
- (2) Project Completion Report at the timing of the Project completion

11. Environmental and Social Considerations

The Kenya side agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF THE GOVERNMENT OF KENYA

1. GOK will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Kenya nationals as a result of Japanese technical cooperation contributes to the economic and social development of Kenya, and that the knowledge and experience acquired by the personnel of Kenya from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-7 (2) above and their families, which are no less favorable than those granted to experts of third countries performing similar missions in Kenya under the Colombo Plan Technical Cooperation Scheme.
- (3) Other privileges, exemptions and benefits will be provided in accordance with the Agreement of Technical Cooperation signed on April 29, 2004 between the Government of Japan and the Government of Kenya.

IV. EVALUATION

JICA, Kenya authorities concerned will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the cooperation term.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. Kenya side is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, Kenya side will take appropriate measures to make the Project widely known to the people of Kenya.

VI. MUTUAL CONSULTATION

JICA and Kenya side will consult each other whenever any major issues arise in

the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and Kenya side.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Project Design Matrix:PDM)
- Annex 2 Tentative Plan of Operation
- Annex 3 PDM for OSBP component
- Annex 4 Overall Project Organization Chart
- Annex 5 Project Organization Chart (OSBP component)
- Annex 6 A List of Proposed Members of Regional Joint Coordinating Committee
- Annex 7 A List of Proposed Members of Joint Steering Committee on the OSBP component

Annex 1: Project Design Matrix

Version: 0 (as of 28 November 2013)

Project Name: Project on Capacity Development for International Trade Facilitation in the Eastern African Region
Target Area: Burundi, Kenya, Rwanda, Tanzania and Uganda
Target Group: (Direct Beneficiary) Revenue Authorities, Immigration Departments and other governmental agencies concerned in OSBP in the respective countries
 (Indirect Beneficiary) CCFAs and traders in the respective countries
Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal: Trade facilitation is enhanced in the Eastern African region.</p>	<ol style="list-style-type: none"> 1 The number of the borders which has introduced OSBP is increased. 2 The clearance time of cargoes and people at the borders which has introduced OSBP is reduced by XX% on average. 3 The cost and time of the movement of cargoes and people in the region is reduced. 4 The legal framework for the regional accreditation system for CCFAs becomes effective 	<ul style="list-style-type: none"> - Time release study - Records in relevant authorities of targeted member countries - Gazettes by EAC and targeted member countries 	
<p>Project Purpose: The capacity for efficient border clearance at the targeted borders is enhanced.</p>	<ol style="list-style-type: none"> 1 The clearance time of cargoes and people (from entry to exit) at the targeted borders including Namanga and Rusumo where OSBP is to be introduced is reduced by XX% on average. 2 The targeted land borders where OSBP are introduced in this Project are utilized as a reference for the roll out of introduction of OSBP at other land borders. 3 The risk-based approach is further incorporated into the border management procedures. 4 The legal framework for the regional accreditation system for CCFAs is agreed upon among stakeholders to be submitted to the responsible agencies. 	<ul style="list-style-type: none"> - Time release study at the targeted borders - Field survey - Draft legal framework for the regional accreditation system for CCFAs 	<ul style="list-style-type: none"> - There is a strong political will in EAC partner states to pass the draft bill on the regional accreditation system for CCFAs.
<p>Outputs: 1 OSBP is efficiently operated at the targeted land borders in the region. 2 The capacity of Customs administrations in the region is enhanced. 3 The capacity of CCFAs is enhanced and a framework for the</p>	<ol style="list-style-type: none"> 1-1. The officers engaged in OSBP operation at the targeted land borders properly follow the OSBP procedures in conformity to the developed guidelines/manuals. 1-2. The number of stakeholders who attend the 	<ul style="list-style-type: none"> - Guidelines/ manuals for OSBP operation - Field Survey - Records on RTMS/CCS 	<ul style="list-style-type: none"> - Sufficient budget and officers for OSBP operation at the targeted land borders are allocated by responsible agencies. - EAC provides

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<p>regional accreditation system for CCFAs is developed.</p>	<p>sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p> <p>1-3. OSBP ICT system such as RTMS/CCS is operationalized at XX borders in the region.</p> <p>1-4. XX% of all the declarations processed by Customs and other agencies concerned at the targeted borders with OSBP ICT system.</p> <p>2-1. Trainees' overall rating for the understanding of the topics covered by Master Trainers exceeds 80%.</p> <p>2-2. Training of Trainers to be conducted by Master Trainers is incorporated into the Customs' annual plan in the respective countries.</p> <p>2-3. The measures necessary for better Customs risk management relating to the border controls are determined in the respective countries.</p> <p>2-4. JBS/JWS activities/meetings are carried out at least once a month at the targeted borders.</p> <p>3-1. The number of improper declarations at the targeted borders decreases.</p> <p>3-2. A draft policy framework for the regional accreditation system for CCFAs is approved.</p> <p>3-3. A legal framework for the regional accreditation system for CCFAs is drafted.</p>	<ul style="list-style-type: none"> - Questionnaires for trainees trained by the Master Trainers - Reports on improvement in Customs risk management. - Records on JBS/JWS activities - Trade statistics on targeted border - Minutes of Meeting on the legal framework for the regional accreditation system for CCFAs 	<p>substantial support in preparing the establishment of the regional accreditation system for CCFAs.</p>
<p><u>Activities:</u> 0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries. 0-2. Conduct impact surveys with partner agencies in the respective countries.</p> <p>1. Operation of OSBP</p>	<p><u>Inputs:</u> <u>Burundi, Kenya, Rwanda, Tanzania and Uganda</u> - Counterpart personnel (Project Directors, Project Managers and Project Working Groups) - Counterpart personnel, committees both at national and border levels for the component of the OSBP operation - Office space for JICA experts - Necessary expense (including domestic travel) for their staff</p>	<ul style="list-style-type: none"> - Governmental agencies concerned in OSBP operation fully cooperate with one another. - The construction of OSBP is complete as scheduled. 	

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<p>[Operationalization of OSBP] (Initially at Namanga and Rusumo)</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>1-5. Develop guidelines/manuals necessary for OSBP operation.</p> <p>1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.</p> <p>1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>1-8. Monitor OSBP operation and fine-tune the procedures.</p> <p>1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.</p> <p>1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[Improvement and roll out of OSBP ICT system]</p> <p>1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.</p> <p>1-13 Review and advise on the improvement of the Asycuda</p>	<p>Japan (JICA)</p> <ul style="list-style-type: none"> - Experts <ul style="list-style-type: none"> - Chief Advisor - Customs Administration - Coordinator(s)/ Human Resource Development - Consultant team related to the activities for the component of the OSBP operation - Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study - Training for counterpart personnel in Japan and/or third countries - Machinery and equipment as necessary - Expense for local activities as necessary 	<ul style="list-style-type: none"> - EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.. - The turnover of the Customs officers who have been involved in project activities as working group and/or core members since the former project (Phase 2) does not affect the project implementation.
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World and other Customs systems based on the OSBP operational model.

1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.

1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.

1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.

2. Enhancement of Capacity of Customs administrations

[Training of Master Trainers and their utilization]

2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.

2-2. Conduct refresher training for Master Trainers.

2-3. Explore further utilization of Master Trainers.

[Training on risk management]

2-4. Review the current mechanism and procedures for Customs risk management.

2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.

2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.

[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)

2-7. Monitor and improve the current JBS/JWS operation.

2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.

3. Capacity development of CCFAs and establishing of a

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

framework for the regional accreditation system for CCFAs

[Training for CCFAs]

3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.

3-2. Conduct training in accordance with the plan developed in the Activity 3-1.

[Establishing of the regional accreditation system for CCFAs]

3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.

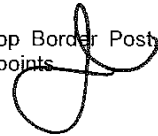
3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.

Notes:

- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.



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ANNEX 2: Tentative Plan of Operations (PO)
Schedule of the Implementation and Responsible Organizations

Date: May XX, 2013

Year	Y2014												Y2015												Y2016												Y2017												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Total month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Regional Joint Coordinating Committee Meeting (RJCC) and Steering Committee Meeting on Rusumo (SC)																																																	
0. Conduct Baseline and Impact Surveys																																																	
OUTPUT 1. Operation of OSBP																																																	
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1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.																																																	
OUTPUT 2. Enhancement of Capacity of Customs administrations																																																	
2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.																																																	
2-2. Conduct refresher training for Master Trainers.																																																	
2-3. Explore further utilization of Master Trainers.																																																	
2-4. Review the current mechanism and procedures for Customs risk management.																																																	
2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.																																																	
2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.																																																	
2-7. Monitor and improve the current JBS/JWS operation.																																																	
2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.																																																	
OUTPUT 3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs																																																	
3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.																																																	
3-2. Conduct training in accordance with the plan developed in the Activity 3-1.																																																	
3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.																																																	
3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.																																																	

Note: The schedule including the commencement of the Project described in the chart above is subject to modifications through further examinations and discussions in future.
 ■ : To complete project activities within the solid line.
 ■ : To continuously conduct project activities during the dotted line.
 △ : To conduct review/evaluation, etc.

Annex 3: Project Design Matrix for OSBP component

Version: 0 (as of 28 November 2013)

This Sub-Project Design Matrix is developed to stipulate further detailed framework under the Output 1 of the Project PDM as a model of OSBP operation.

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

Target Area: Kenya and Tanzania

Target Group: (Direct Beneficiary) Revenue Authorities and other governmental agencies concerned in OSBP at the Namanga border
(Indirect Beneficiary) CCFAs and the community at the Namanga border

Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><u>Sub-Project Purpose:</u> OSBP is efficiently operated at the Namanga border.</p>	<p>1 The officers engaged in OSBP operation at the Namanga border properly follow the OSBP procedures in conformity to the developed guidelines/manuals.</p> <p>2 The number of stakeholders who attend the sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p>		<p>- Sufficient budget and officers for OSBP operation at the Namanga border are allocated by responsible agencies.</p>
<p><u>Outputs:</u></p> <p>1 Necessary measures for the introduction of OSBP are identified.</p> <p>2 The relevant stakeholders properly understand the concept/contents of the guidelines/manuals on OSBP operation.</p> <p>3 The developed guidelines/manuals are properly revised based on the experience and lessons after the introduction of OSBP.</p> <p>4 Necessary measures for introducing/operating OSBP are compiled to be utilized as a model.</p>	<p>1-1. An action plan for smooth introduction and implementation of OSBP operation</p> <p>2-1. Guidelines/manuals developed.</p> <p>2-2. The number of stakeholders at the Namanga border who understand the guidelines/manuals exceeds XX.</p> <p>3-1. The relevant committee(s) to review the operation of OSBP are occasionally held.</p> <p>4-1. The Sourcebook is updated and revised based on the accumulated experience of OSBP operation at Namanga border.</p>		<p>- Governmental agencies concerned in OSBP operation fully cooperate with one another.</p> <p>- The construction of OSBP is complete as scheduled.</p> <p>- EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.</p>
<p><u>Activities:</u></p> <p>0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries.</p> <p>0-2. Conduct impact surveys with partner agencies in the respective countries.</p>	<p><u>Inputs:</u></p> <p>Kenya and Tanzania</p> <p>- Counterpart personnel, committees both at national and border levels for the component of the OSBP operation</p> <p>- Office space for JICA experts</p> <p>- Necessary expense (including domestic travel) for their staff</p>		

<p>[Operationalization of OSBP]</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>2-1. Develop guidelines/manuals necessary for OSBP operation.</p> <p>2-2. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 2-1.</p> <p>2-3. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>3-1. Monitor OSBP operation and fine-tune the procedures.</p> <p>4-1. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>4-2. Based on the lessons drawn in the activity 4-1, integrate such practices into the revised OSBP Sourcebook.</p> <p>4-3. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[In addition to the activities above, the following activities which are stipulated in the PDM of the Project will be collaboratively</p>	<p><u>Japan (JICA)</u></p> <ul style="list-style-type: none">- Experts<ul style="list-style-type: none">- Chief Advisor- Coordinator(s)/ Human Resource Development- Consultant team related to the activities for the component of the OSBP operation- Other experts as necessary- Training for counterpart personnel in Japan and/or third countries- Machinery and equipment as necessary- Expense for local activities as necessary	
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

conducted.]

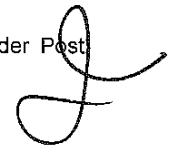
- Improvement and roll out of OSBP ICT system (activity 1-12, 13 and 14)
Improvement of OSBP ICT system to Namanga border post would be considered and decided by the Steering committee during course of the consideration of action plan which is stipulated in activity 1-4 of this Sub-PDM taking into consideration its feasibility.
- Training is expected to be extended to customs officers/ customs clearing and forwarding agents who are engaged in OSBP operation at Namanga border. (activity 2-1, 2 and 3, 3-1 and 3-2)
- Risk management approach may benefit proper border control at Namanga border through relevant training. (activity 2-4, 5 and 6)

Notes:

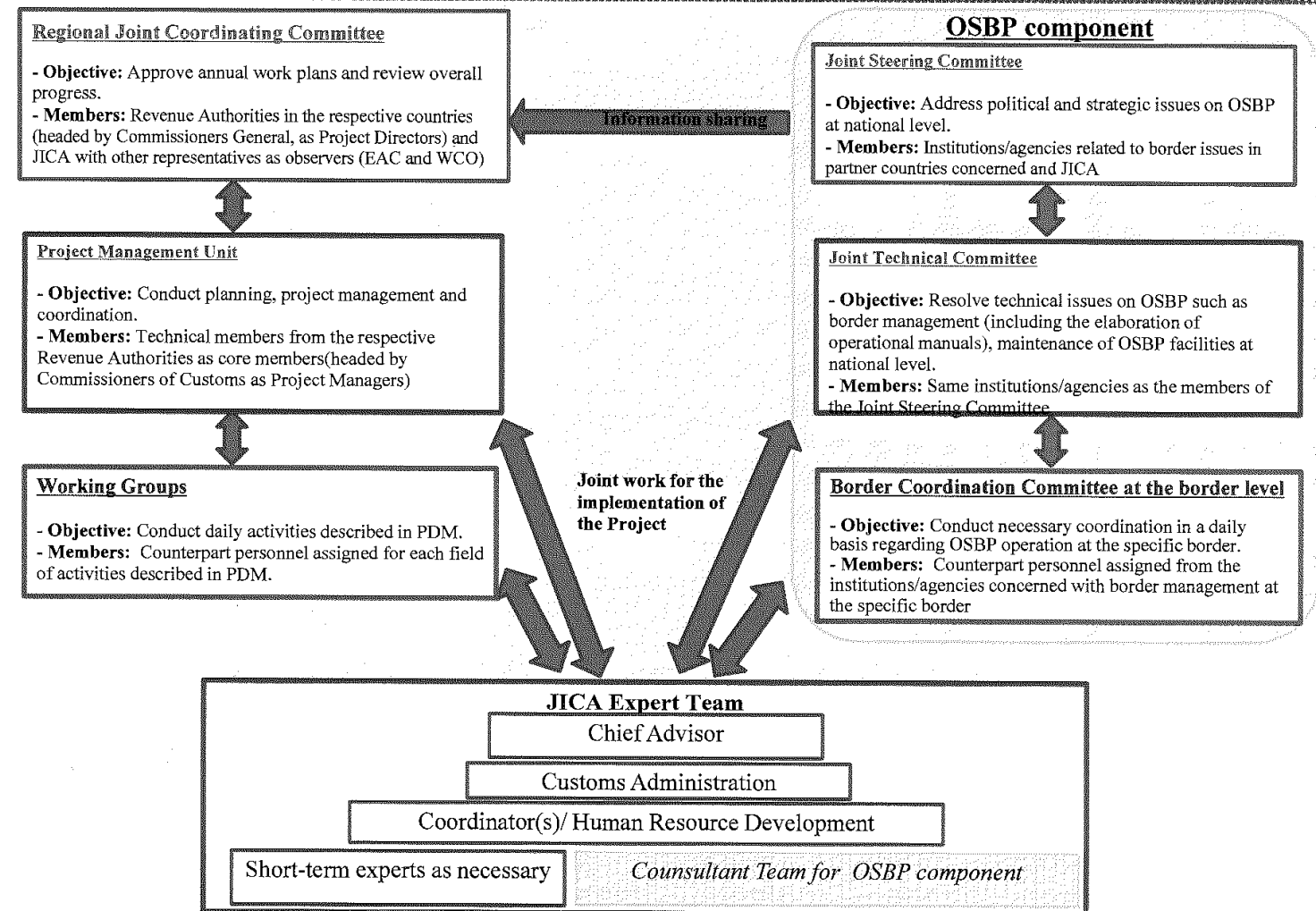
- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.



CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points



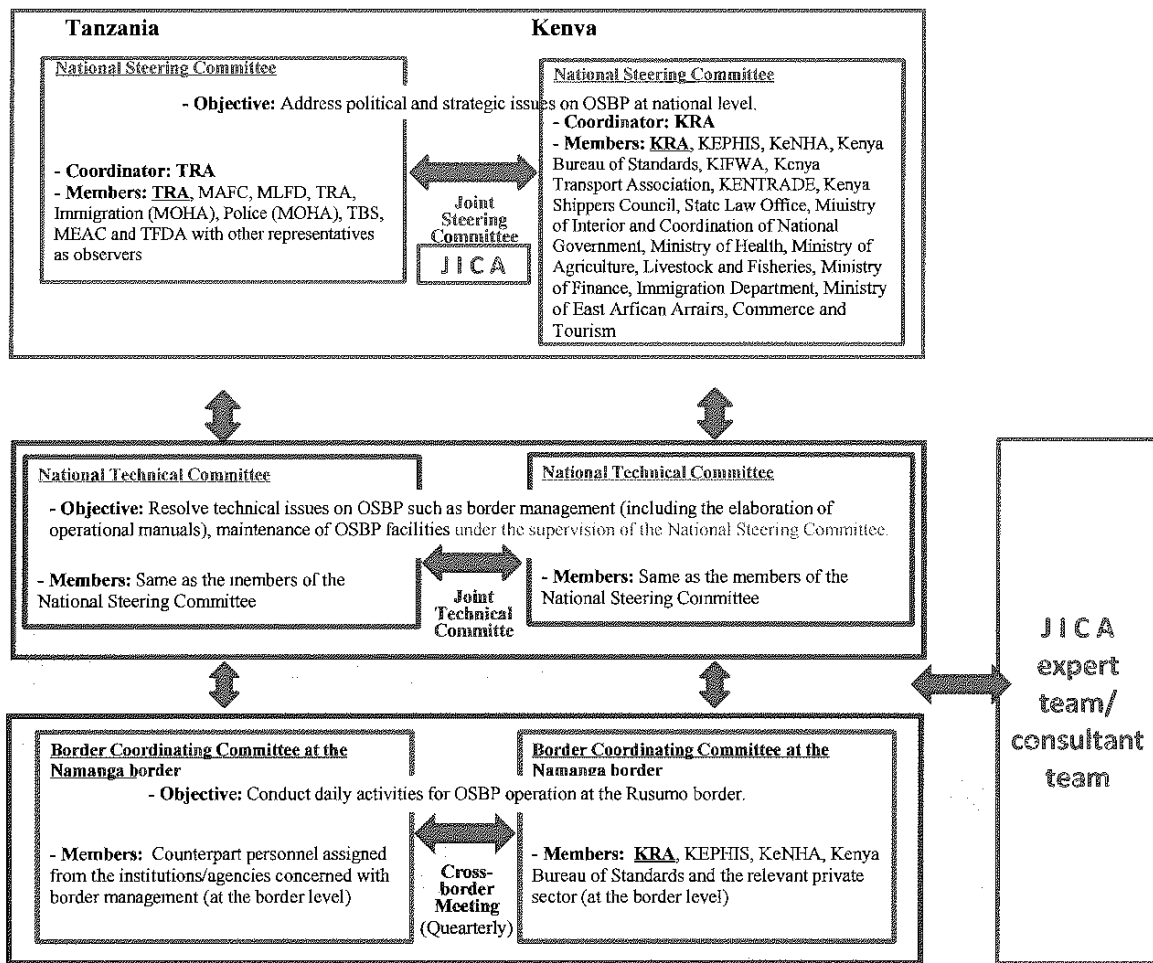
ANNEX 4: Overall Project Organization Chart



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Annex 5 Project Organization Chart: OSBP component (case of Namanga border post)



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Annex 6 A List of Proposed Members of Regional Joint Coordinating Committee

1. Chairperson

Commissioner General of hosting Revenue Authority in the region

2. Members

(1) Respective Revenue Authorities in the region:

- 1) Project Directors
- 2) Project Managers
- 3) Any counterpart personnel engaged in related activities
- 4) Other personnel concerned with the Project decided by the respective authorities, if necessary

(2) Japanese side

- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Local office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

Official(s) of Embassy of Japan

EAC, WCO and any other observers may attend as agreed upon among members.



Annex 7 A List of Proposed Members of Joint Steering Committee on the component of operation of OSBP

[Namanga border post]

1. Co-Chairpersons

Commissioner General, Kenya Revenue Authority, Kenya
Commissioner General, Tanzania Revenue Authority, Tanzania

2. Members

(1) Tanzania side:

- 1) Tanzania Revenue Authority
- 2) Ministry of Agriculture, Food Security and Cooperatives
- 3) Ministry of Livestock and Fisheries Development
- 4) Ministry of Home Affairs (Immigration)
- 5) Ministry of Home Affairs (Police)
- 6) Tanzania Bureau of Standards
- 7) Tanzania Food and Drugs Authority
- 8) Ministry of EAC
- 9) etc.

(2) Kenya side:

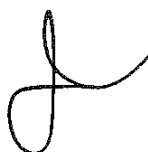
- 1) Kenya Revenue Authority
- 2) Ministry of East African Affairs, Commerce and Tourism
- 3) KEPHIS
- 4) Kenya National Highway Authority
- 5) Kenya Bureau of Standards
- 6) Kenya International Freight Warehousing Association (KIFWA)
- 7) Kenya Transporters Association (KTA)
- 8) KENTRADE
- 9) Kenya Shippers Council
- 10) State Law Office
- 11) Ministry of Interior and Coordination of National Government
- 12) Ministry of Health
- 13) Ministry of Agriculture, Livestock and Fisheries
- 14) Ministry of Finance
- 15) Immigration Department

(3) Japanese side

- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Local office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

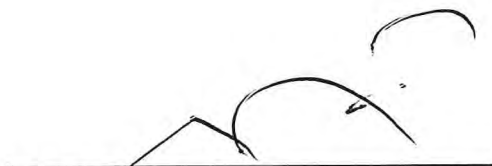
3. Observers

Official(s) of Embassy of Japan
EAC, WCO and any other observers may attend as agreed upon by each party.



RECORD OF DISCUSSIONS
ON
PROJECT ON CAPACITY DEVELOPMENT FOR
INTERNATIONAL TRADE FACILITATION
IN
THE EASTERN AFRICAN REGION
AGREED UPON BETWEEN
THE GOVERNMENT OF TANZANIA
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

17 December, 2013



Mr. Rished Bade
Ag. Commissioner General
Tanzania Revenue Authority
United Republic of Tanzania



Mr. Yasunori Onishi
Chief Representative
Tanzania Office
Japan International Cooperation
Agency
Japan

Based on the series of discussions on between the Government of Tanzania (hereinafter referred to as "GOT") and the Japan International Cooperation Agency (hereinafter referred to as "JICA") during the Detailed Planning Survey on the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (hereinafter referred to as "the Project"), JICA held a series of discussions with relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1.

Both parties also agreed that respective counterpart agencies will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the United Republic of Tanzania (hereinafter referred to as "Tanzania").

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on November 2, 2004 (hereinafter referred to as "the Agreement") and the Note Verbales to be exchanged (hereinafter referred to as "the Note Verbales") between the Government of Japan (hereinafter referred to as "GOJ") and GOT.

The effectiveness of the record of discussions is subject to the exchange of the Note Verbales.

Appendix 1: Project Description

PROJECT DESCRIPTION

I. BACKGROUND

Upon the necessity of accelerating of economic integration in the Eastern African Region, each revenue authority has extended its effort to ensure compliance with the applicable laws to the cross-border movement of goods, to combat smuggling and to secure borders, whilst ensuring facilitation of legitimate trade.

Among various activities, Kenya Revenue Authority (KRA), Tanzania Revenue Authority (TRA) and Uganda Revenue Authority (URA) has implemented a regional project (phase 1) on capacity development for the customs administrations with the support of JICA in September 2007.

This phase 1 project aimed at developing capacity of the customs administrations to enable their officers to properly operate One Stop Border Post (OSBP) system. The project produced various outcomes such as the development of the OSBP Operational Model for truck cargo including implementation of the pilot projects for two custom-made ICT systems and Joint Border surveillance as well as institutional capacity development on Intelligence & Profiling and Classification & Valuation.

Phase 2 of the Project on Capacity Building for the Customs Administrations of the Eastern African Region was implemented to run over a four year period, from September 2009 to September 2013 drawing from lessons learnt and recommendations made from phase (1) of the project to primarily enhance the capacity of customs administrations and also enhance the compliance level and capacity of customs agents through the strengthened functions of customs agents associations.

Since the current project (phase 2) has expired recently, TRA, together with its partner authorities in the region, has requested phase 3 project. Bearing in mind the excellent progress of the project, in order to further improve efficiency of customs operations and thus facilitate trade, TRA recognizes the need to expand its activity to improve compliance and capacity of customs clearing and forwarding agents as well as to undertake more regional activities to ensure uniform application of the common external tariff schedule and the Customs Management Act within the East African Community.

On the other hand, the EAC has been working towards the regional economic integration and smooth trade among partner states of the region and with neighboring countries, and provision of smooth border crossing at bottlenecked borders is considered as very important.

The Government of Japan has expressed its target of "expanding support for OSBP in Sub-Saharan Africa" in its TICAD IV Action Plan and it has since been actively pursuing this target for some border posts in African Continent.

Among other initiatives, Project for developing relevant infrastructure including construction of OSBP facility at the Namanga border post (between Tanzania and Kenya) and the Rusumo border post (between Tanzania and Rwanda) has been implemented with the financial support extended by Japan/JICA.

However, it was pointed out that technical support for OSBP facilities is indispensable for full utilization of the facilities to be constructed as per expected concept. Based on these understandings, both Governments of Tanzania and Rwanda has requested a technical cooperation project to address this issue, in addition to the phase 3 project.

II. OUTLINE OF THE PROJECT

Details of the overall framework of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2). In addition, the details related to the operationalization of OSBP especially at Rusumo border post under the Output 1 (hereinafter referred to as "OSBP component") are described in the PDM for OSBP component (Annex 3).

1. Implementation Structure

The overall Project organization chart is given in the Annex 4. The roles and assignments of relevant organizations are as follows. As for the activities related to OSBP component under the PDM for OSBP component, the leading agencies of the respective countries in Kenya, Rwanda and Tanzania take responsibility for the administration, coordination and implementation as shown in the Annex 5:

[OSBP component]

(1) TRA, the Coordinating Agency of National Steering Committee/ National Technical Committee

(a) Project Director on OSBP component

Commissioner General, as the Project Director on the OSBP component, will bear overall responsibility for the administration, coordination and implementation of the component.

(b) Project Manager on OSBP component

Commissioner of Customs, as the Project Manager on the OSBP component, will be responsible for the implementation, managerial and technical matters of the component.

(c) Project Working Group on the OSBP component

Relevant counterpart personnel of each member agency concerned among National Technical Committee/ Border Coordinating Committee at the specific border, will be engaged in daily activities, as working group of the Project, in accordance with the PDM for OSBP component.

[Others except for the OSBP component (component 2)]

(2) TRA

(a) Project Director

Commissioner General, as the Project Director will bear overall responsibility for the administration, coordination and implementation of the component 2.

(b) Project Manager

Commissioner of Customs, as the Project Manager, will be responsible for the implementation, managerial and technical matters of the component 2.

(c) Project Working Group

Project Working Group(s), which consists of sufficient number of counterpart personnel from relevant departments, will be engaged in daily activities in accordance with the PDM of the Project.

(3) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to counterpart agencies described above on any matters pertaining to the implementation of the Project.

(4) Regional Joint Coordinating Committees

Regional Joint Coordinating Committees (hereinafter referred to as "RJCC") will be established in order to facilitate inter-organizational coordination. RJCC will be held at least once a year and whenever deems it necessary. RJCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project in each field (except the OSBP component), and exchange opinions or major issues that arise during the implementation of the Project. A list of proposed members of RJCC is shown in the Annex 6. As for the OSBP component, Joint Steering Committee, which consists of both national steering committees, will discuss and approve its progress, jointly with JICA (details are shown in Annex 7).

2. Project Site(s) and Beneficiaries

(1) Project Site: Dar es Salaam, Namanga, Rusumo and any other relevant customs office and border posts

(2) Beneficiaries: Tanzania Revenue Authority, Ministry of EAC, and Governmental Agencies concerned on the OSBP

3. Duration

The duration of the Project will be four (4) years commencing on the date of signature of this document.

4. Reports

The Tanzania side and JICA experts will jointly prepare the following reports in English:



- (1) Progress Report on semi-annual basis until the Project completion
- (2) Project Completion Report at the timing of the Project completion

5. Environmental and Social Considerations

The Tanzania side agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF THE GOVERNMENT OF TANZANIA

1. GOT will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Tanzania nationals as a result of Japanese technical cooperation contributes to the economic and social development of Tanzania, and that the knowledge and experience acquired by the personnel of Tanzania from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-1 (3) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Tanzania.

2. Other privileges, exemptions and benefits will be provided in accordance with the Agreement and the Note Verbales to be exchanged between the GOJ and the GOT.

IV. EVALUATION

JICA and Tanzania authorities concerned will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the cooperation term.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. Tanzania side is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, Tanzania side will take appropriate measures to make the Project widely known to the people of

Tanzania.

VI. MUTUAL CONSULTATION

JICA and Tanzania side will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and Tanzania side.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Project Design Matrix:PDM)
- Annex 2 Tentative Plan of Operation
- Annex 3 PDM for OSBP component
- Annex 4 Overall Project Organization Chart
- Annex 5 Project Organization Chart (OSBP component)
- Annex 6 A List of Proposed Members of Regional Joint Coordinating Committee
- Annex 7 A List of Proposed Members of Joint Steering Committee on the OSBP component



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Annex 1: Project Design Matrix

Version: 0 (as of 28 November 2013)

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

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

Target Group: (Direct Beneficiary) Revenue Authorities, Immigration Departments and other governmental agencies concerned in OSBP in the respective countries
(Indirect Beneficiary) CCFAs and traders in the respective countries

Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal: Trade facilitation is enhanced in the Eastern African region.</p>	<ol style="list-style-type: none"> 1 The number of the borders which has introduced OSBP is increased. 2 The clearance time of cargoes and people at the borders which has introduced OSBP is reduced by XX% on average. 3 The cost and time of the movement of cargoes and people in the region is reduced. 4 The legal framework for the regional accreditation system for CCFAs becomes effective 	<ul style="list-style-type: none"> - Time release study - Records in relevant authorities of targeted member countries - Gazettes by EAC and targeted member countries 	
<p>Project Purpose: The capacity for efficient border clearance at the targeted borders is enhanced.</p>	<ol style="list-style-type: none"> 1 The clearance time of cargoes and people (from entry to exit) at the targeted borders including Namanga and Rusumo where OSBP is to be introduced is reduced by XX% on average. 2 The targeted land borders where OSBP are introduced in this Project are utilized as a reference for the roll out of introduction of OSBP at other land borders. 3 The risk-based approach is further incorporated into the border management procedures. 4 The legal framework for the regional accreditation system for CCFAs is agreed upon among stakeholders to be submitted to the responsible agencies. 	<ul style="list-style-type: none"> - Time release study at the targeted borders - Field survey - Draft legal framework for the regional accreditation system for CCFAs 	<ul style="list-style-type: none"> - There is a strong political will in EAC partner states to pass the draft bill on the regional accreditation system for CCFAs.
<p>Outputs: 1 OSBP is efficiently operated at the targeted land borders in the region. 2 The capacity of Customs administrations in the region is enhanced. 3 The capacity of CCFAs is enhanced and a framework for the</p>	<ol style="list-style-type: none"> 1-1. The officers engaged in OSBP operation at the targeted land borders properly follow the OSBP procedures in conformity to the developed guidelines/manuals. 1-2. The number of stakeholders who attend the 	<ul style="list-style-type: none"> - Guidelines/ manuals for OSBP operation - Field Survey - Records on RTMS/CCS 	<ul style="list-style-type: none"> - Sufficient budget and officers for OSBP operation at the targeted land borders are allocated by responsible agencies. - EAC provides

CCFAs: Customs Clearing & Forwarding Agents; EAC: East African Community; JBS: Joint Border Surveillance; JWS: Joint Water Surveillance; OSBP: One Stop Border Post; RTMS/CCS: Real Time Monitoring System/ Cargo Control System; WCO: World Customs Organization; borders: which are defined as both land and air/sea-port border points

<p>regional accreditation system for CCFAs is developed.</p>	<p>sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p> <p>1-3. OSBP ICT system such as RTMS/CCS is operationalized at XX borders in the region.</p> <p>1-4. XX% of all the declarations processed by Customs and other agencies concerned at the targeted borders with OSBP ICT system.</p> <p>2-1. Trainees' overall rating for the understanding of the topics covered by Master Trainers exceeds 80%.</p> <p>2-2. Training of Trainers to be conducted by Master Trainers is incorporated into the Customs' annual plan in the respective countries.</p> <p>2-3. The measures necessary for better Customs risk management relating to the border controls are determined in the respective countries.</p> <p>2-4. JBS/JWS activities/meetings are carried out at least once a month at the targeted borders.</p> <p>3-1. The number of improper declarations at the targeted borders decreases.</p> <p>3-2. A draft policy framework for the regional accreditation system for CCFAs is approved.</p> <p>3-3. A legal framework for the regional accreditation system for CCFAs is drafted.</p>	<ul style="list-style-type: none"> - Questionnaires for trainees trained by the Master Trainers - Reports on improvement in Customs risk management. - Records on JBS/JWS activities - Trade statistics on targeted border - Minutes of Meeting on the legal framework for the regional accreditation system for CCFAs 	<p>substantial support in preparing the establishment of the regional accreditation system for CCFAs.</p>
<p>Activities: 0. Implementation of baseline and impact surveys 0-1. Conduct baseline surveys with partner agencies in the respective countries. 0-2. Conduct impact surveys with partner agencies in the respective countries. 1. Operation of OSBP</p>	<p>Inputs: <u>Burundi, Kenya, Rwanda, Tanzania and Uganda</u> - Counterpart personnel (Project Directors, Project Managers and Project Working Groups) - Counterpart personnel, committees both at national and border levels for the component of the OSBP operation - Office space for JICA experts - Necessary expense (including domestic travel) for their staff</p>	<ul style="list-style-type: none"> - Governmental agencies concerned in OSBP operation fully cooperate with one another. - The construction of OSBP is complete as scheduled. 	

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

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<p>[Operationalization of OSBP] (Initially at Namanga and Rusumo)</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>1-5. Develop guidelines/manuals necessary for OSBP operation.</p> <p>1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.</p> <p>1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>1-8. Monitor OSBP operation and fine-tune the procedures.</p> <p>1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.</p> <p>1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[Improvement and roll out of OSBP ICT system]</p> <p>1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.</p> <p>1-13 Review and advise on the improvement of the Asycuda</p>	<p><u>Japan (JICA)</u></p> <ul style="list-style-type: none"> - Experts <ul style="list-style-type: none"> - Chief Advisor - Customs Administration - Coordinator(s)/ Human Resource Development - Consultant team related to the activities for the component of the OSBP operation - Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study - Training for counterpart personnel in Japan and/or third countries - Machinery and equipment as necessary - Expense for local activities as necessary 	<ul style="list-style-type: none"> - EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.. - The turnover of the Customs officers who have been involved in project activities as working group and/or core members since the former project (Phase 2) does not affect the project implementation.
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

<p>World and other Customs systems based on the OSBP operational model.</p> <p>1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.</p> <p>1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.</p> <p>1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.</p> <p>2. Enhancement of Capacity of Customs administrations</p> <p>[Training of Master Trainers and their utilization]</p> <p>2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.</p> <p>2-2. Conduct refresher training for Master Trainers.</p> <p>2-3. Explore further utilization of Master Trainers.</p> <p>[Training on risk management]</p> <p>2-4. Review the current mechanism and procedures for Customs risk management.</p> <p>2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.</p> <p>2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.</p> <p>[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)</p> <p>2-7. Monitor and improve the current JBS/JWS operation.</p> <p>2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.</p> <p>3. Capacity development of CCFAs and establishing of a</p>		
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

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<p>framework for the regional accreditation system for CCFAs</p> <p>[Training for CCFAs]</p> <p>3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.</p> <p>3-2. Conduct training in accordance with the plan developed in the Activity 3-1.</p> <p>[Establishing of the regional accreditation system for CCFAs]</p> <p>3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.</p> <p>3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.</p>		
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Notes:

- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points 4.0

Year	Y2014												Y2015												Y2016												Y2017												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Total months	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Regional Joint Coordinating Committee Meeting (RJCC) and Steering Committee Meeting on Roxoro (SC)																																																	
0. Conduct Baseline and Impact Surveys																																																	
OUTPUT 1. Operation of OSBP																																																	
1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.																																																	
1-2. Conduct benchmark studies to learn from preceding OSBP cases																																																	
1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.																																																	
1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.																																																	
1-5. Develop guidelines/manuals necessary for OSBP operation.																																																	
1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.																																																	
1-7. Conduct socialization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.																																																	
1-8. Monitor OSBP operation and fine-tune the procedures.																																																	
1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.																																																	
1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.																																																	
1-11. Conduct socialization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.																																																	
1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.																																																	
1-13. Review and advise on the improvement of the Apsada World and other Customs systems based on the OSBP operational model.																																																	
1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.																																																	
1-15. Conduct socialization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.																																																	
1-16. Build sustainable capacity of WG (Customs/T) to run the RTMS/CCS and hand it over.																																																	
OUTPUT 2. Enhancement of Capacity of Customs administrators																																																	
2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.																																																	
2-2. Conduct refresher training for Master Trainers.																																																	
2-3. Explore further utilization of Master Trainers.																																																	
2-4. Review the current mechanism and procedure for Customs risk management.																																																	
2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.																																																	
2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.																																																	
2-7. Monitor and improve the current JSOWS operation.																																																	
2-8. Roll out the JSOWS operation to other borders based on the needs and the results obtained in the Activity 2-7.																																																	
OUTPUT 3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs																																																	
3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.																																																	
3-2. Conduct training in accordance with the plan developed in the Activity 3-1.																																																	
3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.																																																	
3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.																																																	

Note: The schedule including the commencement of the Project described in the chart above is subject to modifications through further examinations and discussions in future.
 ■ : To emphasize project activities within the solid line.
 ■ : To continuously conduct project activities during the dotted line.
 ▲ : To conduct review/evaluation, etc.

