



Public Procurement Regulatory Authority

**ANNUAL PERFORMANCE
EVALUATION REPORT
FOR THE FINANCIAL
YEAR 2008/2009**



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ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank
AICC	Arusha International Conference Centre
AO	Accounting Officer
APP	Annual Procurement Plan
AQRB	Architects and Quantity Surveyors Registration Board
ARV's	Antiretroviral Medications
ATCL	Air Tanzania Cooperation LTD
AUWASA	Arusha Urban Water Supply and Sewage Authority
BAKITA	Baraza la Kiswahili Tanzania
BMTL	Business Machine Tanzania LTD
BOQ	Bill of Quantities
BOT	Bank of Tanzania
CAMARTEC	Center for Agriculture Mechanism and Rural Technology
CBE	College of Business Education
CDA	Capital Development Authority
CDs	Compact Discs
CEO	Chief Executive Officer
CHRAGG	Commissions for Human Rights and Good Governance
CMA	Commissions for Mediation and Arbitration
CRB	Constructors Registration Board
COET- UDSM	College of Engineering Technology University of Dar Es Salaam
COSTECH	Tanzania Commission for Science and Technology
CPAR	Country Procurement Assessment Report
CPI	Compliance Performance Indicators
CTB	Central Tender Board
DAC	Development Assistance Committee
DANIDA	Danish International Development Agency
DAWASA	Dar es Salaam Water and Sewerage Authority
DAWASCO	Dar es salaam Water and Sewage Company
DDCA	Drilling and Dam Construction Agency
DICC	Dar es Salaam Internacional Conference Centre
DFID	Department for International Development
DIT	Dar es Salaam Institute of Technicalogy
DMI	Dar es Salaam Maritime Institute
DUCE	Dar es Salaam University College of Education
EASTC	East Africa Statistical Training Center
EDF-PSU	European Development Fund-Programme Support Unit
ERB	Engineers Registration Board
EWURA	Energy and Water Utilities Regulatory Authority
FY	Financial Year
GN	Government Notice
IA	Independent Assessor
IAA	Institute of Accountancy Arusha
ICTs	Information and Communication Technologies
IFM	Institute of Finance Management
IJA	Institute of Judicial Administration
JNIA	Julius Nyerere International Airport
JWTZ	Jeshi la Wananchi wa Tanzania
KCMC	Kilimanjaro Christian Medical Center
KIC	Kilimanjaro International Corporation
LAPF	Local Authorities Pension Fund
LGAR	Local Government Authorities Regulations
LGAs	Local Government Authorities

LITI	Livestock Training Institute
MAB	Ministerial Advisory Board
MCT	Millennium Challenge Threshold Programme
MDAs	Ministries, Departments and Agencies
MOFEA	Ministry of Finance and Economic Affairs
MOI	Muhimbili Orthopedic Institute
MOID	Ministry of Infrastructure Development
MPs	Members of Parliament
MSD	Medical Stores Department
MORUWASA	Morogoro Urban Water Supply and Sewage authority
MTSP	Medium Term Strategic Plan
MUCCOBS	Moshi University College of Cooperative and Business Studies
MUHAS	Muhimbili University of Health and Allies Sciences
NACTE	National Accreditation Council of Technical Education
NAO	National Audit Office
NAFFCO	National Fire Fighting Manufacturing Co LTD
NBAA	National Board of Accountants and Auditors
NBMM	National Board for Materials Management
NCAA	Ngorongoro Conservation Area Authority
NCC	National Construction Council
NDC	National Development Corporation
NEC	National Electoral Commission
NEEC	National Economic Empowerment Council
NEMC	National Environment Management Council
NHC	National Housing Corporation
NHIF	National Health Insurance Fund
NIMR	National Institute for Medical Research
NIT	National Institute of Transport
NMI	National Museum of Tanzania
NSSF	National Social Security Fund
OECD-DAC	Organization for Economic Cooperation and Development - Development Assistance Committee
OPRAS	Open Performance Review and Appraisal System
OUT	Open University of Tanzania
PACS	Project Anti- Corruption System
PCBS	Procurement Capacity Building Strategy
PCCB	Prevention and Combating Corruption Bureau
PCDC	Procurement capacity Development Center
PEs	Procuring Entities
PFMRP	Public Financial Management Reform Program
PMIS	Procurement Management Information System
PMCC	Procurement Monitoring and Compliance Committee
PMO	Prime Minister Office
PMO-RALG	Prime Minister's Office, Regional Administration and of Local Government
PMUs	Procurement Management Units
PO-PSM	President's Office, Public Service Management
PPA	Public Procurement Act
PPAA	Public Procurement Appeals Authority
PPDA	Public Procurement and Disposal Authority
PMG	Paymaster General
PPF	Parastatal Pension Fund
PPOA	Public Procurement Oversight Authority
PPRA	Public Procurement Regulatory Authority
PSA's	Production Sharing Agreement

PSPF	Public Service Pensions Fund
PSRC	Parastatal Sector Reform Commission
PST	Permanent Secretary to the Treasury
RAS	Regional Administrative Secretary
REA	Rural Energy Agency
RFP	Request for Proposal
RITA	Registration Insolvency Trusteeship Agency
RUBADA	Rufiji Basin Development Authority
SBDs	Standard Bidding Documents
SCMP	System for Checking and Monitoring Procurement
SIDO	Small Scale Industry Development Organization
SUMATRA	Surface and Marine Transport Regulatory Authority
TAA	Tanzania Airport Authority
TACAIDS	Tanzania Commission for Aids
TAKUKURU	Taasisi ya Kuzuia na Kupambana Rushwa
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
TANESCO	Tanzania Electric Supply Company
TANROADS	Tanzania National Roads Agency
TANAPA	Tanzania National Parks
TASAF	Tanzania Social Action Fund
TAWIRI	Tanzania Wildlife Research Institute
TAZAMA	Tanzania Zambia Mafuta Pipeline
TB	Tender Board
TBA	Tanzania Building Agency
TBS	Tanzania Bureau of Standards
TCAA	Tanzania Civil Aviation Authority
TCRA	Tanzania Communications Regulatory Authority
TCU	Tanzania Commission for Universities
TEMDO	Tanzania Engineering Manufacturing and Development Organization
TEMESA	<i>Tanzania Electrical and Mechanical Services Agency</i>
TFDA	Tanzania Food and Drugs Authority
TFRI	Tanzania Fisheries Research Institute
TIA	Tanzania Institute of Accountancy
TIRDO	Tanzania Industrial Research and Development Organization
TLSB	Tanzania Library Service Board
TMA	Tanzania Meteorology Agency
TOR	Terms of Reference
TPB	Tanzania Postal Bank
TPC	Tanzania Posts Corporation
TPDC	Tanzania Petroleum Development Corporation
TRA	Tanzania Revenue Authority
TTCL	Tanzania Telecommunication Co LTD
TUGHE	Tanzania Union for Government and Health Employees
TUT	Tanzania Unit Trust
TPRI	Tropical Pesticides Research Institute
USAID	United States Agency for International Development
UPS	Uninterruptible Power Supply
UWSA's	Urban Water and Sewage Authorities
USA	United States of America
USD	United State Dollar
VETA	Vocational Education and Training Authority

ACKNOWLEDGEMENT

This is the third annual report to be issued by PPRA since it was established in May 2005. During this time, PPRA has not only grown to a respectable organization, but also managed to assist the Government and the public at large in realizing value for money in public procurement.

The success of PPRA as an organization would not be possible without the support of its stakeholders. In this regard, PPRA is grateful to the Government, in particular the Ministry of Finance and Economic Affairs under the leadership of Hon. Mustafa Mkulo (MP) and his two deputies namely Hon. Yusuf Omar Mzee (MP) and Hon. Jeremia Sumari (MP) together with the Permanent Secretary Mr. Ramadhan Khijjah and his Deputies namely; Mr. Laston T. Msongole, Mr. J. Haule and Dr. P. Mpango. PPRA would also like to extend its appreciation to the office of the Treasury Registrar as well the newly established Public Procurement Policy Unit, both operating within the Ministry, for their constant support in ensuring attainment of organizational objectives.

Special thanks are due to the African Development Bank, other Public Finance Management Reform Programme (PFMRP) Basket Fund Partners and the Millenium Challenge Threshold Programme for their financial support which, together with the Government funding, constitute PPRA's reliable sources of funding.

We are grateful to the Parliament of Tanzania particularly its two committees namely; the Finance and Economic Affairs Committee under the chairmanship of Hon. Dr. Abdalla Kigoda (MP) and the Public Organizations Accounts Committee under the chairmanship of Hon. Zito Kabwe (MP) for their supervisory roles which have contributed towards improving the performance of PPRA in the financial year 2008/09.

PPRA would not have realized its success without the support of Ministries, Departments and Agencies (MDAs); Local Government Authorities (LGAs) as well as Parastatal Organizations for their cooperation throughout the year under reference. We would also wish to convey our gratitude to bidders, institutions of higher learning, external auditors and the media. It was through the interactions with these parties that they assisted PPRA to properly carryout its regulatory function.

Last, but by no means least, special thanks should go to PPRA staff who worked tirelessly with the Board and Management to ensure efficient attainment of organizational objectives for the year 2008/09.

EXECUTIVE SUMMARY

The Authority

The Public Procurement Regulatory Authority was established by the Public Procurement Act, Cap 410 (PPA) with the responsibility to regulate and oversee implementation of PPA by Procuring Entities (PEs). The Act has stipulated in detail the objectives, functions and powers of the Authority. The mandate of the Authority is to ensure that procurement processes in the public sector are open, fair, transparent and that they provide value for money to the public.

The Authority is governed by the Board of Directors and its day to day activities are accomplished by the Chief Executive who is assisted by four directors and three heads of independent units. The organization structure of the Authority consists of the following divisions and units:

- i. Capacity Building and Advisory Services
- ii. Monitoring and Compliance
- iii. Information Technology
- iv. Finance and Administration
- v. Legal
- vi. Internal Audit
- vii. Procurement Management

The core functions of PPRA are provided under Section 7 of PPA and can be grouped into six categories as follows:-

- i. To offer advisory services to public bodies and any other person;
- ii. To monitor and enforce compliance with the Act;
- iii. To issue standard bidding documents and guidelines for the better carrying out of procurement activities;
- iv. To implement measures aimed at building procurement capacity in the country;
- v. To store and disseminate information on procurement opportunities and tender awards; and
- vi. To facilitate resolution of procurement complaints.

This is the third annual report for the Authority since its establishment four years ago. It highlights important milestones achieved by the Authority in the Financial Year (FY) 2008/09.

Major Achievements for the Financial Year 2008/09

Generally, for FY 2008/09, PPRA managed to accomplish all its goals as provided in the activity plan that had been approved by the Board. Some of the major achievements are as highlighted below:

- i. Strengthening of the Authority in terms of operating systems, physical assets and human resources which are fundamental for it to carry out of its mandate under PPA and its Regulations;
- ii. Development and dissemination of various bidding documents, guidelines and procedural forms for better carrying out of procurement activities by PEs and bidders;
- iii. Implementation of the Procurement Capacity Building Strategy (PCBS) to PEs, bidders and other procurement stakeholders on procurement procedures through various means including tailor-made training, workshops and newspaper and journal articles. During the period under review, a total of 596 staff from 24 PEs attended tailor-made training programmes organised by PPRA in collaboration with the respective PEs. Apart from tailor made training, PPRA organized workshops which attracted a total of 391 staff from PEs. The participants included internal auditors, tender board members, procurement specialists, staff from user-departments and persons from media houses. During the period under review, the Authority launched a large scale training programme for procurement specialists. As at the end of the year, a total of 166 procurement professionals had been trained on PPA and its Regulations;

- iv. Provision of advisory services to PEs and other stakeholders with a view of improving performance in public procurement;
- v. Establishment of the system for procurement of Common Use Items and Services (CUIS) through framework contracts. This went in tandem with the restructuring of the defunct Government Stores Department (MSD) into the newly established Government Procurement Services Agency (GPSA);
- vi. Monitoring of procurement activities in PEs through implementation of the Procurement System for Checking and Monitoring (PSCM) activities; During the period under review, a total of 29 Ministries, Departments and Agencies (MDAs) and 69 Local Government Authorities (LGAs) were trained on the use of PSCM. The training involved tender boards' chairpersons, heads of Procurement Management Units (PMUs) and internal auditors.
- vii. Carrying-out procurement audits in 17 MDAs and 13 LGAs. In addition to procurement audits, PPRA conducted a follow-up exercise in 45 PEs to assess the extent to which they had addressed recommendations of previous audit reports;
- viii. Investigations on 10 cases of allegations on mis-procurement as part of its responsibility to administer and enforce compliance with PPA and its Regulations and guidelines issued under it;
- ix. Development of an anti corruption strategy for public procurement;
- x. Establishment of a weekly Tanzania Procurement Journal Supplement which is published on every Tuesday as an insert to the Daily Newspaper. The supplement contains tender opportunities and contract awards by PEs;
- xi. Rolling out of Procurement Management Information System (PMIS) to 117 PEs in which 330 participants attended training on how to use the system. In addition, 113 PEs with a total of 240 users were connected to PMIS. Of the connected PEs, 35 submitted their Annual Procurement Plans (APPs) online;
- xii. Facilitation of online discussion of public procurement issues through formation of the Public Procurement Forum which is hosted by PPRA;
- xiii. Formation of an independent audit committee of the Board of Directors in line with international best practice;
- xiv. Preparation and adoption of the first Strategic Plan of the Authority popularly known as Medium Term Strategic Plan (MTSP) to govern operations of PPRA for a period of four years starting from 1st July 2009;
- xv. Preparation and adoption of the Business Continuity Management Policy and Information Technology Policy;
- xvi. Formal transfer of the newly acquired plot in Kurasini area to the hands of PPRA; and
- xvii. Formation of Workers Council at PPRA as well as establishment of a branch of the Tanzania Union of Government and Health Employees (TUGHE). Both measures aimed at enhancing participation of workers in decision making.

Performance of Procuring Entities

During the period under review, PPRA received information on procurement volumes from 197 PEs out of 364 PEs that exist. This represented 54% of all PEs. The collected statistics indicated that contracts worth Tshs. 2,963,477 million were awarded in the FY 2008/09 of which 34% were for goods, 56% were for works, 7% were for consultancy services and 3% were for non-consultancy services. Generally, there has been poor response by PEs to provide information on awarded tenders which would have facilitated the provision of this important data to the public. It is expected that in future, more PEs will submit the information to PPRA .

Out of 30 procurement audits carried out, it was established that the average level of compliance of PEs with PPA and its Regulations was 66%. MDAs had a higher compliance level of 72% compared to 65% for LGAs. The highest compliance level was 76% while the lowest was 6%. With such a low level of compliance, PPRA has a task of ensuring that a compliance level of 80% is attained by 2010. The Government and development partners need to support PPRA in its endeavour of ensuring that more PEs comply with PPA and the Regulation. This is possible through provision of adequate funding to implement various monitoring and capacity building interventions that have already been developed.

Challenges

Despite of the recorded achievements, the Authority faced a number of challenges during this Financial Year. Notable ones include the following:-

- i. Absence of a permanent office building:** The Authority's current offices are at the PPF Tower building which is very expensive and therefore not sustainable in the long run. The Authority is in the process of soliciting funds for the construction of own offices on a plot allocated by the Ministry of Finance and Economic Affairs in Kurasini area in Dar Es Salaam.
- ii. Financial Constraints:** The Authority is not financially independent. This makes it difficult to accomplish its plans particularly where funds received do not match with Authority's budget.
- iii. Non-Operationalization of Staff Incentive Package:** The failure of the Ministry of Finance and Economic Affairs (MOFEA) to approve the proposed staff incentive package has led to a negative impact on staff morale.
- iv. Increased demands of PPRA services:** Since PPRA became operational in 2005, demands for PPRA's services has been increasing day after day as evidenced by increased number of requests from PEs for tailor-made training as a capacity building measures to enable them better carry out their procurement functions. This is an outcome of the audits carried out to 30 PEs which identified areas of weaknesses and recommended various remedial measures. Accordingly, PPRA current manning level is not adequate to cope with the increase in demand, taking into account the large size of the country. As a result, PPRA has proposed a new organization structure, pending the approval of the Ministry, which will address this challenge by increasing the number of staff as well as opening up of four zonal offices.
- v. Timely availability of funds:** For development activities, PPRA has been relying on funds from ADB and PFMRP basket funds. Apparently, disbursement of funds has not been matching the set action plans, hence resulting in delays to implement some of the key activities. Should the funds be made available in a timely manner, PPRA could have accomplished more of its mandate especially for high-impact areas such as training on the Act and its Regulations, and procurement audits. In this regard, PPRA has also proposed various ways of generating own funds which include charging for tender advertisement published on the Tanzania Procurement Journal, recovering costs from procuring entities for tailor-made training.
- vi. Lack of Confidence in the procurement system:** Lack of trust by suppliers and contractors on the way procurement and complaints are being handled by PEs has resulted into lack of cooperation with the Authority's interventions of improving the procurement system in the country.
- vii. Inadequate Staffing:** To enable the Authority to perform its mandate effectively the Board of Directors of PPRA approved a new organization structure and manning levels. Subsequently, the Authority presented the new structure to MOFEA for approval. Failure of MOFEA to approve the new organization structure may have serious repercussions on the implementation of MTSP.

Prospects for the Financial Year 2009/10

In FY 2009/10, the Authority will continue to consolidate all the achievements that have been made so far and shall ensure that all programmes and systems that have been developed are properly implemented and/or rolled out to PEs. As pointed out earlier, effective this financial year, PPRA's activities and budget will be determined by MTSP. The plan spells out every objective and target to be accomplished.

The following are major activities that will be undertaken in FY 2009/10:

- i. Implementing various strategies and tools that have been developed and monitor their effectiveness in improving procurement practice in the country. This includes implementation of PCBS and SCMP, and rolling out of the PMIS. In this regard 600 PEs staff will be trained on various aspects of public procurement, SCMP will be rolled to 35 PEs, procurement audits will be carried out to 130 PEs and training on the use of PMIS will be carried out to 105 PEs;
- ii. Operationalizing the developed anti corruption strategy;
- iii. Strengthening PPA, its regulations and PPRA guidelines as preventive measures against corruption in public procurement;
- iv. Computerization of PPRA's internal systems including accounting, payroll, document management and human resources;
- v. Marketing the various developed strategies to potential development partners with keen interest in procurement reforms for possible technical and financial which is important for PPRA to realize significant progress in terms of strengthening the public procurement system.

1.0 GENERAL INTRODUCTION

This is the third Annual Report of PPRA which was officially established on 1st May 2005. As usual, the report, narrates various interventions that have been undertaken by PPRA to improve the public procurement system in the country. It highlights achievements made in building procurement capacity in the country, in developing and disseminating various procurement tools, checking and monitoring procurement activities, and in rolling out the system of sharing procurement information.

This year's report also highlights on new systems/strategies developed by the Authority including the Medium Term Strategic Plan (MTSP), Business Continuity Plan, Anti-corruption Strategy in public procurement and a System of Procurement of Common Use Items and Services.

The report also contains a detailed overview of the performance of PEs in the award of various tenders and in complying with the Public Procurement Act (PPA), Cap 410 and its Regulations.

2.0 REGULATORY AND INSTITUTIONAL FRAMEWORK OF PROCUREMENT IN TANZANIA

Public procurement in Tanzania is governed by the PPA, Cap. 410. The Act has put in place a decentralized procurement system which mandates each Procuring Entity (PE) to carry out its procurement within its approved budget, and makes the Head of PE accountable for all procurement decisions. Furthermore, it provides for the objectives, functions and powers of PPRA, the public procurement principles and methods of procurement, and prohibits actions in public procurement which include fraud and corruption. It also sets out a good control and audit system as well as complaints resolution mechanism.

Institutional wise, the Act separates clearly the functions of the accounting officers, tender boards, procurement management units, user departments and evaluation committees. It makes them responsible and accountable for their individual procurement decisions and actions.

To implement the Act, three sets of regulations have been issued. These are:-

- a) The Public Procurement (Goods, Works, Non-Consultant Services and Disposal of Public Assets by Tender) Regulations GN. No 97 of 2005;
- b) The Public Procurement (Employment and Selection of Consultants) Regulations GN. No 98 of 2005;
- c) The Local Government Authorities' Tender Boards (Establishment and Proceedings) Regulations, GN. No. 177 of 2007.

In line with the issued Regulations, Standard Bidding Documents (SBDs) and other procurement guidelines and procedural forms have been issued by PPRA and they all form part and parcel of public procurement implementing tools in the country.

For a period of almost four years since the Act has been in use, certain areas have been identified by stakeholders that needed amendments. During the review period, a Cabinet paper on the proposed amendments on the Act was discussed at the level of Cabinet Secretariat, the Inter ministerial Technical Committee (IMTC) and approved by the Cabinet in July, 2009. The Cabinet directed the amendments to be tabled in the Parliament in November, 2009.

The main issues addressed in the proposed amendments include:-

- a) PPRA to become an autonomous oversight body capable of discharging its function efficiently and effectively;
- b) PPRA to have power to cancel the procurement process if a complaint or an allegation is submitted and upon investigation it is proved that there is violation of PPA, Cap 410 and its Regulations;

- c) Public Procurement Appeals Authority (PPAA) to become an autonomous body capable of discharging its functions efficiently and effectively;
- d) To provide for criteria and procedures for doing emergency procurement;
- e) To provide for circumstances which a tenderer shall be debarred from participating in public procurement;
- f) To provide for stern measures/severe punishment for any person who contravenes the provision of PPA, Cap 410; and
- g) To provide for procedures of conducting due diligence to local and foreign bidders recommended to be awarded large/high value public procurement contracts.

3.0 BACKGROUND INFORMATION ABOUT PPRA

3.1 Establishment and Objectives of PPRA

PPRA was established under Section 5 of PPA, CAP 410 as an autonomous body under the Ministry of Finance and Economic Affairs. Its objectives are to:-

- (a) Ensure the application of fair, competitive, transparent, non-discriminatory and value for money procurement standards and practices;
- (b) Harmonize the procurement policies, systems and practices of the central government, local governments and statutory bodies;
- (c) Set standards for the public procurement systems in the United Republic of Tanzania,
- (d) Monitor compliance of PEs; and
- (e) Build procurement capacity in the United Republic of Tanzania in collaboration with relevant professional bodies.

