

OSBP Legal Instruments

The East African Community One Stop Border Posts Act, 2016

The East African Community One Stop Border Posts Regulations, 2017

Bilateral Agreement between the Government of the Republic of Kenya and Government of the United Republic of Tanzania Concerning the Establishment and Implementation of One Stop Border Posts, 2014

Manager, Namanga Border, **Kenya Revenue Authority**: +254 45 5132021

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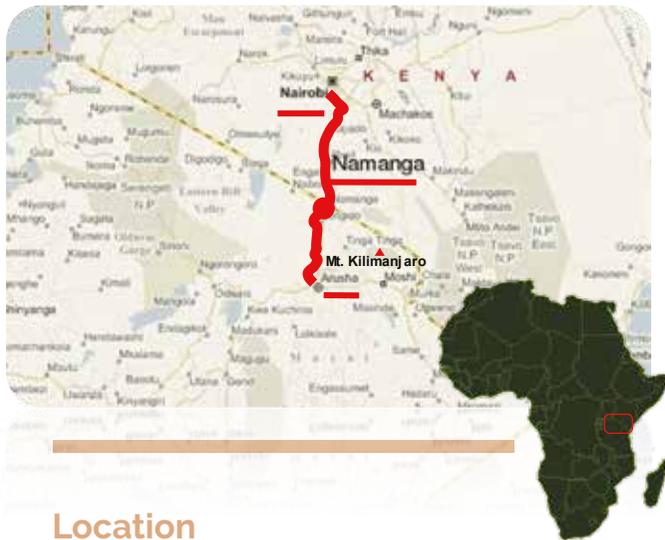
Ministry of East African Community, Labour and Social Protection - State Department of East African Community Integration, Kenya: +254 20 2245741 / 2211614

Ministry of Foreign Affairs and East African Cooperation, Tanzania: +255 26 2323208

EAC Secretariat, Arusha, Tanzania: +255 27 2162100

One Stop Border Post at Namanga

Facilitating Development through Trade and Travel



Location

The **Namanga border crossing** between Southern **Kenya** and Northern **Tanzania** is located about 160 km southeast of Nairobi and 100 km north of Arusha. The Kenyan side of the border is in Kajiado County, while the Tanzanian side is in Longido District. Namanga is one of the major border crossings between the two countries due to its proximity to the two major cities.



Introduction

One of East African Community's trade facilitation initiatives is the establishment of **One Stop Border Posts (OSBPs)**.

Since 2007, the **Japan International Cooperation Agency (JICA)** has been supporting development and trade facilitation programmes in the Eastern African Region, including the development of OSBPs. At Namanga, JICA funded the design and construction of OSBP facilities on the Tanzanian side, while the African Development Bank funded the construction of OSBP facilities on the Kenyan side.

JICA also provided support for the development of OSBP operational procedures and the Real Time Monitoring System / Cargo Control System to facilitate border operations.



OSBP Facility on the Tanzanian side



OSBP Facility on the Kenyan side

Overall Benefits

- Reduced Clearance Time
- Improved Cooperation
- Sharing of Information
- Harmonized Procedures
- Community Development

Benefits for OSBP Users

At an OSBP, border controls of the two Partner States are co-located in a way that people, goods, and vehicles stop only once, in the country of entry, for both exit formalities from one Partner State and entry formalities into the other.

The expected benefits from OSBPs include **reduced clearance time and improved cooperation between and among border agencies** through a coordinated framework for border operations. **Local communities also benefit from OSBPs** through simplified procedures for small scale traders as well as through infrastructural improvements at border crossings.

OSBP Objectives

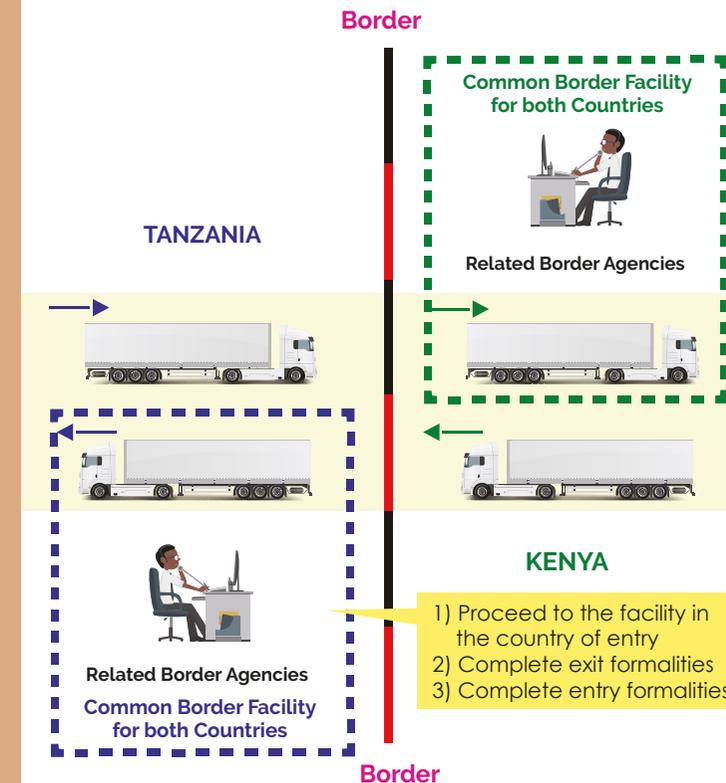
The main objective of OSBPs is **to facilitate trade and travel by reducing the number of stops** made at a border crossing, thereby **reducing the time required for clearance at the border**. This objective is achieved by co-locating exit and entry controls of both countries on each side of the border, or in one common facility with simplified procedures and joint controls where feasible.

The establishment of OSBPs at Namanga and elsewhere in Africa (about 80 are to be developed) is expected to benefit various stakeholders.

OSBP DEVELOPMENT



OSBP OPERATIONS



One Stop Border Post at Namanga
Facilitating Development
through Trade and Travel



Eneo

Mpaka wa Namanga kati ya Kenya na Tanzania upo takriban kilomita 160 kusini mashariki mwa jiji la Nairobi, Kenya na kilomita 100 kaskazini mwa jiji la Arusha, Tanzania. Upande wa Kenya wa mpaka upo katika kata ya Kajjado, wakati upande wa Tanzania upo katika Wilaya ya Longido. Namanga ni mojawapo ya mipaka mikubwa kati ya nchi hizo mbili kutokana na ukaribu wake kutoka miji miwili mikubwa.



