

Summary of Terminal Evaluation Results

1. Outline of the Project	
Country: The Republic of Botswana and the Republic of Namibia	Project title: The Project for the Establishment of the One Stop Border Post between Botswana and Namibia at Mamuno/Trans Kalahari Border Post
Issue/Sector: Private Sector Development, Trade Investment Facilitation	Cooperation scheme : Technical Cooperation Project
Division in charge: Industrial Development and Public Policy Department	Total cost (at the time of Terminal Review): 180 million Japanese Yen
Period of Cooperation	R/D: 2010.10~2013.10 (Namibia has joined since 2011.9.)
	Main Counterpart: Botswana United Revenue Service (BURS), Namibia Customs and Excise (NCE)
	Supporting Organization in Japan: Japan Customs
	Other Related Cooperation: -
1-1. Background of the Project	
<p>Trans Kalahari Corridor (TKC) which crosses over the three countries in Southern Africa, connecting from the Port of Walvis Bay in Namibia in the West, passing through Botswana, up to Johannesburg in South Africa, recently attracted increasing attention as a cost and timely effective route for trades between North America/Europe and Southern Africa. The Durban Bay that is located in the eastern part of South Africa had been serving as a primary trade hub in the Southern Africa since the Old Days. However, the Durban Bay became always over-crowded; hence the alternative route by utilizing Walvis Bay and TKC reaching to Botswana becomes more economical. As a result, the value of Walvis Bay went up as an alternative logical option and its expansion plan has been in place.</p> <p>By increasing the capacity of the Walvis Bay, the transport volume of TKC (the number of commercial cargo traffic was 18,043 in 2008) is estimated to increase by 14% at minimum annually (compared to 2008). Therefore, it is necessary to improve the operational procedure more efficiently at the borders to facilitate the transport and logistics chain. Hence, Botswana, Namibia and South Africa, which are the relevant countries of TKC, agreed to introduce One Stop Border Post (OSBP) to make export and import operational procedures at once (Mamuno/Trans Kalahari at the border of Botswana and Namibia; Pioneer Gate at the border of Botswana and South Africa).</p> <p>Under such environment, the Government of the Republic of Botswana (hereinafter referred to as “Botswana”) agreed with the Government of Republic of Namibia (hereinafter referred to as “Namibia”) to introduce OSBP at Mamuno/Trans Kalahari border in 2005. Both governments plan to replicate the model of Mamuno/Trans Kalahari to other borders. However, both countries did not have any experience in introducing OSBP in Southern Africa; they requested the Government of Japan for the assistance.</p> <p>Upon requests from the both GoB and GoN, the Japan International Cooperation Agency (hereinafter referred to as “JICA”) has supported the Botswana Unified Revenue Service (hereinafter referred to as “BURS”) and the Namibia Customs and Excise, the Ministry of Finance (hereinafter referred to as “NCE”), as counterparts (hereinafter referred to as “C/P”), in the implementation of “the Project for the Establishment of the One Stop Border Post between Botswana and Namibia at Mamuno/Trans Kalahari Border Post”(hereinafter referred to as“the Project”). The duration of the Project is three years from October 2010 (Namibia officially joined the Project in September 2011).</p>	

1-2. Project Overview

(1) Overall Goal

An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.

(2) Project Purpose

The capacity of the Botswana and Namibia Customs administration and that of stakeholders¹ are enhanced to enable them to properly operate the OSBP system.

(3) Outputs

- 1) The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the stakeholders.
- 2) Appropriate knowledge to properly operate the OSBP is acquired by the concerned Customs officers and the stakeholders.
- 3) The capacity of the Customs officers to properly conduct operational and technical Customs procedures is enhanced.