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Annex 3: Project Design Matrix for OSBP component

Version: 0 (as of 28 November 2013)

This Sub-Project Design Matrix is developed to stipulate further detailed framework under the Output 1 of the Project PDM as a model of OSBP operation.

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

Target Area: Kenya and Tanzania

Target Group: (Direct Beneficiary) Revenue Authorities and other governmental agencies concerned in OSBP at the Namanga border
(Indirect Beneficiary) CCFAs and the community at the Namanga border

Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Sub-Project Purpose: OSBP is efficiently operated at the Namanga border.</p>	<p>1 The officers engaged in OSBP operation at the Namanga border properly follow the OSBP procedures in conformity to the developed guidelines/manuals.</p> <p>2 The number of stakeholders who attend the sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p>		<p>- Sufficient budget and officers for OSBP operation at the Namanga border are allocated by responsible agencies.</p>
<p>Outputs:</p> <p>1 Necessary measures for the introduction of OSBP are identified.</p> <p>2 The relevant stakeholders properly understand the concept/contents of the guidelines/manuals on OSBP operation.</p> <p>3 The developed guidelines/manuals are properly revised based on the experience and lessons after the introduction of OSBP.</p> <p>4 Necessary measures for introducing/operating OSBP are compiled to be utilized as a model.</p>	<p>1-1. An action plan for smooth introduction and implementation of OSBP operation</p> <p>2-1. Guidelines/manuals developed.</p> <p>2-2. The number of stakeholders at the Namanga border who understand the guidelines/manuals exceeds XX.</p> <p>3-1. The relevant committee(s) to review the operation of OSBP are occasionally held.</p> <p>4-1. The Sourcebook is updated and revised based on the accumulated experience of OSBP operation at Namanga border.</p>		<p>- Governmental agencies concerned in OSBP operation fully cooperate with one another.</p> <p>- The construction of OSBP is complete as scheduled.</p> <p>- EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.</p>
<p>Activities:</p> <p>0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries.</p> <p>0-2. Conduct impact surveys with partner agencies in the respective countries.</p>	<p>Inputs:</p> <p><u>Kenya and Tanzania</u></p> <p>- Counterpart personnel, committees both at national and border levels for the component of the OSBP operation</p> <p>- Office space for JICA experts</p> <p>- Necessary expense (including domestic travel) for their staff</p>		

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

<p>[Operationalization of OSBP]</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>2-1. Develop guidelines/manuals necessary for OSBP operation.</p> <p>2-2. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 2-1.</p> <p>2-3. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>3-1. Monitor OSBP operation and fine-tune the procedures.</p> <p>4-1. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>4-2. Based on the lessons drawn in the activity 4-1, integrate such practices into the revised OSBP Sourcebook.</p> <p>4-3. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[In addition to the activities above, the following activities which are stipulated in the PDM of the Project will be collaboratively</p>	<p><u>Japan (JICA)</u></p> <ul style="list-style-type: none"> - Experts <ul style="list-style-type: none"> - Chief Advisor - Coordinator(s)/ Human Resource Development - Consultant team related to the activities for the component of the OSBP operation - Other experts as necessary - Training for counterpart personnel in Japan and/or third countries - Machinery and equipment as necessary - Expense for local activities as necessary 	
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points



<p>conducted.]</p> <ul style="list-style-type: none">- Improvement and roll out of OSBP ICT system (activity 1-12, 13 and 14) Improvement of OSBP ICT system to Namanga border post would be considered and decided by the Steering committee during course of the consideration of action plan which is stipulated in activity 1-4 of this Sub-PDM taking into consideration its feasibility.- Training is expected to be extended to customs officers/ customs clearing and forwarding agents who are engaged in OSBP operation at Namanga border. (activity 2-1, 2 and 3, 3-1 and 3-2)- Risk management approach may benefit proper border control at Namanga border through relevant training. (activity 2-4, 5 and 6)		
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Notes:

- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.

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Annex 3: Project Design Matrix (PDM) for OSBP component

Version: 0 (as of 28 November 2013)

This Project Design Matrix is developed to stipulate further detailed framework under the Output 1 of the Project PDM as a model of OSBP operation.

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

Target Area: Rwanda and Tanzania

Target Group: (Direct Beneficiary) Revenue Authorities, Immigration departments and other governmental agencies concerned in OSBP at the Rusumo border
(Indirect Beneficiary) CCFAs, traders and the community at the Rusumo border

Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><u>Sub-Project Purpose:</u> OSBP is efficiently operated at the Rusumo border.</p>	<p>1 The officers engaged in OSBP operation at the Rusumo border properly follow the OSBP procedures in conformity to the developed guidelines/manuals.</p> <p>2 The number of stakeholders who attend the sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p>		<p>- Sufficient budget and officers for OSBP operation at the Rusumo border are allocated by responsible agencies.</p>
<p><u>Outputs:</u></p> <p>1 Necessary measures for the introduction of OSBP are identified.</p> <p>2 The relevant stakeholders properly understand the concept/contents of the guidelines/manuals on OSBP operation.</p> <p>3 The developed guidelines/manuals are properly revised based on the experience and lessons after the introduction of OSBP.</p> <p>4 Necessary measures for introducing/operating OSBP are compiled to be utilized as a model.</p>	<p>1-1. An action plan for smooth introduction and implementation of OSBP operation</p> <p>2-1. Guidelines/manuals developed.</p> <p>2-2. The number of stakeholders at the Rusumo border who understand the guidelines/manuals exceeds XX.</p> <p>3-1. The relevant committee(s) to review the operation of OSBP are occasionally held.</p> <p>4-1. The Sourcebook is updated and revised based on the accumulated experience of OSBP operation at Rusumo border.</p>		<p>- Governmental agencies concerned in OSBP operation fully cooperate with one another.</p> <p>- The construction of OSBP is complete as scheduled.</p> <p>- EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.</p>
<p><u>Activities:</u></p> <p>0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries.</p> <p>0-2. Conduct impact surveys with partner agencies in the respective countries.</p>	<p><u>Inputs:</u></p> <p><u>Rwanda and Tanzania</u></p> <p>- Counterpart personnel, committees both at national and border levels for the component of the OSBP operation</p> <p>- Office space for JICA experts</p> <p>- Necessary expense (including domestic travel) for their staff</p>		

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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

<p>[Operationalization of OSBP]</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>2-1. Develop guidelines/manuals necessary for OSBP operation.</p> <p>2-2. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 2-1.</p> <p>2-3. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>3-1. Monitor OSBP operation and fine-tune the procedures.</p> <p>4-1. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>4-2. Based on the lessons drawn in the activity 4-1, integrate such practices into the revised OSBP Sourcebook.</p> <p>4-3. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[In addition to the activities above, the following activities which are stipulated in the PDM of the Project will be collaboratively</p>	<p>Japan (JICA)</p> <ul style="list-style-type: none">- Experts<ul style="list-style-type: none">- Chief Advisor- Coordinator(s)/ Human Resource Development- Consultant team related to the activities for the component of the OSBP operation- Other experts as necessary- Training for counterpart personnel in Japan and/or third countries- Machinery and equipment as necessary- Expense for local activities as necessary	
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

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conducted.]

- Improvement and roll out of OSBP ICT system (activity 1-12, 13 and 14)
Roll out of OSBP ICT system to Rusumo border post would be considered and decided by the Steering committee during course of the consideration of action plan which is stipulated in activity 1-4 of this Sub-PDM taking into consideration its feasibility.
- Training is expected to be extended to customs officers/ customs clearing and forwarding agents who are engaged in OSBP operation at Rusumo border. (activity 2-1, 2 and 3, 3-1 and 3-2)
- Risk management approach may benefit proper border control at Rusumo border through relevant training. (activity 2-4, 5 and 6)

Notes:

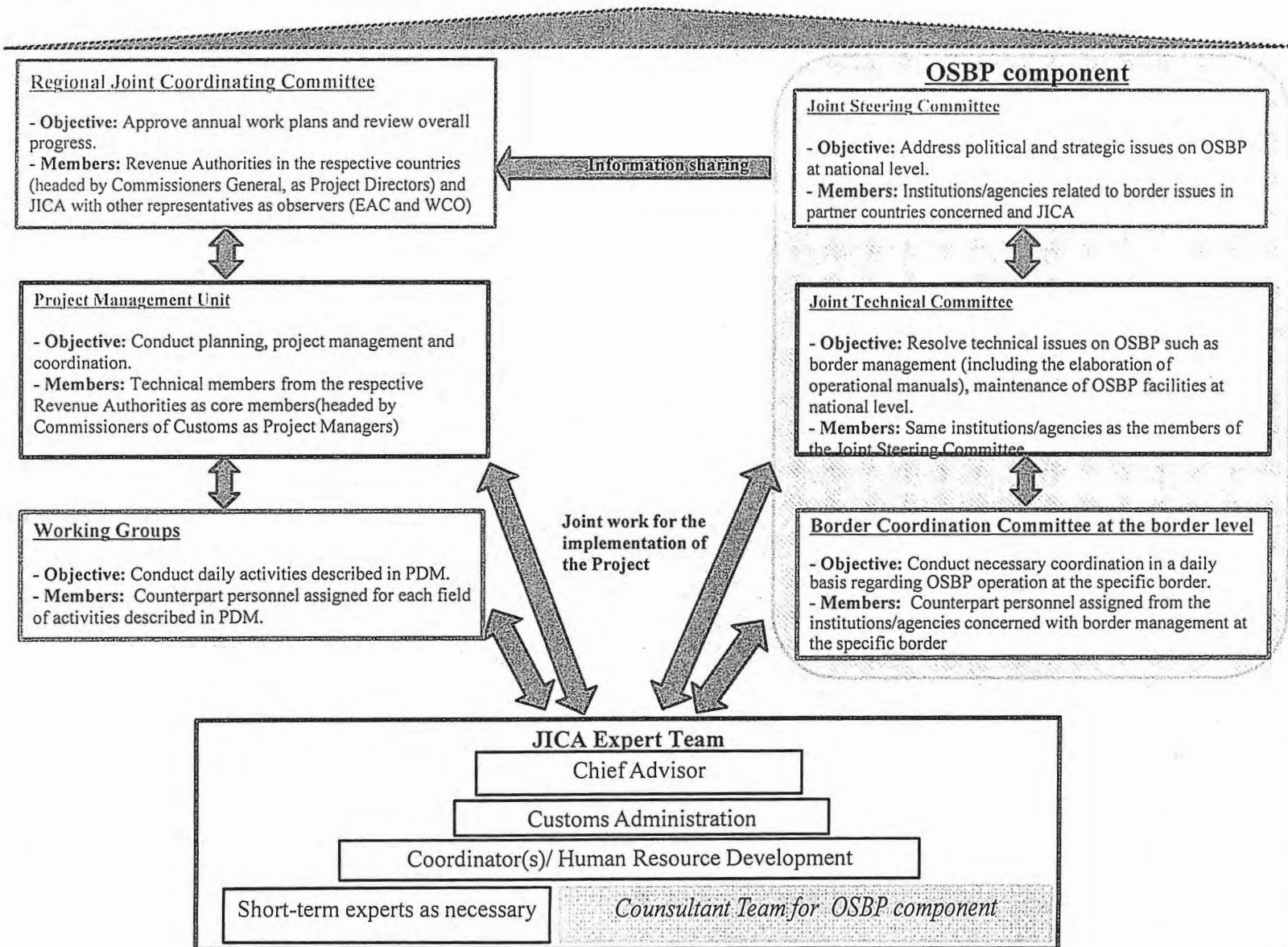
- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.

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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

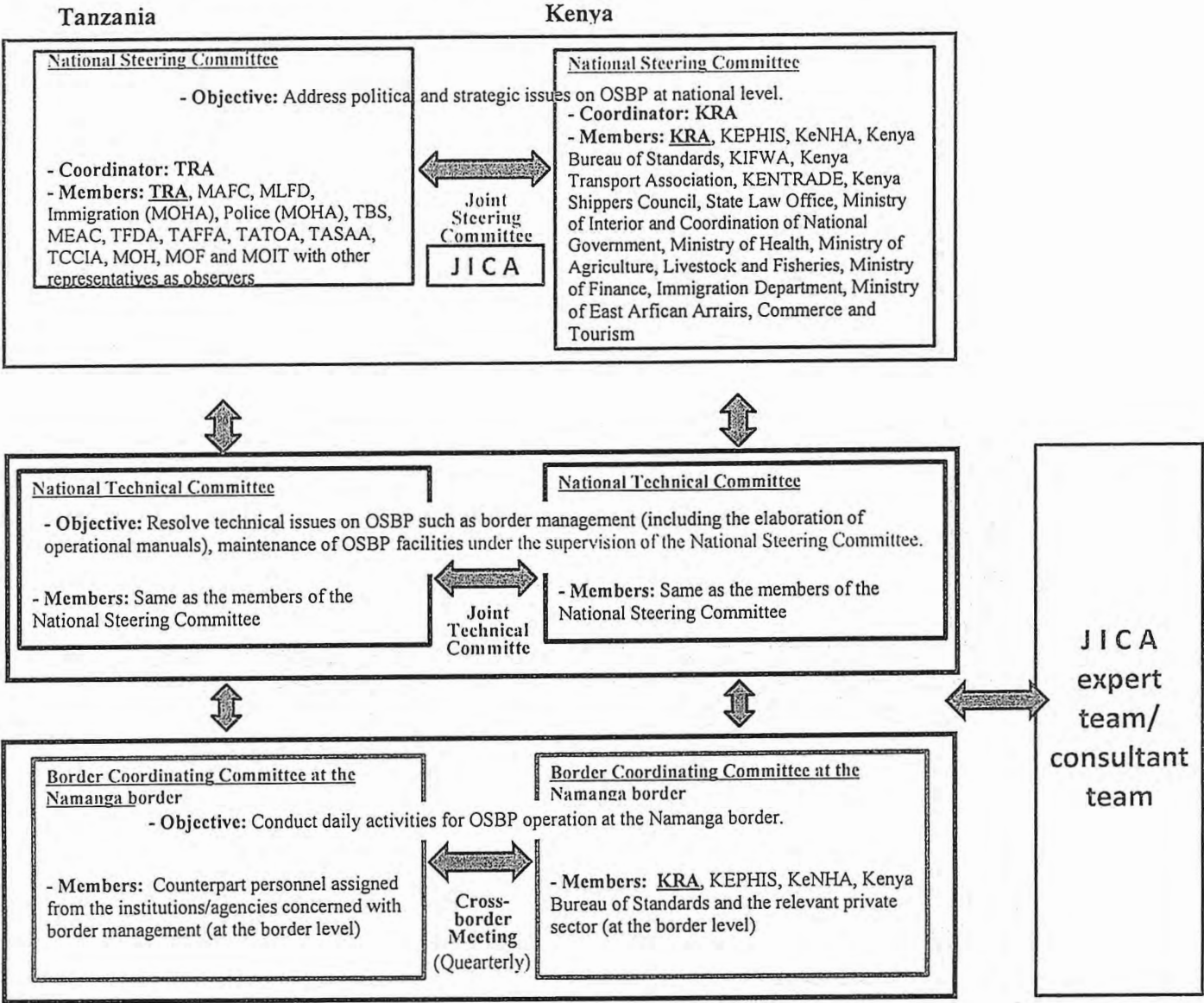


ANNEX 4: Overall Project Organization Chart



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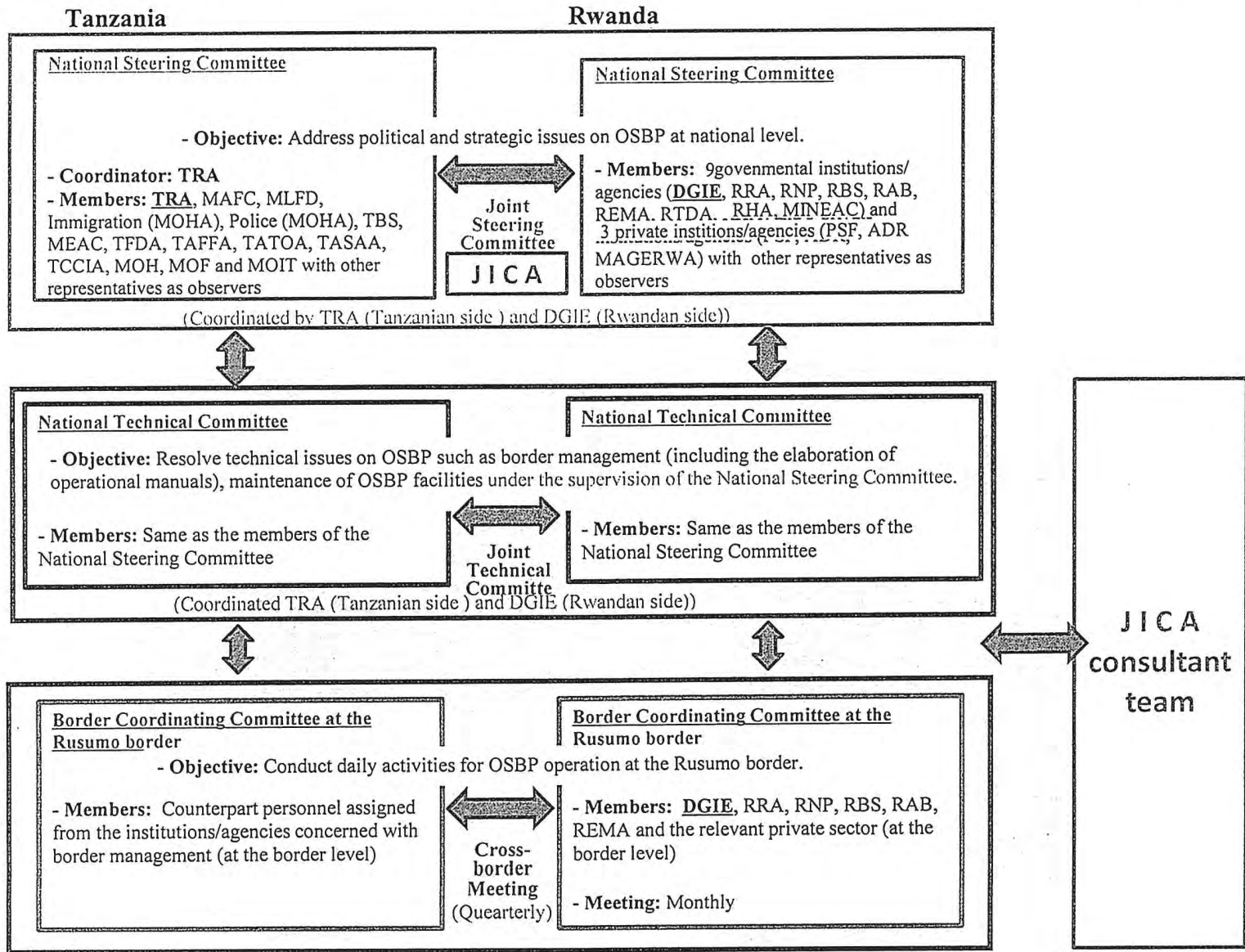
Annex 5-1 Project Organization Chart: OSBP component (case of Namanga border post)



