

TANZANIA FOOD AND DRUGS AUTHORITY



SERVICE DELIVERY SURVEY

A FINAL REPORT

JULY 2014

CONSULTANT:



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LIST OF ACRONYMS

APHTA	Association of Private Hospitals of Tanzania
DBS	Directorate of Business Support
DCC	Drug Control Commission
DFS	Directorate of Food Safety
DLS	Directorate of Laboratory Services
DMC	Directorate of Medicines and Cosmetics
FDG	Focus Group Discussion
FAO	Food and Agriculture Organization
FM	Frequency Modulation
GCLA	Government Chemist Laboratory Agency
ICT	Information, Communication and Technology
ISO/IEC	International Organization for Standardization/International Electrotechnical Commission
LGA	Local Government Authority
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MIS	Management Information System
MSD	Medical Stores Department
MSH	Management Sciences for Health
NIMR	National Institute for Medical Research
NGOs	Non Governmental Organizations
PSI	Population Services International
PSRPs	Public Service Reform Programs
PPRA	Public Procurement Regulatory Authority
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
QMS	Quality Management Systems
SADCAS	Southern African Development Community Accreditation Services
SDS	Service Delivery Survey
SIDO	Small Industries Development Organization
SOPs	Standard Operating Procedures
TASA	TFDA Annual Staff Appraisal
TAFOPA	Tanzanian Food Processors Association
TBC	Tanzania Broadcasting Cooperation
TBS	Tanzania Bureau of Standards
TPMA	Tanzania Pharmaceutical Manufacturers Associations
TFDA	Tanzania Food and Drugs Authority
TRA	Tanzania Revenue Authority
TV	Television
WHO	World Health Organization

DEFINITION OF TERMS

Direct customers – Customers who use and pay for TFDA services

Exporters – Customer who export product/s regulated by TFDA

Importers - Customers who import product regulated by TFDA

Indirect customers - Customers who purchase or use product regulated by TFDA

Manufacturer – Customer who manufacturer product/s regulated by TFDA

Stakeholders-include all those who participate in or affected by TFDA activities

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EXECUTIVE SUMMARY

Tanzania Food and Drugs Authority (TFDA) commissioned the Economic and Business Foundation (T) Ltd to conduct service delivery survey on its customers and stakeholders. The survey was conducted between November 2013 and February 2014. This is the third service delivery survey preceded by two other surveys conducted in 2004 and 2008.

The overall objective of the survey was to assess the satisfaction level for TFDA's customers and stakeholders. The survey was also intended to identify factor(s) that contribute or hinder effective and efficient turnabout in service delivery offered by TFDA. Through formal surveys, TFDA is able to assess customer satisfaction which in turn has strong link with customer retention

Specifically, the service delivery survey is supposed to provide feedback information to TFDA in three major clusters:

- a) Implement Public Service Reform Programmes (PSRPs) by improving public service delivery to match with value for money spent for each executed activity
- b) Maintain already acquired ISO certification, Lab prequalification and Accreditation certificates for continuous improvement in service delivery
- c) Solicit relevant information as input in review of key TFDA documents namely, strategic plan, clients services charter in order to contribute towards the establishment of performance standard for TFDA and its employees;

Conducting survey

The approach used by consultants was participatory complemented by maximum engagement of TFDA's staff and the stakeholders in all stages of the execution of the assignment.

The methodology used by the consultants had three facets namely; document review, focus group discussions, field survey and in-depth interviews.

Seven representative regions were surveyed, namely Arusha (Northern zone), Dar es Salaam (Eastern Zone), Mwanza (Lake Zone), Dodoma (Central Zone), Kigoma (Western Zone), Mbeya (Southern Highland Zone) and Mtwara (Southern Zone).

The sampling procedure was random. The sample plan targeted 817 customers and stakeholders out of whom 752 equivalent to 92% responded to the survey questionnaires. Taking into consideration of the different types of TFDA customers, the questionnaires were grouped into three groups namely; internal customers (employees), direct customers and general public.

Key findings:

a. Customer satisfaction:

- i. The survey shows that external customer's satisfaction index has increased from 66% in 2008 to 67.6% in 2013. This increase indicates the need for further improvement in TFDA service delivery.
- ii. The satisfaction index for internal customers (TFDA employees) has increased from 63% in 2008 to 74.4% in 2013. Although the increase signifies improvement in service delivery in relation to employees, it is yet another pointer to the need for improvement.
- iii. The Director General's office has the highest staff satisfaction index of 89.1%, while DBS and DMC have the least customer satisfaction index of 69.5% and 68.1% respectively. There is a need for TFDA to give priority to these divisions in the ongoing capacity building interventions.

b. Priority areas that need to be addressed by the authority with a view to improve service delivery.

i. Management Information Systems (MIS)

The TFDA functions are implemented through well documented procedures namely Standard Operating Procedures (SOPs), which highlight operational processes for TFDA. The weakness with the system is that it was not well designed to an extent that it produces multiple errors that lead to poor services delivery.

ii. Manning level/staff Establishment;

TFDA's manning level at the end of 2013 was 179 as compared to 266 in the 2010 to 2013 Human Resource Plan. The overall average understaffing is 33%. The Director General's office is overstaffed by 78%, while the zones are overstaffed by 9% of the planned staffing level. DFS is leading in understaffing by 60% followed by DMC and DBS 34% respectively. The implication of this deficiency in human resource has been overworking staff which may in turn result into low motivation to work. TFDA needs to review its staff establishment to continuously improve its services to the customers and achieve its vision and mission with optimum costs.

iii. Timely delivery of services as per Client Service Charter;

TFDA has revised service delivery standards set in the 2006 and 2012 client service charters in order to meet customer needs for speedy service. As shown below standards have varied for the same items in the 2006 and 2012 charters. Issuance of permits for business premises was 45 days in the 2006 charter and 2 days in 2012; evaluation and registration of food was set at 240 days in 2006 and 45 days in the 2012 ; food supplements at 240 in 2006 and 45 days in 2012; medicines was set at 360 days in the 2006 charter and 250 in the 2012 charter and cosmetics at 24 days in the 2006 charter and at 65 days in the 2012 charter .are good examples of standard variation. The upward variations in service standards such as for the cosmetics from 24 to 65 days cultivate dissatisfaction among affected customers. Furthermore, considering that customers dealing in pharmaceuticals also deal in cosmetics the number of customers affected by the up scaling of the service standards is substantial

Public education;

TFDA's mission statement is to protect and promote public health by regulating the safety, quality and effectiveness of food, medicines, cosmetics and medical devices, yet the general public's awareness on the TFDA as an institution is too low particularly in the 20 regions which do not have TFDA offices This might hinder the authority efforts from protecting people's health.

iv. Changes (quick wins) that TFDA needs to undertake to improve its business process and corporate image.

- Enhance Leadership skills:

TFDA needs to enhance leadership skills among staff through acting, promotion, training and delegation.

- Socialization Practice:

At TFDA, socialization process is carried out through requirement for staff to adhere to ethical practices, staff regulations and pressure to conform to corporate behavior from the staff socialization at TFDA is aimed at cultivating a corporate culture among the staff.

- Performance rewards:

Performance rewards reinforce expected performance behavior from staff.

- Training:

Training especially in customer care and leadership skills provide staff with skills which enhance performance and in turn improves TFDA performance in service delivery which leads to customer satisfaction.

c. Main customer segments for TFDA

Based on economic value, there are five customer segments in the following order.

- Manufacturers/Producers
- Importers/Exporters

- Distributors
- Dealers (Sellers)
- Laboratory Users

d. Factors that enhance service delivery to TFDA's customers.

- Availability of satisfied customers
- Regulatory frameworks
- Human Resource Capacity
- Implementation of Quality Management System (QMS) and ISO certification.
- Existence of management systems
- Availability of modern working facilities
- Partnership with key stakeholders
- Existence of Client Service Charter
- Existence of effective staff incentives

e. Factors that hinder service delivery to TFDA's customers:

- Limited Fiscal autonomy
- Limited establishment autonomy
- Inadequate working facilities
- Inadequate staff. for Food Safety, Medicines Cosmetics and Business support department
- The current management information system (MIS) that has inherent technical and operational problems which have significantly impeded the efficiency and effectiveness of TFDA's service delivery.

- Aspects of the current public procurement procedures cause delays in procurement of goods and services needed in service delivery.
- TFDA has delegated inspection and enforcement functions to LGA's without providing the necessary capacities such as transportation, equipment and training.

f. Internal capacity building areas that TFDA needs to focus to enhance visibility, corporate image and customers' relationship management

- Human resource
- Transportation
- Office space.
- Payment tracking system.
- Public education
- Inspection
- Post Market surveillance

The following specific recommendations are made on the basis of survey results:

1. Customer satisfaction:

TFDA should enhance current efforts to motivate staff.

2. Improve service delivery.

The client service charter needs to be reviewed so as to provide realistic timeframes which meet TFDAs technical standards for service delivery as well as customer expectations.

3. Improve service delivery to TFDA's customers:

- a. TFDA needs to fast track migration from the previous MIS to the new MIS to speed up service delivery.
- b. TFDA to petition the Public Procurement Regulatory Authority (PPRA) with proposals to shorten the procurement process for crucial items such as laboratories consumables to avoid the adverse impact of the delays in service delivery.
- c. TFDA to petition the Government to be given fiscal autonomy which matches its statutory.
- d. TFDA should review the Delegation of Powers and Function Order, 2006 as amended in 2007 in order to improve performance and accountability in relations to delegated functions.

4. Internal capacity building at TFDA

- a. TFDA should scale up efforts to enhance ethics/confidentiality, customer care skills and information delivery to stakeholders.
- b. TFDA should review its communication strategies and implement a comprehensive public education program to reach the general public and clients throughout the country.
- c. TFDA to develop a payment tracking system in order to accelerate payment and curb delays.
- d. Midterm evaluation of the implementation of the strategic plan should be conducted to take on board some key parameters of monitoring and evaluation of performance in service delivery. Involvement of external expertise in evaluation is recommended in order to get an independent and an impartial view.

CHAPTER ONE: INTRODUCTION

1.0 Background

Tanzania Food and Drugs Authority (TFDA) commissioned Economic and Business Foundation (T) Limited to carry out a service delivery survey. TFDA is a semi-autonomous regulatory body under the Ministry of Health and Social Welfare which is responsible for protecting and promotion of public health by ensuring safety, quality and efficacy of food, medicine, cosmetics and medical devices. TFDA was established under the Tanzania Food, Drugs and Cosmetics Act No. 1 of 2003 cap 219, and it operates in accordance with the Executive Agency Act No. 30 cap 245 of 1997 and regulations as amended in 2009.

TFDA's vision is to become the leading African Regulatory Authority in ensuring safety, quality and efficacy of foods, medicines, cosmetics and medical devices for all. The mission is to protect and promote public health by regulating the safety, quality and efficacy of food, medicines, cosmetics and medical devices. The vision and mission will be supported by TFDA's core values which are Honesty, Customer focus, Quality, Teamwork and Accountability:

In order to achieve its mission and vision, TFDA strives to strengthen food, medicines, cosmetics and medical devices registration; licensing; laboratory analysis, inspection and public education services. The Authority also implements Quality Management Systems (QMS) aiming at improving organizational performance through review of services delivery processes and procedures. TFDA is always committed to the provision of quality services in response to customers' need and expectations without compromising the safety, quality and efficacy of regulated products.

1.1 Service Delivery survey

Service Delivery Survey (SDS) is among the most preferred method in customer satisfaction assessment. It is used as an information gaining tool to improve service delivery. TFDA conducted two SDS in year 2004 and 2008.

In line with Public Service Reform Programmes (PSRPs) public organizations like TFDA ought to consider value for money for continuous improvement of the services offered to its customers and stakeholders so as to attain its quality policy commitment.

The third SDS is key undertaking to TFDA to maintain the attained ISO 9001:2008, laboratory pre-qualification and accreditation to ISO/IEC 17025:2005 standards. Furthermore, the SDS findings are expected as input during review of strategic plan and Clients Service Charter.

1.2 Surveys objective

The overall objective of this consultancy is to examine the customer satisfaction level for TFDA's customers and stakeholders.

1.3 Outline of the report

This report has eight chapters as follows:

- Chapter 1: introduction which covers discussion on the background, need for service delivery survey, and the outline of this report.
- Chapter 2: Discussions on the approach and methodology to this assignment.
- Chapter 3: Findings from document review, responses to the survey questionnaire and focus group discussions.
- Chapter 4: Analysis of key findings.

- Chapter 5: Factors that enhance or hinders service delivery of TFDA's customers.
- Chapter 6: Priority Areas for TFDA service improvement.
- Chapter 7: Quick wins for TFDA cultural transformation.
- Chapter 8: Conclusions and recommendations

CHAPTER TWO: APPROACH AND METHODOLOGY

This chapter will discuss how this assignment was carried out. There are two facets to this chapter and those are approach and methodology.

2.0 Technical Approach

The approach was client focused and participatory which made it mandatory for the consultant to involve and work closely with the client in all stages of service delivery survey preparation. The methodology used by the consultants had four parts namely; document review, focus group discussions, field survey and in-depth interviews.

