



Final Report

The Endline Study of TMEA Funded Trade Systems for
the Agriculture and Food Authority (AFA iMIS)

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ACRONYMS

AFA	The Agriculture Food Authority
DANIDA	Danish International Development Agency
FGDs	Focus Group Discussions
iATMS	Integrated Agricultural Trade Management System
iMIS	integrated Management Information System
KIIs	Key Informant Interviews
KPIs	Key Performance Indicators
ODK	Open Data Kit
PIT	Project Implementation Team
PCC	Project Coordinating Committee
PSC	Project Steering Committee
PL	Project Lead
ToTs	Trainer of Trainees
TMEA	TradeMark East Africa
TOC	Theory of Change
TOR	Terms of Reference
MoUs	Memorandum of Understanding

EXECUTIVE SUMMARY

1. This endline study report provides an assessment of the AFA iMIS¹ project. TMEA supported AFA with technical and financial support to implement an Integrated Agricultural Trade Management System that automates and facilitates electronic application and issuance of trade-related documents (permits/licenses/certificates) of agricultural commodities regulated by the eight (8) directorates in AFA. The automation would ease access and availability to digital trade information related to AFA services and reduce time and cost related to process applications for trade certificates and permits hitherto experienced under the manual system. Automation was also expected to increase convenience, transparency, accountability and predictability in the delivery of AFA services and improved governance in the services offered by AFA to its stakeholders.
2. The overall aim of the study was to ascertain the end of project results, assess the AFA iMIS's performance, and provide findings, challenges, conclusions, and recommendations for the project to draw lessons for future design and implementation. The evaluation team used both qualitative and quantitative techniques to collect and analyze data for the evaluation.
3. The evaluation team used the six OECD-DAC standard evaluation criteria of relevance, effectiveness, efficiency, impact, coherence, and sustainability to assess the TMEA funded trade systems projects' achievement. Each criterion was provided with an overall assessment using a sliding scale of 1 (poor), 2 (fair), 3 (good), 4 (very good), and 5 (excellent), for details refer to Annex 1. Confidence levels of low (red), medium (yellow), or high (green) indicating the available level of evidence to support the evaluation team's assessment are also provided, for further details refer to Annex 2. The evaluation team collected secondary data through document review and primary data through survey, key informant interviews and focus group discussions with key respondents. The response rate was as per table 1.

Table 1: AFA iMIS project population, sample size, and responses rate per directorate

#	All Directorates	Population	Sample size	Number of responses	Response rate
1.	Traders	1,333	239	100	42%
2.	AFA Staff	48	18	15	83%
3.	Overall	1,381	257	115	45%

4. In addition, the endline study was conducted taking into consideration gender as indicated in the table 2.

Table 2: AFA iMIS project Composition of Respondents by Gender

#	All Directorates	Gender		
		Female	Male	Total
1.	Traders	39 (39%)	61 (61%)	100 (87%)
2.	AFA staff	7 (47%)	8 (53%)	15 (13%)
3.	Total	46(40%)	69(60%)	115 (100%)

¹ Agriculture Food Authority Integrated Management Information System (AFA iMIS)

5. The key evaluation findings for the AFA iMIS project intervention are as follows:

Assessment of Relevancy² of the AFA iMIS Project Intervention

i) The trade system (AFA iMIS) response to beneficiaries' needs and priorities

6. The evaluation findings indicated that AFA iMIS responded to the needs and priorities of the traders by addressing the challenges faced under the manual systems that included: prolonged lead times in-process transactions, high transaction costs, and limited access to information by AFA clients. The managerial challenges of information availability and generation of management reports for effective decision making, among others, were also addressed by AFA iMIS. The evaluation findings revealed that prior to the AFA iMIS, traders had to travel and appear physically to apply for and be issued with a license/permit/certificate, which was time consuming and costly in terms of transport cost, printing costs, follow up costs and the manual approval process by the AFA staff who had to be physically present to approve. With AFA iMIS in place, the applications are made, processed and feedback provided online, which have reduced the cost and time related to acquiring the AFA services, improved convenience, transparency and accountability in the services provided by AFA.

ii) The trade system (AFA iMIS) alignment to Partners' and Kenya National Strategies.

7. The evaluations findings indicated that the AFA iMIS was developed in partnership with beneficiary agency (AFA), Government partners and aligned with their strategies, goals, and objectives that included being aligned to;

- a) TMEA Theory of Change (ToC) and priorities of reducing transaction time and cost through effective trade systems and procedures to reduce trade barriers;
- b) The National ICT Strategies and Policies of Kenya (e-governance) of using ICT to reduce the transaction time and cost of doing business;
- c) WTO Trade Facilitation Agreement of simplifying trade procedures;

iii) The AFA iMIS promoted environmental protection by reducing paper work and carbon emissions through minimizing physical movements and reduced use of paper;

iv) The AFA iMIS Adhered to diversity (including gender and different sizes of traders): The AFA iMIS did not discriminate against gender or size of business because it was based on first-come-first serve basis.

8. Overall, the TMEA funded AFA iMIS responded to beneficiaries needs of reducing the trading time and costs incurred in processing trade documents; enhanced availability and sharing of trade information and documents among the users and agencies and improved on the level of transparency, convenience, accountability, and enhanced traceability in the trade cycle, which indicates that the projects' relevance was very good.

² Relevance is the extent to which the AFA iMIS project intervention objectives and design responded to beneficiaries' global, country, and partner/institution needs, policies, and priorities, and would continue to do so if circumstances change.

Assessment of Effectiveness³ of the AFA iMIS Project Intervention

9. The overall effectiveness of the AFA iMIS was very good. The evaluation findings showed that 70% (55/79) of the traders (across the 8 directorates) interviewed, indicated that there was a reduction in processing time taken to acquire a license/Permit/ certificate by using the AFA iMIS compared to the previous system. Generally, the average time taken to acquire licenses/permits/certificates issued by AFA in all the 8 directorates assessed reduced from 9 days before automation in 2016 to 2 days after automation in 2021, which was a 78% reduction against the target of 30%. Specifically, the findings revealed that the time taken before and after automation of the 8 directorates reduced as follows in table 3.

Table 3: Time taken (days) before & after the AFA iMIS to acquire a license/Permit/ certificate

KPIs/MEANS OF VERIFICATION	Directorate	BASELINE (BEFORE iMIS)	RESULTS AT ENDLINE (AFTER iMIS)	% CHANGE	TARGET
Time taken (days) to acquire licences /permits/ certificates issued by AFA	Coffee Directorate (Export Permit)	8	1	88%	30%
	Fibre Directorate (Export Permit)	9	1	89%	
	Food Directorate (Import Permit)	5	2	60%	
	Horticulture Directorate (export permit)	5	1	80%	
	Nuts & Oils Directorate (Export Import Permit)	11	1	91%	
	Pyrethrum Directorate (Commercial nursery license)	9	6	33%	
	Sugar Directorate (Import permit-Kentrade)	12	1	92%	
	Tea Directorate	11	2	82%	
Overall (Average)		9	2	78%	

10. The main reasons attributed to the time reductions across all the directorates was that automation reduced bureaucracy, eliminated travel time to submit, process and get feedback because the transactions were being done online. However, it is worth noting that 82% time reduction under the tea directorate is not entirely due to the AFA iMIS given the fact that at the time of project (AFA iMIS) implementation, the tea directorate (Tea Board of Kenya) had already had its business processes (export registration, manufacturers returns, broker/packer/warehousemen/export and import license) automated resulting into average time reduction of up to 79% in the acquisition of permits and licenses.

11. In terms of costs, overall, the average cost incurred to acquire licences/permits/certificates issued by AFA across the 8 directorates reduced from US\$83 before automation in 2016 to US\$8 after automation in 2021, which was a 91% reduction against a target of 15%. For each

³ Effectiveness is the extent to which the AFA iMIS project intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups

of the directorates, the findings revealed that the costs incurred before and after automation reduced as follows in table 4.

Table 4: Cost incurred (US\$) before and after AFA iMIS to acquire a license/Permit/ certificate

KPIs/MEANS OF VERIFICATION	DIRECTORATE	BASELINE (BEFORE iMIS)	ENDLINE RESULTS (AFTER iMIS)	% CHANGE	TARGET
Processing costs (US\$) incurred (per transaction) by AFA and traders to acquire licences/ permits/ certificates issued by AFA per directorate.	Coffee Directorate	27	3	89%	15%
	Fibre Directorate	25	3	88%	
	Food Directorate	78	3	96%	
	Horticulture Directorate	250	42	83%	
	Nuts & Oils Directorate	44	4	91%	
	Pyrethrum Directorate	86	3	97%	
	Sugar Directorate	115	3	97%	
	Tea Directorate	39	1	98%	
Overall (Average)		83	8	91%	

- The AFA iMIS integration with the Kenya National Electronic Single Window System KeNESW) has made it easier for traders to apply for import and export permits. Traders do not have to lodge separate applications with the two government agencies (AFA and KRA).
- The evaluation findings confirm that the AFA iMIS had eliminated bureaucratic processes that contributed to time losses or periods of inaction. The manual application process meant documents moving from one office to another for approvals, this meant that if the person involved is not in office, the documents had to wait for their return. The evaluation findings showed that 92% of the traders interviewed indicated that it was more convenient to access services from AFA because of automation.
- The AFA iMIS has increased traceability and monitoring of the application process. Internally the 93% of the AFA staff interviewed reported an increase in transparency attributed to the AFA iMIS. The evaluation findings from the survey showed that overall, the traders reported increase in satisfaction, transparency, accountability and convenience due to the AFA iMIS as detailed in table 5.

Table 5: Revenue & Perception KPIs before & after iMIS to acquire a license/Permit/ certificate

#	KPIs/MEANS OF VERIFICATION	BASELINE (BEFORE iMIS)	ENDLINE RESULTS (AFTER iMIS)	TARGET
1.	Percentage of AFA trade actors satisfied with the quality of service delivery through AFA MIS	Not Indicated	98%	Not indicated
2.	Perceived degree of transparency by AFA trade actors in the administration of permits/ licenses/ certificates issued by AFA	Not Indicated	90%	Not Indicated
3.	Perceived degree of accountability by AFA trade actors in the administration of permits/ licenses/ Certificates issued by AFA	Not Indicated	91%	Not Indicated

#	KPIs/MEANS OF VERIFICATION	BASELINE (BEFORE iMIS)	ENDLINE RESULTS (AFTER iMIS)	TARGET
4.	Perceived Degree of Convenience of Services rendered through AFA MIS.	Not Indicated	95%	>80%
	Revenue collected and accounted for through AFA iMIS as a ratio of licences/permits/certificates issued through the MIS	Not Indicated	(Data not provided because it was considered sensitive)	25% increase

Assessment of Impact⁴ of the AFA iMIS Project Intervention.

15. One of the trade barriers in the East African region is the high cost and time to import or export goods due to documentary and border compliance requirements. To clear goods to cross the border, they must comply with the necessary documents requirements. By AFA iMIS reducing the time and cost to acquire permits/licenses/certificates, it contributes to reduction in trade barriers which is one of the strategic outcomes of TMEA. The overall average time to acquire permits/licenses/certificates from AFA directorates reduced from 9 days before automation in 2016 to 2 days after automation in 2021, which is a reduction of 7 days; and average costs incurred reduced from US\$83 before automation to US\$8 after automation, which is a reduction of US\$75. This therefore, implies that the reduction in time and costs attributed to the AFA iMIS has contributed to the reduction in trade barriers as articulated in the TMEA TOC.
16. Overall, the AFA iMIS has contributed to the positive impact of reduced operational cost due to reduced physical movements, reduced paper use; improved document management due to e-storage; increased predictability of time, costs and administration associated with trade procedures which consequently reduces trade costs and barriers to trade. The trade systems overall impact was very good.

Assessment of Efficiency⁵ of the AFA iMIS Project Intervention.

17. Overall, the AFA iMIS project intervention efficiency was very good. The findings by the evaluation team indicated that TMEA provided US\$1,358,000 to fund the activities of the AFA iMIS project intervention and the amount spent was US\$1,358,202 which was 100 % of the budget.
18. The evaluation findings revealed that the AFA iMIS VfM economy was achieved through:
- Having the procurement for services and goods done through competitive processes that involved technical and financial proposals, which ensured that TMEA got the best quality in the market while at the same time guaranteed that the services and goods were obtained within market rates.

⁴ The impact is the extent to which the AFA iMIS project intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

⁵ Efficiency is the extent to which the AFA iMIS project intervention delivers, or is likely to deliver, results in an economic and timely way.

- ii) Procurement contracts had budget caps that ensured costs did not go beyond what was agreed without the necessary written approvals.
- iii) TMEA Procurement procedures were adhered to and TMEA played a central role in the procurement of services and goods, which ensured that both goods and services procured met the required quality standards.

Assessment of Sustainability⁶ of the AFA iMIS Project Intervention.

19. Overall, the AFA iMIS project intervention sustainability was very good. The evaluation team assessed and found that the AFA iMIS net benefits would continue even after the cessation of TMEA's support based on the following:
- i) There was stakeholder engagement and involvement to manage the AFA iMIS through training and sensitization of both internal staff and external stakeholders; and through governance structures such as project Steering Committees and Project implementation Committees.
 - ii) The trade systems were hosted within the ICT department/section and budgeted for post-TMEA support.
 - iii) There was full-time staff and a Technical Assistant that provided support to the system users and knowledge transfer.
 - iv) There was good political will and commitment within the AFA and the business community.
 - v) The AFA iMIS was scalable and extendable on a needs basis.
 - vi) The AFA is legally constituted and had the necessary legal mandates and capacity to sustain the results.

Assessment of Coherence⁷ of the AFA iMIS Project Intervention.

20. Overall, the AFA iMIS project intervention coherence was excellent in that it was consistent with the following:
- i) TMEA Theory of Change (ToC) and Priorities: which emphasizes reducing transaction time and cost through effective trade systems.
 - ii) The Kenya National ICT Strategies and Policies (e-governance) of using ICT to reduce the transaction time and cost of doing business.
 - iii) EAC Region Model ICT Policy Framework objectives of Member States digitizing Government processes and services to reduce transaction cost, time and ensure efficient and quality public service delivery.
 - iv) One-Stop Border Posts (OSBPs) and Integrated Border Management that aims at minimizing delays at borders.

⁶ Sustainability is the extent to which the net benefits of the AFA iMIS project intervention will continue or is likely to continue.

⁷ Coherence: is the extent to which the AFA iMIS project intervention was compatible with other interventions in a country, sector, or institution.

- v) Elimination of Non-Tariff Barriers (NTBs) to trade in the East African Community (EAC) initiative that is contributing to a reduction in transport costs and time along key corridors in the East Africa Region.
- vi) Single Customs Territory (SCT) that is contributing to trade facilitation in the EAC through the free circulation of goods with minimum internal customs border controls.
- vii) Standards and SPS Programme that promotes standards and SPS harmonization, and improvement of the technical capacities in the EAC Partner States to facilitate trade.
- viii) Authorized Economic Operators (AEO) Scheme that sought to enhance trade by reducing the cost of doing business through simplifying customs procedures and reducing clearance time.
- ix) Electronic Cargo Tracking System (ECT): that enables electronic monitoring of cargo in transit, which has contributed to the reduction in clearance time and cost at borders.
- x) WTO Trade Facilitation Agreement of simplifying trade procedures.

Table 6 provides the summarized performance of the TMEA Funded AFA iMIS

Table 6: Summarized Assessment of the TMEA Funded trade system Project (AFA iMIS)

#	Criteria	Relevance	Effectiveness	Efficiency	Impact	Sustainability	Coherence	Overall Assessment
1.	Assessment	4	4	4	4	4	5	4
2.	Confidence level							

21. From the findings, the evaluation team recommends the following for adoption in similar projects within the ICT for Trade portfolio:

Table 7: Recommendations based on the evaluation findings.

#	RECOMMENDATIONS ON IMPROVING TMEA FUNDED TRADE SYSTEM PROJECTS EFFICIENCY	ACTION POINT
i)	Engage the key stakeholders such as financial institutions early to prepare their systems for integration with the project systems. The evaluation team found evidence of delays caused by financial institutions not being ready for integration with the trade systems. It was revealed that when it came to integrate the AFA iMIS with some banks, they (banks) requested for more time since some of their financial payment gateways were not designed in an automatic workflow format, implying they needed internal developers to work on their systems first and yet work was already in progress, thus without the alternative of M-PESA, AFA would have faced a lot of delays in regard to integration of AFA iMIS with the payment gateways. It is imperative in future to engage all the stakeholders right from project initiation to avoid the challenge that the AFA iMIS integration with banks faced. In addition, AFA payment system should be integrated to National Payments Gateway.	TMEA
ii)	Enhance the AFA iMIS to take into consideration the recent changes in the Agriculture Regulations in Kenya that included new processes not previously captured. Some AFA related regulation were reviewed to improve enforcement	TMEA, AFA

	by adding requirements, which needs to be captured in the AFA iMIS. The enhancements should also provide for traceability mechanisms of products to the manufacturers/producers in case the products are queried in the market such that the system can be used to identify the producers.	
RECOMMENDATIONS ON IMPROVING TMEA FUNDED TRADE SYSTEM PROJECTS EFFECTIVENESS		
iii)	The trade system (AFA iMIS) needs to provide for complaint raising and feedback mechanism so that stakeholders can raise the complaints through the system, to enable partner implementing agencies to respond promptly to complaints. Also, the AFA iMIS should provide for notifications through bulk SMS and make the e-mail notifications functional. In addition, provide for a call centre in each directorate to enhance effective communication between AFA and the clients. Furthermore, enhance the AFA iMIS to provide feedback to the stakeholders in case of systems outages and related challenges.	TMEA, AFA
iv)	There is need for AFA to intensify awareness raising about its internal processes, procedures and regulations amongst its clients (traders). Findings revealed that most traders (especially in the sugar directorate) were not aware of the internal processes such as issuing of sugar permits based on a quota system and the approval process, among others.	AFA
v)	Update the Monitoring Plans with targets that are specific and measurable and baselines to enable clear assessment of the results: The evaluation findings indicated that some indicators in the monitoring plans had no baselines nor targets or the targets were not specific (e.g. >1) which made the assessment of the results difficult. There is need for the key performance indicators to have clear baselines and targets.	TMEA, AFA
vi)	Review the Service Charter and related Regulations to allow the approval committees to meet more often to harness the efficiency and opportunities brought about by the AFA iMIS. In addition, the timelines for service delivery in the Charter needs to be reviewed to take into consideration efficiency brought about by AFA iMIS.	AFA
vii)	Enhance the iMIS data recovery by having a secondary data site. Currently there is only one data centre for AFA iMIS, which is risky. This should be mitigated by having a secondary data site in a different location.	TMEA, AFA
viii)	Enhance the AFA iMIS to provide for use in Offline Mode: such that data capture/filling the applications can be done offline and submitted later online. This will save time especially when the internet is not stable.	
RECOMMENDATIONS ON IMPROVING TRADE SYSTEM PROJECTS DESIGN, MANAGEMENT AND IMPLEMENTATION		
ix)	Engage and support other trade agencies in the region to develop iMIS: TMEA should continue supporting other trade agencies in Kenya and other EAC Partners States by automating their key trade processes to reduce the time and cost of doing business by replicating what has worked well in the trade systems projects already supported by TMEA.	TMEA
x)	Review the internal procurement and decision making policies: To increase on efficiency and effectiveness in the implementation of projects by partner agencies. Some partner agency stakeholders felt that TMEA procurement/decision making processes were to some extent longer compared	TMEA

	to their own processes, implying that had they been in charge of procurement, the processes would have moved faster.	
	RECOMMENDATIONS ON IMPROVING TMEA FUNDED TRADE SYSTEM PROJECTS SUSTAINABILITY	
xi)	Training of trainers to increase awareness to the target stakeholders about the system use and their benefits: TMEA should continue to support the training of trainers to carry out sensitization activities and refresher training about the regulatory requirements, system use and the benefits at all levels. This is because the traders are scattered all over the country, in addition to having new traders on board. Furthermore, training and refresher courses should be part of the operational policy of the Partner Agency to ensure they continue post TMEA support.	TMEA, AFA

CHAPTER 1 : BACKGROUND

22. This endline evaluation report presents the (i) key background information including the scope and objective of this evaluation, (ii) the evaluation approach and methodology (iii) evaluation findings, (iv) conclusion (v) challenges (vi) lessons learnt (vii) recommendations and (viii) Annexes.
23. **TradeMark East Africa (TMEA)** is a multi-donor funded, not-for-profit organization, established in 2010 to promote regional trade and prosperity in East Africa. TMEA combines a regional approach with national-level interventions and works closely with East Africa institutions (e.g., East African Community (EAC) Secretariat, Corridors Authorities), national governments, and private sector and civil society organizations. TMEA has its headquarters in Nairobi - Kenya with offices and operations in Burundi, Rwanda, South Sudan, Tanzania, Uganda, The Democratic Republic of Congo (DRC), Ethiopia, and the Horn of Africa. TMEA has recently revised its strategic focus in line with national, regional, and global priorities as defined in its new Corporate Strategy (2017 – 2023).
24. TMEA's Theory of Change (TOC) is anchored on two strategic outcomes: (i) Reduced Barriers to Trade; and (ii) Improved Business Competitiveness. To this end, TMEA has been working with several trade agencies in the region to unlock informational and administrative barriers to trade. This is through the automation of various trade processes aimed at creating a digitalized trade environment in the region to facilitate trade. Therefore, in 2016 TMEA supported the following three agencies in Kenya to improve on efficiency and effectiveness in the trade cycle in Eastern Africa.
25. **The Agriculture Food Authority (AFA)** is the successor of former regulatory institutions in the agricultural sector that were merged into eight Directorates under the Authority. With technical and financial support from TMEA, AFA was supported by TMEA to implement an Integrated Agricultural Trade Management System (iATMS) that automates and facilitates electronic application and issuance of trade-related documents (permits/licenses/certificates) of agricultural commodities regulated by the eight (8) directorates in AFA. In addition, and through automating export/import process information, the project also aimed at providing market information as well as to aggregate returns from farmers to help AFA make informed decisions based on the production of crops. TMEA's support included: development, deployment, and integration of the management information system; systems support services (establishment of a mini-data centre, work stations, technical assistance, internet supply, GIS supply, and installation) to support the operationalization of the system; user trainings and user sensitizations to equip users with the necessary skills to utilize the system and therefore increase its uptake. The objective of this intervention was to increase efficiency in the administration of agricultural trade regulatory documents by AFA directorates and their stakeholders.
26. TMEA applied a bottom-up approach to the trade system (AFA iMIS) intervention by directly supporting the partner agency (AFA) to automate its business processes to provide better access to trade information/documents. This was anticipated to reduce the time and cost taken to comply with multiple trade requirements by the traders and partner agency staff, hence improving the efficiency of AFA in processing applications for

permits/licenses/certificates in a more transparent and accountable manner while complying more to the trade regulations and procedures.

