TRADE MARK EAST AFRICA (TMEA)

ENDLINE EVALUATION OF TMEA FUNDED TRADE SYSTEMS FOR THE TANZANIA MINISTRY OF AGRICULTURE, THE TANZANIA MEDICINES AND MEDICAL DEVICES AUTHORITY, THE CONFEDERATION OF TANZANIA INDUSTRIES, AND THE TANZANIA CHAMBER OF COMMERCE, INDUSTRY AND AGRICULTURE

FINAL REPORT

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AMCOS	-	Agricultural Market Cooperative Society	PCM	-	Project Cycle Management
ATMIS	-	Agriculture Trade Management Information System	PHS	-	Department of Plant Health Services
			PPD	-	Public Private Dialogue
AU	-	African Union	RIMS	-	Regulatory Information Management System
BRELLA	-	Business Registration and Licensing Authority	SADC	-	Southern Africa Development Community
COMESA	-	Common Market for East and Southern Africa	SBT	-	Sugar Board of Tanzania
			SDGs	-	Sustainable Development Goals
COO	-	Certificate of Origin	SMEs	-	Small and Medium Enterprise
COVID-19	-	Corona Virus 2019	SWIFT	-	Single Window Information for Trade
CTI	-	Confederation of Tanzania Industries	TANCIS	-	Tanzania Customs Integrated System
DAC	-	Development Assistance Committee			
DNFS	-	Department of National Food Security	TANTRADE	-	Tanzania Trade Development Authority
EA	-	East Africa	TBS	-	Tanzania Bureau of Standards
EAC	-	East Africa Community	TCB	-	Tanzania Cashew Board
FAO	-	Food and Agriculture Organisation	TCB	-	Tanzania Coffee Board
FCC	-	Fair Competition Commission	TCB	-	Tanzania Cotton Board
FGDs	-	Focus Group Discussions	TCCIA	-	Tanzania Chamber of Commerce, Industry and Agriculture
GEPG	-	Government Electronic Payment Gateway System	TCRA	-	Tanzania Communications Regulatory Authority
ICO	-	International Coffee Organization	TFA	-	Trade Facilitation Agreement
ICS	-	International Coffee Standards	TFDA	-	Tanzania Food and Drugs Agency
ICT	-	Information Communication Technology	TIC	-	Tanzania Investment Centre
IGAD	-	Intergovernmental Authority on Development	TMDA	-	Tanzania Medicine and Medical Devices Authority
ISO	-	International Standards Organization	TMEA	-	Trade Mark East Africa
ISQMT	-	Integrated Standards, Quality Assurance, Metrology and Testing system	ToC	-	Theory of Change
			TOSCI	-	Tanzania Official Seed Certification Institute
IT	-	Information Technology	TPB	-	Tanzania Pyrethrum Board
KIIs	-	Key Informant Interviews	TPRI	-	Tropical Pesticide Research Institute
LIMS	-	Laboratory Information Management System	TPSF	-	Tanzania Private Sector Foundation
			TRA	-	Tanzania Revenue Authority
M&E	-	Monitoring and Evaluation	TSB	-	Tanzania Sisal Board
MBs	-	Megabytes	TTB	-	Tanzania Tea Board
MDAs	-	Ministries, Departments and Agencies	TTB	-	Tanzania Tobacco Board
			TWCC	-	Tanzania Women Chamber of Commerce
MIS	-	Management Information System			
MIT	-	Ministry of Industry and Trade	TZS	-	Tanzanian Shillings
MOA	-	Ministry of Agriculture	UNCTAD	-	United Nations Conference on Trade and Development
MoFP	-	Ministry of Finance and Planning			
NIDA	-	Namibia Industrial Development Agency	USD	-	United States Dollar
			VFM	-	Value for Money
NOCs	-	National Oversight Committees	WB	-	World Bank
NTBs	-	Non -Tariff Barriers	WTO	-	World Trade Organization
OECD	-	Organization of Economic Cooperation and Development	XML	-	Extensible Markup Language (XML) is a text-based format used to share data on the World Wide Web, intranets and more.
			ZNCC	-	Zanzibar Chamber of Commerce
			ZNCCIA	-	Zanzibar Chamber of Commerce, Industry and Agriculture

EXECUTIVE SUMMARY

This end-line evaluation assessed whether the TMEA funded SWIFT systems projects met their intended results in supporting Tanzania to reduce time and cost for processing trade permits, licences or certificate, thereby increasing efficiency and improving transparency in facilitating trade. The projects supported the Government through the Ministry of Agriculture (MoA) and its boards, Tanzania Medicines and Medical Devices Authority (TMDA), the Tanzania (including Zanzibar) Chamber of Commerce, Industry and Agriculture (TCCIA/ZNCC) and the Confederation of Tanzania Industries (CTI). The evaluation adopted a mixed method approach, using both qualitative and quantitative data. Moreover, it is theory-based, analysing if the projects activities have contributed to intended results and to causal mechanisms as foreseen by its theory of change (ToC). Contribution analysis was made by comparing performance for the same period before and after automation of the trade facilitation systems (the SWIFTs interventions) with supporting narratives. The purpose was to determine to what extent results observed such as reduced time and cost of obtaining services as well as increased revenue of supported beneficiaries were attributable to the projects interventions. The evaluation was guided by OECD/DAC Evaluation Guidelines which assess several performance criteria, including: relevance, effectiveness, efficiency, impact and sustainability of the projects interventions.

The performance results show that to a large extent, the SWIFT projects achieved the intended outputs and outcomes albeit under a severely challenged external and internal projects implementation environment given the onset of Covid-19 pandemic which continues to disrupt international trade. In particular, the SWIFTs interventions have progressively and substantially reduced the high trading costs and contributed to simplifying the cumbersome trade procedures, thus benefitting businesses in terms of reduced time and cost, and contributed to increased revenue to both the businesses and to the government. Data from several Boards in the MoA provide examples of the extent at which the ATMIS system contributed to improved efficiency in their operations in terms of reduced time and cost. These include: pyrethrum (75% time and 71% cost reduction), tobacco (86% time and 92% cost reduction), TPRI processes (86% time and 96% cost reduction), tea (98% time and 8% cost reduction), PHS (93% time and 67% cost reduction). Revenue of the boards also increased by an average of 30%, with the largest revenue gains achieved by PHSs during introduction of ATMIS (2018/19) and after (2019/20) for the same months of July to March with revenue increases ranging between a low of 22% in March and a high of 158.5% in December of the respective years. Although the evaluation could not trace direct attribution of ATMIS to increased revenue, the before and after assessment provides a general evidence that the SWIFT system contributed to the achievement.

Estimated impact on the end users of the SWIFTS can be summarised in Box 1.1.

Box 1.1 Estimated impact of TMEA SWIFT in a nutshell

88% - Percentage share of time saved in one application

10 - Average number of days spent on one application BEFORE the introduction of TMEA SWIFT

1 - Average number of days spent on one application AFTER the introduction of TMEA SWIFT

37,000 - number of end-user beneficiaries of TMEA SWIFTs)

$14.9 million (TZS 34.5 billion) - Estimated value of time saved in one year for the total number of end-user beneficiaries.

Source: Estimated using data from the survey of end-users

Main Challenges

Despite their significant impact/benefits, the SWIFT projects are not without challenges. Notably, the challenge may reflect shortfalls in the project design or operational and capacity issues. Firstly, the evaluation highlights areas where the system beneficiaries including intermediate and end users faced challenges in making its full use. This challenge apply more specifically to the ATMIS system (so far the largest with huge catchment of users) compared to the other three (TMDA, TCCIA/ZNCC and CTI). One of the major issues includes weaknesses of ATMIS to generate reports for users' needs especially management need for periodic reporting of their performance accountability and updates. Furthermore, the system does not allow one to correct any entry in the system, and as a result, the system is loaded with too much redundant information which should have been deleted. The evaluation also identified some system design issues related to the centralized nature of the ATMIS system. This challenge is expressed in two ways. On the one hand, at the centre (the implementing agency), discussion with top leadership of the Ministry of Agriculture shows that the Government is extremely appreciative of the ATMIS system and emphasised the need to improve the ability of the ATMIS to consolidate reports from its constituent Boards and Agencies so as to produce Management type of reports through the dashboard. On the other hand, the Boards and Agencies complain that the system is too centralized in that it does not give them room to tweak or nudge the system so as to customize it for their respective reporting and management needs.

Secondly, the project design appears to have put less emphasis on the help-desk services for troubleshooting and system maintenance compared to the primary function of the trade systems. Most of the interviewed beneficiaries expressed their failures to obtain spot help whenever they experience challenge in the system including troubleshooting and enquiries. As an example, the Cotton Board informed the evaluation team that the system cannot tell you how many bales of cotton lint were exported in the last quarter or last year; instead, you have to count manually, which is tedious. They noted that their customers also need to know how much they sold/exported to which markets/countries, but the system cannot give cumulative figures.

Thirdly, our evaluation noted that given the wide range of beneficiaries for the ATMIS system, it was probably difficult to install a help desk in each of them, let alone the difficulties of customizing the system to fit the needs of each beneficiary. Nonetheless, some of the Agencies for example TOSCI, some Boards (Sugar and Tea) and TCCIA and CTI have improved and complemented the functionality of the TMEA SWIFT by devising additional internal system to fit their specific purposes or make the system integrate with internal general Management Information System (MIS).

Fourthly, the evaluation noted important needs of the users which could be considered for improvement or programming in the next phase of the project. Most of these refer to the recommendations listed below, but more particularly, some of the beneficiary users noted that the system is not yet fully integrated with other national systems. Furthermore, for some systems such as TMDA, TCCIA and CTI, the beneficiary are eagerly looking forward for TMEA continued support for system updates, or finalizing pending steps towards full integration and digitization.

Fifth and finally, the evaluation took note of the specific request for additional capacity building to improve internal capacity for system maintenance and update. Apparently, the beneficiary agencies differ markedly in terms of their internal capacity to specifically manage the SWIFT systems or handle their respective Information, Communication and Technology (ICT) needs more generally. It is not immediately clear how these varied needs could be programmed but a general training of trainers type of capacity could be deployed across all Agencies, while individual agency specific needs such as Information Technology (IT) professionals or equipment could be handled with the respective institution (institutional support).

Main Recommendations

Recommendation # 1: New TMEA projects design may need to consider enhancing in-house ICT technical staff training and capacity on software development and maintenance of installed systems for beneficiary institutions to enable not only to ensure sustainable maintenance ability of the systems in place, but also capacity to improve the system if need arises;

Recommendation # 2: The ATMIS system needs improvements in terms of its reporting capacity, with flexibility to produce PDF or Excel reports for different periods and functionality. Given the many Agencies accommodated in the ATMIS, the system needs to be boosted in terms of capacity to improve efficiency of its operation. This will address the current delays experienced by system users. TMEA-supported SWIFTs and existing trade systems should be reviewed to ensure these conform/comply with national and international standards certification and compliance requirements. For example, one important requirement is international standards and certifications referred to as 1S0/ICS 35 band;

Recommendation # 3: All SWIFT system needs to have inter-linkage/integration or communication between (for example) the boards/institutions and other regulatory agencies to enhance information of the supported systems with other SWIFT systems to remove co-existence of manual processes and automated trade processes. In this regard, the improved SWIFTS system should link all dependent regulatory institutions/boards and other Government regulatory agencies in all MDAs. For example, the ATMIS needs to be integrated with the Government Electronic Payment Gateway System (GEPG) to address the current inconveniences of making payments through different systems;

Recommendation # 4: The system should provide "Notifications" such as SMS, email, and on the system dashboard as well to ensure timely update on the application processes. This will enable information sharing to various stakeholders;

Recommendation # 5: The SWIFT system should allow uploading and downloading of the Business requirements document for the respective business and minimise risk for forgery;

Recommendation # 6: Future design of the SWIFTs should include user-friendly "Helpdesk System" and an Audit trail – to verify and track all kinds of applicant trade transactions and information, work processes, accounting details, and several other trade-related information to minimise certificates/licenses being issued to undeserving applicants; and

Recommendation # 7: TMEA is urged to dedicate more staff-time to visit beneficiaries' organisations to learn progress, challenges and areas that need further support in order to address observed challenges that might need external support. For example the need to leverage TMEA's clout and excellent relationship with the sixth government top leadership to exert pressure to Ministries, Departments and Agencies (MDAs) that might be reluctant or exhibit opposition behaviour to integrate their electronic systems to the SWIFT trade facilitation system supported by TMEA projects.

1.0   INTRODUCTION

1.1   Background

Trade Mark East Africa (TMEA) is an aid-for-trade organisation established in 2010 with the aim of growing prosperity in East Africa through increased trade. TMEA operates on a not-for-profit basis and currently is funded by the development agencies of the following countries: Belgium, Canada, Denmark, European Union, Finland, Ireland, Netherlands, Norway, United Kingdom and United States of America. TMEA works closely with regional intergovernmental organisations, including the African Union (AU), East Africa Community (EAC), Intergovernmental Authority on Development (IGAD), Common Market for East and Southern Africa (COMESA), Southern Africa Development Community (SADC), national governments, the private sector and civil society organisations to implement its mandate, goals and objectives.

TMEA current operations are guided by a robust Theory of Change (TOC) as discussed further in the report. The TOC recognises that trade is a key stimulus to economic growth, and is fundamental to the competitiveness of firms in Tanzania and the region as well as in addressing poverty. Notably, TMEA's current TOC is anchored on two strategic outcomes, namely: (i) Reduced Barriers to Trade; and (ii) Improved Business Competitiveness. TMEA is working with several trade agencies in the region to unlock barriers to trade through automation of various trade processes. These interventions are aimed at creating a digitalised trade environment in the region. In 2021, TMEA commissioned Talanta International to undertake end-line study of its SWIFT (Single Window Information for Trade) systems as part of its project management practice. This report presents the output of the evaluation.

1.2   Evaluation Purpose

The purpose of this evaluation is to assess whether the SWIFT projects met their intended results (outputs, intermediate-outcomes, outcomes and impacts) to the extent possible. The study analysed benefits/changes realised by the beneficiaries because of the TMEA-supported interventions. The findings as discussed in the text, demonstrates TMEA's interventions are based on a clear understanding of the pathways and processes of change and the results so far are commendable. Overall, the evaluation assessed the projects' achievements, challenges, opportunities, sustainability as well as identified lessons learnt in order to provide evidence-based information and recommendations which are pivotal for informing similar projects which might be undertaken by TMEA in the future.

2.0 METHODOLOGY

2.1 General Approach and Methodology

2.1.1 Overview

The evaluation made use of mixed method approach consisting of both qualitative and quantitative data collection and analysis. In particular, a three-pronged approach was used. First, the evaluation undertook comprehensive desk review of the key project documents including periodic progress reports to acclimatize with the project design and structure. Second, the evaluation was informed by field survey which included discussions/interviews with the project beneficiary institutions and end-users. The purpose was to gain understanding of how successful the project has been, highlight the impacts, identify the challenges and recommendations for improvement. The execution of the field survey involved face-to-face interviews and to a lesser extent virtual communication with all beneficiary organizations including their respective management and technical staff. The survey used standard OECD evaluation framework as well as tailor-made questionnaires (see **Annex 2 & 3**) specifically for discussion with Management team of the Beneficiary Agencies, and administers interviews with the end-user beneficiaries. Furthermore, as part of the field survey, the evaluation team administered Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and Self-response as well as on-line email survey approaches.

Third, the evaluation was informed by TMEA project performance rating against TMEA projects Monitoring and Evaluation (M&E) project outcomes, outputs and targets.

Notably, the evaluation sample covered all SWIFT project implementing/beneficiary organisations, which included: Ministry of Agriculture (MoA) and its 12 Boards and Agencies, Tanzania Medicines and Drug Authority (TMDA), Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)/Zanzibar National Chamber of Commerce (ZNCC), and the Confederation of Tanzania Industries (CTI). Furthermore, the sample for end-user survey was purposively selected based on availability for interview and the total/estimated number of end-users. Since the total/estimated number of end-users varied markedly among the specific agencies/boards (ranging from 10 to multiple thousands), the sample size differed accordingly to mirror such a range, from 2 to 30. Further details, including respondents profile are provided in the following section.

2.1.2 Beneficiary Survey: Characteristic Profile of the Respondents

Overview

As a key part of the end line evaluation of the TMEA SWIFTs project, the team undertook a survey of the Beneficiaries, covering both the intermediate Beneficiaries (the implementing Agencies) and the End-Users of the system (traders/businesses). Notably, the survey covered a total of 18 beneficiary agencies and 103 end users out of 37,000 beneficiaries most of whom from MOA Boards and its Agencies. The beneficiaries include:

a) The crop Boards and key departments under the Ministry of Agriculture, for which TMEA supported successful design, installation and roll out of the **ATMIS system**;

b) The Tanzania Medicines and Medical Devices Authority (TMDA) where TMEA support lead to successful design, installation and roll out of the Regulatory Information Management System (RIMS) and previously, and the Laboratory Information Management System (LIMS) which needs to be updated;

c) Two private sector umbrella organizations: The Chamber of Commerce for Tanzania Mainland (TCCIA) and Zanzibar Chamber of Commerce (ZNCC); and the Confederation of Tanzania Industries (CTI).

Note that, three sets of interviews were conducted for each of the beneficiary organizations. First, we obtained key information to profile the institutions and get their overall feedback on the TMEA system/project by meeting with the Management. Second, we asked the focal person to provide a list of end-users out of which we contacted to interview some. Thirdly, the internal departmental users of the system were asked to evaluate the system using the OECD DAC criteria. Below is a brief description of the surveyed respondents (17 Agencies and 103 end users).

Beneficiary/Implementing Agencies

The survey covered a total of 18 Implementing/beneficiary agencies located in 10 regions, and including 103 end-users as shown in Table 2.1. However, we managed to obtain complete data from 13 of the beneficiary agencies. On the basis of number of employees, the size of beneficiary agencies differs markedly ranging between 16 (Tea Board of Tanzania) to over 400 employees (Ministry of Agriculture). Overall, the 13 beneficiary agencies employ a total of 1,126 people, out of which 774 (69%) are men and 352 (31%) are women. Out of the total employees, 227 are involved in directly using the system (intermediate users), for which 157 are men and 70 are women. In total, 27 staff is involved in managing/administering their respective systems, out of which 23 are men and 4 are women. Furthermore, the 13 agencies have an estimated total of 34,125 end users, out of which 29,838 (87%) are regarded as frequent users. The other 2,875 estimated end-users (which makes a total of 37,000 end-users) were from the 5 beneficiary agencies without complete data.

Furthermore, it is important to note that, while some beneficiary agencies are centralized, others operate the system through their constituent agencies or branches. Thus, the evaluation results are reported differently given particular structure of the subject agency. In this case, the report for the Ministry of Agriculture (MoA) is presented through its Boards and Agencies that facilitates trade processes by issuing licenses, permits and certificates; rather than the Ministry itself. This is in contrast with TMDA, which has eight zonal branches across the country, their data and trade facilitation processes are centralized in their headquarters such that there was no need to visit individual branches. TMDA has a total of 280 employees, of which 35% are women and 65% are men.

CTI does not have any agency or branches, and does not issue trade licenses, permits or certificates but provides critical trade-related information particularly on laws and reforms that affect business for their members and the general public. CTI has 17 employees, of which 7 (41%) are women and 10 (59%) are men. TCCIA/ZNCC issues certificates of origin, and provides information on Non-Tax Barriers (NTBs) and their processes. Like TMDA, TCCIA/ZNCC has branches across the country through regional offices, but the data and trade facilitation are centralized at their respective headquarters. TCCIA has 85 employees, of which 51 (60%) are men and 34 (40%) are women. ZNCC has 25 employees, of which 12 (48%) are women and 13 (52%) are men.

The interviewed agencies reported that they started using the SWIFTs from 2018 onwards. The SWIFTs include: ATMIS system for the MoA (Boards and Agencies), RIMS for TMDA, and the SWIFT portal for TCCIA/ZNCC and CTI. From 2018 onwards, the system developed for each beneficiary agency was in wide use by end-users depending on how quick the system was rolled out after the training. The beneficiary agencies and end-users report their level of satisfaction from using the SWIFTS system as "very high" and that the data indicate that the systems succeeded in bringing about the intended efficiency improvement. While some of the surveyed agencies reported to have other specific systems to complement the SWIFTs, all of them noted the need to integrate the TMEA funded system with the key Government systems (such as GePG, TRA Customs, etc.).

