FINAL REPORT

ENDLINE EVALUATION FOR THE TMEA-FUNDED UGANDA ELECTRONIC SINGLE WINDOW (UESW) PROJECT

SUBMITTED TO

TRADEMARK EAST AFRICA

BY

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FINAL EVALUATION REPORT FOR THE UeSW PROJECT

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LIST OF ACRONYMS

AW	Asycuda World
API	Application Programming Interface
BEP	Break-Even Point
CAPI	Computer Assisted Personal Interviews
CBA	Cost-Benefit Analysis
DANIDA	Danish International Development Agency
EAC	East African Community
FGD	Focus Group Discussion
HLTF	High Level Task Force
ICT	Information Communication Technology
IRR	Internal Rate of Return
KIIs	Key Informant Interviews
KPIs	Key Performance Indicators
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MPs	Monitoring Plans
MTIC	Ministry of Trade Industry and Cooperatives
NPV	Net Present Value
OECD-DAC	Organisation for Economic Co-operation and Development (OECD)-Development Assistance Committee (DAC)
PAR	Project Appraisal Report
PIT	Project Implementation Team
SOPs	Standard Operating Procedures
TMEA	TradeMark East Africa
TOC	Theory of Change
TOR	Terms of Reference
UeSW	Uganda Electronic Single Window
UNCTAD	United Nations Conference on Trade and Development
URA	Uganda Revenue Authority
VfM	Value for Money

EXECUTIVE SUMMARY

1. This end of project evaluation assessed the implementation of the TMEA-supported Uganda Electronic Single Window (UeSW) project with the purpose of establishing whether it met its intended objectives. The evaluation assessed the UeSW project implementation from 2014 to June 2022 and its relevance, effectiveness, efficiency, coherence, impact and sustainability. This report provides the findings, challenges, conclusions and recommendations with respect to the project in order to draw lessons for the future design and implementation. This evaluation also provides 2 case studies (Annex 1). In addition to the contribution analysis approach, both qualitative and quantitative methods were used. The evaluation team used contribution analysis[1] to assess the extent to which the observed results would be attributed to the UeSW project and also whether the project made a contribution to the high-level results. This was done by reviewing the project results chain and gathering evidence on the project results chain as shown under effectiveness and impact section of this report.

2. The response rate from the respondents was 87%, which was guaranteed by purposive sampling and stratified random sampling with replacement. The evaluation team used the OECD-DAC standard evaluation criteria of relevance, effectiveness, efficiency, coherence, impact and sustainability to assess the UeSW project. Each criterion was provided with an overall assessment using a sliding scale of 1 (poor), 2 (fair), 3 (good), 4 (very good) and 5 (excellent), for further details refer to Annex 2. Confidence levels of low (red), medium (yellow) or high (green) indicating the available level of evidence to support the evaluation team's assessment is also provided, for further details refer to Annex 3. Table 1 summarizes the evaluation findings and the assessment of the UeSW projects according to the evaluation criteria.

Table 1: Overall UeSW projects Assessment against the Evaluation Criteria

#	Criteria	Assessment (1 To 5)	Confidence Levels	Comments
1	Relevance	4	High	Evaluation findings on relevance indicated that the project was: a) Aligned with Uganda's National Development Plans (NDP) NDP I (2010/11-2014/15), NDP II (2015/16- 2019/20) AND III (2020/21-2024/25) Programmes of digital transformation. b) Aligned to the Uganda Government's ICT Strategies, Laws and Policies governing electronic transactions. c) Aligned to TMEA Theory of Change (ToC) and priorities of reducing transaction time and cost through effective trade systems and procedures. d) Responding to the needs and challenges of high trade transaction cost and time experienced by MDAs and the import/export traders. e) Consistent with WTO Trade Facilitation Agreement of simplifying trade procedures. Overall, the UeSW project relevance was very good.

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[1] John Mayne (2008), Contribution Analysis, An Approach to Exploring Cause and Effect, ILAC Brief 16.+

#	Criteria	Assessment (1 To 5)	Confidence Levels	Comments
2	Effectiveness	4	High	The evaluation findings on the UeSW project effectiveness indicated that: a) 66% of targeted activities (48 out of 73) have been implemented. b) 80% of the targeted outputs (4 out of 5) were realized. c) 14 of 30 trade facilitation modules were developed and interfaced with the UeSW; and the pending 16 modules were at various stages of development. d) 10 (50%) of MDAs have been interfaced/integrated with the UeSW; 5 (25%) MDAs are at the final user acceptance testing (UATs) phase and ready to go – Live; 3 MDAs (15%) are at the System Requirements Specification (SRS) phase (pending development under the UeSW platform) while 2 (10%) MDAs are at the System Development Phase. The project has been extended with the objective to implement the remaining activities. e) UeSW sends SMS and email notifications to system users to enhance service delivery. f) 9,075 stakeholders were trained (3,203 female (35%) and 5,872 male (65%)). g) 64% (total 854,854 in 2021) increase in transactions processed through UeSW against a target of 50%. h) 141% (7,764 users in June 2022) increase in the number of users on the UeSW against a target of 30%. i) 32% (85 steps to 58) reduction in average number of paper documentation steps required to complete transactions against a target of 30%. j) UeSW projects systems design, development and implementation were aligned to international best practices. k) UeSW project governance model of involving key stakeholders at different levels was appropriate for the effective management and delivery of the project. l) The implementations of pending activities were ongoing and are likely to be completed by the end of the no cost extended contract period. Overall, the effectiveness of the UeSW project was very good.

#	Criteria	Assessment (1 To 5)	Confidence Levels	Comments
3	Efficiency	4	High	The evaluation findings on the UeSW project efficiency showed that: a) UeSW project started in 2014 and was expected to end in December 2022, this took 8 years because of the COVID effects and also scope extensions, however, there was a no cost extension period to implement the reminding activities. b) Value for money economy was achieved based on technical and financial proposals from experienced technical experts. c) In addition, Value for money economy was achieved by working with UNCTAD who were the ASYCUDA platform developers on which the UeSW operates, license holders and had vast expertise in developing customs systems that meet international requirements to facilitate international trade. d) Value for money effectiveness indicated that 99% of the planned agreed budget of USD 9,468,000 was committed to implement 100% of the activities to realize 100% of the expected outputs. As of June 2022, 66% of the activities had been implemented and realized 80% of the outputs. The same budget will be used to implement the remaining activities as stipulated in the no cost extension period. e) UeSW does not discriminate against gender or nature and size of businesses which makes it equitable. f) TMEA procurement processes used were less bureaucratic and fast compared to government procurement processes. g) Resources were used to automate trade modules to reduce the trade transaction time and cost contributing to effective trade systems and procedures. h) The UeSW minimized physical movements and removed paper-based processes that resulted in savings of USD 26.4 million by the traders in 2021. Overall, the UeSW project efficiency was very good.
4	Sustainability	3	High	The evaluation findings on the UeSW project sustainability included: a) Technical competency was built to manage UeSW systems through training to both internal and external stakeholders. b) ICT departments/sections hosting the trade modules in the MDAs were part of their organization structure. c) Integrated MDAs had incorporated the UeSW activities into their core business operations and plans and had full time ICT staff to manage the systems. d) URA who was the lead agency, met the requirements for hosting the UeSW Project, although there was need for more software developers. e) There was good political-will and commitment of the government and the business community to support the UeSW initiatives. f) UeSW Lead Agency had a strong and scalable ICT infrastructure to support the other MDAs' trade modules/processes on needs basis. d) The Project implementation team was developing an exit strategy that will include the modalities of funding and sustaining the benefits beyond the project support for consideration by the Government of Uganda. Overall, the UeSW project sustainability was good.

#	Criteria	Assessment (1 To 5)	Confidence Levels	Comments
5	Impact	4	High	The evaluation findings on the UeSW project impact indicated that: a) Average trade clearance time of selected MDAs reduced from 9.21 days in 2014 to 1.91 days in 2022 which was a 79% reduction against a target 30%. b) 87% of the stakeholders interviewed indicated that the average document processing time had reduced. c) Average trade document transaction related cost reduced from USD 68.0 to USD 37.1 in 2022 which was a 45% reduction against a target 30%. d) 78% of the stakeholders interviewed revealed that the average document processing cost had reduced. e) 95% of the beneficiaries interviewed indicated that they were satisfied with the services provided by the UeSW. f) In general, UeSW has contributed to effective trade systems and procedures and reduction to trade barriers, in line with TMEAs high level ToC. Overall, the UeSW project impact was very good.
6	Coherence	4	High	The evaluation findings on the UeSW project coherence show that it was compatible with: a) One Stop Border Posts (OSBPs) that aim at increased physical access to markets for both formal and informal traders. b) Single Customs Territory (SCT) that promotes free movement of goods in the EAC single market. c) Authorized Economic Operators (AEO) Scheme that aims to enhance trade by reducing the cost of doing business through simplifying customs procedures and reducing clearance time. d) Elimination of Non-Tariff Barriers (NTBs) to trade in the East African Community (EAC) contributing to reduction in transport costs and time along key corridors in East Africa Region. e) Regional Electronic Cargo Tracking System (RECTS) that enables electronic monitoring of cargo in transit. Overall, the UeSW project coherence was very good.

4. Overall, the UeSW project met its intended objectives of reducing the trade transaction time and cost as indicated in the table 1 above. In addition, the World Bank rankings of the ease of doing business reports indicated that Uganda's ease of doing business improved from position 132 in 2014 to position 116 in 2020 and this contributed to the use of automated business processes.

5. The following challenges were noted during the UeSW project implementation that resulted in delays:

   a) Inadequate IT supporting infrastructure in MDAs such as internet connectivity and laptops/computers.
   b) Limited personnel and Information Technology (IT) skills in some MDAs.
   c) COVID 19 restrictions that affected the timely delivery of the project results.
   d) System outages due to unreliable internet connectivity and service providers.
   e) Inadequate change management plan implementation due to bureaucracies in the MDAs.

f) Some systems databases were not being routinely updated to include relevant information.

g) Inadequate software developers in URA, the UeSW host agency, to support the implementation of the UeSW.

6. From the findings, the Evaluation team made the following recommendations for project improvement:

#	RECOMMENDATIONS	ACTION POINT
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS EFFECTIVENESS	
1.	**Engage and support the initial targeted MDAs that dropped off during project implementation and other new trade facilitation agencies so as to contribute to the common goal of facilitating trade:** TMEA should support the targeted MDAs and other new trade facilitation MDAs by automating their key processes to reduce the time and cost of doing business by replicating what has worked well in other MDAs already supported by TMEA.	TMEA and PIT.
2.	**Support the MDAs to acquire adequate IT infrastructure and to use reliable service providers to minimize system outages:** The UeSW Projects MDAs should use adequate modern IT infrastructure (hardware and software) and reliable internet service providers to serve their stakeholders without interruptions in service delivery due to system outages.	TMEA, PIT and MDAs.
3.	**Support the MDAs to continuously improve and update the content of the respective developed modules/systems interfacing with the UeSW:** The MDAs should continuously improve and update their systems with the latest and relevant information such as changes in laws, regulations, procedures and other relevant information for the system users.	MDAs and PIT.
4.	**Increase training and awareness to the target stakeholders about the UeSW and the benefits:** TMEA should continue supporting the implementing MDAs to carry out awareness activities about the UeSW and the benefits and also provide refresher training to the system users and implementers.	TMEA, PIT and MDAs
5.	**PIT should ensure that all the remaining planned activities** are implemented during the contract extension period.	TMEA, PIT and MDAs
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS DESIGN, MANAGEMENT AND IMPLEMENTATION	
6.	**Ensure effective change management at all levels during pre/post project implementation:** TMEA should continue supporting the development of a change management and communications strategy for MDAs participating in the UeSW as this is very key for the successful project implementation.	TMEA, MDAs and PIT.
7.	**Promptly update the project results framework and monitoring plans** so as to adequately track project progress.	TMEA
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS SUSTAINABILITY	
8.	**Support UeSW Post-Implementation Reviews:** TMEA should support the post-implementation reviews as some agencies may have new	TMEA, MDAs and PIT.

	requirements that require change management and system review in order to respond to changing business and regulatory requirements.	
9.	**MDAs should provide in their budgets to support the UeSW initiatives:** The MDAS should be supported to include components in their respective budgets to sustain the IT infrastructural changes, support services and skills retention such as recruitment of IT staff, replenishment of equipment, software and hardware that is used in supporting the functionalities of the UeSW.	PIT and MDA.
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS EFFICIENCY	
10.	**Effectively plan and identify the implementation project scope at the initial stages** to avoid project scope extensions and inclusion of unplanned activities or diverting from planned activities due to emerging priorities which affects the project delivery time frames and in some cases the budget.	TMEA, MDAs , PIT and implementing partners

CHAPTER 1: BACKGROUND

1.1. Introduction

7. The Uganda Electronic Single Window System (UeSW) is a facility that allows parties involved in trade and transport logistics to lodge standardized information and documents with a single-entry point to fulfill all import, export, and transit-related regulatory requirements. Expected benefits of using UeSW to the government include: more effective and efficient deployment of resources, increased revenue yield, improved trader compliance, enhanced security, increased integrity and transparency and inter MDAs coordination. Anticipated benefits to the private sector include: cutting costs by reducing delays through faster clearance and release, predictable application and explanation of rules, more effective and efficient deployment of resources and increased transparency among others. The Uganda Electronic Single Window (UeSW) is a trade facilitation initiative that aims at bringing together different Ministries Departments Agencies (MDAs) to work through one system in order to facilitate the business community in their daily operations in international trade.

1.2. Rationale for UESW

8. The UeSW was expected to address inefficiencies in international trade procedures that impose a substantial burden on businesses and government; and impact negatively on economic development. Specifically, traders importing/exporting goods have to interact and comply with the requirements of multiple trade regulatory agencies. In Uganda, these agencies include the Uganda Revenue Authority (URA) responsible for customs clearance, Uganda National Bureau of Standards (UNBS) responsible for standards and conformity assessment, the National Drug Authority (NDA) for permits and licenses (regulation and control of imported medicines and healthcare products), the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) for sanitary and phyto-sanitary (SPS) permits, Ministry of Energy and Mineral Development (MEMD) for the importation of fuels, and many other MDAs. These agencies are located in different geographical locations and without an integrated electronic system traders had to physically travel to each office of the relevant MDA to obtain regulatory information, permits, trade licenses and clearance certificates to complete import and export processes, resulting in huge costs and time losses for traders.

9. This lack of linkages and coordination in the operations of MDAs managing the import and export system resulted in huge delays in processing import and export documentation and moving goods from the ports of entry such as Malaba, Busia, Entebbe Airport and other inland ports to their final destination in Uganda and vice versa.

10. To address some of the above challenges and harness the benefits of the Electronic Single Window System, the Government of Uganda with support from TradeMark East Africa (TMEA) and funding from the Danish International Development Agency (DANIDA) implemented the UeSW project.

11. The purpose of the UeSW project was to simplify and increase transparency of import/export procedures by creating a single window for the selected MDAs/ processes with the objective of achieving reduction in transaction costs and time associated with processing documentation for selected imports and exports at key trade regulatory agencies in Uganda. The project implementation was initiated in 2014 but actual implementation commenced in 2016 because of the numerous stakeholders that had to be brought together. The Ministry of Trade, Industry and Cooperatives

(MTIC) coordinated the implementation in liaison with the UeSW Project Implementation Team (PIT) based in URA together with United Nations Conference on Trade and Development (UNCTAD). The UesW project implementation has come to an end and thus the need to conduct an evaluation to determine whether it had met its intended objectives.

1.3. Purpose and Objectives of the UeSW Evaluation

12.The purpose of the UeSW endline evaluation was to:

a) Assess whether the project met its intended outcomes and impacts as articulated in the project Theory of Change and Monitoring Plans.

b) Analyze and compare relevancy, efficiency, effectiveness, governance, inclusiveness, sustainability and impact of the implemented project.

c) Assess the benefits/changes to the intended users and beneficiaries of the intervention.

d) Assess the achievements, challenges and best practices so as to inform similar projects in future, as the evaluation allows TMEA to develop a better understanding of the pathways and processes of change.

e) Identify and document key lessons learned (what went well and what did not), sustainability of the project, as well as challenges.

f) Assess the flexibility of the project in adapting and responding to changes and sustainability of ICT in the sectors in which the project was implemented.

g) Provide solid and useful recommendations for adoption in similar projects within the ICT for Trade portfolio, based on the identified lessons.

1.4. Evaluation Scope

13.The evaluation covered the UeSW implementation and trade processes for the selected and supported MDAs in annex 6 mandated to administer and regulate trade within Uganda and were automated under the project in the period January 2014 to June 2022. The evaluation used the evaluation questions to ascertain the relevance, effectiveness, efficiency, coherence, impact and sustainability of results planned to be attained by the project. The evaluation also included the assessment of the ToC and the cross-cutting issues. The evaluation also provided the findings, conclusions and recommendations regarding the Programme to draw lessons for future project design and implementation.

14.The evaluation team took note that the project implementation was phased, with processes for the respective MDAs progressively added to the UeSW at different times and therefore the maturity of results differed depending on timelines of process automation completion.

1.5. Key Evaluation Questions

15. To achieve the evaluation objectives, the evaluation team specifically answered the six (6) key evaluation questions based on the OECD/DAC criteria of: relevance, effectiveness, efficiency, sustainability, coherence and impact as provided in the ToRs.

1.6. Report Organization

16. This evaluation report is composed of 7 chapters. Chapter 1 which contains the background on the UeSW, rationale, purpose and objectives and scope of the evaluation; Chapter 2: approach

methodology and limitations; Chapter 3: Evaluation Findings; Chapter 4: Conclusion; Chapter 5: Challenges; Chapter 6: Lesson Learnt; Chapter 7: Recommendations; and Annexes.

CHAPTER 2: APPROACH AND METHODOLOGY

17. This section outlines the approach and methodology that was used to evaluate the UeSW project in Uganda. Overall, the evaluation approach and methodology were based on the six (6) OECD-DAC criteria: relevance, effectiveness, coherence, efficiency, sustainability and impact. In addition, contribution analysis was used to explore attribution using the programme results chain and TMEA Project theory of change (TOC).

2.1. Approach

18. The consulting team adopted a cross sectional approach, combining quantitative and qualitative participatory methodologies in evaluation design, data collection and analysis. All data and information collected underwent quality assurance by data evaluation, triangulation and analysis before using it.

2.2. Methodology

19. The evaluation team's overall approach and methodology was based on the six OECD-DAC criteria for evaluating development assistance, specifically the project' relevance, effectiveness, coherence, efficiency, impact and sustainability. Both qualitative and quantitative methods of data collection were used. Primary data was collected through consultative field visits in Uganda where key informant interviews, surveys and focus group discussions were held with identified key stakeholders (Refer to Annex 7 for details of the stakeholders consulted).

20. Secondary data was collected through desk review of the project documents and other documents relevant to the Uganda Electronic Single Window (UeSW) project and the evaluation (Refer to Annex 8 for details of the list of the documents reviewed). The evaluation team also obtained data from the supported automated systems of the respective supported organization. Thereafter, the collected data was tested and validated through triangulation and cross verification from other sources such as desk review, interviews, manual system and UeSW system before analysis and use for writing the report.

21. The evaluation team used a proportionate stratified random sampling technique to obtain a representative sample because the UeSW project did not constitute a homogeneous population from which a random sample could be drawn before stratification. After stratification, random samples are picked to avoid systemic bias. The evaluation team used systematic sampling to select the random sample from the population of the business community that had used the automated systems from the time the UeSW system became operational to the time of the evaluation. In addition, purposive sampling was used to get respondents from the supported Ministries, Departments and Agencies (MDAs) and TMEA to provide specific information on the UeSW project being evaluated.