27. Specifically, the trade system (AFA iMIS) intervention aimed at achieving the following specific results:

- i) Reducing time taken to issue permits/licenses/certificates;
- ii) Reducing cost (direct and indirect) associated with the acquisition of permits /licenses/certificates;
- iii) Increasing transactions and volumes of goods and services offered by the different trade agencies;
- iv) Improving on compliance to trade regulations and procedures;
- v) Enhancing availability and handling of information.

28. It is against this background that this endline evaluation of the TMEA funded trade system (AFA iMIS) was conducted and this report indicates the extent to which the TMEA support intervention met its objectives.

1.1 Purpose of the Endline Evaluation and Scope

29. The purpose of this evaluation was to:

- i) Assess whether the project (AFA iMIS) met its intended outcomes and impacts;
- ii) Assess what the benefits/changes are to the intended users and beneficiaries of the intervention.
- iii) Assess the achievements, challenges, and best practices to inform similar projects in the future.
- iv) Review the recommendations of the project Formative Evaluation and Annual Review reports, and assess the extent to which these were implemented.
- v) Ensure accountability towards TMEA, Project donor(s), and the beneficiaries of the project.
- vi) Identify key lessons learned, challenges, and the flexibility of the project to adapt and respond to the changes and sustainability of ICT in the sectors in which the project is implemented.

1.2 Objectives of the Endline evaluation

30. The objectives of the evaluation for the TMEA funded trade system (AFA iMIS) were to:

- i) Examine and analyze the short-term and end of project's results as articulated in the results chain and monitoring plans (MPs) and compare the relevancy, efficiency, effectiveness, governance and inclusiveness, sustainability, impact, and coherence of the implemented project.
- ii) Extract and document lessons learnt and best practices at each level of project implementation and develop an endline study report that will be useful for TMEA, implementing partners, and donors in implementing similar ICT for Trade projects.
- iii) Based on the identified lessons, provide solid and useful recommendations for adoption in similar projects within the ICT for Trade portfolio.

1.3 Key Evaluation Questions

31. To meet the evaluation objectives, the evaluation team sought to answer the following key evaluation questions based on the six OECD/DAC evaluation criteria.

1.3.1 Relevance

- i) To what extent did the AFA iMIS project intervention respond to beneficiaries' needs and priorities (any difference made by the interventions)?
- ii) To what extent was the AFA iMIS project intervention developed in partnership with Government partners and aligned with the strategies, goals, and objectives of those organizations?
- iii) Did the AFA iMIS project intervention promote green sustainable growth as defined by the Danish International Development Agency (DANIDA)?
- iv) Did the AFA iMIS project intervention adhere to diversity (including gender and different sizes of traders)?

1.3.2 Coherence

- i) To what extent was the AFA iMIS project intervention coherent with other projects within and outside the TMEA Programme?

1.3.3 Effectiveness

- i) To what extent had the AFA iMIS project intervention achieved and/or exceeded targeted outputs, short-term and intermediate outcomes as per the monitoring plans and the logical framework/results chain?
- ii) What were the major factors that influenced the achievement or non-achievement of reduction in trade cycle transaction time and cost?
- iii) To what extent was the articulated AFA iMIS project intervention results chain and the underlying assumptions complete, consistent and appropriate?

1.3.4 Efficiency

To what extent did the AFA iMIS project intervention represent Value for Money (VfM)?

1.3.5 Impact

To what extent did the AFA iMIS project intervention contribute or was likely to contribute to a reduction in time and cost of the trade cycle as articulated in TMEA's Theory of Change?

1.3.6 Sustainability

To what extent would the AFA iMIS project intervention benefits continue after the cessation of TMEA's support?

CHAPTER 2 : EVALUATION APPROACH AND METHODOLOGY

32. The evaluation team used mixed methodologies including qualitative and quantitative methods to achieve the evaluation objectives in line with the TORs. In addition to the six OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, coherence, sustainability, and impact, the evaluation team used insights from contribution analysis to explore attribution using the trade systems projects results chain and TMEA theory of change (TOC).
33. The evaluation team collected secondary data through a desk review of the project documents and other documents relevant to the trade system projects and the evaluation (Refer to Annex 10 for details of the list of the documents reviewed).
34. Primary data was collected through key informant interviews (KIIs), Focus Group Discussions and Survey (Refer to Annex 9 for details of the stakeholders consulted). The evaluation team also obtained the actual transaction systems' time stamps data for AFA trade systems.
35. The evaluation team used a stratified random sampling technique to obtain representative samples. This was because the required endline data covered a heterogeneous population (i.e., producers, importers, exporters/buyers, brokers, processors, dealers, and other stakeholders) from which representative samples could only be drawn after stratification. Thereafter, a random sampling method was used to avoid systematic bias; and because it was easy to measure the sampling error. In addition, purposive sampling was used where the population was finite and particular sections of the population were targeted (especially the TMEA project Staff (IC4T) and implementing partner staff (AFA) to provide specific information on the end line evaluation.
36. Table 2-1 shows the AFA iMIS project intervention population, sample size and response rate.

Table 2-1: AFA iMIS project population, sample size, and responses rate per directorate.

#	Directorate	Population (Beneficiaries)	Sample size	Number of responses	Response rate
1.	Tea Directorate (TD) ⁸	316	58	11	19%
2.	Horticulture Directorate (HD)	134	26	26	100%
3.	Sugar Directorate (SD)	614	101	34	34%
4.	Coffee Directorate (CD)	138	24	8	33%
5.	Food Directorate (FD)	43	9	4	44%
6.	Nuts And Oils Directorate (ND)	67	13	10	77%
7.	Fibre Directorate (FID)	11	4	4	100%
8.	Pyrethrum Directorate (PD)	10	4	4	100%
9.	Grand Total (Traders)	1,333	239	100	42%
10	Grand Total (AFA Staff)	48	18	15	83%
11	Overall	1,381	257	115	45%

⁸ Tea Directorate changed to Tea Board of Kenya after enactment of The Tea Act 2020, and it became autonomous.

37. The AFA iMIS was operational and had a total population size of 1,333 (beneficiaries/traders) and a sample size of 239 (inclusive of all the 8 directorates) at a confidence level of 95% and a 5% margin of error. The number of responses were 100 out of a sample size of 239, which translated to a 42% response rate for the traders. For AFA staff, out of 18 staff respondents expected, 15 responded giving a response rate of 83%. Overall, the combined response rate of staff and traders were 45%, which was adequate. Furthermore, one on one interaction with the traders was organized under strict observation of COVID19 SOPs. However, it is worth noting that AFA was undergoing restructuring, especially in the Tea Directorate, a factor that to some extent contributed to the average response rate. In addition, while the traders' population under the sugar directorate was the highest (614), which resulted into the highest sample size (101) amongst the 8 directorates, evidence from the evaluation shows that majority of these traders do not have permits due to the sugar quota system and AFA internal processes and procedures on the same, a factor that to a large extent contributed to the minimal response rate in the Sugar Directorate.

38. The evaluators used questionnaires, key informant interview guides, and focus group discussion guides to collect data from the TMEA supported trade system project partner agency staff (AFA) and system users (beneficiaries) during fieldwork. The survey questions were rated and measured on a Likert Scale point of 1 to 3 as shown in table 2-2. In addition, open-ended questions were used to probe and get information from the respondents.

Table 2-2: Likert Scale and Measurement

Measurement	Likert Scale ⁹		
	1	2	3
Perception measurement	Increased	Remained the same	Reduced

39. The primary data (survey data) collected from the respondents were analyzed using excel. The data was validated by triangulating with data from other sources (document review, KIIs, and FGDs). This analysis was used to assess whether the trade system (AFA iMIS) project intervention reduced transaction time and costs, resulting in improved efficiency in service delivery and contributing to the impacts of reduced cost of trade in East Africa.

40. **Baseline Time and Cost:** Establishment of the time and cost baselines involved gathering evidence from multiple sources i.e. AFA baseline survey report, PAR document, monitoring plans, progressive and annual reports, and interviewing the respondents during the evaluation field data collection by the consultants. The data was validated through cross-verification /triangulation. Where there was consistency in the findings, the partner agencies' respective baseline data was used. Where there was inconsistency, the most appropriate data was used as the baseline (Refer to attached Annex 5 for evaluation baseline time before automation; Annex 6 for evaluation baseline cost before automation). The main reason for the differences in some of the baseline data between the field survey and the documents reviewed was mainly due to data sources. Some of the baseline data from the documents reviewed did not

⁹ A 3-point Likert scale was used in the questionnaire for the respondents to choose one option that best describes their view or findings about the trade systems.

take into consideration the time and costs incurred by the traders to move from their premises and waiting to submit the applications (indirect time and costs).

41. Time and Cost after Automation and Intervention benefits: The evaluation team obtained data on time after automation by collecting data from the traders, systems time stamps, and relevant project documents, and validated it through triangulation. The actual time obtained from the systems was used as the time after automation and used in the computation of the time reductions (refer to Annex 5 for evaluation time after automation). Cost after automation was obtained by triangulating data from both the field survey interviews and the desk review (refer to Annex 6 for evaluation cost after automation).

42. The evaluation team exercised quality assurance throughout the whole evaluation process per the OECD/DAC criteria and guidelines. These included training data collectors to meet the expectations of the evaluation. The collected data were reviewed daily by the evaluation team by having review meetings and taking appropriate actions. The data collected was cleaned and evaluated before analysis. In addition, stakeholders were allowed to comment on the findings, conclusions, recommendations, and gender issues; and the report reflects the relevant comments and acknowledges any substantive disagreements.

43. In addition to the OECD/DAC criteria, the evaluation team also used insights from contribution analysis¹⁰ to assess the progress made to achieve the TMEA-funded trade system project (AFA iMIS) results and focused specifically to establish the extent to which the observed results (whether positive or negative) were as a consequence of the AFA iMIS.

2.1. The Trade system project (AFA iMIS) results chain

44. The evaluation team used the AFA iMIS results chain to assess the extent to which the inputs and the results mapping for the project with its assumptions were valid and/or comprehensive and contributed to the high-level outcomes.

45. The key underlying hypotheses for the AFA iMIS were that:

- i) Automating the availability and handling of information by AFA reduces trade cycle transaction costs and time.
- ii) Simplifying and expediting information flows through automation between trade actors improves efficiency and effectiveness in the management of the trade cycle.

2.2. The Trade system Project (AFA iMIS) Management and Implementation

46. The assessment of management and implementation of the AFA iMIS was done by assessing and analysing the performance of the partner agency (AFA) by examining issues such as the governance structure, administrative procedures, financial management, change management, stakeholder involvement, and implementation of the trade system activities through document review (refer to Annex 10 for details of documents reviewed) and interaction with stakeholders (refer to Annex 9) for details of stakeholders engaged.

¹⁰ John Mayne (2008), Contribution Analysis, an Approach to Exploring Cause and Effect, ILAC Brief 16.

47. The evaluation established that there was a clear governance and management structure made of the Project Steering committee (PSC), Project Coordination Committee (PCC), and the Project Implementation Team (PIT). Interaction with stakeholders revealed that these committees were well-constituted such that they had representation from financiers (TMEA) and both partner agency and system users on board, an approach that promoted acceptance and ownership of the trade systems amidst challenges faced such as numerous change requests, the impact of COVID 19 and somehow long TMEA internal procurement and decision-making processes that to some extent affected the implementation of some project activities. This notwithstanding, evaluation findings from most of the respondents revealed that the PCC was not very visible on the ground.

48. Overall, the evaluation team established that the AFA iMIS was managed and implemented well as evidenced by the fact that it was operational and had achieved 100% of the expected outputs (refer to table 3-2 and Annex 4 for details) by implementing 100% of the activities (refer to Table 3-1 and Annex 3). The only remaining partially realised activity and output is the ongoing endline evaluation.

2.3 Evaluation Limitations

49. This endline study was limited to ascertaining the results and assessing the effectiveness, efficiency, relevance, sustainability, impact, and coherence of the AFA iMIS, based on the OECD DAC principles for evaluating development assistance in line with the TORs.

50. The evaluation team generally received the necessary cooperation and openness from TMEA and AFA. Nevertheless, there was some difficulty accessing both staff and beneficiaries of the AFA iMIS, a challenge that was attributed mainly to the restructuring process that AFA was undergoing. However, this was addressed by organising special meetings with AFA stakeholders to provide the data.

51. In addition, during the data collection period, there were restrictions on meetings and gatherings in Kenya due to the Covid-19 pandemic and therefore, interviews were carried out using online platforms. Nonetheless, the methodology used proved appropriate for the endline evaluation and no significant limitations are undermining the reliability, validity, or utility of evaluation findings.

CHAPTER 3 : EVALUATION FINDINGS

52. This section of the report provides the evaluation findings at the time the endline study was conducted based on the evidence from the review of the available project documents¹¹ and other relevant literature and extensive interviews with project staff and the project beneficiaries (internal and external stakeholders). The evaluation team organized the findings according to the six OECD-DAC criteria for evaluating development assistance and in line with the evaluation requirements in the TORs. Overall, the evaluation findings indicated that the set of the AFA iMIS activities could be categorized into 3 main components.

i) **Systems development, deployment, and integration including needs assessment**

53. Under this component, the activities implemented included identifying and assessing the system's needs; mapping, designing, and programming the system; system testing, piloting, data migration, and go-live. The integration of the developed system to other existing internal systems within the AFA such as finance systems as well as external systems residing with other government and private agencies that either relate to, dependent on successive processes to enable information sharing between the AFA and systems operated by other agencies and stakeholders. These include integration to the National electronic Single Windows (NeSW) managed by Kenya Trade Network (KENTRADE) and financial institutions (MPESA), etc to enable direct information sharing between the AFA and its stakeholders.

ii) **Systems support services included:** providing technical assistance, workstation, mini-data centre, internet, backup services, and short code services, among others.

iii) **Change Management activities included:** technical training of the technical personnel to manage the system, user acceptance tests, user trainings to cover both internal and external stakeholders and sensitization focused on system awareness and mind-set change on the part of the system users.

3.1. Relevance:

Relevance: is the extent to which the AFA iMIS project intervention objectives and design responded to beneficiaries' global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

54. The relevance section of this report assessed the extent to which the AFA iMIS project responded to the beneficiaries' needs and priorities including being aligned to the TMEA strategy/TOC, ICT policies, and strategies of Kenya Government and partner agencies. It also assessed whether the AFA iMIS was developed with partners and aligned with the strategies, goals, and objectives of those organizations, promoted green sustainable growth, and adhered to diversity (including gender and different sizes of traders).

55. To assess the automated trade system project (AFA iMIS) relevance, the evaluation team answered the following questions:

¹¹ AFA Project Appraisal Report, ICT strategies and Policies, Activity plans, project monitoring plans, Results chain, Project quarterly and annual reports, budget/ expenditure and realized activities and results on time; management structures, training reports, and system transaction data, GOK, Regional and Global ICT strategies, DANIDA Green Growth strategies and Policies, GOK Green Growth strategies and policies, TMEA green growth strategies, trade related carbon emission data, GOK gender strategies and policies and TMEA gender strategies and policies.

- i) To what extent did the AFA iMIS project intervention respond to beneficiaries' needs and priorities (any difference made by the interventions)?
- ii) To what extent was the AFA iMIS project intervention developed in partnership with Government partners and aligned with the strategies, goals, and objectives of those organizations?
- iii) Did the AFA iMIS project intervention promote green sustainable growth as defined by the Danish International Development Agency (DANIDA)?
- iv) Did the AFA iMIS project intervention adhere to diversity (including gender and different sizes of traders)?

3.1.1. Response to beneficiaries' needs and priorities

56. Assessment of how AFA iMIS responded to beneficiaries' needs and priorities: The evaluation findings indicate that AFA iMIS responded to the beneficiaries' needs and priorities that included addressing the challenges of: prolonged lead times in-process transactions, high transaction costs, limited access to information by AFA system users. The AFA managerial challenges in terms of information availability and generation of management reports for effective decision making, among others, were also addressed.

57. Minimizing physical movement of AFA trade documents and trade actors: The evaluation findings from the document review¹² and discussions with some stakeholders¹³ revealed that the integration of all the 8 AFA directorates¹⁴ into a single iMIS helped in solving the challenge of having to appear physically at the different AFA directorates to apply for and be issued with a license/permit/certificate which was not only time-consuming but also costly in terms of transport costs, printing costs and follow up costs for both compliant and non-compliant applications. The findings by the evaluation team indicated that with the AFA iMIS, all license applications are now done electronically by the traders and are electronically verified and approved by the staff in the respective eight AFA directorates.

58. In addition, the findings indicated that the AFA iMIS integration had been developed and interfaced with other internal and external systems, hence AFA traders engaged in more than one agricultural trade product across the 8 directorates no longer had to move from one directorate to another. For example, the Kenya National Electronic Single Window system managed by Kenya Trade Network (KENTRADE) has been integrated into the AFA integrated Management Information System (iMIS) in such a way that all the applications for import and export permits made by the traders are done on the KeSWS system and relayed to the AFA iMIS for processing, after which, all the approved certificates are routed back to the single window system for access.

59. This is contributing not only to information sharing, but also cutting down costs for the traders who initially had to present their applications physically at KENTRADE and thereafter head to AFA to collect the approved and issued certificates. This resonates well with the findings from

¹² Project Charter, Project Appraisal Report, Project Monitoring plans and Project Progressive and Annual reports

¹³ Project Lead

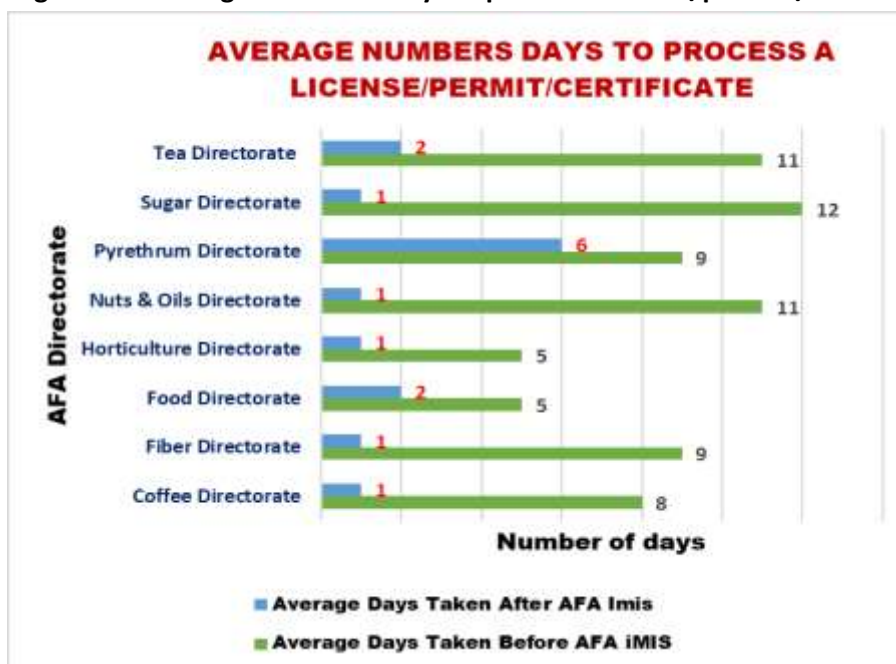
¹⁴ Tea Directorate, Horticulture Directorate, Coffee Directorate, Sugar Directorate, Nuts and Oils Directorate, Pyrethrum Directorate, Food Directorate and the Fibre Directorate

the survey where majority of the respondents 70% (55/79) from the 8 directorates of AFA indicated that the processing time to acquire a license/Permit/ certificate through the AFA iMIS had reduced compared to the previous manual system as illustrated in figure 3-1 below. This was among others attributed to a number of factors including that the process is much easier takes less of my time, it (AFA iMIS) is very fast, there were a lot of delays in approvals due to the many support documents required that were not initially required and that its now shorter and more convenient since uploaded records are kept online for future reference.