Table 2.1: List of Surveyed Beneficiaries/Implementing Agencies

No.	Agency	Location	No. of Surveyed End-Users
1	Ministry of Agriculture	Dodoma	Reported by the respective Boards and Agencies
2	Tanzania Medicine and Medical Devices Authority (TMDA)	Dar es Salaam	8
3	Tanzania Chamber of Commerce and Agriculture (TCCIA)	Dar es Salaam	30
4	Confederation of Tanzania Industries (CTI)	Dar es Salaam	The portal does not attend particular end-users rather accessible to the general public
5	Zanzibar National Chamber of Commerce (ZNCC)	Zanzibar	9
6	Department of Plant Health Services (PHS)	Dodoma and Dar es Salaam	10
7	Tropical Pesticide Research Institute (TPRI)	Arusha	10
8	Tanzania Official Seed Certification Institute (TOSCI)	Morogoro	7
10	Department of National Food Security (DNFS)	Dodoma/ Dar es Salaam	Not available
11	Tanzania Tea Board (TTB)	Dar es Salaam	5
12	Tanzania Coffee Board (TCB)	Kilimanjaro	6
13	Tanzania Tobacco Board (TTB)	Tabora	2
14	Tanzania Sisal Board	Tanga	Not available
15	Sugar Board of Tanzania (SBT)	Dar es Salaam	6
16	Tanzania Cotton Board (TCB)	Mwanza	5
17	Tanzania Pyrethrum Board (TPB)	Dar es Salaam	3
18	Tanzania Cashew Board (TCB)	Mtwara	2
TOTAL	**18**	**10**	**103**

Source: Survey conducted for this evaluation (2021).

Figure 2.1: Level of Success of ATMIS in bringing Efficiency Improvement
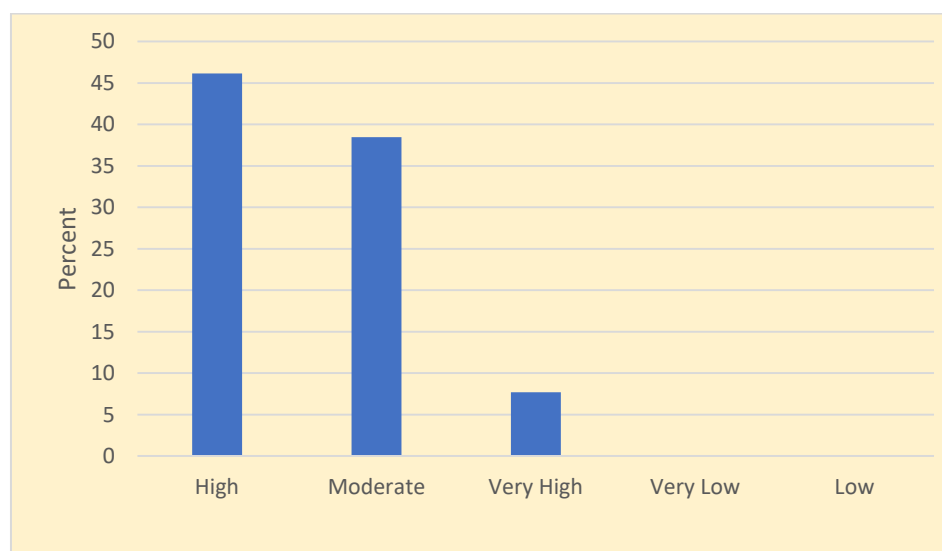
Source: Author analysis of the survey Data (2021)

Characteristic Profile of End-Users

The survey of end-users of SWIFTs projects was conducted through face to face and telephone interviews during October and November 2021. The survey covered 103 respondents (end-users) who worked various departments/positions in their respective companies including marketing, logistics, production, managerial, etc. Significant shares of respondents (75%) were male while the remaining 25% were female. Their age ranged from 27 to 68 years and averaged 37 years. Indeed, the largest share of interviewed firms (42.7%) were located in Dar-es-Salaam, followed by Arusha (11.7%), Moshi and Zanzibar (9.7% each), and the rest (26.2%) were located in remaining regions (Figure 2.2). Interviewed firms operated in Agriculture (52.4%), Manufacturing (23.3%), Services (16.5%), Health (4.9%) and Transport and Logistics (2.9%) sectors.

The evaluation asked the beneficiaries to indicate frequency with which they use the SWIFT system. Responses show that, the system is used to a varying degree by its end-users. Some use it once a year, while others uses it as many as 20 times a week. Understandably, the use of the system depends on, among other factors, the degree of a firm's import/export activities. On average, interviewed firms revealed that they use the ATMIS system approximately 3 times a week. All the surveyed firms noted that they are satisfied with the system, highly and moderately.

Furthermore, majority noted that the system has successfully improved efficiency of delivery of government services. On average, firms in the health sector (particularly the TMDA SWIFT) used the systems most frequently (4.4 times a week) followed by Transport and Logistics (4 times per week), Services (3.9 times per week), Agriculture (3.5 times per week) and Manufacturing (2.5 times per week).

With regards to Zanzibar national chamber of commerce (ZNCC), the survey covered 9 firms in Unguja and Pemba. Interviewed firms operated in Agriculture (11.1%), Manufacturing (33.3%), Services (22.5%), Transport and Logistics (11.2%), and Fisheries (22.1%). For TCCIA interviewed firms operated in Agriculture (20%), Manufacturing (40%), Services (20), Transport and Logistics (20%) sectors. CTI firms interviewed operated in manufacturing (20%), Services (20%), and Transport and Logistics (20%) sectors. TMDA firms interviewed operated in manufacturing (12.5%), Services (25%), Health (12.5%) and Transport and Logistics (12.5%) sectors.

Overall, the preceding SWIFT interviewed end-users (TMDA, TCCIA/ZNCC, CTI) had several observations that were common, namely:

- Reduced cost of doing business due to reduced clearing times and paperless transactions;
- Transparency through predictable procedures and release times has resulted in improvement in revenue collection;
- Faster clearance of goods from ports by clearing agencies;
- Improved compliance to rules and regulations due to automated and online processes;
- Efficient deployment of other resources by regulating agencies and business and trade community;
- Increased regulatory agencies' cooperation and sharing of information among implementing agencies/organisations; and
- Availability of real-time statistics on transactions, release time, revenue collection and customer compliance generated by the automated ICT- based systems.

Figure 2.2: Individual Characteristics of Surveyed End-Users
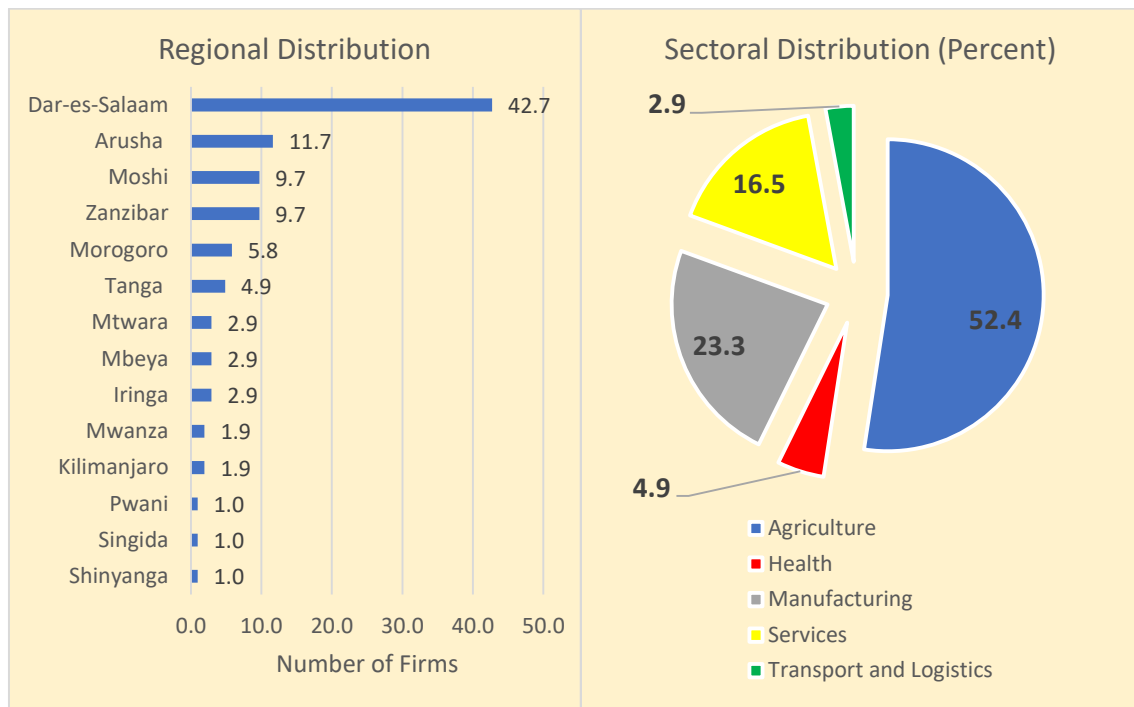
Source: Author analysis of Survey Data (2021)

Figure 2.1: End-User Satisfaction from using ATMIS
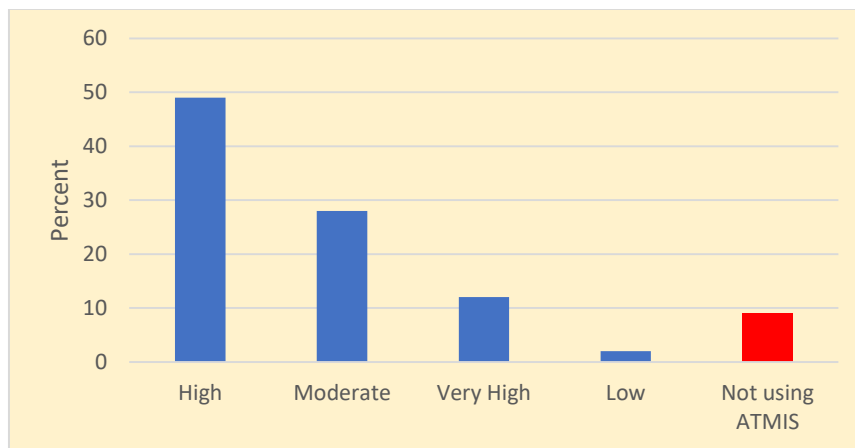
Source: Author analysis of Survey Data (2021)

Figure 2.2: The Level of Improvement of Government Service Delivery due to ATMIS
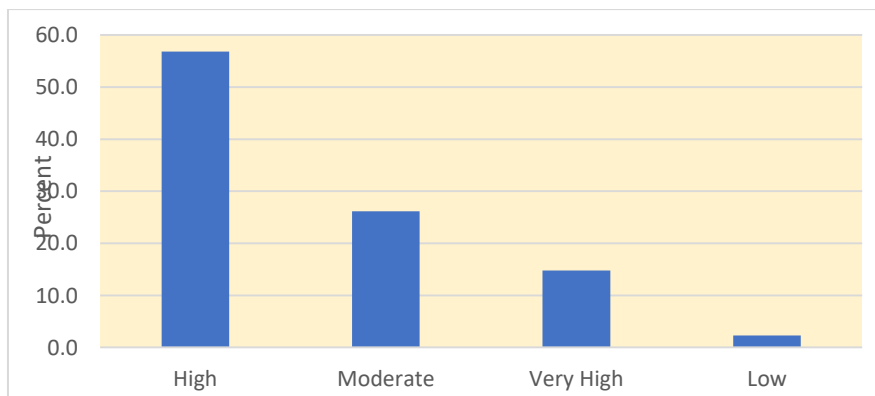
Source: Author analysis of Survey Data (2021)

2.2 Evaluation Criteria and Questions

2.2.1 Evaluation Criteria

The evaluation used the Organisation for Economic Co-operation and Development Assistance Committee's (OECD/DAC) evaluation criteria that are widely used in development evaluations. The criteria includes relevance, efficiency, effectiveness, impact, sustainability. Governance and inclusiveness. These are briefly explained as follows:

1. **Relevance**: Are we doing the right thing? How important is the relevance or significance of the interventions in relation to direct or indirect beneficiaries. To what extent did the projects' interventions respond to beneficiaries' needs and priorities?

2. **Efficiency**: To what extent and how have the project interventions been efficient and achieved good Value for Money (VfM)?

3. **Effectiveness**: The extent to which the projects' interventions achieved and/or exceeded targeted outputs, short-term and intermediate outcomes as per the monitoring plans and the logical framework/results chain?

4. **Impact**: Are there signs/indication of interventions contributing higher level Trade and Development objectives as articulated in TMEA's Theory of Change e.g. reduced trade costs, increased trade, reduced poverty, increased employment, etc)?

5. **Sustainability:** To what extent will the Projects interventions benefits are likely to continue after the cessation of TMEA's support? Did the projects' interventions promote green sustainable growth?

6. **Governance**: To what extent was the project's governance model comprehensive, clear and appropriate for the effective management and delivery of the programme and related projects? Furthermore, the criteria assesses whether the adopted set-up of the project management facilitated efficient delivery of project interventions and results.

7. **Inclusiveness**: This criterion assesses whether the project design adhered to diversity in terms of gender and size considerations. In particular, to what extent was the system favourable for facilitating women, youth and Small-scale traders, and promoted the principles of climate change and environmental protection.

Further information on the methodology used including field manual is shown on Annex 1. The questionnaires are shown on Annex 2 and 3.

3.0   PERFORMANCE EVALUATION: PROJECTS DESIGN, THEORY OF CHANGE AND GOVERNANCE

3.1   TMEA Theory of Change (ToC)

TMEA has a solid Theory of Change (Figure 3.1) which is underpinned by interrelated propositions that guide their organisation's work, including those of their partners.

Figure 3.1: TMEA Theory of Change
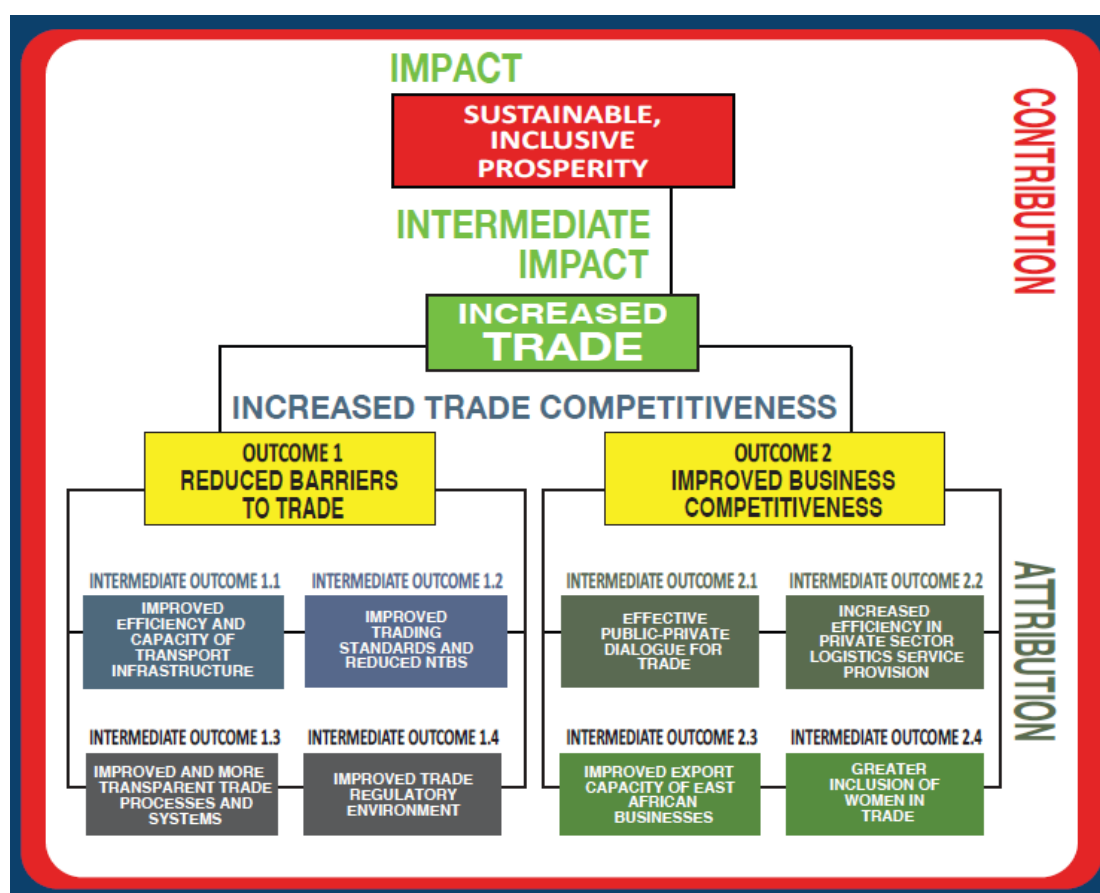
Source: Adapted from TMEA

The ToC is based on propositions that are strengthened by knowledge, assumptions, beliefs and hypothesis about how and why actions are expected to trigger intended changes. In the current Phase II strategy (2017-2021), TMEA's Theory of Change (TOC) is anchored on two strategic outcomes: (i) Reduced Barriers to Trade; and (ii) Improved Business Competitiveness. Strategy II is comprehensive, cohesive and clear, and seeks to achieve greater impact than its predecessor based on lessons learnt from the implementation of Strategy 1. The key assumption of the ToC is two-fold: First, by reducing barriers to trade through interventions that improve sustainably efficiency and capacity of transport infrastructure and transparency in trade processes and systems, while also improving trade standards and reducing non-tariff barriers (NTBs) including support to improvement of trade regulatory environment will lead to increased trade. This assumption has unambiguously been supported by the results of this evaluation that the SWIFTS support to Tanzania has dramatically led to reduced time and cost for processing trade permits/licences as shown in the report. Second, by improving business competitiveness through effective public-private dialogue and increasing capacity of East African businesses investments as well as increasing efficiency in private sector logistics services provision while promoting greater inclusion of women in trade would lead to improved

business competitiveness. Annual TMEA projects reports show this assumption is also supported by evidence from the interventions carried out under TMEA's support.

At a programme level, TMEA's work is well aligned with its ToC, and is responsive to regional trade policy priorities, which has been successful at addressing these priorities. TMEA is demand led and activities are designed to reflect priorities of the partner countries and institutions. As one of its key strengths, TMEA operations and projects are supported by continuous monitoring of political economy developments, and has been able to adjust its national East African (EA) country programs, including those of Tanzania, in responding to the actual implementation of policy by the EAC states. In the case of Tanzania, TMEA interventions are supporting SWIFTS which automates/digitalises trade processes and private sector business organisations. TMEA's SWIFTS and private sector trade facilitation portals have been designed in line to its ToC, Strategy II results framework and Project Cycle Management (PCM) guidelines. As shown in the text, TMEA projects in Tanzania leave no doubt the interventions are achieving desired outputs, outcomes and impact that were envisaged during programme design.

3.2   Governance and Inclusiveness

TMEA has a robust governance structure that ensures interventions are demand-driven and anchored on its ToC. TMEA projects in Tanzania are systematically linked to the two Strategic Objectives as shown on Figure 3.1. As discussed in the preceding section, TMEA's work is well aligned with its ToC and Tanzania's policy and strategy for growth and development. The Strategic Objective are tied to measurable targets and overseen by key stakeholders at both national and regional levels. Implementation of TMEA's SWIFT projects is applauded by Tanzanian leadership as discussed above partly because projects are designed to ensure strong national ownership of programmes, through National Oversight Committees (NOCs). The NOCs are made up of representatives from relevant agencies and government bodies. NOCs meet on a regular basis to review project proposals and business plans related to the programmes they are overseeing. TMEA's governance structure and especially the NOCs have added much value as key TMEA partners have recognised their strategic and co-ordination functions. Respondents interviewed applauds TMEA's flexibility and support and considers the project's governance model to be comprehensive, clear and appropriate for the effective management and delivery of the SWIFT interventions. Review of the SWIFTS results achieved so far as discussed under Section 5 provides evidence that TMEA's set-up of the project management facilitated efficient delivery of project interventions and results.

Information gathered from the consultations with various stakeholders show that the SWIFTs project achieved inclusiveness objective. Indeed, the assessment by implementing agencies reported that the project design took into account diversity of end users in terms of gender and size. That is, the SWIFT systems can be accessed by any enterprises regardless of size, location or gender. The data on the characteristic profile of end users shows that, on the basis of number of employees, the size of beneficiary agencies differs markedly ranging between 30 to over 200 employees. In terms of gender, majority of staff (70%) are men with women accounting for 30%. That is, the SWIFTS projects facilitate women and Small and Medium entrepreneurs (SMEs) to obtain required trade licences/certificates without hassle at a very low cost and timely as shown in Section 5. As such, in Tanzania, TMEA's focus on inclusiveness by ensuring that women, the poor and small businesses are increasingly involved in the local, regional and international trade is highly regarded by the Government. Women entrepreneurs are major trade players in Tanzania along most of the neighbouring countries (see Ilomo, 2016)[1]. The respondents in this evaluation are of the opinion that cross-border trade interventions which focus on reducing time and cost have been extremely impactful.

