The 1st African Conference on Supply Chain & Operations Management

25-26th October 2018
Julius Nyerere International Convention Centre,
Dar es Salaam, Tanzania

"Logistics for Economic Growth"

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Greetings from the Kühne-Foundation

Dear Conference Participants,

The Kühne-Foundation would like to welcome you to the 1st African Conference on Supply Chain and Operations Management in Dar es Salaam in October 2018.

The Kühne-Foundation is a not-for-profit foundation and one of its key aims is to support the logistics, supply chain management and transportation sector through education and research. The private foundation is based in Switzerland and is chaired by founding family member and donor Prof. Dr. hc. Klaus-Michael Kühne.

The Kühne-Foundation is delighted for the selected topic of the conference "Logistics for Economic Growth", as it is convinced that logistics and supply chain management are the backbone elements of a country`s and region`s economic development. There is a clear positive correlation between a country`s logistics capabilities and its GDP growth, i.e. all economic leaders globally have also state-of-the art logistics processes and infrastructure to enable efficient economic trade and link their countries to the international markets.
In Africa, the Kühne-Foundation has been collaborating with multiple universities in different countries over the last couples of years. The objective is to provide high quality education and logistics degree programs to consistently supply the markets with well-qualified graduates and experts. Knowledge in logistics and supply chain management is core in order to offer international levels in effectiveness and efficiency in logistical processes in Africa.

In Tanzania, the Kühne-Foundation therefore cooperates with the University of Dar Es Salaam, and Mzumbe University in order to sustainably implement high-quality under- and postgraduate degree programs as well as executive education in logistics and supply chain management for Tanzanian businesses and the country`s economic development.
We would like to take the opportunity and thank you for attending and contributing to this conference, and possibly supporting the education activities together with the universities in the future with joined research projects, internship positions, further education seminars, guest lecturers, etc… We wish you an excellent time during the two-day conference with in-depth discussions and new insights from academia and practice.

Yours` Sincerely,
Dr. Andre Kreie
Director Global Logistics Education
Kühne-Foundation

Greetings from the International Kühne-Network of Professors in Logistics and Supply Chain Management

We would like to welcome you to the 1st African Conference on Supply Chain and Operations Management hold in Dar es Salaam, Tanzania on the 25th and 26th of October 2018. This year the conference will be devoted to "Logistics for Economic Growth".
Logistics and supply chain management are critical to economic development. Effective and efficient supply chain systems allow nations to grow and remain competitive. In the era of global markets and global competition, firms focus on continuous improvement and well-functioning of their logistics and supply chains to gain competitive and cost advantages. Similarly, governments and international organizations are setting priorities in the improvement of infrastructures and transportations in order to ensure availability of goods and health supplies while reducing shipment time and cost. At all times, we must be aware that logistics and supply chains are important for economic growth as well as for people's welfare all over the world.

Due to global change and increasing demand, the field of logistics and supply chain management is becoming more challenging and competitive. This conference brings an exciting opportunity for academia and supply chain professionals to grow and be responsive to current and future demands. The event offers a unique opportunity to bring and meet inspired practitioners and academics, to exchange knowledge in LSCM, to strengthen our global academic network, and to ensure that we remain at the cutting edge in the great discipline of logistics and supply chain management.

We would like to thank each of you for attending this important conference and contributing your expertise and experience. You, as organization leaders, practitioners, academics and policy makers, have the vision, the knowledge, the experience, and the passion to help the African community to pave a solid road into the future of logistics and supply chain management. Throughout this conference, we kindly encourage you to stay engaged, remain proactive and help us shape a prosperous future for our profession and our society in logistics and supply chain management.

Our personal respect and thanks goes out to all of you for contributing to the 1st African Conference on Supply Chain and Operations Management.

