THE UNITED REPUBLIC OF TANZANIA

TANZANIA FOOD AND DRUGS AUTHORITY

TFDA

Tanzania Food & Drugs Authority

SUBMISSION FOR THE AFRICAN ASSOCIATION OF PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM) AWARD FOR INNOVATIVE MANAGEMENT COMPETITION

1st February 2007
1. **Name and address of the Organization**
   Tanzania Food and Drugs Authority, Mabibo External, Off Mandela Road, P.O.Box 77150, Dar es Salaam, Tanzania.

2. **Name of Project**

3. **Name, title, telephone, fax numbers and email of the contact person**

   Name : M. Ndomondo-Sigonda  
   Title : Director General  
   Telephone : +255 22 2450751/2450512  
   Fax : +255 22 2450793  
   Email : info@tfda.or.tz/mnsigonda@yahoo.co.uk

4. **Number of employees in the organization**

   TFDA has a total number of 94 employees where 91 employees work at the headquarters in Dar es Salaam and 3 in zone offices in Arusha and Mwanza.
5. Managerial innovation, its nature and effects and date of introduction in relation to the theme

i. Impetus for the change

Tanzania Food and Drugs Authority (TFDA) is a regulatory body established under the Tanzania Food, Drugs and Cosmetics Act No.1 of 2003. Its establishment is part of the implementation of the public service reform programme aimed at enhancement of effectiveness and efficiency in providing services to the public. TFDA as an Executive Agency started its operations on 1st July 2003.

TFDA’s mission is to protect and promote public health by ensuring quality, safety and effectiveness of food, drugs, cosmetics and medical devices. Its vision is to become the best regulatory authority in regulating food, drugs, cosmetics and medical devices in Africa by 2015. The stated philosophy of the Authority is to offer quality regulatory services in the pursuit of protecting public health and environment by using competent and dedicated staff.

Achievement of TFDA mission and vision relies on the existence of reliable and consistent service delivery systems, processes and procedures. One of the recommendations following self-assessment of TFDA performance conducted in August 2005 was to establish quality management system (QMS) based on ISO 9001:2000 standards. This was aimed at addressing gaps and/or weaknesses identified in service delivery systems and processes both at the central and zonal offices as well as the local government authority levels. The ultimate goal of QMS is to introduce the culture of continual improvement in service delivery and hence improve organizational performance and customer
satisfaction. Some of the identified weaknesses inherent in the present system include the following:

a. Lack of defined and documented service delivery processes and procedures.
b. Inadequate communication and feedback mechanism within and outside the organization.
c. Insufficient records management system thus making archiving, retrieval and traceability of information difficult. For example, in some cases, there is displacement of letters at registry, late or no reply to correspondence and delays in postage of outgoing mails.
d. Lack of defined procedures for handling of customer complaints.
e. Inadequate understanding and appreciation of interdependence and interrelationships of roles between departments within the organization.
f. Unrealistic estimation of time taken to deliver services resulting in development of unachievable Clients Service Charter.
g. Inadequate staff performance standards thus affecting achievement of fair performance appraisal and rewarding of staff.
h. Inadequate monitoring and evaluation mechanism to measure organizational performance.

ii. Purpose and objectives of the change
The main purpose of introducing QMS management approach is to increase efficiency and effectiveness in service delivery in order to meet customer needs and expectations. The QMS also intends to introduce the culture of continuous improvement in organizational operations through regular monitoring, audits and corrective actions. TFDA Management envisages that QMS would be fully operational by June 2008.
iii. **The innovation itself**

TFDA Management is committed to offer quality and reliable regulatory services to its customers as specified in the Clients Service Charter, 2005 and Strategic Plan (2003-2008). In order to meet these customer needs and expectations, the Authority has decided to implement quality management system based on ISO standard 9001:2000.

The ISO 9001:2000 is a set of standardized requirements for quality, which guide organizations towards improved performance. The standard specifies requirements which once met will ensure consistent delivery of quality services that meet customer needs and expectations. It is envisaged that when TFDA has fully complied with the requirements of this quality standard will be certified in accordance with the requirements of this international standard.

iv. **How it was done**

The introduction of Quality Management System was thought off from the inception of TFDA in 2003. The TFDA organizational structure had set out a unit called Quality Assurance under the Director General to oversee the quality of service delivery processes and procedures. In addition, the first TFDA strategic plan 2003-08 had also spelt out the need to implement quality system in TFDA. After recruitment of a Quality Assurance Officer in March 2005, self-assessment on the performance of TFDA operations was undertaken in order to identify existing gaps. This assessment was completed in September 2005. Some of the major findings included delays in decision making due to lack of defined service delivery processes and procedures, inadequate communication and feedback mechanism with stakeholders, weak records management system, delays in evaluation and registration of drug and food
products and lack of integrated pre-packaged food registration and premises licensing systems.

Prior to this assessment, TFDA customer satisfaction survey was conducted by an external consultant, the Excel Media in 2004. The findings of this survey indicated overall satisfaction index of 42.13% for external customers and 72.88% for internal customers.

