



MINUTES
OF
THE NINTH JOINT BORDER COORDINATION COMMITTEE MEETING
FOR
OPERATIONALIZATION OF THE RUSUMO OSBP
UNDER
THE PROJECT FOR CAPACITY DEVELOPMENT FOR INTERNATIONAL TRADE
FACILITATION IN THE EASTERN AFRICAN REGION

28 July 2016
Rusumo, Rwanda

Mr. Moses Kalisa
Rusumo Border Manager
Directorate General of Emigration and
Immigration
Republic of Rwanda

Mr. Ally Lyana
Acting Rusumo Border Manager
Tanzania Revenue Authority
United Republic of Tanzania

I. Background

1. Responding to requests from the governments of the Partner States of the East African Community (EAC), in December 2013 the Japan International Cooperation Agency (JICA) exchanged signatures on records of discussions (with each participating country) for the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (JICA Trade Facilitation Project), covering Phase 3 components of the preceding Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phases 1 and 2), including a technical cooperation project component for operationalization of the Namanga and Rusumo One-Stop Border Posts (OSBPs). The first phase of this technical cooperation component for OSBP operationalization was conducted from April 2014 to March 2015, while the second phase commenced in June 2015 and is scheduled to continue to August 2017. Among other activities, during the first phase of the OSBP project component, three joint technical committee (JTC) meetings and cross-border meetings were held for the operationalization of the Rusumo OSBP (in July, October, and November 2014) and three sets of training were conducted at Rusumo (in January, February, and March of 2015). A major achievement during the first phase was agreement between Rwanda and Tanzania on an operational procedures manual for the Rusumo OSBP.

2. These minutes are for the 9th Joint Border Coordination Committee (JBCC) meeting (“the meeting”) for the operationalization of the Rusumo OSBP, the establishment of which was called for by Part F of the Rusumo OSBP Operational Manual. This meeting held on the 28th July 2016, was preceded by the 1st JBCC meeting on 20 August 2015, the 2nd JBCC meeting on 23 September 2015, the 3rd JBCC meeting on 6 November 2015, the 4th JBCC meeting on 7 December 2015, the 5th JBCC meeting on 11 February 2016, the 6th JBCC meeting on 18 March 2016, the 7th JBCC meeting on 28 April 2016 and the 8th JBCC on 16 May 2016.

II. Opening Remarks

3. Mr. Moses Kalisa Border Manager DGIE Rwanda welcomed the participants and introduced the programme for the meeting. The draft agenda was considered and amended to include matters arising from the previous meeting and review of the work plan. The JBCC was requested to discuss issues related to Time Measurement Survey at the OSBP given that it was now operational. The revised agenda was adopted and is provided in **Annex 1**.

4. Mr. Ally Lyana Acting Border Manager, Tanzania Revenue Authority (TRA), welcomed border officers working at Rusumo and the officials from headquarters. He informed the participants that English, Kinyarwanda and Swahili could be used during the meeting.

III. Introduction of Participants

5. The bureau was then constituted. The respective border managers, Mr. Kalisa, Rusumo Station Manager, DGIE, Rwanda, and Mr. Lyana the Acting Rusumo Border Manager, TRA and Ms. Penina Simba JICA OSBP Team assumed duties as the meeting Chairman, Co-Chairman and Rapporteur, respectively. The Chairman requested the participants to introduce themselves; **Annex 2** to these minutes provides a list of the meeting participants.

IV. Expectations from the meeting

6. Mr. Koichiro Tamura, JICA OSBP Team, on behalf of the JICA OSBP Team informed the participants that the Team leader Mr Bruce Winston was unable to attend the meeting due to another official engagement. He highlighted the three main objectives of the meeting, (i)

collecting comments for the finalisation of the training video, (ii) monitoring of the operationalisation of the OSBP, and (iii) the sensitization and awareness campaigns. He mentioned that the JICA OSBP Team would be available on the Friday 29th July 2016 at Rusumo to assist in the monitoring of the operations of the OSBP.

V. Matters arising from the 8th JBCC Meeting

7. Mr.Kalisa gave an update of the pending activities based on resolutions and the minutes from the 8th JBCC meeting that was held on the 16th May 2016. , During the ensuing discussions the meeting was informed that:

- a. The banking facility on the Tanzanian side is now fully functional. It has been since 1st July 2016.
 - b. IT accessibility for the clearing agents is expected to be fully functional by end of October. Service providers are currently assessing the area and will then order the relevant equipment .The JBCC will monitor the progress.
 - c. TRA was requested to think about availing the clearing agent's space in the old container offices and will update the JBCC on a monthly basis.
 - d. TRA is in the process of starting the procurement for the installation of security lights from the bridge to the facility on the Tanzania side. They were requested to ensure the lights are similar to the ones on the Rwanda side.
 - e. RRA, DGIE and TRA to liaise with local government and border community private sector to identify and provide designated parking space outside the control zone for fuel , gas tankers and other vehicles ferrying hazardous goods. TRA and RRA to expedite clearance of such goods through pre clearance. The meeting was informed that the relevant organisation Rwanda Transport and Development Agency (RTDA) is in the process of levelling and fencing the designated parking space. This issue should be a priority given the recent accidents that have occurred.
 - f. TRA were tasked to request the local government for designated parking places that will be under customs control for trucks and lorries and report in the next JBCC.
8. TRA and DGIE shall request their respective governments for the following items:
- a. Fire hydrants
 - b. Security scanners (baggage and passenger).
 - c. CCTV systems
 - d. OSBP reflector jackets, and report in the next JBCC meeting.
9. A summary of the procedures and FAQs for inclusion on the website of all border control agencies will resubmitted immediately to the JICA OSBP Team. The IT teams of the border agencies will be responsible for uploading the procedures and FAQs on their respective organisation websites.