60. This is supported by data from 88% of the key informants (AFA staff) who indicated that the time taken to issue licenses/permits/certificates by AFA as a result of using the AFA iMIS compared to the previous system had decreased. Specifically, they indicated that on average, time to issue a permit had changed from 5 days to 1 day (80% reduction), issuance of licences from 34 days to 5 days (85% reduction), among others. They (key informants) attributed this change/reduction to a number of factors including; shorter time being taken to approve the processes using the system, the process being more convenient and efficient since the approvals can be done from one’s comfort, among others.

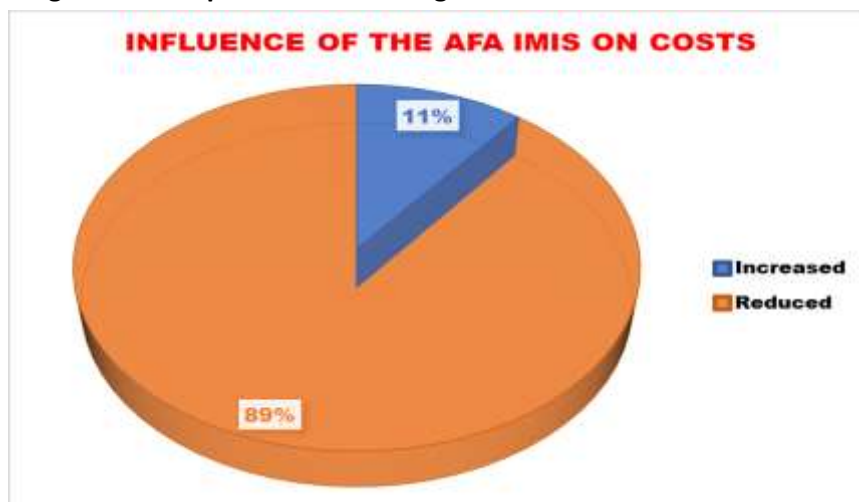
61. Besides, the integration has also been done with the M-PESA mobile payment system, hence no matter the directorate, traders can make payments through M-PESA. Discussion with the stakeholders disclosed that before the AFA iMIS, payment for any service sought by the traders through AFA was done through the different banks of each directorate, an approach which was to a large extent inconveniencing on the side of a trader who was engaged in more than one agricultural product in more than one directorate. The evaluation team also established that M-PESA had a limit in regards to how much one can transact in a single transaction, something that was affecting companies (traders) who needed to make huge payments. As a remedy, an interface for uploading payment proof was included in the AFA iMIS such that once one has made payment in the bank, he/she uploads proof of payment, hence the efficiency gains are being realized through a reduction in time taken and costs incurred in the administration and acquisition of agricultural trade regulatory documents.

Figure 3-1: Average number of days to process a license/permits/certificates



62. It is worth noting that the tea directorate is a classic example of the effect of automation on time reductions. The Tea Directorate (changed to Tea Board of Kenya) had already had its business processes (export registration, manufacturers returns, and license for broker, packer, warehousemen and export and import) automated resulting into average time reduction of up to 82% in the acquisition of permits and licenses. However, based on the Monitoring plans, 8 processes were re-engineered and one system module developed. The variance in the time reductions could be due to the time taken for the different processes. For example, acquisition of an export permit still stands at 1 day while acquisition of licences varies.
63. **Reducing transaction costs:** The evaluation findings indicate that prior to AFA iMIS, the manual applications required traders to make physical visits to AFA offices to submit applications and collect permits/licenses/certificates. This had cost implications such as travel costs and other transactional costs like follow up costs, paper, printing charges etc. Extra transactional costs resulting from process inefficiencies were further compounded by the fact that traders did not have access to timely and reliable trade-related information, relevant in ensuring compliance in the acquisition of relevant trade documents.
64. However, the AFA iMIS has minimized most of the transaction costs such as travel costs, follow-up costs, printing charges etc. Paper usage in the submission of applications has been minimised since applications are handled and submitted online. This has also had a positive impact on the printing, travel and storage costs on the side of AFA. This has been affirmed by 89% (59/66) of traders across AFA directorates who indicated in the survey that AFA iMIS has among other things enabled them to reduce costs such as courier costs, travel costs, and other related costs since all transactions were being done online as opposed to the previous manual system that required the physical presence of the applicants/traders and hard copy documents as illustrated in figure 3-2 below.

Figure 3-2: Respondents indicating a reduction of Costs after AFA iMIS

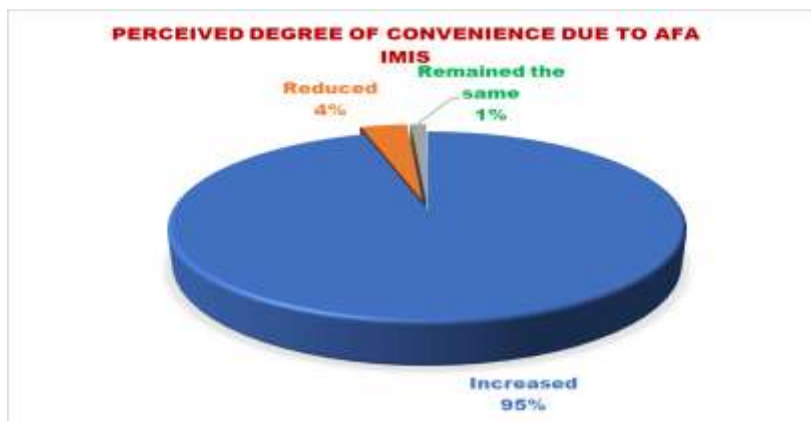


65. **Removed records/data duplication and simplified complex and bureaucratic processes:** Similarly, the evaluation findings revealed that prior to AFA iMIS, the manual platform was excessively bureaucratic requiring that each process step in AFA be handled one at a time, with multiple players involved in a single process. This contributed to unnecessary time losses from periods of inaction (the period between last approval and next approval period when the

preceding/succeeding process could not commence until one step of the application was completed). Furthermore, time losses were experienced when relevant approving officers were not physically present at their offices to approve and issue certificates/licenses/permits and applications had to wait for their return. In addition, the paperwork to be submitted and the steps to be followed in manual processing were repetitive in nature, resulting in longer processing times due to duplications.

- 66. However, evaluation findings indicate that the AFA iMIS has to a large extent simplified and eliminated repetitive steps required in each process and multiple clearance officers needed to handle any given transaction, which can be handled online. It was disclosed that integration of all the 8 directorates into the AFA iMIS as well as integrating the AFA iMIS into other internal systems of the different directorates such as their financial systems has contributed to increased transparency, accountability, and predictability in the delivery of services to the stakeholders.
- 67. This is further supported by the traders’ survey findings by the evaluation team in which the majority of the respondents 95% (82/86) indicated that convenience (readily available and accessible services) in the process of acquiring a license/permit/certificate had increased compared to the previous manual system as shown in figure 3-3 below. Specifically, the number of traders interviewed who indicated that the degree of convenience had increased per directorate was as follows; coffee directorate 100% (7/7), fibre directorate 100% (3/3), food directorate 100% (2/2), Horticulture directorate 100% (25/25), Nuts and Oils directorate 100% (10/10), pyrethrum directorate 75% (3/4), sugar directorate 97% (28/29) and tea directorate 67% (4/6).
- 68. Among the reasons cited by the traders for increased convenience include; Information being readily available, ease to process license/permit at at one’s comfort, Less paper work, the process is now quick since no submitting of manual copies which was time consuming and involving. This finding resonates with the information gathered from 94% (16/17) of AFA staff (key informants) who indicated that the AFA MIS had increased convenience (readily available and accessible services) in the process of traders acquiring licence/permit/certificate. They attribute this change to the fact that request can be approved even out of the office, the traders can access the system from wherever they are and apply for the services, compared to when they had to take the application papers to AFA offices among others.

Figure 3-3: Perceived degree of convenience due to AFA iMIS



69. **Improving traceability and monitoring of the AFA application process:** The findings by the evaluation team revealed that before automation (AFA iMIS), traders were finding it difficult to track and trace the status of their applications. Literature review and FGDs with the Project lead disclosed that the manual platform was not only characterised with complexity but was susceptible to interference and malpractice, time consuming and inconvenience to traders in form of dealing with multiple clearance officers, lack of easy and timely channels of acquiring information as well as the unpredictability of process outcome due to the difficulties involved in tracking the status of their applications since they had to rely on the AFA staff. To make matters worse, additional time had to be built into the procedural steps to cater for the manual way information was generated, utilized, transmitted, and archived.
70. However, AFA iMIS has increased the ability of the traders to trace and monitor the status of their applications. This is attributed to the automation of the different application processes and internal and external interfacing of the AFA iMIS with other systems such as Kenya Electronic Single Window (KeSWS), M-PESA as a payment service provider and internal financial ERP, hence contributing to increased efficiency and effectiveness in the administration of trade in form of increased document traceability, access to information, transparency and accountability.
71. This is supported by the survey findings conducted by the evaluation team in which most of the respondents 90% (63/70) from the 8 directorates indicated that transparency by AFA in terms of providing and enabling them access all the required information during the process of acquiring a license, permit or certificate had increased as a result of using AFA MIS compared to the previous manual system as illustrated in figure 3-4. Specifically, the number of traders interviewed who indicated that transparency had increased per directorate was as follows; coffee directorate 100% (8/8), fibre directorate 67% (2/3), food directorate 100% (2/2), Horticulture directorate 90% (18/20), Nuts and Oils directorate 89% (8/9), pyrethrum directorate 50% (1/2), sugar directorate 91% (21/23) and tea directorate 100% (3/3).
72. The respondents indicated that due to the AFA iMIS, everything is online, all the required data are readily available and accessible, all requirements are well laid out and are clear and that you are properly guided with all the information needed to enable the process among others. This finding is in line with the findings from the key informant interviews in which all the 17 (100%) AFA staff interacted with said that the AFA iMIS had improved on transparency. They (key informants) attributed the improved transparency to a number of factors including; reduced human interaction since documents are submitted online, trader is able to monitor status of document processing, and all information provided is verified.

Figure 3-4: Perceived degree of transparency as a result of AFA iMIS


73. **In conclusion**, the evaluation team established that the AFA iMIS responded to the beneficiaries' needs and priorities by reducing the average time by 78% from 9 days before the AFA iMIS to 2 days after the AFA iMIS and average indirect costs such as transportation, follow up costs, printing, stationery, and other costs that were associated with the processing and acquisition of permits/licenses/certificates by 91% from US\$83 before AFA iMIS to US\$8 after the AFA iMIS. Furthermore, there is more transparency (90%), convenience (95%), accountability (91%) and satisfaction (56%) and more satisfaction (42%) due to the ability of the different stakeholders to trace and monitor their activities including fees management and documentation by AFA, which was not the case with the manual system, save for users under the Tea directorate only, hence improved efficiency in service delivery by AFA.

3.1.2 AFA iMIS partnership and alignment with partners' strategies.

74. The evaluation findings indicated that the AFA iMIS project intervention was developed with the partners and aligned with the strategies, goals, and objectives of the partner agency by having a coordinating and governance mechanism that included representatives from TMEA (the sponsor), the partner agency (AFA), and the beneficiaries that included the private sector. This was to ensure successful implementation and sustainability of the project post the TMEA support period. Top-level and middle-level management of the partner agencies were involved in the project, through the project governance and reporting structures consisting of a Project Steering Committee (PSC), Project Coordination Committee (PCC), and Project Implementation Team (PIT).
75. The evaluation findings further indicated that the Project Steering Committee (PSC) consisted of top-level management of AFA as well as TMEA, and the Director-General and Heads of Directorates at AFA, and ICT Director at TMEA. The PSC met quarterly to review the project progress and address any challenges. The Project Coordination Committee (PCC) consisted of middle-level management, and comprised of ICT and business managers, monitoring and evaluation as well as communications personnel, TMEA Project Manager and representatives from the private sector who seek services at AFA.
76. The PCC met regularly and reported to the PSC. The Project Implementation Team (PIT) consisted of the technical personnel and process owners at the agencies. The PIT met

regularly and reported to the PCC. These project implementation structures ensured that the intervention involved the partner agencies and aligned with their objectives.

3.1.3 Alignment to the National Government's ICT Strategies and Policies (e-governance)

77. The evaluation team found that the successful implementation of the AFA iMIS project intervention took into consideration the good political-will of the government and the relevant governmental authorities/institutions for the full support and participation of the business community, which enhanced the projects relevancy. The findings further indicated that the TMEA supported automation project (AFA iMIS) was in line with the national Single Window (SW) initiatives and the GOK ICT Strategies and policies.
78. The evaluation findings showed that the AFA iMIS project intervention in Kenya was in line with the Kenya National ICT Policy¹⁵ strategies of using e-Government as a tool to reduce transaction costs for the Government, citizens, and the private sector through the provision of products and services electronically to improve:
- i) Internal efficiency and quality of public service delivery and transparency and accountability;
 - ii) Collaboration between Government agencies and enhance efficiency and effectiveness of resource utilization;
 - iii) Kenya's competitiveness by providing timely information and delivery of Government services.
79. The evaluation findings further indicated that the AFA iMIS project intervention conformed to the Kenya National Electronic Single Window System (KNESWS) initiative under the Kenya Trade Network Agency (KENTRADE), an autonomous Agency responsible for establishing and managing a National Electronic Single Window System (Kenya TradeNet System) to facilitate trade. To this end, KeSWS Integration enhancements were made.
80. The KeSWS system is integrated into the AFA Management Information System (MIS) in such a way that all import/export applications made by the traders are done on the KeSWS and relayed to the AFA iMIS for processing, while trader licences applications are made directly on the AFA iMIS for approval and then routed to KeSWS for access. The Kenya TradeNet System was an initiative of the Kenya Vision 2030 to facilitate trade, customs clearance, competitiveness and to reduce the cost of doing business. The system aims at providing the trading community and all stakeholders a single access point for all external trade-related services and to meet the legal requirement of the trade.

3.1.4 Response to EAC Region ICT Policy

81. The evaluation findings further revealed that the AFA iMIS project intervention was in line with EAC Model ICT Policy Framework¹⁶ objectives of Member States digitizing Government processes and Services to reduce transaction cost, time and ensure efficient and quality public service delivery.

¹⁵ National Information and Communications Technology (ICT) Policy, Ministry of Information & Communications (2006)

¹⁶ EAC Model ICT Policy Framework, EACO (2015)

3.1.5 Relevancy to Global WTO Trade Facilitation Agreement (TFA)

82. The evaluation team found that the AFA iMIS project intervention was in line with the WTO TFA which contains provisions for expediting the movement, release and clearance of goods, including goods in transit. The agreement also set out measures for effective cooperation between customs and other appropriate authorities on trade facilitation and customs compliance issues. The evaluation team further noted that the WTO TFA also emphasized that simplifying trade procedures could lead to greater involvement by small and medium-sized enterprises in international trade and that shorter delivery times and greater predictability of deliveries enables poor countries to increase their participation in global value chains. The agreement further emphasized that by reducing delays at the border, TFA implementation would increase the volume of goods passing through customs and reduce the incidence of corruption, both of which should help developing country governments collect more revenues.

3.1.6 Promoting green sustainable growth

83. To a large extent, the AFA iMIS project intervention promoted green sustainable growth as defined by the Danish International Development Agency (DANIDA) in terms of environmental conservation, productivity, and access to advanced technology and innovation. This was attributed to the fact that automation had greatly reduced the use of paper as well as contributed to the reduction of carbon dioxide (CO₂) emissions since the clients are now working from the comfort of their homes/offices. The International Transport Forum (ITF) estimated that international trade-related freight transport currently accounted for around 30% of all transport-related CO₂ emissions from fuel combustion, and more than 7% of global emissions.

3.1.7 Incorporating diversity (including gender and different sizes of traders)

84. **Gender Issues:** The AFA iMIS project intervention was designed to serve all stakeholders using the system that included both the male and the female equally. It was further revealed that the project (AFA iMIS) was implemented in line with the national gender policies of Kenya that provide for non-discrimination based on gender. To this end, it is worth concluding that gender issues were considered during the projects life cycle right from engaging both genders during the baseline/needs assessment that was conducted to analyze the initial gaps/traders' needs, User Requirements Specification that was prepared to capture AFA and Stakeholders' requirements, the development and testing of the systems, Change Management that involved system sensitization and awareness training that aimed at creating awareness about the trade systems, building technical capacity and knowledge transfer among others.

85. This information is supported by 81% (72 out of 89) users (27 Female and 45 males) that confirmed that they were aware and trained on how to use the AFA iMIS

86. **In conclusion**, the AFA iMIS project intervention indirectly incorporated gender issues during its implementation given the fact that the system was designed in such a manner that it could be accessed by a registered user irrespective of their gender. However, there is a need for deliberate consideration of gender to increase the number of women involved.

87. **Different sizes of traders:** The literature review and interaction by the evaluation team with the agency project staff, management team, PIT and PSC members revealed that the AFA iMIS project intervention indirectly took into consideration the different sizes of traders. It was explained that the system was designed and accessible to all stakeholders irrespective of their status in terms of business size.
88. **Alignment to TMEA Theory of Change (ToC) and Priorities:** The evaluation findings indicated that the AFA iMIS project intervention was designed and structured to respond to specific needs of all parties, in the private and public sectors of automating the key trade processes in the partner agency (AFA) to reduce the cost and time related to the use of the manual processes. The findings further indicated that the AFA iMIS project intervention specifically of automating document processing aimed at improving trade systems and making them effective was critical to the success of TMEA's outcomes of having Effective Trade Systems and Procedures that resulted in reducing trade barriers and thus contributing to increased trade. The automated project (AFA iMIS) was structured within a framework, which reduces trade barriers to the private sector by automating documentation processes, which resulted in enhanced transparency, accountability, and savings in terms of cost and time while transacting business.
89. The evaluation findings established that the AFA iMIS project intervention was designed and aligned with TMEA thematic focus areas, particularly TMEA's Strategic Objective of reducing trade barriers. The AFA iMIS project intervention fits within this thematic area and hence within the TMEA institutional and strategic outlook defined in its theory of change; thus, there was an existing framework to support the project within TMEA.
90. **Conclusion:** Overall, the evaluation findings revealed that the AFA iMIS project intervention relevancy was very good because it responded to the needs and challenges of the stakeholders; was aligned to the strategies, goals, objectives and priorities of the partner agencies; and conformed to the Kenya ICT Strategies and Policies (e-governance) and the EAC ICT Policies geared towards reducing trade barriers and improving business competitiveness.

3.2. Effectiveness

Effectiveness: is the extent to which the AFA iMIS project intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

91. This section of the report assessed the AFA iMIS project intervention effectiveness by establishing the:
- Extent the AFA iMIS project intervention achieved and/or exceeded targeted outputs, short-term and intermediate outcomes as per the monitoring plans and the logical framework/results chain.
 - Major factors that influenced the achievement or non-achievement of reduction in trade cycle transaction time and cost.
 - Extent the articulated AFA iMIS project intervention results chain and the underlying assumptions were complete, consistent, and appropriate.

3.2.1 Results achievement by the AFA iMIS project intervention

92. The evaluation team used the AFA iMIS project intervention activity plan, monitoring plan, and Results Chain (RC)¹⁷ /results framework to assess and ascertain the extent to which the AFA iMIS project intervention achieved and/or exceeded targeted outputs, short-term and immediate outcomes.
93. **The AFA iMIS project intervention activity implementation assessment:** Overall, the literature review and interactions of the evaluation team with stakeholders such as the members of PIT, PSC, and PLs revealed that the AFA iMIS project intervention had implemented 100% (40/40) of the project activities (refer to table 3-1 and Annex 3) to achieve 100% (13/13) of the targeted outputs (refer to Table 3-2 and Annex 4). This was attributed to the evidence that showed that the AFA iMIS project intervention inputs in form of information management systems, software, hardware, and financial assistance were mainly procured by TMEA that consequently supported the implementation of the planned activities.
94. These inputs included: development of the different automated trade systems, development of the integration interfaces to enable the automated systems to be integrated with other systems both internally and externally, implementation of system support services to ensure that the systems continue running without any interruptions, development and implementation of the change management plans to among others enable the stakeholders access and use the automated systems, development and implementation of the M&E framework to help track progress among others. The only pending activity and the output was the ongoing project evaluation had been partially realized.