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Annex 5-2: Project Organization Chart: OSBP component (case of Rusumo border post)



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Annex 6 A List of Proposed Members of Regional Joint Coordinating Committee

1. Chairperson
Commissioner General of hosting Revenue Authority in the region
2. Members
 - (1) Respective Revenue Authorities in the region:
 - 1) Project Directors
 - 2) Project Managers
 - 3) Any counterpart personnel engaged in related activities
 - 4) Other personnel concerned with the Project decided by the respective authorities, if necessary
 - (2) Japanese side
 - 1) Project Expert(s)
 - 2) Representative(s) of JICA (both Headquarters and Country office)
 - 3) Other personnel concerned and/or dispatched by JICA, if necessary
3. Observers
Official(s) of Embassy of Japan
EAC, WCO and any other observers may attend as agreed upon among members.

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Annex 7 A List of Proposed Members of Joint Steering Committee on the component of operation of OSBP

[Namanga border post]

1. Co-Chairpersons

Commissioner General, Tanzania Revenue Authority, Tanzania
Commissioner General, Kenya Revenue Authority, Kenya

2. Members

(1) Tanzania side:

- 1) Tanzania Revenue Authority
- 2) Ministry of Finance
- 3) Ministry of Health
- 4) Ministry of Industry and Trade
- 5) Ministry of Agriculture, Food Security and Cooperatives
- 6) Ministry of Livestock and Fisheries Development
- 7) Ministry of Home Affairs (Immigration)
- 8) Ministry of Home Affairs (Police)
- 9) Tanzania Bureau of Standards
- 10) Tanzania Food and Drugs Authority
- 11) Ministry of EAC
- 12) Tanzania Freight Forwarders Association (TAFFA)
- 13) Tanzania Transport Operators Association (TATOA)
- 14) Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
- 15) Tanzania Shipping Agents Association (TASAA)
- 16) etc.

(2) Kenya side:

- 1) Kenya Revenue Authority
- 2) Ministry of East African Affairs, Commerce and Tourism
- 3) KEPHIS
- 4) Kenya National Highway Authority
- 5) Kenya Bureau of Standards
- 6) Kenya International Freight Warehousing Association (KIFWA)
- 7) Kenya Transporters Association (KTA)
- 8) KENTRADE
- 9) Kenya Shippers Council
- 10) State Law Office
- 11) Ministry of Interior and Coordination of National Government
- 12) Ministry of Health
- 13) Ministry of Agriculture, Livestock and Fisheries
- 14) Ministry of Finance
- 15) Immigration Department

(3) Japanese side



- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Country office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

Official(s) of Embassy of Japan

EAC, WCO and any other observers may attend as agreed upon by each party.

[Rusumo border post]

1. Co-Chairpersons

Commissioner General, Tanzania Revenue Authority, Tanzania

Director General, Directorate General of Immigration and Emigration, Rwanda

2. Members

(1) Tanzania side:

- 1) Tanzania Revenue Authority
- 2) Ministry of Finance
- 3) Ministry of Health
- 4) Ministry of Industry and Trade
- 5) Ministry of Agriculture, Food Security and Cooperatives
- 6) Ministry of Livestock and Fisheries Development
- 7) Ministry of Home Affairs (Immigration)
- 8) Ministry of Home Affairs (Police)
- 9) Tanzania Bureau of Standards
- 10) Tanzania Food and Drugs Authority
- 11) Ministry of EAC
- 12) Tanzania Freight Forwarders Association (TAFFA)
- 13) Tanzania Transport Operators Association (TATOA)
- 14) Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
- 15) Tanzania Shipping Agents Association (TASAA)
- 16) etc.

(2) Rwanda side:

- 1) Directorate General of Immigration and Emigration
- 2) Rwanda Revenue Authority
- 3) Rwanda National Police
- 4) Rwanda Bureau of Standard
- 5) Rwanda Environment Management Authority
- 6) Rwanda Agriculture Board
- 7) Rwanda Housing Authority
- 8) Rwanda Transport Development Authority
- 9) Ministry of EAC
- 10) Private Institutions (Private Sector Federation, Clearing Agency and Warehouse operators)

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(3) Japanese side

- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Country office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

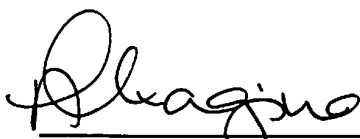
Official(s) of Embassy of Japan

EAC, WCO and any other observers may attend as agreed upon by each party.



RECORD OF DISCUSSIONS
ON
PROJECT ON CAPACITY DEVELOPMENT FOR
INTERNATIONAL TRADE FACILITATION
IN
THE EASTERN AFRICAN REGION
AGREED UPON BETWEEN
THE GOVERNMENT OF UGANDA
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

17 December, 2013



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



Mr. Hirofumi Hoshi
Chief Representative
Uganda office
Japan International Cooperation
Agency
Japan

As witness



Ms. Maris Wanyera
Commissioner, Aid Liaison Department
Ministry of Finance, Planning and
Economic Development
Republic of Uganda

Based on the series of discussions on between the Government of Uganda (hereinafter referred to as "GOU") and the Japan International Cooperation Agency (hereinafter referred to as "JICA") during the Detailed Planning Survey on the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (hereinafter referred to as "the Project"), JICA held a series of discussions with relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1.

Both parties also agreed that the Uganda Revenue Authority, the counterparts to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Uganda.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on December 8, 2005 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on July 22, 2013 between the Government of Japan (hereinafter referred to as "GOJ") and GOU.

Appendix 1: Project Description

Handwritten signatures and initials in black ink, including a large signature on the left and smaller initials on the right.

PROJECT DESCRIPTION

I. BACKGROUND

Upon the necessity of accelerating of economic integration in the Eastern African Region, each revenue authority has extended its effort to ensure compliance with the applicable laws to the cross-border movement of goods, to combat smuggling and to secure borders, whilst ensuring facilitation of legitimate trade.

Among various activities, Kenya Revenue Authority (KRA), Tanzania Revenue Authority (TRA) and Uganda Revenue Authority (URA) has implemented a regional project (phase 1) on capacity development for the customs administrations with the support of JICA in September 2007.

This phase 1 project aimed at developing capacity of the customs administrations to enable their officers to properly operate One Stop Border Post (OSBP) system. The project produced various outcomes such as the development of the OSBP Operational Model for truck cargo including implementation of the pilot projects for two custom-made ICT systems and Joint Border surveillance as well as institutional capacity development on Intelligence & Profiling and Classification & Valuation.

Phase 2 of the Project on Capacity Building for the Customs Administrations of the Eastern African Region was implemented to run over a four year period, from September 2009 to September 2013 drawing from lessons learnt and recommendations made from phase (1) of the project to primarily enhance the capacity of customs administrations and also enhance the compliance level and capacity of customs agents through the strengthened functions of customs agents associations.

Since the current project (phase 2) has expired recently, URA, together with its partner authorities in the region, has requested phase 3 project. Bearing in mind the excellent progress of the project, in order to further improve efficiency of customs operations and thus facilitate trade, URA recognizes the need to expand its activity to improve compliance and capacity of customs clearing and forwarding agents as well as to undertake more regional activities to ensure uniform application of the common external tariff schedule and the Customs Management Act within the East African Community.

On the other hand, the EAC has been working towards the regional economic integration and smooth trade among partner states of the region and with neighboring countries, and provision of smooth border crossing at bottlenecked borders is considered as very important.

The Government of Japan has expressed its target of "expanding support for OSBP in Sub-Saharan Africa" in its TICAD IV Action Plan and it has since been actively pursuing this target for some border posts in African Continent.

Among other initiatives, Project for developing relevant infrastructure including construction of OSBP facility at the Namanga border post (between Kenya and Tanzania) and the Rusumo border post (between Tanzania and Rwanda) has been implemented with the financial support extended by Japan/JICA.

However, it was pointed out that technical support for OSBP facilities is indispensable for full utilization of the facilities to be constructed as per expected concept. Based on these understandings, both Governments of Tanzania and Rwanda has requested a technical cooperation project to address this issue, in addition to the phase 3 project.

II. OUTLINE OF THE PROJECT

Details of the overall framework of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2). .

1. Title of the Project

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

2. Overall Goal

Trade facilitation is enhanced in the Eastern African region.

3. Project Purpose

The capacity for efficient border clearance at the targeted borders is enhanced.

4. Outputs

(1) OSBP is efficiently operated at the targeted land borders in the region.

(2) The capacity of Customs administrations in the region is enhanced.

(3) The capacity of CCFAs is enhanced and a framework for the regional accreditation system for CCFAs is developed.

5. Activities

(0. Implementation of baseline and impact surveys)

0-1. Conduct baseline surveys with partner agencies in the respective countries.

0-2. Conduct impact surveys with partner agencies in the respective countries.

(1. Operation of OSBP)

[Operationalization of OSBP] (Initially at Namanga and Rusumo)

1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies

concerned.

- 1-2. Conduct benchmark studies to learn from preceding OSBP cases.
- 1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.
- 1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.
- 1-5. Develop guidelines/manuals necessary for OSBP operation.
- 1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.
- 1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.
- 1-8. Monitor OSBP operation and fine-tune the procedures.
- 1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.
- 1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.
- 1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.

[Improvement and roll out of OSBP ICT system]

- 1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.
- 1-13. Review and advise on the improvement of the Asycuda World and other Customs systems based on the OSBP operational model.
- 1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.
- 1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.
- 1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.

(2. Enhancement of Capacity of Customs administrations)

[Training of Master Trainers and their utilization]

- 2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.
- 2-2. Conduct refresher training for Master Trainers.
- 2-3. Explore further utilization of Master Trainers.

[Training on risk management]

- 2-4. Review the current mechanism and procedures for Customs risk management.
- 2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.
- 2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.

[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)

2-7. Monitor and improve the current JBS/JWS operation.

2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.

(3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs)

[Training for CCFAs]

3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.

3-2. Conduct training in accordance with the plan developed in the Activity 3-1.

[Establishing of the regional accreditation system for CCFAs]

3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.

3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.

[Note]

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization

6. Input

(1) Input by JICA

(a) Dispatch of Experts

- Chief Advisor
- Customs Administration
- Coordinator(s)/ Human Resource Development
- Consultant team related to activities for OSBP operation at Namanga and Rusumo
- Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study

(b) Training

Training of counterpart personnel in Japan and/or the Third Countries

(c) Machinery and Equipment

As necessary

Input other than indicated above will be determined through mutual consultations between JICA and counterpart agencies of the Project during the implementation of the Project, as necessary.

(2) Input by GOU

GOU will take necessary measures to provide at its own expense:

- (a) Services of counterpart personnel and administrative personnel as referred to in II-7;
- (b) Suitable office/working space with necessary equipment;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
- (e) Credentials or identification cards;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project;

7. Implementation Structure

The overall Project organization chart is given in the Annex 3. The roles and assignments of relevant organizations are as follows. As for the activities related to OSBP component at Namanga and Rusumo, the leading agencies of the respective countries in Kenya, Rwanda and Tanzania take responsibility for the administration, coordination and implementation:

(1) URA

(a) Project Director

Commissioner General, as the Project Director will bear overall responsibility for the administration, coordination and implementation of the component 2.

(b) Project Manager

Commissioner of Customs, as the Project Manager, will be responsible for the implementation, managerial and technical matters especially on tariff classification of the component 2.

(c) Project Working Group

Project Working Group(s), which consists of sufficient number of counterpart personnel from relevant departments, will be engaged in daily activities in accordance with the PDM of the Project.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to counterpart agencies described above on any matters pertaining to the implementation of the Project.

(3) Regional Joint Coordinating Committees

Regional Joint Coordinating Committees (hereinafter referred to as "RJCC")

will be established in order to facilitate inter-organizational coordination. RJCC will be held at least once a year and whenever deems it necessary. RJCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project in each field (except the OSBP component), and exchange opinions or major issues that arise during the implementation of the Project. A list of proposed members of RJCC is shown in the Annex 4. As for the OSBP component, Joint Steering Committee, which consists of both national steering committees of relevant countries, will discuss and approve its progress, jointly with JICA.

8. Project Site(s) and Beneficiaries

- (1) Project Site: Kampala and any other relevant customs office and border posts
- (2) Beneficiaries: Uganda Revenue Authority

9. Duration

The duration of the Project will be four (4) years. The starting date of the Project will be the date of signature of this document.

10. Reports

The Uganda side and JICA experts will jointly prepare the following reports in English:

- (1) Progress Report on semi-annual basis until the Project completion
- (2) Project Completion Report at the timing of the Project completion

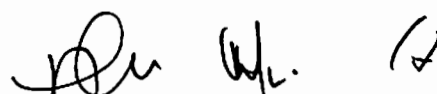
11. Environmental and Social Considerations

The Uganda side agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF THE GOVERNMENT OF UGANDA

1. The Government of Uganda will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Uganda nationals as a result of Japanese technical cooperation contributes to the economic and social development of Uganda, and that the knowledge and experience acquired by the personnel of Uganda from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-7 (2) above and their families, which are no less favorable than those granted to experts of third countries performing similar missions in Uganda under the Colombo Plan Technical Cooperation Scheme.
- (3) Other privileges, exemptions and benefits will be provided in accordance with the Agreement of Technical Cooperation signed on December 8, 2005



between the Government of Japan and the Government of Uganda.

IV. EVALUATION

JICA, Uganda authorities concerned will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the cooperation term.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. Uganda side is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, Uganda side will take appropriate measures to make the Project widely known to the people of Uganda.

VI. MUTUAL CONSULTATION

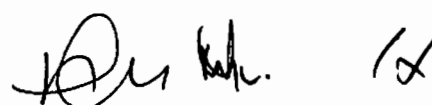
JICA and Uganda side will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and Uganda side.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Project Design Matrix:PDM)
- Annex 2 Tentative Plan of Operation
- Annex 3 Overall Project Organization Chart
- Annex 4 A List of Proposed Members of Regional Joint Coordinating Committee

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Annex 1: Project Design Matrix

Version: 0 (as of 28 November 2013)

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

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

Target Group: (Direct Beneficiary) Revenue Authorities, Immigration Departments and other governmental agencies concerned in OSBP in the respective countries
(Indirect Beneficiary) CCFAs and traders in the respective countries

Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal: Trade facilitation is enhanced in the Eastern African region.</p>	<p>1 The number of the borders which has introduced OSBP is increased.</p> <p>2 The clearance time of cargoes and people at the borders which has introduced OSBP is reduced by XX% on average.</p> <p>3 The cost and time of the movement of cargoes and people in the region is reduced.</p> <p>4 The legal framework for the regional accreditation system for CCFAs becomes effective</p>	<p>- Time release study</p> <p>- Records in relevant authorities of targeted member countries</p> <p>- Gazettes by EAC and targeted member countries</p>	
<p>Project Purpose: The capacity for efficient border clearance at the targeted borders is enhanced.</p>	<p>1 The clearance time of cargoes and people (from entry to exit) at the targeted borders including Namanga and Rusumo where OSBP is to be introduced is reduced by XX% on average.</p> <p>2 The targeted land borders where OSBP are introduced in this Project are utilized as a reference for the roll out of introduction of OSBP at other land borders.</p> <p>3 The risk-based approach is further incorporated into the border management procedures.</p> <p>4 The legal framework for the regional accreditation system for CCFAs is agreed upon among stakeholders to be submitted to the responsible agencies.</p>	<p>- Time release study at the targeted borders</p> <p>- Field survey</p> <p>- Draft legal framework for the regional accreditation system for CCFAs</p>	<p>- There is a strong political will in EAC partner states to pass the draft bill on the regional accreditation system for CCFAs.</p>
<p>Outputs: 1 OSBP is efficiently operated at the targeted land borders in the region. 2 The capacity of Customs administrations in the region is enhanced. 3 The capacity of CCFAs is enhanced and a framework for the</p>	<p>1-1. The officers engaged in OSBP operation at the targeted land borders properly follow the OSBP procedures in conformity to the developed guidelines/manuals.</p> <p>1-2. The number of stakeholders who attend the</p>	<p>- Guidelines/ manuals for OSBP operation</p> <p>- Field Survey</p> <p>- Records on RTMS/CCS</p>	<p>- Sufficient budget and officers for OSBP operation at the targeted land borders are allocated by responsible agencies.</p> <p>- EAC provides</p>

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

<p>regional accreditation system for CCFAs is developed.</p>	<p>sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p> <p>1-3. OSBP ICT system such as RTMS/CCS is operationalized at XX borders in the region.</p> <p>1-4. XX% of all the declarations processed by Customs and other agencies concerned at the targeted borders with OSBP ICT system.</p> <p>2-1. Trainees' overall rating for the understanding of the topics covered by Master Trainers exceeds 80%.</p> <p>2-2. Training of Trainers to be conducted by Master Trainers is incorporated into the Customs' annual plan in the respective countries.</p> <p>2-3. The measures necessary for better Customs risk management relating to the border controls are determined in the respective countries.</p> <p>2-4. JBS/JWS activities/meetings are carried out at least once a month at the targeted borders.</p> <p>3-1. The number of improper declarations at the targeted borders decreases.</p> <p>3-2. A draft policy framework for the regional accreditation system for CCFAs is approved.</p> <p>3-3. A legal framework for the regional accreditation system for CCFAs is drafted.</p>	<ul style="list-style-type: none"> - Questionnaires for trainees trained by the Master Trainers - Reports on improvement in Customs risk management. - Records on JBS/JWS activities - Trade statistics on targeted border - Minutes of Meeting on the legal framework for the regional accreditation system for CCFAs 	<p>substantial support in preparing the establishment of the regional accreditation system for CCFAs.</p>
<p>Activities:</p> <p>0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries.</p> <p>0-2. Conduct impact surveys with partner agencies in the respective countries.</p> <p>1. Operation of OSBP</p>	<p>Inputs:</p> <p><u>Burundi, Kenya, Rwanda, Tanzania and Uganda</u></p> <ul style="list-style-type: none"> - Counterpart personnel (Project Directors, Project Managers and Project Working Groups) - Counterpart personnel, committees both at national and border levels for the component of the OSBP operation - Office space for JICA experts - Necessary expense (including domestic travel) for their staff 	<ul style="list-style-type: none"> - Governmental agencies concerned in OSBP operation fully cooperate with one another. - The construction of OSBP is complete as scheduled. 	