Yours` Sincerely,

Prof. Dr. Frank Straube
Technical University Berlin

Prof. Dr. Denny Cho
IUCA, Bishkek

Prof. Dr. Pietro Evangelista
IRISS-CNR University of Naples

CONFERENCE SCHEDULE

DAY ONE: 25th October 2018, THURSDAY

TIME	EVENT	RESPONSIBLE
08:00-09:00	Arrival and Registration	All delegates
Session 1: Opening ACSCOM 2018		
09:00-09:25	Opening Remarks	Dean of University of Dar es Salaam Business School, Dr. Ulingeta O.L. Mbamba
09:25-09:40	Welcoming Remarks	Vice Chancellor, University of Dar es Salaam
09:40-10:05	ACSCOM 2018 Opening	Guest of Honor, Hon. Minister Isaac Kamwele, Ministry for Works, Transport And Communications
10:05-10:20	Kuehne Foundation Intro and Vote of Thanks	Dr Kreie Andre, Kuehne Foundation
10:20-11:00	GROUP PHOTO & HEALTH BREAK	All Delegates
	Exhibitions – Freight Logistics Agencies and companies,	All Delegates & Firms and Agencies
Session 2: Keynote Panel Discussion		Chair Person: Prof Wineaster Anderson, UDBS
11:00-11:25	1st Keynote Speech: Leadership in logistics – A Female Perspective	Lisette Nap, DB Schenker
11:25-11:45	2nd Keynote Speech: The Role of Supply Chain in Economic Development	Riaz Lodhi, WFP
11:45-12:30	Discussions	All
12:30-13:30	LUNCH BREAK	
Session 3: Logistics and Agriculture Supply Chains		Chairperson: Dr Jani Dev Time: Presentation 15 minutes
13:30-13:45	White Paper: Digitalization of agriculture supply chain logistics in Developing Economies: Prospects and Challenges	Tumsifu Elly, UDBS
13:45-14:00	Logistics and Agriculture supply chain	Christopher P. Nditi
14:00-14:15	Mapping and Analysis of Fresh Fruits Supply Chains: The Case of Morogoro Rural-Urban Markets	Bakari M. Mohamed
14:15-14:30	The analysis of cotton contract farming and possibilities of upgrading of cotton farmers and ginners in Tanzania	Paul M. Nsimbila
14:30-15:00	Discussions	
15:00-15:30	HEALTH BREAK	
Session 4: Transport Modes Interoperability and Logistical Agility		Chairperson: Dr. Deusdedit Rwehumbiza
15:30-15:45	Transport Modes Interoperability and Logistical Agility	Mahamud Mabuyu
15:45-16:00	Significance of transport mode interoperability and logistic agility for economic growth	Damian Kapitingana
16:00-16:15	Challenges in managing suppliers relationship in developing countries	Omary Swalehe
16:15-16:35	Discussions	All
Session 5: Day Wrap up Session		Dr Kanan Renger
16:35-16:45	Day Wrap up	Dr. Deus Rwehumbiza
16:45-17:00	Announcements	Dr. Theresia Dominic
17:00-18:00	Transfer to Serena Hotel	
18:00–20:00	Gala Dinner – Serena Hotel MC – Dr. Diana P. Mwiru	

Conference Rapporteur: Benjamin Moses, University of Dar es Salaam Business School

CONFERENCE SCHEDULE
DAY TWO: 26th October 2018, FRIDAY

TIME	EVENT	RESPONSIBLE
08:00-08:30	Arrival and Registration	All delegates
Session 6: Logistics for Economic Growth		Chairperson: Dr. Sauti Magai
08:30-08:45	Keynote Speaker: Logistics and Manufacturing Competitiveness	Deusdedit Rwehumbiza
08:45-09:00	Logistics for Economic Growth: Interrogating Growth Issues in Tanzania	Honest P. Ngowi
09:00-09:15	Supply chain management in cement industry	Bosco Mapunda
09:15-09:30	Assessing Dar es Salaam port logistics chain players' integration for efficiency and competitiveness	Walter Eliakunda, & Hawa Uiso
09:30-09:45	Logistics Efficiency for Port Competitiveness	Theophil I. Kimaro
09:45-10:20	Discussion	
10:20-11:00	HEALTH BREAK	
Session 7: The Logistics of Perishable Products		Chairperson: Mr. Masanja Cosmas
11:00-11:15	Stakeholders' Perception of Tracking and Tracing System for Pharmaceuticals in Supply Chain in Ethiopia".	Matiwos Jalata & Dawit Gebregeorgise
11:15-11:30	Relationship marketing and customer loyalty: Evidence from Tanzanian Pharmaceutical Supply Chain	Emmanuel J. Ndambala, Dev Jani, & Theresia Dominic
11:30-11:45	Cool Chains-the Unbreakable link: practical insights	Benny Ngozi
11:45-12:00	Integrated medical supplies information system under centralized procurement system and health service delivery: An experience from Northern Tanzania	Baraka Israel, Isaac Kazungu & Alban Mchopa
12:00-12:15	Dealing with quality uncertainty in the supply chains of perishable agricultural produce: Consideration of buyer-supplier geographical distance and the choice of procurement channels	Kanan Renger
12:15-12:45	Discussions	All
12:45-13:30	LUNCH BREAK	
Session 8: Inter-organizational Information System		Chairperson: Dr. Suphian Robert
13:30-13:45	Tourism and Logistics of Tourist Destination: Do TV programs matter? Domestic Tourists' Point of View	Kezia Mkwizu
13:45-14:00	Inter-organizational information system	Christopher P. Nditi
14:00-14:15	Consumer perception of internet payments through mobile money gateways: Interim findings	Kevin Mruma & Tumsifu Elly
14:15-14:35	Discussions	All
Session 9: Digitization of Port Operations		Chairperson: Dr. James Masele
14:35-14:50	Digitization of Port Operations	Andrew Vuriva
14:50-15:05	A Disruptor of Logistics Efficiency	Cyprian Moses
15:05-15:20	IS Success in Tanzania Customs Clearance Operations: Taxpayers' Optimism Bias and Perceived Ease of Use	Joyce Sichone
15:20-15:40	Discussions	All
Session 10: Closing ACSCOM 2018		Chairperson: Dr. Theresia Dominic
15:40-15:55	Conference wrap up & Way forward	Dr. Elly Tumsifu
16:00-16:10	Closing Remarks from the Conference Chair	Dean of UDBS Dr. U. O. L. Mbamba
16:10-16:20	Closing the ACSCOM 2018	
HEALTH BREAK & NETWORKING		

Keynote Speech: Leadership in Logistics – A Female Perspective Lisette Nap- DB Schenker Essen Germany

"Find a job you love and you will never have to work a day in your life."



Lisette Nap, currently Vice President Global Ocean Solutions, based at Head Office DB Schenker Essen Germany, is an inspiring career example with a dynamic and intercultural career path that has taken her to every corner of the logistics world.