Table 3-1: AFA iMIS project intervention Activities Realization as of September 2021

Targeted Activities	Realized Activities	Assessment (1-Poor and 5-Excellent)	Confidence level (low-red, medium - yellow, and High-green)
40	40	5	High
%	100%		

Source: AFA iMIS Project activity work plan, Quarterly Project Reports, Annual Performance Reports, and Project monitoring plans.

104. Evidence collected by the evaluation team revealed that the activities supported by TMEA were relevant and achieved the expected outputs after implementation. The activities were found to be adequate to achieve the expected outputs as illustrated in table 3-2.

Table 3-2: AFA iMIS project intervention Outputs Realization as of September 2021

Targeted Outputs	Realized Outputs	Assessment (1-Poor and 5-Excellent)	Confidence level (low-red, medium - yellow, and High-green)
13	13	5	High
%	100%		

Source: AFA iMIS Project activity work plan, Quarterly Project Reports, Annual Performance Reports, and Project monitoring plans.

¹⁷ AFA iMIS monitoring plan and Results Chain

3.2.2 Assessment of the results achieved by the AFA iMIS project

95. **Assessment of the extent of achievement of targeted results by AFA iMIS Project:** The evaluation evidence¹⁸ showed that AFA iMIS as of December 2021, had achieved most of its intended outputs as a result of successfully implementing 100% (40/40) of the planned activities (refer to **Table 3-1** and **Annex 3**) which resulted into the realization of 100% (13/13) expected outputs (refer to **table 3-2** and **Annex 4**).
96. It was evident by the evaluation findings that as a result of developing the integration interface, the AFA iMIS has been integrated with 3 other systems namely; Kenya Electronic Single Window System (KeSWS) which allows traders to simultaneously submit information requirements for trade regulatory documents, such as customs declarations, applications for import and export permits, certificates of origin and trading invoices, through a single online portal/window.
97. Furthermore, it was revealed that the AFA iMIS had also been integrated with the MPESA mobile payment system, hence traders no longer have to move from one bank to another making payment for different agricultural product documents. Similarly, the AFA iMIS has been integrated into the internal financial systems of each of the 8 AFA directorates, thereby enabling each directorate to trace and monitor all payments being made by the different traders. This confirms that the AFA iMIS integration has been developed and deployed and is meeting its purpose.
98. Furthermore, it was evident that the AFA iMIS support services were being implemented. The literature review showed that a total of 3 support services had been implemented by December 2020. These included; recruitment of a technical assistant who offered technical support during and after the development and deployment of the AFA iMIS, and inclusion of a 2-year maintenance warranty in the contract of the AFA iMIS developer to ensure the smooth deployment and handover.
99. Similarly, there was evidence that 500 external stakeholders, mainly AFA traders had been trained on how to apply for licenses and import/export permits electronically on the platform unlike the manual system that required physical presence of the traders during application and renewal licenses. In addition, 10-15 internal AFA users for each of the 8 directorates were trained. It was found that 2 sets of training took place internally. The first training was a validation workshop attended by AFA staff from the 8 directorates while the second training involved each directorate training its own ToTs/champions who were tasked to sensitize the AFA traders about AFA iMIS. On the other hand, the traders also had training by the AFA ToTs.
100. In addition, it was established that the traders and AFA staff were engaged during the AFA awareness and sensitization sessions during the project inception in addition to being trained by the developer on how to use the system during the system testing and launch, among others. This was confirmed by 100% (72/72) of AFA traders interviewed who indicated that they were trained and this helped them use the system.

¹⁸ AFA Quarterly Project Reports, Annual Project Reports, Project Monitoring Plans and Project Activity plans and FGD reports

101. Besides, the evaluation found that the project progress was being tracked periodically, a baseline study had been conducted to establish benchmarks upon which the AFA iMIS performance would be measured, and an endline project evaluation had been commissioned, hence an indication that the AFA iMIS M&E framework was being implemented.
102. **In conclusion**, there was overwhelming evaluation evidence that the AFA iMIS project had realized 100% (13/13) of its planned outputs and this is attributed to the successful implementation of 100% (40/40) of its planned and measurable activities.
103. **Assessment of short-term outcomes realized by AFA iMIS Project:** The evaluation team used the achieved KPIs against the set target for each of the short term outcomes to establish the extent to which the AFA iMIS had realized its short term outcomes. This was ascertained through a review of the AFA iMIS project documents such as the quarterly, annual reports, and Results chain in addition to interacting with different stakeholders including the AFA iMIS system users of the 8 AFA directorates and the PLs.
104. Overall, the findings revealed that the AFA iMIS achieved all the 5 short-term outcomes (improved access and use of AFA regulatory services, improved capability of AFA stakeholders to connect with other trade actors, and improved competence of AFA stakeholders in using the AFA iMIS, Improved Coordination between AFA and other Trade Actors, and Improved Compliance to and Enforcement of AFA Trade Regulations) based on the results chain and the collected data/availed data. Evidence from the survey conducted by the evaluation team revealed that the AFA iMIS has improved access and use of AFA regulatory services as confirmed by 92% of the respondents (against the target of greater than 80%) who said that the AFA MIS had brought about convenience (readily available and accessible services) in the process of acquiring a license/permit/certificate compared to the previous system.
105. Furthermore, using evidence from the literature review as well as the results chain, it was clear that with integrations of AFA iMIS with Kenya Electronic Single Window System (KeSWS), M-PESA mobile payment, and with the internal financial systems of each of the 8 directorates, these have had a significant contribution to Improved capability of AFA to network and connect with other trade actors in terms of sharing trade documents and information in the short term thereby leading to a reduction in time taken by traders to acquire licenses/permits/certificate issued by AFA and reduction in processing costs incurred by traders to acquire licenses/permits/certificate issued by AFA, signifying improved efficiency and effectiveness of the trade processes managed by AFA.
106. Similarly, there was evidence that 500 external stakeholders, mainly AFA traders had been trained on how to apply for licenses and import/export permits electronically on the platform unlike the manual system that required physical presence of the traders during application and renewal licenses. In addition, 10-15 internal AFA users for each of the 8 directorates were trained. It was found that 2 sets of training took place internally. The first training was a validation workshop attended by AFA staff from the 8 directorates while the second training involved each directorate training its own trainer of trainees (ToTs)/champions who were tasked to sensitize the AFA traders about AFA iMIS. On the other hand, the traders also had training by the AFA ToTs. Furthermore, evaluation

evidence from AFA iMIS data indicated that 265, 977 transactions were successfully completed through the AFA iMIS and only 77 transactions were rejected giving a percentage of compliance of 99.97% against a target of greater than 75%.

107. In conclusion, at the time of reporting, the AFA iMIS had achieved all the 5 expected short-term outcomes as depicted in table 3-3 below and **Annex 7**.

Table 3-3: AFA iMIS Short Term Outcomes Assessment

#	SHORT TERM OUTCOME	KPIs/MEANS OF VERIFICATION	BASELINE	TARGET	ACTUAL	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
1.	Improved Access and Use of AFA Regulatory Services	Perceived Degree of Convenience of Services rendered through AFA MIS	Overall: 45%	>80%	Overall (82/86)	Overall 95%.	4	Green
			Coffee Directorate: 45%		7/7	100%	4	Yellow
			Fibre Directorate: 45%		3/3	100%	5	Green
			Food Directorate: 45%		2/2	100%	4	Yellow
			Horticulture Directorate: 45%		25/25	100%	5	Green
			Nuts & Oils Directorate: 45%		10/10	100%	5	Green
			Pyrethrum Directorate: 45%		3/4	75%	4	Green
			Sugar Directorate: 45%		28/29	100%	4	Yellow
			Tea Directorate: 45%		4/6	67%	3	Yellow
2.	Improved Capability of AFA to Network and Connect with other Trade Actors	Number of eDocuments shared between AFA MIS and other External Trade agencies.	0	>1	3		4	Yellow
3.	Improved Competency of AFA stakeholders in using AFA MIS	Number of Trained Trade Actors	0		500 external & 80 internal	-	4	Yellow
		Number of trained stakeholders able	0	>75%	100%	100%	4	Green

#	SHORT TERM OUTCOME	KPIs/MEANS OF VERIFICATION	BASELINE	TARGET	ACTUAL	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
		to complete transactions in the iMIS						
4.	Improved Coordination between AFA and other Trade Actors	Number of Joint Procedures between AFA and other Trade Agencies as a result of the deployed AFA MIS	0	>1	3	-	4	
5.	Improved Compliance to and Enforcement of AFA Trade Regulations	The ratio of Compliant to Non-Compliant transactions	0	>75%	99.97%	99.97%	5	
6.	Overall						4	

108. **Assessment of intermediate outcomes realised by AFA iMIS Project:** This was ascertained through a review of the AFA iMIS project documents such as the quarterly, annual reports, and Results chain in addition to interacting with different stakeholders including the AFA iMIS system users (staff and the traders) of and the PLs. Overall, the findings revealed that the AFA iMIS achieved to a large extent most of its intermediate outcomes based on the results chain.

109. In addition, the beneficiary survey conducted by the evaluators revealed that overall, 56% of the respondents were satisfied and 42% more satisfied with the quality of service delivery through AFA MIS, 90% indicated that transparency (openness and honesty) by AFA in terms of providing and enabling you to access all the required information during the process of acquiring a license, permit or certificate had increased as a result of using AFA MIS compared to the previous system, while 91% indicated that accountability (responsiveness, providing feedback, notifications, and updates) by AFA to them in the process of acquiring a license/permit/certificate had increased as a result of using AFA MIS compared to the previous system, hence signifying improved governance in the administration of AFA trade processes and procedures. Refer to table 3-4 and Annex 7 for details. The evaluation team could not access the data on revenue collected and accounted for through AFA MIS because the data was said to be sensitive.

Table 3-4: AFA iMIS Intermediate Outcomes Assessment

#	INTERMEDIATE OUTCOME	KPIs/MEANS OF VERIFICATION	DIRECTORATE / BASELINE	TARGET	RESULTS AT ENDLINE	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
1.	Improved Efficiency and Effectiveness in the management of tea trade	Time taken to acquire licences /permits/ certificates issued by AFA	Overall: 9 days	At least 30% reduction	2 days	Overall, 78% reduction	5	Green
			Coffee Directorate Export Permit: 8 days		1 day	88% reduction	5	Yellow
			Fibre Directorate Export Permit: 9 days		1 day	89% reduction	5	Green
			Food Directorate Import Permit: 5 days		2 days	60% reduction	4	Yellow
			Horticulture Directorate export permit application: 5 days		1 day	80% reduction	5	Green
			Nuts & Oils Directorate Export Import Permit: 11 days		1 day	91% reduction	5	Green
			Pyrethrum Directorate commercial nursery license: 9 days		6 days	33% reduction	5	Green
			Sugar Directorate Sugar Import permit (Kentrade): 12 days		1 day	92% reduction	4	Yellow

#	INTERMEDIATE OUTCOME	KPIs/MEANS OF VERIFICATION	DIRECTORATE / BASELINE	TARGET	RESULTS AT ENDLINE	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
			Tea Directorate: 11 days		2 days	82% Reduction	4	Yellow
		Processing costs incurred (per transaction) by AFA and traders to acquire licences/permits /certificates issued by AFA per directorate (US\$)	Overall: US\$83	At least a 15% reduction	US\$:8	Overall, 91% reduction	5	Green
			Coffee Directorate: US\$:27		US\$3	89% reduction	4	Yellow
			Fibre Directorate: US\$25		US\$3	88% reduction	5	Green
			Food Directorate: US\$:78		US\$3	96% reduction	4	Yellow
			Horticulture Directorate: US\$250		US\$42	83% reduction	5	Green
			Nuts & Oils Directorate: US\$44		US\$4	91% reduction	5	Green
			Pyrethrum Directorate: US\$86		US\$3	97% reduction	5	Green
			Sugar Directorate: US\$115		US\$3	97% reduction	4	Yellow
			Tea Directorate: US\$39		US\$1	98% reduction	4	Yellow
			Revenue collected and accounted for through AFA MIS as a ratio of licences/permits /certificates issued through the MIS		0%	At least a 25% increase	Not provided because was said to be sensitive data	
2.	Improved Governance in	Percentage degree of AFA	Overall: Not Available (N/A)	Not available	Overall: 79/81	Overall: 98%.	4	Green

#	INTERMEDIATE OUTCOME	KPIs/MEANS OF VERIFICATION	DIRECTORATE / BASELINE	TARGET	RESULTS AT ENDLINE	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
	the administration of AFA trade processes and procedures	traders satisfied with the quality of service delivery through AFA MIS	Coffee Directorate: N/A		8/8	100%	4	Yellow
			Fibre Directorate: N/A		3/3	100%	5	Green
			Food Directorate: N/A		2/2	100%	4	Yellow
			Horticulture Directorate: N/A		21/21	100%	5	Green
			Nuts & Oils Directorate: N/A		8/8	100%	5	Green
			Pyrethrum Directorate: N/A		4/4	100%	5	Green
			Sugar Directorate: N/A		27/28	97%	4	Yellow
			Tea Directorate: 0		6/7	86%	4	Yellow
		Perceived degree of transparency in the administration of permits/licenses/certificates issued by AFA	Overall: Not Available (N/A)	not indicated	Overall 63/70	Overall-90%	4	Yellow
			Coffee Directorate: (N/A)		8/8	100%	4	Yellow
			Fibre Directorate: (N/A)		2/3	67%	3	Green
			Food Directorate: (N/A)		2/2	100%	4	Yellow
			Horticulture Directorate: N/A		18/20	90%	4	Green

#	INTERMEDIATE OUTCOME	KPIs/MEANS OF VERIFICATION	DIRECTORATE / BASELINE	TARGET	RESULTS AT ENDLINE	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL	
			Nuts & Oils Directorate: N/A		8/9	89%	4	Green	
			Pyrethrum Directorate: N/A		1/2	50%	4	Green	
			Sugar Directorate: N/A		21/23	91%	4	Yellow	
			Tea Directorate: N/A		3/3	100%	4	Yellow	
		Perceived degree of accountability in the administration of permits/licenses/certificates issued by AFA	Overall: Not Available (N/A)	not indicated	Overall 65/70	Overall- 91%.	4	Yellow	
			Fibre Directorate: (N/A)		8/8	100%	5	Green	
			Food Directorate: N/A		1/1	100%	5	Green	
			Horticulture Directorate: N/A		16/18	89%	4	Green	
			Nuts & Oils Directorate: N/A		9/9	100%	5	Green	
			Pyrethrum Directorate: N/A		2/3	67%	3	Green	
			Sugar Directorate: N/A		23/25	92%	4	Yellow	
			Tea Directorate: N/A		4/5	80%	4	Yellow	
		Overall						4	Green

110. In general, evidence from the survey conducted by the evaluation team revealed that there was an average of 78% reduction in time taken to acquire licences/permits/certificates issued by AFA (against the target of at least 30%); and a 90% average reduction in processing

costs incurred per transaction (against the target of at least 15% reduction) by AFA traders to acquire licences/permits/certificates issued by AFA per directorate, hence contributing to improved Efficiency and Effectiveness in the management of agricultural trade processes managed by AFA.

3.2.3 Major factors that may influence reduction in trade cycle transaction time and costs

111. These major factors include availability of the internet and the appropriate devices to use to log in and use the system. Outages of the systems also need to be avoided. In addition, the users of the system need to be competent. Furthermore, the Service Charter and related Regulations has timeliness for services delivery, which needs to be reviewed to take into considerations the benefits and efficiency brought about by AFA iMIS.

3.2.4 Extent the AFA iMIS project intervention results mapping with its underlying assumptions were valid and/or comprehensive.

112. The assessment of the extent to which the AFA iMIS project intervention outputs, outcomes and impact mapping with its underlying assumptions were valid and/or comprehensive was based on the following evidence adduced through the analysis of the AFA iMIS project intervention initiation and implementation processes: The evaluation team's approach to assess the extent to which the AFA iMIS project intervention results (outputs, outcomes and impact) mapping and its underlying assumptions were valid and/or comprehensive, was based on contribution analysis method that addressed causality in the results chain. That is, the extent to which the observed results (whether positive or negative, intended or unintended) were as consequence of the TMEA supported trade system project (AFA iMIS). During the analysis, the TMEA programme theory of change and the AFA iMIS results chain were used to trace step-by-step how the AFA iMIS project intervention led to the desired results. The analysis followed six steps, namely:

Step 1: Setting out the AFA iMIS project intervention attribution problem.

113. The Project Appraisal Report (PAR) for AFA iMIS set out the project activities and the expected results, which were analyzed to determine the specific cause-effect questions and the assumptions. Therefore, the evaluation team in collaboration with TMEA agreed to address the attribution problem by providing answers to the following key evaluation question: "To what extent was the articulated AFA iMIS project intervention results chain and its underlying assumptions complete, consistent and appropriate?"

Step 2: Reviewing the AFA iMIS project intervention results chain and the TMEA theory of change and the assumptions:

114. The evaluation team then reviewed the AFA iMIS results chain and linked it to the TMEA TOC as shown in Annex 11. The results chain provided a structured step-by-step sequence of how the AFA iMIS project intervention was expected to produce the desired results (Refer to **Annex 8** for the results chain). Whether the programme made an important contribution, would be indicated by the improved efficiency and effectiveness of trade processes and procedures by the AFA after automating. The factors and the assumptions that contributed to the project's results that were interrogated by the evaluation team are summarized in Table 1-1.

Step 3: Gathering the existing evidence on the AFA iMIS project intervention results chain:

115. To validate the results chain, the evaluation team collected evidence in form of key performance indicators (KPIs) for the AFA iMIS project intervention. The evidence included the activities implemented (refer to Table 3-1 and Annex 3) and the results achieved (refer to Tables 3-2, 3-3, 3-4 and Annexes 4, 5, 6 and 7). The evidence was collected through literature review (refer to Annex 10), interviews and discussions with the TMEA project staff, partner agencies' staff and beneficiaries (traders) (refer to Annex 9). The collected evidence on the results chain was used to trace step-by-step how the trade systems interventions led to the desired results in Annex 11.

Step 4: Assembling and assessing the contribution story

116. The findings from the data collected in Step 3 were then analyzed and assessed to identify strong and weak links in the trade system (AFA iMIS) results chain and the credibility of the contribution story. Specifically, these questions were answered by the evaluation team to test the link and credibility of the contribution made by the AFA iMIS towards the observed results:

i) Were the trade system (AFA iMIS) activities implemented?

The evaluation evidence indicated that the activities were implemented as detailed in Table 3-1 and Annex 3 of this report.

ii) Did the activities produce the anticipated outputs?

Analysis and tracing of the activities to the outputs by the evaluation team revealed that the implemented activities produced the expected outputs (refer to Table 3-2, Annexes 4 and 11).

iii) Did the outputs lead to the anticipated short term outcomes?

The evaluation team traced the outputs to the expected short-term outcomes and findings indicated that the outputs realised the anticipated short term outcomes as indicated in tables 3-3, 3-5, and 3-7; Annexes 7 and 11.

iv) Did the short term outcomes lead to the intermediate outcomes?

The evaluation findings showed that the short term outcomes led to the intermediate outcomes of "Improved Efficiency and Effectiveness in the management of trade systems and procedures"; and "Improved governance in the administration of AFA trade systems and procedures" as indicated in table 3-4, 3-6 and 3-8, Annexes 4, 5 and 11.

Specifically, the evaluation findings indicated that in AFA iMIS Project 100% (40/40) of planned activities were implemented (refer to Table 3-1 and Annex 3) which realised 100% (13/13) of the expected outputs (refer to table 3-2 and Annex 4). The outputs led to short term outcomes which included improved access and use of AFA regulatory services. This was confirmed by 95% (82/86) of the traders interviewed who indicated that the convenience of the services by AFA had improved because of the automation. Among the reasons cited by the traders for increased convenience include; Information being readily available, ease to process license/permit at at one's comfort, less paper work, the process is now quick since no submitting of manual copies which were time consuming and involving. The AFA iMIS was integrated with other external trade

agencies such as MPESA payment gateway, KENTRADE, and internal financial systems of the 8 directorates and e-documents were shared through the interface, which minimised movements from one agency to another.