Sheria Zinazoongoza OSBP

Sheria ya Jumuiya ya Afrika Mashariki kuhusu Vituo vya Kutoa Huduma kwa Pamoja Mipakani, 2016

Kanuni za Jumuiya ya Afrika Mashariki kuhusu Vituo vya Kutoa Huduma kwa Pamoja Mipakani, 2017

Mkataba kati ya Jamhuri ya Kenya na Jamhuri ya Muungano wa Tanzania kuhusu Uanzishaji na Uendeshaji wa OSBPs, 2014

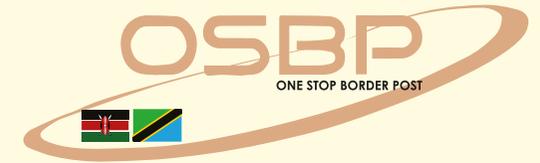
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Wizara ya Masuala ya Jumuiya ya Afrika Mashariki, Kazi na Ulinzi wa Jamii - **Idara ya Serikali inayoshughulikia Ushirikiano katika Jumuiya ya Afrika Mashariki**, Kenya:
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Kituo cha Kutoa Huduma kwa Pamoja Mpakani (OSBP) Namanga

Kuwezesha Maendeleo kwa kurahisisha taratibu za Wasafiri na Bidhaa



Utangulizi

Mojawapo ya mipango ya kuwezesha biashara ya Jumuiya ya Afrika Mashariki ni kuanzishwa kwa **Vituo vya Kutoa Huduma kwa Pamoja Mipakani (OSBPs)**.

Tangu mwaka 2007, **Shirika la Ushirikiano wa Kimataifa la Japani (JICA)** limeunga mkono mipango ya maendeleo na biashara katika Eneo la Afrika Mashariki, ikiwa ni pamoja na uendeshaji wa OSBPs. Katika kituo cha Namanga, JICA ilifadhili usanifu na ujenzi wa vifaa vya OSBP upande wa Tanzania, wakati Benki ya Maendeleo ya Afrika ilifadhili ujenzi na vifaa vya OSBP upande wa Kenya.

Vilevile, JICA imewezesha uandaaji wa Kanuni na Taratibu zitakazoongoza uendeshaji wa Kituo hicho pamoja na kuweka Mifumo ya ufuatiliaji wa Mizigo Mpakani ili kurahisisha shughuli za Mpakani.

Malengo ya OSBP

Lengo kuu la OSBPs ni **kurahisisha biashara na usafiri kwa kuondoa ulazima wa kusimama** mara mbili mpakani, na hivyo **kupunguza muda unaohitajika kuvuka mpaka**. Lengo hili linatekelezwa kwa kushirikiana katika kufanya udhibiti wa kuingia na kutoka katika nchi zote mbili kwa kila upande wa mpaka, au katika kituo cha kawaida na kwa kuweka taratibu rahisi pamoja na kutekeleza udhibiti wa pamoja, ambapo inawezekana.

Uanzishwaji wa OSBPs huko Namanga na mahali pengine Afrika (karibu vituo 80 vinatarajiwa kuendeshwa) unatarajiwa kufaidisha wadau mbalimbali.



Jengo la OSBP upande wa Tanzania



Jengo la OSBP upande wa Kenya

Faida za Jumla

- Kupunguza Muda wa Uvukaji
- Kuboresha ushirikiano
- Kubadilishana Taarifa
- Kuwianisha Taratibu za Kuvuka Mpaka
- Maendeleo kwa Jamii

Manufaa kwa watumiaji wa OSBP

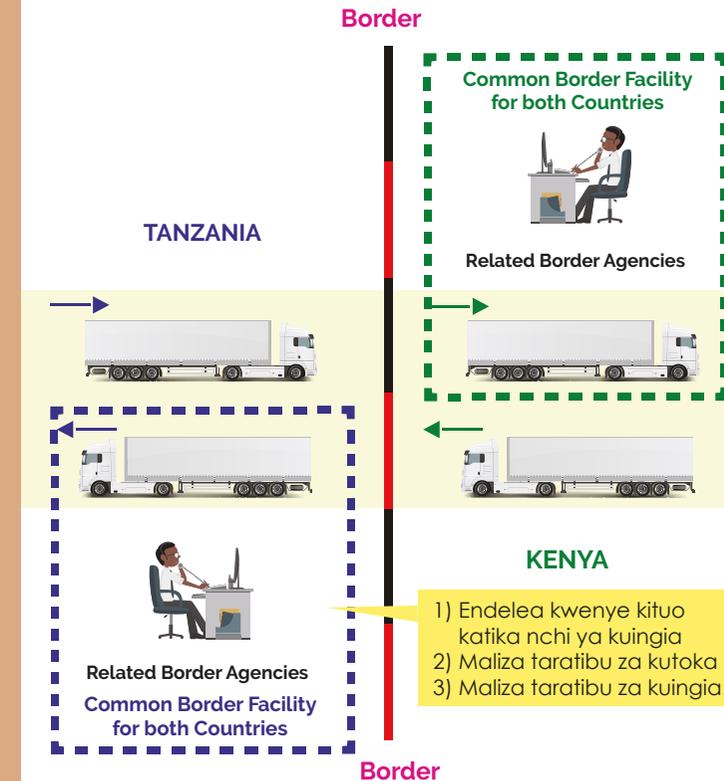
Katika kituo cha OSBP, udhibiti wa mpaka wa Nchi mbili Jirani umeunganishwa kwa njia ambayo watu, bidhaa, na magari husimama mara moja tu, katika nchi ya kuingia, kwa ajili ya kukamilisha taratibu zote za kutoka kwenye Nchi moja jirani na kuingia katika nchi nyingine.

Faida inayotarajiwa kupatikana kutokana na uanzishwaji wa OSBP ni pamoja na **kupunguza muda unaotumiwa kuvuka mpaka na ushirikiano bora na Taasisi zinazotoa huduma mpakani** kupitia mfumo wa kuratibu shughuli za mpaka. **Wenyeji wa mipakani pia hufaidika na OSBP** kupitia taratibu rahisi kwa wafanyabiashara wadogo pamoja na uboreshaji wa miundombinu kwenye mipaka.

UANZISHWAJI WA OSBP



UENDESHAJI WA OSBP



Kituo cha Kutoa Huduma kwa Pamoja Mpakani Namanga Kuwezesha Maendeleo kwa kurahisisha taratibu za Wasafiri na Bidhaa



EAST AFRICAN COMMUNITY

**REPORT OF THE MEETING TO DEVELOP ONE STOP BORDER POST TRAINING
CURRICULUM**

20TH - 24TH MARCH 2017

GRAND LEGACY HOTEL- KIGALI, RWANDA*

EAC SECRETARIAT,
ARUSHA, TANZANIA
MARCH 2017

1.0 INTRODUCTION

The meeting to develop the East African Community (EAC) One Stop Border Post (OSBP) training curriculum was convened in accordance with the EAC calendar of activities January –June 2017. The purpose of the meeting was to review the draft curriculum earlier developed in December, 2016 and agree on the final curriculum. The meeting was attended by Customs and Immigration Experts from the Partner States, representatives of the Ministries of EAC Affairs, officers from the EAC Secretariat and representatives of EAC development partners JICA Trade Facilitation Project Team, TradeMark East Africa, International Organization for Migration (IOM) and GIZ Support to the African Union Border Programme. The list of delegates is attached hereto as *Annex I*.

1.1 Constitution of the Bureau

As provided for under the EAC Rules of procedure, Mr. Emmanuel Zoe Maturu, Tanzania Revenue Authority (TRA) of The United Republic of Tanzania, chaired the meeting, while Mr. Sylvester Kiwanuka, Uganda Revenue Authority, Republic of Uganda, was the Rapporteur.

1.2 Adoption of the Agenda

The agenda was adopted with amendments and is hereto attached as *Annex II*.