The vision of PPRA for the Tanzanian society is: A public procurement system and culture which are characterised by openness, transparency, effectiveness, efficiency and the provision of value for money.

The vision of PPRA is: To become a world class model, effective and sustainable public procurement oversight body.

The mission of PPRA is: To foster and promote value for money in public procurement for national development.

The motto of the Authority is: Promoting Value for Money in Public Procurement.

3.2 Functions

The functions of PPRA are given under Section 7 of the PPA, CAP 410 as follows:

- (a) Advise Central Government, Local Governments and Statutory Bodies on all procurement policies, principles and practices;
- (b) Monitor and report on the performance of the public procurement systems in the United Republic of Tanzania and advise on desirable changes;
- (c) Set training standards, competence levels, certification requirements and professional development paths for procurement experts in consultation with relevant professional bodies and any other competent authorities;
- (d) Prepare, update and issue authorized versions of the standardized tendering documents, procedural forms and any other attendant documents to PEs;
- (e) In collaboration with relevant professional bodies, ensure that any deviation from the use of the standardized tendering documents, procedural forms and any other attendant documents is effected only after prior written approval of the Authority;

- (f) Issue guidelines under Section 89 of the Act;
- (g) Organize and maintain a system for the publication of data on public procurement opportunities, awards and any other information of public interest as may be determined by the Authority;
- (h) Conduct periodic inspections of the records and proceedings of the PEs to ensure full and correct application of this Act;
- (i) Monitor the award and implementation of public contracts with a view to ensuring that:
 - (i) such contracts are awarded impartially and on merit;
 - (ii) the circumstances in which each contract is awarded or as the case may be, terminated, do not involve impropriety or irregularity;
 - (iii) without prejudice to the functions of any public body in relation to any contract, the implementation of each such contract conforms to the terms thereof;
- (j) Institute:
 - (i) procurement audits during the tender preparatory process;
 - (ii) contract audits in the course of the execution of an awarded tender; and
 - (iii) performance audit after the completion of the contract in respect of any procurement as may be required;
- (k) Determine, develop, introduce, maintain and update related system - wide data -bases and technology;
- (l) Develop policies and maintain an operational plan on capacity building, both for institutional and human resource development;
- (m) Agree on a list, which shall be reviewed annually of works, services and supplies in common use by more than one procuring entity which may be subject to common procurement;
- (n) Establish and maintain institutional linkages with entities with professional and related interest in public procurement;
- (o) Facilitate the resolution of procurement complaints;
- (p) Administer and enforce compliance with all the provisions of this Act, regulations and guidelines issued under this Act;
- (q) Undertake research and surveys nationally and internationally on procurement matters; and
- (r) Undertake any activity that may be necessary for the execution of its functions.

THE ACT GIVES PPRA POWERS OF CARRYING OUT INVESTIGATIONS FOR ALLEGED MIS-PROCUREMENT; CALLING FOR ANY DOCUMENTS OR INFORMATION REGARDING ANY PROCUREMENT; AND RECOMMENDING DISCIPLINARY ACTIONS FOR THOSE IN BREACH OF THE ACT.

3.3 Organization Structure of the Authority

3.3.1 Board of Directors

The Board of Directors is the governing body of the Authority. It consists of the Chief Executive Officer and 7 non-executive members including the Chairman. During the period under review the Board had the following members:-

- | | | |
|----------------------------|---|-------------------------|
| • Dr. Enos S. Bukuku | – | Chairman |
| • Mrs. Salome T. Sijaona | – | Member |
| • Mr. Julius G. Mamiro | – | Member |
| • Ms. Mwamini M. Tulli | – | Member |
| • Mr. Omary A. Chambo | – | Member |
| • Dr. Edmund B. Mndolwa | – | Member |
| • Hon. Mussa A. Zungu (MP) | – | Member |
| • Dr. Ramadhan S. Mlinga | – | Chief Executive Officer |

3.3.2 Current Organisation Structure of the Authority

The organization structure of the Authority currently on use was approved by the Ministry of Finance and Economic Affairs effective from 1st January 2006. Under the structure the day to day activities of Authority are accomplished by the Chief Executive Officer who is assisted by four Directors and three Heads of units and other staff in the following division/units:

- Finance and Administration Division
- Capacity Building and Advisory Services Division;
- Monitoring and Compliance Division;
- Information Technology Division;
- Legal Unit;
- Internal Audit Unit;
- Procurement Management Unit

The approved organization structure of the Authority is shown in **Figure 3.1**. The approved staff compliment for the Authority is 51 as shown in **Annex 3.1**.

3.3.3 Revised Organisation Structure of the Authority

3.3.3.1 The Need to Revise the Existing Structure

The Authority has been operating using the structure discussed in **Section 3.3.2** and shown in **Figure 3.1** from October 2006. From that period the activities of the Authority have grown steadily thus necessitating the need to increase the number of staff and restructure some of its divisions to cope with the situation. Also, the demand

placed on the implementation of the Medium Term Strategic Plan (MTSP) 2009/10-2013/14 necessitated PPRA to critically review its structure in which it was found that there was need to restructure some divisions and increase the staffing levels to enable smooth and successful implementation of the MTSP in the next five years.

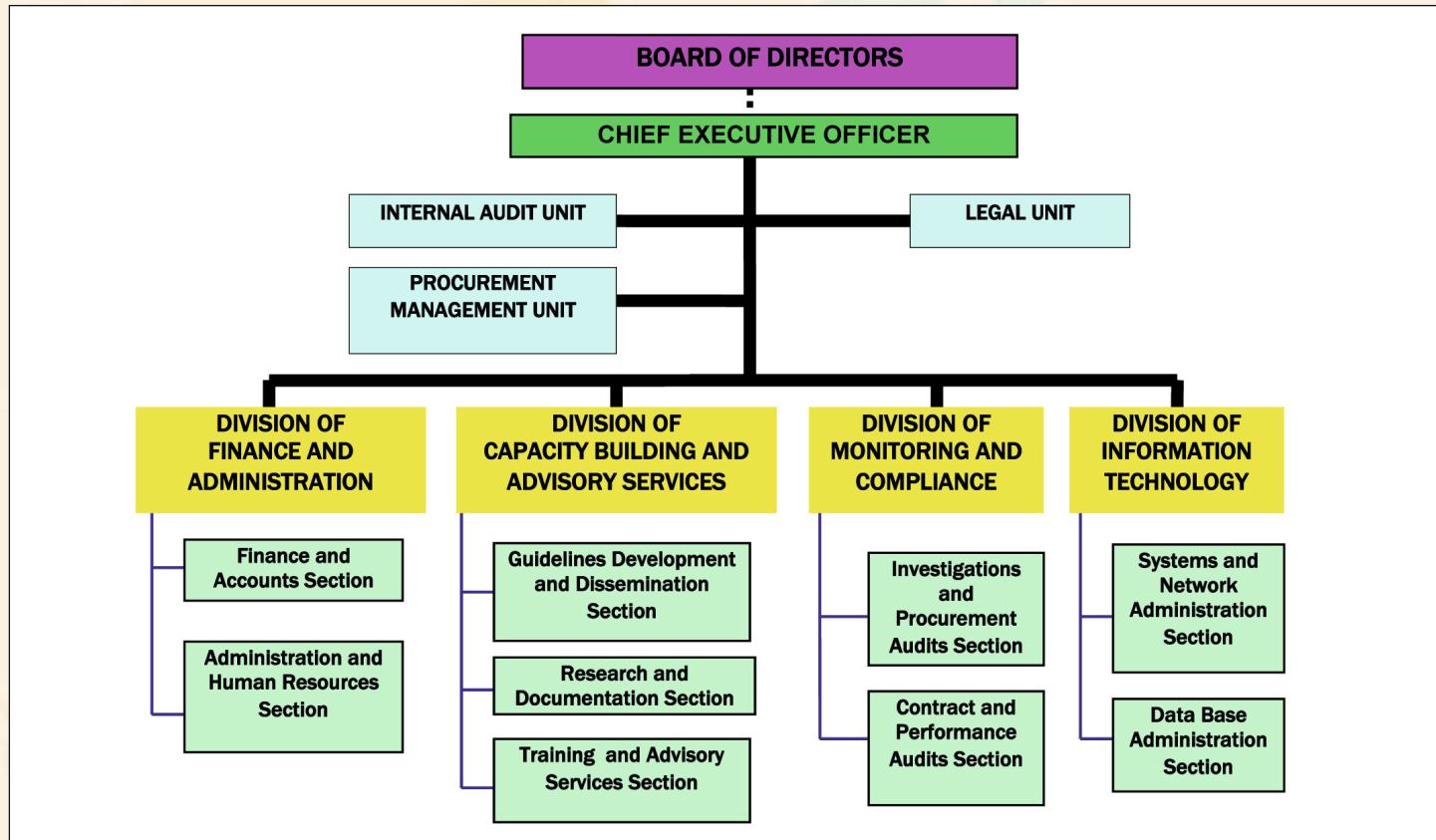


Figure 3.1: Current Organisation Structure of PPRA

In addition to the MTSP, PPRA has prepared a Business Continuity Management Plan. Through the business impact analysis, the Authority was able to come up with risk assessment of the various activities and processes carried out and the resources used to implement them. The identified risks relating to staff include:

- Shortage of staff;
- Staff turnover;
- Labour unrest;
- Reputational loss due to dishonest and unethical behavior;
- Vandalism;
- Exposure to lack of skills for auditing the systems integrity;
- Provision of wrong advise; and
- Delay in production of procurement journal.

Mitigation measures for these risks called for either review of organization structure or increase in the staff complement of the Authority. The revision of the organization structure and manning levels is therefore one step towards implementing Authority's Business Continuity Policy.

3.3.3.2 Proposed Changes

The changes shown in **Annex 3.2** have been implemented to come up with a new structure shown in **Figure 3.2**. The revised staff compliment in line with the proposed changes will be 142, as shown in **Annex 3.3**.

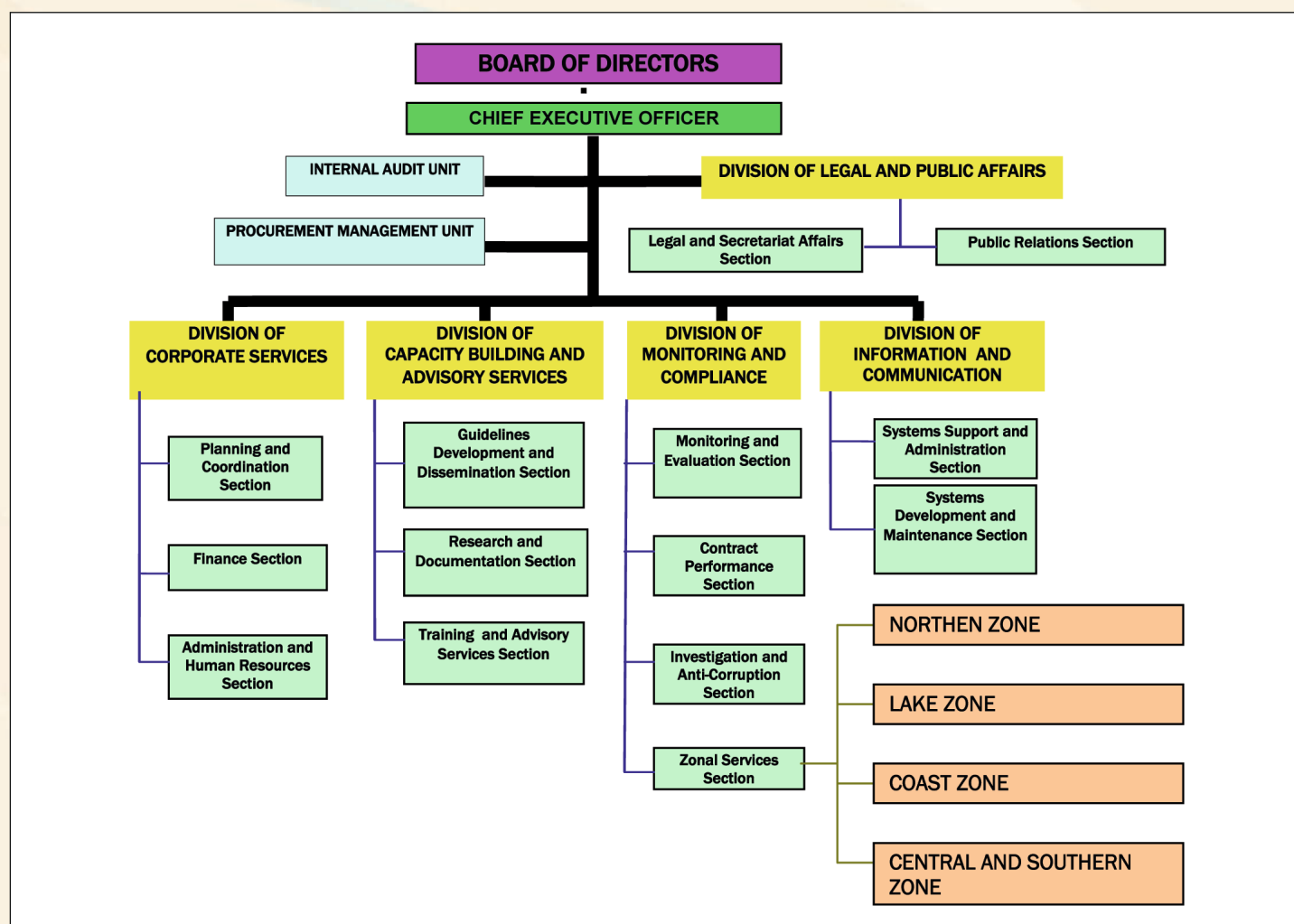


Figure 3.2: Revised Organisation Structure.

In line with the new organization structure, four zonal offices shall be established by the Authority to monitor procurement process of Local Government Authorities, Regional Administrative Secretariats and Parastatal Organisations whose head offices are outside Dar-es-Salaam. All MDAs and Parastatal Organisations with head offices in Dar-es-Salaam shall be monitored from the PPRA head office. The distribution of the four zones and the location of the zonal offices has taken into account convenience of movement within the zone and the number of PEs to be monitored. The proposed zones are as follows:

- (i.) Coast zone to monitor procurement of 43 PEs located in Dar-es-Salaam, Coast, Lindi, Mtwara, and Morogoro Regions. Its head office shall be in Dar-es-Salaam. The Zonal Services Manager shall also be stationed in the head office of the Coast Zone.
- (ii.) Lake Zone to monitor procurement of 52 PEs located in Mara, Mwanza, Tabora, Shinyanga, Kagera and Kigoma Regions. Its head office shall be in Mwanza
- (iii.) Northern Zone to monitor procurement of 43 PEs located in Arusha, Kilimanjaro, Tanga and Manyara. Its head office shall be in Arusha.
- (iv.) Central and Southern Zone to monitor procurement of 49 PEs located in Iringa, Rukwa, Mbeya, Ruvuma, Singida and Dodoma. Its head office shall be in Iringa

The zonal offices shall be headed by Assistant Zonal Managers who shall report directly to the Zonal Manager. The proposed zonal offices shall be adequately equipped to enable them discharge their functions effectively. In each zone it is proposed to establish a Training and Data Entry Centre which shall be used for training of PEs staff and for practical sessions of preparation of procurement plan and reporting progress on procurement using the Procurement Management Information System.

4.0 PERFORMANCE OVERVIEW FOR THE FY 2008/2009

4.1 Introduction

For the FY 2008/09, the Authority had set out to implement measures aimed at improving procurement performance in the country. The measures included:

- Ensuring that the Authority is strengthened to perform its regulatory functions;
- Ensuring that proper procurement implementation guidelines are developed and disseminated;
- Enhancing capacity of procuring entities and suppliers/providers to implement the Act;
- Developing and implementing a proper system for checking and monitoring procurement including anticorruption measures;
- Developing and implementing a proper system of procurement of common use items and services;
- Developing and implementing a procurement system of collecting, storing and sharing procurement information.

In addition to the above measures, PPRA has been able to participate in various international and regional forums aimed at fostering collaboration and sharing experiences with other similar organizations in the world. Again, this year has seen an increased scope of PPRA's activities due to increased knowledge and demand of PPRA's services by various stakeholders.

During the year under review, PPRA has continued to receive funding from the Government. These included PFMRP Basket funding and ADB Grant for Institutional Support for Good Governance.

4.2 Strengthening of PPRA

The Authority has continued to strengthen itself to effectively and efficiently discharge its mandate under the Public Procurement Act, Cap. 410. During this Financial Year the following measures were taken to strengthen PPRA:-

4.2.1 Preparation of Medium Term Strategic Plan

During the FY 2007/2008 the Authority engaged a consultant to develop a Medium Term Strategic Plan (MTSP) for five year period, 2009/10 – 2013/14. The MTSP and its Monitoring and Evaluation Plan were prepared and approved by the Board of Directors in December, 2008. The plan was used when preparing 2009/2010 Budget and Action Plan.

In line with the articulated vision and mission of PPRA which are shown in Section 3.0 of this report, the MTSP is designed to address the following critical strategic issues:

- (a) Linking of public procurement management to national economic growth and poverty reduction objectives;
- (b) Linking of public procurement management to national anti –corruption drive;
- (c) Increasing PEs' compliance with the PPA 2004, Regulations and PPRA tools;
- (d) Increasing PE and Bidders' proactive demand for and responsiveness to PPRA services;
- (e) Harmonization and rationalization of the National Public Procurement, Legal and Regulatory Regime;
- (f) Harmonization and rationalization of and advocacy for the procurement complaints handling system;
- (g) Professionalization of the procurement function;
- (h) Deepening citizenry appreciation of the value for money in public procurement;
- (i) Improving PPRA's operational and outreach capacity;
- (j) Ensuring PPRA financial capacity and sustainability; and
- (k) Fostering PPRA networking and partnering

The executive summary of MTSP is attached as **Annex 4.1**.

4.2.2 Revision of Organization Structure and Scheme of Service

The Authority revised its Organization Structure and Scheme of Service to match with the increased workload and requirements outlined in the MTSP. The revised structure is shown in **Figure 3.2** and the corresponding manning levels are shown in **Annex 3.3**.

The Revised Scheme of Service was submitted to the Ministry of Finance and Economic Affairs for approval and, if approved, its implementation will commence in the FY 2010/11. The proposed changes, particularly the organization structure and manning levels, call for large increase in the Authority's physical, human as well as financial resources.

Although it is desirable to implement the proposed changes immediately, realities on the ground dictates that the Authority should implement the proposed growth in a gradual manner. The proposed plan for the implementation of the new structure is shown in **Annex 4.2**. The plan has been prepared on the basis of the following assumptions:

- The approval of the new organization structure, manning level and scheme of service shall be approved in time for the preparation of the FY 2010/11 budget.
- All new managers shall be recruited in the Fy 2010/11.
- Half of the Zonal Offices staff will be recruited in the Fy 2010/11. They will be working from the Coast Zonal Office which shall be the first to be established. Later on they will be moved to their zones after the establishment of the offices.
- Overall about half of other staff shall be recruited in the Fy 2010/11 and the rest in FY 2011/12.

4.2.3 Acquisition and improvement of office space

During the year under review, PPRA has continued to operate at its leased offices located on 1st and 8th Floor, PPF Tower while efforts are being made to develop own office building.

The Kurasini Plot, with a four storey building (See **Figure 4.1**), formerly belonged to NAFCO. The property was allocated to PPRA by the Ministry of Finance and Economic Affairs and officially handed over to PPRA in May, 2009. Currently the Authority is processing transfer of title from the previous owner.

The Authority is also in a process of preparing a proposal on the development of the plot for formal approval of the Ministry of Finance and Economic Affairs. PPRA intends to start developing the Plot in FY 2010/11.



Figure 4.1: Existing Building in PPRA's Plot at Kurasini

4.2.4 Authority's Workforce

The Authority succeeded to fill in the vacant positions of Procurement Expert II and Executive Assistant Secretary which were left vacant by death and resignation of staff, respectively. All recruited staff reported for duty in November, 2008. By the end of the year, the staff of the Authority were 51 as shown in **Annex 4.3** following resignation of two technical staff and employment of two drivers on temporary basis.

4.2.5 Establishment of Workers Council

During the year under review, a contract for the establishment of Workers Council was signed by PPRA, TUGHE and Commission for Mediation and Arbitration (CMA). Representatives from Divisions and Independents Units were elected in extra ordinary staff meeting on 31st March, 2009. Inauguration of the Workers Council took place in July, 2009.

4.2.6 Clients Service Charter

During the year under review, the Authority prepared a draft Clients Service Charter. In addition a survey was conducted to gather stakeholders' views, and a stakeholders' workshop is expected to be held during the first quarter of FY 2009/10. The Charter will be finalized immediately thereafter.

4.2.7 Training of PPRA Staff

The Authority has continued to sponsor its staff to participate in short and long term training. During the year under review, three staff were facilitated to pursue masters degree programmes and one staff was fully sponsored by the Authority. All staff completed their studies and reported back to the office. Also the Authority facilitated its three staff to attend long-term training locally of which two are attending part time Master's programmes and one is attending full time certificate course as shown in **Table 4.1**.

Staff Development Plan was approved by ADB for 20 staff to attend short term trainings locally and abroad. Based on the approval granted, 12 staff attended trainings between March and June, 2009. Other 17 staff attended various seminars, workshops and conferences as shown in **Table 4.2**.

Table 4.1: Long-Term Trainings attended by Staff

S/N	Details	No. of staff in gender		Total
		Male	Female	
1	Master's Degree	3	4	7
2	Certificate Course	0	1	1

Table 4.2: Short-Term Trainings attended by Staff

S/N	Details	No. of staff in gender		Total
		Male	Female	
1	Short courses	6	6	12
2	Seminars	3	4	7
3	Workshops	3	4	7
4	Conferences	2	1	3

4.2.8 Computerisation of Accounting, Human Resources, Payroll and document management systems.

In line with the technological trend and as a control measure, the Authority has been implementing a phased computerisation of all systems supporting its functions. During the period under review, two firms were appointed to supply, install and commission the accounting, human resources, payroll and document management systems. Already software packages for accounting, payroll and human resources systems have been installed while customisation and training were on progress. It is expected that customisation, data entry, parallel running and cut-over to computerised systems will be completed by the second quarter of 2009/10.