Both internal (AFA staff) and external stakeholders (traders) were trained to improve their competency and 100% of the traders who were trained indicated that they were able to use the AFA iMIS. From the traders and AFA staff interviewed, the use of AFA iMIS has improved compliance with the enforcement of the AFA regulations since the system has a self-regulation mechanism through online validation. Consequently, the overall time taken to acquire a licence/permit/certificates issued by AFA reduced from 9 days before automation (01/06/2016) to 2 days after automation (11/03/2021) and the average cost reduced from US\$83 before automation (01/06/2016) to US\$8 after automation (11/03/2021). The reduction in time and cost after automation was because the applications were being submitted and processed online, which minimised costs and time related to physical movements.

Overall, the anticipated results were achieved as stipulated in the AFA iMIS results chain as outlined in Annex 11.

Assessment of the assumptions

The assumptions and other factors influencing the AFA iMIS were assessed and revealed to have contributed to the attainment of the anticipated results to a large extent.

- i) ***Project resources would be availed in time and activities implemented:*** The evaluation evidence indicated that the project budget was disbursed in time and the activities were implemented.
- ii) ***Procurement process would be started and completed on time:*** The evidence showed that the procurements were undertaken within the project timeframe.
- iii) ***The trade system (AFA iMIS) would be deployed as planned:*** The trade system was deployed within the project timeframe.
- iv) ***All the relevant automated trade transactions would be done electronically and mandatory;*** When the AFA iMIS became fully functional, it became mandatory and manual systems phased out.
- v) ***There would be constant internet supply to support the systems:*** Apart from some remote parts of Kenya, most areas had reliable internet connectivity. It's also worth noting that just like any other system, some users faced some internet failures. Furthermore, while the project had a clear internet budget in addition to AFA profiling its system users, users without smart phones are most likely to have faced a challenge in spite of having mobile services and assistance at the field offices.
- vi) ***The targeted stakeholders would avail themselves for the required trainings:*** The stakeholders availed themselves for training as part of the change management programme. However, it is worth noting that the AFA has its clients (traders) scattered all over the country, hence availing themselves had cost implications for both the agency and the traders in terms of transport to and from the training venue. To address this challenge, AFA decentralized the training at common meeting points, satellite offices were set up managed by champions and training of trainers (TOTs) sessions were carried out by the agencies.

- vii) **Business process re-engineering would be undertaken to improve efficiency:** Business processes were re-engineered, however, most of the processes re-engineered in AFA iMIS are mainly concerned with regulation and compliance (licensing management processes have been automated). Hence, there is need to enhance the system and automate the technical and advisory wing as well as the market, research and product development for maximum efficiency to be realized.
- viii) **Time and costs attributable to the manual process would be reduced due to automation:** Time and costs attributable to the manual processes reduced.
- ix) **Partner agency (AFA) and other targeted key stakeholders would be willing to change.** The change management programmes implemented were effective and stakeholders changed to the automated system. Nevertheless, the project to some extent underestimated the impact of integrating the systems with banks. Chances are, the project assumed that the bank payment systems were designed in a form of automated workflow systems (open to addition of new applications/programs) which was not the case.

This affected the integration of the AFA iMIS with some banks' payment gateways. While this was addressed through integration with MPESA payment gateway, it is imperative in future to engage all the stakeholders right from project initiation to avoid the challenge that the AFA iMIS integration with banks faced. In addition, the AFA could develop its own integrated payment platforms/applications to deal with the limitations of using MPESA including cash seal, which is being addressed by having the traders pay directly in the bank then upload the pay slip as proof of payment.

- x) **There would be conducive political goodwill and environment in the partner agency and other stakeholders.** Top management staff in the AFSA and stakeholders were involved through membership to the Steering committees which created a good political will. Nevertheless, the project underscored the effect of external factors. For instance, there was change in policy regarding the processes and procedures of issuing licences across all the 8 directorates of AFA. This was addressed by designing an automated work flow iMIS system, though some processes are yet to be re-engineered. Furthermore, AFA directorates are likely to be disintegrated. As at the time of reporting, the TEA directorate was already semi-autonomous and 7 bills for the other directorates to be semi-autonomous had been tabled in parliament.
- xi) **There would be high levels of buy-in of new approach to doing business by the stakeholders:** The buy-in was good and is progressing.

Step 5: Seeking out additional evidence

From the contribution story in step 4, additional evidence in form of data from project documents, user/beneficiary perception, was gathered by the evaluation team through literature review and surveys, key informant interviews and focus group discussions respectively to augment the evidence in terms of the results which occurred, the key assumptions and other contributing factors.

The survey indicated that 98% of the traders were satisfied and more satisfied with the improved quality of service delivery through AFA MIS; and 90% indicated that transparency, and 91% showed that accountability in the administration of permits/licenses/certificates issued by AFA

had increased as result of using AFA iMIS. In addition, all the 8 AFA staff and the AFA iMIS project lead (key informants) and Focus group participants (AFA management staff, PIT and PSC members) revealed that transparency, accountability and convenience had increased as a result of using the AFA iMIS.

Step 6: Revising and strengthening the contribution story

The evaluation team used the additional evidence collected to build a more substantive and credible evidence to validate the contribution story. For instance, it was found from the users /beneficiaries that the time and cost actually reduced and there was change in behaviour and practice of the trade systems users which made evaluation team to conclude that the trade systems projects intervention contributed to the observed results.

In conclusion, analysis of the automated trade systems initiation and implementation processes revealed that to a large extent, the trade systems' outputs, outcomes, and impact mapping with their underlying assumptions were largely valid and comprehensive.

3.3. Impact.

Impact: The impact is the extent to which the AFA iMIS project intervention generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

The evaluation team assessed and ascertained to what extent the AFA iMIS project intervention contributed or is likely to contribute to a reduction in time and cost of trade cycle as articulated in TMEA's Theory of Change.

117. One of the trade barriers in the East African region is the high cost and time to import or export goods due to documentary and border compliance requirements. To clear goods to cross the border, they must comply with the necessary accompanying documents requirements. By AFA iMIS reducing the time and cost to acquire permits/licences/certificates, it contributes to reduction in trade barriers which is one of the strategic outcomes of TMEA.

118. The evaluation team findings through document review and interviews with key stakeholders indicated that the TMEA supported trade systems were contributing to a reduction in time and cost of the trade cycle as articulated in the TMEA TOC. Evaluation evidence revealed that TMEA supported partner agencies to automate their trade processes to enable traders to get information, submit applications and receive trade licenses/permits or feedback online. Before the systems were automated, the traders had to travel to the trade agencies to submit applications and wait for feedback, which took a lot of time and was costly. As of December 2020¹⁹, most of the automated systems had been deployed. With the automation, all these processes are done online which has enhanced the availability and handling of information, simplified and expedited information flows between traders and the supported trade agencies, thus resulting in a reduction in trade cycle transaction time and costs.

¹⁹ AFA iMIS Project Quarterly, Project Annual reports Project Monitoring Plans and Project Activity plans

119. **Contribution to a reduction in time and cost of the trading cycle by the AFA iMIS.** The evaluation evidence revealed that to a large extent, the AFA iMIS has contributed to reduction in time and cost of the trading cycle as articulated in the TMEA Theory of Change. Literature review, interaction with FGD participants and Key informants revealed that prior to the AFA iMIS, save for the tea Directorate (Tea Board of Kenya) had already had its business processes (export registration, manufacturers returns, broker /packer /warehousemen/ export and import license) automated resulting into average time reduction of up to 79% in the acquisition of permits and licenses) the traders across the other 7 directorates²⁰ had to appear physically to apply for and be issued with a license/permit/certificate. In addition, time losses were experienced when relevant approving officers were not physically present at their offices to approve and issue certificates/licenses/permits and applications had to wait for their return. Besides, the paperwork to be submitted and the steps to be followed in manual processing were repetitive in nature, resulting in longer processing times due to duplications.
120. It was therefore established that because of the manual system, traders took upto 8 days and incurred US\$27 to acquire certificates/licenses/permits from the coffee directorate, 9 days and incurred US\$25 to acquire certificates/licenses/permits from the Fibre directorate, 5 days and incurred US\$78 to acquire certificates/licenses/permits from the food directorate, 5 days and incurred US\$250 to acquire certificates/licenses/permits from the horticulture directorate, 11 days and incurred US\$44 to acquire certificates/licenses/permits from the Nuts and Oils directorate, 9 days and incurred US\$86 to acquire certificates/licenses/permits from the pyrethrum directorate, 12 days and incurred US\$115 to acquire certificates/licenses/permits from the sugar directorate and 11 days and incurred US\$39 to acquire certificates/licenses/permits from the tea directorate. This was mainly attributed to the requirement for physical movement for both the traders and documents.
121. Furthermore, in spite of the existence of the Kenya Electronic Single Window System (KeSWS), which is a trade facilitation initiative whose implementation allows traders to simultaneously submit information requirements for trade regulatory documents, such as customs declarations, applications for import and export permits, certificates of origin and trading invoices, through a single online portal/window, its only traders who were in need of import and export permits that to some extent used less time to apply for the permits through KENTRADE but all the same had to head to AFA to access the approved permits. In addition, traders who were engaged in more than one agricultural product across the 8 directorates had to physically move to these directorates save for tea directorate.
122. However, evidence shows that the development and deployment of the AFA iMIS (a single platform in which traders across all the 7 AFA directorates apply for and are issued with licenses/certificates electronically as opposed to the requirement for physical presence) has to a large extent contributed to reduction in transaction time and costs across all the 8 directorates (save for the tea directorate whose business processes had already been

²⁰ Fibre Directorate, Horticulture directorate, Nuts and Oils Directorate, Pyrethrum Directorate, Sugar Directorate, Food Directorate, and Coffee Directorate.

automated). Interaction with the traders revealed for example that time taken and costs incurred to acquire a licenses/certificates/permit for coffee directorate (export permit) had reduced upto 88% from 8 days to 1 day while costs reduced upto 89% from US\$27 to US\$3, Fibre directorate (export permit) had reduced upto 89% from 9 days to 1 day while the costs had reduced upto 88% from US\$25 to US\$3, food directorate (import permit) had reduced upto 60% from 5 days to 2 days while the costs had reduced upto 96% from US\$78 to US\$3, horticulture directorate (export permit application) from 5 days to 1 day (80% reduction) while costs reduced upto 83% from US\$250 to US\$42, nuts and oils directorate (Export Import Permit) from 11 days to 1 day (91% reduction) and costs from US\$44 to US\$4 (91% reduction), pyrethrum directorate (commercial nursery license) upto 33% reduction from 9 days to 6 days and costs upto 97% from US\$86 to US\$3, sugar directorate (import permit-Kentrade) upto 92% reduction from 12 days to 1 day and costs upto 97% from US\$115 to US\$3 and the tea directorate upto 82% from 11 days to 2 days and costs upto 98% from US\$39 to \$1.

123. It's worth noting that the reduction in time for the tea directorate is not entirely attributed to the automated trade system since its business processes had already been automated. However, its integration on the AFA iMIS can to a large extent be associated to the observed reduction in time. In addition, the observed time reductions can also be associated with the integration of the AFA iMIS with the KENTRADE in that traders in need of export and import permits can access the same through the AFA iMIS by applying through the KENTRADE, which applications are routed to AFA through the iMIS, and thereafter, the approved permits are routed back and collected through the KENTRADE.
124. Overall, the evaluation evidence shows that the trade system (AFA iMIS) project intervention contributed to a reduction in time and cost as linked to the TMEA strategic objectives of reducing trade barriers through automation, which ultimately increases trade as articulated in TMEA's Theory of Change, and was very good.

3.4. Efficiency:

Efficiency: the extent to which the AFA iMIS project intervention delivered, or is likely to deliver, results in an economic and timely way.

The evaluation team analyzed and ascertained the extent the AFA iMIS project intervention took into consideration Value for Money (VfM).

125. This section of the report assesses the extent to which the AFA iMIS project intervention resources/inputs such as funds, expertise, time, etc) were converted into results (outputs, outcomes, and impacts) in the most cost-effective way possible, within the intended timeframe, or a timeframe reasonably adjusted due to the demands of the evolving context²¹, as compared to feasible alternatives.
126. The findings by the evaluation team indicated that TMEA provided US\$1,358,000 to fund the activities of the AFA iMIS project intervention and the amount spent was US\$1,358,202

²¹ Evaluation of development programmes - OECD (2019)

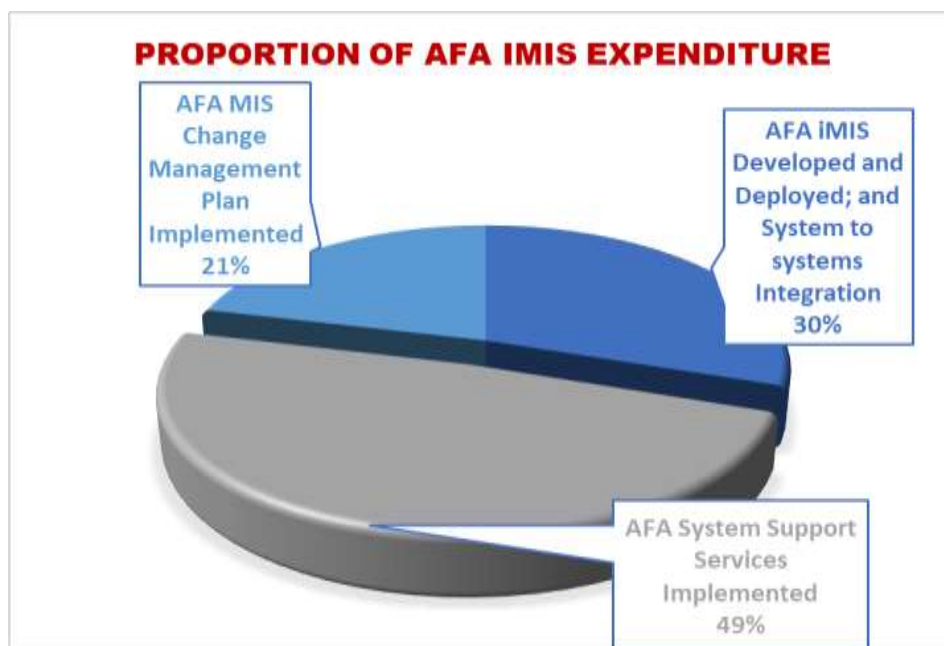
which was 100.0% of the budget as detailed in Table 3-5. There were no significant variations between the expenditure and the budget which was good.

Table 3-5: AFA iMIS project intervention Budget, US\$

Total Amount Budgeted (US\$)	Total Amount Spent (US\$)	% Expenditure over budget
1,358,000	1,358,202	100.0%

127. The evaluation findings indicated that TMEA directly contracted the consultants and the funds were used to develop, deploy and integrate the trade systems; provide the support services; to carry out change management activities; and monitoring and evaluation activities. The figure 3-5 below shows the proportion of expenditures.

Figure 3-5: Composition of the AFA iMIS project intervention Expenditure



128. Further evaluation findings indicated that TMEA managed the project funds directly and carried out the procurement of goods and services. However, there were “in-kind” counterpart contributions from the partner agencies in form of office space and availing staff members to work full time in the project and other related utilities such as internet services, among others, for the use by the project implementation team. In addition, partner agency staff were involved in activities that included organizing change management activities such as workshops, seminars, and meetings with stakeholders.

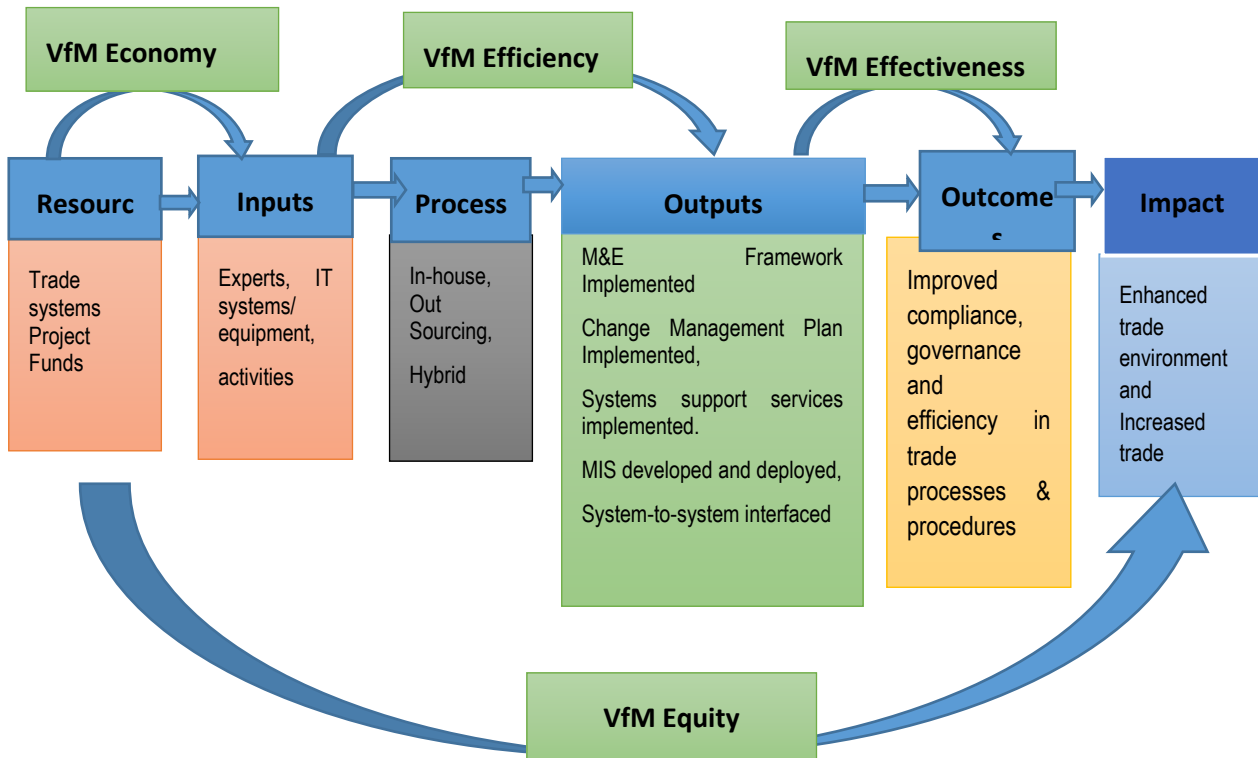
3.4.1. Value for Money (VfM) Assessment

129. The evaluation team assessed Value for Money (VfM) according to the 4Es as provided for in TMEA Revised Strategy (2017 -2023) and the AFA iMIS project Appraisal Report (PAR) by analyzing the value for money Economy, Efficiency, Effectiveness, and Equity (4Es).

130. VfM Economy was examined by assessing whether the AFA iMIS project intervention funds were used to procure inputs such as the deployed systems, equipment, and consultants at the right price and appropriate quality. VfM Efficiency was examined by assessing whether the AFA iMIS project intervention converted inputs into outputs in a timely way while

maximizing quality and quantity. VfM Effectiveness was examined by assessing whether the AFA iMIS project intervention outputs were achieving the desired outcomes. VfM Equity was examined by assessing whether the AFA iMIS project intervention ensured that the benefits were fairly distributed. The VfM assessment approach is illustrated in the **figure 3-6** below.²²

Figure 3-6: The Value for money assessment



131. **Assessment of the VfM Economy:** The evaluation team assessed the AFA iMIS project intervention VfM economy by examining the extent to which the project was able to achieve the best cost of inputs to realize the results while maintaining quality. Under the VfM economy, the evaluation team assessed whether TMEA utilized the funds to procure appropriate quality inputs at the right price - including the ICT service providers and consultants used to produce the projects' outputs. The evaluation findings from the interviews with the ICT4T Staff and documents reviewed revealed that the AFA iMIS project intervention VfM economy was achieved through:

- iv) Having the procurement for services and goods done through competitive processes that involved technical and financial proposals, which ensured that TMEA got the best quality in the market while at the same time guaranteed that the services and goods were obtained within market rates.
- v) The procurement contracts had budget caps that ensured costs did not go beyond what was agreed without the necessary written approvals.

²² Adapted from DFID's Approach to Value for Money (VfM), 2011

vi) TMEA Procurement procedures were adhered to and TMEA played a central role in the procurement of services and goods. This ensured that both goods and services procured met the required quality standards as per TMEA’s laid-out procurement policies. However, some stakeholders interviewed thought that the procurements were taking longer than expected.

132. Assessment of VfM Efficiency: The evaluation team examined VfM Efficiency by assessing whether the AFA iMIS project intervention converted inputs/activities into outputs in a timely way while maximizing quality and quantity. Evaluation evidence showed that consultants/vendors were hired during the AFA iMIS project intervention implementation that ensured efficiency through the use of experienced experts and producing most of the outputs expected within the project timeframe.

133. Assessment of VfM Effectiveness: The evaluation team examined effectiveness as an aspect of VfM by assessing how well the AFA iMIS project intervention resources were used to generate outputs that achieved the intended outcomes (Improved Efficiency and Effectiveness of Trade Processes and Improved Governance in administration of trade processes and procedure).