2.0 VISIT TO CYANIKA AND KAGITUMBA/MIRAMA HILLS OSBPs

To be able to appreciate the benefits and challenges of OSBP operations on the ground, the teams visited Cyanika and Kagitumba/Mirama Hills OSBPs along the Rwanda/Uganda border. The visits were intended to provide valuable learning experience which would enable the team to make better informed decisions when developing the training curriculum. The findings from the two borders were:

2.1 Cyanika

Cyanika is a border between Rwanda and Uganda. The Cyanika OSBP started operating in 2014. The lead agencies in Rwanda and Uganda sides are Immigration and Customs respectively.

Key Observations and Findings:

- a) Officers at the border acknowledge that time taken for clearance has reduced since the OSBP became operational;
- b) Only Customs and Immigration Officers from both Partner States operate from the same office on both sides of the border. The other agencies still operate from their respective sides of the border;
- c) ICT connectivity is reliable;
- d) The cargo includes transit consignments to DRC and transfers from Uganda and sometimes Kenya. The transfers are processed under Single Customs Territory (SCT) procedures, but transits are still not yet under SCT procedures;
- e) There is adequate water supply and power back up;

- f) The border community is aware that Cyanika is an OSBP. They might not necessarily know the term but they see the practice;
- g) OSBP facilities and infrastructure have not been put in place;
- h) The OSBP operations are being implemented in pre-existing infrastructure; and
- i) Some sensitization has been undertaken, the OSBP manual has been provided to officers but no formal training conducted.

2.2 Kagitumba/Mirama Hills

Kagitumba/Mirama Hills is a border between Rwanda and Uganda. The OSBP started operating in December 2015. The lead agency on the Rwanda side is Directorate General of Immigration and Emigration (DGIE) while Uganda Revenue Authority Customs is the lead agency on the Uganda side. The OSBP infrastructure was funded by TMEA.

Key observations and findings

- a) Infrastructure and facility set up is well done, there is an entry and exit bridge, most equipment are available, there are two roads one for small cars and one for tracks, two parkings one for buses where up to 40 buses can park and one for tracks.
- b) The process is clear and well organized from entry to exit, starting with security followed by port health, Immigration the Customs as per the EAC OSBP Act
- c) Other agencies present include Bureau of Standards, Fisheries and Agriculture Ministries on the Rwanda side, on Uganda side they are yet to send other agencies
- d) The community is aware of the OSBP concept, there has been border community awareness campaigns facilitated by TMEA, local leaders are invited for border meetings in order to raise their awareness.
- e) Managing check points is a challenge. Joint deployment is not done which makes it insecure. Uganda police are not allowed to go to Rwanda side and vice versa
- f) Except for the managers, no formal training for the rest of the officers for the different agencies has ever been conducted.
- g) Lack of important facilities like staff accommodation
- h) Regular transfer of staff, some come without being trained and those trained are taken away
- i) Lack of walk through security scanner on the Uganda side
- j) There is an unfinished road on the Uganda side which causes much traffic sometimes
- k) Some reference material such as the OSBP Act and procedure manual are available but others like the OSBP source book are not.

2.3 General Conclusions

From the key observations and findings arising from the visit to the two OSBPs, the delegates concluded that:

- a) There is need for continuous joint training and sensitization for border agencies on OSBP operations;
- b) There is need for OSBP infrastructure development at Cyanika border to meet the business flow requirements of OSBP operations;

- c) Whereas Customs and Immigration have embraced the OSBP concept, this appears not to be the case for other critical agencies such as security, bureaus of standards, health and plant inspectorates;
- d) Deliberate efforts should be made to ensure that other agencies are mainstreamed into the OSBP operations. For example, joint deployment of security agencies at common gates; and
- e) There is need for resource centers within the OSBP facilities where reference material could be availed.

3.0 REMARKS AND PRESENTATIONS

3.1 Welcoming Remarks from the Hosts

Mr. Ruzibiza Steven, coordinator of border operations under the Directorate General of Immigration and Emigration (DGIE), Republic of Rwanda welcomed the experts to the meeting. He called for trust among member states to enable total regional integration. He said there is need to integrate all operations within the Community and expressed his happiness that this meeting was geared towards this noble cause.

3.2 Remarks by the EAC Secretariat

On behalf of the Secretary General, Mr. Stephen Analo welcomed the delegates to the meeting. He thanked the host Partner State, the Republic of Rwanda for the warm welcome to the Country. He explained the need to have uniform approach to integration processes in the region. The fact that OSBPs are a critical integration point, there is need to harmonize OSBP processes, hence the need to develop a common training curriculum for the region.

He thanked GIZ Support to the African Union Border Programme for facilitating the meeting and appreciated the presence of the EAC development partners JICA Trade Facilitation Project Team and TMEA, thanking them for the critical assistance they have extended to the region in the implementation of OSBPs.

He also acknowledged the presence of Mr. Phillip Wambugu, former Director of Infrastructure at the EAC. He praised the role Mr. Wambugu played in the setup of the OSBPs and expressed confidence that his vast experience will be of significant help during the meeting.

He wished the meeting a fruitful meeting.

3.3 Remarks by Former EAC Director of Infrastructure

In his remarks, Mr. Wambugu emphasized that improvement in trade infrastructure affects mostly those who operate in those environments. In this regard, he opined, there is need for those working at OSBPs to understand their roles in enhancing efficiency along the trading corridors. This will involve understanding how to implement performance charters and to measure the resultant effects and benefits.

He added that in addition to the operational aspects, there is need to include environmental issues such as water and waste management as they directly affect the

work environment. He reiterated that the curriculum is an important step toward achieving harmony in OSBP processes.

3.4 Presentation by The JICA Trade Facilitation Project Team

On behalf of JICA Trade Facilitation Project Team, Mr. Bruce Winston thanked the convenors of the meeting for extending its invitation.

He informed the meeting that JICA Trade Facilitation Project Team has been supporting OSBP activities in the region since 2014. He made a presentation on JICA Trade Facilitation Project Team activities regarding border management in the region. Highlights include:

- a) Overall support for the Rusumo and Namanga OSBPs
- b) Support for the development of the OSBP Sourcebook (through another JICA activity)
- c) Support for the development of the OSBP procedures manuals
- d) Support for the construction of the Rusumo OSBP (both sides) and Namanga OSBP (Tanzania side);
- e) Training and sensitization at Rusumo and Namanga OSBPs; and
- f) Baseline and endline surveys to measure performance of the Rusumo OSBP

3.5 Presentation by International Organization for Migration

On behalf of the International Organization for Migration (IOM), Mr. Charles Mkude made a presentation on IOM's role in integrated border management, pointing out the contribution of IOM to the OSBP training curriculum. He informed the meeting that IOM is UN-related organization that promotes orderly migration to benefit all including countries of origin, transit, and destination as well as migrants and society. IOM works with member states to uphold the rights of migrants and encourage social and economic development through migration. He also explained IOM's approach to trade facilitation and border management that focuses on:

- a) Enhancing migration management
- b) Strengthening integrated border management including OSBP
- c) Supporting Regional Integration and Dialogue.