(4) Inputs (as of March 2013)

Japanese side: Total amount of input 180 million yen

Long-term Experts:	A total of 3 persons for 2 posts
Short-term Experts:	A total of 12 persons
Training in Japan:	12 persons
Provision of equipment	Equivalent to 33,900 Thousand Yen
Local Operational Expenses:	Equivalent to 25,200 Thousand Yen

Botswana and Namibia side:

Counterpart personnel :	22 persons
Provision of spaces	Project offices in BURS and NCE

2. Evaluation Team

Members of Evaluation Team	Mr. Koji Oshikiri	Leader	Director, Industrial Development and Public Policy Department, JICA
	Mr. Kensuke Tsuji	Cooperation Planning	Deputy Director, Industrial Development and Public Policy Department, JICA
	Mr. Norikazu Kuramoto	Customs Administration	Deputy Director, Customs and Tariff Bureau, Ministry of Finance
	Ms. Fumiko Iseki	Researcher	Researcher, Global Link Management

Period of Evaluation	Apr.13~ Apr.28, 2013	Type of Evaluation : Terminal Evaluation
-----------------------------	----------------------	---

3. Result of Evaluation

3-1. Project Performance

(1) Outputs

Output1: The operational model of the OSBP for the Mamuno/ Trans Kalahari Border Post is developed and shared with the stakeholders.

The achievement of Output 1 seems to have met the expected level more or less, except the involvement of

¹ Stakeholders include critical public stakeholders such as Departments of Immigration, Police, Veterinary, Roads and the Ministry of Works and Transport, and those in the private sector such as clearing agent (association), trading firms and bank.

external stakeholders.

As for the indicator 1-1 “OSBP operational model,” the developed OSBP Flow Chart, which explained the order of procedure with relevant agencies, was agreed by the both governments of Botswana as well as Namibia, and became the foundation for developing the operational procedure as well as for designing the infrastructure.

As for the indicator 1-2 “Seminars held for building consensus of an OSBP,” the Project conducted (1) Japan Custom seminar (2) OSBP seminar targeted Customs Officers at the border and (3) OSBP seminar targeted relevant governmental agencies at the border. A total of 108 participated in three seminars. (The data for the level of understanding was not collected by the Project.)

As for the indicator 1-3 “Seminar for disseminating operational model of the OSBP,” OSBP Flow Chart was explained in the above OSBP seminar targeted for the relevant governmental agencies.

Apart from indicators, the Project conducted Study Tour in Thailand and Chirundu benchmark mission which deepened the understanding of relevant governmental agencies including Offices of Attorney General. Furthermore, the infrastructure meeting has strengthened the existing coordination mechanism with relevant governmental agencies and served as a platform to lead the development of Master Plan.

However, the Project has not succeeded in reaching out to those in private such as clearing agents, trading firms and banks as indicated in PDM. In addition, there is a still room to ensure disseminating OSBP concept for all Customs officers at Mamuno/Trans Kalahari post.

During Regional Joint Coordinating Committee (RJCC) upon the result of Terminal Evaluation being shared, the Commissioner of BURS pointed out the necessity to develop “OSBP implementation strategy.” One of the reasons which created this gap might be because the Project defines that the development of “OSBP Flow Chart” satisfies “OSBP operational model.” If based on the broader definition of indicator 1-1 “OSBP operational model” which includes the operational implementation plan, the Project might have not achieved the indicator 1-1, which has caused difficulties to determine the achievement level of Output 1 among the Project members.

Output2: Appropriate knowledge to properly operate the OSBP is acquired by the concerned Customs officers and the stakeholders.

The concerned Customs officers and the stakeholders have not developed the capacity, and not ready to operate the OSBP. Hence, the achievement level of Output 2 is limited at the time of Terminal Evaluation.

As for the indicator 2-1 “the OSBP operational manual,” BURS/NCE proposed the 12 necessary categories. After the Japanese expert drafted 6 areas which do not most likely require the establishment of the legal aspects, infrastructure and ICT, he has requested the comments to BURS/NCE. At the time of Mid-Term Review, it was agreed to establish the Technical Team (TT) to develop OSBP operational manual jointly; TT was not functional due to lack of communication.