VI. Presentation of the Training Video - JICA OSBP Team

10. Ms.Akie Tanaka of the JICA OSBP Team presented the draft of the training video and requested the participants to make comments during the meeting to enable Creative Communications, Rwanda to improve the video. The following comments were made:

- a. The quality needs improvement
- b. The content does not clearly portray the message especially the difference between a normal two stop border post and an OSBP plus joint verification.
- c. Some images are repeated so often that the objective of the video isn't clear.

- d. Presentation must be attractive and there is need to make it interactive with the characters in the video.
 - e. The narrative is too long and sometimes doesn't match the pictures
 - f. Each sequence of procedures must be shown from the beginning to the end with officers explaining what they are doing
11. The JICA OSBP Team should incorporate the comments in the script after which the PR Team will improve the video. It was agreed that the JICA OSBP Team and the JBCC should quality assure the video before the next JBCC meeting after which it shall be forwarded to the JTC.

VII. Time Measurement Survey and Monitoring Sheets –JICA OSBP Team

12. Mr, Tamura of the JICA OSBP Team, informed the meeting about the baseline Time Measurement Survey (TMS) that was carried out in 2014 before the OSBP was operationalised. There is need to carry out an end line survey to measure the impact of the OSBP.

13. Ms.Yoko Konishi of the JICA Trade Facilitation project reminded the JBCC that there was need to fill in the monitoring sheets and inform other interested stakeholders about the planned upcoming TMS .

14. It was agreed that lead agencies in collaboration with other agencies should undertake a monitoring exercise for the past five months since the launch and present the findings at the next JBCC meeting. The monitoring report shall also be presented to the next JTC meeting.

15. Mr Tamura informed the meeting that a end line survey to measure the impact of Rusumo OSBP will be carried out . The meeting agreed to confirm the date for the survey in the next JBCC. The OSBP project team will prepare a concept note for the end line survey and present it at the next JBCC.

VIII Sensitization and Awareness campaigns - JICA OSBP Team

16. Mr Tamura advised the JBCC to shorten the information provided in the questionnaire for TV screens and make more precise. The suggested topics might be too long for users to read. He requested the JBCC to write a short manual on how to manage the usage of the TV screens. He informed the meeting that the questionnaire for the screens will be summarised and sent to JICA head office. The JBCC agreed to send the JICA OSBP Team the TV screens specification immediately.

17. With regards to signage Mr Tamura requested for further clarification. The meeting was informed that the OSBP requires permanent signage in three language (English/ Swahili/Kinyarwanda).The JICA OSBP Team was satisfied with the clarification and will find out how much the signage will cost and inform JBCC whether JICA can provide funds.

18. JICA was requested to fund the sensitization radio programmes. The meeting agreed that the JBCC will prepare a budget , including the duration and content of the sensitization radio programmes and send it to the JICA OSBP Team by mid August 2016.

19. With regard to the community forums JICA pledged to commit some funds. The Chair will liaise with the Tanzania side and local leaders to confirm the dates for the forums.



20. With regards to uploading OSBP procedures on official government organisations websites. Mr. Sydney Chibbabbuka of the JICA OSBP Team suggested summarizing and highlighting key principles with links to the detailed procedure manual for Rusumo, other border stations and EAC Regional Instruments on OSBPs. This is to avoid having procedures for each border post. The meeting agreed with his suggestion.

VIV. Closing Remarks

21. In his closing remarks Mr Gerald Mwikuka, OSBP Manager, Tanzania on behalf of the Tanzania delegation thanked the participants, JICA and the Chair for an informative, educative and interactive meeting and hoped that all the resolutions agreed will be implemented.

24. Mr. Charles Barigye Advisor Border Issues, Rwanda thanked the participants for their active discussions and looked forward to continued cooperation and collaboration . He wished all the participants a safe journey home.






MINUTES
OF
THE 2ND EXTRAORDINARY JOINT BORDER COORDINATION
COMMITTEE MEETING
FOR
OPERATIONALIZATION OF THE RUSUMO OSBP
UNDER
THE PROJECT FOR CAPACITY BUILDING FOR INTERNATIONAL
TRADE FACILITATION IN THE EAST AND SOUTHERN AFRICAN REGION

D10. Signed
 Minutes,
 Extraordinary
 JBCC

30 August 2016
 Rusumo, Tanzania


 Mr. Lahor Makame
 Rusumo Border Manager
 Tanzania Revenue Authority
 United Republic of Tanzania


 Mr. Emmanuel Mpayimana
 Rusumo Border Manager
 Rwanda Revenue Authority
 Republic of Rwanda

I. Background

1. Responding to requests from the governments of the Partner States of the East African Community (EAC), in December 2013 the Japan International Cooperation Agency (JICA) exchanged signatures on records of discussions (with each participating country) for the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (JICA Trade Facilitation Project), covering Phase 3 components of the preceding Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phases 1 and 2), including a technical cooperation project component for operationalization of the Namanga and Rusumo One-Stop Border Posts (OSBPs). The first phase of this technical cooperation component for OSBP operationalization was conducted from April 2014 to March 2015, while the second phase commenced in June 2015 and is scheduled to continue to August 2017. Among other activities, during the first phase of the OSBP project component, three joint technical committee (JTC) meetings and cross-border meetings were held for the operationalization of the Rusumo OSBP (in July, October, and November 2014) and three sets of training were conducted at Rusumo (in January, February, and March of 2015). A major achievement during the first phase was agreement between Rwanda and Tanzania on an operational procedures manual for the Rusumo OSBP.

2. These minutes are for the 8th Joint Border Coordination Committee (JBCC) meeting ("the meeting") for the operationalization of the Rusumo OSBP, the establishment of which was called for by Part F of the Rusumo OSBP Operational Manual. This meeting held on the 30th August 2016, was preceded by the 1st extraordinary JBCC meeting on...

3. The Rusumo OSBP was piloted on the 1st March 2016 and was officially launched by His Excellencies the Presidents of the United Republic of Tanzania and the Republic of Rwanda on 6th April 2016.

