



Trade Facilitation
Agreement Facility

Project Implementation Grant

Article 7.1 – Pre-Arrival Processing

Kenya

Transforming the PAP model to a
whole of government approach

TFAF/PG/KEN/10

July 2025

Summary

WTO TFA linkage	Art. 7.1 – Pre-Arrival Processing (in combination with Art. 7.4 - Risk Management)
Title	Transforming the PAP model to a whole of government approach
Specific objective (outcome)	Kenyan authorities have the capacity to process most shipments using the PAP procedure
Outputs	<p>Output 1: A multi-agency coordination mechanism (PAP Multi-Agency Coordinating Group (PAPMAG))</p> <p>Output 2: Standard Operating Procedures (SOP) for pre-arrival processing of maritime and air cargo, including express</p>
Beneficiaries	State Department of Trade Kenya Revenue Authority and partner government agencies
Political Partner Contact Point	State Department for Trade Daniel K. Wachira Kenya National Trade Facilitation Committee secretariat. Ministry of Investment, Trade and Industry P.O. Box 30430-00100 GPO NAIROBI TELEPOSTA TOWERS-19th floor Email: daniel.wachira@trade.go.ke alternate email: wachiradk@gmail.com Tel: +254723155899, +254734916612
Technical Partner Contact Point	
Duration	24 months
Amount	The total amount is 192'645 USD, whose breakdown is 139'645 USD of TFAF grant and 53'000 USD of in-kind contribution by the Kenyan Government.
Implementing partner	tbd

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I. CONTEXT

1) The implementation of the WTO TFA in Kenya

The WTO Trade Facilitation Agreement (TFA), which entered into force on 22 February 2017, lays out provisions to expedite the movement, release and clearance of goods as well as provisions for institutional cooperation between Customs administrations and among border authorities. It also contains provisions for technical assistance and capacity-building (TACB) to facilitate the implementation of the provisions of the WTO TFA by the WTO Members.

Kenya is a member of the East African Community (EAC) and East Africa's largest economy. The EAC share a common Customs law, the East African Community Customs Management Act (EACCMA), and a common Customs border of the single Customs territory.

Kenya ratified the TFA on 10 December 2015, with the National Trade Facilitation Committee (NTFC) established on 16 September 2016 by the Cabinet Secretary responsible for International Trade. The NTFC consists of 59 members both from public and private sector. The Principal Secretary for the State Department for Trade in the Ministry of Industry, Trade and Co-operatives is the chair of the NTFC together with the CEO of Kenya Private Sector Alliance (KEPSA). On 22 October 2019 Kenya notified 23 Category C measures including Article 7.1, notifying a definitive date for implementation of 30 June 2026.

The NTFC has four thematic working groups, on Customs procedures led by Kenya Revenue Authority (KRA) on transparency and information led by Kentrade, on rules and regulations led by the State Department for Trade and on the Mombasa Port Charter led by the Shippers Council of Eastern Africa. The implementation of Art. 7.1 on pre-arrival processing is assigned to all four thematic working groups of the NTFC. The NTFC has set-up work programmes and budgets for all four thematic working groups prioritising and identifying deliverables, while harmonising the TFA implementation with other EAC member states.

The NTFC had adopted a planning document for the period 2017-2020. This workplan was designed to serve as a basis for engagement with development partners and for fundraising. It covered activities foreseen in view of the implementation of Article 7.1. In 2020, when this document was updated, pre-arrival processing was recorded as 'partially implemented'.

2) Alignment with TFAF strategic objectives

The WTO Trade Facilitation Agreement Facility (TFAF) has the objective to assist developing and least-developed WTO Members matching their TACB needs for Category C measures with donors and development partners' support. Through the grant program, TFAF supports projects whose aim is to fill capacity gaps and address lack of capacity or resources for the implementation of the TFA, ensuring developing and least-developed WTO Members' compliance with the Agreement.