22. The evaluators used questionnaires to collect data during field work from the stakeholders that included: the MDAs and beneficiaries. From the twenty (20) MDAs that were supported, a total population size of 660 beneficiaries was identified and sample sizes of 244 respondents were proportionately derived for the survey at a confidence level of 95% and margin of error of 5%. In addition, 83 respondents were purposely sampled for KIIs. The questionnaires were directly

administered to the sampled population and 202 responded to the survey while 81 responded to the KIIs which gave a response rate of 83% for the survey and 98% for the KIIs refer to annex 9 for details. Overall, the response rate was 91%. This response rate was guaranteed and ensured through strict supervision, directly administering the questionnaires and sampling with replacement.

23. The evaluation team carried out an assessment on the users of the UeSW to evaluate and ascertain changes brought about by the UeSW project in the respective MDAs. Data was collected from the systems users using a questionnaire during the consultative field visits to the respective project supported MDAs and beneficiaries and the findings were triangulated, analyzed and used to draft the evaluation report. The evaluation team exercised quality assurance throughout the whole evaluation process in accordance with the OECD/DAC criteria and guidelines.

2.3. Contribution Analysis

24. The evaluation team used contribution analysis[2] to assess the progress made to achieve the TMEA-supported UeSW project results and focused specifically to what extent the observed results (whether positive or negative) were as a consequence of the TMEA-supported UeSW project and established whether the project made a noticeable contribution to the observed results. The contribution analysis approach used by the evaluation team had six steps that included:

25. **Step 1: Setting out the UeSW Projects attribution problem to be addressed:** This was set out in the evaluation questions in the ToRs, which were reviewed by the evaluation team to determine the specific cause-effect issues to be addressed and other influencing factors.

26. **Step 2: Reviewing the UeSW projects results chain and the TMEA ToC and the assumptions:** The evaluation team reviewed the UeSW projects results chain and TMEA ToC based on the ToRs and the literature reviewed in annex 8. The UeSW projects results chain provided a structured approach to the factors that contributed to the realized projects results including the assumptions and other factors that could have influenced the results. The project results chain was linked to the high level TMEA ToC i.e., the contribution of the project to the effective trade systems and procedures (refer to figure 1).

27. **Step 3: Gathering the existing evidence on the UESW Projects results chain:** The UeSW project results chain was used to trace step-by-step how the interventions led to the desired results by collecting the necessary evidence through interviews, literature review and discussions with the project staff and beneficiaries. Evidence to validate the project results chain was collected on the results, assumptions and the other influencing factors. List of stakeholders contacted is in Annex 7 and documents that were reviewed are in Annex 8. The project results chain was used to analyze the design, delivery, results and potential of the UeSW projects in a logical way. The findings from the analysis are discussed in chapter 3 and relevant sections of this evaluation report.

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[2] John Mayne (2008), Contribution Analysis, An Approach to Exploring Cause and Effect, ILAC Brief 16.+
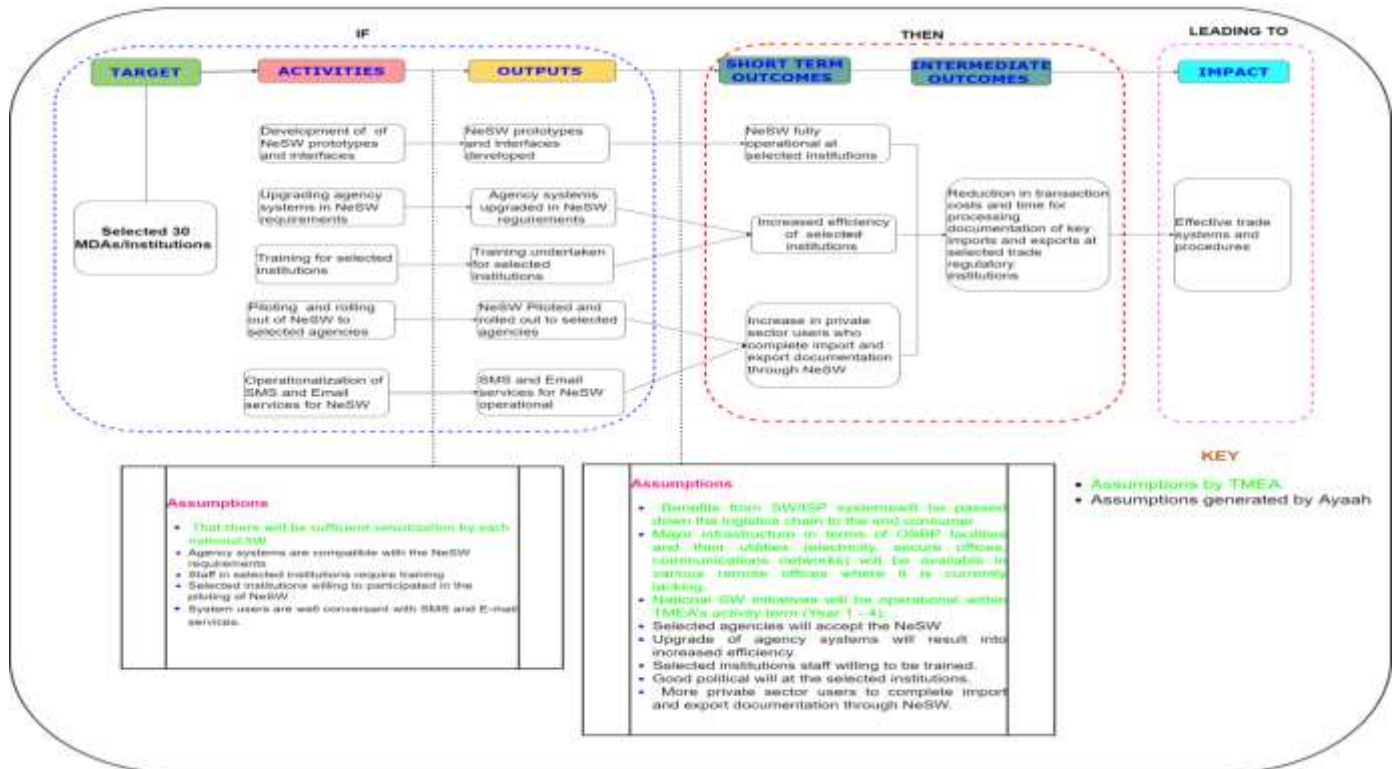
Figure 1: UeSW results chain and Linkage to TMEA ToC

28. **Step 4: Assembling and assessing the contribution story:** The contribution story was assembled and assessed critically to identify strong and weak links in the results chain and the credibility of the contribution story. The analysis of the UeSW project activities (refer to Annex 4) and the results (refer to Annex 5) revealed to what extent the projects lived up to their expectations in terms of quality and quantity of the results produced and time taken to produce these results. Attribution issues were addressed by the evaluation team based on the UeSW projects indicators and assessing: the extent to which the observed results were as a result of the projects rather than other factors.

29. **Step 5: Seeking out additional evidence:** From the contribution story, additional evidence was gathered by the evaluation team through desk review, data from the manual system, data from the e-system and primary data to augment the evidence in terms of the results which occurred, the key assumptions and the role of external influences and other contributing factors.

30. **Step 6: Revising and strengthening the contribution story:** The evaluation team used the additional evidence collected to build a more substantive and credible evidence that made the contribution story stronger and more plausible. This therefore, provided an argument with evidence from which the evaluation team reasonably concluded that the UeSW project intervention made a contribution to the results of reducing the trade transaction clearance time and cost.

31. During the evaluation, the two key aspects that were addressed were:

a) An analysis of activities and results produced to reveal the extent the UeSW had achieved or was likely to achieve the expectations in terms of quality, quantity and timing.

b) The extent to which the observed results were as a result of the project (UeSW) other than other factors and whether or not the UeSW has made a difference (added value) or not.

c) Therefore, the contribution analysis approach did not give proof of the success of the UeSW interventions alone but also provided an argument with evidence from which it was reasonable to conclude with confidence that the interventions made a contribution and why.

2.4 UeSW projects management and implementation

32. The analysis of management and implementation of the UeSW project was approached by assessing whether the UeSW project implementation was based on internationally acceptable best practices, recommendations and standards.

2.5 Evaluation Limitations

33. Generally, the evaluation team received necessary cooperation and openness from the UeSW project staff and beneficiaries and we wish to record our appreciation for all the assistance provided. The methodology used proved appropriate for the purpose of the endline evaluation and no significant limitations undermining the reliability, validity or utility of findings was identified.

CHAPTER 3: EVALUATION FINDINGS

34. This section provides the evaluation findings at the time of the endline evaluation based on the evidence from the review of the available UeSW project documents and other relevant literature (see annex 8 for the documents reviewed) and extensive interviews with the key stakeholders (MDA/institutions' project staff, and the beneficiaries (clearing agents, truck owners, ginners, importers and exporters). The evaluation team organized the findings according to the 6 OECD-DAC criteria for evaluating development assistance and also in line with the evaluation requirements in the ToRs.

3.1. Relevance

Relevance is the extent to which the UeSW conformed to the needs and priorities of the target groups (the system users[3]), the policies of the recipient agencies (MDAs)/country, donors and TMEA's strategy.

The evaluation team assessed and established:

a) Whether the UeSW objectives and design respond to Uganda's development aspirations/ objectives?

b) The extent to which the UeSW objectives and design respond to beneficiaries needs, policies, and priorities?

c) Whether the intervention is consistent with TMEA's policies and priorities?

35. **Response to Uganda's development aspirations and objectives**: The evaluation findings indicated that the successful implementation of the UeSW project took into consideration the political good will of the Ugandan government and the relevant governmental authorities/institutions (MDAs) for the full support and participation of the business community, which enhanced the project relevancy. This validated the project assumption of having good political will for successful project implementation.

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[3] Importers, Exporters, Clearing agents, etc

36. The evaluation team found out that the UeSW project intervention design and objectives were responding to the Ugandan Government development aspirations and objectives. This was evidenced in evaluation findings that showed that there was critical project focus on the objective of contributing to the economic competitiveness of the Ugandan economy through facilitation to both local and international trade, investment and simplification of trade regulatory requirements. The evaluation findings further indicated that the TMEA supported UeSW project being a trade facilitation project, was designed to provide and support critical interfaces among trade facilitation organizations such as customs and implementing Ministries, Department and Agencies (MDAs). The evaluation team also found out that the UeSW project provided a good framework for provision to support the Uganda trade related regulatory services especially within the areas of compliance to set government requirements.

37. The evaluation findings also indicated that the UeSW initiative was in line with Uganda's National Development Plans (NDP) NDP I (2010/11- 2014/15), NDP II (2015/16- 2019/20) AND III (2020/21- 2024/25) whose programmes were designed to deliver the required results including Digital Transformation which aims to increase ICT penetration and use of ICT services for social and economic development. The evaluation findings further indicated that the strategies set in the NDPs to achieve the above objectives were in line with the UeSW initiatives that included; strengthening the regulatory frameworks, establishing relevant structures for enhancing service delivery to ensure efficient flow of domestic and international trade.

38. The evaluation findings also showed that the UeSW project intervention was relevant to the Uganda National Trade Policy (NTP) and its implementing strategies such as the National Trade Sector Development Plan and the National Export Strategy. The vision of the NTP is to transform Uganda into a dynamic and competitive economy in which the trade sector stimulates the productive sectors; and to trade the country out of poverty, into wealth and prosperity. The NTP aims at developing and nurturing private sector competitiveness, and supporting the productive sectors of the economy to trade at both domestic and international levels. To achieve this objective the Government of Uganda undertakes to; enhancing the competitiveness of Uganda's products and services in the domestic, regional and international markets and facilitate the smooth flow of trade, while ensuring that trade conforms to national and international laws and regulations.

39. Evaluation evidence showed that the Republic of Uganda is a member of the World Trade Organization (WTO) and ratified to the WTO Trade Facilitation Agreement (TFA). Article 10 (4) of the WTO Trade Facilitation Agreement requests WTO members to establish a single window system that enables traders to submit required regulatory information and receive timely results through a single-entry point connecting all participating authorities or agencies.

40. Evaluation evidence further showed that TMEA UeSW project interventions were in line with the Uganda national UeSW initiatives. This UeSW is relevant to the Ugandan government because; it enables traders and economic actors to submit required information and documentation through a single agency ("single window"), facilitates timely receipt of results through a single-entry point and connects the participating regulatory authorities or agencies with a single platform which is the Electronic Single Window System.

41. **Being consistent with TMEA's policies and priorities:** The evaluation findings indicated that the UESW project was designed and structured to respond to specific needs of all parties, in the private and public sectors of automating the key trade processes in the respective supported MDAs to reduce the cost and time related to the use of the manual processes and also increase transaction transparency. The findings further indicated that the UeSW Project, specifically of automating documents processing aimed at improving trade systems and making them effective which was critical to the success of TMEA's targeted outcome of having Effective Trade Systems and Processes that results into Efficient Trade Facilitation and thus contributing to Enhanced Trade Environment. The UeSW intervention was structured within a framework which reduces trade barriers to the private sector by automating documentation processes which results in enhanced transparency, accountability and savings in terms of cost and time while transacting business.

42. **Responses to beneficiaries' needs, policies, and priorities:** The evaluation findings indicated that the UeSW addressed the right set of needs of the stakeholders by supporting the establishment of the UeSW and development of trade facilitation automated to interface with the UeSW for the Key MDAs that were involved in trade facilitation. The evaluation findings further indicated that before the TMEA intervention to support the UeSW, stakeholders involved in international trade had to regularly prepare and submit large volumes of information and documents to multiple governmental authorities to comply with import, export and transit-related regulatory requirements. However, with the UeSW in place, the trade related information and documents needed only be submitted once at a single-entry point.

43. The evaluation team also found out that the UeSW project further responded to the needs of the beneficiaries by eliminating the inconvenience and the related costs when dealing with multiple regulatory agencies. This was because without the automated systems in place that are integrated with the UeSW, there was a challenge of extensive requirements, together with their associated compliance costs that created a serious burden to both governments and the business community and were also a barrier to the development of international trade.

44. The evaluation findings further showed that UeSW project addressed the needs and priorities of the stakeholders that were involved in international trade by enhancing the availability and handling of information, expediting and simplifying information flows between trade**rs** and government and resulted into a greater harmonization and sharing of the relevant data across bringing meaningful gains to all parties involved in cross-border trade. In addition, the system has allowed regulatory agencies and other stakeholders to have real time statistics on transactions, release times, trade reports, and revenue collections and has improved customer compliance.

45. **Electronic transaction Legal framework**: The evaluation team noted that establishing the necessary legal environment is a prerequisite for Single Window implementation. The Single window was implemented in line with the relevant laws and regulations to ensure the legitimacy, trust and confidence in electronic transactions. The evaluation team found out that the UeSW was guided and in line with the applicable legal framework for electronic transactions. The evaluation findings indicated that the UeSW was complying with the Uganda Electronic Signatures Act of 2011 that makes provision for regulating the use of electronic signatures; the Electronic Transactions Act of 2011 that provides for the use, security, facilitation and regulation

of electronic communications and transactions and encourages the use of e-Government services and; the Computer Misuse Act of 2010 that makes provision for the safety and security of electronic transactions and information systems.

46. Overall, the evaluation findings revealed that the UeSW project was very relevant because it responded to the needs and challenges of the stakeholders; aligned to the TMEA Theory of Change (ToC) and priorities; and conformed to the government development aspirations and objectives. The evaluation findings indicated that the UeSW project had significantly simplified the work of the business community. From the data collected, the evaluation findings indicated that overall, the satisfaction with the services provided through the Electronic single window were very good as revealed by the stakeholders interviewed where 95% (16% Very satisfied, 79% Satisfied) indicated that they were satisfied.

3.2. Effectiveness

Effectiveness is the extent to which the Uganda Electronic Single Window achieved or is likely to achieve its objectives and results as articulated in the TOC and monitoring plans, including any differential results across the MDAs.

The evaluation team assessed and answered the following evaluation question:

To what extent were the UeSW project objectives and targets achieved or likely to be achieved?

47. The evaluation team noted that TMEA worked with the key trade facilitation MDAs and private sector to develop UeSW by providing financial and technical support which the evaluation team found to be appropriate. The Danish International Development Agency (DANIDA) through Trademark East Africa provided financial support and the United Nations Conference on Trade and Development (UNCTAD) was contracted to provide technical support. Evaluation evidence indicated that TMEA formulated the UeSW project to address the urgent need of simplification of trade documentation and clearance procedures for purposes of trade facilitation and competitiveness.

48. Review and assessment of the assumptions that contributed to the project results were discussed and indicated in the relevant and applicable sections of findings in the evaluation report.

49. The evaluation findings revealed that 20 MDAs[4] were supported by TMEA to have their systems automated for integration/interfacing to the UeSW and the automation was module based. Out of the targeted 20 MDAs, only 10 MDAs had their modules integrated/interface to the UeSW and are currently operational. The status of automation is summarized in table 2 below.

Table 2: Status of Modules and Number of Transactions on the UeSW

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[4] Uganda Revenue Authority (URA); Uganda National Bureau of Standards (UNBS) ; Uganda Coffee Development Authority (UCDA) ; National Drug Authority (NDA) prototypes; Ministry of Agriculture Animal Industry and Fisheries (MAAIF) ; Ministry of Energy and Mineral Development (MEMD);Ministry of Foreign Affairs (MFA); Ministry of Trade Industry and Cooperatives (MTIC); Dairy Development Authority (DAA); Uganda National Chamber of commerce and Industry (UNCCI); Uganda Free Zone Authority (UFZA); Warehouse operators; Uganda Clearing and Forwarding Association and Uganda Clearing Agencies Association ; Transporters Airlines; Uganda Export Promotion Board (UEPB); Cotton Development Organization (CDO); Uganda Communications Commission (UCC); Ministry of Water and Environment (MoWE) and Ministry of Health (MoH).

No.	The 20 Supported MDAs	Status of modules and number of transactions on the UeSW
1.	URA, UNBS, MTIC, DAA, UFZA, Warehouse operators Uganda Clearing and Forwarding Association and Uganda Clearing Agencies Association, Transporters, CDO, MoWE.	Modules have been deployed and operational with annual transactions of 854,854 in 2021.
2.	MEMD, MFA, Airlines, UCC, MoH.	Modules are at the final User Acceptance testing phase and ready to Go – Live and no transactions on the UeSW.
3.	Uganda Coffee Development Authority (UCDA), Uganda National Chamber of commerce and Industry (UNCCI) and Uganda Export Promotion Board (UEPB).	Modules are at System Requirements Specification phase (pending development under the UeSW platform) and no transactions on the UeSW.
4.	National Drug Authority (NDA) and Ministry of Agriculture Animal Industry and Fisheries (MAAIF).	Modules are at System Development Phase and no transactions on the UeSW.

Source: UeSW online platform and PIT.

50. Evaluation findings further revealed that for the MDAs that had their modules integrated/interfaced to the UeSW, stakeholders had migrated from using the manual operations to electronic processing operations. From the stakeholders interviewed, 87% agreed (27% Strongly Agree and 60% Agree) that the UeSW project made the online transactions simple and user friendly which eliminated time spent on manual document handling and thus contributed to their operational efficiency and business competitiveness. However, for the 13% who were not satisfied, they lacked sufficient skills to navigate the system and in other cases there were internet connectivity challenges.