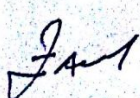
II. Opening

4. Mr. Zahor Makame, Manager, Tanzania Revenue Authority (TRA), welcomed border officers working at Rusumo. He urged the participants to actively take part in the meeting and proposed that the comments of the video for training staff should be a substantive item on the agenda. He informed the participants that both English and Swahili could be used during the meeting and requested them to actively participate so that the meeting be fruitful.

5. Mr. Emmanuel Mpayimana, Rwanda Revenue Authority (RRA), who co-chaired the meeting on behalf of Mr. Moses Kalisa/ Border Manager of Rwanda also welcomed participants and invited them for active discussions on the two draft video.

III. Introduction of Participants and Agenda

6. The bureau was then constituted. The respective border managers, Mr. Zahor Makame, Rusumo Station Manager, TRA and Mr. Emmanuel Mpayimana, Rwanda



Revenue Authority (RRA), Rwanda, assumed duties as meeting Chairman and Co-Chairman respectively. The Chairman requested the participants to introduce themselves; **Annex 1** to these minutes provides a list of the meeting participants.

7. The draft agenda was considered and amended to include; the agenda item on the action points from the last 9th JBCC Meeting on the draft video, reaction from the participants about the action points of the last meeting and comments of the two draft videos in the 2nd extraordinary JBCC meeting.

IV. Expectations from the meeting

8. The chairman informed the participants that the main objective of the meeting was (i) Looking at the previous meeting action points (ii) Making participants reactions based on the action points which have been made previously (iii) giving comments on the two draft videos for training.

9. The Chairman informed the participants that he expected active participation to ensure that by the end of the meeting the Rusumo OSBP 2nd extraordinary JBCC would have enough comments for the two draft video.

V. Action points from the last meeting

1. Quality needs to be improved
2. Contents need to portray the message
3. Images are repeating
4. Presentation need to be attractive and it needs to be interactive with the characters in the video
5. Narration is too long and needs to match with the pictures
6. Each sequence of the procedure must be shown from the beginning to the end and show officers explaining what they are doing

VI. Reaction from the participants

1. Participants agreed that the quality of the video has been improved.
2. The also agreed that the contents are now clear but there are some few corrections to be made
3. Images are now much better
4. Presentation need to be attractive and it needs to be interactive with the characters in the video: here the participants referred the inclusion of the border managers interviews, but the participants decided to omit them and only keep the first video
5. On 28:13: There are some areas that the narration still needs to be edited

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[Handwritten signature]

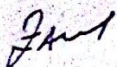
6. Due to time, the participant agreed that time does not allow to show each sequence of procedure from beginning to the end with officers explanations. They recommended that the narration can cover those explanations.

VII. Reviewing of the two draft videos of training for Rusumo OSBP staff

10. The Chairman showed the two videos which the participants watched for choosing at the end which one should be used and how they can be improved. Participants first silently watched the first draft version of the video and then watched the second version and after they decided to choose the first versions which do not have the border manager's interviews.

VIII. Comments of the two versions of the draft videos

1. The first version of the draft video was agreed to be used.
2. No need for the border managers speeches
3. There is a need of having subtitles (Swahili and Kinyarwanda) at this stage
4. On 12:34: the image doesn't meet the narration
5. On 13:11: The narration mentioning that VIPs, pregnant women, disabled people should come first.... This part should be mentioned before other procedures
6. On 14:18: The narration only talked about export and transit, but she should also include import
7. On 14:28: A passenger with a private foreign registered car should do clearance for his car and goods and this should also be mentioned in the narration
8. On: 14:37: the narration says that people pay at the cashier and the bank but we only show cashier. (there should also be a picture showing the bank)
9. On 15:25: It is better if the health officer in Rwanda side use a temperature detector not a blood pressure detector which is not realistic
10. On 15:36: The narration should also include Rwanda Environmental Management Authority Officer about the plastic bags
11. On 16:23: Health and security checks (this should be mentioned in the narration)
12. On 17:31: Passengers should first go to health checks before security
13. On 19:50: the narration mentioned about the clearance of passengers and goods but it should also mention the clearance for vehicles
14. On 20:50: There should be immigration and customs officers at the exit gate
15. The border community from Rwanda to Tanzania should pass by the health check
16. On 21:45: About the Border community the narration should mention that the security checks the ID and border pass so that they confirm that border pass holder is the one identified on the ID



17. On 22: 13: Instead of 20km, it should be 10km as agreed during the previous meetings.(it should be applied in the two countries)
18. On 24:38: Staff explanations during the joint verification should omitted, the narration should be enough.
19. On 28:04: The driver has to hand the document to the clearing agent and then to the custom's officer where the customer officer will make computerized procedures, sealing and gives the exit note to the driver and all this procedure should match the sequence (it's different from the video), and the narrator should specify whether it's Tanzania customs or Rwandan customs) (we should show the clearing agent instead of TRA officer) not giving the exit note before sealing.

IX. Closing Remarks

16. Mr Emmanuel Mpayimana co-chair of the meeting/ Rwanda Revenue Authority expressed appreciation for the contributions of all participants and thanked them for their active participation during the meeting.
17. Mr. Zahor Makame, chair of the meeting/ border manager Tanzania/TRA also thanked participants for their active participation and fruitful meeting.