In June 2023, the Kenya National Trade Facilitation Committee (NTFC), requested support from the WTO TFAF to identify a development partner for assistance and capacity building related to Article 7.1 Pre-Arrival Processing (PAP). The Trade Facilitation Agreement Facility (TFAF) circulated an expression of interest on 14 June 2023, but no development partner stepped forward with a proposal to assist Kenya.

Following bilateral discussions between TFAF and Annex D organisations including the WCO and the World Bank and the GIZ Kenya, the State Department for Trade (Kenya), in collaboration with the NTFC launched an application for a Project Preparation Grant (PPG) from the TFAF on 20 June 2024. The PPG was approved end 2024. From 19 to 23 May 2025, an assessment mission took place in Nairobi analysing the current situation and determining the feasibility and potential areas of intervention for a technical assistance project aimed at building the capacity for pre-arrival processing for at least two modes of transport (air and sea).

3) Analysis of problem and potential

Kenya has introduced pre-arrival processing (PAP) on the basis of the EAC Customs Management Act (EACCMA) sections 24, 34 and 120. It was rolled out in December 2023 for the Port of Mombasa through a Presidential Directive. The introduction of pre-arrival processing was part of the priority of the President to improve the performance of the port of Mombasa and increase the competitiveness of the business environment. The new Customs declaration processing system, the Integrated Customs Management System (iCMS), introduced into operations starting 2021, supports PAP by accepting a pre-arrival declaration linked to a Bill of Lading. Furthermore, data exchange between the IT systems of several government agencies, KRA, Kentrade, Kenya Port Authority (KPA) and Kenya Bureau of Standards (KEBS), was implemented in 2023 to receive electronic data prior to arrival.

Despite these efforts, several operational and administrative constraints limit the effective implementation of the PAP procedure. The uptake of PAP in Kenya currently stands at approximately 29%, which mainly consists of AEO importers, in contrast to the KPI in the Presidential directive aiming for 70%. There are multiple reasons for this current gap between expectations and actual uptake of the PAP model.

First, the PAP procedure currently is a Customs-only procedure. Other government agencies, referred to in this document as Partner Government Agencies (PGA)s do not apply PAP in their release processes. Whilst 23 PGAs are connected to the Kentrade Single Window system to process and issue **LPCs** prior to arrival, the IT capabilities do not extend to the release process at arrival and prior to arrival. 15 of the 23 had also configured risk profiles in Kentrade, but only for the purposes of LPC processing, not for release.

Second, even within KRA the PAP process is not adequately implemented. In practice, KRA still applies the same clearance and payment process and logic to the PAP declaration as to Customs declarations submitted after arrival of the goods. A PAP declaration is treated as a final declaration and only proceeds to the risk assessment and verification stage after payment of duty / taxes. Private sector however has no interest to pay days or weeks ahead affecting their cash flow. And the EACCMA Section 120 clearly stipulates that Customs declaration submitted prior to arrival *“the import duty upon the goods shall be paid at the rate in force at the time of arrival of such aircraft or vessel”*. Furthermore, amendments to information submitted pre-arrival Manifest or declaration would always attract a penalty, which was discouraging the pre-arrival submission of such. These constraints do not create incentives for the private sector the use of the PAP procedure.

And finally, the Kenyan clearance process and PAP process are focused on maritime cargo. The procedures and processes applied and incorporated in the IT systems (iCMS and Kentrade) would not align with the

business processes in other modes, notably general air cargo and express shipments.

Problem statement: Whilst pre-arrival processing procedure has been introduced the current operating model is not optimally designed for PAP by KRA and other Government agencies and the process flow is inefficient leading to low uptake by the private sector. The barriers to increased effectiveness are design limitations of the procedure, lack of understanding of the distinctiveness of the pre-arrival procedure, and lack of border agency cooperation and stakeholder engagement. The operating model needs to be redesigned to make it more effective and efficient.