134. Analysis of the project (AFA iMIS) work plans, monitoring plans, the budget, expenditure reports, and interviews with the management staff, PIT and PSC showed that the entire budget (100%) was used to implement 100% activities which realized 100% of the expected outputs. The automation of the key trade processes through the TMEA support resulted in the reduction of the average trade cycle time in AFA by 78% and the cost incurred by the traders reduced by 91%, indicating good VfM effectiveness.

3.4.2. Assessment of AFA iMIS Project Efficiency

135. The findings by the evaluation team indicated that US\$1,358,000 was provided by TMEA and US\$1,358,202 was used to implement AFA iMIS project activities. Further findings revealed that the funds were used to develop, deploy and integrate the trade systems; provide the support services; carry out change management activities that realised the outputs as shown in the Table 3-6 below.

Table 3-6: AFA iMIS Project Activities and Output Expenditure as of September 2021

#	Activities Implemented	Output Realised	Amount Spent
1.	i) Systems development and deployment ii) System to system integration iii) Data entry	AFA iMIS Developed and Deployed; and System to systems Integration.	410,497.27
2.	i) Mini Data Centre ii) Work Stations iii) Technical Assistance Services iv) Internet v) Supply and Installation of GIS for AFA	AFA System Support Services Implemented.	659,838.40
3.	i) Sensitizations ii) Trainings iii) Documentary iv) Launch v) Communication materials	AFA MIS Change Management Plan Implemented.	287,865.86
4.	Total		1,358,201.53

136. **Assessment of AFA iMIS Project VfM Economy:** Evidence provided to the evaluation team indicated that the total expenditure for the AFA iMIS Project was US\$1,358,202 and a large component of the procurements for services and goods was done through competitive processes that involved technical and financial proposals that ensured quality at appropriate price, which was very good. In addition, the procurements had budget caps that ensured costs did not go beyond what was agreed without the necessary written approvals.
137. **Assessment of AFA iMIS Project VfM Efficiency:** The evaluation evidence showed AFA iMIS project started on 01/06/2016 and was expected to end on 31/08/2021. Further findings indicated that consultants/vendors were hired during the project timeframe and they completed the 40 (100%) activities that produced all the 13 expected outputs (100%) within the project timeframe which was very good, as shown in Annex 3.1 and Annex 4.1. The only one pending activity and output under AFA iMIS project was the endline evaluation of the projects which was ongoing.
138. **Assessment of AFA iMIS Project VfM Effectiveness:** Analysis of the AFA iMIS project work plan, monitoring plan, budget, expenditure reports, and interviews with staff, PIT and PSC showed that the entire budget (100%) was used to implement the 100% completed activities, which realized 100% of the expected outputs. The automation of the key trade processes in AFA through the TMEA support resulted in the reduction of the average trade cycle time in AFA, by 52% against target of 30% and the cost incurred by the traders reduced by 80% against a target of 15% indicating good VfM effectiveness.
139. **Assessment of VfM Equity:** The evaluation team assessed VfM Equity by examining whether the trade system projects ensured that the benefits were fairly distributed. The evaluation findings from the document reviewed and the persons interviewed showed that both men and women were using the system without discrimination or gender-related difficulty in all the partner agencies. The trade system use the principle of first-come first-serve regardless of gender or the size of transaction. Out of the trade systems users interviewed by the evaluation team during data collection, 30% were women indicating that both men and women were using the automated trade systems, as shown in **Table 3-7**. However, there is need to involve more women in tea trade.

Table 3-7: Composition of Respondents by Gender

#	Partner Agency	Gender		
		Female	Male	Total
1.	AFA	39 (39%)	61(61%)	100
2.	AFA Staff	7 (47%)	8 (53%)	15

140. In addition, evaluation findings indicated that the AFA iMIS project intervention was accessible for use by all stakeholders irrespective of their business size as long as they had the necessary equipment and internet connectivity, which shows the value for money equity, was very good.

1.5 Sustainability

Sustainability: is the extent to which the net benefits of the AFA iMIS project intervention would continue or is likely to continue.

141. In this section of the report, the evaluation team assessed whether the AFA iMIS project intervention net benefits would continue even after the cessation of TMEA's support. Sustainability was assessed based on the following:
142. **Stakeholder Engagement and change management:** The evaluation findings showed that the AFA iMIS project intervention had change management strategies. This involved engaging stakeholders through sensitizations and trainings. This was very important in implementing the automated trade systems since the systems developed were mainly about changing partner agencies' trade practices and behaviours. The evaluation further indicated that to ensure the sustainability of the trade systems, 1,038 internal and external stakeholders were trained on how to use the trade systems and on ways of complying with the trade formalities and operations.
143. However, there was a need for refresher trainings to enhance the technical competence of the users. Evaluation evidence indicated that the stakeholders that were trained had the technical competency and this was enhanced by having resident Technical Assistants (TAs) in the Partner Agencies to ensure knowledge transfer to the key stakeholders to manage the automated trade systems without TMEA interventions in the future. In addition, the evaluation findings indicated that the technologies being used to implement the automated trade systems were the latest and were projected to be up to date for years to come and any upgrades and changes to them would not affect the upgrading or enhancements of the system.
144. **Financial Sustainability:** The evaluation findings indicated that the AFA had a realistic and sustainable funding mechanism to implement the automated trade system (AFA iMIS) beyond TMEA support. The evaluation evidence further indicated that AFA had ICT department/section (data Centre) that hosted the automated trade system and there were plans to budget for the automated trade system activities by AFA in its annual budget frameworks. AFA is a government agency whose budget is supported by the consolidated fund generated from taxes and other sources, which will be used to sustain the automated trade system.
145. **Structural Sustainability:** Evaluation evidence showed that the automated trade system was hosted in the department/section within AFA with established governance and management structures. Further evaluation evidence indicated that AFA had full-time technical staff that were implementing, managing, and offering technical support as and when required by the different stakeholders.
146. **Social-Political Sustainability:** The evaluation team found that the AFA iMIS project intervention had a good political will. This included an in-house support right from the top and middle management. In addition, the governance structures such as PSC and PIT had representation from the supported agencies and the private sector, and other stakeholders to ensure social-political sustainability.

147. **Strong Partner Trade Agency/Institutions:** The evaluation team found that the TMEA trade system project (AFA iMIS) was implemented and managed in partnership with the relevant, competent, and appropriate trade agency (AFA) in the sector, an element that was very critical for sustainability of the initiative and results achieved. The evaluation team further found that AFA had the necessary mandates and therefore could sustain the results.
148. **Scalability of Automated System Developed:** Evaluation evidence indicated that the TMEA's modular/ phased approach to building and implementing automated trade systems meant that each system built for a trade organization was scalable and extendable and could be extended on a needs basis to other agencies thus making it sustainable even when transaction traffic increases. This is evidenced by several system integrations and interfaces already executed that will go a long way in ensuring the sustainability of the automated trade systems.
149. Overall, the evaluation findings indicated that the net benefits of the AFA iMIS project intervention of reducing cost and time will continue even after the TMEA project support ceases and therefore sustainability of the trade systems projects are very good.

3.6. Coherence:

Coherence: is the extent to which the AFA iMIS project intervention was compatible with other interventions in a country, sector, or institution.

The evaluation team assessed the extent to which the AFA iMIS project intervention was coherent with other projects within and outside the TMEA Programme.

150. The coherence section of this evaluation report assessed the extent to which the AFA iMIS project intervention was consistent with other projects within and outside the TMEA programme. The evaluation team noted that the automated trade projects were coherent to other existing interventions within the supported agencies, TMEA programme, and other interventions within the country particularly those aimed at reducing time and costs in the trade processes thereby contributing to the reduction in trade barriers through digitization and harmonization of export and import processes and these included:
151. **Consistency with the TMEA Theory of Change (ToC) and Priorities:** The evaluation findings indicated that the AFA iMIS project intervention was designed and structured to respond to specific needs of trade stakeholders in the private and public sectors to reduce the cost and time related to the use of the manual processes. The findings further indicated that the AFA iMIS project intervention specifically of automating document processing aimed at improving trade systems and making them effective, which was critical to the success of TMEA's outcomes of having Effective Trade Systems and Procedures that result in a reduction to barriers to trade and thus contributing to Increased Trade. The AFA iMIS project intervention was structured within a framework, which reduces trade barriers to the private sector by automating documentation processes, which results into enhanced transparency, accountability, and savings in terms of cost and time while transacting business.

152. **Alignment to the Kenya ICT Strategies and Policies (e-governance):** The evaluation findings showed that the AFA iMIS project intervention was in line with the Kenya National ICT Policy²³ strategies of using e-Government as a tool to reduce transaction costs for the Government, citizens, and the private sector through the provision of products and services electronically. This is aimed at improving: Internal efficiency and quality of public service delivery and transparency and accountability; Collaboration between Government agencies and enhancing efficiency and effectiveness of resource utilization; and Kenya's competitiveness by providing timely information and delivery of Government services.
153. The evaluation findings further indicated that the AFA iMIS project intervention conformed to the Kenya National Electronic Single Window System (KNESWS) initiative under the Kenya Trade Network Agency (KENTRADE), an autonomous Agency responsible for establishing and managing a National Electronic Single Window System (Kenya TradeNet System) to facilitate trade. The KeSWS system is integrated into the AFA Management Information System (MIS) in such a way that all the applications made by the traders are done on the KNESWS and relayed to the AFA MIS for processing. The Kenya TradeNet System was an initiative of the Kenya Vision 2030 to facilitate trade, customs clearance, competitiveness and to reduce the cost of doing business. The system aims at providing the trading community and all stakeholders a single access point for all external trade-related services and to meet the legal requirement of the trade.
154. **Trade Logistic Information Pipeline (TLIP):** Furthermore, the finding suggest that the AFA iMIS project intervention was consistent with the Trade Logistic Information Pipeline (TLIP) that is meant to provide a channel for sharing trade documents and information with trading partners and countries.
155. **EAC Regional ICT Policy:** The evaluation findings further revealed that the TMEA supported automation trade system project (the AFA iMIS project intervention) was in line with EAC Model ICT Policy Framework²⁴ objectives of Member States digitizing Government processes and Services to reduce transaction cost, time and ensure efficient and quality public service delivery.
156. **Consistency with WTO Trade Facilitation Agreement (TFA):** The evaluation team found that the automated trade system project was in line with the WTO TFA, which contains provisions for expediting the movement, release, and clearance of goods, including goods in transit. The agreement also set out measures for effective cooperation between customs and other appropriate authorities on trade facilitation and customs compliance issues.
157. The evaluation team further noted that the WTO TFA also emphasized that simplifying trade procedures could lead to greater involvement by small and medium-sized enterprises in international trade and that shorter delivery times and greater predictability of deliveries enable poor countries to increase their participation in global value chains. The agreement further emphasized that by reducing delays at the border, TFA implementation would

²³ National Information & Communications Technology (ICT) Policy, Ministry of Information & Communications (2006)

²⁴ EAC Model ICT Policy Framework, EACO (2015)

increase the volume of goods passing through customs and reduce the incidence of corruption, both of which should help developing country governments collect more revenues.

158. **One-Stop Border Posts (OSBPs):** TMEA and the EAC Partner States including Kenya introduced OSBPs programme across the region that increased physical access to markets for both formal and informal traders. The OSBP like the automated projects plays key roles that include: reducing transit times for traders and transporters leading to more effective use of available resources and assets at a lower cost; improving competitiveness for goods in the region due to reduced processing times at the borders; enhancing the reliability of the supply chain through streamlined and harmonised procedures resulting in predictable movements of cargo and also developed better operational controls through shared and improved exchange of information among agencies.
159. **Elimination of Non-Tariff Barriers (NTBs) to trade in the East African Community (EAC):** The automation of the trade system project was in line with the Elimination of the Non-Tariff Barriers (NTBs) initiative, which is contributing to reduction in transport costs and time along key corridors in the East Africa Region.
160. **Single Customs Territory (SCT):** The SCT has contributed to trade facilitation in the EAC through the free circulation of goods with minimum internal customs border controls to enhance trade facilitation by eliminating trade barriers and reduce cost of doing business and promoting intra-EAC trade and investments.
161. **Standards and SPS Programme:** This programme supported by TMEA promotes standards and SPS harmonization, improves the technical capacities and quality infrastructure in the EAC Partner States to facilitate trade by reducing the cost and time of clearing consignments at the customs borders. In turn, this programme was contributing to improved market access and competitiveness of the products exported/imported because they can be tested locally at lower cost and the average clearance time and cost reduced.
162. **Authorized Economic Operators (AEO) Scheme:** AEO is defined as an individual, a business entity, or a company that is involved in international trade and is duly authorized by the Commissioner for Customs to transact business with Customs under special arrangements. The establishment of AEO was meant to enhance trade facilitation and promote partnership between Customs and business as per the World Customs Organization's SAFE Framework of standards. The AEO project was an initiative that was supported by TMEA that sought to enhance trade by reducing the cost of doing business through simplifying customs procedures and reducing clearance time. AEO promotes faster clearance of goods through Customs within the region and compliant traders were benefiting from the special treatment at the regional level throughout the cargo clearance process.
163. **Electronic Cargo Tracking System (ECT):** ECTS enables electronic monitoring of cargo in transit and was designed to ensure that cargo was not diverted. It consists of an electronic seal, which is monitored by cargo owners, transporters, and customs agents and can be accessed online, which allows cargo owners and customs agents to get real-time information on the location of the cargo. The benefit made by ECT was the use of advance information by clearing and forwarding agencies that start processing customs entries before the arrival of transit trucks at border posts. When trucks arrive, they are cleared immediately since

document formalities were completed. This system has contributed to the reduction in clearance time and cost of cargo clearance at borders.

164. In conclusion, the AFA iMIS project intervention was designed and implemented to contribute to improved efficiency, effectiveness, governance, and management of trade processes and procedures and there is evidence of this effect in form of reduced time, indirect costs, increased transparency, and accountability. The evaluation evidence showed that the AFA iMIS project intervention was consistent /complementary /coherent to other projects within and outside the TMEA Programme, especially those that have been implemented to increase efficiency and effectiveness in the management of trade processes within TMEA and among government and the private sector. Therefore, the coherency of the AFA iMIS project intervention was excellent.

CHAPTER 4 : CONCLUSION

4.1 Relevance

165. The evaluation findings revealed that the AFA iMIS project intervention relevance was overall, very good because it responded to beneficiaries' needs and priorities of reducing trading time and costs; improving on the level of transparency, convenience, accountability in the trade cycle; and were aligned to the TMEA Theory of Change (ToC) and priorities. Further findings also indicated that the AFA iMIS project intervention conformed to Kenya and the EAC ICT Strategies, Policies (e-governance), and the WTO Trade Facilitation Agreements. The AFA iMIS project intervention was integrated with other trade facilitation agencies and financial institutions for purposes of collaboration and coordination of trade activities geared towards reducing trade barriers and increasing trade.

4.2 Effectiveness

166. The evaluation evidence indicated that the AFA iMIS project intervention effectiveness was very good because it reduced the trade cycle transaction costs and time-related to processing and acquiring trade documents through automation. In addition, the automation of the trade systems had improved transparency, convenience, and accountability in the trade cycle, efficiency, and effectiveness of the supported trade agencies. The Project Design and implementation was aligned to best practices and the project's governance model was appropriate for the effective management and delivery of the project results.

4.3 Impact

167. The evaluation team found sufficient evidence that showed that the TMEA supported automated trade system (the AFA iMIS project intervention) was contributing to a reduction in time and cost in the trade transactions cycle due to improved trade systems and procedures, which reduced trade barriers. Overall, there is improved effectiveness and efficiency and a high perceived degree of improvement in satisfaction, transparency, accountability, and convenience in service delivery as indicated by the stakeholders surveyed. The automated system has minimized physical movements, enhanced access, availability, and handling of information, simplified and expediting information flows between traders and AFA, thus contributing to a reduction in time and cost of trading in line with the TMEA TOC.

1.4 Efficiency

168. The evaluation team found that the AFA iMIS project intervention efficiency was good. The project resources were used for the intended purpose of automating key trade cycle processes that produced the expected results of reduced time and cost of rendering and acquiring the services from AFA and improved transparency, convenience, and accountability in the trade cycle. The anticipated results were achieved within the project timeframe. Nevertheless, although the project procurements were through competitive tendering based on technical and financial proposals, the processes took longer than expected. There is also a need to identify all the necessary project scope and plan adequately at project inception to avoid budget addenda at the implementation stage.

1.5 Sustainability

169. The evaluation findings indicated that the AFA iMIS project intervention sustainability was very good. The AFA iMIS project intervention was developed while engaging the stakeholders through sensitizations and training which improved its ownership and uptake. Both internal and external users are competent to use the systems. The the AFA iMIS project intervention was hosted within the ICT department/section with full-time staff and plans to budget and support them post TMEA Project. There was good political will and commitment within AFA and the business community supported by the governance structures that will sustain the automated trade system (AFA iMIS).

4.6. Coherence

170. The AFA iMIS project intervention was consistent with other projects within and outside the TMEA programme, and other interventions within the country particularly those aimed at reducing time and costs in the trade processes thereby contributing to the reduction in trade barriers through digitization. These include the TMEA Theory of Change (ToC), which was designed and structured to respond to specific needs of using effective trade systems and procedures to reduce trade barriers. Others are the Kenya ICT strategies and policies of using ICT to reduce the transaction time and cost of doing business; the EAC Region ICT Policy Framework objectives of Member States digitizing Government processes and Services to reduce transaction cost, time and ensure efficient and quality public service delivery.

CHAPTER 5 : CHALLENGES

171. The evaluation team noted the following challenges during the trade system projects implementation:

- i) **Delay by the developer to address the complaints/queries /issues raised by the traders** resulted in frustrations among the traders and consequently increased the cost and time of doing business. This was attributed to the red tape in the internal procurement and decision-making processes of TMEA for the procurement/ inclusion of change requests that the developer termed as out of scope. In addition, it was disclosed that AFA iMIS was developed before all the 8 directorates had developed and gazetted their rules and regulations and to date, several change requests that were made based on the gazetted rules and regulations were categorized as out of scope and are still pending across the 8 AFA directorates.

- ii) **New Agricultural Regulations in Kenya:** The trade systems were developed without taking into consideration new Agricultural Regulations that were enacted and to be enforced by AFA which caused additional scope of work that required additional funding. This was handled through the budget addenda because funds were available otherwise it would have caused a disaster.
- iii) **There was a challenge of COVID 19 that** interfered with the project implementation in terms of restricted staff movements due to lockdowns leading to loss of time. However, where possible, this was mitigated by working remotely.

CHAPTER 6 : LESSONS LEARNED

172. The evaluation team identified the following lessons learned from the evaluation:

- i) **Stakeholder engagements through consultative and inclusive robust change management strategies is critical for project success** through building stakeholder trust and project ownership by the stakeholders. The effective engagement of the partner agencies, relevant government agencies and the private sector enhances political will and improves project ownership.
- ii) **Strong project governance structures with a Project Steering Committee (PSC) consisting of selected top management of key stakeholder groups and Project Implementation Committee (PIT) comprising of technical personnel from key stakeholders is crucial for project success** because it ensures that their concerns are technically discussed and taken into consideration during project design and implementation. The members of PIT and PSC can also be used during sensitizations and awareness creation, which enhances ownership.
- iii) **Planning for risks and delays in project implementation due factors beyond project control** such as electioneering activities allows projects to have realistic milestones given predictable effects of election-related delays.
- iv) **Projects' flexibility and ability to positively respond and adapt to evolving local and international realities** such as the COVID-19 pandemic enhances resilience, which minimises disruptions of implementation of activities due to changing realities on the ground.
- v) **Dealing with public sector institutions** and developing trade systems that are responsive to their needs requires having dedicated work force from both the client and the developer working closely with each other. Also while dealing with a government partners, it is strategic to train them at a location out of the vicinity of their work stations to increase attendance and the buy-in.
- vi) **Providing for resident Technical Assistants (TAs) and reliable technical support** services in project design and implementation enhances knowledge transfer, which ensures projects' technical sustainability.
- vii) **Basing project budgets on inadequate information and inaccuracies** during the initial design of interventions, leads to deficits during the project implementation period, which calls for budget addenda. Proper identification of the project scope at initial planning stages to produce the required results is a prerequisite to ensuring proper budgeting for project activities and minimizing project scope creeps.

- viii) **Blending consultant’s team with resident local experts minimizes interruptions** during projects’ implementation due to restrictions on physical movements because of pandemics, etc.
- ix) **Adequate due diligence during procurement is key to achieving good value for money** by minimizing misunderstandings with contractors which contributes to time loss, financial loss and legal battles.
- x) **Identifying and taking lessons learnt during project implementation** improves project success.