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[1] Ilomo, M et al (2016), "Baseline Survey of Women Cross Traders in Tanzania", TMEA/TWCC. Further literature can also be accessed in https://www.unwomen.org/en/digital-library/publications/2010/3/

4.0 PERFORMANCE EVALUATION: VALUE FOR MONEY ANALYSIS

This section provides a brief overview of Value for Money (VfM) of the SWIFTs interventions in Tanzania's Ministry of Agriculture (MoA) and its Boards, TMDA, TCCIA/ZNCC and CTI. The VfM assessment was made using the standard framework on the Economy, Efficiency and Effectiveness of the systems.

Overall picture of the impact of TMEA SWIFT system is as illustrated in Figure 4.1. The figure shows that, there are substantial benefits in automating trade processes in Tanzania, in terms of reduced time and cost to acquire export and import licenses/certificates. These benefits are narrated for each of the system of the respective beneficiary agency.

Figure 4.1: Comparison of before and after introduction of ATMIS system
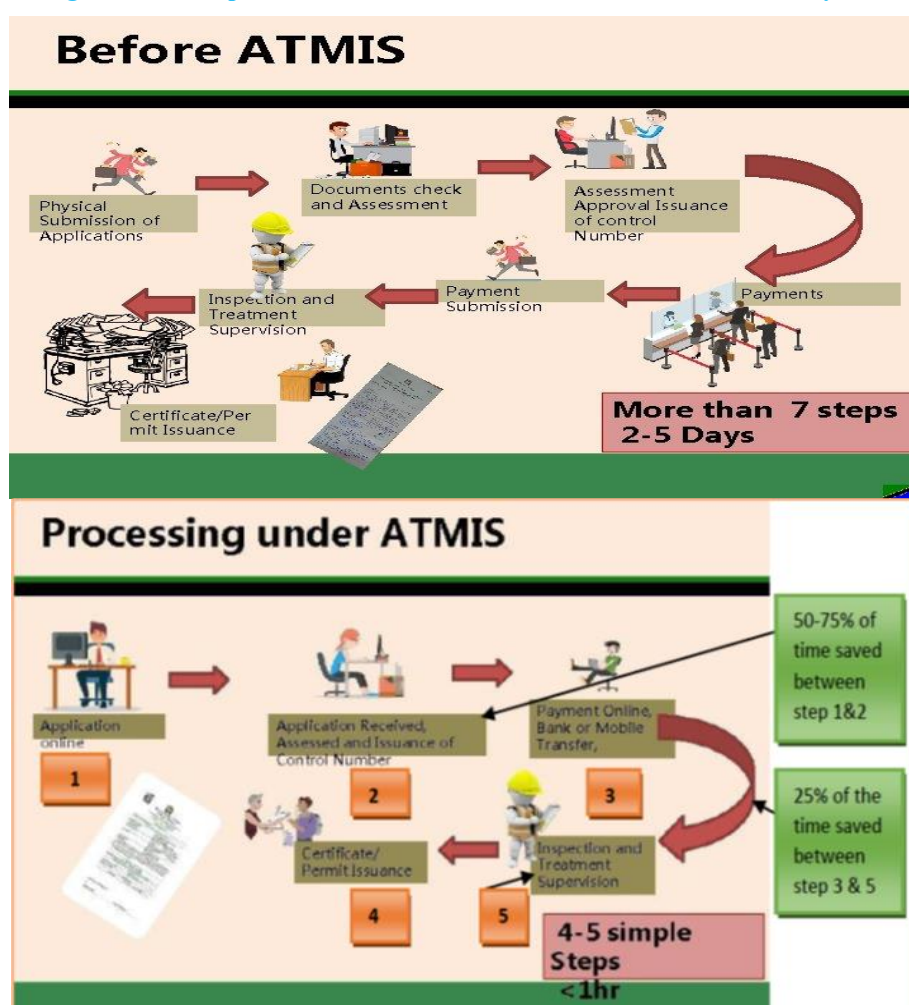
Source: Adapted from TMEA data-base

4.1 MoA and its Boards VfM

The VfM is evidenced through reduced time and cost to obtain trade certificates/licenses and increased revenue by the MoA regulatory boards/agencies. However, direct results attribution to the project interventions can have challenges because of existence of other exogenous factors such as improved entrepreneurial skills over time, existence of other Development Partners support, preceding

interventions before introduction of the SWIFTS and several others. Note that, although we do not analyse or assess contribution of these factors, we recognise them as general determinants of firm growth. Notably, the nature of intervention (online/digital systems to improve efficiency in providing trade regulatory services) dictates direct cause-effect (no travel time and associated cost, no paper work involved). Indeed, the testimonials from the interviewed Agencies and end users show that, by comparing the period before and after introduction of the SWIFTs (2017-2019), the amount of money saved and the value of time saved by introduction of online application and automation systems are enormous (see section 5.2.2) For instance, from the Beneficiary agencies' perspectives, most applications for permits or licences used to take 5 days on average, but after introduction of the SWIFTs, now it takes less than one day. However, from the end user perspectives, the respective time taken to process permits/licences has reduced from 10 days before the SWIFTs to 1 day after introduction of the SWIFTs. Thus, the observed achievements and successes in terms of reduced time and costs are to a large extent attributed to the introduction of the SWIFTS.

For instance, in the case of ATMIS system for MoA Boards and Agencies, some examples of the VfM impacts can be identified by comparing before and after introduction of the system as follows:
- Tropical Pesticides Research Institute (TPRI's) annual revenue increased from 1.5% to 13.78% (presumably due to more volumes, more permits/licences/certificates and therefore more statutory payments leading to increased revenue);
- Pyrethrum board (75% time and 71% cost reduction);
- Tobacco board (86% time and 92% cost reduction);
- TPRI processes (86% time and 96% cost reduction);
- Tea board (98% time and 8% cost reduction); and
- PHS (93% time and 67% cost reduction).

Generally, the increased efficiency in operation that led to reduced time and costs of processing trade permits led to increased volume of transactions hence increased revenue. Although the revenue change for the subject agencies cannot be entirely attributed to the introduction of the SWIFTs, analysis of the before and after performance shows they contributed to it. On average, the revenue of the supported organisations increased by 30% compared to before introduction of ATMIS (2017/18) and after (2018/19) for the same months of July to March, with some Agencies such as Plant Health Services (PHS) attaining a more dramatic increase ranging between 22% (March) to 158.5% (December) – Figure 4.2. In terms of real numbers, the increase in revenue is substantial, ranging from TZS 42 million (or 22% increase); to nearly TZS 160 million (or 158.5%) increase as shown on Figure 4.2.

Figure 4.2: Revenue increase for PHS before and after ATMIS (TZS Million)
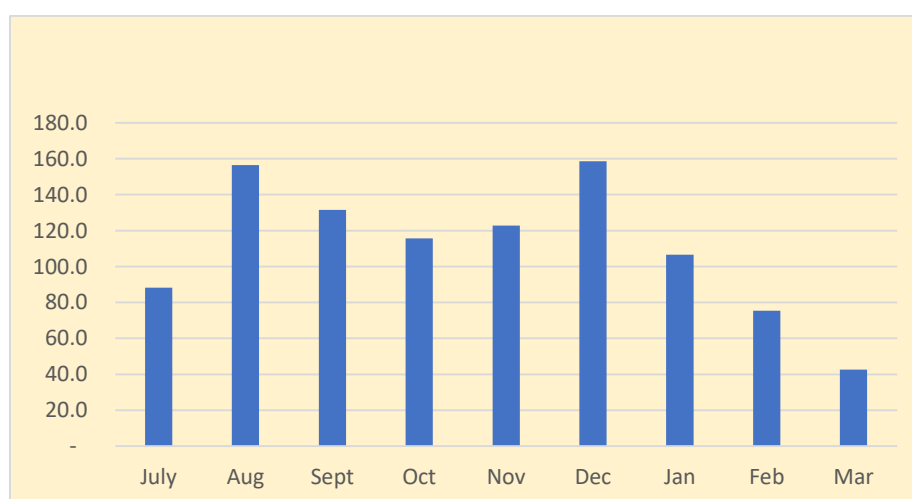
Source: Authors based on MoA Plant Health Services (PHS)

Table 4.1 provides further information on value for money based on the consultations with the respective boards and agencies.

Table 4.1: Value for money under TMEA Projects ATMIS SWIFT support

	Question	Response and Explanation*
1.	**Economy**: (a) Was ATMIS SWIFT relevant to your needs and the economy in general?	**Yes**. Responses indicated that digitalising trade processes helps businesses and the economy in general to improve efficiency and ease of doing business, reduce the cost of doing business, cuts time in service delivery, improves convenience of accessing services through removing the need for physical contract with regulatory agencies and eases reach to consumers.
	(b) In which activities/component does the project achieve higher Value for Money (VfM) and what are the lessons learnt for driving greater VfM?	The main activity of ATMIS is trade facilitation through automation/digitalisation of issuing trade certification. Value for Money in terms of comparing time and cost before and after introduction of ATMIS shows there has been considerable time and cost savings. For example: (i) Pyrethrum board: The time taken to acquire a Pyrethrum export permit has been reduced from 7 days to 2 days; (ii) Tea export permit from 1 day to 30 minutes. 3. Plant Health services (PHS): The time taken to acquire a Phytosanitary certificate from 7 days to between 2hrs to a day for consignments which requires only inspection and certification. For Consignments that treatment is required time is determined by the length of treatment hours; (iii) Sisal board: The time taken to acquire a sisal export permit has from 1 day to an hour; (iv) Tobacco board: The time taken to acquire a tobacco processing license from 5 days to 3 days; (v) Tropical pesticides research Institute (TPRI): The time taken to acquire Import pesticide permit from 7 days to 1 day. Combining above with cost-efficiency in question 3 above indicates TMEA's projects support to MoA and its boards are realising good value for money.
	(c) What is the estimated equivalent money value of the benefits and costs to fund the project?	None of the Boards had done any cost-benefit analysis to answer the question
2.	**Efficiency**: (a) Has the evaluated intervention been managed with reasonable regard for efficiency?	**Yes**. About 92% of the respondents had efficiency performance rating of 3-4 (where 1 is low and 5 is highest). Only Cashew scored the criteria 1 meaning interventions were not implemented efficiently, stating that the Board had an existing system nearly similar to ATMIS. Other Boards main explanation was existence of good project management team and participatory well-designed ATMIS system.
	(b) Could more of the same result have been produced with the same resources?	**No**. All respondents were of the opinion that automation/digitalizing trade facilitation activities to eliminate physical travel, manual procedures and convenience due to existence of many end-users in all regions of Tanzania, some of whom are located in rural areas was the most cost-effective and efficient way of providing the services at low cost.
	(c) Could an altogether different type of intervention have solved the same trade facilitation problem but at a lower cost?	**No**. Most respondents said any other intervention apart from automation of the former manual systems would not reduce much cost because beneficiaries cannot avoid visiting the trade certificate approval issuing organization.

3.	**Effectiveness**:	**Yes**. Effectiveness and cost-efficiency in terms of cost savings after introduction of ATMIS to the expenses incurred before declined substantially in all boards. Example, Pyrethrum Board cost of printing, transport, storage and postage costs declined by 87.5% from US$4.00 before ATMIS to only US $0.5; Plant Health Services by 44.4% from US$ 9-5; Sisal Board 100% from US$3.5 to US$ 0; Tobacco Board 2.7% from US$223 to US$ 217 and TPRI 95.7% from US$ 11.56 to US$ 0.05.
	(a) Were intervention activities effective and cost-efficient?	
	(b) Were outputs and outcomes achieved on time?	**Yes**. Notably, 11 out of 12 Boards or 92% achieved outputs and outcomes on time. Only Cashew Board failed to achieve planned targets and outcomes due to unpredictable cashew government policies and frequent changes of industry policy and strategies.
	(c) To what extent was risk management integrated in the projects? How often were risks identified, analysed and incorporated in the project design?	**To a large extent.** Over 85% of the respondents considered issuing of trade certificates were not risky – very low, less than 5% risk in case the applier had no business. ATMIS design has built-in risk mitigation measures to protect the system.
	(d) How efficient and effective were the management and administration systems and procedures including programme results framework and reporting?	**Very effective**. All boards and organizations have functional project management and administration staff as well as M&E section to track progress towards achieving activity outputs and outcomes. Based on performance results discussed above, the Boards have good governance institutional and management arrangements that enables effective implementation of projects to achieve intended results.

*Based on the average responses from the Boards and Agencies using ATMIS trade facilitation system.

4.2   VfM for TCCIA/ZNCC SWIFT System

4.2.1   The TCCIA Certificate of Origin

Economy: The TCCIA Certificate of Origin (e-COO) makes it easier and cheaper for exporting enterprises to acquire the certificate of origin. Issuance of certificates of origin went fully online in 2020.

Efficiency & Effectiveness: The time taken to process a certificate of origin has been reduced by 94% from an average of 3 days to 2 hours. In addition; discussions with exporters confirm that the e-COO system has created efficiency in the issuance of certificates of origin. The e-COO is now entrenched in the industry as the primary mechanism for acquiring the certificate of origin. Businesses can apply for the certificates and make payments remotely, although they have to collect the issued certificates from the TCCIA offices.

Challenges, sustainability and impact: The main challenge is that the certificate has to be collected from TCCIA/ZNCC offices. A system upgrade is still required to allow the businesses to print the certificates from their offices. The SWIFT TMEA projects support is sustainable because through the revenue generated from the charges on the certificate, TCCIA/ZNCC will be able to maintain the system in the future as part of sustaining the impact of TMEA's support. The ICT team at TCCIA has the technical capacity to use and maintain the system. However, TCCIA/ZNCC servers for the two systems have been moved to the government national data centre to ensure stability of services and security of information. Through the fees charged on the issuance of certificate of origin and sending of SMS to the system, TCCIA is able to raise the resources required for the maintenance of the system, thus enhancing sustainability of the system. To-date, TCCIA/TZCC has issued over 24,000 certificates of origin cutting time and costs substantially as observed by Bavon Ndumbati (Box 4.1).

Box 4.1: TCCIA/ZNCC Certificates of Origin

Stakeholder Remarks

Bavon Ndumbati, Export Limited has managed exports for recalls the timeline he had to go for his shipments to Rwanda, that the manual system took certificate because he had to visit 16 trucks every month up to 16 Food and Drugs Agency (TFDA were needed taking over 120

Time and Cost Savings

coordinator for Tanzania Distilleries his company for close to a decade. He through to obtain certificates of origin Kenya and Zambia. Bavon estimates between 4 and 6 hours to complete one more than 3 places. With an average of certificates of origin and 16 Tanzania currently TMDA) licenses every month hours or more than 4 months. He

reflects on TMEA's support in implementation of the electronic system of issuing permits, saying he can now get those permits almost instantly after making an online application and without any physical movement to any office, saving both money and time.

Source: "*Made in Tanzania electronic certificates of origin a delight to Tanzania-based exporters*" at https://www.trademarkea.com/stories/made-in-tanzania-electronic-certificates-of-origin-a-delight-to-tanzania-based-exporters/. August 24, 2020

4.2.2   Reporting on Non-Tariff Barriers (NTBs)

NTBs increase production and trade costs through red tape and delays, thus increasing the cost of doing business, which in turn reduces VfM. TCCIA and ZNCC have a strong membership of SMEs and the SMS NTBs reporting system makes it easy for the businesses to report NTBs to enable government to address the business constraint.

In 2020, a total of 28 NTBs were reported. For example, in 2020, businesses reported multiple charges by government authorities on various products as an NTB. This was discussed through the PPD and the government has initiated changes to the regulations on agriculture levies to ensure that local authorities do not charge multiple levies on the same agriculture commodity. TMEA has established both national and regional mechanisms for reporting NTBs and engaging with the relevant governments to resolve them. At the regional level, TMEA works with the EAC Secretariat to coordinate engagement between partner states in dealing with NTBs that inhibit cross border trade.

The servers for the two systems have been moved to the government national data centre to ensure stability of services and security of information. Through the fees charged on the issuance of certificate of origin and sending of SMS to the system, TCCIA is able to raise the resources required for the maintenance of the system, thus enhancing sustainability of the system.

4.3   TMDA SWIFTS VfM

Economy: Tanzania Medicines and Drug Authority (TMDA) SWIFT project on Regulatory Information Management Software (RIMS) – helps to streamline submission of human medical products—including pharmaceuticals, biologics, and medical devices became fully operational in 2020. The system allows for submission of drug approval applications without the need to physically visit TMDA offices.

Efficiency & effectiveness: Through development of RIMS as the single windows interface for trade (SWIFTs), TMEA works to increase the predictability of trade procedures which in turn reduces time and costs associated with trade. Activities to automate key trade facilitation processes are demonstrating strong Value for Money by reducing the time and cost to acquire key licenses and permits required by businesses (see section 5.2.2). For example, TMDA system has reduced the application and processing time of certificates/licenses from an average of 2 days to 1-3 hours. RIMS also allow for information sharing with other drug and medicine regulators within the EAC through the single window platform. This is important for regional trade in drugs and medicine. Thus, once integrated with the regional single window systems, TMDA SWIFT will contribute to the EAC cross-border information sharing framework for drug and medicine regulators to facilitate trade in drugs and medicines across the region. The integration is yet to be implemented but the EAC have developed the legal framework for information exchange between medical and drug regulators in the region.

Impact: Beneficiary organisations and end-users of the system provided some evidence of reduced time in processing licenses and permits by the different industry regulators. Private sector players indicated that the traceability provided by the systems on the status of submitted applications has significantly reduced the rent seeking behaviour by some government officials.

The SWIFTs have also helped to create resilient trade facilitation systems by allowing contactless operations which can be done even when travel or physical engagement is not possible. For instance, contactless processing of documents has allowed operations to continue during the Covid-19 pandemic. The TMDA system now allows for submission of drug approval applications without the need to physically visit TMDA offices.

Sustainability: Notably, TMDA has internal ICT personnel who have been trained or are involved in the development process for different systems, allowing them to acquire the required knowledge to maintain the system in future as a key strategic action to foster TMEA's projects sustainability.

4.4   CTI SWIFTS VfM

Economy: Unlike the TMDA, MoA or TCCIA/ZNCC SWIFTs, the CTI portal is not a regulatory system as it does not issue any permit or licenses in return to application by the end-user. As a result, it is not possible to estimate the number of end-users as this varies all time depending on who visits the system. The cumulative number of visitors in the portal is estimated to be 1,560 (local and foreign) people since they started using it in 2020. CTI currently has 430 members.

Efficiency & effectiveness: The CTI portal has facilitated greater and more efficient communication among the CTI staff and between CTI and its members. The portal has enhanced ability of the CTI to send multiple and mass email to members in **a single day** compared to the previous system which had limitation on the number of mass emails sent to stakeholders. Before establishing the portal, CTI stakeholders would wait for **1 or 2 days** to send multiple mass emails, thus, hindering effective communication. Notably, by using the portal, CTI has been able to save approximately 700 dollars per each service that would have been paid as hosting fees.

Impact: The SWIFT portal allows CTI to achieve provision of services almost on real time, thus providing solutions to any concerns with regards to the maintenance and repairs to the portal compared to the previous system where the beneficiaries had to wait for 8 to 10 hours for a response and the resolution of the issues would take even longer.

"…*through the system, CTI has been able to provide relevant information to manufacturers…our aim is to migrate from excel sheet into fully digital system for efficient delivery of services to our members*…" **CTI Focal Person**.

4.5 Improvements in governance

All beneficiaries interviewed and some quoted remarks in this report shows great appreciation and satisfaction with quality of service provided under the TMEA projects to MoA boards, TMDA, CTI and TCCIA/ZNCC. For example, beneficiaries of TMEA project noted that the support has been of great benefit to MoA and its Boards because the SWIFT technology provides a platform for end users to meet their needs timely no matter the distance in the county during application and issuance of licence/permits (Box 5.2 and Box 5.3). Similarly, as Rosalynn Mworia observes (Box 4), support in use of digital technology improves efficiency and ease of doing business, reduces the cost of doing business, cuts time in service delivery, improves convenience of accessing services and eases reach to consumers. As Box 4.1 above illustrates, the remarks of one of the TMDA, TCCIA/ZCC beneficiary of services of issuing of certificates of origin stating: " *With an average of 16 trucks every month up to 16 certificates of origin and 16 Tanzania Food and Drugs Agency (TFDA currently renamed TMDA) licenses every month were needed taking over 120 hours or more than 4* months…but with electronic system of issuing permits…he can now get those permits almost instantly after making an online application and without any physical movement to any office saving both money and time*".

