

ケニア国
東部アフリカ地域における国際貿易
円滑化のための能力向上プロジェクト
第二年次

業務完了報告書

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¹ 書類の量を考慮して、添付する議事録は本文のみとする。(付録 C、D、E、F、H についても同様とする。)

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- E5: 第6回ルスモ OSBP 合同研修ワークショップ報告書
- E6: 能力強化・OSBP 運営現地委員会会合報告書
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略 語

CCFAs	customs clearing and forwarding agents	通関業者
CCTV	closed-circuit television	有線テレビ
DGIE	Directorate General of Immigration and Emigration, Rwanda	ルワンダ移民局
EAC	East African Community	東アフリカ共同体
EATTFP	East Africa Trade and Transport Facilitation Project	東アフリカ貿易・交通円滑化事業
FAQ(s)	frequently asked question(s)	よくある質問
FEAFFA	Federation of East African Freight Forwarders Associations	東アフリカ複合物流組合連盟
GoR	Government of Rwanda	ルワンダ政府
GoT	Government of Tanzania	タンザニア政府
ICT	information and communications technology	情報通信技術
JICA	Japan International Cooperation Agency	国際協力機構
JBCC	Joint Border Coordination Committee	国境運営委員会
JTC	Joint Technical Committee	技術レベル委員会
KRA	Kenya Revenue Authority	ケニア歳入庁
MEAC	Ministry of East African Cooperation (or its equivalent)	東アフリカ協力省（あるいはそれに相当する省庁）
NEPAD	New Partnership for Africa's Development	アフリカ開発のための新パートナーシップ
OBR	L'Office Burundais des Recettes [Burundi Revenue Authority]	ブルンジ歳入庁
OSBP	one-stop border post	ワンストップ・ボーダーポスト
PDM	project design matrix	プロジェクト・デザイン・マトリクス
RJCC	Regional Joint Coordinating Committee	地域共同調整委員会
RRA	Rwanda Revenue Authority	ルワンダ歳入庁
RTC	Regional Technical Committee	域内技術レベル実行委員会
SCT	Single Customs Territory	単一関税領域
SCTIFI	Sectoral Council on Trade, Industry, Finance and Investment	EAC 貿易・産業・金融・投資部門評議会
SNS	social networking service	ソーシャル・ネットワーキング・サービス
SSATP	Africa Transport Policy Program	アフリカ交通政策プログラム

SUMATRA	Surface and Marine Transport Regulatory Authority	運輸規制庁
TANROADS	Tanzania National Roads Agency	タンザニア道路庁
TBC	to be confirmed	要確認
TBD	to be decided	要決定
TMEA	TradeMark East Africa	トレードマーク東アフリカ
TMS	Time Measurement Survey	(国境) 通関所要時間調査
TPA	Tanzania Ports Authority	タンザニア港湾庁
TRA	Tanzania Revenue Authority	タンザニア歳入庁
URA	Uganda Revenue Authority	ウガンダ歳入庁

第1章 業務の概要

本報告書は、「JICA 東部アフリカ地域における国際貿易円滑化のための能力向上プロジェクト」の中のワンストップ・ボーダーポスト（One Stop Border Post : OSBP）運用化支援にかかる業務実施契約第二年次³（以降、本 OSBP 業務）の 2015 年 4 月から 2017 年 12 月までの活動をまとめたものである。

1.1 業務実施の経緯

東部アフリカ地域の経済統合加速の必要性から、各国の歳入庁（関税局）は、貿易円滑化に資する輸出入貨物（含む通過貨物）の円滑・迅速な通関に取組みつつ、税収確保のための適正な通関、不正輸出入（含む密輸）に対する防あつ・取締りのための国境管理に努めている。

多様な活動がなされる中、ケニア歳入庁（Kenya Revenue Authority: KRA）、タンザニア歳入庁（Tanzania Revenue Authority: TRA）、ウガンダ歳入庁（Uganda Revenue Authority: URA）は、JICA の支援を受け、2007 年 9 月から 2009 年 9 月にかけて、税関職員・組織の能力向上のための地域プロジェクトである「JICA 東部アフリカ地域税関能力向上プロジェクト」のフェーズ 1 を実施した。このフェーズ 1 プロジェクトは、税関管理能力向上の一環として、税関職員の OSBP システムに対する便益や運用についての理解醸成に寄与した。プロジェクトの成果は多岐に亘り、2 つの税関 ICT システムや共同国境管理のパイロットプロジェクト実施を含む OSBP 貨物管理モデルの構築や、情報分析・HS 分類・関税評価のための組織能力向上などが行われた。

フェーズ 1 の後、2009 年 9 月から 2013 年 9 月にかけて、「JICA 東部アフリカ地域税関能力向上プロジェクト」フェーズ 2 が実施された。フェーズ 2 では、フェーズ 1 から得られた教訓と提言を踏まえ活動が進められた。プロジェクトの主な目的は、税関職員・組織の能力の強化と、通関業者組合機能強化による通関業者のコンプライアンス水準と能力の向上であった。

また、フェーズ 2 の最終段階において、税関行政能力の更なる向上とそれに伴う貿易円滑化のため、KRA 及び域内諸国の歳入庁は、プロジェクトのフェーズ 3 の実施を JICA に要請した。特に、KRA は、プロジェクトの活動範囲を広げ、近隣諸国のコンプライアンスと通関業者と物流事業者の能力を改善し、対外共通関税表や東アフリカ共同体（East African Community: EAC）の関税法の統一的な適用を確実にするための広域的な活動を増やすことが必要であると認識していた。

これに加え、タンザニア及びルワンダ政府は、建設予定のルスモ OSBP 施設の運用化支援のための技術協力プロジェクトを JICA に要請した。JICA は東部アフリカにおいて、ルスモ OSBP（ルワンダ/タンザニア間）及びナマンガ OSBP（ケニア/タンザニア間）の施設建設を支援していることも踏まえ、最終的に、ルスモ OSBP だけではなくナマンガ OSBP の運用化も JICA が支援することが決定した。

EAC 加盟国 5 カ国の要請に応えるため、2013 年 12 月に JICA は一体的なプロジェクトである「東部アフリカ地域における国際貿易円滑化のための能力向上プロジェクト」を実施すべく、5 カ国の政府との討議議事録（Record of Discussions: R/D）に署名した。この一体的プロジェクトは、「JICA 東部アフリカ地域税関能力向上プロジェクト」のフェーズ 3 に対する要請と、ナマンガ及びルスモ OSBP の運用化のための技術協力プロジェクトの、二つを包括するものである。

³ 第一年次契約期間は 2012 年 4 月から 2015 年 3 月。

1.2 プロジェクトの目的

「東部アフリカ地域における国際貿易円滑化のための能力向上プロジェクト」の上位目標は、東部アフリカ地域における貿易円滑化の促進である。⁴プロジェクト目標は、対象国境における効率的な国境手続きのための能力向上である。⁵

プロジェクト全体から期待される成果は下記の3点であり、本 OSBP 業務は成果1のために実施される。

期待される成果：

成果1： OSBP が対象陸路国境において効率的に運用される

成果2：域内における税関能力が向上する

成果3：通関業者の能力が向上し、域内資格認定制度枠組みが整備される

プロジェクト全体のプロジェクト・デザイン・マトリクス (PDM) は、2015年5月7日の地域共同調整委員会 (Regional Joint Coordinating Committee: RJCC) で、内容の更新が議論され、成果1に関する活動として「EAC加盟国間のOSBPに係る域内OSBPマニュアル(以降、OSBP運用マニュアル)作成」が新たに提案された。それぞれの議事録に含まれている本OSBP業務のPDM(サブPDM)に基づいたサブプロジェクト目標と成果は2015年12月14日に開催された共同評価者会議にて内容が検討され、2016年2月4日のRJCC会議にて提示された。関連活動を含めた最新のPDMの主要項目を表1.1にまとめる。

⁴「東部アフリカ地域において、貿易円滑化が促進される。」

⁵「対象国境における効率的な国境手続きのための能力が改善する。」

表 1.1 ルスモ/ナマンガ OSBP 業務の最新の PDM における主要項目

<p>プロジェクト目標: 対象国境地点において効率的な国境手続きのための能力が改善する。</p> <p>サブプロジェクト目標: OSBP がルスモ/ナマンガにおいて効率的に運営される。</p>
<p>活動:</p> <p>0. ベースラインとエンドライン調査の実施</p> <p>0-1. 各国において担当機関と共にベースライン調査を実施する。</p> <p>0-2. 各国において担当機関と共にエンドライン調査を実施する。</p> <p>1. OSBP の運用</p> <p>1-1. 対象陸路国境において関連する機関が構成して OSBP の運用を促進する委員会を公式に組織化する。</p> <p>1-2. これまでの OSBP の事例から基準研究を実施する。</p> <p>1-3. 対象陸路国境における現状の法的枠組み、組織構造、国境管理手順について検討する。</p> <p>1-4. 各機関の責任分担と関連活動の期間を明らかにするために、OSBP 運用の円滑な導入と実施に向けたアクションプランを作成する。</p> <p>1-5. OSBP の運用に必要なガイドライン/マニュアルを作成する。</p> <p>1-6. 活動において作成されたガイドライン/マニュアルの承認に必要な手続きを進める。</p> <p>1-7. 承認されたガイドライン/マニュアルに基づいて関連機関/関係者に OSBP 運用に関する啓発と研修に関する活動を実施する。</p> <p>1-8. OSBP 運用と手続きの調整をモニターする。</p> <p>1-9. 対象陸路国境における OSBP 運用の経験から他の国境において活用できる教訓を抽出する。</p> <p>1-10. 活動 1-9 において抽出された教訓に基づき、その実例を OSBP ソースブックに反映する。</p> <p>1-11. 地域における関係者に対して改訂された OSBP ソースブックに基づき OSBP 運用のモデルに関する啓発活動を実施する。</p> <p>1-12. EAC の参加国間にある OSBP を統制する OSBP 運用マニュアルを作成する。</p>

出典：2016年2月の地域共同調整委員会議事録、付録6（仮訳）

1.3 対象地域

- ✓ 本 OSBP 業務の対象国は、ケニア、タンザニア、ルワンダに加え、OSBP 運用マニュアル策定に関しては、本フェーズで追加されたウガンダ及びブルンジも含めた EAC 加盟国となる。
- ✓ 本 OSBP 業務の対象国境は、ナマンガ国境（ケニア/タンザニア間）及び、ルスモ国境（タンザニア/ルワンダ間）である。

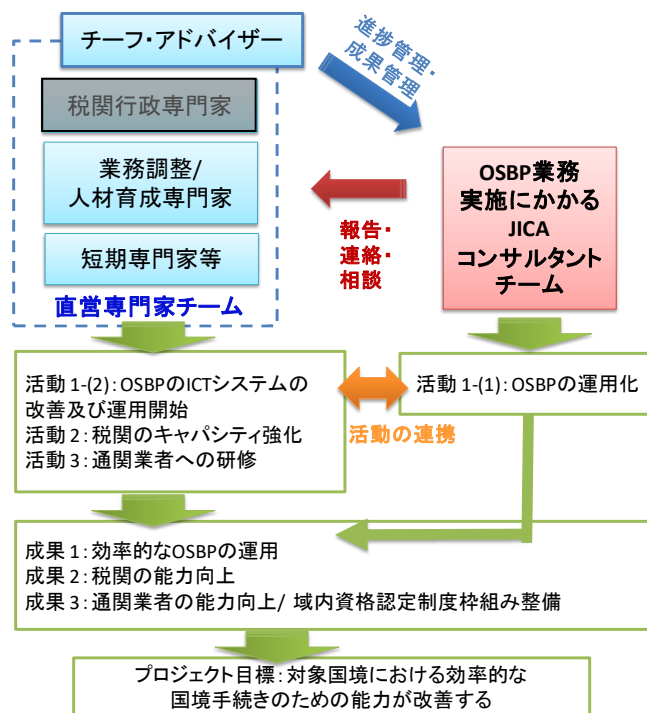
1.4 組織体制

本 OSBP 業務を実施するための組織体制の概要を、以下に記載する。

(1) プロジェクトの日本側実施体制

1.2 節に記載したとおり、本 OSBP 業務の狙いは、「効率的な OSBP の運用」である。また、この業務は、「域内における税関能力の向上」や「通関業者の能力向上/域内資格認定制度枠組み整備」を目的とする、プロジェクトの他の活動と共に実施される。他の二つの目的のためのプロジェクトの活動は、チーフ・アドバイザーを筆頭とした JICA 直営専門家チームによって実施される。加えて、JICA 本部との契約に基づき(株)パデコのコンサルタントチーム（以降、JICA コンサルタントチーム）によって実施される本 OSBP 業務は、JICA 直営

専門家チームのチーフ・アドバイザーが、その他のプロジェクト活動と共に包括的に指揮・監督し、プロジェクト目標達成に向けて調整を行う。JICA コンサルタントチームは、チーフ・アドバイザーをはじめとする直営専門家チームに報告・連絡・相談を都度行うとともに、当該チームによる活動と十分な連携をとる。本プロジェクトの実施体制を、図 1.1 に図示する。



注：税関行政専門家は現在派遣されていない。

出典：Record of Discussion (R/D)及び業務指示書を元に作成

図 1.1 日本側関係者のプロジェクト実施体制

(2) 関係省庁・機関

本 OSBP 業務のカウンターパート機関は、以下の 3 官庁である。

- ✓ ケニア歳入庁 (Kenya Revenue Authority: KRA)
- ✓ タンザニア歳入庁 (Tanzania Revenue Authority: TRA)
- ✓ ルワンダ移民局 (Directorate General of Immigration and Emigration: DGIE)

上記省庁・機関はナマンガとルスモの OSBP に特化した第一年次事業における主要関係機関であり、第二年次で加わった OSBP 運用マニュアル策定作業においては、ウガンダ歳入庁やブルンジ歳入庁、あわせて東アフリカ共同体事務局(EAC)も「組織に蓄積された記憶」と専門知識を提供する事務局として主要関係機関となる。

これに加え、討議議事録（Record of Discussions: R/D）及び本 OSBP 業務の最初の現地渡航時の会議において、本 OSBP 業務にかかる各国の委員会メンバーとして、下記の機関・組織^{6,7}が提案された。

(i) ケニア

- ✓ Kenya Revenue Authority
- ✓ Ministry of East African Community, Labour and Social Protection
- ✓ Ministry of Transport and Infrastructure
- ✓ Ministry of Foreign Affairs and International Trade
- ✓ Kenya Plant Health Inspectorate Services
- ✓ Kenya National Highway Authority
- ✓ Kenya Bureau of Standards
- ✓ KenTrade (a State Agency under Ministry of Finance)
- ✓ State Law Office
- ✓ National Treasury
- ✓ Ministry of Interior and Coordination of National Government
- ✓ Ministry of Health
- ✓ State Department of Agriculture, Ministry of Agriculture, Livestock and Fisheries
- ✓ State Department of Livestock, Ministry of Agriculture, Livestock and Fisheries
- ✓ State Department of Fisheries, Ministry of Agriculture, Livestock and Fisheries
- ✓ Horticultural Crops Development Authority
- ✓ Ministry of Finance
- ✓ Ministry of Interior and Co-ordination of National Governments
- ✓ Immigration Service
- ✓ Kajiado County Government
- ✓ East African Business Council
- ✓ Kenya International Freight Warehousing Association
- ✓ Kenya Transporters Association
- ✓ Shippers Council of Eastern Africa

(ii) タンザニア

- ✓ Tanzania Revenue Authority
- ✓ Ministry of Finance
- ✓ Ministry of Health and Social Welfare
- ✓ Ministry of Industry and Trade
- ✓ Ministry of Agriculture, Food Security and Cooperatives
- ✓ Ministry of Livestock and Fisheries Development
- ✓ Department of Immigration, Ministry of Home Affairs
- ✓ Tanzania Police Force, Ministry of Home Affairs
- ✓ Tanzania Bureau of Standards
- ✓ Tanzania Food and Drugs Authority
- ✓ Ministry of Foreign Affairs and East African Cooperation
- ✓ Prime Minister's Office
- ✓ Attorney General's Chambers
- ✓ Ministry of Works
- ✓ Ministry of Transport
- ✓ Ministry of Lands, Housing and Human Settlements Developments
- ✓ Ministry of Water

⁶ R/D に掲載されている関係機関及び、JICA コンサルタントチームによる第 1 回現地渡航期間中（第一年次）の現地機関との会議の際に、委員会メンバーにすべきと協議された全ての機関をここに示している。ただし、各委員会会議（JTC 会合など）に招聘する各国の機関はこれらの機関の中から会議の目的に応じて選定した。

⁷ 機関名は階層的順序などを特に考慮せずに掲載している。

- ✓ Ministry of Energy and Minerals
- ✓ Tanzania National Roads Agency (TANROADS)
- ✓ Surface and Marine Transport Regulatory Authority (SUMATRA)
- ✓ Tanzania Port Authority (TPA)
- ✓ Tanzania Freight Forwarders Association
- ✓ Tanzania Transport Operators Association
- ✓ Tanzania Chamber of Commerce, Industry and Agriculture
- ✓ Tanzania Shipping Agents Association
- ✓ Tanzania Atomic Energy Commission
- ✓ Kagera Regional Commissioner's Office⁸
- ✓ Office of the Regional Commissioner, Arusha⁹
- ✓ Central Corridor Transit Transport Facilitation Agency
- ✓ East African Community Secretariat (international organization)

(iii) ルワンダ

- ✓ Directorate General of Immigration and Emigration
- ✓ Rwanda Revenue Authority
- ✓ Rwanda National Police
- ✓ Rwanda Bureau of Standards
- ✓ Rwanda Environment Management Authority
- ✓ Rwanda Agriculture Board
- ✓ Rwanda Housing Authority
- ✓ Rwanda Transport Development Authority
- ✓ Ministry of East African Community
- ✓ Ministry of Trade and Industry
- ✓ Eastern Provincial Government¹⁰
- ✓ Rwanda Biomedical Center
- ✓ Private Sector (private sector federations, clearing agents, and warehouse operators)

加えて、下記のブルンジとウガンダからも 6 回の域内技術レベル実行委員会と 1 回のハイレベル会議¹¹への招待に対し、多くの機関が参加した。

(iv) ブルンジ

- ✓ L'Office Burundais des Recettes [Burundi Revenue Authority]
- ✓ Ministry of EAC Affairs
- ✓ Ministry of Agriculture and Livestock
- ✓ Ministry of Justice
- ✓ Ministry of Public Health and Fight against HIV/AIDS
- ✓ Ministry of Public Security
- ✓ Ministry of Transport, Public Works and Equipment
- ✓ National Road Agency
- ✓ Association of Freight Forwarders Burundi (ABADT)
- ✓ Burundi Bureau of Standard and Quality Control
- ✓ Directorate of Immigration and Registration of Persons
- ✓ Federal Chamber of Commerce and Industries

⁸ ナマンガとルスモ OSBP 運用化に向けて実施された第 1 回技術レベル委員会会合では、現地政府や地域関係機関の関わり方について議論され、オブザーバーとしての参加が必要であると合意された。

⁹ 同上。

¹⁰ 同上。

¹¹ 正式には「The East African Trade and Transport Facilitation Meeting on the Aligned One Stop Border Post Manual」と呼称される。

(v) ウガンダ

- ✓ Uganda Revenue Authority
- ✓ Ministry of EAC Affairs
- ✓ Directorate of Citizenship and Immigration Control
- ✓ Ministry of Agriculture, Animal Industry and Fisheries
- ✓ Ministry of Health
- ✓ Ministry of Justice & Constitutional Affairs
- ✓ Ministry of Works & Transport
- ✓ Private Sector Foundation Uganda
- ✓ Uganda National Bureau of Standards
- ✓ Uganda National Roads Authority
- ✓ Uganda National Transporters Alliance

本 OSBP 業務にかかる各国の委員会メンバーとして提案された機関は、主に、国境管理手続きに関与している機関である。これらの機関は、ナマンガ及びルスモ国境で導入される OSBP 手続きの主要な関係者となる。従って、これらの機関は、本 OSBP 業務の活動に関与することが想定されており、彼らの視点や立ち位置はプロジェクトのアウトプットに反映される予定である。

OSBP 運用マニュアル策定作業に関しては、OSBP 専門家チームと EAC 事務局のインフラ部の間で 2015 年 8 月 17 日に Aide Memoire¹²を交わした。EAC 事務局は域内の委員会会議の開催に当たって、招聘状の EAC 加盟国への送付、参加者調整、現場視察調整、及び技術的な説明と提案の実施を行った。

(3) 本プロジェクト・コンポーネントの意思決定構造

前項(2)に記載したとおり、多様な機関が本 OSBP 業務に関わっている。そのため、異なる機関を跨ぐ協議や調整のメカニズムは重要である。OSBP を含む技術レベルの国境手続きに関する技術的な協議メカニズムとして、ナマンガ国境及びルスモ国境について、それぞれ**技術レベルの実行委員会 (Joint Technical Committee: JTC)** が設立された。JTC メンバーは、政策レベルの意思決定が出来るような、自分より高い権限を持つ職員に対して、各 JTC 会議の協議結果を報告することが想定されている。加えて、本 OSBP 業務で準備された文書が政策レベルの決定権限を持つ職員により承認される必要がある場合は、関係する JTC メンバーがこれらの政策レベルの意思決定者に対して文書を説明し、必要とされる承認を取り付ける。また、本 OSBP 業務の活動と進捗は、東部アフリカ地域における国際貿易円滑化のための能力向上プロジェクトの**地域共同調整委員会 (Regional Joint Coordinating Committee: RJCC)** において、他のプロジェクト活動と一緒に報告される。

本 OSBP 業務の第一年次には、近隣国 (隣国) 関係機関の国境職員が議論・協力するために、ナマンガとルスモで国境間会議が開催された¹³。第二年次では、二国間の**共同国境調整委員会 (JBCC)** が、両国の関係国境機関が定期的に OSBP 運営化に向けて日々の問題を議論するためのワーキンググループの役割を果たしている。OSBP 運用マニュアルの策定には、**域内技術レベル実行委員会 (RTC)** が EAC 加盟国の OSBP 関連機関によって設置された¹⁴。

¹² Aide Memoire for Preparation and Organization of Regional Technical Committee (RTC) Meetings for the Development of a Regional One-Stop Border Post (OSBP) Operational Manual, August 2015 (しかしながら、地域における OSBP の運用に伴い、EAC の税関部は OSBP の主要理事会の役割をインフラ部から引き継ぐこととなった。)

¹³ ルスモ OSBP 運営化のための第 1 回技術レベル委員会会議では、技術レベル会議に国境職員が招待されることが必須であると言及された。OSBP 手続きの運用を実施するのは国境職員であるためである。予算に制約があるために、各技術レベル委員会会議の各国参加者を変えることは難しく、主要な機関の各国国境職員が国境レベル委員会会議参加者に招待された。

¹⁴ ブルンジ、ケニア、ルワンダ、タンザニア、ウガンダが含まれる。南スーダンが東アフリカ共同体に本プロセスの後半に加わり、東アフリカ共同体の様々なシステムへのアクセスを図っている。

2015年8月から2016年8月の間に5回のRTC会合が実施され、2017年7月には追加RTC会合が行われた¹⁵。

図 1.2 に上記の意思決定構造を図示する。

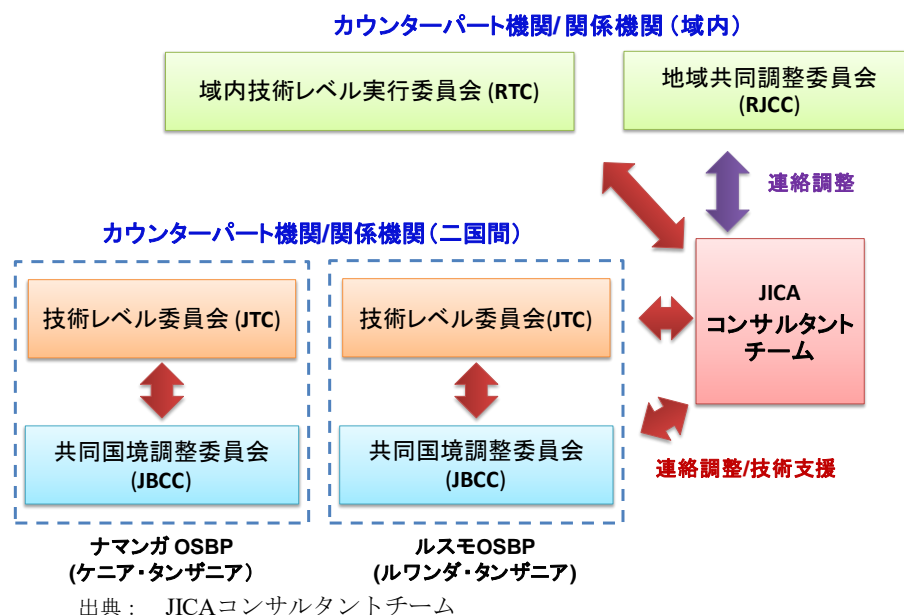


図 1.2 本 OSBP 業務にかかる検討・調整・意思決定の体制

1.5 本業務の活動

本 OSBP 業務では、業務の目的を達成するため、ナマンガ及びルスモ OSBP の運用化のための表 1.2 に示す活動（第一年次と第二年次のすべての活動）を実施した。

表 1.2 本 OSBP 業務の活動

業務項目 0：プロジェクト準備業務
活動 0-1: アクション・プラン案（一年次）の作成・協議
活動 0-2: OSBP 運用化を取り巻く進捗・検討状況の把握
活動 0-3: 対象国境（ルスモ）における通関所要時間調査及びナマンガにおける通関所要時間調査を踏まえた補完的な情報収集の実施
活動 0-4: アクション・プラン（第一年次）の合意
活動 0-5: アクション・プラン（第二年次）の作成と合意
業務項目 1：OSBP 導入にかかる必要な手順の明確化
活動 1-1: 対象陸路国境において、関係機関で構成された OSBP 運用化促進のための委員会を正式に組織する。
活動 1-2: OSBP の先行事例の知見を得るための視察・調査を行う。
活動 1-3: 対象陸路国境における既存の法的枠組み、組織体制、国境管理に係る手続きをレビューする。

¹⁵ EAC 事務局からの招待によって、南スーダンが 2017 年 7 月 11～14 日の追加 RTC 会合に初参加した。

活動 1-4: OSBP の導入・実施を円滑に進めていく上で、各関係機関の責任範囲や活動スケジュールを含むアクション・プランを作成する。
業務項目 2 : OSBP 運用にかかる実施手順の整備と関係機関の理解促進
活動 2-1: OSBP の運用に必要なガイドラインやマニュアルを整備する。
活動 2-2: 活動 2-1 で整備されたガイドラインやマニュアルの承認に必要な手続きを進める。
活動 2-3: 承認されたガイドラインやマニュアルに基づき OSBP の運用にかかる啓発活動や研修を関係機関やステークホルダーに対して行う。
活動 2-4: EAC 域内 OSBP ガイドライン/マニュアルの整備及び承認のための支援を行う。
業務項目 3 : OSBP 運用状況のモニターと手続き等の見直し
活動 3-1: OSBP の実施状況をモニターし、手続きの見直しを行う。
業務項目 4 : OSBP 運用化にかかる諸施策の実例としてのとりまとめ
活動 4-1: 対象陸路国境における OSBP 運用経験を踏まえ、他の国境で適用可能な教訓を抽出する。
活動 4-2: 活動 4-1 で得られた教訓を踏まえ、「OSBP ソースブック」の改訂版に当該事例を統合する。
活動 4-3: 改訂版「OSBP ソースブック」に基づき OSBP 運用モデルにかかる啓発活動を域内のステークホルダーに対して行う。
業務項目 5 : その他の活動
活動 5-1: プロジェクト業務進捗報告書の作成および報告
活動 5-2: 中間レビュー及び終了時評価の実施
活動 5-3: 通関所要時間調査の実施
活動 5-4: プロジェクト業務進捗報告書及びプロジェクト事業完了報告書の作成

1.6 業務実施の手順

本 OSBP 業務のフローチャートは、図 1.3 に示すとおりである。活動の遅れ（ナマンガ OSBP の運用）の遅れに伴い、当初のスケジュールは技術協力プロジェクトとは無関係な理由で変更された。

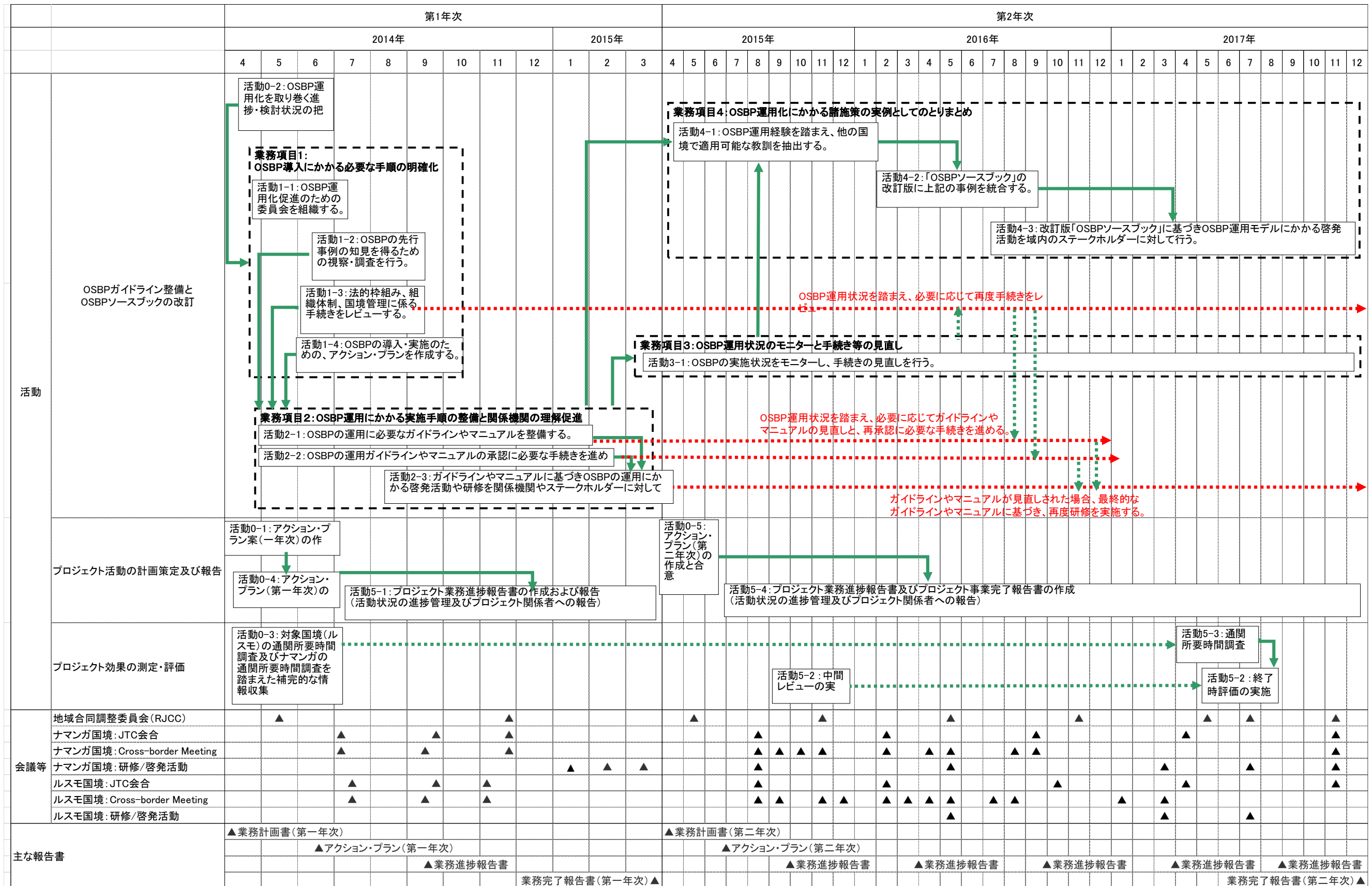


図 1.3 OSBP 業務のワークフロー

1.7 要員配置計画

表 1.3 に、「東部アフリカ地域における国際貿易円滑化のための能力向上プロジェクト」の中の OSBP 業務第二年次に従事する、JICA コンサルタントチームのメンバーを示す。

表 1.3 JICA コンサルタントチームのメンバー

担当	氏名
1 総括/制度実施支援	ブルース・ウィンストン
2 国境管理	田村康一郎 / 鈴木健司
3 多国間調整 / 研修・啓発 1	田中映江 / 永井愛里
4 研修・啓発 2	吉川響子
5 越境交通法制度	クリスティアン・ベルノー
6 国境管理 1	シドニー・チツバブカ
7 国境管理 2	ペニーナ・シンバ

上記のコンサルタントに加えて、JICA コンサルタントチームはルスモ及びナマンガ OSBP の啓発プログラムにかかる調整のため、ルワンダとケニアで現地コンサルタント（ベルティン・ギクンディロ、ルーシー・ムオンド）を雇用している。また、ルワンダではルスモ OSBP の研修ビデオの撮影と編集を、クリエイティブ・コミュニケーションズ社が担当した。さらに、ルスモにおけるベースライン及びエンドライン TMS 実施に当たって、南アフリカの会社（トランスポート・ロジスティクス・コンサルタンツ）を備上した。

1.8 支援の範囲

本 OSBP 業務に対する機材といった追加的な要望をふるい分け、主たる業務の目的に注力するため、支援の範囲を明確にする。ハード及びソフトの改善が国境運営の円滑化には必要であるが、本 OSBP 業務としては合意されたプロジェクト・デザイン及び実行予算を超えることはできない。また、事業終了後の各国政府による持続的な運営・維持管理の責任を考慮しなければならない。

よって、JICA コンサルタントチームは支援の提供に当たって以下の原則を提案した。

- (i) ソフトコンポーネント：本 OSBP 業務は OSBP 運用化のためのソフト面を対象としたものであり、建設事業において含まれていなかったインフラの追加調達については行わない。
- (ii) 成果との関連：要望が 1.2 節及び 1.5 節にそれぞれ示されている成果及び活動に係したものでなければ、本 OSBP 業務では資金支援を行わない。
- (iii) JICA コンサルタントチームによる管理：支出は JICA コンサルタントチームが管理できるものを対象とする。JICA コンサルタントチームが支払いに立ち会い、適切に予算が使われていることを確認する。それができない場合は、資金支援を行わない。
- (iv) 規則の遵守：JICA コンサルタントチームは、本 OSBP 業務に適用される法、規制、国際的な取り決め、及びガイドライン等（例えば、開発パートナー間で合意されている日当レート）に準拠しない項目については支出を行わない。
- (v) 予算上限：JICA コンサルタントチームは本 OSBP 業務に認められている予算額を超えた資金支援を行わない。

要望の必要性和妥当性が高いものの上記の原則に沿っていない場合、JICA コンサルタントチームは JICA 本部及び現地事務所と支援提供の可能性について相談する。

第2章 第二年次の活動実施状況

2.1 概要

本 OSBP 業務の第二年次では、第一年次の活動を引き継いで、ナマンガ及びルスモ OSBP の運用化を進め、業務の目的を達成するため、表 1.2 に示された活動のうち以下の表 2.1 に示す活動を実施した。

表 2.1 本 OSBP 業務第二年次の活動

業務項目 0：プロジェクト準備業務
活動 0-5: アクション・プラン（第二年次）の作成と合意
業務項目 2：OSBP 運用にかかる実施手順の整備と関係機関の理解促進
活動 2-3: 承認されたガイドラインやマニュアルに基づき OSBP の運用にかかる啓発活動や研修を関係機関や関係者に対して行う。
活動 2-4: EAC 域内 OSBP ガイドライン/マニュアルの整備及び承認のための支援を行う。
業務項目 3：OSBP 運用状況のモニターと手続き等の見直し
活動 3-1: OSBP の実施状況をモニターし、手続きの見直しを行う。
業務項目 4：OSBP 運用化にかかる諸施策の実例としてのとりまとめ
活動 4-1: 対象陸路国境における OSBP 運用経験を踏まえ、他の国境で適用可能な教訓を抽出する。
活動 4-2: 活動 4-1 で得られた教訓を踏まえ、「OSBP ソースブック」の改訂版に当該事例を統合する。
活動 4-3: 改訂版「OSBP ソースブック」に基づき OSBP 運用モデルにかかる啓発活動を域内の関係者に対して行う。
業務項目 5: その他の活動
活動 5-2: 中間レビュー及び終了時評価の実施
活動 5-3: 通関所要時間調査の実施
活動 5-4: プロジェクト業務進捗報告書及びプロジェクト事業完了報告書の作成

注：業務項目 1（OSBP 導入にかかる必要な手順の明確化）、活動 2-1（OSBP の運用に必要なガイドラインやマニュアルを整備する）、活動 2-2（活動 2-1 で整備されたガイドラインやマニュアルの承認に必要な手続きを進める）は第一年次にて完了。

各活動の実施状況は、次節に記載する。

2.2 各活動の実施状況

本節では、2015 年 4 月から 2017 年 12 月にかけて第二年次に実施された現地活動状況を報告する。

業務項目 0：プロジェクト準備業務

活動 0-5 アクション・プラン(第二年次)の作成と合意

第一年次における活動の進捗・成果を踏まえ、第二年次におけるアクション・プラン（第二年次）案を作成した。直営専門家チームや関係機関と相談した上で、2015年10月にアクション・プランを提出した。このアクション・プランに基づいて活動を実施した。

業務項目 2：OSBP 運用にかかる実施手順の整備と関係機関の理解促進

活動 2-3 承認されたガイドラインやマニュアルに基づき OSBP の運用にかかる啓発活動や研修を関係機関や関係者に対して行う

(1) OSBP 運用化のための会合のファシリテーション

ルスモ及びナマンガにおいて OSBP のガイドライン及び手続きのグッドプラクティスをマニュアル化したものの、実施にあたっては更なる現場での支援が必要である。OSBP のハード建設が完了し、関連するソフトインフラの運用（承認されたガイドライン及び手続き）がなされた後でも、それぞれの OSBP の JTC は運用状況をモニターし、改善に向けた対処のための決定を行う必要がある。第二年次に実施された JTC 会合を表 2.2 に、JBCC 会合を表 2.3 に示す。

表 2.2 JTC 会合の概要

会合	実施日	会場	目的	参加者数	付録
第4回 ルスモ JTC 会合	2015年 8月15日	ルワンダ・ キガリ	<ul style="list-style-type: none"> JBCC の業務内容に係る議論 JBCC の作業計画に係る議論 	37名	C1
第5回 ルスモ JTC 会合	2016年 2月15日	ダルエスサラーム (タンザニア)	<ul style="list-style-type: none"> 進捗及びアクション・プランのアップデート OSBP 運用及び研修・啓発用ビデオについての協議 	26名	C2
第6回 ルスモ JTC 会合	2016年 10月7日	キガリ (ルワンダ)	<ul style="list-style-type: none"> 進捗及びアクション・プランのアップデート 通関所要時間調査 OSBP 研修ビデオの承認 	22名	C3
第7回 ルスモ JTC 会合	2017年 4月24日	キガリ (ルワンダ)	<ul style="list-style-type: none"> 進捗及びアクション・プランのアップデート 通関所要時間調査結果のフィードバック プロジェクト終了後の運営・モニタリング継続方針の検討 	18名	C4
第8回 ルスモ JTC 会合	2017年 11月13日	キガリ (ルワンダ)	<ul style="list-style-type: none"> 進捗及びアクション・プランのアップデート 次フェーズにおける活動に関する議論 	19名	C5
第4回 ナマンガ JTC 会合	2015年 8月24日	タンザニア・ アルーシャ (Ngurdoto Mountain Lodge)	<ul style="list-style-type: none"> JBCC の業務内容に係る議論 JBCC の作業計画に係る議論 	34名	C6

会合	実施日	会場	目的	参加者数	付録
第5回 ナマンガ JTC 会合	2016年 2月29日	モンバサ (ケニア)	<ul style="list-style-type: none"> 進捗及びアクション・プランのアップデート OSBP 運用及び研修・啓発用ビデオについての協議 	33名	C7
第6回 ナマンガ JTC 会合	2016年 9月28日	アルーシャ (タンザニア)	<ul style="list-style-type: none"> 進捗及びアクション・プランのアップデート 国境コミュニティ用 OSBP 手続きに係るワークショップの進捗アップデート ナマンガ OSBP の運営化のモニタリングと通関所要時間調査の準備 広報活動の準備に係る議論 	41名	C8
第7回 ナマンガ JTC 会合	2017年 4月19-21 日	アルーシャ (タンザニア)	<ul style="list-style-type: none"> 進捗及びアクション・プランのアップデート 簡略化 OSBP 手続きに係るワークショップの進捗アップデート ナマンガ OSBP の運営化に向け、残された課題への対応 広報活動の準備に係る議論 	47名	C9
第8回 ナマンガ JTC 会合	2017年 11月7-8 日	アルーシャ (タンザニア)	<ul style="list-style-type: none"> ナマンガ OSBP の運営の進捗状況の確認 残された主要課題に関する議論 モニタリングとアクション・プランに関する確認 次フェーズにおける活動に関する議論 	36名	C10

注：参加者数は JICA 関係者及び JICA コンサルタントチームを除く。

表 2.3 JBCC 会合の概要

会合	実施日	目的	会場	参加者数	付録
第1回ルスマ JBCC 会合	2015年 8月20日	<ul style="list-style-type: none"> JBCC の設立 インフラおよび施設の進捗状況の確認 JBCC の作業計画の完成 	ルスマ国境会議室 (ルワンダ側)	37名	D1
第2回ルスマ JBCC 会合	2015年 9月21日	<ul style="list-style-type: none"> 作業計画の進捗状況の提示 地元住民の手続きを含む現在の国境手続きの提示 	ルスマ国境会議室 (ルワンダ側)	16名	D2
第3回ルスマ JBCC 会合	2015年 11月6日	<ul style="list-style-type: none"> 国境警備の監視の会合に関する提示：国境コミュニティと警察、歩行者、バイクタクシーの運転手、タクシー運転手 	ルスマ国境会議室 (ルワンダ側)	26名	D3
第4回ルスマ JBCC 会合	2015年 12月7日	<ul style="list-style-type: none"> OSBP の運用に必要な未解決の活動と実用的な解決策の特定 	ルスマ国境会議室 (ルワンダ側)	21名	D4

会合	実施日	目的	会場	参加者数	付録
第5回ルスマ JBCC 会合	2016年 2月11日	<ul style="list-style-type: none"> 作業計画の進捗状況の報告 OSBP ビデオ制作についての検討 OSBP モニタリング用紙の検討 	ルスマ国境会議室 (ルワンダ側)	29名	D5
第6回ルスマ JBCC 会合	2016年 3月18日	<ul style="list-style-type: none"> 作業計画の進捗状況の報告 	ルスマ国境会議室 (タンザニア側)	28名	D6
第7回ルスマ JBCC 会合	2016年 4月28日	<ul style="list-style-type: none"> 作業計画の進捗状況の報告 ビデオ撮影と PR キャンペーンの検討 	ルスマ国境会議室 (ルワンダ側)	12名	D7
第8回ルスマ JBCC 会合	2016年 5月16日	<ul style="list-style-type: none"> 作業計画の更新 PR プログラムの検討 トレーニングビデオのスキプトの検討 OSBP モニタリング用紙の更新 	ルスマ国境会議室 (ルワンダ側)	23名	D8
第9回ルスマ JBCC 会合	2016年 7月28日	<ul style="list-style-type: none"> 保留中の活動の検討 トレーニングビデオのプレゼン・フィードバック TMS 調査とモニタリング用紙の議論 PR と意識向上キャンペーンの議論 	ルスマ国境会議室 (ルワンダ側)	23名	D9
第2回特別ルスマ JBCC 会合	2016年 8月30日	<ul style="list-style-type: none"> ドラフト版トレーニングビデオのレビュー 	ルスマ国境会議室 (タンザニア側)	13名	D10
第10回ルスマ JBCC 会合	2016年 5月5-6日	<ul style="list-style-type: none"> 改訂版トレーニングビデオのレビュー モニタリングレポートの提示 PR キャンペーン計画の更新 エンドライン TMS の計画についての議論 	ルスマ国境会議室 (ルワンダ側)	39名	D11
第11回ルスマ JBCC 会合	2017年 1月10日	<ul style="list-style-type: none"> ルスマ運用マニュアルの見直し TMS 準備に関するアップデート ルスマ水力発電プロジェクトについての発表 	ルスマ国境会議室 (ルワンダ側)	27名	D12
第12回ルスマ JBCC 会合	2017年 3月21日	<ul style="list-style-type: none"> TMS データ分析のレビュー モニタリングレポートとアクションプランの更新 プロジェクトの OSBP コンポーネント完了までおよび完了後の残りのアクションの検討 	ルスマ国境会議室 (ルワンダ側)	22名	D13

会合	実施日	目的	会場	参加者数	付録
第1回ナマンガ JBCC 会合	2015年 8月25日	<ul style="list-style-type: none"> JBCC の立ち上げ JBCC の TOR の見直し 	Namanga River Hotel (ケニア側)	54名	D14
第2回ナマンガ JBCC 会合	2015年 9月23日	<ul style="list-style-type: none"> 作業計画の進捗状況と現在の手順とケニア・タンザニア運用マニュアルとの調整 地域住民による国境通過手続に関するタスクフォースの確立 	ナマンガ国境近傍 教会 (タンザニア側)	25名	D15
第3回ナマンガ JBCC 会合	2015年 10月28日	<ul style="list-style-type: none"> 地域住民による国境通過手続に関する作業計画の進捗状況とタスクフォース報告書のレビュー 	Namanga River Hotel (ケニア側)	31名	D16
第4回ナマンガ JBCC 会合	2015年 11月30日	<ul style="list-style-type: none"> 作業計画の進捗状況の提示と保留中のアイテムの検討 	ナマンガ国境近傍 教会 (タンザニア側)	33名	D17
第5回ナマンガ JBCC 会合	2016年 2月17-18日	<ul style="list-style-type: none"> 運用中 OSBP である Holili-Taveta の訪問 Namanga における残りの作業項目の検討 Holili / Taveta 訪問から学んだ教訓の議論 ソフトインフラに関する EAC 会議報告書の発表 OSBP モニタリングテンプレートと PR プログラムの議論 	タベタ/ホリリ (2月17日)、 Namanga River Hotel (2月18日)	47名 (17日) 55名 (18日)	D18
第6回ナマンガ JBCC 会合	2016年 4月20日	<ul style="list-style-type: none"> JBCC 作業計画の進捗状況の発表 PR キャンペーンの検討 プロジェクトモニタリングレポートの検討 	ナマンガ国境近傍 教会 (タンザニア側)	40名	D19
第7回ナマンガ JBCC 会合	2016年 5月26日	<ul style="list-style-type: none"> JBCC 作業計画の進捗状況の発表 PR キャンペーン案の議論、国境通過のためのタスクフォースのタイムラインに関する合意 	Namanga River Hotel (ケニア側)	50名	D20
第8回ナマンガ JBCC 会合	2016年 8月8日	<ul style="list-style-type: none"> 運用化に向けた進捗状況のレビュー ステークホルダー会議の報告書の発表 PR キャンペーン案の見直し 	Namanga River Hotel	46名	D21
第9回ナマンガ JBCC 会合	2016年 9月29-30日	<ul style="list-style-type: none"> 作業計画の進捗状況の提示 簡素化された国境整備手続と PR 計画の更新 	Namanga River Hotel (ケニア側)	34名	D22

会合	実施日	目的	会場	参加者数	付録
第 10 回ナマンガ JBCC 会合	2017 年 11 月 6 日	<ul style="list-style-type: none"> 保留中の作業の検討 合意されたプロジェクトモニタリングテンプレートを使用したナマンガ OSBP の運用の評価 	ナマンガ国境近傍教会 (タンザニア側)	44 名	D23

注：参加者数は JICA 関係者及び JICA コンサルタントチームを除く。

JBCC を立ち上げて以来、JICA コンサルタントチームの支援の下、表に記載の通り会議を各国境で実施してきた。専門家・OSBP 運営 2 はウガンダを活動拠点としており、これらの会合に出席し、議論のファシリテーション実施や助言を行った。これらの会合を通じて、参加した関係政府機関は進捗報告や作業計画の更新、訓練や啓発といった特定のトピックに関する議論等を実施した。

ルスモ OSBP は 2016 年 3 月 1 日から運営を開始し、2016 年 4 月 6 日には 2 つの加盟国会長が公式発足した。

ナマンガ OSBP は 2017 年 10 月 2 日に国境両側へのオフィス移転を実施して運営を開始した。2017 年 11 月の時点で、公式な開業式典に関する日付は決まっていない。Box 2.1 に、2017 年 11 月 7-8 日に開催された第 8 回ナマンガ JTC 会合にて報告されたナマンガ国境の現状を示す。

Box 2.1 第8回 JTC 会合におけるナマンガ国境の状況

(2017年11月7-8日時点)

タンザニア側の進捗報告

- (i) 関係国境機関：全ての関係国境機関は現在両側で稼働しており、相手国の機関と協働作業を両側で行っている。旅行者の手続き時間は週7日24時間に拡大され、OSBP手続きとして合意された手続きに従って共に稼働している。
- (ii) ICT接続：光ケーブルが両側に接続して、ICT接続は機能している。
- (iii) 給水：施設から600m離れた場所（Birika）に掘ったボアホールの水を暫定的に使用。地域組織が主導する給水プロジェクトが実施中であり、第二フェーズでOSBP施設全てに供給することになる。
- (iv) OSBP運営の持続性については、タンザニア側からの財政支援に関する依頼が外務省及びEACを通じて財務省に対して提示された。OSBPの支援に関しては特別なファンドが必要という示唆がなされた。
- (v) 地域組織だけがその地域における家畜の移動を許可することができるが、国境の移動に関しては首都側でのみ許可ができることになっている。
- (vi) 国境関係機関スタッフのトレーニングプログラムと啓発活動はOSBPのコンセプトと手順を習得してもらうために、持続的に実施する必要がある。
- (vii) 動物を囲う檻と旅行者の検疫室は必要な機材を準備する必要がある。
- (viii) 合意されたコントロールの手順は順守される必要がある。特に入国管理の前に健康相談に旅行者が容易にアクセスできるようにする努力が必要である。
- (ix) 旅行者に暫定の旅行書類に関するオンラインプロセスが可能となるように、ネットワークのサービスを提供する必要がある。ケニア側ではこのようなサービスが提供されている一方で、タンザニア側にはないために、手続きの遅れが生じている。

ケニア側の進捗報告

- (i) OSBP運営の財務については、ユーティリティに必要な費用を準備して本部に検討を依頼した。ユーティリティ費用は大きく、毎月KSH 500,000が電気料金として必要となっている。
- (ii) 人員に関する要求はOSBPにおける責任者の任命を警察に依頼することを含めて関連機関の本部に提出された。
- (iii) ICTはケニア側では機能している。Kenya Trade Network Agency (KenTrade)はバックアップWifiシステムも導入した。
- (iv) 旅行者とカバンのスキャナーの要求をKRA本部に提出した。
- (v) 下水システムは潜在的な健康面での問題を回避するためにも緊急の問題となっている。
- (vi) 動物を保管するエリアには檻と入口が必要となっている。
- (vii) 雨期に旅行者がOSBP施設に容易にアクセスできるように歩行者のための覆いがある歩道の建設が必要である。
- (viii) プライバシーの確保とトイレがあるVIPルームを整備する必要がある。
- (ix) 入国管理カウンターへの列の流れを遮断しているパーティションを撤去する必要がある。
- (x) 緊急処置室／隔離室はOSBP主要ビルの外側にあるべきである。緊急処置室と検疫室は機材と衛生施設を必要としている。
- (xi) 移動許可に関連して、分権発行に準じた家畜の手続きの単純化を適用する必要がある。
- (xii) 会議室と専用エリアには家具がない。
- (xiii) 警察とKajiado 郡機関はOSBPの外にあるチェックポイントを撤去する必要がある。
- (xiv) 運営時間の調整に関して、タンザニア側は車両の手続きを週7日24時間で行っていないため、旅行者がいつでも越境するという点を困難にしている。

出典：第8回ナマンガ JTC 会合

(2) 研修

ナマンガ・ルスモ JBCC は、国境職員の任地が変わる頻度が高いために、新任の職員に対する研修プログラムを要請した。また、再研修の必要性も両 JBCC 会合で指摘された。第二年次に実施されてきた研修・啓発活動の概要は表 2.4 に示す通りである。

ルスモにおいては、OSBP の概念と運営に関する研修と啓発が関係機関と関係者に対して行われ、公共機関の職員 72 人と民間及びコミュニティの代表が 745 人¹⁶が参加した。ナマンガにおいては、公共機関の職員 232 人と民間及びコミュニティの代表が 292 人が参加した。

表 2.4 研修・啓発活動の概要

活動	日付	会場	対象	参加者数	付録
ルスモ OSBP 第 4 回合同研修 ワークショップ	2016 年 5 月 17 日	ルスモ国境会議 室 (ルワンダ側)	政府機関職員	32 名	E1
	2016 年 5 月 18 日		民間セクター	58 名	
ルスモ OSBP 第 5 回合同研修 ワークショップ	2017 年 3 月 23 日	ルスモ国境会議 室 (タンザニア側)	政府職員	タンザニア：10 名 ルワンダ：14 名	E4
	2017 年 3 月 24 日	ルスモ国境会議 室 (ルワンダ側)	民間セクター	タンザニア：4 名 ルワンダ：46 名	
ルスモ OSBP 第 6 回合同研修 ワークショップ	2017 年 7 月 17 日	ルスモ国境会議 室 (タンザニア側)	政府職員・民 間セクター	タンザニア：16 名 (民 間 1、学生 4、政府 11)	E5
	2017 年 7 月 18 日			タンザニア：29 (民間 2) (うち 19 名 は 18 日のみ参加)	
能力強化・OSBP 運営現地委員会 会合 (ナマンガ)	2015 年 8 月 13 日	聖テレサ小学校 (タンザニア側)	政府機関職員	100 名	E6
	2015 年 8 月 14 日		民間セクター	121 名	
ナマンガ OSBP 第 4 回合同研修 ワークショップ	2017 年 3 月 27 日	カトリック教会 (ナマンガ、タン ザニア側)	政府職員	タンザニア：108 名 ケニア：73 名 (他国境 (ケニア/タ ンザニア間) の職員 23 名含む)	E8
ナマンガ OSBP 啓発集会/ワーク ショップ	2017 年 3 月 28 日		民間セクター		
ナマンガ OSBP 第 5 回合同研修 ワークショップ	2017 年 11 月 9 日	カトリック教会 (ナマンガ、タン ザニア側)	政府職員	タンザニア：57 名 ケニア：34 名 (1 日目タンザニア： 19 名、ケニア：13 名 2 日目タンザニア：38 名、ケニア：21 名)	E9
ナマンガ OSBP 啓発集会/ワーク ショップ	2017 年 11 月 10 日		民間セクター		

注：参加者数は JICA 関係者及び JICA コンサルタントチームを除く。

¹⁶ 場合によっては、民間セクターとコミュニティの代表を参加者名簿から区別することが難しくなっている。

一般的に、これらのセッションは当初各 OSBP の運営の初期段階におけるツールとして提供された。時間が許す限り、他の OSBP における実際の問題に関するケーススタディが紹介された。研修と啓発のセッションは英語で実施されているときには活発で相乗効果があったが、現地語（スワヒリ語やキニヤルワンダ語）で行われた際にはさらに活発であった。

2016年8月のOSBPソースブック第2版の発出に伴い、新しいソースブックを活用して改訂した新しい研修資料が用いられた。新しい研修資料の例を付録E9に示す。

ルスモ OSBP の運営が成功しているため、ルスモが2016年3-4月に運営開始後の研修プログラムは、通常業務で実施に発生した状況や問題について議論するケーススタディもしくははその機会として新任者へのコースを主として実施された。ナマンガにおける研修と啓発は2017年10月のOSBP運営開始後、2017年11月に実施された。