4.2.9 Development and implementation of Business Continuity Management Policy and IT Policy

Business Continuity Management Policy (BCMP) is aimed at establishing a framework on how to handle events so as to ensure continuity of operations of the Authority. During the period under review, business continuity management policy were developed and approved by the Board in December 2008. The development process of BCMP involved carrying out a business impact analysis which profiled Authority's risks for all functions and processes and proposed mitigation measures.

Implementation of the policy is a continuous process and during review period, the Authority:-

- (a) Acquired a remote back up site and equipped it with two fireproof cabinets for storage of data tapes, CDs/DVDs and standard and procedural manuals and other systems documents;
- (b) Prepared a back up and restore plan and performed regular tests;
- (c) Improved computer virus controls by implementing a centralised corporate anti-virus software;
- (d) Installed security cameras to monitor the computer server room and important doorways;
- (e) Familiarised staff on proper use of computer systems; and
- (f) Familiarised staff on IT and BCM Policies for the purpose of enforcing controls and ensuring continuity of business.

4.3 Development and Dissemination of Procurement Management Tools

4.3.1 Standard Bidding Documents, Guidelines and Manuals

PPRA is mandated to prepare standard tender documents and other guidelines to be used by PEs in carrying out and monitoring procurement.

During the year under review the following documents were prepared:-

- (a) Standard Bidding Document for Procurement of Large Works;
- (b) Standard Request for Proposal for Selection and Employment of Procurement Agents;
- (c) Standard Agreement for Contracting out Procurement Functions to another Procuring Entity;
- (d) Guideline for Conducting Negotiations;
- (e) Procurement Manual;
- (f) PMIS Quick Start Manual;
- (g) Investigations and Procurement Audit Manual;
- (h) Internal Audit Manual;
- (i) Training manual; and

Final draft documents for Procurement under Public Private Partnership, including Request for Qualification, Request for Proposals and Guidelines for Evaluation have also been prepared.

Further, following receipt of substantial comments from users of the documents, a revision of Standard Bidding Documents (SBDs) for procurement of Smaller Works Contracts and Standard Invitation for Quotation for Minor Works was made. The rest of the SBDs have also been revised; however, the revisions made were not substantial to release them as new documents. Initially, it was assumed that most comments would have been obtained during the

dissemination workshops conducted by PPRA and also from users of the documents through the website. So far, very few comments have been received.

4.3.2 Simplification and Translation of Standard Bidding Documents, Guidelines and User Manuals into Swahili language

In responding to a request to PPRA by stakeholders to simplify the tender documents to suit local users, a consultant was engaged to translate five (5) simplified documents into swahili language as follows:

- (a) Standard Invitation for Quotation for Procurement of Goods;
- (b) Standard Invitation for Quotation for Procurement of Minor Works;
- (c) Standard Invitation for Quotation for Procurement of Non-Consultancy Services;
- (d) Evaluation Guideline for Invitation for Quotation; and
- (e) Standard Bidding Document for Procurement of Small Works Contracts.

Procurement process for selecting and employing a Consultant to translate seventeen (17) Procedural Forms into kiswahili language was also in the final stages. Swahili version of the procedural forms shall be made available in the third quarter of the Fy 2009/10.

4.4 Capacity Building of Procuring Entities and Bidders

4.4.1 Training and Dissemination of the Public Procurement Act, Principles and Practices

4.4.1.1 Tailor Made Training for Procuring Entities

The Authority has continued to offer tailor made training to procuring entities upon receiving their request. Individual trainers or PPRA experts were engaged as facilitators to prepare training materials and case studies, as well as delivering the training. During the year under review, the Authority conducted training to twenty four (24) procuring entities in which a total of 596 staff attended as shown in **Annex 4.4**.

The increase in the number of tailor made trainings shows that training on public procurement is now becoming more demand driven and reflects PEs own efforts to improve their procurement processes. This increase in demand for training could partially be a result of procurement audits carried out by PPRA which identified various weaknesses and from which it directed PEs to carry out training to its staff so as to effect improvements. It could also be explained by increased awareness among the heads of PEs of the strategic role played by procurement in achieving strategic objectives of their organizations.

4.4.1.2 Dissemination of PPA, CAP 410 and Regulations, Procedures and Practices

During the year under review, in addition to tailor made trainings, the Authority continued to disseminate the Act, Regulations and various tools developed by the Authority to enable effective implementation of the Act. A total of 391 PEs staff attended such dissemination training/workshops as shown in **Table 4.3**

Table 4.3: Attendance in Various Workshops Organised by PPRA

Zonal Centre	Dates	No. Of Participants	Target Group
Mtwara	15 th -18 th Dec. 2008	56	TB ,PMUs and User departments
Dar es Salaam	9 th April 2009	59	Media Houses
Iringa	20 th -24 th April 2009	55	TB ,PMUs and User departments
Arusha	8 th to 12 th June 2009	31	Internal Auditors
Mwanza	15 th -19 th June 2009	23	Internal Auditors
Mbeya	22 nd -26 th June 2009	16	Internal Auditors
Morogoro	4 th – 8 th May 2009	51	TB ,PMUs and User departments
Morogoro	29 th June -3 rd July	100	Internal Auditors
Total		391	

As a part of large scale capacity building of PEs' staff, the Authority entered into a contract with M/s Institute of Procurement and Supplies (IPS) to conduct training to 1,200 PEs staff under ADB funding. Implementation of the training program started on 1st June 2009. The training is being conducted in four zonal centres namely Dar es Salaam, Arusha, Mwanza and Mbeya. In each zonal centre the training will be conducted six times making the total number of training sessions to be 24. The training started from 1st June 2009 and will end on 9th November 2009 as per schedule attached as **Annex 4.5**

Table 4.4: Participants Attended as at 30th June 2009

SN	Centre	Starting Date	Ending Date	No. of Participants
1	Dar-es-Salaam	01/06/09	16/06/09	22
2	Arusha	08/06/09	23/07/09	25
3	Mwanza	15/06/09	30/06/09	27
4	Mbeya	22/06/09	07/07/09	28
5	Dar-es-Salaam	29/06/09	14/07/09	64
TOTAL				166

In the FY under review, a total of 166 participants had attended in five sessions for the ongoing ADB funded training program as shown in **Table 4.4**.

4.4.2 Setting of Training Standards, Competence Levels, Certification Requirements and Professional Development Path for Procurement Experts

PPRA is mandated to set training standards, competence levels, certification requirements and professional development paths for procurement experts in consultation with relevant professional bodies and other competent authorities. In order to implement this, PPRA organized a Workshop with Training Institutions in collaboration with NACTE, TCU, and NBMM to discuss a framework for setting procurement training standards, competence levels, certification requirements and professional development paths. The workshop was conducted from 8th to 10th October 2008 at Oceanic Bay Hotel, Bagamoyo. A report was compiled and submitted by a committee comprising members from PPRA, NACTE, PO-PSM, NBMM and TCU for inputs and for later discussions by stakeholders.

4.4.3 Documentation Centre for Procurement Related Information

The documentation centre which is intended to house important and relevant literature materials, newspapers and journals, and many other documents relating to procurement in general and public procurement in particular has been established. Efforts are now underway to ensure that the centre gets up to date books and publications on public procurement and contract administration.

4.5 Provision of Advisory Services

PPRA is mandated to offer advisory Services to all PEs and other stakeholders of procurement in the country. During the Fy 2008/09, the Authority provided advisory services on the following areas:- the use of SBDs, the use of various Guidelines issued by the Authority, the application of PPA, Cap 410 and its Regulations and on various applications for retrospective approvals.

4.5.1 General Advisory Services

PPRA has provided general advisory to a number of procurement issues including the application of PPA, Cap 410 and its Regulations and on the use of SBDs and various procurement guidelines developed by the Authority. There has been an increased trend in the request for advisory services reflecting the desire by PEs to ensure that they carry out procurement in accordance with the Act and Regulations. Because of this increased need for advisory services to PEs even to ongoing tenders it was felt that maybe, to avoid potential conflict of interest, PPRA should be taken out of the procurement complaints review process. Indeed this is one of many recommended strategy of Procurement Anti-Corruption Strategy.

4.5.2 Review of Applications for Retrospective Approvals

PPRA in collaboration with the Stock Verification Department currently known as Government Assets Management Department and the Technical Audit of the Ministry of Finance and Economic Affairs are mandated by Regulation 42(1) of G.N. No. 97 of 2005 and Regulation 95(1) of G.N. No. 98 of 2005 to advise the Paymaster General on the received applications for retrospective approvals.

During the review period fifteen (15) applications for retrospective approvals shown in **Annex 4.6** were received and reviewed whereby:

- five (5) of which were forwarded to the Paymaster General for approval;
- eight (8) of which were submitted to the Advisory Committee of the Board of Directors of PPRA but still awaiting implementation of directives made to respective applicants; and
- three (3) applications were in the process of review.

During the review of the applications, many of them were observed to have the following weaknesses:-

- Poor planning of procurement which in some cases led to emergency procurement;
- To some of the procurements, there were no justifiable basis for emergency procurement and using of single source method;
- Necessary approvals in the procurement process were not obtained;
- Evaluations were not done;
- Payment to suppliers and service providers were not done on time.

Since the granting of retrospective approval provisions is intended to cater for cases of emergency procurement, amendments to the Act have been proposed to ensure that the use of provision relating to emergency procurement is not abused and that there is very clear delineation of cases of emergency and non-emergency procurement.

4.6 Monitoring of Procurement Carried out by PEs

4.6.1 System for Checking and Monitoring

PPRA is mandated to monitor procurement carried out by PEs. In the year under review, a significant progress was made to roll out the System for Checking and Monitoring Procurement (SCMP) developed by PPRA to assist it to check and monitor procurement activities of PEs.

During this Fy, PPRA trained 98 PEs in four zones that is Arusha, Mbeya, Morogoro and Mwanza. The trained PEs included 69 LGAs, and 29 MDAs. A total number of 283 participants attended the training. The training was targeted to Tender Board Chairpersons, Heads of PMUs, and Internal Auditors. The Total number of PEs trained and ready to use the system so far is 316.

The objective of the training was to train participants on how the system works. However, since the system includes various processes in public procurement as provided in the PPA and Regulations, participants used the opportunity to share knowledge and experience in the application of PPA and Regulations.

The list of PEs that participated in the training is shown under **Annex 4.7**.

4.6.2 Administrative Review and Investigation of Procurement Complaints

4.6.2.1 Investigations on Allegations, Complaints and Reported Cases of Mis-procurement

Section 8 of PPA, Cap 410 empowers PPRA to conduct investigation on various matters including the award of public contracts. During the reporting period the Authority received, investigated and prepared reports on ten (10) cases of allegations or complaints on mis-procurement as shown below:

- a) Investigation on Procurement of Internet Services and single source procurement for upgrading of Radio Studios at New BH Building, PRT and Scoop News Studio at TVT Mikocheni for Fy 2007/2008 done by Tanzania Broadcasting Corporation (TBC);
- b) Investigation on questionable procurement of tender no. MEO 19/2008/09/S/07 for printing of revised edition 2008 of laws of Tanzania by the Ministry of Constitutional Affairs and Justice;
- c) Investigation on the Procurement of Government Vehicles by Ministry of Infrastructure Development on behalf of Procuring Entities;
- d) Investigation on the tender for review of TCRA organisation structure, job evaluation and grading (Tender no. TCRA/AE/34/2007-8/C/02);
- e) Investigation on Procurement of Security Services for Fy 2007/2008 by the National Social Security Fund (NSSF);
- f) Investigation on the request for retrospective approval of GBP 2,191,014 and Tshs 183,600,000 for procurement of motor vehicles submitted by the then Ministry of Public Safety and Security to the Paymaster General;
- g) Investigation on Tender No. KMC/CTB/004/2007/08 for running two City Bus Terminals, Mwenge and Ubungo;
- h) Investigation on Tender No. AE/001/2007-08/HQ/W/32 & 33 for upgrading of Kigoma – Kidawe Road (35.7km) and Mwandiga – Manyomvu Road 600km by the Ministry of Infrastructure Development;
- i) Investigation of Procurement of furniture by Public Entities; and
- j) Investigation of Tender No. MoHA/NIDA/PQ/2007 – 2008/01 for the procurement of goods/supply and installation of equipment and plants for the implementation of the National Identification System based on smartcard technology by the Ministry of Home Affairs.

Generally, the investigations revealed that there is inadequate knowledge of the PPA Cap 410, Regulations and Standard Tender Documents by both, the bidders and PEs staff thus necessitating more efforts in building their capacity. The key findings of the investigations and actions taken for each of the investigated cases are shown under **Annex 4.8**.

4.6.2.2 Administrative Review of Procurement Complaints

Section 81 of PPA, Cap 410 empowers PPRA to make administrative review of procurement complaints. During the reporting period, PPRA received and reviewed seventeen applications for administrative review and issued decisions on nine (9) applications for administrative review in accordance with Section 81 of PPA, 2004. Eight (8) applications were referred to PPAA because the procurement contracts were already in force. The list of tenders involved in the review process is as shown below:

- a) Tender no. PCCB/01/2007 – 2008 for National governance and corruption baseline survey.
- b) Tender No. IFB No. SDC/DED/DWE/06 of 2008 Lot No. S1 and IFB No. SDC/DED/DWE/07 of 2008 Lot No. S2.
- c) Tender No. AR.DC.1/2008/2009 for revenue collection in Oldonyosambu Auction market for the period of July 2008 to June, 2009
- d) Tender for the supply of spare parts to the Director of Wildlife.
- e) Tender No. IE – 009/2007- 08/HQ/N/T. 13 for provision of labour services for Medical Stores Department (MSD) Lot No. VI
- f) Tender for development of Leaders Club Investment project in Dar es salaam

- g) Tender No. UDC/TB/2008/002 for supply of slates, desks, text books and teaching models for primary schools.
- h) Tender No. IE-009/2007/08/HQ/G/19 for the Supply of Contraceptives
- i) Tender no. ME/021/2008 - 09/HQ/N/03 for provision of security services and reception services.
- j) Tender No. 08/2008/2009 of September, 2008 for lease of LAPF Millennium Towers Hotel.
- k) Tender for design and installation of fiber optic backbone and local area network.
- l) Tender no. ME – 011/2007- 08/G/01 for the Supply of motor vehicles for MoWI, RSs, LGAs and BWOs
- m) Tender No. RAS/008/2008-09/N/02 for Provision of Food Services for In-Patients at Morogoro Regional Hospital.
- n) Tender no. IE – 009/2008 – 09/HQ/G/02 for the supply of contraceptive drugs.
- o) Tender for construction of office for Ileje Division Secretary
- p) Tender for Private Sector Competitiveness Project, Loan No. 4136 –A, RFP NO. CDR/C/6
- q) Tender No. NCAA/G/2008/T.005 for the Supply pipes and pipe fittings for Mama Hau River Water project

Details of the administrative review cases handled by PPRA and appeal cases handled by PPAA are shown in **Annexes 4.9 and 4.10** respectively.

PPRA has also maintained a Register of procurement complaints reviewed by Accounting Officers, PPRA and appeal decisions by PPAA. The following are some of the tenders involved in the complaints review process and maintained in the Register during the review period:

- a) Tender No. IE – 009/2007- 08/HQ/N/T. 13 for provision of labour services for medical stores department (MSD) Lot No. VI
- b) Tender no. PCCB/01/2007 – 2008 for National governance and corruption baseline survey.
- c) Tender for the supply of spare parts to the to the Wildlife Department from the Ministry of Natural Resources and Tourism.
- d) Tender No. IFB No. SDC/DED/DWE/06 of 2008 Lot No. S1 and IFB No. SDC/DED/DWE/07 of 2008 Lot No. S2.
- e) Tender for development of Leaders Club Investment project in Dar es salaam
- f) Tender No. RAS/008/2008-09/N/02 for Provision of Food Services for In-Patients at Morogoro Regional Hospital.
- g) Tender No. AR.DC.1/2008/2009 for revenue collection in Oldonyosambu mnada for the period of Julai 2008 to Juni, 2009.
- h) Tender No. UDC/TB/2008/002 for supply of books.
- i) Tender No. IE -009/2007/08/HQ/G/19 for the supply of contraceptives by MSD.
- j) Tender no. ME/021/2008 - 09/HQ/N/03 for provision of security services and reception services.
- k) Tender No. 08/2008/2009 of September, 2008 for lease of LAPF Millennium Towers Hotel.
- l) Tender for design and installation of fiber optic backbone and local area network.
- m) Tender for supply of motor vehicles for MoWI, RSs, LGAs AND BWOs Tender no. ME – 011/2007-08/G/01.
- n) Tender no. IE – 009/2008 – 09/HQ/G/02 for the supply of contraceptive drugs.
- o) Tender for construction of office for Ileje Division Secretary.
- p) Tender for Private Sector Competitiveness Project, Loan No. 4136 –A, RFP NO. CDR/C/6.
- q) Tender No. NCAA/G/2008/T.005 for the Supply pipes and pipe fittings for Mama Hau River Water project.
- r) Tender No. NDC/DE/BLD/2007/Vol. II/F.3 Construction of Newala District Council Office.
- s) Tender No. BTC/CTB/24/2008/09) Babati Town Market.
- t) Tender for Transfer of Containers from Main Terminal TICTS/2009/016.
- u) Tender for proposed construction of office accommodation building on Plot No. 11 & 12 Block D – Makumbusho Area, Da r es salaam (HVAC installations).
- v) Erection of Bill boards on TANROADS Road Reserve Network.
- w) Tender No. AE/006/2009/2010/G91 for the Supply of Automotive Gas Oil for Government Ferries for Fy 2009/2010.

- x) Tender No. MVDC/RWSSP/WD/01 OF 2008 for the Provision of Technical and Facilitation Services for Rural Water Supply and Sanitation Sub Projects in Mvomero District Council.
- y) Tender No MDC/CTB/RFQ/2007 – 08/34/05 for supply of school books for Musoma District Council
- z) Tender No. AE/004/2007- 08/HQ/G/03 of 2007/2008 for the furnishing of TFDA offices
- aa) Tender No. 5/2007/2008 of 2008/2009 for various tenders including the tender for collection of fees on billboards.
- bb) Tender No. PC/023/2007 for provision of security services and guarding of TANESCO premises and Installations in Arusha Region.
- cc) Tender No. UDC/TB/2008/002 for supply of slates, desks, text books and teaching models for primary schools.
- dd) Tender for the supply of various spare parts to the Wildlife Department.
- ee) Tender No. PA/001/08/HQ/G/13 for supply of lubricants for grid and isolated power stations.
- ff) Tender no. TANROADS/HQ/1032/2007/2008 for the upgrading of the Marangu – Rombo Mkuu and Mwika Kilacha Roads.
- gg) Tender for collection of Hotel/ Guest House Levy for the Fy 2008/2009
- hh) Tender No. IE- 009/2007 – 8/HQ/G/19 – IDA Credit No. 3841 Grant H017 for supply of contraceptives
- ii) Tender for design and installation of fibre optic backbone and local area network
- jj) Tender No. ME/021/2008 – 09/HQ/N/03 for provision of security and reception services.
- kk) Tender No. IFQ No. MZA/MDC/CT/08/2008/2009 for construction of the District water Engineer's Office.
- ll) Tender No. 2 of 2007/2008 for Supply and Installation of Hardware, Local Area Networks (LAN), Wide Area Network (WAN), Power Systems, PABX and VoIP. The said Tender had 5 lots and the said Appeal was in respect of Lot No. 4 which relates to "Supply and Installation of Electrical Power Systems".
- mm) Tender No. RAS/008/2008-09/N/02 for Provision of Food Services for In-patients at Morogoro Regional Hospital.
- nn) Tender No. 12-PA/023/2008/09/n/12 for Outsourced Services. The said tender had seven lots and the Appeal was in respect of Lot 2 which was for Provision of Cleaning and Gardening Services.
- oo) Tender No. 2 of 2007/2008 for Supply and Installation of Hardware, Local Area Networks (LAN), Wide Area Network (WAN), Power Systems, PABX and VoIP.
- pp) Tender No. ME/004/2008-09/HQ/D/1 for Disposal of Various Marine Vessels and Equipment of Ex-TAFICO Assets.
- qq) Tender No. IE-009/2008/09/HQ/G/02 for Supply of Contraceptive Drugs.
- rr) Tender No. NCAA/G/2008-2009/T.005 for Supply of Pipes and Pipe Fittings for Mama Hau River Water Project at Kamyn Estate Njia Panda Karatu.
- ss) Tender No. ME/004/22008-09/HQ/g/2 for Supply of Various Office Stationery. Tender No. PA/024/2009/mwz/g/01 for Supply of Various Goods and Services for the Vocational Education and Training Authority-Lake Zone.
- tt) Request for Proposal No. CDR/C/6 for Provision of Consultancy Services to Develop Training Modules and Provide Technical Resource Persons/Trainers in Commercial Justice,
- uu) Tender No. 2/2009/2010 for Provision of Various Services.
- vv) Tender No. MEDA/06/2009-2010 for provision of Transportation and Distribution of Long Lasting Insecticidal Nets (LLINs) Under the Nationwide Under Five Catch up Campaign (U5CC).
- ww) Tender No. PA/001/08/HQ/N.183 for Provision of Medical Scheme Services for the year 2009.
- xx) Tender No. AE-046/2008-09/SHUWASA/W/02-03 for Kahama Shinyanga Water Supply Project, Customer connection to the New Distribution System in Shinyanga Municipality and Kahama town Phase II.

The review of complaints has established that there are serious breaches of the law including failure by Heads of PEs to handle complaints submitted to them as per Section 80 of the Act. In six (6) cases PPAA had to order the procurement process to be terminated while in ten (10) cases they ordered the PE to compensate the bidders.

4.6.3 Development of Public Procurement Anti-Corruption Strategy

4.6.3.1 Background

PPRA embarked upon the task of preparing an anti-corruption strategy in public procurement in order to assist PPRA and the Government at large to minimize corruption in public procurement and enable the Authority to monitor and measure the level of corruption by using baseline indicators. The task of developing the Anti corruption strategy was done in two phases, the first phase was to assess the state of Corruption in Public procurement and the second phase was to develop the strategy to address the weaknesses/ loopholes identified in the first phase.

4.6.3.2 Assessment on the State of Corruption in Public Procurement

In order to develop anti corruption strategy in public procurement, PPRA carried out an assessment on state of corruption in public procurement in the country with a view to: Creating a common understanding of the main challenges facing Tanzania in the fight against corruption in public procurement and the finding of the corruption assessment to be the basis for developing anti-corruption strategy in public procurement.