Seven representative regions were surveyed, namely Arusha (Northern zone), Dar es Salaam (Eastern zone), Mwanza (Lake Zone), Dodoma (Central Zone), Kigoma (Western Zone), Mbeya (Southern Highland Zone) and Mtwara (Southern Zone).

The sampling procedure was random. The sample plan targeted 817 customers out of whom 752 equivalent to 92% responded to the survey questionnaire.

2.1 Methodology

The detailed methodology for each task in the terms of reference (ToR) was as follows:

2.1.1 Assessing customer satisfaction level for the services offered by TFDA

In assessing customer satisfaction level for the services offered by TFDA, the consultant;

(i) Reviewed various documents;

The consultant undertook a comprehensive document review to understand the mandate, functions and operations of TFDA. Institutional arrangements and its linkages with stakeholders, customers, and the public.

The consultant ensured participation of TFDA in identification of the key documents with information which were relevant to the service delivery survey. The documents that were reviewed included but not limited to:

- Tanzania Food, Drugs and Cosmetics Act 2003, Cap 219 which established TFDA.
- TFDA three strategic Plans for 2003/04-2007/08, 2008 / 09 – 2012 / 13 and 2012 / 13 – 2016 / 17
- TFDA Business Plan 2012 -2013, which translates the strategic Plans 2012/13-2016/17 into actions
- Clients' Services Charter, 2012, that establishes consensus between TFDA and its stakeholders on the time frame for completion of customers request for services.
- Customer Service Delivery Survey Report of 2004, 2008, assess customer satisfactions.
- Self Assessment Report 2005 which assess performance of TFDA in implementation of its Strategic Plan
- List of TFDA Customers and other stakeholders. This was used as a basis for sampling.
- TFDA marketing program 2012/13-2016/17, aim at increase public awareness and satisfactions on TFDA service delivery.
- TFDA Standard Operating Procedures that provide operating guideline.
- Executive Agency Act, Cap 245 of 2009 that gives TFDA semi autonomous status.
- TFDA Human Resources Plan, March 2010

(ii) Field Survey

The consultant used the following data collection instruments to capture customers' expectations, and perceptions on TFDA's service delivery;-

- a) Questionnaire
- b) Observations
- c) Interviews/Consultation
- d) Focus group discussions

a. The Questionnaire

The consultant designed and developed the questionnaires that captured customers' expectations, and perceptions as well as the satisfaction gap in service delivery. The questionnaires were piloted (pre-tested) with the aim of informing the consultant on the validity of the questionnaire. (See annexure 2, 3, 4).The questionnaires was discussed, reviewed and accepted by TFDA.

The questionnaires were pretested on 1st January 2014 in Dar es Salaam Region and it covered three Districts Ilala, Kinondoni and Temeke. The pre- testing involved customers of TFDA services and the general public. A random selection of 20 external customers of different categories and 50 members of general public was conducted for interview. The purpose of pre testing the questionnaires was to inform the consultancy on validity of the questionnaires. The validity of the questionnaire was established and the original questionnaires were improved for distribution. Two basic results were obtained from the pilot study (i) Most customers and public interview felt that the questionnaires needed to be translated into Swahili, (ii) Four questions on customer satisfaction were reviewed for improvement.

b. Observations

Observations were made in all stages of the survey. The aim of observation was to capture issues which were difficult to document.

c. Focus Group Discussion

Consultants held focus group discussion to gauge the customer satisfaction on various aspects as prescribed below;

(i) Interviews

The consultant engaged TFDA's stakeholders through interviews in meetings and interaction. The aim was to enhance capturing of views and perceptions of customers.

(ii) Staff Seminar

The consultant (expects) to hold a one day seminar with TFDA staff to communicate the findings of the survey, and to clarify their implication on staff in the respective directorates after the final report has been approved

2.1.2 Identifying priority areas that need to be addressed by the authority with a view to improving service delivery;

The consultant designed the survey questionnaires, focus group discussion, interviews, and observation in such a way that it captured the customers' opinion on the priority areas that needed to be addressed in order to enhance customer satisfaction.

2.1.3 Identifying changes (quick wins)

Consultants interviewed on areas necessary for TFDA to improve its Business processes and corporate image as described below;

- a) a question which request the stakeholders to identify the problems in service delivery and propose the solution to the problems in the service delivery
- b) Conducted intensive FGD among staff in identification of quick wins

2.1.4 Identifying and analyze the main customer segments for TFDA;

The consultant segmented TFDA customers based on their economic value, thus on the magnitude of contribution to TFDAs' revenue. This categorization is important because it will enable TFDA to enhance its revenue by giving priority to the improvement of service delivery to the high economic value customer. Based on economic value of base year 2012/2013 segmentation, the main TFDA customer segments are

Dealers of Food, Dealers of Drugs, Dealers of Cosmetics and laboratory users. This is a pointer for TFDA in prioritizing resource allocation for service delivery. The higher the economic value of given customers, the more resources TFDA is supposed to allocate in maintaining and monitoring its customers in terms of service delivery. The segmentation data was provided by TFDA.

2.1.5 Examining the factors that enhance or hinder service delivery to TFDA's customers;

The consultants;

- Examined the factors that stakeholders have identified as reasons for them to be satisfied by the service.
- Examined the factors that the stakeholders have identified as reasons for them to be dissatisfied by TFDA's service delivery.

2.1.6 Identifying internal capacity building areas that TFDA needs to focus on with view to enhancing her visibility, corporate image and customers relationship management;

The Consultant identified internal capacity building areas from the factors identified by the TFDA’s internal customers during focus group discussion as reasons for dissatisfaction.

2.1.7 Providing customer satisfaction index for each of the directorates within TFDA as foundation for setting the performance standard.

The consultant used a customer satisfaction score method to develop customer satisfaction index for the directorates.

2.2 Sampling Plan

The consultant designed representative sample by estimating sizes of customer’s populations and their geographical locations in each of the TFDA’s service area. The sample planned was discussed and approved by TFDA. All individuals involved in the survey were randomly selected from the categories as shown in Table 1.

- ❖ 5% each from the direct customers of TFDA services from total population of 3595.
- ❖ 350 individuals to represent consumers and general public.
- ❖ A focal Person from selected TFDA stakeholders including Media.

Table 1: Sample for the TFDA direct customers.

Category	Manufac turers	Distributors /Importers	Whole sellers	Retaile rs	Total Sample Size	Total Populati on
Foods	28	103	-	-	131	2082
Drugs	08	21	-	26	55	633
Cosmetics	10	5	10	18	43	850
Medical devices	-	15	-	-	15	30
TOTAL	46	144	10	44	244	3595

Source: Field Survey 2013

Sample of TFDA collaborating institutions and media houses.

A total of 31 of collaborating institutions and 9 media houses were sampled. Whose names are shown in Table 2

Table 2: Sample of TFDA collaborating institutions and media houses.

Stakeholder Category	Quantity	Identified stakeholder
The Ministries	4	Ministry of Health and Social Wwelfare, Ministry of Llivestock Development and Fisheries, Ministry of Industries and Trade, PMO-RALG
Media	9	Televisions (ITV,TBC,STAR TV),Radios (Radio One, Radio free Africa, Clouds FM),News Papers (Mwananchi, Nipashe, Daily News)
Development Partners (DPs)	3	WHO, FAO, GLOBAL FUND
Government Institutions	6	TBS, GCLA, NIMR, MSD, SIDO, PHARMACY COUNCIL
SECTORAL ASSOCIATIONS	4	APHTA, TAFOPA, TPMA,CONSUMER ASSOCIATION
Law enforcements	3	TRA, Anti -Drug Commission, Tanzania Police Force.
Health care providers	10	ALL REGIONAL HOSPITALS, MISSION HOSPITALS
NGOs	3	MSH- TANZANIA, PSI, SIKIKA
Total	40	

Source: TFDA 2013

Categories of the TFDA stakeholders

The sampled category of the TFDA stakeholders is shown in Table 3

Table 3: Sampled of categories of the TFDA stakeholders.

SN	Category	Quantity
1	Foods	131
2	Drugs	23
3	Cosmetics	43
4	Medical devices	15
5	Pharmacy	32
6	General Consumers	350
7	Ministries	4
8	Media	9
9	Development Partners	3
10	Government Institutions	6
11	Sectorial Associations	4
12	Law Enforcements	3
13	Health Care Providers	10
14	NGOs	2
15	TFDA Employees	182
TOTAL		817

Source: Customer Satisfaction Survey 2013

Surveyed Geographical Locations

Table 4: Surveyed Geographical Locations

Region	District
Arusha	Meru
Dar es salaam	Ilala
Dodoma	Kongwa
Mbeya	Mbozi
Mwanza	Kwimba
Kigoma	Kasulu
Mtwara	Nachingwea

Source: Field Survey 2013

Customer category by sample and responses

Responses from direct customers, stakeholders and general public are excellent i.e. above 100% However; the level of responses from TFDA employees is 43% low despite the fact that the questionnaire did not require disclosure of respondents' names. When the questionnaire was being administered the consultant observed two things which may explain the low response; first, the respondents perceived the questionnaire as a means of exposing their identity and were scared of possible reprisals from their superiors if their responses were perceived to be against inconsistent with TFDA official position. Second, TFDA follow up and collection of the administered questionnaires was not effective.

Table 5: Customer category by sample and responses

Category	Sample Polled	Responses	Response Rate (%)
Direct customers	244	282	115
Stakeholders	40	40	100
General Public	350	351	100
Employees	182	79	43
Total	817	752	92

Source: Field Survey 2013

CHAPTER THREE: PRESENTATION OF THE FINDINGS

This section presents the findings mainly from document review, the field visits and Focus group discussions.

3.0 Findings from document review

The document review was conducted to familiarize the consultant with the service delivery status at TFDA and help to identify gaps in the management systems. The findings from the document review reflect evidence on the current service delivery status in TFDA. Most of the documents reviewed represent management systems used for delivering services. The documents reviewed and their findings are discussed below;

a) TFDA strategic plan 2012/13-2016/17

It was noted that some objectives lack smart indicators as such they are not measurable, for example, the objective related to gender and environment, has indicator in the monitoring plan to report on reduction on chemicals wastage which unfortunately to date almost two years of implementation of strategic plan, nothing has been recorded so far.

Furthermore, some targets are understated like evaluation of medical devices while others are overstated like the evaluation of traditional and herbal evidence which make evaluation to be unrealistic.

It was also noted that there is weak link between monitoring and evaluation frame work and annual plan. This is due to emerging issues in annual plan which were not taken into consideration by monitoring and evaluation in strategic plan. Although the strategic plan is supposed to undergo evaluation on a yearly basis in reality such evaluations are not conducted each year. What takes place is a review aimed at updating the TFDA business plan and it is conducted by TFDA staff. TFDAs' monitoring and evaluation (M&E) framework provides the basis for reviewing the business plan. Evaluation focuses on the

extent to which the objectives and related targets have been qualitatively and quantitatively achieved and the extent to which planned procedures were adhered to. As such there is a need to have an independent view on the effectiveness and efficiency of the strategic plan as a management tool.

b) TFDA Client Service Charter 2012

The 2006 and 2012 client service charters have each set unrealistic time frames for finalization of customer requests for service. On customer expectations for fast tracking service delivery with TFDA management indicated that even the revised service charter of 2012 is yet to be realistic enough to meet customer expectations. This will not enable TFDA to meet customer needs for timely finalization of their service requests. This situation may be a cause for dissatisfaction among customers. Although the timeframe is set jointly by TFDA and customers there seems to be a tendency to appease customers during TFDA customer consultations on setting the time frame. The customers want the timeframe to be as short as possible while TFDA has to base its decisions on quality and technical considerations for finalization of the service request. Evaluation and Registration of products particularly medicines is an area where the timeframe is frequently not met.

c) The Management Information System (MIS)

MIS is an electronic instrument for facilitating service delivery. The current MIS is characterized by chronic system failures which causes delays and reduces customer satisfaction. The systems failure delays service delivery which in turn lowers customer satisfaction. As a response to the MIS failure TFDA is currently piloting a new system. If the system proves to be more efficient and effective than the current one, TFDA will acquire it for use.

d) Human Resource plans/Staff Establishment

TFDA's manning level at the end of 2013 was 202 as compared to 266 in the 2010 to 2013 human resource plan. This means a staff deficit of 64 equal to 24% of the requirement. It was observed that the incidence of staff deficit is greater in two directories namely DFS and DMC. The implication of this deficiency in human resources has been excessive use of overtime, temporary employees and low motivation by staff. TFDA needs to review its staff establishment and continue to improve its services.

e) Standard operating procedures (SOPs)

The current Standard Operating Procedures (SOPs) for service delivery are continuously reviewed to cope with the changing demand for service. SOPs are supposed to have a life period after which they expire and are not supposed to be used thereafter. It was observed that some of TFDA zones experienced delays in receiving updated SOPs. This lead to delays in service delivery which in turn lowers customer satisfaction.

f) Public procurement Act 2011 and Regulations

TFDA procures goods and services by adhering to Public Procurement Act No.7 of 2011. However, it was noted that implementation of the Public Procurement and its regulations is cumbersome especially regulation No. 181). It imposes procedures which require a long procurement process. By the time the actual procurement is executed the progress of service delivery is behind schedule. This results in service delivery delays which in turn lowers customer satisfaction. TFDA will need to have a robust procurement plan.