Beneficiaries also observed that, trade automation has almost completely removed the need for physical contact with issuing offices, thus increasing the level of transparency, accountability and convenience in the certificates/permits administration process and eliminating malpractices that were associated with manual systems. Although some beneficiaries of TCCIA/ZNCC certificates of origin observed that the certificates completed electronically have to be printed on papers from booklets issued by EAC, SADC, etc., at their offices, the solution is underway through sharing of the electronic certificates to the destination countries customs systems via integrations and for EAC, SADC the resolution is being addressed under the single customs territory project.

5.0 PERFORMANCE EVALUATION: KEY FINDINGS

5.1 General Overview

TMEA's SWIFT projects aims at enhancing ability of Tanzania to build a robust, safe and business-friendly trade facilitation systems. The support is applauded by the Government leadership, interviewed project beneficiaries and end-users of the SWIFTs as elaborated in subsequent discussions. The following leadership beneficiary pronouncements attest to the valuable contribution of TMEA's trade automation/digitalisation of Tanzania's economy.

Box 5.1: President applauds TMEA projects	Box 5.2: Automation of trade processes is essential for realising competitiveness
Tanzania' President Samia Suluhu Hassan offers tax concessions and business incentives, lifts longstanding tariff and non-tariff barriers, announces the country has started implementing the Single Window System, which has reduced delays in the clearance of pineapple juices and other products produced in Kenya, and agrees to abolish inspection fees for processed products with standardisation marks, giving Kenyan goods a smooth entry into Tanzania's market. (The East African, May 2021)[2]	The Tanzania's Minister of Industry and Trade applauds TMEA's project automation of trade and ministry staff appreciates the support being provided which is essential in the implementation of the Tanzania's Five-Year Development Plan (2021/22-2025/6) titled: "Realising Competitiveness and Industrialisation for Human Development". Further, according to UNCTAD (July 2016) e-trade initiative, digital economy in support of the 2030 Agenda is pivotal for achieving "Sustainable Development, notably Sustainable Development Goals (SDGs) 5, 8, 9, and 17).

TMEA Regional Director John Ulanga wins the support of Tanzania's parliamentarians to provide necessary e-trade policy and legislative reforms. The Minister George Mkuchika pledges to address current e-trade shortfalls.

Stakeholder Remarks:
"Through your presentation, lawmakers have become aware of the non-tariff barriers, policies and laws which frustrate the smooth conduct of trade in `the country, hence in a position to undertake changes to address such shortfalls." George Mkuchika, Minister of State President's for Central Establishment.

John Ulanga, TradeMark East and Central Africa Regional Director for East and Central Africa addresses Tanzania's Parliament on TMEA's trade automation projects (The Guardian, April 24th, 2019. Photo courtesy of TMEA).

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[2] The East African (2021), '*East Africa's sleeping giant stirs out of its slumber under Samia's leadership''* Sunday, May 09 2021. Sources at https://www.theeastafrican.co.ke/tea/news/east-africa/east-africa-samia-3392374

5.2   Key Evaluation Findings

The following discussion and analysis provides summary of key evaluation findings using the OECD/DAC evaluation methodology briefly discussed on Section 2.0. The source of data and information is derived from the three field questionnaires administered to all TMEA projects beneficiaries , namely (i) Management to capture their assessment of the support, (ii) Technical staff to capture in-depth information on the OECD/DAC modified evaluation questions, and (iii) End-users/beneficiaries to capture their views on usefulness of the supported SWIFT system, challenges faced using the new digital systems, successes and areas that needs to be improve to perfect the system in future design. The field instruments are shown in Annex 2 and 3.

5.2.1   Summary Evaluation Findings

Over 85 percent of all respondents who provided feedback conclusively are of the opinion that TMEA SWIFTS projects have to a large extent met all OECD/DAC project evaluation criteria used in the report; citing various evidence-based reasons as discussed in Table 5.1. Note that, the performance rating score of 1=low, 5 = highest corresponds to evaluation of the performance achievements as reported by the project beneficiaries and concurred by the consultant. For convenience, the OECD-DAC framework quantifies the performance by a percentage score out of 100% such that, if the performance is perceived to be less than 30%, the score is 1 (lowest performance). Similarly if performance is perceived to be 80-100%, the score is 5 (highest performance). The results are summarised in Table 5.1, and supported by narrative evaluation summary.

Table 5.1: Summary Evaluation

Project	Evaluation Criteria	Score (1=Low, 5=High	Evaluation Summary
Ministry of Agriculture and its Boards (MoA) (summary – see evaluation of each Board on Table 5.2)	Relevance	5	(i) TMEA projects were participatory and involved MoA and its Boards technical and management staff. (ii) ATMIS considerably saved time and cost in both sides to MoA and its Boards management, technical staff and end-user beneficiaries, (iii) The project responds to digital e-trade needs to the country and stakeholder beneficiaries, (iv) Project is a great benefit to MoA and its Boards because the SWIFT technology provides a platform for end users to meet their needs timely no matter the distance in the county during application and issuance of licence/permits.
	Effectiveness	4	
	Efficiency	4	
	Impact	4	
	Sustainability	4	
Tanzania Medicines and Drug Authority (TMDA)	Relevance	5	(i) Highly participatory during RIMS project design, (ii) Eliminated the cumbersome and costly previous manual system, (iii) Replicable if well customised. The system is flexible for different use and users, (iv) Over 80% of beneficiaries consider RIMS very useful.
	Effectiveness	5	
	Efficiency	4	
	Impact	4	
	Sustainability	5	
Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)/Zanzibar National Chamber of Commerce (ZNCC)	Relevance	5	(i) Highly relevant because it eliminated the costly, time and money consuming previous manual system, (ii) digital system well designed and participatory; (iii) User friendly and considered by end-users to be very beneficial saving them time and money, (iv) System is consistent with TCCIA goals, activities, outputs and outcomes.
	Effectiveness	4	
	Efficiency	5	
	Impact	5	
	Sustainability	5	
Confederation of Tanzania Industries (CTI).	Relevance	5	(i) Participatory project design (project partners involved from the inception stage to the launching of the Portal), (ii) Portal provides all necessary information for exports/imports and other trade requirements, (iii) The trade facilitation portal eliminates challenges and constraints of previous manual system and distance to reach all beneficiaries; (v) System is very user friendly and replicable.
	Effectiveness	4	
	Efficiency	4	
	Impact	4	
	Sustainability	4	

Table 5.2: Summary Evaluation of MoA Boards

Project	Evaluation Criteria	Score (1=Low, 5=High)	Evaluation Summary
Plant health services – PHS	Relevance	5	(i)Involved in project design, (ii) project consistent with PHS M&E activities, outputs and outcomes, (iii) reduced high cost of service provision and time savings compared with previous manual systems
	Effectiveness	4	
	Efficiency	4	
	Impact	5	
	Sustainability	4	
Tropical Pesticides Research Institute (TPRI)	Relevance	5	(i) Involved in project design, (ii) Solved 95% of the challenges faced by TPRI compared with previous system, (iii) Reduced costs; (iv) Over 85% of system users consider new system useful and easy to use
	Effectiveness	5	
	Efficiency	4	
	Impact	5	
	Sustainability	5	
Tanzania Official Seed Certification Institute (TOSCI)	Relevance	5	(i) Technical staff involved in design, (ii) project consistent with TOSCI M&E framework, (iii) Solved most problems of previous manual systems. (iv) partially involved end-users
	Effectiveness	4	
	Efficiency	3	
	Impact	3	
	Sustainability	4	
Department of National Food Security (DNFS).	Relevance	5	(i) participated in project design, (ii)Consistence with DNFS M&E project activities, outputs and outcomes, (iii)reduction of time and cost compared with previous systems, (iv) 95% of end-users satisfied with system.
	Effectiveness	4	
	Efficiency	3	
	Impact	4	
	Sustainability	4	
Tea Board of Tanzania (TBT)	Relevance	5	(i) participatory project design, (ii) saved time and delays compared with previous system, (iii) consistent with TBI M&E system, (iv) Considered useful and user-friendly
	Effectiveness	4	
	Efficiency	4	
	Impact	4	
	Sustainability	5	
Coffee Board of Tanzania (CBT)	Relevance	5	(i) eliminated many costs and delays, (ii) user friendly, (iii) participatory project design, (iv) Consistent with CBT project activities, outputs and outcomes.
	Effectiveness	2	
	Efficiency	3	
	Impact	3	
	Sustainability	3	
Tobacco Board of Tanzania	Relevance	5	(i) eliminated many of the former manual-based problems and challenges, (ii) participated in project design, (iii) consistent with Board's M&E system
	Effectiveness	3	
	Efficiency	3	
	Impact	3	
	Sustainability	3	
Tanzania Sisal Board (TSB)	Relevance	5	(i) Addressed most past systems challenges especially physical costs and service delays, (ii) user friendly, (iii) participatory project design at the beginning.
	Effectiveness	5	
	Efficiency	4	
	Impact	4	
	Sustainability	4	

Project	Evaluation Criteria	Score (1=Low, 5=High	Evaluation Summary
Tanzania Cashewnut Board (TCB)[3]	Relevance	2	(i) Low participation in project design, (ii) Interventions useful but not technical solution to the challenges facing Cashew Board, (iii) Cashew Board had already developed system with similar functionality.
	Effectiveness	2	
	Efficiency	2	
	Impact	2	
	Sustainability	2	
Tanzania Pyrethrum Board (TPB)	Relevance	5	(i) saves time and cost in both sides (TPB and our stakeholders), (ii) The project responds to beneficiaries needs, (iii) Project was a huge step to the pyrethrum industry especially in the technology because it provides a platform for end users to meet at the same time no matter the distance during application and issuance of licence/permits.
	Effectiveness	4	
	Efficiency	4	
	Impact	4	
	Sustainability	5	

5.2.2 Main Findings, Challenges, Lessons Learned and Key Recommendations

This sub-section provides the main end-end line evaluation findings, challenges encountered during implementation and suggests the main recommendations to facilitate improvement of future design of the SWIFTs projects.

Criteria I: Relevance

- TMEA projects support to Tanzania which focusses on automation/digitalization of trade processes through SWIFT support is highly relevant as acknowledged by all interviewed respondents, projects management of beneficiary organisations, their technical staff and end-users/beneficiaries of the solution. All 17 SWIFTS implementing beneficiary agencies and all 10 interviewed end-users/beneficiaries rated the criteria 5, implying TMEAs' SWIFTS projects to Tanzania are relevant. The main reason being the project's direct effects on reducing time and cost to obtain various licences/certificates that are mandatory in export and import trade, which in turn reduces Tanzania's high cost of doing business.

  "…*through the system, CTI has been able to provide relevant information to manufacturers*…" **CTI Focal Person**.

- Also importantly, the Government high-level leadership clearly considers TMEA's projects as relevant as shown under sub-section 3.1 above where the President, Prime Minister, Ministers, Permanent Secretaries, and Parliamentarians applaud TMEA's trade facilitation projects in

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[3]   Cashew Board had an existing almost similar system with ATMIS - and no integration was attempted making the support less effective.

Tanzania which are fully aligned with the national vision, policies, priorities and strategies for socio-economic growth and inclusive competitive development; and

- The design of TMEA's projects were considered by the interviewed respondents to be highly participatory, involving recipient project beneficiaries and high-level Tanzania leadership and other key players/stakeholders, thus improving its implementation success, fostering projects country ownership which is critical for ensuring sustainability of the projects impact when support comes to an end. The relevance of the projects is also supported by its governance and implementation approach as discussed under Section 3.2 above on governance and inclusiveness.

Criteria 2: Effectiveness

The effectiveness criteria tries to answer the question: *"To what extent the projects' interventions achieved and/or exceeded targeted outputs, short-term and intermediate outcomes as per the monitoring plans and the logical framework/results chain"*. TMEA projects performance results available from M&E data bases for the period of this end-line evaluation are reproduced on Table 5.3 to 5.7. The tables provides outcome and output indicator performance for all the TCCIA SWIFTS, (Table 5.3 and 5.4), CTI SWIFTS (Table 5.5), TMDA SWIFT (Table 5.6) and MoA and its Boards ATMIS (Table 5.7). The results for all beneficiaries shows high performance, with most outcome indicators achieved, except Outcome 2 : *"Improved capability to network and connect with other trade Actors"* for TMDA which was Partially achieved. Similarly, over 80% of the output indicators were achieved, and the remaining indicators partially achieved. Thus, based on the results shown below, the criteria of effectiveness were largely achieved in TMEA SWIFTS projects.

Table 5.3: TCCIA SWIFT

Outcome/ Output	Description	Assessment Target	Actual performance
Outcome 1	Relevant organisations remove NTBs and new NTBs are not imposed		Partially achieved
Output 1	TCCIA's programme on advocacy and monitoring of NTBs designed and delivered		Achieved
Output 2	Capacity building for NTB National Monitoring Committee implemented by June 2013		Achieved
Output 3	Awareness, training, stakeholder consultation and study tours on NTB removal conducted		Partially achieved

Table 5.4: TCCIA SWIFT cont.

Project Title	Planned Activity	Target	Actual
Tanzania TCCIA SWIFT National Monitoring Committee	Action plans implemented for elimination of NTBs	80%	85%
	TCCIA's programme on advocacy and monitoring of NTBs designed and delivered – TCCIA staff knowledge increased	75%	80%
	NTB database populated	Over 576 entries	28 (NTBs reported)

Outcome/Output	Description	Assessment Target	Actual performance
Facilitate changed behaviour as a result of TCCIA provision of information	75%		-
Capacity building for NTB NMC – TCCIA run meetings on NTBs	8		>12
Awareness, training, stakeholder consultation and study tours on NTB removal conducted - MIT	Partially achieved		

Table 5.5: CTI SWIFT

Outcome/Output	Description	Assessment Target	Actual performance
Outcome 1	Effective Public-Private Sector Dialogue for Trade and Investment		Achieved (Several public-private dialogues for trade held during the evaluation period and the Portal also provides an opportunity for CTI to engage and cooperate with Ministries, Departments and Agencies (MDAs)
Output 1	Change management		Achieved (CTI Staff were given sufficient training to use the new platform and familiarise with its features. CTI also plans refresher training to be done in March 2022)
Output 2	System Development and Deployment		Achieved (The system was launched and it became operational since December 2020)
Output 3	Monitoring and Evaluation	Partially Pending final evaluation	On Progress (CTI has provided information on the implementation of the programme to TMEA to be used for the M&E report).
Output 4	System Support and Maintenance		Achieved
Indicator 1	ICT infrastructure supplied and installed		Partially achieved (CTI lacks the necessary personnel and IT infrastructure to effectively operate the portal)

CTI has effectively organised and delivered several Public-Private Dialogue meetings for Trade and Investment. This is described in relation to engagements made with high-level public officials (the President, Parliamentarians, and other stakeholders), sensitisation meetings, seminars and workshops, and policy briefs to discuss the cost of doing business in Tanzania. For example, TCCIA, CTI and the Tanzania Private Sector Foundation (TPSF) requested the President to discuss with the President of Kenya on cross-border trade in which both country's businesses were incurring substantial losses due to imposition of non-tariff barriers. The outcome as illustrated on Box 5.5 has been an agreement to remove barriers to trade which has been applauded by businesses in both countries. The meeting between the two heads of states was also attended by CTI/TCCIA/TPSF representatives. Following, Kenya and Tanzania agreed to eliminate barriers hindering the smooth flow of trade and people between the two East African nations. To operationalise the agreement, the two leaders agreed to re-energize the Joint Commission for Cooperation between the two countries, and have directed respective trade Ministers to meet regularly to ensure that they continue strengthening relations by sorting out non-tariff barriers affecting trade between the two countries.

The second example is TCCIA/CTI engagement with the Ministry of Finance and Planning (MoFP) through the Taskforce/secretariat on Tax Reforms (TFTRs). The Secretariat coordinates the fiscal reform process each financial year. Through this Secretariat, a Dialogue-Platform has been formed composed of members from the public and private sector. These members, meet to discuss, analyse

and deliberate on the fiscal policy proposals submitted by the various players in the economy including private sector representative organisations such as TCCIA/CTI/TPSF, Sectoral ministries, TRA, Budgetary Committee, Civil Society Organizations, Individuals, and others. It is within this framework, for example that through fiscal policy engagements led by TPSF/TCCIA/CTI since fiscal year 2017/18 there has been progress reduction in Tanzania's high taxation rates and non-tariff barriers as Ministry of Finance annual budget reports attests (see https://www.mof.go.tz/). As a result, the policy engagements have contributed to progressive improvement of Tanzania's cost of doing business as attested by reports of the World Bank (see Doing Business 2020 at: https://www.doingbusiness.org/en/doingbusiness).

TCCIA/CTI/TPSF also work closely with the East African Business Council (EABC) to hold bilateral dialogue to avoid trade stalemate and retaliation due to the imposition of NTBs. EABC believes that retaliation is not the ultimate solution but rather the two sisterly nations should sit together to resolve all outstanding issues amicably. For instance, there have been policy engagements between the private sector and the government to review and eliminate NTBs that arise from laws, regulations, policies, conditions, restrictions or specific requirements. Example is the issue of maize border export bans which has been resolved through policy engagement. Other issues such refusal of Tanzanian maize by Kenya and Burundi due to suspicion of aflatoxins in March 2021 was resolved through active policy engagement which started with public-private sector awareness forum (Box 5.6) and resolved by taking appropriate steps to address the quality and health challenge raised by the two countries.

Box 5.5: Kenya, Tanzania agree to remove barriers to trade, movement of people

Photo: President Uhuru Kenyatta and visiting Tanzania Head of State Samia Suluhu Hassan.
Source: (CGTN, May 2021)4.