The assessment concluded that Tanzania has come a long way in its efforts to prevent and combat corruption in public procurement, and has made major achievements in the following areas:

- Setting up of a sound legal and regulatory framework for fighting corruption in public procurement.
- Growth of PPRA to become a fully functional oversight body and a key player in monitoring and ensuring compliance with the legal framework thereby limiting opportunities for corruption.
- Improved capacity of PCCB to investigate and prosecute cases of corruption.
- Introduction of construction sector initiatives in public procurement thus paving the way for much needed innovative approaches to enhancing transparency and accountability in the procurement process.

Despite the achievements, the assessment concluded that in all areas, there were still some major challenges towards establishing a corruption-free public procurement system. These challenges are presented schematically in the **Table 4.5**.

Table 4.5 : Major Challenges Towards Establishing Corruption-Free Procurement System

Desired situation	Challenge
A sound and efficient oversight framework	<ul style="list-style-type: none"> • PPRA is poorly equipped to address cases of corruption • PCCB has limited capacity to handle corruption in procurement • Collaboration between PCCB and PPRA remains explored in certain areas
Integrity of public officers	<ul style="list-style-type: none"> • Anti-corruption safeguards in the procurement process are insufficient • Low salary undermines incentive to refrain from corruption • Current Code of Ethics has limited impact • Public officers engaging in corrupt practices are rarely sanctioned
Integrity of bidders and suppliers	<ul style="list-style-type: none"> • Bidders' awareness of rights and responsibilities in the procurement process is low • Bidders' no-bribery commitment has limited effect • Administrative sanctions are rarely applied
Effectiveness of control and audit systems	<ul style="list-style-type: none"> • Procurement audits do not adequately address risks of corruption • Internal audits do not support external procurement audits • Accounting officers are unable to make informed procurement decisions • Civil society involvement in monitoring corruption in procurement is limited
Efficiency of complaint review mechanism	<ul style="list-style-type: none"> • Bidders do not use their right to complain • Excessive time spent on the stages of appeal • Accounting officers do not act as first line of appeal • PPRA's role as second tier creates conflict of interest • Inadequate use of remedies

The assessment came up with a checklist consisting of 50 red flags for detecting the likelihood of Corruption. The objective of the *Red Flags Checklist* (shown in Annex 4.11) is to provide a tool for the Authority to collect information about possible symptoms of corruption in the procurements carried out by procuring entities in Tanzania.

PPRA shall use the Red Flags Checklists to monitor the extent of corruption in procurement over time, in order to be able to swiftly address areas generally found to be prone to corruption in the procurement system. The Red Flags Checklist will also serve as a tool to address corruption at the level of the individual procuring entity. It is important to note that a detected red flag is not in itself evidence of corruption. However, the higher the number of red flags detected, the higher the likelihood that corruption has been involved.

Accordingly, if a high number of red flags is detected, PPRA will consider initiating further investigation into the procurement/procuring entity or take other measures to address the procurement case/ procuring entity. PPRA shall apply the Red Flags Checklist in all procurement audits carried out starting from Fy 2009/10. For every procurement sampled for auditing, a Red Flags Checklist shall be completed by the auditor as part of his or her auditing of the various phases of the procurement. After the audit, analysis will be made to determine the risky areas and mitigation measures will be taken to address the risks identified.

The red flags were tested in the procurement audits carried out between February-March 2009. **Figure 4.2(a)** illustrates the percentage of red flags detected in each of the 90 procurements which were audited. As can be seen from the Figure, in 24 of the 90 cases between 0-10 percent of the 50 red flags were detected. In 25 of the cases 10-19.9 percent of the red flags were detected. In 19 of the cases 20-29.9 percent of the red flags were detected. In 21 of the cases 30-39.9 percent of the red flags were detected. And in 1 case more than 40 percent of the red flags were detected.

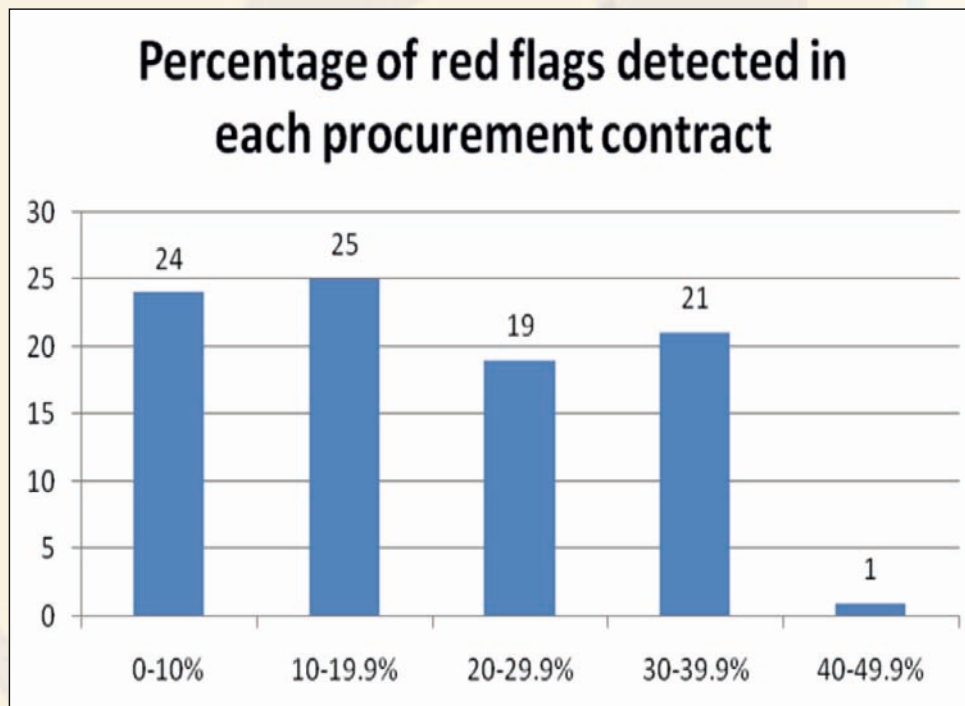


Figure 4.2(a). Percentage of Red flags detected

Figure 4.2(b) illustrates the percentage of red flags detected in each of the three procurement phases in the 90 procurements. The results show that 15 percent of all possible red flags were detected in all of the 90 procurements in the pre-bid phase. 14 percent were detected in the evaluation and award phase, and 30 percent of all red flags were detected in the contract management. It can therefore be concluded that there is a higher likelihood of corruption during the contracts management phase, than in the other two phases.

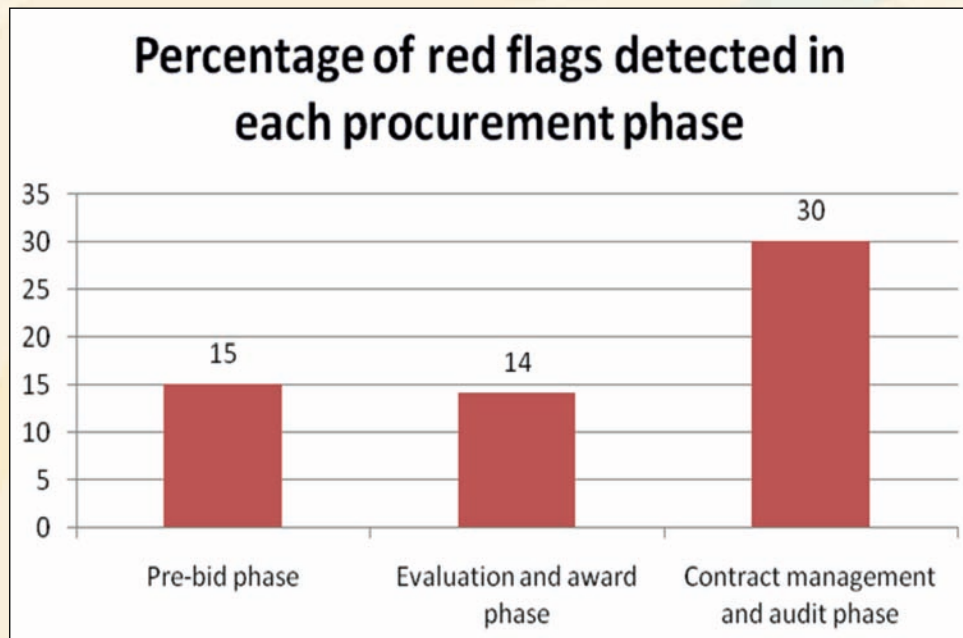


Figure 4.2(b) Percentage of Red flags detected in each procurement phase

Analysis of all red flags in the 90 procurements indicates existence of 728 yeses equivalent to 19 percent of all cases. If the red flags are taken to measure the extent of existence of corruption, then it can be concluded that in the 90 procurements that were audited by PPRA, possibility of existence of corruption was on the low side.

4.6.3.3 Anti Corruption Strategy in Public Procurement

The challenges identified in the assessment report were addressed by the Anti-corruption Strategy for Public Procurement in Tanzania. The developed anti corruption strategy in public procurement is not a stand-alone document, but is a procurement sector-specific contribution to the national endeavours to curb corruption, led by the Prevention and Combating of Corruption Bureau (PCCB) and its Enhanced National Anti-Corruption Strategy and Action Plan II (NACSAP II).

The Strategy divides its interventions into four different headings: Prevention, detection, investigation, and enforcement as shown in **Table 4.6**. In this way, the interventions proposed in the Strategy together cover all the aspects commonly perceived to be preconditions for an effective anti-corruption framework for public procurement.

Table 4.6: Strategic Interventions in Anti-corruption Strategy

	S/N	Strategic Intervention
Overall anti-corruption interventions in public procurement	1.1	Establish common ground for collaboration between oversight bodies.
	1.2	Create operational framework for oversight collaboration.
	1.3	Institutionalise leadership dialogue between oversight bodies.
	1.4	Strengthen knowledge about corruption in public procurement.
Interventions to prevent corruption in public procurement	2.1	Enhance oversight collaboration for prevention of corruption.
	2.2	Strengthen public officers' awareness of the corruption challenge.
	2.3	Strengthen bidders' awareness of the corruption challenge.
	2.4	Strengthen preventive safeguards in the procurement process.
	2.5	Strengthen salary incentives of procurement officers to refrain from corruption.
	2.6	Revitalise the role of public ethics in preventing corruption.
Interventions to detect corruption in public procurement	3.1	Enhance PPRA's capacity to detect corruption through audits.
	3.2	Enhance public officers' capacity to detect corruption.
	3.3	Promote use of independent actors in detecting corruption.
	3.4	Engage Internal Audit Units in detecting corruption.
	3.5	Strengthen the role of bidders and suppliers in detecting corruption.
	3.6	Revitalise civil society's role as watchdog.
	3.7	Enhance transparency in the procurement process through access to information.
	3.8	Promote use of whistleblowers.
Interventions to investigate corruption in public procurement	4.1	Enhance oversight collaboration on investigation into corruption.
	4.2	Strengthen PCCB's capacity to investigate corruption in procurement.
	4.3	Removal of PPRA from appeals process.
	4.4	Revitalise the investigative role of the Accounting Officer.
	4.5	Promote access to independent investigation into cases of corruption.
Interventions to enforce the anti-corruption measures in public procurement	5.1	Enhance PE's capacities to apply remedies.
	5.2	Widen access to use of remedies.

4.7 Sharing and Dissemination of Procurement Information

4.7.1 Publication of Tanzania Procurement Journal

PPRA continued to publish the Tanzania Procurement Journal where by for the year under review, twenty four (24) editions were published. Online copies of the Journal are available in PPRA's website. Beginning July, 2009, PPRA introduced TPJ Supplement as a pull-out in Daily News and it is published every Tuesday. The TPJ Supplement

contains tender opportunities, tender awards, PPRA's recent reports and any other information related to procurement. TPJ is now published on a quarterly basis without the tender opportunities and awards.



4.7.2 Operationalisation of Procurement Management Information System

The Procurement Information Management System (PMIS) was developed in 2007/08 to facilitate communication between the Authority and PEs. Accordingly, PEs can submit using PMIS, their annual procurement plans (APPs), status of APP implementation and other public procurement information. The operationalisation strategies of the system include training users using real environment set-up; and making follow-ups to PE sites to assess operations. At the end of the period under review, the following has been achieved:-

- 330 staff from 117 PEs were trained on PMIS, making the total number of PEs trained so far to be 182. The trainings were held in Dar es salaam, Mwanza, Arusha, Morogoro and Mbeya; A list of trained PEs is attached as **Annex 4.12**.
- 113 PEs were connected to PMIS, with a total of 240 users. Of the connected PEs, 35 submitted their APPs online. These are shown in **Annex 4.13**;
- 149 staff from 22 TANROADS branch offices in Tanzania were trained on PMIS.

Generally, the response of trained PEs in submitting reports online were not satisfactory although there has been an increase in the number of PEs requesting to be connected to PMIS.

4.7.3 Publication of Tender Opportunities and Awards on the Website

Regulation 9(a) of GN. No 97 and 7(a) of GN. No. 98 require all PEs to ensure publications of invitations to tender in the Authority's journal and website. Likewise Regulation 21(1) of GN. No 97 and Regulation 22(1) of GN. No. 98 requires all PEs to notify the Authority when award is made, who has been awarded the contract, the contract amount and the date when award is made for the purpose of publishing the award in the journal and website.

During the period under review One thousand nine hundred and forty (1940) tender notices were collected, reviewed and posted into website and Journal. Out of these, three hundred and nine (309) were from Ministries, five hundred and twenty six (526) from Parastatal Organizations, seven hundred and fifty six (756) from Agencies, one hundred and one (101) from Independent Departments, two hundred and twenty six (226) from LGAs, and twenty two (22) from RAS offices. Agencies were leading in submission of tender adverts for publication in Authority journal while parastatal organizations were leading on submission of notification of contract awards as shown in the Figure 4.3

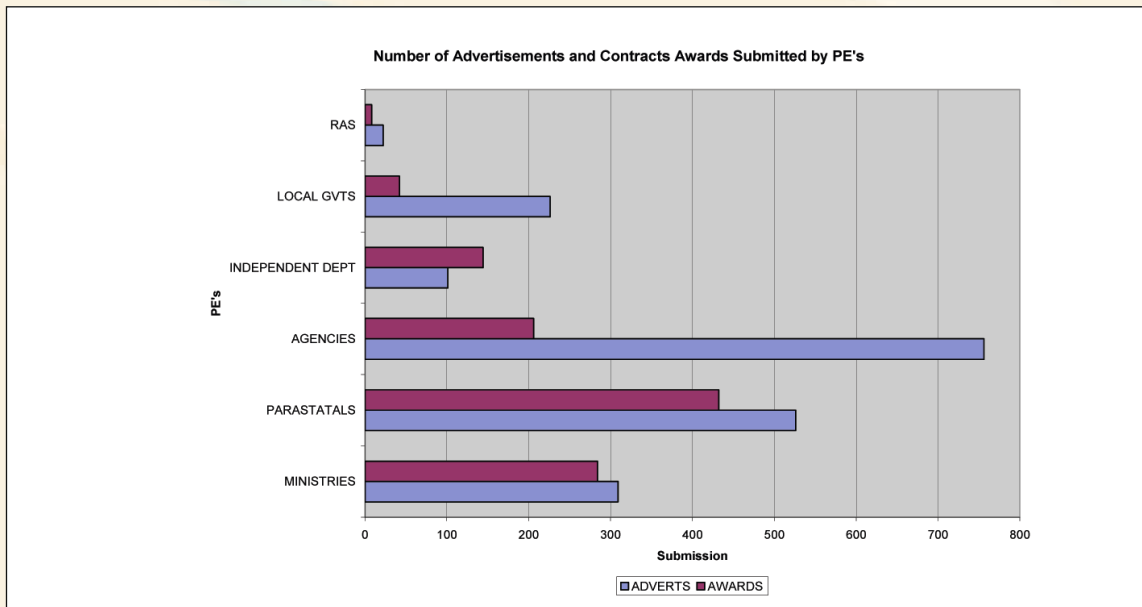


Figure 4.3: Comparison of the submitted tender notices and contract awards

A total of one thousand five hundred thirty six (1536) contract awards were received and posted into website and Journal. Out of these, two hundred eighty four (284) were from Ministries, four hundred thirty two (432) were from Independent department, two hundred and six (206) from Agencies, forty two (42) from LGAs one hundred and forty four (144) were from Authorities, four hundred and twenty (420) from Parastatal organization and eight (8) were from Regional Secretariat.

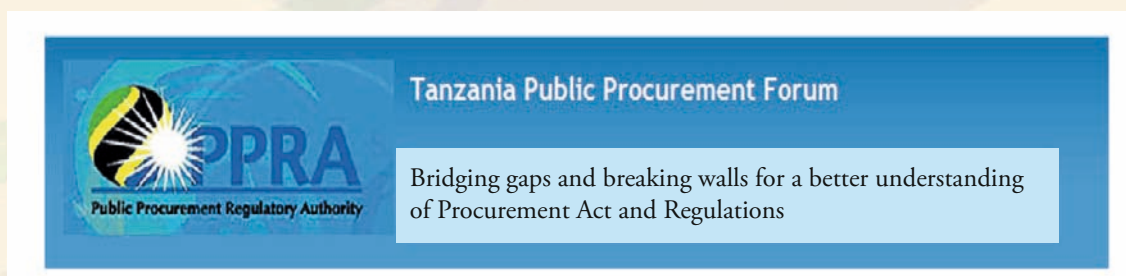
4.7.4 Feasibility Study on the Establishment of e-Government Procurement in Tanzania

Electronic government procurement (eGP) is the application of ICTs to fully automate procurement processes, mostly using Internet services. Considering its benefits and the international trend towards implementing full eGP, the Authority started making necessary preparations for establishing eGP system in Tanzania. During the period under review, tender processes to appoint a consultant who will carry out an eGP feasibility study were initiated and is on progress. The main focus of the consultancy will be to analyze legal, technical, human, economic and other pertinent issues that need to be addressed before implementing the system in Tanzania. This consultancy is expected to commence in the second quarter of 2009/10.

During the period under review, a benchmarking study visit to Phillipines was conducted from 23-30 May 2009 to learn of their experiences in eGP. In addition, the World Bank organized a seven days session training by video conferencing held in Dar es salaam from May and June, 2009, in which the Authority and other stakeholders participated. Other countries which participated in the training included Kenya, Bolivia, Chile, Mexico and Phillipines. The experiences and knowledge gained will assist the Authority in managing the consultancy for eGP feasibility study.

4.7.5 Formation of Public Procurement Forum

Online discussion forum is an easy and readily available means where people irrespective of their location, can discuss or exchange information online. During the period under review, the Authority developed and launched an online Public Procurement Forum, which is accessible at <http://forums.ppra.go.tz>.



The forum presents an opportunity for all stakeholders to share their experiences in public procurement aimed at improving public procurement practices in Tanzania. After a test run of some months, the forums has been reviewed and improved taking into account experience from other online forums.

4.8 Other Interventions aimed at Improving the Procurement System

4.8.1 Establishment of PMUs and Regularizing Staffing Levels

Establishment of PMUs and regularizing staffing levels is one of the strategic interventions contained in PPRA's Procurement Capacity Building Strategy. Availability of adequate staff with knowledge and experience to work in the PMUs still remains to be one of the biggest challenge facing our country today.

The Government, in its efforts to tackle this problem, has established a Directorate of Procurement Policy Unit under the Ministry of Finance and Economic Affairs. The unit is responsible for establishment and development of the procurement cadre. The Government also has transferred the Procurement Cadre from the Ministry of Infrastructure Development to the Ministry of Finance and Economic Affairs.

In the effort to ensure that the PMUs are established and staffed appropriately, the Authority organized a two-day workshop for heads of PEs to sensitize them on the importance of establishing the PMUs as reported in Section 4.8.4.

Section 34 of PPA 2004 requires all procuring entities (PEs) to establish Procurement Management Units (PMUs) staffed to an appropriate level. To this effect, PPRA prepared a proposal for categorization of PEs in accordance with the annual volume of procurement and recommended staffing level for each category. A proposed scheme of service for procurement and supplies officers was submitted to the Government.

PPRA has identified the need to engage a consultant to conduct skills needs assessment of the existing staff in PEs to fit in the newly proposed scheme of service. The assessment of PEs for purposes of establishing skills gap will involve individual consultants and PPRA officials. The survey is intended to provide essential inputs for implementation of the capacity building strategy.

4.8.2 Professionalizing Procurement

Professionalising of procurement is also amongst the six strategic interventions contained in PPRA's Procurement Capacity Building Strategy. An important milestone in implementing this strategy was reached in February 2008 when the President of the United Republic of Tanzania assented the Procurement and Supplies Professionals and Technicians Board Act, 2007.

During the year under review, a consultant was engaged to prepare Regulations for implementing the Procurement and Supplies Professional Board's Act and a code of Ethics for procurement and supplies professionals. The draft regulations and code of ethic were presented to stakeholders' workshop held on 12th March, 2009 and approved by NBMM Board of Directors on 7th May, 2009. The same have been forwarded to the MOID for further action, including submitting them to the Attorney General's Chambers.

4.8.3 Research and Surveys

Research and surveys on matters related with public procurement enables the Authority to understand problems or issues that impact on the procurement system and therefore devise strategies to overcome them. In the period under review PPRA carried out researches and surveys including studies by engaging consultants in collaboration with its staff in the following areas:

4.8.3.1 The Survey of Average Prices for Common Use Items and Services (CUIS)

The survey of average price for CUIS were undertaken into two phases namely:

Phase I: Identification of the list of common use items and services by compiling list of items and services which are used by different departments within each of the procuring entities visited, and classification according to their procurement categories of expenditure followed by their nature and use. A coding system was established based on the classification of the identified items and services.

Phase II: The survey of prices for CUIS was conducted which enabled the establishment of a database of average prices for CUIS. The database will help procuring entities to get indication of price of item in the market .

The CUIS and their average prices have been published in PPRA's website.

4.8.3.2 Survey of Costs for Advertising of Tenders and Price of Selling Tender Documents:

In order to determine procurement transaction costs related to tender advertisement, PPRA conducted a survey of tender opportunities advertised from October 2008 and 30th August 2009 in various newspapers including The Guardian, Daily News, Mwananchi, Mtanzania, The Express, This day, Business Times etc. On the basis of this survey, the costs associated with these adverts were also established.