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

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<p>[Operationalization of OSBP] (Initially at Namanga and Rusumo)</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>1-5. Develop guidelines/manuals necessary for OSBP operation.</p> <p>1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.</p> <p>1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>1-8. Monitor OSBP operation and fine-tune the procedures.</p> <p>1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.</p> <p>1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[Improvement and roll out of OSBP ICT system]</p> <p>1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.</p> <p>1-13 Review and advise on the improvement of the Asycuda</p>	<p><u>Japan (JICA)</u></p> <ul style="list-style-type: none"> - Experts <ul style="list-style-type: none"> - Chief Advisor - Customs Administration - Coordinator(s)/ Human Resource Development - Consultant team related to the activities for the component of the OSBP operation - Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study - Training for counterpart personnel in Japan and/or third countries - Machinery and equipment as necessary - Expense for local activities as necessary 	<ul style="list-style-type: none"> - EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.. - The turnover of the Customs officers who have been involved in project activities as working group and/or core members since the former project (Phase 2) does not affect the project implementation.
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

<p>World and other Customs systems based on the OSBP operational model.</p> <p>1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.</p> <p>1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.</p> <p>1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.</p> <p>2. Enhancement of Capacity of Customs administrations</p> <p>[Training of Master Trainers and their utilization]</p> <p>2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.</p> <p>2-2. Conduct refresher training for Master Trainers.</p> <p>2-3. Explore further utilization of Master Trainers.</p> <p>[Training on risk management]</p> <p>2-4. Review the current mechanism and procedures for Customs risk management.</p> <p>2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.</p> <p>2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.</p> <p>[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)</p> <p>2-7. Monitor and improve the current JBS/JWS operation.</p> <p>2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.</p> <p>3. Capacity development of CCFAs and establishing of a</p>		
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

framework for the regional accreditation system for CCFAs

[Training for CCFAs]

3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.

3-2. Conduct training in accordance with the plan developed in the Activity 3-1.

[Establishing of the regional accreditation system for CCFAs]

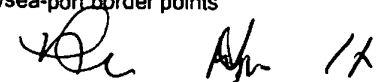
3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.

3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.

Notes:

- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points



ANNEX 2: Tentative Plan of Operations (PO)

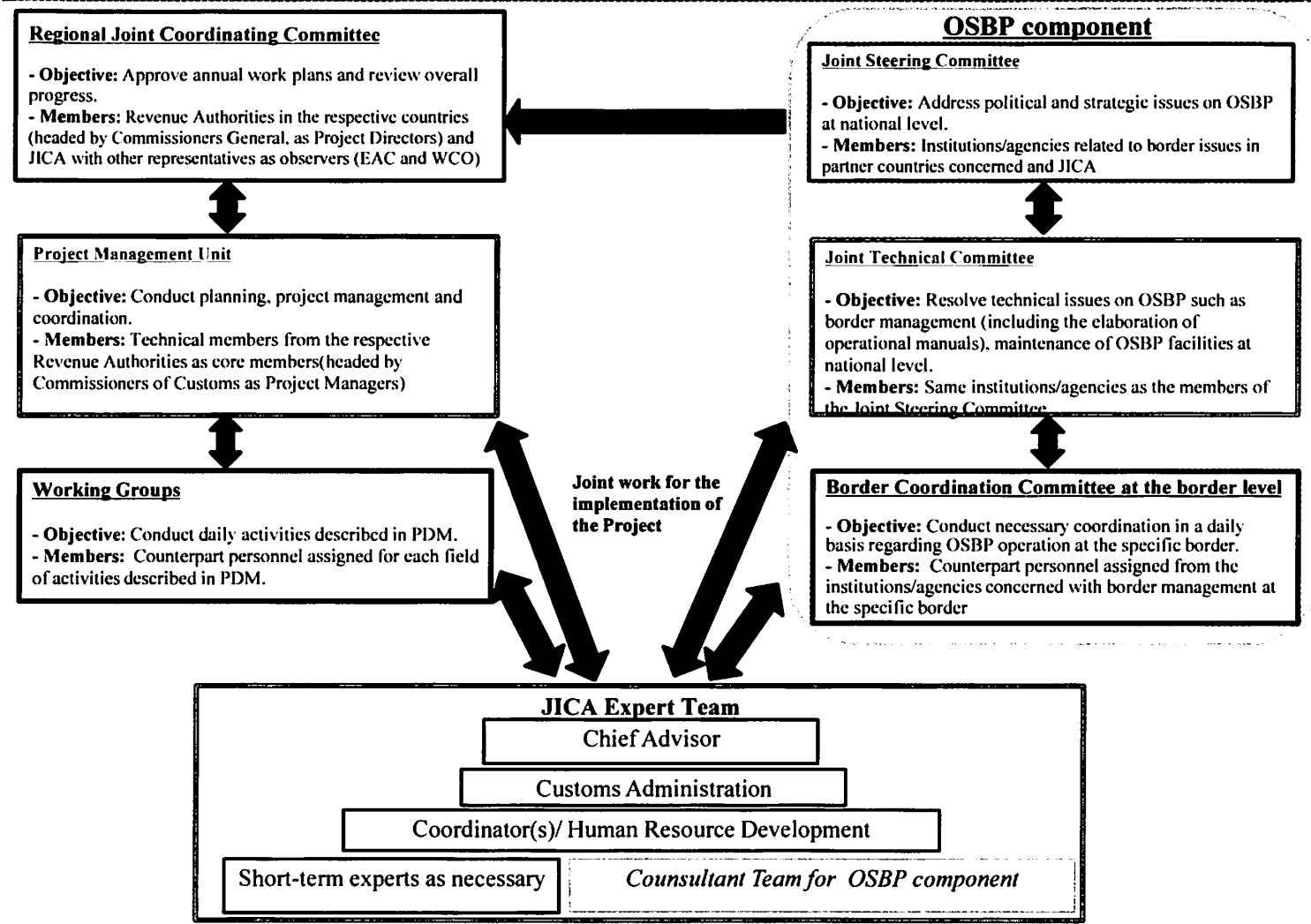
Date November 28, 2013

Year	Y2014												Y2015												Y2016												Y2017											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Regional Joint Coordinating Committee Meeting (RJC/C) and Steering Committee Meeting on Riohatcho (SC)	[Gantt chart showing meeting dates across all years]																																															
D. Conduct Baseline and Impact Surveys	[Gantt chart showing survey activities]																																															
OUTPUT 1. Operation of OSHP																																																
1-1 Officially organize committees to facilitate the operationalization of OSHP at the targeted land borders, which will be comprised of the agencies concerned	[Gantt chart for activity 1-1]																																															
1-2 Conduct benchmark studies to learn from preceding ORHP cases	[Gantt chart for activity 1-2]																																															
1-3 Review the current legal framework, organizational structure and border management procedures at the targeted land borders	[Gantt chart for activity 1-3]																																															
1-4 Develop an action plan for smooth introduction and implementation of ORHP operation to make clear each agency's responsibility and the time frame for related activities	[Gantt chart for activity 1-4]																																															
1-5 Develop guidelines manuals necessary for OSHP operation	[Gantt chart for activity 1-5]																																															
1-6 Make necessary procedures for the approval of the guidelines manuals developed in the Activity 1-5	[Gantt chart for activity 1-6]																																															
1-7 Conduct orientation and training activities on OSHP operation based on the approved guidelines manuals to the agencies/stakeholders concerned	[Gantt chart for activity 1-7]																																															
1-8 Monitor OSHP operation and fine-tune the procedures	[Gantt chart for activity 1-8]																																															
1-9 Draw lessons from the experiences in OSHP operation at the targeted land borders to be utilized at other borders	[Gantt chart for activity 1-9]																																															
1-10 Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSHP Sourcebook.A	[Gantt chart for activity 1-10]																																															
1-11 Conduct sensitization activities on the model of ORHP operation based on the revised OSHP Sourcebook to stakeholders in the region	[Gantt chart for activity 1-11]																																															
1-12 Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization	[Gantt chart for activity 1-12]																																															
1-13 Review and advise on the improvement of the Asean's World and other Customs systems based on the ORHP operational model	[Gantt chart for activity 1-13]																																															
1-14 Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders	[Gantt chart for activity 1-14]																																															
1-15 Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14	[Gantt chart for activity 1-15]																																															
1-16 Build sustainable capacity of WH (Customs IT) to run the RTMS/CCS and hand it over	[Gantt chart for activity 1-16]																																															
OUTPUT 2. Enhancement of Capacity of Customs Administrations																																																
2-1 Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligent Analysis	[Gantt chart for activity 2-1]																																															
2-2 Conduct refresher training for Master Trainers	[Gantt chart for activity 2-2]																																															
2-3 Explore further utilization of Master Trainers	[Gantt chart for activity 2-3]																																															
2-4 Review the current mechanisms and procedures for Customs risk management	[Gantt chart for activity 2-4]																																															
2-5 Conduct training on risk management based on the results obtained in the Activity 2-4	[Gantt chart for activity 2-5]																																															
2-6 Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5	[Gantt chart for activity 2-6]																																															
2-7 Monitor and improve the current JHS/JWS operation	[Gantt chart for activity 2-7]																																															
2-8 Roll out the JHS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7	[Gantt chart for activity 2-8]																																															
OUTPUT 3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs																																																
3-1 Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification	[Gantt chart for activity 3-1]																																															
3-2 Conduct training in accordance with the plan developed in the Activity 3-1	[Gantt chart for activity 3-2]																																															
3-3 Initiate the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval	[Gantt chart for activity 3-3]																																															
3-4 Discuss and draft a legal framework for the regional accreditation system for CCFAs	[Gantt chart for activity 3-4]																																															

Note: The schedule including the commencement of the Project described in the chart above is subject to modifications through further examinations and discussions in future.
 ■ To complete project activities within the solid line
 ■ To continuously conduct project activities during the dotted line
 ▲ To conduct in-site visitation, etc.

Dr *Ref. 12*

ANNEX 3: Overall Project Organization Chart



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Annex 4 A List of Proposed Members of Regional Joint Coordinating Committee

1. Chairperson

Commissioner General of hosting Revenue Authority in the region

2. Members

(1) Respective Revenue Authorities in the region:

- 1) Project Directors
- 2) Project Managers
- 3) Any counterpart personnel engaged in related activities
- 4) Other personnel concerned with the Project decided by the respective authorities, if necessary

(2) Japanese side

- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Country office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

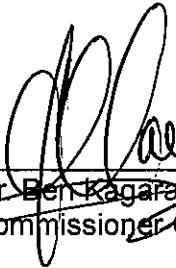
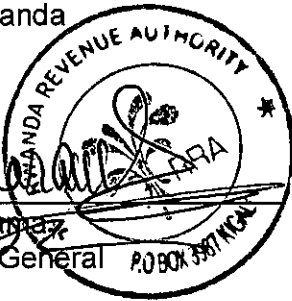
Official(s) of Embassy of Japan

Observers may attend as agreed upon among members.

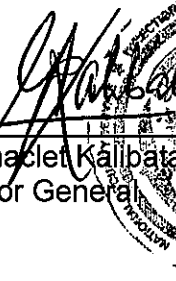

RECORD OF DISCUSSIONS
ON
PROJECT ON CAPACITY DEVELOPMENT FOR
INTERNATIONAL TRADE FACILITATION
IN
THE EASTERN AFRICAN REGION
AGREED UPON BETWEEN
THE GOVERNMENT OF RWANDA
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

17th, December, 2013


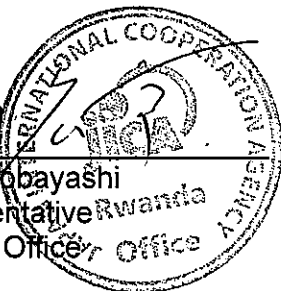
For Rwanda Revenue Authority
Republic of Rwanda



Mr. Ben Kagame
Commissioner General

For Directorate General of
Immigration and Emigration
Republic of Rwanda



Mr. Anaclel Kalibata
Director General

For Japan International Cooperation
Agency
Japan



Mr. Hiroyuki Kobayashi
Chief Representative Rwanda
JICA Rwanda Office

Based on the series of discussions on between the Government of Rwanda (hereinafter referred to as "GOR") and the Japan International Cooperation Agency (hereinafter referred to as "JICA") during the Detailed Planning Survey on the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (hereinafter referred to as "the Project"), JICA held a series of discussions with relevant organizations to develop a detailed plan of the Project.

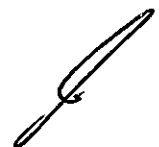
Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1.

Both parties agreed to the overall Project Design Matrix (PDM) and PDM for OSBP component as shown in ANNEX 1 and 2 of the Appendix 1, as overall monitoring tools for the mutual goal for trade facilitation among authorities concerned in the EAC region. However, both parties also agreed that the relevant counterpart authorities of Rwanda, under their jurisdiction, will take their responsibility of what are described in those PDMs only applicable to the context of Rwanda.

Both parties also agreed that the Directorate General of Immigration and Emigration and the Rwanda Revenue Authority, the counterparts to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Rwanda.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on January 14, 2005 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on October 17, 2013 between the Government of Japan (hereinafter referred to as "GOJ") and GOR.

Appendix 1: Project Description



PROJECT DESCRIPTION

I. BACKGROUND

Upon the necessity of accelerating of economic integration in the Eastern African Region, each revenue authority has extended its effort to ensure compliance with the applicable laws to the cross-border movement of goods, to combat smuggling and to secure borders, whilst ensuring facilitation of legitimate trade.

Among various activities, Kenya Revenue Authority (KRA), Tanzania Revenue Authority (TRA) and Uganda Revenue Authority (URA) has implemented a regional project (phase 1) on capacity development for the customs administrations with the support of JICA in September 2007.

This phase 1 project aimed at developing capacity of the customs administrations to enable their officers to properly operate One Stop Border Post (OSBP) system. The project produced various outcomes such as the development of the OSBP Operational Model for truck cargo including implementation of the pilot projects for two custom-made ICT systems and Joint Border surveillance as well as institutional capacity development on Intelligence & Profiling and Classification & Valuation.

Phase 2 of the Project on Capacity Building for the Customs Administrations of the Eastern African Region was implemented to run over a four year period, from September 2009 to September 2013 drawing from lessons learnt and recommendations made from phase (1) of the project to primarily enhance the capacity of customs administrations and also enhance the compliance level and capacity of customs agents through the strengthened functions of customs agents associations.

Since the current project (phase 2) has expired recently, RRA, together with its partner authorities in the region, has requested phase 3 project. Bearing in mind the excellent progress of the project, in order to further improve efficiency of customs operations and thus facilitate trade, RRA recognizes the need to expand its activity to improve compliance and capacity of customs clearing and forwarding agents as well as to undertake more regional activities to ensure uniform application of the common external tariff schedule and the Customs Management Act within the East African Community.

On the other hand, the EAC has been working towards the regional economic integration and smooth trade among partner states of the region and with neighboring countries, and provision of smooth border crossing at bottlenecked borders is considered as very important.

The Government of Japan has expressed its target of "expanding support for OSBP in Sub-Saharan Africa" in its TICAD IV Action Plan and it has since been actively pursuing this target for some border posts in African Continent.

Among other initiatives, Project for developing relevant infrastructure including construction of OSBP facility at the Namanga border post (between Kenya and Tanzania) and the Rusumo border post (between Tanzania and Rwanda) has been implemented with the financial support extended by Japan/JICA.

- However, it was pointed out that technical support for OSBP facilities is indispensable for full utilization of the facilities to be constructed as per expected concept. Based on these understandings, both Governments of Tanzania and Rwanda has requested a technical cooperation project to address this issue, in addition to the phase 3 project.

II. OUTLINE OF THE PROJECT

Details of the overall framework of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2). In addition, the details related to the operationalization of OSBP especially at Namanga and Rusumo border post under the Output 1 (hereinafter referred to as "OSBP component") are described in the PDM for OSBP component (Annex 3).

1. Title of the Project

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

2. Overall Goal

Trade facilitation is enhanced in the Eastern African region.

3. Project Purpose

The capacity for efficient border clearance at the targeted borders is enhanced.

4. Outputs

(1) OSBP is efficiently operated at the targeted land borders in the region.

(2) The capacity of Customs administrations in the region is enhanced.

(3) The capacity of CCFAs is enhanced and a framework for the regional accreditation system for CCFAs is developed.

5. Activities

(0. Implementation of baseline and impact surveys)

0-1. Conduct baseline surveys with partner agencies in the respective countries.

0-2. Conduct impact surveys with partner agencies in the respective countries.

(1. Operation of OSBP)

[Operationalization of OSBP] (Initially at Namanga and Rusumo)

- 1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.
- 1-2. Conduct benchmark studies to learn from preceding OSBP cases.
- 1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.
- 1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.
- 1-5. Develop guidelines/manuals necessary for OSBP operation.
- 1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.
- 1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.
- 1-8. Monitor OSBP operation and fine-tune the procedures.
- 1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.
- 1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.
- 1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.

[Improvement and roll out of OSBP/ICT system]

- 1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.
- 1-13. Review and advise on the improvement of the Asycuda World and other Customs systems based on the OSBP operational model.
- 1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.
- 1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.
- 1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.