Project Objective: Kenyan authorities have the capacity to process most shipments using the PAP procedure

4) Synergies with other TACB projects of other development partners

TradeMark Africa is supporting economic development priorities of the Kenyan Government, in areas that are linked to improving the business competitiveness and transport and logistics infrastructure. TradeMark had supported KRA in the development and deployment of the iCMS. This support has come to an end. TradeMark activities in Kenya and this grant project are complementary at the impact level; reducing costs and time for cross-border trade.

The German Government is providing assistance and capacity building for the economic development priorities. In the past, until 2030 trade facilitation was one of the areas covered by the activities implemented by GIZ in Kenya. GIZ had assisted KRA with the establishment and operationalization of a Pre-Arrival Processing (PAP) Multi-Agency Committee to coordinate implementation, which ended at the end of 2023. The GIZ had also assisted the NTFC and the Kenya Trade Information Portal. This support has now come to an end. Despite the absence of a concrete TFA related project, the grant project will closely collaborate with the GIZ programme because of the complementarity at impact level.

TACB Project	Description	Synergies
TradeMark Africa - Kenya	TMA works alongside the Government of Kenya to reduce the time, cost, and complexity of trade. Efforts centred on improving the performance of the Port of Mombasa and the Northern Corridor, which is a vital artery for East African trade. Areas of support that are relevant to the TFA are digitalisation and Investment in to trade and transport infrastructure	Complementarity at impact level
GIZ Kenya	Trade policy related assistance but no known TFA project	Complementarity at the impact level

II. DESCRIPTION OF PROJECT INTERVENTION

6) Project objectives and results

Kenya will contribute to implementing the PAP as per Art. 7.1 of the TFA and international best practice

Impact

The successful delivery of the project will enable Kenyan authorities to improve the efficiency and effectiveness of its PAP procedure, which is a key political priority to improve the competitiveness of its economy and the performance of the Port of Mombasa. Pre-arrival processing (PAP) is believed to deliver benefits to traders through reducing the time to clear goods at arrival by expediting the release of cargo and improving compliance levels through a better transparency and understanding of the rules and regulations. This in return reduces storage and logistics costs and contributes to better trade facilitation for imports and exports to and from Kenya.

Specific objective (outcome)

By the end of 2027, Kenyan authorities have the capacity to process most shipments using the PAP procedure.

Results/outputs

The outputs of the project are:

1) The cooperation between KRA and at least two PGAs on the PAP procedure is improved

Indicators

- A multi-agency working group (PAPMAG) with KRA, PGAs and private sector participation is legally established (Baseline: 0, Target: 1 by Q2)
- The revised PAP target operational model and workplan for its implementation is adopted by PAPMAG (Baseline: 0, Target:1 by Q2)

2) The PAP procedure in KRA and at least one PGA is revised and standardised

Indicators

- Number of revisions (legal, IT, operational) made to existing procedures in KRA and at least two PGAs (Baseline: 0, Target: 5 by Q6)
- Standard Operating Procedures (SOP) for PAP for maritime and air cargo, including express shipments adopted by PAPMAG (Baseline: 0, Target: 1 by Q7, 2 by Q8)

7) Target beneficiaries

The direct beneficiaries of the project will be KRA, Kentrade and key PGAs to enable them to fully apply the pre-arrival process as defined by the to be developed SOP for maritime and air cargo, including express. The indirect beneficiaries will be importers, freight forwarders, carriers and clearing agents being able to benefit from PAP through better release times and cost efficiencies. Importers and agents will be represented by the Shippers Council, KEPSC, KAM, KIFWA and CIAK. KEPSC in particular will represent SMEs and can bring their needs and requirements.

8) Impact hypothesis

The results of this project are based on the following impact hypothesis. **The output 1** addresses the lack of agency collaboration for the PAP procedure. It builds on the sensitization of stakeholders and PGAs on

all critical elements of the PAP process and the establishment of a multi-agency coordination mechanism for KRA, PGAs and private sector. This mechanism allows for better stakeholder engagement and cross-government understanding of the PAP procedure which will allow designing a target operating model for the PAP procedure that overcomes the customs-only focus of the current procedure. The impact hypothesis is that the government takes the decision to establish the multi-agency working group and that key PGAs are committed to implement PAP for their procedures.