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[4] CGTN (May, 2021), 'Kenya, Tanzania agree to remove barriers to trade, movement of people' sourced at https://newsaf.cgtn.com/news/2021-05-05/Kenya-Tanzania-agree-to-remove-barriers-to-trade-movement-of-people-1004JTB7qBG/index.html

Box 5.6: Private sector awareness forum

Minister of Agriculture Hon. Prof. Adolf Mkenda, Guest of honour; special guest Minister of Trade and Industries, Prof. Kitila Mkumbo.
Source: Namwaka Omari (2021)[5]

Table 5.6: TMDA SWIFT

Outcome/ Output	Description	Assessment Target	Actual performance
Outcome 1	Improved access and use of TMDA drug import/export regulatory service		Achieved
Indicator 1	Perceived degree of convenience by drug exporters/importers in acquiring permits	>80%	100%
Output 1	Development and Deployment of the upgraded IMIS		Achieved
Indicator 1	Number of processes re-engineered	4	5 (Import Clinical Registration GMP Premises)
Output 2	Support services implemented		Achieved
Indicator 1	ICT infrastructure supplied and installed	1 (achieved)	1(all supplied and installed)
Outcome 2	Improved capability of TMDA to network and connect with other trade Actors	Partially	Achieved
Indicator 1	Number of e-documents and data shared between TMDA and other third parties through the enhanced system	>1 (Achieved)	Unlimited, more than 1,000
Outcome 3	Improved competency in accessing and using TMDA MIS		Achieved

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[5] Namwaka (2021), "Report on the private sector awareness forum of food quality and safety standards for maize", June 28, 2021

Indicator 1	Percentage of trained users able to complete a request for an import/export permit through the enhanced system	>80%	100%
Output 1	Change management plan developed and implemented		Achieved
Indicator	Number of sensitization activities and training workshops	>3 Achieved	6
Output	Monitoring and Evaluation Plan Completed	Partially (pending final evaluation)	Achieved
Outcome 4	Improved coordination and cooperation between TMDA and other trade regulatory agencies		Achieved
Output 1	IMIS Integration to FDA Regional Information Sharing Platform Completed	Progress	Achieved
Indicator 1	Number of eDocuments/Data/Messages shared	>1	Unlimited, >1,000
Outcome 5	Improved compliance and enforcement of drug import/export regulations		Achieved
Indicator 1	Ratio of compliant to non-compliant applications for drug import/export permits	>80	100%
Outcome 6	Improved governance in the administration of drug import/export pre-clearance and clearance		Achieved
Indicator	Percentage of importers/exporters satisfied with the quality of service in acquiring import/export permits	80%	100%

Table 5.7: MOA ATMIS

Outcome/ Output	Description	Assessment Target	Actual performance
Outcome 1	Improved Efficiency and Effectiveness in the management of Tanzania Ministry of Agriculture Trade Systems and Procedures (Disaggregated by the crop boards and regulatory authorities)		Achieved
Outcome 2	Improved compliance and Enforcement of Tanzania Ministry of Agriculture Trade Systems and Procedures	Partially	Significantly improved
Indicator 1	Ratio of compliant to non-compliant transactions	>80	>95
Outcome 3	Improved governance in the administration of Tanzania Ministry of Agriculture Trade Systems and procedures		Achieved
Indicator 1	Percentage of Economic Operators satisfied with the quality-of-service delivery by ATMIS	>80	>95
Indicator 2	Perceived degree of Transparency in the Administration of Tanzania Ministry of Agriculture Trade Systems and procedures	>80	>90
Indicator 3	Perceived degree of Accountability in the Administration of Tanzania Ministry of Agriculture Trade Systems and procedures	>80	100
Output 1	Change management plan developed and implemented		Achieved
Indicator	Number of Training Workshops Held	>5	>10
Output	Monitoring and Evaluation Plan Completed	Partially (pending final evaluation)	Achieved
Outcome 4	Improved Coordination and Cooperation between Agency and Other Tanzania Ministry of Agriculture Trade Actors		Achieved
Indicator 1	Number of Joint Agency procedures as a result of the new Agriculture Trade Management Information System	>1	>10
Outcome 5	Improved competency of Tanzania Ministry of Agriculture stakeholders in Accessing and Using the New Agriculture Trade Management Information System(ATMIS Improved competency of Tanzania Ministry of Agriculture stakeholders in Accessing and Using the New Agriculture Trade Management Information System(ATMIS		Achieved
Indicator 1	Number of Trained Trade Actors	>500	>1000
Indicator 2	Number of trained Trade Actors able to complete defined processes using the new Agriculture Trade Management Information System	>500	>1000

Criteria 3: Efficiency

The efficiency criteria aimed at evaluating "*to what extent and how have the project interventions been efficient and achieved good Value for Money (VfM)*? Overall, as amplified, illustrated and narrated in the preceding Section 4: Performance evaluation – value for money analysis, automation of trade processes have conclusively demonstrated to reduce both time and cost of doing business and issuing mandatory trade licences/certificates as well as providing substantial benefits in terms of revenue generation. Hence, the evaluation concludes, and rightly so, that TMEA's SWIFTS projects and reduction in Non-Tax Barriers (NTBs) to trade interventions are being implemented in Tanzania with high efficiency although the country still has some NTBs that continue to be addressed as directed by the new President.

Criteria 4: Impact

The impact criteria aimed at evaluating: "Are there signs/indication of interventions contributing higher level Trade and Development objectives as articulated in TMEA's Theory of Change e.g. reduced trade costs, increased trade, reduced poverty, increased employment, etc)?

Although direct attribution of TMEA projects impact on poverty reduction, increased employment and increased trade may be subject to some error because of many exogenous factors that are prerequisites, other than automation of trade processes; the fact that there is demonstrable reduction in trade costs and increased revenue (see Section 4 on VfM), over time, the impact should be expected to reduce poverty – especially to SMEs' families that participate in export/import trade. Reduction in trade costs through the efficiency gains achieved through automation as well as reduced cost of doing business as NTBs are eliminated should be expected to provide a powerful incentive for businesses to increase investments, which would in turn increase trade and create employment. The fact that issuing of trade licences/certificates has substantially increased compared with the same period before automation as shown in Section 4 of this report, implies digitalisation of trade processes through the SWIFTS is having the desired impact of increasing trade and over time the impact on poverty reduction will be achieved.

Table 5.8 presents TMEA projects' impact on businesses. TMEA SWIFTs by implementing the interventions planned, have saved 88% of the time used in applications and business processes, from 10 days to 1 day per application. Further, the efficiency gain benefited over 37,000 end users, where the saved time is roughly valued at US$ 14.9 Million or TZS 34.5 Billion.

Table 5.8: Impact of the TMEA swifts on business processes

Agency	Before	After	Difference	Percentage	Difference	End Users	Estimated Value in USD Per Hour	Estimated Value in TZS Per Hour
Beneficiary SECTOR	*Days*	*Days*	*Days*	*Share of time saved*	*Hours*	*Number*	*8.0*	*18,268*
Sugar Board of TZ	21	2	19	90%	152	40	48,378	111,069,440
TCCIA	4	0.25	4	94%	30	28,000	6,683,846	15,345,120,000
Tea Board of Tanzania	4	1	3	75%	24	37	7,066	16,221,984
Tanzania Tobacco Board	3	1	2	67%	16	12	1,528	3,507,456
TOSCI	7	2	5	71%	40	700	222,795	511,504,000
CTI	14	1	13	93%	104	1,560	1,290,937	2,963,800,320
Cotton Board	21	1	20	95%	160	3,000	3,819,341	8,768,640,000
TMDA	2	0.5	2	75%	12	1,000	95,484	219,216,000
TPRI	21	3	18	86%	144	1,981	2,269,834	5,211,202,752
Tanzania Coffee Board	14	2	12	86%	96	729	556,860	1,278,467,712
TOTAL	111	13.75	97	88%	778	37,059	14,996,069	34,428,749,664
AVERAGE PER SECTOR	*10*	*1*	*9*		*71*	*3369*	*US$ 15 MIL*	*34.4 Billion*

Source: Authors based on the field survey for this evaluation.

Box 5.7: Government applauds CTI for addressing business regulatory challenges

CTI Policy Specialist (Trade), Frank Jaffa says the SWIFT portal has been a game changer for CTI as it has improved its image and branding and fits its objective as a source of information for the manufacturing sector in Tanzania. During the launch of the Portal the government commended CTI for taking the leading role in resolving regulatory issues, noting the initiative funded by TMEA under UKAID, Norwegian Ministry of Foreign Affairs and Irish Aid as an approach to complement government efforts to improve the business and regulatory environment.
(Source: https://dailynews.co.tz/news/2020-12-155fd8d848790df.aspx)

The SWIFT Portal has also enabled CTI to successfully integrate with other systems such as Microsoft 365 and its packages for Microsoft Office and bulk emails. This has enabled the staff of CTI to obtain genuine Microsoft office products, send and access emails from office and remote locations and integrate with other services for internal and external meetings such as Microsoft Teams.
The SWIFT Portal also hosts the *AjiraKiwandani* Portal (https://www.ajirakiwandani.co.tz/)
 which is an initiative by CTI to link Technical and Vocational Training graduate with employment opportunities in industries.

Source: Authors based on consultations with CTI.

Criteria 5: Sustainability

The sustainability criteria aimed at evaluating: "*to what extent will the Projects interventions benefits are likely to continue after the cessation of TMEA's support? Did the projects' interventions promote green sustainable growth*?" Respondents interviewed as part of this evaluation stated that TMEA projects are on average sustainable (average performance ranking of 4 (on 1-5 scale where 5 is Highest). This is partly because the maintenance cost of servicing the SWIFT infrastructure are small and can be defrayed by the government agency from own revenue sources. Furthermore, internal capacity of ICT officers was enhanced during knowledge transfer sessions to enable them to carryout system maintenance on their own than depending on the support from system developer. Notably, project design was participatory and fostered country ownership from the beginning of the project, partly attributed to its governance structure as discussed above under sub-section 3.2 on Governance and Inclusiveness. The average high score of 4 for all beneficiary agencies/organisations as shown above under the sustainability criteria demonstrates that implementing agencies are taking measures to ensure the automated systems are maintained well using internal own resource of revenue, some of which is obtained from charging a small service fee for issuing the licences/certificates. Indeed, the inception meeting with the Deputy Permanent Secretary in the Ministry of Agriculture noted that, the Government is extremely grateful and happy with the dramatic improvement due to ATMIS, and that to them, ATMIS is testimony of a best practice for replicating to other regulatory processes for effective and efficient service delivery. He said the Government has started to allocate budgetary funding to maintain the system.

Criteria 6: Governance and Inclusiveness

TMEA projects' support to Tanzania are well designed and based on a robust theory of change as discussed in Section 3.1 above as well as on the governance and inclusiveness Section 3.2 above, all of which show the interventions have demonstrable good governance embedded in the project design and implementation by beneficiary organisations. Notably, the ATMIS system for instance, is accessible to firms of all sizes, and for entrepreneurs' of all types and (even the remote) locations thus achieving inclusive criteria.

5.2.3   Challenges

In general the observed high and evidence-based performance of TMEA SWIFTS and NTBs interventions in Tanzania for the evaluation period 2017/18 to 2021/22 have been achieved under substantial external and internal challenges, some of which are briefly outlined as follows:

External Challenges (those which are out of control by projects implementers)

- During the evaluation period since early 2020, all countries in the world were challenged by the existence of Covid-19 pandemic which disrupted domestic and global trade, slowed economic growth and plugged most economies onto recession. Although Tanzania's "business as usual" and prayers to God helped the economy by averting recession, all sectors were affected, especially those directly linked to international trade. Thus, the performance of TMEA projects as discussed briefly in the text deserves high appreciation to TMEA projects management and the implementing beneficiary organisations/agencies for achieving good results under a challenged environmental setting.

- High cost of doing business (according to World Bank cost of doing business ranking in 2020 Tanzania ranked 141 out of 190 countries assessed), which implies the economy has high non-tariff barriers (NTBs) that constrain not only private sector investments, but also substantially slows economic growth. TMEA's projects support to Tanzania to reduce NTBs has managed to expose several key NTBs, discussed with high-level government officials including

Parliamentarians, which as discussed in the preceding text, some exposed NTBs have been eliminated and the momentum on addressing the menaces continues championed by private sector foundations, including TCCIA/ZNCC, CTI and TPSF, to mention, but a few. The results so far, have to be seen against the challenged high cost of doing business in the economy both for the SWIFTS and NTBs interventions.

- Given the various agencies involved in regulating industry and providing approval of trade export/import permits, the SWIFTS projects can only be successful to an extent even if implemented perfectly by beneficiaries of the projects. Thus, as observed during the field evaluation, some challenges remains in terms of integration of various regulatory agencies and delays in achievement of planned results. The observation by ZNCC tells the story much better, from the perspectives of integration with Banking and Customs.

Box 5.8: Beneficiary remarks

Zanzibar Chamber of Commerce (ZNCC) Executive Director Mr. Hamad appreciates TCCIA and TMEA's support in the process of digitizing the issuance of the certificate of origin. The support has seen implementation of an upgraded system, installation of all required infrastructure that are essential for issuing of electronic certificates of origin as well as undertaking training to ZNCC staff and end-users/beneficiaries from nearly all sectors of the economy. Hamad noted, however, that what remains now for ZNCC is the integration of the system with banking system (for e-payment purposes). TMEA and TCCIA are working to procure the network security device (firewall) that will enable operationalization of this integration that offers further convenience to applicants.

Another feature included in the implementation is to transmission electronic certificates to the Tanzania Revenue Authority (TRA) - for onward transmission to the destination EAC and SADC countries' customs. The implementation between the chambers of commerce and TRA has been done, and TRA are part of a regional customs project currently working to complete the integration with these countries for sharing various trade documents one of which is the electronic certificate of origin. This will be a delight to exporters and importers in Zanzibar when integration is completed as traders will no longer have to present paper-based certificates.

Notably, ZNCC have been working closely with TCCIA towards full digitization of their certificate of origin administration process, with their systems both hosted at the National Data Centre. According to TCCIA ICT focal person, upgrades of both systems is expected to be launched December 2021. However, given the prevailing capacity gaps, ZNCC needs more capacity building and awareness to persuade more exporters to use the electronic system.

Internal Challenges

Although the SWIFT projects have delivered significant impact and lauded by the Beneficiary, their operationalization has also raised a number of challenges, reflecting some gaps in the system and needs that were not catered for in the system/project design. The evaluation team took a comprehensive inventory of such challenges and needs, which can be summarised as general vs. specific challenges. The general challenges apply to almost all the beneficiary agencies or/and end users, which the specific challenges were identified by the specific agencies or users broadly reflecting the need for customising the system design. For parsimony purpose, we will summarise and sample a few of the specific challenges.

A.   General Challenges

For convenience and comprehension, we describe the general challenges into three major categories, namely: System, Project design, and Institutional related challenges.

(i)   System related challenges

A number of challenges related to weaknesses or gaps on the system were highlighted across the various beneficiaries as listed below.

a) Weaknesses of ATMIS to generate reports for users' needs especially management need for periodic reporting of their performance accountability and updates;

b) Limited editing functionality. The system does not allow the user to edit, delete or remove the uploaded documents for correcting mistakes. As a result, the system is loaded with too much redundant information which should have been deleted. Furthermore, it becomes practically impossible to undo the actions made in the system, making it relatively inefficient since one has to redo the entire process if has made a mistake;

c) Some delays experienced due to system overloads signifying limited level of efficiency; there is no returning button if you go back the page take you to Home page; password recovery should be enabled for individual users rather than calling the Agency for help;

d) Most beneficiary Agencies complained that the search item icon is not user-friendly. Also some beneficiaries noted that the system is unable to convert quantities into value (either USD or TZS), in that it gives you the number of Kg not value;

e) One email address cannot be used to apply multiple licences; and

f) There appears to be a need to reinforce or strengthen IT risk aspect of the project. The SWIFT system allows editing of stakeholder details which also could be used to edit and reproduce licence/certificate illegally. Some of the Beneficiary agencies expressed concern that they are not fully informed of how the system is meant to manage risk from hackers of client or institutional information, and that such risk management capacity has to be internally built with strong ownership.

(ii)   **Project design challenges**

The evaluation also identified some system design issues related to the centralized nature of the ATMIS system;

a) Limited ability of the ATMIS to consolidate reports from its constituent Boards and Agencies so as to produce Management type of reports through the dashboard. On the other hand, the Boards and Agencies complain that the system is too centralized in that it does not give them room to tweak or nudge the system so as to customize it for their respective reporting and management needs. As an example, the Cotton Board informed the evaluation team that the system cannot tell you how many bales of cotton lint were exported in the last quarter or last year; instead, you have to count manually, which is tedious. They noted that their customers also need to know how much they sold/exported to which markets/countries, but the system cannot give cumulative figures;

b) The project design appears to have put less emphasis on the help-desk services for trouble shooting and system maintenance compared to the primary function of the trade systems. Most of the interviewed beneficiaries expressed their failures to obtain spot help whenever they experience challenge in the system including trouble shooting and enquiries. Presumably, given the wide range of beneficiaries for the ATMIS system, it was probably difficult to install a help desk in each of them, let alone the difficulties of customizing the system to fit the needs of each beneficiary.

> *"...we do not get a prompt support in case of breakdown or troubleshooting, which should have been provided in the scope of services for the system developer..."* **Sugar Board of Tanzania.**

c) For some systems such as TMDA, TCCIA and CTI, the beneficiary are eagerly looking forward for TMEA continued support for system updates, or finalizing pending steps towards full integration and digitization;

d) It appears that the Training provided to the users of the system was not adequate in raising awareness and capacity building to promote acceptability during the introduction of the SWIFT. This challenge made stakeholders struggle to use the system and rely on project beneficiaries for (boards/organisations) to assist in applying for licences and permits; and

e) Limited scope of the Beneficiary Agencies to tweak the system. Most agencies requested TMEA to consider extending the scope of the Developer to address internal needs of the Beneficiary.

(iii)   Institutional Challenges

A few challenges relates to the institutional framework underlying the project, including institutional capacity gaps as follows.

a) Low ICT capacity and inadequate staffing which constrain effective use of the excellent SWIFTS systems installed. Apparently, the beneficiary agencies differ markedly in terms of their internal capacity to specifically manage the SWIFT systems or handle their respective ICT needs more generally. Lack of IT specialists aggravates the capacity challenge. Some Agencies such as CTI and ZNCC do not have a substantive and tenable IT professional, where they only rely on Consultants when funding is availed;

b) The requirements to upload the same documents for the same type of applications every time the user is renewing the same permit/licence has raised complaints from the end users that the practice is against the spirit of promoting efficiency by the systems;

c) Given the number of Agencies/Boards using the ATMIS system at the same time, it produces errors (for instance, Sugar Board IT Manager reported that, sometimes the system mixes approval with verification);

d) The system needed to allow flexibility for accommodating integration with various other agencies or national systems involved in regulating business and trade in Tanzania, most notably the GePG;

e) Low turnaround time by some of the Beneficiary Agencies to attend applications, leading to unnecessary delays. In particular, the absence of the responsible person for approving or signing the document leads to delay and may force one to make follow-up using phone and even walk physically to the office, hence defeating the online application benefit. For instance, in the case of Coffee Board, approvals are only made by the Registrar; hence there is a need for delegating such approval mandates to facilitate efficient delivery of services; and

f) Inability to upload attachment/supporting documents from some of the institutional portals making it difficult to get services on time. Indeed, it was noted that some agencies still require physical follow up despite the presence of ATMIS.

B.   Specific Challenges

The evaluation also noted a number of challenges that are specific to a particular Agency. Generally, such challenges refer to the high need for customizing the system to accommodate needs of a particular Agency. Table 5.9 provides a few examples to illustrate the challenge.

Table 5.9: Specific challenges for specific Agencies

No.	Agency	Specific Challenge(s)
1.	TCCIA	The discussion did not essentially identify the flaws of the system itself, rather the pending needs for the system to be more impactful. These include the **need for support in sensitizing her members to use the modern system.** This is especially the case with the rural upcountry members with less exposure on modern business processes. Although the traders/end-users finds the system extremely useful and efficient, they complained that the system is slow, and it missed some HS-Codes. Furthermore, they consider the documents formats are not user friendly such that they would prefer PDF format. Generally, they consider the system less user friendly, although the online service has dramatically improved the efficiency in the application process. The Management requests TMEA to consider funding the Chamber's capacity building, and improve system for monitoring progress of the project. Majority of the end-users of the TCCIA recommended the need to build into it *ansms* module for providing notification to applicants. The official emphasized the need for TMEA to support TCCIA directly rather than funding through the TPSF, which erodes their institutional building opportunity.
2.	TPRI	TPRI management noted some challenges it faces in using the system as well as when interacting with the end users. Some of these challenges include: (i) failure to accommodate/automate some of the requirements such as PRC forms, (ii) failure to communicate with the dealers by message so as to alert them on the Management response or status of their applications.
3.	Coffee Board	While the management appreciate the role of ATMIS system in easing, processing and provision of business licenses and trade permits, they noted that the ATMIS system could not capture all the requirements of coffee board hence, it was not a complete solution to digitize all the processes that could have assisted the stake holders to move from paper work in all their needs. Some interface and fields are not friendly to co-operative societies and AMCOS, who should also complete the online application for licenses. For most farmers, English language is a barrier and there is no option for self-explanation in case some documents are missing. There are major functions that need to be incorporated into the system so that the stakeholders will no longer use manual interventions to get the service from the coffee board. These include: Coffee Auction, Coffee release Oder, Coffee export approval, Coffee Export Permit and ICO certificate and integration of GEPG for the ICO certificate. TCB also recommended that (i) only completed application should be able to be submitted (ii) Document type and size should be governed to have a specific and size so that it does not consume a lot of MBs for upload and download to view, and (iii) When previewing a document should have a button to verify individual document as one previews.
4.	TMDA	While generally happy about the role of the systems so far, TMDA also mentioned a number of challenges. These include: (i) System overload, that is, the system faces limited speed and efficiency for accommodating large number of customers at the same time; (ii) Dependence on Vendor capacity to manage system upgrades; and (iii) no consideration was made for Android, including to the need to ensure the system is amenable to

No.	Agency	Specific Challenge(s)
		traceability by mobile phones. Given the above-mentioned challenges, TMDA management recommends the need for continuous upgrading of the core system and its associated systems and capacity building for strengthening internal capacity to undertake them.
5.	CTI	Given the various and frequent changes in the regulations and procedures, there is a need for frequent updating of the system, which capacity is missing in CTI as there is no dedicated IT person to handle it. As a result, some of the information in the portal is outdated. CTI wishes to increase their ability to directly update the information in the portal given the changes. Another challenge is low level of sensitization among members for use of the system – hence lost opportunity. The system allows members to establish their own web-pages. The Management requests TMEA to consider providing training to CTI members to sensitize them on the usefulness of the system. Furthermore, CTI requests TMEA to assist them to integrate all other services (e.g. the industrial attachment service, *ajirakiwandani*) into the MIP system. Furthermore, CTI requests TMEA to fund an IT officer for administering the system and in order to improve organization's ability to directly update and input changes in the system rather than relying on developer/consultant (since the Consultant's contract expired). Currently, CTI rely on the provider of IT services for help since the provider is also the one hosting the site. Finally, the CTI request support in updating the portal for new or revised procedures, policies and regulations.
6.	Tobacco Board	Despite the significant impact/strength, TTB management noted some services are missing and it does not provide for flexible tweak in case of additional product or services. For instance, the system does not allow processing the application to trade the green lead (unprocessed tobacco) as it only recognizes the dry leaf. Associated with this is inability to capture regulatory changes, including change in fees or charges as system does not provide room for change the set up in the user interface. TTB Management requests TMEA/MoA to address these challenges in the second phase of the project. In addition, the revisions of second phase of the project could let the system embrace some flexible features to allow new added services or products. Also the system could be made more flexible by allowing customers more options to select services/products. The customer should be able to choose green leaf or dry leaf exports. Furthermore, the Management requests TMEA to enhance user interface so that local system administrators could get some developer mandate to be able to customize the system according to the respective mandate/needs. This has been one of the audit queries in the ongoing system audit in the institution, where Auditors consider the system as the make of TTB.