The survey established that out of 1696 adverts, 42 percent were of quarter page, 46 percent half page and 12 percent full page. All the adverts costed the public bodies a total of Tshs. 1,516,333,630 of which 27 percent was paid for quarter page adverts, 50 percent for half page adverts and 23 percent for full page adverts. This information is shown in **Figure 4.4** and **4.5**. respectively.

From the analysis it was found that a substantial amount of PE's budget is used in advertising of tenders, even those of very low values. On the basis of this finding, PPRA issued a circular to help PEs to reduce their advertising costs of tenders by advertising through PPRA website and in the TPJ Supplement.

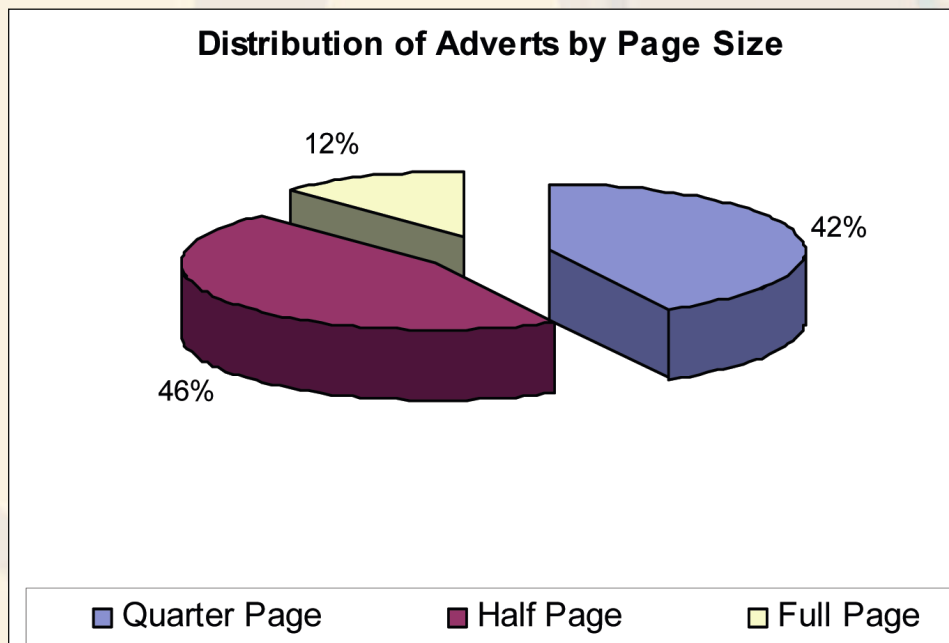


Figure 4.4: Distribution of adverts by Size

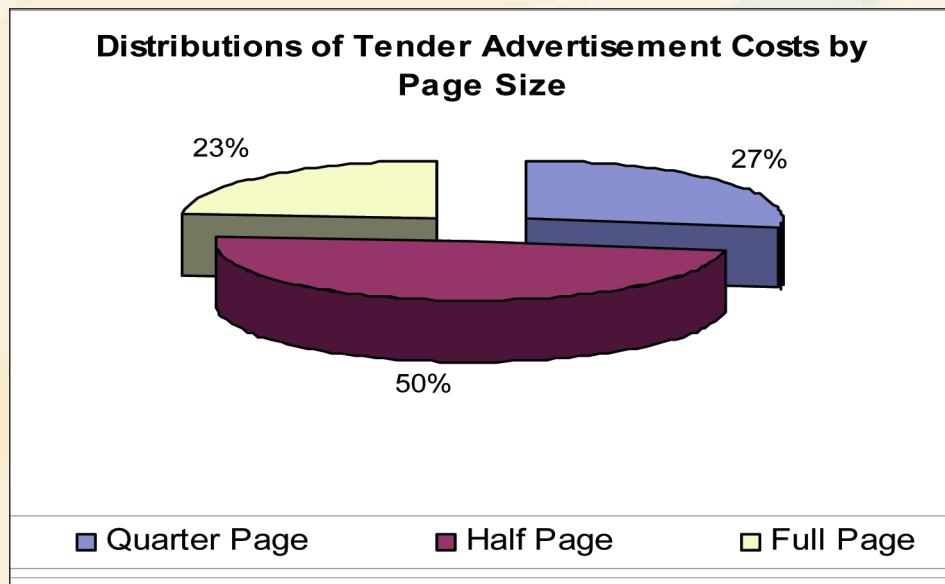


Figure 4.5: Cost of adverts by Size

The survey on price of selling tendering documents was also conducted as shown in **Table 4.7**. The analysis of this information as shown in **Figure 4.6** shows that majority (54%) are sold at Tshs. 50,000 while about 40 percent are sold between Tshs. 60,000 and 100,000. Since this information was only obtained from the tender adverts it was not possible to establish whether the price charged conforms with the requirement of the law of charging for only the cost associated with production of the documents.

Table 4.7: Summary of Information on Prices of Tender Documents

Price of Tender Document	Number of tenders	Amount	Price of Tender Document	Number of tenders	Amount
10,000.00	49	490,000.00	100,000.00	519	51,900,000
20,000.00	26	520,000.00	120,000.00	7	840,000
30,000.00	42	1,260,000.00	125,000.00	41	5,125,000
50,000.00	787	39,350,000.00	150,000.00	4	600,000
60,000.00	51	3,060,000.00	200,000.00	29	5,800,000
65,000.00	9	585,000.00	240,000.00	4	960,000
70,000.00	79	5,530,000	250,000.00	16	4,000,000
75,000.00	14	1,050,000	400,000.00	2	800,000
80,000.00	5	400,000			
Totals				1684	122,270,000

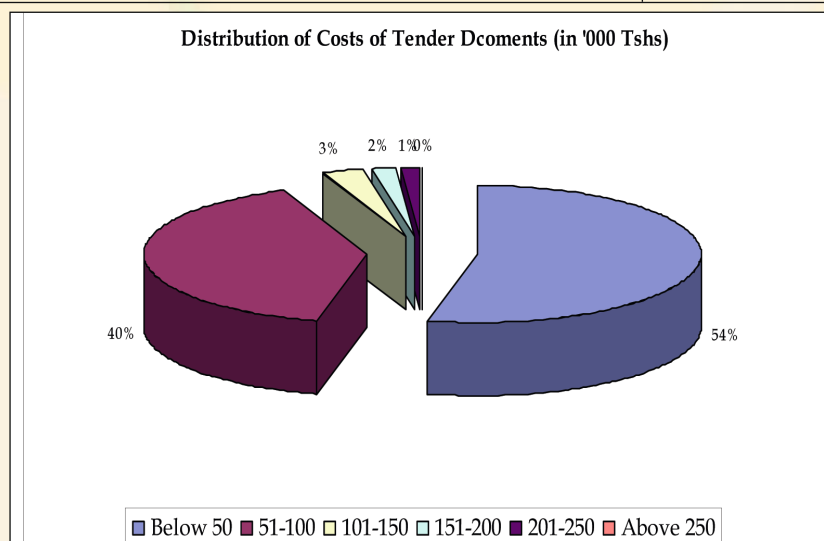


Figure 4.6: Distribution of the Prices of tender documents

In future, further analysis will be made, particularly through procurement audits to establish the extent to which PEs comply with this requirement which is aimed at enhancing competition.

4.8.4 Establishment of a System for Procurement of Common Use Items

As a way of minimizing procurement transaction costs, PPRA in collaboration with Government Procurement Services Agency (GPSA) has established a system for procurement of Common Use Items and Services (CUIS). A list of some common use items and services with their average prices has been established and published on PPRA website.

Under the system, PEs will be required to compile their requirements of CUIS based on the classification system adopted. The compiled requirements shall be submitted to GPSA with a copy to PPRA and GPSA will then aggregate requirements of all PEs and invite tenders based on Framework Contracts. PEs would then be notified of the suppliers/ services providers who have been awarded framework agreements and shall be obligated to place their call-off orders through them.

It is expected that procurement of CUIS through this system will increase efficiency through the following:-

- Elimination of price differentiation of common items and services purchased by all PEs.
- Shortening lead time for PEs used for acquisition of materials from suppliers, service providers and Contractors.
- Enabling the PEs to implement their plans as per flow of funds from Central Government in line with PPA, 2004 and its Regulations.
- Assuring the PEs of quality of suppliers, service providers and contractors.
- Reducing the cost associated with acquisition of goods, service and works for the PEs.
- Benefiting the PEs from economies of scale, value for money and cost reduction in procurement.

In order to disseminate the System, PPRA in collaboration with GPSA conducted dissemination workshops in Morogoro (16th to 17th April, 2009) and Arusha (4th and 5th June, 2009). A total of 208 participants, (53 in Morogoro and 155 in Arusha) have been sensitized on the use of this system and on formation of PMUs and other systems developed by PPRA. Furthermore, the system is also being disseminated together with other systems developed by PPRA in various training sessions. More dissemination workshops are expected to be conducted in Dodoma and Songea between August and September, 2009.

4.8.5 Restructuring Government Stores

During the country procurement assessment review held in 2003 the Government Stores was seen to lack the capacity both Financial and Organizational to meet the requirements of the Government in terms of supplies.

It was recommended to close the Government stores in its current operational set-up and establish a new slim procurement unit within the Central Government which will be responsible for the tendering and management of the framework agreements. Transformation of the Government Stores Department into an Executive Agency has already taken place through Government Notice G.N No. 235 Published on 7th December, 2007.

A process was initiated to select a Consultant to undertake an organization review in terms of Activity analysis, Business analysis and establish a new Organization structure, manning levels and scheme of service for the Agency to cater for the current requirements of the Public Procurement Act, Cap 410 and its Regulations and expected future status of the Agency.

4.9 International Collaboration

4.9.1 ZPPA visit to TANZANIA

The Zambian Public Procurement Authority (ZPPA) visited PPRA from 8th to 13th December, 2008. The ZPPA team consisted of six senior officers including the ZPPA Chief Executive Officer. The main aim of the study was to learn from PPRA various areas like General Organizational Structure, Capacity Development, Procurement Audit, Compliance, Monitoring and Investigations, Documentation, Complaint Review Mechanisms, Operations of Preference scheme and the likes.

The Zambian Public Procurement Authority has been repealed and the Zambian National Tender Board Act replaced by the Public Procurement Act, 2008.

4.9.2 PPRA Delegation Visits the Public Procurement Authority of Ghana.

The PPRA visited the Public Procurement Authority of Ghana (PPA) to learn and share experience on how procurement issues in Ghana are been conducted, monitored and regulated within the country. The visit took place from 13th to 21st July, 2008 and it was organized by PPRA in collaboration with USAID through Kilimanjaro International Corporation. The delegation was led by the Chief Executive Officer, a Board Member, and five staff. The delegation was also accompanied by the President of Kilimanjaro International Corporation who was the coordinator for the visit.



Figure 4.7: Zambian Delegation in a Group Photo with PPRA Staff

The visit aimed at learning and sharing experience with PPA, Ghana on the level of compliance by procuring entities in the implementation of the Public Procurement Act, 2003 of Ghana. It also aimed at sharing experience with PPA Management on the performance of their functions to further the objectives of the Authority.

In general, the visit was very productive as both the authorities recommend that the collaboration between them should be strengthened to facilitate sharing of information in order to advance their public procurement systems. The delegation also commended the love and hospitality received from the PPA staff and invited them to visit Tanzania as well

4.9.3 ODPP Visit to PPRA

A delegation of five people from the Office of Director of Public Procurement, (ODPP) responsible for regulating and monitoring public procurement in Malawi visited PPRA from 8th to 9th January, 2009. The aim of the visit was to learn Tanzania's experience of the Supply Management and Disposal of Public Assets as stipulated under the Public Procurement Act, Cap 410.

The ODPP delegates also visited the Government Asset Management (GAM) Division under the Ministry of Finance and Economic Affairs to familiarize themselves with Tanzania's procedures for asset management and disposal since Malawi is in the process of preparing regulations on the same.



Figure 4.8: PPRA Team in a Group Photo with PPA of Ghana Staff.

4.9.4 Launching of the Malawi Institute of Procurement and Supply (MIPS)

The Office of the Director of Public Procurement (ODPP) invited PPRA to attend the official launching of **Malawi Institute of Procurement and Supply (MIPS) on 30th January 2009**. ODPP in collaboration with the World Bank and other procurement professionals from the public and private sector facilitated the formation of the **Malawi Institute of Procurement and Supply (MIPS)**. The MIPS is a professional body to regulate and develop the interests of procurement professionals in Malawi. PPRA was represented by a senior officer in the ceremony. Overall, the visit was useful and a learning experience. PPRA hopes that the cooperation with ODPP will be further strengthened as there is a lot to learn and to share among the public procurement oversight bodies in this region in order to improve their public procurement systems.

4.9.5 PPDA Visit to TANZANIA

Delegates from the Public Procurement and Disposal of Assets (PPDA) of Uganda paid a three-day visit to Public Procurement Regulatory Authority (PPRA), from 3rd to 5th March, 2009. The delegates comprised of Mr. Arthur Mugisha (Manager, Information Technology, Mussa Kiggundu (Database Analyst) and Uthman Segawa (Officer, legal and compliance). The main purpose of the visit was to share knowledge and experiences on various Information Technology (IT)- related activities and how they can support the regulatory functions of the Authorities. Of special

interest to the delegates, was the Procurement Management Information System (PMIS) which has been developed by PPRA to support the system for checking and monitoring compliance with the procurement law by procuring entities in Tanzania.

During the familiarization tour, the PPDA officials had a chance to visit The Tanzania National Roads Agency (TANROADS) to experience the real working environment of PMIS.



Figure 4.9: PPDA's Staff Visit to TANROADS to share experience in the use of PMIS

4.9.6 PPRA participation in the AFNOG Event held in CAIRO, EGYPT

The African Network Operator's Group (AFNOG) held its 2009 events in Cairo, Egypt from 10th to 22nd May, 2009. The events comprised of technical workshops, tutorials and meetings with participants from Cote D'Ivoire, Democratic Republic of Congo, Gambia, Ghana, Mauritius, Nigeria, Tanzania, Uganda, Togo, D'jibout, Kenya, Malawi, Egypt, Senegal, Botswana, Cameroon and Burundi. The Public Procurement Regulatory Authority (PPRA) had an interest on the technical workshop on *Building Scalable Internet Services* and thus were in that event represented by Mr. Peter Shilla, Director of Information Technology.

It is PPRA's conviction from regulatory point of view, that complex system such as PMIS and a fully-fledged public e-procurement system requires its own staff and stakeholders with technical knowledge and experience that matches rapid changes in technology and in line with international standards, and hence the participation in Cairo. By all stakeholders working together, in implementing ICT-based systems that are secure, reliable and available, we can surely take our successes 'to the apex of the pyramid', as the photo below seems to suggest.



Figure 4.10: A group photo of participants to 2009 AFNOG event in Cairo, Egypt

4.9.7 Visit to Philippine GPPB

PPRA normally incorporates in its annual action plan a program that would assist the Board Members to enhance and widen their knowledge on procurement related issues and share experiences from other foreign organizations with similar oversight responsibilities like PPRA. During the period under review, a delegation of four board members and five staff members visited the Government Procurement Policy Board (GPPB) of the Philippines in May, 2009. Through the visit the Board Members and staff were able to learn and share experiences from the GPPB which is the organization with similar regulatory functions as PPRA. The delegates also visited the Philippines Government Electronic Procurement System (PhilGEPS) and learnt about the e-procurement system of the Philippines. PhilGEPS was launched on 28th August, 2006 with the objectives of establishing an open, transparent, efficient and competitive market place for government procurement; getting better prices, building the framework to continually improve the procurement processes and maintaining sustainability over a long term.

5.0 PERFORMANCE OF PROCURING ENTITIES

5.1 Volume of Contracts Awarded by PEs in FY 2008/09

5.1.1 General Overview

In FY 2007/08, PPRA started to compile volumes of procurement carried out by PEs and the exercise has continued in the FY 2008/09. Although all PEs were requested to submit information on tenders, only 216 out of 364 PEs which is equivalent to 59 percent submitted to PPRA tender award information compared to 153 PEs equivalent to 42.8 percent during the FY 2007/08. The summary of tenders awarded in terms of values is shown in **Annex 5.1**.

The submitted information reveals that contracts amounting to Tshs. 2,963,477 million were awarded by these 216 PEs during the FY 2008/09 compared to Tshs. 1,800,974 million awarded by 153 PEs during the FY 2007/08 as shown in **Table 5.1**. The figures represent a considerable proportion of the total Government budgets for the FY 2007/08 and FY 2008/09 which were Tshs. 5.27 trillion and Tshs. 7.27 trillion respectively. A summary of values of contracts awarded by various categories of PEs and types of procurement is shown on **Table 5.1**.

Table 5.1: Summary of Volume of Tenders Awarded in million Tshs.

Category of PE	Fy	No. of PEs	Goods	Works	Consultancy Services	Non-Consultancy Services	Total
Ministries	2007/08	16	116,230	181,042	8,696	2,650	308,618
	2008/09	22	418,567	192,249	134,564	28,231	773,611
Parastatal Organisations	2007/08	37	313,779	205,594	6,909	15,645	541,927
	2008/09	55	344,953	185,406	15,630	27,998	573,987
Executive Agencies	2007/08	12	23,802	651,472	29,225	5,756	710,255
	2008/09	25	84,080	1,120,872	39,646	5,536	1,250,134
Urban Water and Sewerage Authorities	2007/08	8	5,873	1,103	144	381	7,501
	2008/09	14	14,229	63,297	5,042	1,096	83,664
Independent Departments	2007/08	3	131,520	1,062	744	6,843	140,169
	2008/09	11	90,966	6,960	3,667	8,654	110,247
Regional Administrative Secretariats	2007/08	10	1,996	7,589	527	828	10,940
	2008/09	8	2,699	10,944	1,445	839	15,927
Local Government Authorities	2007/08	62	21,238	55,850	435	4,042	81,565
	2008/09	81	53,553	84,056	11,203	7,095	155,907
Total	2007/08	148	614,438	1,103,712	46,680	36,145	1,800,975
	2008/09	216	1,009,047	1,663,784	211,197	79,449	2,963,477
Percentage (%)	2007/08	41%	34%	61%	3%	2%	
	2008/09	59%	34%	56%	7%	3%	

Analysis of the values as shown in **Figure 5.1(a)** shows that out of Tshs 2.963 trillion, 56 percent was for works contracts, 34 percent for supply of goods, 7 percent for consultancy services, and 3 percent for non-consultancy services.

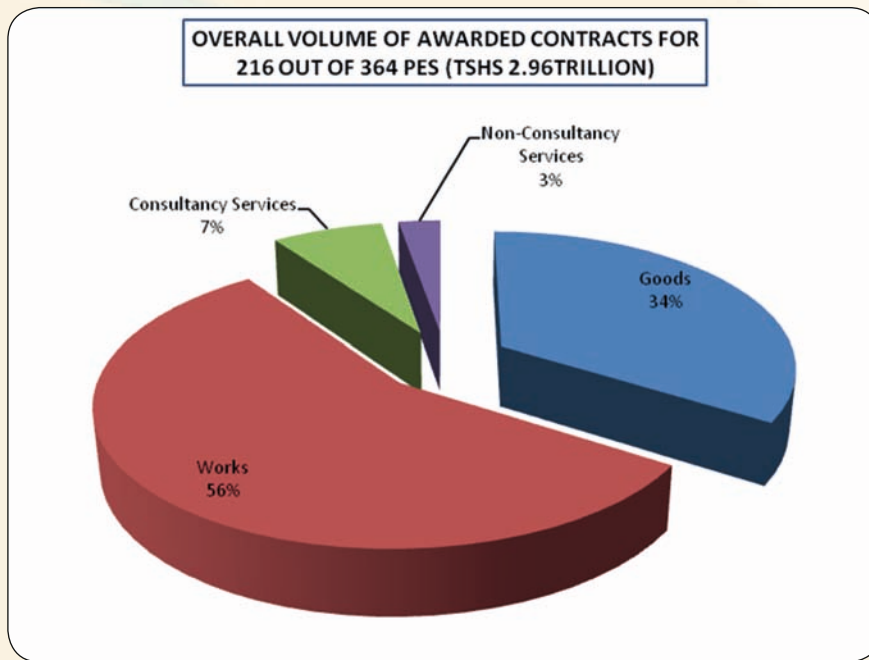


Figure 5.1(a): Percentage Distribution of Volume of Awarded Contracts

The results have been seriously influenced by procurements conducted by TANROADS which was Tshs. 1.14 trillion out of the total 2.96 trillion. This is about 39 percent of the total volume of procurements for the 216 PEs. When procurements conducted by TANROADS are excluded, the distribution changes as shown in **Figure 5.1(b)**.

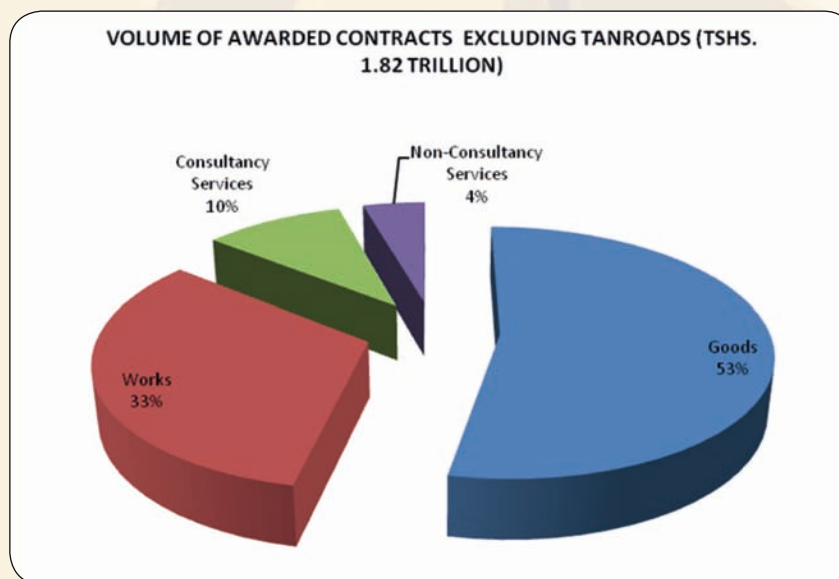


Figure 5.1(b): Percentage Distribution of Volume of Awarded Contracts (Excluding TANROADS).