The output 2 addresses the redesign of the actual PAP processes to address the inadequate implementation of the current PAP procedure within KRA and at lack of PAP's release processes. Based on the jointly developed target operating model, the processes will be revised to extend it to other mode of transports, air cargo as a priority, and to design a distinctive pre-arrival clearance process that is better accepted and used by the private sector. The new processes will be formalised in the form of Standard operating procedures (SOP) for maritime and air cargo, translating the target model into the operational practices. The impact hypothesis is that the adjustments do not require new or amended laws and can be implemented through administrative instruments, that KRA agrees to change the timing of duty/tax collection, and that changes in the iCMS can be implemented by the specialists in KRA.

The project does not cover IT development to adopt the IT workflows to the new SOPs. It is understood that these changes can be made by the IT services of KRA and Kentrade on the basis of the operating model and SOPs. In addition, other sources should be identified to enhance the IT capacities of PGAs to enable them to apply pre-arrival processing.

9) Project strategy, activities and instruments

Duration: The duration of the project is 24 months.

Strategy: The project intervenes at two levels of capacities; the organisational capacities and the collaboration framework. At the organisational level the project intervenes to improve the overall PAP procedure and specific operational processes at agency level with KRA and at least two other PGAs; either Kenya Bureau of Standards (KEBS), Department of Veterinary Services (DVS), or Kenya Plant Health Inspectorate Service (KEPHIS). It also formalises the new processes in the form of standard operating procedures to facilitate its implementation in a harmonised manner. With regards to the collaborative framework, the project will establish the PAP Multi-agency coordinating Group (PAPMAG), under the Thematic Working Group (TWG) on Customs procedures of the NTFC and capacitate its members. The PAPMAG will hold regular meetings and therewith foster exchanges between KRA and PGA as well as the private sector on the PAP procedure. This will allow Members to address concerns and constraints in a collaborative manner and to leverage the potential of collaboration and data sharing for process efficiency and risk management. In addition, the sensitization of selected officials in the agencies will further strengthen a better understanding and benchmarking to best practices.

Activities to be conducted

The Output 1 aims to improve agency collaboration through facilitating the establishment and work of a multi-agency coordination mechanism, the PAPMAG, that is composed of experts from KRA, PGAs and the private sector. The project will make available technical expertise to develop a new cross-government

target operating model for the PAP procedure through the PAPMAP which will hold regular meetings including with the private sector to discuss the development of the Model and to evaluate the implementation of it by KRA and the PGAs. Further to this, the project will conduct sensitisation activities for the PAPMAG members to strengthen the knowledge of the PAP process as per Art. 7.1 TFA and related instruments and agreements such as WCO SAFE Framework of Standards and the Revised Kyoto Convention. The output 1 is delivered when the new target operating model is validated by the PAPMAG.

The Output 2 seeks to improve the operational processes within KRA and at least two PGAs to implement the new PAP operating model. For this to be realised, the project makes available technical expertise to carry out a gap analysis comparing the existing situation with the legal, operational and IT requirements of the target operational model, to prepare recommendations on practices and IT and administrative improvements, to advice KRA and PGA during the implementation of the improvements, and finally to prepare SOP for the new procedures for maritime and air cargo including express shipments detailing the entire end-to-end process for PAP. The output 2 is delivered when then news SOPS to be used by KRA and the PGA in carrying out the PAP procedure will be validated.

Inputs

The support for the establishing of the PAPMAG and the development of the SOP for PAP will require an international Customs and trade facilitation expert with experience in the implementation of PAP, risk assessment and with knowledge of the country/region and its legal foundations. The international expert should be supported by a national expert with good knowledge and expertise in the domestic administrative structures and processes. The project will also provide funding for meetings, trainings and capacity building workshops. Meetings, trainings and workshops should ideally be held in Nairobi, to avoid unnecessary cost for travel, per diem and overnight accommodation. However, this should not preclude holding occasional meetings or events in Mombasa to obtain onsite input and expertise on the pre-arrival process and to train people on the ground.