4





MINUTES

OF

THE TENTH JOINT BORDER COORDINATION COMMITTEE MEETING

FOR

OPERATIONALIZATION OF THE RUSUMO OSBP

UNDER

THE PROJECT FOR CAPACITY DEVELOPMENT FOR INTERNATIONAL TRADE

FACILITATION IN THE EASTERN AFRICAN REGION

5-6 October 2016
Rusumo, Rwanda

Mr. Moses Kalisa
Rusumo Border Manager
Directorate General of Immigration and
Emigration
Republic of Rwanda

Mr. Ally Lyana
Acting Rusumo Border Manager
Tanzania Revenue Authority
United Republic of Tanzania

I. Background

1. Responding to requests from the governments of the Partner States of the East African Community (EAC), in December 2013 the Japan International Cooperation Agency (JICA) exchanged signatures on records of discussions (with each participating Partner State) for the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (JICA Trade Facilitation Project), covering Phase 3 components of the preceding Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phases 1 and 2), including a technical cooperation project component for operationalization of the Namanga and Rusumo One-Stop Border Posts (OSBPs). The first phase of this technical cooperation component for OSBP operationalization was conducted from April 2014 to March 2015, while the second phase commenced in June 2015 and is scheduled to continue to August 2017. A major achievement during the first phase was agreement between Rwanda and Tanzania on an operational procedures manual for the Rusumo OSBP. Joint Border Coordination Committee (JBCC) meetings for the operationalization of the Rusumo OSBP were established under Part F of the Rusumo OSBP Operational Manual. Nine Rusumo JBCC meetings and two extraordinary JBCC meetings were held previously.

2. The objectives of the 10th JBCC meeting were to consider matters arising from the 9th JBCC meeting, review the revised (nearly final) training video, present monitoring reports, update the sensitization campaign plan, and discuss the planning process for the endline time measurement survey. These minutes are for the 10th JBCC meeting (“the meeting”)

II. Opening Remarks

3. Mr. Moses Kalisa, Border Manager, Directorate General of Immigration and Emigration (DGIE), Rwanda, welcomed the participants and introduced the program for the meeting. He informed the participants that the meeting would be held for one and half days to ensure that the issues to be discussed under the program are addressed with tangible recommendations. He informed the meeting that on the first day a visiting study tour mission from the Government of Nepal was expected.

4. Mr. Ally Lyana, Acting Border Manager, Tanzania Revenue Authority (TRA), welcomed border officers working at Rusumo, attending officials from headquarters, and the JICA OSBP Team. He urged the participants to actively contribute in order to address the pending issues to enable the operations at the OSBP to proceed successfully.

III. Introduction of Participants

5. The bureau was constituted with Mr. Kalisa, Rusumo Border Manager, DGIE, Rwanda, and Mr. Lyana, the Acting Rusumo Border Manager, TRA, and Ms. Penina Simba, JICA OSBP Team, assuming duties as the meeting Chair, Co-Chair, and Rapportuer, respectively. The participants then introduced themselves. **Annex 1** to these minutes provides a list of the meeting participants.

IV. Adoption of the Program/Agenda

6. The Chair presented the draft program and it was adopted and attached as **Annex 2**

V. Review of Previous Meetings: 9th JBCC Meeting and 2nd Extraordinary JBCC Meeting

7. The Chair presented matters arising from the 9th JBCC Meeting that was held on 28 July 2016. The meeting was informed that:

- a. Based on the comments by 9th JBCC Meeting, Creative Communications (the public relations firm engaged for the video production), the JICA OSBP Team, and the JBCC conducted reshooting of the training video in early August 2016.
- b. A 2nd Extraordinary JBCC Meeting was held with the presence of the JICA OSBP Team and Creative Communications on 30 August 2016 to review the second version of the training video.
- c. The JBCC had been tasked to send the budget, duration, and content for the sensitization radio programs, plus the dates for planned community forums, by mid-August 2016. This has not yet been done.
- d. The JBCC prepared comments on a draft summary of procedures/guidelines and frequently asked questions (FAQs).
- e. A monitoring report was compiled and will be presented in this meeting by TRA and RRA.

8. The Chair presented the minutes of the 2nd Extraordinary JBCC Meeting (attached as **Annex 3**), and it was agreed that the comments from this meeting would be made after screening of the revised version of the training video.

VI. Presentation of the Sensitization Campaign and Revised Training Video – JICA OSBP Team

9. Ms. Kyoko Yoshikawa, JICA OSBP Team, presented a brief on the rationale of the sensitization campaign and the effective use of different media. She also presented the status of the sensitization plan (**Annex 4**). During the discussions it was agreed that:

a. Radio Programs

- Officials from DGIE, Tanzania Immigration, RRA, and TRA will be nominated by their respective head offices to speak on radio talk programs.
- The JBCC will prepare a concept note for the radio programs indicating the content, the names of the speakers, the radio stations, the timing of the programs, the languages to be used, and costs. The concept note and pro forma invoices from the radio stations will be sent to the JICA OSBP Team by 19 October 2016.
- The column in the OSBP Sensitization Plan on Radio Program under “Source of budget” will be amended to read as “JICA”.

b. Community Forums

- The column in the OSBP Sensitization Plan on community forum under “Why?” will be amended to read: “To improve the awareness of the border community residents”
- The column in the OSBP Sensitization Plan on community forum under “Source of budget” will be amended to read as “JICA”.

- After consultations and confirmation of the dates of the forum with the local community authorities, the JBCC will prepare a concept note for the community forums in both Partner States detailing the target groups, the format, approach, schedule, and cost implications. The note is to be sent to the JICA OSBP Team by 19 October 2016.

- Local authorities will be consulted on the most appropriate approach and content of the forums.

c. Website

- The FAQs were amended based on comments made by the meeting (**Annex 5**). The revised FAQs were approved for submission to the JTC for its consideration.

- The summary of OSBP guidelines were amended based on comments made by the meeting (**Annex 6**). The revised summary was approved for submission to the JTC for its consideration.

d. Signage

- The meeting was informed that JICA would fund information signage for the clearance halls. The JBCC will indicate the format of the wording, font, colours, size, etc., and submit these specifications to the JICA OSBP Team by 19 October 2016. Before delivery, the JBCC will review design samples.

e. Screens

- The meeting was informed that JICA will procure and functionalize two screens for each side of the OSBP. Installation will take place in November 2016.

f. Information Desks and Electronic Billboards

- It was agreed to remove information desks and electronic billboards from the sensitization plan because they are beyond the scope of the OSBP project component.