The comparison of distribution of the volume of procurements for years 2007/08 and 2008/09 in terms of types of procurement and category of entity are shown in **Figures 5.2 and 5.3** respectively in which it is seen that there is considerable increase in the volume of procurement of consultancy services recorded. The same applies to the volume of procurement carried out by Urban Water and Sewerage Authorities, Ministries and Executive Agencies. This statement should be taken with caution since the comparison is not for the same PEs. In future when all PES comply with this submission requirement, it will be possible to analyze trends of procurement volume for each category of procurement and PEs on yearly basis.

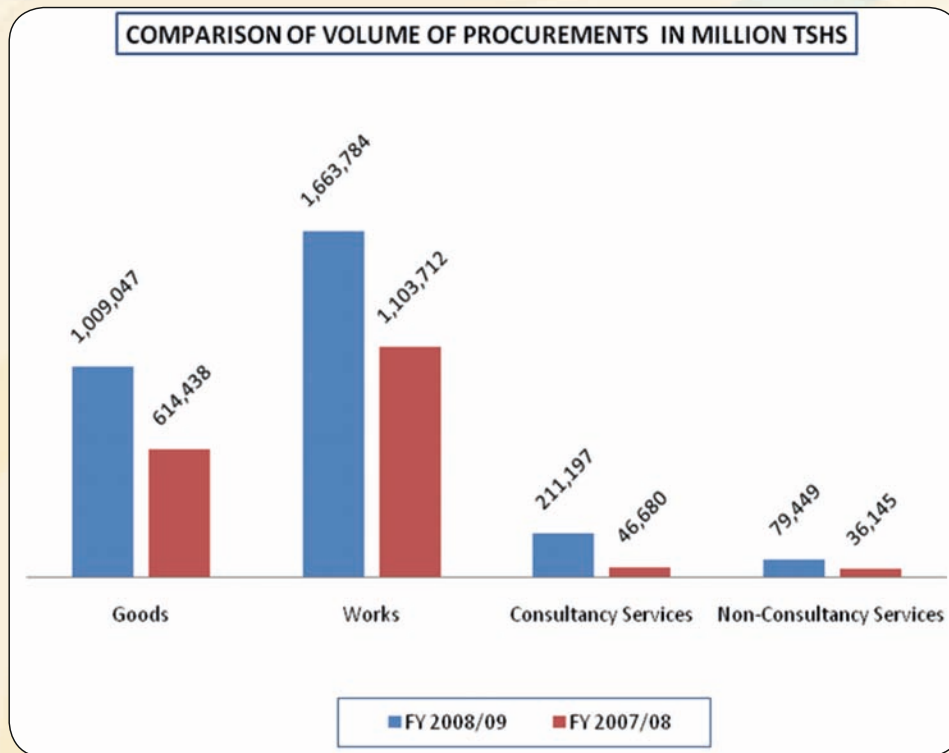


Figure 5.2: Comparison of volume of awarded contracts in million Tshs.

Figures 5.4 and 5.5 makes a comparison of procurements carried out by various categories of PEs, with or without those by TANROADS respectively. If TANROADS is included, volume of procurement of Executive Agencies is recorded to be the highest at 43 percent. When TANROADS is excluded, volume of procurement of Ministries is recorded to be the highest at 43 percent.

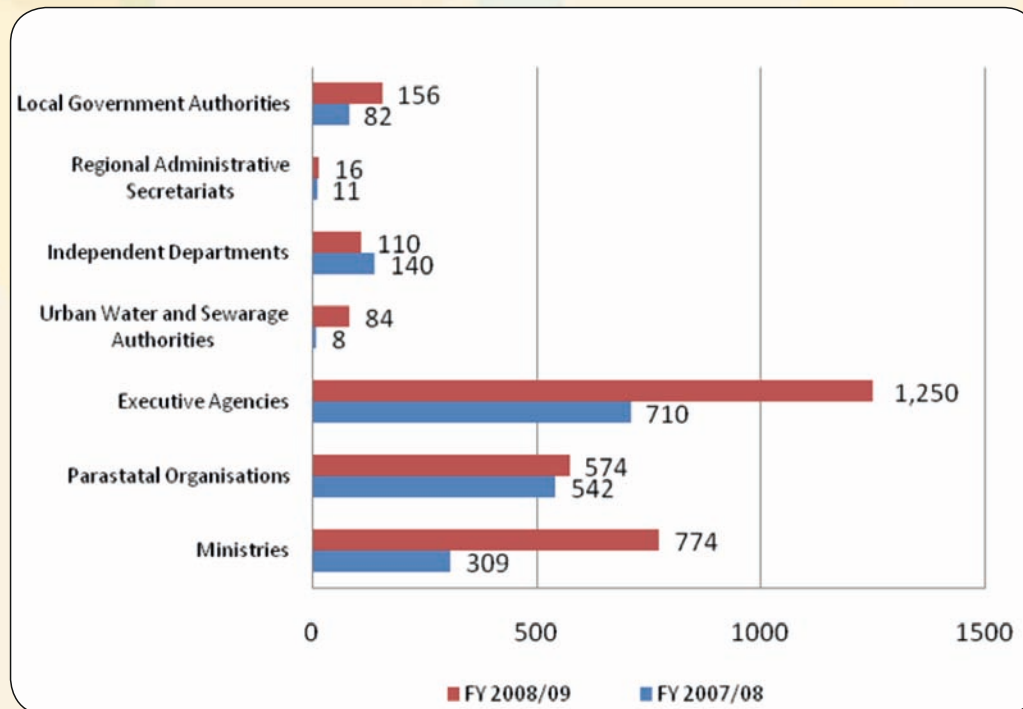


Figure 5.3: Comparison of the volume of procurements for FY 2008/09 and 2007/08

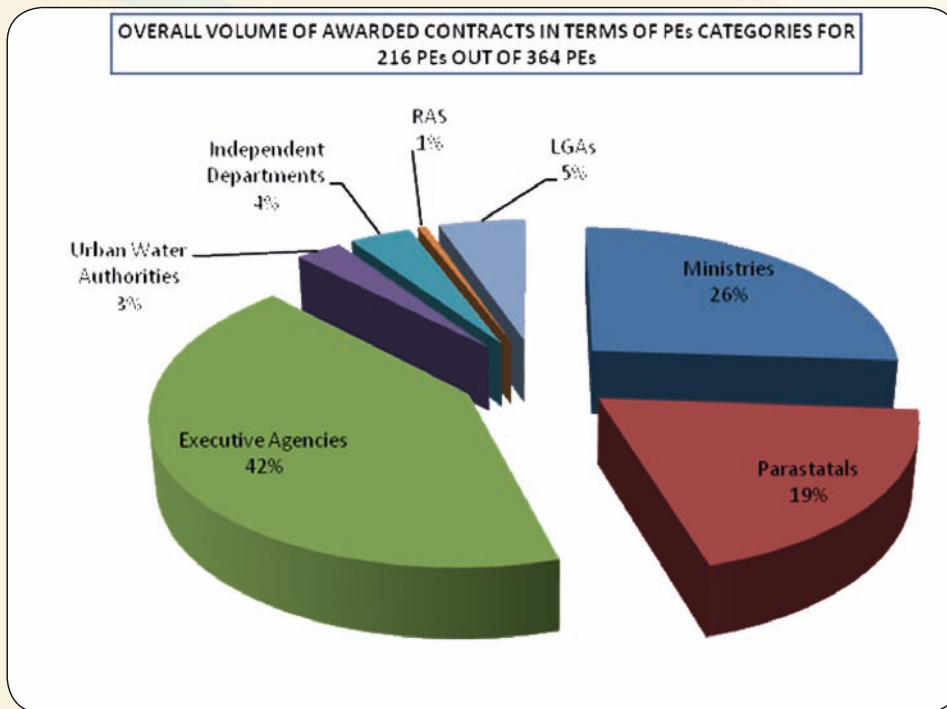


Figure 5.4: Comparison of the volume of procurements for different categories FY 2008/09

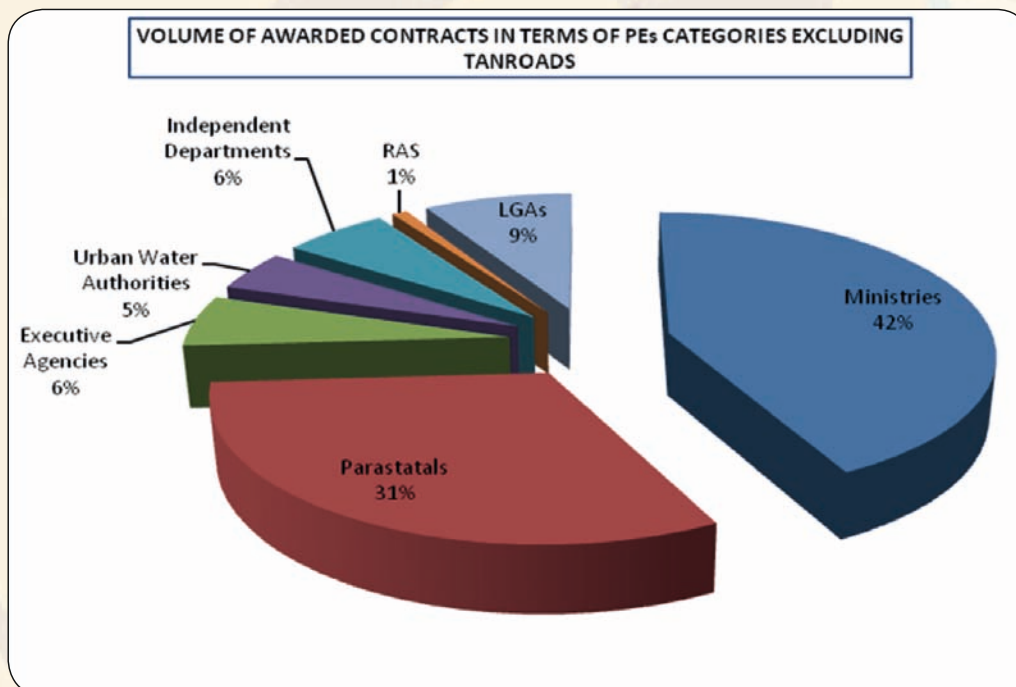


Figure 5.5: Comparison of the volume of procurements for different categories FY 2008/09 (Excluding TANROADS)

Five PEs had a total volume of awarded contracts above Tshs. 100 billion and fourteen had volume of contracts between Tshs. 10 and 100 billion as shown in **Figure 5.6**. A total of nineteen PEs had a volume of procurements amounting to Tshs. 2.55 trillion about 86 percent of the total volume of awarded contracts in 216 PEs for the FY 2008/09.

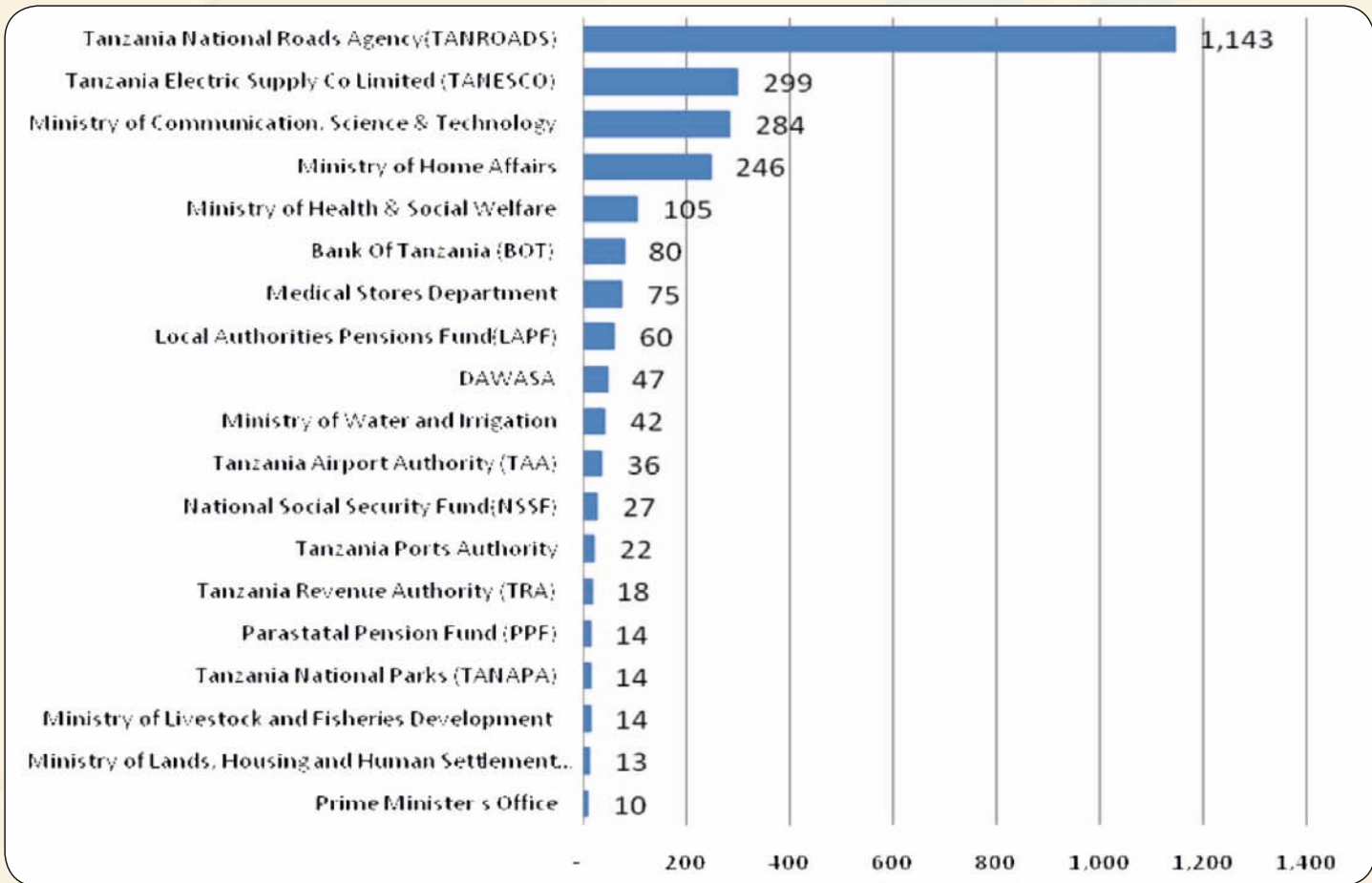


Figure 5.6: PEs with Tender Volumes above Tshs. 10 billion

5.1.2 Contracts Awarded by Ministries

In response to PPRA's request for Ministries to submit tenders award information, only 22 out of 26 Ministries responded and the submitted tender award information were analysed as shown in Figures 5.7. The analysis shows clearly that tenders awarded by the Ministries were mainly for goods and works.

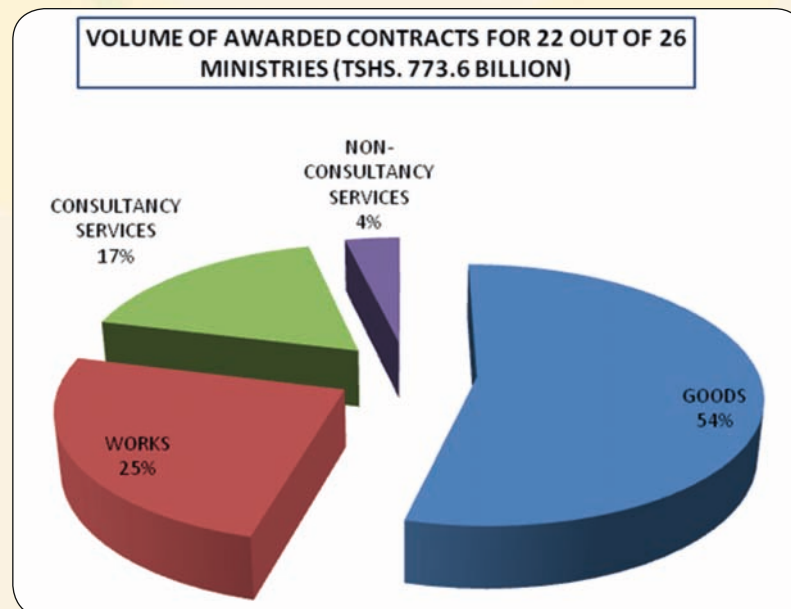


Figure 5.7(a): Percentage distribution of volumes of tenders awarded by Ministries (2008/09)

Compared to the previous year shown in **Figure 5.7(b)**, the trend has changed. There is a higher volume of goods contracts (54 percent) compared to goods contracts (58 percent) in the previous year. Similarly, although still on the low side, there is a considerable increase in the volume of non-consultancy services contracts.

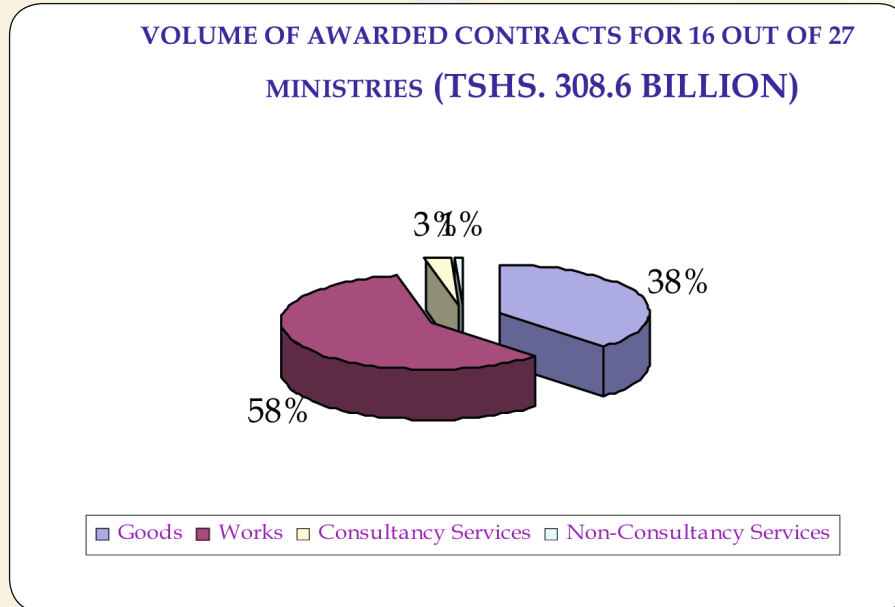


Figure 5.7(b):Percentage distribution of volumes of tenders awarded by Ministries (2007/08)

5.1.3 Contracts Awarded by Parastatal Organizations

The Authority received 52 responses out of 103 Parastatal Organisations which were requested to submit tender award information. The distribution of awarded tenders is shown in **Figures 5.8(a)**.

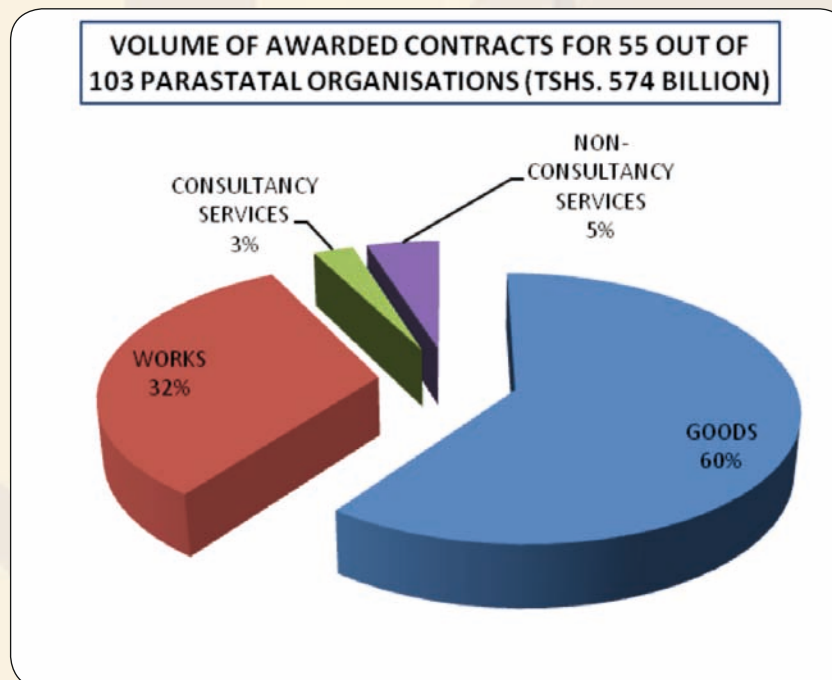


Figure 5.8 (a): Percentage distribution of volumes of tenders awarded by Parastatal Organisations-2008/09

The results indicate that there is a very high expenditure on goods followed by works, a pattern which is equivalent to that of the Ministries. In the case of parastatals, the volume for 2008/09 compares very well with those of 2007/08 which are shown in Figure 5.8(b)

**VOLUME OF PROCUREMENT OF 37 OUT OF 102
PARASTATAL ORGANISATIONS (TSHS. 541.9 BILLION)**

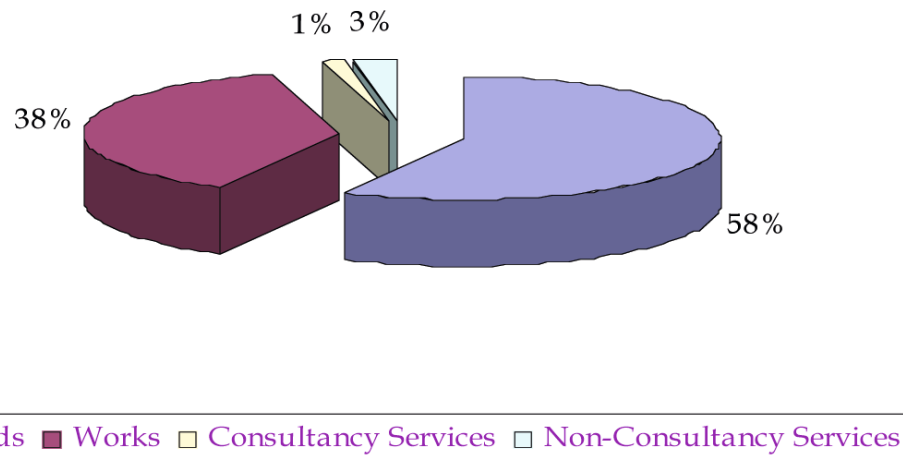


Figure 5.8(b): Percentage distribution of volumes of tenders awarded by Parastatal Organisations-2007/08

5.1.4 Contracts Awarded by Executive Agencies

Submission of tender award information by Executive Agencies was also not satisfactory, with only 25 out of 35 responding positively to PPRA's request. TANROADS has seriously influenced the results as shown in **Figure 5.9 (a)** in which the highest volume of procurement was for works which is the main pre-occupation of TANROADS. The results compares very well with those of 2007/08 shown in **Figure 5.9(b)**.