KRA, Kentrade, all relevant PGAs and the private sector stakeholders shall commit expert staff (and one back-up alternate) and ensure their consistent availability and attendance for the duration of the PAPMAG work.

The implementation of the SOP by all agencies may require the procurement, development or upgrade of IT capacity needs identified for individual PGAs. As per the TFAF grant rules, the project can only cover these expenses within the limit of 10% of the total TFAF grant amount. Other development partners may have to be identified and contacted for support, if own funding by the Kenyan government is not possible.

Table 1: List of activities and timeframe

Output	Activity	Instruments
Output 1 The cooperation between KRA and at least two PGAs on the PAP	1.1 Develop organisational framework for the PAPMAG	<ul style="list-style-type: none"> • International Customs expert (45 working days) • National Customs experts (20 working days) • Funding for meeting
	1.2 Develop a capacity building plan and conduct training and sensitization of stakeholders and border agencies on all critical elements of the PAP process.	
	1.3 Develop a PAP target model and process map with	

Output	Activity	Instruments
procedure is improved	descriptions of each step for the pre-arrival processing of maritime and air cargo, including express shipments. 1.4 Conduct regular (quarterly) meetings to monitor and evaluate progress of activities and deliverables and for the implementation of PAP.	
Output 2 The PAP procedure in KRA and at least one PGA is revised and standardised	2.1 Conduct a GAP analysis comparing all aspects of the target model (legal, process, organization, IT) with the existing situation and identify all areas needing improvement and change. 2.2 Draft implementation plan and provide advice to KRA and PGAs on implementing the recommended changes (By 2.3 Develop the SOP for maritime and air cargo.	<ul style="list-style-type: none"> • International Customs expert (35 working days) • National Customs experts (20 working days)

10) Sustainability of results

The project's outcome is directly linked to the priorities and KPIs of the Government of Kenya, which has a strong interest in improving the effectiveness of the PAP procedure as it is part of its priorities to improve the competitiveness of the economy. The objective of 70% PAP declaration is an official KPI set in a presidential directive. This alignment strengthens the ownership of the project's results. The PAP MAG is established as a sub-group of the NTFC and report to the NTFC. It will be co-chaired by KRA and the private sector stakeholders. After the project it is expected that the group will be integrated into the Thematic Working Group on Customs procedures led by the KRA under the NTFC to continue the ongoing monitoring and evaluation of the PAP procedure

The adoption of the SOP on pre-arrival processing and its integration in the respective clearance IT systems (ICMS for KRA and Kentrade Single Window) will ensure that the project outcome will be sustained beyond the project timeline.

The direct and close involvement of the private sector stakeholders in the project ensures regular feedback on the effectiveness and efficiency of the PAP implementation and enables all stakeholders to discuss and agree corrective measures. The KPI of 70% was set by the Mombasa Port Charter under the direction of the President of Kenya himself providing the necessary political will and commitment. It will be necessary that the PAPMAG reports regularly to the NTFC and the Mombasa Port Charter on the progress in implementation.

11) Budget

The costs of the project are covered by the TFAF grant and the in-kind contribution by the beneficiaries. The total amount is 192'645 USD, whose breakdown is 139'645 USD of TFAF grant and 53'000 USD of in-kind contribution by the Kenyan Government.

Table 2: Total project budget

Type	Description	Amount (USD)
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Personnel and travels		
Personnel	International Expert (75 working days* 800 US)	60'000
	National Expert (40 * 400 USD)	16'000
	Project Manager (24 months, part time, 2000 USD per month)	48'000
Travel	International Expert (1 trip 5 days, 1 trip 10 days, 1 trip 20 days) (Flights 3x2000, per diem Kenya 35x267 USD= 9345, TE 3x100 USD))	15'645
Total TFAF grant		139'645
In-kind contribution by Kenya		53'000
Total		192'645

Contribution by Beneficiaries: The TFAF grant rules specifies that for projects with Lower-Middle Income Countries, Members have to provide an in-kind contribution of minimum 30% to the TFAF grant. The grant amount is 139'645 USD. And the minimum required in-kind contribution is 41'894 USD. The contribution is estimated at 53'000 USD.