As for the indicator 2-2 “the training for customs officers and for the stakeholders,” the Project could not conduct any training on the OSBP operational procedure, since it was impossible to implement the trial on the partially developed OSBP manual (Joint Border Management) due to the legal constraints. While the Project conducted the trainings for the provided equipment, the X-ray scanner and the forklift have not been

utilized as expected.

Output3: The capacity of the Customs officers to properly conduct operational and technical Customs procedures is enhanced.

Although the Project could not succeed in responding to the all training needs submitted by BURS/NCE, Output 3 mostly meets the expected level of the achievement.

As for the indicator 3-1 “the result of baseline survey,” the Project conducted the assessment on the actual situation at the border. The average Customs procedure at Mamuno side was 7 mins (23.2% of total procedure) and 31mins 3 sec. on Trans Kalahari side (32% of total). The Project did not conduct the capacity assessment on Customs officers, while BURS/NCE submitted the list of training needs.

As for the indicator 3-2 “Workshop for technical subjects,” the Project conducted a total of 9 trainings which consisted of 4 series (3 series in each country and 1 series jointly) of Harmonized System (HS) Training of Trainers (TOT) and of 1 series of Customs Valuation TOT (1 series in each country). A total of 187 participated (accumulative number) in the above 9 trainings. Out of them, 25 Customs officers were trained as HS trainers.

As for the indicator 1-3 “the Workshop for (general) operational procedure,” the Project conducted 2 follow-up RM trainings in which a total of 12 (accumulative number of 23) participated, subsequent to the Risk Management (RM) training in Japan.

As for the indicator 3-4 “Action Plan,” the Project developed the one for HS and conducted 34 domestic training (BURS 13; NCE 21times) through which 413 officers (BURS:176, NCE:237) have been trained (equivalent to approximately 32.6%, 30.8% of the total Custom officers² respectively). In addition, a few BURS participants conducted trainings for clearing agents with their own initiatives (reported as about 30 – 40 agents). On the other hand, the Project did not develop any action plan for RM and Customs Valuation. RM participants from BURS intended to conduct RM training at the major field offices but not managed due to the budgetary constraints in 2012. From the area which does not require any budget, they are planning to start conducting RM training for relevant departments at HQ in May. As for Customs Valuation, the Japanese expert reported that the level of participants was not yet sufficient to be trainers; therefore it is necessary to focus on the basic training to build their foundation.

The above trainings contain the effective ideas which were well accepted by the participants:(1) the case study made participants think by themselves and contained the opportunities for the presentation; also as a result of implementing domestic trainings, HS trainers reported to have developed the sense of confidence in presentation; (2) NCE appreciated to have HS resource persons in each regional office now; (3) participants from BURS also recognized the importance on HS domestic trainings and requested the managers to continue conducting those; (4) the continuity of HS TOT and combining domestic trainings was reported as effective for the information flow and for the learning; (5) the joint trainings with BURS and NCE were also appreciated, especially in the sense of experience sharing.

The trainings have produced positive effects, while there were some limitations on the effectiveness as

² The number of BURS Custom officer is 540, while 769 for NCE.

following: (1) On NCE side, most of the participants that received HS TOT were changed from 1st to 2nd TOT; (2) None of the NCE staff from newly established RM section could participate in RM training, because RM training commenced prior to the establishment of RM section; (3) Trainings did not include all the officers at Mamuno/Trans Kalahari border posts; (4) Participants did not adequately impart the knowledge gained at the trainings with the office colleagues; (5) all the above trainings did not collect the data to assess the level of understanding which is set as the indicator.

(2)Project Purpose

The capacity of the Botswana and Namibia Customs administration and that of stakeholders are enhanced to enable them to properly operate the OSBP system.

In addition that the Project did not achieve Output 2 which is the core of the Project, 2 out of 5 indicators were not suitable and the Project did not archive other 2 indicators. Therefore, the achievement level of Project Purpose is limited at the time of Terminal Evaluation.