10. Ms. Kyoko Yoshikawa, JICA OSBP Team, discussed the revised training video, including the concept and production schedule. Her presentation is attached as **Annex 7**.

11. The meeting then viewed the revised training video and discussed it based upon the comments raised during the 2nd Extraordinary JBCC Meeting. It was agreed that:

- i. The title slide should only include the words “One-Stop Border Post (OSBP) Training Video, Rusumo OSBP, 2016”.
- ii. At 14:47 the narration should include the Rwanda Environment Management Authority’s ban on plastic bags.
- iii. At 19:49 the narration should read: “A border pass is issued to border community residents, which allows them to move for a day within a specified radius from the border as agreed by the adjoining Partner States”.
- iv. The English version of the training video was approved for presentation to and consideration of the upcoming JTC meeting, for its approval. Translation of the subtitles in Kiswahili and Kinyarwanda will be approved by the

respective Rwanda and Tanzania representatives of the JBCC for the final version of the training video.

VII. Courtesy Visit by Officials from the Government of Nepal

12. The Chair welcomed a team of officials from the Government of Nepal visiting the Rusumo OSBP. He explained the objectives, composition, and the rules of procedure for the JBCC meetings, and the enabling legislation and procedural manuals for operations at the OSBP.

13. The visiting team consisted of Mr. Rajan Khanal, the Revenue Secretary, Ministry of Finance; Mr. Sishir Kumar Dhungana, Director General, Department of Customs (DoC); Mr. Shreekrishna Nepal, Deputy Director General, DoC; and Ms. Nitu Bharati, Director of Customs IT, DoC. They were accompanied by Mr. Christian Nizeyimana, Project Manager ASYCUDA Uganda, and Ms. Damars Musasizi, Customs Officer, RRA. The meeting was informed that the team was visiting to study the Rwanda Single Window System, ASYCUDA, and OSBP operations at Rusumo.

VIII. Time Measurement Survey – JICA OSBP Team

14. Mr. Koichiro Tamura of the JICA OSBP Team presented a summary of the planned time measurement survey (TMS) attached as **Annex 8**. The TMS is scheduled for mid-January 2017 and will be preceded by a preparatory workshop including a test run of the survey. The meeting was informed that the upcoming construction of a hydropower station and cross-border market may affect the timing of the TMS. He urged the meeting participants to ensure that the border agency officials are well versed in the objectives of the TMS to facilitate the survey.

15. The JICA OSBP Team was requested to consult the lead agencies during the procurement process in the selection of the firm to conduct the TMS.

IX. Presentation of the Monitoring Report – JBCC

16. The JBCC monitored OSBP operations for the five months following the operationalization of the OSBP. The TRA Acting Border Manager and the RRA Border Manager presented the report to the meeting.

17. Following discussions of the monitoring report, the meeting approved the report for submission to the JTC (**Annex 9**).

18. It was agreed that for subsequent reports the data on number of travellers/goods will be recorded on a monthly basis for months before and after operationalization of the OSBP.

X. Upcoming Joint Technical Committee Meeting – JICA OSBP Team

19. Mr. Bruce Winston, Team Leader, JICA OSBP Team informed the participants that the JTC was scheduled to meet on Friday, 7 October 2016. He presented the draft program of the JTC meeting.

XI. Summary of Recommendations

20. The meeting recommended that:

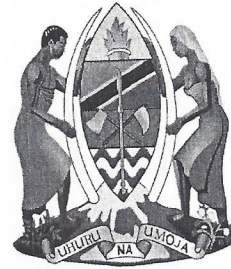
- i. The JBCC will develop a concept note for the radio programs indicating the content, the names of the speakers, the radio stations, the timing of the programs, the languages to be used, and costs. The concept note and pro forma invoices from the radio stations will be sent to the JICA OSBP Team by 19 October 2016.
- ii. The JBCC will develop a concept note for the community forums in both Partner States detailing the target groups, the format, approach, schedule, and cost implications. The note is to be sent to the JICA OSBP Team by 19 October 2016.
- iii. The JBCC will indicate the format of the wording, font, colours, size, etc., and submit these specifications to the JICA OSBP Team by 19 October 2016.
- iv. The revised FAQs will be submitted to the JTC on 7 October 2016.
- v. The revised OSBP guidelines will be submitted to the JTC on 7 October 2016.
- vi. The English version of the training video was approved for presentation to and consideration of the upcoming JTC meeting, for its approval. (Translation of the subtitles in Kiswahili and Kinyarwanda will be approved by the respective Rwanda and Tanzania representatives of the JBCC for the final version of the training video.)
- vii. The JBCC Secretariat, RRA, and Tanzania Immigration will take up their respective roles in subsequent JBCC meetings.
- viii. Data on travellers/goods crossing the border will be recorded on a monthly basis for the months before and after operationalization of the OSBP.
- ix. The JBCC was urged to strengthen interagency cooperation and encourage regular coordination and consultation.

XII. Closing Remarks

21. Mr. Bruce Winston, JICA OSBP Team, congratulated the JBCC for its successfully updating the sensitization campaign plan, reviewing and approving the training video, providing suggestions for the upcoming TMS, and presenting the findings of its monitoring during March-August 2016. These matters will be presented to the JTC meeting on 7 October 2016 for higher-level approval. Finally, he thanked the participants for their contributions and encouraged them to keep up the good work

22. Mr. Gerald Mwikuka, Manager of Estates Administration and OSBPs, TRA Headquarters, thanked his Rwandan counterparts for hosting and chairing the meeting. He also thanked JICA for its continued support for operationalization of the Rusumo OSBP, including the holding of JBCC meetings and implementation of action plans.

23. Mr. Charles Barigye, Advisor, Border Issues, Rwanda, thanked the participants for their active contributions during the meeting. He wished the members attending the upcoming JTC fruitful deliberations.