3.1 Findings from the administered questionnaires

The customer responses to the survey questionnaires on various aspects of TFDA's service delivery are as follows;

- i. The survey shows that external customer's satisfaction index has increased from 66% (2008) to 67.6% (2013) this result indicates that TFDA has improved its service delivery between 2008 and 2013.
- ii. There was improvement in satisfaction index for internal customers (TFDA employees) with satisfaction index from 63% (2008) to 74.4% (2013).
- iii. 58 % of the general public has an above average understanding of TFDA services.
- iv. 56% of general public have positive perception of TFDA.
- v. The Director General's office staff was most satisfied with an index of 89.1%, and the least satisfied staff was in the DBS with an index of 69.5% and DMC with an index of 68.1%.

3.2 Findings from Focus group discussions

The findings from focus group discussion are qualitative, that is, the process of identifying staff perception of TFDA services involved discussions with leading questions from the consultants. The discussion groups consisted of directors, managers, senior staff, middle level and junior staff.

i. Staff views on TFDA mission and vision;

The general staff views on TFDA mission and vision are;

- Have knowledge on the vision and mission
- Use vision and mission as a guide in carrying out their daily activities at work

ii. Staff views on TFDA Service Delivery;

Perception of staff on customer satisfaction indicates that TFDA is doing quite well on service delivery. The majority of staff indicated that TFDA is doing well

in Product registration, Import and Export applications and Control, Product Evaluation, Laboratory Analysis.

iii. Relationship between TFDA employees and Management

The relationship between TFDA and its employees is characterized by the followings;

- TFDA staff treats each other as customers.
- TFDA continuously trains its staff on customer care.
- TFDA maintain ethical standards to its staff in dealing with customers.

iv. TFDA Working environment and facilities

TFDA working environment is quite good though the office space and transport facilities are not adequate. The incentives include transportation allowances, housing allowances, free lunch, egalitarian health insurance cover (green cards), secure working environment and loans are the major motivating factors.

CHAPTER FOUR: ANALYSIS OF KEY FINDINGS

This section presents analysis of the key findings mainly from the field visits and Focus group discussions

4.0 Customer satisfaction Index

The customer satisfaction index has two components namely customer satisfaction index for external customers and satisfaction index for internal customers (employees). The customer satisfaction/delivery survey was carried out by using focus group (Qualitative), field visit/administering tested questionnaires (Quantitative). Below is a summary of key findings:

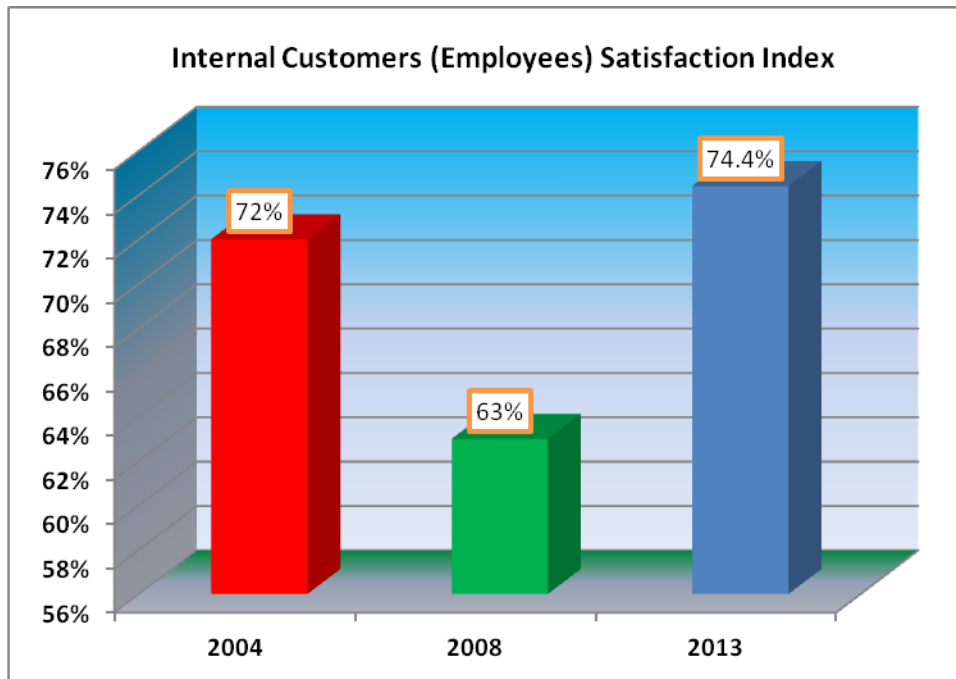
Table 6: Satisfaction Index (Quantitative Findings)

Year	External Customers Index	Internal Customers (Employees) Index
2004	42%	72%
2008	66%	63%
2013	67.6%	74.4 %

Source: Field survey 2013

There is an increase in satisfaction level for internal customers (TFDA employees) with satisfaction index increased from 63% (2008) to 74.4% (2013). The respondents attributed this increase to improved salaries and incentives, working environment, management practices and staff trainings.

Figure 1: Internal Customer (Employees) Satisfaction Index



Source: Field Survey 2013

In determining staff satisfaction level, the following aspects of management practices were highly rated as a source of satisfaction by the internal customers namely; rules and regulations are consistently followed, information is regularly used in decision making, efforts are made to enhance salaries and incentives for staff, management motivates staff, good behavior is rewarded and poor behavior is punished as shown in Table 7;

Overall staff satisfaction index is 74.4% this is the composite result. This is attained from individual attributes response as per table 7. The result for these individual attributes is attached to the annex no.5

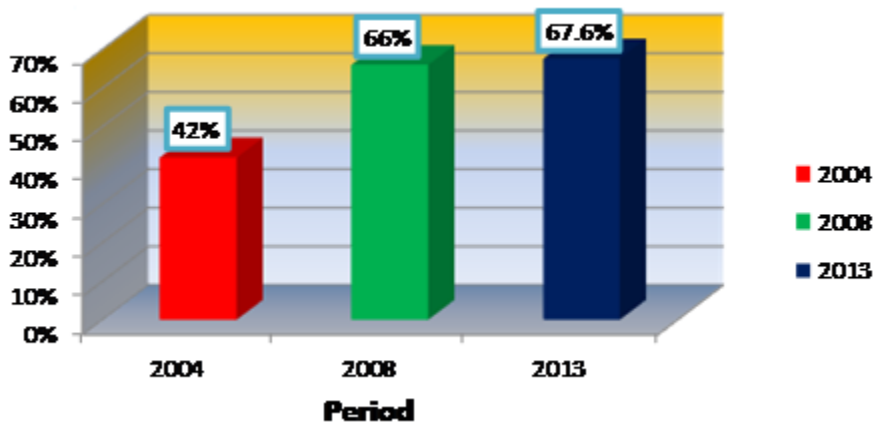
Table 7: Reasons for Increased Staff Satisfaction

Management Practices	Satisfaction Percentage
Rules and regulations are consistently followed	80.4
Information is regularly used in decision making	78.5
Efforts are made to enhance salaries and incentives for staff	77.3
Management motivates staff	76.6
Good behavior is rewarded and poor behavior is punished	71.5
Management provides information on time	72.8
Decisions are made in a participatory manner	70.9
Encourages critical thinking and innovation	67.1

Source: Field Survey 2013

The survey shows that external customer’s satisfaction index has marginally increased from 66% (2008) to 67.6% (2013).

Figure 2: External Customers Satisfaction index



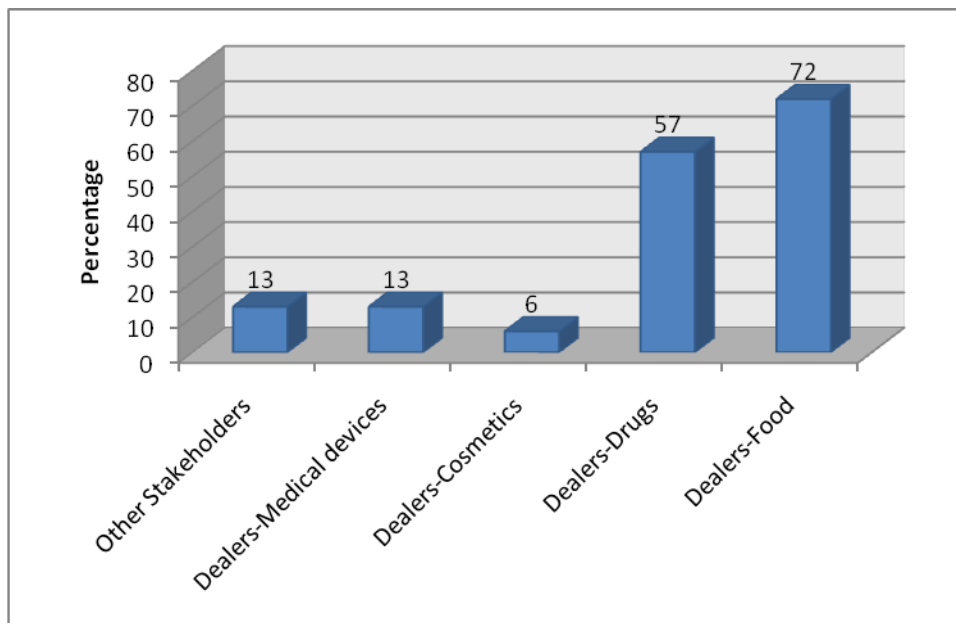
Source: Field Survey 2013

4.1 Customer Category Satisfaction Index

The external customer categories included in the survey are Manufacturers, Producers and Distributors of Food, Drugs, Cosmetics, Medical devices and other stakeholders.

Dealers of food has the highest satisfaction index 72%, followed by dealers of drugs 57%, other stakeholders (MDAs, Media, Sectorial associations, law enforcement agents, health care providers and NGOs) 33%, dealers of Medical devices 13% and dealers of cosmetics 6%.

Figure 3: Customer Category Satisfaction Index (%)



Source: Field Survey 2013

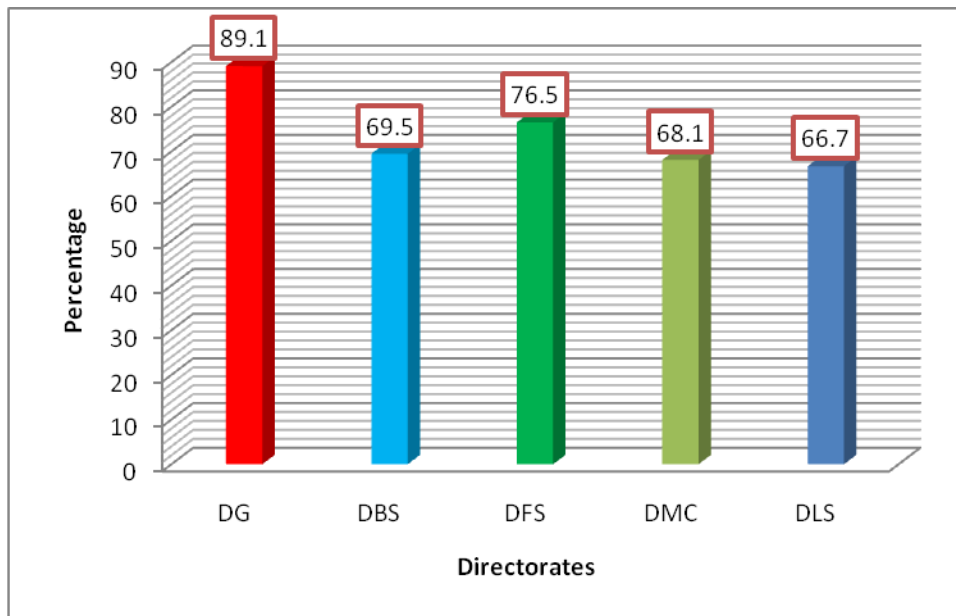
The reason for the food manufacturers/distributors/dealers having the highest satisfaction index is due to (i) the registration process for foods is less complex and (ii) takes a shorter timeframe than registration of other categories. The Dealers of cosmetics have three major complaints against TFDA, (i) during the inspection, the TFDA inspectors do not show the official approved list of prohibited cosmetics (ii) all products are collected and destroyed by TFDA without being asked about the source and (iii) the use of harsh language when

Customers found guilty by the TFDA inspectors. The cosmetic retailers/dealers feel that the problem is with whole sellers who bring the goods in the market and TFDA's failure to control entry into the country. However it was observed that cosmetics dealers comment negative due to the fact that they lead in breaking the law by importing an authorized products thorough illegal routes and selling unregistered products.

4.2 TFDA Directorates Satisfaction Index

Satisfaction index is based on staff assessment of respective directorate on the quality of services, respect of confidentiality, speed in decision making and accessibility for various services. Figure 4 shows the satisfaction index for the five TFDA directorates. The Director General's office has the highest average satisfaction index 89.1% followed by Food Safety 76.5%, Laboratory Services 66.7%, Medicines and Cosmetics have tied up with Business Support 69.5% each. The implication of this for future is that TFDA intervention is to focus on the performance of the two directorates mainly business support and medicines and cosmetics. The medicines and Cosmetics directorate carries the core function of TFDA while Business Support directorate provides support to TFDA such as finances and human resources to mention a few. The intervention should aim at finding ways of improving the performance of these directorates with respect to quality of service, confidentiality, speed in decision making and accessibility for various services.