As for the indicator a. “Operational procedures are introduced and performed properly according to the manual...”and the indicator d. “the ratio of offense cases that occurred at the OSBP” should have been the indicators for the Overall Goal, therefore not suitable for the Project Purpose level. As for the indicator b. “No. of times the customs administrations provided advice...to the customs agents association” and the indicator c. “ratio of errors found in declaration documents submitted from the customs agents,” the Project did not succeed in reaching out to clearing agents (association) yet, therefore these indicators were not achieved. On the other hand, through the questionnaires prepared by the Project for the Terminal evaluation as well as the interviews, it is found out that a few BURS participants conducted training on HS 2012 amendment to clearing agents with their own initiatives. As for indicator “e”, skills acquired through the trainings are applied to daily operations.

One of the aspects which might have hindered the achievement of the Project purpose is that the common understanding of the definition on the Project purpose was not established. Due to its unclear understanding, the Project ended up touching on the various aspects which might have diluted the efforts. Another aspect was that the scope of the Project was expanded by including the relevant governmental agencies and private sectors, but it was not clearly reflected in the indicators “whose and what capacity to be enhanced up to which level.” This may have become the reason why the CP could not realize the necessity to develop the OSBP implementation strategy until the stage of Terminal Evaluation. If taking the broad definition of the OSBP operational model, the Project should have added the necessary activity under Output 1, or if taking the current definition of the OSBP operational model as “OSBP flow chart”, the Project should have added new Output 4 to make TOR of each stakeholder in introducing OSBP operational model and to make the action plan for all the relevant stakeholders at the border.

3-2. Summary of Evaluation Results

(1) Relevance

Relevance of the Project is high in terms of the policies and the needs of the governments of Botswana (GoB), Namibia (GoN) and Japan (GoJ). On the other hand, there is the limitation for the strategy of the Project, which influences on the effectiveness, efficiency and sustainability.

The policies of GoB/GoN

As members of Southern African Development Community (SADC) and Southern African Customs Union

(SACU), both governments prioritize the introduction of the OSBP at Borders as a part of regional economic integration.

The policy of GoJ

The Project matches the assistance policy of the Japanese Government including the establishment of regional corridors for trade facilitation as well as the commitment of Tokyo International Conference on African Development (TIVAD) IV. In addition, to build the foundation for economic development, the Project is set as a JICA's priority area of development assistance both in Botswana and Namibia.

Need of BURS and NCE

In addition to obtain the necessary capacity in OSBP operational areas, the Project meets the needs of BURS and NCE to enhance their capacity of Customs administrations for the proper operation, as the capacity building is included as a part of their annual plan.

Appropriateness of the Project design

The establishment of the legal aspect must have been the pre-condition for the Project. In addition, the establishment of ICT and infrastructure design should have been considered as important assumptions for the Project activity of developing procedure. Furthermore, the simultaneous initiation of the Project with two countries was desirable.

(2) Effectiveness

Since Output 2 is less likely to be achieved by the end of the Project, the prospect of achieving the Project Purpose is low. Therefore, the effectiveness is limited.

Especially, as mentioned above, important assumptions such as legal framework, ICT and designing of infrastructure has hampered the activities such as the development of the OSBP operational manual and the implementation of trials which were expected to contribute to the Output 2.

The Project Purpose was not clearly defined, nor were the indicators. The common understanding of the Project Purpose was not established. This might have allowed the Project efforts to spread over to various components. Moreover, when the Project scope was enlarged to include the stakeholders at the time of Mid-Term Review, the Project should have made redefinition of OSBP operational model as well as indicators, added any necessary activities. Furthermore, the activity to enhance the basic capacity of clearing agents (association) as set as indicators of Project Purpose was not sufficiently indicated in PDM.