(2. Enhancement of Capacity of Customs administrations)

[Training of Master Trainers and their utilization]

- 2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.
- 2-2. Conduct refresher training for Master Trainers.
- 2-3. Explore further utilization of Master Trainers.

[Training on risk management]

- 2-4. Review the current mechanism and procedures for Customs risk management.
- 2-5. Conduct training on risk management based on the results obtained in the

Activity 2-4.

- 2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.

[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)

- 2-7. Monitor and improve the current JBS/JWS operation.

- 2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.

- (3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs)

[Training for CCFAs]

- 3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.

- 3-2. Conduct training in accordance with the plan developed in the Activity 3-1.

[Establishing of the regional accreditation system for CCFAs]

- 3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.

- 3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.

[Note]

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization

6. Input

(1) Input by JICA

(a) Dispatch of Experts

- Chief Advisor
- Customs Administration
- Coordinator(s)/ Human Resource Development
- Consultant team related to activities for OSBP operation at Namanga and Rusumo
- Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study

(b) Training

Training of counterpart personnel in Japan and/or the Third Countries

(c) Machinery and Equipment

As necessary

Input other than indicated above will be determined through mutual consultations between JICA and counterpart agencies of the Project during the implementation of the Project, as necessary.

(2) Input by GOR

GOR will take necessary measures to provide at its own expense:

- (a) Services of counterpart personnel and administrative personnel as referred to in II-7;
- (b) Suitable office/working space with necessary equipment;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
- (e) Credentials or identification cards;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project;

7. Implementation Structure

The overall Project organization chart is given in the Annex 4. The roles and assignments of relevant organizations are as follows. As for the activities related to OSBP component under the PDM for OSBP component, the leading agencies of the respective countries in Rwanda and Tanzania take responsibility for the administration, coordination and implementation as shown in the Annex 5:

[OSBP component]

(1) Directorate General of Immigration and Emigration, the Leading Agency of National Steering Committee/ National Technical Committee

(a) Project Director on OSBP component

Director General, as the Project Director on the OSBP component, will bear overall responsibility for the administration, coordination and implementation of the component.

(b) Project Manager on OSBP component

Director of Border operations and coordination, as the Project Manager on the OSBP component, will be responsible for the implementation, managerial and technical matters of the component.

(c) Project Working Group on the OSBP component

Relevant counterpart personnel of each member agency concerned among National Technical Committee/ Border Coordinating Committee at the specific border, will be engaged in daily activities, as working group of the Project, in accordance with the PDM for OSBP component.

[Others except for the OSBP component (component 2)]

(2) RRA

(a) Project Director

Commissioner General, as the Project Director will bear overall responsibility for the administration, coordination and implementation of the component 2.

(b) Project Manager

Commissioner of Customs, as the Project Manager, will be responsible for the implementation, managerial and technical matters especially on tariff classification of the component 2.

(c) Project Working Group

Project Working Group(s), which consists of sufficient number of counterpart personnel from relevant departments, will be engaged in daily activities in accordance with the PDM of the Project.

(3) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to counterpart agencies described above on any matters pertaining to the implementation of the Project.

(4) Regional Joint Coordinating Committees

Regional Joint Coordinating Committees (hereinafter referred to as "RJCC") will be established in order to facilitate inter-organizational coordination. RJCC will be held at least once a year and whenever deems it necessary. RJCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project in each field (except the OSBP component), and exchange opinions or major issues that arise during the implementation of the Project. A list of proposed members of RJCC is shown in the Annex 6. As for the OSBP component, Joint Steering Committee, which consists of both national steering committees, will discuss and approve its progress, jointly with JICA (details are shown in Annex 7).

8. Project Site(s) and Beneficiaries

- (1) Project Site: Kigali, Rusumo and any other relevant customs office and border posts
- (2) Beneficiaries: Rwanda Revenue Authority, Directorate General of Immigration and Emigration, and Governmental Agencies concerned on the OSBP

9. Duration

The duration of the Project will be four (4) years commencing on the date of signature of this document.

10. Reports

The Rwanda side and JICA experts will jointly prepare the following reports in English:

- (1) Progress Report on semi-annual basis until the Project completion

(2) Project Completion Report at the timing of the Project completion

11. Environmental and Social Considerations

The Rwanda side agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF THE GOVERNMENT OF RWANDA

1. The Government of Rwanda will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Rwanda nationals as a result of Japanese technical cooperation contributes to the economic and social development of Rwanda, and that the knowledge and experience acquired by the personnel of Rwanda from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and

IV. EVALUATION

JICA, Rwanda authorities concerned will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the cooperation term.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. Rwanda side is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, Rwanda side will take appropriate measures to make the Project widely known to the people of Rwanda.

VI. MUTUAL CONSULTATION

JICA and Rwanda side will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and Rwanda side.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Project Design Matrix:PDM)
- Annex 2 Tentative Plan of Operation
- Annex 3 PDM for OSBP component
- Annex 4 Overall Project Organization Chart
- Annex 5 Project Organization Chart (OSBP component)
- Annex 6 A List of Proposed Members of Regional Joint Coordinating Committee
- Annex 7 A List of Proposed Members of Joint Steering Committee on the OSBP component

Annex 1: Project Design Matrix

Version: 0 (as of 28 November 2013)

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

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

Target Group: (Direct Beneficiary) Revenue Authorities, Immigration Departments and other governmental agencies concerned in OSBP in the respective countries
(Indirect Beneficiary) CCFAs and traders in the respective countries

Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal: Trade facilitation is enhanced in the Eastern African region.</p>	<p>1 The number of the borders which has introduced OSBP is increased.</p> <p>2 The clearance time of cargoes and people at the borders which has introduced OSBP is reduced by XX% on average.</p> <p>3 The cost and time of the movement of cargoes and people in the region is reduced.</p> <p>4 The legal framework for the regional accreditation system for CCFAs becomes effective</p>	<p>- Time release study</p> <p>- Records in relevant authorities of targeted member countries</p> <p>- Gazettes by EAC and targeted member countries</p>	
<p>Project Purpose: The capacity for efficient border clearance at the targeted borders is enhanced.</p>	<p>1 The clearance time of cargoes and people (from entry to exit) at the targeted borders including Namanga and Rusumo where OSBP is to be introduced is reduced by XX% on average.</p> <p>2 The targeted land borders where OSBP are introduced in this Project are utilized as a reference for the roll out of introduction of OSBP at other land borders.</p> <p>3 The risk-based approach is further incorporated into the border management procedures.</p> <p>4 The legal framework for the regional accreditation system for CCFAs is agreed upon among stakeholders to be submitted to the responsible agencies.</p>	<p>- Time release study at the targeted borders</p> <p>- Field survey</p> <p>- Draft legal framework for the regional accreditation system for CCFAs</p>	<p>- There is a strong political will in EAC partner states to pass the draft bill on the regional accreditation system for CCFAs.</p>
<p>Outputs: 1 OSBP is efficiently operated at the targeted land borders in the region. 2 The capacity of Customs administrations in the region is enhanced. 3 The capacity of CCFAs is enhanced and a framework for the</p>	<p>1-1. The officers engaged in OSBP operation at the targeted land borders properly follow the OSBP procedures in conformity to the developed guidelines/manuals.</p> <p>1-2. The number of stakeholders who attend the</p>	<p>- Guidelines/ manuals for OSBP operation</p> <p>- Field Survey</p> <p>- Records on RTMS/CCS</p>	<p>- Sufficient budget and officers for OSBP operation at the targeted land borders are allocated by responsible agencies.</p> <p>- EAC provides</p>

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<p>regional accreditation system for CCFAs is developed.</p>	<p>sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p> <p>1-3. OSBP ICT system such as RTMS/CCS is operationalized at XX borders in the region.</p> <p>1-4. XX% of all the declarations processed by Customs and other agencies concerned at the targeted borders with OSBP ICT system.</p> <p>2-1. Trainees' overall rating for the understanding of the topics covered by Master Trainers exceeds 80%.</p> <p>2-2. Training of Trainers to be conducted by Master Trainers is incorporated into the Customs' annual plan in the respective countries.</p> <p>2-3. The measures necessary for better Customs risk management relating to the border controls are determined in the respective countries.</p> <p>2-4. JBS/JWS activities/meetings are carried out at least once a month at the targeted borders.</p> <p>3-1. The number of improper declarations at the targeted borders decreases.</p> <p>3-2. A draft policy framework for the regional accreditation system for CCFAs is approved.</p> <p>3-3. A legal framework for the regional accreditation system for CCFAs is drafted.</p>	<ul style="list-style-type: none"> - Questionnaires for trainees trained by the Master Trainers - Reports on improvement in Customs risk management. - Records on JBS/JWS activities - Trade statistics on targeted border - Minutes of Meeting on the legal framework for the regional accreditation system for CCFAs 	<p>substantial support in preparing the establishment of the regional accreditation system for CCFAs.</p>
<p><u>Activities:</u> 0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries. 0-2. Conduct impact surveys with partner agencies in the respective countries.</p> <p>1. Operation of OSBP</p>	<p><u>Inputs:</u> <u>Burundi, Kenya, Rwanda, Tanzania and Uganda</u></p> <ul style="list-style-type: none"> - Counterpart personnel (Project Directors, Project Managers and Project Working Groups) - Counterpart personnel, committees both at national and border levels for the component of the OSBP operation - Office space for JICA experts - Necessary expense (including domestic travel) for their staff 		<ul style="list-style-type: none"> - Governmental agencies concerned in OSBP operation fully cooperate with one another. - The construction of OSBP is complete as scheduled.

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<p>[Operationalization of OSBP] (Initially at Namanga and Rusumo)</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>1-5. Develop guidelines/manuals necessary for OSBP operation.</p> <p>1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.</p> <p>1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>1-8. Monitor OSBP operation and fine-tune the procedures.</p> <p>1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.</p> <p>1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[Improvement and roll out of OSBP ICT system]</p> <p>1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.</p> <p>1-13 Review and advise on the improvement of the Asycuda</p>	<p><u>Japan (JICA)</u></p> <ul style="list-style-type: none"> - Experts <ul style="list-style-type: none"> - Chief Advisor - Customs Administration - Coordinator(s)/ Human Resource Development - Consultant team related to the activities for the component of the OSBP operation - Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study - Training for counterpart personnel in Japan and/or third countries - Machinery and equipment as necessary - Expense for local activities as necessary 	<ul style="list-style-type: none"> - EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.. - The turnover of the Customs officers who have been involved in project activities as working group and/or core members since the former project (Phase 2) does not affect the project implementation.
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

<p>World and other Customs systems based on the OSBP operational model.</p> <p>1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.</p> <p>1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.</p> <p>1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.</p> <p>2. Enhancement of Capacity of Customs administrations</p> <p>[Training of Master Trainers and their utilization]</p> <p>2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.</p> <p>2-2. Conduct refresher training for Master Trainers.</p> <p>2-3. Explore further utilization of Master Trainers.</p> <p>[Training on risk management]</p> <p>2-4. Review the current mechanism and procedures for Customs risk management.</p> <p>2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.</p> <p>2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.</p> <p>[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)</p> <p>2-7. Monitor and improve the current JBS/JWS operation.</p> <p>2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.</p> <p>3. Capacity development of CCFAs and establishing of a</p>		
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

<p>framework for the regional accreditation system for CCFAs</p> <p>[Training for CCFAs]</p> <p>3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.</p> <p>3-2. Conduct training in accordance with the plan developed in the Activity 3-1.</p> <p>[Establishing of the regional accreditation system for CCFAs]</p> <p>3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.</p> <p>3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.</p>		
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Notes:

- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.

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Year	Y2014												Y2015												Y2016												Y2017												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Regional Joint Coordinating Committee Meeting (RJCC) and Steering Committee Meeting on Rusumo (SC)																																																	
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OUTPUT 1. Operation of OSBP																																																	
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1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.																																																	
1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.																																																	
1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.																																																	
1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.																																																	
1-13. Review and advise on the improvement of the Asycuda World and other Customs systems based on the OSBP operational model.																																																	
1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.																																																	
1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.																																																	
1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.																																																	
OUTPUT 2. Enhancement of Capacity of Customs administrations																																																	
2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.																																																	
2-2. Conduct refresher training for Master Trainers.																																																	
2-3. Explore further utilization of Master Trainers.																																																	
2-4. Review the current mechanism and procedures for Customs risk management.																																																	
2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.																																																	
2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.																																																	
2-7. Monitor and improve the current JBS/JWS operation.																																																	
2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.																																																	
OUTPUT 3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs																																																	
3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.																																																	
3-2. Conduct training in accordance with the plan developed in the Activity 3-1.																																																	
3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.																																																	
3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.																																																	

Note: The schedule including the commencement of the Project described in the chart above is subject to modifications through further examinations and discussions in future.
 ■ To complete project activities within the solid line.
 ■ To continuously conduct project activities during the dotted line.
 △ To conduct review/evaluation, etc.

Annex 3: Project Design Matrix (PDM) for OSBP component

Version: 0 (as of 28 November 2013)

This Project Design Matrix is developed to stipulate further detailed framework under the Output 1 of the Project PDM as a model of OSBP operation.

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

Target Area: Rwanda and Tanzania

Target Group: (Direct Beneficiary) Revenue Authorities, Immigration departments and other governmental agencies concerned in OSBP at the Rusumo border
(Indirect Beneficiary) CCFAs, traders and the community at the Rusumo border

Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Sub-Project Purpose: OSBP is efficiently operated at the Rusumo border.</p>	<p>1 The officers engaged in OSBP operation at the Rusumo border properly follow the OSBP procedures in conformity to the developed guidelines/manuals.</p> <p>2 The number of stakeholders who attend the sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p>		<p>- Sufficient budget and officers for OSBP operation at the Rusumo border are allocated by responsible agencies.</p>
<p>Outputs:</p> <p>1 Necessary measures for the introduction of OSBP are identified.</p> <p>2 The relevant stakeholders properly understand the concept/contents of the guidelines/manuals on OSBP operation.</p> <p>3 The developed guidelines/manuals are properly revised based on the experience and lessons after the introduction of OSBP.</p> <p>4 Necessary measures for introducing/operating OSBP are compiled to be utilized as a model.</p>	<p>1-1. An action plan for smooth introduction and implementation of OSBP operation</p> <p>2-1. Guidelines/manuals developed. 2-2. The number of stakeholders at the Rusumo border who understand the guidelines/manuals exceeds XX.</p> <p>3-1. The relevant committee(s) to review the operation of OSBP are occasionally held.</p> <p>4-1. The Sourcebook is updated and revised based on the accumulated experience of OSBP operation at Rusumo border.</p>		<p>- Governmental agencies concerned in OSBP operation fully cooperate with one another.</p> <p>- The construction of OSBP is complete as scheduled.</p> <p>- EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities.</p>
<p>Activities:</p> <p>0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries.</p> <p>0-2. Conduct impact surveys with partner agencies in the respective countries.</p>	<p>Inputs:</p> <p>Rwanda and Tanzania</p> <p>- Counterpart personnel, committees both at national and border levels for the component of the OSBP operation</p> <p>- Office space for JICA experts</p> <p>- Necessary expense (including domestic travel) for their staff</p>		

<p>[Operationalization of OSBP]</p> <p>1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2. Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>2-1. Develop guidelines/manuals necessary for OSBP operation.</p> <p>2-2. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 2-1.</p> <p>2-3. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>3-1. Monitor OSBP operation and fine-tune the procedures.</p> <p>4-1. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>4-2. Based on the lessons drawn in the activity 4-1, integrate such practices into the revised OSBP Sourcebook.</p> <p>4-3. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[In addition to the activities above, the following activities which are stipulated in the PDM of the Project will be collaboratively</p>	<p><u>Japan (JICA)</u></p> <ul style="list-style-type: none"> - Experts <ul style="list-style-type: none"> - Chief Advisor - Coordinator(s)/ Human Resource Development - Consultant team related to the activities for the component of the OSBP operation - Other experts as necessary - Training for counterpart personnel in Japan and/or third countries - Machinery and equipment as necessary - Expense for local activities as necessary 	
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CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