3.6 Presentation by TMEA

On behalf of TradeMark East Africa (TMEA), Ms. Jackline Murekatete made a presentation on TMEA's role in streamlining border operations in the region. Some of the key interventions include:

- i. Financing the construction and soft infrastructure aspects (furniture, computers, network internet other equipment) of five OSBPs in the region which are all completed. These are Holili/Taveta, Mutukula, Busia, Kagitumba/Mirama Hills and Kabanga/Kobero
- ii. Financing the software infrastructure for Malaba OSBPs
- iii. Construction of facilitative transport infrastructure. This includes two bridges at Kagitumba/Mirama Hills, Ntungamo-Mirama Hills road and the Malaba Bridge
- iv. Training and sensitization in the six OSBPs which they have funded

In addition, three other OSBPs are in the pipeline for TMEA funding. These are Elegu/Nimule, Tunduma and Moyale.

4.0 EAC OSBP TRAINING CURRICULUM

The experts reviewed the draft EAC OSBP training curriculum earlier developed in Dar es Salaam in December, 2016. During the discussions, the team was guided by key considerations including:

- The need for an all-inclusive curriculum that will be relevant to all agencies that operate in the border
- Need to consider the legal environment at both the national and regional levels
- Importance of creating awareness among the communities neighbouring the borders

The team was also guided by different references such as the East African Community Customs Management Act, the Draft EAC OSBP Regulations, the Draft EAC Procedures Manual and the One-Stop Border Post Sourcebook.

The detailed draft EAC OSBP training curriculum is hereby attached as *Annex III*.

5.0 EAC OSBP TRAINING WORKPLAN

The experts developed the EAC OSBP training work plan which details the capacity building activities to be undertaken to support the implementation of the OSBPs in the region. The training work plan is hereto attached as *Annex IV*.

RECOMMENDATIONS

The meeting recommends to the Committee on Customs to:

- a) take note of the progress in the implementation of OSBP concept in the region;
- b) consider and adopt the proposed EAC OSBP Training Curriculum;
- c) urge Partner States to incorporate the EAC OSBP Training Curriculum into their National Training Curricula;
- d) urge respective Partner States to consider construction of OSBP facilities at Cyanika;
- e) take note of the OSBP training work Plan; and
- f) direct the EAC Secretariat to develop training material for OSBPs and commence training.

ANY OTHER BUSINESS

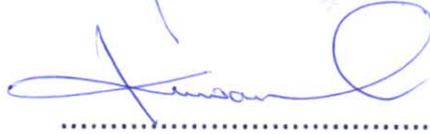
There being no any other business, the meeting ended at 1600hrs

Signed by the respective Heads of Delegation, this 24th day of March 2017:

Mr. Emmanuel Zoe Maturlu
UNITED REPUBLIC OF TANZANIA



Mr. Sylvester Kiwanuka
REPUBLIC OF UGANDA



Mr. John Changole
REPUBLIC OF KENYA



Mr. Steven Ruzibiza
REPUBLIC OF RWANDA



REPUBLIC OF BURUNDI





DEVELOPMENT OF EAC ONE STOP BORDER POSTs (OSBPs) TRAINING MATERIALS

16 -19 May 2017, Kampala, UGANDA

Draft Programme

Monday 15th May, 2017		
	<input type="checkbox"/> Arrival of delegates	
Day 1	Tuesday 16th May, 2017	
09.00 hrs	<input type="checkbox"/> Constitution of the bureau <input type="checkbox"/> Official Opening Session: <ul style="list-style-type: none"> ○ Remarks by EAC ○ Remarks by Host ○ Remarks by GIZ representative - Uganda Office 	Resp. Analo
09.30 hrs	<input type="checkbox"/> Overview of the development process of the EAC OSBP Training Curriculum <input type="checkbox"/> Overview of the EAC OSBP Training Curriculum <input type="checkbox"/> Brief on development of training Materials <input type="checkbox"/> Formation of Subject Expert Groups	Resp: EAC Sec. /GIZ AUBP
	Administrative announcements	Resp. GIZ
10.30 hrs	HEALTH BREAK	
11.00 hrs	Development of training materials (in groups)	Resp. Team Leader
13.00 hrs	LUNCH BREAK	
14.00 hrs	Development of training materials (in groups)	Resp. Team Leader
16.00 hrs	HEALTH BREAK	
16.30 hrs	Development of training materials (in groups)	Resp. Team Leader
17,30 hrs	End of Day one	
Day 2	Wednesday 17th May, 2017	
09.00 hrs	<input type="checkbox"/> Progress Review	Resp. Analo
09.30 hrs	<input type="checkbox"/> Development of training materials (in groups)	Resp. Team Leader
10.30 hrs	HEALTH BREAK	



Implemented by
giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

11.00 hrs	<input type="checkbox"/> Development of training materials (in groups)	Resp. Team Leader
13.00 hrs	<input type="checkbox"/> LUNCH BREAK	
14.00 hrs	<input type="checkbox"/> Development of training materials (in groups)	Resp. Team Leader
16.00 hrs	<input type="checkbox"/> HEALTH BREAK	
16.30 hrs	<input type="checkbox"/> Development of training materials (in groups)	Resp. Team Leader
17,30 hrs	End of Day of two	
Day 3	Thursday 18th May, 2017	
09.00 hrs	<input type="checkbox"/> Progress Review	Resp. Analo
09.30 hrs	<input type="checkbox"/> Development of training materials (in groups)	Resp. Team Leader
10.30 hrs	HEALTH BREAK	
11.00 hrs	<input type="checkbox"/> Development of training materials (in groups)	Resp. Team Leader
13.00 hrs	<input type="checkbox"/> LUNCH BREAK	
14.00 hrs	<input type="checkbox"/> Development of training materials (in groups)	Resp. Team Leader
16.00 hrs	<input type="checkbox"/> HEALTH BREAK	
16.30 hrs	<input type="checkbox"/> Presentations on draft training materials	Resp. Team Leaders/ Chairperson
17,30 hrs	End of Day three	
Day 4	Friday 19th May, 2017	
09.00 hrs	<input type="checkbox"/> Presentations on draft training materials	Resp. Team Leader/ Chairperson
09.30 hrs	<input type="checkbox"/> Consolidation of training materials (In groups)	Resp. Team Leader
10.30 hrs	HEALTH BREAK	
11.00 hrs	<input type="checkbox"/> Consolidation of training materials	Resp. Team Leaders
13.00 hrs	<input type="checkbox"/> LUNCH BREAK	
14.00 hrs	<input type="checkbox"/> Presentation of consolidated training materials (the two documents - PPT and slides detailed explanations	Resp: Chairperson ,EAC Sec. /GIZ AUBP
16.00 hrs	<input type="checkbox"/> HEALTH BREAK	
16.30 hrs	<input type="checkbox"/> Way forward and closing)	Resp: Chairperson ,EAC Sec. /GIZ AUBP
17,30 hrs	End of workshop	



East African Community

Back to Office Report

Name:	Analo Stephen
Destination:	Kampala
Dates of Travel:	16 th to 19 th May 2017
Purpose of Travel:	Workshop to develop OSBP training materials and Validation of OSBP by Stakeholder
Date	25th May 2017