トレーナーのための研修も実施された（各国から各セッション及びワークショップに通常1-2名）。例えば2017年3月には3名のタンザニア職員（2名がTRA、他の1名は入国管理）が本部からトレーナーとして研修を受けるために研修セッションに参加した（ルスモに2日、ナマンガに2日）。この将来のトレーナーのうち2名が2017年7月のルスモにおけるタンザニア側の研修ワークショップ、2017年11月のナマンガにおける研修ワークショップと啓発フォーラムにスワヒリ語の補助を目的として参加し、少人数による討論をリードした。トレーナーのためのトレーナーによる研修スキルの向上は参加国において様々な国境における持続性を担保する。¹⁷

15問による評価テストが2017年7月と11月の研修セッションで実施された。2017年7月のセッションでは政府関係者の平均得点は10.7(71%)であったのに対し、民間セクターの参加者の平均得点は9.4(63%)であった。2017年11月の研修では政府関係者に対してだけ行われ平均得点は11.5(74%)であった。クイズの結果は付録E5とE9に含まれている。

最後に JICA コンサルタントチームの現地の OSBP コンサルタントは2017年5月16-19日に開催された OSBP 研修資料開発のための EAC 会合に参加した。この会合のレポートとプログラムは付録 H2 に示されている。その他の現地の OSBP コンサルタントは2017年8月28-31日にアルーシャで開催された EAC のトレーナーの研修イベントにリソースパーソンとして参加した。付録 H4 にその研修カリキュラムを示す。

(3) 啓発資料

OSBP 運用開始に伴い、関係者の行動の変化を促すために啓発活動が必要となる。啓発活動は、関係者が今後生じる変化が何なのかを理解し、それに備えるようになることを狙いとする。啓発活動の計画時には、啓発すべき対象の特定に加えて、OSBP が運用開始された際に生じる変化と、それを適切に伝える方法も明確にされる必要がある。これらについて、ルスモとナマンガの JBCC 会合で議論がされてきた。

各 JBCC 会合における議論の中で、当初予定していた啓発活動用の二本のビデオ（トレーニング用教材としてのビデオと利用者用の広報ビデオ）作成だけでは、不十分または適切ではない可能性がある旨指摘された。そのため、より包括的な啓発キャンペーンが計画されるべきであることが確認された。啓発活動を計画する際に、啓発対象や OSBP 運用に係る課題が特定された。国境によって異なる課題に対処するために、各 JBCC 会合ではそれぞれの国境の課題に即した啓発活動が計画された。ルスモとナマンガ OSBP における啓発活動の計画と運用については下記の通り。

¹⁷ トレーナーのためのトレーナーは各国境レベルで特定されることになる。

a) ルスモ OSBP における啓発キャンペーン

第 5 回から第 7 回のルスモ JBCC 会合に続き、第 8、9、10 回のルスモ JBCC 会合と第 2 回特別 JBCC 会合において、啓発キャンペーンについて議論された。啓発活動について告知するため、2016 年 5 月にインタビュー調査を実施した（付録 E2 に調査結果を示す）。表 2.5 にルスモ OSBP における啓発キャンペーンの活動のアウトラインと詳細を示す。

表 2.5 ルスモ OSBP 啓発活動コンポーネント

	トレーニングビデオ	ラジオプログラム	コミュニティ・フォーラム	ウェブ	スクリーン (モニター)	案内板
課題	OSBP に係るトレーニングを受けていない新任の国境職員が OSBP 手続きに精通していない。	OSBP の便益と必要性について利用者が理解していない。	OSBP が生む変化についてコミュニティメンバーが啓発されていない。	国境職員が手続きについて頻繁に質問を受ける。	手続きについて国境職員が頻繁に質問を受ける。	手続きについて国境職員が頻繁に質問を受ける。
原因	OSBP 手続きは従来の国境手続きと異なっている。	関係者が十分に啓発されていない。	国境コミュニティ住民の意識向上のため。	OSBP 施設到着前に情報提供する必要がある。	利用者に OSBP 手続きに関する情報を提供する。	既存の案内板は適切でないか間違っている。
対象	OSBP 手続きに精通していないルスモ国境職員	OSBP 関係者 (例:トラック運転手、納税者、輸送会社)	国境コミュニティ	OSBP を将来的に通過する可能性がある利用者と一般市民	OSBP 利用者	OSBP 利用者
主な内容	OSBP の背景とメリット、手続き	OSBP の便益と必要性	OSBP がもたらす変化、質疑応答	OSBP 手続きと FAQs	OSBP 手続き	3 言語の案内板
方法	個人学習用、トレーニングプログラム用	本事業の支援で放送	コミュニティリーダーと住民の集会	関係省庁のウェブ上にて公開	クリアランスホール入口に設置予定。	クリアランスホールに設置されている既存の案内板を入れ替える
予算	本事業	本事業	本事業	政府	本事業	本事業
進捗	第 6 回 JTC 会合でビデオが承認された。ビデオ 5 部が OSBP の各側に配布した。ビデオのうちトピック 2 (手続き) は OSBP クリアランスホールで放映されている。	国境両側で 2016 年 12 月 27 日に放送した。	2016 年 11 月 21 日にルワンダのニャムガリ・セクターの住民に対して啓発実施。11 月 22 日にキガラマとマハマセクターの住民に対して啓発実施。11 月 22 日にはタンザニアの地域リーダーに対しても啓発実施。	第 6 回 JTC 会合で関係機関のウェブ上に掲載すべき手続きや FAQ を承認された。手続きや FAQ のスワヒリ語とルワンダ語への翻訳完了。関係機関は内容を 2018 年早々にウェブサイトに掲載するために準備している。	2 台のスクリーンが 2016 年 11 月 23 日に OSBP 両側に設置された。これらは手続きに関するビデオや各国境機関からのアナウンスメントを流している。	JBCC はクリアランスホールに使う新しい案内板の内容を提示した。2017 年 3 月に掲示された。

研修用ビデオは、研修プログラムでの利用と、ルスモ国境に配置された新任職員及び研修に参加できなかった国境職員の自主学習用に作成された。研修用ビデオは、1) OSBP の概念、2) OSBP 手続き、3) OSBP 運営上の管理プロセス等の内容から構成される。同ビデオは、JICA コンサルタントチームと OSBP マネージャーとの調整の下、ルワンダの民間業者が 2016 年 5 月 19-20 日に撮影し、2016 年 10 月 7 日の第 6 回会合で承認された。

同研修ビデオには 3 点の特色がある。第一に、OSBP 手続きを説明するトピック 2 においてアイコンを使用することで、ナレーションがどの手続きについて説明しているかが明示されるようになっている。図 2.1 でビデオのサンプルシーンを示す。第二に、同ビデオは OSBP の概念を理解しやすくするためにアニメーションを多用している。例えば、図 2.2 で示すように、従来の国境と OSBP の違いを説明するためのアニメーションを用いている。第三に、同ビデオは全体が 25 分間と比較的長く、複数言語の翻訳をつけているが、視聴者が見たいトピックまたはサブトピックと視聴言語をビデオの冒頭で選択することができる。トピックとサブトピックは混乱を避けるために、常にビデオの左上に表示されている。ビデオをより効果的に研修に活用するため（及び JBCC 等の会合に利用するため）、JICA コンサルタントチームは、両国に対して 1 台ずつ OSBP 用のプロジェクターを 2017 年 3 月に提供した。

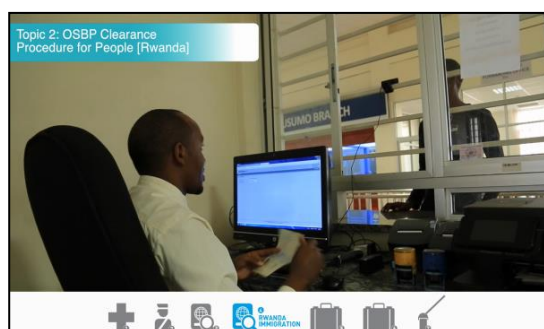


図 2.1 研修ビデオのトピック 2
(手続き) のアイコン

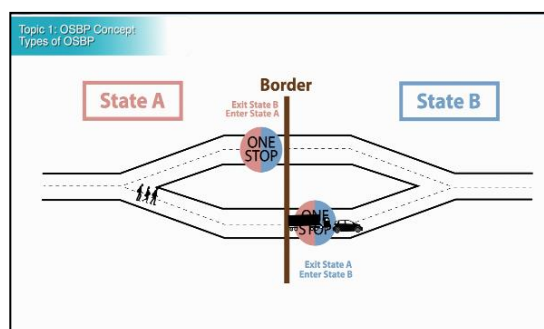


図 2.2 ビデオのアニメーションの例

OSBP 運用開始後に実施された利用者調査で、国境付近のコミュニティ住民が OSBP による変化に適応できていないことが明らかになった。そのため、ローカルラジオ番組で OSBP に係る啓発を実施することにした。JBCC がコミュニティ住民とトラック運転手に人気のあるラジオ局を選択した。ラジオ番組は、視聴者の多いクリスマスシーズン（2016 年 12 月 27 日）に両国それぞれで放送された。

コミュニティ・フォーラムは、国境付近の地域住民が OSBP の新しい手続きを学ぶ機会となり、2016 年 11 月 21-22 日にルスモ国境のルワンダ・タンザニア両側で実施された。ルワンダ側では 600 人を越える国境コミュニティ住民が参加した（図 2.3 及び図 2.4 参照）。ルワンダ側の国境職員代表が、越境手続きについて説明し、道路や国境施設を清潔に利用するよう訴えた。タンザニア側では、8 つのローカルコミュニティの各リーダーが啓発研修に参加し、国境職員代表が OSBP の概念・利点またコミュニティ住民の権利・義務について説明した。彼らは、各々管轄する国境コミュニティの住民に今回の研修で得た情報を伝えることとなっている。付録 E3 はコミュニティ・フォーラムの概要を示している。



図 2.3 ニヤムガリ・セクターに対する
コミュニティ・フォーラム



図 2.4 キガラマ及びマハマセクター
に対するコミュニティ・フォーラム

JBCC では、各国リード機関のウェブサイトに OSBP のウェブページを開設し、OSBP 利用手続きについて周知することも提案された。第 6 回 JTC 会合（ナマンガ 2016 年 9 月、ルスモ 2016 年 10 月）では、各関係機関がウェブサイトに掲載する手続き及び FAQ が承認された。内容はルワンダ語とスワヒリ語に翻訳され、2017 年 2 月に各機関に提供された。2017 年 11 月現在、手順と FAQ はまだウェブサイト¹⁸に掲載されていないが、各機関は手続きと FAQ を 2018 年早々に彼らのウェブサイトに掲載すると報告されている。

OSBP 内のクリアランスホールで旅行者が新しい手続きを理解するのが難しい現状があり、ルスモからの要求により、両側に LED スクリーンを 2016 年 11 月 23 日に設置した。スクリーンは OSBP 利用手続きを利用者に見せるのみならず、政府機関の告知を掲載することもできる。告知すべき内容は時期によって変わり、利用手続きも今後の OSBP 運用の中で整備されていくために、スクリーン提供を通じてそれらの情報を提供できることは効果的な啓発方法の一つとなる。



図 2.5 税関カウンターに設置された
スクリーン

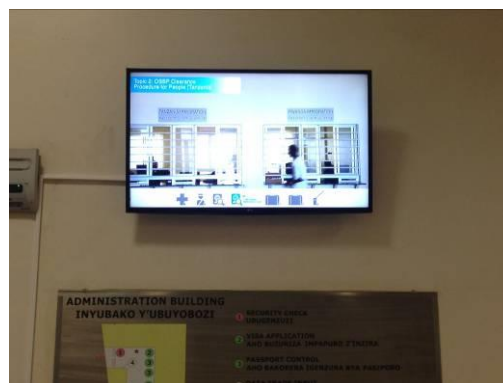


図 2.6 スクリーンに映し出されている
研修ビデオの手続き部分

¹⁸ (i) Kenya Revenue Authority: <http://www.revenue.go.ke/>; (ii) Directorate General of Immigration and Emigration, Rwanda: <https://www.migration.gov.rw/index.php?id=2>; and (iii) Tanzania Revenue Authority: <https://www.tra.go.tz/>.

ルスモ OSBP 施設の案内板の中に、案内が不十分や不明確なものがあった為、JICA コンサルタントチームは、新しい適切な案内板を提供することに合意した(図 2.7 及び図 2.8 参照)。ルスモ JBCC は、JICA コンサルタントチームと協議の上必要なテキスト(英語、ルワンダ語、スワヒリ語)を準備し、出来上がった案内板は、2017年3月に、ルスモ OSBP 両側に設置された。建物外部の案内板は、夜間でも見えるように背面照明付きである。職員の話によると、以前よりも分かり易くなったと利用者に好評である、ということであった。



図 2.7 新しく設置された案内板
(背面照明付)(ルスモ、タンザニア)



図 2.8 新しく設置された案内板
(ルスモ、ルワンダ)

b) ナマンガ OSBP における啓発キャンペーン

第 5-7 回目のナマンガ JBCC 会合では啓発キャンペーンについても検討し、JICA コンサルタントチームは、啓発活動の重要性や啓発活動計画、計画における注意事項について発表した。第 8-9 回目のナマンガ JBCC 会合では啓発活動の目的を明らかにし、啓発活動をより詳細に計画するために、タスクフォースを設置した。この計画は 2017 年 4 月の第 7 回目の JTC 会合と 2017 年 11 月の第 8 回目の JTC 会合で改訂・アップデートされた。

大きく遅れて、2017 年 10 月 2 日にナマンガ OSBP は運営を開始したが、公式な開始日については 2017 年 11 月現在定まっていない。このタイミングは本 OSBP 業務にとって十分な時間が残っていない段階となっており、加えてケニアの 2017 年 8 月から 10 月にかけて長引いた大統領選挙により安全の確保が困難となるため活動を計画するのが難しく、いくつかの予定されていた啓発活動は期間内に実施することができなかった。ただ、後継案件における実施を検討することができる。表 2.6 は 2017 年 11 月時点におけるナマンガ OSBP に関する啓発活動のアウトラインを示している。その後の段落で、各活動の詳細を示す。

表 2.6 ナマンガ OSBP に係る啓発活動・ツール (2017 年 11 月現在)

活動	背景	対象/ 主な内容	資金	現状
1. 啓発集会/ ワークショップ	OSBP の運用・利 点・効果について関 係者に啓発するた めの会合	国境職員、国境エ ージェント、地方 政府、国境コミュ ニティ住民 パンフレット、パ ワーポイント、ビ デオプレゼンテー ションを利用。	本事業に要 請 (JBCC との調整に よる)	-2017 年 3 月に実施。 -2017 年 10 月にナマ ンガ OSBP 運用開始 後、2017 年 11 月に 啓発集会を実施。
2. ロードショー (チラシ)	OSBP の運用開始に 合わせて実施予定。 地元住民の意識を向 上し、OSBP コミュ ニティの一部である ことを意識してもら うことを目的として いる。	地元住民を対象と しており、チラシ を用いて広報し、 ダンスなどのエン ターテイメント要 素も含める予定。	本事業に要 請 (JBCC との調整に よる)	-まだ日付が定められ ていない公式な開始 日に合わせて実施予 定 -運用開始の遅れによ り、この項目は後継 案件で実施すること が考えられる。
3. パンフレット	より多くの人に読ま れ理解されるように スワヒリ・英語に翻 訳される。チラシと パンフレットは関係 者に配布予定。	内容は今後の議論 に基づく。	本事業に要 請 (JBCC との調整 中)	-前のバージョンが 2017 年 7-11 月にア ップデートされた。 -パンフレットは 2017 年 12 月初めに最終 化された。
4. ビデオ製作	OSBP 運営の視覚的 理解を促進する目 的。OSBP 運営に係 る主要ポイントや多 様な関係者の関心事 を伝えることを目的 とする。ビデオはス ワヒリ語と英語と (理想的には) 現地 で使われる言語に翻 訳予定。	ビデオは多様な媒 体に投稿できるよ うなフォーマット にする。CD をモニ ター搭載したバス 会社に配布するこ とも想定してい る。	本事業に要 請 (JBCC との調整 中)	-研修と短いプロモ ーションビデオは運 用開始 (セレモニー の映像も含めて) 作 成されるべき。 -研修ビデオのサン プルは提供された。 -運用開始の遅れによ り、この項目は後 継案件で実施するこ とが考えられる。
5. スクリーン (モニター)	OSBP を利用する旅 行者が理解すべき OSBP の重要なポ イントを映すことが 目的。		本事業に要 請された。	-見積を取得し、納入 可能な業者を特定 -スクリーンの供与は 研修ビデオの制作と 共に行われる必要が あり、この項目は後 継案件で実施するこ とが考えられる。

注：ナマンガ技術レベル委員会と JICA コンサルタントチーム間で、研修ビデオの著作権は JICA が保有することが口頭で同意されている (ルスモの研修ビデオ同様)。ビデオ製作時には、その内容の著作権情報が含まれるように確認する必要がある。

啓発に係る会合・ワークショップは、関係者に OSBP の手続きを啓発することを目的として提案された。国境コミュニティ住民に限らずより広範な関係者も啓発するために、ロード

ショー（宣伝車を使った街宣）がナマンガ OSBP の利用開始時期に合わせて計画されていた。これにより、OSBP に関わるより広範な関係者にも啓発することができる。さらに、OSBP の利点や手続きについて理解してもらうために、チラシやパンフレットをロードショーや啓発活動前に準備する予定されていた。運用開始前に最後に開催された 2017 年 5 月 28 日のコミュニティ啓発フォーラムが開催され、運用開始後 1 か月となる 2017 年 11 月 10 日にもう一度開催された。予定されていたロードショーは OSBP 施設の公式な開業セレモニーにできる限り合わせて実施されるべきであるが、その日付は 2017 年 11 月時点では設定されていない。そのため、ロードショー及び更なる啓発フォーラムは後継案件で検討されるべきとなっている。

ナマンガ OSBP のための英語とスワヒリ語のパンフレットは 2017 年 7 月から 11 月にかけて以前準備されていたものに最新の情報や写真が反映された。文面については主要機関及び関係者に対する協議を経て改訂・改善された。ナイロビのグラフィックデザインと印刷の会社が新しいレイアウトとデザインの見直しを行っており、写真は新たに運営しているナマンガ OSBP の写真が用いられた。パンフレットは 2017 年 12 月に印刷され、ナマンガの主要機関に主に配布され、その本部及び関連する JICA 事務所にも配布された。新しいパンフレットは付録 G1 と G2 に示されている。

加えて、二種類のビデオ作成も提案されている。一つ目は新任の国境職員のための研修ビデオである。二つ目は、短いビデオクリップで、主に SNS（ソーシャル・ネットワーキング・サービス）アカウントに投稿し、一般市民・利用者に啓発する目的のものである。この研修ビデオはルスモ OSBP 用に作成されたものを基に、ナマンガ OSBP 用にアレンジする。また、JBCC はナマンガ OSBP のクリアランスホールに LED スクリーン（モニター）を設置することも、ルスモ OSBP 同様に要請しており、OSBP 利用者に重要な OSBP の情報を随時更新しながら、利用者に OSBP の手続きの流れ（研修ビデオにも含まれる）を示すことを予定していた。運用開始後の時間が限られているため、またビデオには公式な開業の映像が含まれる必要があるため、ビデオの撮影製作を行うことはできなかった。この活動は後継案件で実施することが考えられる。スクリーンのクリアランスホールへの導入については、見積を取得し、納入可能な業者が特定されたが、スクリーンの供与は研修ビデオの制作と共に行われる必要があるため、この活動も延期する必要がある。

c) ナマンガ OSBP 関係者による手続き検証ワークショップ

JBCC のワークプランのうちの一つが、簡略化された国境通過手続きを検討するであるが、その手続きが国家・二国間・地域的な合意及び法制度に沿っていることを検証する必要がある。例えば、2004 年に制定された東アフリカ共同体(EAC)税関運営法、2016 年に制定された東アフリカ共同体 OSBP 規則と 2017 年に制定された EAC の OSBP 法に沿っているか検証する必要がある。JBCC は、JBCC メンバーを含むタスクフォースを設置し、簡略化された通関手続きをドラフトし、簡略化された手続きに対するナマンガ周辺の住民の理解を深めるためのワークショップを実施することを任されている。

本報告書の対象期間に、本事業では 2016 年 6 月 14 日に、ナマンガ OSBP の関係者による国境周辺住民のための簡略化手続き検証ワークショップの開催を支援した。同ワークショップの主な目的は、JBCC が検討した手続きドラフトを検証することであり、ナマンガ住民の参加を通じて議論の上、簡略化された手続きを整備した。また、同ワークショップは、ナマンガ OSBP 運営化に係る意識向上にも貢献した。コミュニティ住民は、国境通過のための新手続きについて認識はあったものの、新手続きに係る十分な情報や詳細の知識が不足していた。同ワークショップでは、従来の国境と比較して OSBP 運用の利点について強調し

て説明したため、国境コミュニティ住民は OSBP 運営化の利点をより理解できるようになった。総じて、参加者が手続きを検討し、改善のための意見交換ができた。ナマンガ OSBP 関係者による簡略化手続き検証ワークショップの概要は、表 2.7 と付録 E7 に示す通りである。¹⁹

表 2.7 啓発活動の概要

活動	日付	会場	対象	参加者数	付録
ナマンガ OSBP 関係者による簡略化手続き検証ワークショップ	2016 年 6月14日	カトリック教会 (ナマンガ、 タンザニア側)	ナマンガ コミュニティ住民	31	E7

活動 2-4 EAC 域内 OSBP ガイドライン/マニュアルの整備及び承認のための支援を行う

EAC 加盟国の国境管理当局の使用に供するために、本活動ではルスモ及びナマンガ OSBP の運用準備等の経験から EAC 域内にわたって適用できる実例を導き、EAC 内で調和化した OSBP 標準ガイドライン及び手続きを策定し、公式な合意に至ることを目指す²⁰ (地域での OSBP に関する共通“ブランド化”を促す)²¹。係る背景により、OSBP 運用マニュアル作成のための技術レベル実行委員会 (RTC) が立ち上げられた。

2015 年 8 月から 2016 年 8 月までに実施した 5 回の会合に続き、RTC は 2017 年 7 月 11-14 日にカンパラ (ウガンダ) で追加会合を開催した。これまでの 5 回の RTC 会合での OSBP 運用マニュアル案作成で法的根拠としていた 2015 年 3 月承認版の EAC の OSBP 実施規則案が、2017 年 4 月に採択された際に大きく変わったため、追加会合が必要となった。この会合 (全体 RTC での議論を促進するための 2 日間の専門ワーキンググループ会合を含む) では、採択済み実施規則とマニュアル案の整合化が図られた。

追加会合の後に、EAC 貿易・産業・金融・投資部門評議会 (SCTIFI) に提出する前に EAC の標準的な実例を踏まえて OSBP 運用マニュアルの認証するために、2017 年 11 月 2-3 日にカンパラでハイレベル会合が開催された。従って、会合では OSBP の詳細について検証され、多くの視点から改善がなされて文案の改良が施された。

会議の概要は表 2.8 の通りであり、2017 年 7 月の追加会合と 2017 年 11 月のハイレベル会合の写真を図 2.9 及び図 2.10 に示す。

¹⁹ 第 10 回ナマンガ JBCC 会合において地元住民の移動を手助けする手続きの簡素化を提案している最新の手続きを検討し、多くの問題点を提起した (例えば、主要な市場が 15km を超えるところに存在しているため、ボーダーコミュニティの範囲の定義を 15km から 25km に拡大するという提案)。付録 D23 を参照のこと。また、11 月 7-8 日に開催された第 8 回ナマンガ JTC 会合において、EAC 事務局と共に EAC 業務を担当する省庁に対して、国境におけるローカルコミュニティのための簡素化した手続きに関する 2 か国間協定の準備をするように依頼した。付録 C10 参照。

²⁰ 法的枠組みにおいて OSBP 運用マニュアルは、EAC の OSBP 法 (2015 年 12 月に全ての加盟国大統領による署名が完了) 及び EAC 域内 OSBP 規則に連なるものとして位置づけることが想定される。

²¹ トレードマーク東アフリカタンザニア事務所 OSBP マネージャー Israel Sekirasa 氏との 2014 年 4 月 28 日の面談による。

表 2.8 RTC 会合の概要

会合名	実施日	会場	議論内容	参加者数 ¹	付録
第1回 RTC 会合	2015年 8月 26-28日	Ngurdoto Mountain Lodge (タンザニア)	<ul style="list-style-type: none"> OSBP 運用マニュアルの概要やアプローチに係る議論 マニュアル・手続きの EAC 法制度における位置づけに係る議論 現在の OSBP 運用マニュアルのレビュー 	59名	F1
第2回 RTC 会合	2015年 12月 2-4日	Jinja Nile Resort (ウガンダ)	<ul style="list-style-type: none"> OSBP 運用マニュアルの重要部分の草稿に係る検討 	53名	F2
第3回 RTC 会合	2016年 3月 1-4日	Sarova Whitesands Beach Resort & Spa (モンバサ、ケニア)	<ul style="list-style-type: none"> OSBP 運用マニュアル草稿の一文ごとの内容検討 	55名	F3
第4回 RTC 会合	2016年 5月 23-25日	Mount Meru Hotel (アルーシャ、 タンザニア)	<ul style="list-style-type: none"> OSBP 運用マニュアル草稿の内容検討及び編集 	57名	F4
第5回 RTC 会合	2016年 8月 3-5日	Sarova Whitesands Beach Resort & Spa (モンバサ、ケニア)	<ul style="list-style-type: none"> OSBP 運用マニュアル一文ごとの内容検討・最終ドラフト合意 	56名	F5
追加 RTC 会合 ²	2017年 7月 11-14日	Imperial Royale Hotel (カンパラ、 ウガンダ)	2017年版域内 OSBP 実施規則と整合した OSBP 運用マニュアル文面への合意	62名	F6 F7
ハイレベル 会合 ³	2017年 11月 23日	Imperial Royale Hotel (カンパラ、 ウガンダ)	EAC の SCTIFI により導入される OSBP 運用マニュアルの文面に関する合意	30名	F8

注1：参加者数は JICA 関係者及び JICA コンサルタントチームも含まない。

注2：2017年7月11～12日の専門ワーキンググループ会合も含む。

注3：EAC 地域における OSBP 運用マニュアルの最終化のために開催

ハイレベル会合で合意された最終的な文面の構成を Box 2.2 に示す²²。会合で合意され、JICA コンサルタントチームが統合した構成を Box 2.3 に示す。文面全体は付録 A1 に示す。

²² OSBP 運用マニュアルについて協議及び参照する一方で、ハイレベル会合では SCTIFI で考慮されるべき OSBP 運営における組織面及び機能面における追加項目（組織間調整、亡命希望者の取扱、災害対策、緊急時の対応策、ビジネスコミュニティプラン等）があるが、ハイレベルの OSBP 法や規則に含まれていないため OSBP 運用マニュアルでは考慮されていないと指摘された。

**Box 2.2 東アフリカ共同体 OSBP 運用マニュアルの構成
(2017年11月のハイレベル会合における合意内容)**

1. 導入
2. 国境機関の調整
3. OSBP の原則
4. OSBP 施設
5. 国境通過手続き
6. 管理区域内における職員の行動
7. 管理区域内における通関業者及び事業者の活動
8. 司法
9. OSBP の管理
10. 機関間及び国間の協力
11. コミュニケーション

**Box 2.3 OSBP 規則に準じて OSBP 運用マニュアルの文面変更として
ハイレベル会合で実施された主な事項**

会合では OSBP 運用マニュアルの改訂を検討し、以下を実施した。

- 「extraterritoriality」の定義をシンプルにした。
- 「home partner state」の定義をシンプルにした。
- 「transshipment」の定義を EAC 税関管理規則の定義と一貫性を持たせるために改訂した。
- 第4章 Configuration of OSBP Facilities の小節 1.5 を OSBP 施設に移動した。
- OSBP 施設の構図を示す図に右側/左側通行は対象国によるという注を追加した。
- 第5章でのみ参照していた第3章の原則をそれ以降の章で参照するようにした。
- リスク管理については国際標準に準じるようにした。
- 国境を通過する利用者が必要となる可能性がある書類のリストを挿入した。
- 物品の前に輸送手段の通過手続きを先に行うこととした。
- 物品の小節で持参する荷物の通過手続きを追加した。
- 「conveyances」を追加することにより「means of transport」の定義を明確化した。
- 検査を正当化する状況を正確に記載した。
- 手順フローチャートにおける「denied entry」を「no go」に置換した。
- 航空輸送では「disinsection」が特定の意味を持つため除外した。
- 「denied entry」の効果を明記した。
- 自動シングルウィンドウの図表を担当別にした。
- 審査を逆の流れで行うケースを削除した。
- 職員の態度/振舞いに関する記載を修正した。
- 職員の行動規範に「多様性に対する尊重」を追加した。
- 職員の強制的な更迭と復職を停職勧告と母国から出される罪状の疑いに置換した。
- 6.3 節の民事責任において、適用できる国内法に従って職員個人の免責が軽減された。
- 職員が職務を行使する中で損害が発生した場合の民事責任については、主要機関から母国に変換された。
- 7.1.1(3)節の前部との重複を削除した。
- 7.2.5(2)節を 7.1.5 節に移動した。
- 「mutatis mutandis」の説明を行った。
- 同じ内容の重複を避けるため、他のサービス提供者の規則は実施機関の規則を参照することとした。
- 合同国境運営委員会の言及を削除した。

出典: JICA コンサルタントチーム



図 2.9 追加 RTC 会合の協議



図 2.10 ハイレベル会合の議事録署名

2017年11月の最終週にEAC大臣審議会において改訂されたOSBP運用マニュアルが検討された。審議会は内容を変更することなくSCTIFIに手続き問題に関する更なる検討を依頼した。

業務項目 3: OSBP 運用状況のモニターと手続き等の見直し

活動 3-1 OSBP の実施状況をモニターし、手続きの見直しを行う

各 JTC と JBCC 及び JICA コンサルタントチームは、ガイドラインやマニュアルをより実用的で有用なものとするために、継続的に OSBP 運用化の状況についてモニタリングを実施した。国境におけるモニタリング用に、JICA コンサルタントチームは OSBP 運用に必要な準備活動の状況や、ガイドライン・マニュアルの順守状況、運用状況について確認するためのフォーマット (Box 2.4)²³を草案した。

Box 2.4 モニタリング・フォーマット構成

- セクション I – 導入
- セクション II – 事業概要
- セクション III – OSBP 施設と運営
 - パート A: ハード面 (インフラ) 建設フェーズ
 - パート B: オフィス備品供給や運用ツールの整備
 - パート C: 運営管理
 - パート D: トレーニング・啓発活動
 - パート E: OSBP 手続きの適用
 - パート F: 主要パフォーマンス指標
 - パート G: 全体的なコメント

同フォーマット利用に係る留意事項は以下の通り。

- このツールの管理者は JBCC である。
- このツールは四半期に一度は用いられるべき (サミット前など適宜必要に応じて)。
- このツールから得られた発見や課題は、適切なレベル (JBCC や開発パートナー) で対応されるべき。

²³ このテンプレートは無償建設事業の枠組みにおいて、JICA と現地政府間で記録することが求められている基礎的なモニタリング項目よりも、より広い内容を含めている。

モニタリングを通じて、ガイドラインやマニュアルを改訂すべきであると判断されれば、関連する手続きについては調整を行う。そのテンプレートはナマンガ（2016年2月）とルスモ（2016年9月）OSBPにおける第5回JTCCで各JTCから承認された。ルスモOSBPについては、2016年10月7日の第10回会合において、ルスモJBCCが実施した。モニタリング報告書をより効果的で行動につながるものとするために、担当機関と期限を示せるよう、会合では適宜フォーマットが改訂された。改訂された報告書フォーマットは、JTCとJBCCが使えるフォーマットとなり、OSBP運営化の進捗を報告するのに役立つ。

Box 2.5は2017年11月に最後にルスモとナマンガのモニタリングレポートで言及された主要項目を示している。

Box 2.5 2017年11月にルスモとナマンガOSBPのモニタリングレポートで 言及された主要項目

ルスモ

- **アクセス道路、駐車場施設と通関ゲートの建設**：タンザニア側では Zebra crossings と信号（橋からコントロールゾーンへの）がない。コントロールゲートにおけるアクセスロードと車両ゲートが狭い。
- **下水管理システム**：OSBP の両側で設置されたセプティックタンクの容量を超える下水取集施設/機能がない。
- **利用者の安全**：火災時に利用できる適切な水供給を確保する必要がある。
- **その他の主要な運営ツール、機材、オフィス備品**：ルスモでは2017年10月から週7日24時間の運営が実施されているため、職員が移動するための追加車両が必要となっている。CCTVカメラは建物の内外で利用できない状態にある。人及び動物のための検疫施設がまだ利用できない。
- **OSBP で働く職員及び認証された税関/運送業者の研修**：職員の研修は各国境機関の研修カリキュラムの主要部分となるべきである。OSBP のコンセプトに関するモジュールは税関/運送業者のための研修カリキュラムにも含まれる必要がある。
- **自動シングルウィンドウシステム**：タンザニアは国境運営において、まだ自動シングルウィンドウシステムの開発/利用ができていない。今後2年のうちにそのシステムが実施されることになっている。

ナマンガ

- **国境施設の建設とその他の運営構造**：国境の両側で動物を保管する檻とその入り口を建設する必要がある。また、緊急処置室/隔離室/検疫室とトイレを導入する必要がある。
- **新しい OSBP 施設に対する水の供給**：暫定的な処置として、タンザニア側に井戸を掘って水問題に対処した。現在実施中のタンザニア側における政府の水プロジェクト第二フェーズでは OSBP 施設の水問題を解決するために実施される。また、ケニア側の水は人と動物が飲用するには適さない。KRA のマネージャーは Kajiado 郡の水供給に OSBP への水供給が接続することにしている。
- **オフィス家具の配達と設置**：EAC 事務局から提供される家具のうちいくつかはまだ配達されていない。主要機関のマネージャーは EAC 事務局に残っている家具のリストを提出した。

- **その他の主要な運営ツール、機材、オフィス備品**：隣接国の機関を繋ぐ内線システムがすべての機関に必要となっている。金属探知機と共に、カバン/旅行者/温度スキャナーがケニア側に提供される必要がある。
- **OSBP で働く職員及び認証された税関/運送業者の研修**：OSBP 研修モジュールは EAC の税関及び東アフリカ運送協会(FEAFFA)の研修カリキュラムを取り入れる必要がある。

出典: ルスモとナマンガの JTC と JBCC

最後に、この活動に関して、JICA コンサルタントチームのメンバーがこのタスクに関連して EAC が主催する会合に参加した。2名のメンバーが 2017 年 3 月 20-24 日に実施された OSBP のトレーニングカリキュラム開発のための会合に参加した。この会合の目的は 2016 年 12 月に事前に作成されたカリキュラム案の検討を行うことにあった。この会合のレポートを付録 H1 に示す。また、JICA コンサルタントチームの一員が 2017 年 7 月 25~28 日にダルエスサラームにて、OSBP パフォーマンス測定ツール開発に係る専門家会合に参加した。通関所用時間調査、プロジェクトモニタリング報告書、及び NEPAD と JICA による回廊と国境のパフォーマンス測定のための「信号機システム」について、プレゼンテーションを行った。そのレポートを付録 H3 に示す。

業務項目 4：OSBP 運用化にかかる諸施策の実例としてのとりまとめ

活動 4-1 対象陸路国境における OSBP 運用経験を踏まえ、他の国境で適用可能な教訓を抽出する。

将来のアフリカにおける更なる OSBP 推進に資するため、ナマンガ・ルスモ国境における教訓を抽出した。Box 2.6 に得られた教訓を記す。

Box 2.6 ナマンガ・ルスモ OSBP 国境における教訓

以下の項目の重要性が認められた。

- 法制度・枠組み、制度、OSBP 手続きに関しよく作りこまれたマニュアルの作成
- 広範囲に及ぶ研修・啓発活動の実施
- 厳密なベースライン評価、影響評価、エンドライン調査の実施
- OSBP に係る広報資料の作成

参照:2016 年 5 月、OSBP ソースブック第 2 版、13.6 章 13-31 ページから 13-38 ページ

活動 4-2 活動 4-1 で得られた教訓を踏まえ、「OSBP ソースブック」の改訂版に当該事例を統合する。

2012 年に JICA は EAC 事務局に対して OSBP ソースブック作成に係る支援を実施した。同ソースブック第 3 部は事例研究となっており、活動 4-1 で抽出した教訓は第 2 版 OSBP ソースブック草案に東アフリカの例として記載されている。従前の計画では、「OSBP ソースブック」の改良・改訂版の執筆・編集を、本 OSBP 業務内でローカルコンサルタントを活用しつつ実施することを前提としていたが、当該作業は東アフリカ地域でなくアフリカ全土にわたって事例の更新が必要であることから、本 OSBP 業務とは別個にコンサルタントを調達し、作業が行われることとなった²⁴。したがって、本 OSBP 業務内では対象国境の事例

²⁴ JICA コートジボワール事務所がパデコ英国支社を OSBP ソースブック改訂事業の担当として選定した。

提供に限って作業することとなった。OSBP ソースブックの改訂完了後、JICA コンサルタントチームは東アフリカにおける活動において第2版でまとめられた教訓を活用した。

活動4-3 改訂版「OSBP ソースブック」に基づき OSBP 運用モデルにかかる啓発活動を域内の関係者に対して行う

第2版 OSBP ソースブックが公式に公開され（2016年8月ナイロビにて）、これを利用した域内関係者啓発のためのワークショップが、アフリカ開発のための新パートナーシップ（NEPAD）及びJICA 主導のもと、2017年3月にキガリで実施された。改訂版 OSBP ソースブックの域内公開の実施後、JICA コンサルタントチームはその内容をルスモ及びナマンガでの研修・啓発に活用した。さらに、第2版 OSBP ソースブックにあるベストプラクティスに基づいた研修と啓発活動は、本 OSBP 業務終了後も、この地域における OSBP 運営の継続の成功を確実にすることとなる。

その他の活動

活動5-2 中間レビュー及び終了時評価の実施

貿易円滑化プロジェクト全体に係る中間評価が2015年11-12月に実施された。コンサルタントチームは同事業全体に従事するJICA 評価チームの質問に対応し、中間評価報告書作成とPDM/サブPDMの作成のための議論に積極的に参加した。

JICA コンサルタントチームは貿易円滑化プロジェクト全体に係る終了時評価チームに対し、特に OSBP 業務に関して支援を行った。他活動の実施とともに、ナイロビで行われた2017年6月7日の合同評価会議と同7月21日のRJCC 会合に出席した。

特に本 OSBP 業務の終了前に、評価チームは OSBP に対して次のことを提言した：(i) 関係政府が OSBP 運用マニュアルを完成させ、承認し、域内国境に適用すること、(ii) TRA、KRA 及び本 OSBP 業務はナマンガ OSBP 運用化のための必要な対策を取ること、(iii) 本 OSBP 業務はナマンガの運用後にエンドライン調査を行うこと²⁵。RJCC 会合では合同評価報告書とその提言が採択された。

追加 RTC 会合の提案に応える形で、ナマンガ OSBP は2017年10月2日に運営を開始し、ハイレベル会合の協議会が OSBP 運用マニュアルの最終化と認証を行うために2017年11月2-3日にカンパラで開催された²⁶。

活動5-3 通関所要時間調査の実施

ルスモ OSBP におけるエンドライン通関所要時間調査（Time Measurement Survey: TMS）で、現在の所要時間とベースライン調査時（2014年8月）のものを比較した。調査では、貨物が一方の国の国境に到着してからもう一方の国に出るまでの、国境機関及び通関業者による全ての輸出入・トランジット手続きを分析した。

(1) 通関所要時間調査

ルスモ OSBP におけるエンドライン通関所要時間調査（Time Measurement Survey: TMS）で、現在の所要時間とベースライン調査時（2014年8月）のものを比較した。調査では、

²⁵ 詳細は合同評価報告書（2017年6月）参照。

²⁶ 先に言及した通り、2017年11月の最終週にEAC 大臣審議会において改訂された OSBP 運用マニュアルが検討された。審議会は内容を変更することなく SCTIFI に手続き問題に関する更なる検討を依頼した。

貨物が一方の国の国境に到着してからもう一方の国に出るまでの、国境機関及び通関業者による全ての輸出入・トランジット手続きを分析した。

2017年2月16日から22日まで、調査では国境を通過する全ての（100%サンプリングによる）商用トラックからデータを取得し、その総数はタンザニアからルワンダへは1,044台、ルワンダからタンザニアへは1,008台であった。サンプル調査された旅客数は、タンザニアからルワンダへは982人（月換算4,208人）、ルワンダからタンザニアへは996人（同4,268人）であった一方、ルスモ OSBP のモニタリング報告書に記載された2016年3月から8月までの期間の月平均通貨旅客数は、それぞれ5,892人及び5,806人であった。

ルスモのエンドライン TMS で最も顕著な発見は、西向き（タンザニアからルワンダ）貨物交通の平均所要時間が2時間20分、中央値が1時間36分だったことである。2014年8月に実施されたベースライン調査では、西向き貨物の平均所要時間は5時間10分、中央値は4時間32分であった。ここで、このベースラインの時間は24時間以内に通過した87%のトラックのみを対象としてのものであり、全てのトラックを含めたものではないということに留意しなければならない。国境通過に24時間以上を要した13%は外れ値ないし長期滞留者と見なされ、平均時間に含まれなかった。この外れ値とされた13%を含めた場合、ベースラインの平均時間は8時間42分に、中央値は5時間1分になる。これらの結果により、平均値で見ると73%の通過所用時間の削減、中央値で見ると68%の削減があったことが分かる。

ルワンダからタンザニアへ向かうトラックの99%（1,008台中997台）は空の戻りで、輸出貨物を運ぶのは1%に満たない（1台）ため、この方向のカウンターでの手続き時間にほとんど変化は見られなかった。そのため、ルワンダからタンザニアへの（東向き）平均所要時間は0時間36分、中央値は0時間15分となった。ただし、停止地点の数が少なくなったため、ベースライン調査時の管理区域内での平均所要時間0時間50分からの削減が見られた。貨物検査が行われた場合、追加で30分から1時間がかかった。

表 2.9 にルスモにおけるベースライン及びエンドライン調査の結果を示す。

表 2.9 ルスモでの TMS 結果

分類	ベースライン調査(2014年)	エンドライン調査(2017年)
貨物	タンザニア→ルワンダ ^注	
	8時間42分（平均） *所要24時間以上の貨物（外れ値）を含む	73%削減 2時間20分（全トラック平均）
	5時間10分（平均） *所要24時間以上の貨物（外れ値）を含まない	55%削減 2時間20分（全トラック平均）
	ルワンダ→タンザニア	
旅客	ルワンダ・タンザニア両側合計 約1時間27分（国境区域内での総所要時間）	79%削減 18分（平均）
	タンザニア→ルワンダ	
	タンザニア・ルワンダ両側合計 1.5時間（国境区域内での総所要時間）	81%削減 17分（平均）

注：ルスモ OSBP でほとんどの貨物は西向きのため、ベースライン TMS はタンザニアからルワンダへの輸送のみ測定している。

出典：2014年及び2017年のルスモ通関所要時間調査

エンドライン TMS では利用者満足度調査及びコミュニティ調査もあわせて実施した。満足度調査は国境の両側で実施され、タンザニア側では 61 人の回答者があり、ルワンダ側では 57 人であった。全体の満足度は 68.2% という結果となった。

OSBP の整備による地元コミュニティへの影響について知るため、国境の両側でランダムに選んだ住民を対象に質問紙調査を行った。考察として最も重要で明らかなことは、便益が非対称でルワンダ側がより恩恵を受けている一方、タンザニア側では損失が見られるということだ。OSBP によってもたらされた国境通過の状況によって、タンザニアのコミュニティは OSBP 開発に対してネガティブな認識を持ったのに対し、ルワンダのコミュニティは開発の便益によってよりポジティブな認識を持つようになった。

ルスモエンドライン TMS の報告書は付録 B1 として添付する。

(2) 経済分析

エンドライン TMS から分かった国境での長い手続きに費やされる時間の削減は費用の削減に結び付く。OSBP ソースブック第二版（2016）の 5-11 ページに記載された手法^{27,28}に基づき、2017 年時点の統計データから推定される単位あたりの時間価値を乗じることによって、国境での手続きに費やされた時間は金銭価値に換算された。この試算は、エンドライン調査時点の通行量がベースライン調査時点（OSBP が運用化されていなかった状態）の平均通過時間で処理された場合を仮定している。この手法によって、表 2.10 に示すように、1 年あたりの費用削減は 145.5 万 USD と推定された。この試算は、アフリカ交通政策プログラム（SSATP）がマラバ国境に対して行った試算²⁹などのほかの調査と比べて、控えめなものと言える。ただし、この試算に用いられた通行量はエンドライン調査期間の週平均であり、年間を通じた通行量の変動が考慮される必要がある³⁰。そのため、表 2.11 に基本ケースに対して（貨物及び旅客の）通行量増減があった場合の、費用削減の感度分析結果を示している。これによると、年間推定費用削減は通行量の変動によって 114 万 USD から 171 万 USD の範囲を取る。

付録 B1 により詳細な手法と結果を記載している。

表 2.10 ルスモ OSBP における年間の推定待ち時間削減効果

	西向き	東向き	合計
貨物	1,292,371	91,995	1,384,366
旅客	21,359	19,894	41,253
総計			1,425,619

単位：USD/年

出典：JICA コンサルタントチーム

²⁷ *One-Stop Border Post Sourcebook, 2nd Edition*, May 2016, funded by the Japan International Cooperation Agency, subsection 5.2.6. 次の URL よりダウンロード可能：

https://www.jica.go.jp/english/publications/brochures/c8h0vm0000avs7w2-att/osbp_en.pdf

²⁸ 費用削減は運送事業者に対して生じるものであり、荷主に課されるサービス価格のみから測られるものではない。価格はある国のトラック業界や市場の構造に依存する。輸送の費用便益分析では費用削減は価格に転嫁されることを想定しているが、この地域では必ずしもそうなるとは限らない。Supee Teravaninthorn and Gaël Raballand, *Transport Costs and Prices in Africa*, World Bank, 2009 を参照。

²⁹ 報告書によれば、遅れによる金銭的損失はトラック 1 台 24 時間あたり 247.40 USD、貨物 24 時間あたりでは 137.00 USD であり、実入りトラックの合計では 384.40 USD となる。実入り・空荷全てのトラックの平均では、西向きは 201 USD、東向きでは 194 USD となる。

³⁰ 参考として、推定通行量は季節変動等の変数を考慮しない週交通量から単純に計算した。この数値は目安とはなるが、必ずしも実際の状況を示すものではない。

表 2.11 年間の推定待ち時間削減効果の感度分析

通行量	-20%	-10%	基本ケース	+10%	+20%
年間費用削減	1,140,495	1,283,057	1,425,619	1,568,180	1,710,742

注：単位は USD/年。施設及び運用上の処理容量は考慮していない。

出典：JICA コンサルタントチーム

活動 5-4 プロジェクト業務進捗報告書及びプロジェクト事業完了報告書の作成と報告

本 OSBP 業務の今フェーズの活動進捗を報告するため、進捗報告書が 6 カ月毎に作成されており、第二年次に 4 つのプロジェクト業務進捗報告書が作成・報告された。本報告書は業務完了報告書となる。

第3章 進捗及び次年次に向けての提案

3.1 第二年次の実績

上記で述べられた通り、第二年次の技術協力の特記すべき実績として、以下が挙げられる。

- (i) 業務期間全体に渡ってナマンガとルスモの各 OSBP で実施される会合を通じて、運営実施に向けて公式な委員会（技術レベルと国境調整）を支援した。
- (ii) 2015年8月から2017年11月にかけて、ナマンガとルスモの2か国間のマニュアル、地域（EAC）の法的枠組み、グローバル/地域/2か国間のグッド/ベスト事例に基づき、OSBP 運営のガイドラインとなる OSBP 運用マニュアルに関する組成、協議/交渉と合意を行った。
- (iii) 機関毎の責任、実施すべき行動のタイミングについて詳しく説明しながら、OSBP 運営の実施に向けたモニタリングレポート（アクション・プランの元となる）の作成と合意を行った。その最新版は2017年11月のJTC/JBCCで合意されている。
- (iv) 研修と啓発の資料（ルスモ OSBP のトレーニングビデオ、2016年5月に発行された第2版 OSBP ソースブックに基づいたパワーポイントのプレゼンテーション）を開発しながら、2015年8月/2016年5月/2017年3月/2017年5月に実施されたセッション/ワークショップにおいて、それぞれのガイドラインと手続きに関する2か国間のマニュアルに基づいた機関と関係者向けの OSBP 運営に関する研修と啓発³¹を行った。
- (v) ルスモ OSBP（One stop 運用）の運用開始（2016年3月1日）と公式な開始（2016年4月1日）
- (vi) ナマンガ OSBP の運用開始（2017年10月2日）
- (vii) 2017年2月に実施された調査に基づきルスモのエンドライン通関所要時間調査レポートを2017年5月に作成し、2015年1月に実施されたルスモのベースライン調査を参照しながら所見を示した。

3.2 課題と教訓

(1) 課題

本 OSBP 業務では顕著な成果が見られた一方で、下記に示す多くの課題にも直面した。

- (i) OSBP 事業の完了時期に最も大きな影響を与えた課題はルスモ及びナマンガにおける建設作業の遅れにあった。ナマンガにおいてはケニア側の建設作業及びソフトインフラに関連する搬入は当初2013年12月に予定されていたが、2017年の後半に完了した。主要建物建設の遅れに加えて、新しい建物において水や電気といったユーティリティが接続しないことも事業のスケジュールに影響を与えた。³²さらに、新しい OSBP 施設のための家具や ICT 機材の調達も予定より時間を要した。また、ナマンガにおける2つの OSBP 施設の間におけるインターネット接続も大いに遅れた。これらの問題

³¹ 2つの OSBP におけるコミュニティに対する啓発集会では、3つの言語（英語、スワヒリ語、キニヤルワンド語）でチラシを準備した。

³² その一方で、本 OSBP 業務の支援を受けて JTC はボトルネックを特定したり、ボトルネック、責任機関、活動のためのタイムラインの問題を解消するアクションを求めたりするアクションプランを作成した。

の多くは、現時点においては解消されているが、いくつかの問題は残っている（電力の供給停止や外部の案内等）。³³

- (ii) ある程度は OSBP 手続きの実施遅延（ハードインフラの実施遅延は少なくとも原因となっているが）によるという面もあるが、現地における経験に基づいた手続きの微調整に遅れがあった。ただ、これらは適切な管理の下で通常実世界では解決がされたり整理されたりするものである。関連する機関と EAC は EAC 内のすべての OSBP をカバーする OSBP 運用マニュアルを作成することで合意していたため、2 か国間での微調整は別途実施されることになるために、必要がなくなった。
- (iii) 2016 年 12 月 5-10 日にカンパラで実施された第 19 回 EAC 法務及び司法に関する審議会において、EAC の立法に関する作成者が予期せず EAC の OSBP 規則を簡素化した。その規則は他のプロジェクトで 2015 年 3 月に作成されいたが、58 ページから 8 ページ（表紙と目次を含めて）となった。規則にとっただけではなく、OSBP 運用マニュアルにとっても非常に重大な変更となった。第 35 回の EAC の大臣会合で 2017 年 4 月 4 日に簡素化された規則が検討されて、導入された。OSBP 規則案の変更に基づき、審議会も OSBP 運用マニュアルも最終的な OSBP 規則に準じるように指示をした。OSBP プロジェクトは OSBP 運用マニュアルの開発を大いに進めていたことを考慮すると、手続きに基づくことになる規則の改訂は、地域レベルにおける手続きの調和の適用を遅らせることになった。
- (iv) OSBP とモニタリング手段の運用を目指して共同プログラムの開発を目指していたにも関わらず、ルスモとナマンガの JBCC は両方で協議する会合をイニシアティブを持って必要な頻度で実施することはなかった。両委員会は JICA が示す会合のスケジュールを眺めているだけであった。この傾向はフォローアップや同意した主要活動の実施における遅れを引き起こした。
- (v) 一貫性の欠如と OSBP プロジェクトにトレーナーとして関わっていた職員の国家機関による無計画な交代が OSBP に関する国家/地域における円滑な専門知識の発展を妨げた。
- (vi) 業務の活動が適切な時期になるようにと延期されたり、会場の変更をしなければならないこともあったため、業務実施時期における東アフリカにおける政治的な発展と活動が業務の予定に影響を与えた。

(2) 教訓及び発見

直面した課題から、下記の通り多くの教訓と、今後の OSBP プロジェクト・コンポーネントを進めるにあたっての運営・手法上の発見が得られた。

- (i) プロジェクト形成段階において、OSBP 設立に関わるすべての関係者は OSBP プロジェクトの全てのコンポーネントに関わる資金の準備と責任分担を明らかにしておく必要がある。これらのコンポーネントはハードとソフトのインフラストラクチャーが含まれる必要がある。
- (ii) プロジェクトの遅れは OSBP に合意している関係者で費用分担を行い、報告を共有する必要がある。加えて、適切な介入とフォローアップ活動を可能とするためにプロジェクトモニタリング活動は共同技術グループにより管轄され、認識される必要がある。

³³ 例えば(i) エンドライン通関所要時間調査レポート、2017 年 5 月、54-55 ページ、(ii)第 8 回 ナマンガ JTC 会合（2017 年 11 月）の議事録（付録 C10）を参照

- (iii) 国家機関から選ばれたトレーナーのためのトレーナーは任期中は OSBP プロジェクトに一貫して従事している必要があり、OSBP のコンセプトとプロジェクトに関連する事項を理解するために、予定されている会合以外にも出席できるようにする必要がある。
- (iv) OSBP プロジェクトの開始時から、JBCC は首都で開催が予定されているプロジェクト会議を待つことなくプロジェクトのモニタリングを行う必要があり、プロジェクトの上位機関に対する説明責任を負う必要がある。国境における会合の開催は会合のためのスナックや食事の資金の有無に左右されるべきではない。国境におけるこれらの会合は日常の国境マネジメント活動の一部であるべきである。
- (v) OSBP のコンセプトをすべての国境機関が学ぶことができる機会を提供する持続的かつ長期にわたる研修プログラムを開発するために、国境において職員が頻繁に異動することも考慮して、OSBP 基礎コースは国境機関の研修カリキュラムに含まれているべきである。
- (vi) EAC の OSBP 法令は OSBP の合意に基づいて関係機関の間で発生するコンフリクトをどのように解決するかを示すが、ほとんどの国境機関で従事している職員はプロセスに精通しているわけではない。さらに、EAC の OSBP 規則（他のプロジェクトにより作成され、2016 年 12 月の EAC 会合で EAC の立法に関する作成者により改訂された）において OSBP 管理に関わる事項の組織構造に関するガイドラインが欠如していた。従って、EAC にとって様々なシナリオにおいて OSBP 運用に関する準備の着手と継続を確保する法律/組織枠組みの書類を作成することは有意義であった。
- (vii) 地域を跨いで OSBP の運用を協調させるためにも、EAC は地域における性能測定システムの開発を加速させる必要がある。性能測定システムは適切な微調整手続き及び継続的な評価のための統一された仕組みにもなる。国際取引に関わるためにも OSBP 手続きは常に最新であり、商業/物流/技術の発展と共にある必要がある。
- (viii) 最新の税関/自動シングルウィンドウシステムは効率的な OSBP 運営のために重要である。残念ながら、この地域の多くの国は完全に機能する自動シングルウィンドウの実施が難しい状況にある。国境機関は自動化に関して異なる状況にあり、越境において機関の間でサービスレベルの格差が生じている。
- (ix) ネットワークはしばしば停止し、OSBP の効率性を著しく損なうことになる。
- (x) OSBP の設立に関わらず、OSBP の合意に関わる関係者は手続きの簡素化に向けて最大限の便益を享受できるように、他の現代において補完できる商業面での作業を容易にする手段（例えばリスクに関する検査、公認されている経済運用スキーム）の適用を考慮する必要がある。世界貿易機構の貿易円滑化協定と世界税関機構の改訂京都協約はこの点に関して有益なガイドラインを示している。
- (xi) OSBP の時間削減に役立つ single customs territory (SCT) は効果的な構想となる。³⁴ 事前手続きと中央情報管理センターからの対応時間もまた重要となる。
- (xii) 効率的な OSBP 運用を達成するためには、技術レベルと実施機関のプロフェッショナルリズムが重要となる。
- (xiii) 国境前後の手続きは良い面と悪い面の両面で OSBP のパフォーマンスに影響を与える。このため、貿易円滑化の専門家は OSBP を設置する際には回廊アプローチの必要性を強調する。