Figure 4: TFDA Directorates Satisfaction Index

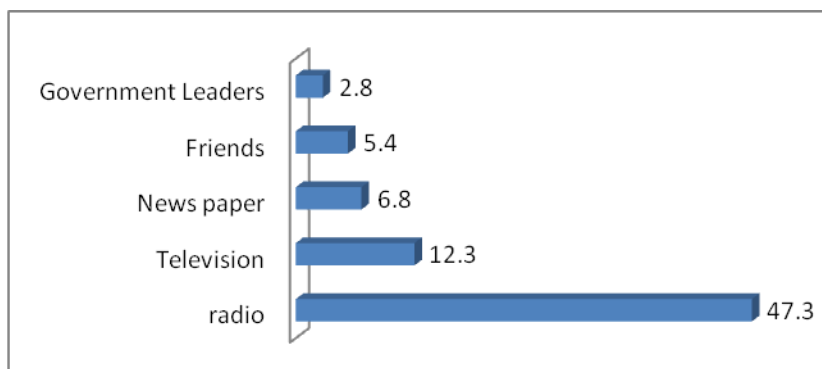


Source: Field Survey 2013

4.3 Public Understanding on TFDA services

74.6 % of the general public is aware of TFDA. The main source of information which created awareness is radio (47.3%), Television (12.3%) and News paper (6.8%), Friends (5.4%) and Government Leaders (2.8%). The major source of information about TFDA is radio and the least id government leaders. The implication is that TFDA need to improve public awareness of its services, information programs will be more effective if they are delivered through radio and television.

Figure 5: Public Awareness of TFDA Services (%)



Source: Field Survey 2013

4.4 Public Perception of TFDA service delivery

56.4 % of general public have positive perception of TFDA services. This is because of the radio and Television programs which are well prepared in order to portray positive corporate image of TFDA. The programs strive to explain and clarify issues which are of public interest about TFDA service delivery.

4.5 TFDA main customer segments

TFDA customers were segmented on the basis of their economic value, based on the magnitude of contribution to TFDAs' revenue. This categorization is important because it will enable TFDA to enhance its revenue by giving priority to the improvement of service delivery to the high economic value customer. Based on economic value base year 2012/2013 segmentation, the main TFDA customer segment are Importers/Exporters (48%), followed by Manufacturers/Producers (37%), Distributors (10.4%), Dealers/Sellers (4.1%) and Laboratory Users (0.1%). The results shows the magnitude contribution of customers in income generation based on the value of service offered to them. This is a pointer for TFDA in prioritizing resource allocation for service delivery. The higher the economic value of given customers, the more resources TFDA is supposed to allocate.

Table 8: TFDA Main Customer Segments

S/N	SEGMENT CATEGORY	FEES TSHS. (000)		
		2010/11	2011/12	2012/13
1	Manufacturers/Producers	2,096,859,861	2,553,175,399	4,156,359,149
2	Importers/Exporters	3,931,018,074	4,576,357,771	5,434,293,856
3	Distributors	748,983,079	874,001,550	1,181,512,836
4	Dealers (Sellers)	289,942,740	458,712,212	459,000,991
5	Laboratory Users	21,043,533	66,393,985	93,057,316
	TOTAL	7,087,847,287	8,528,640,917	11,324,224,148

Source: Field Survey 2013

4.6 TFDA Indirect customer segments based on needs

These groups of categories of customers have substantial needs for services although their economic value is insignificant.

Table 9: TFDA Indirect Customer Segments Based on Needs

S/N	INDIRECT CUSTOMER	NEEDS
1.	Consumers	i. Safety, quality and effective products; ii. Information about safety, quality and effectiveness of products.
2.	Ministry of Livestock Development and Fisheries; and the Ministry of Agriculture, Food Security and Co-operatives	i) Proper implementation of the law to ensure safety and quality of food of plant or animal origin. ii) Safety and quality of medicines for veterinary use. iii) Feedback on proper use of veterinary medicines and pesticides. iv) Technical advice. v) Information and education.
3	Ministry of Industry, Trade and Marketing.	i. Proper implementation of the law to ensure safety and quality of manufactured products. ii. Feedback on compliance by manufacturers. iii. Information and education.
4.	Media	Information and Cooperation.
5.	Practitioners Researchers	i. Certification; ii. Information.
6.	Employees	i. Clear guidelines; ii. Remuneration; iii. Career development; iv. Conducive working environment.
7.	Suppliers	i. Information ii. Contract iii. Timely payments
8.	Civil Society Organizations	i. Information on TFDA services; ii. Collaboration/cooperation

S/N	INDIRECT CUSTOMER	NEEDS
9.	International Organizations	<ul style="list-style-type: none"> i. Information on expenditure and impact of their support; ii. Cooperation.
10	Law Enforcers	<ul style="list-style-type: none"> i. Policy, guidelines; ii. Recognition; iii. Feedback; iv. Cooperation.
11.	Government Institutions	<ul style="list-style-type: none"> i. Performance reports; ii. Technical advice; iii. Services; iv. Cooperation.
12.	Politicians	<ul style="list-style-type: none"> i. Proper implementation of the law ii. Proper management of resources iii. Information and education

Source: TFDA 2013

CHAPTER FIVE: FACTORS THAT ENHANCE OR HINDER SERVICE DELIVERY TO TFDA'S CUSTOMERS

TFDA works and serves the diverse of customers and stakeholders in its endeavor to protect and promote public health through its core functions. Customer satisfaction is a criterion for determining how effective and efficient service delivery is achieved.

5.0 Factors that enhance TFDA's service delivery

The study has shown that there are nine key factors which enhance TFDA's service delivery namely, availability of satisfied customers, regulatory frameworks, human resource capacity, implementation of Quality Management System (QMS) and ISO certification in existence, existence of management systems, existence of working facilities, existence of Client Service Charter and existence of effective incentives.

a. Availability of satisfied customers

The study has shown that most customers are satisfied with TFDA service delivery. This means that TFDA's customers will continue to use the services and enhance the reputation of TFDA; this in turn will increase TFDA's revenue generation. The more revenue the greater will be the financial ability of TFDA to operate and sustain the level and quality of services it offers.

b. Regulatory frameworks

TFDA derives its existence and legitimacy from the Tanzania Food, Drugs and Cosmetics Act, Cap 219 of 2003 and regulations, Executive Agency Act, Cap 245 of 2009 and its regulations. The Act and regulations gives TFDA legal powers to function and regulate all matters relating to quality, and safety of food, drugs, herbal drugs, medical devices, and cosmetics. This is the key critical enabler of TFDA.

c. Human Resource Capacity

TFDA has 67.3% of its staff requirements. Like any other organization, TFDA's critical asset is its human resources. Directorates of Food Safety, Business Support, Medicine and Cosmetics are not adequately staffed. TFDA has a strong training and sustainable training programs which provide staff with new skills that enable TFDA performance to cope up with the changing circumstances especially in customer demand. TFDA offers motivational and incentive schemes which encourage staff performance and commitment to excellence. It is the human resource which is the pillar of TFDA's status as an ISO Certified Organization.

d. Implementation of Quality Management System (QMS) and ISO certification in existence

In order to maintain and continuously enhance quality of its services, TFDA has very robust total quality management processes and systems which aid in performance excellence, the existence processes and systems are Standard Operating Procedures (SOPs) and the Management Information System (MIS). TFDA views all work as process which needs input to get output. The TFDA management realizes the importance of quality and demonstrates commitment to quality.

e. Existence of management systems

TFDA has management systems which facilitate effective and efficient performance, these in turn produces a quality service. Quality service enhances customer satisfaction. The management systems include the Strategic Plan, Organization Structure, Personnel Policy, TFDA Annual Staff Appraisal (TASA).

f. Existence of working facilities

TFDA has number of facilities namely (i) Quality Control laboratory which is WHO pre-qualified and accredited by SADCAS. ii) ICT infrastructure; computers, server, intranets and internets. These facilities enable TFDA to provide quality services which in turn cultivates customer satisfaction.

g. Cooperation with key stakeholders

In those areas where TFDA needs the cooperation of other institutions in order to speed up service delivery, these institutions include Ministry of Health and Social Welfare, Ministry of Livestock Development, Ministry of Industry and Trade, PMO-RALG, TBS, GCLA, NIMR, MSD, SIDO, Pharmacy Council, APHTA, TAFOPA, TPMA, Consumer Association, TRA (Customs), Drug Control Commission (DCC), Tanzania Police (DCI), MSH- Tanzania, PSI, SIKIKA. Cooperation with these institutions enables TFDA to provide timely service to customers and thus lead to customer satisfaction.

h. Existence of Client Service Charter

The Client Service Charter represents formal agreements between TFDA and customers on the rights and responsibilities of each party and the timeframe for completion of service request. The charter provides the means for TFDA customers to provide feedback and suggest improvements. It also helps customers to complain if they are dissatisfied with any aspect of their interaction with the TFDA. TFDA charter also gives a standard against which measures employees' performance, and protects employees when dealing with difficult customers.

i. Existence of incentives

TFDA offers staff incentive which motivates employee's to perform to the expected levels. The incentives include transportation allowances, housing allowances, free lunch, egalitarian health insurance cover (green cards) and guarantee loans through Savings and Credit Cooperative Societies (SACCOS).

5.1 Factors that hinders TFDA's service delivery

a. Limited Fiscal autonomy

TFDA receives grants from the government despite the fact that TFDA participates in making budgetary request the final decision on how much fund will made available for any budgetary year rest with the Government. Although TFDA generates its own income from customer service, all of the income has to be submitted to the government and TFDA has no authority of utilizing the generated income pursuant to s12 (3) and s14 (1) of the Executive Agency Act Cap 245 of 2009. Implementation of the Act has meant that TFDA has to request for establishment each financial year. This is pointer to the future whereby TFDA will be required to remit to the exchequer an amount of revenue in excess to its budgeted needs.

b. Limited establishment autonomy

TFDA has limited establishment autonomy. This is because, it requires the Chief Executive officer to submit for approval to the ministry responsible for public service all appointment may in respect to employees and their terms and conditions of work pursuant to s10.-(1) of the Executive Agency cap 245. The implication of this lead to chronic existence of shortages in staff. Without the adequate number of required staff the efficiency and effectiveness of services offered to customers will be adversely affected. This will in turn lower the quality of services offered to customers and lower customer satisfaction. This is the reason why TFDA is under staffed.

c. Lack of adequate working facilities

TFDA has inadequate number of vehicles required to conduct inspection and to conduct public education. The implication of this situation is TFDA impeded from conducting inspections which is supposed to enforce regulations on food, drugs, medical devices, and cosmetics.

d. Inadequate number of staff

In order for TFDA to perform its functions and be effective, it must have sufficient number of human resources. It was observed that DFS, DBS and DMC have most inadequate number of staff.

e. Current Management Information System (MIS)

The current TFDA MIS is characterized with system failure. The MIS is supposed to facilitate the TFDA staff to work more efficiently and effectively. The failure of MIS leads the slowdown of processes of registration and follow ups which in turn leads to customers' dissatisfaction.

CHAPTER SIX: PRIORITY AREAS FOR TFDA SERVICE IMPROVEMENT

The following are the priority areas that TFDA needs to improve in order to enhance customer satisfaction

6.0 Priority areas for TFDA Service Improvement

a). Management Information Systems

The TFDA works is performed through well documented procedures namely standard operating procedures (SOPs), the SOPs highlights operational processes for TFDA. This helps to ensure that staffs are as productive as possible and the services are delivered effectively and efficiently, the TFDA work processes has been defined and enabled by the existence of automated Management Information Systems. The weakness with the system is that it was not web base as a result it could only be used by the head office. It was not integrated with other system include epicor payroll and Lawson.

b) Manning level/staff Establishment;

TFDA's manning level is currently low of 179 staff as compared to the Human Resource plan 2010-2013 of operating with 266 staff. The staff deficit of 87 may result in lower productivity and or excessive overtime payments and difficulty in ensuring support of critical positions when some staff are on, leave as well as a dramatic increases in fatigue, absenteeism, and exhaustion suffered by employees. Furthermore, the situation of having low number of staff has contributed to the increase in counterfeit products like drugs and cosmetics especially to the regions surrounded with neighboring borders. TFDA needs to review its staff establishment to continuous improve its services to the customers and achieve its vision and mission with optimum costs.

c) Timely delivering of services as per Client Service Charter;

TFDA has revised service delivery standards set in the 2006 client service charter in order to meet customer needs for speedy service. The revision was incorporated in the 2012 charter. It was observed that revisions of service standards in the 2012 are taking place with the view of developing another client service charter. Variations in service standards cultivate dissatisfaction among affected customers. We recommend that realistic service standards be set to minimize variations from one charter to another.

d) Public education;

TFDA's mission statement is to protect and promote public health by regulating the safety, quality and effectiveness of food, medicines, cosmetics and medical devices, yet the general public's awareness on the TFDA as an institution is low particularly in the regions and districts which have no office for TFDA. This might hinder the organization efforts towards protecting its people's health. We recommend that TFDA allocate adequate funds to effectively implement the public education program.

CHAPTER SEVEN: QUICK WINS FOR TFDA CULTURAL TRANSFORMATION

Quick wins are areas where interventions using relatively small amount of resources results in relatively big and visible outcome with benefits a lot of people. Interventions in the areas discussed below will result in quick wins.