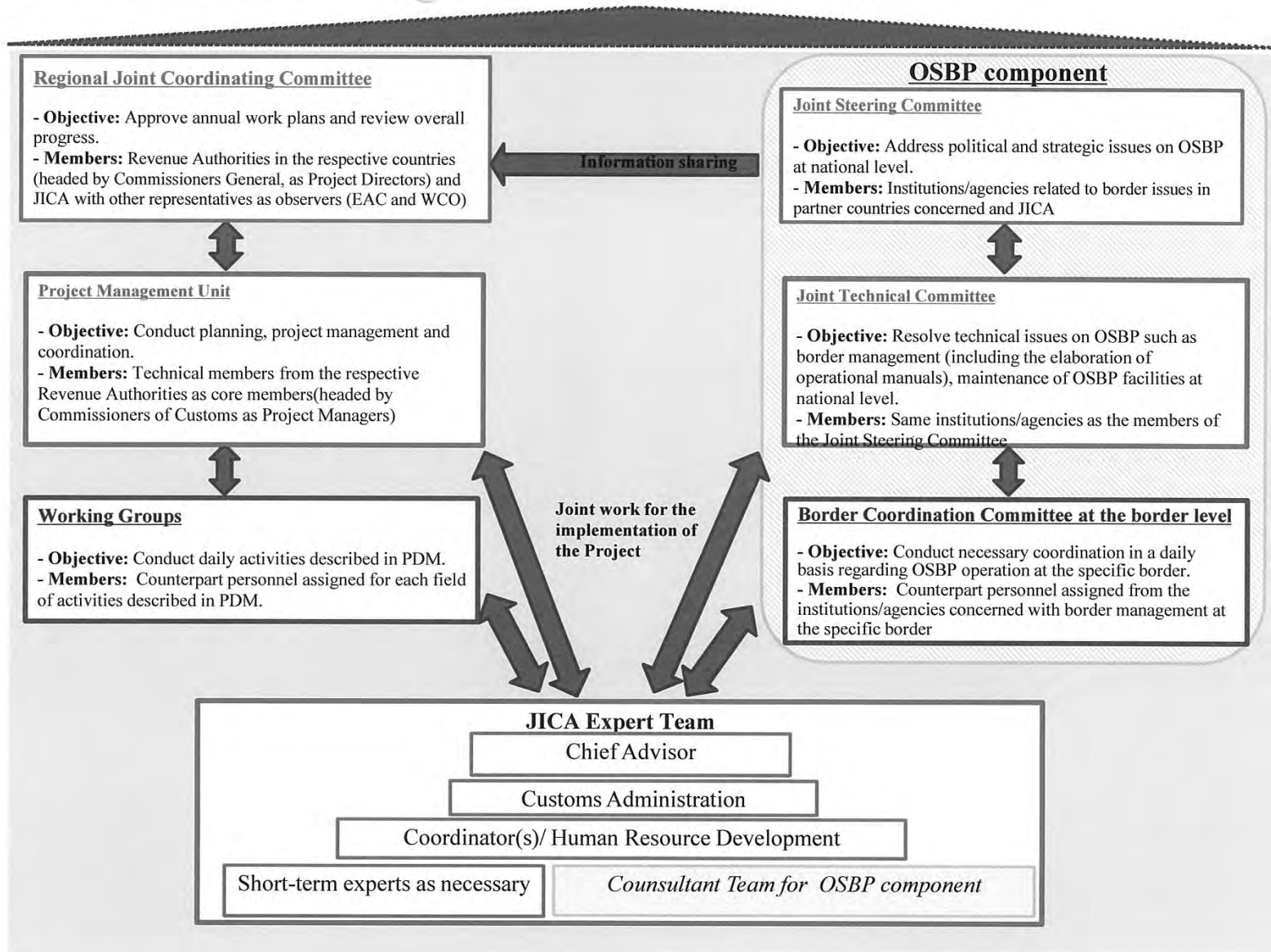



<p>conducted.]</p> <ul style="list-style-type: none">- Improvement and roll out of OSBP ICT system (activity 1-12, 13 and 14) Roll out of OSBP ICT system to Rusumo border post would be considered and decided by the Steering committee during course of the consideration of action plan which is stipulated in activity 1-4 of this Sub-PDM taking into consideration its feasibility.- Training is expected to be extended to customs officers/ customs clearing and forwarding agents who are engaged in OSBP operation at Rusumo border. (activity 2-1, 2 and 3, 3-1 and 3-2)- Risk management approach may benefit proper border control at Rusumo border through relevant training. (activity 2-4, 5 and 6)		
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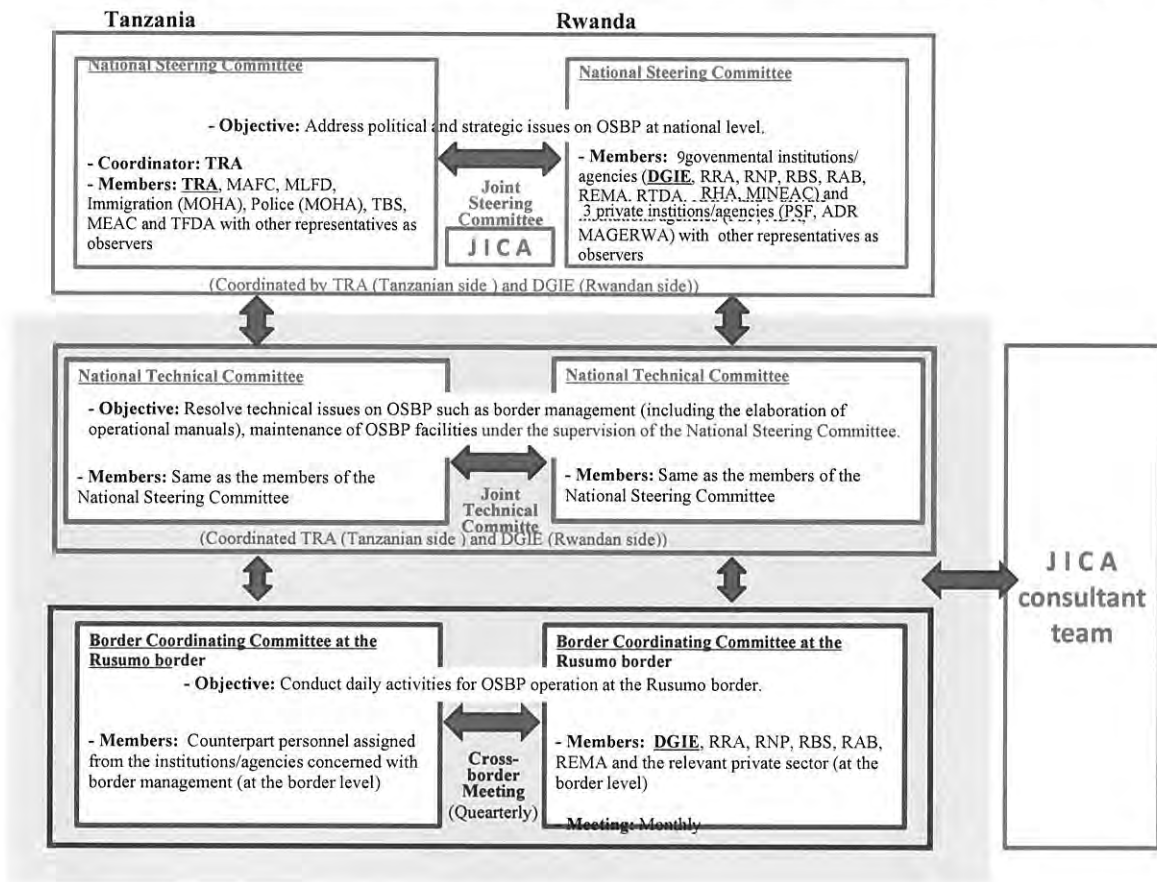
Notes:

- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.

ANNEX 4: Overall Project Organization Chart



Annex 5: Project Organization Chart: OSBP component (case of Rusumo border post)



Annex 6 A List of Proposed Members of Regional Joint Coordinating Committee

1. Chairperson

Commissioner General of hosting Revenue Authority in the region

2. Members

(1) Respective Revenue Authorities in the region:

- 1) Project Directors
- 2) Project Managers
- 3) Any counterpart personnel engaged in related activities
- 4) Other personnel concerned with the Project decided by the respective authorities, if necessary

(2) Japanese side

- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Country office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

Official(s) of Embassy of Japan

EAC, WCO and any other observers may attend as agreed upon among members.



Annex 7 A List of Proposed Members of Joint Steering Committee on the component of operation of OSBP

[Rusumo border post]

1. Co-Chairpersons

Director General, Directorate General of Immigration and Emigration, Rwanda
Commissioner General, Tanzania Revenue Authority, Tanzania

2. Members

(1) Rwanda side:

- 1) Directorate General of Immigration and Emigration
- 2) Rwanda Revenue Authority
- 3) Rwanda National Police
- 4) Rwanda Bureau of Standard
- 5) Rwanda Environment Management Authority
- 6) Rwanda Agriculture Board
- 7) Rwanda Housing Authority
- 8) Rwanda Transport Development Authority
- 9) Ministry of EAC
- 10) Private Institutions (Private Sector Federation, Clearing Agency and Ware house operators)

(2) Tanzania side:


- 1) Tanzania Revenue Authority
- 2) Ministry of Agriculture, Food Security and Cooperatives
- 3) Ministry of Livestock and Fisheries Development
- 4) Ministry of Home Affairs (Immigration)
- 5) Ministry of Home Affairs (Police)
- 6) Tanzania Bureau of Standards
- 7) Tanzania Food and Drugs Authority
- 8) Ministry of EAC
- 9) etc.

(3) Japanese side

- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Country office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

Official(s) of Embassy of Japan
EAC, WCO and any other observers may attend as agreed upon by each party.



RECORD OF DISCUSSIONS
ON
PROJECT ON CAPACITY DEVELOPMENT FOR
INTERNATIONAL TRADE FACILITATION
IN
THE EASTERN AFRICAN REGION
AGREED UPON BETWEEN
THE GOVERNMENT OF BURUNDI
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Bujumbura, December , 2013



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



for Mr. Hideo Eguchi
Chief Representative
JICA Kenya Office
Japan International Cooperation Agency



Based on the series of discussions on between the Government of Burundi (hereinafter referred to as "GOB") and the Japan International Cooperation Agency (hereinafter referred to as "JICA") during the Detailed Planning Survey on the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (hereinafter referred to as "the Project"), JICA held a series of discussions with relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and main points discussed as described in the Appendix 1, and to request their respective governments to proceed with the necessary procedures for implementation of the Project.

Both parties also agreed that the Office Burundais des Recettes (OBR), the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Burundi.

The Project will be implemented within the framework of the Colombo Plan Technical Cooperation Scheme and the Notes Verbales to be exchanged between the Government of Japan (hereinafter referred to as "GOJ") and GOB.

Appendix 1: Project Description

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PROJECT DESCRIPTION

I. BACKGROUND

Upon the necessity of accelerating of economic integration in the Eastern African Region, each revenue authority has extended its effort to ensure compliance with the applicable laws to the cross-border movement of goods, to combat smuggling and to secure borders, whilst ensuring facilitation of legitimate trade.

Among various activities, Kenya Revenue Authority (KRA), Tanzania Revenue Authority (TRA) and Uganda Revenue Authority (URA) has implemented a regional project (phase 1) on capacity development for the customs administrations with the support of JICA in September 2007.

This phase 1 project aimed at developing capacity of the customs administrations to enable their officers to properly implement One Stop Border Post (OSBP) concept. The project produced various outcomes such as the development of the OSBP Operational Model for truck cargo including implementation of the pilot projects for two custom-made ICT systems and Joint Border Surveillance as well as institutional capacity development on Intelligence & Profiling and Classification & Valuation.

Phase 2 of the Project on Capacity Building for the Customs Administrations of the Eastern African Region was implemented to run over a four year period, from September 2009 to September 2013 drawing from lessons learnt and recommendations made from phase (1) of the project to primarily enhance the capacity of customs administrations and also enhance the compliance level and capacity of customs clearing agents through the strengthened functions of customs clearing agents associations.

Since the current project (phase 2) has expired recently, OBR, together with its partner authorities in the region, has requested phase 3 project. Bearing in mind the excellent progress of the project, in order to further improve efficiency of customs operations and thus facilitate trade, OBR recognizes the need to expand its activity to improve compliance and capacity of customs clearing and forwarding agents as well as to undertake more regional activities to ensure uniform application of the EAC Common External Tariff and the EAC Customs Management Act within the East African Community.

On the other hand, the EAC has been working towards the regional economic integration and smooth trade among partner states of the region and with neighboring countries, and provision of smooth border crossing at bottlenecked borders is considered as very important.

The Government of Japan has expressed its target of "expanding support for OSBP in Sub-Saharan Africa" in its TICAD IV Action Plan and it has since been actively pursuing this target for some border posts in African Continent.

Among other initiatives, Project for developing relevant infrastructure including construction of OSBP facility at the Namanga border post (between Kenya and Tanzania) and the Rusumo border post (between Tanzania and Rwanda) has been implemented with the financial support extended by Japan/JICA.

However, it was pointed out that technical support for OSBP facilities is indispensable for full utilization of the facilities to be constructed as per expected concept. Based on these understandings, both Governments of Tanzania and Rwanda has requested a technical cooperation project to address this issue, in addition to the phase 3 project.

II. OUTLINE OF THE PROJECT

Details of the overall framework of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Title of the Project

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

2. Overall Goal

Trade facilitation is enhanced in the Eastern African region.

3. Project Purpose

The capacity for efficient border clearance at the targeted borders is enhanced.

4. Outputs

(1) OSBP is efficiently operated at the targeted land borders in the region.

(2) The capacity of Customs administrations in the region is enhanced.

(3) The capacity of CCFAs is enhanced and a framework for the regional accreditation system for CCFAs is developed.

5. Activities

(0. Implementation of baseline and impact surveys)

0-1. Conduct baseline surveys with partner agencies in the respective countries.

0-2. Conduct impact surveys with partner agencies in the respective countries.

(1. Operation of OSBP)

[Operationalization of OSBP] (Initially at Namanga and Rusumo)

1-1. Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies



- concerned.
- 1-2. Conduct benchmark studies to learn from preceding OSBP cases.
 - 1-3. Review the current legal framework, organizational structure and border management procedures at the targeted land borders.
 - 1-4. Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.
 - 1-5. Develop guidelines/manuals necessary for OSBP operation.
 - 1-6. Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.
 - 1-7. Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.
 - 1-8. Monitor OSBP operation and fine-tune the procedures.
 - 1-9. Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.
 - 1-10. Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.
 - 1-11. Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.

[Improvement and roll out of OSBP ICT system]

- 1-12. Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.
- 1-13. Review and advise on the improvement of the Asycuda World and other Customs systems based on the OSBP operational model.
- 1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.
- 1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.
- 1-16. Build sustainable capacity of Working Groups (WGs) (Customs/IT) to run the RTMS/CCS and hand it over.

(2. Enhancement of Capacity of Customs administrations)

[Training of Master Trainers and their utilization]

- 2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.
- 2-2. Conduct refresher training for Master Trainers.
- 2-3. Explore further utilization of Master Trainers.

[Training on risk management]

- 2-4. Review the current mechanism and procedures for Customs risk management.
- 2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.
- 2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.

[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)

2-7. Monitor and improve the current JBS/JWS operation.

2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.

(3. Capacity development of CCFAs and establishing of a framework for the regional accreditation system for CCFAs)

[Training for CCFAs]

3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.

3-2. Conduct training in accordance with the plan developed in the Activity 3-1.

[Establishing of the regional accreditation system for CCFAs]

3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.

3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs.

[Note]

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization

6. Input

(1) Input by JICA

(a) Dispatch of Experts

- Chief Advisor
- Customs Administration
- Coordinator(s)/ Human Resource Development
- Consultant team related to activities for OSBP operation at Namanga and Rusumo
- Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study

(b) Training

Training of counterpart personnel in Japan and/or the Third Countries

(c) Machinery and Equipment

As necessary

In case of importation, the machinery, equipment and other materials under II-6 (1) (c) above will become the property of the GOB upon being delivered C.I.F. (cost, insurance and freight) to the Burundi authorities concerned at

the ports and/or airports of disembarkation.

Input other than indicated above will be determined through mutual consultations between JICA and counterpart agencies of the Project during the implementation of the Project, as necessary.

(2) Input by GOB

GOB will take necessary measures to provide at its own expense:

- (a) Services of counterpart personnel and administrative personnel as referred to in II-7;
- (b) Suitable office/working space with necessary equipment;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
- (e) Credentials or identification cards;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project;

7. Implementation Structure

The overall Project organization chart is given in the Annex 3. The roles and assignments of relevant organizations are as follows. As for the activities related to OSBP component at Namanga and Rusumo, the leading agencies of the respective countries in Kenya, Rwanda and Tanzania take responsibility for the administration, coordination and implementation:

(1) OBR

(a) Project Director

Commissioner General, as the Project Director will bear overall responsibility for the administration, coordination and implementation of the component 2.

(b) Project Manager

Commissioner of Customs, as the Project Manager, will be responsible for the implementation, managerial and technical matters especially on tariff classification of the component 2.

(c) Project Working Group

Project Working Group(s), which consists of sufficient number of counterpart personnel from relevant departments, will be engaged in daily activities in accordance with the PDM of the Project.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and



recommendations to counterpart agencies described above on any matters pertaining to the implementation of the Project.

(3) Regional Joint Coordinating Committees

Regional Joint Coordinating Committees (hereinafter referred to as "RJCC") will be established in order to facilitate inter-organizational coordination. RJCC will be held at least once a year and whenever deems it necessary. RJCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project in each field (except the OSBP component), and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of RJCC is shown in the Annex 4. As for the OSBP component, Joint Steering Committee, which consists of both national steering committees of relevant countries, will discuss and approve its progress, jointly with JICA.

8. Project Site(s) and Beneficiaries

- (1) Project Site: Bujumbura and any other relevant customs office and border posts
- (2) Beneficiaries: Office Burundais des Recettes

9. Duration

The duration of the Project will be four (4) years. The starting date of the Project will be the date of signature of this document.

10. Reports

The Burundi side and JICA experts will jointly prepare the following reports in English:

- (1) Progress Report on semi-annual basis until the Project completion
- (2) Project Completion Report at the timing of the Project completion

11. Environmental and Social Considerations

The Burundi side agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF THE GOVERNMENT OF BURUNDI

1. The Government of Burundi will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Burundi nationals as a result of Japanese technical cooperation contributes to the economic and social development of Burundi, and that the knowledge and experience acquired by the personnel of Burundi from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-7 (2) above and their families, which are no less favorable than those

granted to experts of third countries performing similar missions in Burundi under the Colombo Plan Technical Cooperation Scheme.

- (3) provide security-related information as well as measures to ensure the safety of the JICA experts.
- (4) permit the JICA experts to enter, leave and sojourn in Burundi for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees.
- (5) exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project.
- (6) exempt the JICA experts from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project.
- (7) meet taxes and any other charges on the equipment, machinery and other material, referred to in II-6 above, necessary for the implementation of the Project.
- (8) bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims arise from gross negligence or willful misconduct on the part of the JICA experts.

IV. EVALUATION

JICA, Burundi authorities concerned will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the cooperation term.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. Burundi side is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, Burundi side will take appropriate measures to make the Project widely known to the people of Burundi.