51. **UeSW Project Design, Management and Implementation:** The evaluation findings indicated that TMEA worked with the Government of Uganda and the respective supported MDAs, by providing financial support and technical assistance to implement the UeSW; and the Single Window approach adopted for Uganda was Customs Centric. The evaluation findings further indicated that the UeSW System was implemented under a public single window business model and neither fees nor charges were levied to users of the system and all establishment and operational costs were funded by the Government of Uganda through URA. The project management and implementation were controlled by the: High Level Task Force (HLTF) that was constituted of: Government Ministers, Executive Directors of Government Agencies, private sector representatives, academia and civil society organizations.

52. The evaluation findings further indicated that the UeSW project was implemented by the Uganda Revenue Authority (URA) as the Lead Implementing Agency that hosted the project Implementation Team (PIT), and the Ministry of Trade, Industry and Cooperatives (MTIC) as the Lead Coordinating Ministry in the UeSW with a Memorandum of Understanding as evidence of this arrangement. This was a good implementation approach which provided different levels of consultations, decision making and ownership. In addition, a consultant from the United Nations Conference on Trade and Development (UNCTAD) was contracted to provide technical support, guidance and quality assurance during the development and implementation of the UeSW in collaboration with URA.

53. The evaluation findings further indicated that for proper management and implementation of the UeSW project, there was a Project Implementation Team (PIT) that provided coordination and oversight to the implementation of trade facilitation measures. The evaluation finding further indicated during the Project implementation, the agreements between TMEA and the implementing partners clearly stipulated the project scope/description, the parties and their obligations, project budgets, duration, procurement arrangements, governance, dispute resolution and jurisdiction which was a good practice and very commendable for the project implementation.

54. The evaluation team found that all the process modules developed under that UeSW project had Systems Requirements Specifications (SRS) developed and this guided the development of the modules that integrated/interfaced with the UeSW. In addition, the SRS also took into consideration the needs and requirements of the stakeholders in the respective MDAs with assistance and guidance of the external consultants from UNCTAD who met the objectives of the assignment despite extending beyond the project implementation time frame. However, a new MoUs for extending the project time frame was signed to deliver the remaining agreed scope of work at no cost with the consultant from UNCTAD.

55. The evaluation team further found that the UeSW project activities were planned according to the defined project life cycle that included conducting project needs assessments, systems mapping and designing, systems programming, systems testing, systems piloting, systems go-live and interfacing with the UeSW which was a good practice. At the pilot phase, systems went through rigorous testing procedures to guarantee their ability to successfully interface with the other systems and also serve their purpose. The evaluation findings indicate that the UeSW project was successfully implemented in line with the recommendations from United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) recommendations for a single window.

56. The evaluation findings indicated that the implementation approach of working with mandated trade facilitation agencies and governance model of using suitable structures within the UeSW project were adequate, appropriate and effective for management and delivery of the project because during implementation, only the relevant trade facilitation MDAs that had the right mandate/legal backing, financial, human and technical resources for UeSW project implementation were supported by TMEA. The UeSW project carried out capacity building and also implemented change management activities which were found effective for most of the MDAs because there was no major resistance from both the internal and external stakeholders during the implementation of the UeSW. However, there was a need for more change management activities to bring on board the other MDAs that had not yet interfaced/integrated with the UeSW. Further evaluation findings indicated that there were progress reports on project implementation that were used to track project progress which was very good because it helped to reflect the status of the project and informed decision makers.

57. The evaluation findings indicated that the UeSWs Project had risk management plans and mitigation strategies in place. The risks were analyzed and reviewed periodically to identify possible threats to the project which was a good practice. Overall, there was very significant evidence that implementation of the UeSW project followed international best practices. Evaluation evidence showed that the best practices followed were in the United Nations Centre

for Trade Facilitation and Electronic Business (UN/CEFACT) recommendations that include: Recommendation 33 that provided guidelines on establishing a single window to enhance the efficient exchange of information between traders and government; The Recommendation 34 on data simplification standardization for international trade; Recommendation 35 on establishing a legal framework for international trade single window; Recommendation 36 on single window interoperability; and Recommendation 37 on single transaction portal; Recommendation 38 on trade information portals.

58. **UESW Project Activity Assessment**: The evaluation findings indicated that the set of activities in the respective MDAs consisted of: Preparatory Activities; Implementation Activities; Single Transaction Portal (STP); Commodity Based (Single) Application; Automating Advance Ruling; Authorized Economic Operators Services Digitalization; Development Free Zones Operations Monitoring System; ASYCUDA World Upgrade and Capacity Building as detailed in Annex 4.

59. The evaluation team found that TMEA supported a number of activities that were relevant to achieve specific expected project outputs in the respective MDAs that were mandated to provide trade facilitation in Uganda. The evaluation further found out that the overall UeSW project inputs and implementation was through the provision of information management systems, software, and hardware, technical and financial assistance. The activities that were supported by TMEA in the respective MDAs included: preparatory activities, capacity building, change management, application development, monitoring and evaluation, national vetting development, needs assessment for MDAs, post deployment support, process mapping and requirements, regional accreditation interface, requirements definition and validation, source code migration, stakeholder sensitization and awareness, system quality assurance, system upgrade deployment, UeSW framework development, interfacing and linkage with the National Single Window systems. This provided objective evidence to validate the project assumption that resources would be availed in time and activities implemented.

60. Evidence gathered by the evaluation team from the desk review and stakeholders' consultations indicated that 73 activities were planned, out of which 48 activities were completed (66%) and 25 activities were still in progress (34%) and were likely to be implemented by the end of the extended contact. The summary of the activities assessment of the UeSW project is shown in table 3 and for details of the activities and their status at the time of the evaluation refer to annex 4. The evaluation team also noted that apart from the activities that may be beyond the Programme management control, most of the incomplete activities will be accomplished within the no cost project extension time frame to cover the remaining activities. The incomplete activities were the results of the bureaucratic nature of the MDAs which affected the implementation. However, the PIT should ensure that the consultant implements all the pending activities as indicated in the no cost extension period.

Table 3: UeSW Project Intervention Activities Realization as of June 2022

UeSW Project Period	Agreed Activities[5]	Completed Activities	Incomplete Activities	% Completion	Assessment (1-Poor and 5- Excellent)	Confidence level (low-red, medium -yellow and High-green)
(2014 To June 2022)	73	48	25	66%	3	

Source: Data from document reviews and interviews with Project Implementation Team

61. **Assessment of UESW Project outputs:** The evaluation findings indicated that the Project had 5 targeted outputs as evidenced in table 4 and detailed in annexes 5. Evaluation findings further showed that 4 outputs (80%) had so far been realized. However, the pending 1 output (20%) was expected to be achieved by the end of 2022 because most of the core activities had been accomplished, apart from activities relating to the Single Transaction Portal. The evaluation team noted that the pending 1 output may be realized within the no cost project extension time frame in which the pending activities are equally expected to be accomplished.

Table 4: Targeted outputs and status as at June 2022 and assessment

#	Targeted output	Output status as at June 2022	Assessment	Confidence level
1.	Output 1: UeSW prototypes and interfaces developed.	Realized	4	
2.	Output 2: Agency systems upgraded in UeSW requirements.	Realized	4	
3.	Output 3: UeSW piloted and rolled out to selected agencies.	Not yet fully Realized	3	
4.	Output 4: SMS and Email services for UeSW operational.	Realized	4	
5.	Output 5: Training undertaken for selected institutions	Realized	4	
OVERALL			**4**	

Source: Data from document reviews and interviews with Project Implementation Team.

62. **UeSW prototypes and interfaces developed:** The evaluation findings indicated that there were 30 modules that were developed to interface/integrate with the UeSW and this was one of the key steps in setting up the UeSW. The activities under the supported MDAs in annex 4 covered the processing of imports and export clearances procedures. The evaluation finding further indicated that all the 30 modules that interfaced with the UeSW underwent prototyping and the prototypes that the prototypes developed were tested, agreed upon and approved by the respective MDAs and the project implementing team (PIT).

63. The agreed upon prototypes were implemented by development of the systems that finally interfaced/integrated with the UeSW. The evaluation findings further indicated that the process of prototyping the developed modules involved the relevant stakeholders in the respective supported MDAs to test and interact with the proposed models for their processes with the purpose of giving their feedback to either change or alter the proposed specifications. This also helped to eliminate misunderstandings and miscommunications between the supported MDAs and the UeSW project

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[5] These were the activities in the work plan.

implementation team (PIT). The Evaluation findings also revealed that Prototyping was done to improve the quality of the specifications and requirements provided to the respective supported MDAs. In addition, the prototyping also helped the PIT to determine early the time needed to implement the project, the cost involved and the expectations of the supported MDAs end user.

64. **Agency systems upgraded in UeSW requirements:** The evaluations team found out that before the UeSW some of the project supported MDAs had automated systems to manage their internal information and others had manual processes for international trade facilitation which could not be interfaced or integrated in the UeSW before upgrading. Out of the targeted 20 MDAs, 8 MDAs had some initial automated systems as indicated Annex 6. However, all the systems of the targeted MDAs had to be upgraded to interoperate with the UeSW system. In addition, the evaluation team noted that the business community was regularly required to prepare and submit large volumes of information and documents to the respective MDAs to comply with import and export related regulatory requirements each with their own specific (manual or automated) systems and paper forms. These extensive different institutional requirements could not easily be integrated in the single window as they would lead to barriers to international trade and lack of data and business interoperability. Upgrading systems in the UeSW provided objective evidence for project assumption of business process re-engineering to improve efficiency.

65. The evaluation findings indicated that all the targeted 20 MDAs had some of their processes re-engineered. This notwithstanding, 10 (50%) MDAs have been interfaced/integrated with the UeSW, 5 (25%) MDAs are at the final user acceptance testing (UAT) phase and ready to Go – Live, 3 MDAs (15%) are at the System Requirements Specification (SRS) phase (pending development under the UeSW platform) while 2 (10%) MDAs are at the System Development Phase.

66. The evaluation findings also found out that URA offered very good IT infrastructure for hosting ASYCUDA World and was ensuring a good level of Data handling and Security. However, in order to host the Single Window and fit the new UeSW requirements, there was a need to upgrade the old ASYCUDA World platform. The evaluation finding revealed that the ASYCUDA World (AW) is the platform on which the UeSW operates and was upgraded to facilitate seamless trade facilitation. The evaluation findings further revealed that the ASYCUDA World (AW) operating system SOClass6 was upgraded to the newest version   released by UNCTAD to improve system performance and allow for Single Sign-On (SSO) where traders access all MIS for MDAs under the Single Transactional Portal (STP). This approach consists of creating a session and user authentication service that permits a user to use one set of login credentials (username and password) to access multiple MIS of participating in the UeSW. The evaluation team also noted that the project assumption of using latest technologies compatible with other systems and acceptable by the trade agency was validated by objective evidence using the newest version of ASYCUDA World (AW) operating system released by UNCTAD.

67. **Number of process manuals produced and automated:** The evaluation finding indicated that process manuals were developed for all of the automated processes in the 20 respective supported MDAs that were to interface/integrate with the UeSW as indicated in System Requirement Specifications (SRS). A process manual was developed for each of the targeted MDAs by the UeSW PIT and they are at various stages of automation as indicated in Annex 6 . The process manuals were

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6 SOClass is the Strategy Object Class framework which provides the technology backbone for management of the ASYCUDA system

approved as fit for use by the respective implementing MDAs. The evaluation findings also showed that during the development of the process manuals, the PIT was in continuous communications and consultations with the project supported MDAs on the step-by-step process flows of their operations so as to guide the software development process which was good for the project buy-in. The evaluation team also noted that the assumption that existing processes and procedures are well documented was validated with objective evidence in the SRS. The evaluation team also noted that the project assumption that existing processes and procedures are well documented was validated with objective evidence in the process manuals.

68. The evaluation team found these process manual documents described what the software would do and how it would be expected to perform in the respective MDAs. The manuals also included a set of use cases that described user interactions that the software had to provide to the user for perfect interaction. The evaluation team also noted that the automated process manuals established the basis for agreement between MDAs and the UeSW project implementation team (PIT) on how the systems would function. The evaluation findings indicated that the automated process manuals were developed in line with the required international standards and best practices of developing system requirement specifications which was good and made the developed process more credible and acceptable.

69. **UeSW piloted and rolled out to selected agencies:** Evaluation findings indicated that the implementation of the UeSW project before rolling out to the respective MDAs, underwent the piloting phase; and the piloting was done for the modules developed in the respective MDAs. The evaluation findings also indicated that systems piloting was done before system rollout to help determine the project feasibility, efficiency of the modules developed and to also identify any operational errors/faults in the developed modules before fully rolling them out. The piloting also assessed the ICT readiness of the supported MDAs to confirm whether minimum requirements were being met such as Hardware, Software, Systems, Network and Telecom.

70. The evaluation further showed that the piloting was done at the receptive MDAs premises that were supported and the proposed developed modules were subjected to a set of selected stakeholders or end users who gave their feedback. The PIT evaluated the feedback from piloting and based on the evaluated feedback to improve on the performance of the modules before rolling them out which was a good approach for the implementation of the UeSW. The evaluation team also noted that during the pilot phase, there were discussions about the MDAs transactions processing and diagnostic analysis of available process documentations which was done with the purpose of establishing possible project implementation strategy and IT minimum requirements for the implementation of electronic Single Window in Uganda.

71. However, evaluation findings indicated that after the piloting, the UeSW was rolled out to the 10 out of the 20 supported MDAs and the other remaining 10 were in the process of interfacing with the UeSW. For the status of the MDAs integration/interfacing with UeSW refer to annex 6. The evaluation team found out that the remaining 10 MDAs that had not yet interfaced/integrated with the UeSW was because of the COVID 19 pandemic that affected the project activities such as changed management activities that were very critical for the project implementation. However, efforts were being made to ensure that the MDAs interface/integrate with the UeSW.

72. **SMS and Email services for UeSW operational**: The evaluation team noted that for effective communication and transparency purposes, the implementation of electronic Single window should have notifications of transaction processing related to international trade through SMS and e-mail. The evaluation finding indicated that for the MDAs that have interfaced with the UeSW, for each transaction done online, the system end user got notifications in the form of SMS or email. The evaluation findings indicated that 10 out of the 20 supported MDAs which was (50%) evidenced the use of SMS and email services under UeSW. The other 10 MDAs, which accounted for (50%) were not getting the notifications because they had not yet interfaced with the UeSW. For the status of the MDAs integration/interfacing with UeSW refer to Annex 6.

73. The evaluation findings indicated that the SMS and Email services were developed in the UeSW as a notification mechanism to provide communications to the users of the modules that interfaced with the UeSW. The evaluation evidence indicated that the URA was notifying traders when payment for a Customs declaration was made which was a good step toward the implementation of a full notification system under Single Window system. These notifications of Email or SMS were effective communication tools that informed in real time every party playing a role in the clearance process for immediate action. These notifications were being sent to the accounts of the individual systems user for appropriate actions to be taken while carrying out import and export related transactions. Therefore, establishing a notification system using SMS and emails was an important milestone of Single Window implementation. This was also evidenced by 81% (20% Strongly Agree and Agree 61%) of the respondents that agreed that the UeSW had increased the transparency in the import and export document transactions through the use of SMS and Email services that were operational.

74. **Training undertaken for selected institutions:** The evaluation findings indicated that URA being the lead agency, it had the responsibility of coordinating training and sensitization of stakeholders on the UeSW project. The evaluation findings showed that the project supported training for 9,075 stakeholders in total, of which 3,203 were female, which was 35%, and 5,872 were male which (65%) was. The evaluation team also noted that the total number of stakeholders to be trained would have been more than what was reported; however, the COVID 19 pandemic affected the implementation of the training activity. This provided objective evidence to validate the project assumptions that there would be sufficient sensitization by UeSW Project.

75. The evaluation finding further indicated that the trainings were conducted for the project and systems implementers, which was URA, and for the external users, which were the MDAs that had a system to interface with the UeSW and the end users that were the business community. The training also built the confidence and capacity of the external stakeholders/business and they were able to complete transactions online. The project also offered training in the other MDAs to build and enhance capacity, trust and collaboration between them. The table 5 below shows the number of stakeholders trained.

76. In addition, for the respective MDAs, system user guides were developed to help guide them and also train them on how to use their respective systems interfacing with the UeSW. The evaluation team also found out that the UeSW project offered targeted technical assistance to URA to strengthen its IT capacities to enhance its potential and ability to handle and support the other MDAs participating on the UeSW platform.

Table 5: Stakeholders trained under the UeSW disaggregated by gender.

	Number Of Stakeholders Trained	Percentage of Stakeholders Trained by Gender
Female	3,203	35%
Male	5872	65%
Total	**9,075**	**100%**

Source: UeSW progress reports and primary data.

77. **Increase in private sector users who complete import and export documentation through the UeSW:** Evaluation findings indicated that URA was managing the new ASYCUDA World on which the UeSW operated. The evaluation team also found out that there was a percentage increase in transactions processed through UeSW from 520,000 transactions in 2014 to 854,854[7] transactions in 2021 which was 64% increase against a target of increasing transactions by 50% which was 260,000 additional transactions. This percentage increase in transactions was very good and indicated that the UeSW was a good tool in promoting international trade in Uganda. For details refer to annex 5.

78. **The Percentage increase in the number of users on the UeSW:** The evaluation findings indicated that the number of users of the UeSW on average increased from 3,223 (broken down as follows: 674 URA Customs Staff; 2,370 Traders, 73 other agency (OGA) staff, 106 KRA custom staff) in 2014 to 141% increase on UeSW: 7,764[8] (broken down as follows: 1,053 URA Customs Staff; 6,257 Traders, 376 other agency (OGA) staff, 78 KRA custom staff). This was against a target of 30% increase on UeSW: 967 (broken down as follows: 202 URA Customs Staff; 711 Traders, 22 other agency (OGA) staff, 32 KRA custom staff). For details refer to annex 5.

79. **Increased efficiency of selected institutions:** The evaluation findings indicated that the different MDAs were having their own information management systems and others were having manual processes that created a lot of steps for traders to complete a transaction. The evaluation findings also indicated that due to the UeSW, there was increased efficiency of selected institutions. This was evidenced by the evaluation findings which indicated that the percentage in use of the UeSW to process import/export applications had increased from 3,223 users in 2014 to 7,764 users on UeSW in June 2022 which was a 141% increase against a target of increasing by 30%. The evaluation findings showed that of the 85 original numbers of steps required to complete transactions in 2014, 27 steps in June 2022 had been reduced due to the UeSW, which was a 32% reduction against a target of reducing the steps by 30%.

80. **NESW fully operational at selected institutions**: The evaluation team noted that the UeSW project supported 20 MDAs and out of these 10 had so far interfaced and were using the UeSW and were operational and this was against a target of interfacing with 6 MDAs. For details, refer to annex 5 for more detailed results.

81. **Assessment of Short-Term Outcomes and intermediate Outcomes:** The Project targeted to realize one (1) intermediate outcome and three (3) short-term outcomes. Overall, there is good progress in realizing the results as shown in Table 6 and detailed in Annex 5.

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[7] Annual number of transactions through UeSW in 2021.

[8] URA custom data

Table 6: Targeted outcomes and assessment status as at June 2022.