7.0 Quick wins for TFDA cultural transformation

i. Enhance Leadership skills:

Currently TFDA develops leadership skills among staff through three major processes. First is through the acting' whereby senior staff normally who hold positions which immediately are under Chief Executive, Directors, heads of departments, units and section are appointed to perform functions of their superiors whenever the superior is absent. In the process of acting staff learn how to apply leadership skills. They are motivated to perform better by acting allowances. Secondly, TFDA sponsors its staff to attend leadership training programmes where they acquire leadership skills. Thirdly, superiors normally delegate certain duties and decisions to their subordinates on regular basis. In the cause of performing delegated duties staffs develop practical leadership skills.

ii. Socialization practices.

The corporate culture is developed in two ways. One, the requirement for staff to adhere to ethical practices. These requirements are reinforced through staff regulations and standard operating procedures. Two, colleagues/workmates pressure to conform to corporate behavior which enables the individual to develop behavior attributes which matches the corporate image.

iii. Performance rewards.

In TFDA individual employees are rewarded for performance on achieving the performance target and on performance in work related attributes. The rewards given to individuals motivate them to aim at achieving higher performance levels which in turn results in being promoted to leadership positions.

iv. Rewarding Innovative ideas.

TFDA has to reward innovative ideas which will contribute to improvement performance. According to the TFDAs' incentive scheme, innovative ideas are supposed to be recognized and rewarded. However, in practice such a reward has not been offered despite the fact that some innovative ideas have been submitted by TFDA staff for consideration. TFDA should initiate the process of identifying and screening new ideas which will improve service delivery and reward the innovators.

v. Ceremonies

Currently TFDA holds the following ceremonies:

Annual party

The annual party brings employees and families together for the purpose of strengthening staff belongingness to TFDA. The result of this is for each staff to be a part of TFDA and to view TFDA objectives as being their personal objectives. In such a situation employees will strive to do their best to achieve the targets set in their respective work plans.

Reward of the best performers (workers).

Best performers (workers) are voted from each department followed by the selection of overall best performer. Although the selection of best performers is conducted annually the actual ceremony to commemorate their achievements has been held only once.

Celebration of milestones for organizational achievements.

An example of milestone celebrated by TFDA is the attainment of ISO in 2008.

Staffs exit ceremonies

Staff exit ceremonies are occasions where staffs who are leaving the organization because of retirement or reallocation to some other public service institutions and welcoming a new Chief Executive officer who joins TFDA and saying goodbye to outgoing members of the Ministerial Advisory Board.

vi. Strengthening the customer care approach and relationship

The current corporate culture of TFDA emphasizes the customer care approach to relationship between employees and customers. The corporate culture is reinforced by training in customer care, and implementation of the client service charter and the use of customer complaint system. Customer complaints are systematically collected and remedied. In addition, the customers are provided with a feedback on remedial action taken on their complaints.

CHAPTER EIGHT: CONCLUSION AND RECOMMENDATIONS

This chapter presents conclusion and recommendations on the findings of the study. Findings and recommendations are based on desk review and survey results.

8.0 Conclusion:

- i. The survey shows that external customer's satisfaction index has increased from 66% in 2008 to 67.6% in 2013 this increase though marginal indicates improvement in s TFDA service delivery.
- ii. The satisfaction index for internal customers (TFDA employees) has increased from 63% (2008) to 74.4% (2013). This signifies a significant improvement delivery in relation to employees.
- iii. 56.4% of general public have positive perception of TFDA. This positive perception provides TFDA with a support market milieu for business growth. It is also a significant indicator of quality service delivery.
- iv. The TFDA client service charter of 2012 has unrealistic time frames for delivering services among standards like registration of medicines. It also has no formal systematic monitoring and evaluation framework for turnabout in delivered service.
- v. The current management information system (MIS) has inherent technical and operational problems which have significantly impeded the efficiency and effectiveness of TFDA's service delivery.
- vi. Aspects of the current public procurement procedures cause delays in service delivery.
- vii. TFDA has inadequate capacity in human resource, transportation and office space.

- viii. TFDA has delegated inspection powers and enforcement functions to District and Urban Councils without providing the necessary capacities at sufficient rates
- ix. Evaluation of implementation of the TFDA strategic plan 2012/13-2016/17 particularly mid and end term are planned to be conducted by TFDA staff. The best management practice requires that evaluation be conducted by external experts to achieve impartiality.
- x. Limited Fiscal autonomy; TFDA receives grants from the government despite the fact that TFDA participates in making budgetary request the final decision on how much fund will made available for any budgetary year rest with the Government. Although TFDA generates its own income from fees and charges from services rendered to customers, yet the annual budget approval is accommodated in the Ministry's budget.. Lack of fiscal autonomy has made TFDA not getting the adequate budget to full fill its needs for service delivery. This is a real constraint on the ability of TFDA to deliver service to its customers.
- xi. Limited establishment autonomy; TFDA requires Government approval on the number of additional staff that has to be recruited for vacant positions irrespective of the actual number required by TFDA. TFDA has to recruit its staff through the Public Service Secretariat; in both cases it is the government which has the final say. The implication of this lead to chronic existence of shortages in staff. Without the adequate number of required staff the efficiency and effectiveness of services offered to customers will be adversely affected. This will in turn lower the quality of services offered to customers and lower customer satisfaction.
- xii. Inadequate working facilities; TFDA has inadequate number of vehicles required to conduct inspection and to conduct public

education. The implication of this situation is TFDA impeded from conducting inspections which is supposed to enforce regulations on food, drugs, medical devices, and cosmetics.

- xiii. Current Management Information System (MIS); the current TFDA MIS is characterized with system failure. The MIS is supposed to facilitate the TFDA staff to work more efficiently and effectively. The failure of MIS leads the slowdown of processes of registration and follow up which in turn leads to customers' dissatisfaction.
- xiv. It was noted that implementation of the Public Procurement Act No.4 of 2005 imposes procedures which require a long process.
- xv. There is no formal payment tracking system

8.1 Recommendations:

The consultants would like to make the following recommendations based on the above findings;

a) Customer satisfaction:

TFDA to enhance current efforts to motivate staff.

In order to motivate staff TFDA needs to do the following (i) using staff performance evaluation system as a basis for determining performance awards. As best practice in management, rewards in the incentive systems should be linked to performance. (ii) To implement the incentive system comprehensively so that every item mentioned in the incentive system is rewarded. For example, innovation is not rewarded despite the fact it is included in incentive scheme.

b) **Priority areas that need to be addressed by the authority with a view to improve service delivery.**

- *TFDA to ensure that the zones receive updated SOPs on time.* Adjusting the production of updated SOPs to be in line with expiry date of the existing SOPs. This will enable distribution of SOPs to reach zones on time.
- *The client service charter needs to be reviewed so as to provide realistic timeframes which meet TFDA's technical standards for service delivery as well as customer expectations.* The client service charter has to be reviewed so as to provide realistic timeframes for service delivery and meet the expectation of many customers. This can be done through a participatory process where TFDA and stakeholders jointly review the current client service charter focusing on its weaknesses. Such joint review will identify reasons why for example time frame is unrealistic. This process will result in a workable timeframe for service delivery turnaround.

c) **Factors that hinder service delivery to TFDA's customers:**

- TFDA should fast track migration from the current MIS to the New MIS which will be used by all TFDA offices wherever they are. Furthermore the new MIS will allow only line processing of the request from customer, such registration of the products whereby all stages will be conducted online. Development of MIS infrastructure, capacity building of IT staff in order to facilitate utilization of the MIS
- *TFDA to petition the Public Procurement Regulatory Authority (PPRA) with proposals on how to shorten the procurement process so as to speed up procurement and avoid the adverse impact of the delays in service delivery and customer satisfaction.* Based on the current reviewed Public

Procurement Regulatory Authority (PPRA) procedures, TFDA to petition PPRA to streamline the procurement process so as to speed up the procurement procedures.

- *TFDA to petition the government to be given fiscal autonomy which matches its statutory autonomy.* Lack of fiscal autonomy has made TFDA not getting the adequate budget to full fill its needs for service delivery. This is a real constraint on the ability of TFDA to deliver service to its customers. TFDA to petition the government to be given fiscal autonomy. This can be done through the Board of directors and the parent ministry.

TFDA to mainstream inspection functions and compliance enforcement to the Local Government Authorities (LGA's) so that the LGA's staffs that perform these functions can be made accountable to the district council for their performance. TFDA to mainstream inspection functions to the Local Government Strategic Plan and organization structure so that the LGA's staff that performs the inspection can be made accountable to the district council for their performance. Mainstreaming should be complemented by TFDA's quality control on the performance of respective local government employees. This can be accomplished among others by developing clear guidelines on the roles and procedures to be used by the respective local government employees. (i) Inspection functions should be incorporated in the organizational structure of the LGAs (ii) to incorporate the work plans of the staff assigned to perform inspection in the annual work plans of LGAs.

d) **Internal capacity building areas that TFDA needs to focus**

- *TFDA to scale up efforts to enhance ethics/confidentiality, customer care skills and information delivery to stakeholders.* TFDA needs to do two major things (i) scale up the aspects of satisfaction which have been mentioned by external customers namely ethics/confidentiality, customer care skills and information delivery to stakeholders. (ii)innovate new ways of cultivating external customer satisfaction for example TFDA should be able to set customer satisfaction targets and incorporate them in the current strategic plan so that customer satisfaction becomes a factor in itself. It should also address dissatisfaction in the following areas: ethics/confidentiality, customer care skills and information delivery to stakeholders
- *TFDA to fast track its efforts to enhance the capacities of Business Support and Medicines and Cosmetics directorates.* In Medicines and Cosmetics there are technical and professional requirements on the timeframe for approving their safety. For example, in medicines, the minimum requirement is 18 months. However, in the clients service charter the time frame is 6 months. The 6 months' timeframe in client service charter cultivate expectations on approval in the timeframe which is far shorter than the technical requirement. In this situation there is a conflict in timeframe for approval between the consumer and the performance of division of Medicines and Cosmetics. This is the major factor which causes customer dissatisfaction. It is recommended that TFDA re-aligns the technical and professional requirements to the targets set in the client's service charter.

As stated above most staff deficit is in Business Support division. This indicates that the business division is weak in the human resource capacity. This cause delays in the service delivery and cultivates customer dissatisfaction. TFDA needs to advocate and appeal for establishment autonomy to match its institutional autonomy. Once there is autonomy will be able to recruit the number staff required to deliver services efficiently and effectively.

- TFDA to support implementation of a comprehensive public education program to reach the general public and clients throughout the country. TFDA should intensify its public awareness campaign in order to elevate positive public perceptions from 56.4 % and target to reach 100%. This can be done by.(i) allocating adequate fund to support public education programs. (ii)Target and tailor make public education campaign to its customers. This will mean identifying the current and potential customers and disseminate information which pertinent to their relationship with TFDA based on the customer segment.(iii)increasing resource allocated for public education.
- *TFDA to enhance efforts in improving capacity building in human resources, transport and office space.* TFDA needs to fast track the process of petitioning for an autonomous status in order to acquire establishment autonomy. Establishment autonomy will enable TFDA to decide on the number of staff to be recruited. It also needs to increase its office space and vehicles for transporting employees to work related activities especially inspections.
- *TFDA to develop a payment tracking system in order to accelerate payment and curb delays.* This can be done by indenting bottlenecks in

moving the process of authorization. On the basis of bottlenecks issues the guidelines on how to remove the bottlenecks. Establish an institutional framework for tracking payments.

- *The evaluation of the implementation of the strategic plan to be conducted by using external evaluation expertise in order to get an independent and an impartial view of the effectiveness and efficiency of the plan implementation.* The evaluation of the implementation of the Strategic plan has to be conducted by an external evaluation expert to get an independent and an impartial view of the effectiveness and efficiency of the plan.