MINUTES
OF
THE ELEVENTH JOINT BORDER COORDINATION COMMITTEE MEETING
FOR
THE RUSUMO OSBP
UNDER
THE PROJECT FOR CAPACITY DEVELOPMENT FOR INTERNATIONAL TRADE
FACILITATION IN THE EASTERN AFRICAN REGION

10 January 2017

Rusumo, Rwanda

Mr. Moses Kalisa
Rusumo Border Manager
Directorate General of Immigration and
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Republic of Rwanda

Mr. Hurbert Meena
Acting Border Manager
Tanzania Revenue Authority
United Republic of Tanzania

I. Background

1. Responding to requests from the governments of the Partner States of the East African Community (EAC), in December 2013 the Japan International Cooperation Agency (JICA) exchanged signatures on records of discussions (with each participating country) for the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (JICA Trade Facilitation Project), covering Phase 3 components of the preceding Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phases 1 and 2), including a technical cooperation project component for operationalization of the Namanga and Rusumo One-Stop Border Posts (OSBPs). The first phase of this technical cooperation component for OSBP operationalization was conducted from April 2014 to March 2015, while the second phase commenced in June 2015 and is scheduled to continue to August 2017. Among other activities, during the first phase of the OSBP project component, three joint technical committee (JTC) meetings and cross-border meetings were held for the operationalization of the Rusumo OSBP (in July, October, and November 2014) and three sets of training were conducted at Rusumo (in January, February, and March of 2015). A major achievement during the first phase was agreement between Rwanda and Tanzania on an operational procedures manual for the Rusumo OSBP. Joint Border Coordination Committee (JBCC) meetings for the operationalization of the Rusumo OSBP, were established under Part F of the Rusumo OSBP Operational Manual. Ten Rusumo JBCC meetings have been held to date with the last two held on 26th July 2016, and 5th October 2016 respectively.

2. The objectives of the 11th JBCC meeting are to consider matters arising from the 10th JBCC, review of the implementation of the Rusumo Operational Manual and an update on the preparation for the Time Measurement Survey. A Nile Equatorial Lakes Subsidiary Action Program (NELSAP) official made presentation on the Rusumo hydroelectric power project. These minutes are for the 11th JBCC meeting (“the meeting”)

II. Opening Remarks

3. Mr. Moses Kalisa Border Manager Directorate General of Immigration and Emigration (DGIE) Rwanda welcomed the participants, and wished them all a happy new year. This being the first meeting of the year he hoped that it would come up with tangible and practical resolutions that would ensure advancement in the operations of the OSBP. He introduced the programme for the meeting which he believed should be finalized before 16.00hrs.

4. Mr. Hurbert Meena Acting Border Manager, Tanzania Revenue Authority (TRA), welcomed border officers working at the Rusumo OSBP, JICA OSBP Team and the NELSAP officials and wished the participants fruitful deliberations.

III. Introduction of Participants

5. The bureau was constituted with Mr. Kalisa, Rusumo Station Manager, DGIE, Rwanda, and Mr. Meena Acting Border Manager, TRA and Ms. Penina Simba JICA OSBP Team assuming duties as the meeting Chairman, Co-Chairman and Rapporteur, respectively. The Chairman requested the participants to introduce themselves. **Annex 1** to these minutes provides a list of the meeting participants.

IV. Adoption of the programme

6. The Chairman presented the draft programme and it was adopted with amendments. The meeting programme is attached as **Annex 2**

V. Review of minutes of 10th JBCC meeting:

7. The Chairman presented the matters arising from the 10th JBCC meeting that was held on the 5th October 2016.

The meeting was informed as follows:

i. Sensitization Campaigns:

- a) Radio programmes aimed at creating awareness about the operationalisation of the OSBP had been conducted on the 28th of December 2016 on the Tanzania side and the 29th December 2016 on the Rwanda side.
- b) Community sensitization forums have been conducted on the 21st and 22nd November 2016 on the Rwanda side and on 22nd November 2016 on the Tanzanian side.
- c) The FAQs were approved by the JTC that was convened on 7th October 2016 and were waiting uploading on institution websites.
- d) The signage is being worked on and is expected to be ready by the end of the month.
- e) LCD screens had been installed on both the Tanzanian and Rwandan sides and were functional.
- f) The training video had been approved by the JTC and had been provided to the JBCC.

ii. Time Measurement Survey (TMS) was scheduled to be conducted in late January 2017.

8. The Chairman urged the agencies responsible for the JBCC Secretariat to ensure that the Secretariat is functional before the next meeting. He underscored the importance of the Secretariat as the custodian of the JBCC documents, their responsibility of disseminating of information to the members of the JBCC and taking of minutes at JBCC meetings.

VI. Review of the Implementation of the Rusumo Operational Manual– Chairman

9. The Chairman presented the provisions in the Rusumo Operational Manual that were not being fully implemented, (i) sequence of procedures;(ii) implementation of harmonised working hours; (iii) sharing of information; (iv) joint inspections; (v) display of service charters;(vi) streamlining the operations of the traffic marshals by police; (vii) joint weekly meetings with facilitating agents, (viii) management and maintenance of OSBP premises and property.

During the ensuing discussions it was agreed that:

- a) Sequence of procedures.
All entry procedures will only be conducted after exit procedures are finalised.
- b) Implementation of harmonised working hours
Agencies should strictly adhere to the operational hours.
- c) **Sharing of information.**
TRA and RRA should share information with concerned agencies prior to the arrival of particular consignments.
- d) **Joint inspections.**
TRA and RRA should ensure that joint inspection is done with immediate effect, and should report in the next meeting on the progress.

- e) **Display of service charter.**
Each agency should publically display its service charter. The charter should include the contact numbers of the relevant officials to be contacted in case anyone is aggrieved.
- f) **Streamlining the operations of the traffic marshals by police.**
Police will streamline the operations with immediate effect.
- g) **Management and maintenance of OSBP premises and property**
The lead agencies will establish a joint team by the end of the week to carry out inspections of the OSBP premises and property on a regular basis and report to the JBCC.