Born in Netherlands and immigrating with her family at the age of 3 to Australia, she has developed a career that has spanned from studies in Bachelor of Behavioral Science to Restaurant Manager of a popular Australian hotel chain, to local buyer at Acer Computers in the Netherlands right into the exciting world of DB Schenker in her late twenties with roles at country, regional and head office level across commercial and business unit departments and responsible for mix of local and global teams.

Her Schenker career has included Global Account Management of well-known company names, VP Global Tender Management, VP Global Business Development, Executive sponsor for top healthcare account and consumer account.

Managing a team and being involved in organizational change and translating customer requirements into company directives is what drives Lisette who today still has healthy career ambitions with a core vision to be an inspirational female leader in a still male dominated industry.

Secret to her success: "You can be successful if you are open minded, open to new experiences, willing to reflect honestly about your behavior, hardworking and passionate about what you are doing. Don't sit back and expect that others are doing the job for you. Take ownership and drive your future. Make great things happen. "

Keynote Speech: The Role of Supply Chain in Economic Development

Riaz Lodhi, Head of Supply Chain - WFP Tanzania



Riaz Lodhi is currently working as head of supply chain with the United Nations World Food Programme in Dar es Salaam, Tanzania. Riaz holds a master's degree in public administration and has more than twenty-four years of experience with WFP, working in different countries.

Before assuming his current assignment, Riaz worked as Deputy Country Director in Colombia and Ecuador from January 2008 until June 2016 where, in addition to managing a complex WFP programme to assist the internally displaced people and refugees affected by the conflict in Colombia, he supported the national capacity building including school feeding programmes.

Riaz worked in WFP's Latin America and Caribbean Regional Bureau Panama supporting 10 country offices and assisted governments in optimizing and strengthening their supply chains and emergency preparedness. Previously, he had served in Afghanistan and Pakistan and conducted several short-term assignments in different countries to support emergency operations.

Riaz is a strong supporter of innovation in food security in order to address the emerging and complex challenges to reach zero hunger. He brings a valuable leadership and operational experience in emergency preparedness and response, supply chain management and innovative WFP tools such as cash-based transfers. He participated in WFP response to some of the largest and most complex emergencies including Afghanistan, Iraq, Libya, and Haiti.

LIST OF ABSTRACTS

Theme: Logistics and Agriculture Supply Chains

Digitalization of agriculture supply chain logistics in Developing Economies: Prospects and Challenges

Dr Tumsifu Elly
University of Dar es Salaam Business School

In recent past standards and certification were in effect, governing international trade particularly in the agro-food sector. As such standards and their derivative certification were relevant vehicles for internationalization among smallholders. In lieu of that, those able to certify their agricultural commodities could easily gain export market share. In that case abiding by the standards and producing enough quantities and in the quality required would easily facilitate participation in high value markets. Certification of the commodities was thus a vehicle for internationalization and high value market participation. Today however the application the Internet of things (IoT) is further revolutionizing not only the quality and safety requirements and assurance of agricultural commodities, food and other perishable goods but also their movement from suppliers to the customers. As quality, and safety become core requirements in agro commodities markets, reliable and timely information about these attributes is as well. Besides, Internet of Things, artificial intelligence and blockchain are now gaining much use in farms, supply chain and logistics and smart storage among others. These revolutions in technology not only affect farm level practices, but are revolutionizing the entire supply chain. The use of varied technologies such sensors, GPS, radio frequency identification technology (RFID) , wireless technologies and mobile devices among others is making it possible to track and trace nearly everything about a particular agricultural commodity. Relevant information such as, the use of pesticides, harvesting period, transportation condition. Lead times are being captured and shared across actors in the supply chain, retailers and the final consumer. The implication is that, those able to embrace on these new development shall be the first mover in the global markets and thus gain completive advantage over the laggards who stand a big chance of remaining the sellers of agricultural produces at the farm gate. Technology applied properly will make a small wheel sound BIG by eliminating middle men and linking directly with final retailers or consumers

Logistics and agriculture supply chain

Dr. Christopher.P.Nditi
PhD, CSP (T)

Logistics becomes more important and complex because of new requirements of the service-oriented economy, disparate business functions, and it has a positive impact on the success of the partners in the supply chain since agriculture is the mainstay of the developing countries economy, the manufacturing industry is centered on the processing of local agricultural goods. Agriculture is the single largest employer of the country currently employing 65% of the population. Industrialization in developing countries like Tanzania is mainly focused in the processing of agricultural foods. Tanzania has a vision 2025, which aims at having at least 40% of the GDP contributed by the manufacturing sector by 2025. Logistics and Supply chain management are powerful tools to achieve this collaboration between trade partners. Through logistics and supply chains, producers in developing countries and emerging economies can access market information and knowledge to hone their value-added activities. In developing countries and emerging economies, however, logistics and supply chain development is often hampered due to lack of governmental support. In the absence of coordinated product delivery system, farmers themselves transport most of the produce, either as head loading or using pack animals, to both nearby and long distance markets. Therefore it is recommended that governments in the most of developing countries should thrive in ensuring that there are efficient and effective transport infrastructures which will promote the strong and efficient logistics and supply chain between trade partners.