³⁴ 例えば、エンドライン通関所要時間調査レポート、2017 年 5 月、38 ページ（SCT による貨物の滞在時間の減少について言及）を参照

- (xiv) OSBP 設置に伴って得られる便益のロスを最小化するために、OSBP のコントロールゾーンの先の運輸の質と物流インフラを整備することも重要となっている。
- (xv) OSBP 運用の実施における成功に等しく重要となるのは十分に確保された安全となる。平和、法、秩序もまた効率的な OSBP 運用において重要な要因となる

3.3 後継プロジェクト

(1) 全体のゴール、プロジェクトの目的、客観的に検証できる指標

2017年11月23日付の（後継の）東部アフリカ地域貿易円滑化能力向上プロジェクトのPDMに基づくと、プロジェクトの全体のゴールは地域における貿易の円滑化と安全の推進による地域経済の発展にある。特に、後継プロジェクトの目的は越境手続きの効率化と東アフリカの対象国境における越境手続きに関する能力の改善にある。後継プロジェクトは2017年12月から2021年6月（合計42か月）が予定されている。

PDMで示されている関連する客観的に検証できる指標は以下の通りである。

- (i) OSBPを導入した国境における貨物及び旅客の通関時間が平均で **XX%**短縮する。
（XXはのちに定められる）
- (ii) 選ばれた OSBP が OSBP 運用マニュアルに基づいて運営される。

(2) 成果と活動

後継プロジェクトの成果と関連した活動はナマンガとルスモを含む。

成果を達成するための活動は以下を含む。

- (i) ナマンガとルスモを含めて効率的な OSBP 運用を支援する。
 - 活動 1-1：ナマンガとルスモ以外でプロジェクトの対象に加えるべき OSBP を選定する。
 - 活動 1-2：ナマンガとルスモにおける運用指標を設定して、運用状況をモニターする。通関所要時間調査や必要に応じて他の手段を通じてその手順を改善する。
 - 活動 1-3：選ばれた OSBP（ナマンガとルスモ以外）の運用能力について調査し、課題を抽出する。
 - 活動 1-4：（明確に合意した権限の下で）選ばれた OSBP の効率的な運用のため、合同技術レベル委員会と共同国境調整委員会を組織化する（設立を支援する）。
 - 活動 1-5：選ばれた OSBP において運用能力強化につながるアクション・プランを作成する。
 - 活動 1-6：アクション・プランを実施し、選ばれた OSBP において支援の成果と示唆を得るために通関所要時間調査（及び必要に応じて影響評価）を実施する。
- (ii) EAC の OSBP 手続きマニュアル活用のモニタリング
 - 活動 1-7：ナマンガ、ルスモ及び選ばれた他の OSBP における OSBP 運用マニュアルの活用のための計画を作成する。
 - 活動 1-8：活動 1-7 で提案された計画を実施する。
 - 活動 1-9：OSBP の運用、ナマンガ、ルスモ及び選ばれた他の OSBP における OSBP 運用マニュアルの活用から得られた教訓を抽出し、OSBP 運用マニュアル及び EAC の OSBP 研修カリキュラムに反映する。

これらの活動において、留意すべき事項は以下の通りとなる。

- (i) (ナマンガとルスモに関して) 一般的なコメント：本 OSBP 業務が支援した 2 つの OSBP に関して、ルスモ OSBP はすでに 1.5 年以上運用を行っているため、ナマンガはルスモよりも多くのサポートを要求すると想定される。啓発資料の準備、ビデオ、エンドライン調査を含めた未実施の活動をナマンガに含めることを考慮する必要がある。
- (ii) 活動 1-1：他の OSBP は潜在的な便益（例えば対象回廊の重要性を示す現在及び将来の予測交通量、現在の遅延時間と削減可能時間の関係）に基づき選択されていると想定される。加えて、より進捗具合が先に進んでいる OSBP の方がより支援の需要が「熟している」と考えられるため、運用に向けた進捗も関連する要因となる³⁵。
- (iii) 活動 1-2：ルスモとナマンガの運用効果指標（地域内の他の OSBP についても）については EAC 事務局が作成している地域の指標と一貫しており、OSBP が属している回廊全体の効果評価に取り入れる必要がある³⁶。EAC が作成している OSBP の運用効果指標の進捗状況により、後継プロジェクトはこの試みを支援することができる。OSBP の運用効果指標に関して作業をしている TradeMark East Africa と連携することもできる。さらに、運用効果指標を作成する際に、JICA の支援により NEPAD が作成した越境物流の効果測定システムである the Move Africa の「traffic light system」（貿易と輸送回廊におけるスムーズな流れに関する課題を特定することができる）を参照する必要がある。
- (iv) 活動 1-3：ルスモとナマンガ以外で選ばれた OSBP における運用能力に関する調査はインフラストラクチャーや建物といったハードインフラばかりでなく、ソフト面での制約（例えば関連する規制、手順、人員）もカバーする必要がある。貿易業者、輸送業者、旅行者に対して通過時間を短縮し実質的な便益を提供するためには、OSBP プログラムはハードインフラの改善のみならず手続きの改善が必要となる。
- (v) 活動 1-3：運用能力に関するベースライン調査と教訓が利用できるため、これらの報告書で示されている情報は現状に即した進捗で評価できるように分析する必要がある。
- (vi) 活動 1-4：委員会にとって、JICA コンサルタントチームによる手厚い支援がなくても事務局や定期的な会合の開催といった持続性を確保することが重要となる。
- (vii) 活動 1-5：運用能力を強化するアクション・プランは短期、中期、長期の活動に分類した上で、その期限と責任分担を明らかにする必要がある。
- (viii) 活動 1-6：余裕があれば、通関所要時間調査は国境地点に加えて、効率的に内陸の処理センター（例えばキガリの Gikondo にある内陸税関処理センター）の時間も計測することができる³⁷。
- (ix) 活動 1-7 と 1-8：OSBP 運用マニュアルの活用に向けて活動 1-7 で作成された計画を実施する活動 1-8 は、コミュニティにおける住民や貿易業者といった主要関係者に

³⁵ 2017 年 11 月の時点では、EAC 事務局によると 10 から 15 の OSBP プログラム（Busia（ケニア/ウガンダ）、Gisenyi I/Nemba（ブルンジ/ルワンダ）、Kagitumba/Mirama Hills（ルワンダ/ウガンダ）、Kobero/Kabanga（ブルンジ/タンザニア）、Malaba（ケニア/ウガンダ）、Mutukula（タンザニア/ウガンダ）、Namanga（ケニア/タンザニア）、Ruhwa（ブルンジ/ルワンダ）、Rusumo（ルワンダ/タンザニア）、Taveta/Holili（ケニア/タンザニア）を含む）が運営している。2017 年 11 月 7-8 日に開催されたナマンガの JTC 会合の議事録、23 パラグラフ（EAC 事務局の税関総局 Aggrey Nkondola 氏の報告による）

³⁶ 例えば the Northern Corridor Transit and Transport Coordination Authority による 2016 TRS for the Northern Corridor、2017 年 5 月を参照。

³⁷ 例えばルスモ越境地点におけるエンドライン通関所要時間調査、2017 年 5 月、56 ページ

対する啓発に加えて他の選ばれた国境における職員の研修も含まれるべきである。このアプローチは新しい手続きの実施と円滑な導入を確実に行うためには特に重要となる。

- (x) 活動 1-9 : EAC の OSBP 運用マニュアルについては、実際に得られた教訓に基づいて第 1 版、第 2 版、第 3 版等が出てくると予想される³⁸。同様に EAC の OSBP 研修カリキュラムも、EAC の OSBP の実際のケースや実地において得られた教訓に基づいて定期的に充実させる必要がある。実際に EAC の OSBP であったケースや例をカリキュラムに組み込むことは、参加者の興味を刺激し、学習の関連性を増すことができる。

詳細スコープミッションが必要事項を確認するために後継案件の初期段階に実施されると理解している。このミッションは生産的に、税関とインフラ協議会の EAC 事務局の関連する職員とスタッフに加えて、参加しているメンバー国の民間/政府の関係者にインタビューすることができる³⁹。関係者のインプットを獲得し、関係者間のやり取りをするための効率的な手段として地域ワークショップを開催することも考えられる。

³⁸ OSBP コーディネーター(ルワンダとブルンジ)である Ms. Jackie Zizane との TradeMark East Africa のルワンダ事務所にて 2014 年 5 月 8 日に実施されたインタビューによる[“you have to walk before you can run”].

³⁹ 例えば Northern Corridor Transit and Transport Coordination Authority の the 2016 TRS for the Northern Corridor [<http://www.ttcanc.org/documents.php>]を参照

Aligned Draft



EAST AFRICAN COMMUNITY

**THE EAST AFRICAN COMMUNITY
ONE STOP BORDER POSTS
PROCEDURES MANUAL**

**EAC Secretariat
Arusha, Tanzania
2017**

Aligned Draft



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**EAC Secretariat
Arusha, Tanzania
2017**

Foreword

This Manual provides the procedures for One Stop Border Posts (OSBPs) in the East African Community (EAC).

The Manual was developed to enable uniform interpretation and the application of the East African Community One Stop Border Posts Act, 2016, and the East African Community One Stop Border Posts Regulations, 2017. The Manual is designed to enable officers of border agencies, facilitation agents, transporters, border community residents, and other stakeholders to understand the procedures for OSBP operations and does not in any way supersede existing departmental and agency-specific procedure manuals at the national and regional levels.

The Manual will be used both as an operational instrument and as a basis for training and sensitization activities. For purposes of achieving clarity, an attempt has been made to include only information and procedures that will be used under normal operating circumstances within OSBPs. The Manual will be reviewed periodically and/or as may be necessary to ensure that it is in tandem with local and international developments in trade facilitation in general, and with changing circumstances of OSBPs in the EAC region in particular.

Should you require further information on EAC OSBP procedures, you are advised to contact the competent authority of your Partner State or you may direct your enquiries to:

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Acknowledgements

The East African Community Secretariat initiated this activity to prepare an OSBP Procedures Manual for implementation of the East African Community One Stop Border Posts Act, 2016, and the East African Community One Stop Border Posts Regulations, 2017. The Japan International Cooperation Agency (JICA), through the OSBP component of the Project for Capacity Development for International Trade Facilitation in the Eastern African Region, provided technical and logistics support for this effort.

Technical Experts from the Republic of Burundi, the Republic of Kenya, the Republic of Rwanda, the Republic of South Sudan, the United Republic of Tanzania, and the Republic of Uganda, spearheaded the process.

Valuable contributions were also made by technical experts from the World Customs Organization, the International Organization for Migration, TradeMark East Africa, and the Northern Corridor Transit and Transport Coordination Authority.

Finally, initial drafting and additional technical support was provided by specialists from the consulting firm of PADECO Co., Ltd. of Japan.

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ACRONYMS

ADB	Asian Development Bank
ADR	Accord européen sur le transport des marchandises dangereuses par Route (European Agreement concerning the International Carriage of Dangerous Goods by Road)
BOSC	Bilateral OSBP Steering Committee
CCD	charged couple device
CCTV	closed circuit television
EAC	East African Community
EATTFP	East African Trade and Transport Facilitation Project
GATT	General Agreement on Trade and Tariffs
ICT	information and communications technology
JICA	Japan International Cooperation Agency
LNG	liquefied natural gas
LPG	liquefied petroleum gas
OSBP	one stop border post
RTC	Regional Technical Committee
SPS	sanitary and phytosanitary
UN/CEFACT	United Nations Economic Commission for Europe, United Nations Centre for Trade Facilitation and Electronic Business
VIP	very important person

DEFINITIONS OF TERMS

In this Manual, unless the context otherwise requires –

“adjoining Partner State” means a Partner State whose officers perform border controls within the control zone in the host Partner State;

“authorized economic operator” means a trusted trader or transport operator that is accredited for expedited and simplified border crossing clearance on the basis of his or her provision of a collateral guarantee and/or a good compliance record;

“border control agency” means public authority charged with the application and enforcement of border crossing related laws and regulations in its field of competence;

“border controls” means any border-related control measures, checks, and authorizations, without limitation, provided for in the national laws and regulations of the Partner States;

“Community” means the East African Community established under Article 2 of the Treaty

“competent authorities” means any ministries or other government entities of the Partner States assigned responsibilities for border controls by their national laws;

“control zone” means the territory of the host Partner State within which officers of the adjoining Partner States effect border controls, including the exclusive use area

“customs declaration” means a statement showing goods being imported, exported, transited, or transferred on which duty may have to be paid

“disinfection” means the procedure whereby health measures are taken to control or kill the insect vectors of human diseases present in baggage, cargo, containers, conveyances, goods, and postal parcels.

“exclusive use area” means that area of the control zone dedicated for the exclusive use of the adjoining Partner State

“extraterritoriality” means that the performance of duties by a public official of the adjoining Partner State in the control zone of the host Partner State is considered to occur in the official’s home state territory for the purpose of the application of the law

“facilitation agents” means any person other than an officer, providing services to the completion of border controls by passengers or freight in accordance with the national laws of the Partner States

“facilities” means any border control processing areas, office and other accommodation space, storerooms, offloading bays and warehouses, official parking lots, sanitation, food and other utility areas provided for use by officers of the adjoining Partner States and the various publics in the one stop border post control zone

“free pratique” means an authorization for disembarkation or embarkation granted by the health authorities upon declaration and verification of absence of contagious disease or contamination

“gate pass” means the (paper or electronic) document issued by the office of the lead agency of the entry state or any other agency as may be designated, confirming the completion of all border crossing control requirements and allowing the holder and his/her vehicle and goods as the case may be to exit the control zone into the Partner State of immediate destination

“hazardous goods” means substances that have the potential of causing damage to public health, the environment, infrastructure, or equipment, as defined in the United Nations Recommendations on the Transport of Dangerous Goods, also called the Orange Book, and the European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR), done at Geneva on 30 September 1957

“home Partner State” means the Partner State in whose service the officer acts and the Partner State where the private sector product or service provider is established

“host Partner State” means the Partner State in whose territory the border controls of the adjoining Partner State are effected

“hot pursuit” means the right for authorities of an adjoining state for the purpose of law enforcement to continue the uninterrupted pursuit of suspected criminals from their national territory into the territory of the other adjoining state, as bilaterally agreed by the adjoining Partner States

“inter-agency” means between the border control agencies

“isolation” means separation of ill or contaminated persons or affected baggage, containers, conveyances, goods, postal parcels from others in such a manner as to prevent the spread of infection or contamination

“jurisdiction” means power or competence of a government agency to apply and enforce its national laws and regulations

“law enforcement agency” means any person or agency empowered by the national laws of a Partner State to enforce those laws

“lead agency” means the border control agency designated by each Partner State to assume the role and responsibilities in terms of these Regulations and any bilateral agreement between adjoining Partner States

“officer” means a person responsible for conducting border controls in accordance with the national laws of the Partner States or the laws of the Community

“one stop border post” means a border post established under Section 4 of the East African Community One Stop Border Posts Act, 2016

“Partner State” means the Republic of Burundi, the Republic of Kenya, the Republic of Rwanda, the Republic of South Sudan, the Republic of Uganda, the United Republic of Tanzania, and any other country granted membership to the Community under Article 3 of the Treaty

“perishable goods” means (i) products that are vulnerable to easy deterioration beyond marketability or to death under the combined effect of duration and conditions of transport, such as temperature (heat or cold), humidity or drought, or movement, and (ii) time-sensitive goods with a limited expiry date, which even when physically intact may lose their commercial value over time

“quarantine” means restriction of activities and/or separation from others of persons, animals, and plant and plant products that are not ill or contaminated, or suspect baggage, containers, conveyances, goods, or other inanimate objects, in such a manner as to prevent the possible spread of infection or contamination

“risk management” means a management technique for identifying, profiling, and assessing the risks faced by an organization with the aim of achieving an efficient balance between opportunities for gains and mitigation of vulnerabilities

“single window system” means a facility that allows parties involved in trade and transport to lodge standardized information and documents with a single entry point to fulfil all import, export and transit related regulatory requirements

“transshipment” means transfer, either directly or indirectly, of any goods from a vehicle arriving in a Partner State from another Partner State, to a vehicle, departing to another Partner State

“Treaty” means the Treaty for the Establishment of the East African Community

“user” means the traveller, transport operator, pedestrian, driver, or other vehicle crew member, intending to cross the border.

EAST AFRICAN COMMUNITY ONE STOP BORDER POSTS PROCEDURES MANUAL

CHAPTER 1: INTRODUCTION

1.1 Background

The establishment of one stop border posts (OSBPs) in the East African Community (EAC) is part of the East African Trade and Transport Facilitation Project (EATTFP), which was conceptualized in 2006 as a component of the EAC infrastructure development program. Under the EATTFP framework, the EAC, in conjunction with international development partners, identified several border posts across the region for conversion to OSBPs to facilitate trade and transport to enhance regional integration.

In 2010, the EAC developed a policy paper on OSBPs and commenced the development of regional legal instruments for OSBP operations. Partner States that completed construction of OSBP facilities prior to the conclusion of the development of regional legal instruments operationalized the OSBPs using bilateral agreements. In order to enable uniform interpretation and application of the provisions of regional legal instruments on OSBPs, the EAC has developed the East African Community One Stop Border Posts Procedures Manual.

1.2 Objective of the Manual

The overall purpose of the Manual is to serve as a guide of good practice for efficient execution of operations in OSBPs. Specifically, it has been developed for use by border agency officers and border facilitation agents, and to provide information to private sector users and the general public.

1.3 Scope

These procedures have been designed to take into account the variations of OSBP facilities and circumstances. Specific procedures for operations unique to pairs of adjoining Partner States are provided in the respective bilateral agreements. The Manual applies only to road transport operations in OSBPs that have been established at internal borders between Partner States of the EAC. The procedures realize the strict minimum in terms of trade and transport facilitation and higher levels of trade and transport facilitation are conceivable.

1.4 Legal and Policy Framework

The procedures in this manual are in accordance with the East African Community One Stop Border Posts Act, 2016 (hereafter referred to as the Act), and the East African Community One Stop Border Posts Regulations, 2017

(hereafter referred to as the Regulations). In addition to the Act and the Regulations, the Manual is aligned to a wider legal and policy framework, including the following instruments, among others:

- (i) Treaty for the Establishment of the East African Community, 1999 (Chapter 2, Articles 5 and 7; Chapter 11; Chapter 15, Articles 89 and 90);
- (ii) East African Community Customs Management Act, 2004 (as amended);
- (iii) Protocol on the Establishment of the East African Community Customs Union, 2004;
- (iv) East African Community Standardisation, Quality Assurance, Metrology and Testing Act, 2006;
- (v) Protocol on the Establishment of the East African Community Common Market, 2009;
- (vi) East African Community Common Market (Free Movement of Persons) Regulations, Annex I, 2009;
- (vii) East African Community Customs Regulations, 2010;
- (viii) East African Community Customs Union (Rules of Origin) Rules, 2015;
- (ix) the International Health Regulations, 2005, of the World Health Organization; and
- (x) the Trade Facilitation Agreement, 2013, of the World Trade Organization.

CHAPTER 2: COORDINATION OF BORDER AGENCIES

2.1 Border Control Agencies

Border control agencies are public authorities charged with the application and enforcement of border crossing related laws and regulations in their field of competence.

2.2 Coordination Structures

The Partner States through bilateral arrangements may establish joint border operations committees, joint border coordination committees, or other similar border coordination structures.

2.3 Lead Agency

- (1) Appointment: It is recommended that each adjoining Partner State designate one of its border control agencies operating at each of its OSBPs as the lead agency. The officer in charge of the lead agency at each OSBP assumes direct responsibilities and tasks, as enumerated in 2.2.
- (2) Tasks: Lead agencies are to assume and be accountable to their national hierarchy for the following:
 - (i) coordination of all the national border control agencies operating at the OSBP;
 - (ii) being the focal point for all operational and administrative liaison with the other adjoining Partner State;
 - (iii) in conjunction with the other adjoining Partner State's lead agency, coordination of all joint operations of the two States at the OSBP including, but not limited to, single window operations, joint inspections and verifications, ICT connectivity and data exchange systems, collection and analysis of data relating to border efficiency and targets, joint operational training initiatives, and any other related operations;
 - (iv) in conjunction with the other adjoining Partner State's lead agency, coordination of all joint administrative issues of the two Partner States at the OSBP including but not limited to arrangement and chairing of all joint coordination meetings and administration, and maintenance of all joint use and public use facilities and equipment, organization of joint social and cultural activities, and any other issues as may be agreed between the adjoining Partner States;
 - (v) being the focal point for all publics that utilize the services of the OSBP for purposes of ensuring the benefits intended for such

- publics from the OSBP are delivered, and registering and resolving any complaints from such publics;
- (vi) ensuring that the facilities and equipment allocated to its national agencies in the OSBP are properly maintained and kept in good condition for use by those charged with the responsibilities to do so; coordination, in consultation with the adjoining Partner State's lead agency, of all official visits by any national institutions and stakeholders to the OSBP; and
 - (vii) any other responsibilities as may be specified in this Manual and bilateral agreements between the adjoining Partner States.
- (3) Notwithstanding the designation of a lead agency and its responsibilities, each border control agency remains responsible and accountable to its agency hierarchy under its enabling national laws for the proper discharge of its responsibilities and conduct of its border control functions.
- (4) In carrying out its responsibilities under this regulation, the designated lead agency pursues the achievement of the objectives of the Act and the Regulations.
- (5) The designation as lead agency in no way mandates the lead agency with any powers of operational control over the other agencies operating at the OSBP beyond a coordination role.

CHAPTER 3: PRINCIPLES OF OSBPS

In order to achieve its goal, the following principles govern the functioning of OSBPs and are elaborated in subsequent chapters:

- (i) Only one stop by users for both exit and entry clearance controls;
- (ii) Establishment of a control zone combining exit and entry controls;
- (iii) Sequential handover of controls from the country of exit to the country of entry, notwithstanding the joint execution of controls;
- (iv) Direct movement of border crossing traffic to the control zone of the country of entry;
- (v) Proper traffic management according to categories of users;
- (vi) Use of appropriate signage to guide the users at OSBPs;
- (vii) Completion of exit procedures before entry procedures;
- (viii) Reliance of the adjoining Partner State upon the host Partner State for security and management of the portion of the control on the exit side of the OSBP;
- (ix) Synchronization of operating hours;
- (x) State-to-state or agency-to-agency nature of OSBP procedures;
- (xi) Implementation of mechanisms for inter-agency coordination and joint operations;
- (xii) Information sharing, automation, and ICT interconnectivity, to the extent practicable;
- (xiii) Extraterritorial application of national laws in the control zone in the host Partner State;
- (xiv) Jurisdiction of the adjoining Partner States on designated access routes between any adjoining Partner States, which are part of the control zone in the same way as specified for control zones;
- (xv) Allocation by the host Partner State to the adjoining Partner State of adequate and comparable facilities on the basis of indicated needs; and

- (xvi) Application of risk management by border agencies to facilitate operations at OSBPs, in accordance with international standards.

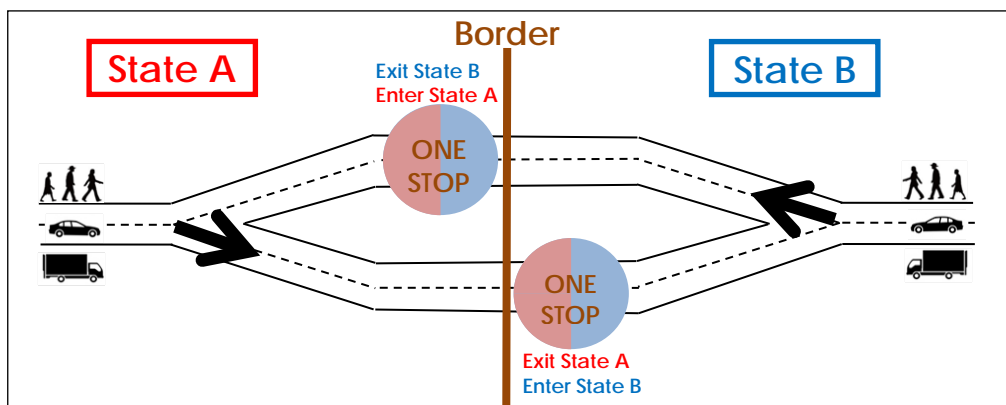
CHAPTER 4: OSBP FACILITIES

In terms of physical facilities, the operation of an OSBP is based on the establishment of a control zone with exclusive use areas serving each Partner State, in one of the following configurations:

4.1 Configuration of OSBP Facilities

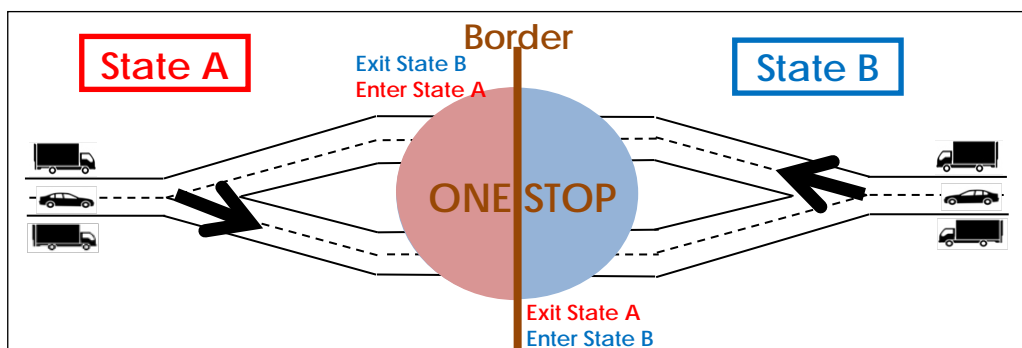
The physical configuration of OSBP facilities may be one of the following types: juxtaposed, straddled, or wholly located. While in most cases the juxtaposed configuration will be adopted, the procedures set out in the Manual apply in all three configurations.

- (1) **Juxtaposed:** The OSBP facilities of the adjoining Partner States are located in their respective national territories but positioned in close proximity across the borderline and are used jointly. This is the most common configuration within the EAC.



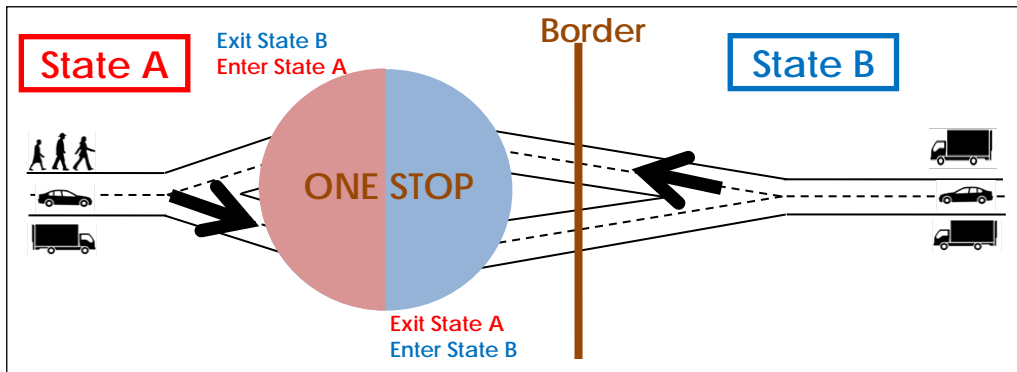
Note: The figure shows the case of vehicles driving on the right. It should be reversed in the case of vehicles driving on the left.

- (2) **Straddled:** A single OSBP facility is established across a borderline for joint use by the adjoining Partner States.



Note: The figure shows the case of vehicles driving on the right. It should be reversed in the case of vehicles driving on the left.

- (3) **Wholly Located:** The joint OSBP facility is situated entirely in the territory of one of the adjoining Partner States for joint use.



Note: The figure shows the case of vehicles driving on the right. It should be reversed in the case of vehicles driving on the left.

4.2 The Control Zone and Exclusive Use Areas

4.2.1 The Control Zone

- (1) A control zone has gate(s) for entry and gate(s) for exit. The control zone and its designated access and exit roads are physically secured by devices preventing unauthorized entry or exit.
- (2) The public is informed about the restricted area of the control zone by appropriate signage in relevant languages and in an adequate perimeter so as to deter potential intruders.
- (3) Within the control zone, counterpart agency facilities should ideally be located in close proximity so as to avoid time loss by users.
- (4) In the case of an OSBP with a juxtaposed or straddled configuration, the control zone extends across the borderline. In the case of an OSBP with a wholly located configuration, the control zone is on one side of the borderline with separate control points for each direction of movement.

4.2.2 Exclusive Use Areas

- (1) Within the control zone, exclusive use areas are reserved solely for use by the officials of each adjoining Partner State for detailed border clearance.
- (2) The exclusive use areas are clearly marked and identified through the display of official national signs, such as flags, coats of arms, portraits of Heads of State, and signage.
- (3) The exclusive use areas are for the purposes of offices, administration, electronic systems control, storage, profiling, and detention.

- (4) Officers of the adjoining Partner States are empowered to control the entry and exit of traffic and maintain order within their exclusive use areas.
- (5) Host Partner State authorities have no access to the exclusive use area of the adjoining Partner State, except on express request of or invitation from authorized officials of the adjoining Partner State.
- (6) When required by circumstances and by special arrangement with the host Partner State, the adjoining Partner State's officers may carry firearms as appropriate through the control zone to the exclusive use area.

CHAPTER 5: BORDER CLEARANCE PROCEDURES

This chapter sets out border clearance procedures for persons, means of transport, and goods, respectively. It also addresses alternative control modalities and exceptional situations.

5.1 Persons

Documents that may apply for clearance processes at border, among others, include:

- (i) passport, laissez-passer, or other travel document;
- (ii) national identification card;
- (iii) entry, exit, or transit visa;
- (iv) health certificate(s); and
- (vi) parent(s)' authorization for travelling with minors.

5.1.1 Pedestrians

- (1) Pedestrians shall upon arrival at the control zone of the Partner State of entry proceed in the following order to:
 - (i) security screening: for persons and baggage;
 - (ii) health screening: for health declaration and verification of the vaccination certificate;
 - (iii) immigration control: for exit and entry clearance;
 - (iv) customs (if required): for declaration of personal effects, currency, and luggage, and temporary admission or import formalities; and
 - (v) other partner border control agencies (if required): for other controls as the case may be.
- (2) After completion of the controls, the pedestrians shall proceed through the exit gate into the Partner State of immediate destination.

5.1.2 Drivers and Passengers

Drivers and passengers shall upon arrival at the control zone of the Partner State of entry proceed as follows:

- (1) **Public Service Vehicles:** The driver parks the vehicle in designated parking / inspection area in the control zone. The health officer may board the vehicle for health clearance and issue a certificate for free pratique for disembarkation under the International Health Regulations, 2005. At the discretion of the responsible control officers, the passengers may be required to offload their luggage and belongings, and proceed to the relevant control counters. The concerned officers

may move to the vehicle and rummage it. The driver then reports to the control counters and hands over the passenger manifest and motor vehicle cargo manifest to immigration, customs, and other concerned officers.

- (2) **Private Vehicles:** Drivers of private vehicles park their vehicles in designated parking areas in the control zone. At the discretion of the responsible control officers, occupants may be required to disembark and offload their luggage and belongings, and proceed to the relevant control counters.
- (3) The controls/procedures are performed in the following order:
 - (i) security screening: for persons and baggage;
 - (ii) health screening: for health declaration and verification of the vaccination certificate;
 - (iii) the counter for immigration control: for exit and entry clearance;
 - (iv) the customs counter (if required): for declaration of personal effects, currency, and luggage, temporary admission or import formalities, and other controls (sanitary and phytosanitary [SPS], veterinary and other controls as the case may be);
 - (v) other partner border control agencies (if required): for other controls as the case may be; and
 - (vi) payment of duties and other fees: as may be required.
- (4) The inspections are ideally summary and non-intrusive. If a body search is required, the search shall be performed by an officer of the same sex.
- (5) A traveller and/or his/her personal effects and luggage may be referred to specially designated areas for further inspection in case of:
 - (i) an established or suspected irregularity (e.g., based on risk management profiling, intelligence);
 - (ii) random checks; and
 - (iii) required security, health, and compliance checks by the relevant agencies.

5.1.3 Simplified Clearance

A simplified border control regime may apply to the following categories of travellers.

(1) **Border Community Residents**

Border community residents benefit from a simplified border crossing regime under the conditions agreed by the adjoining Partner States.

(2) **Other Categories**

Other travellers that may benefit from a simplified control regime are:

- (i) citizens of EAC Partner States on the basis of the East African Community Common Market Protocol;
- (ii) frequent travellers (e.g., motor vehicle crew members); and
- (iii) pre-cleared travellers on the basis of advance notification and identity screening.

5.1.4 Fast Track Clearance

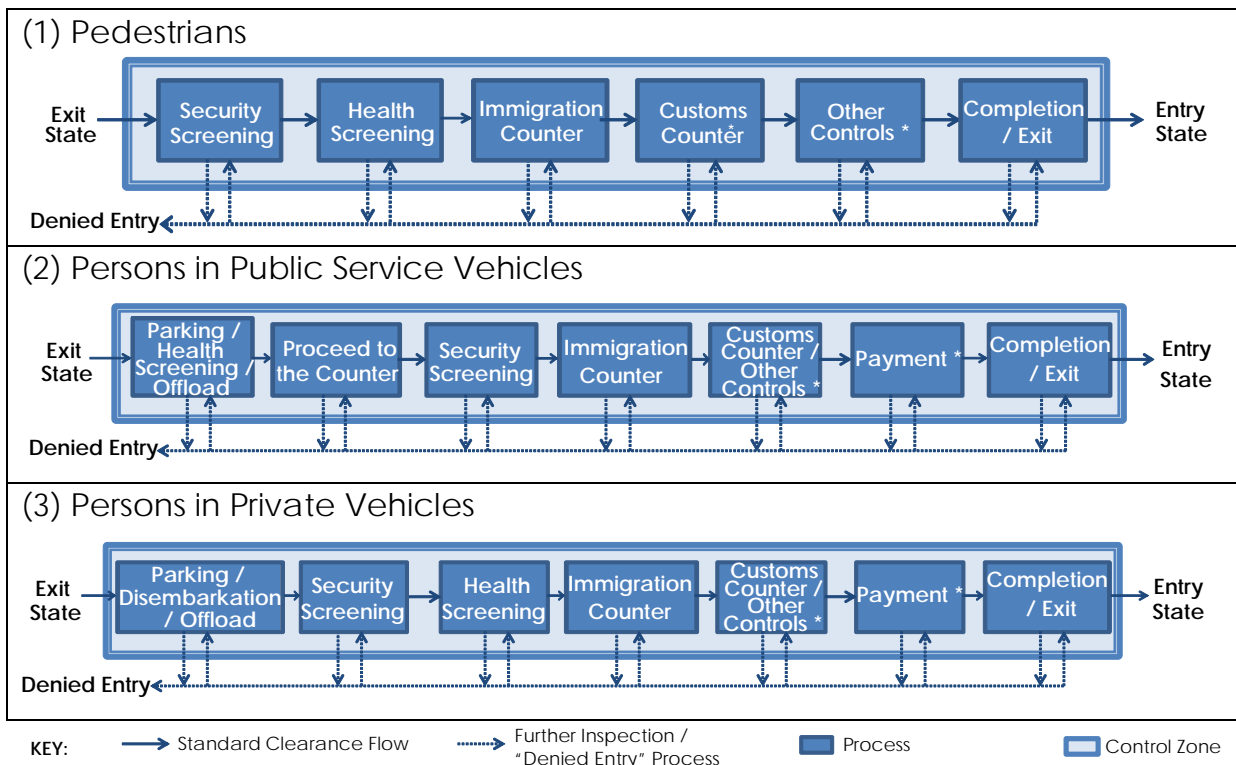
Fast track clearance entails preferential treatment for the following categories of persons:

- (i) VIPs and holders of diplomatic passports;
- (ii) persons with special needs, such as sick persons and physically challenged persons;
- (iii) persons travelling with infants; and
- (iv) as may be determined by competent authorities.

5.1.5 Process Flow Chart: Persons

A summary process flow chart for persons is presented below.

Process Flow Chart: Persons



Notes:

- (i) Processes marked with * are performed as the case may be.
- (ii) Splits between exit and entry controls are not shown for clarity and because ideally all controls in an OSBP would be undertaken jointly. However, as a practical matter, at least some controls will be undertaken separately and some controls may be more the concern of the Partner State of entry than the Partner State of exit.
- (iii) At any stage during the clearance process, a person may be denied entry in accordance with applicable law(s).
- (iv) Simplified clearance or fast track clearance may be applied to the specific categories of travellers.

5.2 Means of Transport

The means of transport refers to the vehicles or conveyances used for the performance of the cross-border movement or transport operation.

5.2.1 Admission Procedure

- (1) The following are documents to be used in the clearance of motor vehicles by the agency/authority concerned, among others, as applicable:
 - (i) registration (logbook details);
 - (ii) insurance (COMESA card);
 - (iii) driver's license;
 - (iv) sanitary conditions, disinfection, and deratting;
 - (v) transport operator's license; and
 - (vi) international road transport carnet.
- (2) Based on the documents in (1), the competent authority provides drivers with a temporary admission/entry/import or temporary exit/export certificate.
- (3) Applicable fees such as road user charges are paid in accordance with the procedures of the respective agencies.
- (4) The inspections are summary and non-intrusive.
- (5) The vehicles are directed to the verification bay or special parking areas for further inspection in case of:
 - (i) an established or suspected irregularity (e.g., based on risk management profiling, intelligence);
 - (ii) random checks; and
 - (ii) required security, health, and compliance checks by the relevant agencies.
- (6) After completion of the controls, a gate pass (paper or electronic) is issued, allowing the vehicle to exit into the Partner State of immediate destination.

5.2.2 Fast Track Clearance

Fast track clearance entails preferential treatment for the following categories of vehicles:

- (i) emergency vehicles, including ambulances, fire trucks, vehicle recovery vehicles, and rescue vehicles;
- (ii) fuel tankers, including LPG, LNG, and other fuel trucks; and
- (iii) as may be determined by competent authorities.

5.2.3 Simplified Clearance

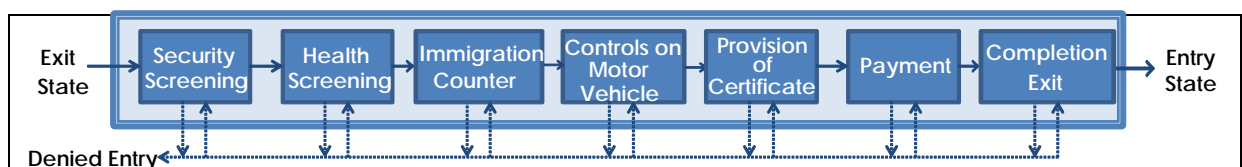
The drivers of vehicles qualifying for simplified clearance may request to use the green lane/track:

- (i) open empty trucks and buses/coaches subject to summary visual verification;
- (ii) empty closed compartments and containers subject to summary visual verification or passage through the scanner as the case may be; and
- (iii) non-motorized vehicles.

5.2.4 Process Flow Chart: Means of Transport

A summary process flow chart for means of transport is presented below.

Process Flow Chart: Means of Transport



KEY: → Standard Clearance Flow ⇄ Further Inspection / "Denied Entry" Process ■ Process □ Control Zone

Notes:

- (i) Splits between exit and entry controls are not shown for clarity and because ideally all controls in an OSBP would be undertaken jointly. However, as a practical matter, at least some controls will be undertaken separately and some controls may be more the concern of the Partner State of entry than the Partner State of exit.
- (ii) At any stage during the clearance process, a vehicle may be denied exit/entry in accordance with the applicable law.
- (iii) Simplified clearance or fast track clearance may be applied to the specific categories of vehicles.

5.3 Goods

5.3.1 Accompanied Luggage

- (1) As a rule, the controls with respect to accompanied luggage and personal effects shall be summary and non-intrusive, on the basis of the declaration of their owner, for customs and other purposes.
- (2) The officers in charge of the control may order more intensive and detailed physical inspection in the designated area in case of:
 - (i) an established or suspected irregularity (e.g., based on risk management profiling, intelligence);
 - (ii) random checks; and
 - (ii) required security, health, and compliance checks by the relevant agencies.
- (3) Personal effects and luggage under the allowable value provided for by the EAC Customs Management Act are cleared under the Simplified Trade Regime.

5.3.2 Cargo Subject to Standard Control Procedures

- (1) The driver of a freight vehicle parks his/her vehicle in the designated parking area in the control zone and reports to the counter of the relevant control agencies for the completion of the exit and entry border controls.
- (2) The driver may employ the services of a customs clearance and forwarding agent for assistance or representation in the control process.
- (3) Documents that may apply for clearance processes at the border, among others, include:
 - (i) cargo manifest/(container) packing list;
 - (ii) commercial or pro forma invoice;
 - (iii) consignment note/waybill;
 - (iv) certificate of origin;
 - (v) customs import/export/transit declaration;
 - (vi) import/export license/permit;
 - (vii) quality inspection certificate;
 - (viii) health/sanitary certificate;
 - (ix) phytosanitary/international animal health certificate;
 - (x) fumigation/pest control certificate;
 - (xi) surveyor report (specification, quantity, value);
 - (xii) cargo insurance certificate;
 - (xiii) dangerous goods declaration;

- (xiv) death certificate/burial permit;
 - (xv) disinfection certificate; and
 - (xvii) release order.
- (4) Border clearance documents shall be processed in advance to the extent possible using a preclearance facility.
- (5) Cargo is subject to physical inspection based on risk analysis or intelligence. Such physical inspections should be coordinated by concerned control agencies. The owner or his/her representative for the goods declared or accompanied shall be present during an inspection in a timely manner and is required to cooperate with border agencies. The findings of the inspections shall be treated as provided by national or regional law.
- (6) The gate pass (paper or electronic) certifies completion of the mandatory controls,

5.3.3 Simplified Cargo Clearance

The following types of consignments qualify for simplified clearance:

- (i) pre-cleared goods under the EAC Single Customs Territory regime;
- (ii) consignments subject to post-clearance audit;
- (iii) goods cleared under an authorized economic operators program;
- (iv) secured transit goods (in sealed containers or cargo compartments); and
- (v) simplified trade regime goods, such as low-value goods, as provided for in the EAC Simplified Trade Regime manual.

5.3.4 Fast Track Clearance

The importer, exporter, or declarant may make a request for fast track clearance of the following types of consignments:

- (i) perishable goods (e.g., fresh and animal-origin foodstuffs, human organs, and substances);
- (ii) hazardous goods (e.g., inflammables, explosives, toxic goods, radioactive goods);
- (iii) livestock;
- (iv) VIP luggage;
- (v) diplomatic bags/pouches; and
- (vi) human remains.

5.3.5 High-Risk Goods

- (1) Goods substantially affecting health, safety, security, or revenue are considered high risk. Therefore, these goods are subject to intensive and detailed inspection at the border or other designated handling facility.
- (2) Such intensive and detailed inspections consist of respectively an exhaustive inventory and condition check. Techniques to ascertain the nature, quality, and quantity of the cargo include sampling, weighing, measuring, and counting.
- (3) When verification is required, either as part of a standard procedure (e.g., hazardous goods) or pursuant to an indication or suspicion of irregularity, the following procedure applies:
 - (i) the user is requested to park his/her vehicle, deposit his/her goods and present himself/herself in the designated area/bay of the control zone for that purpose;
 - (ii) the counterpart agency of the adjoining state and the other concerned agencies are informed of the intended verification and are requested to participate in their areas of concern;
 - (iii) a report of the verification operation is prepared by the designated officer of the participating agencies; and
 - (iv) the results of the verification operation shall be shared and exchanged among the OSBP-concerned agencies, through the issuance of certified copies of the verification report or via uploading in a database that is accessible on a read-only basis.

5.3.6 Transshipment within the Control Zone

- (1) The transport operators of the vehicle from which items are to be offloaded and loaded onto another vehicle shall inform in advance, either directly or through their facilitation agents, the competent authorities of the exit and entry Partner State, of the transshipment operation.
- (2) At the time of the transshipment operation, the drivers of the vehicles to be offloaded and loaded, park their vehicles in the designated special parking area or other place authorized by the officer in charge, and report to the counter(s) of the relevant control authorities.
- (3) The border clearance application shall be made by any person responsible for the cargo to be offloaded or loaded, or by the facilitation agent.

- (4) Any specialized assistance required for the physical performance of the transshipment operation shall be provided by facilitation agents or other authorized service providers.
- (5) After completion of the border clearance control for the cargo, the offloaded vehicle leaves the control zone to the exit Partner State or as shall be directed by the officer responsible for the transshipment.

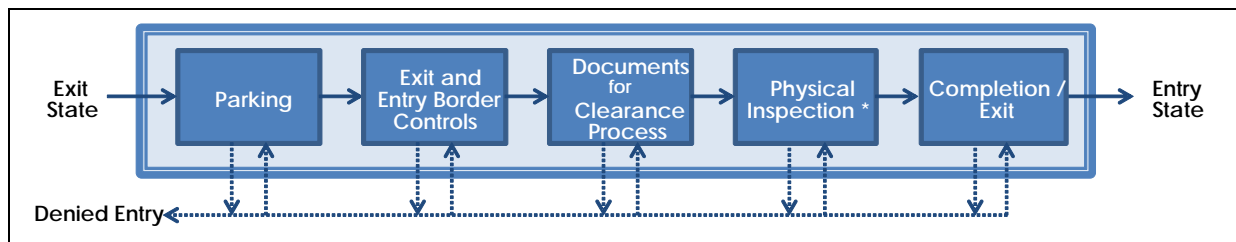
5.3.7 Storage and Disposal of Goods

In case goods must be stored or disposed of in the control zone, the responsibility remains with the customs authority with jurisdiction.

5.3.8 Process Flow Chart: Clearance of Goods

A summary process flow chart for the clearance of goods is presented below.

Process Flow Chart: Clearance of Goods



- KEY:** — Standard Clearance Flow -.-> Further Inspection / "Denied Entry" Process ■ Process □ Control Zone
- Notes:**
- (i) Processes marked with * are performed as the case may be.
 - (ii) Splits between exit and entry controls are not shown for clarity and because ideally all controls in an OSBP would be undertaken jointly. However, as a practical matter, at least some controls will be undertaken separately and some controls may be more the concern of the Partner State of entry than the Partner State of exit.
 - (iii) At any stage during the clearance process, goods may be denied exit/entry in accordance with the applicable law.
 - (iv) Simplified clearance or fast track clearance may be applied to the specific categories of goods.

5.4 Alternative Control Modalities

5.4.1 Inter-State

One of the following modalities may be applied between the authorities of the adjoining Partner States:

- (i) The exit Partner State relies on the controls by the entry Partner State. Such an arrangement may be agreed by the adjoining Partner States in a bilateral agreement.
- (ii) The agencies of the adjoining Partner States perform their border controls together at the same place and time. The clearance

procedure is performed with close collaboration of the authorities of the adjoining entry and exit Partner States. The exit and entry control measures of the adjoining Partner States are implemented together so as to be effected in a single operation.

5.4.2 Inter-Agency

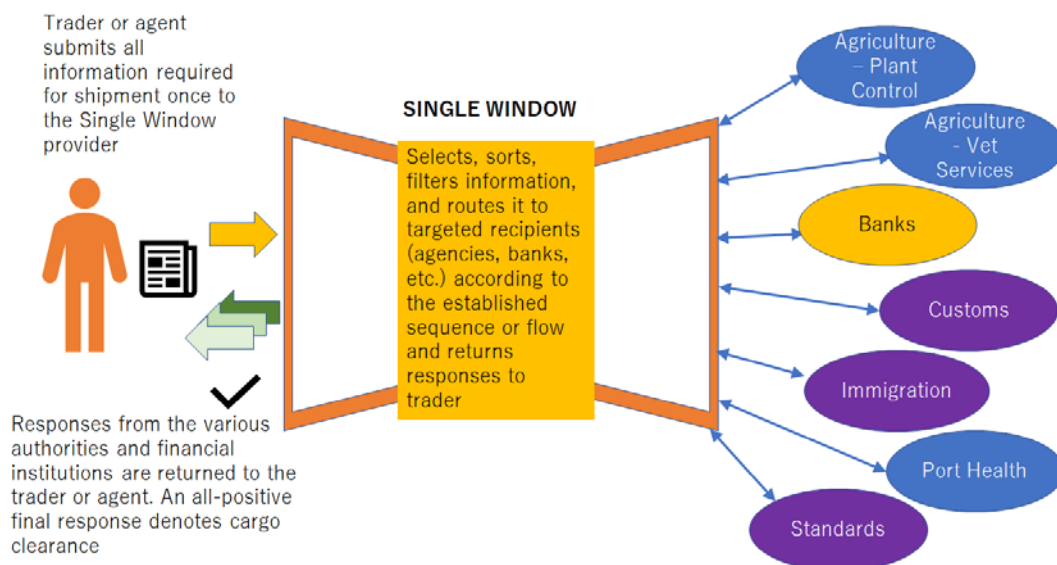
Between the agencies of the different control fields one of the following modalities may be applied:

- (i) all agencies are merged and integrated into a single entity, responsible for control in the various fields; or
- (ii) the respective concerned agencies delegate their control authority to a specific agency that performs the controls also on their behalf; or
- (iii) the respective agencies perform their controls together at the same place and time.

5.4.3 Single Window

- (1) An efficient modality to implement joint and simultaneous border control is the single window technique, since it allows to integrate into a single operation the controls of the respective agencies, even of the adjoining Partner States.
- (2) Single window implementation may be achieved manually or electronically (i.e., through computer software).

Schematic of an Electronic Single Window



Sources: (i) Organization for Security and Co-operation in Europe and United Nations Economic Commission for Europe, *Handbook of Best Practices at Border*

Crossings – A Trade and Transport Facilitation Perspective, 2012, Diagram 7.2, p. 182 [downloadable from <http://www.osce.org/eea/88238?download=true>]; and (ii) Asian Development Bank and ADB Institute, *Connecting South Asia and Southeast Asia*, 2015, p. 194 [modified for the EAC context]

5.5 Exceptional Situations

5.5.1 Sequence

In the normal sequence of controls, exit procedures are completed before entry procedures. Under exceptional circumstances and without prejudice to the sequence of jurisdiction, the sequence of controls may be reversed. The lead agencies of the adjoining Partner States coordinate the varied sequence of controls ensuring the objectives of the OSBP under the Act are not compromised by such variations.

5.5.2 Release Priority

As a rule, goods and vehicles of transport that qualify for the normal green lane/track are not to be subjected to inspection. As an exception, at the discretion of border officers charged with the control, based on risk assessment, random sampling and reference for intensive and detailed inspection may be applied.

5.5.3 Incidents

The following possible incidents warrant the measures and preventive actions indicated:

- (1) Persons
 - (i) persons denied entry by the Partner State of destination or who from entry, shall be redirected to the Partner State of exit or as shall be determined by the officer supervising the movement in accordance with the applicable law;
 - (ii) persons awaiting further examination shall stay in the rooms and areas of the control zone designated for that purpose;
 - (iii) persons not meeting international and national recommended vaccination and prophylactic health measures shall be treated according to host state health requirements and the recommendation of the International Health Regulations, 2005, of the World Health Organization;
 - (iv) persons showing symptoms of infectious disease shall be isolated for observation and transferred to the designated facility for isolation and observation;

- (v) persons in need of medical care/treatment shall be administered first aid in the sick bay and if required be taken to the nearest medical facility; and
 - (vi) suspected or arrested offenders shall be transferred to the arresting officer's state, as per the Act.
- (2) Means of Transport
- (i) means of transport denied entry by the Partner State of destination or that are withdrawn from entry, shall be redirected to the Partner State of exit or as shall be determined by the officer supervising the movement in accordance with the applicable law
 - (ii) means of transport, while awaiting further examination, shall remain in the area(s) of the control zone designated for that purpose;
 - (iii) impounded means of transport may be conveyed to the seizing officer's Partner State.
- (3) Goods
- (i) goods denied entry by the Partner State of destination or that are withdrawn from entry, shall be redirected to the Partner State of exit or as shall be determined by the officer supervising the movement in accordance with the applicable law
 - (ii) goods, while awaiting further examination, including sampling, screening, and scanning, shall remain in the area(s) of the control zone designated for that purpose;
 - (iii) seized goods may be conveyed to the seizing officer's Partner State;
 - (iv) quarantined goods may be stored in designated areas in the exclusive area of the control zone;
 - (ix) live animals (domestic animals and wildlife) showing signs of disease shall be kept in holding pens for further examination for a specified period; and
 - (x) biological materials suspected of any infection or contamination should be kept in a designated area for further investigation or examination.

CHAPTER 6: CONDUCT OF OFFICERS IN THE CONTROL ZONE

6.1 Conduct of Officers

Officers operating at OSBPs at all times should be diplomatic, and exhibit decorum and respect, when interacting with counterparts and border users. Accordingly, the following measures should be taken into consideration:

- (1) Each adjoining Partner State determines the standards of behavior it obliges its officers operating at an OSBP to comply with by way of a national code of conduct.
- (2) The national code of conduct or appropriate extract is availed to the other adjoining Partner State for purposes of harmonization and management of the behavior of officers of the two adjoining Partner States operating in the same control zone.
- (3) The lead agencies of the two adjoining Partner States harmonize for uniformity and consistency any aspects of the codes of conduct that may be in conflict with each other.
- (4) In addition to the provisions of the national codes of conduct, the officers of the adjoining Partner States at an OSBP shall adhere to the following common standards of behavior:
 - (i) Professionalism;
 - (ii) Integrity;
 - (iii) Adherence to procedures;
 - (iv) Observance of law and order;
 - (v) Wearing of official uniform and/or adhering to formal attire on duty; and
 - (vi) Respect for diversity.

6.2 Investigation and Prosecution of Officers

- (1) An officer who is being investigated or prosecuted for the commission of an offence under Section 34 or 35 of the Act, should be suspended from duty by his or her home Partner State.
- (2) An officer who is cleared or acquitted of the accusation of having committed an offence under Section 34 or 35 of the Act, should have his or her suspension lifted by his or her home Partner State.

6.3 Civil Liability

(1) Personal Immunity

An officer of one adjoining Partner State may not be liable for any act or omission in good faith in the exercise of his functions under the Act and the Regulations.

(2) Vicarious Liability

Notwithstanding the officer's personal immunity, the sending Partner State or agency may be held liable for the acts or omissions of its officer done in good faith in the exercise of his/her functions under the Act or the Regulations.

CHAPTER 7: ACTIVITY OF FACILITATION AGENTS AND OTHER SERVICE PROVIDERS IN THE CONTROL ZONE

The procedural framework for the supply of services in a control zone situated in a foreign host Partner State is provided in this chapter.

7.1 Facilitation Agents

7.1.1 Access to the Control Zone

- (1) The facilitation agents access the control zone on the basis of an identification badge issued by the host Partner State authority. The facilitation agents may be called upon to pay a fee for the issuance of such identification badges.
- (2) In the absence of such identity badge, a facilitation agent may be given access to the control zone for official purposes by being positively identified by either the lead agency or a member of the facilitation agents association at the OSBP and shall be issued with a temporary badge.
- (3) For purposes of enhancing security within the control zone of an OSBP, any facilitation agents accessing the control zone for official functions passes through non-intrusive human security screening machines and devices as may be installed by the adjoining Partner States. In the context of such security screening measures, facilitation agents will not be allowed to take into the control zone the items as per the list agreed upon between the adjoining Partner States.
- (4) The number and names of the authorized facilitation agents are exchanged between the adjoining Partner States. The respective lead agencies maintain a list of facilitation agents. The list should be accessible for consultation by the competent authorities for the purpose of verification.
- (5) Each facilitation agent is issued with an official identification badge for use on the following terms and conditions:
 - (i) The facilitation agents visibly display at all times their officially issued identity badges as prescribed by the Act in the course of their provision of facilitation services for ease of identification by both members of the public undertaking their controls and border control officers of the two States. The essential particulars of the facilitation agent on the identity badge include the agent's national flag, identity badge number, photograph, agent's full names, name of the company, if any, to which the

agent belongs, electronically readable access code and security features for badge verification purposes.