#	Targeted Outcome	Outcome Indicator (s)	Baseline Data	Targets	Actual Results, June 2022	Assessment	Confidence Levels	Evaluator's Comments
1.	Intermediate outcome: Reduction in transaction costs and time for processing documentation of key imports and exports at selected trade regulatory institutions	Percentage reduction in transaction costs at selected institutions.	USD 68.0	30% reduction in cost	37.1 in 2021 (45% Reduction)	4		There is very good progress towards realization of this outcome.
		Percentage reduction in average time taken to process documents at selected institutions	9.21 days	30% reduction	1.91 days (79% reduction).	4		
2.	Short-Term Outcome 1: Increase in private sector users who complete import and export documentation through the UeSW.	Percentage increase in transactions processed through UeSW.	520,000 (ASYCUDA World); None on UeSW.	50% increase in 2016: 260,000 (on UeSW).	854,854[9] transactions (64% increases).	4		There is very good progress towards realization of this outcome.
		Percentage increase in the number of users on the UeSW.	3,223 [ASYCUDA World, broken down as follows: 674 URA Customs Staff; 2,370 Traders, 73 other agency (OGA) staff, 106 KRA custom staff	30% increase on UeSW: 967 [broken down as follows: 202 URA Customs Staff; 711 Traders, 22 other agency (OGA) staff, 32 KRA custom staff	141% increase on UeSW: 7,764[10] [broken down as follows: 1,053 URA Customs Staff; 6,257 Traders, 376 other agency (OGA) staff, 78 KRA custom staff.			
3.	Short-Term Outcome 2: Increased efficiency of selected institutions	Percentage increase in use of the UeSW to process import/export applications.	3,223 users (ASYCUDA World)	To increase by 30%.	7,764 users on UeSW (141% increase):	5		There is very good progress towards realization of this outcome.
		Reduction in average number of steps required to complete transactions.	85	30% reduction	32% reduction (27 steps reduced out of 85 steps)			
4.	Short-Term Outcome 3: NESW fully operational at selected institutions.	Number of selected institutions interfaced with UeSW.	0	December 2015: 60% (4); December 2016: 100% (6); Phase II Target: 10	10	2		There is good progress towards realization of this outcome.
Overall						4		**There is very good progress towards**

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[9] Annual number of transactions through UeSW in 2021.

[10] URA custom data

#	Targeted Outcome	Outcome Indicator (s)	Baseline Data	Targets	Actual Results, June 2022	Assessment	Confidence Levels	Evaluator's Comments
								realization of the outcomes.

Source: Source: Data from document reviews and interviews with Project Implementation Team

82. Overall, 82% of the respondents interviewed revealed that the UeSW project was meeting its desired objectives of having a change in the transaction cost during trade document processing.

83. **Reduction in transaction time:** Evaluation findings indicated that the UeSW provides convenience to traders as their applications for the services to the MDAs are done online, certificates/permits processed, approved and feedback electronically. This has reduced physical movement and paperwork to the MDAs thus resulting in improved efficiency. Only a few processes such as verifications and inspections of goods are done physically which necessitates movements. For the MDAs with systems that were deployed and operational, evidence from the system data timestamps and the survey conducted by the evaluation team revealed that before the systems for the MDAs were developed and interfaced with UeSW, the average time to process documents was 9.21 days. However, for the MDA whose systems have been interfaced with the UeSW, the average time reduced to 1.91 days, which is an average reduction of 79% against a target of 30% as shown in Table 7. Further evaluation findings indicated that whereas the baseline time was not revised and yet there were additional MDAs brought on board during project implementation, this had an effect on the baseline time that was initially calculated. TMEA should ensure that the baselines are revised when the circumstances change.

Table 7: Computation of time reductions as result of UeSW

No.	Supported MDAs/ Institutions	Implementation Status	Average Document processing time (Days)			% Time Reduction
			Baseline	Findings at endline	Time reduction	
1.	Uganda Revenue Authority (URA)	Deployed and operational.	12.66	0.84	11.82	93%
2.	Uganda National Bureau of Standards (UNBS)	Deployed and operational.	22.30	6.96	15.34	69%
3.	Dairy Development Authority (DAA)	Deployed and operational.	13.78	5.79	7.99	58%
4.	Uganda Free Zone Authority (UFZA)	Deployed and operational.	14.00	0.81	13.19	92%
5.	Warehouse operator's License	Deployed and operational.	5.64	0.59	5.05	90%
6.	Uganda Clearing and Forwarding License	Deployed and operational.	3.53	1.35	2.18	62%
7.	Transporters License	Deployed and operational.	2.81	0.66	2.15	77%
8.	Cotton Development Organization (CDO)	Deployed and operational.	7.25	0.10	7.5	99%
9.	Ministry of Trade Industry and Cooperatives	Deployed and operational.	0.89	0.06	0.83	93%

No.	Supported MDAs/ Institutions	Implementation Status	Average Document processing time (Days)			% Time Reduction
			Baseline	Findings at endline	Time reduction	
10.	Ministry of Water and Environment (MoWE)	Deployed and not yet utilized11.	-	-	-	-
11. Average			9.21	1.91	7.30	79%

Source: UeSW timestamps and field evaluation data.

84. **Reduction in transaction cost:** Evidence from documents review and the interviews conducted by the evaluation team indicated that the automation of modules in the respective supported MDAs resulted in the reduction in physical movements between the MDAs and traders, also eliminated paper applications thus reducing travel costs, printing and photocopying costs. This led to reduction in cost incurred in the administration of the clearance and permit documents and the coordination costs including service application, approval, follow-up, collection of paper documents, delivery of paper documents to customs etc. Evaluation findings indicated that the average transaction cost per import/export reduced from USD 68 to USD 37.1 which was a reduction of 45% against a target of 30%. This implies that there is a cost savings of an average of USD 30.9 per transaction as indicated in table 8. Further findings indicate that the total cost savings in 2021 with a total number of 854,854 transactions was computed to be USD 26,414,989.

Table 8: Average cost per transaction (US$)12

No.	Cost Item	Before UeSW	With UeSW	Savings	% Saving
1.	Travel	7.8	4.2	3.6	46%
2.	Communication	2.6	4.2	-1.6	-62%
3.	Printing/Photocopying	13.2	4.4	8.8	67%
4.	Document preparation fee	42.2	23.4	18.8	45%
5.	Other costs	2.2	0.9	1.3	59%
6.	Total	68	37.1	30.9	45%

Source: Field evaluation data.

85. The evaluation team noted that some of the other factors that influenced the contribution to reduction in import and export document transaction time and costs included; availability of the internet connectivity and relevant IT skills and knowledge.

86. **Gender Issues:** The evaluation evidence indicated that gender issues concerning women were specifically considered in the project implementation. In addition, the UeSW was designed in such a way to serve all stakeholders using the systems that included both the males and the females. The evaluation team also noted that the UeSW project took into consideration the national gender strategies of supporting women to increase their awareness and also improve on their wellbeing.

87. The evaluation team noted that gender issues concerning women were well mainstreamed in the project because women make up the majority of actors involved in cross-border trade and the UeSW was a key trade facilitation tool for their trade. The evaluation team also found out that 9,075 stakeholders were trained, 3,203 were female stakeholders, on average 35% were trained

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11 The system in MoWE was not yet utilized because of restrictions on timber transactions.
12 Cost excludes agency fees

on how to use and complete online transactions on the ASYCUDA World. This training was very key to the women and really helped them to be able to do business with less difficulty. This training also increased their knowledge, confidence and levels of compliance to the respective regulatory requirements online.

3.3. Efficiency

Efficiency is the extent to which the UeSW Project intervention has delivered, or is likely to deliver results in an economic and timely way.

The evaluation team assessed and answered the following evaluation question on the project efficiency:

a) Was the UeSW implemented efficiently?

b) Were UeSW project results delivered within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context?

c) Were UeSW project inputs used to deliver project results in the most cost-effective way possible as compared to feasible alternatives in the context?

88. This efficiency section of the report assessed the extent to which the UeSW project resources/inputs were converted into results economically, efficiently, equitably and effectively. The evaluation team assessed Value for Money (VfM) of the UeSW Project based on the 4Es: VfM economy, VfM efficiency, VfM effectiveness and VfM equity.

89. Evaluation evidence indicated that the UeSW project implementation cost was USD 9,355,000 against a budget of USD 9,468,000, which was 99% of the total budget. The evaluation evidence further indicated that the funding for the activities was entirely from TMEA and there were "in kind" contributions from the MDAs in terms of staff time for PIT, premises, office space, operational costs and internet services. TMEA directly contracted the consultants to support the UeSW by developing and supporting the automation of systems that were required for trade facilitation in the respective MDAs. The evaluation finding also indicated that project funding was also used for capacity building and training during implementation as a change management strategy. TMEA also funded the procurement of hardware and software (servers, software and network equipment).

90. **Assessment of the VfM Economy**: The UeSW Project economy was assessed by examining the extent to which the project was able to achieve the best cost of inputs to realize the results while maintaining quality. Under VfM economy, the evaluation team assessed whether TMEA was achieving appropriate quality at the right price for inputs and resources including the hardware, software, ICT service providers and consultants used to produce the project outputs. The evaluation findings indicated that the UeSW Project VfM economy was achieved based on technical and financial proposals, good due diligence process of service providers and working with competent and qualified services providers.

91. The evaluation team also noted that the UeSW systems was riding on the ASYCUDA and the ASYCUDA World license which was held by UNCTAD, the UeSW developer and thus a waiver was sought for single sourcing and procurement because no other better choice would have been made at the same or lower price. The UeSW is run on ASYCUDA World Platform with URA as the lead implementing agency and the key private sector beneficiaries of the UeSW system

such as traders, shippers, importers and exporters were already using the ASYCUDA World system and this ensured continuity, monetary savings and easy adaptability. The procurement process using technical and financial proposals was done on times and this provided objective evidence to validate the project assumption that procurement process would be started and completed on time

92. The evaluation findings indicated that the contracting of UNCTAD Tentative infrastructure cost of upgrading the ASYCUDA World platform was quoted at USD1.6m by UNCTAD compared to USD5m/USD7m (under a PPP model) quoted by another service provider of Single Window System infrastructure. This excluded the cost of setting up an entirely new institution to manage the Single Window, which was estimated to bring the total to USD10m/USD15m, in addition to up-to 2/3years to put in place the institutional framework for the PPP model prior to implementation.

93. Further evaluation evidence indicated that the performance of contracted consultants was good and they delivered to the required project expectations. The evaluation findings further indicated that there was a very good VfM economy because the right quality of results was achieved and at a good price amidst the COVID 19 pandemic. The evaluation team also noted that there were some MDAs like the Ministry of Health (MOH), and Ministry of Water and Environment (MWE) whose systems are yet to be integrated to the UeSW that need to be followed up.

94. **Assessment of VfM Efficiency:** The UeSW project value for money efficiency was assessed by the evaluation team examining how well the project activities converted inputs into results cost effectively. Evaluation findings showed that UeSW project started in January 2014 and was expected to end by December 2022. The delays and extensions were because of the bureaucracies of dealing with government agencies the (20 MDAs) and restrictions caused by the COVID-19 Pandemic. Further findings indicated 48 activities completed (66%), 25 activities were still in progress (34%) that produced 4 out of the 5 expected outputs as shown in Annex 4 and Annex 5. However, the incomplete activities may be implemented by the end of 2022, which is a no cost extension period. Evaluation evidence showed that experienced technical experts were engaged during the project implementation that ensured value for money efficiency. In addition, TMEA procurement processes spent only 3 months to procure the ASYCUDA World system from UNCTAD and saved USD 400,000 from the total cost, which was a good cost-effective approach, compared to up to 3 years, which was taken to procure the electronic tax system for the domestic taxes.

95. However, some of the project results were not produced on time because of project scope reviews that included new activities to enhance the systems to serve the end user stakeholders better and also COVID-19 pandemic that affected the project implementation. However, despite extending the project implementation time frame, there was no additional cost involved from the consultants which made the project implementation cost effective and also made a good project value for money efficiency.

96. **Assessment of VfM Effectiveness:** The evaluation team examined effectiveness by assessing how well the UeSW project resources were successfully utilized in achieving the desired outcomes from the activities implemented. The evaluation findings indicated that 99% of the

allocated budget had been utilized so far to implement 66% of the activities to realize the project outputs (80%) and outcomes (100%). However, the evaluation team noted that there was a no cost extension and the committed budget covered all the activities planned for. The evaluation findings further indicated that the VfM effectiveness was achieved through the TMEA support towards developing trade facilitation modules in the respective supported MDAs to interface with the UeSW led to reduction in transaction costs by 45% and time by 79% associated with processing documentation for selected imports and exports at key trade regulatory agencies in Uganda. The evaluation findings indicated that there was a cost saving of USD 26.4 million by the traders as a result of the automation. Reduction in import, export and transit transaction costs was contributing to effective trade systems and procedures. In addition, the evaluation team noted that the rate of disbursement of funds to some implementation partners was good and hence that helped to try and deliver project results onsite.

97. **Assessment of VfM Equity**: The evaluation team assessed VfM Equity by examining whether the UeSW project ensured that the benefits were fairly distributed. The evaluation findings indicate that the VfM Equity was achieved through supporting the development of trade facilitation modules in the respective supported MDAs to interface with the UeSW and this was to support both male and female owned business of different sizes by reducing their import, export and transit transaction related costs without discrimination. The VfM Equity was good because it was directly contributing to facilitating trade for both male and female owned businesses without discrimination whether the businesses are small, medium or large.

98. Furthermore, the evaluation findings indicated that the UeSW simplified trade related procedures for informal cross border traders, the majority of whom are women, at major regulatory agencies and border points by creating awareness and disseminating information on UeSW. In addition, the efficiencies introduced by the UeSW helps to mitigate the levels of low literacy, information and knowledge asymmetry that women traders often face as the single/online portal allows the traders to simultaneously submit information requirements for trade regulatory issues. Further findings indicated that improved and easily accessible UeSW to key regulatory agencies reduces personal direct interaction, which reduces incidents of favoritism, corruption and harassment at points of interaction that women normally face.

99. The cost benefit analysis revealed that the higher the number of transactions through the UeSW, the higher the benefits as can be illustrated by the benefits in the UNBS and URA because they handle so many trade related transactions compared to the rest of MDAs that handled sector specific goods related transactions that are relatively few. The overall and individual efficiency assessment of the UeSWs Project based on the 4Es and Benefit to cost ratio is detailed in Table 9.

Table 9: Efficiency table Assessment

N#	UeSW Project	VfM Economy	VfM Effectiveness	VfM Efficiency	VfM Equity	Overall Assessment	Confidence level
1.	**UeSW Project**	4	4	3	4	4	

Source: UeSW progress reports and primary data.

100. The overall, efficiency assessment was very good however the UeSWs project team needs to ensure that the activities whose implementation was extended at no cost are completed within the stipulated time.

3.4. Sustainability

> **Sustainability: Is the extent to which the net benefits of the UeSW project intervention will continue, or are likely to continue.**
>
> The evaluation team assessed and answered the following evaluation question on the project sustainability:
>
> Do the necessary financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time exist?

101. In this section of the report, the evaluation team assessed whether the UeSW project intervention net benefits will continue even after the cessation of TMEA's support. The evaluation team found out that the project intervention benefits shall be made sustainable in the following ways:

102. **Structural Sustainability:** Evaluation evidence showed that the supported MDAs that were implementing the UeSW project had incorporated the project activities into their core business operations and plans. The MDAs that had their modules interface or get integrated to the UeSW put in place governance and management structures to ensure sustainability. Further evaluation evidence indicated that all where their modules had interfaced with the UeSW had full time technical staff that were implementing and managing the trade facilitation systems that was developed by TMEA and therefore should be able to sustain the UeSW results achieved.

103. **Technical Sustainability:** The evaluation findings showed that the training was a very important element in implementing the UeSW project, so as to enable the stakeholders to be able to use the system. The evaluation findings further indicated that to ensure sustainability of the trade facilitation systems, both internal and external stakeholders were trained on how the trade systems were developed, operated and also on ways of complying with the trade facilitation formalities and operations. Evaluation evidence indicated that the IT stakeholders that were trained such as clearing agents, staff from URA, UNBS, DDA, warehouse operators, transporters, had the technical competency and this was enhanced by having resident Technical Assistants (TAs) in the URA to ensure knowledge transfer to the key stakeholders to manage the UeSW systems without TMEA interventions in the future. In addition, the evaluation findings indicated that the technologies being used to implement the UeSWs project were the latest and were projected to be current for the next number of years and any upgrades and changes to them would not affect the upgrading or enhancements of the system. Evaluation findings also revealed that 98% of the respondents indicated that the training on the UeSW enabled them to use the system.

104. **Financial Sustainability:** The evaluation findings indicated that the project supported MDAs had a realistic and sustainable funding mechanism to implement the TMEA UeSW project initiative beyond the project. The evaluation evidence further indicated that the supported

MDAs had ICT departments/sections that hosted the UeSW project activities. In addition, their ICT related activities were being budgeted for by the institutions in their annual budgets for funding by the government of Uganda as is the case with URA.

105. **Social-Political Sustainability:** The evaluation team found that the UeSW project had good political-will and commitment of the government/ relevant MDA authorities. In addition, there was support and participation of the business community (private sector) that supported the successful implementation of the project in the respective MDAs where they operated which would go a long way in ensuring the sustainability of the UeSW trade facilitation initiative. The evaluation team further found that this political goodwill contributed to the cooperation, trust and coordination between MDAs and both the public and private sector stakeholders.

106. **UeSW system sustainability:** The evaluation findings indicated that URA was already hosting and maintaining the ASYCUDA World Servers on which the UeSW operated. However, it was upgraded to the newest version to improve system performance. The evaluation team also noted that URA had good experience in terms of the implementation and the maintenance of ASYCUDA national systems because they had been hosting it previously. In addition, URA possesses a Data center that meets essential requirements such as AC, Fire Alarm, extinguishers, restricted access and staff permanent presence. The evaluation team also noted that for the deployment of AW, URA was using high performance servers with high availability (failover) capacities, enhanced backup abilities, large data storage volumes and disaster recovery (backup) capacities and was scalable. With all this infrastructure and experience there was strong system sustainability in the URA.

107. **Environmental sustainability:** The evaluation team found out that environmental sustainability was an important part of business operations, which also involved the efficient usage of energy and other resources that minimized impact on the physical environment. The evaluation team also noted that the UeSW operation being electronic and online in nature, the use of paper and energy for producing and transporting the documents was reduced and, in some cases, eliminated which leads to environmental sustainability, reduced waste disposal and saving on the energy. This is because the environment will no longer be destroyed in the process of cutting down trees to make papers or reduced physical movements of documents to produce carbon fumes that affect the environment.

3.5. Impact

> **Impact: The impacts are the tangible long-term outcomes to which the project contributed, positive and negative, intended and unintended.**
>
> The evaluation team assessed and answered the following evaluation question on the project impact:
>
> a) To what extent has the intervention (UeSW) contributed or is likely to contribute to reduced trade costs and time as articulated in TMEA's Theory of Change?

108. The evaluation findings indicated that the UeSW project made direct contributions to the measurable impacts of reduction in the average transaction time and costs for processing of key import and export related documents at selected trade regulatory institutions. TMEA supported

the key trade facilitation MDAs in Uganda to develop online automated modules that enabled traders to gather information, submit forms, get clearance, and receive trade licenses, certificates and also feedback online. The evaluation team noted that before full automation of the UeSW, some of the systems were manual, others were using their internal management information systems and the traders had to travel to the trade agencies to submit import/export related documents and wait for feedback, which took relatively a lot of time and was costly. But with the UeSW in place the manual system has been minimized or completely eliminated in some MDAs by removing physical movements thus reducing the transaction time and cost.