Mapping and Analysis of Fresh Fruits Supply Chains: The Case of Morogoro Rural-Urban Markets

Bakari Maligwa Mohamed
Mzumbe University

The objective of this paper is to map the Morogoro rural-urban fresh fruits supply chains. The mapping was deliberately underpinned on: developing an analytical map of the Morogoro rural-urban fresh fruits supply chains between original fresh fruits farmers and ultimate consumers, describing integral logistics aspects of the Morogoro rural-urban fresh fruits supply chains, identifying logistics and supply chains challenges facing the designated fresh fruits supply chains, and finding out the perceived logistics solutions for the logistics and supply chains challenges facing the Morogoro rural-urban fresh fruits supply chains. Through the mapping methodology developed by Gardner and Cooper (2003), the paper has mapped analysed the Morogoro rural-urban fresh fruits supply chains. The mapping has considered four supply chain tiers. The tiers included the original fresh fruits suppliers (farmers), agro-based wholesale markets (auctions), urban wholesale and retail markets, fresh fruits retail markets, and ultimate consumers. The analytical description of the Morogoro rural-urban fresh fruits supply chains has revealed that the tiers are disintegrated in which the logistics relational sequence activities are conducted by individual supply chain key players with little value addition into the total fresh fruits logistics and supply chains. Further, findings indicated that there was no or very little value addition into the Morogoro rural-urban fresh fruits supply chains. The paper has suggested some useful perceived logistics solutions for the identified

fresh fruits logistics and supply chains challenges in order to revamp the essence of value addition. That is, logistics institutions are needed in order to integrate and coordinate the envisaged supply chain tiers in the designated Morogoro rural-urban fresh fruits supply chains for value addition.

The analysis of cotton contract farming and possibilities of upgrading of cotton farmers and ginners in Tanzania

Paul Maganga Nsimbila

This paper is focused on cotton contract farming analysis and possibilities of upgrading of smallholder cotton farmers in Tanzania, the case of Bunda district, Mara region. The main emphasis was to look on how contractual obligations were fulfilled by contracting parties during implementation of contract farming and if there were any possibilities of smallholder cotton farmers to upgrade from one node in the value chain to another. The study sampled 34 key informants for a qualitative investigation. Findings from the study show both ginners and farmers did not fulfil their contractual obligations as agreed in the contract. While ginners did not supply the required inputs (seeds, pesticides and harvesting bags) on time for high quality and quantity production of seed cotton, farmers sold their produce to non-contract buyers and did not repay their input credit to their respective ginners. None fulfilment of contractual obligations was caused first by absence of contract farming policy and legislation that could have governed the proper implementation of the system. Secondly, there was a lack of contract ownership by farmers and ginners who are the major stakeholders in contract farming since they were not involved at the initial stage of the contract design process. Poor implementation of contract farming in Bunda District and Tanzania in general ended on limited upgrading of smallholder cotton farmers and total rejection of the system in the 2012/2013 farming season. Therefore, it is recommended that contract farming policy and legislation should be formulated immediately by the government of United Republic of Tanzania, secondly all stakeholders should be involved fully in the on-going contract review process so that majority of key attributes and variables suggested by ginners and farmers are included in the contract for proper implementation. In addition, the reviewed contract should state categorically the exact time or time interval for distribution and delivery of inputs to farmers and action that will be taken against ginners who will delay or not deliver inputs in the time interval stated in the contract. Furthermore, the reviewed contract should state the measures to be taken against farmers who will side sale seed cotton and fail to repay inputs given on credit.

Theme: Transport Modes Interoperability and Logistical Agility

Transport Modes Interoperability and Logistical Agility

Mahamud Mabuyu
WFP

This paper presents on how the efficient and effective transport modes interoperability and logistical agility can have a strong positive influence on firms' competitive trade and economic growth with particular reference to Tanzania linking the countries in East African

Community (EAC) and Southern Africa Development Community (SADC). Due to time factor, scope of the paper has been limited to freight transport modes interoperability in Tanzania particularly referring the central and Dar es Salaam corridors linking EAC and SADC countries in the region. As a student of Doctorate in Business Administration (DBA) in the area of intermodal freight services and long serving practitioner in transport and logistics industry locally and internationally, the paper has widened my knowledge while working on the research. Further, the paper has target to benefit the customers, service providers, service facilitators and policy makers in the area of freight transport modes interoperability in Tanzania, EAC and SADC countries by offering a acknowledge base for their informed decision. The paper is structured into six sections namely: i) a definition of the key concepts (transport modes, interoperability, logistical agility, intermodality and multimodality); ii) the background and an overview of the existing transport modes interoperability and logistical agility in Tanzania with linkage to EAC and SADC countries in the regions; iii) The characteristics of existing freight transport modes interoperability in Tanzania linking the EAC and SADC regions; iv) the available strength and opportunities that freight transport modes interoperability can offer to have a firms' competitive trade and economic growth; v) the barriers that hinders implementation of effective and efficient freight transport modes interoperability in Tanzania linking the countries in EAC and SADC regions; and vi) conclusion and recommendations for further improvement of efficient and effective freight transport modes interoperability in Tanzania linking the EAC and SADC countries in the region.