**VOLUME OF AWARDED CONTRACTS FOR 25 OUT OF 35 EXECUTIVE
AGENCIES (TSHS. 1,250 BILLION)**

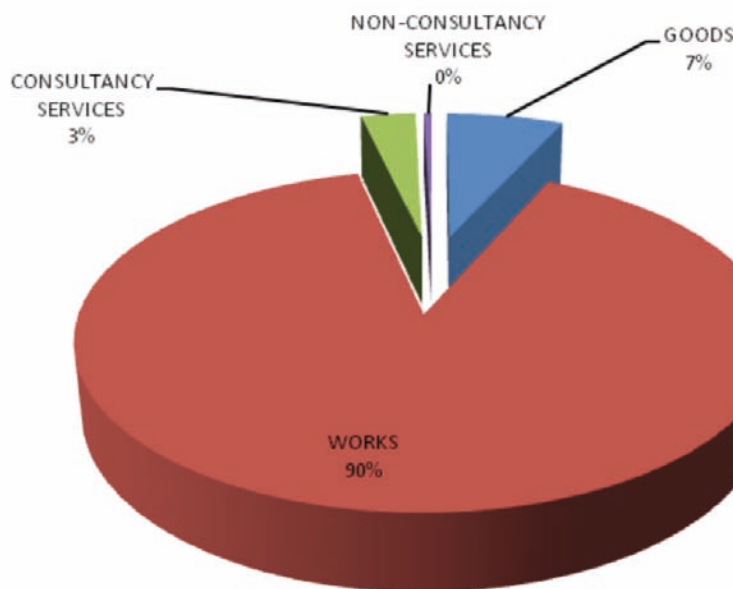


Figure 5.9(a):Percentage distribution of volumes of tenders awarded by Executive Agencies (Including TANROADS) – 2008/09

VOLUME OF PROCUREMENT OF 12 OUT OF 28 EXECUTIVE AGENCIES (TSHS. 710.2 BILLION)

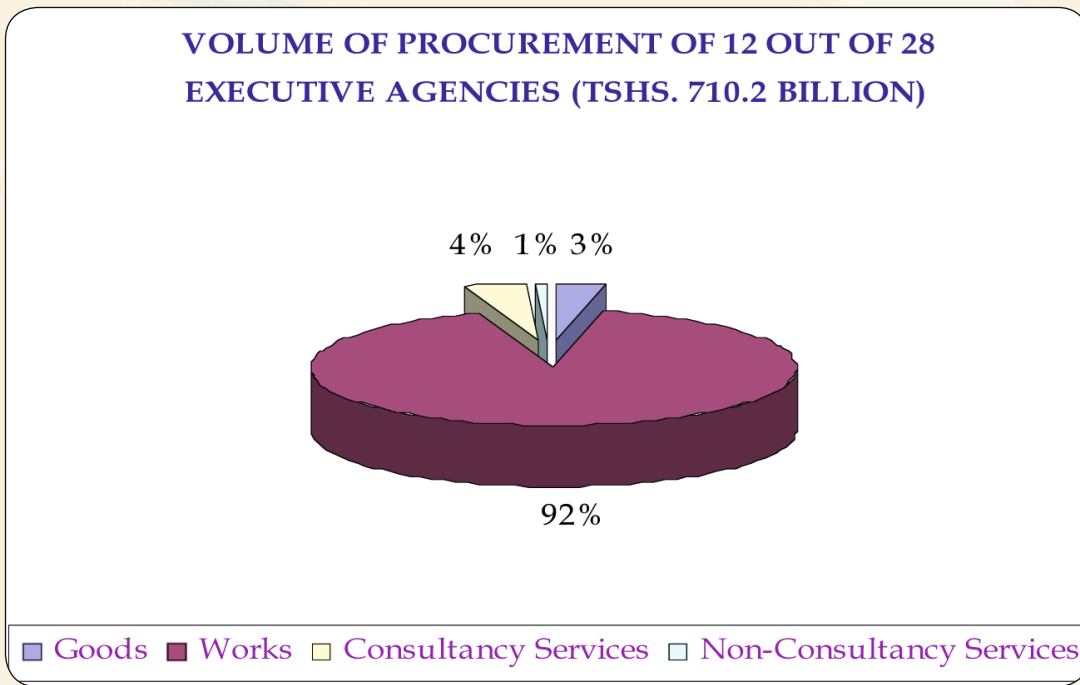


Figure 5.9(b):Percentage distribution of volumes of tenders awarded by Executive Agencies (Including TANROADS) -2007/08

When TANROADS is excluded, the proportion of the works contracts is reduced from 90 percent to 47 percent while the proportion of goods is increased from 7 percent to 41 percent as shown in **Figure 5.9(c)**.

VOLUME OF AWARDED CONTRACTS FOR EXECUTIVE AGENCIES EXCLUDING TANROADS (TSHS. 107 BILLION)

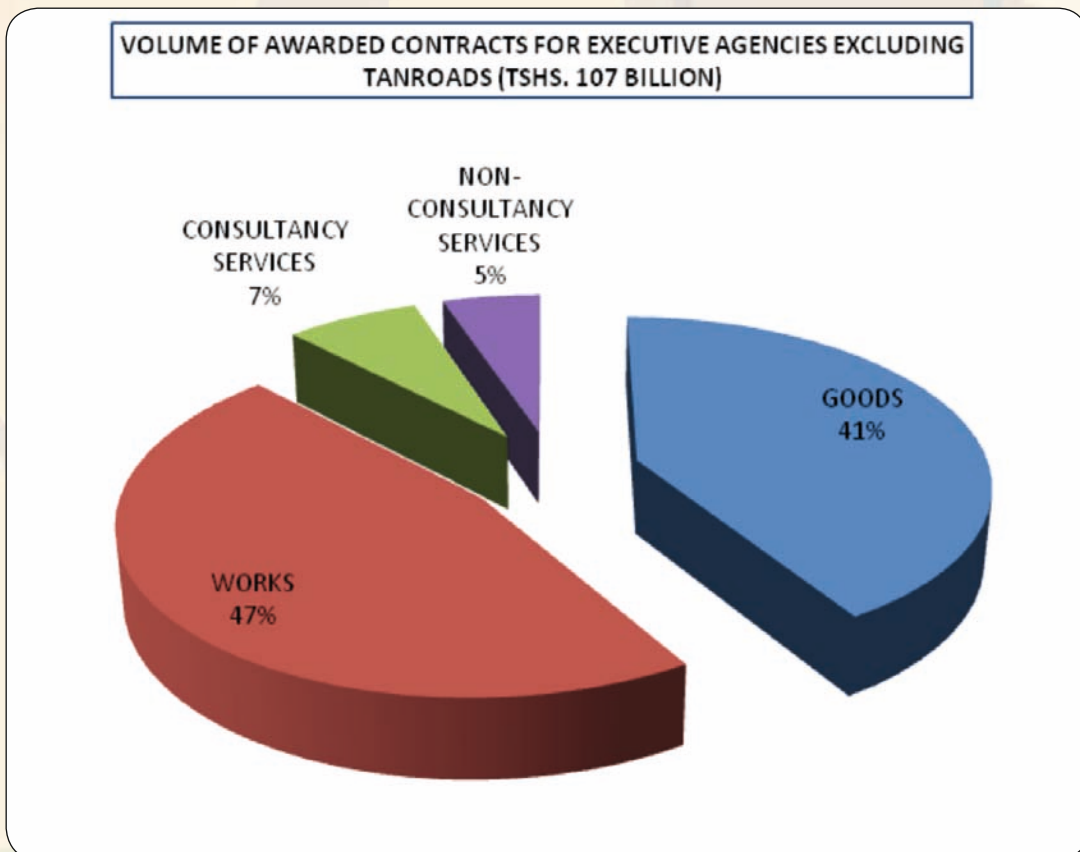


Figure 5.9(c): Percentage distribution of volumes of tenders awarded by Executive Agencies (Excluding TANROADS) –2008/09

Again the results compares very well with those of 2007/08 shown in **Figure 5.9(d)**.

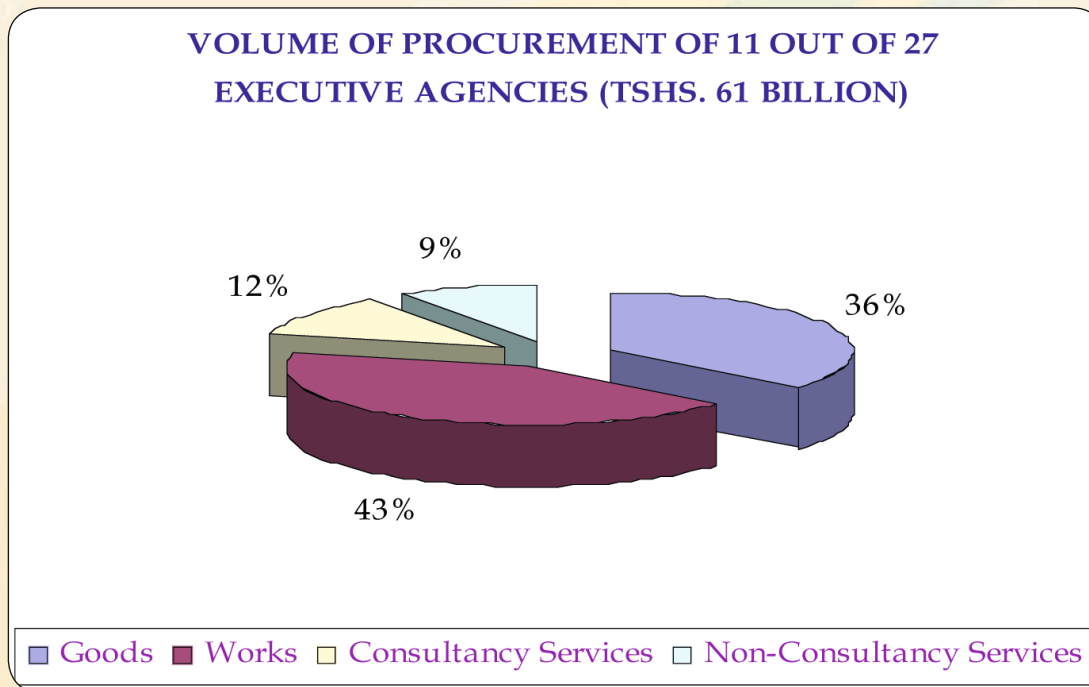


Figure 5.9(d): Percentage distribution of volumes of tenders awarded by Executive Agencies (Excluding TANROADS)- 2007/08

5.1.5 Contracts Awarded by Urban Water and Sewerage Authorities

Urban Water and Sewerage Authorities (UWSAs) submission of tender award information was also low, with only 14 out of 21 complying. Analysis of submitted information by UWSAs produced the results shown in **Figures 5.10 (a)** in which about 76 percent of the value of awarded tenders was for works.

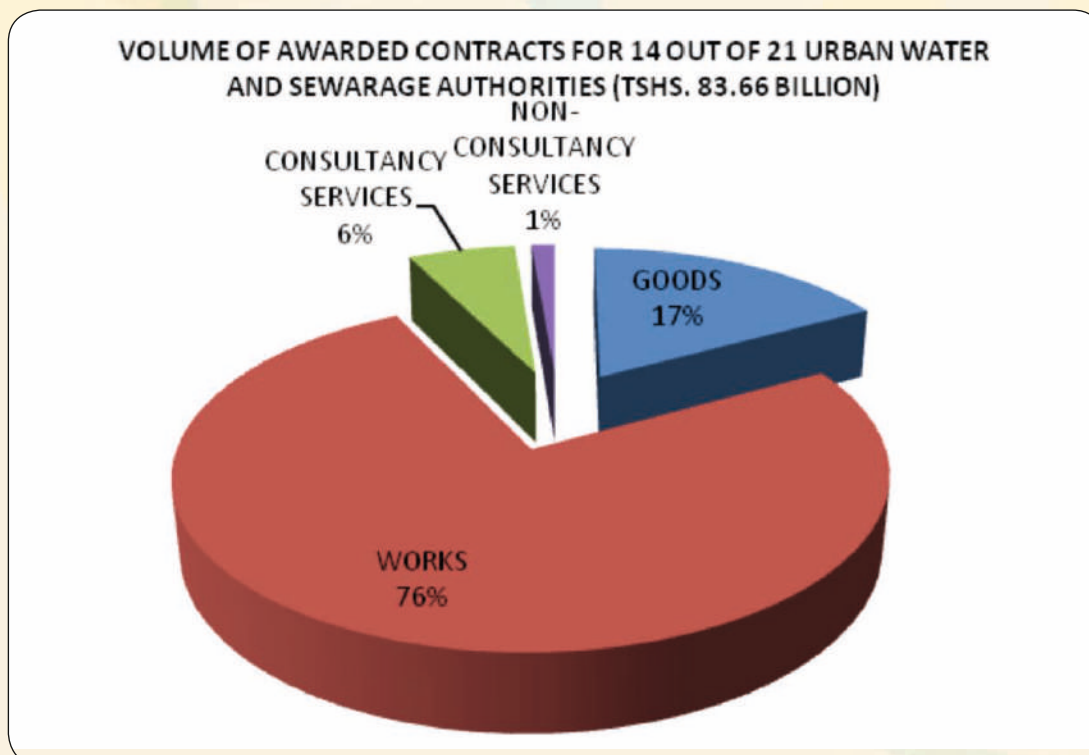


Figure 5.10 (a): Percentage distribution of volume of tenders awarded by UWSAs -2008/09

The recorded volume substantially differs with that of 2007/08 in which the highest proportion was for goods (78 percent) as shown in **Figure 5.10(b)**

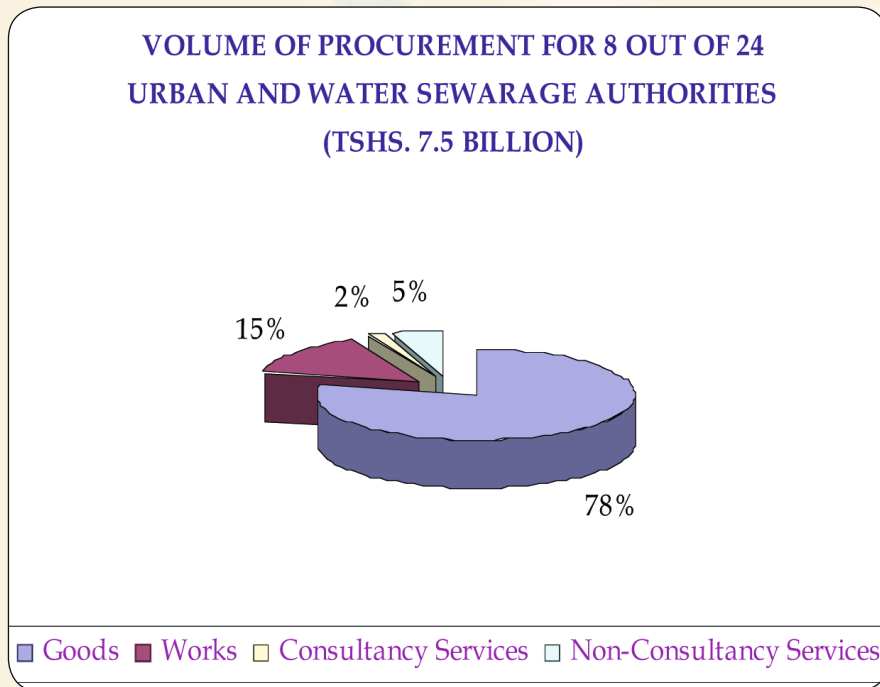


Figure 5.10 (b): Percentage distribution of volume of tenders awarded by UWSAs -2007/08

5.1.6 Contracts Awarded by Independent Departments

Out of 26 Independent Departments only 11 submitted tender award information to PPRA. The values of awarded tenders were analyzed and results are presented in **Figures 5.11(a)**. The results show that supply of goods constitutes the main expenditure of the Independent departments.

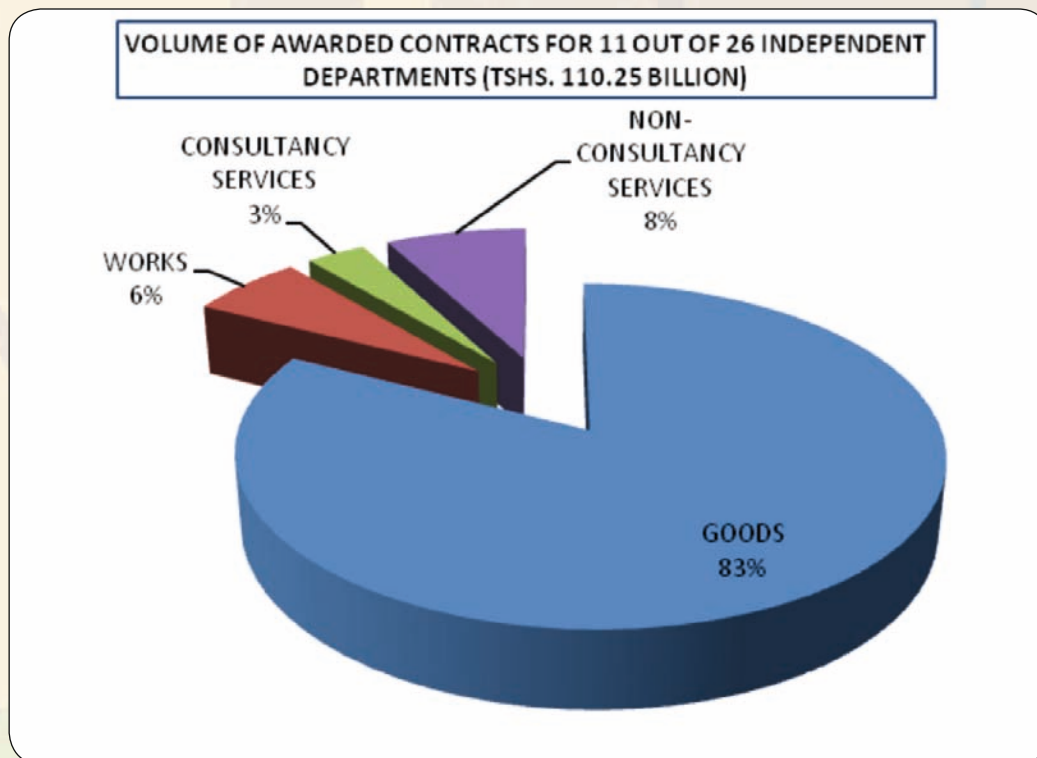


Figure 5.11 (a): Percentage distribution of volumes of tenders awarded by Independent Departments- 2008/09

The recorded volume of procurement shows a decrease in the volume of procurement for goods from 93 percent in 2007/08 as shown in **Figure 5.11(b)** to 83 percent in 2008/09. This decrease has been compensated by the increase in the volume of procurement for works and non-consultancy services.