109. The evaluation findings also showed that the UeSW project was enhancing the availability and handling of information, simplifying and expediting information flows between traders and government agencies. This to a greater extent contributed to an efficient trade system and process in Uganda that facilitated trade and contributed to an enhanced trade environment and increased trade flows as a result of the increased number of transactions. The evaluation findings indicated that the UeSW project MDA trade facilitation automated modules were to a great extent simplifying and facilitating the process of providing and sharing the necessary information to fulfill trade-related regulatory requirements for both the traders and the trade facilitation authorities where the systems were integrated or interfaced with the UeSW.

88. **Reduction in average transaction time and costs for processing of key import and export at supported MDAs:** The evaluation findings indicated that the UeSW project was contributing to the reduction of average import/export document processing time from 9.21 days in 214 to 1.91 days in June 2022. In addition, 87% (54% Agree and 33% strongly Agree) of the stakeholders interviewed agreed that the average document processing time had reduced as a result of the UeSW and thus, the supported MDAs were more efficient in handling their stakeholders. The evaluation findings further indicated that the UeSW Project also contributed to reduction in the average import/export document processing cost from USD 68.0 to USD 37.1 in June 2022. Furthermore, 78% (56% Agree and 22% strongly Agree) of the stakeholders interviewed agreed that the average document processing cost had reduced. In addition, Uganda's ease of doing business rankings were in the position of 132 in 2014 and moved to the position of 116 in 2020 according to the World Bank ease of doing reports of 2014 and 2020 respectively. This improvement was contributed to by online transactions such as the UeSW. These reports further highlighted that those economies that had improvements in the ease of doing business had automated most of their business processes which was in line with what Uganda was doing under the UeSW project. The contribution of the UeSW to time and cost reductions in document processing validated the assumption that the project would make a contribution due to automation.

110. The evaluation findings showed that the implementation of UeSW had significantly contributed to the reduction in document processing costs through: reduced printing costs (paper, photocopying, toner, cartridges) and document storage costs due to e-storage (filing cabinets reduced and space) because most documentation was done online. In addition, costs related to visitors (provision of tea, water, waiting space, etc.) were reduced and the resources were put to better use. The evaluation findings further showed that document management systems (document archiving and retrieval systems) had improved because the documents were electronically kept (e-storage).

111. The UeSW project contribution to the transformation of the government trade administrative processes and improved service delivery: The evaluation findings indicated that the UeSW project contributed to improvements of the existing governmental systems and processes, while at the same time promoting a more open and facilitative approach to the way in which government agencies operated and communicated with the traders. The evaluation team noted that the traders were able to submit all the required information and documents online through the developed trade modules that were more effective and faster, validated and accurate with information sharing mechanisms. This resulted in better coordination and cooperation between the governmental authorities involved in trade-related activities and also more efficient and effective border management and controls. The evaluation evidence indicates that 81% of the stakeholders interviewed revealed that the TMEA supported UeSW contributed to the improvements of the services provided by the government agencies.

112. The evaluation finding showed other benefits that the UeSW was contributing to included:

113. **Improvement on document processing traceability and convenience** during the transaction and findings showed that 88.02% of the respondents (57.81% agree and 30.21% strongly Agree) indicated that they were enjoying the benefit of document traceability when using the UeSW. In addition, 91.67% of the respondents (55.21% Agree and 36.46% strongly agree) agreed that the system brought about convenient for them to carry out their applicable import/export related document transactions through the UeSW, since it could be done anytime and from anywhere.

114. **Improved Transparency, Predictability and Service Delivery:** The evaluation findings from 56.99% of the respondents (54.92% Agree and 2.07 % strongly Agree) revealed that they agreed that import/export transactions were more predictable. Furthermore, 60.62% of the respondents indicated that the UeSW had improved transparency. In addition, from the respondents interviewed, 94.8% of the respondents (78.76% satisfied and very satisfied 16.06%) indicated that overall, they were satisfied with the services offered on the UeSW.

3.6. Coherence

> **Coherence is the extent to which the UeSW project interventions are compatible with other policy interventions within the TMEA, the Uganda MDAs and other trade systems in the region.**
>
> The evaluation team assessed coherence by answering the following key evaluation questions:
>
> a) To what extent did the UeSW create synergies and interlinkages with other interventions by TMEA and the MDAs?
>
> b) Was the UeSW consistent with international norms and standards?
>
> c) Was the intervention consistent and complementary with activities supported by other programmes in TMEA and/ or by other partner organizations?

116. The coherence section of this evaluation report assessed the extent to which the project was consistent with other projects within and outside the TMEA programme. The evaluation team noted that there were other initiatives that were complementary to the UeSW interventions of reducing the time and cost of clearance through automation of key trade process and contributing to trade facilitation by simplification and harmonization of export and import processes these included:

117. **One Stop Border Posts (OSBPs):** TMEA and the EAC Partner States introduced OSBPs Programme across the region that increased physical access to markets for both formal and informal traders. The OSBP concept is an integrated border system aimed at bringing together all border agencies for improved efficiencies through streamlined, coordinated and harmonized operations. The concept eliminates the need for travelers and goods to stop twice to undertake border-crossing formalities hence reducing journey time for transporters and travelers, and shorten clearance time at border crossing points. Among the four pillars of OSBPs is the simplification and harmonization of procedures, which is consistent with the electronic single window concept. The ICT and Data Exchange, one of the pillars of OSBPs collaborates agency systems, simplification of documentation, border management and harmonization of customs, immigration and related services.

118. **Single Customs Territory (SCT**) promotes free movement of goods in the EAC single market with variations to accommodate goods exported from one EAC Partner State to another. The SCT has contributed to trade facilitation in the EAC through the free circulation of goods with minimum internal customs border controls and enhanced trade facilitation by reducing compliance to multiple regulatory requirements and eliminating trade barriers hence promoting intra-EAC trade. In addition, the SCT contributes to trade facilitation by eliminating duplication of processes, reducing administrative costs and regulatory requirements and enhancing the relationship between private and public sectors. Thus, the UeSW Programme complements the SCT by contributing to minimization of delays due to technical barriers to trade.

119. **Authorized Economic Operators (AEO) Scheme**: The AEO project was an initiative that was supported by TMEA that sought to enhance trade by reducing the cost of doing business through simplifying customs procedures and reducing clearance time. Under the AEO, the compliant traders are given the AEO status, which means they are low risk companies, and can therefore be trusted by Customs. The single window provides consolidated information that customs and other regulatory agencies can base on to facilitate and assess compliance levels of AEOs.In addition, the AEO has a benefit where you use advance information by clearing and forwarding agencies that start processing customs entries prior to arrival of transit trucks at border posts. When trucks arrive, they are cleared immediately since document formalities were completed; and this is enhanced with mutual recognition of conformity assessments certificates issued by the exporting country and the importing country.

120. **Elimination of Non-Tariff Barriers (NTBs) to trade in the East African Community (EAC):** Elimination of the Non-Tariff Barriers (NTBs) initiative is contributing to reduction in transport costs and time along key corridors in East Africa Region.

121. **Electronic Cargo Tracking System (ECTS):** ECTS enables electronic monitoring of cargo in transit and was designed to ensure that cargo was not diverted. It consists of an electronic seal, which is monitored by Customs enforcement officers, cargo owners, transporters and customs agents and can be accessed online and allows cargo owners and customs agents to get real time information on the location of the cargo. The benefit made by ECTS was the use of advance information by clearing and forwarding agencies that start processing customs entries prior to arrival of transit trucks at border posts. When trucks arrive, they are cleared immediately since document formalities were completed. This system has contributed to the reduction in

clearance time and cost of cargo clearance at borders. Overall, the project complementarity was very good with other similar TMEA and other donor initiatives.

CHAPTER 4: CONCLUSION

4.1. Relevance

122. The evaluation findings revealed that the UeSW projects intervention and implementation was based on both local and international requirements of trade facilitation platforms and was overall very relevant because it conformed to the needs and priorities of the supported partner agencies. Further evidence indicated that overall, the UeSW project objectives and interventions were well aligned to the TMEA Theory of Change (ToC) and priorities. The projects were to a great extent aligned to the National Government's ICT Strategies and Policies and were responding to the needs and challenges of the target groups and the trade environment.

4.2. Effectiveness

123. The evaluation evidence indicated that the UeSW Projects systems design and implementation was well aligned to international best practices and the project's governance model was appropriate for the effective management and delivery of the project results. Further evidence showed that very good progress had been made in reducing the transaction costs and time related to trade document processing through automation. Reduction in time from 9.21 days to 1.91 days after putting the UeSW in place and cost from USD 68.0 to US$ USD 37.1 after putting the UeSW in place had significantly contributed to the improved efficiency and effectiveness of the supported trade facilitation MDAs which has contributed to efficient trade systems and procedures and hence increased trade flow which was overall very good.

4.3. Efficiency

124. The evaluation team noted that the UeSW project used less bureaucratic procurement process which was fast compared to the MDAs process and good due diligence was done to procure competent service providers and quality inputs at relatively lower cost compared with the competitors in the same technical field. The inputs may be used to deliver the UeSW results within the no cost extension period in a cost-effective way possible compared to feasible alternatives and therefore the value for money was very good.

4.4. Impact

125. Evidence collected by the evaluation team showed that TMEA UeSW projects initiatives contributed to reduction in the average import and export document transaction cost and time in the respective trade facilitation supported MDAs. Further evaluation findings indicated that the automation of the document processing also contributed to the transformation of the trade administrative processes that resulted in increased transparency, accountability and predictability of the transactions, and this would not have happened by the time of the evaluation without the TMEA support, which was overall very good.

4.5. Sustainability

126. The evaluation findings indicated that the UeSW project developed an effective and efficient trading system with good political-will, financial support and trained stakeholders structured within the partner agencies and the import/export traders to use the system which was vital for the

sustainability of the UeSW projects initiatives and the results produced. Overall, the sustainability of the project initiatives and the results so far produced was good but the PIT needs to fast-track the development of the exit plan to have it approved before the project support ends.

4.6. Coherence

127. The UeSW project system was consistent with other projects within and outside the TMEA Programme, and other interventions within the country particularly those aimed at reducing technical barriers to trade and contributing to increased trade in the region. These included but not limited to the Single Customs Territory (SCT), One Stop Border Posts (OSBPs), Authorized Economic Operators (AEO) Scheme and Electronic Cargo Tracking system (ECTS). All these were coherent with the TMEA Theory of Change (ToC), which was designed and structured to respond to specific needs of using effective trade systems and procedures to reduce trade barriers.

CHAPTER 5: CHALLENGES

128. The evaluation team noted the following challenges during the UeSW project implementation:

a) **Inadequate IT supporting infrastructure in the MDAs:** The MDAs lack adequate facilities for the required IT infrastructure to connect to the UeSW such as internet connectivity and laptops/computers. The unstable internet services and lack of supporting tools was causing delays in facilitation of the trade document processing activities to stakeholders.

b) **Limited personnel and Information Technology (IT) skills in the MDAs:** Some MDAs lack adequate IT personnel and required skills to support the UeSW operations and user needs to ensure availability of the system and continuity of service delivery.

c) **There was a challenge of COVID 19:** that interfered with the project implementation in terms of restricted stakeholder movements of the key stakeholders on the project implementation team due to lockdown restrictions. This challenge had an impact on the timely delivery of the project results.

d) **There was duplication of automated documents and procedures** by some MDAs that requested for physical documents, which were already available, online and this negatively affects the very fundamental functionality and objective of the UeSW system of availability of trade facilitation documents in one system for all stakeholders.

e) **System outages** due to unreliable internet connectivity and service providers to support the automated systems and the users.

f) **Inadequate change management plan implementation** as this was vital for project implementation and building stakeholder ownership and trust because change can make people feel uneasy and sometimes resist it.

g) **Some systems databases were not being routinely updated** to include relevant information that was not originally captured in the systems for example some products were not included in some databases.

h) **Inadequate software developers:** The inability by URA to avail adequate software developers to support the implementation of the UeSW project as originally envisaged affected the implementation project scope that was to be covered.

i) **Some key trade facilitation MDAs** that were targeted dropped off during the project implementation and yet they are key in facilitating trade. Without automating their trade facilitation process, some stakeholders may face challenges related to using manual processes.

CHAPTER 6: LESSONS LEARNED

129. From the evaluation, the following lessons learned were identified:

a) **Global pandemics such as COVID 19** can greatly affect the project implementation and realization of result if the project implementers are not flexible to adjust and respond to emerging issues.

b) **Strong Lead Agency:** For the successful implementation of the single window there has to be a strong, resourceful and empowered lead organization to lead the project implementation. The lead agency/ organization must have the appropriate political support, legal authority, human, IT infrastructure and financial resources, and links with other relevant Government agencies and the business community in this case, which was URA.

c) **The success of a Single Window greatly depends on the ability of its components to interoperate seamlessly and exchange information with each other electronically;** to ensure good flow of information between MDAs.

d) **Building the Single Window system based on international recommendations and standards is very critical for successful implementation:** The implementation of a Single Window generally entails the harmonization and alignment of the relevant trade documents and data sets. In order to ensure compatibility with other international systems and applications, these documents and data models must be based on international standards and recommendations.

e) **Simplifying and harmonizing trade documents and data** can significantly reduce time and costs of international transactions. The simplification of the trade documents includes an analysis of whether a document is really needed to perform a given business process and whether several distinct trade documents with a similar function can be combined into one single document.

f) **Inadequate project planning creates scope extensions** and inclusion of unplanned activists which at the end affects the project delivery time frames. Therefore, proper identification of the project scope at initial planning stages to produce the required results is vital in ensuring that projective delivery time frames are met.

g) **Adequate due diligence during procurement is key to achieving good value for money:** Carrying out proper due diligence and working with reputable and experienced contractors achieves good value for money. During project implementation good due diligence was done with consultants and other vendors before awarding contracts for the systems design and development which enabled TMEA to hire competent and experienced consultants that delivered to the expected standards.

h) **Strong political-will and commitment on** the part of both government and traders is an important element to successful implementation of trade facilitation initiatives**.** The lesson learned was that good political-will was a prerequisite for the successful implementation of trade facilitation initiatives of this kind. Good political-will and support from the governments and the business community in the respective MDAs/ institutions where the UeSW project operated created a favorable ground for the project implementation. Engagement and participation of stakeholders in the design and implementation of the project enhances ownership and commitment.

i) **Systems user friendliness and accessibility enhances acceptability by the stakeholders:** User friendly and accessible systems are more acceptable to the stakeholders. The UESW project MDAs put in place initiatives like systems guides, guidelines, including training during the implementation of the project to make the systems user friendly and acceptable by the stakeholders.

j) **Partnering with the right and relevant trade facilitation institution** in both the public and private sector enhances project ownership and implementation that promotes project success.

k) **Adequate change management plan implementation is vital for project implementation and building stakeholder trust:** Effective implementation of proper change management plan supported by all the stakeholders is a prerequisite for the project success. Effective communication is the most important component of change management especially with the persons affected because change can make people feel uneasy and sometimes resist it. In addition, this contributes to effective management of stakeholders' expectations and perceptions.

l) **The higher the number of transactions on the automated systems the better the benefit:** Trade facilitation MDAs with higher number of transactions achieves higher benefits since the cost savings are per transaction through systems.

m) **A Legally-enabling Environment for the electronic single window to operate is critical for project implementation:** Establishing the necessary legal environment is a prerequisite for Single Window implementation in order to identify the relevant laws and legal restrictions that may affect the system.

CHAPTER 7: RECOMMENDATIONS

130. In order to maximize and improve on the performance of the UeSW Projects and the benefits they offer to their stakeholders, the evaluation recommends the following:

#	RECOMMENDATIONS	ACTION POINT
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS EFFECTIVENESS	
11.	**Engage and support the initial targeted MDAs that dropped off during project implementation and other new trade facilitation agencies so as to contribute to the common goal of facilitating trade:** TMEA should support the targeted MDAs and other new trade facilitation MDAs by automating their key processes to reduce the time and cost of doing business by replicating what has worked well in other MDAs already supported by TMEA.	TMEA and PIT.
12.	**Support the MDAs to acquire adequate IT infrastructure and to use reliable service providers to minimize system outages:** The UeSW Projects MDAs should use adequate modern IT infrastructure (hardware and software) and reliable internet service providers to serve their stakeholders without interruptions in service delivery due to system outages.	TMEA, PIT and MDAs.
13.	**Support the MDAs to continuously improve and update the content of the respective developed modules/systems interfacing with the UeSW:** The MDAs should continuously improve and update their systems with the latest and relevant information such as changes in laws, regulations, procedures and other relevant information for the system users.	MDAs and PIT.

14.	**Increase training and awareness to the target stakeholders about the UeSW and the benefits:** TMEA should continue supporting the implementing MDAs to carry out awareness activities about the UeSW and the benefits and also provide refresher training to the system users and implementers.	TMEA, PIT and MDAs
15.	**PIT should ensure that all the remaining planned activities** are implemented during the contract extension period.	TMEA, PIT and MDAs
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS DESIGN, MANAGEMENT AND IMPLEMENTATION	
16.	**Ensure effective change management at all levels during pre/post project implementation:** TMEA should continue supporting the development of a change management and communications strategy for MDAs participating in the UeSW as this is very key for the successful project implementation.	TMEA, MDAs and PIT.
17.	**Promptly update the project results framework and monitoring plans** so as to adequately track project progress.	TMEA
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS SUSTAINABILITY	
18.	**Support UeSW Post-Implementation Reviews:** TMEA should support the post-implementation reviews as some agencies may have new requirements that require change management and system review in order to respond to changing business and regulatory requirements.	TMEA, MDAs and PIT.
19.	**MDAs should provide in their budgets to support the UeSW initiatives:** The MDAS should be supported to include components in their respective budgets to sustain the IT infrastructural changes, support services and skills retention such as recruitment of IT staff, replenishment of equipment, software and hardware that is used in supporting the functionalities of the UeSW.	PIT and MDA.
	RECOMMENDATIONS ON IMPROVING UeSW PROJECTS EFFICIENCY	
20.	**Effectively plan and identify the implementation project scope at the initial stages** to avoid project scope extensions and inclusion of unplanned activities or diverting from planned activities due to emerging priorities which affects the project delivery time frames and in some cases the budget.	TMEA, MDAs , PIT and implementing partners

ANNEXES

ANNEX 1.1: CASE STUDY ONE

CASE STUDY 1: THE UGANDA REVENUE AUTHORITY SERVING AS THE HOST AGENCY OF THE UGANDA ELECTRONIC SINGLE WINDOW.

1. **CONTEXT:** The competitiveness of Uganda's economy and the economies of the other East African Community (EAC) partner states depends on robust, modern and efficient international trade facilitation systems and procedures. These systems/procedures being an important factor in trade need to be implemented in such a way to avoid trade transaction related challenges such as delays that increase the time and cost of doing business. To address such challenges, the Government of Uganda was supported to implement the Uganda Electronic Single Window (UeSW) project in partnership with TradeMark East Africa (TMEA) and funding from the Danish International Development Agency (DANIDA).

   The purpose of the UeSW project was to simplify and increase transparency of import/export procedures by creating a single window for supporting key trade facilitation ministries, departments and agencies (MDAs) in Uganda. To achieve this objective, Uganda implemented the project through the Uganda Revenue Authority (URA) as the lead and host implementing agency.