Significance of transport mode interoperability and logistic agility for economic growth

Damian Kapitingana

Recently, the levels of development in transport modes are well addressed by the government heading to the mission of moving the country from lower to the middle economy by 2025. Multiple investments in construction of infrastructures that links Tanzanian regions and neighbouring countries, makes a country at the wining lines for economic growth through logistics field. These papers are mainly based on literature and personal experiences of author in transport mode interoperability and logistics agility in Tanzania and world at large. A paper begins with the evaluation of transport modes interoperability and logistics agility by looking on their characteristics commonly how they operates in the field of logistics to Tanzania. This paper further looks on the significant and challenges of transport modes interoperability and logistic agility for economic growth in Tanzania. However, This paper suggest some solutions to the challenges of transport mode interoperability's and logistic agility's challenges for that will make a room for the economic growth, also this paper encourage the participation of local stakeholders in implementing numbers of policies, laws, technologies relating to the interoperability and agility of transport field. And recommends local researches with the intentions to have a well standard say in the interoperability and agility for economic growth

Challenges in managing suppliers' relationship in developing countries

Omary Swalehe
Mzumbe University

The strategic benefits of managing suppliers' relationship cannot be over emphasized as more and more organizations have started to realize that they are becoming absolute reliant to the suppliers in terms of innovative power, security of supply, corporate social responsibility and cost saving. Managing strategic partnership is the top agenda of many organizations both in developed and developing countries. Despite the strategic benefits of the SRM not all companies are appreciating the value of building strong relationship with suppliers. This study investigated the challenges facing organizations in the whole process of creating competitive advantages through building strong supplier relationship. The study investigated sixty small manufacturing organizations in the country in order to gain better understanding of the typical challenges involved that hider ability of the companies to create competitive advantage. The study found that many organizations surveyed encounter difficulties in imitating, developing and managing the relationship. Out of the surveyed organizations less than 20 percent found to have business relationships with their suppliers and that relationship is not even strong to actually guarantee success to both parties. Lack of trust among the suppliers and manufacturers has been sighted by many as the main challenge facing organizations in managing suppliers' relationship. Managers in these organizations believe that creating partnerships with suppliers is all about exposing the organizations to the competitors and hence lose ground in the market place. The other challenges mostly mentioned were; Corporate culture, Business strategy, leadership skills, technical and functional competencies among others. Keywords: Suppliers, Relationships, Competitive advantages, Challenges, Trust

Theme: Logistics for Economic Growth

Position Paper: Logistics and Manufacturing Competitiveness

Deusdedit Rwehumbiza
University of Dar es Salaam Business School

Logistics for Economic Growth: Interrogating Growth Issues in Tanzania

Prof. Honest Prosper Ngowi
Mzumbe University

Logistics is among the most important contributors to economic growth in any country including Tanzania. It does this in various ways including through its roles of non-tariffs enabler of local and international trade on goods and services. Efficient, effective and dynamic logistical processes stand to positively influence on not only firms' but also countries competitiveness, trade and economic growth. The role of logistics in macroeconomic fundamentals of countries in general and their economic growth in particular cannot be overemphasized. Logistics processes and solutions are extremely vital in virtually all sectors of the economy across the globe. They include such sectors as agriculture, industrial, mining, transport, tourism, construction, financial, education, health and many others in both real and financial sectors of economies. In this paper it is urged that the potential and actual contribution of logistics in economic growth space is very

clear and uncontested. It is argued further that logistics should not lead to and support any kind of growth. It should lead to desired economic growth. This is growth that is jobs-creating, incomes-generating, poverty-reducing, inclusive, green and ethical. Keywords: Economic growth, desired growth, logistics

Supply chain management in cement industry

Bosco Mapunda

Traditionally, company supply chains were concerned with collaboration to resolve problems in the supply chain and overcome difficulties with supply and demand. Today, integration of key business processes which incorporate a complete supply chain from end users to suppliers that add value by providing products, services and information for customers and other stakeholders, is essential in supply chain management (SCM). Sometimes activities throughout the useful life of the product (e.g. service, reverse logistics and recycling) are also treated as components of an integrated supply chain. Most SCM related-problems stem from uncertainties or from an inability to co-ordinate several activities and partners. Therefore, cooperation, collaboration, information sharing, trust, partnerships, shared technology and a fundamental shift away from managing individual functions to managing integrated chains of processes has become the basis of integration. The three main drivers of supply chain integration are the information revolution, increased levels of global competition creating a more demanding customer and demand driven markets, and the emergence of new types of inter-organisational relationships. Elements that can be integrated include information systems - management of information flows, sales operations planning (SOP), inventory management - management of product and material flows, and supply chain relationships - management of relationships between trading partners, such as alliances, partnerships and cooperation. The ultimate goal of the supply chain management is to deliver the best customer services through coordinated of materials, finances and information, which flow across a network and the entire customer including internal and external customers. The key features of the supply chain system is the increasing use of information technology enablement, which extend to supplier and customer at all the level. In this emerging competitive environment, the ultimate success of the business will depend on management`s ability to integrate the company`s intricate network of business relationships. Most of the supply chain management is being facilitated by the use of Enterprise Resource Planning and integration systems along with the latest technology in Sales and operations planning (SOP), transportation, inbound and outbound logistics, distribution, Route to market and replenishment.