(3) Efficiency

The efficiency is not high. Output 2 has not been achieved, the main provided equipment has not been utilized as expected, and training participants from NCE were not fully utilized as resource persons. Furthermore, a local consultant was not assigned at Namibia side as a Project focal person although it was planned in the ex-ante evaluation. Moreover, the necessary activity and inputs could have been added at the time of Mid-Term Review when the Project scope was enlarged.

There were more factors which lowered the efficiency than the one enhanced.

The factors improved the efficiency:

- a. A JOCV assisted in the Project providing the training of forklift-truck.
- b. The approach of RM training, which was consisted of the training in Japan first followed by the theoretical and technical trainings, enabled the participants to understand the benefits of RM and

motivated their theoretical learning.

Constraints on the efficiency:

- a. The Japanese expert was not utilized sufficiently as expected, due to the legal constraints
- b. The difficulty in communication has influenced on the development of the Project particularly in the following aspects: (1) the Technical Team for manual development was not functional; (2) the provided equipment (the fork-lift) has not been utilized sufficiently; (3) NCE participants of HS TOT were changed from the 1st to 2nd session.
- c. The Project Directors and the Project focal point of BURS were absent for certain period, and the Project focal point of NCE was changed.
- d. None of the NCE staff from newly established RM section could participate in RM training, because RM training commenced prior to the establishment of RM section.
- e. It was difficult to utilize the experience in the Project for Capacity Building for the Customs Administrations of the Eastern African Region as expected.
- f. As a nature of OSBP Project, the decision making requires longer time than the usual Project, since the involvement of various governmental agencies over the two countries is essential. The assignment of an expert with the TOR of the coordination was desirable.

(4) Impact

Overall Goal: An OSBP is introduced and managed at the Mamuno/ Trans Kalahari Border Post.

The impact of the Project is relatively high, as the Project supported the development of the legal aspects and the preparation of infrastructure planning, as a result the prospect to archive Overall Goal has become within the reach. However, it is not the direct effect of the Project, since the prospect of achieving Project Purpose is low. Therefore, BURS and NCE need to continue making efforts to build the capacity of OSBP operational procedures by monitoring the development of external factors.

Other positive effects produced by the Project are as follows:

- a. The Chirundu benchmark mission contributed in the development of bilateral negotiation.
- b. By organizing the infrastructure meeting, the Project enhanced the existing coordination mechanism and led the development of Master Plan.

(5) Sustainability

A certain level of sustainability is expected if the technical aspects on introducing OSBP are secured.

Policy environment

Both governments plan to replicate the operational procedure at Mamuno/Trans Kalahari Border Post as a model for other border posts when introducing OSBP. Therefore, the sustainability on political environment is high.

Technical aspects

Since the trial of partially developed manual was not possible, the Project could not conduct any actual technical training on introducing OSBP; hence the sustainability of OSBP operational procedure is low. On the other hand, the skills obtained through general Customs administration training (HS, RM, Customs Valuation) are utilized in daily operation of the participants. If these individual skills are shared with other colleagues, it is expected to be transformed to be the institutional capacity. Yet, the gap to be filled in NCE because the staff in newly established RM section could not participate in RM training. Furthermore, BURS raises concern on the maintenance aspects of X-ray scanners as it has not been operational.

Financial aspects

Both BURS and NCE have budgeted for infrastructure development at Mamuno/Trans Kalahari border post, the amount for BURS has not been approved yet, while NCE has already approved 10 million NAD (equivalent to about 110,000,000 JPN). BURS and NCE also allocated the budget for developing OSBP Procedure of 400,000 Pula (equivalent to about 4,900,000 JPN) and 103,000 NAD (equivalent to about 1,100,000 JPN) respectively. Since the entire budget for introducing OSBP has not been made clear, it is not certain how much ratio the above budget occupies; the financial commitment has been shown for the Project's related activities. The budget for maintenance of provided equipment also needs to be ensured. As for trainings for general Customs operations, both administrations are expected to allocate budget for continuing HS domestic training and the similar training for RM as well.

3-3. Factors promoting the realization of effects

(1) Factors concerning to the Planning

a. The Project contains the Output where the Japanese competitive advantages can be demonstrated (practical training on Customs administration).