   This case study shows how well the URA served as the UeSW Lead/host Implementing Agency with the responsibility of managing the operationalization of the Uganda Electronic Single Window. The Ugandan electronic single window systems offered a single platform for the exchange of electronic trade related information between MDAs and private sector with Uganda Revenue Authority (URA) that was the host Agency. In addition, the UeSW project was implemented at a budget of USD 9,468,000 and the project started in 2014 and is expected to be ending by 2022.

2. **THE ISSUE:** The Uganda Revenue Authority is responsible for information management of cargo management, assessment and payment of duties and taxes due on imported or exported goods before allowing goods to be exited from Customs controlled areas. In addition, URA also checked whether document regulatory related requirements from other regulatory agencies were met before any consignment was allowed to be released. The document requirements included: licenses, permits or certificates that are mandatory before clearing imported or exported goods. The URA also regulated some economic operators such as clearing agencies, Private and Public Bonded Warehouse Operators and Transport of goods that are supposed to first meet the document related licensing requirements before they carry out their activities.

   In order to meet all these trade document related requirements, the business community had to regularly prepare and submit large volumes of information and documents to different governmental/regulatory agencies. Each of these agencies had their own specific (manual or automated) systems and paper forms to comply with import and export regulatory requirements. These extensive documentation requirements, together with their associated compliance costs and time constituted serious challenges to both the government and the business community. Equally, during data capture there was a challenge of duplication as the same information was provided to different Government Agencies at various points of the

import/export clearance process. All these challenges increased the cost and time of doing business which in turn was affecting the competitiveness of the products on the markets.

3. **THE RESPONSE AND APPROACH:** The Government of Uganda embarked on implementing the Single Window in 2014 and an MOU was signed between the Ministry of Trade Industry and Cooperatives (MTIC) and URA on the implementation of the Single Window in Uganda. To achieve the objectives of the UeSW and to address the challenges the business community was facing, Uganda implemented the UeSW through a customs centric Single Window business model/approach riding on the ASYCUDA World Platform with Uganda Revenue Authority (URA) as the lead and host implementing agency.

The approach adopted involved URA having the responsibility to oversee the operationalization of the UeSW. This was done by ensuring that key trade facilitation MDAs interacted or integrated their trade facilitation modules with the upgraded version of the ASYCUDA world platform at URA to process their trade related transaction processes. Having taken this customs centric approach to host the implementation of the UeSW, this led to the establishment of a "Single Window", whereby trade-related information and/or documents were only being submitted once at a single-entry point to fulfill all import, export regulatory requirements. This approach was really good because the business community was no longer required to visit several regulatory agencies to meet the trade document related requirements; and there were no fees and charges levied to the system users and all establishment and operational costs were funded by the Government of Uganda through URA.

Additionally, this approach was commendable because URA had experience in operationalizing complex IT systems such as ASYCUDA World for customs and the E-Tax for domestic taxes. URA also had a department in charge of IT systems and IT infrastructure with all required functions such as systems development, network administration, system administration, database management as well as IT user support mechanism in place. Furthermore, URA was better placed because they had presences at most of the entry and exit point of all cargo imported or exported from or to Uganda where the required trade related documents are presented and enforced.

4. **PROJECT RESULTS AND IMPACT:** As a result of Uganda Revenue Authority, being the host agency for the UeSW, there have been a number of reforms and system upgrades. These have resulted into significant improvements in processes and efficiency of trade facilitation MDAs and in enforcing regulations because all the trade related transactions go through the single window. From the UeSW implementation, there was an increase in the average number of transactions being processed through the system from 520,000 transactions in 2014 to 854,854 in 2022. In addition, the single window being controlled centrally at URA as the host had contributed to reduction in average time taken to process documents at selected MDAs from 9.21 days in 2014 to 1.91 days in 2022 and, reduction in average transaction costs at selected MDAs from USD 68.0 in 2014 to USD 37.1 in 2022 and this in turn has also contributed to reduction in the cost of doing business. Overall, there were savings of USD 26.4million by the trader in 2021 as a result of the automation.

In addition, URA has been able to support the development of 30 trade facilitation modules in the 20 MDAs and these modules are generally managed centrally by URA, enabling the appropriate governmental authorities and agencies to receive or have access to the information

relevant for their purpose. Furthermore, as a result of the UeSW intervention, 20 institutions/MDAs had their systems upgraded and out of these 10 had interfaced with the UeSW and the other 10 were in the final process of interfacing with the UeSW. Due to the good guidance of the URA as host agency, the cumulative average numbers of entries so far processed through the UeSW as of June 2022 were 750,506 and the number of people using the ASYCUDA World system on average increased from 3,223 in 2014 to 7,764 in 2022.

Owing to the outstanding performance of the UeSW and the results that were registered under the guidance and support of URA, the UeSW was awarded a certificate of special recognition on the 3rd December 2020 from the Republic of Uganda. The certificate was presented to the Uganda electronic single window on the occasion of being honoured as the best visionary trade project of the year 2020 by the people of the Republic of Uganda for the outstanding contribution towards Uganda middle income status aspirations and vision 2040.

5. **LESSONS LEARNT:** From the UeSW project implementation, the following key lessons were learned:

a) A Strong Lead Agency with good political will is needed for the successful implementation of the single window system. The lesson learned from this is that if the lead agency is strong and meets the requirements of hosting the system, this contributes to great benefits for the country in terms of easy project buy-in and also easy monitoring of the project results and performance since it is controlled centrally in one institution.

b) Adequate change management plan implementation is vital for project implementation and building stakeholder trust at all levels and throughout the project and pre/post project phases. The lesson learned from this is that without change management, the project implementation will face a lot of resistance and the project uptake will be low which affects the project results. However, if change management is well managed and implemented, it creates a common understanding of the project objectives and facilitates knowledge sharing between the agencies especially those that had resistance hence giving good project uptake.

6. **CHALLENGES:** The implementation of the UeSW experienced a few challenges at the initial stages that include effects of the COVID 19 pandemic and change management related challenges. The challenge of COVID 19 was a worldwide problem that hit the project and was beyond the project management control. However, some of the online activities kept progressing slowly and activities that needed physical meetings were at halt. The other challenge was related to change management that was leading to slow project uptake and this was addressed by carrying out training and building the capacity of stakeholders.

However, as the project implementation progressed with realization of results and with the good management and guidance of URA as the host, there was a significant project turnaround. The project now started receiving more institutions requesting to join the UeSW because of the benefits it had realized.

7. **WHO BENEFITS:** The UeSW was a very good trade facilitation tool for both the traders and regulators because it enabled importers and exporters to conveniently submit documents from the comfort of their offices or homes. The government of Uganda and private sector/ traders benefited from the UeSW. Benefits to the government included; more effective and efficient deployment of resources, increased revenue yield, improved trader compliance, enhanced

security, increased integrity and transparency. Benefits to the private sector include; cutting costs through reducing delays through faster clearance and release, predictable application and explanation of rules, more effective and efficient deployment of resources and increased transparency among others.

ANNEX 1.2: CASE STUDY TWO

CASE STUDY 2: SIMPLIFYING AND MAKING THE QUALITY INSPECTION PROCESSES AT UGANDA NATIONAL BUREAU OF STANDARD (UNBS) MORE EFFICIENT THROUGH THE UESW.

1. CONTEXT: The UNBS is a statutory body established under the Ministry of Trade Industry and Cooperatives (MTIC) to provide and manage standards and conformity regulations in Uganda. UNBS is responsible for the Pre-Export Verification of Conformity (PVoC) and issuing conformity certificates to importers to allow goods that conform to Ugandan standards to enter the market. In its operations, UNBS has several departments that work towards achieving its objectives; however, the main department that is involved in checking the quality and safety of imported goods is called the imports inspection department. The UNBS Imports Inspection Department inspects imported products to ensure compliance with standards and regulations so that only quality products are sold to consumers.

To ensure that these import inspection processes are made simpler and more efficient for the traders, the Government of Uganda with support from TradeMark East Africa (TMEA) and funding from the Danish International Development Agency (DANIDA) implemented the Uganda Electronic Single Window (UeSW) project. The purpose of the UeSW project was to simplify and increase transparency of import/export procedures by creating a single window for supported MDAs in Uganda.

This case study shows how the Quality Inspection Processes at Uganda National Bureau of Standard have been Simplified and made more efficient through UeSW. The UeSW project was implemented at a budget of USD 9,468,000 and the project started in 2014 and is expected to be ending by 2022.

2. THE ISSUE: The business community has to comply with the UNBS inspection process before they can be cleared with URA because it is a regulatory requirement. Before the UeSW, one needed to physically move to UNBS to get clearance before going to URA which sometimes would create delays on the side of the business community. Furthermore, the UNBS quality inspection process had some unnecessary procedures where traders had to apply for quality inspection to UNBS and the trader had to provide some information on goods to be inspected. In addition, there was no need to apply for quality inspection because all information that was needed for quality inspection was under Customs declaration and UNBS had the mandate to target goods to be inspected. There was also double documentation where a letter and application form to request the release under seal was required. All these challenges together were making the quality inspection process lengthy and was affecting the business community in terms of reducing their efficiency.

3. THE RESPONSE AND APPROACH: Among the MDAs that TMEA supported, UNBS is one of the agencies whose developed module interfaced with the ASYCUDA World to enable seamless customs clearance processing of goods. With support from TMEA, 2 key trade facilitation modules were developed to help simplify the document quality inspection process at UNBS through the UeSW. Specifically, the approach involved the development of 2 quality inspection modules that included: a module on automated UNBS-Pre-export verification of conformity (PVoC) system and a module on online Quality Inspection management system.

Once the UNBS MIS interfaced with the UeSW, this offered a single platform and point of entry for the exchange of electronic quality inspection information between various stakeholders, UNBS and URA to facilitate international trade in a simple, fast and efficient manner. This approach of

automating these UNBS trade facilitation modules also supported the electronic submission and approval of the quality inspection clearance related documents.

4. PROJECT RESULTS AND IMPACT: With implementation of the Single Window Interface with the UNBS Management Information System (MIS), traders are no longer required to make applications for inspection of goods as used to be the case. Once goods have been selected for inspection by UNBS in the Customs MIS, an application to inspect is automatically made by the Single Window System. An inspection request is sent to the UNBS system, and in return inspection results are sent through the SW system to the Customs MIS. The Customs officer authorized to release will have notification in order to facilitate the process of Customs to release or perform further action on the consignment. All the Information about goods for inspection is communicated automatically by the Customs system through the Single Window system, to the UNBS system seamlessly. This has greatly made the quality inspection process more simplified and efficient for the business community. This was reflected in the increase of the number of quality inspection reports through the New Asycuda World platform from 0 to over 42,195; and the road worthiness (CRW) through the system increased to over 1,540 certificates in 2022. Due to the simple and faster quality inspection process, this has also contributed to improved business operation efficiency.

5. LESSONS LEARNT: From the UeSW project implementation, the key lesson learned was that the UeSW has the potential to facilitate enhanced inter-agency coordination and cooperation for improved efficiency in trade facilitation. This was reflected in the fact that when the UNBS MIS was interfaced with the UeSW platform, the quality inspection process at UNBS got simplified and faster for the business community which contributed to improved business efficiency and enhanced inter-agency coordination and cooperation.

6. CHALLENGES: The challenges faced during the UeSW implementation was COVID 19 and unstable internet to support the service delivery to the stakeholders. The COVID 19 pandemic affects the quality inspection activities and operation however, the UeSW being an online platform supports the online inspections. In addition, there was a challenge of unstable internet that was affecting the quality inspection activities but this was solved by working with a reliable internet service provider.

7. WHO BENEFITS: The government of Uganda and private sector/ traders benefit from the UeSW. Benefits to the government included; more effective and efficient deployment of resources, increased revenue yield, improved trader compliance, enhanced security, increased integrity and transparency. Benefits to the private sector include; cutting costs through reducing delays through faster clearance and release, predictable application and explanation of rules, more effective and efficient deployment of resources and increased transparency among others.
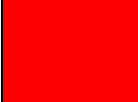
ANNEX 2: ASSESSMENT CRITERIA AND RATING

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

ANNEX 3: CONFIDENCE LEVELS

These are the confidence levels that will be used to determine the extent of the available level of evidence to support the evaluation team's assessment

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

ANNEX 4: UESW PROJECT ACTIVITIES' ASSESSMENT TOOL

This tool was used to analyze and assess UeSW supported project activities as of June 2022.

#	AGREED ACTIVITIES	ACTIVITY STATUS AS OF JUNE 2022	ASSESSMENT	CONFIDENCE LEVEL
Activity Component 1: Preparatory Activities				
1.	Model of UeSW agreed (customs Centric riding on the ASYCUDA World Platform)	Completed	4	
2.	Governance Structure for the NESW established	Completed	4	
3.	Work plan, Monitoring Plan and Budget developed by the Technical Working Group and approved by the Steering Committee	Completed	4	
4.	TMEA: Funding Agreement with Danida signed and Project Appraisal Report (PAR) approved	Completed	4	
5.	Agreement between lead agencies signed ● **URA/MTIC** ● **TMEA/MTIC**	Completed	4	
6.	Agreement between lead agency and system developer signed	Completed	4	
Activity Component 2: Implementation Activities				
1.	Business/transaction processing model for agencies under pilot developed	Completed	4	
2.	Needs assessment for key agencies	Completed	4	
3.	UeSW developed (service provider and the local IT team)	Completed	4	
4.	Legal framework to support the implementation of electronic exchange diagnosed	Completed	4	
5.	Communication and awareness strategy developed	Completed	4	
6.	System users and project implementation team capacity enhanced	Completed	4	
7.	UeSW rolled out	Completed	4	
8.	Monitoring and evaluation	Completed	4	
Activity Component 3: Single Transaction Portal				
1.	Stakeholder sensitization and awareness	Completed	4	
2.	Requirements definition and validation	Completed	4	
3.	UeSW Framework development for Core framework	Completed	4	
4.	UeSW Framework development for REST API	Completed	4	
5.	UeSW Framework development for Web frontend/Interface	Completed	4	
6.	UeSW Framework development for Web Service API	Completed	4	
7.	UeSW Framework development for MDA Web service API	Completed	4	
8.	User Self Registration	Completed	4	
9.	Applications Development (Review) for UNBS	Completed	4	

#	AGREED ACTIVITIES	ACTIVITY STATUS AS OF JUNE 2022	ASSESSMENT	CONFIDENCE LEVEL
10.	Applications Development (Review) for UCDA	In progress	4	
11.	Applications Development (Review) for NDA	In progress	4	
12.	Applications Development (Review) for MAAIF - Crops	In progress	2	
13.	Applications Development (Review) for MAAIF - Fisheries	In progress	2	
14.	Applications Development (Review) for MAAIF - Animal	In progress	2	
15.	Applications Development (Review) for MEMD	Completed	4	
16.	Applications Development (Review) for MTIC	Completed	4	
17.	Applications Development (Review) for DDA	Completed	4	
18.	Applications Development (Review) for URA - Warehouse Operators License	Completed	4	
19.	Applications Development (Review) for URA- Transporters License	Completed	4	
20.	Applications Development (Review) for URA- Agent License	Completed	4	
21.	Applications Development (Review) for URA- Certificate of Origin	Completed	4	
22.	Applications Development (Review) for UNCCA - Non Preferential Certificate	In progress	4	
23.	Applications Development (Review) for UFZA - License management	Completed	4	
24.	Applications Development (Review) for UEPB	In progress	4	
25.	New Agencies Applications Development for Cotton Development Authority	Completed	4	
26.	New Agencies Applications Development for Atomic Energy Council	In progress	2	
27.	New Agencies Applications Development for Uganda Communications Commission	In progress	4	
28.	New Agencies Applications Development for National Environment Management Authority (NEMA)	In progress	2	
29.	New Agencies Applications Development for Ministry of Internal Affairs (INTERPOL)	In progress	2	
30.	New Agencies Applications Development for MoWE (Timber)	Completed	4	
31.	New Agencies Applications Development for Warehouse Receipt Authority	Completed	4	
32.	New Agencies Applications Development for Ministry of Foreign Affairs	Completed	4	
Activity Component 4: Commodity based (Single) application.				
1.	Stakeholder sensitization and awareness	Completed	4	
2.	Process Mapping and requirements	In progress	2	
3.	Single Application for Coffee export	In progress	2	
4.	Single Application for Cotton Export	In progress	2	
5.	Single Application for Maize	In progress	2	
Activity Component 5: Automating Advance Ruling				
1.	Drafting and approval of SOP	Completed	4	
2.	Stakeholder sensitization and awareness	Completed	4	

#	AGREED ACTIVITIES	ACTIVITY STATUS AS OF JUNE 2022	ASSESSMENT	CONFIDENCE LEVEL
3.	Requirements definition and validation	In progress	2	
4.	Application Development – AW	In progress	2	
5.	Application Development - Web (Trader Application)	In progress	2	
Activity Component 6: Authorized Economic Operators Services Digitalization				
1.	Stakeholder sensitization and awareness	In progress	2	
2.	Requirements definition and validation	In progress	2	
3.	National Vetting Development	In progress	2	
4.	Regional Accreditation Interface	In progress	2	
Activity Component 7: Development Free Zones Operations Monitoring System.				
1.	Stakeholder sensitization and awareness	In progress	2	
2.	Requirements definition and validation	In progress	2	
3.	Application Development I	In progress	2	
Activity Component 8: ASYCUDA World Upgrade.				
1.	Source code migration	Completed	4	
2.	Upgrading SOClass, Java and AW Core Modules	Completed	4	
3.	System Quality Assurance	Completed	4	
4.	System Upgrade Deployment	Completed	4	
5.	Post Deployment Support	Completed	4	
Activity Component 9: Capacity Building.				
1.	Basic AW Module Development Training	Completed	4	
2.	Advance AW Module Development Training	Completed	4	
3.	AW Web Services Development Training	Completed	4	
4.	Java EE, HTML, CSS, Javascript & Angular Training.	Completed	4	
5.	Training on SRS documentation	Completed	4	
6.	**Overall Score**	**48 completed (66%), 25 in progress (34%)**	3	

Source: Monitoring Plan, ToRs and primary data.

ANNEX 5: UESW PROJECT OUTPUTS AND OUTCOMES ASSESSMENT

This tool was used to analyze and assess the UeSW Project results as at June 2022.

#	Outcome / Output	Output /outcome Indicators	Baseline Data In year 2014	Targets	Endline Evaluation Results as of June 2022	Assessment	Confidence Levels
1.	**Intermediate Outcomes:** Reduction in transaction costs and time for processing documentation of key imports and exports at selected trade regulatory institutions	Percentage reduction in transaction costs at selected institutions	USD 68.0	30% reduction	37.1 in 2021 (45% Reduction)	4	
		Percentage reduction in average time taken to process documents at selected institutions	9.21 days	30% reduction	Reduction to 1.91 days (79% reduction).	4	
2.	**Short Term Outcome 1:** Increase in private sector users who complete import and export documentation through the UeSW.	Percentage increase in transactions processed through UeSW.	520,000 (ASYCUDA World); None on UeSW.	50% increase in 2016: 260,000 (on UeSW).	854,854 transactions13 (64% increase).	4	
		Percentage increase in the number of users on the UeSW.	3,223 [ASYCUDA World, broken down as follows: 674 URA Customs Staff; 2,370 Traders, 73 other agency (OGA) staff, 106 KRA custom staff	30% increase on UeSW: 967 [broken down as follows: 202 URA Customs Staff; 711 Traders, 22 other agency (OGA) staff, 32 KRA custom staff	141% increase on UeSW: 7,76414 [broken down as follows: 1,053 URA Customs Staff; 6,257 Traders, 376 other agency (OGA) staff, 78 KRA custom staff.	4	
3.	**Short Term Outcome 2:** Increased efficiency of selected institutions	Percentage increase in use of the UeSW to process import/export applications	3,223 users (ASYCUDA World)	To increase by 30%.	7,764 users on UeSW (141% increase):	5	
		Reduction in number of paper documents required by selected institutions to process import/ export transactions	85	30% reduction to 59	32% reduction (27 steps reduced (to 58) out of 85 steps	5	

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13 Annual number of transactions through UeSW in 2021.