VII. Update on preparations for the Time Measurement Survey

- 10. The Chair requested JICA to inform the meeting when the preparatory workshop and the test run of the TMS mentioned the 10th JBCC meeting would be held.
- 11. The meeting was informed that this was scheduled for late January and details will be communicated in due course.

VIII. Presentation on the Rusumo Hydroelectric power Project- NELSAP

- 12. The Chairman informed the meeting that NELSAP had been invited to the JBCC to present their project details given the project activities would have a substantial impact on the Operations of the OSBP. Dr. Gaspard Bikwemu the official from NELSAP made a Presentation on the Rusumo hydroelectric power project. The presentation is attached as **Annex3.**
- 13. During the ensuring discussions centred on how the construction phases of the project would ensure minimum disruption of the OSBP operations, the participants were informed that NELSAP is planning to work very closely with JBCC to develop mitigating factors. This is expected to take place after the kick off meeting of the project scheduled at the end of January 2017. After that meeting it is expected that the constructors will present their construction plan, the schedule of movement of equipment and materials, the mobilization of personnel among other things.
- 14. It was agreed that NELSAP would attend JBCC meetings, where issues of relevance to the project were being discussed. OSBP lead agency would attend NELSAP meetings in the same vein. Contact points between the project management and JBCC would be established to ensure regular communication and feedback.
- 15. The NELSAP will plan and implement an awareness campaign programme related to the project implementation, for the OSBP agencies, users and the border communities.

IX. Closing Remarks

- 16. Mr. Hurbert Meena Acting Border Manager, Tanzania Revenue Authority (TRA), thanked the participants for their constructive discussions. He was hopeful that the implementation of the OSBP Operations manual would improve with the resolutions made during the meeting.

17. . Dr. Gaspard Bikwemu the official from NELSAP thanked the JBCC for having invited them to this meeting and the lead agencies for their cooperation and support in facilitating the initial stages of the project. He was happy to note that the project had at last taken off after so many years of deliberations between different governments given the international importance of the river Kagera. He pledged NELSAP support and cooperation with all the border agencies in ensuring the success of the project. He underscored the importance of cooperation from all relevant stakeholders, as this would facilitate the construction phase of the project and beyond.

18. Ms. Penina Simba of the JICA OSBP Team thanked the JBCC for the progress they had made in the operationalisation of the OSBP and was confident that with the successful deliberations of the issues at hand progress was certain. She thanked them for their cooperation and collaboration with the NELSAP team underscoring its importance in facilitating the smooth running of the OSBP. She appreciated the efforts that NELSAP was planning to put in place to ensure minimum disruption of the OSBP operations.

19. Mr. Moses Kalisa, Rusumo Border Manager, DGIE, Rwanda thanked NELSAP for honouring their invitation to the JBCC meeting, JICA for their support and the border agencies and private sector agencies for their work in facilitating the movement of persons and goods. He thanked all the participants for their contributions during the meeting. Mr Kalisa was certain that the level of movement at the OSBP would increase as the facilitation of movement of persons and goods continued to improve due to the hard work of the border agencies; both public and private. He pledge the support and cooperation of the JBCC with the NELSAP team. He informed the JBCC that February was going to be a very busy month with the scheduled TMS and the kick off of the Rusumo hydroelectric power project activities; therefore, there was need for extra vigilance and hard work. He wished all the participants safe journey home.

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MINUTES
OF
THE TWELFTH JOINT BORDER COORDINATION COMMITTEE MEETING
OF THE RUSUMO OSBP
UNDER
THE PROJECT FOR CAPACITY DEVELOPMENT FOR INTERNATIONAL TRADE
FACILITATION IN THE EASTERN AFRICAN REGION

21 March 2017
Rusumo, Tanzania

Mr. Polycarp Lashau
Rusumo Border Manager
Tanzania Revenue Authority
United Republic of Tanzania

Mr. Ismael Mukiza
Rusumo Acting Border Manager
Directorate General of Immigration and
Emigration
Republic of Rwanda

I. Background

1. Responding to requests from the governments of the Partner States of the East African Community (EAC), in December 2013 the Japan International Cooperation Agency (JICA) exchanged signatures on records of discussions (with each participating country) for the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (JICA Trade Facilitation Project), covering Phase 3 components of the preceding Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phases 1 and 2), including a technical cooperation project component for operationalization of the Namanga and Rusumo One-Stop Border Posts (OSBPs). The first phase of this technical cooperation component for OSBP operationalization was conducted from April 2014 to March 2015, while the second phase commenced in June 2015 and is scheduled to continue to August 2017. Among other activities, during the first phase of the OSBP project component, three joint technical committee (JTC) meetings and cross-border meetings were held for the operationalization of the Rusumo OSBP (in July, October, and November 2014) and three sets of training were conducted at Rusumo (in January, February, and March of 2015). A major achievement during the first phase was agreement between Rwanda and Tanzania on an operational procedures manual for the Rusumo OSBP. Joint Border Coordination Committee (JBCC) meetings for the operationalization of the Rusumo OSBP were established under Part F of the Rusumo OSBP Operational Manual. Twelve JBCC meetings have been held to date with the last three held on 26 July 2016, and 5 October 2016, and 10 January 2017, respectively.

2. The objectives of the 12th JBCC meeting (“the meeting”) were to review the data analysis of the time measurement study (TMS) conducted from 16 to 22 February 2017, update the monitoring report and embedded action plan, and consider remaining actions during and after completion of the OSBP component of the JICA Trade Facilitation Project.

II. Opening Remarks

3. Mr. Polycarp Lashau, Rusumo Border Manager, Tanzania Revenue Authority (TRA), welcomed the attendees. He called for the attention and contribution of all meeting participants.