Assessing Dar es Salaam port logistics chain players' integration for efficiency and competitiveness

Walter Eliakunda* & Hawa Uiso**
*National Institute of Transport
**Open University of Tanzania

Port competitiveness is judged not only by the amount of cargo it handles, but cargo clearance speed, delivery reliability, and logistics visibility. Poorly performing ports in terms of logistics efficiency substantially reduce trade volume and has greater damping impact on

port competitiveness. Cargo movement in seaport faces stiff competition because each port strives to increase its share of global sea throughput. The objective of this paper is to assess the role of Dar es Salaam port logistics chain players' service provision and integration in promoting logistic efficiency and competitiveness. Specifically, the study aimed at assessing and rating the factors affecting the performance of port service providers and their degree of integration in providing logistic services. Logistics efficiency for port competitiveness depends on the player's service provision and how they are integrated in service delivery. The study examined the level of technology in place among logistics players and the way they integrate documentation process and inter process communication. Survey method was used where questionnaires were distributed to 126 logistics chain service providers and users. Descriptive statistics, was used in data analysis. The findings of the study are that the port needs to synchronize the clearance process, improve inter process communication and harmonise the processes to improve logistics efficiency and competitiveness. The problem of high duties and logistics charges, lack of single clearance window and many agencies handling cargo clearance need to be addressed as they have an influence on the efficiency and effectiveness of the port.
Keywords: Port Logistics chain, Efficiency, Competitiveness

Logistics Efficiency for Port Competitiveness

Theophil Ikure Kimaro
Partner: Legal Worthy Attorneys

The wind of globalization that has swept across the international trade arena over the last two decades has had a profound effect on almost every aspect of trade. Regions have become more interdependent and markets have naturally become global. On the commercial side, trade has increased tremendously, spilling its effects onto the port industry. This has triggered a chain of changes within the port industry, which changes have been significant to ports whether they operate in the first or third world economies. Ports play crucial roles as critical links in international trade and therefore port states take considerable measures to ensure that their national ports are well equipped to compete internationally. Coupled with demands of globalisation, there has been an increased level of competition among ports in a bid to gain more from the increased international trade. Hitherto the advent of the effects of globalization, more weight was given to logistics aspects relating to the hard infrastructure and superstructure of ports. Today, competition and the demand for a more efficient logistics system have led to a paradigm shift in port logistics: more importance is now being given to the software components of logistics. These include quality of service, ICT, reliability of the port, flexibility of the port environment, policies, ecology etc. This paper aims at exploring the role of the logistics function in enabling port competitiveness at an era where ports compete with each other both locally and internationally. Some examples from Dar es Salaam Port have been discussed in the paper.

Theme: The Logistics of Perishable Products

Stakeholders' Perception of Tracking and Tracing System for Pharmaceuticals in Supply Chain in Ethiopia

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Over the past two decades, the volume of pharmaceuticals flowing to the Ethiopia market has increased sharply. This has led the supply chain system to be complex and inefficient. In response to this, the country is preparing to introduce a system which enables tracking and tracing of pharmaceuticals from source to end users. The aim of this study is to explore stakeholders' perceptions on the need, challenges and concerns of implementing track and trace in the pharmaceutical supply chain. A survey was administered to General Managers, Deputy Directors, Directors, and Heads of Pharmacies who were working in different organizations across the supply chain. The vast majority of respondents (96.4%) said Ethiopia needs national level tracking and tracing of pharmaceuticals to combat counterfeiting, theft and diversion of products (92.4%) and to gain supply chain efficiencies (88.5%). They also added, using barcoded medication technology improves patient care (74.4%) and reduces error (72.9%). However, cost (61.1%), integration with the existing supply chain (61.3%) and ensuring data security (48.9%) could be challenges and concerns. To conclude, stakeholders had a positive view on the need of national and organizational level tracking and tracing of pharmaceuticals in the supply chain to efficiently manage the physical flow of products and meet consumers' expectations regarding product quality and safety. Perceived challenges and concerns should be addressed through series of discussions and adequate preparation prior to implementation. Key words: Track, Trace, Barcode, Ethiopia, Pharmaceuticals, Standards.

Relationship marketing and customer loyalty: Evidence from Tanzanian Pharmaceutical Supply Chain

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This study examined the impact of relationship marketing antecedents on customer loyalty by drawing evidence from pharmaceutical companies in Dar es Salaam, Tanzania. Pharmaceutical businesses operates in an intensely price based competitive environment in such a way that transaction only strategies need to be complimented with relationship base strategies. Using a structure questionnaire conveniently distributed among pharmaceuticals wholesalers and retailers in Dar es salaam, 100 dully filled were used for analysis. The data were analysed using multiple regression. Findings from the study indicate that, all four antecedents of RM have significant impact on customer loyalty. Commitment ranged the highest antecedent. This was followed by conflict handling, trust and the last one was communication. In sum, the significant impact of these antecedents on customer loyalty stood at R2=0.323 with F value of 10.145, P value was 0.000 and variation of response was 32.3%. Drawing from the findings and reviewed literature, the present study suggests that in order to improve RM in pharmaceutical companies in Dar es Salaam, the following facets

need to be taken into account. First, customers ought to know the current and future path with which service renderers may undertake. Second, service providers ought to make their communication medium up-to-date through transacting with their potential consumers. Third, suppliers have to carry out routine satisfaction inventory so as to receive customers' responses to address their emotions and assess their potential successes. In this regard, service providers need to understand that RM needs to be carried out holistically by emphasizing all of its antecedents with equivalency to each other. Fourth, the companies ought to put their emphasis on the facets of trust that clients consume in order to rationally decide on the trustworthy of the services remitted. Keywords: Pharmaceutical, Relationship, Loyalty, supply chain, marketing