VI. MUTUAL CONSULTATION

JICA and Burundi side will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and Burundi side.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Project Design Matrix: PDM)
- Annex 2 Tentative Plan of Operation
- Annex 3 Overall Project Organization Chart
- Annex 4 A List of Proposed Members of Regional Joint Coordinating Committee

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Annex 1: Project Design Matrix

Version: 1 (as of 28 November 2013)

Project Name: Project on Capacity Development for International Trade Facilitation in the Eastern African Region
Target Area: Burundi, Kenya, Rwanda, Tanzania and Uganda
Target Group: (Direct Beneficiary) Revenue Authorities, Immigration Departments and other governmental agencies concerned in OSBP in the respective countries
 (Indirect Beneficiary) CCFAs and traders in the respective countries
Duration: December 2013 – December 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal: Trade facilitation is enhanced in the Eastern African region.</p>	<ol style="list-style-type: none"> The number of the borders which has introduced OSBP is increased. The clearance time of cargoes and people at the borders which has introduced OSBP is reduced by XX% on average. The cost and time of the movement of cargoes and people in the region is reduced. The legal framework for the regional accreditation system for CCFAs becomes effective. 	<ul style="list-style-type: none"> Time-release study Records in relevant authorities of targeted member countries Gazettes by EAC and targeted member countries 	
<p>Project Purpose: The capacity for efficient border clearance at the targeted borders is enhanced.</p>	<ol style="list-style-type: none"> The clearance time of cargoes and people (from entry to exit) at the targeted borders including Namanga and Rusumo where OSBP is to be introduced is reduced by XX% on average. The targeted land borders where OSBP are introduced in this Project are utilized as a reference for the roll out of introduction of OSBP at other land borders. The risk-based approach is further incorporated into the border management procedures. The legal framework for the regional accreditation system for CCFAs is agreed upon among stakeholders to be submitted to the responsible agencies. 	<ul style="list-style-type: none"> Time release study at the targeted borders Field survey Draft legal framework for the regional accreditation system for CCFAs 	<ul style="list-style-type: none"> There is a strong political will in EAC partner states to pass the draft bill on the regional accreditation system for CCFAs.
<p>Outputs:</p> <ol style="list-style-type: none"> OSBP is efficiently operated at the targeted land borders in the region. The capacity of Customs administrations in the region is enhanced. The capacity of CCFAs is enhanced and a framework for the 	<ol style="list-style-type: none"> 1-1 The officers engaged in OSBP operation at the targeted land borders properly follow the OSBP procedures in conformity to the developed guidelines/manuals. 1-2 The number of stakeholders who attend the 	<ul style="list-style-type: none"> Guidelines/ manuals for OSBP operation Field Survey Records on RTMS/CCS 	<ul style="list-style-type: none"> Sufficient budget and officers for OSBP operation at the targeted land borders are allocated by responsible agencies EAC provides

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders: which are defined as both land and air/sea-port border points

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<p>regional accreditation system for CCFAs is developed</p>	<p>sensitization workshop(s) on the model of OSBP (OSBP Sourcebook) exceeds XX.</p> <p>1-3. OSBP ICT system such as RTMS/CCS is operationalized at XX borders in the region.</p> <p>1-4. XX% of all the declarations processed by Customs and other agencies concerned at the targeted borders with OSBP ICT system</p> <p>2-1. Trainees' overall rating for the understanding of the topics covered by Master Trainers exceeds 80%.</p> <p>2-2. Training of Trainers to be conducted by Master Trainers is incorporated into the Customs' annual plan in the respective countries.</p> <p>2-3. The measures necessary for better Customs risk management relating to the border controls are determined in the respective countries</p> <p>2-4. JBS/JWS activities/meetings are carried out at least once a month at the targeted borders.</p> <p>3-1. The number of improper declarations at the targeted borders decreases</p> <p>3-2. A draft policy framework for the regional accreditation system for CCFAs is approved</p> <p>3-3. A legal framework for the regional accreditation system for CCFAs is drafted.</p>	<ul style="list-style-type: none"> - Questionnaires for trainees trained by the Master Trainers - Reports on improvement in Customs risk management. - Records on JBS/JWS activities - Trade statistics on targeted border - Minutes of Meeting on the legal framework for the regional accreditation system for CCFAs 	<p>substantial support in preparing the establishment of the regional accreditation system for CCFAs</p>
<p><i>Activities</i></p> <p>0. Implementation of baseline and impact surveys</p> <p>0-1. Conduct baseline surveys with partner agencies in the respective countries.</p> <p>0-2. Conduct impact surveys with partner agencies in the respective countries.</p> <p>1. Operation of OSBP</p>	<p><i>Inputs:</i></p> <p><u>Burundi, Kenya, Rwanda, Tanzania and Uganda</u></p> <ul style="list-style-type: none"> - Counterpart personnel (Project Directors, Project Managers and Project Working Groups) - Counterpart personnel, committees both at national and border levels for the component of the OSBP operation - Office space for JICA experts - Necessary expense (including domestic travel) for their staff 		<ul style="list-style-type: none"> - Governmental agencies concerned in OSBP operation fully cooperate with one another. - The construction of OSBP is complete as scheduled.

CCFAs: Customs Clearing & Forwarding Agents, EAC: East African Community, JBS: Joint Border Surveillance, JWS: Joint Water Surveillance, OSBP: One Stop Border Post, RTMS/CCS: Real Time Monitoring System/ Cargo Control System, WCO: World Customs Organization, borders, which are defined as both land and air/sea-port border points

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<p>[Operationalization of OSBP] (Initially at Namanga and Rusumo)</p> <p>1-1 Officially organize committees to facilitate the operationalization of OSBP at the targeted land borders, which will be comprised of the agencies concerned.</p> <p>1-2 Conduct benchmark studies to learn from preceding OSBP cases.</p> <p>1-3 Review the current legal framework, organizational structure and border management procedures at the targeted land borders.</p> <p>1-4 Develop an action plan for smooth introduction and implementation of OSBP operation to make clear each agency's responsibility and the time frame for related activities.</p> <p>1-5 Develop guidelines/manuals necessary for OSBP operation.</p> <p>1-6 Make necessary procedures for the approval of the guidelines/manuals developed in the Activity 1-5.</p> <p>1-7 Conduct sensitization and training activities on OSBP operation based on the approved guidelines/manuals to the agencies/stakeholders concerned.</p> <p>1-8 Monitor OSBP operation and fine-tune the procedures.</p> <p>1-9 Draw lessons from the experiences in OSBP operation at the targeted land borders to be utilized at other borders.</p> <p>1-10 Based on the lessons drawn in the activity 1-9, integrate such practices into the revised OSBP Sourcebook.</p> <p>1-11 Conduct sensitization activities on the model of OSBP operation based on the revised OSBP Sourcebook to stakeholders in the region.</p> <p>[Improvement and roll out of OSBP ICT system]</p> <p>1-12 Monitor and improve the operation of existing RTMS/CCS based on the needs for further utilization.</p> <p>1-13 Review and advise on the improvement of the Asycuda</p>	<p>Japan (JICA)</p> <ul style="list-style-type: none"> - Experts <ul style="list-style-type: none"> - Chief Advisor - Customs Administration - Coordinator(s)/ Human Resource Development - Consultant team related to the activities for the component of the OSBP operation - Other experts as necessary, including consultants for OSBP ICT system, legal framework of the regional accreditation system for CCFAs, time release study - Training for counterpart personnel in Japan and/or third countries - Machinery and equipment as necessary - Expense for local activities as necessary 	<ul style="list-style-type: none"> - EAC OSBP Act is put into effect by the time of the completion of the OSBP facilities. - The turnover of the Customs officers who have been involved in project activities as working group and/or core members since the former project (Phase 2) does not affect the project implementation.
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<p>World and other Customs systems based on the OSBP operational model.</p> <p>1-14. Draw lessons from preceding cases and develop an action plan to roll out RTMS/CCS operation to other borders.</p> <p>1-15. Conduct sensitization, training and user support to roll out RTMS/CCS operation to other borders in accordance with the action plan developed in the Activity 1-14.</p> <p>1-16. Build sustainable capacity of WG (Customs/IT) to run the RTMS/CCS and hand it over.</p> <p>2. Enhancement of Capacity of Customs administrations</p> <p>[Training of Master Trainers and their utilization]</p> <p>2-1. Monitor the training activities conducted by Master Trainers for Customs officers and future trainers in the fields of Customs Valuation, HS Classification and Intelligence Analysis.</p> <p>2-2. Conduct refresher training for Master Trainers.</p> <p>2-3. Explore further utilization of Master Trainers.</p> <p>[Training on risk management]</p> <p>2-4. Review the current mechanism and procedures for Customs risk management.</p> <p>2-5. Conduct training on risk management based on the results obtained in the Activity 2-4.</p> <p>2-6. Promote risk-based approach to Customs officers and the relevant stakeholders based on the results obtained in the Activities 2-4 and 2-5.</p> <p>[JBS/JWS operation] (at Namanga, Malaba, Busia, Rusumo, Gatuna/Katuna, Kobero/Kabanga, Lake Victoria and others)</p> <p>2-7. Monitor and improve the current JBS/JWS operation.</p> <p>2-8. Roll out the JBS/JWS operation to other borders based on the needs and the results obtained in the Activity 2-7.</p> <p>3. Capacity development of CCFAs and establishing of a</p>		
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<p>framework for the regional accreditation system for CCFAs</p> <p>[Training for CCFAs]</p> <p>3-1. Develop a training plan (in consideration of a sustainable mechanism) for CCFAs on Customs Valuation and HS Classification.</p> <p>3-2. Conduct training in accordance with the plan developed in the Activity 3-1.</p> <p>[Establishing of the regional accreditation system for CCFAs]</p> <p>3-3. Finalize the draft policy framework for the regional accreditation system for CCFAs and submit it to the responsible agencies for approval.</p> <p>3-4. Discuss and draft a legal framework for the regional accreditation system for CCFAs</p>		
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Notes:

- 1) "XX" in the Objectively Verifiable Indicators are to be determined by RJCC based on the results obtained in the baseline surveys.
- 2) A change to the targeted borders for each activity shall be made by RJCC.



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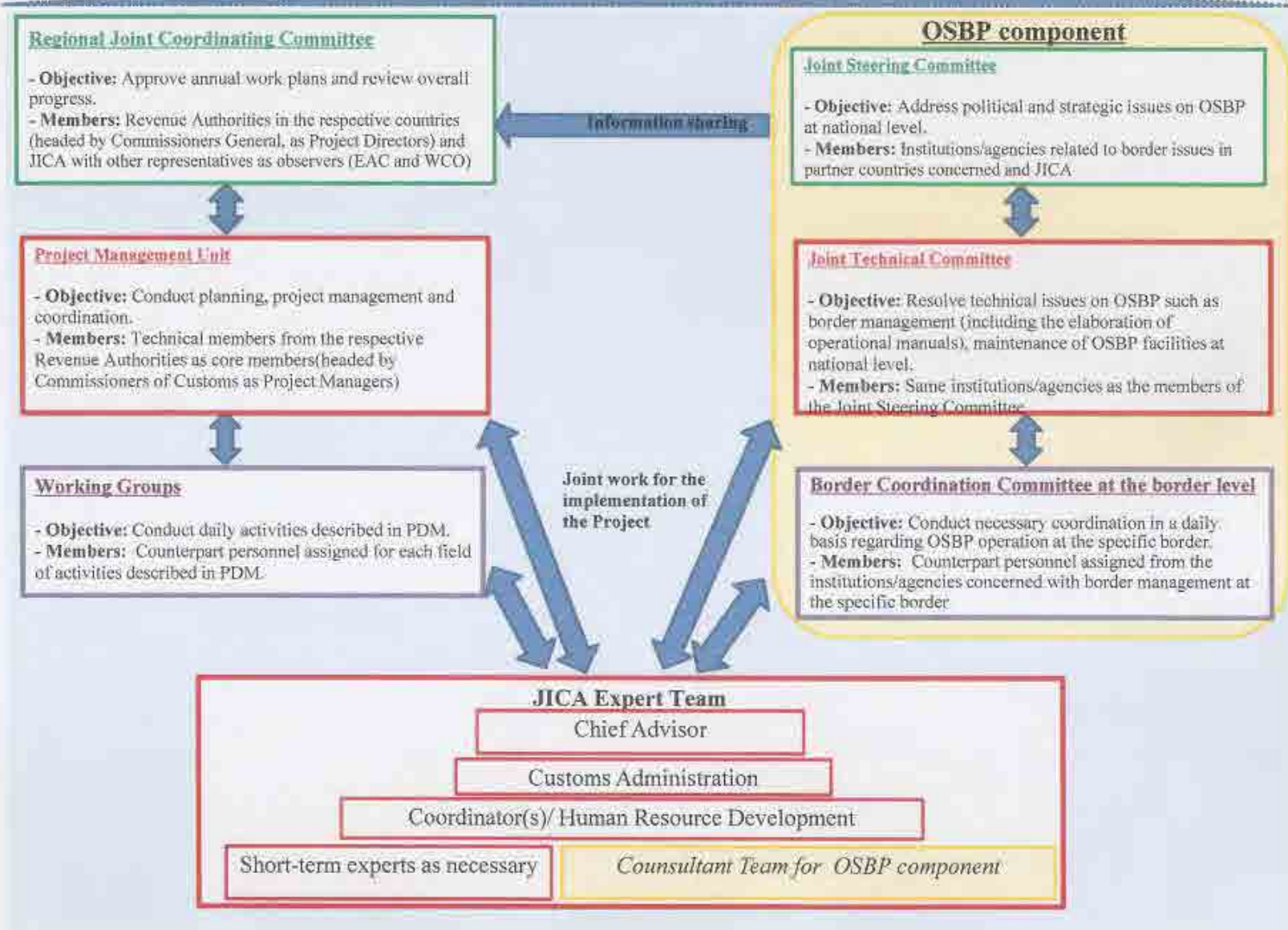
Task/Activity	Year 2014												Year 2015												Year 2016												Year 2017											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Regional and Countrywide Committee Meetings (RCC) and Regional Committee Meeting on Resource (SC)	[Gantt chart showing periodic meetings throughout the period]																																															
OUTPUT 1: Operations of OSBP																																																
1.1. Officially register companies to facilitate the operations of OSBP in the targeted host countries which will be determined at the agencies concerned.	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.2. Conduct operational training relating to the pending OSBP cases	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.3. Develop the central legal framework, organized into institutional framework provisions in the regional host countries	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.4. Develop an action plan for capacity building and implementation of OSBP operations in each of the host countries' responsibilities and the host States for related activities	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.5. Develop guidelines manual necessary for OSBP operations	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.6. Make necessary procedures for the system of the guidelines manual developed in the Activities 1-5	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.7. Conduct coordination and training activities on OSBP operations based on the approved guidelines manual in the concerned host countries	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.8. Monitor OSBP operations and prepare for expansion	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.9. Draft letters for the registration of OSBP operations in the regional host countries to be submitted to the host States	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.10. Develop the manual necessary for activity 1.9. Prepare with participation of the regional OSBP stakeholders	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.11. Conduct operational training for the model OSBP operations based on the revised OSBP Guidelines to be submitted to the target States	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.12. Monitor and prepare the expansion of existing OSBP operations in the model host countries	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.13. Review all relevant legal provisions of the relevant host countries that require amendments to the OSBP operations based on the OSBP operations	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.14. Conduct training for the regional and national agencies that will be related to OSBP operations in the host countries	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.15. Conduct administrative training in the concerned host countries to the related activities in accordance with the activities identified in the Activity 1-14.	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
1.16. Hold stakeholder meeting on the OSBP operations in the host countries and related activities	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
OUTPUT 2: Enhancement of Capacity of Customs Administrations																																																
2.1. Monitor the implementation of the agreed by Mutual Interest for Customs Officials Development by Field of Customs Operations (FDCO) for Customs and Shipping Activities	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
2.2. Conduct intensive training for Customs Officers	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
2.3. Support on the development of Mutual Interest	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
2.4. Review the current procedures and provisions for Customs risk management	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
2.5. Conduct training on the management based on the needs of operations in the Activity 2-4	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
2.6. Monitor the implementation of the agreed by Mutual Interest for Customs Officials Development by Field of Customs Operations (FDCO) for Customs and Shipping Activities and the related stakeholder meeting on the needs of the host countries in the Activities 2-5	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
2.7. Monitor the expansion of existing OSBP operations	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
2.8. Rollout the OSBP operations to other host countries based on the needs of the concerned host countries	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
OUTPUT 3: Capacity development of CCFA and establishment of a framework for the regional accreditation system for CCFA's																																																
3.1. Develop training plan for accreditation of a sample membership for CCFA and Customs Activities of CCFA Chairpersons	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
3.2. Conduct training to maintain with the stakeholders in the Activity 3-1	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
3.3. Establish the draft Policy Statement for the regional accreditation system for CCFA and submit to the potential members for approval	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															
3.4. Develop and draft legal framework for the regional accreditation system for CCFA's	[Gantt chart showing activity from Jan 2014 to Dec 2017]																																															

NOTE: The activities listed in the Tentative Plan of Operations (PO) are subject to the availability of resources and other external factors as they may change over time.
 ■ To complete project by the end of the year
 ■ To start/continue activities from the start of the year
 ■ To conduct on long-term basis, etc.

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ANNEX 3: Overall Project Organization Chart



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Annex 4 A List of Proposed Members of Regional Joint Coordinating Committee

1. Chairperson

Commissioner General of hosting Revenue Authority in the region

2. Members

(1) Respective Revenue Authorities in the region:

- 1) Project Directors
- 2) Project Managers
- 3) Any counterpart personnel engaged in related activities
- 4) Other personnel concerned with the Project decided by the respective authorities, if necessary

(2) Japanese side

- 1) Project Expert(s)
- 2) Representative(s) of JICA (both Headquarters and Country office)
- 3) Other personnel concerned and/or dispatched by JICA, if necessary

3. Observers

Official(s) of Embassy of Japan

EAC, WCO and any other observers may attend as agreed upon among members.

No.	資料名称	発行年月	発行元 [収集元]	媒体
1	Country Report, Customs Services Department	2012年10月	RRA [専門家チーム]	MS WORD
2	RRA Medium Term Strategy (2010-2013)	2010年6月	RRA [専門家チーム]	PDF
3	Trade Facilitation Measures Implementation progress in Rwanda Revenue Authority, Customs Services Department *ド	2011年10月	RRA [専門家チーム]	PDF
4	Terms of Reference, Joint Mission for the Second Phase of support to the Burundi Revenue Authority (OBR)	-	OBR	MS WORD
5	Corporate Plan 2013-2017	2012年10月	OBR	冊子
6	Corporatr Plan	2012年10月	OBR	PDF
7	Plan d'Affaires, 2013-2017	2012年10月	OBR	PDF
8	Tanzania Time Release Study, 2009	2009年12月	TRA	PDF
9	Customs and Excise Department Organisation Chart (2枚)	-	TRA	ハードコピー
10	Cargo Clearance Time for the Quarter Ending September 2012	2012年2月	TRA	MS WORD
11	Cargo Clearance Time for the Quarter Ending March 2013	2012年9月	TRA	MS WORD
12	Customs Modernisation Strategy and Action Plan (2009/10-2012/13)	2010年3月	TRA	PDF
13	A presentation on: The Kenya / Uganda Current Transit Practices	2012年11月	KRA [専門家チーム]	PDF
14	Fifth Corporate Plan 2012/13-2014/15	-	KRA	PDF
15	April 2013 Report (Modernisation of Customs)*タイトルなし	2013年4月	KRA	MS WORD
16	Corporate Plan 2011-2015	-	URA	PDF
17	Business Plan 2012-2013	-	URA	MS WORD
18	Managing Compliance to Support the National Development Plan, Managing Compliance Programme (MCP) 2011/12 to	-	URA	PDF
19	Customs Business Systems Enhancement Project Charter	2013年4月	URA	PDF
20	Building Sustainable Capacity for Competitive Trade and Food Security	2013年6月	USAID [専門家チーム]	PDF
21	Strategy 2013-2016, Final Draft	2013年2月	TMEA	MS WORD
22	Annual Report 2011	-	TMEA	冊子
23	Report on the Mission to Border Stations in the EAC	2011年8月	EAC [専門家チーム]	MS WORD
24	Statutory Investments Supplement No.1	2013年5月	EAC [URA]	PDF
25	Pilot Regional Time Release Study, Northern Corridor - Monbasa Port to Kampala, Final Report, EAC Secretariat	2012年12月	EAC [URA]	PDF
26	Status Report, One Stop Border Post Projects in the East African Community	2012年12月	EAC [専門家チーム]	MS WORD

※収集資料は、EAC5カ国歳入庁のCorporate Plan、Time Release Study、税関分野に関するEACの動向、ドナー関連(プロジェクト文書は割愛)。