ANNEXTURE.1: Terms of Reference (ToR)

SN	TOR ITEMS
1. 0	<p>Background</p> <p>Tanzania food and drugs authority (TFDA) is a semi-autonomous regulatory body under the ministry of health and social welfare which is responsible for protecting and promoting public health by ensuring safety , quality and effectiveness of food , medicine, cosmetic and medical devices. TFDA is established under the Tanzania food, drugs and cosmetics Act of 2003, and cap 219 and it operates in accordance with the Executive Agency Act No. 30 of 1997.</p> <p>TFDA’s vision is become the leading African Regulatory Authority in ensuring safety, quality and effectiveness of foods, medicines, cosmetics and medical devices for all.</p> <p>In order to achieve its mission and vision, TFDA strives to strengthen food, medicines, cosmetics and medical devices registration; licensing; laboratory analysis, inspection and public education services. The Authority also implements of Quality management systems (QMS) aiming at improving organizational performance through review of services delivery processes and procedures. TFDA is always committed to provide quality services in response to customers’ need and expectations without compromising the safety, quality and efficacy of regulated products.</p>
1.1	<p>TFDA’s functions</p> <ul style="list-style-type: none"> • Regulating the importation, manufacturing, labeling, distribution, storage, promotion and sale of food, drugs, herbal drugs, cosmetics and medical devices. • Inspection of manufacturing facilities, product outlets and inlets to verify compliance to set standards and practices. • Prescribing standards quality, safety, and effectiveness of food, drugs, cosmetics and medical devices; • Evaluation and registration of food, drugs, cosmetics and medical devices before approval for use; • Issuing licenses and permit for dealing in product regulated by the authority; • Analyzing food, drugs, cosmetics and medical devices to determine their quality, safety and effectiveness; • Promoting rational use of drugs, herbal drugs, cosmetics and medical devices; • Educating and providing unbiased information to the stakeholders and the general public on the regulated products. <p>These activities are executed by TFDA using staffs that are placed into different</p>

	<p>directorates, units and zone offices. Other TFDA functions have been delegated and executed through Regional Administration and Local Government Authorities (RALGA).</p>
1.2	<p>Organization structure</p> <p>TFDA headed by Director General (DG) who is the Chief Executive Officer and manages day to day operations of the authority. Under the DG there are four (4) directorates as follows:-</p> <ul style="list-style-type: none"> • Directorate of Medicine and Cosmetics. • Directorate of Food Safety. • Directorate of Laboratory Services. • Directorate of Business Support. <p>In addition, the office of the Director General is comprised of Legal counsel, Quality Assurance Unit, Procurement and Chief Internal Audit Units. There are also five (5) Zone offices located in Mwanza, Mbeya, Arusha, Dar es Salaam and Dodoma which caters for 17 Regions countrywide. TFDA are collaborates with Prime Ministers – RALGA Officials in enforcing the law.</p>
2.0	<p>Needs for Service Delivery Survey</p> <p>In line with Public Service Reform Programmes (PSRPs) public organizations ought to consider value for money and improved public service delivery. In this respect, TFDA is determining to continuously keep on improving the services offered to its customers and stakeholders so as to attain its quality policy commitment. The Authority had previously commissioned two customer service delivery survey in 2004 and 2008 years. In addition, self assessment of the performance of TFDA conducted in year 2005.</p> <p>TFDA deals with wide cross section of stakeholders such as product manufacturers, distributors, wholesalers and retailers; law enforcement agencies; practitioners and researchers; health care’s providers; NGOs; consumers and general public as well as the media. The expectations of these stakeholders from TFDA are diverse, and their interest may at times be in conflict. The goal of TFDA is to maintain a high level customers and stakeholders satisfaction.</p> <p>TFDA is also committed towards improving the working environment for its internal customers, for example through internal capacity building. The agency is also keen to strengthen the linkages with other collaborators including, but not limited to local governments authorities.</p> <p>The authority would like to develop a roadmap that outlines quality improvement milestones that will fast track the realization of its vision. TFDA would to engage its customers with a view if improving the relevance, efficiency and effectiveness of service delivery.</p>
3.0	<p>Purpose of the Service Delivery Survey</p>

	<p>The service delivery survey is aimed at identifying the area that TFDA need to improve in with a view to enhancing quality service delivery to its customers and stakeholders. The survey will recommend the priority areas that TFDA needs to focus on in improving its services delivery and customer satisfaction levels with focus to protect and promote public health. The result from the survey will also serve as input for establishing forum for the stakeholders.</p> <p>More specifically, the results from this survey will:-</p> <ol style="list-style-type: none"> i) Serve partly as input into the development of 4th generation strategic plan due to findings on implementation status of the previous plan and ongoing one; ii) Set the techniques and stages to maintain already acquired ISO certification, Lab prequalification and Accreditation certificates; iii) Contribute towards the establishment of performance standard for TFDA and its employees; iv) Recommend quick wins that TFDA needs to pursue. v) To revise the Client Service Charter of 2012.
<p>4.0</p>	<p>Scope and Objective of the Consultancy</p> <p>This consultancy will examine the customer satisfaction level for TFDA’s customers and stakeholders. It will address the factor that contribute or hinder effective and efficient customer service delivery for service offered by TFDA. The survey will also highlight priority issues that need to be addressed by TFDA in order to make the Agency more customers focused.</p> <p>The consultant will again consider the relationship between TFDA and other partners such as, but not limited to, the ministry of health and social welfare, Ministry of livestock Development, Ministry of Foreign Affairs, PMO – RALG, Ministry of Agriculture and Food Security, Ministry of Industry, Trade and Marketing, Ministry responsible for Fisheries, Tanzania Revenue Authority, Police Crime Commission, Immigration Anti –Drug Commission, TBS, GCLA, TFNC and SIDO amongst others.</p> <p>The survey will also establish the protection of International Community development partners on TFDA by reaching out to partners such as, but not limited to, MSH, WHO, FAO, DANIDA, UNICEF, EAC and SADC among others. The survey will further reach out to both internal customers (TFDA employees) as well as external customers who are among important TFDA stake holders including professional bodies (such as Veterinary Board of Tanzania, Pharmaceutical society of Tanzania, Pharmacy Council), TAFOPA, TAPI, and TPMA. NGOs that deal with areas that are relevant to TFDA will also be included in the survey.</p> <p>The consultants are expected to develop and pre-test survey instruments. They</p>

	<p>are also expected to sample the customers and administer the survey instruments by designing appropriate methodologies that will cover the whole region in Tanzania and agreed upon with TFDA management before they proceed to the field to collect data.</p> <p>The objectives of the consultancy are to:-</p> <ul style="list-style-type: none"> i) Assess customer satisfaction level for the services offered by TFDA; ii) Identify priority areas that need to be addressed by the authority with a view to improving service delivery; iii) Identify changes (quick wins) that TFDA needs to undertake to improve its business processes and corporate image; iv) Identify and analyze the main customer segments for TFDA; v) Examine the factors that enhance or hinder service delivery to TFDA's customers; vi) Identify internal capacity building areas that TFDA needs to focus on with view to enhancing her visibility, corporate image and customers relationship management; vii) Provide customer satisfaction index for each of the directorates within TFDA as foundation for setting the performance standard.
<p>4.1</p>	<p>Inputs & Scope of Work</p> <p>The consultant(s) will:-</p> <ol style="list-style-type: none"> 1. Produce an inception report, within the first week of starting the work which will include a brief write up on the methodology and approach to be used during the assignment and timeline for this consultancy; 2. Review and analyze key documents that have been prepared by TFDA such as strategic plans and other relevant documents that may be useful in understanding this assignment; 3. Design a work plan for the assignment and present it to the TFDA management; 4. Interview TFDA staff headquarters and in the field as well as other key stakeholders and customers to identify current opportunities and key challenges being faced in the current service delivery framework; 5. Hold debriefing meetings with the focal officer at TFDA bi-weekly and meetings with the Director General of TFDA monthly; 6. Present to TFDA management the findings of the customers satisfaction survey as well as recommendation that will make TFDA achieve a higher customer satisfaction level; 7. Hold a one day seminar with TFDA staff communicate the findings of the customers satisfaction survey, and to clarify their implication on staff in the respective directorates;

	8. Produce reports as detailed under ‘output and deliverable’ section.
4.2	<p>Output and Deliverables</p> <p>The consultant (s) will deliver the following:-</p> <p>a) An inception within 1 week of commencing the assignment.</p> <p>b) A draft report containing:</p> <ul style="list-style-type: none"> • Executive Summary • The findings from the desk review and field visits • An analysis of the current customer satisfaction levels • A summary of recommendations for the organizational process that should be prioritized to boost customer satisfaction levels • A set of quick wins that must be implemented to engage in cultural transformation <p>c) Findings of the customer satisfaction survey.</p> <p>d) A final report containing:</p> <ul style="list-style-type: none"> • Findings from the customer satisfaction survey and fields visits • Summary of the customer satisfaction indices across the main customer segments; • Recommendations on changes that need to implemented in the internal business processes with view to enhancing customer satisfaction; • Recommendation of other areas that, in the consultants’ views, will need further interventions.
5.0	<p>Competence and Expertise Requirement</p> <p>The team of consultants must have the following expertise / experience:</p> <ul style="list-style-type: none"> • Proven expertise in marketing, customer relationship management and sound knowledge in change Management. • Knowledge in either Total Quality Management(TQM), Quality Management Systems based on ISO standard or other quality improvement approaches; • Research Experience; • Experience Working in Cross-Cultural setting; • Familiarity with Government operations and those of public sector institutions; • Experience in introducing results oriented management approaches in public sector institution; • Proven expertise in business Process re-engineering; • Analytical skills needed to notify key factors, and understand how they interrelate;
6.0	<p>Contracting / Reporting</p> <p>The consultant will report to the Director General, Tanzania Food and Drugs</p>

	Authority (TFDA).
7.0	<p>Background Documents</p> <p>The following document and report will be made available to the consultants:</p> <ul style="list-style-type: none"> • Tanzania Food, Drugs and Cosmetics Act, 2003 • TFDA strategic Plans for 2003-2008, 2008 / 09 – 2012 / 13 and 2012 / 13 – 2016 / 17 • TFDA Business Plan 2012 -2013 • TFDA Annual Plans • Clients’ Services Charter, 2012 • Other documents that the consultant may deem fit for successful completion of this assignment.
8.0	<p>Time Frame</p> <p>The assignment will start immediately after contracting the consultants. It will be completed within three months from commencement date.</p>

ANNEXTURE.2: Staff Questionnaire

TANZANIA FOODS AND DRUGS AUTHORITY



SERVICE DELIVERY SURVEY

STAFF SURVEY QUESTIONNAIRE

2013

STAFF SATISFACTION SURVEY ON THE SERVICES PROVIDED BY TFDA

Introduction

Tanzania Foods and Drugs Authority have commissioned Ms Economic and Business Foundation Tanzania Limited (EBFTZ) to conduct service delivery survey. The service delivery survey is aimed at identifying the area that TFDA need to improve in with a view to enhancing quality service delivery to its customers and stakeholders. As part of this assignment, Consultants are carrying out a customer satisfaction survey to determine the levels at which TFDA is fulfilling customer's expectations.

Please take a few moments to complete this satisfaction survey.

PART 1: RESPONDENT'S PROFILE

1.1 **Name of Respondent** (Optional)

1.2 **Age of respondent**

Under 25	26-35	36-45	46-55	56+
(1)	(2)	(3)	(4)	(5)

1.3 **Gender**

Male	Female
(1)	(2)

1.4 **Educational background**

Prima	For	Form	College	University	Masters	Degree	PhD
	m		Certificate	Degree	or		

ry	IV	VI	/Diploma	Equivalent	or Equivalent	
(1)	(2)	(3)	(4)	(5)	(6)	(7)

1.5 Which directorate of TFDA do you serve? Tick in the appropriate box

Directorates	Tick(√)
Office of the Director General	
Business Support	
Food Safety	
Medicines and Cosmetics	
Laboratory services	

1.6 What is your current position (e.g. Director, Manager etc.).....

1.7 Work experience with TFDA

1-3 Years	4-7 Years	8-11 Years
(1)	(2)	(3)

1.8 Do you know and understand the mission and vision of TFDA?

Yes	No
(1)	(2)

PART 2: EVALUATION OF TFDA BY STAFF

2.1 Rating of the leadership of TFDA: Rate the Leadership of TFDA (Directors and Line managers) in the following areas by putting a tick (√) in the appropriate box;

CODE S	Statements to be ranked	Excellent (6)	Very Good (5)	Good (4)	Fair (3)	Poor (2)	Very Poor (1)
a	Ability to set the future direction of TFDA (Visioning)						
b	Ability to solve TFDA's Problems						
c	Ability in Managing TFDA's Resources: People, Finance and other resources						
d	Ability to Communicate with staff & other stakeholders (Speaking, Motivating, Persuasion, Writing)						
c	Ability in Liaising (Forming Strategic Alliances, Co-operation, etc.)						
f	Ability to plan (Long-range plans; Medium-range Plans; Short-term plans						
g	Ability and strength to marshal and inspire its staff to increase its operations:						
h	Moral and ethical standing and						

	accountability:						
i	Ability to produce remarkable Results						
j	Ability to project a good image of TFDA						

2.2 General management practices: Rate the management practices of TFDA by putting a tick (√) in the appropriate box

	strongly agree (5)	Agree (4)	neither agree nor disagree (3)	disagree (2)	strongly disagree (1)
a) Makes great efforts to increase salaries and incentives for staff					
b) Management motivates staff					
c) Encourages critical thinking and innovation					
d) Good behavior is rewarded and poor behavior is punished					
e) Management provides information on time					
f) Decisions are made in a participatory manner					
g) Information is regularly used in decision making					
h) Rules and regulations are consistently followed in TFDA					

2.3 Human resources management at TFDA: Rate the human resources management practices in the following areas by putting a tick (√) in the appropriate box (a) Salaries, appointments, promotions and disciplinary actions

	Every time (6)	Most of the times (5)	Some of the times (4)	Rarely (3)	Never (2)	Don't know (1)
a) Makes great efforts to improve schemes of service and salary structures						
b) The most competent persons are appointed to vacant posts						
c) Appointments are made in a transparent and fair manner						
d) Promotions are made on the basis of merit/competence						
e) Promotions are made in a transparent manner						
f) Correct and timely information on personnel matters is availed and treated in confidence						
g) Incompetent staff are encouraged and trained						
h) Corrupt practices are not tolerated						

2.4 Staff appraisal meeting with subordinates or supervisors to discuss performance

	Never	once a year	a twice a year	Quarterly	Monthly
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	(1)	(2)	(3)	(4)	(5)
a) Meeting with subordinates					
b) Meeting with supervisor					