Cool Chains-the Unbreakable link: practical insights

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Commodities which are time and temperature sensitive, once exposed to certain climatic condition for extended period of time may spoil or decay. Breaking the chain leads to failure to capture perishable markets. The bottlenecks that could lead to breaking the chain are many. Including but not limited to lack of market knowledge in term of products quality, specification and seasonality. Traders rather than the farmers have access to the markets. Limitation on infrastructure, no enough production points such export house and slaughterhouse (abattoir). Inappropriate cold facilities with Nil offload docking platform, CRT processing and crossing docking, remoteness from the source of export production. Non-conformance of International quality standard on facilities and products lead to multiple bans and embargo. Lack of non-cash incentives to promote perishable.

Integrated medical supplies information system under centralized procurement system and health service delivery: An experience from Northern Tanzania

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This study was conducted to assess the effect of integrated medical supplies information system under centralised procurement on health service delivery, with focus from selected government owned hospitals in Northern Tanzania. Specifically, the study:- 1) Determined the role of training and education on integrated medical supplies information system toward health service delivery, 2) Examined how medical supplies information monitoring influences health service delivery, and; 3) Ascertained the extent to which medical supplies information are shared toward health service delivery. The study adopted descriptive research design and purposive sampling to collect data from 45 respondents who were pharmacists from government owned hospitals based in Kilimanjaro and Arusha regions. Data were analysed using descriptive statistics: Frequencies, percentages, means and standard deviation on the extent of practicing integrated medical supplies information system in medical procurement, supply and health service delivery. Moreover, Ordinal logistic regression was applied to establish the strength of relationship and contribution of independent variables on dependent variable.

It was reported by 78.6% of respondents that government owned hospitals shares and integrate medical supplies information with MSD. Furthermore, it was found that all the independent variables adopted under this study: Integrated medical supplies training and education, medical supplies data sharing, and medical supplies data monitoring have significant and positive contribution on health service delivery, $P < 0.05$). The study therefore concluded that integrated medical supplies information system enhances timely delivery and cost effective of medical supplies due to shorten medical procurement lead time and less paper work. Among others, the study recommended on the need to incorporate procurement of medical supplies into supply chain and logistics management system, rather than being its single element, where medical suppliers and the government buyers may collaborate, integrate and share their resources and information to enhance effective medical procurement, supply and health service delivery. Key words: Integration, medical supplies, Information system, centralised procurement, Service Delivery

Dealing with quality uncertainty in the supply chains of perishable agricultural produce: Consideration of buyer-supplier geographical distance and the choice of procurement Channel

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Building on Principal-Agency and Transaction Cost Theories, this study expands knowledge on quality uncertainty in agri-food supply chains by examining the antecedents of produce quality uncertainty including information asymmetry and the degree of produce perishability. It then examined buyer-supplier geographical distance and the choice of procurement channel as moderators of the effect of degree of produce perishability on quality uncertainty. In order to test the relationship among the research variables, four hypotheses were developed and tested with survey data from 239 food processing firms. The results show that information asymmetry and the degree of produce perishability have very strong positive influence on quality uncertainty. However, the influence of perishability is positively moderated by the degree of produce perishability and negatively by the choice of procurement channel. Keywords: Principal-agency theory; transaction cost theory; information asymmetry; quality uncertainty; perishability; geographical distance; procurement channel.

Theme: Inter-organizational Information System

Tourism and Logistics of Tourist Destination: Do TV programs matter? Domestic Tourists' Point of View

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This paper examines tourism and logistics of tourist destination by focusing on whether TV programs matter from a domestic tourists' point of view. This paper specifically establishes the relationship between age of domestic tourists visiting national parks and knowledge of TV programs. The paper uses both quantitative and qualitative methods. Semi-structured questionnaires were used to obtain quantitative data, and interview guides were deployed to get qualitative data that supplemented the quantitative results. Study area is southern tourist attractions namely Mikumi, Udzungwa, Ruaha and Kitulo national parks located in Southern Tanzania. This study used simple random sampling and convenience sampling. Sample size of 400 respondents was subjected to descriptive statistics and Chi-square test. Qualitative data collected through face to face interviews from 16 respondents was analysed using content and thematic analyses. Findings showed that there is a statistically significant relationship between age of domestic tourists visiting national parks and knowledge of TV programs. In supplementing the statistically significant findings of this study, the interview results from respondents on knowledge of TV programs in terms of information about national parks revealed that in order to improve logistics to national parks for domestic tourism, there is a need for "on the spot transport at entries of national parks" and "availability of tourist information centres" so that domestic tourists can have more choices of transports as well as access information. The outcome of results from the domestic tourists' point of view can assist stakeholders in the tourism and logistics industries to improve visits to national parks by ensuring that knowledge of TV programs includes information on location and transport methods to national park as well as availability of "on the spot transport at entries of national park" and "tourist information centres" hence contributing to the growth of domestic tourism. Keywords: tourism, logistics, tourist destination, TV programs, domestic tourists

Inter-organizational information system

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In this world of uncertainty, there only a few things that can be taken for sure.One is the fact that we living in the information Age.The impact of Information technology on society has already been felt during the last 70 years and will be further growing in the years to come.This age will probably be considered as a period that has brought about more fundamental changes in Organization life than any other period before. Business or public sector organizations have started to rely on computerized Information System. Computer and Telecommunications technologies have revolutionized the way organizations operate.