1. Introduction

The workshops to develop OSBP training materials and the OSBP Curriculum Validation by Stakeholders were held on 16th to 19th and on 19th Many 2017 respectively, in Kampala, Uganda. The OSBP Curriculum validation process was the final stage in developing the curriculum. The development of the OSBP curriculum commenced in December last year in Dar es Salaam where stakeholders provided their inputs. The stakeholders were drawn from the government agencies involved in the clearance of goods and persons and the private sector. After the initial input by stakeholders, small team of experts drawn from the government agencies involved in the clearance of goods and persons and development partners who had spearheaded - headed the training on OSBP assembled in Kigali in March 2017 to further develop and refine the OSBP curriculum. Prior to refining the curriculum, the experts visited two OSBPs i.e. Cyanika/ Chanika and Kagitumba / Mirama Hills to acquaint themselves with the practical side of a functioning OSBP. The experts finalized the OSBP training curriculum which has two modules. Module I focuses on OSBP legal and procedures while Module II focuses on the soft aspects aimed at enhancing the human side of the OSBP. The curriculum was presented to the stakeholders in Kampala on 19th May 2017 and it was endorsed. The OSBP curriculum is therefore ready for application and publication. However, it is important that the same be submitted to the relevant EAC organ for endorsement.

The list of stakeholders who endorsed the curriculum is hereto attached.

During the same week a team of experts drawn from the Partner States, Development Partners and EAC Secretariat commenced the development of OSBP training materials. The experts worked in four groups i.e. legal / Procedures, border security, coordinated border management (CBM) and OSBP support programmes. Two formats were adopted in the development of the training materials i.e. power point presentation and explanatory notes. The experts have completed almost 70% of the work. However, there is still need to finalize the development and fine-tuning of the materials before they can be used for training purposes. In this regard, another workshop comprising of a small team of EAC staff and the development partners will meet in early June to further develop and fine –tune the materials.

2. Participation

The workshops were attended by stakeholders from government agencies and private sector players involved in the clearance of goods and persons as well as EAC Secretariat. The lists of participants are hereto attached.

3. Outcomes/Outputs

- Validated OSBP Curriculum
- Draft OSBP training materials

4. Follow-up Actions

In order to proceed with the EAC – wide capacity building programme for OSBPs the following activities will be undertaken:

- Conduct a workshop of EAC staff and development partners to finalize the development of OSBPs training materials (first week of June 2017);
- Submit the validated OSBPs Curriculum to relevant EAC organ for endorsement;
- Undertake OSBP Train the Trainer workshop;
- Review OSBP training plan
- Confirm availability of funding and roll-out the training programme;
- Publish the OSBP Curriculum

5. Attachments

- Endorsed OSBP Curriculum
- Presentation on the process of developing the curriculum



**MEETING OF EXPERTS TO DEVELOP ONE STOP BORDER POSTS
PERFORMANCE MEASUREMENT TOOL**

25TH – 28TH JULY, 2017, DAR ES SALAAM, TANZANIA

Report of the Meeting

**EAC SECRETARIAT
Arusha, Tanzania
July, 2017**

REPORT OF THE MEETING

1.0 INTRODUCTION

1.1 Background

The Meeting of Experts to develop One Stop Border Posts (OSBPs) performance measurement tool was convened in accordance with EAC Calendar of activities for the period of July – December, 2017. The meeting was attended by delegates from all the Partner States, Officials from the EAC Secretariat, JICA, and TradeMark East Africa (TMEA). The list of Participants is attached herewith as *Annex I*.

1.2 Adoption of the meeting Agenda and Programme

The meeting agenda and programme was adopted with amendments and is hereto attached as *Annex II*.

1.3 Constitution of the Bureau

As per the Rules of Procedure for EAC meetings, the meeting was chaired by Mr. Armstrong Turyakira, Supervisor Customs, Uganda Revenue Authority, Republic of Uganda and the Rapporteur was Mr. Theophile Ngabonziza, Customs Senior Manager, Rwanda Revenue Authority, Republic of Rwanda.

1.4 Opening Remarks

1.4.1 EAC Secretariat

Mr. Stephen Analo, Customs Training Expert, on behalf of the Secretary General, welcomed delegates to Dar es Salaam, Tanzania and specifically to the meeting to develop One Stop Border Posts (OSBPs) performance measurement tool.

He thanked AfDB for supporting a number of programmes and projects in the EAC region, among them the Namanga One Stop Border Posts Soft Infrastructure including development of the develop One Stop Border Posts (OSBPs) performance measurement tool. He also thanked the government and peoples of the United Republic of Tanzania for hosting this important meeting and for the warm reception and hospitality accorded to delegates from the time they arrived in Dar es Salaam.

He further informed the meeting that implementation of OSBPs will facilitate trade through reduction of border crossing time and cost of doing business through fast clearance of persons and goods. He noted that it is important that we have the necessary mechanism in place to monitor and evaluate the performance of the OSBPs to ensure that the region is benefiting from the

huge investment in the OSBP infrastructure. He wished the delegates fruitful deliberations.

1.4.2 The Chairperson

The Chairperson welcomed delegates to Dar es Salaam, Tanzania and to the meeting to develop One Stop Border Posts (OSBPs) performance measurement tool. He reminded the delegates of the big task ahead of them and called upon them to dedicate themselves and actively participate so as to come up with a draft OSBPs performance measurement tool by the end of the meeting. He informed the meeting that the OSBP legal and operational instruments have been adopted including the OSBPs act, OSBPs Regulations, OSBPs Procedure manual and others. He noted that all the necessary documents have been available to aid the deliberations. He finally wished delegates fruitful deliberations.

1.4.3 The Host

Eng. Abdillah M. Mataka, Assistant Director (Economic Infrastructure), Ministry of Foreign Affairs, & East African Cooperation of the United Republic of Tanzania, welcomed delegates to Dar es Salaam, Tanzania and to the meeting to develop One Stop Border Posts (OSBPs) performance measurement tool. He informed the meeting that it is important to develop OSBPs performance measurement tool as it will add value of what we have already developed in the region on OSBPs such as EAC OSBPs Act, EAC OSBPs Regulations and EAC OSBPs Procedure manual. He also thanked the funders (JICA, TMEA, AfDB, WB) for supporting the development of the EAC OSBPs Infrastructure and Legal and operational instruments.

He invited the delegates to spare time to enjoy the great facilities available in Dar es Salaam. He finally wished delegates fruitful deliberations and implored them to spare.

2.0 DEVELOPMENT OF EAC OSBPs PERFORMANCE MEASUREMENT TOOL

During the meeting development partners presentations from the Secretariat, JICA and TMEA on the OSBPs were made:

2.1 Presentation by the Secretariat

Mr. Hosea Nyangweso, Principal Civil Engineer, made presentation on Overview of implementation of the EAC OSBPs. The highlights of the presentation included:-

- a) Overview of the East African Community;
- b) Overview of the EAC Customs Union;

- c) Overview of the EAC Common Market;
- d) The EAC OSBPs instruments;
- e) Non Tariff Barriers in the EAC;
- f) Characteristics of the EAC borders;
- g) One Stop Border Posts concept; and
- h) One Stop Border Posts benefits.