Source: Survey conducted as part of this evaluation (2021).

5.2.4   Lessons Learned

This section provides a brief overview of the key lessons learned as follows:

- TMEA projects performance success amidst several challenges appears to be a reflection of the robust theory of change and governance system which from the very beginning was participatory and involved not only technical and management staff of recipient organisations/agencies, but also active involvement of high-level country leadership and end-user/beneficiaries of the supported SWIFT systems;

- The early involvement of the Tanzanian parliamentary members to create awareness of the economy-wide existence of substantial number of non-tariff barriers that constrain achievement of cost-efficient competitive economy and the parliamentarians eventual actions to review and eliminate the NTBs is to a large measure responsible for the attainment of project targets set on NTBs in the TMEA projects; and

- Flexibility, building trust with projects implementing organisations and active near-real-time monitoring of progress towards achieving planned outputs and outcomes are key to success – partly because this enables good feedback from project implementers which in turn allows taking prompt mitigation measures to steer the projects towards envisaged objectives and goals.

5.2.5   Key General Recommendations

This section outlines the main recommendations that are essential in ensuring the next phase of TMEA projects support becomes even more successful and beneficial to the country:

1) New TMEA projects design may need to consider enhancing in-house country ICT technical staff training and capacity on software development and maintenance of installed systems for beneficiary institutions to enable not only to ensure sustainable maintenance ability of the systems is in place, but also capacity to improve the system if need arises. It may also be of added value if an external institution is engaged in the development of ICT-based systems for the government institutions, to mandate the developer to accept being paired with internal developers from the beneficiary government institution to ensure that the knowledge about the design and development of the system remains within the targeted institution even after the development task is completed and external support comes to an end;

2) On ePhyto (ePhyto is short for "electronic phytosanitary certificate"). An ePhyto is the electronic equivalent of a phytosanitary certificate in XML format. All the information contained in a paper phytosanitary certificate is also in the ePhyto. First, the next design of improved ATMIS system needs to ensure the system complies with FAO international compliance requirements. The FAO requirements can be sourced from: https://www.ippc.int/en/ephyto/; Second, all existing systems should be reviewed to ensure these conform/comply with national and international standards certification and compliance requirements. One of the important international standards and certifications is 1S0/ICS 35 band. The existence of these certification and standards compliance will ensure effective integration and interoperability with both national and international stakeholders.

3) Reporting Module needs some improvement such as a dashboard and graphs which can display all important information for the Ministry leadership and other authorities. The system should have a search mechanism for filtering various data and generating specific reports as needed by Ministry management and other authorised stakeholders. In addition, the system should provide summarized dashboard for users as well (e.g. a summary of permits applied, permits issued, permits rejected, pending and specified timeframe);

4) The system needs to have inter-linkage or communication between boards/institutions such regulatory other regulatory agencies for information sharing within the ATMIS or other SWIFT systems. In this regard, the improved SWIFTS system should link all dependent regulatory institutions/boards and other Government regulatory agencies in all MDAs (i.e. integrate ATMIS and other TMEA-supported SWIFTS external systems such as Tanzania electronic single window, TANCIS, BRELLA, TRA, NIDA, etc.). This will eliminate the time and cost of customers/end users continuing to seek other approvals before licence or certificate is approved and issued. This will also ensure the whole processes in trade facilitation are automated/digitalised thus enhancing transparency, efficiency and impact while removing indirect costs associated with non-tax barriers;

5) The system should provide "Notifications" such as SMS, email, and on the system dashboard as well. This will enable information sharing to various stakeholders;

6) The system should allow uploading and downloading of the Business requirements document for the respective business (e.g. every crop board and institution under ATMIS). This will facilitate business/traders to review all the necessary requirements for doing business before application;

7) The Agencies request TMEA to consider extending the scope of the Developer to address internal needs of the beneficiaries. Furthermore, TMEA should consider adding after sale services to provide support to troubleshooting or breakdown incidences;

8) Language Options – Currently the implementation of the system has not considered both English and Swahili versions of the system but only English is available for now. This has been a challenge for some applicants who are not conversant with English. In practice, the application forms, acts, and regulations are in English therefore dedicated efforts are needed from within MoA (ATMIS) and other SWIFT's organisations to translate the requirements into Swahili;

Helpdesk System – The developed system caters to the interests of multiple departments/institutions within the Ministry; therefore, it is important to implement a Helpdesk system that will manage/track the resolution of issues raised and provide functional and technical support for applicants and Ministry users as well as other stakeholders; and

9) Audit Trail – The system implementation should include a system-wide audit trail for administrators and an application-wide audit trail for application reviewers and approvers.

5.2.6 Specific recommendations -TCCIA/ZNCC, TMDA and CTI

TCCIA/ZNCC:

1. Support TCCIA in sensitizing her members to use the portal SWIFT system. This is especially the case with the rural upcountry members with less exposure to modern business processes;

2. Although the traders/end-users interviewed finds the system extremely useful and efficient, they complained that the system is slow, and it missed some HS-Codes. Furthermore, they consider the documents formats are not user friendly such that they would prefer PDF format. Generally, they consider the system less user friendly, although the online service has dramatically improved the efficiency in the application process. As such, TCCIA management requests TMEA to consider funding the Chamber's capacity building, and improve the system for monitoring progress of the project;

3. The majority end-users of the TCCIA recommended SWIFT requested future improvements consider building onto the SWIFT system *an SMS module* (Short Message Service) to provide notification to applicants and also enable users to provide feedback on the use of the system;

4. Beneficiary from TCCIA/ZNCC are eagerly looking forward for TMEA continued support for system updates, or finalizing pending steps towards full integration and digitization of the SWIFT system; and

5. The Chamber management also requested TMEA to consider supporting TCCIA directly rather than channelling funding through the TPSF, which erodes their institutional building opportunity and SWIFT system ownership. The management believes if this recommendation is implemented it will enhance sustainability of TMEA projects to TCCIA/ZNCC.

TMDA Regulatory Information Management System (RIMS)

6. Future upgrade of RIMS should consider system overload. During the evaluation it was observed that the RIMS faces challenges of limited speed and efficiency for accommodating large number of customers at the same time;

7. RIMS is currently dependent on Vendor capacity to manage system upgrades – a situation which is not sustainable. TMEA projects' could consider capacity building within TMDA ICT staff to enable updates and modifications as need arises; and

8. In the current RIMS no consideration was made for Android, including to the need to ensure the system is amenable to traceability by mobile phones. Future upgrades should consider installation of an SMS module (Short Message Service) to provide additional customer services as deemed by TMDA management.

CTI Portal

9. The CTI management requests TMEA to consider providing training to CTI members to sensitize them on the usefulness of the SWIFT system;

10. TMEA's projects are urged to consider further assistance to CTI to enable them to integrate all other services (e.g. the industrial attachment service, *ajirakiwandani*) into the MIP system;

11. CTI is urged to employ an IT officer for administering the portal system (who can be capacitated by TMEAS's capacity building support) in order to improve organization's ability to directly update and input changes in the system rather than relying on developer/consultant (during the field work, it was learned that the Consultant's contract supporting CTI portal had expired). Currently, CTI rely on the provider of IT services for help since the provider is also the one hosting the site; and

12. Future portal updates need to take into account possibilities for updating the portal to incorporate new or revised government procedures, policies and regulations in order to increase sustainability of the SWIFT system.

6.0 CONCLUSION AND RECOMMENDATIONS

6.1 Summary of Key Findings and Conclusion

This TMEA projects end-line evaluation assessed whether projects met their intended results of TMEA's-funded SWIFT trade systems support to Tanzania for the Ministry of Agriculture (MoA) and its boards, Tanzania Medicines and Medical Devices Authority (TMDA), the Tanzania (including Zanzibar) Chamber of Commerce, Industry and Agriculture (TCCIA/ZNCC) and the Confederation of Tanzania Industries (CTI). The evaluation adopted a mixed method approach, using both qualitative and quantitative data. Moreover, it is theory-based, analysing if TMEA projects programme activities have contributed to intended results and to causal mechanisms as foreseen by its theory of change (ToC). Contribution analysis was made by comparing performance for the same period before and after automation of the trade facilitation systems (the SWIFTs interventions) was used to determine to what extent results observed such as reduced time and cost of obtaining services as well as increased revenue of supported beneficiaries were attributable to TMEA projects programme activities. The evaluation was guided by OECD/DAC Evaluation Guidelines which assess several performance criteria, including: relevance, effectiveness, efficiency, impact and sustainability of the TMEA-projects interventions.

The performance results show TMEA projects achieved to a large extent intended outputs and outcomes under severely challenged external and internal projects implementation period, including the on-going Covid-19 pandemic which continues to disrupt international trade. In particular, the SWIFTs interventions have progressively began reducing high trading costs and cumbersome trade procedures, thus benefitting businesses in terms of reduced time and cost as well as increased revenue to both the businesses and to the government. Examples from MoA boards include: pyrethrum (75% time and 71% cost reduction), tobacco (86% time and 92% cost reduction), TPRI processes (86% time and 96% cost reduction), tea (98% time and 8% cost reduction), PHS (93% time and 67% cost reduction). Revenue of the boards also increased by an average of 30%, with the largest revenue gains achieved by PHSs during the before introduction of ATMIS period (2018/19) and after (2019/20) for the same months of July to March with revenue increases ranging between a low of 22% or TZS 42 million in March and a high of 158.5% or TZS 160 million in December of the respective years.

6.2 Main Recommendations

- *Recommendation # 1*: New TMEA projects design may need to consider enhancing in-house country ICT technical staff training and capacity on software development and maintenance of installed systems for beneficiary institutions to enable not only to ensure sustainable maintenance ability of the systems is in place, but also capacity to improve the system if need arises;

- *Recommendation # 2:* All TMEA-supported SWIFTs and existing trade systems should be reviewed to ensure these conform/comply with national and international standards certification and compliance requirements. For example, one important requirement is international standards and certifications referred to as 1S0/ICS 35 band;

- *Recommendation # 3*: All SWIFT system needs to have inter-linkage/integration or communication between for example the boards/institutions and other regulatory agencies to enhance information of the supported systems with other SWIFT systems to remove co-existence of manual and automated trade processes. In this regard, the improved SWIFTS system should link all dependent regulatory institutions/boards and other Government regulatory agencies in all MDAs (i.e. integrate ATMIS and other TMEA-supported SWIFTs external systems such as Tanzania electronic single window, TANCIS, BRELLA, TRA, NIDA, etc);

- *Recommendation # 4:* The system should provide "Notifications" such as SMS, email, and on the system dashboard as well. This will enable information sharing to various stakeholders;

- *Recommendation # 5:* The SWIFT system should allow uploading and downloading of the Business requirements document for the respective business and minimise risk for forgery; and

- *Recommendation # 6*: Future design of the SWIFTs should include user-friendly "Helpdesk System" and an Audit trail – to verify and track all kinds of applicant trade transactions and information, work processes, accounting details, and several other trade-related information to minimise certificates/licensees being issued to undeserving applicants.

ANNEXES

Annex 1: Evaluation Methodology

General Approach and Methodology

The Consultant made use of mixed method approach consisting of both qualitative and quantitative data collection and analysis as illustrated in Chart 1. In particular, the approach will be three folds. First, the Consultant undertook a comprehensive desk review of the key project documents including periodic progress reports.

Secondly, evaluation was informed by a field survey, including discussions/interviews with the project beneficiary institutions and end-users. The purpose was to gain understanding of how successful the projects have been, highlighting the impacts, and identifying the challenges and recommendations for improvement. As noted below, the field work involved visit/meeting (virtual or physical) with all the Beneficiary Agencies, internal user departments and sampled end-users. The consultant developed questionnaires (survey tools) for the

Chart 1: Evaluation mixed methods

field work component as shown below. Different methods were used for executing the field survey. These included face-to-face Key Informant Interviews (KII), Focus Group Discussions (FGDs), and Self-response and email survey.
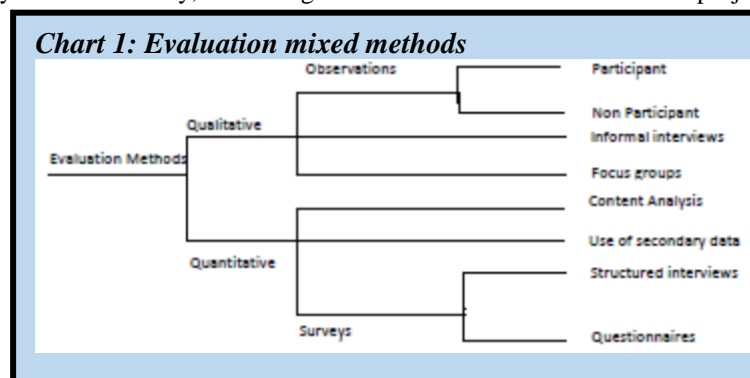
Third and finally, the evaluation was informed by TMEA project performance rating against TMEA projects Monitoring and Evaluation (M&E) project outcomes, outputs and targets. The Consultant assessed the achievements of each project at MoA and its Boards and Agencies, TMDA SWIFTs, TCCIA and CTI project outcomes, outputs and targets at end-line period. The outcomes and outputs were sourced from the projects' monitoring plans and assessed through the course of the field work (consultations, FGDs, on-line questionnaire) with rating of "Achieved" (75-100%) of the outcomes and outputs were met; "Partially Achieved" where at least over 45 percent of the outcome and outputs were met and "Not Achieved" below 45 percent score. OECD/DAC ranking was used with a range of 1 low performance to 5 high performance.

Given the significance of field work part of the assignment, the rest of the methodology was focused at describing the sample and scope of the field survey.

List of Surveyed Beneficiaries/Implementing Agencies

No.	Agency	Location	No. of Surveyed End-Users
1	Ministry of Agriculture and Food Security (MoAFS)	Dodoma	In Dodoma PHS and DNFS **End-Users**
2	Tanzania Medicine and Medical Devices Agency (TMDA)	Dar-es-Salaam	8
3	Tanzania Chamber of Commerce and Agriculture (TCCIA)	Dar-es-Salaam	30
4	Confederation of Tanzania Industries (CTI)	Dar-es-Salaam	Not Applicable
5	Zanzibar Chamber of Commerce (ZNCCIA)	Zanzibar	9
6	Department of Plant Health Services (PHS)	Dodoma and Dar	10
7	Tropical Pesticide Research Institute (TPRI)	Arusha	10
8	Tanzania Official Seed Certification (TOSCI)	Morogoro	7
10	Department of National Food Security (DNFS)	Dodoma/Dar	4
11	Tanzania Tea Board (TTB)	Dar-es-Salaam	5

No.	Agency	Location	No. of Surveyed End-Users
12	Tanzania Coffee Board (TCB)	Kilimanjaro	6
13	Tanzania Tobacco Board (TTB)	Tabora	2
14	Tanzania Sisal Board	Tanga	Not available
15	Sugar Board of Tanzania (SBT)	Dar-es-Salaam	6
16	Tanzania Cotton Board (TCB)	Mwanza	4
17	Tanzania Pyrethrum Board (TPB)	Dar-es-Salaam	3
18	Tanzania Cashew Board (TCB)	Mtwara	2
TOTAL	**18**	**10**	**103**

Source: Survey conducted for this evaluation (2021)

The Agencies/Institutions covered and services provided by SWIFTs

Name of institution	What service does SWIFT provide	Who are the target end users
TPRI	The following services are provided by TPRI through SWIFT 1. Permit To Import Pesticide 2. Pesticide Registration 3. Permit to Sell Pesticides on Retail Basis 4. Permit to Sell Pesticides on Wholesale Basis 5. Permit to Deal with Fumigation and Other Pest Control Activities 6. Pesticides Formulator's Certificate 7. Pesticides Importer's Certificate 8. Pesticides Certificate of Analysis 9. Plant Import Permit	1. Trade Dealer (Importer/ Exporter/product owner) 2. Register/Officer in charge 3. Inspector 4. Accountants
TOSCI	The following services are provided by TOSCI through SWIFT 1. Seed Dealer Registration 2. Field Inspection 3. Distinctness, Uniformity and Stability (DUS) Test 4. National Performance Trial (NPT) 5. Seed Sampling and Testing 6. Seed Import Permit 7. Seed Export Permit 8. Requesting Labels	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
TFRA	The following services are provided by TFRA through SWIFT 1. Fertilizer Dealer Registration 2. Fertilizer Registration 3. Fertilizer Import Permit 4. Fertilizer Export Permit 5. Sterilising Plant License	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
DEPARTMENT OF NATIONAL FOOD SECURITY (DNFS)	The following services are provided by DNFS through SWIFT 1. Import Permit 2. Export Permit	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
TEA BOARD OF TANZANIA	The following services are provided by TBT through SWIFT 1. Green Leaf Processing License 2. Green Leaf Buying License 3. Blending and Packing License 4. Tea Export Permit 5. Tea Import Permit	1. Trade Dealer (Importer /Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
TANZANIA COFFEE BOARD	The following services are provided by TCB through SWIFT 1. Dry Cherry Coffee Buying Licence	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge

Name of institution	What service does SWIFT provide	Who are the target end users
	2. Parchment Coffee Buying Licence 3. Ripe Cherry Coffee Processing Licence 4. Coffee Curing Licence (Washed Coffee) 5. Coffee Curing Licence (Non-Washed Coffee) 6. Coffee Liquoring Licence 7. Local Coffee Roasting Licence 8. Coffee Warehouse Licence 9. Green Coffee Export Licence 10. Instant Coffee Export Licence 11. Roast and Ground Coffee Export Licence 12. Dry Cherry Coffee Hulling Licence 13. Premium Coffee Export Licence 14. Coffee Export Permit 15. Permit to Sell Coffee in Auction 16. Coffee Export Approval	3. Inspector 4. Accountants
TOBACCO BOARD OF TANZANIA	The following services are provided by TTB through SWIFT 1. Tobacco Grower/Farmer Registration 2. Grading/ Baling Shed Registration 3. Marketing Centers Registration 4. Green Leaf Buying License 5. Tobacco Processing License 6. Tobacco Export Permit 7. Tobacco Import Permit 8. Dry Leaf Tobacco Buying License 9. Dry Leaf Tobacco Selling License 10. Tobacco Export License 11. Tobacco Import License 12. Snuff Tobacco Export License	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
TANZANIA SISAL BOARD	The following services are provided by TSB through SWIFT 1. Sisal Grower's License 2. Sisal Processor's License 3. Sisal Manufacturer's License 4. Sisal Trader's License 5. Sisal Exporter's License 6. Sisal Exporter's Permit 7. Sisal Dealer Registration 8. Sisal Inspection Certificate	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
SUGAR BOARD OF TANZANIA	The following services are provided by TSB through SWIFT 1. Sugar Import License 2. Sugar Manufacturer's License 3. Sugar Grower Registration License 4. Sugar Dealer Registration License 5. Sugar Export License 6. Industrial Sugar Allocation Request 7. Registration of Domestic Sugar Importer 8. Registration of Industrial Sugar Importer 9. Registration of Special Sugar Importer 10. Domestic Sugar Import License 11. Industrial Sugar Import License 12. Special Sugar Import License	1. Trade Dealer (Importer /Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
TANZANIA COTTON BOARD	The following services are provided by TCB through SWIFT 1. Seed Cotton Buying License 2. Cotton Ginning License 3. Cotton Lint Export License	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants

Name of institution	What service does SWIFT provide	Who are the target end users
	4. Cotton Lint Export Permit 5. Cotton Seed / Cake Export Permit 6. Ginning and Ginnery Expansion Permit 7. Grower Registration 8. Cotton Lint Import License	
TANZANIA PYRETHRUM BOARD	The following services are provided by TPB through SWIFT 1. Pyrethrum Buyer and Processor License 2. Pyrethrum Buying and Processing License 3. Pyrethrum Export License 4. Pyrethrum Export Permit 5. Pyrethrum Grower Registration	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
TANZANIA CASHIEWNUT BOARD	The following services are provided by TCB through SWIFT 1. Raw Cashewnut Processing License 2. Register Release Warranty (Request for PDN) 3. Permission to Transport Processed Cashewnuts within the country 4. Raw Cashewnut Buying License for Local Processing 5. Raw Cashewnut Buying License for Exporters 6. Export permit for processed/Unprocessed Cashewnuts 7. Cashewnut Farmer Registration	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
TMDA	The following services are provided by TMDA through SWIFT 1. Import and Export Permit Application 2. Medical Devices Registration 3. Medicines Registration 4. Clinical Trial Registry System 5. Whistleblower Reporting Form 6. Adverse Reaction Reporting Tool	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Inspector 4. Accountants
CTI	The following services are provided by CTI through SWIFT 1. Provision of information on regulatory agencies such as regulations/laws, procedures, contact persons of each department 2. Provision of flowcharts which presents step by step procedures to get agencies services such as permits and certifications. 3. Member's database for management of members and their subscription 4. SWIFT allow members to report back (feedback) online 5. SWIFT have link websites of institutions offering relevant permits/ certificates. 6. SWIFT is able to communicate with CTI accounting system to update members payment details	1. Trade Dealer (Importer/ Exporter/Local trader) 2. Officer in charge 3. Industrial member 4. Accountants
TCCIA	The following service is provided by TCCIA through SWIFT 1. Certificate of origin	1. Trader (Manufactures/ Exporters) 2. Officer in charge TCCIA/ZCCIA 3. Revenue Authority/Custom officer

Pilot Survey and Field Manual

Pilot Field Sample

The pilot field survey was undertaken in Dar es Salaam and covered TMDA SWIFT and 10 beneficiary end users. Given its importance in the SWIFT project, the Pilot survey also covered discussions with the Ministry of Agriculture on the ATMIS project.