Much of new technology have contributed in creation of new society, it has also provided a means to succeed it. The challenges of the Information economy have created the possibility to employ information systems as competitive weapons. Inter-organizational Information Systems therefore Speed the flow of information between companies and are frequently a source of competitive edge. Logistics management relies on analysis over massive information from heterogeneous sources, as this information have enabled logisticians and management to make timely, informed, and accurate decisionsbut create new dimensions of complexity. However the change to an information society has brought about a number of challenges such as Uncontrollability of Systems as it is usually contain

thousands of programs, module, procedures, etc. So the organizations should be knowledgeable and well experienced to keep up with full control of each of these elements.

Consumer perception of internet payments through mobile money gateways: Interim findings

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The objective of this was to evaluate consumer perception of using Internet Based Mobile Money Services (IBMMS) to complete payments for goods/ services online. The perception variables of interest are extracted from previous literature and theoretical frameworks, primarily the Technology Acceptance Model (TAM) The model includes Perceived Usefulness (PU) and Perceived Ease of Use (PEOU), and extends the model to include Perceived Enjoyment (PE) and Perceived Risk (PR). Age, education, and gender are the demographic variables of interest that are analyzed to determine any differences in perception across categories.

Survey techniques were used and questionnaire sent through electronic means of WhatsApp groups and Instagram advertisements to collect data from 145 respondents. Various techniques were deployed for data analysis. Results from chi square tests indicate that Perceived Usefulness and Perceived Ease of Use significantly impact intention to use IBMMS. Further analysis of the findings indicates that the most important aspects that users expect from IBMMS are convenience, simplicity, and speed of completing a transaction. Recommendations are provided for marketers, platform developers as well as policy makers to support the growth of IBMMS in Tanzania, hence growing the country's economy.

Theme: Digitization of Port Operations

Digitization of Port Operations

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This paper seeks to establish on how "Logistics effects Economic Growth" through Digitization of Port Operations. More focus is on trade facilitation rather than trade tarriffs hence efficient Logistics is now of an essence. Logistics encompasses time utility, place utility together with logistics information flow which trigers the use of e-commerce. In order to bring about logistcs efficiences, there is a need for Digitization of Port Operations.

The traditional manual data interchange needs transformation i.e. BPR, a dramatic change from paper based to integrated EDI. Effective logistical data interchange mechanism is the key to e-commerce application to Tanzanian business community for effectiveness and efficiency. This prompts the Digitization of Port Operations so as to harness the feasible opportunities in an integrated logistical EDI environment which will result in the effectiveness on logistical data interchange for increased efficiencies on Port Operations.

A Disruptor of Logistics Efficiency

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Organizations in all over the World are striving hard to evolve logistics strategies to survive in the new era of efficient logistics disruption ushered by Big Data Analytics. There are many challenges for the logistics industry mainly with the integration of E-commerce and new sources of data such as Smartphone, sensors, GPS and other devices. Those new data sources generate daily a huge quantity of unstructured data, to deal with such complex data, the use of big data analytic tools becomes an obligation. This paper proposes the formulation of Big data governance model for collaborative systems in Africa and an assessment of the applications of big data analytics for Logistics and Supply Chain Efficiency in Africa for preparedness in taping into opportunities of the Africa Free Trade Agreement (March 21, 2018), To profoundly discuss this issue, this paper begins with a brief introduction to data analytics, followed by the discussions of big data analytics. Some important open issues and further research directions will also be presented for the next step of big data analytics in Africa, also a big data analytics Index Pyramid (BDAIP) for the Central Corridor Africa Land Locked Countries has been suggested with the help of questionnaire and analysis evaluated by using the method of Logistics Efficiency gap analysis, various recommendations have been suggested for African countries to optimize its Logistics efficiency delivered from various successful Big Data Analytics Projects in various Countries, due consideration has also been made from Opportunities and challenges offered by the Free African Trade Area Agreement.

IS Success in Tanzania Customs Clearance Operations: Taxpayers' Optimism Bias and Perceived Ease of Use

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This study aimed at investigating the information systems (IS) success from activities rendered by different actors in customs clearance operations in Tanzania. Specifically, the study intended to assess users' optimism bias perception and perceived ease of use due to challenges encountered in clearance of cargo. To attain the study objectives, primary data was collected from 223 taxpayers from Customs and Excise Department of the Tanzania Revenue Authority. Descriptive analysis was used to summarize the data. Principal component analysis assisted in determining the constructs of the study. Further, confirmatory factor analysis was run for data validity; whereas, structural equation modeling tested the developed hypotheses. The study found that optimism bias and perceived ease of use were both positively and significantly associated with IS success in customs clearance operations. The study recommends further provision of user friendly systems and reliable website applications for taxpayer continual usage of the developed systems for IS success. Furthermore, the study provides useful inputs relevant to different stakeholders such as researchers (for future use) and practitioners, especially administrators in Tax Revenue Authorities. Keywords: IS success, optimism bias, and perceived ease of use.

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