2.2 Presentation by JICA

Mr. Sydney Chibbabbuka, Border Management Specialist, JICA OSBP Project, Project for Capacity Development for Internal Trade Facilitation in the Eastern African Region, made presentation on JICA approach to performance measurement. The presentation covered the followings:

- a) Time Measurement Survey
 - i. Start of the project – Baseline Survey
 - ii. Soon after operationalization – To assess the impact
 - iii. End-line measurement survey – To assess overall impact
- b) The objectives of these survey are as follows:
 - i. To measure time required to complete all the in-land border crossing procedures by Customs, other border agencies and Customs clearing agents from the arrival of cargo at the border of one country to release (exit) from the other;
 - ii. To analyse the time taken at each step for each procedure in order to identify bottlenecks in border crossing movement of people, cargo and the means of transport.
 - iii. To generate recommendations for improvement of processes and procedures for smoother movement of cargo at OSBPs.
- c) Project Monitoring Reports
 - i. In order to monitor progress towards operationalizing of our OSBP projects under the Project for Capacity Development for International Trade Facilitation in the Eastern African region, the project developed a project monitoring sheet to facilitate assessments and evaluation of progress.
 - ii. Information that is collected through this project monitoring sheet is intended to inform JICA and implementing agencies about progress made against project timelines. Where remedial action is required, the findings of such assessment enlighten the concerned parties about the nature of issues and the level of

intervention required. Overall, the findings of these assessments form part of the broader project reports.

d) Components of the measurement

- I. Hard infrastructure;
- II. Office facilities and operational equipment;
- III. Administrative arrangements;
- IV. Application of OSBP procedures; and
- V. Traffic volumes (people, entries processed and vehicles crossing the border).

e) Move Africa Traffic Light System

The NEPAD Agency is developing a performance measurement system for cross border logistics as one of the pillars of activities under the MoveAfrica Initiative using the traffic light concept. It is expected that the results of this performance measurement system will be used to identify challenges affecting the smooth flow of trade at border crossings, and subsequently on entire trade and transport corridors, thereby bringing such information to the attention of governments and other stakeholders for timely policy, technical and administrative interventions.

The NEPAD Traffic Light System will be piloted at OSBPs before be applied to entire corridors.

f) One Stop Border Posts benefits.

2.3 Presentation by TMEA

Mr. Daniel Wambugu Muturi, Programme Manager, OSBPs/CBM, Trademark East Africa, made presentation on TMEA approach to performance measurement. The presentation covered the followings:

- a) Clearance time;
- b) Traffic volume;
- c) User satisfaction;

2.4 APPLICATION OF TECHNOLOGY IN MEASURING PERFORMANCE OF OSBPs

Mr. Jonathan Sessanga, ICT Expert from the Secretariat made presentation on application of Information and Communication Technology in measuring performance of One Stop Border Posts operations.

Key issues presented included the following:

- a) An integrated approach to border management;
- b) How ICT assist in improving border management coordination and service delivery;
- c) Border management systems;
- d) Variables of measurement; and
- e) Data sources.

The expert deliberated on the presentation and concluded that the application of technology at the OSBPs is broader than what is confined within the OSBPs and that much of the data necessary for measuring the performance of OSBPs is in the business systems of government agencies and other institutions. Through collaborative arrangement such data can be extracted to support the measuring the performance of OSBPs.

2.5 Development of the OSBPs Measurement Tool;

Building on the presentations made by the EAC Secretariat, JICA and TMEA, the experts deliberated on key issues/areas central to measuring performance of OSBPs which included among others:

- a) the rationale for developing OSBPs;
- b) variables and indicators for measuring performance of OSBPs;
- c) how to measure performance of OSBPs;
- d) use of technology in measuring the performance of OSBPs;
- e) contextual framework for application of the OSBP Measurement tool – Identification of players and roles;

The experts developed a draft EAC OSBPs Performance Measurement Guide hereto attached as ***Annex III***.

To facilitate self-improvement of OSBPs, the experts agreed that there is a need for a recognition and reward scheme of the best performing EAC One Stop Border Post.

3.0 OBSERVATIONS

In the process of developing the OSBP Performance tool the experts observed that there were a number of areas which required independent assessment tools. The broad areas for inquiry into the OSBP performance include time, user satisfaction, facilities security and safety which cannot be subjected to one single tool or method of collecting and analyzing data. The experts determined that the draft instrument developed during the meeting held in Dar es Salaam on 25th to 28th July 2017 provides a framework for measuring performance of OSBPs. However, specific tools for specific areas will be subsequently developed i.e. Border Crossing time Assessment Tool,

User Satisfaction Survey, Facility Audit and Security and Safety Assessment tools. The OSBP Performance Measurement Guide and tools will therefore form the OSBPs Performance Measurement Toolkit. A way forward leading to finalization of the proposed toolkit was also developed as shown below.

4.0 THE WAYFORWARD

The meeting took note of the pending work and agreed that more work need to be undertaken to finalised development of the draft EAC OSBPs performance measurement tool. Below is the action plan:-

No	Item	Responsibility	Timeline
1.	Transform the delegates of the meeting 24 – 28 July 2017 into a Technical Working Group (TWG) on the development of OSBP Performance Measurement Framework and Tools.	EAC Secretariat	August 2017
2.	Convening a meeting of the TWG on further development of OSBP Performance Measurement Framework and Tools to:- <ul style="list-style-type: none"> • Finalize the framework. • Developing the data collection tools. 	EAC Secretariat	October 2017
3.	Convening a workshop to validate the OSBP Performance Measurement Framework and Tools.	EAC Secretariat	December 2017
4.	Finalisation by TWG of the OSBP Performance Measurement Framework and Tools.	EAC Secretariat	February 2018

5.0 RECOMMENDATIONS

The Experts recommend to Regional Oversight Committee of the East African Trade and Transport Facilitation Project (EATTFP) to recommend to SCTIFI to take note:

- a) of the progress made in developing an EAC OSBPs Performance Measurement Guide; and
- b) of the pending work to finalize the development of the EAC Performance Measurement Tool

Signed at Dar es Salaam by the Leaders of Delegation this 28th Day of July, 2017.

Mr. Armstornng Turyakira
Supervisor Customs
Uganda Revenue Authority
Republic of Uganda

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Theophile Ngabonziza
Customs Senior Manager,
Rwanda Revenue Authority
Republic of Rwanda

.....

Nkurunziza Salvator
Commissioner in charge of Borders,
Migration Department
Ministry of Public Security
Republic of Burundi

.....

John K. Changole
Manager
Customs and Border Control
Kenya Revenue Authority
Republic of Kenya

.....

Dili Richard R. Mikaya
Director General for Administration & Finance,
South Sudan EAC
Republic of South Sudan

.....