2.5 On Completion of performance evaluation

completion of performance evaluations	No (1)	Yes (2)
a) Received formal appraisal over the previous year		
a) Appraisals based on predetermine and agreed annual objectives and targets		

2.6 WORKING ENVIRONMENT: Rate the Working Environment of TFDA in the following areas by putting a tick (√) in the appropriate box

	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
a) The Buildings are kept in good Condition					
b) Adequate office space					
c) Materials and Furnishings are sufficient					
d) ICT equipment is available and sufficient					

2.7 FINANCIAL SERVICES: Rate the **services offered by the FINANCE, ACCOUNTING and PROCUREMENT Functions** in the following areas by putting a tick (√) in the appropriate box

	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
a) Salaries are paid on time					
b) Payments for extra-work and other claims are made properly and on time					
c) Revenue collection policies and practices are adequate and followed					
d) Working facilities (e.g. stationery) are readily available when needed					
e) Working facilities are of good quality and adequate					

2.8 GENERAL ADMINISTRATION: Rate the **services offered by the RECORDS, SECRETARIAL, SECURITY and CLEANING Functions** in the following areas by putting a tick (√) in the appropriate box:

	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
a) Information on staff particulars (e.g. leave entitlement) is well					

kept in files					
b) Information on staff particulars (e.g. leave entitlement) is easy to retrieve					
c) Secretarial Services (e.g. typing and photo-copying) are adequate					
d) Secretarial Services (e.g. typing and photo-copying) are fast					
e) Transport facilities are adequate for official functions					
f) Security Services are adequate					
g) TFDA's compound is well kept					

PART 3: STAFF EVALUATION OF THE DELIVERY OF LINE FUNCTIONS OF TFDA

3.1 CORE FUNCTIONS: Rate TFDA's performance in the delivery of the following core functions by putting a tick (√) in the appropriate box

CORE FUNCTIONS	VERY GOOD (4)	GOOD (3)	SATIS-FACTORY (2)	NOT SATIS-FACTORY (1)
(a) Product promotion control				
(b) Laboratory Analysis for quality, safety and effectiveness				
© Post marketing product risk analysis				
(d) Import and Export Control				
(e) Premises registration and licensing				

(f) Product evaluation and registration				
(g) Inspection				
(h) Pharmacovigilance				
(i) Public Education				

3.2 THE QUALITY OF TFDA’S SERVICES: Please, rate the services that you provide to your clients in terms of quality. **(01:Poor,02:less than satisfactory:,03:Satisfactory,04 Good:,05:Excellent)**

CODE	QUALITY ASPECT	RATING
(a)	Responsiveness to the services required e.g. promptness, provision of relevant support	
(b)	Clarity: e.g. understandable and user friendly letters, forms and documents, processes and other service information to client	
(c)	Accuracy: e.g. of advice, information, payments	
(d)	Appropriateness: e.g. fit to the needs and circumstances of the client	

3.3 TIMELINESS OF TFDA’S SERVICES: Please, rate the services you provide your clients in terms of **timeliness**, the speed and efficiency of the administration of the service delivery process to clients. **(01: :Poor,02:less than satisfactory:,03:Satisfactory,04: Good:,05:Excellent)**

CODE	ASPECT OF TIMELINESS	RATING
(a)	Responding to client contacts: e.g. letters, emails, phone messages	
(b)	Processing: e.g. registration, applications, refund claims for services not offered,	
(c)	Appointments: (e.g. availability from time of booking, waiting times for a booked appointment to start);	

(d)	Emergency service: e.g. help where no appointment has been made;	
(e)	Telephone service: e.g. time to get through to a staff member, phone appointments, response time to a ringing phone, duration for returning calls	
(f)	Availability of service information: manually and online	
(g)	Complaints resolution: response time.	

3.4 TFDA’s RELATIONSHIPS WITH HER CLIENTS: Please, rate the services you provide your clients in terms of relationship, i.e. the kind of relationship TFDA has with her clients. **(01: :Poor,02:less than satisfactory,03:Satisfactory,04: Good,05:Excellent)**

CODE	ASPECT OF RELATIONSHIP	RATING
(a)	Compliance: clear explanations on procedures of accessing the services, client responsibilities and obligations	
(b)	Advice: consistency, accuracy, and impartiality when advising clients.	
(c)	Staff manner and interpersonal skills: staff identification, friendliness, helpfulness, respect, sensitivity to the client’s needs, explaining and listening carefully to the clients.	

PART 4: SERVICE IMPROVEMENTS

1: Generally, which service areas do you think need improvement in TFDA (Please mention all)?.....

2: What type of service improvements would you propose for TFDA?.....

3: In terms of systems and processes that TFDA uses, what do you think should be improved?.....

.....
.....
.....

4: In terms of TFDA staff welfare, what areas should be improved so that they can improve their services?

.....
.....
.....

...End...

Thank You for Your Cooperation!

ANNEXTURE.3: Customer Questionnaire

TANZANIA FOODS AND DRUGS AUTHORITY



SERVICE DELIVERY SURVEY

CUSTOMER SURVEY QUESTIONNAIRE

2013

CUSTOMER SURVEY QUESTIONNAIRE

Introduction

Tanzania Foods and Drugs Authority have commissioned Ms Economic and Business Foundation Tanzania Limited (EBFTZ) to conduct service delivery survey. The service delivery survey is aimed at identifying the area that TFDA need to improve in with a view to enhancing quality service delivery to its customers and stakeholders. As part of this assignment, Consultants are carrying out a customer satisfaction survey to determine the levels at which TFDA is fulfilling customer's expectations.

Please take a few moments to complete this satisfaction survey.

PART 1: RESPONDENT PROFILE

Tick the group of Stakeholder category from the list below:

S/ N	Stakeholder's Category	Tick Your Category				
		Line of Service				
		Food	Drug s	Cosmeti cs	Medical devices	
1.	Product Manufacturer					
2.	Import /distributors/Wholesales					
3.	Exporter/distributors/Whol esales					
4.	Whole sellers					
5.	Retailers					
6.	Ministry					
7.	Law enforcements					
8.	Practitioners and Researcher					
9.	Health care provider					
10.	Media					
11.	Development Partners					

12.	Executive Agency	
13.	Others (Mention)	

1.1 What is your gender? tick (√) where appropriate

Male	Female
(1)	(2)

1.2 In which age group do you belong?

18-30 Years	31-45 Years	46-55 Years	56-60 Years	60 years +
(1)	(2)	(3)	(4)	(5)

1.3 What is your highest level of education?

None of the level	Primary	Secondary	College Cert/Diploma	Degree/Equivalent	PhD
(1)	(2)	(3)	(4)	(5)	(6)

PART2: GENERAL AWARENESS ON SERVICES AND OPERATIONS

2.1 For how long have you known TFDA services and operations?

Less than 6 months	1-3 years	4-6 years	Above 6 years
(1)	(2)	(3)	(4)

2.2 From which source of information did you firstly know TFDA services and operations?

	Source	Tick(√)
1.	Radio	
2.	Television	
3.	News Paper	
4.	Public Announcement	
5.	Friend	
6.	Meetings/workshop/seminars	
7.	Website/Email	
8.	Telephone	
9.	Social Network	
10.	Others (Mention)	

PART 3: CUSTOMER SATISFACTION

3.1 How long have you used TFDA service? Tick in one of the boxes below

Less than a Month	1-6 Months	1-3 Years	Over 3 Years	Never Used
(1)	(2)	(3)	(4)	(5)

3.2 How often do you use TFDA service?

Always	Once a Week	2-3 Times a Month	Once a Month	Less than a Month
(1)	(2)	(3)	(4)	(5)

3.3 Overall, how satisfied were you with TFDA service?

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	N/A
(1)	(2)	(3)	(4)	(5)	(6)

3.4 Would you recommend TFDA service to colleagues or contacts within your industry?

Definitely	Probably	Not Sure	Probably Not	Definitely Not
(1)	(2)	(3)	(4)	(5)

3.5 How likely are you to continue doing business with TFDA in the future?

Dislike	Very unlikely	Unlikely	Neutral	Likely	Very likely
(1)	(2)	(3)	(4)	(5)	(6)

3.6 What aspect of the TFDA service were you most satisfied with?

Aspect	Fairly Satisfied (1)	Satisfied (2)	Highly Satisfied (3)
Quality of service delivered			
Customer service			
Duration for service delivered			
Information delivered			
Respect of confidentiality			
Accessibility			
Working Environment			
Professionalism			
Price			
Speed in decision making			

3.7 What aspect of the TFDA service were you most dissatisfied with?

Aspect	Very dissatisfied	Dissatisfied
Quality of service delivered		
Customer service		
Duration for service delivered		
Information delivered		
Respect of confidentiality		
Accessibility		
Working Environment		
Professionalism		
Price		

Speed in decision making		
--------------------------	--	--

3.8 Please rate our customer service on the following attributes

CODES	Attributes	Poor (1)	Fair (2)	Good (3)	Very Good (4)	Excellent (5)
3.8.1	Responsiveness					
3.8.2	Professionalism					
3.8.3	Politeness					
3.8.4	Knowledge of the problem					
3.8.5	Efficiency in solving the problem					
3.8.6	Manner of handling follow-up questions					

PART 4: SERVICE PERFORMANCE

4.1 Please rate the TFDA service performance in the following areas:

Service Area		Highly Satisfied (6)	Satisfied (5)	Not Satisfied (4)	Highly Unsatisfied (3)	Neutral (2)	D/K (1)
Registration of	food						
	drugs						
	cosmetics						
	medical devices						
Control of import of	food						
	drugs						
	cosmetics						
	medical devices						
	food						

Control of export of	drugs						
	cosmetics						
	medical devices						
Analysis of	food						
	drugs						
	cosmetics						
	medical devices						
Inspection of and	food,						
	drugs,						
	cosmetics						
	medical devices						
Issuance of permits, licenses and certificates for	food						
	drugs						
	cosmetics						
	medical devices						
Inspection of premises and post marketing surveillance in regard to	food						
	drugs						
	cosmetics						
	Medical devices						
Control of conduct of clinical trials;							
Control of product promotion;	food						
	drugs						
	cosmetics						
	Medical devices						
Public education on	food						
	drugs						
	cosmetics						
	medical devices						
Monitoring of adverse drug							

reactions (ADR), serious adverse events (SAEs) related to medicines clinical trials and food borne diseases (FBD);							
Others (Mention).....							

4.2 **THE QUALITY OF TFDA'S SERVICES:** Please, rate TFDA services in terms of quality. (**01:Poor,02:less than satisfactory:,03:Satisfactory,04 Good:,05:Excellent**)

CODE	QUALITY ASPECT	RATING
(a)	Responsiveness to the services required e.g. promptness, provision of relevant support	
(b)	Clarity: e.g. understandable and user friendly letters, forms and documents, processes and other service information to client	
(c)	Accuracy: e.g. of advice, information, payments	
(d)	Appropriateness: e.g. fit to the needs and circumstances of the clients	

4.3 **TIMELINESS OF TFDA'S SERVICES:** Please, rate the TFDA services in terms of timeliness, the speed and efficiency of the administration of the service delivery process to clients.(**01: :Poor,02:less than satisfactory:,03:Satisfactory,04: Good:,05:Excellent**)

CODE	ASPECT OF TIMELINESS	RATING
(a)	Responding to client contacts: e.g. letters, emails, phone messages	
(b)	Processing: e.g. registration, applications, refund claims for services not offered,	
(c)	Appointments: (e.g. availability from time of booking, waiting times for a booked appointment to start);	
(d)	Emergency service: e.g. help where no appointment has been made;	
(e)	Telephone service: e.g. time to get through to a staff member, phone appointments, response time to a	

	ringing phone, duration for returning calls	
(f)	Availability of service information: manually and online	
(g)	Complaints resolution: response time.	

4.4 **TFDA’s RELATIONSHIPS WITH THEIR CLIENTS:** Please, rate the services provided by TFDA to its clients in terms of relationship, i.e. the kind of relationship TFDA has with her clients.(01: :Poor,**02:less than satisfactory**,**03:Satisfactory**,**04: Good**,**05:Excellent**)

CODE	ASPECT OF RELATIONSHIP	RATING
(a)	Compliance: clear explanations on procedures of accessing the services, client responsibilities and obligations	
(b)	Advice: consistency, accuracy, and impartiality when advising clients.	
(c)	Staff manner and interpersonal skills: staff identification, friendliness, helpfulness, respect, sensitivity to the client’s needs, explaining and listening carefully to the clients.	

PART 5: ADDITIONAL VIEWS

Give your additional views on what areas should TFDA improve on.

- 1).....
-
- 2).....
-
- 3).....
-
- 4).....
-
- 5).....

...End...

ANNEXTURE.4: Public Questionnaire

TANZANIA FOODS AND DRUGS AUTHORITY



SERVICE DELIVERY SURVEY

PUBLIC SURVEY QUESTIONNAIRE

2013

Introduction

Tanzania Foods and Drugs Authority have commissioned Ms Economic and Business Foundation Tanzania Limited (EBFTZ) to conduct service delivery survey. The service delivery survey is aimed at identifying the area that TFDA need to improve in with a view to enhancing quality service delivery to its customers and stakeholders. As part of this assignment, Consultants are carrying out a customer satisfaction survey to determine the levels at which TFDA is fulfilling customer's expectations.