Table 3: Financial contribution by beneficiary

Institution	Description	Estimated value (USD)
NTFC / Ministry of Investment, Trade and Industry	Office space, meeting rooms, transport, telecoms, stationery and expertise (24 month, 1000 total)	24'000
	Budget for meetings of PAPMAG (10 meetings)	5'000
KRA and Kentrade	IT expertise (4 experts, 3 months)	24'000
TOTAL In-Kind contribution		53'000

III. PROJECT ORGANISATION

12) Political partner

The State Department for Trade (SDT) as the Secretariat of the National Trade Facilitation Committee (NTFC) is the political partner for this project alongside with Kenya Revenue Authority as the lead agency for the TWG on Customs Procedures under the NTFC and as the suggested lead for the proposed PAPMAG.

The project will be implemented with Kenya Revenue Authority as the lead agency, in cooperation with all Partner Government Agencies (PGAs) and in coordination with the NTFC, to establish and operationalize

the PAP Multi-Agency Coordination Group as the organizational and operational framework of Kenya to implement pre-arrival processing as per Art. 7.1 of the TFA and related international instruments and best practices across all relevant government agencies involved in the clearance and release of cross border trade by sea and air. The PAPMAG should be co-chaired by KRA and the private sector stakeholder such as the Shippers Council.

13) Implementing partner

To be defined. GIZ and possibly TMA

14) Project management

The proposed Multi-Agency Group for PAP will take an important role in overseeing the progress of the SOP development and its implementation. As the PAPMAG will be a sizeable working group with around 30 participants, the project will also have a Steering Group consisting of SDT, KRA, Kentrade, KEBS and Shippers Council. The Steering Group will be responsible for measuring project progress and sign off on key project deliverables presented by the international and national experts. The chair of the PAPMAG should be from KRA and the designated official will also act as the project manager and contact person for the two experts. The NTFC Secretariat (SDT) will ensure coordination and communication with the TFAF.

15) Risk analysis

The project faces a medium level of risks with high impact. Risk mitigation measures are listed in the table below.

Table 4: Risks, impact and mitigation measures

List of risks	Probability	Impact	Risk treatment/response(s)
Lack of continuity in project implementation due to regular staff rotation at KRA and PGAs	Medium	High	Ensure KRA and PGAs sign letter of intent to keep staff assigned to project
General elections may affect political leadership and commitment	Medium	High	Maintain close and regular communication with Heads of Ministries and the President's Office.
Resistance to amend ICMS and/or Kentrade system to accommodate PAP as per target model	Medium	High	Generate project ownership with key stakeholders early on.
IT developments or upgrades for PGAs become too costly and do not find a sponsor	High	Medium	Seek 80/20 rule improvements and solutions to manage cost.

Appendix 1: Logical framework

	Indicators	Targets	Sources of verifications	Assumptions
Specific objective (outcome) Kenyan authorities have the capacity to process most shipments using the PAP procedure	1. Percentage of shipments processed using the updated PAP procedures.	Baseline: 29% Target: 70%	KRA and Kentrade database	
Output 1 The cooperation between KRA and at least two PGAs on the PAP procedure is improved	1.1 PAPMAG legally established including participation of relevant agencies	Baseline: 0 Target: 1 by Q4 2026	Government decision (Gazette)	The government takes the decision to establish the multi-agency working group and Key PGAs are committed to implement PAP for their procedures
	1.2 Operational model and workplan is adopted by PAPMAG	Baseline 0 Target: 1 by Q4 2026	Meetings calendar	
Output 2 The PAP procedure in KRA and at least one PGA is revised and standardises	2.1 Number of revisions (legal, IT, operational) made to the existing procedure	Baseline: 0 Target: 5 by Q6	PAPMAG minutes	The adjustments to the procedure can be implemented at operational level through administrative instruments KRA agrees to change the timing of duty/tax collection The changes in the ISCM can be implemented by the specialists in KRA.
	2.2 SOP adopted by PAPMAG	Baseline: 0 Target: 1 by Q7 and 2 by Q8	PAPMAG minutes	