(2) Factors concerning to the Implementation Process

a. Various effective ideas were contained in the training under Output3 (the continuity of HS TOT and domestic training, the order of RM training in Japan and the follow-up training, practical curriculum, joint training, TOT mechanism, initiatives by BURS and NCE).

b. The Chirundu benchmark mission supported the process of bilateral negotiation.

3-4. Factors inhibiting the realization of effects

(1) Factors concerning to the Planning

a. The establishment of legal aspects were not set as pre-condition.

b. The establishments of ICT and infrastructure design were not set as the level of important assumption for the activity of developing OSBP operational procedure.

c. The Project did not start with two countries at the same time.

(2) Factors concerning to the Implementation Process

a. The absence of key personnel (BURS commissioner, BURS Project focal point, local Project officer on Namibia side) influenced on the decision making.

b. The difficulty in communication affected on the development of the Project. Moreover, if the Project had made more active efforts, the development of ownership on CP could have been higher than the one at the current stage.

c. At the Mid-Term Review, the Project scope was enlarged to include stakeholders. Therefore, the involvement of relevant governmental agencies became essential. The coordination for decision making requires more time; but the necessary activity and the inputs were not added. Furthermore, the amendment of the Project scope was not reflected in the indicators of Project Purpose.

3-5. Conclusion

Regarding the relevance, the needs and the policies of GoB, GoN and GoJ were met, while the the Project design had a certain shortcoming, which influences on the effectiveness, efficiency and sustainability. The Project could not complete the core part of the Project, the development of manual and training on OSBP procedure. As a result, the effectiveness is limited. The efficiency of the Project was not high. The Project created some impact, succeeded in gaining the understanding of the stakeholders on OSBP and supported the process of bilateral negotiation. In addition, by organizing the infrastructure meeting, the Project

contributed to set the direction to develop the infrastructure master plan. As a result, the introduction of OSBP at Mamuno/Trans Kalahari post, the overall goal, has become within the reach. In terms of sustainability, it is expected that both BURS and NCE continue putting efforts to realize the necessary requirement to introduce OSBP. In addition, both Administrations are expected to continue domestic trainings so that the training effects will be sustained and institutionalized.

Overall, the Project enjoyed good relationship between BURS, NCE and JICA, by trying to overcome the challenges together. Although the Project Purpose was not achieved, the Project succeeded in gaining the momentum to kick off the introduction of OSBP in both countries, and in enhancing the basic capacity of Customs administration.

4. Recommendations and Lessons learned

4-1. Recommendations

Although the improvement can be seen in the important assumptions which have influenced on the development of the Project, it is still difficult to foresee the implementation of the Project as expected; therefore, the Project will end as planned 3 years and further progress and sustainability of outputs would be monitored. After the terminating of the Project, the preparation is recommended for starting Phase 2 Project when the pre-condition and important assumptions become feasible, and when the needs of BURS/NCE and the direction of Japanese assistance meet.

For the remaining period of the Project

To the Project (both Japanese, Botswana and Namibian sides)

1. Ensure Customs officers at Mamuno/Trans Kalahari border posts are trained on OSBP
2. Conduct OSBP seminar for external stakeholders such as clearing agents at Mamuno/Trans Kalahari border posts by BURS/NCE Customs officers. The Japanese expert will assist when necessary.
3. Establish the Technical Team (TT) to develop the OSBP manual for Customs officers as well as for external stakeholders. A Japanese expert will advise on the technical aspects as necessary. The manual should cover OSBP procedures, equipment utilization and maintenance, ICT, etc.
4. Conduct a survey on the processes flow and the capacity of entire border agencies including clearing agents at Mamuno/Trans Kalahari border posts to see the effect of the Project (endline) as well as to obtain the baseline data for introducing OSBP.
5. Set the criteria of HS training participants in Japan by planning how to ensure the utilization of the individually acquired skills to be institutionalized.
6. When conducting workshops as well as trainings, evaluation tools should be used to gauge the understanding of participants. The feedback from those evaluation exercises should be utilized for the improvement of the next sessions.