- (ii) In the event of an identity badge being lost or stolen or destroyed, such incident shall promptly be reported to the issuing authorities of both States who shall take measures to disable and block the badge from further use on any electronic access systems in place in the control zone.

- (6) Facilitation agents are encouraged to wear their company uniforms if applicable as a way of further enhancing ease of their identification. In all other cases, facilitation agents are at all times smartly dressed in civilian clothes as specified in a dress code by Community associations for portrayal of the right national image to the various publics utilizing the OSBP in conjunction with distinct reflective jackets on which the name of the company and or the name of the agent and registration number are permanently marked or embroidered or labelled at the back. The reflective jackets worn in this regard are clearly distinct from any other reflective jackets that may be worn by officers in the control zone as a safety measure.

- (7) Facilitation agents are licensed by their home Partner State on the basis of existing law and criteria.

7.1.2 Facilities to be Allocated

- (1) A common facilitation and processing area is allocated to all the registered facilitation agents in the OSBP control zone. The common facility is appropriately equipped by the host Partner State or the associations and is available for use by the facilitation agents registered to operate at any such OSBP. Access to such facility is controlled and the systems installed at the facility are appropriately linked to official border control systems to enable electronic lodgment of documents and data and access to information on the official border control systems as may be authorized.

- (2) The facility may be allocated to the facilitation agents on a rental basis as may be determined by the adjoining Partner States on a cost recovery basis. Such cost recovery may also be applicable to any utilities and amenities such as electricity, water, cleaning services, etc., provided by the Host State.

7.1.3 Movement of Equipment

- (1) Subject to proper declaration and inventory, equipment required for rendering the services of the facilitation agents in the host Partner State

control zone may be moved freely into and out of the control zone and exempt from import/export customs duties.

- (2) Subsection 8.2.2 of the Procedures Manual applies *mutatis mutandis* (the necessary changes having been made) to all equipment brought into the control zone by facilitation agents for their official use in provision of facilitation services.

7.1.4 Repatriation of Proceeds of Business Activity

Subject to the exchange control laws and regulations of each Partner State, facilitation agents may repatriate to their home Partner States any monies generated by the provision of their services.

7.1.5 Communications Link

- (1) Communication with Home Partner States

Facilitation agents are permitted to set up a communication link with their home Partner States.

- (2) Access to Electronic Control Systems

- (i) Each facilitation agent operating at an OSBP should be appropriately trained and allocated credentials by the relevant authority for purposes of authorized and secure access to the official electronic control and other systems as may be available for electronic clearance of goods, persons and services.
- (ii) The facilitation agents' electronic lodgment systems are appropriately and securely interfaced with all relevant official control systems for ease of electronic access to such systems. The official control systems fully define the levels of data access that facilitation agencies may have and outline the procedures to be used for electronic lodgment or such access of information.
- (iii) The lead agency is responsible for the administration and maintenance of systems used by facilitation agents associations and ensures effective and uninterrupted availability of connectivity at all times.

7.1.6 Applicable Law

In the exercise of his/her functions, the facilitation agent is subject to the host Partner State laws in the control zone. The contractual relationship with the user for the provision of the services of the facilitation agent is governed by the facilitation agent's home Partner State's national laws.

7.2 Other Service Providers

7.2.1 Access to the Control Zone

- (1) Other authorized service providers (e.g., banks, foreign exchange bureaus, food and beverage caterers) may access the control zone for the purpose of providing their products and services, on the basis of an identification badge and authorization of operation in the control zone issued by the host Partner State authority. The loss or theft of identification badges and any other incidents occurring in their premises or during the course of operation shall immediately be reported to the lead agencies for remedial action.
- (2) The names and details of these other authorized service providers are exchanged between the adjoining Partner States. The respective lead agencies maintain a list of these authorized service providers. The list should be accessible for consultation by the competent authorities for the purpose of verification.
- (3) These authorized service providers are licensed by their home Partner State on the basis of existing law and criteria.

7.2.2 Movement of Equipment

Subsection 7.1.3 also applies to the movement of equipment of other service providers.

7.2.3 Allocation of Space and Facilities

Suitable space and facilities may be allocated to the service providers on a rental, cost recovery basis, subject to availability.

7.2.4 Repatriation of Proceeds of Business Activity

Subsection 7.1.4 also applies to the repatriation of proceeds of other service providers.

7.2.5 Communications Link

Service providers are permitted to set up a communication link with their home Partner States.

7.2.6 Applicable Law

Subsection 7.1.6 also applies regarding applicable law for the exercise of functions by other service providers.

CHAPTER 8: JURISDICTION

8.1 Jurisdiction

8.1.1 Sequence of Jurisdiction

The Partner State of exit exercises its jurisdiction before the Partner State of entry. Despite having conducted its controls jointly with the Partner State of exit, the Partner State of entry shall not take any measures on the person or goods before the Partner State of exit has completed its measures and handed over jurisdiction in the appropriate manner.

8.1.2 Exercise of Jurisdiction

- (1) The jurisdiction (including criminal jurisdiction) of the Partner State of exit precedes that of the Partner State of entry and such jurisdiction includes ability by the adjoining Partner States to take any measures and action that are permissible under each Partner State's national laws.
- (2) The handover of jurisdiction from the Partner State of exit to the Partner State of entry is established by way of and in the form of an official stamp on the control documents or gate pass or electronic release or handover of control documents to officers of the Partner State of entry, or in any other unequivocal modality.
- (3) The jurisdiction of the State of entry takes effect immediately upon such handover.
- (4) Where the Partner State of exit, after having handed over jurisdiction to the Partner State of entry, wishes to reclaim its jurisdiction for compelling reasons, it shall communicate its request and the reasons for the request to the Partner State of entry.
- (5) Such request is filed through the lead agencies of the Adjoining Partner States.
- (6) The lead agency of the Partner State of entry gives due consideration to the request and the reasons given and undertakes any consultations with its other national border agencies or higher national authorities as may be necessary and in its sole discretion grant or deny the request.
- (7) In cases where the request is granted, the persons or goods subject to the request shall be conveyed to the Partner State of exit by the Partner State of entry and further controls of the Partner State of exit may be undertaken.

8.2 Extraterritorial Jurisdiction

This section sets out procedures related to extraterritoriality, which allows officers to work in the adjoining Partner State.

8.2.1 Identification of Officers Performing Extraterritorial Duties

- (1) The details of the officers from the adjoining states performing extraterritorial duties are shared through their respective lead agencies. The list is to be amended by a Partner State as necessary and the amendment(s) communicated by the lead agency to the adjoining Partner State.
- (2) Badges
 - (i) The officers of both Partner States visibly display at all times their officially issued identity badges as prescribed by the Act in the course of conduct of border controls for ease of identification.
 - (ii) The essential particulars of the officer on the identity badge include:
 - (a) the officer's national flag;
 - (b) identity badge number;
 - (c) photograph;
 - (d) officer's full names;
 - (e) name of the agency for which the officer works;
 - (f) electronically readable access code; and
 - (g) security features for badge verification purposes.
 - (iii) In the absence of an identity badge, an officer may be given access to the control zone for official purposes by being positively identified by the officer in charge of the agency to which such officer belongs and shall be issued with a temporary identity badge.
 - (iv) In exceptional cases requiring undercover border control operations, the officers are exempt from visibly displaying their identity badges but carry at all times their badges with them for purposes of being able to appropriately identify themselves to appropriate authorities and the users of the control zones who may require such identification.
 - (v) The loss, theft, or destruction of an identity badge is as soon as practicable reported to the issuing authorities of both Partner States who take measures to disable and block the badge from

further use on any electronic access systems in place in the control zone.

- (3) Wearing of Uniforms
 - (i) All agencies of the two Partner States operating in the control zone of the OSBP wear at all times during the conduct of their official border control functions their agency uniforms.
 - (ii) Officers on duty whose agencies do not wear uniforms or in special circumstances where the wearing of uniforms is waived, the officers are at all times smartly dressed in their civilian clothes.
 - (iii) Each Partner State prescribes an appropriate dress code for its officers in the border control zones.

8.2.2 Movement of Equipment

- (1) The movement of equipment required for the discharge of duties to and from the control zone in the host Partner State is subject to proper inventory with the lead agencies.
- (2) The following procedure applies when an adjoining Partner State brings any equipment for official use into the control zone:
 - (i) Drafting of a schedule of the equipment showing quantities, description, serial numbers or identity marks and any additional remarks that help identify the equipment in question and lodge the schedule with the OSBP facilities manager;
 - (ii) When bringing the equipment into the control zone, present the equipment to the facilities manager for verification against the schedule as submitted;
 - (iii) Ensuring acknowledgement by the facilities manager of the accuracy of the schedule by signing and dating the schedule and stamping it for entry into the control zone as may be appropriate; and
 - (iv) Ensuring that the concerned State deploys the equipment into the control zone as it considers necessary.
- (3) The procedure for exit from the control zone for any equipment previously brought into the control zone for official use is as follows-
 - (i) drafting of a schedule of the equipment showing quantities, description, serial numbers or identity marks and remarks

indicating details of the schedule under which the equipment was initially brought into the control zone;

- (ii) presenting the equipment to be exited to the facilities manager of the OSBP for verification against the schedule as submitted;
 - (iii) ensuring acknowledgement by the facilities manager of the accuracy of the schedule by signing and dating the schedule and stamping it for exit from the control zone as may be appropriate; and
 - (iv) ensuring that the concerned State removes the equipment from the control zone back into its territory as it considers necessary.
- (4) The adjoining Partner State may at any time subject to proper entry and exit formalities install in or remove from the offices and facilities allocated by the host State for its use any office fittings of a temporary nature.

8.2.3 Carrying of Arms in the Control Zone

- (1) The law enforcement agencies of the host State charged with responsibilities for maintenance of peace, security and law and order in the control zone of the OSBP may carry arms as are mandated in their national laws for purposes of discharging their obligations under the Act.
- (2) The officers of the adjoining Partner State are not allowed to carry any arms in the control zone in the host Partner State except by special arrangements with the host Partner State.
- (3) The special arrangements may include the carriage of arms by the officers through the common control zone to the adjoining Partner State's exclusive use areas where it has full control and security responsibilities.
- (4) The use of arms within the control zone be restricted to self-defensive action and action in defense of other persons and any other lawful purpose which the adjoining Partner States agree upon.
- (5) Each adjoining Partner State issues clear standing orders to be observed by its officers on the use of arms in border control zones.
- (6) The officers who are authorized to bring arms into the control zone are personally responsible and must take all measures to ensure the safety of the arms and prevent access to such arms by unauthorized persons.

- (7) Where the arms are not in use, the arms are safely and securely locked away in an appropriate armory provided by each adjoining Partner State.

8.2.4 Repatriation

- (1) Denied Exit

Prior to completion of exit procedures, suspects or offenders may be detained or arrested, and vehicles, goods, animals, and monies may be seized, impounded, or confiscated, in the host Partner State control zone by the officers from the adjoining Partner State, and shall be returned to the Partner State of departure or exit.

- (2) Denied Entry

Notwithstanding having obtained exit clearance from the adjoining state, the Partner State of entry may decline to grant entry to persons, goods, vehicles, and animals. Such persons, goods, vehicles, and animals may be returned to the Partner State of exit, or in the case of goods, vehicles, and animals, they may be disposed of appropriately.

8.2.5 Requests for Assistance

- (1) Requests for General Assistance

Requests for general assistance by officers of the adjoining state of the host Partner State may be made on an agency-to-agency basis. Such requests shall not be unreasonably denied.

- (2) Requests for Assistance Involving Arms

Requests for protection and assistance involving the show and use of arms by the law enforcement officers of the host Partner State by officers of the adjoining Partner State shall be channelled via the lead agency or directly in case of emergency.

8.2.6 Communication of Records of Host State Official Investigation Reports

Upon the request of the adjoining Partner State, the host Partner State law enforcement agents may communicate their records of witness statements collected and investigation reports in the control zone. Upon request, the host Partner State authorities may provide certified copies of those documents. Such requests shall not be unreasonably denied.

8.2.7 Notification of Enforcement Measures against Officers from the Adjoining Partner State

The host Partner State shall immediately inform the adjoining Partner State through the lead agencies about enforcement measures taken against officers of the adjoining Partner State for offences committed in the control zone outside the scope of their function(s).

CHAPTER 9: OSBP MANAGEMENT

9.1 Component Parts of OSBP Management

OSBP management comprises three component parts:

- (i) the technical operational management (the border clearance and control activity);
- (ii) facility management (maintenance, repair, and provision of utilities for the OSBP facility); and
- (iii) safety and security, and traffic management, in the OSBP facility.

9.2 Management Modes

- (1) The component part of border clearance and control activity relates to the core activity of the border agencies.
- (2) Both the component part of border clearance and control activity and the safety and security, and the component part of traffic management, require the exercise of sovereign powers that may affect the fundamental rights of citizens; therefore, these component parts of OSBP management are not suitable for privatization or outsourcing. Exceptions may relate to private security and traffic management services.
- (3) The component part of OSBP facility management offers several possibilities: it may be entrusted to either a public body (the lead agency at the border, the Ministry responsible for border facilities, or to a parastatal). It may also be outsourced to the private sector, or it may be undertaken by a public-private special purpose vehicle.

9.3 OSBP Facility Management

9.3.1 Components of Facility Management

OSBP facility management includes:

- (i) maintenance, repair, rehabilitation, and replacement of the infrastructure and facilities;
- (ii) sanitation, waste management, and garden maintenance;
- (iii) the provision of utilities (e.g., safe water, electric power); and
- (iv) specialized border control devices or services for shared use, such as:
 - (a) closed circuit television (CCTV) or charged couple device (CCD) cameras;
 - (a) thermographic (i.e., infrared or thermal imaging) cameras;
 - (b) motor vehicle automatic identification (license plate readers);

- (c) x-ray scanners;
- (d) high tech surveillance devices;
- (e) non-intrusive human security screening devices;
- (f) incinerators;
- (g) provision of ICT broadband;
- (h) provision of emergency health services (e.g., a sick bay); and
- (i) provision of a staff canteen.

9.3.2 Distribution of Responsibilities

In the case of a juxtaposed or straddled OSBP, the host Partner State is responsible for the management of the OSBP facility. In the case of a wholly located OSBP, the responsibility for management of the OSBP may be shared by the adjoining Partner States.

9.3.3 Allocation of Utility, Maintenance, and Related Costs

(1) Exclusive Use Equipment

- (i) The cost of exclusive use equipment and related utilities such as telecommunication bills and any other direct usage bills, is borne by the respective agencies using the equipment exclusively. Whether an item of equipment is exclusive use may depend on the case.
- (ii) Each Partner State is responsible for the routine or ad hoc maintenance of its own equipment brought into the control zone for official use.
- (iii) Any assistance that may be sought from the other Partner State in this regard is on a cost recovery basis using prevailing market rates as applicable from time to time.
- (iv) Where equipment brought into the control zone for the official use of one Partner State is availed for use by the other Partner State, the use shall be on the terms and conditions agreed between the two concerned Partner States.
- (v) The adjoining Partner State bears the cost of the permanent office fittings, which once installed shall be ceded to the structure and become the responsibility of the host State to maintain.

(2) Jointly Used Facilities

- (i) Juxtaposed Facilities: Each host Partner State will bear the cost related to the control zone located in its territory.

- (ii) Wholly Located and Straddled Facilities: The cost of wholly located and straddled facilities may be shared between the adjoining Partner States.
 - (iii) Emergency repairs may be undertaken by the concerned party, up to an amount to be specified in a bilateral agreement and subject to cost recovery according to the preceding rules.
- (3) The cost of alteration of or damage to the host Partner State facilities by the adjoining Partner State is borne by the latter.

9.3.4 Due Diligence in the Use of Assets

- (1) An adjoining Partner State may install any office fittings in the offices and facilities allocated by the host State for its use. If such fittings are of a permanent nature, they can only be installed with the approval of the host State.
- (2) Once the permanent office fittings are installed by the adjoining Partner State in the offices and facilities allocated by the host State for its use, they are ceded to the structure.
- (3) Alterations to the infrastructure in the control zone of the host State, required to achieve optimal positioning of equipment and use of space, may be undertaken by the adjoining Partner State with the approval of the host State.
- (4) The Partner State effecting any alterations may be required, depending on the nature of the alterations required and at its cost, to restore the infrastructure back to its original condition when the alterations are no longer needed.
- (5) The responsibility for ensuring proper handling and usage of the equipment shall lie equally with the adjoining Partner States. Any damage caused to the facilities and to any joint usage equipment shall immediately be reported to the appropriate authorities, through the lead agencies, for requisite attention. The cost of accidental damage to infrastructure and equipment is borne by the host Partner State and recovered from insurance if applicable.
- (6) The cost of repair or replacement in case of damage caused willfully or due to gross negligence by an officer of a Partner State, is borne by the Partner State. In this case, the adjoining Partner State may recover the cost from its officer.

9.4 Maintenance of Peace, Law and Order, Health, Safety, and Security Management in the Control Zone

- (1) The host Partner State authorities are responsible for maintaining peace, law and order, and for ensuring the health, safety, and the security of persons (travellers, vehicle crew, staff members of authorities including officers of the adjoining Partner State, authorized facilitation agents, and authorized service providers), vehicles and goods, infrastructure, facilities, and equipment in the control zone.
- (2) Certain specific parts of this function may be outsourced to the private sector.
- (3) For this purpose, in case of compelling need and national laws permitting, the host Partner State may request the assistance of the law enforcement agencies of the adjoining Partner State, including armed assistance if required by the circumstances.
- (4) The officer in charge of the host Partner State lead agency has responsibility for overall coordination of peace, law and order, safety, security, and traffic management for the OSBP. However, in the case of a wholly located OSBP, this responsibility may be determined in a bilateral agreement.
- (5) For the purpose of preparing for emergency situations, the adjoining Partner States should put in place an emergency preparedness plan that includes a public health contingency plan, a safety and security plan, a disaster preparedness plan, and a business continuity management plan. The following criteria may be considered in the preparation of the plans:
 - (i) risk assessment of the perceived nature of the threat (e.g., security, safety, health);
 - (ii) roles and responsibilities of different border agencies during emergencies; and
 - (iii) coordination and information sharing mechanism(s).
- (6) The emergency preparedness plan provides for regular simulations drills. Simulation exercises may be:
 - (i) tabletop (i.e., theoretical, involving simulated scenarios in an informal setting);
 - (ii) partial (i.e., involving selected response organizations and interfaces, with the rest simulated); or
 - (iii) full (i.e., involving full participation by all on-site and off-site response organizations).

- (7) The adjoining Partner States may provide for joint security operations and joint border patrols through bilateral agreements. Hot pursuit may be agreed upon in such bilateral agreements.

9.5 Traffic Management

- (1) The host Partner State is responsible for traffic management and it pursues:
- (i) optimal, orderly, and safe use of the roads and parking spaces;
 - (ii) smooth traffic flow; and
 - (iii) swift departure from the control zone after completion of border crossing controls.
- (2) The authority in charge of traffic management divides the traffic into the respective categories and channel them to the correct track/lane, the correct area of the control zone, or the correct control counter according to their nature and status.
- (3) Users are guided by signage (also indicating speed limits and weight or dimension prohibitions for all sections of the control zone) and by the traffic management authority to proceed to the appropriate traffic lane/track or the designated area, as the case may be.
- (4) When a user follows an incorrect traffic lane/track, he or she is redirected by the officers in charge of traffic control.
- (5) At the entry gate (of the secured access route) of the control zone, the authority in charge of traffic management:
- (i) performs an access selection by allowing only authorized users; and
 - (ii) carries out a summary security/safety check as necessary.
- (6) Upon completion of the border control formalities, the users shall exit the control zone into the territory of the Partner State of entry, following appropriate signage.
- (7) At the exit gate (of the secured exit corridor) of the control zone, the authority in charge of safety, security, and traffic management shall on the basis of the gate pass or exit note, verify the completion of the control formalities before releasing the user into the Partner State of immediate destination.

CHAPTER 10: COOPERATION BETWEEN THE ADJOINING PARTNER STATES AND AMONG AGENCIES

The cooperation between the adjoining partner states of an OSBP and among agencies is realized in the following fields and manner.

10.1 Harmonization of Operations

10.1.1 Operational Hours

Under ideal circumstances, an OSBP will be operated 24 hours a day, seven days a week. Where 24-hour operation is not possible, the operating hours of OSBPs (including work shifts) should be synchronized mutually by the adjoining Partner States' border clearance agencies in line with the Act and Regulations taking into consideration prevailing circumstances at each border crossing. Where necessary, the countries should harmonize opening and closing hours, taking into consideration different time zones.

10.1.2 Documents and Procedures

For the purpose of joint border controls, harmonization of procedures, documents, and officer codes of conduct of the adjoining Partner States will be pursued through OSBP management and electronic single window systems.

10.2 Sharing and Exchange of Information

10.2.1 Mandate

The authorities of the adjoining Partner States reciprocally share and exchange intelligence and other information on persons, goods, and vehicles before or on arrival at the border.

10.2.2 Subjects of Information Sharing

- (1) Persons: For the purpose of immigration clearance, the information exchanged relates to criminal records and intelligence on subversive elements.
- (2) Goods: For the purpose of pre-clearance and simplified clearance procedures, the information exchanged relates to the nature and origin of the goods, as well as criminal and intelligence information on stolen goods, undeclared goods, cultural heritage, protected animal or plant species, and counterfeited goods.
- (3) Vehicles: The information to be exchanged relates to the characteristics of the vehicle (log book details, chassis, size, weight,

axle load) to check conformity with technical standards, for temporary admission, for checking insurance cover, and for checking criminal information with respect to stolen vehicles.

10.2.3 Limits on Information Exchange

Exchange of information may be subject to confidentiality restrictions in accordance with national, regional, and international laws and regulations.

10.2.4 Channel of Information Exchange

The information exchange is realized through secure shared platforms or as agreed.

CHAPTER 11: COMMUNICATION

This chapter provides details on communication procedures between the border control agencies and their counterparts in the adjoining Partner States and with their headquarters and with international authorities.

11.1 Communication between the Adjoining Partner States

All formal communication between the adjoining Partner States' border agencies takes place via their respective national lead agencies, which shall be responsible for further dissemination. Notwithstanding the above, agency-to-agency communication should take place for the purpose of executing their day-to-day controls.

11.2 Communication with Border Control Agencies

- (1) The facilitation agents at an OSBP have in the provision of their facilitation services in the control zone, individually or collectively, free and direct access to all the border control agencies of the two States, individually or collectively, at all times.
- (2) In cases where the communication is intended for the collective attention of the national border control agencies or of the two adjoining Partner States or any collective part thereof, such communication is directed to the lead agencies of the two States who shall coordinate the intended recipients of the communication at national or bilateral levels or both.
- (3) Similarly, this provision applies, *mutatis mutandis*, in reverse to communication from the border control agencies to the facilitation agents operating at the OSBP.

11.3 Communication with Users and the General Public

- (1) Two kinds of information may be circulated to users and the general public. One is information applicable over a longer term (e.g., border operating hours, fee schedules, this Manual itself, applicable bilateral agreements). Another is information applicable only for a short period of time (e.g., information on emergencies and temporary measures).
- (2) A strategy may be developed to improve the traffic flow for the users and general public by providing information desks, information on the internet, signage, billboards, videos, media advertising, road banners, brochures, and leaflets.
- (3) The information disseminated is to be approved at the appropriate level depending on the type of information.

11.4 Notifications to National and International Authorities

11.4.1 Communication with the National Authorities

The respective agencies are to communicate with their respective ministry/department through the appropriate administrative channels, which in turn communicate with other Partner State authorities.

11.4.2 Communication with International Organizations

When issues of concern have been identified at the border (e.g., disease alerts, terrorism incidents), the competent authorities at the border inform their respective national/government authorities, which in turn communicate with the relevant international organization(s). Also, communications from international organizations regarding issues of concern are communicated by the respective national/government authorities to the competent authorities at the border.



ENDLINE TIME MEASUREMENT SURVEY AT RUSUMO BORDER CROSSING

**“THE PROJECT ON CAPACITY DEVELOPMENT FOR
INTERNATIONAL TRADE FACILITATION IN THE EAST
AFRICAN REGION”**

Final Report



May 2017

**JAPAN INTERNATIONAL COOPERATION
AGENCY**

PROJECT DETAILS

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Citation:
JICA Project on Capacity Development for International Trade Facilitation of the Eastern
African Region: End Line Time Measurement Survey at the Rusumo Border

EXECUTIVE SUMMARY

This is the final report in the end-line survey at the Rusumo Border Posts between Rwanda and Tanzania. The regarding border crossing times and the different stages and processes are compared with those found by the baseline surveys conducted in 2014. This comparative analysis of the OSBP development, provides the data to evaluate the effectiveness, efficiency and functionality of the border operations in terms of trade facilitation at the Rusumo border post.

Structure of the Report

This report is structured in the following four chapters:

- Chapter 1 is the introduction and provides the overview of the survey, and gives the background of the OSBP project and the objectives of the survey.
- Chapter 2 outlines the situation at the border at the time of the end line survey, the methodology, the organization of the border stations, interviews with officials and border procedures, survey design and implementation of the survey.
- Chapter 3 presents the statistical analysis of the end-line survey regarding traffic volumes and the time for export/import processes for passengers and goods as well descriptive statistics on cargo and vehicles movements. The results are then compared with the same baseline outputs recorded in 20
- Chapter 4 summarises the findings of the survey and makes recommendations related to physical issues and infrastructure, operational issues, and human factors, as well as describing the limitations of the survey. Improvement of border facilities and possible indicators of impact assessment are also recommended.

Findings from the TMS

1. Data capture

i. Time and Traffic Count Survey

The table below indicates the size of the survey sample for the Time and Traffic Count Survey on each side of the border.

Table 1: Data Capture Sample

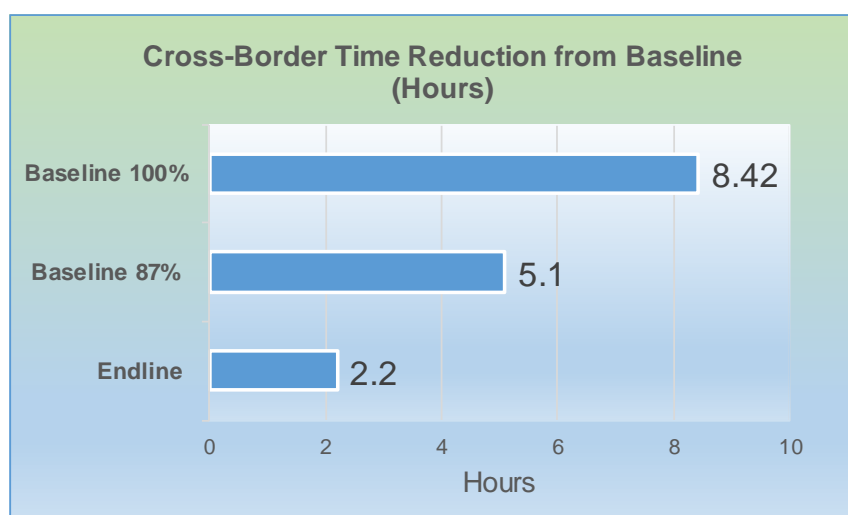
Survey Category	Rwanda	Tanzania
Commercial Traffic	1044	1008
Passenger (Bus and Car)	100	879
Traveller ID	982	996

The sample size for each category on each side was much the same except for passenger where only 100 vehicles (Bus and Car) were recorded or registered on the Rwanda side in comparison to the 879 vehicles recorded on the Tanzania side. This large difference was caused by the numbers of Tanzanian registered taxis (largely saloon cars) that crossed onto the Rwanda side of the border to collect and off-load passengers, but did not leave the Customs Control area and enter Rwanda and therefore were not registered in the traffic counts as they did not cross into Rwanda; on return to the Tanzania side these vehicles re-entered Tanzania to collect more passengers and were therefore registered and counted as having crossed into Tanzania.

Survey Results

The most significant fact which emerged from the TMS was that westbound cargo dwell time averaged 2:20 h:mm at the Rwanda OSBP and 1:36 h:mm as measured by the median. This compares with the baseline survey carried out in August 2014 when the average dwell time recorded for Tanzania to Rwanda (Westbound) was 5:10 h:mm and the median of the total dwell time was measured at 4:32 h:mm for both sides. It must be noted that the baseline times were based on 87% of the total truck traffic which crossed with 24 hours, not to the total traffic. There was a further 13% of the truck traffic that exceeded the 24 hours and were considered to be outliers or long stayers which were not included in the average times. Inclusion of the 13% of outliers has the effect of increasing the average time to 8:42 h:mm mean and the median to 5:01 h:mm.

The current end line survey times for all trucks for the same direction recorded an average crossing time of 2:20 h:mm and a median of 1:36 h:mm. This is a time saving of 73% on average crossing times and 68% on the median crossing or dwell time as shown below.



Crossing times for Rwanda to Tanzania have not changed much, because 99% of all trucks recorded on the Tanzania side were empty returns (997 out of 1008) and only 1% (1 truck) was carrying cargo for export. Therefore, the average crossing or dwell time from Rwanda to Tanzania (Eastbound) was 0:36 h:mm and the median was 0:15 h:mm. When cargo inspections are performed, an additional 30 minutes to one hour is required. There are some differences by type or by commodity, but the differences are not very large.

The significant improvements to the Rusumo Border resulting from the OSBP development therefore include the following;

- ❖ 73% Time reduction in cross border time for trucks
- ❖ Reduced time and quicker processing for transit by passengers
- ❖ User Satisfaction with Processing and Facilities
- ❖ Smooth processing flow of travellers and Commercial transactions
- ❖ Dedicated traffic lanes and improved parking facilities for Passenger and Commercial Traffic ensure smooth flow and movement of traffic and travellers

In general, the survey was successful, not only from the point of view of the outcomes, but also in relation to the organisation and smooth running of the survey. The co-operation received from the host agencies i.e. DGIE on the Rwanda side and TRA on the Tanzania side and all the other border stakeholders was outstanding as well as the support received from the JICA Survey Team led by Mr. Koichiro Tamura.

i. USS (User Satisfaction Survey)

A User Satisfaction Survey was performed on each side of the border. On the Tanzania side, there were 49 male respondents and 12 females. On the Rwanda side there were 44 male respondents and 13 females. The scoring of the responses for each question are shown in the tables below.

USS Survey Outcomes – Rusumo Rwanda

The Table below shows the main scoring criteria for the Rwanda OSBP USS with an overall level of satisfaction of 68.7%.

Parameter	Total		Male		Female	
	Score	%	Score	%	Score	%
Border officials are competent and efficient	467	87%	357	89%	110	81%
Border officials are courteous to customers	414	77%	324	81%	90	67%
Transaction times are reasonable	435	81%	340	85%	95	70%
Security	472	88%	364	91%	108	80%
Search - gender	170	32%	121	30%	49	36%
Maintenance	492	92%	363	91%	129	96%
Cleanliness	490	92%	363	91%	127	94%
Toilets - M/F	441	82%	331	83%	110	81%
Warehouse	454	85%	355	89%	99	73%
Signage	456	85%	351	88%	105	78%
Parking	384	72%	311	78%	73	54%
Separation of & Pass/goods	254	47%	215	54%	39	29%
HIV signs	-18	-3%	-21	-5%	3	2%
Disabled facilities	150	28%	121	30%	29	21%
Overall level of satisfaction	454	85%	342	86%	112	83%
Total Score	5515		4237		1278	
Average Score	689.4	68.7%	529.6	70.6%	159.8	63.1%

Summary of all scores for the user satisfaction questions showed an overall score of 68.7%.

Males registered an overall score of 70.6% and Females registered an overall score of 63.1%.

The main negative aspects were HIV signage, separation of passenger and goods traffic, gender search, and disabled facilities.

USS Survey Outcomes – Rusumo Tanzania

The table below shows the main scoring criteria for the Tanzania OSBP USS with an overall level of satisfaction of 57.9%.

Parameter	Total		Male		Female	
			Score		Score	
Border officials are competent and efficient	371	82%	304	83%	67	79%
Border officials are courteous to customers	365	81%	298	82%	67	79%
Transaction times are reasonable	350	78%	279	76%	71	84%
Security	331	74%	281	77%	50	59%
Search - gender	344	76%	296	81%	48	56%
Maintenance	346	77%	273	75%	73	86%
Cleanliness	344	76%	277	76%	67	79%
Toilets - M/F	256	57%	220	60%	36	42%
Warehouse	186	41%	150	41%	36	42%
Signage	333	74%	277	76%	56	66%
Parking	292	65%	254	70%	38	45%
Separation of & Pass/goods	170	38%	137	38%	33	39%
HIV signs	-142	-32%	-116	-32%	-26	-31%
Disabled facilities	68	15%	40	11%	28	33%
Overall level of satisfaction	292	65%	240	66%	52	61%
Total Score	3906		3210		696	
Average Score	488.3	57.9%	401.3	58.6%	87.0	54.6%

The total of respondents to the User Satisfaction questions registered an average score of 57.9%.

Males registered an overall score of 58.6% and Females registered a score of 54.6%.

The main negative aspects were HIV signage, disabled facilities, separation of passenger and goods traffic, warehousing, and toilet facilities. The USS data are shown in Annexure G.

ii. Community Questionnaire Survey

In order to obtain information on the impacts of the OSBP development on the local border communities, a survey was performed on each side of the border by questioning a random selection of community members.

Observations:

The border communities at Rusumo, in common with most border communities in remote areas, are highly dependent on transit traffic and travellers for their commercial activities and livelihood. This situation holds the implication that a high level of border efficiency, with minimal standing time, is detrimental to the trading activities of the border community.

The most important and obvious observation that can be made regarding the impacts of the OSBP in the perspectives of the local communities in Rwanda and Tanzania is that the benefits are asymmetrical in favour of the Rwandan community, to the detriment of the Tanzanian community.

The result of the transit patterns created by the one stop border post is that the Tanzanian community have negative perceptions of the OSBP development and the Rwandan community have more positive expectations of benefits from the development.

iii. Corridor Transportation Cost Survey

A mini survey on the cost of transportation of cargo along the Central Corridor from Dar es Salaam to Kigali was done by interviewing a limited number of transporters. The costing included port charges at the Port of Dar es Salaam and border clearance charges at Rusumo. Three major transporters using this corridor were interviewed and the charges averaged, as shown below;

1. 1 x High Cube 40' container load (heavy – 28 tons) – US \$3,800
2. 1 x 20' container load (22 tons) – US \$3,500
3. 1 x Breakbulk load (28 Tons) – US \$3,300
4. 1 x Tanker load (Fuel full load) – US \$3,200

The rates for Container transportation are higher than for Breakbulk Cargo and Tankers (Fuel) as they include the return of the empty containers to Dar es Salaam.

A review of Driver wages and allowances was also carried out and showed that drivers earn on average, US \$300 per month with a trip allowance of US \$200 per trip for incidentals. A monthly bonus of +/- US \$150 per month is also payable based on driver performance and number of trips completed per month. The above averages vary considerably as driver wages are influenced by age and experience, but the allowances and bonuses are relatively standard.

Acknowledgments

This report presents the results of the Time Measurement Survey (TMS) conducted in February 2017 by TLC (Transport Logistics Consultants), which was commissioned by PADECO Co., Ltd., under a contract with JICA.

Since this survey was made possible by all the people and agencies involved, our deepest gratitude is extended to everyone that participated in the preparation and implementation of TMS for their active support and cooperation.

Special thanks go to the following Authorities and personnel: The Directorate General Immigration and Emigration (DGIE) Rwanda, the Rwanda Revenue Authority (RRA), the Tanzania Revenue Authority (TRA), and the JICA OSBP Expert Team for their continued support and assistance for activities relating to the survey that were undertaken together with the TLC consultant team.

It is likewise important to note the cordial collaboration with the following additional border control agencies of Rwanda and Tanzania at the Rusumo border: the Rwanda Standards Board (RSB), Rwanda National Police (RNP), Ministry of Health (Rwanda), Ministry of Agriculture and Livestock (Rwanda), Magerwa, Rwanda Police and Tanzania Food and Drug Agency (TFDA), Tanzania Forest Services, Department of Fisheries (Tanzania), and Immigration in Tanzania.

Acronyms and Abbreviations

ASYCUDA	Automated System for Customs Data
CCTTFA	Central Corridor Transit Transport Facilitation Agency
CSC	Customs Service Centre (of TRA)
DGIE	Directorate General of Immigration and Emigration
DRC	Democratic Republic of Congo
EAC	East African Community
ESW	Electronic Single Window
DGIE	Directorate General of Immigration and Emigration
HGV	Heavy Goods Vehicle
ICD	Inland Container Depot
JICA	Japan International Cooperation Agency
MAGERWA	Magasins Generaux du Rwanda
NBS	National Bureau of Standards (Tanzania)
OGA	Other Government Agency (Rwanda)
OGD	Other Government Department (Tanzania)
OSBP	One-stop Border Post
RJCC	Regional Joint Coordinating Committee
RPD	Revenue Protection Department
RRA	Rwanda Revenue Authority
RSB	Rwanda Standards Board
RWF	Rwandan Franc
SAD	Single Administrative Document
SCT	Single Customs Territory
TANCIS	Tanzania Customs Integrated System
TANROADS	Tanzania National Road Agency
TFDA	Tanzania Food and Drug Authority
TLC	Transport Logistics Consultants
TMS	Time Measurement Survey
TRA	Tanzania Revenue Authority
TZS	Tanzanian Shilling
UNCTAD	United Nations Conference on Trade and Development

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1. OVERVIEW

1.1 Introduction

The Japan International Cooperation Agency (JICA) has initiated this time measurement survey (TMS) in support of the introduction of a one-stop border post (OSBP) at Rusumo. In order to expedite the project, a JICA Expert Team of OSBP consultants was appointed to perform the TMS.

The consultants, PADECO Co. Ltd. and Transport Logistics Consultants, began the end line TMS operations at Rusumo on 13 February 2017. The TMS at Rusumo followed the baseline survey performed by TLC in August 2014 and adopted a similar approach. The TMS is designed to provide factual information regarding the procedures, current performance, time taken for each task, and related issues regarding management and processes.

A TMS is a unique tool and method for measuring the actual performance of border agencies' activities as they directly relate to trade facilitation at border posts. A TMS measures relevant aspects of the effectiveness of border post operational procedures that are carried out by Customs and other regulatory agencies in the processing of imports, exports and transit movements at the border. The measurement of the activities is a key factor in the effective design and operation of the OSBP concept.

1.2 Background

The focus of the project is to facilitate smoother clearance of cargo at the border by supporting the implementation of OSBPs. The objective of OSBPs is to enhance trade facilitation by reducing the number of stops incurred in a cross-border trade transactions by combining the activities of both countries' border organizations at a single location with simplified procedures and joint processing and inspections, where feasible.

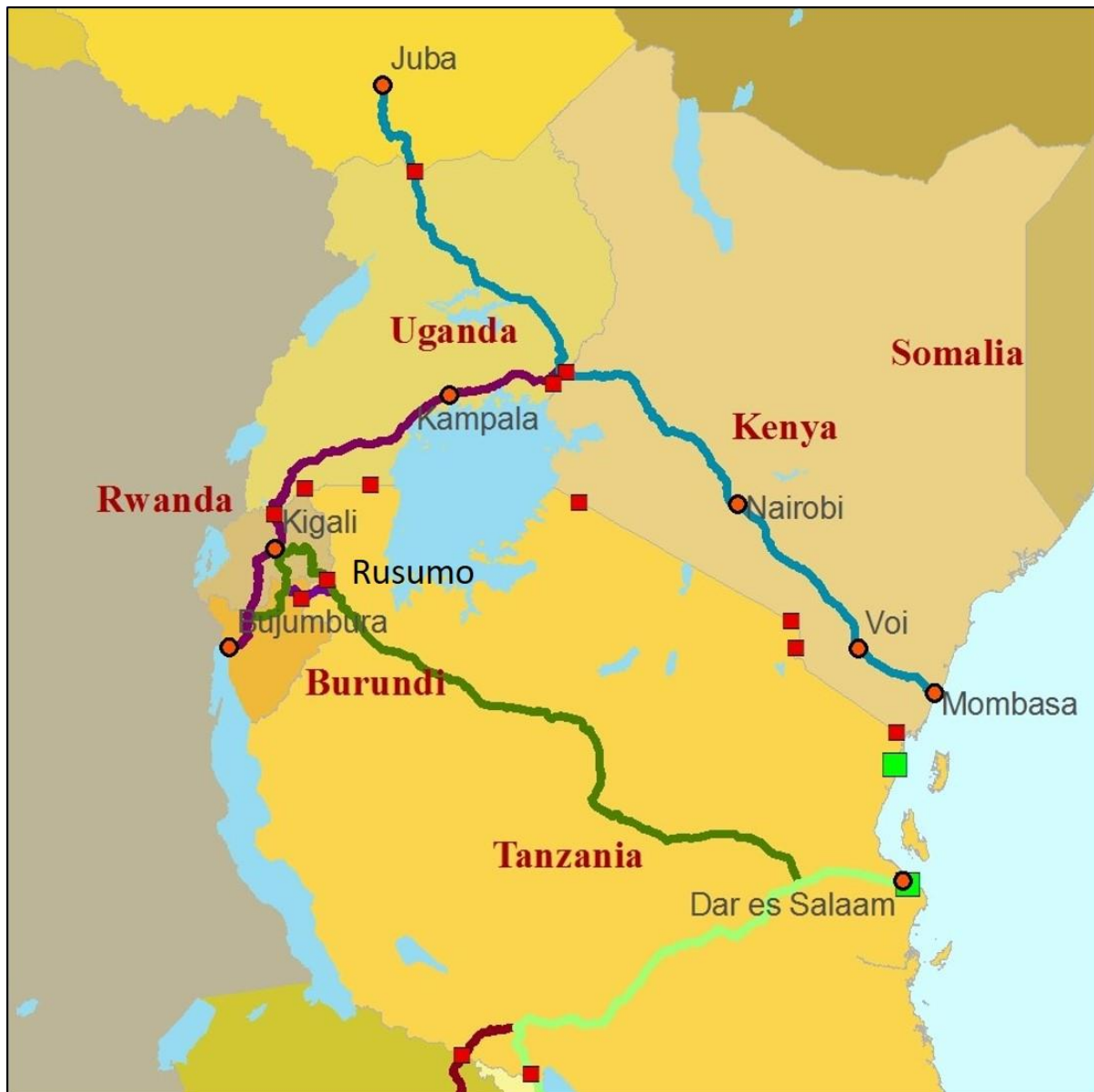
An OSBP is also designed to reduce the time taken to clear passengers at the border. The OSBPs are expected to facilitate trade and derive benefits for various stakeholders. Some of the expected benefits are reduced clearance time, improved cooperation between border agencies through sharing of information, and simplified and harmonized border control procedures. The end line TMS at the One Stop Border Post provides comparisons with the baseline survey and gives indication of the effectiveness of the OSBP. The survey evaluates the improvement in the efficiency of procedures and processes carried out by Customs and other regulatory agencies. The analysis includes the processing of imports, exports and transit movements of goods and people at the borders.

1.3 Location of Survey

The location of the survey is the Rusumo border between Tanzania and Rwanda, situated about 157 km southeast of Kigali and 1,320 km northwest of Dar es Salaam. On the Rwanda side the town is situated in the Eastern Province, while on the Tanzania side it is located within Kagera Region, as shown in Map 1.1. below.

Map 1.1 Rusumo OSBP and Corridor Routes

Map 1.1 shows Rusumo and the corridor routes linking Rusumo with neighbouring countries in the region.



(Source TLC Website: www.translogafrica.com)

1.4 Objectives of the Survey

The objectives of the end line Time Measurement Survey at the Rusumo border were:

- a) To measure time required to complete all inland border crossing procedures by Customs, other border agencies, and customs clearing agents from the arrival of cargoes at the border of one country until they are released (exit) into the country, or to the border of the other country;
- b) To analyse time taken at each step of the relevant border crossing procedures by type of trade transaction, i.e., import, export, and transit to identify bottlenecks in border crossing movement of cargoes;
- c) To generate recommendations for improvement of the processes and procedures for smoother movement of goods and people at the border.

1.5 Scope of the Survey

The end line survey compares current activity times with the baseline survey (August 2014). The survey analysed all relevant import/export/transit procedures of Customs, other border agencies and clearing agents, from the arrival of cargo at the border of one country until its release (exit) from the border of the other country, and vice versa.

The survey did not cover the procedures at Gikondo, the inland Customs Processing Centre in Kigali, and the Customs Service Centre (CSC) in Dar es Salaam, where import/export/transit declarations are lodged and verified, and duties/taxes are paid if necessary.

2. SITUATION AT THE TIME OF THE SURVEY AND METHODOLOGY

2.1 Stakeholder Interview Assessment

2.1.1 Rusumo - Rwanda

1. Number of Declarations¹

Import	- approximately 4 536 per month
Export ²	- 336
Transit in ³	- 1440
Transit out ⁴	- 336

2. The customs operating system is fully automated using ASYCUDA WORLD

3. Staff complement per shift

Customs and Immigration operate two shifts over a 16-hour period, the first shift from 06:00 to 14:00 and the second shift from 14:00 to 22:00.

Customs (RRA)	– 16 (2 shifts, 8 per shift)
Immigration (DGIE)	– 8 (2 shifts, 4 per shift)
Rwanda Protection Department (RPD)	– 5 (2 shifts, 2 per shift)
Rwanda Ministry of Agriculture	– 2 (2 shifts, 1 per shift)
Rwanda Standards Board (RSB)	– 2 (2 shifts, 1 per shift)
Magerwa	– 25 (2 shifts, 24 per shift)

4. OGA Automation

All OGA's available for the survey indicated they had system automation and access to the SWS (Single Window System).

5. Total number of registered clearing agent personnel at border is +/- 140 however, it should be noted that the majority of these agents do not work full time at the border and only work when they have loads to clear.

6. Major traded commodities: Westbound;
 - Fuel
 - Processed Foodstuffs (Groceries)
 - Cement
 - Machinery and Electrical
 - Domestic Appliances

7. Average number of inbound trucks per week carrying cargo - 1044
 Average number of outbound trucks per week carrying cargo – 11
 Average number of outbound trucks empty per week - 997

¹ Source of data points 1 & 7-10 “End line Survey 2017 results”

² “Exports” here means goods leaving an EAC country

³ “Transit In” here means goods passed through Rusumo, but destined for Kigali

⁴ “Transit Out” here means goods exported from an EAC Country destined for overseas destinations

8. There were 20 incoming buses per week and 48 outgoing buses.
9. There are approximately 80 private vehicles (cars and pick-ups) per week incoming and 831 outgoing (please note that this figure is being distorted by local Tanzania taxis that come across to the Rwanda OSBP to collect and drop off passengers, but do not cross into Rwanda, but were counted when crossing back into Tanzania).
10. The total number of international passenger/traveller movements through Rusumo are estimated at 4272 incoming per month and 4186 outgoing while the number of movements by Border Community Residents is 1620 incoming and 1620 outgoing per month⁵.
11. There are dedicated lanes and parking facilities for Passenger bus traffic, Travellers (saloon cars, SUV (4x4), Pick-ups) and Trucks which is sufficient for the current traffic volumes.
12. There is a single window system for ASYCUDA WORLD and all OGA's interviewed indicated that they have access to the SWS.
13. Customs (RRA) work separately from other government agencies however, if there is a matter of joint concern then there is co-operation between Customs and OGA's.

2.1.2 Stakeholder Feedback - Rusumo Rwanda

Stakeholder interviews were conducted with the Revenue Authorities, Immigration and all other OGAs on each side of the border to get their views on the state of their departments and challenges faced. The following issues were raised on the Rwanda side:

- Down time of Internet is affected by bad weather conditions
- Drivers do not always have the right documents
- Lack of quarantine rooms to store infected unsanitary animal products
- Scanner not working; which means more police are required to prevent smuggling
- Staff shortages
- Lack of transportation to patrol the porous border
- Lack of proper signage
- Generator power is inadequate for the border post

A more detailed assessment of the OSBP situation is shown in the Stakeholder matrix below:

⁵ Source of Statistics "ANEX 1 TOR"

Table 2.1: Rusumo OSBP Stakeholder Interviews – Rwanda

Department	Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and work Procedures	Challenge faced
1 Rwanda Plant Health	2	6:00	22:00	16	2	1	16	0	0	Verification of all documents for all plant & plant products. Verification of identity & integrity of consignments. Assessment of phytosanitary requirements & pests. Releasing of checked consignments. Rejecting of incomplete consignments.	Importers do not always have the required documents .
2 Magerwa	25	6:00	22:00	16	2 (office staff only)	25	16	0	0	Receiving of cargo. Checking of weights. Issuing of arrival notes. Invoicing of payments. Sampling. Loading & off loading of goods. Depending of the weight of goods, prices can vary between 500RWF = 500kg, 11800RWF = 1 ton, 23600RWF = 2 tons, 35400RWF = 3 tons, 47200 = 4 tons, 59000RWF = 5 tons.	Network is sometimes down due to weather conditiond (rain)
3 Rwanda Standards Board	2	6:00	22:00	16	2	1	16	0	0	Inspection of all goods being imported in Rwanda	The network can be an issue due to wearther conditions.
4 Rwanda Police	5	6:00	22:00	16	2	2	16	2	2	To verify Contents & duties payable to RRA. To check if vehicles are permitted from abroad to enter into Rwanda. Prevention of smuggling of goods across the border. Policing of areas close to the border.	The scanner is not working, More officers are needed to work at night to prevent smuggling in nearby areas close to the border.

Department		Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and work Procedures	Challenge faced
5	Rwanda Ministry of agriculture	2	6:00	22:00	16	2	1	16	0	0	Inspection of all animals & animal Products. Checking of all documents for any particular consignment. Decision to allow the consignment to enter into Rwanda or to send back to Tanzania based on inspection & documentation.	Lack of quarantine rooms to keep infected or unsanitary animal products & livestock. No testing kits, Some trucks arrive without the proper documentation & certificates. Certain drivers are unaware of the proper procedures of possible infected products & livestock.
6	Rwandan Revenue Authority	16	6:00	22:00	16	2 (3 as of the 1st of April)	8	8	0	0	Protection of society from illegal goods. Control of cargo cleared under S.C.T. . Facilitation of inward & outward transits. Collection of revenue from imports. Clearance of exported goods from Rwanda.	Many drivers arrive without proper documents, The network can be an issue.
7	Rwandan Immigration	8	6:00	22:00	16	2 (3 as of the 1st of April)	4	8	4	4	Observation that relevant agencies are completing required work times. Coordination of all border activities. Verification and allowance of all people crossing the border. Visa issuing and approval. Liaising with all district Authorities. Handling of all cases concerning the border.	Staff shortage. Handling of the border community, Lack of transportation. Lack of and distance to available ablutions. Lack of proper Signage. Lack of parking. Generator power is inadequate, Border design is inadequate.

2.1.3 Rusumo - Tanzania

- 1) Number of Declarations⁶
 Import - approximately 336 per month
 Export⁷ – 4 536
 Transit in⁸ - 336
 Transit out⁹ – 1 440

- 2) The customs operating system is fully automated using TANCIS

- 3) Staff complement per shift
 (Customs and Immigration operate two shifts over a 16-hour period, the first shift from 07:00 to 15:00 and the second shift from 15:00 to 23:00.)

Customs (TRA)	– 15 (2 shifts, 8 per shift)
Immigration	– 18 (2 shifts, 8 per shift)
Tanzania Police	– 20 (2 shifts, 6 per shift)
Tanzania Food & Drug Agency (TFDA)	– 1 (1 shifts, 1 per shift)
Tanzania Board of Agriculture (TBA)	– 2 (2 shifts, 1 per shift)
Tanzania Bureau of Standards (TBS)	– 1 (1 shift, 1 per shift)
Tanzania Port Health	– 2 (1 shift, 2 per shift)
Tanzania Department of Fisheries	– 1 (1 shift, 1 per shift)
Tanzania Forestry Services	– 1 (1 shift, 1 per shift)

- 4) OGD Automation
 All OGD's available for the survey indicated they had system automation and access to the SWS (Single Window System).

- 5) Total number of clearing agent personnel at border - +/- 5

- 6) Major traded commodities:
 Exported:
 Coffee
 Tungsten Concentrate
 Cotton

- 7) Average number of inbound trucks per week carrying cargo - 11
 Average number of inbound trucks empty per week – 997
 Average number of outbound trucks empty per week - 1044

- 8) There 48 incoming buses per week and 20 outgoing buses, but not all buses actually cross the border only the Coaches and a few mini buses.

- 9) There are approximately 831 private vehicles (cars and pick-ups) per week incoming and 80 outgoing (this figure is distorted by local Tanzanian taxis that come across to the Rwanda OSBP to collect and drop off passengers, but do not cross into Rwanda they are however being counted when crossing back into Tanzania).

- 10) The total number of international passenger/traveller movements through Rusumo is estimated at 4186 incoming per month and 4272 outgoing while the number of

⁶ Source of data points 1 & 7-10 “End line Survey 2017 results”

⁷ “Exports” here means goods leaving an EAC country

⁸ “Transit In” here means goods passed through Rusumo, but destined for Dar es Salaam

⁹ “Transit Out” here means goods exported from an EAC Country destined for Kigali

movements by Border Community Residents is 1620 incoming and 1620 outgoing per month¹⁰.

- 11) There are dedicated lanes and parking facilities for Passenger bus traffic, Travellers (saloon cars, SUV (4x4), Pick-ups) and Trucks which is sufficient for the current traffic volumes.
- 12) There is a single window system for TANCIS, and most OGA's have access to the SWS
- 13) Customs (TRA) work Separately from other government agencies however, if there is a matter of joint concern, then there is co-operation between Customs and OGA's. All Tanzania OGA's with the exception of the Police and Port Health operate on the Rwanda side where the bulk of the inspections take place.

2.1.4 Stakeholder Feedback - Rusumo Tanzania

Stakeholder interviews were conducted with the Revenue Authorities, Immigration and all other OGAs on each side of the border to get their views on the state of their departments and challenges faced. The following issues were raised on the Tanzania side:

- Staff shortages
- Lack of staff transport
- Lack of staff accommodation
- Lack of transportation to patrol the porous border
- No health scanner for travellers
- No ambulance to transport infected patients
- Un-harmonised Fisheries Act and Regulations between Tanzania and Rwanda
- Extremely porous border

A more detailed assessment of the OSBP situation is shown in the Stakeholder matrix below.