Eng. Abdillah M. Mataka
Assistant Director (Economic Infrastructure),
Ministry of Foreign Affairs, & East African Cooperation
The United Republic of Tanzania

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EAST AFRICAN COMMUNITY
ONE STOP BORDER POST TRAINING OF TRAINERS
WORKSHOP

31 August 2017
Arusha, Tanzania

I. Background

1. The EAC has adopted the One Stop Border Post (OSBP) concept as one of the key programmes to enhance trade facilitation in the region. About 15 border crossings have been earmarked for conversion to OSBPs in the East African Community (EAC) and are now at various stages of implementation. In addition, some instruments to support the establishment and operationalisation of these OSBPs have been developed while others are still being finalised. These instruments include the EAC OSBP Act, the EAC OSBP Regulations as well as bilateral agreements between Partner States that are establishing OSBPs along their common borders. Further, a draft Regional OSBP Procedures Manual and the EAC OSBP Training Curriculum have been developed to facilitate implementation of harmonised procedures and training programmes across the region. Japan International Cooperation Agency (JICA), through the Project for Capacity Development for International Trade Facilitation in the Eastern African Region, has been supporting the establishment of the OSBPs at Rusumo and Namanga border crossings between Rwanda and Tanzania and between Kenya and Tanzania, respectively. JICA has also provided support towards the development of various regional instruments.

II. Training of Trainers Workshop

2. Following the finalisation of the EAC OSBP Training Curriculum in 2017, the EAC Secretariat, with support from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the African Union Border Programme (AUBP), convened a Training of Trainers (TOT) Workshop in Arusha, Tanzania, to commence the process of developing local capacity in the region to undertake training activities for OSBP operations. The workshop was held at the EAC Secretariat on 28-31 August 2017. Using the EAC OSBP Training Curriculum, the region expects to develop a critical mass of OSBP experts to implement and manage OSBP operations in the region.

III. Opening of the Workshop

3. The EAC OSBP Training of Trainers Workshop was officially opened by Mr. Kenneth Bagamuhunda, Director General, Directorate of Customs and Trade at the EAC Secretariat. Mr. Bagamuhunda informed the trainees that the EAC OSBP Training of Trainers Workshop was the seed that would help in rolling out OSBP programmes in the region adding that he regretted that OSBP instruments were being developed after construction of OSBP facilities. Nonetheless, Mr. Bagamuhunda reiterated that the OSBP programme was one of the landmark programmes in the integration activities of the EAC. The Director General also recognised the support that the EAC was receiving from development partners, policy organs of the EAC and all other stakeholders in implementing OSBP projects. He reminded the workshop that the requirement for training was paramount now due to the need for harmonised procedures at OSBPs while emphasising that all border agencies should be involved in these training programmes and that border communities should also be sensitised adequately on OSBP matters. Further, Mr. Bagamuhunda underscored the need to expedite the installation of functioning and reliable ICT systems to improve interconnectivity at OSBPs. He also called for the development of an evaluation mechanism to measure the performance OSBPs across the region. The Director General urged all experts working on OSBPs projects the region to establish links between OSBP programmes and other EAC integration programmes such as the Single Customs Territory (SCT) and the promotion of free movement of people.

4. Ms. Aichatou Tamba, GIZ Advisor on Border Management to the EAC, informed the workshop that the EAC OSBP programme was in line with the African Union (AU) programme on borders and that the AU relies on regional economic communities such as the EAC in advancing the continental integration agenda. GIZ is providing support towards implementation of the African Union Border Programme (AUBP) at the EAC.

IV. Training Team

5. The TOT workshop was organised by Mr. Stephen Analo, Customs Training Expert at the EAC Secretariat with support from the EAC GIZ AUBP. The key facilitators and resource persons comprised Mr. Sydney Chibbabbuka, JICA OSBP Operations Specialist, Ms. Jackline Murekatete, OSBP Programme Manager, Trademark East Africa (TMEA) and Mr. Juma Patrick Wakhungu, Senior Assistant Director, Productive, Ministry of Labour and East African Affairs, Republic of Kenya. The other trainers included Mr. Jonathan Sessanga, Customs ICT Expert at the Secretariat and Mr. Martin Ojok, Authorised Economic Operator (AEO) Project Coordinator at the EAC Secretariat.

V. Programme of Activities

6. The programme of activities of the TOT workshop covered the following topics (i) Introduction to training techniques (ii) AUBP Programme (iii) Regional Integration in the EAC (iv) Introduction to OSBPs (v) Introduction to OSBP Legal Framework (vi) OSBP Procedures (vii) SCT and AEO Programmes (viii) Border Security and Disaster Management (ix) Coordinated Border Management (x) OSBP Support Programme and (xi) OSBP ICT Systems. The full programme of activities is attached as **Annex I**.

VI. Participants

7. There were nine trainees drawn from the following Partner States (i) the Republic of Kenya – 3, (ii) the Republic of Rwanda – 2, (iii) the Republic of South Sudan – 1, (iv) the United Republic of Tanzania – 2 and, (v) the Republic of Uganda – 1. There were no participants from the Republic of Burundi. The participants were all from Customs agencies, Immigration and the ministries responsible for regional integration. There were only two women trainees. Of all the participants, only one trainee from Tanzania had participated in previous training activities conducted by JICA under the Project for Capacity Development for International Trade Facilitation in the Eastern African Region. The full list of participants is attached as **Annex II**.

VII. Proceedings

8. The training methodology involved a combination of presentations by facilitators and plenary discussions to explain the theoretical components with examples from on-going projects. Question and answer sessions also helped to deepen understanding of the subjects and provided opportunities to trainees to seek clarity on OSBP related technical matters.

9. Mr. Analo led the session on training techniques. This presentation focussed on helping trainers in enhancing their presentation skills in order to have greater impact on the trainees. Some of the key techniques included the importance of preparing for training activities, the need to familiarise with the training room and facilities prior to the training activity, dress code, voice projection, presentation postures, use of ice breakers, interpersonal skills to make the trainees comfortable, evaluation techniques, etc.

10. In order to set the context for follow up discussions on the OSBP concept, the session on training and presentation techniques was followed by a presentation on the historical process of the EAC integration, the legal framework for regional integration and free movement of persons and an overview of the main transport corridors in the region. This session also covered the rationale for establishing OSBPs, the models and benefits of OSBPs. All the three key facilitators participated in delivering this session.

11. Mr. Chibbabbuka then proceeded to cover the session on the Legal Framework for OSBP operations in the EAC. The main objectives of the session were to familiarise the trainees with the core provisions of the EAC OSBP Act, the EAC OSBP Regulations and the bilateral agreements that have been signed by various pairs of EAC Partner States. This session also included a detailed discussion of the OSBP principles.

12. The session on the Legal Framework was followed by a comprehensive presentation on OSBP Procedures by Ms. Murekatete. This presentation was largely based on the draft EAC OSBP Procedures Manual. The facilitator informed the participants that the draft OSBP manual was designed to facilitate uniform interpretation and application of the EAC OSBP Act, 2016 and the EAC OSBP Regulations, 2017. She added that the procedures were intended to take into account the variations of OSBP facilities and circumstances as well as to cater for specific procedures for operations unique to particular pairs of adjoining Partner States. She further reminded the trainees that the manual only applies to OSBPs covered by road transport operations at internal borders in the EAC.

13. This session also included a brief overview of the EAC single Customs Territory (SCT) and how this pillar of the EAC Customs Union affects OSBP operations. Ms. Murekatete reiterated that it was important for officers from all border agencies to understand the SCT concept because of the implications the notion has on border formalities and procedures for the clearance of goods in the region. Within the same session, Mr. Ojok of the EAC Secretariat presented a summary of the EAC AEO programme. He explained the objectives and achievements of the AEO programme and how it would affect cross border movement of goods in the region. He called on all the trainees to support the programme as part of the wider trade facilitation activities to complement efforts towards achieving efficient OSBPs.