CHAPTER 7 : RECOMMENDATIONS

173. The evaluation team recommends the following actions for adoption in similar projects within the ICT for Trade portfolio in order to maximize and improve on the performance of the trade systems Projects and the benefits they offer to the stakeholders:

Table 7-1: Recommendations

#	RECOMMENDATIONS ON IMPROVING TMEA FUNDED TRADE SYSTEM PROJECTS EFFICIENCY	ACTION POINT
xii)	Engage the key stakeholders such as financial institutions early to prepare their systems for integration with the project systems. The evaluation team found evidence of delays caused by financial institutions not being ready for integration with the trade systems. It was revealed that when it came to integrate the AFA iMIS with some banks, they (banks) requested for more time since some of their financial payment gateways were not designed in an automatic workflow format, implying they needed internal developers to work on their systems first and yet work was already in progress, thus without the alternative of M-PESA, AFA would have faced a lot of delays in regard to integration of AFA iMIS with the payment gateways. It is imperative in future to engage all the stakeholders right from project initiation to avoid the challenge that the AFA iMIS integration with banks faced. In addition, AFA payment system should be integrated to National Payments Gateway.	TMEA
xiii)	Enhance the AFA iMIS to take into consideration the recent changes in the Agriculture Regulations in Kenya that included new processes not previously captured. Some AFA related regulation were reviewed to improve enforcement by adding requirements, which needs to be captured in the AFA iMIS. The enhancements should also provide for traceability mechanisms of products to the manufacturers/producers in case the products are queried in the market such that the system can be used to identify the producers.	TMEA, AFA
	RECOMMENDATIONS ON IMPROVING TMEA FUNDED TRADE SYSTEM PROJECTS EFFECTIVENESS	
xiv)	The trade system (AFA iMIS) needs to provide for complaint raising and feedback mechanism so that stakeholders can raise the complaints through the system, to enable partner implementing agencies to respond promptly to complaints. Also, the AFA iMIS should provide for notifications through bulk SMS and make the e-mail notifications functional. In addition, provide for a call centre in each directorate to enhance effective communication between AFA and the clients. Furthermore, enhance the AFA iMIS to provide feedback to the stakeholders in case of systems outages and related challenges.	TMEA, AFA

xv)	There is need for AFA to intensify awareness raising about its internal processes, procedures and regulations amongst its clients (traders). Findings revealed that most traders (especially in the sugar directorate) were not aware of the internal processes such as issuing of sugar permits based on a quota system and the approval process, among others.	AFA
xvi)	Update the Monitoring Plans with targets that are specific and measurable and baselines to enable clear assessment of the results: The evaluation findings indicated that some indicators in the monitoring plans had no baselines nor targets or the targets were not specific (e.g. >1) which made the assessment of the results difficult. There is need for the key performance indicators to have clear baselines and targets.	TMEA, AFA
xvii)	Review the Service Charter and related Regulations to allow the approval committees to meet more often to harness the efficiency and opportunities brought about by the AFA iMIS. In addition, the timelines for service delivery in the Charter needs to be reviewed to take into consideration efficiency brought about by AFA iMIS.	AFA
xviii)	Enhance the iMIS data recovery by having a secondary data site. Currently there is only one data centre for AFA iMIS, which is risky. This should be mitigated by having a secondary data site in a different location.	TMEA, AFA
xix)	Enhance the AFA iMIS to provide for use in Offline Mode: such that data capture/filling the applications can be done offline and submitted later online. This will save time especially when the internet is not stable.	
RECOMMENDATIONS ON IMPROVING TRADE SYSTEM PROJECTS DESIGN, MANAGEMENT AND IMPLEMENTATION		
xx)	Engage and support other trade agencies in the region to develop iMIS: TMEA should continue supporting other trade agencies in Kenya and other EAC Partners States by automating their key trade processes to reduce the time and cost of doing business by replicating what has worked well in the trade systems projects already supported by TMEA.	TMEA
xxi)	Review the internal procurement and decision making policies: To increase on efficiency and effectiveness in the implementation of projects by partner agencies. Some partner agency stakeholders felt that TMEA procurement/decision making processes were to some extent longer compared to their own processes, implying that had they been in charge of procurement, the processes would have moved faster.	TMEA
RECOMMENDATIONS ON IMPROVING TMEA FUNDED TRADE SYSTEM PROJECTS SUSTAINABILITY		
xxii)	Training of trainers to increase awareness to the target stakeholders about the system use and their benefits: TMEA should continue to support the training of trainers to carry out sensitization activities and refresher training about the regulatory requirements, system use and the benefits at all levels. This is because the traders are scattered all over the country, in addition to having new traders on board. Furthermore, training and refresher courses should be part of the operational policy of the Partner Agency to ensure they continue post TMEA support.	TMEA, AFA




ANNEXES

Annex 1: Assessment Criteria

SCORE/RATING	RESULT DESCRIPTION
A++ (Excellent = 5)	Results Consistent and exceeded expectations/targets (=>100%)
A+ (Very good = 4)	Results Consistent with all expectations/targets (75-99%)
A (Good = 3)	Results Consistent with most of the expectations/targets (60-74%)
B (Fair = 2)	Results moderately meet expectations/targets (45-59%)
C (Poor = 1)	Results are not Consistent and substantially does not meet expectation/targets (0-44%)

Annex 2: Confidence Levels

These are the confidence levels that were used to determine the extent of the available level of evidence to support the evaluation team’s assessment

#	CONFIDENCE LEVEL	CRITERIA	COLOUR	
1.	High	All the evidence needed to support the evaluation team’s assessment was available.	Green	
2.	Medium	Most of the evidence needed to support the evaluation team’s assessment was available.	Yellow	
3.	Low	Partial evidence needed to support the evaluation team’s assessment was available.	Red	

Annex 3: AFA iMIS Project Activity Assessment

AGREED OUTPUT/ACTIVITIES	ACTIVITY STATUS AS OF SEPTEMBER 2021	ASSESSMENT	CONFIDENCE LEVEL
Monitoring & Evaluation Implementation			
Process Mapping & Baselineing	Completed	5	
Project Evaluations	Completed	5	
Payment function - System Integration Development & Deployment			
Delivery of Integration Interfaces	Completed	5	
Final User Acceptance Testing	Completed	5	
Tea Directorate System Developed & Deployed			
Inception and Functional Analysis	Completed		
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
Coffee directorate System Developed and Deployed			
Inception and Functional Analysis	Completed	5	
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
Pyrethrum Directorate System Developed and Deployed			
Inception and Functional Analysis	Completed	5	
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
Sisal System Developed and Deployed			
Inception and Functional Analysis	Completed	5	
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
Nut & Oils System Developed and Deployed			
Inception and Functional Analysis	Completed	5	
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
Cotton System Developed and Deployed			
Inception and Functional Analysis	Completed	5	
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
Sugar System Developed and Deployed			
Inception and Functional Analysis	Completed	5	
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
KeSW(Kenya electronic Single Window) - System Integration Development & Deployment			
Delivery of Integration Interfaces	Completed	5	
Final user Acceptance Testing	Completed	5	
Food Crops System Developed and Deployed			
Inception and Functional Analysis	Completed	5	
Delivery of System Prototype	Completed	5	
Final User Acceptance Testing	Completed	5	
System Support Services Implementation			
System Maintenance & Support	Completed	5	
Hosting Services	Completed	5	
Installation of ICT Infrastructure	Completed	5	

AGREED OUTPUT/ACTIVITIES	ACTIVITY STATUS AS OF SEPTEMBER 2021	ASSESSMENT	CONFIDENCE LEVEL
Technical Assistance Services	Completed	5	
Data Services	Completed	5	
Bandwidth & Internet	Completed	5	
Change Management Plan Implementation			
Preliminary Stakeholder Engagement	Completed	5	
Sensitization Activities	Completed	5	
Training Workshops	Completed	5	
Official Launch of the System	Completed	5	
Overall		5	

Annex 4: AFA iMIS Project Output Assessment

OUTPUT	OUT STATUS AS OF SEPTEMBER 2021	ASSESSMENT	CONFIDENCE LEVEL
Monitoring & Evaluation Implementation	completed	5	
Payment function - System Integration Development & Deployment	Completed	5	
Tea Directorate System Developed & Deployed	Completed	5	
Coffee directorate System Developed and Deployed	Completed	5	
Pyrethrum Directorate System Developed and Deployed	Completed	5	
Sisal System Developed and Deployed	Completed	5	
Nut & Oils System Developed and Deployed	Completed	5	
Cotton System Developed and Deployed	Completed	5	
Sugar System Developed and Deployed	Completed	5	
KeSW(Kenya electronic Single Window) - System Integration Development & Deployment	Completed	5	
Food Crops System Developed and Deployed	Completed	5	
System Support Services Implementation	Completed	5	
Change Management Plan Implementation	Completed	5	
Overall		5	

Annex 5: AFA Time Before Automation (Baseline) And After Automation (Endline)

DIRECTORATE	PROCESS	Time (Days) Before AFA iMIS (Data from PAR)	Time (Days) after AFA iMIS (System data)	Percentage (%)	Target (%)
Coffee Directorate	Coffee Export Permit	8 days	1 day	88% Reduction	30% Reduction
Fibre Directorate	Fibre Crop Export Permit	9 days	1 day	89% Reduction	30% Reduction
Food Directorate	Food crop import permit	5 days	2 days	60% Reduction	30% Reduction
Horticulture Directorate	Horticulture export permit application	5 days	1 day	80% Reduction	30% Reduction
Nuts & Oils Directorate	Nuts and oils Export Import Permit	11 days	1 day	91% Reduction	30% Reduction
Pyrethrum Directorate	Pyrethrum commercial nursery license	9 days	6 days	33% Reduction	30% Reduction
Sugar Directorate	Sugar Import permit (Kentrade)	12 days	1 day	92% Reduction	30% Reduction
Tea Directorate	Issuance of permit, license/certificate	11 days	2 days	82% Reduction	30% Reduction

Annex 6: AFA Cost Before Automation (Baseline) and after Automation (Endline)

AFA DIRECTORATE	Evaluation Cost (US\$) Before AFA iMIS	Evaluation Cost (US\$) After AFA iMIS	Percentage Reduction (%)	Target Reduction (%)
i. Coffee Directorate	27	3	89%	15%
ii. Fibre Directorate	25	3	88%	15%
iii. Food Directorate	78	3	96%	15%
iv. Horticulture Directorate	250	42	83%	15%
v. Nuts and Oils Directorate	44	4	91%	15%
vi. Pyrethrum Directorate	86	3	97%	15%
vii. Sugar Directorate	115	3	97%	15%
viii. Tea Directorate	39	1	97%	15%

Annex 7: AFA Targets and Realized Outcomes

Out comes	OBJECTIVES	KPI/MEANS OF VERIFICATION	Baseline	TARGET	ACTUAL (ET)	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
Intermediate outcomes	1.0 Improved Efficiency and Effectiveness in the management of tea trade	1.0: Time taken to acquire licences/permits/certificates issued by AFA	Does not exist	At least 30% reduction	Coffee Directorate Export Permit -Before-8 days, After 1 day Fibre Directorate Export Permit -Before-9 days, After 1 days Food Directorate Import Permit -Before-5 days, After 2 days Horticulture Directorate export permit application -Before-5 days, After 1 day Nuts & Oils Directorate Export Import Permit -Before-11 days, After 1 day Pyrethrum Directorate commercial nursery license -Before-9 days, After -6 days Sugar Directorate Sugar Import permit (Kentrade) -Before-12 days, After 1 day Tea Directorate -Before-11 days, After 2 day	Coffee Directorate Export Permit: 88% Reduction Fibre Directorate Export Permit 89% Reduction Food Directorate Import Permit: 60% Reduction Horticulture Directorate export permit application 80% reduction Nuts & Oils Directorate Export Import Permit 91% reduction Pyrethrum Directorate commercial nursery license 33% reduction Sugar Directorate Sugar Import permit (Kentrade) 92% reduction Tea Directorate 82% reduction	5	

Out comes	OBJECTIVES	KPI/MEANS OF VERIFICATION	Baseline	TARGET	ACTUAL (ET)	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
		<p>2.0: Processing costs incurred (per transaction) by AFA and traders to acquire licences/permits/certificates issued by AFA per directorate</p>	Does not exist	At least 15% reduction	<p>Coffee Directorate -before-US\$27 -after-US\$3</p> <p>Fibre Directorate -before-US\$25 -after-US\$3</p> <p>Food Directorate -before-US\$78 -after-US\$3</p> <p>Horticulture Directorate -before-US\$250 -after-US\$42</p> <p>Nuts & Oils Directorate -before-US\$44 -after-US\$4</p> <p>Pyrethrum Directorate</p>	<p>Coffee Directorate -89 reduction</p> <p>Fibre Directorate 88% reduction</p> <p>Food Directorate -96% reduction</p> <p>Horticulture Directorate 83% reduction</p> <p>Nuts & Oils Directorate -91% reduction</p> <p>Pyrethrum Directorate</p>	5	

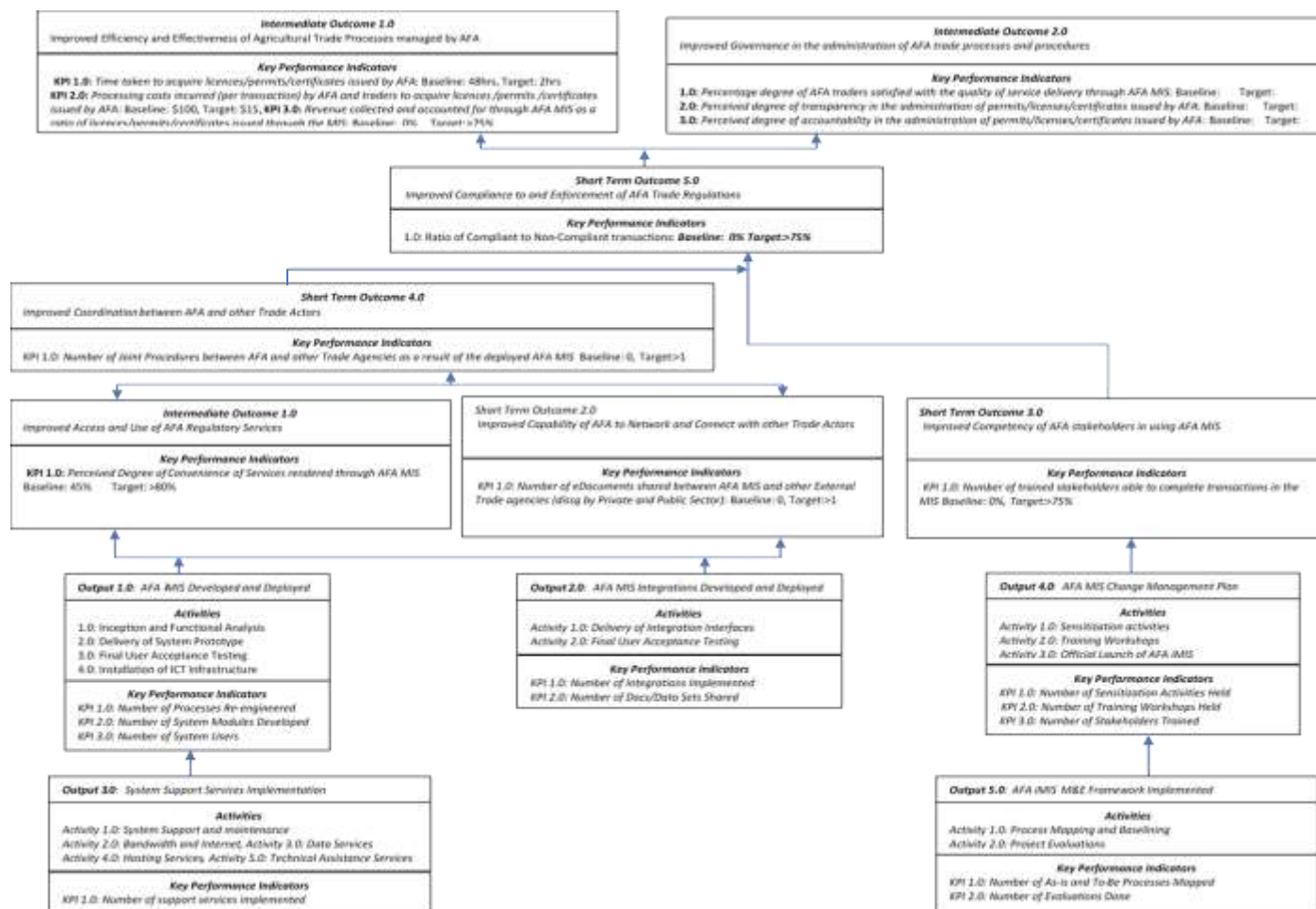
Out comes	OBJECTIVES	KPI/MEANS OF VERIFICATION	Baseline	TARGET	ACTUAL (ET)	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
					-before-US\$86 -after-US\$3 Sugar Directorate -before-US\$115 -after-US\$3 Tea Directorate -before-US\$39 -after-US\$1	-97% reduction Sugar Directorate -97% reduction Tea Directorate -98% reduction		
		3.0: Revenue collected and accounted for through AFA MIS as a ratio of licences/permits/certificates issued through the MIS	0%	At least 25% increase				
	2.0 Improved Governance in the administration of AFA trade processes and procedures	1.0: Percentage degree of AFA traders satisfied with the quality of service delivery through AFA MIS	Does not exist	not indicated	-Overall (79/81). -Coffee Directorate (8/8) -Fibre Directorate (3/3) -Food Directorate (2/2) -Horticulture Directorate (21/21)	-Overall-98%. -Coffee Directorate-100% -Fibre Directorate-100% - Food Directorate-100% -Horticulture Directorate-100%	4	

Out comes	OBJECTIVES	KPI/MEANS OF VERIFICATION	Baseline	TARGET	ACTUAL (ET)	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
					<ul style="list-style-type: none"> -Nuts & Oils Directorate (8/8) -Pyrethrum Directorate (4/4) -Sugar Directorate (27/28) Tea Directorate (6/7) 	<ul style="list-style-type: none"> -Nuts & Oils Directorate-100% -Pyrethrum Directorate-100% -Sugar Directorate-96% -Tea Directorate-86% 		
		2.0: Perceived degree of transparency in the administration of permits/licenses/certificates issued by AFA	Does not exist	not indicated	<ul style="list-style-type: none"> -Overall (63/70). -Coffee Directorate (8/8) -Fibre Directorate (2/3) -Food Directorate (2/2) -Horticulture Directorate (18/20) -Nuts & Oils Directorate (8/9) -Pyrethrum Directorate (1/2) -Sugar Directorate (21/23) -Tea Directorate (3/3) 	<ul style="list-style-type: none"> -Overall-90%. -Coffee Directorate-100% -Fibre Directorate-67% - Food Directorate-100% -Horticulture Directorate-90% -Nuts & Oils Directorate-89% -Pyrethrum Directorate-50% -Sugar Directorate-91% -Tea Directorate-100% 	4	
		3.0: Perceived degree of accountability in the administration of permits/licenses/certificates issued by AFA	Does not exist	not indicated	<ul style="list-style-type: none"> -Overall (65/71). -Coffee Directorate (8/8) -Fibre Directorate (2/2) -Food Directorate (1/1) 	<ul style="list-style-type: none"> -Overall-91%. -Coffee Directorate-100% -Fibre Directorate-100% - Food Directorate-100% 	4	

Out comes	OBJECTIVES	KPI/MEANS OF VERIFICATION	Baseline	TARGET	ACTUAL (ET)	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
					-Horticulture Directorate (16/18) -Nuts & Oils Directorate (9/9) -Pyrethrum Directorate (2/3) -Sugar Directorate (23/25) -Tea Directorate (4/5)	-Horticulture Directorate-89% -Nuts & Oils Directorate-100% -Pyrethrum Directorate-67% -Sugar Directorate-92% -Tea Directorate-80%		
Short term outcomes	1.0 Improved Access and Use of AFA Regulatory Services	1.0: Perceived Degree of Convenience of Services rendered through AFA MIS	not indicated	>80%	-Overall (82/86). -Coffee Directorate (7/7) -Fibre Directorate (3/3) -Food Directorate (2/2) -Horticulture Directorate (25/25) -Nuts & Oils Directorate (10/10) -Pyrethrum Directorate (3/4) -Sugar Directorate (28/29) -Tea Directorate (4/6)	-Overall-95%. -Coffee Directorate-100% -Fibre Directorate-100% - Food Directorate-100% -Horticulture Directorate-100% -Nuts & Oils Directorate-100% -Pyrethrum Directorate-75% -Sugar Directorate-97% -Tea Directorate-67%	4	
	2.0 Improved Capability of AFA to Network and Connect with other	1.0: Number of eDocuments shared between AFA MIS and other External Trade	Does not exist	>1	3			4