Appendix 2: Work plan

Output	Activities	Responsibility	Year 2026				Year 2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1: The cooperation between KRA and at least two PGAs on the PAP procedure is improved										
1.1	Develop an organizational framework for the PAPMAG.	NTFC international expert								
1.2	Conduct training and sensitization of stakeholders and border agencies on all critical elements of the PAP process	International and national experts								
1.3	Develop a PAP target model and process map with descriptions of each step for the pre-arrival processing of maritime and air cargo, including express shipments.	KRA, PAPMAG								
1.4	Conduct regular (quarterly) meetings to monitor and evaluate progress of activities and deliverables and for the implementation of PAP.	International and national experts, PAPMAG								
Output 2: The PAP procedure in KRA and at least one PGA is revised and standardised										
2.1	Conduct a GAP analysis comparing all aspects of the target model (legal, process, organization, IT) with the existing situation and identify all areas needing improvement and change.	International and national experts, PAPMAG								
2.2	Draft implementation plan and provide advice to KRA and PGAs on implementing the recommended changes	PAPMAG								
2.3	Develop the SOP for maritime and air cargo	International and national experts, PAPMAG								

Appendix 3: Budget by output

Activities		Cost description	Costs / USD	Costs / USD	Total
			TFAF	In-kind	
	Grand total amount		139'645	53'000	192'645
Output 1: The cooperation between KRA and at least two PGAs on the PAP procedure is improved					
1.2, 1.2	Develop organisational framework for the PAPMAG and Conduct training and sensitization of stakeholders and border agencies on all critical elements of the PAP process	Consultancy days STE (Int'l), (10 days/ 800 USD)	8'000		4'800
		Consultancy days STE (Nt'l), (10 days / 400 USD)	4'000		4'000
		1 mission, 5 days, 1 expert (Flight 2'000, TE 100, per diem 267 x 5 days)	3'435		3,435
1.3	Develop a PAP target model and process map for the pre-arrival processing of maritime and air cargo, including express shipments	Consultancy days STE (Nt'l), (10 days / 400 USD)	4'000		4'000
		Consultancy days STE (Int'l), (35 days / 800 USD)	28'000		28'000
		1 mission, 20 days, 1 expert (Flight 2'000, TE 100, per diem 267 x 20 days)	7'440		7'440
1.4	Conduct regular (quarterly) meetings to monitor and evaluate progress of activities and deliverables and for the implementation of PAP.			5'000	5'000
TOTAL Output 1			54'875	5'000	59'875
Output 2: The PAP procedure in KRA and at least one PGA is revised and standardised					
2.1- 2.2	Conduct a GAP analysis comparing all aspects of the target model, draft implementation plan and provide advice	Consultancy days STE (int'l), (15 days / 800 USD)	12'000		12'000
		Consultancy days STE (Nt'l), (15 days/ 400 USD)	6'000		
		1 mission, 10 days, 1 expert (Flight 2'000, TE 100, per diem 267 x 10 days)	4'770		4'770
2.3	Develop the SOP	Consultancy days STE (int'l), (15 days/ 800 USD)	12'000	24'000	36'000
		Consultancy days STE (nt'l), (5 days / 400 USD)	2'000		
TOTAL Output 2			36'770	24'000	60'770
Other costs					
	Project Management	Consultancy days STE (24 months/ 2,000 USD per month)	48,000		48,000
		Project Office Space		22,800	22,800
		Stationery, printing, office equipment		1,200	1,200
TOTAL Other			48'000	24'000	72'000