¹⁰ Source of Statistics "ANEX 1 TOR"

Table 2.2: Rusumo OSBP Stakeholder Interviews – Tanzania

Department	Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and procedures	Challenges faced
1 Tanzania Food & Drug Agency	1	7:30	21:00	13.5	1	1	13.5 hrs.	3	3	Inspection of Food,Drugs, Cosmetics and medical supplies, Receiving of applications for various goods entering into Tanzania. Conducting of public sensitization for Importing & Exporting of Goods in Tanzania. Receiving of applications from nearby shops to sell various Goods.	Staff shortage & transportation is are the only problems.
2 Tanzania Bereau of Standards	1	9:00	23:00	14	1	1	14	2	2	Conducting of inspections of various Goods entering into Tanzania. Offering of Badge Certificates on accredited Goods. Advise to Entrepreneurs on procedures concerning importing & exporting of products	Staff shortage & transportation is are the only problems. Lack of transportation. Lack of accomodation.
3 TRA	15	7:00	22:00	15	2	8	8	10	10	Clearance of Vehicles & Goods.Facilitation of Trade. Control of goods crossing the border.Strategic Border patrols based on information received. Maintenance of Border grounds.Security	Staff shortages
4 Immigration	17	7:00	23:00	16	1	8	16	0	0	Stamping of passports. Visa application. Investigations on immigrants.	Lack of Computers. Lack of transport. Lack of stationary. Lack of furniture
5 Tanzania Police	20	6:00	22:00	16	2	6	8	10	10	Guarding of the bank. Checking of people & lugguge crssng the border. Security of the control zone, Policing of nearby areas, and handling of anysituation that may arise is surrounding area's	Staff shortage. No scanners

Department	Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and procedures	Challenges faced
6 Tanzania Port Health	2	7:30	22:00	14.5	1	1	14.5	6	6	Sirveillance of passengers and anyone crossing the border. Vaccinations against Yellow Fever. Inspection of food & cosmetics both imported and exported. Inspection of Chemicals & inspection of any human remains that may be transported across the border	Staff shortage. Lack of offices. Lack of furniture, No ex duty allowance. No scanner. No office telephone. No Ambulance to transport any infected people.
7 Tanzania Department of Agriculture	2	6:00	22:00	16	2	1	16	1	1	Inspection of crops & vegetables except cash crops (coffee, cotton). Collection of inspection fees.	Staff shortage. Lack of transportation. Lack of computers
8 Tanzania Forestry Agency	1	6:00	22:00	16	1	1	16	3	3	Inspection of all forestry Products. Inspection of import & export permits for forestry products. Restriction of illegal transportation of forestry products out of the country. To provide extensive education to drivers about exportation of forestry products	Lack of transportation. Staff shortage. Lack of Store. Extremely porous border.
9 Tanzania Department of fisheries	1	6:00	22:00	16	1	1	16	0	0	Conducting of inspections of cargo carrying trucks. Collection of inspection service fees. Collection of fisheries product export royalty. Banking of collected Government revenue. Documentation. Preparing of daily, weekly, monthly & annual reports. Providing of education to fisheries experts.	Staff shortage, Lack of transportation. Lack of unharmonised fisheries act & regulations between two countries.

2.2 Border Procedures

Goods being cleared at the Tanzania-Rwanda OSBP at Rusumo undergo a number of clearance procedures. The procedures outlined below are based on information gathered in interviews with border officials and observations of the survey team.

Table 2.3: Detailed Procedures for Westbound Goods - “Rusumo OSBP” → “OSBP Rwanda”

Imports						
Stage	Procedure	Location	Action By	Action To	Documents	Issues
1	Order at transporters	Transporter	Supplier	Transporter	Invoice(1) Packing list (2)	
2	Agent calculates duties in anticipation of cargo...Pre - Alert	Agent	Agent	Importer	Invoice SAD with Duties (3)	Depending on availability of funds duties are deposited If under SCT the normal declaration is made by the clearing agent and duty payments are made by the importer for customs. A C2 document which is a movement document for foreign cargo is issued the cargo can move and be received at the borders.
3	Consignment ready for dispatch	Transporter	Transporter		Consignment Note(4) Certificate of Origin (5) Invoice	
4	Truck arrives at the Border - submits documents to TRA	Rwanda OSBP	Driver	TRA	Invoice Packing list (2) Certificate of Origin (6)	
5	Documents for RRA	Rwanda OSBP	Driver	Agent	All above	
6	Agent submits entry electronically	Agent Office	Agent	RRA	All documents attached including Docs also endorsed by other OGAs (7)	
7	Submission either "routed" green,yellow or red Documents selected green can be printed in readiness for stamping Submission routed red awaits issuance of query Queries include issues of verification,calculations etc	RRA	RRA	Agent	All above	
8	Release order issued	RRA	RRA	Agent	Stamped documents Release order (8)	
9	Agent collects stamped documents	RRA	Agent	Office	As above	
10	Driver pays RUC (Road User Charge)	RRA	Driver	Agent	Gate Pass	
11	Driver stamps passport with immigration	Immigration	Driver	Agent	Gate Pass	
12	OGAs verification Repesantives carry out verification on load	Magerwa	OGA rep	Driver	None	Most documents will have been endorsed by OGA already
13	Exit Rwanda Border after Police verification	Rwanda OSBP	Driver/Police	Destination	Stamped documents	

Flow Chart – Rwanda OSBP Procedures

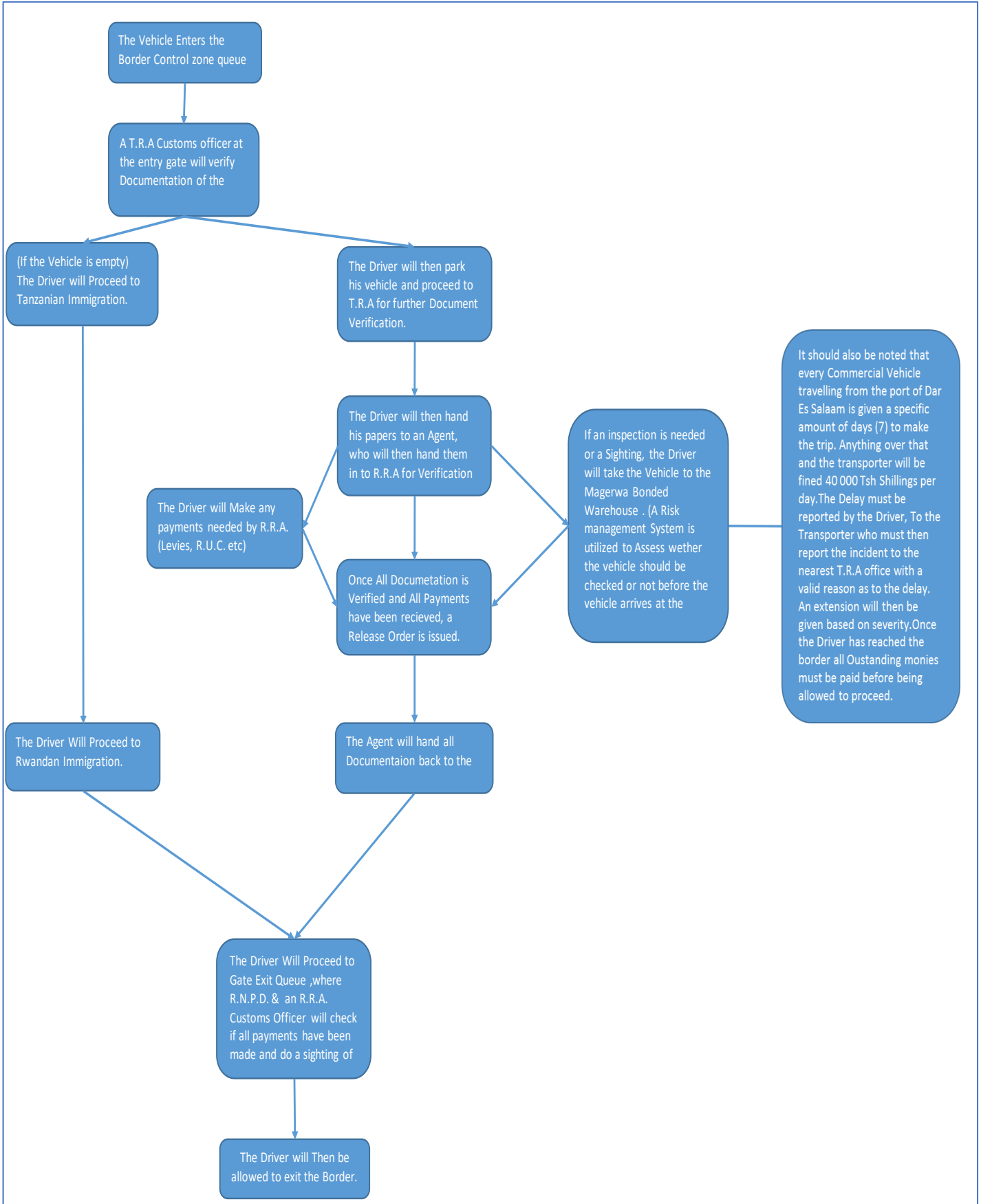
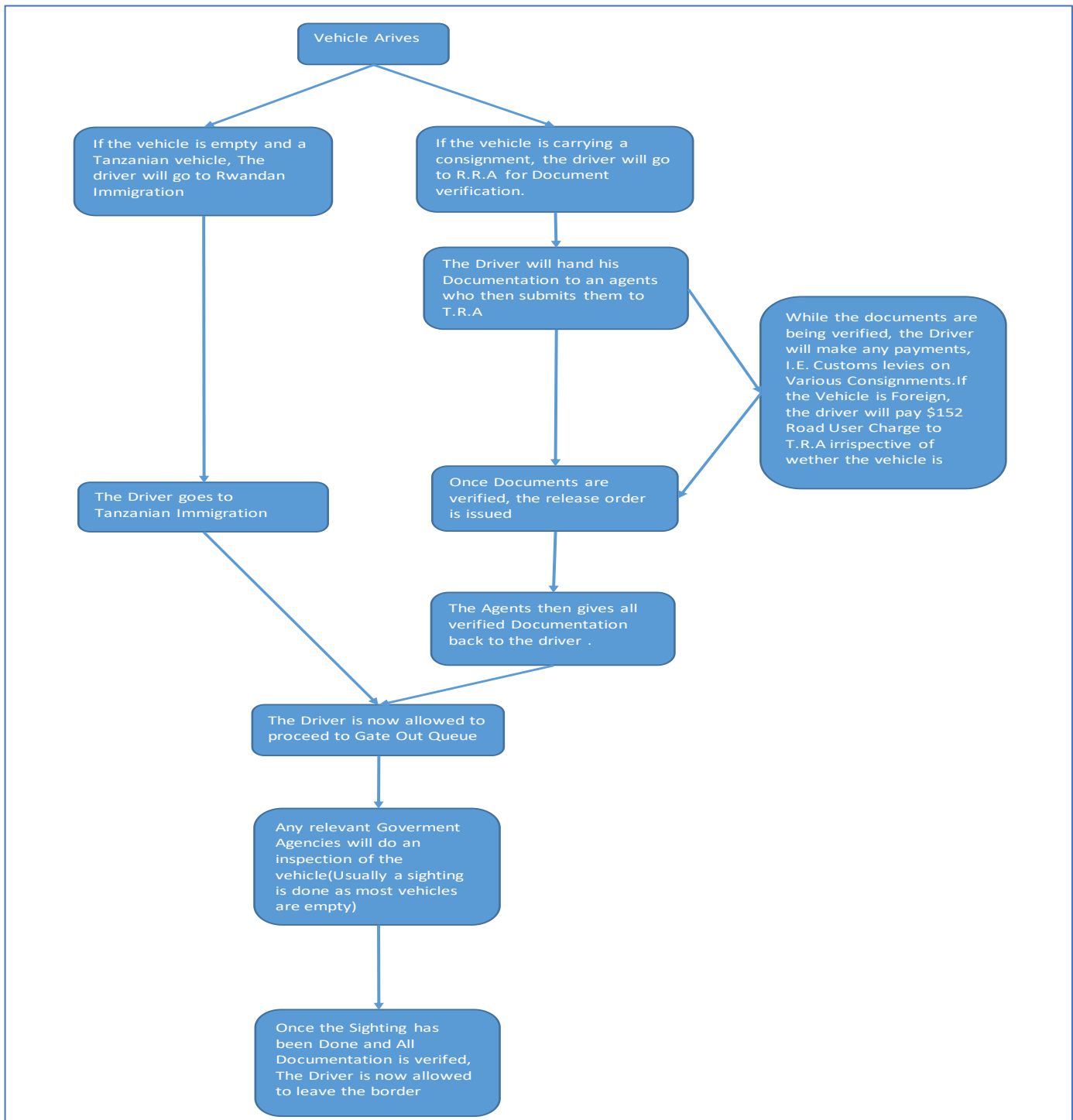


Table 2.4: Detailed Procedures for Eastbound Goods - “Rusumu OSBP” → “OSBP Tanzania”

Stage	Procedure	Location	Action By	Action to	Documents	Issues
1	Trucks arrives at the Border	Rusumu OSBP	Driver	Driver	Export clearance documents	
	If empty driver proceeds direct to Immigration (Stage 7)				Transit documents	
					Comprise SAD/Packing List/Invoice etc.	
2	Documents submitted to RRA	Rusumu OSBP	Driver	RRA	As above	
3	Documents for TRA	Rusumu OSBP	Driver	Agent	As Above	Documents can be emailed as well
	Agent submits entry electronically	Agent Office	Agent	RRA	All documents attached including	
					Docs also endorsed by other OGAs	
4	Submission either "routed" green,yellow or red	TRA	TRA	Agent	All above	
	Documents selected green can be printed in readiness for stamping					
	Submission routed red awaits issuance of query					
	Queries include issues of verification,calculations etc					
5	Release order issued	TRA	TRA	Agent	Stamped documents	
					Release order (8)	
6	Agent collects stamped documents	TRA	Agent	Office	As above	
	Driver pays RUC (Road User Charge)	TRA	Driver	Agent	Gate Pass	
7	Driver stamps passport with immigration	Immigration	Driver	Agent	Gate Pass	
8	OGAs verification	Magerwa	OGA rep	Driver	None	Most documents will have been endorsed by OGA already
	Representatives carry out verification on load					
9	Exit Tanzania Border after Police/TRA verification	Rwanda OSBP	Driver/Police/TRA	Destination	Stamped documents	

Flow Chart – Tanzania OSBP Procedures



2.3 Review of Preceding Studies

a) Rwanda Revenue Authority Time Release Study

The Time Release Study (TRS) done in 2010 by the Rwanda Revenue Authority showed a total dwell time¹¹ at the Rusumo border from arrival to release at the border of 7:58, arrival to lodgement at 6:47, and lodgement to release at 1:29, as shown in Table 2.5.

¹¹ In this survey dwell time was defined time from arrival at the gate to exit gate

Table 2.5: Total Dwell Time RRA TRS 2010

Procedures	Days	Mean time: 2010	
		Hrs	Min
Inward Transit			
Arrival to release at the border	00	07	58
Arrival to lodgement	00	06	47
Lodgement to release	00	01	29

Source: Rwanda Revenue Authority, Time Release Study, 2010

b) JICA Project for the Construction of Rusumo International Bridge and OSBP Facilities

The survey conducted in February 2010 in preparation for the Rusumo bridge and OSBP construction project showed different results.

Threshold values to determine transit to Kigali were different from the level in the RRA study which was based on a consignment value (Customs declared value of cargo) of RWF 500,000. If the value was above this level, these cargoes were sent via transit to the ICD at Kigali (Gikondo). Cargoes at Gikondo were congested and the waiting time was 6-10 hours (according to an interview survey with clearing agents in 2010).

In the JICA preliminary survey the threshold level was RWF 2.5 million: cargoes less than this value were checked and cleared at the Rusumo Border, but the volume of such cargo is low. The net result was that cargoes mostly from the third countries that transit through Tanzania needed to stop three times to be cleared – twice at Rusumo and at then once at Gikondo. This situation remains unchanged. It was expected that the OSBP would improve the speed of inspections at the border, so that delivery of goods to Rwanda will be facilitated by the one-stop service.

The preliminary survey summarised dwell time at the Rusumo Border (westbound cargo to Rwanda), as shown in Table 2.6.

Table 2.6: Dwell Time Surveyed by JICA (in February 2010)

	Mean (hours and minutes)	Data 19 February 2010	Data 20 February 2010
Mean	1:03	3:59	4:08
Mean during peak	3:55	3:39	4:12

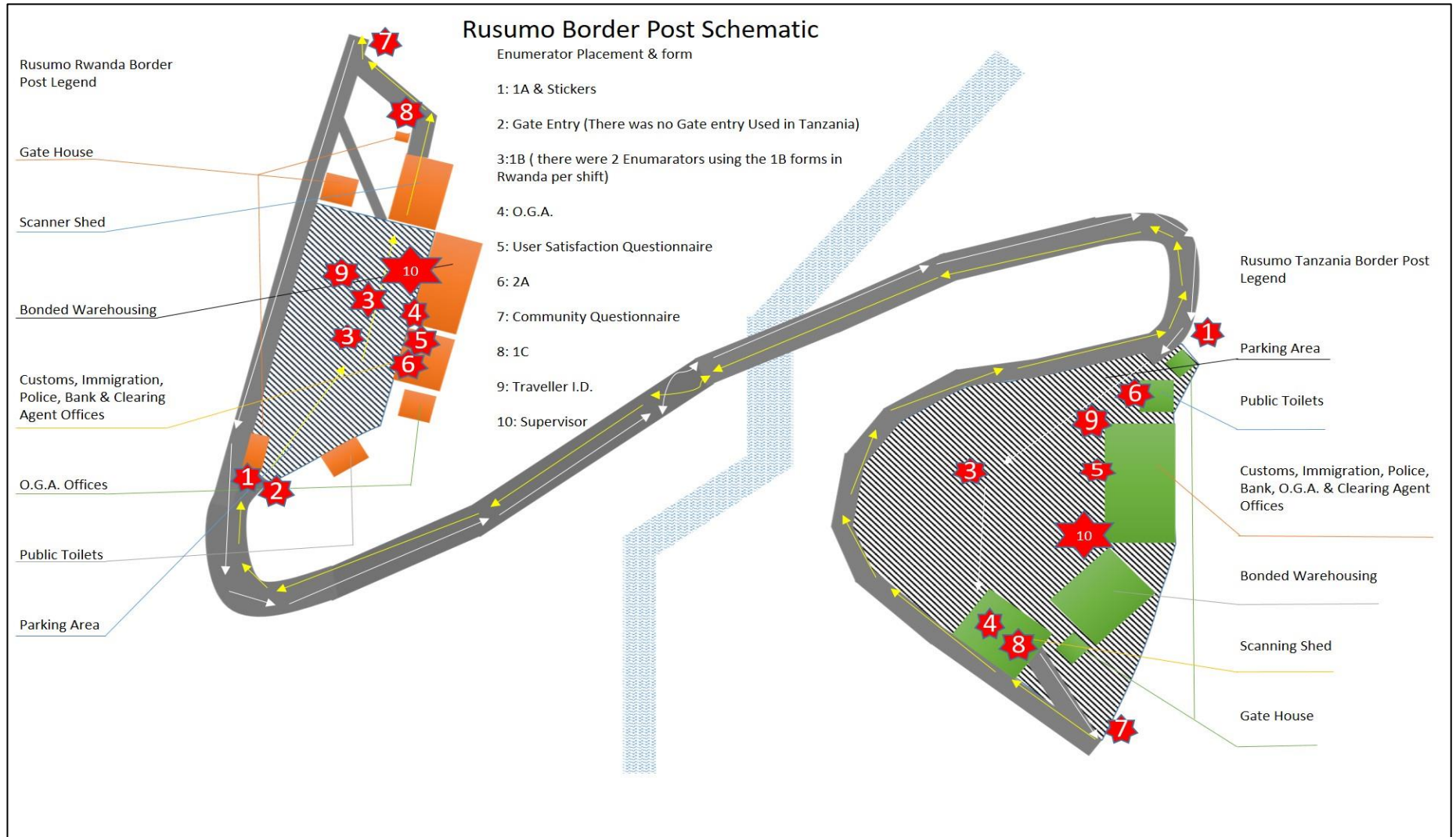
Source: JICA Report on the Construction of Rusumo Bridge and OSBP Facilities

It must however be noted that the results of the previous surveys cannot be used for direct comparisons or used as the baseline for comparison with the present end-line TMS, due to the different methodologies and limited or unreported sample sizes.

2.4 Performance of the TMS

The performance of the present end-line TMS took place at the two border posts in Rwanda and Tanzania, which are approximate 2 kilometres apart on either side of the Rusumo River. The layout of the borders and survey staff positions if shown in Figure 2.1 below.

Figure 2.1: Layout of the Rusumo Border Posts and Survey Staff Locations



2.4.1 Data Collection

Data collection for the overall cargo movement was done with a monitoring sheet and clipboard (see Appendices C-E). The recording of the cargo movements used various manual data capture forms, as described below;

Commercial and Passenger Process - Tanzania to Rwanda (OSBP Rwanda)

- a) Enumerator (1) (commercial) was positioned on the access road from Tanzania to the Rwanda Gate IN, his function was to complete Form 1 (A) – Commercial Traffic Count & OD Information.
- b) Enumerator (2) (commercial) was positioned at the Entrance Gate to the Rwanda OSBP and completed the Gate IN Register.
- c) Enumerators (3) x 2 (commercial) were positioned in the Truck Park opposite the Customs Hall to monitor the customs processing times using form 1 (B).
- d) Enumerator (4) (commercial) positioned at the Bonded Warehouse (Inspection Bays) monitored all trucks sent for inspection and or joint verification by Customs and other OGA's using the OGA form.
- e) Enumerator (5) had access to the Customs Control Area to conduct interviews with all border post users and complete the USS Questionnaire.
- f) Enumerator (6) (passenger) was positioned close to the entrance gate to the OSBP and will monitor all Passenger Vehicles i.e., Bus, saloon cars, SUV's and pick-ups completing Form 2 (A) Passenger Traffic Count & OD Information.
- g) Enumerator (7) (Community Survey) was located outside the Customs Control Area within the Community Business Area to interview community members, business owners, traders etc.
- h) Enumerator (8) (commercial) was located at the Gate OUT to register all trucks departing the border after completion of all border procedures and will complete Form 1 (C) Gate OUT Register.
- i) Enumerator (9) (Traveler ID) was positioned at the entrance to the Customs/Immigration Hall to complete passenger/traveler, driver, informal trader information for collection information on time spent at Immigration/Customs and total dwell time with the border Control Area.
- j) Enumerator (10) (Supervisor) was positioned Within the Customs Control Area to monitor all activities of the Enumerators, assist with Enumerator queries and collect, check, sign-off and batch all forms and questionnaires completed by the Enumerators.

Commercial and Passenger Process - Rwanda to Tanzania (OSBP Tanzania)

- a) Enumerator (1) (commercial) was positioned on the access road from Rwanda to the Tanzania Gate IN, his function was to complete Form 1 (A) – Commercial Traffic Count & OD Information.
- b) Enumerator (2) (commercial) was positioned at the Entrance Gate to the Rwanda OSBP and completed the Gate IN Register.
- c) Enumerators (3) x 2 (commercial) were positioned in the Truck Park opposite the Customs Hall to monitor the customs processing times using form 1 (B).
- d) Enumerator (4) (commercial) positioned at the Bonded Warehouse (Inspection Bays) monitored all trucks sent for inspection and or joint verification by Customs and other OGA's using the OGA form.
- e) Enumerator (5) had access to the Customs Control Area to conduct interviews with all border post users and complete the USS Questionnaire.
- f) Enumerator (6) (passenger) was positioned close to the entrance gate to the OSBP and will monitor all Passenger Vehicles i.e., Bus, saloon cars, SUV's and pick-ups completing Form 2 (A) Passenger Traffic Count & OD Information.
- g) Enumerator (7) (Community Survey) was located outside the Customs Control Area within the Community Business Area to interview community members, business owners, traders etc.

- h) Enumerator (8) (commercial) was located at the Gate OUT to register all trucks departing the border after completion of all border procedures and will complete Form 1 (C) Gate OUT Register.
- i) Enumerator (9) (Traveler ID) was positioned at the entrance to the Customs/Immigration Hall to complete passenger/traveler, driver, informal trader information for collection information on time spent at Immigration/Customs and total dwell time with the border Control Area.
- j) Enumerator (10) (Supervisor) was positioned Within the Customs Control Area to monitor all activities of the Enumerators, assist with Enumerator queries and collect, check, sign-off and batch all forms and questionnaires completed by the Enumerators.

Traveller ID Cards

a) Passenger Time Survey

Surveyors (9) located outside the immigration offices and entrance points to the OSBP, completed the Traveller ID cards for all traveller movements across the border both incoming and outgoing. These cards were filled in by surveyor on a sample basis and the passenger/traveller was followed through the process from arrival to departure from immigration/customs to the exit point from the border.

b) The Traveller Card System

Yellow cards were used for Rwanda to Tanzania passenger/travellers and Green cards for passenger/travellers from Tanzania to Rwanda side of the border. Bus passengers, private vehicle users and pedestrians were be targeted. The card issuer (surveyor) recorded arrival times as well as the passenger's passport or EAC Pass number, the time sequence or verification of Customs in the case of a Direct Assessment and Immigration process were completed by the surveyor at the Immigration Hall. On departure or exiting the border the surveyor completed the exit or departure times from the border.

Passengers/Travellers carrying any goods that required a Direct Assessment made a declaration when necessary. The data was captured into the Traveller Identification Card under Direct Assessment, the commodity, value of goods and process times were recorded on the card by surveyor in conjunction with the Customs officer on duty.

c) USS (User satisfaction Survey)

The User Satisfaction Survey was conducted over three days using 2 Enumerators per border post and a total of +/- 100 interviews were conducted on each side of the border. This data was captured, analysed and scored to obtain the overall level of satisfaction from the interviews.

The Border User Satisfaction Survey questionnaire is designed to collect demographic information from a sample of border users, as well as information regarding goods transported informally, other than commercial transport operations. The questionnaire also requests their reactions, comments and levels of satisfaction with the procedures, facilities, infrastructure, design and layout of the border, features and the performance of the border authorities.

The questions in the survey form cover various aspects of border operations and the new facilities. The questions are classified as follows;

Questions 1-14 describe various attributes of the respondent sample and requests information regarding goods and passengers carried

Questions 1-21 seek responses on various aspects of border procedures.

Questions 22-34 provide ratings of levels of satisfaction with procedures and facilities

The User Satisfaction report is, divided into three sections:

- In the first section the responses of the sample of border users are presented in a set of 33 tables corresponding to the questions in the questionnaire.
- The second section of the report gives an analysis by gender of the responses from the same user sample to identify possible gender variances.

To provide a composite measure of User Satisfaction the responses to the questions dealing with levels of satisfaction (Tables 22-34) are “scored” as follows to give a composite indicator of levels of satisfaction for each parameter. Responses are scored as; “Very Satisfied = 5; Satisfied =3; Neutral = 1 Dissatisfied = -3 and Very dissatisfied = -5 [questions not answered or unintelligible scored 0]. The maximum possible score for 56 respondents would therefore be $56 \times 5 = 280$ points and the actual score is shown as a number and a percentage of maximum in the tables

- The third section of the User Satisfaction Report provides a matrix of observations from the “stakeholder” (officials) interviews with different departments at the border.

d) Community Survey

The Community Surveys were performed by locally recruited surveyors, who received training and instruction from the TLC managers on site at Rusumo border. The surveyors were selected for their local knowledge and command of English and Swahili. They used pro forma questionnaires / interview guides (shown in Annexure A) to perform structured interviews with numbers of local business and community members.

The results from the field survey questionnaire / interview guides were then transferred to marker sheets as a validation and verification process to ensure that the data capture process did not replicate errors and omissions from the field returns. In this process, it was found to be necessary to re-number and revise the order of some questions to improve the capture process. (Marker sheet is shown in Annexure B)

The questions (14-17) which requested ad hoc comments and suggestions from community members were processed separately and are recorded as lists of random verbatim comments in this report. The survey recorded responses from 33 people on the Rwanda side and 34 people on the Tanzania side of the border. The survey results are shown in the following sections of this report.

e) Corridor Cost Survey

A Corridor Cost Survey on transportation costs including port and border clearance charges from Dar es Salaam to Kigali was performed by interviewing selected transporters. Transporters interviewed, included Transcargo Ltd. and Super Star Forwarders Co Ltd. based in Dar es Salaam. The survey also included driver wages, allowances and bonuses, and these were shown separately from the transport costs per trip.

Three major transporters using this corridor were interviewed and the charges averaged, as shown below;

1. 1 x High Cube 40' container load (heavy – 28 tons) – US \$3,800
2. 1 x 20' container load (22 tons) – US \$3,500
3. 1 x Breakbulk load (28 Tons) – US \$3,300
4. 1 x Tanker load (Fuel full load) – US \$3,200

The rates for Container transportation are higher than for Breakbulk Cargo and Tankers (Fuel) as they include the return of the empty containers to Dar es Salaam.

The review of Driver wages and allowances showed that drivers earn on average, US \$300 per month with a trip allowance of US \$200 per trip for incidentals. A monthly bonus of +/- US \$150 per month is also payable based on driver performance and number of trips completed per month. The above averages vary considerably as driver wages are influenced by age and experience, but the allowances and bonuses are relatively standard.

2.4.2 Document Flow

The survey sheets were processed with the series of actions described in Table 2.7. Reference may also be made to Figure 2.1 showing the layout of survey operations.

Table 2.7: Survey Sheet Movement 1A, 1B, 1C & 2A

Forms	Location	Survey Points	Enumerator	Information to be filled in	Control check
Form 1A	Arrival point (queuing) or parking (Truck traffic count & OD information)	Points A and F	Surveyor (1)	Vehicle registration Number, truck type, Time of arrival and OD information	Handed to Supervisor and checked on completion
Form 1B	Customs area entry point (Truck time survey)	Points B and E	Surveyor (2)	Arrival time, Customs registration, inspections, release order and gate out.	Handed to Supervisor and checked on completion
Form 2A	Customs area entry point (Passenger traffic count and OD information)	Points B and E	Surveyor (3)	Vehicle registration Number, vehicle type, Time of arrival and OD information	Handed to Supervisor and checked on completion
Form 1C	Exit point or departure from border (truck only)	Points C and D	Surveyor (4)	Vehicle registration Number, truck type, Time of departure from border	Handed to Supervisor and checked on completion

Vehicle Categories:

The vehicle categories that are defined in the survey are shown in the table below:

Vehicle Category	Description
Commercial Vehicles	
Container Vehicles	All trucks transporting removable containers (20ft and 40ft)
Fuel Tankers	All commercial fuel transporting vehicles
Light Trucks	Pickups, lorries and small trucks carrying goods of capacity up to 8T
Medium Trucks	Trucks with equivalent carrying capacity from 8T up to 15T
Break Bulk	All other trucks larger than medium trucks
Passenger Vehicles:	
Bus or Coach	All commercial buses transporting 45 or more passengers
Coaster	All commercial buses transporting max 30 passengers
Minibus	All commercial buses transporting max 14 passengers
Saloon/Sedan/Mini-van	Small passenger vehicles of capacity up to 7 passengers
4WDs	Large passenger vehicles
Pick-ups	Passenger pickups - Not carrying goods

2.4.3 Surveyor Deployment Plan

There were 10 surveyors and one field supervisor deployed on the Rwanda side and 9 surveyors and one supervisor on the Tanzania side of the border. The core complement of eight surveyors on each side of the border post per shift was made up of six dedicated vehicle surveyors and two passenger surveyors deployed on each side, one at the immigration window, and one at the exit/entry gate at the police checkpoint by the bridge between the two border posts.

The survey at the border post required 2 x 8 hour shifts to cover the operating hours from 6 am to 10 pm each day of the 7-day survey.

One field supervisor was deployed to manage survey operations on each side of the border post and he was responsible for the collection of all data sheets on a daily basis and batching thereof.

3. RESULTS OF THE TIME MEASUREMENT SURVEY

3.1 Overview

Infrastructure was a major constraint at this border crossing between Tanzania and Rwanda, with the terrain and the river making expansion projects a challenge. The old bridge was only one lane, and was not built to carry the maximum allowable vehicle weights now in use on the route. In addition to funding border post upgrading, JICA has funded construction of a new two-lane bridge with a carrying capacity of 80 tons, which was completed in November 2014. Construction of the OSBP facility was completed in December 2015, but only commissioned and implemented as a fully operational OSBP in April 2016.

This has eliminated the infrastructure constraints and provided sufficient parking for all modes of traffic at the border. The development has facilitated the smooth flow of traffic and enhanced the now efficient processing of cargo and passenger/travellers through the Rusumo OSBP facility.

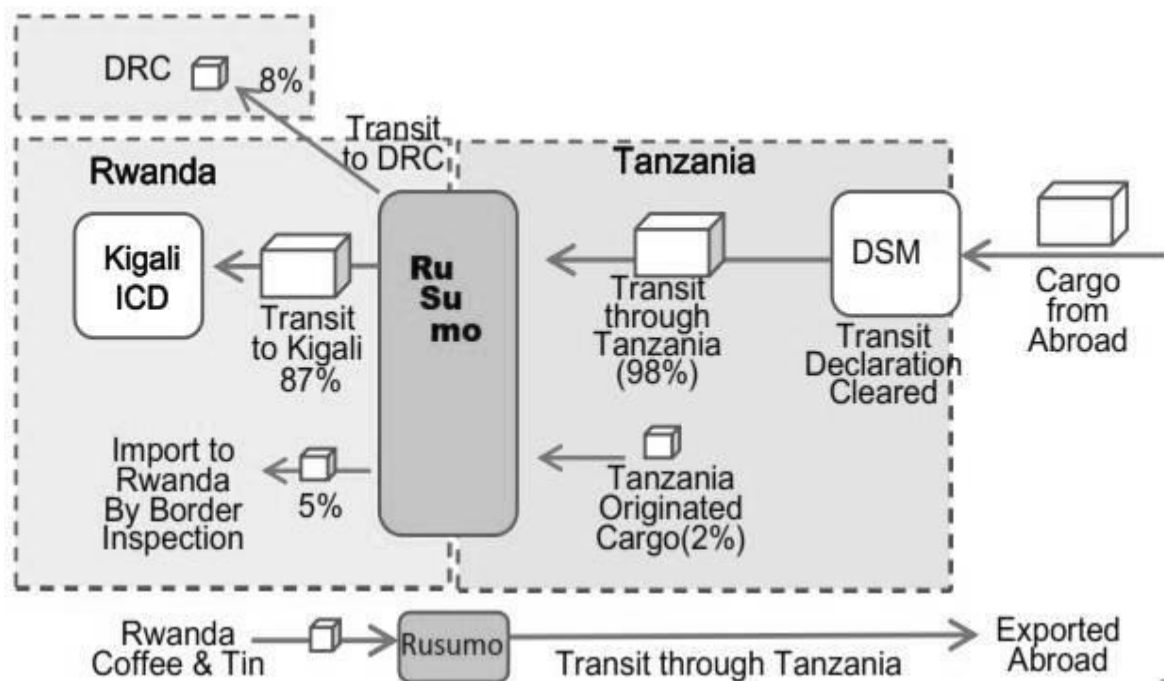
3.2 Current Situation of Cargo Traffic at the Rusumo Border

The results of the survey of cargo traffic at the Rusumo border are shown below and have not changed very much from the baseline survey conducted in 2014 (Figure 3.1).

- Transit and SCT cargo dominated the activities of the authorities on both sides of the border at Rusumo.
- Westbound cargo accounted for 99% of goods vehicles crossing the border.
- Cargo from Rwanda (eastbound) was approximately 1% of that in the opposite direction by weight of cargo.

The patterns of cargo movements is shown diagrammatically in Figure 3.1 below.

Figure 3.1: Import-Export and Transit Cargoes at Rusumo



3.3 Survey Data of Cargo and Passenger Traffic

The survey was designed to capture all cargo and passenger traffic on both sides of the border during the days from 16 to 22 February 2016. At this border, cargo traffic from Tanzania to Rwanda is dominant, with minimal cargo traffic from Rwanda to Tanzania.

Passengers included all passport holders arriving at the border by various modes of transport such as bus, car (including taxi), motorcycle, and bicycle. The number of cargo movements captured during the survey was 1044 at the Rwanda OSBP (exports to Rwanda) and 1008 at the Tanzania (mostly imports transiting Tanzania). There were eleven cargoes exported from Rwanda, transiting Tanzania, and destined to third countries overseas. There were data on 997 empty trucks returning from Rwanda and entering Tanzania.

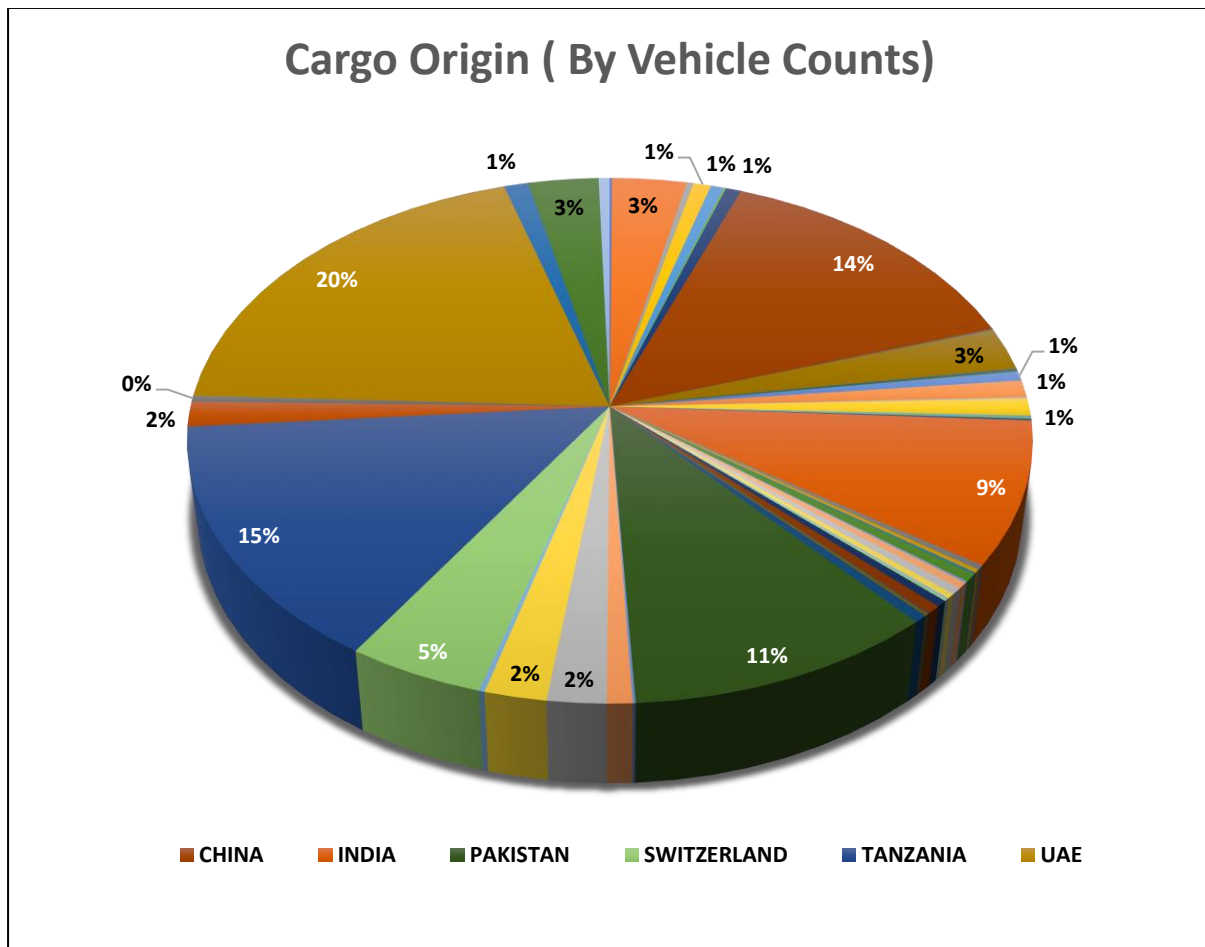
The number of passengers/travellers, pedestrians, cyclists, informal traders, drivers etc. processed through the Traveller ID survey was 982 for the Tanzania side and 996 for the Rwanda side.

3.4 Cargo Crossing the Rusumo Border

3.4.1 Origins of Import Cargo into Rwanda

Figure 3.2 shows the cargo recorded from Tanzania into Rwanda by place of origin and is based on declarations on the Rwanda side.

Figure 3.2: Composition of Cargo Imported into Rwanda by Origin



It is evident that the origins of cargoes include not only nearby African countries but also Asian and European countries.

3.4.2 Cargo Analysis by Commodities

The main commodities moving from Tanzania to Rwanda are fuel, food and agricultural products, as shown in Table 3.1.

Table 3.1: Composition of Cargo Imported into Rwanda by Commodity

Total Tonnage - Detailed Commodity by HS Code Matrix	
Detailed Commodity	Total Tons
16-24 Foodstuffs	3855
DRIED FISH	23
SUGAR	1763
ENERGY DRINKS	154
FOODS	14
FLOUR	55
SALT	255
BROWN SUGAR	50
SWEET BISCUIT	20

SOYA FLOUR	30
PREPARED FOOD	12
PASSION FRUIT	32
JUICE	211
TOMATO KETCHUP	67
COOKING OIL	149
ORANGE FRUIT	8
MALT	511
CANDY	5
BISCUITS	14
CHIEF BRAND	21
VEGETABLE OIL	30
PALM OIL	75
HONEY	19
SPREAD	18
FISH	86
PULP	26
MILK	51
CONCENTRATE	4
GRAIN CAKE	29
SALSA	79
FROZEN FOODS	26
BEVERAGES	17
25-27 Mineral products	8966
FUEL	7813
DIESEL	564
CALCIUM CARBONATE	32
COAL	217
CRUDE OIL	56
GYPSUM	10
PNEUS	10
HYDROGEN	108
OIL CAKE	26
ANHYDROUS	25.1
ENGINE OIL	27
POTASH	15
PETROLEUM JELLY	64
28-38 Chemical and allied products	301
POLISH	26
YELLOW PAINT	31
CALCIUM CARBONATE	30
FERTILIZER	96
MEDICINES	22
PAINTS	45
CHEMICALS	26
CALCIUM PHOSPHATE	25
50-63 Textiles	358

MIXED CLOTHING	22
USED CLOTHING	228
WOVEN SACK	27
CLOTHES	56
COTTON WOOL	25
72-83 Metals	416
PIPES	77
PALISADE FENCE	49
GUARD RAILS	150
METAL	18
IRON PIPES	47
STEEL	75
90-97 Miscellaneous	2692
MIXED GOODS	2293
DIERIDE	26
PRSTION	26
MARKET MATERIALS	13
HOUSEHOLD	79
MAKE UP	30
POSTER WALL	27
SUPER MARKET	19
GAMES	32
CHAIRS	16
PERISHABLES	34
PERILEX	48
PROMOTION MATERIALS	9
KITCHEN WARE	15
DIGFAS	10
SUPERMARKET	15
Empty Return	0
EMPTY	0
68-71 Stone and glass	2052
TILES	588
CEMENT	1306
GLASS	51
WINDOW GLASS	51
POLISHED DACOLA	12
MIRROR	16
PLATES	27
44-49 Wood and wood products	433
FURNITURE	45
WOODEN DRUMS	123.54
TISSUES	9
BOOKS	55
PAPER	174
PLYWOOD	28

39-40 Plastics and rubber products	331
POLYETHYLENE	245
PTFE PIPES	26
VANES	23
AFRIPIPE	105
PLASTIC ITEMS	7
PVC CEILING	22
PLASTIC BAGS	10
TARPAULIN	51
PERILEX	24
TYRES	23
BAGS	16
84-85 Machinery and electrical	665
NEW UNIT	14
MEDICAL EQUIPMENT	21.5
USED MOTOR PARTS	58
AZ-COIL	30
REFRIGERATORS	32
EARTH MOVING EQUIPMENT	142
TELEVISIONS	32
BATTERIES	28
DIGITAL TESTER	5
SPARE PARTS	7
MACHINES	73
TOWER CRANE	132
CENTRIFUGE	89
MDF	21
LIGHTS	8
THICKNER	24
MILL	3
ANGLE SHAPER	25
SOLAR LANTERNS	2
06-15 Vegetable products	7002
WHEAT	2673
RICE	3784
MILLING WHEAT	30
GROUND NUTS	21
COTTON SEEDS	75
MAIZE	121
SOYA BEANS	181
SPLIT PEAS	32
PEAS	63
SUNFLOWER	23
86-89 Transportation	84
MOTOR CYCLE	25
USE BMW	25
USED HYUNDAI	18

AIRPLANE	17
64-67 Footwear and headgear	141
SHOES	67
USED SHOES	74
01-05 Animals & Animal Products	53
ANIMAL FEEDS	53
Grand Total Tons	27349

**Source of Data "End line Survey 2017"*

The total volume of cargo crossing westbound at Rusumo captured during the survey period was 27 349 tons, including fuel from the United Arab Emirates and India, foodstuffs from Tanzania, rice and other grains from Pakistan and Thailand, and wheat from Canada. This can be interpreted as a weekly total leading to an assumption of approximately 1.4 million tons per annum.

3.4.3 Cargo by Load Type Rwanda to Tanzania and Tanzania to Rwanda

Since most of the cargo crossing westbound from Tanzania to Rwanda consists of maritime imports from the port of Dar es Salaam, it is understandable that 48% of the cargo is containerised, with the second largest category being liquid tankers carrying fuel (30%) followed by Breakbulk 16%. The containerised cargo was made up of 27% (1x12 metres (27%); 20% (1x 6 metres (20%) and 1% (2x 6 metres (1%).

The distributions of load types transiting the Rwanda and Tanzania borders are shown in Figure 3.3 and 3.4.

Figure 3.3: Share of Cargo Trucks into Rwanda by Load Type

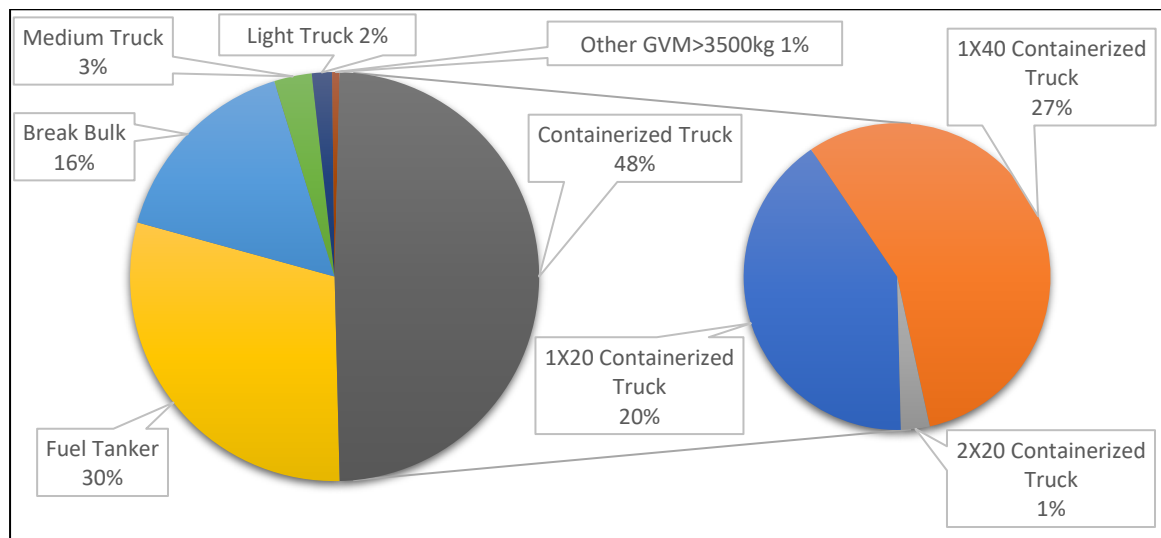
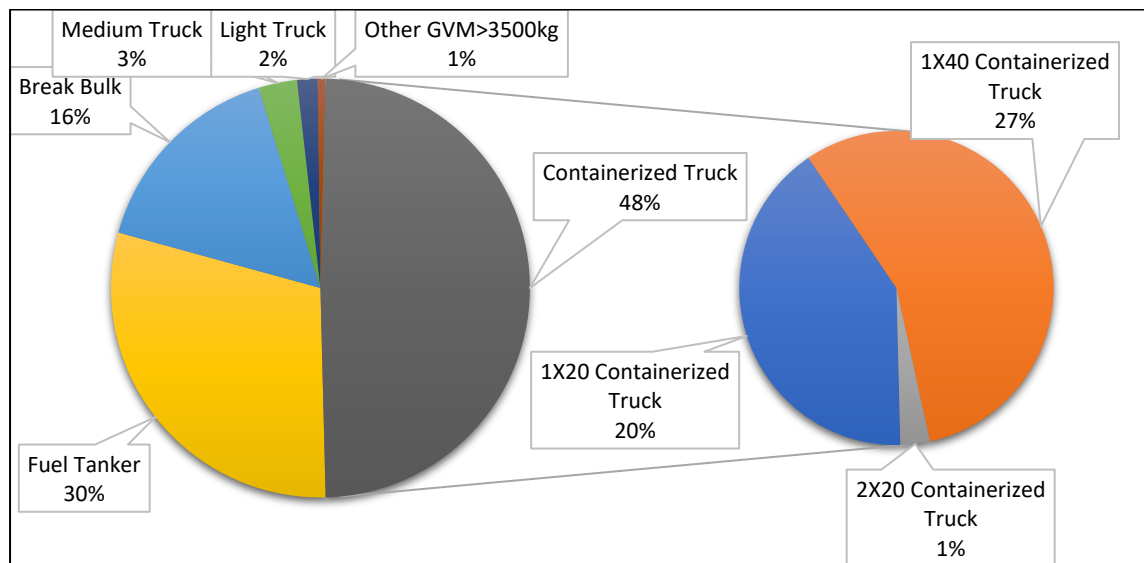


Figure 3.4: Share of Cargo Trucks into Tanzania by Load Type**3.4.4 Commercial Traffic Count**

A traffic count of all commercial vehicles into and out of Rwanda was conducted over the seven-day survey period and is shown in the Table 3.2 below.

Table 3.2: Commercial Vehicle Traffic Count – Westbound (Rwanda)

Vehicle Category	Day Survey		Night Survey		Total Survey		Estimated Volumes by Period	
	Total for Survey	Daily Average	Total for Survey	Nightly Average	Total for Survey	Daily Average	Monthly Estimate	Annual Estimate
1X20 Containerized Truck	240	34	43	6	283	40	1 230	14 756
1X40 Containerized Truck	207	30	43	6	250	36	1 086	13 036
2X20 Containerized Truck	14	2	1	0	15	2	65	782
Containerized Vehicles (All)	461	66	87	12	548	78	2 381	28 574
Fuel Tanker	248	35	31	4	279	40	1 212	14 548
Break Bulk	137	20	24	3	161	23	700	8 395
Medium Truck	8	1	2	0	10	1	43	521
Light Truck	19	3	3	0	22	3	96	1 147
Other GVM>3500kg	12	2	12	2	24	3	104	1 251
Total	885	126	159	23	1 044	149	4 536	54 437

Table 3.3 provides analysis of the proportions of different vehicle categories as well as a total for all categories by day and night counts (night counts refer to all vehicles counted after 18:00). The estimated annual volumes are extrapolated from the survey totals. The daily count of 149 Commercial vehicles into Rwanda and 144 returning from Rwanda to Tanzania is the current volumes being experienced at Rusumo OSBP.

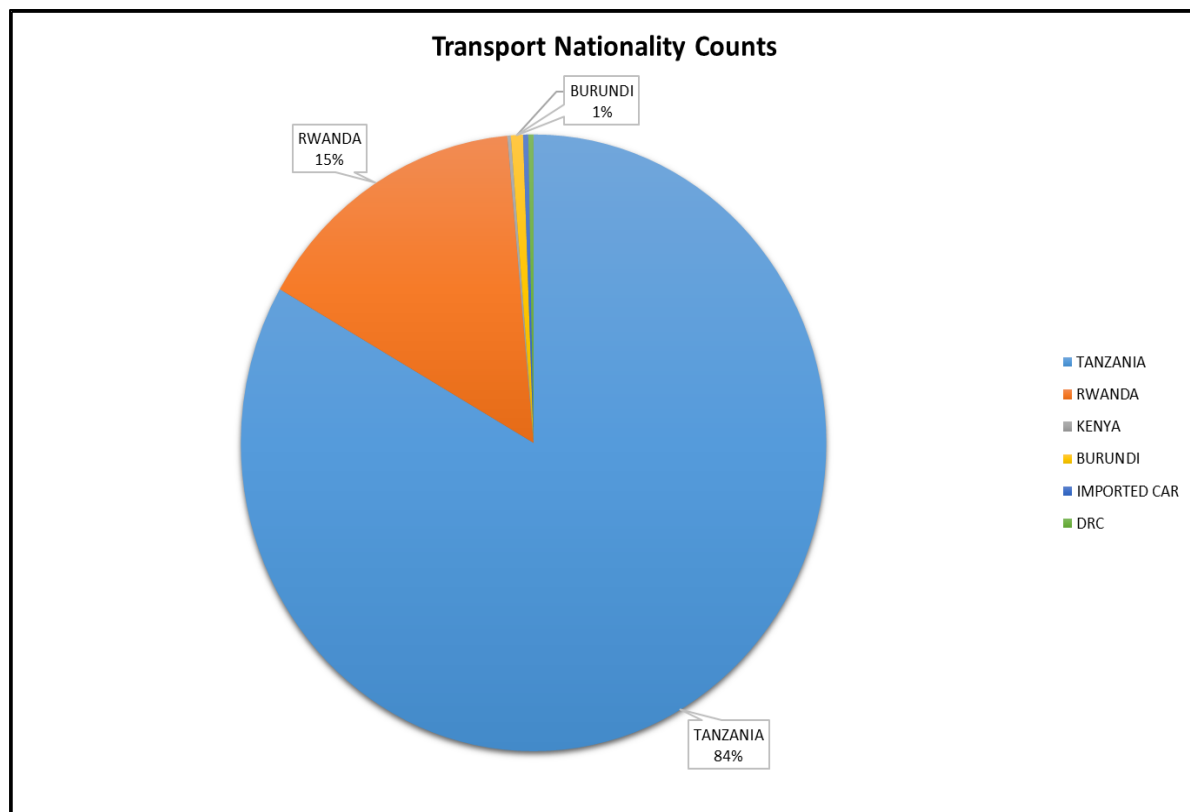
Table 3.3: Commercial Vehicle Traffic Count – Eastbound (Tanzania)

Vehicle Category	Day Survey		Night Survey		Total Survey		Estimated Volumes by Period	
	Total for Survey	Daily Average	Total for Survey	Nightly Average	Total for Survey	Daily Average	Monthly Estimate	Annual Estimate
1X20 Containerized Truck	113	16	90	13	203	29	882	10 585
1X40 Containerized Truck	177	25	101	14	278	40	1 208	14 496
2X20 Containerized Truck	14	2	1	0	15	2	65	782
Containerized Vehicles (All)	304	43	192	27	496	71	2 155	25 863
Fuel Tanker	216	31	83	12	299	43	1 299	15 591
Break Bulk	108	15	53	8	161	23	700	8 395
Medium Truck	25	4	5	1	30	4	130	1 564
Light Truck	10	1	6	1	16	2	70	834
Other GVM>3500kg	6	1	-	-	6	1	26	313
Total	669	96	339	48	1 008	144	4 380	52 560

3.4.5 Transporter Nationality

The nationality distribution of trucks and transporters along the Central Corridor from Dar es Salaam to Kigali through the Rusumo OSBP and returning to Tanzania is dominated by Tanzanian operators with 84% of all trucks being Tanzanian registered and 15% from Rwanda as shown in the figure below.

Figure 3.5: Transport Nationality Count by Country



3.5 Dwell Time and Analysis of Process Analysis

The TMS recorded all the cargoes and the time taken to perform all border functions as well as the overall dwell time of trucks and trailers at the Rusumo border stations on both sides.

The survey results are presented in the following:

- a) Tables showing the time of each activity in terms of the median and mean.¹² Time information is presented in the “hours: minutes” format in this report.
- b) Graphs showing the composition and proportion of activity time.

Within the set of information, the characteristics of the border station and cargo processing may be analysed both numerically and visually.

Regarding the time for different procedures; almost all goods are transit cargoes moved under SCT that are pre-declared and cleared at the entry port (e.g., Dar es Salaam). The only customs process required at Rusumo is confirmation of the Transit Document (T1) and the movement sheet of the truck to prove proper passing of all checkpoints in Tanzania. The truck drivers submit these documents directly to TRA at Rusumo Rwanda on arrival. The time for customs processes from submission to issuance of exit permit (release order) is less than 30 minutes measured in terms of the mean, with a median of 10 minutes.