Field Manual

1. **Introduction and Objectives**

    The manual provided guidance on field work to conduct an Endline study of Trade Mark East Africa (TMEA) funded trade systems. The evaluation was commissioned to Talanta International by TMEA. This trade and markets organisation is an aid-for-trade organisation that was established in 2010, with the aim of growing prosperity in East Africa through increased trade. The main objective of this evaluation was to assess whether projects met their intended results (outputs intermediate-outcomes, outcomes and impacts to the extent possible. Thus, the study analysed and reported benefits/changes realised by the beneficiaries because of the TMEA-supported interventions.

2. **Objective of the Training Manual**

    This training manual served as training aid that was used to train enumerators in conducting the TMEA-funded projects evaluation. The manual attempted to provide an overview of the study, objectives and guidelines to field supervisors and enumerators for the collection of essential survey indicators. Overall, the training manual includes the main four objectives of the evaluation, namely:
    1. Familiarize the field supervisors and enumerators with the background and context of the TMEA projects ;
    2. Familiarize field supervisors and enumerators with the structure of the survey, questionnaires and standard data collection and quality checks procedures;
    3. Facilitate standardization of field team introduction, questions and probes to ensure comparability of responses; and
    4. Familiarize field supervisors and enumerators with basic research ethics and the significance of maintaining them to acceptable standards.

3. **Questionnaire Piloting**

    The research team used one day to undertake comprehensive training in Dar es Salaam. The pilot provided an opportunity for field supervisors and enumerators to practice the survey tool using the OECD evaluation criteria which was explained thoroughly during the training. The research team later improved the field tools based on the feedback session comments and actual undertaking of the pilot work.

Annex 2: Evaluation Survey Tools

Introduction

TMEA is undertaking evaluation of the SWIFTs projects including ATMIS to find out if how successful the projects has been in improving efficient delivery of the Ministry services, and identify areas for improvement. On behalf of your Organization/Agency, we request your help to provide broad Management views on the successes and challenges of the systems, and suggest recommendations for improvement through the following questions.

1. About the Respondent
    a. Name of the Agency --
    b. Name of the Respondent   ---
    c. Position   ---
    d. Location   ---
    e. Main related activity ---
    f. Number of relevant Employees administering the system:
       (i) Men --------------- (ii) Women --------------- (iii) Total -------------
    g. Number of relevant Employees using the SWIFT:
       (i) Men --------------- (ii) Women --------------- (iii) Total -------------

2. When did you start using the SWIFT --------------------------

3. How satisfied are you with the System? How successful is it in bringing about the intended efficiency improvement? (1=very low, 2= Low, 3= Moderate, 4= High, 5 = Very high)

4. What has been the biggest impact (main strength) of the system in your operations? Please describe
   ----

   ----

5. What do you consider the main challenges/weaknesses of system?

   ----

6. What improvements would you like to see for the system to serve you more effectively?

   ----

7. Are you using any other systems/SWIFTs for your operations? YES/NO. If yes, please mention.
   ----

8. Do you know of any success story (e.g. where its led to dramatic positive changes)? YES/NO
   If Yes, please list/describe the impact--
   ----

9. Do you have any other recommendations on the TMEA projects? YES/NO. If yes, please list
   ----

**** END. THANK YOU FOR YOUR TIME AND INPUTS****

Introduction

TMEA is undertaking evaluation of the SWIFTs projects including ATMIS to find out if how successful the projects has been in improving efficient delivery of the Ministry services, and identify areas for improvement. You have been sampled to participate in the survey as one of the End-users (beneficiaries of the project), for which we are grateful. For this, we request you to kindly help to answer the few questions below.

1. Do you know TMEA? YES/NO

2. About the Respondent
   a. Name   --
   b. Position --
   c. Age   --
   d. Gender --

3. About the Enterprise:
   a. Name of the Enterprise   --
   b. Location   --
   c. Main related activity   --
   d. Year of Establishment   --
   e. Number of Employees: (i) Men ---------------, (ii) Women, ---------------, (iii) Total ----------

4. When did you start using the system (mfumo) ---------------------------

5. How often do you use it ------------ per -----------

6. How many times have you used it-----------

7. What time/cost was spent on one application before and after the system was introduced

8. In a scale of 1 to 5, please rate how satisfied are you with the System(1=very low, 2= Low, 3= Moderate, 4= High, 5 = Very high)

9. Has the system been successful in improving efficient delivery of Government services? YES/NO

10. If yes, to what extent? ------- (1=very low, 2= Low, 3= Moderate, 4= High, 5 = Very high)

11. What do you consider the main challenges/weaknesses of ATMIS?

    ----

12. What do you consider the main strength (or most useful aspect) of the ATMIS?

    ----

13. What improvements would you like to see for the system to serve you more effectively?

    ----

14. Are you aware of, or are you using any other systems/SWIFTs for your operations? YES/NO

15. If so, please mention it/them

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16. What has been the biggest impact of ATMIS in your operations? Please describe.

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17. Do you know of any success story where its use led to dramatic positive changes)? YES/NO

18. If Yes, please list/describe the impact

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19. Do you have any other suggestions or recommendations on the TMEA projects? YES/NO

20. If yes, please list

**** END OF THE SURVEY, THANK YOU FOR YOUR TIME AND INPUTS****

Annex 3: Questionnaire for the Evaluation using the OECD-DAC Framework

Questionnaire for the TMEA SWIFTs Beneficiary Agencies using the OECD-DAC framework

Name of Institution:

Name of officer and address contact:

Date

1. **Evaluation criteria: Relevance**. Please answer the following questions as accurately as possible and support your response with evidence, where available, through a brief narrative. Please attach brief success stories if you have any?

Questions	Please provide answer and justification for your assessment	Please provide recommendations what should be done to improve relevance of future projects
1) Were the interventions developed with the inclusion and participation of project partners?		
2) Are the interventions technically adequate solutions to the trade facilitation problem at hand?		
3) Does it eliminate the main causes of the problem?		
4) Do the proposed innovations have a potential for replication?		
5) Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?		
6) Are the activities and outputs of the programme consistent with the intended impacts and effects?		
7) To what extent did the users of the system play a role in the design and selection of the systems?		
8) To what extent do the users of the systems consider the system useful and easy to use?		

Summary performance rating: Please use the following scale:

Criteria (Label)	Value	Score
Very good performance: the intended objectives were substantially met (80-100%);	5	
Good performance. Most intended objectives were met (60% to 70%);	4	
Satisfactory – Nearly half (40% - 50%) of the intended objectives were met, but some challenges still remain unresolved.	3	
Poor performance – At least 30% to 40% of the intended objectives were met, the project needs substantial systems and implementation improvement.	2	
Very Poor performance – Less than 30% of the intended objectives were met, the project needs to be redone and total overhaul	1	

2. **Evaluation criteria: Effectiveness**. Please answer the following questions on effectiveness as accurately as possible and support your response with evidence where available, through a brief narrative.

Questions	Please provide answers and justification for your assessment	Please provide recommendations what should be done to improve relevance of future projects
1) Did the projects have systems in place for tracking the effectiveness of progress towards desired short and intermediate outcomes? Were these systems used to make decisions to change activities accordingly?		
2) How well did the implementation approach respond to the changing demands of project implementation?		
3) What were the major factors influencing the achievement or non-achievement of the objectives?		
4) Whathasbeentheturnaroundtimeoftransactionspriortoimplementationofthesystemand in comparison, at various points in time after the system was fully operational?		
5) Howwidespreadhavetheimpliedbenefitsbeenadoptedattheinstitutionallevelandwithits stakeholders?		
6) Is the project implementation team set-up effective to achieve all the objectives and goals of the project? Yes/No. Please explain and suggest areas for improvement.		
7) Is gender considered in the implementation of TMEA-funded projects in your organisation? Whichever answer, please explain and suggest areas for improvement.		

Summary performance rating: Please use the following scale:

Criteria (Label)	Value	Score
Very good performance: the intended objectives were substantially met (80-100%);	5	
Good performance. Most intended objectives were met (60% to 70%);	4	
Satisfactory – Nearly half (40% - 50%) of the intended objectives were met, but some challenges still remain unresolved.	3	
Poor performance – At least 30% to 40% of the intended objectives were met, the project needs substantial systems and implementation improvement.	2	
Very Poor performance – Less than 30% of the intended objectives were met, the project needs to be redone and total overhaul	1	

3. **Evaluation criteria: Efficiency**. Please answer the following questions on efficiency accurately as possible and support your response with evidence, if possible, through a brief attached narrative,

Questions	Please provide answer and justification for your assessment	Please provide recommendations what should be done to improve relevance of future projects
1) Has the evaluated intervention been managed with reasonable regard for efficiency?		
2) Were activities cost-efficient?		
3) Were outputs and outcomes achieved on time?		
4) In which activities/component does the project achieve higher Value for Money (VFM) and what are the lessons learnt for driving greater VFM?		
5) Could more of the same result have been produced with the same resources?		
6) Could an altogether different type of intervention have solved the same trade facilitation problem but at a lower cost?		
7) To what extent was risk management integrated in the projects? How often were risks identified, analysed and incorporated in the project design?		
8) How efficient and effective were the management and administration systems and procedures including programme results framework and reporting?		
9) What is the estimated equivalent money value of the benefits and costs to fund the project?		
10) How well did the implementation approach respond to the changing demands of project implementation?		
11) What were the major factors influencing the achievement or non-achievement of the objectives?		
12) What has been the turnaround time of transactions prior to implementation of the system and in comparison, at various points in time after the system was fully operational?		
13) How widespread have the implied benefits been adopted at the institutional level and with its stakeholders?		

Summary performance rating: Please use the following scale:

Criteria (Label)	Value	Score
Very good performance: the intended objectives were substantially met (80-100%);	5	
Good performance. Most intended objectives were met (60% to 70%);	4	
Satisfactory – Nearly half (40% - 50%) of the intended objectives were met, but some challenges still remain unresolved.	3	
Poor performance – At least 30% to 40% of the intended objectives were met, the project needs substantial systems and implementation improvement.	2	
Very Poor performance – Less than 30% of the intended objectives were met, the project needs to be redone and total overhaul	1	

4.   **Evaluation criteria: Impact**. Please answer the following questions on impact accurately as possible and support your response with evidence, if possible, through a brief attached narrative.

Questions	Please provide answer and justification for your assessment	Please provide recommendations what should be done to improve relevance of future projects
1) What do beneficiaries (men and women) and other stakeholders affected by these interventions perceive to be the effects of the interventions on them? What real difference has the intervention made to the beneficiaries?		
2) To what extent can changes that have occurred during the life span of the project interventions be identified and measured?		
3) To what extent can identified changes be attributed to the interventions? What would have occurred without the interventions?		
4) Have plausible alternative explanations for identified changes been considered and convincingly ruled out?		
5) Have measures been taken and been successful in mitigating potential negative impacts on any sub-groups, in particular poor people in community?		

Summary performance rating: Please use the following scale:

Criteria (Label)	Value	Score
Very good performance: the intended objectives were substantially met (80-100%);	5	
Good performance. Most intended objectives were met (60% to 70%);	4	
Satisfactory – Nearly half (40% - 50%) of the intended objectives were met, but some challenges still remain unresolved.	3	
Poor performance – At least 30% to 40% of the intended objectives were met, the project needs substantial systems and implementation improvement.	2	
Very Poor performance – Less than 30% of the intended objectives were met, the project needs to be redone and total overhaul	1	

5. **Evaluation criteria: Sustainability**. Please answer the following questions on sustainability accurately as possible and support your response with evidence, if possible, through a brief attached narrative.

Questions	Please provide answer and justification for your assessment	Please provide recommendations what should be done to improve relevance of future projects
1) Are requirements of local ownership satisfied? Did the stakeholders participate in the planning and implementation of the interventions?		
2) Do partners have the financial capacity to maintain the benefits from the interventions when TMEA support ends?		
3) Are the interventions consistent with partners' priorities and effective demand? Is it supported by local institutions and well-integrated with local social and cultural conditions?		
4) Is the technology/equipment utilised in the intervention appropriate to the economic and educational conditions of the partner and beneficiaries?		
5) Do the projects have a clear and comprehensive exit strategy that was regularly monitored?		
6) Whatshouldbetheessentialcomponentsofafutureexitstrategyinordertosustainimpact?		
7) What were the major factors, which influenced the achievement or non-achievement of sustainability of the programme or project? To what extent, were these issues known before the end of the project or programme and what was done to mitigate them?		

Summary performance rating: Please use the following scale:

Criteria (Label)	Value	Score
Very good performance: the intended objectives were substantially met (80-100%);	5	
Good performance. Most intended objectives were met (60% to 70%);	4	
Satisfactory – Nearly half (40% - 50%) of the intended objectives were met, but some challenges still remain unresolved.	3	
Poor performance – At least 30% to 40% of the intended objectives were met, the project needs substantial systems and implementation improvement.	2	
Very Poor performance – Less than 30% of the intended objectives were met, the project needs to be redone and total overhaul	1	

6. **Evaluation criteria: Governance**. Please answer the following questions on Governance as accurately as possible and support your response with evidence, where available.

Questions	Please provide and answer and justification for your assessment	Please provide recommendations what should be done to improve relevance of future projects
1) Was the project's governance model comprehensive, clear and appropriate for the effective management and delivery of the programme and related projects?		
2) Has the adopted set-up of the project management facilitated efficient delivery of project interventions and results?		
3) To what extent is the project linked to other projects within your organization?		

Summary performance rating: Please use the following scale:

Criteria (Label)	Value	Score
Very good performance: the intended objectives were substantially met (80-100%);	5	
Good performance. Most intended objectives were met (60% to 70%);	4	
Satisfactory – Nearly half (40% - 50%) of the intended objectives were met, but some challenges still remain unresolved.	3	
Poor performance – At least 30% to 40% of the intended objectives were met, the project needs substantial systems and implementation improvement.	2	
Very Poor performance – Less than 30% of the intended objectives were met, the project needs to be redone and total overhaul	1	

7.   **Evaluation criteria: Inclusiveness**. Please answer the following questions on Inclusiveness as accurately as possible and support your response with evidence, where available.

Questions	Please provide and answer and justification for your assessment	Please provide recommendations what should be done to improve relevance of future projects
1) Did the project design adhere to diversity in terms of gender and size considerations?		
2) To what extent did is the system favourable for facilitating women, youth and Small-scale traders?		
3) To what extent did the projects promote the principles of climate change and environmental issues?		

Summary performance rating: Please use the following scale:

Criteria (Label)	Value	Score
Very good performance: the intended objectives were substantially met (80-100%);	5	
Good performance. Most intended objectives were met (60% to 70%);	4	
Satisfactory – Nearly half (40% - 50%) of the intended objectives were met, but some challenges still remain unresolved.	3	
Poor performance – At least 30% to 40% of the intended objectives were met, the project needs substantial systems and implementation improvement.	2	
Very Poor performance – Less than 30% of the intended objectives were met, the project needs to be redone and total overhaul	1	

Additional questions on SWIFT. SWIFT (Single Window Information for Trade) refers to an electronic facility that allows parties involved in international trade and transport to submit all information needed to fulfil trade-related regulatory requirements at once and at a single-entry point.

8.   SWIFT was established with the key objectives to:

  (i)   Reduce the cost of trade documentation. Has this objective been met in your organization? Yes/No. Please justify your answer and give examples.

  (ii)   Reduce delays in turnaround time for trade documentation. Has this objective been met in your organization? Yes/No. Please justify your answer and give examples.

  (iii)   Increase authorities' processing efficiencies with a streamlined process flow. Has this objective been met in your organization? Yes/No. Please justify your answer and give examples.

  (iv)   Attract foreign direct investment as a result of operational efficiency and transparency. Has this objective been met in your organization? Yes/No. Please justify your answer and give examples; and,

  (v)   Has SWIFT managed to interface with already established systems (interoperability)? If No, please briefly explain steps being taken to ensure interface with other established systems.

Annex 4:   List of People and Organisations met

S/N	Agency	Name	Position	Location
1	Ministry of Agriculture	Prof. Siza D Tumbo	Permanent Secretary	Dodoma
		Sixtus B Toke	HICT	Dodoma
		Elibaric Shammy	Program Manager	Dodoma
		Joshua Muro	ADPHS	Dodoma
		Sergei J Mtuhiwa	PAO	Dodoma
		Musa P Chidinda	SAO	Dodoma
		Rose W Ndomba	SAO	Dodoma
		Lilian Masalu	Program Officer	Dodoma
		Robert J Dimoso	AOI	Dodoma
		Godfrey M Mkenza	AOII	Dodoma
		Dorah J Amuli	PAFOI	Dodoma
		Rashid S Likilingo	PICTO	Dodoma
		Cyriacus C Ruteganyo	SAO	Dodoma
2	Tanzania Official Seed Certification Institute (TOSCI)	Mr. John Msemwa	Acting Director General & Quality Assurance Manager	Morogoro
		Ms. Matengia Swai	Director of Research and Development	Morogoro
		Mr. Basinda	ICT Officer and Ag. ATMIS administrator	Morogoro
3	Tanzania Coffee Board (TCB)	Mr. Kajiru F. Kisenge	Ag. Director General	Kilimanjaro
		Albert Minja	ICT Manager (Project Focal Person)	Kilimanjaro
4	Tanzania Cotton Board (TCB)	Mr. Simon Mwakindilo	Acting Director General	Mwanza
		Mr. Sabuni Sasila	ICT Manager (Project Focal Person)	Mwanza
		Mr. Edward Nyawile	Ag. Director and Manager for Regulatory Services	Mwanza
		Mr Felix Lugiko	Principal Accountant	Mwanza
5	Zanzibar Chamber of Commerce, Industry and Agriculture (ZNCCIA)	Mr. Hamad Hamad	Executive Director	Zanzibar
6	Tanzania sugar Board (TSB)	Mr. Faustine Mgimba	ICT Manager (Project Focal Person)	Dar es Salaam
7	Tanzania Chamber of Commerce and Agriculture (TCCIA)	Ms. Judith Karangi	Executive Director	Dar es Salaam
		Mr. Kennedy Nelson	ICT Manager (Project Focal Person)	Dar es Salaam
8	Tanzania Tea Board (TTB)	Mr.Nicholaus Mauya	Director General	Dar es Salaam
		Ms. Kemilembe Kafanabo	Project Focal Person and Manager for Regulatory Services	Dar es Salaam
		Ms. Mariam	Representing Internal User Departments	Dar es Salaam
9	Confederation of Tanzania Industries (CTI)	Mr. Frank Daffa	Policy Specialist Trade (PST)	Dar es Salaam
10	Tropical Pesticide Research Institute (TPRI)	Nelson Obadia Kawishe	ICT Manager (Project Focal Person)	Arusha
11	Tanzania Cashew Board (TCB)	Imani Mbwaga	Head of ICT Unit	Mtwara

S/N	Agency	Name	Position	Location
12	Tanzania Tobaccpo Board (TTB)	Ms. Mary Assey	Ag. Director General	Tabora
13	Tanzania Medicines and Medical Devices Authority (TMDA)	Dr. Yohana H Mwalwish	Ag. Director, Medical Product Control	Dar es Salaam
		Ms Elizabeth Sheharanghe	Program Manager	Dar es Salaam
		Kissa W. Mwamwitwa	Pharmacist, Manager Clinical Trial	Dar es Salaam
		Mr. Ambele Mwafula	Officer	Dar es Salaam
14	Department of National Food Security (DNFS)	Marystella Basil Mtalo	Assistant Director	Dodoma
		Aradius Kategano	ICT Manager (Project Focal Person)	Dodoma
15	End users for the TMDA, MoA, TCCIA/ZNCC, CTI SWIFTs	Various (over 100)	Various	Various

Note that, the list includes only the Institutional Actors in the Beneficiary Organisation. It does not include the surveyed 103 end users.