4. Mr. Ismael Mukiza, Rusumo Acting Border Manager, Directorate General of Immigration and Emigration (DGIE), Rwanda, led the Rwandan delegation on behalf of Mr. Moses Kalisa, Rusumo Station Manager, DGIE, Rwanda. He expressed confidence that the meeting will ensure successful implementation of all necessary follow-up activities.

5. Mr. Mukiza announced that starting 1 April 2017, the Rusumo OSBP will be operated 24/7, although some challenges will first need to be addressed during the meeting.

III. Constitution of the Bureau and Introduction of Participants

6. The bureau was constituted with Mr. Lashau, TRA, and Mr. Mukiza, DGIE, assuming duties as chair and co-chair, respectively. The participants introduced themselves. **Annex 1** to these minutes provides a list of the meeting participants.

IV. Adoption of the Program

7. The chair presented the draft meeting program and it was adopted with amendments. The meeting program is attached as **Annex 2**.

V. Matters Arising from the 11th JBCC Meeting

8. The meeting considered matters arising from the 11th JBCC meeting.
 - (i) The last meeting concluded that provisions of the Rusumo OSBP Operational Manual that were not being fully implemented related to the: (a) sequence of procedures; (b) implementation of harmonized working hours; (c) sharing of information; (d) joint inspection(s); (e) display of service charters; (f) streamlining of the operations of the traffic marshals; (g) joint meetings with facilitation agents, and (h) management and maintenance of OSBP premises and property. It was agreed/observed that: (a) the planned installation of inside signage remains to be completed, and the videos prepared for projection on the LED screens should be shown continuously during operating hours (with local language subtitles); (b) officially, Rwanda works from 0600 to 2200, and Tanzania works from 0700 to 2300, i.e., the same times given the one-hour time difference between the countries, but in practice there may be some discrepancies in the operating hours, although in any case, implementation of 24-hour operation starting 1 April 2017 should address this issue; (c) TRA and RRA are now sharing information with concerned agencies prior to the arrival of particular consignments; (d) joint inspections are now being undertaken; (e) client service charters are not yet being displayed, but should be as soon as possible by the agencies that have such charters (while agencies that do not have such client charters may consider developing them, and over time a coordinated client charter for the OSBP may be developed and displayed); (f) the operations of traffic marshals have been streamlined; (g) while the private sector is invited to the JBCC meetings, the JBCC will discuss with private sector facilitation agents how to arrange joint monthly (perhaps more realistic than weekly) meetings; and (h) further central-level, government-to-government discussion is required on issues related to joint management and maintenance of OSBP premises and property.
 - (ii) The time measurement survey has been completed and was presented later during the meeting.
 - (iii) Representatives of the Nile Equatorial Lakes Subsidiary Action Program (NELSAP) could not attend the meeting but indicated that they are planning a meeting to discuss cross-border and taxation issues, and would invite representatives of the JBCC.
9. Challenges related to 24/7 operation were specifically discussed. Information has not been clearly given to all agencies at the local level. For example, while three agencies on the Tanzanian side have been instructed to work 24/7 (i.e., TRA, Immigration, Police), others have not. In fact, some agencies have only one staff member and therefore cannot provide round-the-clock services. Also, due to security concerns, some transporters do not permit their drivers to operate their vehicles after 1800. Further, by law passenger vehicles are not allowed to operate after 2200.

VI. Analysis of Data from the Time Measurement Survey

10. Mr. Koichiro Tamura, Border Management Specialist, JICA OSBP Team, presented preliminary results of the time measurement survey, discussing background, methodology, the baseline survey, the endline survey, and the way forward. Significant time savings were found between the baseline and endline cases, with mean border crossing times having been reduced from almost nine hours to two hours and 20 minutes, and the median from about five hours down to almost one and a half hours. In addition, traffic has more than doubled. Further, early feedback from a community survey indicates growth in the population, increased business

opportunities, and an increase in informal trading and infrastructure development, especially on the Rwandan side. There was some discussion on the relative share of benefits between the two sides; it was suggested that the final report include recommendations and suggestions related to this topic (e.g., Tanzanian businesses could be invited to the cross-border market being developed on the Rwandan side). Also, it was requested that the final report show how clearance times can be further reduced toward the minimum possible. The final survey results will be presented at the Rusumo JTC meeting on 24 April 2017. Lastly, Mr. Tamura thanked the host agencies for their extraordinary cooperation with the survey team. **Annex 3** provides Mr. Tamura's PowerPoint presentation.

VII. Updating of the Monitoring Report and Embedded Action Plan

11. The monitoring report with the embedded action plan was discussed and updated by the meeting, as presented in **Annex 4**. It was noted that some actions will need to be confirmed at the next JTC meeting (i.e., Q2, Q3, Q7, Q9). Operational data in the report will be updated by the two sides.

VIII. Remaining Actions During and After Completion of the OSBP Component of the JICA Trade Facilitation Project

12. During the remaining period of the JICA OSBP project component (basically by July 2017), actions are expected to include (i) signage replacement, (ii) additional training (perhaps in facility management, communication, performance measurement and monitoring, report writing), and (iii) a site visit or visits by other border officers in East Africa.

13. After the completion of the JICA OSBP project component, activities will include continuation of JBCC activities (e.g., monitoring and improvement, after a review of the JBCC terms of reference) and continuation of training/sensitization.

IX. Closing Remarks

14. Mr. Bruce Winston Team Leader, JICA OSBP Team, praised the progress made in the operationalization of the OSBP and continuing efforts to improve operations, e.g., by more effectively implementing the agreed operational procedures.

15. Mr. Ismael Mukiza, Rusumo Acting Border Manager, DGIE, Rwanda, thanked all participants for the fruitful meeting. He stressed the need to implement the agreed actions and resolutions. Finally, he urged discussion of emerging issues even between JBCC meetings.

16. Mr. Polycarp Lashau, Rusumo Border Manager, TRA, also thanked all participants. He stated that this meeting represents a further milestone in continuing cooperation for operationalization of the Rusumo OSBP.