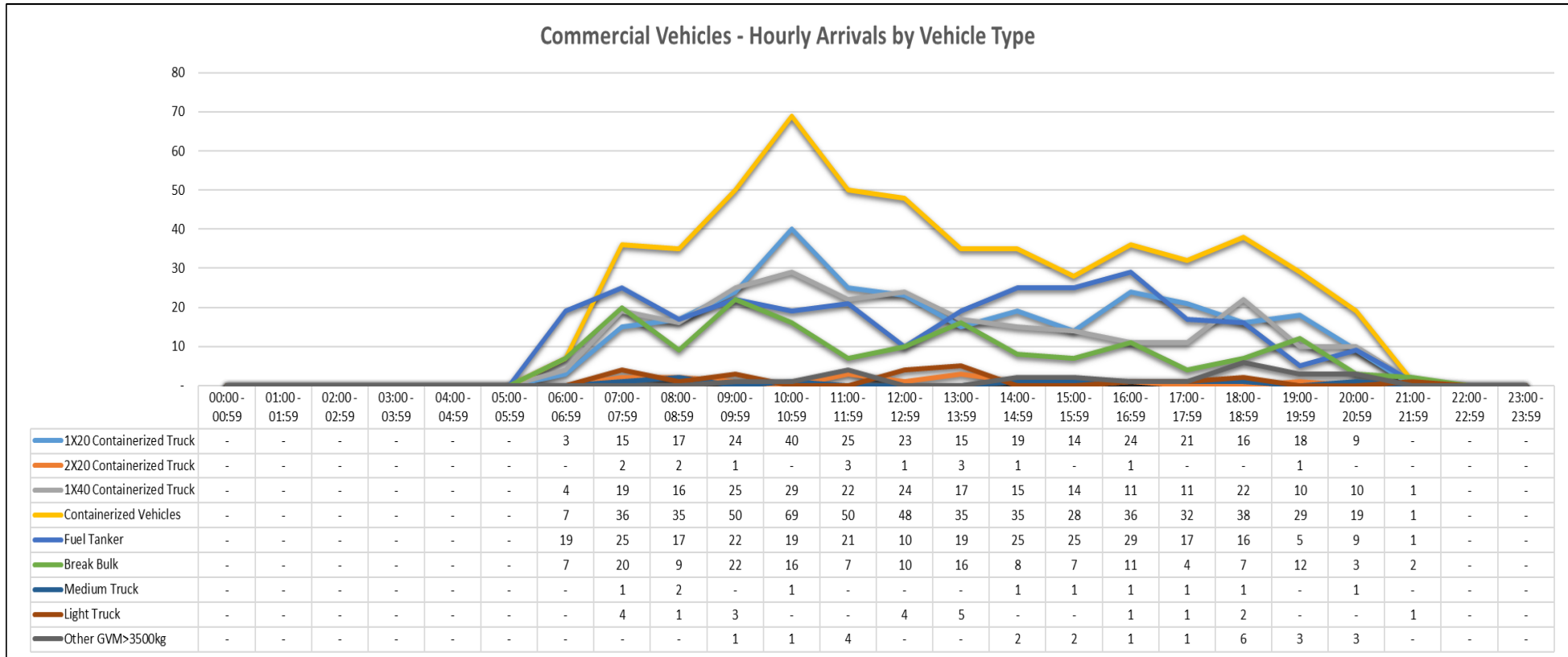
On the Rwanda side clearing agents receive documents from the drivers after vetting by TRA, and agents prepare documents for submission to Customs. The process of vetting and verification sometimes requires the intervention of RPD (Customs) and payment of fees and duties if the cargo value is under RWF 2.5 million and/or other OGAs such as Magerwa or RSB.

3.5.1 Arrival Rate by Hour of Commercial Trucks at the Rwanda OSBP (Westbound)

There is a steady flow of traffic arriving from 05:00 h:mm until 22:00 h:mm when the border closes, but traffic peaks between 09:00 h:mm and 15:00 with 86 trucks per hour for the survey period arriving at around 10:00 h: mm. It is hoped that with the opening of the border 24/7 on 1 April 2017 this pattern will change drastically and the traffic flow will be more evenly spread over the 24-hour operating period of the OSBP. However, this will take some sensitization of Transporter and importers to the change in operating hours going forward.

¹² The term “mean” refers to the arithmetic mean in this report. It is the sum of a list of numbers divided by the size of (i.e., the number of items on) the list. It has the same meaning as the word “average” as it is most commonly used. However, use of the term “average” has been avoided here to avoid confusion with the median

Figure 3.6: Commercial Vehicles – Hourly Arrivals by Vehicle Type



3.5.2 Border Crossing Times by Process from Arrival to Exiting the Border - Rwanda

The table below shows the processing times (mean and median) for all categories of Commercial Traffic both individually and collectively measured during the survey period. There was virtually no queuing time at the Rwanda OSBP and trucks were processed through the entry gate within 5 minutes however, there appears to be some long waiting time after parking of the truck before the drivers submitted documents to TRA and after issue of the release order to gate out, these process took approximately 53 minutes mean/12 minutes’ median and 0:38 minutes mean/0:5 minutes median the longest processes in the system which indicates that driver idle/wasted time and or document issues is contributing factor to these higher than the norm processing times. This is highlighted in Table 3.4 and in Figure 3.7 below.

Table 3.4: Average and Median Process Times Westbound (Rwanda)

Vehicle Type	1A Queue - 1A Entry		Gate In - 1B Entry		1B Entry - 1B TRA Submission		1B TRA Submission - Exit		1B TRA Exit - Clearing Agent		1B Clearing Agent - RRA Submission		1B RRA Submission - Exit		1B RRA Exit - Release Order		1B Release Order Count - 1C Gate Out		Total Dwell Time	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
1X20 Containerized Truck	0:05	0:00	1:34	0:12	0:01	0:01	0:06	0:01	0:50	0:28	0:10	0:03	0:09	0:03	0:29	0:16	0:53	0:05	2:32	1:54
1X40 Containerized Truck	0:06	0:00	0:18	0:11	0:08	0:01	0:02	0:02	0:50	0:29	0:21	0:03	0:07	0:03	0:24	0:16	1:17	0:06	2:56	1:55
2X20 Containerized Truck	0:05	0:00	0:33	0:16	0:01	0:01	0:02	0:02	0:48	0:30	1:05	0:05	0:12	0:04	0:49	0:21	0:39	0:07	4:26	3:43
Fuel Tanker	0:06	0:00	0:33	0:13	0:07	0:01	0:02	0:01	0:21	0:14	0:14	0:03	0:06	0:03	0:21	0:15	0:08	0:04	1:32	1:12
Break Bulk Medium Truck	0:05	0:00	1:29	0:10	0:01	0:01	0:02	0:02	0:40	0:22	0:09	0:03	0:06	0:02	0:28	0:14	0:09	0:05	2:08	1:21
Light Truck	0:04	0:00	0:05	0:05	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	3:19	2:46
Other GVM>3500kg	0:05	0:00	0:00	0:00	0:03	0:01	0:01	0:01	0:13	0:06	0:14	0:06	0:04	0:02	0:39	0:16	0:09	0:05	3:04	2:06
All Vehicles	0:05	0:00	0:53	0:12	0:04	0:01	0:03	0:01	0:41	0:22	0:14	0:03	0:07	0:03	0:25	0:15	0:38	0:05	2:20	1:36

TRA processing accounts for 0:41 h:mm (mean/0:22 h:mm) and (median and 0:25 h:mm) and RRA processing takes and average of 0:15 (h:mm).

Clearing Agent processing accounts for (0:14 h:mm mean) and (0:3 h:mm median) time.

These peaks in processing times are clearly illustrated in the figures below.

Table 3.5: Minimum Maximum and Standard Deviation Times Westbound (Rwanda)

Vehicle Type		1X20	1X40	2X20	All	Fuel	Break	Medium	Light	Other	All
		Container Truck	Container Truck	Container Truck	Container Vehicles	Tanker	Bulk	Truck	Truck	GVM>350 0kg	Vehicles
Survey Point											
1A Queue - 1A Entry	Min	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	Max	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	Std.Dev	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Gate In - 1B Entry	Min	0.001	0.001	0.006	0.001	0.001	0.001	0.003	0.009	0.000	0.001
	Max	3.992	0.112	0.066	3.992	1.500	1.814	0.003	0.009	0.000	3.992
	Std.Dev	0.414	0.015	0.022	0.298	0.134	0.271	0.000	0.000	0.000	0.251
1B Entry - 1B TRA Submission	Min	0.001	0.001	0.001	0.001	0.001	0.001	0.000	0.001	0.001	0.001
	Max	0.006	0.418	0.002	0.418	0.508	0.007	0.000	0.001	0.007	0.508
	Std.Dev	0.001	0.041	0.000	0.027	0.043	0.001	0.000	0.000	0.002	0.027
1B TRA Submission - Exit	Min	0.001	0.001	0.001	0.001	0.001	0.001	0.000	0.001	0.001	0.001
	Max	0.460	0.022	0.005	0.460	0.014	0.006	0.000	0.001	0.002	0.460
	Std.Dev	0.035	0.002	0.001	0.026	0.002	0.001	0.000	0.000	0.000	0.017
1B TRA Exit - Clearing Agent	Min	0.001	0.001	0.001	0.001	0.001	0.001	0.000	0.001	0.001	0.001
	Max	0.246	0.274	0.101	0.274	0.187	0.408	0.000	0.003	0.072	0.419
	Std.Dev	0.046	0.041	0.031	0.043	0.020	0.053	0.000	0.001	0.017	0.044
1B Clearing Agent - RRA Submission	Min	0.001	0.001	0.001	0.001	0.001	0.001	0.000	0.001	0.001	0.001
	Max	0.105	0.294	0.277	0.294	0.174	0.047	0.000	0.035	0.084	0.294
	Std.Dev	0.013	0.043	0.086	0.034	0.031	0.010	0.000	0.014	0.021	0.029
1B RRA Submission - Exit	Min	0.001	0.001	0.001	0.001	0.001	0.001	0.000	0.001	0.001	0.001
	Max	0.084	0.093	0.039	0.093	0.083	0.084	0.000	0.021	0.012	0.093
	Std.Dev	0.012	0.011	0.011	0.012	0.009	0.013	0.000	0.009	0.004	0.011
1B RRA Exit - Release Order	Min	0.001	0.001	0.003	0.001	0.001	0.001	0.000	0.001	0.002	0.001
	Max	0.181	0.212	0.181	0.212	0.178	0.104	0.000	0.031	0.076	0.212
	Std.Dev	0.026	0.022	0.048	0.025	0.017	0.022	0.000	0.012	0.025	0.024
1B Release Order Count - 1C Gate Out	Min	0.001	0.001	0.001	0.001	0.001	0.001	0.000	0.013	0.001	0.001
	Max	1.039	2.036	0.175	2.036	0.085	0.058	0.000	0.013	0.041	2.036
	Std.Dev	0.144	0.231	0.053	0.186	0.011	0.011	0.000	0.000	0.010	0.139
Total Dwell Time	Min	0.017	0.001	0.055	0.001	0.006	0.006	0.011	0.003	0.018	0.001
	Max	1.128	1.126	0.410	1.128	1.025	0.883	0.287	0.190	0.751	1.128
	Std.Dev	0.121	0.167	0.105	0.144	0.079	0.105	0.101	0.071	0.162	0.125

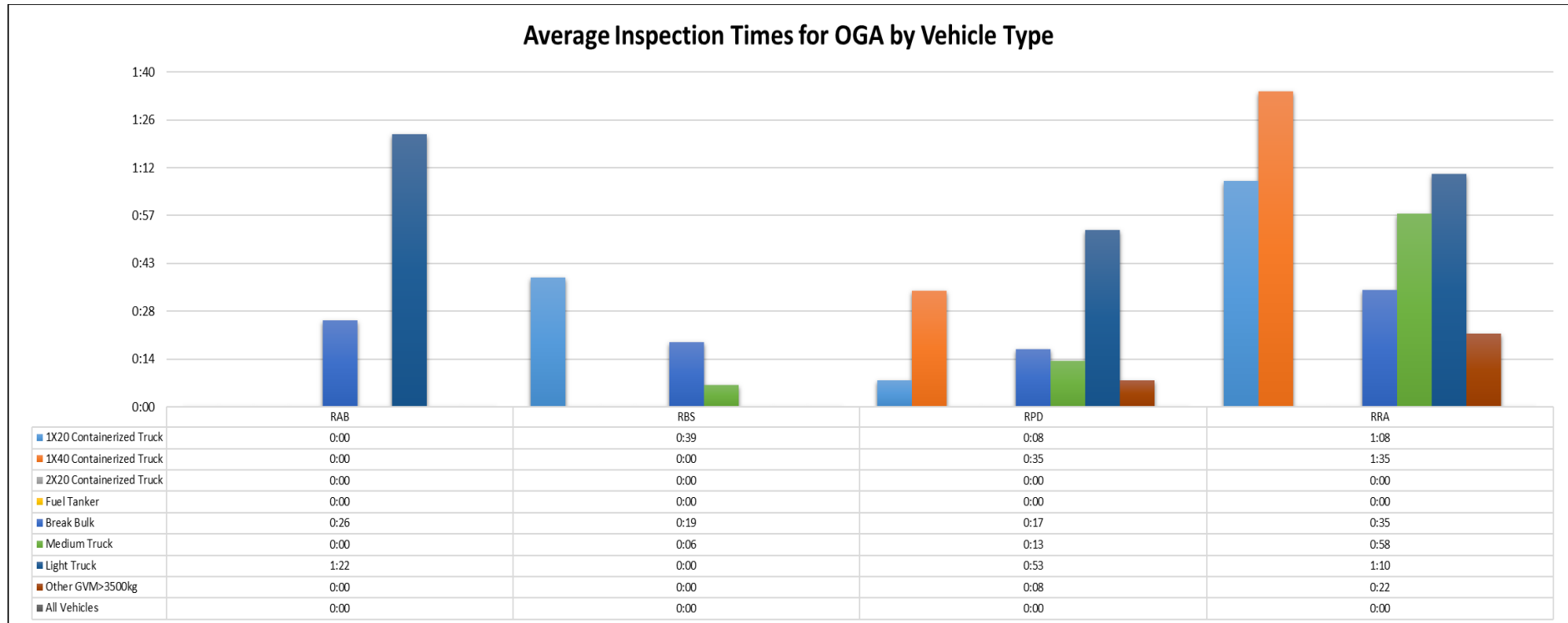
Table 3.6: Minimum Maximum and Standard Deviation Westbound (Rwanda) Times showing Bottlenecks

Vehicle Type	Gate In - 1B Entry			1B Release Order Count - 1C Gate Out		
	Min	Max	Std Dev	Min	Max	Std Dev
1X20 Containerized Truck	0:01	95:48	9:55	0:01	24:56	3:27
1X40 Containerized Truck	0:01	2:41	0:21	0:01	48:52	5:33
2X20 Containerized Truck	0:09	1:35	0:31	0:02	4:12	1:16
Fuel Tanker	0:01	36:00	3:12	0:01	2:02	0:15
Break Bulk	0:01	43:32	6:29	0:01	1:23	0:15
Medium Truck	0:05	0:05	0:00	0:00	0:00	0:00
Light Truck	0:13	0:13	0:00	0:19	0:19	0:00
Other GVM>3500kg	0:00	0:00	0:00	0:02	0:59	0:14
All Vehicles	0:01	95:48	6:01	0:01	48:52	3:19

**Times highlighted in yellow indicate the abnormally high times experienced in some cases which impacted on processing times*

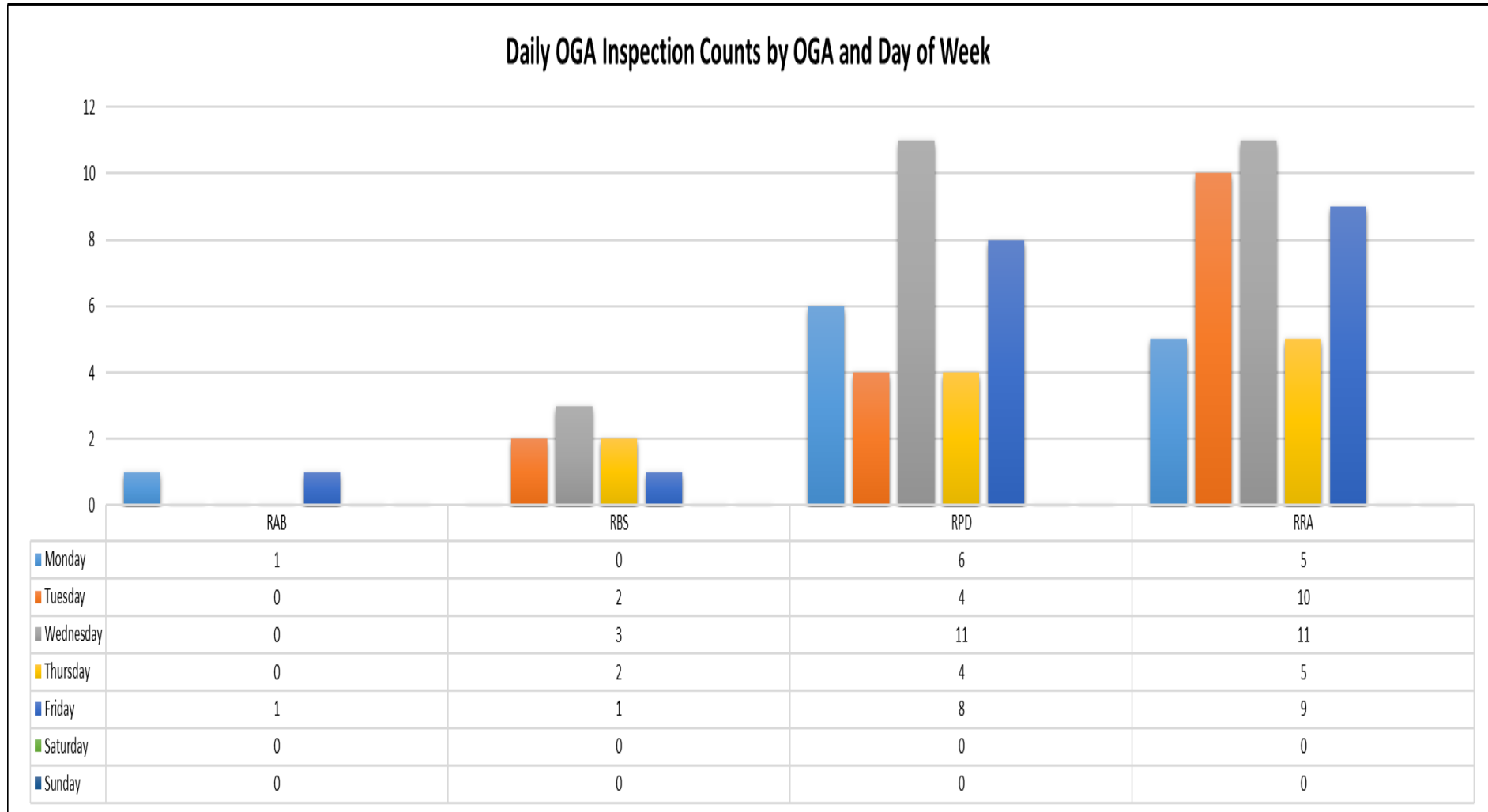
OGA Inspections were carried out on a risk management basis and constituted approximately 10% of the vehicles processed and matched during the survey period. All inspections were done jointly by RRA and other OGAs where applicable. The figures below illustrate the time taken for inspections and the number of inspections by OGA carried out during the survey period. On average inspections took no longer than 40 minutes with the longest time taken for an inspection being 1:35 by RRA. It was noted that generally RRA took the longest on inspections with a mean time of +/- 1 hour.

Figure 3.8: Average Inspection Times for OGAs by Vehicle Type



Its noteworthy that containerized cargo generally took longer to examine as most containerized cargo is made up of consolidated loads i.e. multiple consignees. The figure below indicates the number of inspections carried out by each OGA again most inspections were carried out by RRA (40 or 50% of all inspections carried out).

Figure 3.9: Number of Physical Inspections by Border Agencies on the Rwanda side by day of the week



3.5.3 Impact of SCT on Dwell Times

Cargo moved under SCT is reducing Dwell or Border-crossing times as shown in the table below. Also, the volume of cargo under SCT has increased since the pilot runs done on SCT during the baseline survey in August 2014 and now stands at 34% of all cargo cleared at the Rusumo OSBP.

Table 3.6: Average and Median Process Times by Customs Regime

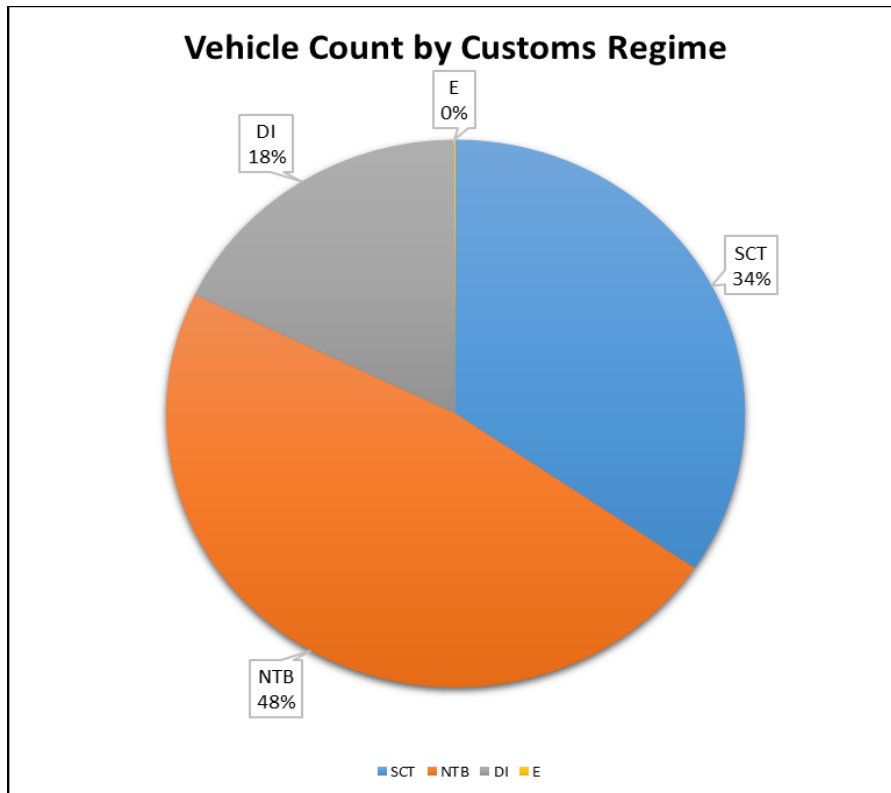
Customs Regime	Average	Median
Single Customs Territory	1:52	1:15
National Transit Bond	2:25	1:45
Direct Imports	3:02	2:04
Empty Returns	1:44	1:44

As more cargo is moved under SCT in the future there will be further improvement in the processing times at the Rwanda OSBP.

Table 3.7: Customs Regime by Vehicle Count

Customs Regime	Vehicle Count	Percentage
Single Customs Territory	362	34%
National Transit Bond	499	48%
Direct Imports	186	18%
Empty Returns	1	0%

Figure 3.10: Customs Regime by Percentage



A list of commodities moved under SCT is detailed below:

COMMODITIES DECLARED UNDER SCT FROM OUTSIDE TANZANIA

1. Zambia Brown Sugar
2. Pakistan Long Rice
3. Indian Long Rice
4. Simba Cement
5. Twiga Cement
6. Gaz Natural
7. Oil Products
8. Dull Coal
9. All kinds of Machinery
10. Fertilizer
11. ICT Materials
12. Ceramic Tiles and other Construction Materials
13. Iodised Salt
14. Cars for Home Consumption
15. All kinds of Supermarket Items (groceries, etc.)

COMMODITIES DECLARED UNDER SCT FROM TANZANIA

1. AZAM Products: All kinds of Soft Drinks
2. Agricultural Products: Beans, Sorghum, Cassava, Ground Nuts, Mangos, Oranges, Passion Fruits
3. Natural Honey
4. Fish
5. Rock Salt
6. Tanzanian Rice

3.5.4 Arrival Rate by Hour of Commercial Trucks at the Tanzania OSBP (Eastbound)

The arrival rate of commercial vehicles on the Tanzania side differs vastly from the Rwanda side with 99% of all vehicles being empty returns the trend is a high arrival rate from 07:00 h:mm to 09:00 h:mm which causes a massive congestion of traffic in the early morning. The arrival rate flattens out from 10:00 h:mm to around 17:00 and then picks up again until closing time at 23:00. This pattern is dominated by the empty returns (refer figure 3.12 below) which cross mostly first thing in the morning between 07:00 and 09:00 and again from 17:00 to 23:00. It is believed that this pattern is caused by distance from the border to the main destinations, (approximately 4 hours driving), and driver behavioural habits whereby drivers stop over night in Rwanda after off-loading during the day, and then proceed to the border early in the morning to cross back into Tanzania. Alternatively, if offloaded early in the morning they proceed directly to the border arriving in the late afternoon/evening and crossing back into Tanzania to sleep over in Benaco 20 km from the border where they can relax eat, drink and sleep before leaving early the following morning for Dar es Salaam.

The fact that 84% of the commercial traffic is of Tanzanian origin means that the behaviour patterns are dominated by Tanzanian driver habits, which play a major role in the arrival rate at a border. The bunching of traffic in the early morning and late afternoon/evening has implications for the border efficiency, but is unlikely that this pattern will change and this should therefore be considered in relation to opening the border for 24/7.

3.5.5 Border Crossing Times by Process from Arrival to Exiting the Border

The high volume of empty returns of 99% from Rwanda to Tanzania due to very little cargo being exported out of Rwanda has a very big impact on the low crossing times in the table below. Again, as was the case at the Rwanda OSBP there were some high process times for vehicles after entry to Tanzania OSBP prior to submission of Documents to Customs and then from TRA exit to Release Order issue, but this was largely due to documentation problems that prevented processing of the cargoes for clearance and this is demonstrated in Table 3.9 below.

Table 3.8: Average and Median Process Times Eastbound (Tanzania)

Vehicle Type	1A Queue - 1A Entry		Gate In - 1B Entry		1B Entry - 1B TRA Submission		1B RRA Submission - Exit		1B RRA Exit - Clearing Agent		1B Clearing Agent - RRA Submission		1B TRA Submission - Exit		1B TRA Exit - Release Order		1B Release Order Count - 1C Gate Out		Total Dwell Time	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
1X20 Containerized Truck	0:07	0:09	0:17	0:02	0:02	0:02	0:05	0:05	0:06	0:06	1:09	1:09	0:33	0:29	5:22	0:12	0:11	0:07	0:33	0:14
1X40 Containerized Truck	0:07	0:07	2:19	0:02	0:03	0:01	0:06	0:06	0:11	0:04	1:20	1:20	0:18	0:13	3:23	0:04	0:19	0:08	0:43	0:14
2X20 Containerized Truck	0:10	0:10	0:03	0:03	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:27	0:27	1:13	1:13	0:22	0:15	0:42	0:19
Fuel Tanker	0:05	0:03	0:05	0:02	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:39	0:26	0:09	0:04	0:17	0:08	0:36	0:17
Break Bulk	0:00	0:00	1:25	0:02	0:01	0:01	0:00	0:00	0:00	0:00	0:00	0:00	0:27	0:13	0:06	0:02	0:15	0:07	0:33	0:16
Medium Truck	0:00	0:00	0:05	0:01	0:03	0:03	0:07	0:07	1:04	1:04	0:11	0:11	0:19	0:11	0:16	0:21	0:10	0:12	0:21	0:20
Light Truck	0:00	0:00	0:25	0:25	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:12	0:12	0:03	0:03	0:03	0:03	0:15	0:12
Other GVM>3500kg	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:02	0:02	0:37	0:37	0:06	0:06	0:44	0:44
All Vehicles	0:07	0:07	0:59	0:02	0:02	0:01	0:06	0:06	0:14	0:04	0:53	0:25	0:33	0:16	0:51	0:04	0:16	0:08	0:36	0:15

Customs processing times RRA and TRA were very low and only the Clearing Agent processing times stand out at 0:53 h:mm mean and 0:25 h:mm median, but is not excessive. The overall dwell time for all vehicles is 0:36 h:mm mean and 0:15 h:mm median and has not changed much from the baseline study in 2014 where the dwell was under 30 minutes. It's important to note that the times for the individual processes in the table above are based largely on cargo carrying vehicles which only accounted for 1% of all vehicles processed through the Tanzania OSBP and therefore tend to be higher than the overall dwell time which includes empty returns and which accounted for 99% of all Eastbound Commercial Traffic. These peaks in processing times are clearly demonstrated in figure 3.12 below.

Table 3.9: Minimum, Maximum and Standard Deviation Times (Eastbound)

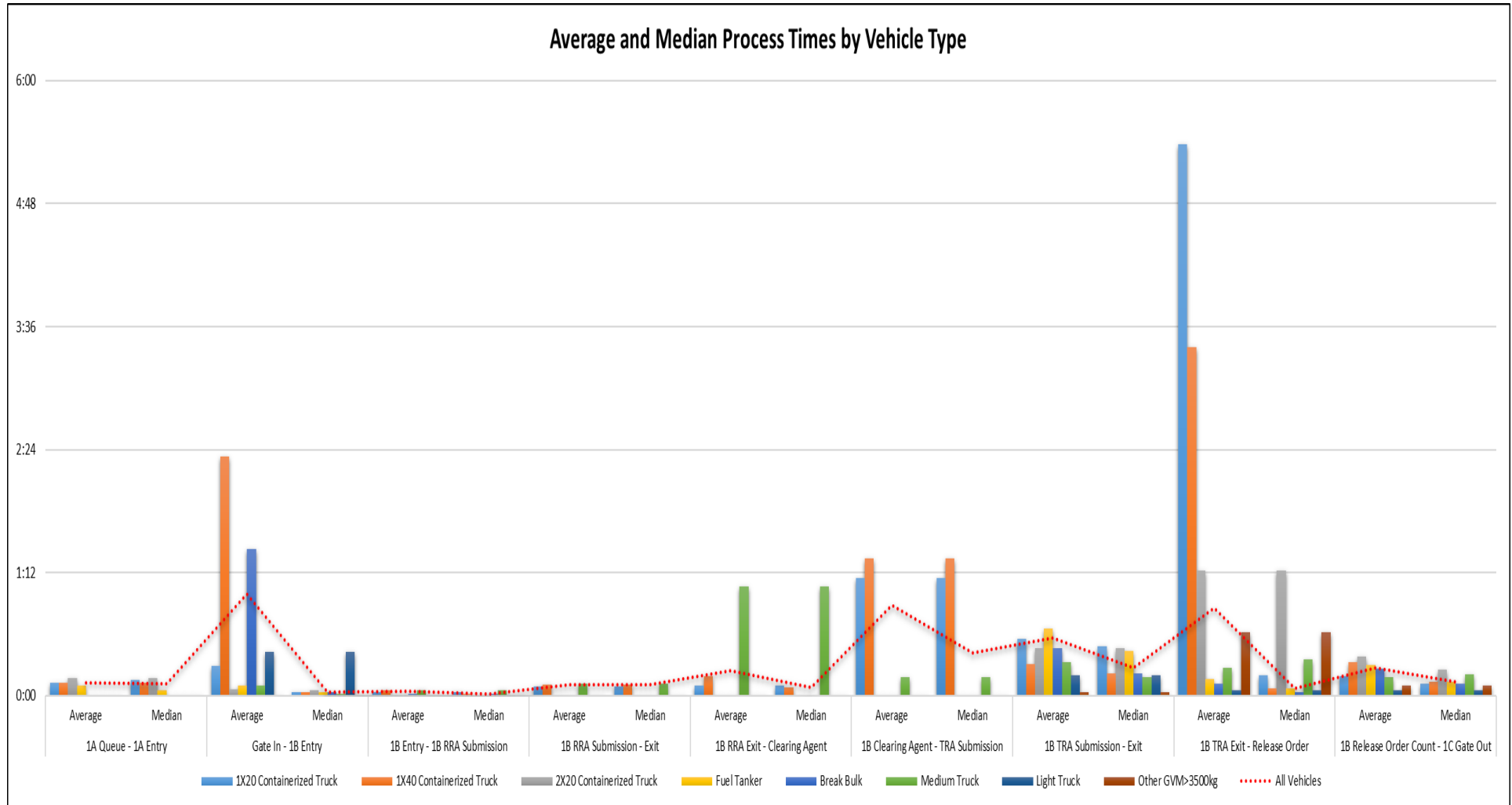
Vehicle Type		1X20 Container Truck	1X40 Container Truck	2X20 Container Truck	Fuel Tanker	Break Bulk
Survey Point						
1A Queue - 1A Entry	Min	0.000	0.000	0.000	0.000	0.000
	Max	0.000	0.000	0.000	0.000	0.000
	Std.Dev	0.000	0.000	0.000	0.000	0.000
Gate In - 1B Entry	Min	0.001	0.001	0.001	0.001	0.001
	Max	0.002	0.002	0.002	0.002	0.002
	Std.Dev	0.001	0.001	0.001	0.001	0.001
1B Entry - 1B RRA Submission	Min	0.000	0.000	0.000	0.000	0.000
	Max	0.000	0.000	0.000	0.000	0.000
	Std.Dev	0.000	0.000	0.000	0.000	0.000
1B RRA Submission - Exit	Min	0.000	0.000	0.000	0.000	0.000
	Max	0.000	0.000	0.000	0.000	0.000
	Std.Dev	0.000	0.000	0.000	0.000	0.000
1B RRA Exit - Clearing Agent	Min	0.000	0.000	0.000	0.000	0.000
	Max	0.000	0.000	0.000	0.000	0.000
	Std.Dev	0.000	0.000	0.000	0.000	0.000
1B Clearing Agent - TRA Submission	Min	0.000	0.000	0.000	0.000	0.000
	Max	0.000	0.000	0.000	0.000	0.000
	Std.Dev	0.000	0.000	0.000	0.000	0.000
1B TRA Submission - Exit	Min	0.002	0.002	0.002	0.002	0.002
	Max	0.015	0.015	0.015	0.015	0.015
	Std.Dev	0.007	0.007	0.007	0.007	0.007
1B TRA Exit - Release Order	Min	0.002	0.002	0.002	0.002	0.002
	Max	0.066	0.066	0.066	0.066	0.066
	Std.Dev	0.032	0.032	0.032	0.032	0.032
1B Release Order Count - 1C Gate Out	Min	0.004	0.004	0.004	0.004	0.004
	Max	0.006	0.006	0.006	0.006	0.006
	Std.Dev	0.001	0.001	0.001	0.001	0.001
Total Dwell Time	Min	0.004	0.004	0.004	0.004	0.004
	Max	0.018	0.018	0.018	0.018	0.018
	Std.Dev	0.005	0.005	0.005	0.005	0.005

Table 3.10: Minimum and Maximum times for Identified Bottlenecks

Vehicle Type	Gate In - 1B Entry			1B RRA Exit - Release Order		
	Min	Max	Std.Dev	Min	Max	Std.Dev
1X20 Containerized Truck	0:01	9:19	1:24	0:02	65:03	16:35
1X40 Containerized Truck	0:01	72:24	12:26	0:01	22:48	7:55
2X20 Containerized Truck	0:01	0:07	0:02	1:13	1:13	0:00
Fuel Tanker	0:01	1:19	0:11	0:01	1:36	0:16
Break Bulk	0:01	57:11	8:36	0:01	1:19	0:13
Medium Truck	0:01	0:15	0:05	0:05	0:25	0:07
Light Truck	0:01	0:50	0:24	0:03	0:03	0:00
Other GVM>3500kg	0:00	0:00	0:00	0:37	0:37	0:00
All Vehicles	0:01	72:24	7:33	0:01	65:03	5:43

**Times highlighted in yellow indicate the abnormally high times experienced in some cases which impacted on processing times*

Figure 3.14: Average and Median Processing Times for all Commercial Vehicles – Tanzania



3.5.6 Physical Inspections by Border Control Agencies - Tanzania

A very different approach to inspections is taken on the Tanzanian side as 99% of all vehicles are empty returns TRA in conjunction with the police do sightings on all containerized vehicles to ensure that they are in fact empty and not smuggling. Therefore, sightings are quick and take a matter of minutes with little or no hold up to the vehicles crossing back into Tanzania as illustrated in the figures below.

Figure 3.15: Average Inspection Times for OGAs by Vehicle Type

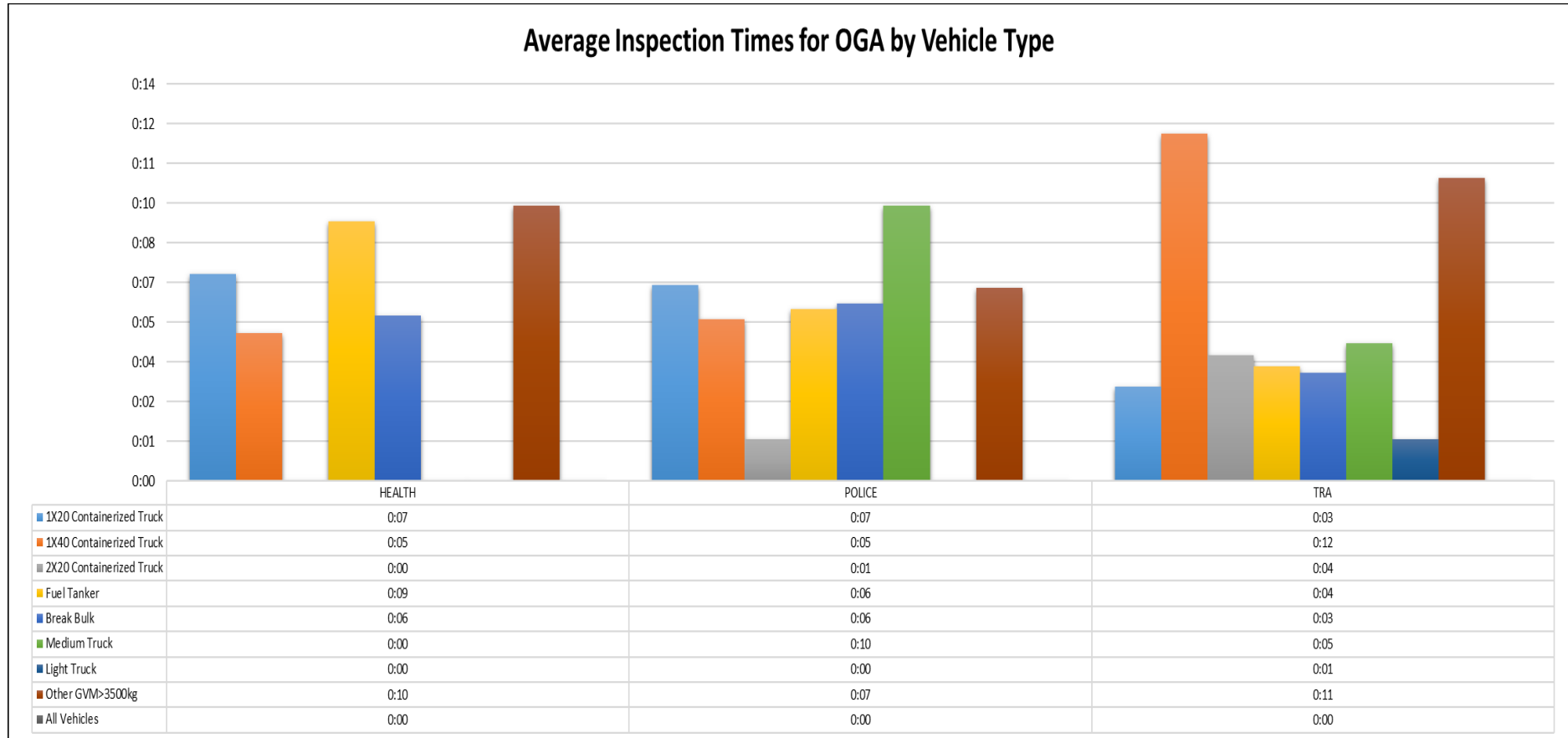
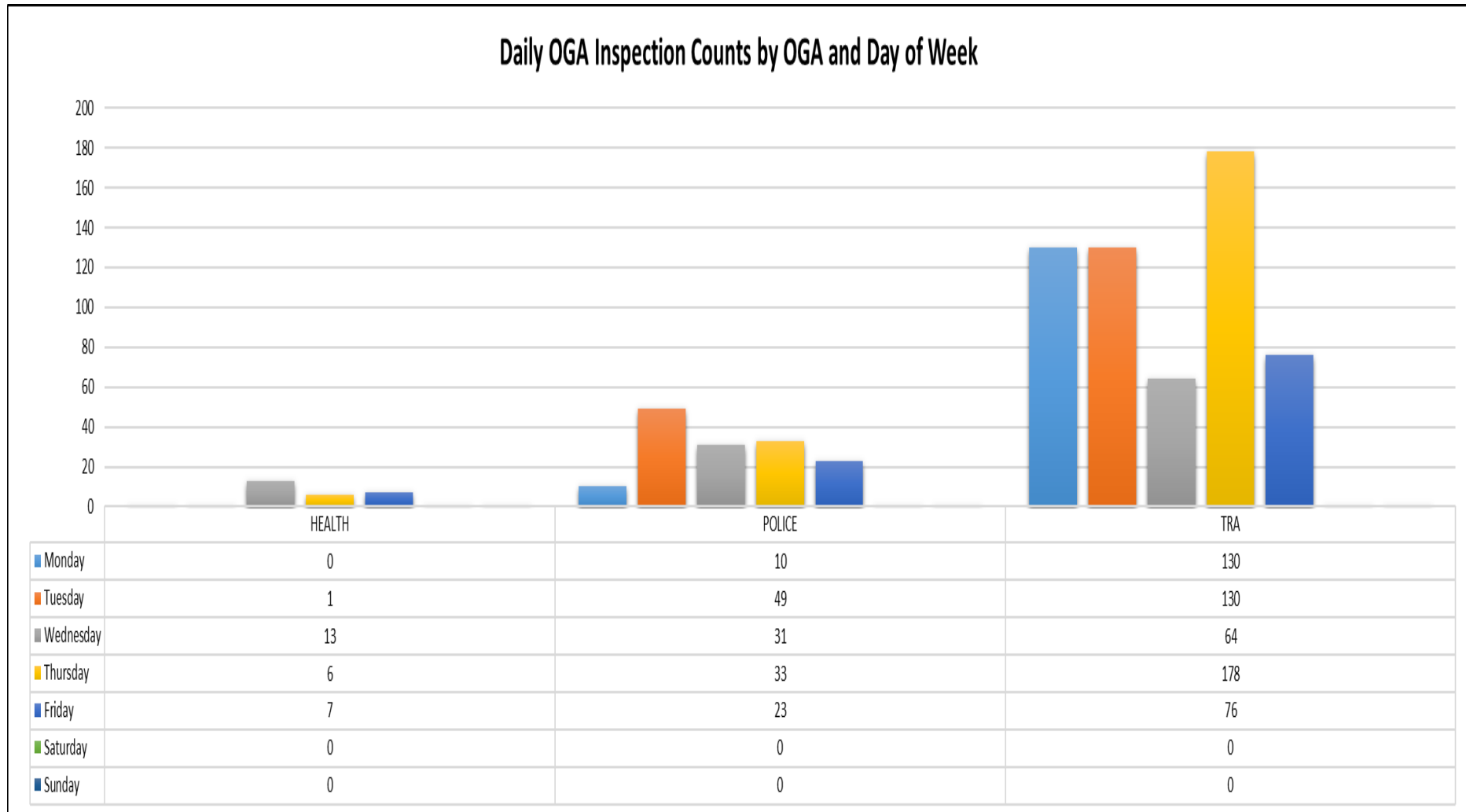


Figure 3.16: Number of Physical Inspections by Border Agencies on the Tanzania side by day of the week



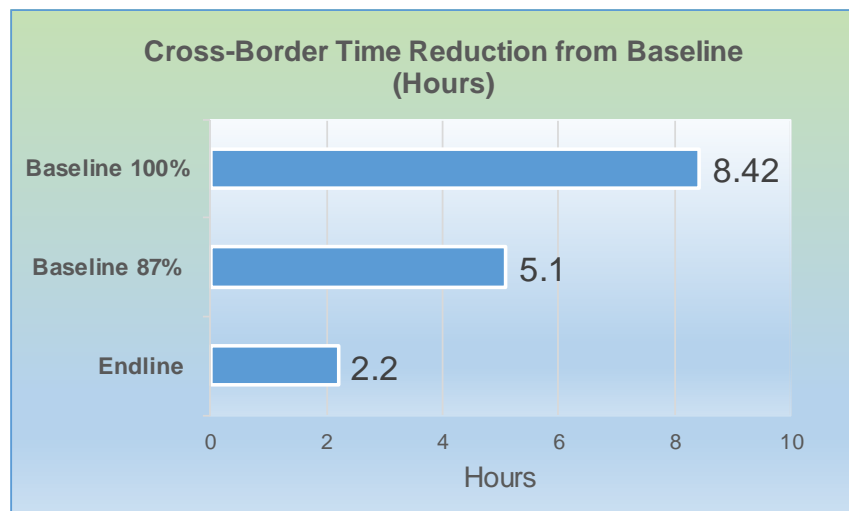
3.5.7 Comparative Analysis of Processing and Dwell Times - Baseline to End Line

It is not possible to make direct comparisons of the various time stamps collected from the baseline to the end line studies due to several factors. Firstly, we are trying to compare a legacy or two-stop border post to a OSBP or One Stop Border Post and secondly the data collection and analysis process differed vastly from a micro analysis process done in the baseline study to a broad-based analysis done in the end line study. Also, the number of matched entries in the baseline was half that of the end line survey i.e. there were 391 matched entries in the two-stop process and 729 matched entries in the OSBP process. This is because in the two-stop survey data was collected from two different locations on a sample basis on both sides of the border i.e. Tanzania and Rwanda then matched by vehicle registration which made matching much more difficult. Whereas in the end line survey data was collected from one location on a 100% sample basis which increased the ability to match by registration numbers and hence the much higher ratio of matched data for analysis.

It is however possible to compare some of the common issues or broader based processing times from both studies such as queuing, Agent and Customs processing and total dwell times as shown in Table 3.12 below.

Table 3.11: Comparative of Processing Times - Tanzania to Rwanda

Survey	Queue Time (h:mm)	Agent Processing (h:mm)	Customs Processing (h:mm)	Total Dwell Time (h:mm)	Time Difference (h:mm)	Time Difference (%)
2014 (All Trucks)	N/A	N/A	N/A	8:42	6:22	73%
2014 - (Crossed within 24 hours)	2:02	0:24	2:38	5:10	2:50	55%
2017 - (All Trucks)	1:02	0:14	1:06	2:20		
2014 (Containerised)	1:11	0:29	2:50	4:35	0:36	14%
2017 (Containerised)	1:07	0:16	2:33	3:56		
2014 (Tankers)	1:07	0:30	2:38	4:27	2:22	53%
2017 (Tankers)	0:46	0:14	1:05	2:05		
2014 (Breakbulk)	0:55	0:19	2:22	3:39	1:30	41%
2017 (Breakbulk)	1:35	0:09	1:25	2:09		



Clearly there have been major time savings since the implementation of the OSBP as highlighted in the table above. The overall dwell times are down 55% on Trucks crossing within 24 hours and 73% on all trucks crossing, tankers 53% and breakbulk 41%. Only containerized cargo has not shown a major time saving and has only come down 14% from the baseline survey, but one must take into consideration that most containerized cargo is consolidated and has multiple consignee's which takes much longer to process through customs than single line consignments such as fuel and breakbulk cargo. However, as more cargo is processed under SCT this is likely to improve and reduce the processing times of all load types. Currently only 34% of all cargo processed through Rusumo from Tanzania to Rwanda is under the SCT regime.

The significant improvements to the Rusumo Border resulting from the OSBP development therefore include the following;

- ❖ 73% Time reduction in cross border time for trucks
- ❖ Reduced time and quicker processing for transit by passengers
- ❖ User Satisfaction with Processing and Facilities
- ❖ Smooth processing flow of travellers and Commercial transactions
- ❖ Dedicated traffic lanes and improved parking facilities for Passenger and Commercial Traffic ensure smooth flow and movement of traffic and travellers

The pictures below show the smooth and efficient processing of travellers through the Customs/Immigration Hall.



Improved parking facilities for commercial traffic avoids traffic congestions and ensure smooth flow of traffic through the Rwanda OSBP.



3.5.8 Passenger Traffic Counts

Previously and during the baseline survey in 2014 no bus or taxi traffic was allowed to cross the border from Tanzania to Rwanda and vice versa. Passengers had to disembark at the arrival border and walk from one side of the border to other and be processed through Immigration and Customs (if necessary) on both sides of the border before boarding another bus or taxi in the adjacent country. This has since changed, and buses and taxis with the correct permits and TIP documentation may now cross into the adjacent country with their passengers.

It is evident that a large proportion still operate by old system and do not cross the border, but drop their passengers in the parking area of the respective OSBP of travel. This presented

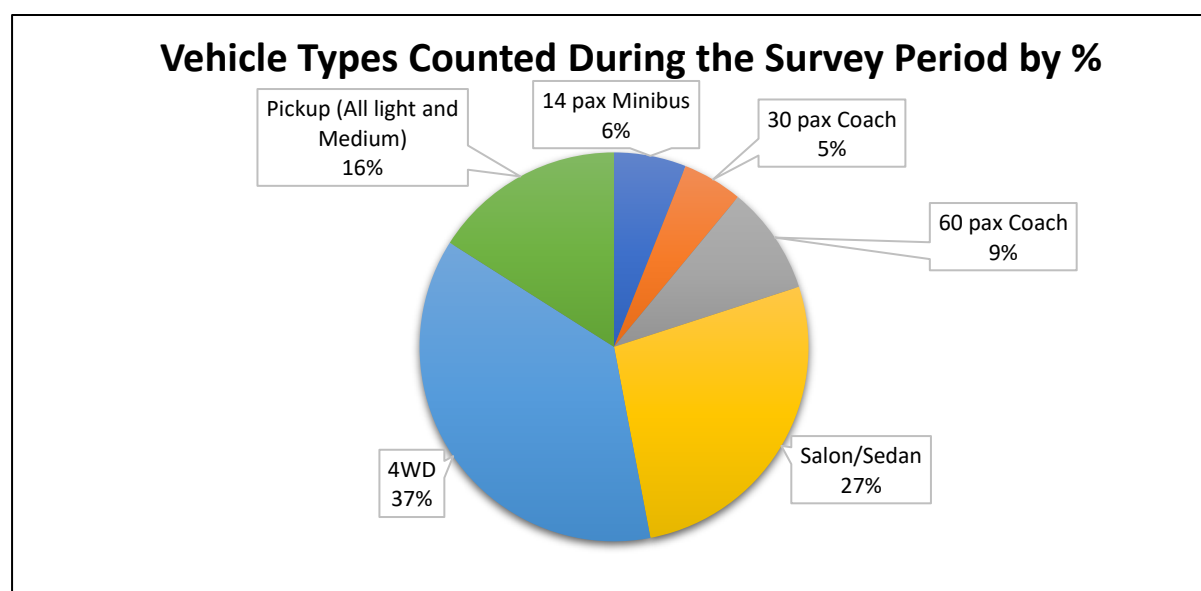
some challenges for enumerators and ourselves as supervisors to know and understand which vehicles should be counted, especially with the Tanzanian saloon car taxi operators who dropped and picked up passengers at the Rwanda OSBP without crossing into Rwanda and then entered back into Tanzania after processing through the Tanzania OSBP with their passengers several times per day. As a result, these vehicles were counted several times over every day of the survey and drastically skewed the passenger count of saloon cars on the Tanzania side as can be seen from the traffic count tables below.

Table 3.12: Passenger Traffic Count all Vehicle Categories Rwanda OSBP

Vehicle Category	Day Survey		Night Survey		Total Survey		Calculated Forecasts	
	Total for Survey	Daily Average	Total for Survey	Nightly Average	Total for Survey	Daily Average	Monthly Estimate	Annual Estimate
14 pax Minibus	5	1	1	0	6	1	26	313
30 pax Coach	4	1	1	0	5	1	22	261
60 pax Coach	9	1	-	-	9	1	39	469
Salon/Sedan	24	3	3	0	27	4	117	1 408
4WD	35	5	2	0	37	5	161	1 929
Pickup (All light and Medium)	13	2	3	0	16	2	70	834
Total	90	13	10	1	100	14	435	5 214

Very few passenger vehicles crossed from Rwanda into Tanzania during the survey period and only 100 vehicles or 14 per day were recorded made up of 6 minibuses, 5 coaches, 9 coaches, 27 saloon cars, 37 SUVs and 16 pick-ups.

Figure 3.17: Passenger Vehicles by Category – Rwanda OSBP



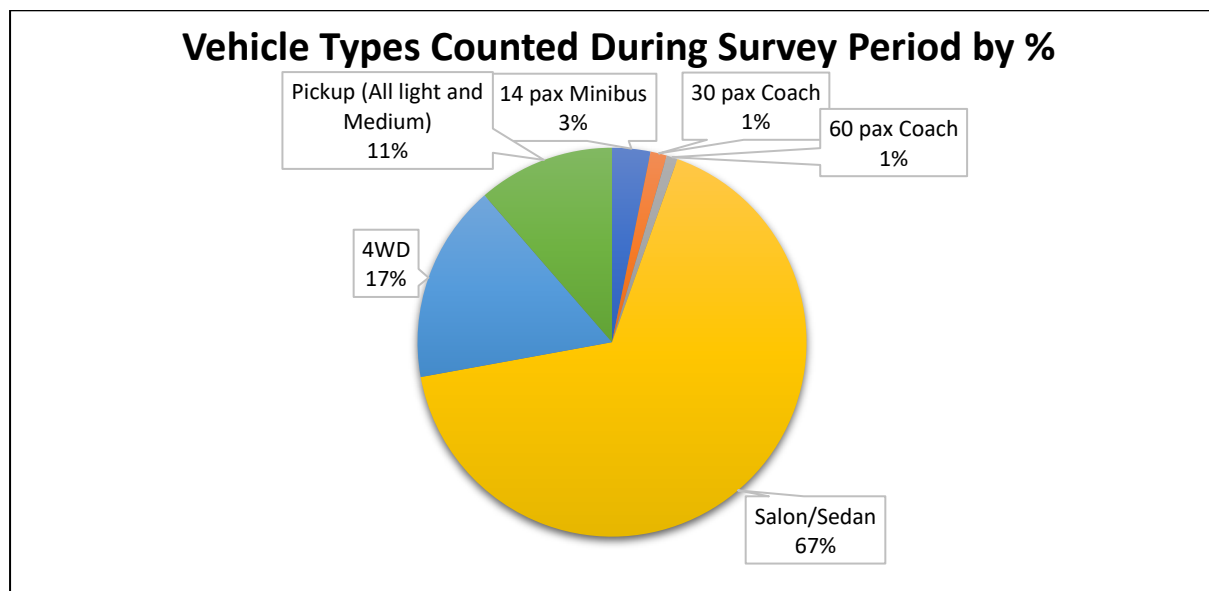
Traffic volumes from Rwanda to Tanzania were for some unknown reason were generally higher than in the other direction, but were skewed in the saloon car category where 586 saloon cars were recorded or 84 per day due to the misunderstanding of their mode of operation. This is clearly shown in the table below:

Table 3.13: Passenger Traffic Count all Vehicle Categories Tanzania OSBP

Vehicle Category	Day Survey		Night Survey		Total Survey		Calculated Forecasts	
	Total for Survey	Daily Average	Total for Survey	Nightly Average	Total for Survey	Daily Average	Monthly Estimate	Annual Estimate
14 pax Minibus	28	4	-	-	28	4	122	1 460
30 pax Coach	12	2	-	-	12	2	52	626
60 pax Coach	8	1	-	-	8	1	35	417
Salon/Sedan	415	59	171	24	586	84	2 546	30 556
4WD	90	13	55	8	145	21	630	7 561
Pickup (All light and Medium)	65	9	35	5	100	14	435	5 214
Total	618	88	261	37	879	126	3 819	45 834

A total of 879 passenger vehicles were counted during the survey period or 126 per day made up of 28 minibuses, 12 coasters, 8 coaches, 586 saloon cars (skewed figure), 145 SUVs and 100 pick-ups.