Some of the recommendations following the customer survey and the self assessment conducted by TFDA were the need to revise the Strategic Plan 2003-08 in order to set out SMART indicators and to have a clear objective on development and institutionalization of QMS based on ISO 9001:2000. The revised objective on QMS was introduced in the Strategic Plan 2003-08 as revised in March 2006. In order to achieve this objective, a number of activities were identified covering a period of two years (July 2006 – June 2008).

To kick start the process, top management was sensitized by a consultant from Kenya Bureau of Standards (KEBS) on the concept of QMS. Successful implementation of the system is measured through evaluation of key performance indicators set in the TFDA strategic Plan 2003-08 as revised in March 2006. The Authority is also consulting KEBS to provide guidance in implementation of this management system. It is also worth mentioning that TFDA Management had made commitments by allocating funds in the annual budgets for 2005/06 and 2006/07 to support implementation of this project.
v. Results achieved so far

As stated above, implementation of this project started with gap analysis of the overall performance of the organization. Following this assessment weaknesses inherent in the then management system were identified to serve as the benchmark for further improvement. Although expected results have not yet been fully achieved, the following are the achievements made so far;

a) Internal Quality Team with representatives from each Directorate has been appointed to coordinate implementation of the project.

b) Roadmap which guides implementation of the project has been developed.

c) TFDA Quality Policy Statement has been developed.

d) Top management has been sensitized on the concepts and principles of quality management.

e) Middle Managers have been trained on principles and application of quality management system and other staffs have been sensitized.

f) Service delivery processes have been identified in each Directorate and their documentation using flowcharts (process mapping) is being finalized.

g) Areas which require development of standard operating procedures (SOPs) have been identified and substantial number of drafts is already in place.

vi. Outlook for the future

Once fully implemented, it is envisaged that the Authority will realize its mission and vision through improved efficiency and effectiveness. TFDA plans to conduct a service delivery survey using an external
consultant in order to determine the extent of customer satisfaction. The following direct benefits are expected to be achieved once the QMS is fully implemented:

a) TFDA service delivery systems, processes and procedures necessary to achieve the desired objectives as specified in the strategic plan 2003-2008 will be clearly documented and practised.

b) Establishment of a well defined and documented communication system within the Authority and with other key stakeholders including TFDA zone offices and local government authorities.

c) Establishment of a system approach through identification, understanding and managing interrelated processes to contribute in TFDA’s efficiency and effectiveness in achieving its objectives. For example timely release of laboratory analysis results and Good Manufacturing Practices (GMP) inspection of manufacturing facilities shall speed up product registration process.

d) Improved documentation, recording and archiving of reports and correspondence will ensure quick retrieval and traceability as well as accuracy and reliability of data generated within the Authority.

e) Change in organizational culture towards satisfying customer needs and expectations.

f) Continual improvement of the overall performance through establishment of a monitoring and evaluation system.

g) Staff will be accountable for their own performance thus understanding the importance of their contribution towards the overall performance of the organization with ultimate results of motivated and committed staff.
h) Fair evaluation of staff performance and rewarding will improve staff motivation and consequent improved organizational performance.

i) Certification and accreditation to ISO standards will bring about national and international recognition of TFDA.

j) Time taken to deliver services will be correctly estimated because processes are defined and documented which will form the platform to develop a realistic Clients Service Charter.

k) Reduced operating costs through increased efficiency.

vii. Potential implications for other organizations

TFDA is the first department under the Ministry of Health & Social Welfare to develop and implement this innovative quality management system. It is also believed that there could be quite few both government and private organizations already implementing the quality systems in Tanzania. In view of this, TFDA would therefore serve as a centre of excellence especially for government institutions within and outside the Ministry of Health & Social Welfare to learn from TFDA experience on institutionalization of the quality system. In this regard, the Authority can also serve as a training centre for other institutions intending to implement the system. On the other hand, the Authority would also learn from those institutions already implementing such management systems.

TFDA also actively participates in harmonization initiatives on medicines regulation within East African Community (EAC) and Southern African Development Cooperation (SADC). In this regard, experience gained through this management system will be easily transferred to similar organizations in countries within these regional economic blocks.
6. Executive Summary

TFDA is established as an Executive Agency under the Ministry of Health and Social Welfare as part of the implementation of Public Service Reforms Programme. The ultimate goal is to enhance efficiency and effectiveness in providing services to the public.

Realizing weaknesses in its service delivery systems and processes, TFDA has adopted quality management system based on ISO 9001:2000. This innovative management approach aims at guiding the Authority in improving performance through defining and documenting service delivery systems, processes and procedures. To this end, standard operating procedures are developed and followed. A system of monitoring compliance through regular audits and corrective actions is envisaged with the resultant improved service delivery. The overall goal is to meet customer needs and expectations hence improve their satisfaction and organization performance.

7. Signature:

8. Date: 1st February 2007