Out comes	OBJECTIVES	KPI/MEANS OF VERIFICATION	Baseline	TARGET	ACTUAL (ET)	PERCENTAGE	ASSESSMENT	CONFIDENCE LEVEL
	Trade Actors	agencies (disssg by Private and Public Sector)						
	3.0 Improved Competency of AFA stakeholders in using AFA MIS	1.0: Number of Trained Trade Actors	Does not exist		500 external & 80 internal		4	
		2.0: Number of trained stakeholders able to complete transactions in the iMIS	Does not exist	>75%	100%		4	
	4.0 Improved Coordination between AFA and other Trade Actors	1.0: Number of Joint Procedures between AFA and other Trade Agencies as a result of the deployed AFA MIS	Does not exist	>1	3		4	
	5.0 Improved Compliance to and Enforcement of AFA Trade Regulations	1.0: Ratio of Compliant to Non-Compliant transactions	0	>75%	99.97%	99.97%	5	

Annex 8: AFA iMIS Results Chain



ANNEX 9: AFA iMIS List of Stakeholders Contacted

A). AFA iMIS OPERATIONAL STAFF

#	NAME	TITLE	DIRECTORATE	GENDER
1.	Zaweria Wangari	ICT Officer	Horticulture	Female
2.	Edwin Njogu Kariuki	Accountant	Coffee	Male
3.	Margaret Mueni Mwasaa	Afa-Senior Accountant	AFA HQ	Female
4.	Lorine Ochari	Regulation and Compliance officer	AFA HQ	Female
5.	Josephine Simiyu	Deputy Director	AFA HQ	Female
6.	BISCHORFF	ICT Officer	Horticulture	Male
7.	James	SO ICT	AFA HQ	Male
8.	Alex Mungai	Assistant Director	Fiber	Male
9.	James	ICT SO	AFA HQ	Male
10.	Shadrack Kiprono	AD- ICT	AFA HQ	Male
11.	Vincent Chirchir	Regulations and Compliance Officer	Sugar	Male
12.	Lorine Ochari	Regulations and Compliance Officer	Pyrethrum	Female
13.	Nellie Outah Mbwayo	Office Administrator	Nuts	Female
14.	Martha Simba	Crops Inspection/Verification Officer	Food	Female
15.	Bischorff Kanuna	ICTO	Horticulture	Male

B). LIST OF FOCUSS GROUP DISCUSSION PARTICIPANTS

FGDs were conducted and combined with survey meetings at Safari Park Hotel

C). LIST OF SURVEY RESPONDENTS

#	NAME	TITLE	NAME OF INSTITUTION/ ORGANIZATION	DIRECTORATE	TYPE OF USER	GENDER
1.	Bernard Kimutai	Technical Manager	Fair Trade Enterprises Ltd	Coffee Directorate	Dealers	Male
2.	Rose Ributhi	Accountant	C. Dorman Ltd	Coffee Directorate	Marketers	Female
3.	Dominic Chege	Director	Zwei Enterprises Ltd	Coffee Directorate	Dealers	Male

#	NAME	TITLE	NAME OF INSTITUTION/ ORGANIZATION	DIRECTORATE	TYPE OF USER	GENDER
4.	Paul	Director	Crowd Farm Africa Ltd	Coffee Directorate	Dealers	Male
5.	Mary Waweru	Skilled Worker	Jungle Macs Epz	Coffee Directorate	Dealers	Female
6.	Peter Mwaura	Logistics	Jungle Macs Epz Ltd	Coffee Directorate	Warehouse Men	Male
7.	Peter Waweru	Operations Manager	Ingreen Organic Agriculture	Coffee Directorate	Dealers	Male
8.	Lucy Murumba	Importer	Magical Occasions	Coffee Directorate	Dealers	Female
9.	Ebrahim Karachiwalla	Manager	Wigglesworth Exporters Ltd	Fiber Directorate	Exporters	Male
10.	George Mateli	Export Officer	Migotiyo Plantations Ltd	Fiber Directorate	Exporters Processors Producers Farmer Organization/ Co-Operatives	Male
11.	Edward Wambua	Risk Manager	Teita Estate Ltd	Fiber Directorate	Exporters	Male
12.	Sital Panara	Manager	Rift Valley Products Ltd	Fiber Directorate	Exporters Processors Producers Others, Specify	Male
13.	Sahra Ahmed	Assistant	New Nyanza Wholesalers	Food Directorate	Importer	Female
14.	Nicole Njau	Logistics Admin	Healthy U 2000 Ltd	Food Directorate	Importer	Female
15.	Justus Masingi	Logistics And Distribution Manager	Unga Holdings Ltd	Food Directorate	Importers	Male
16.	Florence Njoroge	Admin	Kabansora Millers Limited.	Food Directorate	Importers	Female
17.	Emily Kiema	Quality Assurance Manager	Greenstep Exporters Fresh Ltd	Horticulture Directorate	Exporters	Female
18.	Monica Mathenge	Marketing Assistant	Spring Fresh Growers And Exporters	Horticulture Directorate	Exporters	Female
19.	George Mbogo	Business Development Head	Spinners Ventures LTD	Horticulture Directorate	Exporters	Male
20.	Mary Njoroge	Compliance Officer	Beauty Line Limited	Horticulture Directorate	Exporters	Female
21.	Teresia Karambu	Secretary	Bilashaka Flowers	Horticulture Directorate	Exporters	Female
22.	Maryannemukuhi	Company's Secretary	Rose Bunk International Ltd	Horticulture Directorate	Growers	Female
23.	Ramesh	Director	New Muthaiga Green Grocers Limited	Horticulture Directorate	Supplier	Male
24.	Flavia Mochama	Mrs	Mambogaji General	Horticulture Directorate	Grower And Packer Supplier	Female

#	NAME	TITLE	NAME OF INSTITUTION/ ORGANIZATION	DIRECTORATE	TYPE OF USER	GENDER
			Supplies Ltd			
25.	Godwin Makokha	Director	Total Fresh Exporters Ltd	Horticulture Directorate	Exporters	Male
26.	Joshua Kahura	Technical Manager	Shalimar Flowers Kenya Limited	Horticulture Directorate	Exporters Growers	Male
27.	Silas Wanyonyi	Agronomist	Myner Exports Ltd	Horticulture Directorate	Exporters	Male
28.	Ruth Mwangi	Admin	Galaxy Flowers Ltd	Horticulture Directorate	Growers	Female
29.	Mukami Kariuki	Compliance - Quality Assurance	Interveg Exports Epz Ltd-Athi River	Horticulture Directorate	Exporters	Female
30.	Bernard Kimutai	Technical Manager	Fair Trade Enterprises Ltd	Horticulture Directorate	Exporters	Male
31.	John Ambila Auma	Documentaion Officer	Groove Flowers Limited	Horticulture Directorate	Growers	Male
32.	Daniel Njoroge	Director	Danka Investments Ltd	Horticulture Directorate	Exporters	Male
33.	Keneth Keitany	Documentation & Logistic Assistant	Bigot Flowers Kenya Limited	Horticulture Directorate	Exporters	Male
34.	Mr. Abdul Aleem	Managing Director	Kenfloraa Ltd	Horticulture Directorate	Exporters	Male
35.	Abdul Aleem Mohammad	Director	Kenfloraa Ltd	Horticulture Directorate	Exporters Growers	Male
36.	Hellen Kwamboka	Assistant Technical Advisor	Mofarm Fresh Fruits Exporters Limited	Horticulture Directorate	Exporters Growers Packers Producers Processor Grower And Packer	Female
37.	Tedyline Murylah	General Manager	Mace Foods Ltd	Horticulture Directorate	Exporters	Female
38.	Eunice Gakungu	Director	Jersey World Enterprises Limited	Horticulture Directorate	Packers Traders	Male
39.	Gideon	Technical Lead	Fresh Produce Consortium Of Kenya	Horticulture Directorate	Exporters	Male
40.	Jeff Mwangemi	Food Safety And Agronomist Dept.	Marja General Company Ltd	Horticulture Directorate	Exporters	Male
41.	Juliana Tele	Export Manager	Karen Roses Limited	Horticulture Directorate	Exporters Growers Packers	Female
42.	Joseph Maina Mbogo	Senior Accountant	Jumbo Nuts Ltd	Nuts & Oils Directorate	Processors/Exporters	Male
43.	James Githinji Kamara	Accountant	Limbua Group Ltd	Nuts & Oils Directorate	Processors/Exporters	Male
44.	Beth Gakii Gituma	Administrative Assistant	Afrimac Nut Company Limited	Nuts & Oils Directorate	Exporters	Female

#	NAME	TITLE	NAME OF INSTITUTION/ ORGANIZATION	DIRECTORATE	TYPE OF USER	GENDER
45.	Christine Wanjiru Mugo	Logistics Officer	Equatorial Nut Processors Ltd	Nuts & Oils Directorate	Processors/Exporters	Female
46.	Edwin Muhindi	Admin/Shipping Clerk	Athiriver Oils EPZ Ltd	Nuts & Oils Directorate	Importers Exporters	Male
47.	Miriam Wanjiku Wachira	Administrator	Afri-China Internatuonal Company (K) Ltd	Nuts & Oils Directorate	Processors/Exporters	Female
48.	Winny Chirchir	Finance And Procurement Lead	Exotic Epz Ltd	Nuts & Oils Directorate	Processors/Exporters	Female
49.	James Githinji Kamara	Accountant	Limbua Group Ltd	Nuts & Oils Directorate	Processors/Exporters	Male
50.	Anthony Kibet	Scouting Officer	Nuts And Oils Directorate	Nuts & Oils Directorate	Processors/Exporters	Male
51.	Tabitha Wairimu	Exporter	Privam Nuts	Nuts & Oils Directorate	Processors/Exporters	Female
52.	Kenneth Cheruiyot	Ict Mgr	Pyrethrum Processing Company Of Kenya	Pyrethrum Directorate	Processors	Male
53.	Chris Hani Ochieng	Logistiscs Officer	Kentegra Biotechnology (Epz) Limited	Pyrethrum Directorate	Processors	Male
54.	Billy Kibet Langat	Logistics Officer	Kentegra Biotechnoloy {Epz} Limited	Pyrethrum Directorate	Processors	Male
55.	Paul Mwangi	Director	Japafa Enterprise Limited	Pyrethrum Directorate	Nursery Operator	Male
56.	Peter Nyamari	Materials Planner	Glaxosmithkline Ltd	Sugar Directorate	Importers	Male
57.	David Kamau	Operations Manager	Convex Commodity Merchants Ltd	Sugar Directorate	Importers	Male
58.	Martin Maritim	Director	Tripple Seven Services Limited	Sugar Directorate	Importers	Male
59.	Meshack Muuo Kyeli3	Manager	Jakoline	Sugar Directorate	Importers	Male
60.	Martin Maritim	Director	Treipple Seven Services Ltd	Sugar Directorate	Importers	Male
61.	Christine Wanjiru Mugo	Logistics Officer	Equatorial Nut Processors Ltd	Sugar Directorate	Importers	Female
62.	Paul Kyalo	Accounts Assistant	Brio Trading Ltd	Sugar Directorate	Importers	Male
63.	Mike	Ict	Magi LTD	Sugar Directorate	Importers	Male
64.	Ali A Aden	Director	Alpha Trading Company Ltd	Sugar Directorate	Importers	Male
65.	Rodgers Masinde	Operations	Ultraholding	Sugar Directorate	Importers	Male

#	NAME	TITLE	NAME OF INSTITUTION/ ORGANIZATION	DIRECTORATE	TYPE OF USER	GENDER
66.	Willy Kirui	Mr	Distinct Rui Enterprises	Sugar Directorate	Importers	Male
67.	Justine Gathoni	Admin Assistant	Tropikal Brands (A) Limited	Sugar Directorate	Importers	Female
68.	Adams Mayanja	Ict Manager	Impact Commodities Dealers Limited	Sugar Directorate	Importers	Male
69.	Idris Adan	Sugar Importer	Dikaso Company Ltd	Sugar Directorate	Importers	Male
70.	Jane Mwangi	Director	Janonil Hydride Solutions Enterprises	Sugar Directorate	Importers	Female
71.	Miriam Naserian	Business Development Officer	Agof Logistics	Sugar Directorate	Importers	Female
72.	Njoki Kinjah	Client Relations	Index Cargo Logistics Ltd	Sugar Directorate	Importers	Female
73.	Michael Maritim	Mr	Eversafe Ventures Limited	Sugar Directorate	Importers	Male
74.	Amina Ahmed	Consultant	Ifthim Investments Limited (LTD)	Sugar Directorate	Importers	Female
75.	Nicholas Musyoki	Assistant Planning Manager	Dawa Limited	Sugar Directorate	Importers	Male
76.	Fathma Ali Ubah	Assistant	Mount Elgon Ltd	Sugar Directorate	Importers	Female
77.	Hadija Goto Ire	Import Manager	Gonas Best Ltd	Sugar Directorate	Importers	Female
78.	Mike Maritim	Director	Boss Victorious	Sugar Directorate	Importers	Male
79.	Alfred Githinji	Sales Manager	Kakira Sugar Ltd	Sugar Directorate	Importers	Male
80.	Eunice	Director	Comfort Products	Sugar Directorate	Importers	Female
81.	John. Kapolon	Importer	Eramram General Suppliers And Construction Co. Ltd	Sugar Directorate	Importers	Male
82.	Jane Koigi	Director	Reens Logistics Ltd	Sugar Directorate	Importers	Female
83.	Faith	Director	Cherith Falvin Enterprises	Sugar Directorate	Importers	Female
84.	Sylvia Muigai	Representative	Goldfield Ventures	Sugar Directorate	Importers	Female
85.	Valentine Karanja	Secretary	Goldfield Ventures	Sugar Directorate	Importers	Female
86.	Mutai Kipkorir Victor	Staff/Member	Sohana Merchandise	Sugar Directorate	Importers	Male

#	NAME	TITLE	NAME OF INSTITUTION/ ORGANIZATION	DIRECTORATE	TYPE OF USER	GENDER
			Ltd			
87.	Johana Maritim	Sugar Importer	Gold Field	Sugar Directorate	Importers	Male
88.	Ronald Say	Logistics	Dawa Ltd	Sugar Directorate	Importers	Male
89.	Ahmed Said	Importer	Zaeem	Sugar Directorate	Importers	Male
90.	Mary Maritim	Food Safety Team Leader	Kapset Tea Factory Co. Ltd	Tea Directorate	Packers Factories Producers Processors	Female
91.	Kebirigo Tea Factory Co.Ltd	Kebirigo Tea Factory Co.Ltd	Kebirigo Tea Company Limited	Tea Directorate	Growers Factories Farmer Organisation/ Co-Operatives Supplier	Male
92.	Grace Ngima	Production Assistant	Gathuthi Tea Factory	Tea Directorate	Factories	Female
93.	Kamalidin Jamara	Director	Taytayley Co. Ltd	Tea Directorate	Exporters	Male
94.	Ronoh Jackson K.	Ceo	Mau Tea Multipurpose Cooperative Society Ltd.	Tea Directorate	Factories	Male
95.	Shadrack Gicheru Wairimu	Proprietor	Kericho Tea Suppliers	Tea Directorate	Packers	Male
96.	Brian J.W. Muchiri	Mr.	Home Comforts Ltd	Tea Directorate	Exporters Packers	Male
97.	Erick Onyango Omolo	Warehouse Manager	Signon Group Ltd	Tea Directorate	Warehouse Men	Male
98.	Susan Gitari	Procurement	Gachege Tea Factory	Tea Directorate		Female
99.	Susan Gitari	Procurement	Gachege Tea Factory	Tea Directorate		Female
100.	Kelvin Mwangi Waigumi	Assistant Director	Johcar Services Limited	Tea Directorate		Male

Annex 9.2. TMEA trade systems List of Stakeholders Contacted

A). List of project Leads (KILs)

#	NAME	TITLE
1.	John Kulova	Project lead -AFA iMIS

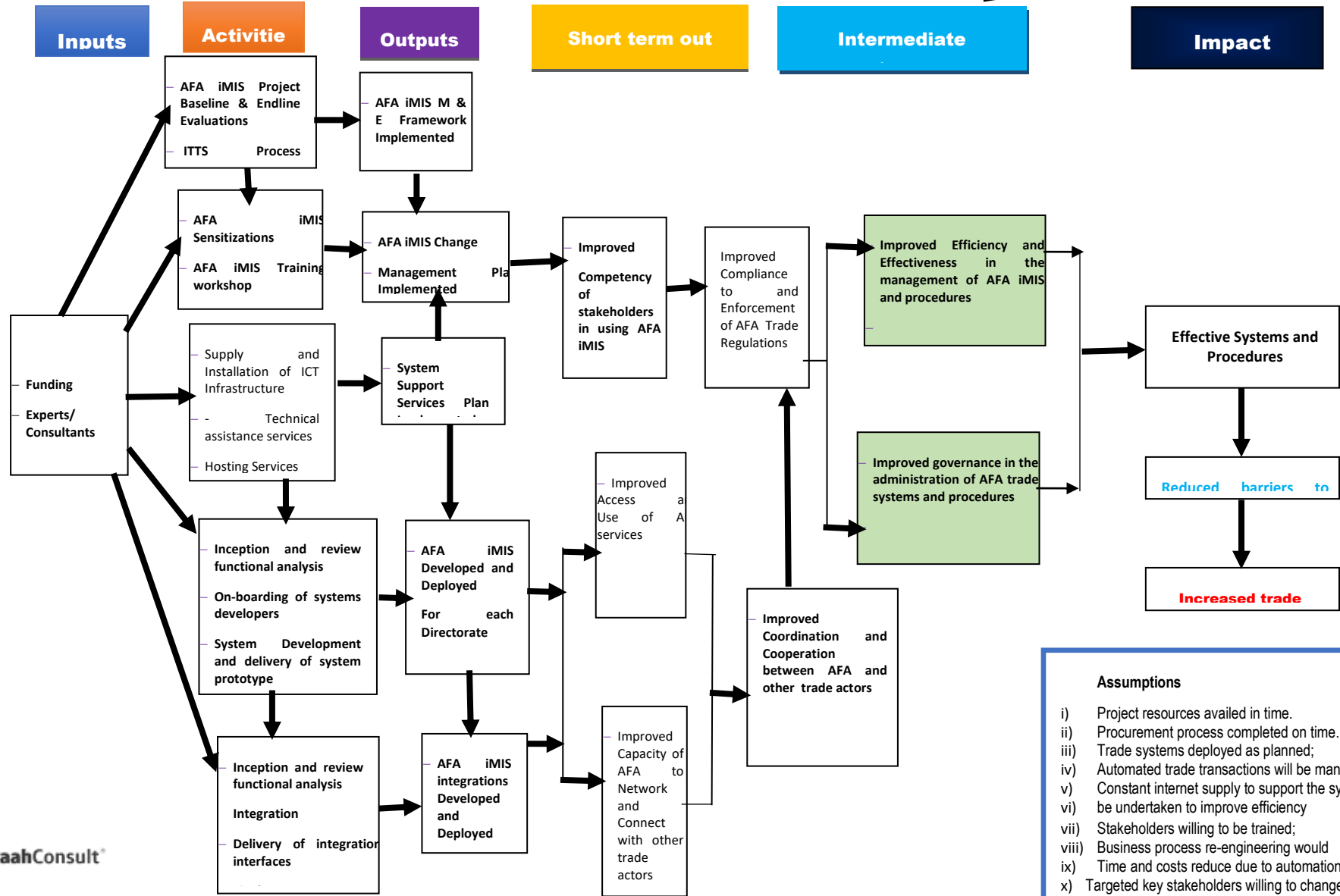
Annex 10: List of documents Received and Reviewed

DOCUMENTS REVIEWED

- I. Updated Monitoring plan 29th Sept 2021
- II. AFA Training reports
- III. AFA-TMEA Financing Agreement
- IV. AFA Financials
- V. AFA IMIS Training Plan Updated
- VI. AFA Project 3536 Risk Report
- VII. AFA Project Charter Ver 1.2
- VIII. AFA Results Chain
- IX. Annual Project Performance Report 2018/2019 (1)
- X. Annual Project Performance Report (2) 2019/2020
- XI. BRD Document for AFA
- XII. Project Monitoring Plan 3536
- XIII. Project Workplan 3536
- XIV. Quarterly 3536 report 2020 July-Sept
- XV. Quarterly 3536 report 2020 Oct-Dec
- XVI. AFA IMIS Project Initiation Document v3.0
- XVII. GIS for AFA signed
- XVIII. AFA IMIS Training Plan
- XIX. AFA PAR

ANNEX 11: Mapping of AFA iMIS Project Results And Linkage To TMEA's Theory Of Change

MAPPING OF AFA iMIS PROJECT RESULTS AND LINKAGE TO TMEA'S THEORY OF CHANGE



- Assumptions**
- i) Project resources available in time.
 - ii) Procurement process completed on time.
 - iii) Trade systems deployed as planned;
 - iv) Automated trade transactions will be mandatory;
 - v) Constant internet supply to support the systems;
 - vi) be undertaken to improve efficiency
 - vii) Stakeholders willing to be trained;
 - viii) Business process re-engineering would
 - ix) Time and costs reduce due to automation;
 - x) Targeted key stakeholders willing to change;
 - xi) Review and effect changes to all policies.