Figure 3.18: Passenger Vehicles by Category – Rwanda OSBP



3.5.9 Traveler ID Survey Information

A Traveller ID survey was carried out both sides of the border targeting all types of travellers crossing the border to determine the time taken to be processed through Immigration and or Customs if required to do so and to calculate the total dwell spent in the control zone after being processed and included the following categories of travellers:

- Bus passengers
- Car travellers
- Motorcycle passengers
- Cyclists
- Pedestrians
- Truck Drivers

The outcomes of which are shown in the tables below:

A total of 996 travellers were processed through the Traveller ID system on the Rwanda side, processing time were quick and efficient – Immigration 0:11 h:mm mean and 0:03 h:mm median; OGA inspections 0:05 h:mm mean and 0:03 h:mm median; Customs 0:12 h:mm mean and 0:05 h:mm median; Total Dwell Time 0:18 h:mm mean and 0:10 h:mm median.

Table 3.14: Average and Median Process Times all Modes – Westbound (Rwanda)

Mode of Transport	Vehicle Count	Security Screening		Health Screening		Immigration		OGA Inspections		Customs		Dwell Time	
		Average	Median	Average	Median	Average	Median	Average	Median	Average	Median	Average	Median
Bus	48	0:00	0:00	0:00	0:00	0:06	0:06	0:03	0:03	1:31	0:01	0:28	0:23
Car	112	0:00	0:00	0:00	0:00	0:12	0:05	0:02	0:02	0:15	0:03	0:19	0:16
Motorcycle	95	0:00	0:00	0:00	0:00	0:06	0:04	0:02	0:02	0:03	0:03	0:20	0:16
Bicycle	3	0:00	0:00	0:00	0:00	0:03	0:03	0:02	0:02	0:00	0:00	0:09	0:09
Pedestrian	112	0:00	0:00	0:00	0:00	0:03	0:02	0:01	0:01	0:02	0:01	0:22	0:04
Truck	626	0:00	0:00	0:00	0:00	0:14	0:02	0:07	0:04	0:07	0:05	0:17	0:09
All Modes	996	0:00	0:00	0:00	0:00	0:11	0:03	0:05	0:03	0:12	0:05	0:18	0:10

**Please note that Dwell times are defined by the total time spent at the OSBP which includes all processes in the table above*

A total of 982 travellers were processed through the Traveller ID system on the Tanzania side, processing time were quick and efficient – Immigration 0:05 h:mm mean and 0:02 h:mm median; OGA inspections none; Customs processing none; Total Dwell Time 0:17 h:mm mean and 0:08 h:mm median.

Table 3.15: Average and Median Process Times all Modes – Eastbound (Tanzania)

Mode of Transport	Vehicle Count	Security Screening		Health Screening		Immigration		OGA Inspections		Customs		Dwell Time	
		Average	Median	Average	Median	Average	Median	Average	Median	Average	Median	Average	Median
Bus	206	0:00	0:00	0:00	0:00	0:03	0:03	0:00	0:00	0:00	0:00	0:16	0:12
Car	77	0:00	0:00	0:00	0:00	0:02	0:02	0:00	0:00	0:00	0:00	0:17	0:06
Motorcycle	34	0:00	0:00	0:00	0:00	0:19	0:02	0:00	0:00	0:00	0:00	0:13	0:04
Bicycle	0	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00
Pedestrian	9	0:00	0:00	0:00	0:00	0:03	0:02	0:00	0:00	0:00	0:00	0:10	0:04
Truck	656	0:00	0:00	0:00	0:00	0:05	0:02	0:00	0:00	0:00	0:00	0:18	0:07
All Modes	982	0:00	0:00	0:00	0:00	0:05	0:02	0:00	0:00	0:00	0:00	0:17	0:08

**Please note that Dwell times are defined by the total time spent at the OSBP which includes all processes in the table above*

Comparative Analysis of Traveller Crossing Times

Tables 3.17 and 3.18 below compare the process times for Immigration in both directions between the baseline (2014) and end line (2017) surveys. It should be noted that this is not technically, fully comparable, because the baseline data was based on one Immigration process (Rwanda or Tanzania) compared with two Immigration processes (Rwanda and Tanzania) under the OSBP procedures. It does however highlight that under the two-stop procedures the total time spent within the border control area was much greater and there is no longer the need for movement between the two border facilities because in the OSBP process travelers move directly to one side of the border and are processed by both Immigration agencies much quicker.

Table 0.17: Comparative Average and Median Process Times all Modes – Westbound

Mode of Transport	Immigration		Immigration to Gate Out		Total Dwell Time	
	Mean	Median	Mean	Median	Mean	Median
All Modes (2014 Baseline Survey)	0:02	0:02	0:18	0:13	0:20	0:14
All Modes (2017 End line Survey)	0:11	0:03	0:17	0:08	0:18	0:10

Table 0.28: Comparative Average and Median Process Times all Modes – Eastbound

Mode of Transport	Immigration		Immigration to Gate Out		Total Dwell Time	
	Mean	Median	Mean	Median	Mean	Median
All Modes (2014 Baseline Survey)	0:02	0:01	0:28	0:20	0:30	0:22
All Modes (2017 End line Survey)	0:05	0:02	0:12	0:06	0:17	0:08

4. FINDINGS AND RECOMMENDATIONS

This chapter examines and analyses the key findings to identify the perceived sources of delays in border crossing procedures.

The analysis is not intended to assign responsibility for specific delays to specific organizations, systems, or processes, but to provide a basis for assessing the potential for improvements in the design of procedures of the Rusumo OSBP.

The statistics indicate that there are several factors that affect the speed of processing cargo, people, and vehicles at a border post. These can be broadly described as physical and infrastructure issues, operational and systemic issues, and the variations caused by human activities associated with the large numbers of interactions between public and the authorities during the cross-border trade and passenger movements.

4.1 Findings Related to Physical Issues and Infrastructure

Infrastructure on both sides of the border is sufficient for the current volumes of travellers and commercial traffic, the Customs and Immigration Halls have the capacity for more volumes of travellers and border post users, there is sufficient parking for all modes of transport and passenger/ commercial traffic lanes are clearly marked and sign posted. It is however clear that the entrances and exits to the main building are not clearly signposted as there is often confusion on the part of travellers and those not familiar with the layout, as to which entrance to use and where to exit the building.

(a) Electricity

Grid Electricity supply at the border is generally good, but subject to power outages from time to time. On the Rwanda side the backup generators are not sufficient to supply all buildings which can affect processing of clearance documents and increases the delays at the border. In Tanzania, there is solar power back up which has been recently connected, but is also not sufficient to cover all areas of the border post when power outages occur.

(b) Connectivity

Connectivity between the two country authorities at the Rusumo border between TRA and RRA is good but not all stakeholders and other OGAs have access to the Single Window System. There is room for improvement in this area and should be an item for future priority.

(c) Lighting

Lighting within the Control Area on both sides of the border is sufficient and requires no further attention at this stage.

(d) ICT Infrastructure

There were connectivity problems aggravated by bad weather conditions. This causes system downtimes on the both sides during heavy rain and or electrical storms.

4.2 Findings and Recommendations Related to Operational Issues**4.2.1 Gate Entry Process****Tanzania Side:**

Some delays were encountered by congestion during peak periods especially in the mornings when most of the empty returns crossed back into Tanzania from Rwanda. The steep incline from the river up to the gate in on the Tanzania side made it difficult for the Commercial trucks to queue and they often blocked the entrance for other border users.

Rwanda Side:

There were no real issues with queuing and congestion on the Rwanda side and traffic generally moved smoothly from arrival at the border through the gate in to the dedicated parking area for commercial traffic and other border users were rarely blocked from entering the border by commercial traffic congestion.

4.2.2 Document Processing**Tanzanian Side**

Most of the commercial traffic from Rwanda to Tanzania was empty returns (99%) and there were very few incidents of delays due to document processing.

Rwanda Side:

On the R w a n d a side document processing was efficient by both TRA and RRA and there were rarely any delays related to document issues however they did occur from time to time.

4.2.3 Cargo Examinations**Tanzania:**

Very few physical inspections take place on the Tanzania side due to the low cargo volumes 1% of all traffic however, all empty returns are sighted by TRA and police for smuggling, but this process is quick and does not delay or interfere with traffic exiting the border.

Rwanda:

Cargo examinations or inspections are managed on a risk basis and account for 10% of all commercial traffic and the average or mean time for all physical inspections is around 45 minutes, therefore no real delays are incurred by this process.

4.2.4 Analysis of the Passenger Survey Results**a) In General**

Generally, the time required for the immigration process was observed to be very short, usually less than 5 minutes on both sides. However, the time spent in waiting means that total time is about 5 minutes on the Tanzania side and 11 minutes on the Rwanda side. As noted, the survey measured the time of passport holders and EAC pass carriers crossing the border.

b) Overall Border Crossing Time

The mean of the total dwell time for all passengers/travellers crossing the border was 8-10 minutes. With immigration processing on both sides taking between 2-3 minutes; very little time spent in the border area before the passenger exits the border area completely and is in contrast to the baseline survey where dwell times of 0:50 for both sides were recorded, which means that there that there has been a significant time saving on the border crossing times for passengers.

4.3 Limitations of the Survey

The focus of the TMS was on measuring the time of activities and identifying current activities in the series of border procedures that are taking time and causing delay, so that they may be addressed to improve efficiency. It is expected that improved procedures such as SCT when extended to all cargo types will further improve the efficiency of the OSBP. However, there were some limitations of the survey, which have been noted here for future reference.

Due to limitations in scope, the survey was unable to measure the time at other processing centres such as the Customs Service Centre (CSC) in Dar es Salaam and the inland Customs Processing Centre in Kigali at Gikondo. This has an important consequence in that omission of the processing time at Gikondo means that it is not possible to calculate the total time taken for import cargoes to Rwanda from border (or from port) to release to consignees, i.e. the overall time efficiency of the corridor, from the commercial perspective.

4.4 Expected Improvements from Border Facilities**1) Advance Congestion Warning System**

Better usage or forecasting of arrival time information on HGV and correct staffing of shifts will be required when this OSBP goes 24/7 operational on 1 April 2017 so that congestion can be minimised. This information would allow truck drivers to drive at safe speeds and adjust their time of arrival at the border in order to avoid congestion peaks. More importantly, it will permit the border authorities to take action to ensure adequate staffing at peak periods.

2) Border Station for Traffic Control

Border posts are a logical place to have facilities for road traffic authorities to check a range of transport quality issues while vehicles are in the controlled areas. Provision of vehicle inspection facilities such as a brake roller tester, secure parking for defective vehicles, and communication facilities for checking driving licenses and operator registration documents would all be beneficial but will increase some border delay times. These facilities could be handled by a small force of traffic officials provided by both countries.

4.5 Possible Indicators for Impact Assessment

The TMS performed in this project identified the processes performed on both sides of the border and identified similarities and differences between the requirements for processing various cargo categories.

An important issue that was not previously assessed in the baseline survey was the two new surveys introduced with the end line TMS and that is the USS (User Satisfaction Survey) which targeted all categories of border post users and the Community Survey which assessed the impact which the OSBP has had on the surrounding community.

Indicators that can be useful in the further assessment include the following:

- Follow up USS survey in +/- one years-time to measure the improvements made if any based-on outcomes of the baseline USS;
- Follow up on the Community Survey to assess the impact of the proposed Cross-border market when completed and if there is any change in the negative perceptions identified in the initial Community Survey during the end line TMS.

ANNEXURE A – STAKEHOLDER INTERVIEW ASSESSMENT FORM



Stakeholder Interview - Assessment Form

Station name: _____

1. What is the approximate number of SAD/ declarations (per week) at the post

Import	Export	Transit-in*	Transit-out*
_____	_____	_____	_____

2. Is the Customs clearance system automated and what system is being used?

3. Number of staff employed in Customs operations (includes staff employed in processing Customs entries, examinations, entry and exit gates, etc.)

Number of staff employed in enforcement and other duties _____

Number of staff employed by Other Government Agencies (OGA's) located at the border control area?

- Immigration _____
- Agriculture _____
- Veterinary _____
- Health _____
- Standards _____
- Food & Drugs _____
- Police _____
- Environmental agency _____
- Others (specify) _____

4. Are OGA's operations automated? (*tick where applicable*)

- Immigration _____
- Agriculture _____
- Veterinary _____
- Health _____
- Standards _____
- Food & Drugs _____
- Police _____
- Environmental agency _____
- President's office _____
- Others (*specify*) _____

5. Number of clearing agents located at the station? _____

6. What are the major commodities traded?
7. Number of inbound/outbound trucks per week: _____
8. Number of inbound/outbound buses per week: _____
9. Number of private vehicles inbound/outbound per week: _____
10. Number of travellers/passengers inbound/outbound per week : _____
11. Are lanes for private vehicles and commercial trucks separate?
12. Is there a Single Window System in operation at the border and do OGA's have access?
13. Do Customs work jointly or separate from other government departments when carrying out physical inspections of cargo?

ANNEXURE B – STAKEHOLDER INTERVIEW / QUESTIONNAIRE



STAKEHOLDER INTERVIEW / QUESTIONNAIRE

DATE:		TIME STARTED:	
SURVEYOR:			
BORDER POST:		TIME FINISHED:	
PERSON VISITED	POSITION	DEPARTMENT	
STAFF COMPLEMENT:			
NUMBER OF SHIFTS:			
NUMBER PER SHIFT:			
SHIFT TIMES:			
STAFF SHORTAGES:			
<u>FUNCTIONS AND WORK PROCEDURES:</u>			
<u>CHALLENGES FACED:</u>			

ANNEXURE I – TRAVELLER ID CARD RWANDA



Traveller Identification Card - Rwanda

Arrival at border crossing point *

Date

This is the date the traveller arrived at the current border.

Passport No:*

EAC Pass No:*

This is the Traveller Card Identification No:

Mode of Transport*

Bus	Car	Motorcycle	Bicycle	Predestrian	Truck
-----	-----	------------	---------	-------------	-------

Purpose of Trip*

Truck Driver	Private Traveler	Business	Informal Trader/Hawker
--------------	------------------	----------	------------------------

Arrival and Disembark from Bus *

Time in

Arrival at Parking Area *

Time in

Tanzania Immigration *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time in

Time out

Rwanda Immigration *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time in

Time out

This is the time taken for the subject to clear through Prelim Checks & Immigration at the current border.

Origin*

Destination*

<input type="text"/>	<input type="text"/>
----------------------	----------------------

City/Town*

City/Town*

This is the city or town of origin & destintion of the traveller.

Commodity*

HS code

<input type="text"/>	<input type="text"/>
----------------------	----------------------

This is the commidity to be declared

Direct Assessment*

Commercial	Own Consumption
------------	-----------------

Value of Goods in Local Currency

Only goods valued under US \$500 require a direct assesment.

OGA carrying out verification *

OGA Verification *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time start

Time finish

Customs verification *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time start

Time finish

Completion of Customs Process

Exit from the border crossing point *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Date

Time

This is the time the traveller departs the border.



Traveller Identification Card - Tanzania

Arrival at border crossing point *

Date

This is the date the traveller arrived at the current border.

Passport No:*

EAC Pass No:*

This is the Traveller Card Identification No:

Mode of Transport*

Bus	Car	Motorcycle	Bicycle	Predestrian	Truck
-----	-----	------------	---------	-------------	-------

Purpose of Trip*

Truck Driver	Private Traveler	Business	Informal Trader/Hawker
--------------	------------------	----------	------------------------

Arrival and Disembark from Bus *

Time in

Arrival at Parking Area *

Time in

Rwanda Immigration *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time in

Time out

Tanzania Immigration *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time in

Time out

This is the time taken for the subject to clear through Prelim Checks & Immigration at the current border.

Origin*

Destination*

<input type="text"/>	<input type="text"/>
----------------------	----------------------

City/Town*

City/Town*

This is the city or town of origin & destintion of the traveller.

Commodity*

HS code

<input type="text"/>	<input type="text"/>
----------------------	----------------------

This is the commidity to be declared

Direct Aseessment*

Commercial	Own Consumption
------------	-----------------

Value of Goods in Local Currency

Only goods valued under US \$500 require a direct assesment.

OGA carrying out verification *

OGA Verification *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time start

Time finish

Customs verification *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Time start

Time finish

Completion of Customs Process

Exit from the border crossing point *

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Date

Time

This is the time the traveller departs the border.

ANNEXURE J – USER SATISFACTION SURVEYS

Rusumo: Rwanda – Tanzania Border Post

16-22 February 2017

The Border User Satisfaction Survey (USS) questionnaire is designed to collect information in relation to procedures, facilities, infrastructure, design and layout of the border, features and the performance of the border authorities. The User Satisfaction Survey questionnaire is shown as Appendix A to this report.

The USS questionnaire was used as an interview guide at Rusumo and was completed by trained members of the survey team on both sides of the border. The process was tested prior to data collection with a one day pilot survey. The User information was collected over a period of one week from a range of different respondents. The survey personnel were guided in the proportions of different user categories to be approached, giving a spread of different user categories as shown in the survey report. The sample included key border user categories; borders officials, clearing agents, registered and informal traders, truck drivers, passengers and other travellers.

The selection of the respondents at the borders was somewhat random due to the highly mobile population, many of whom were not willing to spend any unnecessary time on their journey.

In this User Satisfaction Report the results of the survey of all border users are presented in a set of tables providing analysis of the responses to the 35 questions in the USS questionnaire.

The questions in the survey form cover various aspects of border operations and the new facilities. The questions are classified as follows;

Questions 1-15 describe various attributes of the respondent sample.

Questions 16-22 seek comments from respondents on various aspects of border usage.

Questions 23-34 assess levels of satisfaction with procedures and facilities.

The responses to the questions dealing with levels of satisfaction (Tables 23-35) are “scored” as follows to give an indication of levels of satisfaction for each parameter. Responses are scored as; “Very Satisfied = 5; Satisfied =3; Neutral = 1 Dissatisfied = -3 and Very dissatisfied = -5 [questions not answered or unintelligible scored 0]. The maximum possible score for 56 respondents would therefore be $56 \times 5 = 280$ points and the actual score is shown as a number and a percentage of maximum in the tables. In order to provide a composite measure of User Satisfaction, Table 35 provides a summary of the scores for Table 22-34.

The tables are coloured to provide analysis by gender; white for the entire user sample; blue for the male responses; and pink for the female responses.

The tables are followed by a sorted list of the comments and observations made by the border users.

The third section shows the “Stakeholder Matrix” which provides feedback from the interviews with “stakeholders” (officials) interviewed in the different departments at the border.

The User Survey results for the Rusumo Tanzania Border Post are presented first, followed by the tables for Rusumo – Rwanda Border Post.

User Satisfaction Survey – Rusumo: Rwanda

	Total		Male		Female	
	No.	%	No.	%	No.	%
Members of Local Community						
Yes	41	38%	30	38%	11	41%
No	66	62%	50	63%	16	59%
	107		80		27	

Total: 38% of respondents were members of the local community and 62% were not.
Males: 63% were not members of the local community.
Females: 41% were local and 59% were not members of the local community.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Age						
>21	3	3%	1	1%	2	7%
22-34	45	42%	34	43%	11	41%
35-44	27	25%	17	21%	10	37%
45-54	18	17%	16	20%	2	7%
55-64	4	4%	3	4%	1	4%
>65	1	1%	1	1%	0	0%
Decline	1	1%	1	1%	0	0%
No Response	8	7%	7	9%	1	4%
	107		80		27	

Total: 42% of respondents were aged 22-34. 25% were aged 35-44 and 17% between 45-54.
Males: 43% of males were aged 22-34. 21% aged 35-44 and 20% aged 45-54.
Females: 41% of respondents were aged 22-34 and 37% aged 35-44.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Nationality						
Rwandan	59	55%	42	53%	17	63%
Tanzanian	34	32%	31	39%	3	11%
Burundian	2	2%	1	1%	1	4%
Ugandan	1	1%	1	1%	0	0%
DRC	3	3%	0	0%	3	11%
Kenyan	1	1%	0	0%	1	4%
Other (Please specify)	7	7%	5	6%	2	7%
	107		80		27	

Total: 55% of respondents were Rwandan and 32% Tanzanian.
Males: 53% were Rwandan and 39% Tanzanian.
Females: 63% were Rwandan and 11% Tanzanian, with 4% of females being Burundian and 11% coming from DRC.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Border Users						
Border Official	18	17%	14	18%	4	15%
Registered Trader	9	8%	6	8%	3	11%
Informal Trader	2	2%	2	3%	0	0%
Clearing Agent	13	12%	11	14%	2	7%
Truck Driver	32	30%	31	39%	1	4%
Passenger	22	21%	7	9%	15	56%
Transporter	4	4%	4	5%	0	0%
Other	7	7%	5	6%	2	7%
	107		80		27	

Total: 17% of respondents were border officials, 30% were truck drivers and 12% were clearing agents. Passengers amounted to 21% of respondents.
Males: 39% of males were truck drivers, 14% clearing agents and 18% were border officials.
Females: 56% of females were passengers, 15% were border officials and 11% were registered traders.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Trader Years in Business						
One - Six Months	6	6%	3	4%	3	11%
Six Months - One Year	5	5%	3	4%	2	7%
One - Two Years	3	3%	2	3%	1	4%
Two - Four Years	5	5%	5	6%	0	0%
Over Five Years	3	3%	3	4%	0	0%
Other	0	0%	0	0%	0	0%
No Response	85	79%	64	80%	21	78%
	107		80		27	

Total: 79% of respondents did not answer this question.
Males: 80% did not answer the question. There was an even spread of years in business of 4-6%.
Females: 11% of respondents said that they have been in business for 1-6 months and 7% said 6 months to 1 year but 78% did not respond to the question.

Table 6		Total		Male		Female	
Cross times Frequency	No.	%	No.	%	No.	%	
Several Times A Day	13	12%	9	11%	4	15%	Total: 19% of respondents said that they cross the border weekly, 12% said several times per day and 11% said monthly. Males: 23% of males said they cross the border weekly and 11% several times per day. Females: 22% said they cross the border monthly, 15% said several times per day and 7% said daily.
Daily	9	8%	7	9%	2	7%	
Weekly	20	19%	18	23%	2	7%	
Monthly	12	11%	6	8%	6	22%	
Infrequently	3	3%	0	0%	3	11%	
No Response	50	47%	40	50%	10	37%	
	107		80		27		

Table 7		Total		Male		Female	
Transport Mode	No.	%	No.	%	No.	%	
Car	7	7%	4	5%	3	11%	Total: 31% travel by truck, 19% by bus, 7% by car and 9% walked. Males: 39% travelled by truck, 14% by bus and 5% by car. Females: 22% of females walked and 33% travelled by bus with only 11% travelling by car.
Taxi	5	5%	4	5%	1	4%	
Bus	20	19%	11	14%	9	33%	
Motorbike	2	2%	1	1%	1	4%	
Bicycle	6	6%	6	8%	0	0%	
Truck	33	31%	31	39%	2	7%	
Walk	10	9%	4	5%	6	22%	
Other (Please specify)	1	1%	0	0%	1	4%	
No Response	23	21%	19	24%	4	15%	
	107		80		27		

Table 8		Total		Male		Female	
Familiar with Procedures	No.	%	No.	%	No.	%	
Very Familiar	11	10%	10	13%	1	4%	Total: 20% of respondents said they were familiar with border procedures and 42% said they had a limited familiarity. Males: 43% said that they had limited familiarity with the border but 19% were familiar and 13% very familiar with border procedures. Females: 41% said limited familiarity, 22% said they were familiar with border procedures and only 4% were very familiar with the procedures.
Familiar	21	20%	15	19%	6	22%	
Limited Knowledge	0	0%	0	0%	0	0%	
Totally Unfamiliar	0	0%	0	0%	0	0%	
Unsure	45	42%	34	43%	11	41%	
No Response	30	28%	21	26%	9	33%	
	107		80		27		

Table 9		Total		Male		Female	
Communication Medium: Heard about Rusumo	No.	%	No.	%	No.	%	
Community Forum Newspaper	3	3%	2	3%	1	4%	Total: 64% said that they had found out about the border by using border facilities, 9% mentioned the radio programme and 5% mentioned the video and administration hall. Males: 66% said that they learned by using the border, 13% had heard the radio programme. Females: 19% said word of mouth, 11% said other media and 56% said they learned by using the border.
Radio Programme on OSBP	10	9%	10	13%	0	0%	
Video on OSBP in Administration Hall	5	5%	3	4%	2	7%	
Word of Mouth	7	7%	2	3%	5	19%	
Other Means or Media	11	10%	8	10%	3	11%	
By Using the Border	68	64%	53	66%	15	56%	
N/A	0	0%	0	0%	0	0%	
No Response	3	3%	2	3%	1	4%	
	107		80		27		

Table 10		Total		Male		Female	
Transaction Value	No.	%	No.	%	No.	%	
\$50	0	0%	0	0%	0	0%	Total: 88% of respondents did not answer this question and the other answers both male and female were highly erratic.
\$100	0	0%	0	0%	0	0%	
\$500	3	3%	2	3%	1	4%	
\$5000	6	6%	4	5%	2	7%	
\$10000	1	1%	1	1%	0	0%	
Not known	3	3%	3	4%	0	0%	
N/A	0	0%	0	0%	0	0%	
No Response	94	88%	70	88%	24	89%	
	107		80		27		

Table 11		Total		Male		Female	
Time-start transaction	No.	%	No.	%	No.	%	
1 Hour	46	43%	37	46%	9	33%	Total: 43% of respondents said that transactions started within one hour and 23% said within two hours. Males: 46% started in one hour, 23% in two hours but 3% said more than 2 days. Females: 33% said one hour and 26% said two hours but 41% of respondents did not answer the question.
2 Hours	25	23%	18	23%	7	26%	
5 Hours	0	0%	0	0%	0	0%	
12 hours	0	0%	0	0%	0	0%	
1 Day	1	1%	1	1%	0	0%	
2 Days	0	0%	0	0%	0	0%	
More than 2 days	2	2%	2	3%	0	0%	
No Response	33	31%	22	28%	11	41%	
	107		80		27		

Reasons for delays	Total		Male		Female	
	No.	%	No.	%	No.	%
Agent Delay	0	0%	0	0%	0	0%
Documents from Authority	1	1%	1	1%	0	0%
Bank clearance	1	1%	1	1%	0	0%
Process delay	1	1%	1	1%	0	0%
Officials waiting for bribes	0	0%	0	0%	0	0%
Vehicle Problems	12	11%	12	15%	0	0%
Other (Please specify)	12	11%	8	10%	4	15%
No Response	80	75%	57	71%	23	85%
	107		80		27	

Total: 75% did not answer the question but 11% said vehicle problems and 11% said other problems.

Males: 71% did not answer the question but 15% mentioned vehicle problems.

Females: 85% of respondents did not answer the question and 15% said they had other reasons for delays.

Harassment	Total		Male		Female	
	No.	%	No.	%	No.	%
Verbal Abuse	0	0%	0	0%	0	0%
Requests for Bribe	0	0%	0	0%	0	0%
Service delayed for bribe	0	0%	0	0%	0	0%
Sexual Abuse	0	0%	0	0%	0	0%
Physical Abuse	0	0%	0	0%	0	0%
Service Refusal	2	2%	2	3%	0	0%
Other	1	1%	1	1%	0	0%
None	94	88%	71	89%	23	85%
No Response	10	9%	6	8%	4	15%
	107		80		27	

Total: 88% of respondents no harassment.

Males: 89% said no harassment.

Females: 85% said no harassment.

Negative Impact for Girls	Total		Male		Female	
	No.	%	No.	%	No.	%
Lack of Facilities	0	0%	0	0%	0	0%
Crowding	4	4%	3	4%	1	4%
Queuing conflicts	0	0%	0	0%	0	0%
Toilet Facilities	1	1%	0	0%	1	4%
Lack of Seating	0	0%	0	0%	0	0%
Other	0	0%	0	0%	0	0%
None	86	80%	64	80%	22	81%
No Response	16	15%	13	16%	3	11%
	107		80		27	

Total: 80% of respondents said no negative impacts.

Males: 80% said no negative impacts, 4% mentioned crowding.

Females: 81% said no negative impacts, 4% mentioned toilet facilities and 4% mentioned crowding.

Poor Service Delivery	Total		Male		Female	
	No.	%	No.	%	No.	%
Bribes	0	0%	0	0%	0	0%
Delay due waiting for bribe	0	0%	0	0%	0	0%
Rudeness or Lack of courtesy	0	0%	0	0%	0	0%
Deliberate giving preferences	0	0%	0	0%	0	0%
Permitting queue jumping	0	0%	0	0%	0	0%
Other (Please specify)	1	1%	0	0%	1	4%
No Response	106	99%	80	100%	26	96%
	107		80		27	

Total: 99% did not respond.

Males: There was a 100% lack of response.

Females: 96% of respondents did not answer the question.

Negative Features	Total		Male		Female	
	No.	%	No.	%	No.	%
Delays	0	0%	0	0%	0	0%
Customs procedures	0	0%	0	0%	0	0%
Payments and charges	0	0%	0	0%	0	0%
Crowding	0	0%	0	0%	0	0%
Parking problems	0	0%	0	0%	0	0%
Other (Please specify)	5	5%	4	5%	1	4%
No Response	102	95%	76	95%	26	96%
	107		80		27	

Total: 95% of respondents did not answer the question.

For males and females the lack of response was similar.

Good/Bad Effects Noticed	Total		Male		Female	
	No.	%	No.	%	No.	%
Improved Border Time	93	87%	71	89%	22	81%
Simplified Procedures	8	7%	6	8%	2	7%
Reduced Costs	0	0%	0	0%	0	0%
Increased Business	1	1%	0	0%	1	4%
Reduced Business	0	0%	0	0%	0	0%
Other (Please specify)	0	0%	0	0%	0	0%
No Response	5	5%	3	4%	2	7%
	107		80		27	

Total: 87% of total said improved border times and 7% said simplified procedures.

Males: 89% mentioned improved border time and 8% simplified procedures.

Females: 81% said improved border time, 7% said simplified procedures and 4% mentioned increased business.

Table 18		Total		Male		Female	
Border officials are competent and efficient		No.	%	No.	%	No.	%
Very satisfied	82	77%	63	79%	19	70%	
Satisfied	18	17%	13	16%	5	19%	
Neutral	3	3%	3	4%	0	0%	
Dissatisfied	0	0%	0	0%	0	0%	
Very Dissatisfied	0	0%	0	0%	0	0%	
Not Sure	4	4%	1	1%	3	11%	
	107		80		27		
Score	467	87%	357	89%	110	81%	

Total: 77% were very satisfied and 17% were satisfied.
Males: 79% were very satisfied and 16% were satisfied.
Females: 70% were very satisfied, 19% satisfied and 11% said they were not sure.

Table 19		Total		Male		Female	
Border officials are courteous to customers		No.	%	No.	%	No.	%
Very satisfied	70	65%	54	68%	16	59%	
Satisfied	24	22%	19	24%	5	19%	
Neutral	0	0%	0	0%	0	0%	
Dissatisfied	1	1%	1	1%	0	0%	
Very Dissatisfied	1	1%	0	0%	1	4%	
Not Sure	11	10%	6	8%	5	19%	
	107		80		27		
Score	414	77%	324	81%	90	67%	

Total: 65% were very satisfied and 22% satisfied.
Males: 68% were very satisfied and 24% were satisfied.
Females: 59% were very satisfied, 19% satisfied and 19% not sure.

Table 20		Total		Male		Female	
Transaction times are reasonable		No.	%	No.	%	No.	%
Very satisfied	67	63%	53	66%	14	52%	
Satisfied	32	30%	25	31%	7	26%	
Neutral	4	4%	0	0%	4	15%	
Dissatisfied	0	0%	0	0%	0	0%	
Very Dissatisfied	0	0%	0	0%	0	0%	
Not Sure	4	4%	2	3%	2	7%	
	107		80		27		
Score	435	81%	340	85%	95	70%	

Total: 63% were very satisfied and 30% satisfied.
Males: 66% were very satisfied and 31% satisfied.
Females: 52% were very satisfied, 26% were satisfied and 15% responded neutrally.

Table 21		Total		Male		Female	
Security		No.	%	No.	%	No.	%
Very satisfied	80	75%	65	81%	15	56%	
Satisfied	24	22%	13	16%	11	41%	
Neutral	0	0%	0	0%	0	0%	
Dissatisfied	0	0%	0	0%	0	0%	
Very Dissatisfied	0	0%	0	0%	0	0%	
Not Sure	3	3%	2	3%	1	4%	
	107		80		27		
Score	472	88%	364	91%	108	80%	

Total: 75% were very satisfied and 22% satisfied with security.
Males: 81% were very satisfied and 16% satisfied.
Females: 56% were very satisfied, 41% satisfied and 4% were not sure.

Table 22		Total		Male		Female	
Search - gender		No.	%	No.	%	No.	%
Very satisfied	17	16%	11	14%	6	22%	
Satisfied	28	26%	24	30%	4	15%	
Neutral	22	21%	15	19%	7	26%	
Dissatisfied	7	7%	7	9%	0	0%	
Very Dissatisfied	0	0%	0	0%	0	0%	
Not Sure	33	31%	23	29%	10	37%	
	107		80		27		
Score	170	32%	121	30%	49	36%	

Total: 26% of respondents were satisfied and 16% very satisfied but 21% were not sure.
Males: 14% very satisfied, 30% satisfied, 19% responded neutral and 29% were not sure.
Females: 22% were very satisfied and 15% satisfied but 26% were neutral and 37% not sure.

Table 23		Total		Male		Female	
Maintenance		No.	%	No.	%	No.	%
Very satisfied	87	81%	63	79%	24	89%	
Satisfied	19	18%	16	20%	3	11%	
Neutral	0	0%	0	0%	0	0%	
Dissatisfied	0	0%	0	0%	0	0%	
Very Dissatisfied	0	0%	0	0%	0	0%	
Not Sure	1	1%	1	1%	0	0%	
	107		80		27		
Score	492	92%	363	91%	129	96%	

Total: 81% of respondents were very satisfied and 18% satisfied.
Male: 79% very satisfied and 20% satisfied.
Females: 89% were very satisfied and 11% satisfied.

Table 24

	Total		Male		Female	
	No.	%	No.	%	No.	%
Cleanliness						
Very satisfied	86	80%	63	79%	23	85%
Satisfied	20	19%	16	20%	4	15%
Neutral	0	0%	0	0%	0	0%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	1	1%	1	1%	0	0%
	107		80		27	
Score	490	92%	363	91%	127	94%

Total: 80% were very satisfied and 19% satisfied.

Males: 79% were very satisfied and 16% satisfied.

Females: 85% were very satisfied and 15% were satisfied.

Table 25

	Total		Male		Female	
	No.	%	No.	%	No.	%
Toilets - M/F						
Very satisfied	65	61%	49	61%	16	59%
Satisfied	38	36%	28	35%	10	37%
Neutral	2	2%	2	3%	0	0%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	2	2%	1	1%	1	4%
	107		80		27	
Score	441	82%	331	83%	110	81%

Total: 61% were very satisfied, 36% satisfied and 2% were not sure.

Males: 61% were very satisfied and 35% satisfied.

Females: 59% were very satisfied, 37% were satisfied and 4% not sure.

Table 26

	Total		Male		Female	
	No.	%	No.	%	No.	%
Warehouse						
Very satisfied	75	70%	62	78%	13	48%
Satisfied	27	25%	16	20%	11	41%
Neutral	1	1%	0	0%	1	4%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	3	3%	1	1%	2	7%
	107		80		27	
Score	454	85%	355	89%	99	73%

Total: 70% were very satisfied, 25% satisfied.

Males: 78% were very satisfied and 20% satisfied.

Females: 48% were very satisfied, 41% were satisfied and 4% were neutral.

Table 27

	Total		Male		Female	
	No.	%	No.	%	No.	%
Signage						
Very satisfied	70	65%	57	71%	13	48%
Satisfied	35	33%	22	28%	13	48%
Neutral	1	1%	0	0%	1	4%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	1	1%	1	1%	0	0%
	107		80		27	
Score	456	85%	351	88%	105	78%

Total: 65% were very satisfied, 33% satisfied.

Males: 71% were very satisfied and 28% satisfied.

Females: 48% were very satisfied, 48% were satisfied and 4% were neutral.

Table 28

	Total		Male		Female	
	No.	%	No.	%	No.	%
Parking						
Very satisfied	51	48%	42	53%	9	33%
Satisfied	42	39%	33	41%	9	33%
Neutral	3	3%	2	3%	1	4%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	11	10%	3	4%	8	30%
	107		80		27	
Score	384	72%	311	78%	73	54%

Total: 48% responded very satisfied and 39% satisfied with 3% neutral and 10% unsure.

Males: 53% were very satisfied and 41% satisfied.

Females: 33% were very satisfied, 33% were satisfied and 30% were not sure.

Table 29

	Total		Male		Female	
	No.	%	No.	%	No.	%
Separation of & Pass/goods						
Very satisfied	32	30%	31	39%	1	4%
Satisfied	32	30%	20	25%	12	44%
Neutral	1	1%	0	0%	1	4%
Dissatisfied	1	1%	0	0%	1	4%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	41	38%	29	36%	12	44%
	107		80		27	
Score	254	47%	215	54%	39	29%

Total: 30% responded very satisfied and 30% satisfied and 38% unsure.

Males: 39% were very satisfied and 25% satisfied but 36% of them were unsure.

Females: 4% were very satisfied, 44% were satisfied and 44% were not sure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
HIV signs						
Very satisfied	4	4%	4	5%	0	0%
Satisfied	6	6%	3	4%	3	11%
Neutral	2	2%	2	3%	0	0%
Dissatisfied	11	10%	9	11%	2	7%
Very Dissatisfied	5	5%	5	6%	0	0%
Not Sure	79	74%	57	71%	22	81%
	107		80		27	
Score	-18	-3%	-21	-5%	3	2%

Total: 74% responded very unsure.
Males: 11% were dissatisfied and 71% were unsure.
Females: 11% were satisfied, 7% were dissatisfied and 81% were not sure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Disabled facilities						
Very satisfied	12	11%	10	13%	2	7%
Satisfied	30	28%	24	30%	6	22%
Neutral	5	5%	4	5%	1	4%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	1	1%	1	1%	0	0%
Not Sure	59	55%	41	51%	18	67%
	107		80		27	
Score	150	28%	121	30%	29	21%

Total: 28% responded satisfied and 55% were unsure.
Males: 51% were unsure, 30% were satisfied and 13% very satisfied.
Females: 7% were very satisfied, 22% were satisfied and 67% were not sure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Overall level of satisfaction						
Very satisfied	72	67%	55	69%	17	63%
Satisfied	31	29%	22	28%	9	33%
Neutral	1	1%	1	1%	0	0%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	3	3%	2	3%	1	4%
	107		80		27	
Score	454	85%	342	86%	112	83%

Total: 67% responded very satisfied and 29% were satisfied giving an overall score of 85%.
Males: 69% were very satisfied, 28% satisfied with an overall score of 86%.
Females: 63% were very satisfied, 33% were satisfied and an overall score of 83%.

Parameter	Total		Male		Female	
	No.	%	No.	%	No.	%
Border officials are competent and efficient	467	87%	357	89%	110	81%
Border officials are courteous to customers	414	77%	324	81%	90	67%
Transaction times are reasonable	435	81%	340	85%	95	70%
Security	472	88%	364	91%	108	80%
Search - gender	170	32%	121	30%	49	36%
Maintenance	492	92%	363	91%	129	96%
Cleanliness	490	92%	363	91%	127	94%
Toilets - M/F	441	82%	331	83%	110	81%
Warehouse	454	85%	355	89%	99	73%
Signage	456	85%	351	88%	105	78%
Parking	384	72%	311	78%	73	54%
Separation of & Pass/goods	254	47%	215	54%	39	29%
HIV signs	-18	-3%	-21	-5%	3	2%
Disabled facilities	150	28%	121	30%	29	21%
Overall level of satisfaction	454	85%	342	86%	112	83%
Total Score	5515		4237		1278	
Average Score	689	68.7%	530	70.6%	160	63.1%

Summary of all scores for the User Satisfaction questions showed an overall score of 68.7%.
Males gave an overall score of 70.6% and for females an overall score of 63.1%.
The main negative aspects were HIV signage, separation of passenger and goods traffic, gender search, and disabled facilities.

Border User Comments
There is high level of movement as OSBP
Too many trucks come from one direction
There is improvement with being easier to use and it improves the speed
The OSBP runs faster
Everything is going well
Safety traveling has improved.
OSBP reduced the time of waiting service at both sides
Service is okay with full of security
There is wonderful service at the OSBP
Everything is okay
There is a high level of speed in service
Highly appreciate the OSBP system.
There is no problem with OSBP (we appreciate it)
It's okay x 2
OSBP reduced procedures at high level
Satisfied with the service
These billboards with information educating about health is needed.
These billboards with information educating about health is needed.
scanners are still missing for RSB
There is delay from the cargo owners
Increase deadline of the permit of importation of goods by at least one month
Increase speed so that clearance procedure can only take one hour
increase working time
illiterate people cannot read the signage
Illiterate people require officials to direct them to different places where they can get a service.
There are not enough lodges and hotels
Not enough hotels and lodges for reservation
Need more lodges in the area for customers and employees who cannot afford sleeping in a hotel.
I would recommend having a garage in the neighbourhood to fix our cars when we have issues
A hospital is required in Rusumo.
OSBP improved in reducing time and increasing business.
Need to increase the number of days the population is allowed to go to Tanzania for now.
better to increase the number of days that people are allowed to go for stopping in Tanzania.
OSBP has improved the speed in border services.
I recommend providing another way of collecting money in terms of the bank's network problems.
He is very happy for Rwandan security, cleanliness and performance against bribes.
OSBP assisted efficiently in trade facilities.
There is a lot of security at Rwanda.
Speed and services should improve so that satisfaction will be at the highest level.
Rwandan border performs well.
The boarder is okay.
The movement of the trucks makes the OSBP look as if business has increased.
The OSBP has changed many things in business.
The OSBP has increased the speed in services.
Parking safety is much better now however the way to Kigali requires better roads from Rwanda.
Everything is going well with the OSBP.
OSBP is okay however if speed is improved 12 long hours can be turned to an hour.
Security is much better and if possible the hours of work can be increased from 22h00 to 24h00.
The security in Rwanda is very good compared to the other side.
The services at the OSBP is much better than the old one.
I would recommend increasing the number of officers.
The internet connection is some times a problem at customs.
Network connection is sometimes poor when doing a TRA.
Thank you for the service.
Thank you for the service.
Only a few times when we arrived at the OSBP was the internet connection slow.
Reception is needed
The internet connection is slow, we end up spending more time at the border than usual
Internet connection slow x 4

Rusumo Rwanda: Stakeholder Matrix

These are the comments and observations received from the officials in different departments in the initial stakeholder interviews at the start of the border survey.

Department		Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and work Procedures	Challenge Faced
1	Rwanda Plant Health	2	06:00	22:00	16	2	1	16	0	0	Verification of all documents for all plant and plant products. Verification of identity and integrity of consignments. Assesment of phytosanitary requirements and pests. Releasing of checked consignments. Rejecting of incomplete consignments.	Importers do not always have the required documents.
2	Magerwa	25	06:00	22:00	16	2 (office staff only)	25	16	0	0	Receiving of cargo. Checking of weights. Issuing of arrival notes. Invoicing of payments. Sampling. Loading and off loading of goods. Depending on the weight of goods, prices can vary between 500 RWF = 500kg, 11800 RWF = 1 ton, 23600 RWF = 2 tons, 35400 RWF = 3 tons, 47200 RWF = 4 tons, 59000 RWF = 5 tons.	Network is sometimes down due to weather conditions (rain).
3	Rwanda Revenue Authority	2	06:00	22:00	16	2	1	16	0	0	Inspection of all goods being imported in Rwanda.	The network can be an issue due to weather conditions.
4	Rwanda Police	5	06:00	22:00	16	2		16	2	2	To verify contents and duties payable to RRA. To check if vehicles are permitted from abroad to enter into Rwanda. Prevention of smuggling of goods across the border. Policing of areas close to the border.	The scanner is not working, more officers are needed to work at night to prevent smuggling in nearby areas close to the border.

Department		Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and work Procedures	Challenge Faced
5	Rwanda Ministry of Agriculture	2	06:00	22:00	16	2	1	16	0	0	Inspection of all animals and animal products. Checking of all documents for any particular consignment. Decision to allow the consignment to enter into Rwanda or to send back to Tanzania based on inspection and documentation.	Lack of quarantine rooms to keep infected or unsanitary animal products and livestock. No testing kits, some trucks arrive without the proper documentation and certificates. Certain drivers are unaware of the proper procedures of possible infected products and livestock.
7	Rwandan Revenue Authority	16	06:00	22:00	16	2 (3 as of the 1st of April)	8	8	0	0	Protection of society from illegal goods. Control of cargo cleared under S.C.T. Facilitation of inward and outward transits. Collection of revenue from imports. Clearance of exported goods from Rwanda. Facilitation of interstatal movement of all vehicles. Combat of smuggling across the border. Combat of fraud & evasion of duties.	Many drivers arrive without proper documents and the network can be an issue.
8	Rwandan Immigration	8	06:00	22:00	16	2 (3 as of the 1st of April)	4	8	4	4	Observation that relevant agencies are completing required work times. Coordination of all border activities. Verification and allowance of all people crossing the border. Visa issuing and approval. Liaising with all district Authorities. Handling of all cases concerning the border.	Staff shortage. Handling of the border community, lack of transportation. Lack of distance to available ablutions. Lack of proper signage. Lack of parking. Generator power and border design is inadequate.

User Satisfaction Survey – Rusumo: Tanzania

Table 1	Total		Male		Female	
	No.	%	No.	%	No.	%
Members of Local Community						
Yes	14	16%	11	15%	3	18%
No	76	84%	62	85%	14	82%
	90		73		17	

Total: 16% of respondents were members of the local community and 84% were not.
Males: 15% were locals and 85% were not members of the local community.
Females: 18% were local and 82% were not members of the local community.

Table 2	Total		Male		Female	
	No.	%	No.	%	No.	%
Age						
>21	2	2%	2	3%	0	0%
22-34	34	38%	27	37%	7	41%
35-44	25	28%	20	27%	5	29%
45-54	23	26%	19	26%	4	24%
55-64	4	4%	4	5%	0	0%
>65	1	1%	0	0%	1	6%
Decline	0	0%	0	0%	0	0%
No Response	1	1%	1	1%	0	0%
	90		73		17	

Total: 38% of respondents were aged 22-34. 28% were aged 35-44 and 26% between 45-54.
Males: 37% of males were aged 22-34, 27% aged 35-44 and 26% aged 45-54.
Females: 41% of respondents were aged 22-34 and 29% aged 35-44 and 24% were aged 45-54.

Table 3	Total		Male		Female	
	No.	%	No.	%	No.	%
Nationality						
Rwandan	40	44%	29	40%	11	65%
Tanzanian	43	48%	38	52%	5	29%
Burundian	0	0%	0	0%	0	0%
Ugandan	2	2%	2	3%	0	0%
DRC	4	4%	3	4%	1	6%
Kenyan	1	1%	1	1%	0	0%
Other (Please specify)	0	0%	0	0%	0	0%
	90		73		17	

Total: 44% of respondents were Rwandan and 48% Tanzanian with 2% Ugandan and 4% from DRC .
Males: 40% were Rwandan, 52% Tanzanian and 4% from DRC, 3% Ugandan.
Females: 65% were Rwandan and 29% Tanzanian, with 6% of females coming from DRC.

Table 4	Total		Male		Female	
	No.	%	No.	%	No.	%
Border Users						
Border Official	1	1%	1	1%	0	0%
Registered Trader	2	2%	2	3%	0	0%
Informal Trader	13	14%	10	14%	3	18%
Clearing Agent	3	3%	2	3%	1	6%
Truck Driver	44	49%	43	59%	1	6%
Passenger	15	17%	8	11%	7	41%
Transporter	8	9%	3	4%	5	29%
Other	3	3%	3	4%	0	0%
No Response	1	1%	1	1%	0	0%
	90		73		17	

Total: 49% of respondents were truck drivers, 17% were passengers, 14% were informal traders and 9% were transporters.
Males: 59% of males were truck drivers, 14% were informal traders, 11% were passengers and 10% were transporters.
Females: 41% of females were passengers, 29% were transporters, 18% were informal traders and 6% were clearing agents.

Table 5	Total		Male		Female	
	No.	%	No.	%	No.	%
Trader Years in Business						
One - Six Months	6	7%	3	4%	3	18%
Six Months - One Year	2	2%	2	3%	0	0%
One - Two Years	3	3%	2	3%	1	6%
Two - Four Years	2	2%	2	3%	0	0%
Over Five Years	1	1%	1	1%	0	0%
Other	3	3%	3	4%	0	0%
No Response	73	81%	60	82%	13	76%
	90		73		17	

Total: 81% of respondents did not answer this question. The years in business were more or less equally spaced between categories.
Males were similar to the total and females 18% had been in business one-six months and 6% one -two years. 76% did not respond to the question.

Cross times Frequency	Total		Male		Female	
	No.	%	No.	%	No.	%
Several Times A Day	3	3%	1	1%	2	12%
Daily	8	9%	8	11%	0	0%
Weekly	16	18%	14	19%	2	12%
Monthly	52	58%	43	59%	9	53%
Infrequently	9	10%	6	8%	3	18%
No Response	2	2%	1	1%	1	6%
	90		73		17	

Total: 58% of respondents crossed monthly and 18% weekly and 9% daily. Only 3% crossed several times per day.
Males: 59% crossed monthly, 19% weekly and 11% daily.
Females: 53% crossed monthly, 12% weekly but the 12% crossed several times per day.

Transport Mode	Total		Male		Female	
	No.	%	No.	%	No.	%
Car	2	2%	2	3%	0	0%
Taxi	9	10%	6	8%	3	18%
Bus	9	10%	5	7%	4	24%
Motorbike	8	9%	3	4%	5	29%
Bicycle	2	2%	2	3%	0	0%
Truck	44	49%	43	59%	1	6%
Walk	16	18%	12	16%	4	24%
Other (Please specify)	0	0%	0	0%	0	0%
No Response	0	0%	0	0%	0	0%
	90		73		17	

Total: 49% travelled by truck, 10% by bus, 10% by taxi and 18% walked.
Males: 59% travelled by truck, 16% walked and 8% by taxi and 7% by bus.
Females: 29% travelled by motor bike, 24% walked and 24% travelled by bus, 18% by taxi.

Familiar with Procedures	Total		Male		Female	
	No.	%	No.	%	No.	%
Very Familiar	22	24%	19	26%	3	18%
Familiar	50	56%	42	58%	8	47%
Limited Knowledge	11	12%	6	8%	5	29%
Totally Unfamiliar	2	2%	2	3%	0	0%
Unsure	1	1%	0	0%	1	6%
No Response	4	4%	4	5%	0	0%
	90		73		17	

Total: 56% said they were familiar and 24% very familiar with the procedures. 12% said limited knowledge.
Males: 26% were very familiar and 58% familiar with border procedures, 8% claimed limited knowledge.
Females: 18% were very familiar, 47% familiar and 29% responded limited knowledge.

Communication Medium: Heard about	Total		Male		Female	
	No.	%	No.	%	No.	%
Community Forum Newspaper	0	0%	0	0%	0	0%
Radio Programme on OSBP	4	4%	3	4%	1	6%
Video on OSBP in Administration Hall	7	8%	7	10%	0	0%
Word of Mouth	16	18%	11	15%	5	29%
Other Means or Media	2	2%	2	3%	0	0%
By Using the Border	38	42%	33	45%	5	29%
NA	15	17%	9	12%	6	35%
No Response	8	9%	8	11%	0	0%
	90		73		17	

Total: 42% of respondents said they learned by using the border, 18% said word of mouth, 8% referred to the video.
Males: 45% said using the border, 15% said word of mouth and 10% mentioned the video, 4% said radio.
Females: 6% mentioned radio, 29% word of mouth and 29% by using the border. 35% said not applicable.

Transaction Value	Total		Male		Female	
	No.	%	No.	%	No.	%
\$50	9	10%	6	8%	3	18%
\$100	1	1%	1	1%	0	0%
\$500	0	0%	0	0%	0	0%
\$5000	1	1%	1	1%	0	0%
\$10000	0	0%	0	0%	0	0%
Not known	5	6%	5	7%	0	0%
N/A	6	7%	5	7%	1	6%
No Response	68	76%	55	75%	13	76%
	90		73		17	

Total: 10% said \$50 and 1% said \$100. The other values were somewhat erratic. 76% did not respond.
Males: 8% said \$50 and 75% did not respond.
Females: 18% said \$50 and 76% did not respond.

Time-start transaction	Total		Male		Female	
	No.	%	No.	%	No.	%
1 Hour	28	31%	20	27%	8	47%
2 Hours	0	0%	0	0%	0	0%
5 Hours	1	1%	1	1%	0	0%
12 hours	2	2%	2	3%	0	0%
1 Day	1	1%	1	1%	0	0%
2 Days	0	0%	0	0%	0	0%
More than 2 days	1	1%	1	1%	0	0%
No Response	57	63%	48	66%	9	53%
	90		73		17	

Total: 31% said one hour, 2% said 12 hours and 1% said one day.
Males: 27% said one hour, 3% said 12 hours and 1% said one day.
Females: 47% said one hour and 53% did not respond to the question.

Reasons for delays	Total		Male		Female	
	No.	%	No.	%	No.	%
Agent Delay	2	2%	2	3%	0	0%
Documents from Authority	1	1%	1	1%	0	0%
Bank clearance	0	0%	0	0%	0	0%
Process delay	1	1%	1	1%	0	0%
Officials waiting for bribes	0	0%	0	0%	0	0%
Vehicle Problems	1	1%	1	1%	0	0%
Other (Please specify)	2	2%	2	3%	0	0%
No Response	83	92%	66	90%	17	100%
	90		73		17	

Total: 92% of respondents did not answer the question.
Males: 90% did not answer the question but 3% said agent delays.
Females: 100% of females did not answer the question.

Harassment	Total		Male		Female	
	No.	%	No.	%	No.	%
Verbal Abuse	0	0%	0	0%	0	0%
Requests for Bribe	0	0%	0	0%	0	0%
Service delayed for bribe	0	0%	0	0%	0	0%
Sexual Abuse	0	0%	0	0%	0	0%
Physical Abuse	0	0%	0	0%	0	0%
Service Refusal	0	0%	0	0%	0	0%
Other	0	0%	0	0%	0	0%
None	39	43%	30	41%	9	53%
No Response	51	57%	43	59%	8	47%
	90		73		17	

Total: 43% of respondents no harassment and 57% did not respond.
Males: 41% said no harassment and 59% did not respond.
Females: 53% said no harassment and 47% did not respond.

Negative Impact for Girls	Total		Male		Female	
	No.	%	No.	%	No.	%
Lack of Facilities	3	3%	3	4%	0	0%
Crowding	0	0%	0	0%	0	0%
Queuing conflicts	0	0%	0	0%	0	0%
Toilet Facilities	1	1%	1	1%	0	0%
Lack of Seating	1	1%	1	1%	0	0%
Other	0	0%	0	0%	0	0%
None	33	37%	22	30%	11	65%
No Response	52	58%	46	63%	6	35%
	90		73		17	

Total: 37% said no negative impacts, 3% mentioned lack of facilities.
Males: 30% said no negative impacts, 4% mentioned lack of facilities.
Females: 65% said no negative impacts but 35% did not answer the question.

Poor Service Delivery	Total		Male		Female	
	No.	%	No.	%	No.	%
Bribes	2	2%	2	3%	0	0%
Delay due waiting for bribe	2	2%	2	3%	0	0%
Rudeness or Lack of courtesy	1	1%	0	0%	1	6%
Deliberate giving preferences	0	0%	0	0%	0	0%
Permitting queue jumping	0	0%	0	0%	0	0%
Other (Please specify)	1	1%	1	1%	0	0%
No Response	84	93%	68	93%	16	94%
	90		73		17	

Total: 93% of respondents did not answer.
Males: 93% did not answer, 3% mentioned bribes and 3% mentioned delays waiting for bribes.
Females: 6% mentioned rudeness, lack of courtesy, 94% did not answer the question.