Annex 5: Success Stories on the Trade SWIFT Systems for Tanzania

The success stories on the TMEA funded trade SWIFTs are organised for each of the SWIFT project as outlined below.

1. MINISTRY OF AGRICULTURE AND ITS BOARDS ATMIS SWIFT SYSTEM

Success Story # 1: Rashid Bushiri - Rafiki Coffee Ltd on the use of the Tanzania Coffee Board online (ATMIS) system

Rashid Bushiri a Commercial manager at Rafiki Coffee Ltd, testifies that ATMS has helped them to operate the business more efficiently and leading to increased volume of operations by an estimated 15% compared to the past manual system.

"...we are very happy with the system as we can process multiple licences and permits within a very short period of time from the TCB..." notes Rashid.

Before the introduction of the ATMIS system, Rashid recalls that they were experiencing several challenges in the application process for permits and licenses from the Tanzania Coffee Board. These challenges include waiting in long queuing, loss of documents and delays due to physical submission of documents and its associated costs. All these hurdles have been eliminated with the use of the ATMIS. Rashid notes that they time saved from physical submission can now be used efficiently in other business operations, thus increasing productivity by over 20%.

Success Story # 2: Andrew Ngowi - at Seed Co Ltd on the use of the Tropical Pesticides Research Institute's online (ATMIS) system

Andrew is the Operations Manager at Seed Co. Limited. One of his duties is to administer the applications for permits and licenses to the Tropical Pesticides Research Institute (TPRI) through the ATMIS (online) system. On average Seed Co Ltd makes 200 applications per month for import permits of different seeds or other agro inputs from the TPRI system. Andrew testifies that the ATMIS has significantly saved transport cost, telephone cost, paper work, per diem and time used in the past when making manual applications for TPRI certificate, license or permit. With the use of the ATMIS the company can now quickly get import permits or license of seed and pesticide inputs within three days compared to three weeks in the past. The efficiency gained has notably helped the company to supply farmers and other customers in the agricultural farming industry more efficiently and effectively on time. Besides, the system is helpful in consolidating all documents and payments, and has greatly improved the transparency and accountability of the system which is pertinent to their operations.

Success Story # 3: Khadijah Shaban - Fidahussein Enterprise Limited (FEL) on use of Ministry of Agriculture (MoA) Plant Health Services (PHS) online (ATMIS) system

Khadijah Shaban is operations manager at FEL. The company which is located in Ilala district, Vingunguti Dar es Salaam deals with many agricultural products such as Cocoa Beans, Bee and Forest products, Pulses and Beans, Oil Seeds, Spices, etc. Khadijah says TMEA's support to Tanzania to facilitate issuing of electronic permits and certificates has increased company trade efficiency by enhancing reliability and reducing the time associated

with paper processing and transmission of certificates data on products, in addition to expediting communication on specific certificates between exporting and importing authorities. She recalls, with 8 products which each needed Phytosanitary certificate from MoA Plant Health services and 8 licenses from Tanzania Medicines and Drug Authority (TMDA) every month, the manual system used to take 1-2 months to obtain all the licenses and certificates. However, under the PHS electronic phytosanitary certificate, the company can fill-in all 8 forms online within 20 minutes and obtain all the certificates just under 48 hours. Similarly, Khadijah observes, TMDA electronic processing and issuing of licenses has cut company waiting time to obtain licenses by over 95% making it possible to launch the request and receive license within 24 hours. Khadijah says, apart from saving time, the PHS and TMDA SWIFTS have removed any physical contact with their offices, thus reducing company operational cost which under the manual system used to range between TZS 18,000 to 25,000 (US$ 8-12) per certificate/license.

2. TANZANIA CHAMBER OF COMMERCE, INDUSTRY AND AGRICULTURE (TCCIA) SWIFT SYSTEM

Success Story #4: on TCCIA SWIFT by Norah Kimambo of Murzah Soap & Detergents Ltd.

Norah Kimambo is Operations Officer (Exportation) for Murzah Soap & Detergents, a private company located in Buguruni, Dar es Salaam dealing with Production and Export of soap. Norah underscored that TCCIA provides them with certificates of origin for their Export activities. According to Norah, all the certificates of origin are provided online unlike the previous practice where they had to go to TCCIA offices to fill-in forms and wait for days before they get the certificates. Norah says that they are very happy with the system because it saves them time and money. She confirmed that the online system has reduced the application and processing time of the certificates of origin from an average of 2-5 days to just a couple of hours or even minutes from the time of application to receipt of the certificates.

Expressing her appreciation, she underlined that they spend the saved time their core work, hence increase productivity and improve efficiency their operations rather than worrying about the time it would take to apply for an export certificate. Lastly, she noted that the system has improved presentation and sharing of the documents when they interact with their trade partners in the foreign countries during the export process. Asked about any improvement needed in the TCCIA system, Norah responded:

"…not much but my only request is if the TCCIA could improve the speed of the system a bit more to maximise the efficiency gain, that would be great…".

Success Story # 5: Bakari Hamisi - Simdex Export Company Ltd on use of TCCIA Electronic Certificate of Origin (e-CoO) system

Bakari Hamisi is export marketing manager at Simdex Export Company located in Dar es Salaam. He says Certificates of Origin (CoO) are important and mandatory pieces of documentation for the export business which detail the origin of goods in a consignment. Bakari recalls, before introduction of the TCCIA e-CoO the processing of a certificate of

origin involved cumbersome and time consuming procedural requirements which slowed down the company's exporting process. He noted that company experience shows small delays in delivering consignment has the potential to bring serious negative impact on businesses, adding:

"Buyers' minds are often directed at obtaining a quality service or product, and in a timely manner. They are not too empathetic on procedural issues on the suppliers' side. This burden is the exporters' and cannot be shifted to anyone else,"

Bakari says the company management is very happy that TCCIA has unveiled e-CoO, because of several reasons including: (i) e-CoO eliminates delays in the movement of goods across borders thereby enhancing intra-regional, continental and global trade; (ii) It reduces the chance of spreading the COVID-19 pandemic to its workers by reducing the necessity for human interface in these processes; (iii) issuing electronic certificate reduces opportunities for rent seeking behaviour and corruption as state parties embrace the use of the e-CoO with their trade arrangements; and (iv) reduced company operating costs for processing and obtaining certificate of origin by 95% compared with the manual system for processing the company's over 30 agricultural export products. Bakari then recommends:

*" …the use of Electronic Certificate of Origin in the African Continental Free Trade Area (**AfCFTA**) should become the way to business in Africa's Regional Economic Communities (RECs). The use of e-CoO together with other online computerised declaration processing systems will have to be critical tools for facilitating cross-border trade now and into the future under the AfCFTA".*

Success Story # 6: Feisal Ally of Said Salim Bakhresa (SSB) on the use of the TCCIA Online system for issuance of Certificates of Origin

Feisal Ally is Export and Import Manager for Said Salim Bakhresa, a private company located in Dar es Salaam, dealing with Import and Export of raw materials and finished goods of food products. Feisal Ally is an Import and Export manager for the company, he says TCCIA provides them with certificates of origin for Import and Export services. According to the Manager, all the certificates are provided online.

"…the new online system is a game changer… we are very grateful to the TCCIA for this efficient system…"

The system allows for submission of applications online without any need to physically visit to the TCCIA offices, thus reducing the cost of operations without affecting the quality of the products. As a result, the system has reduced the application and processing time of the certificates from an average of 5 days to just 1 hour from the time application forms are filled-in to receipt of the permits.

Additionally, Feisal emphasise that the system keeps records of the previous applications which makes it easy for them to retrieve information and makes references whenever they need to do that. Generally, they salute the Government for efforts being made to ensure that they work hand in hand with the private sector so as to reduce or eradicate completely any bureaucracy issues so as to make a smooth business environment.

3. THE CONFEDERATION OF TANZANIA INDUSTRIES (CTI) SWIFT PORTAL SYSTEM

Success Story # 7: MacDonald Raphael - Alpha Group on Confederation of Tanzania Industries (CTI) SWIFT portal system

Alpha Group is among the 430 business members of CTI. MacDonald who is the sales manager of Alpha Group is delighted that CTI, through support from TMEA has developed and made fully operational the SWIFT portal which is facilitating easier and speedier information sharing and communication between CTI and its members. MacDonald recalls, before the SWIFT portal, it would take about 10 days for CTI to resolve a business concern and provide feedback to the company, but with the portal the time has been cut to less than 12 hours. MacDonald says the SWIFT portal has enabled CTI to reach more members and enhance participation in organised policy advocacy meetings and seminars with government that aim at improving the business environment. MacDonald cited the CTI organised meeting with Minister of Trade and Industries Prof. Hon. Kitila Mkumbo. with the theme: "Current state of play of manufacturing sector in Tanzania" which was held on 19th June 2021. The meeting which was attended by 100 CTI members discussed challenges facing Tanzania's manufacturing sector, including tariffs and non-tariffs bottlenecks. MacDonald, while applauding government efforts, urged CTI to continue advocating for harmonization of national and regional standards with international ones, which will make it easier for exporters to comply with different standards and save them time and money.

Success Story # 8: Leodegar Tenga - CTI Executive Director on use of SWIFT portal to facilitate policy advocacy

Leodegar Tenga appreciates TMEA's support to develop the SWIFT portal and observed that the new ICT-based system has enhanced CTI's efficiency to conduct policy advocacy in the country aimed at ensuring Tanzania has conducive legal, financial and economic environment within which industry can operate effectively, prosper and contribute to national wealth and development. CTI organised a policy advocacy meeting held on 17th January 2022 between government and manufactures who were mobilised within a short time due to CTI ability to send multiple and mass email to members in a single day enabled by the SWIFT. The meeting aimed at discussing the challenges facing the manufacturing sector. Outlining the main challenges to the guest of honour, the Vice President Hon. Dr. Philip I. Mpango, Mr. Tenga said:

"The issues that affect competitiveness in the manufacturing industries include multiple taxes and charges, high tariffs, non-tariff barriers, input materials and skills gap. CTI believes that if these issues are addressed, the manufacturing sector will flourish, compete and create many jobs and contribute to the country's economic development".

Mr. Tenga concluded his remarks by thanking the government for continuing to improve the business environment, including resolving the 28 non-tariff barriers identified by CTI and TCCIA. Responding to CTI message, Hon. Dr. Mpango said the government is committed to work with the manufacturers to improve the business environment and added:

"Through the Blueprint for Regulatory Reforms to improve Tanzania Business Environment, the Government erased more than 100 Charges and levies and some regulatory institutions were merged to ease the burden of charges to the private sector"[6] and assured the business community of government's resolve to continue implementation of plans to reduce the cost of doing business in the country.

Success Story # 9: Salma Mohammed – Marketing Director, A to Z Textile Mills Ltd on use of CTI SWIFT portal system

A to Z Textile Mills Ltd is a manufacturer of various textile products, packaging materials and plastics, located in Arusha. Salma is very happy CTI has improved its services to its members following development of TMEA's supported SWIFT portal. She observes that company's request for business related information regulations including new regulatory laws and procedures are obtained in real time upon request compared to previous manual system which was plugged with delays. She mentioned particularly AjiraKiwandani Portal which is hosted by CTI SWIFT portal which has been a good source of recruiting competent industrial employees. Commenting on CTI policy advocacy to improve manufacturer's business environment, Salma applauded CTI's trade mission to promote market access between Tanzania and Kenya hosted in collaboration with Kenya Association of Manufacturers (KAM). In the discussions which were held on 7th Jul 2021, CTI Chairman, Mr. Paul Makanza, urged delegates from Kenya and Tanzania to uphold a rule-based trade relationship as a way to reduce the imposition on Non-Tariff Barriers (NTBs) on cross border trade. He further urged both Business Membership Organization (BMOs) to fast-track the comprehensive review of the EAC Common External Tariff (CET) as *"its implementation will be critical in the promotion of domestic capacities and enhancing competitiveness of the manufacturing sector in the region".* In the discussions, KAM Chairman Mr. Mucai Kunyiha noted that:

"Kenya and Tanzania have the capability and capacity to add value to the wide array of resources that both countries have for export markets. However, achieving this is hindered every time the business community encounters impediments to trade, consequently, impacting on the benefits of trade to the entire region. Her Excellency, the President of the United Republic of Tanzania, Samia Suluhu Hassan recently visited Kenya. Her gesture of collaboration stands as a great example of reinvigorating relations, between Kenya and Tanzania," explained Mr Kunyiha. He further added that:

"We recognize that trade devoid of both tariff and non-tariff barriers increases prosperity for all participating nations by allowing consumers to buy more, better-quality products at lower costs. Additionally, it drives economic growth, enhances efficiency and increases innovation"[7].

Salma noted that with the genuine efforts made by KAM and CTI and supported by the two Presidents of Kenya and Tanzania, border trade challenges between the two countries have been resolved which has increased company profitability by 15% because A to Z company exports over 25% of its products to Kenya.

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[6] https://www.cti.co.tz/blog/news-updates-1/post/the-vice-president-hon-philip-i-mpango-assures-manufacturers-of-the-6th-phase-government-s-support-44

[7] https://kam.co.ke/kenyan-tanzanian-manufacturers-hold-three-day-trade-talks/

4. TANZANIA MEDICINES AND MEDICAL DEVICES AUTHORITY(TMDA) SWIFT SYSTEM

Success Story # 9: Minister of Health applauds TMDA for commendable achievements

In a ceremony held in Dodoma on 16th June 2020, the Minister of Health Ummy A. Mwalimu commended the outgoing Board of TMDA which was under the chairmanship of Ambassador Dr. Ben Moses for notable achievements registered during their tenure.

Some of these achievements mentioned by the Minister included: abolition of more than 20 categories of fees and charges on services rendered by TMDA that has consequently reduced burden to manufactures, traders and more importantly consumers; attaining Maturity Level 3 status of the World Health Organization (WHO) as one of the regulatory authorities with best systems for regulation of medicines, medical devices and diagnostics in Africa; certification of management systems to ISO 9001:2015 standards since 2009; accreditation and prequalification of TMDA Laboratory to ISO/IEC 17025:2015 standards; upgrading regulatory information management systems (RIMS) which has noticeably improved service delivery and reduced the turn-around time for many services offered; and establishment of eight zone offices and construction of new office and laboratory in Mwanza.

Success Story # 10. Benson Raphael of Benson Pharmacy Ltd on the use of TMDA SWIFT

Benson testified that the TMDA system ended the tedious and costly manual systems. Before the online system was introduced, Benson recalls, there were several other requirements such prior to obtaining TMDA permits/license, including certificate of incorporation and business license from Business Registrations and Licensing Agency (BRELA), Pharmacy registration certificate from Pharmacy Council Tanzania, and several other permits which took 12-15 days to obtain before launching the application for import permit and license from TMDA. Currently, with introduction of e-government, agencies are issuing permits/certificates online which can be obtained within 2-3 days without any physical travel to issuing entities saving both time and money. To obtain TMDA permit and license, Benson says previously he had to travel from Kondoa to the TMDA offices in Dar es Salaam to manually fill-in the application forms, and had to wait in long queues to get the services. However, with the online application, all these challenges have been eliminated.

"it takes me just about five minutes to fill-in application forms, and the permit can be issued by TMDA within 24 hours, thus saving me both time and money" remarks Benson.

Benson estimates ending manual systems of issuing permits/certificates has increased his business profitability by about 15 percentage points. In addition, the system improved transparency by submitting the permits/licenses electronically. Benson recalls the previous manual system was prone with bureaucracy and delays which encouraged rent-seeking behaviour to speed-up the process, further incurring extra costs and increasing the cost of doing business in Tanzania. Finally, Benson testifies that the system improved compliance to rules and regulations due to automated and online processes. Benson recalls that the processes and regulations in the manual systems were not very clear unlike now that everything is clear and easy to follow when filling the forms.

Success Story # 11: Mariam Makyao - Jobi Medical & Laboratory Services on the use of the TMDA SWIFT system

Mariam Makyao is the sales manager of Jobi medical and laboratory services located in Arusha. She says the company has been working in medical equipment and laboratory testing business activities since 2016. She testifies that TMDA online registration and licensing of premise for the company has several benefits in terms of reduced time, costs and enhanced efficiency of company operations. Mariam recalls prior to the online system, one of the staff had to travel to TMDA offices to fill-in request for registration and come back to Arusha, wait for 3-5 days to get a response and then had to travel again to collect the registration. The whole process, she says, cost the company about TZS 150,000 or 20% of the staff monthly salary in travel and living expenses. However, with TMDA online system, she says it takes 4-6 hours after filling-in the request forms online and attaching the other mandatory permits/requirements such as premise inspection certificate obtained online from Pharmacy Council Tanzania. Unlike the manual system which had many challenges including misplaced documents, long queuing, high cost of processing of the certificates, Mariam says the TMDA online registration has enhanced efficiency in tracking of the application and approval processes, observing:

"… with one telephone call to TMDA, we can now get the status of our application approval process and if there are any unmet requirements that we need to address".

Asked how satisfied she was with the performance and quality of services provided by TMDA, Mariam responded that the company is "*perfectly satisfied*" noting that the previous challenges associated with manual processing of certificates have disappeared and customer services are friendlier when enquiring by telephone about the status of their application.

Success Story # 12: Rupesh Surana of Shelys Pharmaceuticals Ltd on the use of the TMDA SWIFT

Shelys pharmaceuticals located in Dar es Salaam, manufactures and supplies a wide range of pharmaceutical products for domestic and export market, especially to the African countries. Rupesh Surana, a senior representative of Shelys says TMDA provides three services to the company, namely: Import and Export Permit, Medical Devices Registration, and Medicines Registration. According to Rupesh, all the three permits/licenses are provided online by

TMDA, a system which has earned significant benefit to the company. As a result, Rupesh says that Shelly's management is very happy with TMDA's SWIFT because the new online system allows for submission of permits applications online without any need to physically visit TMDA offices, thus reducing our cost of operations. Rupesh noted that TMDA online system has reduced the application and processing time of the three certificates/licenses from an average of 3-4 days to just 1-3 hours from the time application forms are filled in to receipt of the certificates/licences.

"*to the delight of our workers who, under the manual system had to visit several TMDA departments, wait for hours only to be told to come back the following day*" says Rupesh.

Furthermore, Rupesh recalls one TMDA official saying the online system allows for information sharing with other drug and medicine regulators within Tanzania and the EAC through the single window platform, which is an added advantage to the company because it supplies pharmaceutical products to the domestic and regional market. Shely's management applauds the government and its agencies such as TMDA for implementing e-government ICT-based systems that enable contactless processing of documents which has been very valuable to the company and Tanzania in general due to existence of Covid-19 pandemic. Finally, Rupesh also observed that some of the TMDA end-users who were providing agency to external manufacturers of medicines have been kicked out of business since the system allows the manufactures to register directly with TMDA for permits/approvals, a benefit which has reduced their cost of operations.