14 URA customs data

#	Outcome / Output	Output /outcome Indicators	Baseline Data In year 2014	Targets	Endline Evaluation Results as of June 2022	Assessment	Confidence Levels
4.	**Short Term Outcome 3:** NESW fully operational at selected institutions.	Number of selected institutions interfaced with UeSW.	0	December 2015: 60% (4); December 2016: 100% (6)	10 MDAs	2	
5.	**Output 1:** UeSW prototypes and interfaces developed.	NESW prototype approved	0	-	25	4	
6.	**Output 2:** Agency systems upgraded in UeSW requirements.	Number of selected institutions that have their systems upgraded	0	December 2015: 4 institutions; December 2016 6 institutions	20	4	
		Number of process manuals produced and automated	0	-	20	4	
7.	**Output 3:** UeSW piloted and rolled out to selected agencies.	Rollout to selected agencies	0	December 2015: 4 institutions; December 2016: 6 institutions	10	2	
8.	**Output 4:** SMS and Email services for UeSW operational	Percentage of selected institutions using SMS and email services under NESW	0	December 2015: 60% (4); December 2016: 100% (6) institutions; Phase II Target: 10	10	2	
9.	**Output 5:** Number of staff at selected institutions trained on UeSW	Training undertaken for selected institutions	0	30% of staff (disaggregated by gender)	Total 9,075 were disaggregated as: 3,203 female (35%) and 5,872 male (65%).	4	
10	**Overall Assessment**					4	

Source: Monitoring Plan, ToRs and primary data.

ANNEX 6: UESW SUPPORTED MDAS AND DEVELOPED MODULES

This annex shows the supported MDAs and the Trade Process modules in the respective institutions.

No.	Supported MDAs	Automation Status before UeSW	Modules/process automated	Status of the modules on the UeSW
1.	Uganda Revenue Authority (URA)	Internal system before UeSW	1. Module on Preferential Certificates of Origin online. 2. Module on URA e-Licensing of Clearing Agencies online. 3. Module on upgraded and newest version of ASYCUDA World SOClass. 4. Module on Single Transaction Portal (STP) and Single Sign-on (SSO) Platform,	Modules have been deployed and operational on the UeSW.
2.	Uganda National Bureau of Standards (UNBS)	Internal system before UeSW	5. Module on automated UNBS-Pre-export verification of conformity (PVoC) system. 6. Module on online Quality Inspection management system.	
3.	Ministry of Trade Industry and Cooperatives (MTIC)	No system before UeSW	7. Module on issuing the Processors/Farmers / Buyers License/Registration/ export License of tobacco online.	
4.	Dairy Development Authority (DAA)	No system before UeSW	8. Module on issuing Import/Export Permit online for dairy products	
5.	Uganda Free Zone Authority (UFZA)	No system before UeSW	9. Module on licensing of traders under free zone online	
6.	Warehouse operators	No system before UeSW	10. Module on issuing Operational license for bonded warehouses online.	
7.	Uganda Clearing and Forwarding Association and Uganda Clearing Agencies Association	No system before UeSW	11. Module on issuing authorization of an Operational license online.	
8.	Transporters	No system before UeSW	12. Module on issuing and licensing online trucks under transit or customs control.	
9.	Cotton Development Organization (CDO)	No system before UeSW	13. Module on issuing: Register Cotton ginners, Export permit for cotton Ginning Certificate and CESS Payment and Lint Quality Certificate online.	
10.	Ministry of Water and Environment (MoWE)	No system before UeSW	14. Module on issuing of Forest Product Export Permit (Timber and Non-Timber) and Grading Management	
11.	Uganda Revenue Authority (URA)	Internal system before UeSW	15. Module on Advance Ruling on Tariff, Valuation and Rules of Origin to enhance importers predictability.	Modules are at the final User acceptance testing

No.	Supported MDAs	Automation Status before UeSW	Modules/process automated	Status of the modules on the UeSW
12.	Ministry of Energy and Mineral Development (MEMD)	Internal system before UeSW	16. Module on issuing Fuel Marking Certificates online. 17. Module on issuing import and export e-Licenses online. 18. Module on e-Exemption management	phase and ready to Go – Live on the UeSW
13.	Ministry of Foreign Affairs (MFA)	Internal system before UeSW	19. Module on issuing exemptions online. E.g number plates assigned to diplomats, registration of diplomats, refunds to diplomats etc.	
14.	Airlines	No system before UeSW	20. Module on issuing advance electronic IATA Manifest of air cargo information.	
15.	Uganda Communications Commission (UCC)	No system before UeSW	21. Module on issuing Management of Type Approval of selected equipment online.	
16.	Ministry of Health (MoH)	No system before UeSW	22. Module on issuing online tax Exemptions Management for those that require the recommendation from the Ministry of Health (e-Exemptions).	
17.	Uganda Coffee Development Authority (UCDA)	Internal system before UeSW	23. Module on issuing coffee export permits online.	Modules at System Requirements Specification phase (pending development under the UeSW platform).
18.	Uganda National Chamber of commerce and Industry (UNCCI)	Internal system before UeSW	24. Module on issuing non-preferential Certificate of Origin for exports from Uganda.	
19.	Uganda Export Promotion Board (UEPB)	No system before UeSW	25. Module on handling and Export Market Information management.	
20.	National Drug Authority (NDA)	Internal system before UeSW	26. Module on issuing import and export drug permits online.	MDA and modules At System Development Phase
21.	Ministry of Agriculture Animal Industry and Fisheries (MAAIF)	Internal system before UeSW	27. Module on issuing Crop Protection certificates online. 28. Module on issuing Animal Resources/ sanitary certificates online. 29. Module on issuing fish certificates/permits online. 30. Module on [15]e-Exemptions.	

Source: Terms of reference, progress reports and primary data.

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[15] Online tax Exemptions Management Module that requires the recommendation from **MAAIF (**e-Exemptions).

ANNEX 7: STAKEHOLDERS MET

This annex gives the list of stakeholders met during data collection.

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
1.	Peace P. Hadoto	Project Manager	Uganda Revenue Authority	Uganda Revenue Authority	0772-140347	phadoto@ura.go.ug	Female
2.	Vickie Tebera Nakatumba	Ag. Project Manager	Uganda Revenue Authority	Uganda Revenue Authority	0772-142126	vtebera@ura.go.ug	Female
3.	Andrew Derick Muganji	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-142010	amuganji@ura.go.ug	Male
4.	Godfrey Omony	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-140587	gomomy@ura.go.ug	Male
5.	Marvin Kayima	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-142960	mkayima@ura.go.ug	Male
6.	Peace Viko	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-142846	pviko@ura.go.ug	Female
7.	Emma Natumanya	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-142407	Enatumanya@ura.go.ug	Male
8.	Lynn Hellena Wamimbi	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-142879	lwamimbi@ura.go.ug	Female
9.	Dunstan Luwaga	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-141081	dluwaga@ura.go.ug	Male
10.	Prosper Akanjuna Purge	Project Member	Uganda Revenue Authority	Uganda Revenue Authority	0772-140446	pakanjuna@ura.go.ug	Male
11.	Robert Mugabi	Project Member	UNCTAD	UNCTAD	0772-140060	romugabi@ura.go.ug	Male
12.	Christian Ninzeyima	UNCTAD Consultant	UNCTAD	UNCTAD	0788-490568	christian.nizeyimana@unctad.org	Male
13.	Francis Koluo	UeSW Coordinator/ Principal Commercial Officer	Ministry of Trade Industry and Cooperatives	Ministry of Trade Industry and Cooperatives	+256772467131	fkoluo@gmail.com	Male
14.	Judith Babirye Sekitto	Customs Officer - Bonds	Uganda Revenue Authority	Plot M193/104 Nakawa Industrial Area		jsekitto@ura.go.ug	Female

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
15.	Ogwapus Annet Kasirye	Supervisor International Affairs Customs Department	URA	P. O. Box 7279 Kampala	77214514	Aaogwapus@Ura.go.ug	Female
16.	Mufasa Patrick	Officer Customs	URA	P. Box 7972 Kampala	772471905	pmugasa@ura.go.ug	Male
17.	Harriet Namuli	Administration officer	Dairy Development Authority	Plot 1 Kafu Road Nakasero Kampala	774043319	namuliharriet@gmail.com	Female
18.	Daniel Nalima	Assistant Export Manager	Kenfreight (U) Ltd	Bweyogerere	753038541	daniel.nalima@kenfreight co ug	Male
19.	Aijuka Sande M	Declaration officer	Kenfreight (U) Ltd	Bweyogerere	779068327	aijukasanda@kenfreight.co.ug	Male
20.	Adolf Okanya	Ware operator	Nilus Group Limited	Jinja	702592400	r.ongorok@nilus.co.ug	Male
21.	Rashida Nankayiza	Operations	B.M.K UGANDA LIMITED	Kampala Golf course	701428302	bank automobiles@gmail.com	Female
22.	Dican kiguli	Petroleum officers Licencing	Ministry of Energy and Mineral Department	Amber house, Kampala	772854404	Kiguli@yahoo.com	Male
23.	Shallon Niwamanya	Senior environment officer	Ministry of energy and mineral development	Amber house,29-33 Kampala Road	774422616	Shallon Niwamanya@gmail.com	Female
24.	Namanda Rose	Personal secretary	Ministry of Energy and Mineral Development	Amber house Kampala Road	702965530	Kawerose@yahoo.co.uk	Female
25.	Hussein mushiho	Facilities the trade process	Ministry of Trade and cooperative	Farmers house Kampala	774363080		Male
26.	Kulous Francis	Uesw coordinator	Ministry of trade industry and cooperative	Kampala	772424988	Fkolou 2@gmail.com	Male
27.	Haumba Godfrey	Support staff	Dairy Development Authority	Plot 1 kafu Road Nakasero Kampala	750141436	hgodfrey@dda.co.ug	Male
28.	Kitepo Peter	Principal Analyst	Ministry of Energy and Mineral Development	Kampala	704567248	Peter.kitimbo@unbs.go.ug	Male
29.	Barbra Sayuni	Operations Manager	S G S	1st Floor Block B Plot 1 Hill Drive, Kololo P. O. Box 63 Kampala	761001816	Barbra.sayuni@sgs.com	Female
30.	Moses Mugabi	Government & Trade Services Sales & Key Accounts Manager	Intertek International Ltd	UAP Nakawa Business Park Block A 2nd Floor Plot 3 - 5, Old Portbell Road	776121998	moses.mugabi@intertek.com	Male

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
31.	Franco Otule	Government & Trade Services PVoC Customer Service	Intertek International Ltd	UAP Nakawa Business Park Block A 2nd Floor Plot 3 - 5 Old Portbell Road	702450472	Franco.otule@intertek.com	Male
32.	Sarah Mugenyi	Businesses Development Manager Government Inspection & International Trade	TUV Rheinland	3rd Floor Mariba Building Plot 17, Golf Course Road, Kololo	772463741	sarah.mugenyi@tuv.com	Female
33.	Abbo Immaculate	Supervisor Central Region	Uganda National Bureau of Standards	Plot 2 - 12 Bypass Link Industrial and Business Park P. O. Box 6329 Kampala	704368360	immaculate. abbo@unbs.go.ug	Female
34.	Daphne Andinda	Supervisor Central Region	Uganda National Bureau of Standards	Plot 2 - 12 Bypass Link Industrial and Business Park P. O. Box 6329 Kampala	78530082	daphine.andinda@unbs.go.ug	Female
35.	Emmanuel Ateti	Inspector	Uganda National Bureau of Standards	Plot 2 - 12 Bypass Link Industrial and Business Park Bweyogerere	774262174	emmanuel.ateti@unbs.go.ug	Male
36.	Julius Ssemmanda	Imports Inspector	Uganda National Bureau of Standards	Plot 2 - 12 Bypass Link Industrial and Business Park Bweyogerere	708959570	julius.ateti@unbs.go.ug	Male
37.	David Serunkuma	Inspector	Uganda National Bureau of Standards	Plot 2 - 12 Bypass Link Industrial and Business Park Bweyogerere	751358415	david.serunkuma@unbs.go.ug	Male
38.	Rogers Jjuuko	Inspector	Uganda National Bureau of Standards	Elegu OSBP	750381767	rogers.jjuuko@unbs.go.ug	Male
39.	Okello Andrew	Customs Officer	URA	URA Tower Mezzanine 9, Nakawa	782158306	aokello@ura.go.ug	Male
40.	Annet Ogwapus	Supervisor International Affairs Customs department	Uganda Revenue Authority	URA Tower Nakawa, Mezzanine 9 Floor	772142145	aogwapus@ura.go.ug	Female

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
41.	Patrick Mugasa	Officer Customs	Uganda Revenue Authority	Nakawa Kampala	772471905	pmugasa@ura.go.ug	Male
42.	Julius Akankwasa	Officer Customs	Uganda Revenue Authority	Warehousing, Nakawa, kampala	775019200	jakankwasa@ura.go.ug	Male
43.	Caroline Nabudde	Customs Officer	Uganda Revenue Authority	Warehousing Reconciliation, Nakawa, Kampala	704569777	cnabudde@ura.go.ug	Female
44.	Waters Susan	Office Administrator	Federation of Uganda Customs Agents and Freight Forwarders (FUCUFf)	Kireka	761222646	susannewatera@gmail.com	Female
45.	Oturo Jessy	Director	VIP Cargo Solutions	Mbuya- Kireka Road Opposite SDA Church	754638008	joyuro768@ Gmail.com	Male
46.	Ekweu Charles Onato	Director	Federation of Uganda Customs Agents and Freight Forwarders	Kireka	772696923	fucuff@ Gmail.com	Male
47.	Martin sebulimu	Administrator	DDA	Plot 1 kafu Road Nakasero	784583989	ratrine@dda.ug. org	Male
48.	Ronald muhwezi	Assistant IT staff	Dairy Development Authority	Plot 1 Kafu Road Nakasero	705275750	ronaldm@dda.co.ug	Male
49.	Namiiro Joseph	Inspector	Uganda National Bureau of Standards	Plot M612 Ntinda Road	789340079	josephine.namiiro@unbs.go.ug	Female
50.	Rogers Namara	Inspector	Uganda National Bureau of Standards	Plot M612 Ntinda Road	704023463	rogers.namara@unbs.go.ug	Male
51.	Maria Nambi	Investors support officer	Uganda Free Zone Authority	6th floor communication House plot 1 colville street	417722600	mnabi67@ufza.co.ug	Female
52.	Gloria	Operations assistant	Uganda Free Zone Authority	6th floor communication house plot 1 colville street	785629545	gloria@gmail.co.ug	Female
53.	Ronald wabwire	Officer application development	Uganda communication commission	UCC house,plot 42-44, spring road, bugolobi	312339000	rwabwire@ucc.co.ug	Male
54.	Kyalikunda George	Technical officer	Uganda communication commission	UCC house plot 42-44 spring road bugolobi	312339000	georgek@ucc.co.ug	Male
55.	Kennedy Ahumuza	Business development and investors support officer	Uganda Free Zone Authority	6th floor communication house plot 1 colville street	417722600	akennedy@ufza.co.ug	Male

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
56.	Khabungala Godlivia	Clearing agent	Threeway clearing and forwarding company	Malaba	775806985		Female
57.	Atwine James	Clearing agent	Anonymous(refused to mention his company).	Anonymous (preferred not to say it).	707463908		Male
58.	Olara Pius	Clearing agent	Tmx express	Entebbe	781090223		Male
59.	Okello Joram	Clearing agent	Tmx express	Entebbe	751694976		Male
60.	Abubaker Bakulumpagi	Principal Inspector	Uganda National Bureau of Standards	Plot 1 - 12 Bypass Link Industrial and Business Park Bweyogerere	776535848	abubaker.bakulumpagi@unbs.go.ug	Male
61.	Kasim Kata	Inspector	Uganda National Bureau of Standards	Plot 2 - 12 Bypass Link Industrial and Business Park Bweyogerere	772675203	kasim.kata@unbs.go.ug	Male
62.	Nassozi Rita	Managing Director	Shipax Africa Ltd	Kimera Close, Ntinda Stretcher, Tulip Building, Block C, Suit C5	706699179	Rita.nassozi@outlook.com	Female
63.	Bukuri Kakooza	Customs inspector	URA	URA tower	702123989	kakoozabukuri51@gmail.com	Male
64.	Komugisha Evelyn	Custom inspector	URA	URA Towers	700997075	komugishaevelyn5@gmail.com	Female
65.	Wampula Habert	URA Officer	URA	URA Towers	782261534	habert22@gmail.com	Male
66.	Bakamukunda Prossy	URA Officer	URA	URA Towers	787393673	bakamukundaprossy@gmail.com	Female
67.	Atulinde Evelyn	URA Officer	URA	URA Towers	788045133	atulinde.ea@gmail.com	Female
68.	Fred	Senior marketing information and monitoring officer	CDO	Cotton house, clement hill road	772418724	mino@cdouga.org	Male
69.	Alfred Okoya	Supervisor Legal and Bonds	Uganda Revenue Authority	URA Towers, Nakawa	772140336	aokoya@ura.go.ug	Male
70.	Judith Sekitto	Customs Officer	Uganda Revenue Authority	URA Towers, Nakawa	773849661	jsekitto@ura.go.ug	Female
71.	Jackline Nabweteme	Customs Officer under Legal and Bonds	Uganda Revenue Authority	URA Towers Nakawa	772140733	janabweteme@ura.go.ug	Female
72.	Nasali Irene	Clearing Agent.	Uganda Revenue Authority.	Entebbe	772142066		Female
73.	Kalenda Jackie	Clearing Agent.	Uganda Revenue Authority.	Entebbe.	782630578		Female