Please, I will take a few minutes of your time to ask you some questions in order to complete this survey.

Region _____ District _____

PART 1: RESPONDENT PROFILE

1.4 What is your gender? tick (✓) where appropriate

Male	Female
(1)	(2)

1.5 In which age group do you belong?

18-30 Years	31-45 Years	46-55 Years	56-60 Years	60 years +
(1)	(2)	(3)	(4)	(5)

1.6 What is your highest level of education?

None of the level	Primary	Secondary	College Cert/Diploma	Degree/Equivalent
(1)	(2)	(3)	(4)	(5)

1.7 What is your present occupation?

Code	Occupation	Tick as appropriate (✓)
1	Peasant/Farmer	
2	Paid Employment	

3	Student	
4	Business	
5	Pastoralist	
6	Religious Leader	
7	Casual Laborer	
8	Un Employed	
9	Retired	
10	Others (Mention)	

PART 2: COMMUNITY UNDERSTANDING AND PERCEPTION ON TFDA SERVICES AND OPERATIONS

2.1 What is your level of understanding about TFDA?

Code	Level of Understanding	Tick as appropriate ()
1	Knows a lot	
2	Knows a little	
3	Never Heard	

Note: If the answer is code 3, skip to Part 3, question 3.3

2.2 From which of the following Regulated services do you know about TFDA Services? (Probe first before leading)

Line of Services	Knows a lot (2)	Knows little (1)
Registration of Food, Drugs, Medical devices		
Control of import and export of Foods, Drugs and Medical devices		
Analysis of Food, Drugs, and Medical devices		
Inspection of Food, Drugs, Medical devices		
Issuance of permits, licenses and certificates for food, drugs and Medical devices		
Inspection of premises and post marketing surveillance		
Control of conduct of		

clinical trials		
Control of product promotion		
Public education on Food, Drugs, Medical devices		
Monitoring of adverse drug reactions (ADR)		

2.3 What is your perception on TFDA services?

Perception	Tick as appropriate ()
Excellent	
Very Good	
Good	
Neutral	
Fair	
Poor	

PART 3: INFORMATION CREDIBILITY AND EFFECTIVENESS

3.1 From which source (s) of information did you firstly heard about TFDA services?

Source of Information	Tick
Radio	
Friends	
Guardian/Relative	
Government Leaders	
Community Leaders (Specify)	
News Papers	
Television	
Brochures	
Public meetings	
Posters	
Fliers	
Peer groups	
Short Mobile Messages (SMS)	
Public Announcements (PAs)	
Postal services	
Hand Delivery Letter	
Telephone Calls	
Exhibitions	
Others (Mention)	

3.2 From the source of information ticked above, we would like to know how much information about TFDA Services you got from this source in the last six months.

Source of Information	Nothing	Little	Much	Do not Remember
Radio				
Friends				
Guardian/Relative				
Government Leaders				
Community Leaders (Specify)				
News Papers				
Television				
Brochures				
Public meetings				
Posters				
Fliers				
Peer groups				
Short Mobile Messages(SMS)				
Public Announcements (PAs)				
Postal services				
Hand Delivery Letter				
Telephone Calls				
Others (Mention)				

3.3 From which source would you prefer to receive information about TFDA services? **(Has also to be answered by a person who ticked 2.1 code 3 above)**

Source of Information	First	Second	Third
Radio			
Friends			
Guardian/Relative			
Government Leaders			
Community Leaders (Specify)			
News Papers			
Television			
Brochures			
Public meetings			

Internet websites			
Posters			
Fliers			
Public Announcements			
Peer groups			
Short Mobile Messages			
Public Announcements (PAs)			
Postal services			
Hand Delivery Letter			
Telephone Calls			
Others (Mention)			

PART 4: GENERAL PERCEPTION ON PRODUCTS REGULATED BY TFDA

4.1 Do you feel safe to use TFDA approved products?

Yes (1)	No (2)

4.2 Do you believe there are fake and substandard products controlled by TFDA?

Yes (1)	No (2)

4.3 Is TFDA doing enough to fight the infiltration of fake and substandard products?

Yes (1)	No (2)

5.0 CHALLENGES AND RECOMMENDATIONS

5.1 What challenges do you think TFDA face in performing its functions?

.....

.....

.....

5.2 What do you recommend to address the above challenges?

.....
.....
.....
.....

...End...

Thank You

ANNEXTURE.5: Reasons for Increased Staff Satisfaction

Management practices as the criterion used for increased staff satisfaction index

Makes great efforts to increase salaries and incentives for staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
disagree	6	7.6	7.6	10.1
neither agree nor disagree	20	25.3	25.3	35.4
Agree	36	45.6	45.6	81.0
strongly agree	15	19.0	19.0	100.0
Total	79	100.0	100.0	

Management motivates staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	1	1.3	1.3	1.3
disagree	6	7.6	7.6	8.9
neither agree nor disagree	23	29.1	29.1	38.0
Agree	46	58.2	58.2	96.2
strongly agree	3	3.8	3.8	100.0
Total	79	100.0	100.0	

Encourages critical thinking and innovation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
disagree	10	12.7	12.7	15.2
neither agree nor disagree	28	35.4	35.4	50.6
Agree	32	40.5	40.5	91.1
strongly agree	7	8.9	8.9	100.0

Encourages critical thinking and innovation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
disagree	10	12.7	12.7	15.2
neither agree nor disagree	28	35.4	35.4	50.6
Agree	32	40.5	40.5	91.1
strongly agree	7	8.9	8.9	100.0
Total	79	100.0	100.0	

Good behavior is rewarded and poor behavior is punished

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	15	19.0	19.0	19.0
neither agree nor disagree	15	19.0	19.0	38.0
Agree	47	59.5	59.5	97.5
strongly agree	2	2.5	2.5	100.0
Total	79	100.0	100.0	

Management provides information on time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	10	12.7	12.7	12.7
neither agree nor disagree	23	29.1	29.1	41.8
Agree	44	55.7	55.7	97.5
strongly agree	2	2.5	2.5	100.0
Total	79	100.0	100.0	

Decisions are made in a participatory manner

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	11	13.9	13.9	13.9
neither agree nor disagree	24	30.4	30.4	44.3
Agree	37	46.8	46.8	91.1
strongly agree	7	8.9	8.9	100.0
Total	79	100.0	100.0	

Information is regularly used in decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	6	7.6	7.6	7.6
neither agree nor disagree	22	27.8	27.8	35.4
Agree	44	55.7	55.7	91.1
strongly agree	7	8.9	8.9	100.0
Total	79	100.0	100.0	

Rules and regulations are consistently followed in TFDA

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	3	3.8	3.8	3.8
neither agree nor disagree	25	31.6	31.6	35.4
Agree	38	48.1	48.1	83.5
strongly agree	13	16.5	16.5	100.0
Total	79	100.0	100.0	

ANNEXTURE.6: Guiding Questions for Focus Group Discussions

SN	QUESTIONN NUMBER	GENERAL RESPONCES			
		HEAD OFFICE			ZONAL
		DIRECTORS	MANAGERS	STAFF	ZONAL STAFF
	PART 1: GENERAL QUESTIONS				
1	Do you know the mission and vision of TFDA? es If y how did you manage to internalize it? If no, why?				
2	How their roles contribute to achieving the vision and mission of TFDA?				
	PART 2: TFDA SERVICE DELIVERY				
1	What is your perception of TFDA in terms of customer service delivery?				
2	In which areas is TFDA doing well?				
3	Would you say that TFDA customers are satisfied with the service offered by the Authority?				
4	Which Directorate would you consider to be most effective in customer service delivery and why?				
5	Does TFDA deliver its core functions effectively? Which functions are delivered most effectively?				

6	Which areas of operations do TFDA customers experience most dissatisfaction with?				
7	Which priority areas do you think TFDA needs to improve in service delivery?				
8	Out of the areas of improvement, which ones do you think could be improved with minimal effort?				
9	How would you rate the relationship of TFDA with its clients?				
10	How would you assess the TFDA processes and systems of servicing its customers?				
11	Are you aware of any Client Service Charter at TFDA?				
12	Does TFDA regularly promote and develop the standard of service offered to customers?				
13	Does TFDA have systems for identifying customers' problems and areas of dissatisfactions?				
14	Does top management promote the culture of high service delivery at TFDA?				
15	Does TFDA have the service strategy to improve customer service				
16	Does TFDA have an effective system of internal and external communication to track performance of its units?				
17	Does TFDA have the systems, methods and procedures of handling customers' complaints?				
18	Does it take appropriate actions to address customers'				

	complaints?				
19	How would you compare TFDA with other regulators in the country in terms of customer service?				
20	Identify the factors that enhance or hinder service delivery to TFDA's customers				
21	Suggest on how to overcome factors which hinder TFDA's Service Delivery to Customers.				
PART 3: TFDA STAFF					
1	Do TFDA employees treat each other as customers?				
2	Does TFDA have the adequate human resource capacity to deliver services to its clients?				
3	How would you assess the capacity of each unit at TFDA in service delivery				
4	Are TFDA staff members well trained in the area of customer service?				
5	Does TFDA have methods, systems and procedure to enable every employee to state whether there are obstacles preventing them from doing their jobs to the highest standard?				
6	Have you personally attended any training on customer care?				
7	Does TFDA facilitate its staff to implement the skills gained from the training for the purpose of enhancing service delivery?				
8	Does TFDA have the system of motivating its staff to become more customer oriented?				
9	Does management of TFDA provide adequate support and encouragement to improve customer service?				

10	Is management of TFDA a good example in service delivery?				
11	Do staff effectively access the information needed to deliver adequate services to customers?				
12	Does management of TFDA encourage innovation and creativity in improving customer care at the Authority?				
13	To what extent does TFDA maintain ethical standards in dealing with customers?				
PART 4: WORKING ENVIRONMENT AND FACILITIES					
1	Does TFDA have adequate facilities (office, transport, ICT etc.) to improve service delivery?				
2	Does TFDA have systems to cultivate good working relationships between management and workers in one hand and between workers on the other?				
3	Does TFDA Management practice good governance in managing its human resources?				
4	Does TFDA have programs which promote staff welfare?				

ANEXTURE.7: External Customer Additional Views/Areas for Improvement

SN	Issue/Area
1	Timely provision of information using different platforms
2	Permits and licenses should be issued on time
3	Strengthen public education especially on identification of fake products
4	Control the source of illegal products to the market
5	Timely provision of services
6	Always provide information (list) of banned /or registered products
7	Allow holders of vet certificate to manage vet outlets
8	Vet doctors be allowed to supervise more than one outlet
9	Cost of registration is too high
10	Provide more awareness of services to customers
11	Involve private sector in policy formulation
12	Create a climate of cordial relationship with customers
13	Institute level playing field for customers of the same industry. For example, Manufactures of Food. Standards should be set or enforced if they are in place
14	Customers should use Tanzanian shillings when paying fees for services and not USD
15	Decentralize services done at the head office to zonal offices to avoid delays
16	TFDA to reinforce compulsory registration numbers in food items regulated by TFDA
17	Set labeling standards for food products
18	Train TFDA staff on medical devices to improve their skills
19	Strengthen registration of medical devices with clear policies what needs to be registered
20	Smoothen out the contradiction that exists between TFDA and TBS on charges leveled on imported medical devices.
21	Timely inspection and timely removal of unwanted products
22	Frequent visit to customers to provide education and advice
23	Strengthen inspection and analysis of products that are in the market

ANNEXTURE.8: Focus Group Discussion Schedule

SN	DATE	FROM	TO	DEPARTMENT/UNIT
1	Tuesday 21 Jan 2014	9:30am	1:00pm	DG's Office (Managers)
2	Wednesday 22 Jan 2014	9:30am	11:00pm	DG's Office (Junior Staff)
3	Wednesday 22 Jan 2014	11:00am	1:00pm	Directors
4	Thursday 23 2014	9:30am	10:00pm	DFS (Managers)
5	Thursday 23 2014	11:00am	1:00pm	DFS (junior staff)
6	Friday 24 Jan 2014	9:30am	10:00am	DBS (Managers)
7	Friday 24 Jan 2014	11:00am	1:00pm	DBS (Junior staff)
8	Monday 27 Jan 2014	10:30am	12:00pm	DMC (Junior staff)
9	Tuesday 28 Jan 2014	9:30am	10:00am	DLS (Managers)
10	Wednesday 29 Jan 2014	9:30am	10:00am	DLS (Staff)
11	Wednesday 29 Jan 2014	11:30am	12:00am	TUGHE Representative
12	Thursday 30 Jan 2014	9:30am	10:00am	QMS

ANNEXTURE.9: TFDA Staffing Level as per 2010-2013 (Three Years Plan)

Directorate	Planned	Actual	Actual Gap	%
Director General's Office	9	16	7	77.8%
Zonal Offices	43	47	4	9.3%
Directorate Of Business Support	44	29	-15	-34.1%
Directorate Of Medicines And Cosmetics	73	34	-39	-53.4%
Directorate Of Laboratory Services	27	25	-2	-7.4%
Directorate Of Food Safety	70	28	-42	-60.0%
TOTAL	266	179	-87	-32.7%