To BURS and NCE

7. Look into the measures to continue HS domestic training as well as to conduct the similar internal trainings for RM and Customs Valuation. Endeavor to ensure that Customs officers from Mamuno/Trans Kalahari borders benefit from the trainings.

8. Issue attendance certificates to all trainees. Recognition certificate will be given to successful trainers by setting a certain standard.

To JICA

9. Engage a consultant to develop the manual for the remaining categories if BURS/NCE submits a necessary draft TOR by May 10th 2013. JICA to provide comment on TOR by May 17th³.

To MOFDP and Office of Attorney General

10. Accelerate the finalization of the OSBP Bill and Bilateral Agreement.

The Way forward after the termination of the Project

During RJCC upon the result of Terminal Evaluation being shared, BURS commissioner who is the Project Director, raised the necessity to develop “OSBP implementation strategy.” Therefore, he requested to include it into TOR of a consultant planned to be hired for developing OSBP manual.

4-2. Lessons Learned

To introduce OSBP

1. In order to ensure the effectiveness and the efficiency of the OSBP Project, it is necessary to examine the pre-conditions and important assumptions thoroughly prior to the initiation of the Project.
 - a. The establishment of legal aspects is the pre-condition for supporting the other aspects, especially the development of the operational procedure.
 - b. Development of ICT and infrastructure should be considered to be factors influencing the development of the operational procedure.
 - c. Simultaneous initiation of the Project with two countries is desirable.
2. It is essential to consider the involvement of relevant governmental agencies at strategic and operational level as well as private sector by utilizing the existing coordination mechanism.
3. The study visit to an existing OSBP site can be effective to gain the understanding on the new OSBP concept.
4. It is more effective and efficient to create synergies with other on-going Projects and Programs.

³ During RJCC upon the result of Terminal Evaluation being shared, BURS and NCE wished to complete OSBP manual as possible. Therefore, the members of RJCC clarified the TOR of Technical Team (TT) and formulated the Action Plan (please see Annex 13 of Joint Evaluation Report). On the other hand, due to the time constraints for the remaining period of the Project and due to the custom where a manual development is often entrusted to a consultant, the employment of consultant was requested. However, the expertise which BURS and NCE requested differed, such as the one for user-friendly aspect while the other with OSBP experience. Hence, the TT was requested to develop TOR of consultant and submit it to JICA by May 10th. Upon JICA’s comment, if the necessary TOR for hiring consultant is not prepared by May 17th, the condition was agreed that JICA would not be able to hire a consultant due to the time requirement necessary for the procurement process.

For Project Management

5. It is essential to have a clear communication strategy to ensure the effective implementation of the Project. The assignment of dedicated personnel on full-time basis is to be considered for the smooth communication and skills transferred to the dedicated personnel.
6. PDM must be utilized for the Project Management, and the development of the indicators should be jointly monitored by JICA experts as well as CPs.
7. Subsequent to conducting a problem analysis (purpose – means) and to set the Project Purpose, the common understanding of the Project Purpose should be established, terminologies in PDM should be clearly defined, and indicators should be reflected as per the definition.
8. To ensure monitoring the effect of the Project on capacity building, the capacity assessment should be conducted at the beginning and the end of the trainings.
9. Setting of the criteria is desirable when selecting participants by planning how to institutionalize the individual skills acquired through the trainings (feedback seminar, domestic training, a person from designated section, a person from the targeted area as the case of Mamuno/Trans Kalahari border posts etc.).
10. Careful consideration on assigning appropriate experts is desirable when a OSBP Project involves the various stakeholders crossing over two countries as well as those aspects are important in cultivating trust and CP's ownership.
11. The thorough examination on Japanese competitive advantage will be effective when CPs expect an experience OSBP expert.