Negative Features	Total		Male		Female	
	No.	%	No.	%	No.	%
Delays	4	4%	4	5%	0	0%
Customs procedures	1	1%	1	1%	0	0%
Payments and charges	8	9%	7	10%	1	6%
Crowding	1	1%	1	1%	0	0%
Parking problems	3	3%	3	4%	0	0%
Other (Please specify)	3	3%	3	4%	0	0%
No Response	70	78%	54	74%	16	94%
	90		73		17	

Total: 9% said payments and charges, 4% said delays, 1% said crowding, 3% said parking problems but 78% did not respond.
Males: 10% mentioned payments and charges, 4% parking problems, 5% delays and 74% did not respond to the question.
Females: 6% mentioned payments and charges and 94% did not respond to the question.

Good/Bad Effects Noticed	Total		Male		Female	
	No.	%	No.	%	No.	%
Improved Border Time	40	44%	32	44%	8	47%
Simplified Procedures	9	10%	7	10%	2	12%
Reduced Costs	3	3%	3	4%	0	0%
Increased Business	4	4%	4	5%	0	0%
Reduced Business	2	2%	2	3%	0	0%
Other (Please specify)	6	7%	6	8%	0	0%
No Response	26	29%	19	26%	7	41%
	90		73		17	

Total: 44% said improved border times, 10% said simplified procedures and 3% reduced costs and 4% increased business.
Males: 44% said improved border times, 10% simplified procedures, 5% increased business, 4% reduced costs and 3% said reduced business.
Females: 47% said improved border times, 12% said simplified procedures and 41% did not respond.

Border officials are competent and efficient	Total		Male		Female	
	No.	%	No.	%	No.	%
Very satisfied	57	63%	48	66%	9	53%
Satisfied	29	32%	22	30%	7	41%
Neutral	2	2%	1	1%	1	6%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	1	1%	1	1%	0	0%
	90		73		17	
Score	371	82%	304	83%	67	79%

Total: 63% were very satisfied and 32% satisfied.
Males: 66% were very satisfied and 30% satisfied.
Females: 53% satisfied, 41% satisfied and 6% neutral.

Border officials are courteous to customers	Total		Male		Female	
	No.	%	No.	%	No.	%
Very satisfied	54	60%	45	62%	9	53%
Satisfied	32	36%	25	34%	7	41%
Neutral	2	2%	1	1%	1	6%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	1	1%	1	1%	0	0%
	90		73		17	
Score	365	81%	298	82%	67	79%

Total: 60% very satisfied, 36% satisfied and 2% neutral.
Males: 62% very satisfied, 34% satisfied and 1% neutral.
Females: 53% very satisfied, 41% satisfied, 6% neutral.

Transaction times are reasonable	Total		Male		Female	
	No.	%	No.	%	No.	%
Very satisfied	53	59%	43	59%	10	59%
Satisfied	30	33%	23	32%	7	41%
Neutral	1	1%	1	1%	0	0%
Dissatisfied	2	2%	2	3%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	4	4%	4	5%	0	0%
	90		73		17	
Score	350	78%	279	76%	71	84%

Total: 59% of respondents were very satisfied, 33% satisfied and 2% recording dissatisfaction.
Males: 59% were very satisfied, 32% satisfied and 3% recorded dissatisfaction.
Females: 59% were very satisfied, 41% satisfied.

Security	Total		Male		Female	
	No.	%	No.	%	No.	%
Very satisfied	45	50%	40	55%	5	29%
Satisfied	36	40%	28	38%	8	47%
Neutral	1	1%	0	0%	1	6%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	7	8%	4	5%	3	18%
	90		73		17	
Score	331	74%	281	77%	50	59%

Total: 50% were very satisfied and 40% satisfied.
Males: 55% very satisfied and 38% satisfied.
Females: 29% were very satisfied, 47% satisfied and 6% neutral.

Search - gender	Total		Male		Female	
	No.	%	No.	%	No.	%
Very satisfied	52	58%	48	66%	4	24%
Satisfied	28	31%	19	26%	9	53%
Neutral	3	3%	2	3%	1	6%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	6	7%	3	4%	3	18%
	90		73		17	
Score	344	76%	296	81%	48	56%

Total: 58% were very satisfied, 31% satisfied and 7% were not sure.
Males: 66% were very satisfied, 26% satisfied, 3% neutral and 4% not sure.
Females: 24% were very satisfied, 53% satisfied and 18% not sure.

Maintenance	Total		Male		Female	
	No.	%	No.	%	No.	%
Very satisfied	52	58%	41	56%	11	65%
Satisfied	29	32%	23	32%	6	35%
Neutral	5	6%	5	7%	0	0%
Dissatisfied	2	2%	2	3%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	2	2%	2	3%	0	0%
	90		73		17	
Score	346	77%	273	75%	73	86%

Total: 58% were very satisfied and 32% satisfied.
Males: 56% were very satisfied and 32% satisfied and 7% were neutral
Females: 65% were very satisfied and 35% satisfied.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Cleanliness						
Very satisfied	54	60%	43	59%	11	65%
Satisfied	20	22%	17	23%	3	18%
Neutral	14	16%	11	15%	3	18%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	2	2%	2	3%	0	0%
	90		73		17	
Score	344	76%	277	76%	67	79%

Total: 60% were very satisfied, 22% satisfied and 16% neutral.
 Males: 59% were very satisfied, 23% satisfied and 15% neutral.
 Females: 65% very satisfied, 18% satisfied and 18% neutral.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Toilets - M/F						
Very satisfied	30	33%	27	37%	3	18%
Satisfied	35	39%	28	38%	7	41%
Neutral	4	4%	4	5%	0	0%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	20	22%	13	18%	7	41%
	90		73		17	
Score	256	57%	220	60%	36	42%

Total: 33% were very satisfied and 39% satisfied and 22% were unsure.
 Males: 37% were very satisfied, 38% were satisfied and 18% not sure.
 Females: 18% were very satisfied, 41% were satisfied and 41% were unsure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Warehouse						
Very satisfied	18	20%	15	21%	3	18%
Satisfied	31	34%	24	33%	7	41%
Neutral	3	3%	3	4%	0	0%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	38	42%	31	42%	7	41%
	90		73		17	
Score	186	41%	150	41%	36	42%

Total: 20% were very satisfied, 34% satisfied and 42% not sure (presumably not users)
 Males: 21% very satisfied, 33% satisfied.
 Females: 18% were very satisfied, 41% satisfied and 41% unsure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Signage						
Very satisfied	48	53%	40	55%	8	47%
Satisfied	30	33%	25	34%	5	29%
Neutral	6	7%	5	7%	1	6%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	5	6%	2	3%	3	18%
	90		73		17	
Score	333	74%	277	76%	56	66%

Total: 53% were very satisfied and 33% satisfied.
 Males: 55% were very satisfied and 34% were satisfied.
 Females: 47% were very satisfied, 29% were satisfied and 18% were not sure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Parking						
Very satisfied	40	44%	35	48%	5	29%
Satisfied	31	34%	27	37%	4	24%
Neutral	2	2%	1	1%	1	6%
Dissatisfied	1	1%	1	1%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	16	18%	9	12%	7	41%
	90		73		17	
Score	292	65%	254	70%	38	45%

Total: 44% were very satisfied, 34% were satisfied and 18% not sure.
 Males: 48% were very satisfied and 37% were satisfied.
 Females: 29% were very satisfied, 24% satisfied and 41% unsure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Separation of & Pass/goods						
Very satisfied	19	21%	17	23%	2	12%
Satisfied	30	33%	23	32%	7	41%
Neutral	6	7%	4	5%	2	12%
Dissatisfied	7	8%	7	10%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	28	31%	22	30%	6	35%
	90		73		17	
Score	170	38%	137	38%	33	39%

Total: 21% were very satisfied, 33% were satisfied but 8% were dissatisfied.
 Males: 23% were very satisfied, 32% satisfied and 3% were dissatisfied.
 Females: 12% were very satisfied, 41% were satisfied and 12% were neutral whilst 35% were unsure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
HIV signs						
Very satisfied	4	4%	4	5%	0	0%
Satisfied	4	4%	3	4%	1	6%
Neutral	3	3%	3	4%	0	0%
Dissatisfied	49	54%	41	56%	8	47%
Very Dissatisfied	6	7%	5	7%	1	6%
Not Sure	24	27%	17	23%	7	41%
	90		73		17	
Score	-142	-32%	-116	-32%	-26	-31%

Total: 54% were dissatisfied and 7% very dissatisfied.
Males: 56% were dissatisfied and 7% were very dissatisfied.
Females: 47% were dissatisfied, 6% very dissatisfied and 41% not sure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Disabled facilities						
Very satisfied	2	2%	1	1%	1	6%
Satisfied	26	29%	18	25%	8	47%
Neutral	14	16%	12	16%	2	12%
Dissatisfied	8	9%	7	10%	1	6%
Very Dissatisfied	2	2%	2	3%	0	0%
Not Sure	38	42%	33	45%	5	29%
	90		73		17	
Score	68	15%	40	11%	28	33%

Total: 42% were not sure, 29% were satisfied and 16% were neutral and 9% were dissatisfied.
Males: 25% were satisfied, 16% were neutral and 10% were dissatisfied whilst 45% were not sure.
Females: 6% were very satisfied and 47% satisfied. 12% were neutral and 29% were unsure.

	Total		Male		Female	
	No.	%	No.	%	No.	%
Overall level of satisfaction						
Very satisfied	33	37%	28	38%	5	29%
Satisfied	37	41%	29	40%	8	47%
Neutral	16	18%	13	18%	3	18%
Dissatisfied	0	0%	0	0%	0	0%
Very Dissatisfied	0	0%	0	0%	0	0%
Not Sure	4	4%	3	4%	1	6%
	90		73		17	
Score	292	65%	240	66%	52	61%

Total: 37% were very satisfied, 41% satisfied and 18% neutral giving an overall score of 65%.
Males: 38% were very satisfied, 40% satisfied, 18% were neutral giving a score of 66%.
Females: 29% were very satisfied, 47% satisfied, 18% neutral giving a score of 61%.

Parameter	Total		Male		Female	
	No.	%	No.	%	No.	%
Border officials are competent and efficient	371	82%	304	83%	67	79%
Border officials are courteous to customers	365	81%	298	82%	67	79%
Transaction times are reasonable	350	78%	279	76%	71	84%
Security	331	74%	281	77%	50	59%
Search - gender	344	76%	296	81%	48	56%
Maintenance	346	77%	273	75%	73	86%
Cleanliness	344	76%	277	76%	67	79%
Toilets - M/F	256	57%	220	60%	36	42%
Warehouse	186	41%	150	41%	36	42%
Signage	333	74%	277	76%	56	66%
Parking	292	65%	254	70%	38	45%
Separation of & Pass/goods	170	38%	137	38%	33	39%
HIV signs	-142	-32%	-116	-32%	-26	-31%
Disabled facilities	68	15%	40	11%	28	33%
Overall level of satisfaction	292	65%	240	66%	52	61%
Total Score	3906		3210		696	
Average Score	488	57.9%	401	58.6%	87	54.6%

The total of respondents to the User Satisfaction questions registered an average score of 57.9%.
Males registered a score of 58.6%.
Females registered a score of 54.6%.
The main negative aspects were HIV signage, disabled facilities, separation of passenger and goods traffic, warehousing, and toilet facilities.

Border User Comments : Tanzania
OSBP has minimized over delays
The increase time of working hours
Additional Working Hours
Parking Arrangement is a problem
Absence of Toilets and Water
Unavailability of network
It is better to remove charges on Rwanda side
Extend working hours to 24 hours operations

Rusumo Tanzania: Stakeholder Matrix

These are the comments and observations received from the officials in different departments in the initial stakeholder interviews at the start of the border survey.

Department		Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and Procedures	Challenges Faced
1	Tanzania Food and Drug Agency	1	07:30	21:00	13.5	1	1	13.5 hrs.	3	3	Inspection of food, drugs, cosmetics and medical supplies, receiving of applications for various goods entering into Tanzania. Conducting of public sensitisation for importing and exporting of goods in Tanzania. Receiving of applications from nearby shops to sell various goods.	Staff shortage and transportation are the only problems.
2	Tanzania Bureau of Standards	1	09:00	23:00	14	1	1	14	2	2	Conducting of inspections of various goods entering into Tanzania. Offering of badge certificates on accredited goods. Advise to entrepreneurs on procedures concerning importing and exporting of products.	Staff shortage and lack of transportation are the only problems as well as lack of accomodation.
3	Bureau of Standards	15	07:00	22:00	15	2	8	8	10	10	Clearance of vehicles and goods. Facilitation of trade. Control of goods crossing the border. Strategic border patrols based on information received. Maintenance of border grounds. Security.	Staff shortage
4	Immigration	17	07:00	23:00	16	1	8	16	0	0	Stamping of passports. Visa application. Investigations on immigrants.	Lack of computers, transport, stationary and furniture.
5	Tanzania Police	20	06:00	22:00	16	2	6	8	10	10	Guarding of the bank. Checking of people and lugguge crossing the border. Security of the control zone, policing of nearby areas, and handling of any situation that may arise in surrounding area's.	Staff shortage. No scanners.

Department		Staff Total	Op hours from	Op hours to	Total work hours	Shifts	Staff per shift	shift duration	Staff shortages	Deficit	Functions and Procedures	Challenges Faced
6	Tanzania Port Health	2	07:30	22:00	14.5	1	1	14.5	6	6	Surveillance of passengers and anyone crossing the border. Vaccinations against Yellow Fever. Inspection of food and cosmetics both imported and exported. Inspection of chemicals and inspection of any human remains that may be transported across the border.	Staff shortage. Lack of offices and furniture, No extra duty allowance, scanner, office telephone and ambulance to transport any infected people.
7	Tanzania Department of Agriculture	2	06:00	22:00	16	2	1	16	1	1	Inspection of crops and vegetables except cash crops (coffee, cotton). Collection of inspection fees.	Staff shortage. Lack of transportation and computers.
8	Tanzania Forestry Agency	1	06:00	22:00	16	1	1	16	3	3	Inspection of all forestry products. Inspection of import and export permits for forestry products. Restriction of illegal transportation of forestry products out of the country. To provide extensive education to drivers about exportation of forestry products.	Lack of transportation. Staff shortage. Lack of Store. Extremely porous border.
9	Tanzania Department of Fisheries	1	06:00	22:00	16	1	1	16	0	0	Conducting of inspections of cargo carrying trucks. Collection of inspection service fees. Collection of fisheries product export royalty. Banking of collected Government revenue. Documentation. Preparing of daily, weekly, monthly and annual reports. Providing of education to fisheries experts.	Staff shortage and lack of transportation. Unharmonised fisheries Act and Regulations between the two countries.

Questions	Reponses							User Response
	Male	Female						
1 What is your gender?	1 Male	2 Female						1
2 Are you a member of the local community around the border post?	1 Yes	2 No						2
3 In which age category are you?	1 >21	2 22-34	3 35-44	4 45-54	5 55-64	6 65	7 Decline	3
4 What is your nationality?	1 Rwandan	2 Tanzanian	3 Burundian	4 Ugandan	5 DRC	6 Kenyan	7 Other (Please specify)	4
5 What category of border user best describes you in relation to any transactions you do carry out at the border post?	1 Border Official	2 Registered Trader	3 Informal trader	4 Clearing agent	5 Truck driver	6 Traveler or	7 Transporter	8 Other (Please specify)
6 If you are a trader, how many years have you been in business/trading?	1 One - six months	2 Six months - one year	3 One - two years	4 Two - four years	5 Over five years	6 Other	7 N/A	6
7 How often do you cross the border?	1 Several Times per Day	2 Daily	3 Weekly	4 Monthly	5 Infrequently			7
8 If you are a traveler or Passenger what mode of transport do you use to cross the border?	1 Car	2 Taxi	3 Bus	4 Motorbike	5 Bicycle	6 Truck	7 Walk	8 Other (Please specify)
9 How familiar are you, with the procedures at the Rusumo border post	1 Very Familiar	2 Familiar	3 Limited Knowledge	4 Totally unfamiliar	5 Unsure			9
10 By which means did you hear about the Rusumo OSBP?	1 Community Forum November 2016	2 Radio Programme on OSBP	3 Video on OSBP in Administration Hall	4 Word of Mouth	5 Other means or Media	6 By using the border	7 N/A	10
11 What is the estimated total worth of your merchandise per transaction?	1 \$50	2 \$100	3 \$500	4 \$5000	5 \$10,000 +	6 Not Known	7 N/A	11
PROCEDURES								
12 How long does it take for you to start the clearance procedures at the border?	1 1 Hour	2 2 Hours	3 5 Hours	4 12 hours	5 1 Day	6 2 Days	7 More than 2 days	12
13 If you have spent more than one day at the border what was the problem?	1 Agent Delay	2 Documents from Authority	3 Bank clearance	4 Process delay	5 Officials waiting for bribes	6 Vehicle Problems	7 Other (Please specify)	13
14 If you have experienced harassment at the border; what was it?	1 Verbal Abuse	2 Requests for Bribe	3 Service delayed for bribe	4 Sexual Abuse	5 Physical Abuse	6 Service Refusal	7 Other (Please specify)	8 None
15 Are there issues that are negative for females	1 Lack of Facilities	2 Crowding	3 Queuing conflicts	4 Toilet Facilities	5 Lack of Seating	6 Other (Please specify)	7 None	15
16 If you experienced poor service from officials please describe?	1 Bribes	2 Delay due waiting for bribe	3 Rudeness or Lack of courtesy	4 Deliberate giving preferences	5 Permitting queue jumping	6 Other (Please specify)		16
17 What are the most negative features of the border process?	1 Delays	2 Customs procedures	3 Payments and charges	4 Crowding	5 Parking problems	6 Other (Please specify)		17
18 What good or bad effects have you noticed from the OSBP?	1 Improved border time	2 Simplified Procedures	3 Reduced costs	4 Increased business	5 Reduced Business	6 Other (Please specify)		18
19 Please tell us what information or guidance on the OSBP would you expect; or recommend should be provided?	1	2	3	4	5	6		19
The following statements relate to your satisfaction with the changes at the border. In your response, please indicate whether you agree or disagree with each statement.								
20 Border officials are competent and efficient	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure	Comments	20
21 Border officials are courteous to customers	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		21
22 Transaction times are reasonable	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		22
23 There is adequate security such as lighting, security fencing in place	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		23
24 Security searches are always conducted by a person of my gender.	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		24
FACILITIES								
25 The facilities are well maintained.	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		25
26 The facilities are clean.	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		26
27 The facilities have different toilets for men and women.	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		27
28 Warehouse facilities are adequate and efficient.	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		28
29 The signage is helpful to show me where the different offices and facilities are located.	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		29
30 There is always enough space for trucks and light vehicles in the parking yard at the border post	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		30
31 There is separation of passenger and freight (cargo) traffic	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		31
32 There are billboards with information educating people about health and HIV/ AIDS.	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		32
33 There are adequate facilities for the physically impaired members of the	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree	6 Not Sure		33
34 As an overall comment: what is your level of satisfaction with the current cross-border processes and facilities. ?	1 Very satisfied	2 Satisfied	3 Neutral	4 Dissatisfied	5 Very Dissatisfied	6 Not Sure		34
Other comments								
Name of Surveyor			Supervisor			Date		

ANNEXURE K – COMMUNITY SURVEY REPORT

Executive Summary

Transport Logistics Consulting (TLC) was commissioned to perform the surveys of the Rusumo Border to assess the effectiveness of the OSBP operations at this stage of the development process. As a part of the overall survey and assessment process TLC was required to perform a survey to establish the impacts of the OSBP development on the local communities on the Rwanda and Tanzania sides of the border. This Border Community Survey Report provides analysis of the border community survey performed on both sides of the Rusumo border between 16 February 2017 and 27 February 2017.

The survey of community members on both sides of the Rusumo Border had interesting insights into the perceptions of the border community. A total of 33 people was interviewed on the Rwanda side and 34 people on the Tanzania side to obtain responses to a questionnaire with 17 specific questions about aspects of the impacts of the Rusumo OSBP on the local communities.

From the responses obtained, it is clear that there is an asymmetrical benefits from the OSBP to the Rwanda and Tanzanian communities. The responses from the Rwandan community are largely positive whereas the responses of the community on the Tanzanian side of the border are largely negative. This can be easily explained in relation to the traffic flow patterns created by the OSBP. Traffic from Tanzania now proceeds directly to the Rwandan side of the border and therefore does not stop and conduct any business in the Tanzanian Rusumo community.

The fact that the traffic is delayed and therefore has time to spend on purchase of goods and services on the Rwandan side, it perceived to be an additional benefit to agents, traders, shop keepers and other service providers in Rwanda.

The situation is aggravated for the Tanzanian community by the fact that vehicles passing through the border into Tanzania are largely empty and do not stop in Rusumo but proceed on immediately on their journey. The same phenomenon is evident in the passengers and business travellers. The net effect is that low development is taking place on the Tanzanian side as travellers tend to proceed directly on the border post and if purchases are required, generally stop in Benaco some 20 km from Rusumo.

It is also evident that the Rwandan authorities are actively promoting growth and development on that side of the border compared with the apparent interest of the authorities in the Tanzanian side.

Background

Following requests from the governments of the five EAC partner states, in December 2013, JICA provided assistance to the Project on Capacity Development for International Trade Facilitation in the Eastern African Region. This also covered Phase 3 components of the previous Project on Capacity Building for the Customs Administrations of the Eastern African Region and also a technical cooperation project for operationalisation of the Rusumo and Namanga OSBPs.

It was also agreed that the technical cooperation project for establishment of the Rusumo and Namanga OSBPs would be undertaken by a Japanese consulting firm, and PADECO Co., Ltd. was engaged by JICA to assist the operationalisation of the Rusumo and Namanga OSBPs

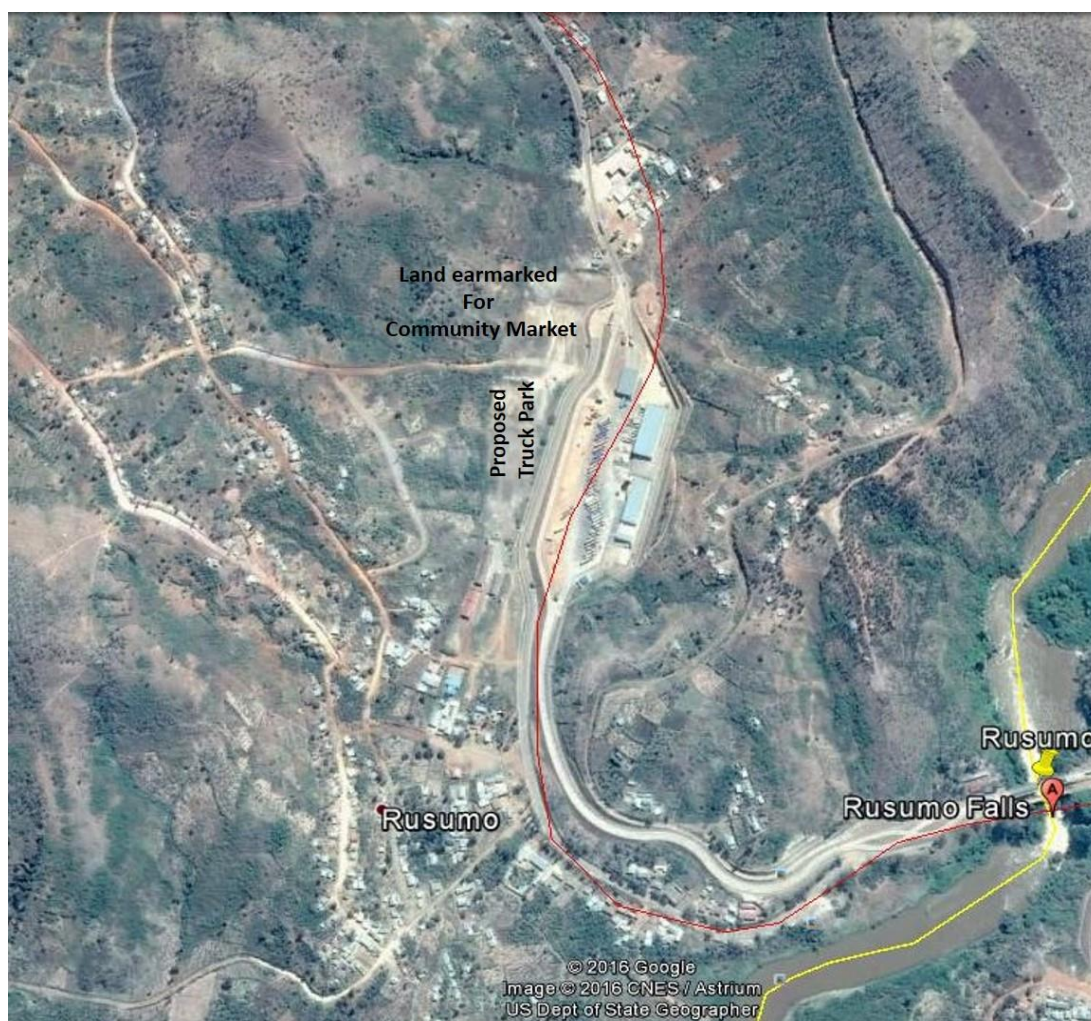
A team consisting of the experts and a project coordinator (hereinafter referred to as the JICA Customs Expert Team) works from project offices in Nairobi and Brussels in order to undertake other components of the project as well as provide direction and advice for the OSBP operationalisation project component.

Transport Logistics Consulting (TLC) was commissioned to perform the surveys of the Rusumo Border to assess the effectiveness of the OSBP operations at this stage of the development process. As a part of the overall survey and assessment process TLC was required to perform a survey to establish the impacts of the OSBP development on the local communities on the Rwanda and Tanzania sides of the border. This Border Community Survey Report provides analysis of the border community survey performed on both sides of the Rusumo border between 16 February 2017 and 27 February 2017.

The Rusumo border between Tanzania and Rwanda follows the line of the Rusumo River and the new bridge built with assistance from JICA has greatly improved the inter-state route between the two countries.

The following pictures show the relationship between the border post and the surrounding communities in both countries.

Figure 1: Location of Rwanda Border Post and the Rusumo Community Area



As shown in Figure 1 the Rwanda communities are dispersed along the route, with a high dependence on crop farming and trading businesses which depend on the cross border traffic.

Figure 2: Location of Tanzania Border Post and Community



On the Tanzanian side of the border the terrain is very steep with minimal opportunity for construction of truck parking and the community located further from the road.

Survey Methodology

The Community Surveys were performed by locally recruited surveyors, who received training and instruction from the TLC managers on site at Rusumo border. The surveyors were selected for their local knowledge and command of English and Swahili. They used pro forma questionnaires / interview guides (shown in Annexure A) to perform structured interviews with numbers of local business and community members.

The results from the field survey questionnaire / interview guides were then transferred to marker sheets as a validation and verification process to ensure that the data capture process did not replicate errors and omissions from the field returns. In this process, it was found to be necessary to re-number and revise the order of some questions to improve the capture process. (Marker sheet is shown in Annexure B)

The questions (14-17) which requested ad hoc comments and suggestions from community members were processed separately and are recorded as lists of random verbatim comments in this report. The survey recorded responses from 33 people on the Rwanda side and 34 people on the Tanzania side of the border. The survey results are shown in the following sections of this report.

Border Community Survey – Rwanda Sample Demographics

Table 1: Respondent Occupations

Number	Respondent Occupations
1	Butcher
7	Clearing Agent
1	Code
3	Cultivator
1	Doctor
3	Driver
1	Hospital
2	Insurance
1	Man Power
2	Money Changer
1	MTN Mobile
1	Passenger
1	Rema
2	Restaurant
3	Salon
3	Trader
33	Grand Total

The sampling procedure was somewhat arbitrary with surveyors approaching a variety of different categories of people in order to attempt to get a spread of opinions. A total of 33 respondents were questioned on approximately 16 different aspects of the cross-border community and its relationships with the one-stop border post. Table 1 shows the distribution of different categories of respondents all of which are involved in local business community.

Survey Results

Question 1 – Business Nature / Category

Response	Business Nature	Number
1	Manufacturing	0
2	Producer / Processor	0
3	Agriculture	4
4	Government	1
5	Good Transport	5
6	Retail / Wholesale	2
7	Services	8
8	Hospitals	2
9	Passenger Transport	4
10	Other	6
		32

The distribution of activities is shown in above table by category. The largest categories were services with 8 respondents, goods transport with 5 respondents and agriculture with 4 respondents. 6 of the respondents answered “other” and are therefore presumably employed in sectors not described in the questionnaire.

Question 2 – For what purpose do you use the Rusumo border?

Response	Border Usage	Number
1	Import-export	14
2	Warehousing	1
3	Personal travel	15
4	Passenger transport	0
5	Goods transport	0
6	Other	0
0	No response	2
		32

It is clear from the above table that import-export activities and personal travel are the main initiatives of the border by the selected respondents

Question 3 – If you transport goods across the border; describe the goods categories

Response	Category of Goods	Number
1	Foodstuffs	7
2	Textiles and Clothing	2
3	Agricultural produce	3
4	Machinery / Appliances	2
5	Business supplies	0
6	Other	10
0	No Response	8
		32

Respondents answers included a range of goods categories with foodstuffs (7) and agricultural produce (3) being the main categories defined. 10 respondents said “other” but did not specify the categories of goods and a further 8 respondents did not reply at all, presumably because they were not transporting goods.

Question 4 – Has the creation of the OSBP made a difference?

Response	Impact of OSBP	Number
1	YES	32
2	NO	0
3	No response	0
		33

32 of the 33 respondents said that the OSBP has made a difference to the border community.

Question 5 – What impacts can you identify?

Response	Impacts of OSBP	Number
1	Improved Business	12
2	Reduced business	0
3	Time saving	17
4	New Bus. Develop.	1
5	Increased population	2
6	Other	0
7	None of above	0
		32

12 of the 32 respondents said that the OSBP had improved business and 17 mentioned savings in cross-border time. 2 respondents mentioned an increase in the population.

Question 6 – Has there been an increase in population of the border community?

Response	Population Increase?	Number
1	Yes	28
2	No	0
3	No Response	4
		32

28 out of 32 respondents said that there has been an increase in population.

Question 7 – What do you estimate the population increase to be?

Response	Population Increase	Number
1	-500	7
2	500-1000	13
3	1000 +	9
4	No response	3
		32

The responses to this question was somewhat variable with 7 respondents suggesting less than 500 people, 13 suggesting 500-1000 and 9 respondents estimating more than 1000 people.

Question 8 – Can you please estimate the type and numbers of additional businesses?

Response	Estimated increase in businesses	
	Average estimate	Conservative Estimate
Customs Trade Agents	23	5
Transporters	121	33
Hotels/Guest houses	23	5
Money exchangers	62	15
Shops	35	1
Other (specify)	0	0

The responses to this question were varied, erratic and in some cases facetious. The vision of the estimated numbers of businesses by the number of respondents produced the obsessively high figure of 264 businesses.

In order to produce more realistic estimates a second analysis was performed, by removing all the excessively high estimates (categories 300 and 500). The result is a more conservative estimate as shown in the table above (59).

Question 9 – Can you please describe the positive impacts of the OSBP

Response	Positive impacts	Number
1	Good Service	4
2	Time savings	14
3	Business growth	3
4	Service and Time	8
5	Service and Growth	1
6	Other	1
	No Response	1
		32

The responses to this question were time savings (14), service and time (8) and good service (4).

Question 10 – can you please describe any negative impacts of the OSBP

Response	Negative Impacts of OSBP	Number
1	Poor service	
2	Increased time	
3	No growth	
4	Poor service and increased time	
5	Poor service and no growth	
6	Other	
7	No Response	32
		32

There were no responses to the question on negative impacts, which implies that none of the respondents had any negative perceptions to share.

Question 11 – What are the main savings that you experience from the OSBP?

Response	Describe savings	Number
1	Goods sold	24
2	Cost reduction	1
3	Reduced business costs	4
4	Other	1
5	No response	2
		32

In response to this question, 24 out of 32 respondents said that the quantity of goods sold had increased. 4 respondents mentioned reduced business costs and 1 said cost reduction (unspecified). All of the foregoing indicate positive effects from the establishment of the OSBP with relation to community perceptions.

Question 12 - How familiar are you with the Rusumo OSBP?

Response	Familiarity with OSBP	Number
1	Very Familiar	22
2	Familiar	8
3	Limited Knowledge	0
4	Unfamiliar	2
		32

22 of the respondents said that they were very familiar with the Rusumo OSBP, 8 were familiar and only 2 respondents unfamiliar.

Question 13 – By what means did you hear about the Rusumo OSBP?

Response	Media informed about OSBP	Number
1	Community Forum	10
2	Radio	5
3	Video	11
4	Forum plus radio	4
5	All media	2
		32

The means by which respondents had heard of the Rusumo OSBP varied considerably with 10 respondents saying community forum, 11 respondents mentioned the video and 4 mentioned radio. A further 4 respondents said that they had heard at the community forum and listen to the radio.

Question 14 – Do you wish to be kept informed about further developments at Rusumo?

Response	Wish to be kept informed	Number
1	YES	28
2	NO	1
		29

28 out of 29 respondents said that they wish to be kept informed about developments at Rusumo OSBP.

Question 15 - What additional or different features would you recommend to improve the OSBP?

In answer to the above question, respondents offered a range of comments as shown in the table below.

They have to increase market processing
Big road
Supermarket x 3
Market Building
Market processing x 4
Introduction of roads and market places
Increase hotel/guest house and market processing
More hospital buildings
Building a by road
Build a big road
Buildings
Develop Market x 3
Increase shading
Have to increase communication and marketing

Question 16 – What other information should be provided to the public about the OSBP?

No more information but they have 24 hours/24 to both sides
They have to do 24 hour/24 to all side
Working 24 hours/24 to all side
Working 24 hours/24 to all side
Work 24 hours/24
Working 24 hours/24 to all side
Working 24 hours/24
All side Tanzania and Rwanda they have to do 24 hours/24
Working 24 hours/24hours
We have to do 24 hours
None
We need to do 14/24 to all side

To do 24 hours/24 to all side may be the best
About Tanzania side they have to increase to increase hours for doing their job (about customers)
All side (Tanzania) and Rwanda have to do 24 hour/2
To do 24/24hours
none
they can improve in working hours like 24 hours
The border has developed about people that is in Rusumo village which means services has increased and goods that are imported in increasing hence other people need to come into the country to do business

Question 17 – Please give any further suggestions or observations regarding the Rusumo OSBP development?

There is improvement in all department and good service delivery
Generally, there is improvement in all departments
There is improvement in all department
Generally, there is improvement in all departments
There is improvement in all departments
There is improvement in all departments
I can say that courage because you are using better systems of working
There is improvement in all apartment because OSBP has quick service to everything
You have to work hard more in order to achieve your goals according to population wishes
There is improvement in all department
Generally, there improvement in all department
Generally, in all parties there is improvement
Generally, there has been improvement in all departments
There is improvement in all departments
For all departments, there is improvement
In all departments, there is good service
There is good service in all departments
Generally, there is improvement in all departments
In all departments, there is improvement
In all departments, there is improvement
There is improvement in all departments
There is service improvement in all kinds of business
There is improvement in all kind of business
As see, there is improvement in all parties
Generally, this border has more benefits to people who live in border
Working 24 hours/24 to both side and to remove unknown roads
There is improvement in all departments

Question 18 – Can you suggest any other businesses which should be included in this community survey?

There were no suggestions made, in answer to this question.

Border Community Survey – Tanzania Sample Demographics

Table 1: Respondent Occupations

Numbers	Respondent Occupations
1	Bakery/Chef
1	Bodaboda Driver
9	Businessman
2	Carpentry
1	Cement Seller
1	Coffee Shop
6	Farmer
3	Money Changer
1	Pharmacy
1	Rice Seller
1	Security
1	Shop Keeper
1	Taxi Driver
2	Trader
1	Trimtoy/ Select Agent
2	Vodacom MPESA
34	Grand Total

The sample of border community members in this survey were a mixed population of 34 respondents. It is noteworthy that there was 6 farmers, 2 traders, a number of small businessmen and some drivers.

Survey Findings

Question 1 – Business Nature

Response	Business Nature	Number
1	Manufacturing	0
2	Producer / Processor	0
3	Agriculture	7
4	Government	0
5	Good Transport	0
6	Retail / Wholesale	0
7	Services	11
8	Hospitals	1
9	Passenger Transport	3
10	Other	12
		34

In response to the question asking for the nature of their business, there were a high proportion of respondents engaged in providing services (11), agriculture (7), passenger transport operators (3) and there were 1 member of medical staff classified as hospitals.

Question 2 – For what purpose do you use the Rusumo border?

Response	Border Usage	Number
1	Import-export	2
2	Warehousing	0
3	Personal travel	15
4	Passenger transport	0
5	Goods transport	1
6	Other	5
0	No response	11
		34

Respondents to this question indicated that 15 respondents used the border for personal travel, 5 for other purposes and 11 people did not respond to the question.

Question 3 – If you transport goods across the border; describe the goods categories

Response	Category of Goods	Number
1	Foodstuffs	10
2	Textiles and Clothing	1
3	Agricultural produce	5
4	Machinery / Appliances	0
5	Business supplies	0
6	Other	18
0	No Response	
		34

Of the 34 people who responded to this question, 10 transported foodstuffs, 5 agricultural produce and 18 said other unspecified.

Question 4 – Has the creation of the OSBP made a difference?

Response	Impact of OSBP	Number
1	YES	10
2	NO	24
3	No response	0
		34

There were mixed response with 10 respondents saying that that the border had made a difference and 24 saying no.

Question 5 – What impacts can you identify?

Response	Impacts of OSBP	Number
1	Improved Business	4
2	Reduced business	26
3	Time saving	0
4	New Bus. Develop.	0
5	Increased population	0
6	Other	0
7	None of above	4
		34

A large proportion of respondents (26) said that they had experienced reduced business as result of the OSBP.

Question 6 – Has there been an increase in population of the border community?

Response	Population Increase?	Number
1	Yes	17
2	No	17
3	No Response	0
		34

17 respondents said that there had been a population increase and 17 said no increase in population.

Question 7 – What do you estimate the population increase to be?

Response	Population Increase	Number
1	-500	16
2	500-1000	11
3	1000 +	5
4	No response	2
		34

16 respondents said less than 500 people; 11 respondents estimated 500-100 people and 5 estimated more than 1000.

Question 8 – Can you please estimate the type and numbers of additional businesses?

Response	Estimated increase in businesses	
	Average estimate	Conservative Estimate
Customs Trade Agents	0	0
Transporters	9	0
Hotels/Guest houses	0	0
Money exchangers	14	0
Shops	0	0
Other (specify)		

This question drew mixed responses with a number of respondents suggesting extremely high numbers so that the average estimate showed 23 new businesses. In order to arrive at a more realistic figure, the extremely high numbers were removed and the average recalculated with a result that the conservative estimate is that no new businesses were opened.

Question 9 – Can you please describe the positive impacts of the OSBP

Response	Positive impacts	Number
1	Good Service	0
2	Time savings	0
3	Business growth	0
4	Service and Time	0
5	Service and Growth	0
6	Other	32
	No Response	2
		34

This question drew a totally negative response with 32 respondents saying other.

Question 10 – can you please describe any negative impacts of the OSBP.

Response	Negative Impacts of OSBP	Number
1	Poor service	0
2	Increased time	0
3	No growth	26
4	Poor service and increased time	0
5	Poor service and no growth	5
6	Other	2
7	No Response	1
		34

This question drew a large response of 26 border community members who said that there is no growth whilst 5 said poor service and no growth.

Question 11 – What are the main savings that you experience from the OSBP?

Response	Describe savings	Number
1	Goods sold	1
2	Cost reduction	3
3	Reduced business costs	22
4	Other	8
5	No response	0
		34

Some positive responses were 22 respondents answering reduced business costs and 3 mentioning cost reduction.

Question 12 - How familiar are you with the Rusumo OSBP?

Response	Familiarity with OSBP	Number
1	Very Familiar	9
2	Familiar	2
3	Limited Knowledge	3
4	Unfamiliar	20
		34

20 of the 34 respondents said that they were unfamiliar with the workings of Rusumo OSBP. 9 were very familiar and 2 familiar with the OSBP.

Question 13 – By what means did you hear about the Rusumo OSBP?

Response	Media informed about OSBP	Number
1	Community Forum	2
2	Radio	1
3	Video	0
4	Forum plus radio	31
5	All media	0
		34

The answers to this question were predominately (31) community members who had heard of the OSBP by the community forum and the radio.

Question 14 – Do you wish to be kept informed about further developments at Rusumo?

Response	Wish to be kept informed	Number
1	YES	33
2	NO	1
		34

33 out of 34 respondents said that they wish to be kept informed about developments at Rusumo OSBP.

Question 15 - What additional or different features would you recommend to improve the OSBP?

Addition Recommendations
Market process
Parking area should be increased or built
the system of OSBP should be removed
Introduction or building of health centres
Parking area of large trucks is needed
Market should be introduced or built
Market and large parking areas
Health centres
The previous system should be returned
Integration market that will bring people together
Opening up different development objects
The parking should be increased, health centres, market should be introduced
Schools should be built and also provision of loans to prove business standards
Water pipes should be supplied
Area for parking should be increased, water and health centres should be supplied
Provision of money for those who have chased neighbouring the water sources
the trucks should not be allowed to pass through the border
The border should build the health centres or dispensaries
The loans should be provided so as to improve the business
Market, health centres and schools should be established
Health centres
The development that should be done is the system should remain as it is
Increase parking area, introduce market and hospitals
Establishment of market around the area and hospital building
Health centres
The hydroelectric power should be early started
Removing of OSBP
Establishment of market around the area and hospital building
The Rusumo border should be removed because has no any benefit to people
Allowing people and drivers from both countries to participate on taking passengers to both countries without bearer
Development that should be done by the Rusumo border is the organisation should prepare the area where by cars would be parked so that drivers and other people could buy our goods
Increase of outside parking area will favour will favour the increase of income of people
The OSBP should be removed
Should not be based on only government but should allow people to increase businesses
Benefits are based on government side

Question 16 – What other information should be provided to the public about the OSBP?

Information/Measures
Working 24 hours/ 24 to both sides
OSBP should provide the parking area so as to return the money legislation
Health centres should be introduced
The passed system should be returned as well
Provide education about the OSBP
Large parking area should be introduced and increased
Introduction different people that will bring development around the area
Different opportunities should be provided to the people
They should look on people so as even them to earn profits
The obstacles that may cause Transport people not to across the border to neighbour country should be removed
Improving services at the area
The system of OSBP should be removed
Improving health centres
Improving water services around the people
The system of border pass should be removed to people
The trucks should be stopping when they are on their way to Rwanda
Provision of education among people
The system of the two-stop border post should be returned back since OSBP have no function.
The system should be removed and also education should be provided so as to understand about it
The major means of education should be provided
Increasing of parking areas
OSBP should establish packing area that should stop so as to allow businesses
The education should be provided as seminar
Education should be proved about the OSBP
Seminars and different training should be provided to people
Education should be proved about the OSBP
Provision of education about OSBP
Establish health centres at the border and also they should prepare friendly environment to trade and people
Providing different measure that would help the people be more aware of such issue.
OSBP should prepare good environment to drivers as to avoid increasing of drivers on both sides
The OSBP should provide seminars to the people of Rusumo
Making a friendly environment of the people around as to make them understand of the OSBP
The OSBP should be removed as it is only based on the government side and only benefits the government. The government and organisation should provide education to people
The OSBP should provide education to be familiar with such organisation
The businessman or the people were not given the education about OSBP

Question 17 – Please give any further suggestions or observations regarding the Rusumo OSBP development?

Comment on Development
Generally, there is improvement in all departments
The government should not base only to itself but should look around with the citizens around the area
The past system should be returned and place the current system where by will increase the people income.
Easily movement of people and goods, following the people from butt side Tanzania and Rwanda so as to increase incomes
The cars and trucks should pass directly through the border
Market parking area and health services should b there so as to ensure easily cyclisation of money and business
Replacement of guardians and preparing police area for parking
To return the system that will ensure the cars on tracks not to pass directly across the border both countries
The people have no any profit this Rusumo border have based to only one side
The freedom of trade among the people should be prefect for the local people
The system of two stop border post should be returned that may favour increase in income of the people
Free entries of people and goods through the border to both countries
Establishment or findings the special area that can be available for market, health centres so as different people can be treated easily
The trucks should continue stopping s passed days so as to make favourable environment for the business man and woman to earn profit easily
The parking area should be increased because the area that is present is not enough where by the cars in large numbers
The system of border post should be improved and tell police who are inspecting should not base on Tanzanian people only but they should deal with both countries.
The Tanzanian people should be give the movement of talking local business without being disturbed and also the system of using the border pass should be removed
Health centres and street should be introduced
The benefit are achieved by the government and not gained by any individual around the area
The trucks should continue stopping s passed days so as to make favourable environment for the business man and woman to earn profit easily
The border post should be removed because it has no impact to people
People should interfere with others so as to make profits among the community and increase income
Equal opportunities among the people from both countries
The organisation itself with people should work together so as to provide education to increase both the government and individual
Allow people and goods from both countries so as to profit easily
Rusumo border has no any need or any profit to individual
The Rusumo border should update its systems should that everybody benefits
The border has lead to free movement of people in Tanzania and Rwanda increasing in trade
Increase the parking will increase the income and remove the OSBP and things of free movement of people and goods
The OSBP is poor and does not favour the business people to engage in business with people in and out the country
The border should provide people the opportunity to increase their income. Should allow interference between the two countries allowing them free movement of people making business

Question 18 – Can you suggest any other businesses which should be included in this community survey?

Other Business
Reducing the tariff to local business
The saving should be removed to the local business
OSBP the local business will be included will lead to the increase of benefit and incomes
for example motorcycle driving, tax driving
domestic goods such as food stuff
Once the border will be free that will favour there local business to earn profit easily
The market should be introduced
The local businesses may be conducted so as to increase profit and increase the village income
The local business would be included so as to increase personal income
Farming, fish keeping and training colleges
Rusumo border should allow the people with small or little businesses to make interference free movement so as to increase people's income
Free movement of people and goods amongst the people
Because every individual or citizen should be able to make different businesses among the community
They should prepare friendly environment so as so their local business earns profits easily for example introduce marketing area so the borders use should e free to make movement of people and goods
Even then they have the right of engaging in business and earning profit
People should be allowed and moving interaction with other people to both sides in business
Increase parking area will increase income of business where by benefit are based on the government only
The OSBP should provide loans to increase personal and local income. Allow interaction with people from both countries

Observations and Conclusions

Asymmetrical Benefits

The border communities at Rusumo, in common with most border communities in remote areas, is highly dependent on transit traffic and travellers for their commercial activities and livelihood. A large proportion of the businesses in such border towns are solely dependent on this supply of services and goods to travellers as well as goods transporters, and the border authorities. This situation holds the implication that a high level of border efficiency, with minimal standing time, is detrimental to the trading activities of the border community.

The most important and obvious observation that can be made regarding the impacts of the OSBP in the perspectives of the local communities in Rwanda and Tanzania is that the benefits are asymmetrical in favour of the Rwandan community to the detriment of the Tanzanian community.

The reason is that travellers and transport entering Rwanda are delayed by the border proceedings so that there is opportunity for local business to benefit from the presence of numbers of people and vehicles in order to sell a range of services and commodities. There has also been an increase in local Rwandan owner-driver transportation of Tanzania agricultural goods and products from Rusumo OSBP for delivery to towns and communities close to the border and a dedicated truck park for these operators is in the process of being built across the road from the OSBP, and in close proximity to the planned cross-border market and shopping centre development on the Rwanda side.

It is hoped that the cross-border market which was conceived and promoted by the local Rwandan Clearing Agents, will spark new growth in the local communities on both sides of the border. The market will give access to informal and registered traders from Tanzania as well. The development is receiving sponsorships from the Rwandan Business Community and bank loans, at estimated cost in excess of 2 Billion Rwandan Francs.

Newly constructed Fuel Station on the Rwanda side of the OSBP.



Established restaurants and shops on the Rwanda side of the OSBP allow drivers to purchase supplies for their onward journey into Rwanda and take time out to relax and enjoy a meal while waiting for their trucks to be cleared through the Rusumo OSBP.

Shops and Agents Offices –Rwanda



On the Tanzania side, there is limited space available for trucks to park; and traffic transiting into Tanzania includes a large proportion of empty goods vehicles which leave the border post immediately without delaying to purchases goods. Travellers also tend to leave the border post bound for Benaco some 20 kms from Rusumo in Tanzania where there is an established

business community and ample parking for trucks, they therefore do not delay in the Rusumo community.

In stark contrast to Rwanda; on the Tanzania side there is little development taking place, as shown in the picture below. The road leaves the border into Tanzania with no new developments in sight other than the handful of agent's offices and shops hidden by the trees to the left of the sign alongside the road. The large pothole in the centre of the road at the bottom of the photo indicates that there is also minimal road maintenance taking place.

Road Exit from Border into Tanzania



The result of the transit patterns created by the one stop border post is that the Tanzanian community have negative perceptions of the OSBP development and the Rwandan community have more positive expectations of benefits from the development.

Border Operating Times

The comments from the Rwanda community were overwhelmingly in favour of increasing border hours to 24 hours per day operation. The perceptions appear to be that longer opening hours will increase opportunities for trade.

Facilities

The Rwanda community mentioned the need for increased facilities including hospitals and health centres, produce markets and shops, increased road space and improvement of roads and shaded parking as well as a general increase in parking space to permit vehicles to park and engage in business. It is noteworthy the Rwanda authorities have recognised these community perceptions and there is in fact a considerable amount of building and activity to improve the facilities for cross border trade.

Improved OSBP Services

The Rwandan community made extensive comments about the improvement to the processing of cross-border traffic and the improved efficiency of the OSBP. The comments were less effusive on the Tanzania side with more negative comments about authorities, policing and the perception that the border post is designed to benefit government.

Facilities and Business

The comments from the Tanzania side of the border indicated the perception of needs for increased facilities such as water supply, health facilities and areas available for parking and trading.

In relation to business opportunities, on the Tanzania side, there were numerous comments aimed at increasing parking, trading areas, encouraging border trade and mention of the community perspective that business opportunities have reduced as a result of the one stop border post.

A further negative perception that is evident in the Tanzanian responses, is that the OSBP is seen to be a development aimed at improving efficiency for government purposes to the detriment of the border community.

It is not immediately apparent how increasing the efficiency and reducing cross border times can be reconciled with the community perception that increased stays and delays are beneficial to their commercial activities.

Annexure A – Field Survey Questionnaire / Interview Guide

RUSUMO BORDER COMMUNITY QUESTIONNAIRE

Respondent's Details:

Name	
Surname	
Title / Position	
Telephone	
Email	

Company Details:

Firm / Org. Name	
Firm / Org. Address	
Line 1	
Line 2	

INTERVIEW

DD	MM	2017
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 DATE:

INTERVIEW

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 CODE:

Nature of Business

Please mark with an (X) the relevant answer.

1. Please indicate the nature of your business.

- Manufacturing
- Production or Processing
- Agriculture
- Government
- Goods Transport and Distribution
- Retail or Wholesale
- Services
- Hospitality
- Passenger Transport
- Other (Please specify).....

Usage of the Rusumo Border by your business or organisation

2. Import-Export of Goods?

- Yes
- No

3. Warehousing?

- Yes
- No

4. Personal Travel?

- Yes
- No

5. Transport of Passengers?

- Commercially
- Family and personal

6. Transport of Goods?

- Yes
- No

7. Category of Goods?

- Foodstuffs
- Textiles and clothing
- Agricultural produce
- Machines or Appliances
- Business supplies
- Other (Please specify.....)

8. Has the modernisation of the border had any impact on your business?

- Yes
- No

9. If so: What impacts have you experienced?

- Improved business
- Reduced business
- Time savings
- New business development
- Increases in population
- Other (Please specify).....
- None of the above

10. Would you say that there has been an increase in the population in the local community since the start of the OSBP project in 2014?

- Yes
- No

11. If Yes, what would you estimate the increase to be?

- Less than 500 people
- 500-1,000 people
- More than 1,000 people

12. Has there been an increase in trade related business establishments, if so indicate below what businesses and how many?

- Customs trade agents
- Transporters
- Hotel/Guesthouses
- Money exchange business
- Shops
- Other (please specify)

13. What features of the Rusumo OSBP have given positive benefits to your organisation?

.....

14. What features of the Rusumo OSBP have had negative effects on your organisation?

.....

15. Can you quantify any savings or increased earnings resulting from Rusumo OSBP?

(Please provide estimate in US Dollars)

Nature of Positive Changes

- Goods sold
- Cost Reduction
- Reduced business costs
- Other (Please specify)

16. What additional features or developments would you recommend at Rusumo border?

.....

17. Are you familiar with procedures of the Rusumo OSBP?

- Very familiar
- Familiar
- Limited knowledge
- Totally unfamiliar

18. By which mean(s) did you learn about the Rusumo OSBP?

- Community Forum (November 2016)
- Radio programme on OSBP (December 2016 – January 2017)
- Video on OSBP procedure on the screen in the administration hall (from November 2016 onward)
- Other (Please specify)

19. What information/measures on the OSBP do you expect to be provided?

.....
.....

20. Please provide us with any other suggestions or comments you may have about the development of the Rusumo border Post

.....
.....
.....
.....
.....

21. Would you like to be kept informed about future Rusumo Border developments?

- Yes
- No

22. Do you know of any other local businesses that should be included in this survey of the impacts of the Rusumo border development?

- Yes
- No
- If Yes, please give details**

.....
.....
.....

If you have any suggestions or queries regarding this survey please contact:

mike@freightintoafrica.com or; rekha@npagroup.co.za
[Tel: +255 0754919772](tel:+2550754919772) or; +27 31 5723258)

Annexure B – Survey Marker Sheet

Question												NO.	SCORE
1	Business Nature / Category	Manufacturing	Production Process	Agric	Govt.	Transport goods	Retail Wholesale	Services	Hospitality	Trans. Passenger	Other		
		1	2	3	4	5	6	7	8	9	10		
2	Border Usage	Import-Export	Warehousing	Personal Travel	Passenger transport	Goods transport	Other						
		1	2	3	4	5	6						
3	Goods Categories	Foodstuffs	Textiles and clothing	Agric. Produce	Mach. Appliance	Business supplies	Other	None					
		1	2	3	4	5	6	7					
4	Any Impact of OSBP	YES	NO										
		1	2										
5	If so what impacts	Improved Business	Reduced Business	Time Saving	New Business Development	Increased population	Other	None of these impacts					
		1	2	3	4	5	6	7					
6	Has there been a population increase	Yes	No										
		1	2										
7	What population increase	<500	500-1000	100+									
		1	2	3	4	5	6	7					
8	If more businesses ; describe	Customs Trade Agents	Transporters	Hotels/Guest houses	Money exchange businesses	Shops	Other (specify)						
		0-20	21-50	51-100	100-500	500+							
		1	2	3	4	5	6						
9	Positive features of OSBP	Good service levels	time	growth	Service and Time	Service and growth	other						
		1	2	3	4	5	6						
10	Negative features of OSBP	Poor service levels	Increased time	No growth	Poor service and increased time	Poor service and no growth	other						
		1	2	3	4	5	6						
11	Describe savings	Goods sold	Cost reduction	Reduced business costs	Other (specify)								
		1	2	3	4								
12	Familiarity with Rusumo OSBP	Very familiar	Familiar	Limited knowledge	Unfamiliar								
		1	2	3	4								
13	By which means did you hear about OSBP	Community Forum	Radio	Video	Forum plus radio	all media	Other						
		1	2	3	4	5	6						
14	Do you want to be kept informed in future	Yes	NO										
		1	2										
15	Recommended additional features at OSBP												
16	Other information which should be provided												
17	Further suggestions												
18	Other local businesses that should be surveyed												