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
74.	Rogers	Marketing officer	CDO	Clement hill road.cotton house	704424385	rogers@uco.ug.org	Male
75.	Kiyala Anthony	Head of operations	ESL Uganda Limited	Ntinda - Kisasi	776039023	anthony.kiyala@esl-eastafrica.com	Male
76.	Derick Rukundo	Forest Officer	Ministry of Water and Environment.	Portbell Kabalega Crescent	784130400	derls.rukundo@gmail.com	Male
77.	Dan M	Customs Officer	Uganda Revenue Authority.	URA- Entebbe.	0	Refused to give.	Male
78.	Mugabi Robert	Software Engineer	Uganda Revenue Authority	Nakawa	701443195	romugabi@ura.go.ug	Male
79.	Pathus Atukunzire	Senior IT officer	Dairy Development Authority	Plot 1 kafu Road Nakasero	774068982	Padukunzire@gmail.com	Male
80.	Nakayiwa Cissy	Supervisor Software Engineering	Uganda Revenue Authority	Kampala-Uganda	256772142779	cnakayiwa@ura.go.ug	Female
81.	Bob Kazungu	Principal Forest Officer.	Ministry of Water and Environment.	MoWE-Luzira.	782712196		Male
82.	Daudi Ahimbisibwe	PO-NPIS	Ministry of Energy and Mineral Development	Amber house Kampala	701466752	d.ahimbisibwe@energy.go.ug	Female
83.	Andrew Rutebuka	Senior IT specialist	National Drug Authority	Plot 19 Lumumba Avenue	772699120	arutebuka@nda.or.ug	Male
84.	Omera Benson	Clearing agent	All in one company	Entebbe	775136666		Male
85.	Mwebase Bruno.	Customs officer.	URA	Entebbe.	782742969		Male
86.	ITUNGULU FREDRICK	PRINCIPAL GINNING ENGINEER	COTTON DEVELOPMENT ORGANISATION	COTTON HOUSE PLT15 CLEMENT HILL ROAD	785210873	engineer@cdouga.org	Male
87.	Mwima Samuel	Pharmacist	MoH	Wandegeya	771806985		Male
88.	Agudo Hellen	IT specialist	MoH	Wandegeya	741288474		Female
89.	Acili Alice	IT specialist	MoH	Wandegeya	774240313		Female
90.	Mr Kisitu Cecilio	System Administrator	Uganda national chambers of commerce and industry	Plot 1 A kira Rd	752752296	it@chamberuganda.go.ug	Male
91.	Valentine Bette	Ag. Management Information Systems Manager/Systems and Network Administrator	Uganda Coffee Development Authority	Coffee House, Plot 35 Jinja Road		valentine.bette@ugandacoffee.goug	Male
92.	Mildred Rhoda Nabika	Inspector	Ministry of Agriculture Animal Industry	Berkerley lane, lugard Ave Entebbe	772652391	mtumwe216@gmail.com	Female
93.	Jennifer mugabirwe	Importer			752230110		Female

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
94.	Marvin Makumbi	Clearing agent			705653122		Male
95.	Agaba Francis	Clearing agent			773466359		Male
96.	Richard Sserwada	Truck owner			772420976		Male
97.	Ssegwanyi Zubair	Clearing agent			703956982		Male
98.	Innocent Rucogoza	Importer			772483270		Male
99.	Babiiti Bernard	Exporter			701945051		Male
100.	Nyongwa Kenneth	Truck driver			774859937		Male
101.	Mugisha Jimmy	Truck owner			758252955		Male
102.	Khakhar Rajeshbhai	Importer			752231108		Male
103.	Kyeyune Phionah	Clearing agent			700158302		Female
104.	Nchogoza Jonathan	Truck owner			702410723		Male
105.	Nabasa Ruth	Clearing agent			702023568		Female
106.	Siraj jaliawala	Exporter			758817406		Male
107.	Ansari Ibrahim	Truck owner			755900719		Male
108.	Victoria Mbalekedde	Clearing agent			701073549		Female
109.	Byansi Alex	Clearing agent			706386238		Male
110.	Miriam Seguya	Importer			772622706		Female
111.	Nabimanya Ronald	Exporter			703960003		Male
112.	Kisembo Raymond	Clearing agent			704322008		Male
113.	Wamala Medi	Free zone licensees			702447322		Male
114.	Hussein Kimbowa kyazze	Truck owner			701334716		Male
115.	Barijunaki Edger	Exporter			752003400		Male
116.	Edward Cosmas Nankongo	Exporter			756620478		Male
117.	David kamabare	Importer			772432766		Male

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
118.	Beatrice Latigo Latigi	Truck owner			772461095		Female
119.	Geoffrey Ayikoba	Importer			701384914		Male
120.	Benson Tumwebaze	Truck driver			772409893		Male
121.	Brenda Nsimenta	Importer			773343929		Female
122.	Matthew seatea	Exporter			772700703		Male
123.	Nelson Otafire	Warehouse operator			752867380		Male
124.	Ssali Rogers	Clearing agent			787682213		Male
125.	Kizito Simon	Clearing agent			772618717		Male
126.	Kirya Chris	Clearing agent			704679717		Male
127.	Elizabeth Mary Taylor	Importer			772200114		Female
128.	Munhamed kimbugwe	Truck driver			704474030		Male
129.	Mahmoud Ahmed	Truck driver			701996035		Male
130.	Hope Munyana	Warehouse operator			72688261		Female
131.	Sulaiman Galiwanga.	Free zone licensees			772078604		Male
132.	Christine Alum	Importer			774136772		Female
133.	Walyemira Dan	Warehouse operator			776556886		Male
134.	Masereka Ronald	Warehouse operator			782249651		Male
135.	Maria Lydia Nakandi	Truck owner			784010745		Female
136.	Kalule Frank	Clearing agent			702230859		Male
137.	Lutaaya Gerald Manisa	Clearing agent			774143186		Male
138.	James Namukowa	Clearing agent			704841840		Male
139.	Hamid kassim bevor	Importer			755682271		Male
140.	Ninsiima Margaret	Clearing agent			780571097		Female
141.	Acen Josephine	Warehouse operator			774989487		Female

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
142.	James Wilson Bulele	Clearing agent			702023856		Male
143.	Mukasa Daniel	Truck driver			702825650		Male
144.	Ntale Posiyano	Truck owner			772514257		Male
145.	Majid	Importer			787418800		Male
146.	Bessy Adeke	Exporter			782211888		Female
147.	Lule Paul	Truck owner			772611380		Male
148.	Joe hage	Exporter			704604306		Male
149.	Yasin Badar	Importer			786440068		Male
150.	Augustine Odero	Importer			779821010		Male
151.	Denis Kahigwa Muhumuza	Truck owner			755975320		Male
152.	Turyatunga Innocent	Truck owner			751525731		Male
153.	Charles Oboth	Exporter			782458615		Male
154.	Paddy Lule Nsereko	Truck owner			772615076		Male
155.	Katale Andrew	Clearing agent			705055119		Male
156.	Nambogo Losirah	Clearing agent			701776749		Female
157.	Ratilal Jain	Exporter			757200949		Male
158.	Angel	Clearing agent			701311659		Female
159.	Judith Ayugia	Clearing agent			779596240		Female
160.	Kuldeep kaushik	Exporter			776022025		Male
161.	Chotia Ashvin	Importer			414257142		Male
162.	Kanyike Peter	Clearing agent			702434806		Male
163.	Masiga Henry	Clearing agent			757509611		Male
164.	Kalema Abdul	Truck owner			758659633		Male
165.	Tamu Brian	Truck owner			772744157		Male
166.	James Eriku	Exporter			706471811		Male
167.	Priscilla Kisakye	Clearing agent			701122807		Female
168.	Blair Bakashaba	Clearing agent			751066957		Male
169.	Tendo Martha	Clearing agent			701652500		Female

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
170.	Kavulu Joseph Rogers	Truck owner			772404451		Male
171.	Namayanja Nelli	Clearing agent			754837403		Female
172.	Hareshkumar Gordhanbhai Patel	Importer			772451023		Male
173.	Sarah Nabadda	Clearing agent			784497020		Female
174.	Mathias	Clearing agent			779634328		Male
175.	Micheal Ainebyona	Clearing agent			755967381		Male
176.	Kimuli Julius	Clearing agent			752076076		Male
177.	Godfrey Byamugisha	Clearing agent			702706820		Male
178.	Sophie Nabatanzi	Clearing agent			782543301		Female
179.	Moses Mutua	Exporter			707454495		Male
180.	Shadiya Namigadde	Clearing agent			757159838		Female
181.	Mayanja Edrine Collins	Clearing agent			704256311		Male
182.	Kenneth Luwuge	Warehouse operator			784004954		Male
183.	Apuuli James	Clearing agent			772890640		Male
184.	Othieno David	Clearing agent			704105737		Male
185.	Paul Balumba	Clearing agent			703656559		Male
186.	Ofamba Joseph	Clearing agent			78055555		Male
187.	Alex Osilo	Clearing agent			701292273		Male
188.	Andrew Agaba	Clearing agent			706987073		Male
189.	Angella Nampala	Warehouse operator			758678858		Female
190.	Collins Nbozereho	Tobacco dealers			776865191		Male
191.	Philbert Nasasira	Clearing agent			757076025		Male
192.	Nalubega Carol	Clearing agent			702545870		Female
193.	Kennedy Guma	Clearing agent			787053741		Male
194.	Nyagaba Racheal	Clearing agent			753593528		Female

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
195.	Okoth Hilda	Clearing agent			75404033		Female
196.	Ediau Richard	Clearing agent			772464673		Male
197.	Julius Muganga	Clearing agent			772415157		Male
198.	Emeru Ivan	Warehouse operator			775912648		Male
199.	Ilukol Auqustine	Clearing agent			77245753		Male
200.	Aggrey Musunguzi	Warehouse operator			772393263		Male
201.	Yousuf Kavuye	Clearing agent			704134681		Male
202.	Kakooza Alex	Warehouse operator			782349689		Male
203.	Daniel Mukasa	Truck owner			702825650		Male
204.	Hussain Jivani	Warehouse operator			752742149		Male
205.	Ben Bira	Truck driver			772519008		Male
206.	David Mugomba	Clearing agent			772413017		Male
207.	Kamoga Ali	Clearing agent			779080250		Male
208.	Opio Douglas	Warehouse operator			775483537		Male
209.	Byampala Charles	Clearing agent			703919740		Male
210.	Hamir Patel	Warehouse operator			759786109		Male
211.	Sylvia Nabwiire	Clearing agent			786979806		Female
212.	Michael Aseu	Warehouse operator			785196049		Male
213.	Aine Joram Jones	Clearing agent			779324651		Male
214.	Patrick Lubega	Others, specify			702966717		Male
215.	Veronica Victoria	Clearing agent			754212938		Female
216.	Muhoozi Obed	Clearing agent			779634320		Male
217.	Tikiki Muhammed	Exporter			775446466		Male
218.	Sophie N	Clearing agent			701188594		Female
219.	Mulindwa Isaac	Clearing agent			774236602		Male
220.	Ruth Kengingo	Clearing agent			779974702		Female
221.	Simon Naimart	Clearing agent			706532467		Male
222.	Martin Mwesiga.	Clearing agent			777094500		Male
223.	Ramulah Mubiru	Clearing agent			705192363		Female
224.	Wasswa Henry	Truck owner			779676475		Male

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
225.	Nakaggwa Faridah	Clearing agent			704913244		Female
226.	Ronald N	Clearing agent			757716057		Male
227.	Nakabugo Angel	Clearing agent			786021526		Female
228.	Twinomujuni Vincent	Warehouse operator			752660848		Male
229.	Ochola Fredy	Warehouse operator			775254478		Male
230.	Oundo Samuel	Warehouse operator			771452042		Male
231.	Biramahire Jamirah	Clearing agent			700801832		Female
232.	Baguma Timothy	Importer			772496546		Male
233.	Namayanja Halima	Clearing agent			758933586		Female
234.	Kakuba Allan	Warehouse operator			772440771		Male
235.	Omaidi Julius	Clearing agent			705183317		Male
236.	Georgina Magembe Namirembe	Clearing agent			741015388		Female
237.	Doreen Akatukwatsa	Clearing agent			779170196		Female
238.	Bakitya Asuman	Clearing agent			776375919		Male
239.	Kevin Nansubuga Oriekot	Importer			782166133		Female
240.	Gerald Semmata	Clearing agent			701629697		Male
241.	Maison Fred	Clearing agent			772409756		Male
242.	Ssemwogere Tonny	Clearing agent			703203776		Male
243.	Namuddu Drolence	Clearing agent			702484252		Female
244.	Bashir Kiberu	Others, specify			751727222		Male
245.	Namayanja Dorothy	Clearing agent			702098770		Female
246.	Ochola Charles	Warehouse operator			774114881		Male
247.	Yuges partel	Warehouse operator			755900717		Male

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
248.	Namiyingo Halimah	Warehouse operator			701605124		Female
249.	Kironde Hillary	Clearing agent			772560627		Male
250.	Lawrence Sserubiri	Clearing agent			784506820		Male
251.	Jameson Rubagumya	Clearing agent			772428884		Male
252.	Job John	Warehouse operator			759770219		Male
253.	Jane S	Clearing agent			776978461		Female
254.	Mawanda Gerald	Clearing agent			776263542		Male
255.	Tumuhairwe Solomon	Warehouse operator			754313370		Male
256.	Lydia Owomugissa	Warehouse operator			761777005		Female
257.	Lowil Tanlini	Warehouse operator			77584917		Male
258.	Kisitu John	Clearing agent			701085924		Male
259.	Samuel Luutu	Clearing agent			758012318		Male
260.	Wanican Linda Gladies	Clearing agent			78472312		Female
261.	Otto Francis	Clearing agent			782347829		Male
262.	Florence Lagulu	Tobacco dealers			771270407		Female
263.	Kizito Joseph	Clearing agent			705236464		Male
264.	Asiimwe Paul	Clearing agent			772466107		Male
265.	Bwire Franco	Clearing agent			772456736		Male
266.	Barbra Kamwandha	Clearing agent			701923208		Female
267.	Okech Michael	Clearing agent					Male
268.	Ohanga Joseph	Importer			788641148		Male
269.	Mutambo Stephen				708309925		Male
270.	Obbo James	Clearing agent			785339997		Male
271.	Robert Senabulya	Clearing agent			704484494		Male
272.	Bewire Alex	Clearing agent			707871647		Male

No.	Name of the Respondent	Designation	Name of Institution/ Organization	Physical Address	Telephone contact	Email	Gender
273.	Samson Kageni	Clearing agent			772407750		Male
274.	Dan Giputal	Clearing agent			779968124		Male
275.	Martin Osele	Clearing agent			773809446		Male
276.	Namayanja Joanita	Clearing agent			757017800		Female
277.	Fred Nyapidi	Warehouse operator			782964109		Male
278.	Hussein Kidedde	Truck owner			757410388		Male
279.	Kamuga James	Clearing agent			772993561		Male
280.	Konde Robert	Clearing agent			704694585		Male
281.	Kintu Meshach	Clearing agent			701449636		Male
282.	Nyanzi Mustapha	Clearing agent			781574524		Male
283.	Nagwere Bakali	Clearing agent			784426563		Male
284.	Owor Simon Obonyo	Clearing agent			779829357		Male
285.	Okou Francis Omaset	Clearing agent			773803304		Male
286.	Mery	Clearing agent			705413139		Female
287.	Kirya Tom	Importer			782743443		Male
288.	Aineamaani shillah	Exporter			770952717		Female
289.	Wakubona Jonathan	Clearing agent			789727645		Male
290.	Namusoke Stella	Clearing agent			779495228		Female
291.	Nassiwa Betty	Clearing agent			700732267		Female
292.	Sentongo David	Clearing agent			705393266		Male
293.	Emmanuel Muhairwe	Clearing agent			753606066		Male
294.	Mwogoz Hawzah	Clearing agent			702338330		Male

ANNEX 8: LIST OF DOCUMENTS REVIEWED

This annex provides the list of documents reviewed.

1. Baseline Study Reports.
2. World Bank ease of doing business.
3. Key contact(s) in the MDAs.
4. MoUs with the MDAs related to the systems development/integration /interface with UeSW.
5. Other Relevant Documents/Information.
6. Progress Project Performance Reports.
7. Project Appraisal Reports (PAR).
8. Project extension letters.
9. Project Level Log frames with Key Performance Indicators.
10. Project Level Needs Assessment Analysis Reports.
11. Project Level Systems Requirements Specifications (SRS).
12. Project Level Theory of Change with the Assumptions.
13. Quarterly Progress Reports.
14. Scope Changes Requests.
15. SW Concept note-MTIC
16. SW PIT Meeting Report 22.10.2019.
17. System user Guides.
18. UeSW Phase II UNCTAD TA Progress Report 201911.
19. UeSW project Risk Plans.
20. UNCTAD Contract signed 2021.
21. United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) recommendation.
22. Updated Project Level Activity Work Plans.
23. Updated Project Level Monitoring Plans.
24. WTO Trade facilitation Agreement.

ANNEX 9: UeSW PROJECTS POPULATION, SAMPLE SIZE AND RESPONSE RATES

This annex provided the population, sample size and number of respondents of the evaluation.

No.	Agency/ Strata	Stakeholders and Modules/process automated	Population	Survey sample size	KIIs	FGDs (No. of people per FGD)
		Confidence Level: 95% and Margin of error 5%		DATA COLLECTION METHOD		
1.	Uganda Revenue Authority (URA)	URA Staff		-	23	-
2.	Uganda National Bureau Of Standards (UNBS)	UNBS PVoC Service providers e.g. SGS, Intertek International Ltd, TUV Rheinland and East Africa Automobile Services Co Ltd; using the System on PVoC Management.		-	4	-
		UNBS import inspection staff using the online Quality Inspection management system.		-	14	-
3.	Uganda Coffee Development Authority (UCDA)	UCDA Staff who issue the coffee export permits online.		-	2	-
5.	Ministry of Agriculture Animal Industry and Fisheries (MAAIF)	MAAIF staff		-	2	-
6.	Ministry of Energy and Mineral Development	Staff involved in fuel marking.		-	1	-
		MEMD Staff dealing with issuing import e-Licenses online.		-	2	-
7.	Ministry of Foreign Affairs (MFA)	Ministry of Foreign Affairs Staff dealing with exemptions online. E.g number plates assigned to diplomats, registration of diplomats, refunds to diplomats etc.		-	1	-
8.	Ministry of Trade Industry and Cooperatives (MTIC)	MTIC Staff issuing the Processors/Farmers / Buyers License/Registration/ export License of tobacco online.			3	
		Tobacco buyers/exporters that so far got the buyers License online.			3	-
9.	Dairy Development Authority (DAA)	DDA Staff that issue the Import/Export Permit online.			4	-
10.	UNCCI	UNCCI staff issuing non-preferential Certificate of Origin for exports from Uganda online		-	1	-
11.	Uganda Free Zone Authority (UFZA)	UFZA Staff Licensing of traders under free zone online		-	3	-

#	Category	Description				
		Traders/Investors that have so far been got the operators' licenses in respect to international investments or operate in a Special Economic Zones.			2	-
12	Warehouse operators	Public/Private Operators of a bonded warehouse or manufacturing under bond issued with operational license online.	168	62		-
13.	Clearing Agents/ Importers/Exporters	Clearing Agents/importers/exporters	411	152		1
14.	Transporters	Licensed Trucks owners association staff licensed online to carry goods under Transit or under Customs control.	81	30		-
15	Airlines	Airline cargo operator's staff handling e-Manifest of air cargo.	-	-	-	-
16.	Uganda Export Promotion Board (UEPB)	UEPB staff handling Export Market Information management.	-	-	3	-
17.	Cotton Development Organization (CDO)	CDO Staff that handle: Register Cotton ginners, Export permit for cotton Ginning Certificate and CESS Payment and Lint Quality Certificate online.	-	-	3	-
		Ginners/exporters that have so far been registered and got certificates of quality online.	-	-	3	-
18.	Uganda Communications Commission (UCC)	UCC Staff handling Management of Type Approval of selected equipment online.	-	-	3	-
19.	Ministry of Water and Environment (MoWE)	MoWE Staff dealing in the Issuance of Forest Product Export Permit (Timber and Non-Timber) and Grading Management	-	-	3	-
20.	Ministry of Health (MoH)	MoH Staff handling online tax Exemptions Management Module handling those that require the recommendation from the Ministry of Health (*e-Exemptions*).	-	-	3	-
22.	Project Implementation Team (PIT)	Members the PIT	-	-	-	3(5)
23.	Project coordination team	Chairman project coordination unit	-	-	-	1
SUB TOTAL			**660**	**244**	**83**	**5**
	Actual Total respondents		-	202	81	5
	% response Rates		-	83%	98%	-
	Overall Response Rates	91%				