14. Ms. Murekatete also made a presentation on Border Security and Disaster Risk Management. The key discussion points in this session included border security, security of cargo and vehicles, protection and referral of vulnerable groups, disaster risk reduction i.e. border management during humanitarian crises, health, sanitation and safety measures. The aim of the session was to ensure that the trainees appreciate and understand border security preparedness, the traffic management process at OSBPs as well as the necessary health, sanitation and safety measures at OSBPs.

15. The session on Border Security and Disaster Risk Management was immediately followed by a presentation on Coordinated Border Management (CBM) by Mr. Chibbabbuka. The key highlights from this presentation included a comparison between CBM and Integrated Border Management (IBM), the three levels of coordination (i.e. intra-service cooperation, inter-agency cooperation and international/inter-state cooperation), importance and mechanisms for joint operations, mechanisms for sharing and exchanging information and intelligence, communication levels and modalities and the importance of involving border communities in OSBP matters as well as the use of ICT systems to enhance coordination and cooperation at borders.

16. Mr. Sessanga explained the role of ICT in achieving efficient OSBP operations, He highlighted the current status and challenges of ICT systems at operational OSBPs and added that the EAC Secretariat did not have a specific programme for addressing ICT issues at OSBPs but that the trade and Customs regional programmes coordinated by the EAC Secretariat were more focussed on Customs issues at OSBPs.

17. Mr. Wakhungu made a presentation on support programmes for implementing successful OSBP operations. His presentation included topics such as ethics and integrity, public relations and diplomacy in the context of OSBPs. Mr. Wakhungu highlighted the role of diplomacy in promoting interpersonal relations among officers of adjoining Partner States at OSBPs. He advised the trainees to explain the importance of embracing diplomatic tactics when serving at OSBPs in order to promote the images of their countries. Some of the values and qualities that participants were encouraged to adopt included truthfulness, decorum, respect, calmness, patience and perseverance, sympathy, humbleness, use of appropriate language, hospitality and prudence when executing their functions at border crossings.

VIII. Observations and Recommendations

- a) The facilitators observed that most of the officials that attended the TOT workshop had not been involved in previous training activities at OSBPs and hoped that the Partner States will be consistent in their nominations of officers to participate in follow up OSBP TOT or similar programmes;
- b) The trainees did not have reference materials during the workshop. The EAC Secretariat promised to send the materials to the trainees after the workshop;
- c) There might need to consider developing a separate capacity building programme for South Sudan on the implementation of OSBPs and other trade facilitation programmes as part of the process to expedite the integration of the country into the EAC;
- d) The workshop was positively interactive and exploratory;
- e) Having several facilitators helped to share experiences to the benefit of the trainees; and that
- f) The participants appreciated receiving certificates of participation.

IX. Closing

18. Mr. Martin Ojok, the Coordinator of the EAC AEO Project, on behalf of Mr. Kenneth Bagamuhunda, Director General, Directorate of Customs and Trade, closed the first EAC OSBP TOT workshop. Mr. Ojok thanked the facilitators for sharing their knowledge and reminded the participants that successful implementation of the OSBP programmes in the region would depend on their skill and commitment. He also noted that developing a pool of trainers on OSBP operations would help the region in harmonising the application of OSBP procedures across the region. Lastly, Mr. Ojok presented certificates of participation to all trainees and certificates of recognition for exemplary contribution to the implementation of OSBP programmes in the EAC to the three key resource persons.

Annex I – Training of Trainers Workshop Programme of Activities

One Stop Border Posts Training of Trainers Workshop

28th to 31st August 2017

Programme of Activities

Arrival at Venue and Daily Recap 8.30 – 9.00 hrs							
DAY	9.00 – 10.30	10.30 11.00	11.00 – 13.00	13.00 14.00	14.00 – 15.30	15.30 16.00	16.00 – 17.30
1	<ul style="list-style-type: none"> Opening ceremony Objectives of the Course Outline of the OSBP Curriculum <i>S. Analo</i> <i>Aicha Tamba</i>	H E A L T H B R E A K	Introduction to training techniques	L U N C H	<ul style="list-style-type: none"> Introduction to training techniques <i>Continues</i> <ul style="list-style-type: none"> African Union AUBP Programme <i>Aicha Tamba</i>	H E A L T H B R E A K	Regional Integration in EAC
2	Introduction to OSBP		Introduction to OSBP Legal Framework		OSBP Procedures		OSBP Procedures
3	OSBP Procedures		<ul style="list-style-type: none"> Single Customs Territory Authorized Economic Operator <i>Martin Ojok</i>		Border Security and Disaster Risk Management		Border Security and Disaster Risk Management
4	Coordinated Border Management		OSBP Support Programme		<ul style="list-style-type: none"> OSBP ICT Systems <i>J. Sessenga</i> <ul style="list-style-type: none"> Learning Log Course Evaluation <i>Aicha Tamba</i>		Closing Ceremony
	<i>Sydney Chibbabbuka & Jackline Murekatete</i>	<i>Sydney Chibbabbuka & Jackline Murekatete</i>	<i>Sydney Chibbabbuka & Jackline Murekatete</i>	<i>Sydney Chibbabbuka & Jackline Murekatete</i>	<i>Sydney Chibbabbuka & Jackline Murekatete</i>	<i>Sydney Chibbabbuka & Jackline Murekatete</i>	<i>Sydney Chibbabbuka & Jackline Murekatete</i>

TITLE: ONE STOP BORDER POSTs (OSBPs) TRAINING OF TRAINERS COURSE IN ARUSHA, TANZANIA							
PLACE: EAC HQ							
ATTENDANCE LIST FOR DATES: 28TH TO 31ST AUGUST 2017							
Number	Name & Title	Country/Institution-Ministry or Department	Contact	Signature			
				DAY ONE	DAY TWO	DAY THREE	DAY FOUR
1	EDNA CHUKU	MINISTRY OF FOREIGN AFFAIRS & EAC	+255 717 100980				
2	George John	TANZANIAN REVENUE AUTHORITY	+255 758407407				
3	UKIBIHO STEPHAN	DGTR - Rwanda	+256 783607834				
4	BOSASO Jea d'A...	RRA/C. Hum	+256 788481676				
5	WAKHUNGU JUMA	MEAC-SDFACI KE	+254 72488084				
6	Murekatete Jaelie	TMEA	+250 788389013				
7	SYBBIYIYI CHIBBABROKA	JICA	+26 0978940475				
8	Manut chol Atem	Customs	+211955453054				
9	John Changole	Customs	+254 721425776				
10	ALFRED KI TOLA	SDFACI - KENYA	+254 730822002				
11	KWEHANGANA JULIUS	URA - Uganda	+256 787587				
12	Munyampundu Swick	EACS	+257 762593716				
13	Stephen Analo	EACS	+255 788462217				
14	Ai'chateu Tamba	GIZ					
15	Pauline Kikuyi	SDFACI - KEN	+254 718625380				
16	Manut chol Atem	Customs	+211955453054				
16	Jonathan SESSANKA	EAC					