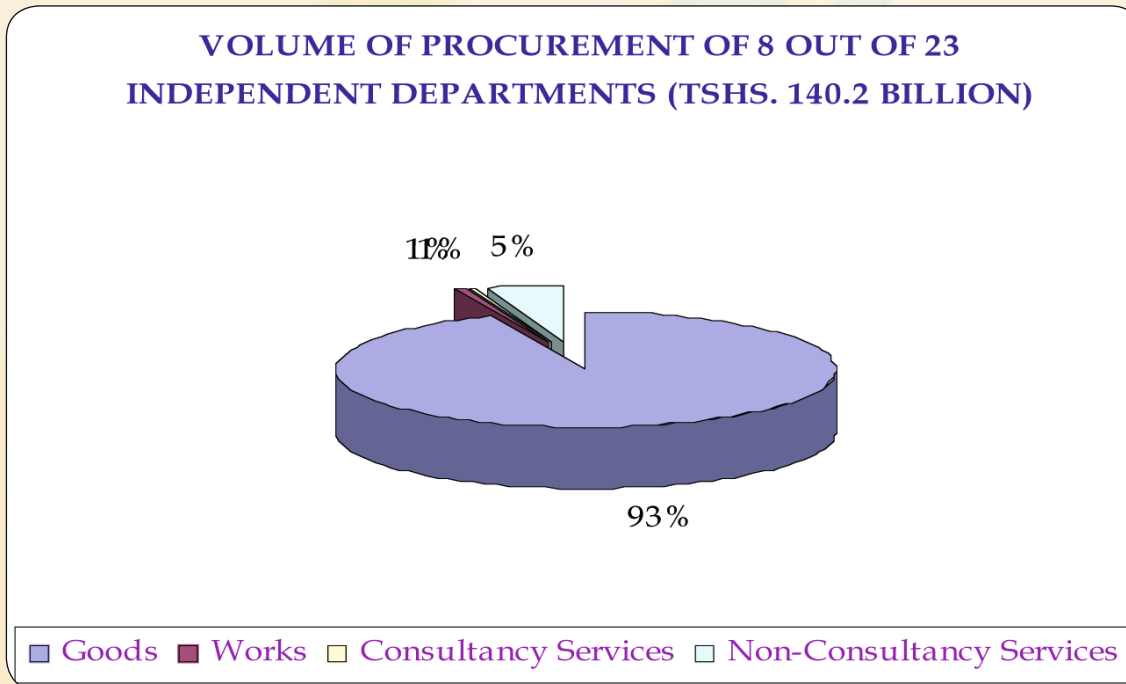


Figure 5.11 (b): Percentage distribution of volumes of tenders awarded by Independent Departments- 2007/08

5.1.7 Contracts Awarded by Regional Administrative Secretariats

In response to PPRA's request for PEs to submit tender award information only 8 out of 21 Regional Administrative Secretariats (RAS) responded. The analysis of the data furnished by RAS produced results as shown in **Figure 5.12(a)**. The largest proportion of the value of awarded tenders was for procurement of works accounting for 69 percent. The amount of tender award for goods, consultancy and non consultancy services is fairly small. The trend remains the same as for previous year as shown in **Figure 5.12(b)**

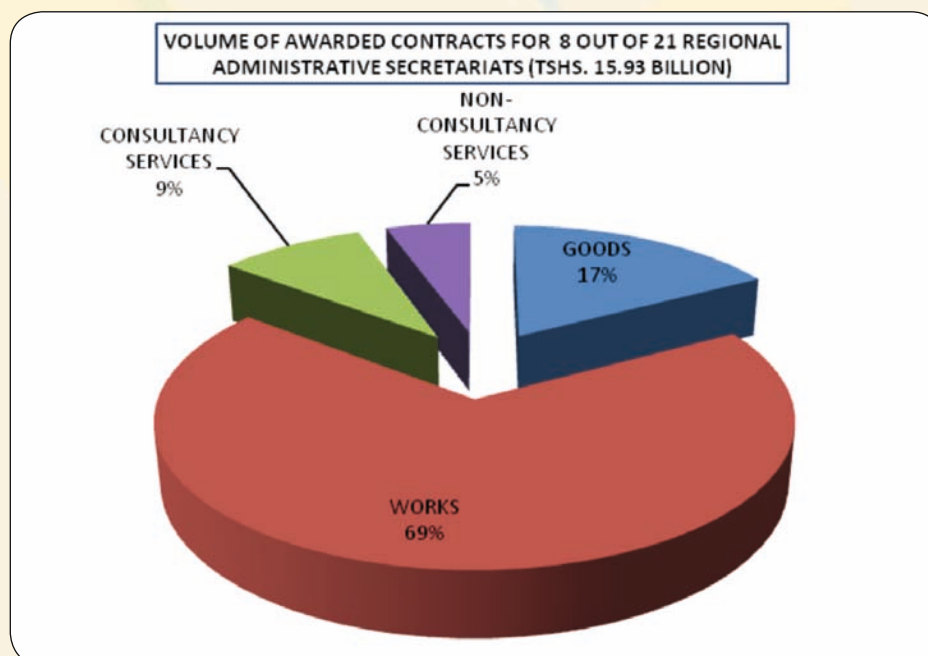


Figure 5.12(a):Percentage distribution of volume of tenders awarded by RAS- 2008/09

VOLUME OF PROCUREMENT OF 10 OUT OF 21 REGIONAL ADMINISTRATIVE SECRETARIATS (TSHS. 10.9 BILLION)

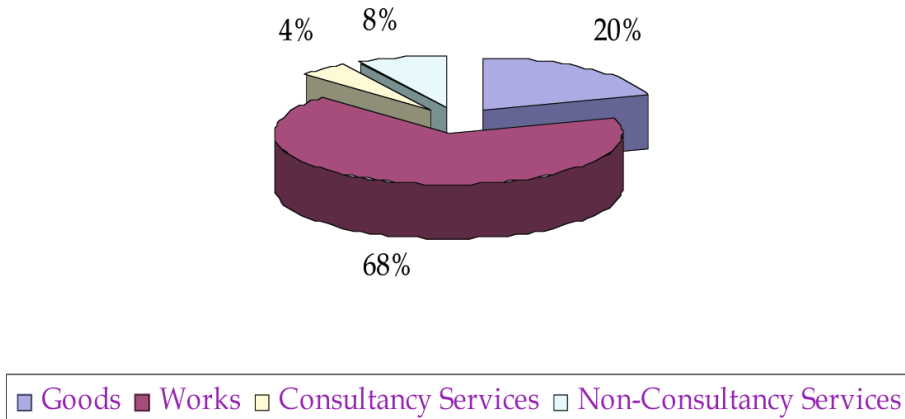


Figure 5.12(b):Percentage distribution of volume of tenders awarded by RAS-2007/08

5.1.8 Contracts Awarded by Local Government Authorities

In terms of sheer number of PEs which responded to PPRA’s request to submit tender award information, there was more response from Local Government Authorities. A total of 66 out of 132 Local Government Authorities submitted the requested information, the analysis of which is depicted on **Figure 5.13 (a)**. The results show that 54 percent of the value of awarded tenders was for execution of works followed by 34 percent for supply of goods. A small proportion of the value of awarded contracts was for provision of consultancy and non consultancy services. There is a noted decrease in the volume of procurement for works and increase in the volume of procurement in goods compared to previous year’s results shown in **Figure 5.13(b)**

VOLUME OF AWARDED CONTRACTS FOR 81 OUT OF 132 LOCAL GOVERNMENT AUTHORITIES (TSHS. 155.91 BILLION)

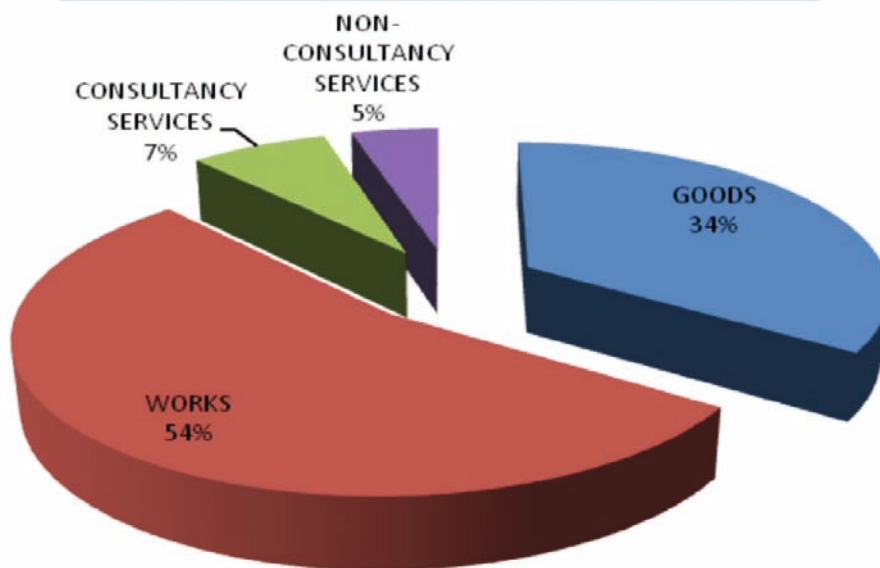


Figure 5.13(a) : Percentage distribution of the values of tender awarded by LGAs- 2008/09

**VOLUME OF PROCUREMENT OF 62 OUT OF 132
LOCAL GOVERNMENT AUTHORITIES (TSHS. 81.6
BILLION)**

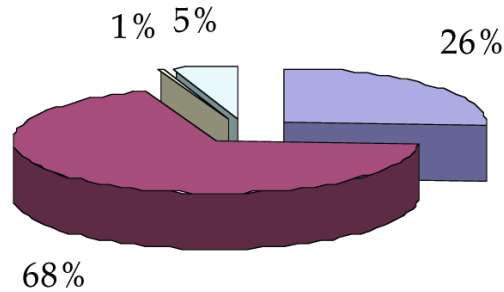


Figure 5.13(b) : Percentage distribution of the values of tender awarded by LGAs- 2007/08

5.1.9 Conclusion

Although not satisfactory, there is a noted increase in the response by PES to provide information on awarded contracts. PPRA will continue to educate PEs on the importance of providing accurate data on awarded tenders, since such statistics may help the PEs as well as the Government to realize the trends and be able to plan or do estimation on the basis of historical data.

5.2 Compliance of PEs with the Public Procurement Act and its Regulations

5.2.1 Background

In view of its mandate under Section 7(1)(j) of the Public Procurement Act (PPA), Cap 410, the Authority carried out procurement audits in thirty (30) procuring entities (PEs) between July 2008 and May 2009 for procurements made during the Fy 2007/08. The audited procuring entities comprised of thirteen (13) Local Government Authorities (LGAs) and seventeen (17) Ministries, Independent Departments and Agents/ Authorities (MDAs).

The audits were intended to determine whether the procedures, processes and documentations for procurement and contracting are in accordance with the provisions of the PPA, Cap 410 and its regulations and the standard documents prepared by PPRA and that procurement carried out achieved the expected economy and efficiency (value for money for the allocated resources), and the implementation of contracts conformed to the terms thereof. They also intended to identify weaknesses in complying with the provisions of the PPA, Cap 410 and its Regulations to enable appropriate measures to be taken including implementation of appropriate capacity building strategies and improving controls.

5.2.2 Procurement Audit Results

Generally, the outcome of the audits indicated an average level of compliance of sixty six percent (66%) computed from thirteen established compliance indicators. The average level of compliance for MDAs was seventy two percent (72%) and for LGAs was sixty five percent (65%). The National Assembly attained the highest average compliance level of ninety two percent (92%) while Longido District Council attained the lowest compliance level of twenty percent (20%).

The areas where PEs performed above average (Above 50%) were:

- Establishment and composition of Tender Boards;
- Advertisement of bid opportunities;
- Establishment and composition of Procurement Management Units (PMUs);
- Complying with tender preparation times as stipulated in the Regulations;
- Independence of functions between AO, TB, PMU, Evaluation Committees and User Departments;
- Preparation of Annual Procurement Plan;
- Complying with compulsory approvals;
- The use of Standard Tender Documents; and Contracts implementation; and
- Complying with the methods of procurements as stipulated in the Regulations.

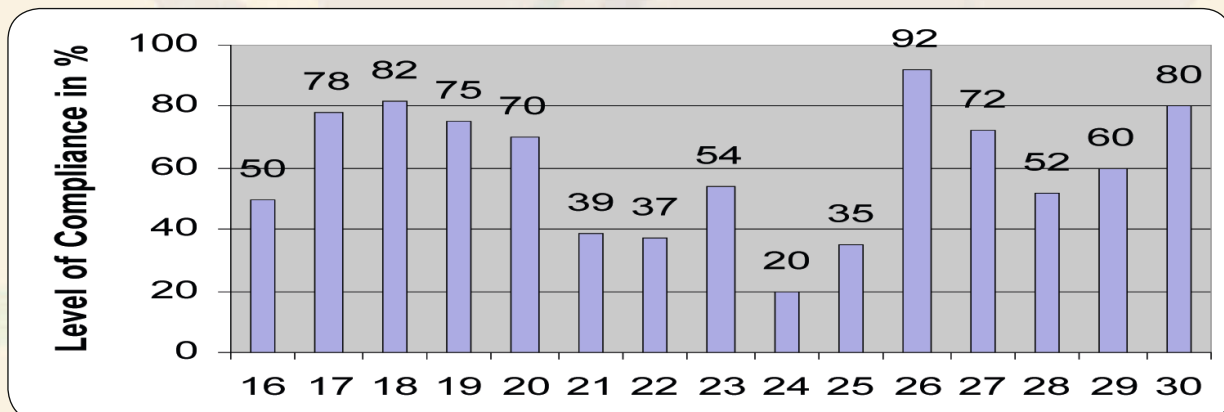
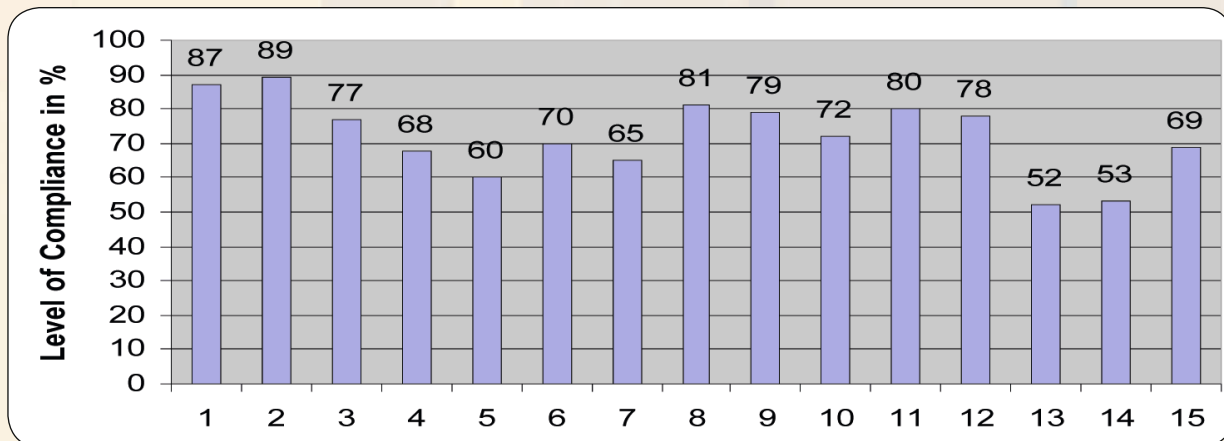
The areas where PEs performed below average were:

- Publication of award;
- Record keeping; and
- Quality assurance and control.

The good performance could be attributed to various strategies which are being implemented by the Authority. These strategies include the System for Checking and Monitoring and Capacity Building Strategy.

Under the implementation of the system for checking and monitoring, twenty five audited procuring entities were visited before the audits to assess their compliance with PPA, Cap 410 and its Regulations, and recommendations were provided to remove/minimize the observed weaknesses. All the visited PEs attained compliance levels of above 50%. The observed performance shows that the previous recommended measures were implemented to an acceptable level.

The list of the audited procuring entities and their average compliance levels is shown in **Figure 5.14**. The average performance for all 13 CPIs is shown in **Figure 5.15**. **The computation of the level of compliance of the audited PEs is shown in Annex 5.2.**



KEY TO PEs

s/No	Procuring Entity	S/No	Procuring Entity
1.	Tanzania Food and Drug Authority	16.	Usafiri Dar es Salaam
2.	Institute of Finance Management	17.	Drilling and Dam Construction Agency
3.	Mtwara- Mikindani Municipal Council	18.	Government Chemist Laboratory Agency
4.	Mvomero District Council	19.	Temeke Municipal Council
5.	Insurance Supervisory Department	20.	Tanzania Public Service College
6.	Lindi Town Council	21.	Serengeti District Council
7.	Institute of Accountancy Arusha	22.	Karatu District Council
8.	Ministry of Livestock Development and Fisheries	23.	Simanjiro District Council
9.	Prime Minister's Office- Regional Administration and Local Government	24.	Longido District Council
10.	Shinyanga Municipal Council	25.	College of African Wildlife Management - MWEKA
11.	National Electoral Commission	26.	National Assembly
12.	Tanzania Social Action Fund (TASAF)	27.	Regional Administrative Secretariat - Dodoma
13.	Tabora District Council	28.	Morogoro District Council
14.	Shinyanga Urban Water Supply and Sewerage Authority (SHUWASA)	29.	Singida Municipal Council
15.	National Insurance Corporation	30.	Singida District Council

Figure 5.14: Level of Compliance of PEs

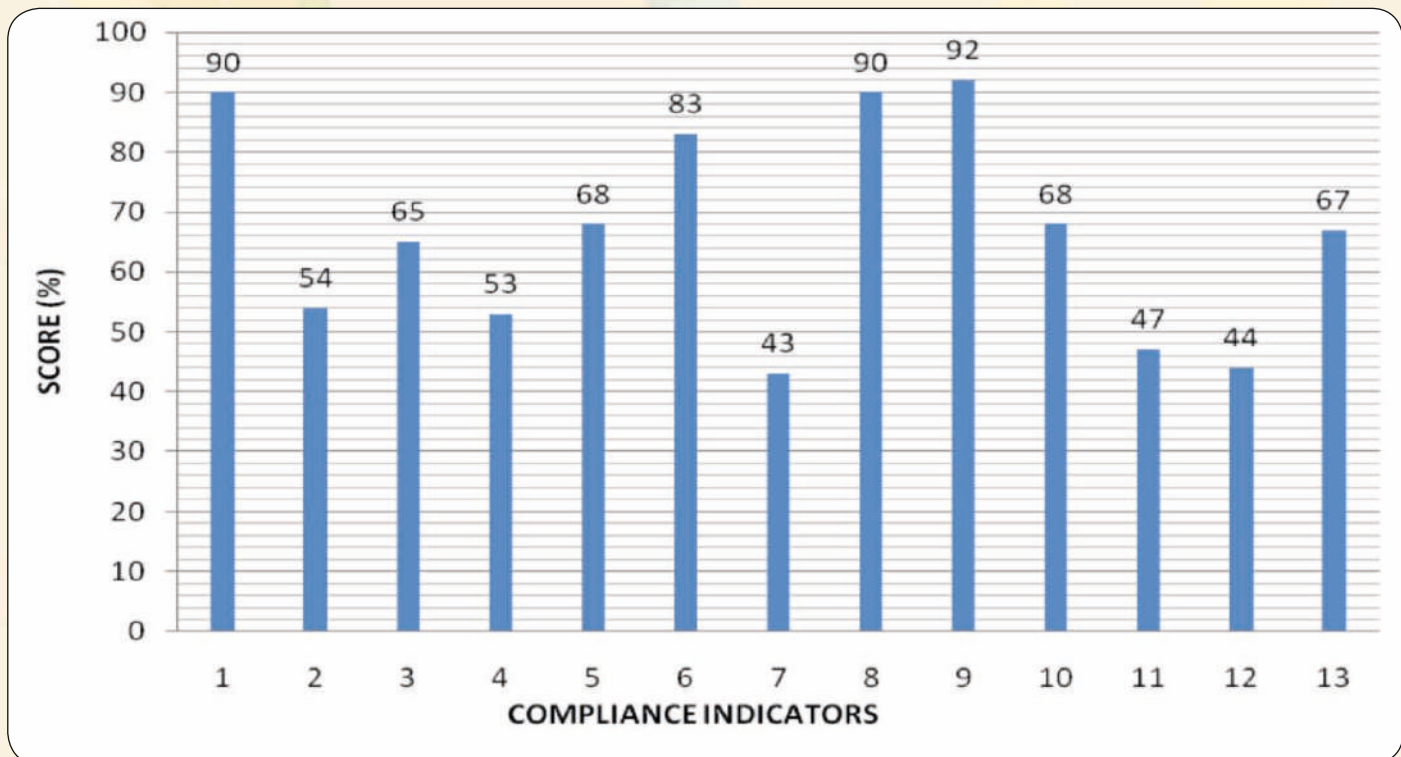


Figure 5.15: The average performance of the 30 PEs on 13 CPIs

5.2.3 Analysis of the Audit Results

Table 5.2 shows the assessment of major weaknesses observed in the procurement audits and recommended action for intervention. The major weaknesses shown on the Table were also observed in the previous year's audits.

Table 5.2: Assessment of Major Weaknesses which were Observed in the Procurement Audits

Major Weakness	Lack of properly established PMUs
Effect	<ul style="list-style-type: none"> ✓ Lack of procurement coordination resulting to inefficiency and non-compliance ✓ Mis-procurement
Possible Root Cause	<ul style="list-style-type: none"> ✓ Inadequate qualified procurement specialists in the market ✓ Lack of awareness
Recommended Improvement Intervention	<ul style="list-style-type: none"> ✓ Speed up professionalisation of the procurement cadre ✓ Coordination with training Institutions to review curricular in order to meet the current qualification requirements ✓ Enhance training and compliance monitoring
Major Weakness	Not preparing APPs
Effect	<ul style="list-style-type: none"> ✓ Inefficiency ✓ Lack of control ✓ Increased procurement transaction costs ✓ Use of inappropriate procurement methods including excessive use of Minor Value Procurement method ✓ Emergency procurements ✓ Splitting of procurements to avoid competitive procurement methods
Possible Root Cause	<ul style="list-style-type: none"> ✓ Lack of qualified procurement specialists ✓ Lack of appropriate skills ✓ Preparations of procurement plans not integrated with budget preparation process ✓ Lack of procurement coordination between PMUs and User Departments ✓ Reluctance to change from the previous system
Recommended Improvement Intervention	<ul style="list-style-type: none"> ✓ Appropriate training (with practical exercises) ✓ Establishing PMUs with appropriate skilled staff ✓ Integrating preparations of procurement plans into budget preparation process ✓ Enhance compliance monitoring
Major Weakness	Not using STDs
Effect	<ul style="list-style-type: none"> ✓ Unfair contract awards resulting to complaints ✓ Inappropriate contract rights, obligations and risks allocations resulting to contract disputes, delayed completion, poor quality of works and services e.t.c
Possible Root Cause	<ul style="list-style-type: none"> ✓ Lack of qualified procurement specialists ✓ Lack of awareness on the available STDs ✓ Lack of skills on how to use the STDs ✓ Some of the STDs are complicated and voluminous compared to the type and value of procurements resulting to high costs of preparing tender documents
Recommended Improvement Intervention	<ul style="list-style-type: none"> ✓ Establish PMUs with appropriate skilled staff ✓ Enhance dissemination of STDs ✓ Simplifying the STDs to match with the nature of procurements
Major Weakness	Poor record keeping
Effect	<ul style="list-style-type: none"> ✓ Poor management of procurements ✓ Corruption, theft ✓ Loss of public properties
Possible Root Cause	<ul style="list-style-type: none"> ✓ Lack/inadequate record management skills. ✓ Inadequate facilities; ✓ Inadequate office space. ✓ Deliberate misplacement of documents.

Major Weakness		Lack of properly established PMUs
Recommended	✓	Training on record management
Improvement	✓	Establishment of the procurement record management system
Intervention	✓	Implementation of the PMIS
	✓	Provision of adequate facilities and office space
Major Weakness		Lack of Quality Control and Poor contracts Management
Effect	✓	Poor quality of works, goods and services
	✓	Cost and time overruns
	✓	Payments delays
	✓	Payments for undelivered goods, works and services
	✓	Not realizing value for money
	✓	Contract disputes
Possible Root Cause	✓	Inadequate resources (human, financial, vehicles, tools e.t.c)
	✓	Lack of/ inadequate project supervision skills
	✓	Lack of guidelines for community based projects
	✓	Lack of/ inadequate contract management skills
	✓	Corruption
Recommended	✓	Provide adequate resources for project supervision.
Improvement	✓	Prepare guidelines for community based projects
Intervention	✓	Training on project supervision and contract management
	✓	Prepare project supervision manual in line with standard contract documents
	✓	Implement the anti-corruption strategy

5.2.4 Way Forward

Since PPRA's target is to ensure that the average compliance level of procuring entities reaches eighty percent (80%) by the end of the Fy 2010/11, it is imperative to focus the available resources to areas which will bring maximum impact to the capacity of procuring entities in complying with the PPA and its Regulations. These are the areas where compliance levels were below eighty percent (80%).

On the basis of the performance indicators, the following areas (with the compliance levels in brackets) need maximum attention in terms of training and monitoring in the next Fy:

- Establishment and composition of PMUs (54%);
- Preparation of Annual Procurement Plan (53%) [*Improvement in this area will automatically increase compliance in areas such as obtaining compulsory approvals in the procurement processes, advertising of bid opportunities, providing adequate time for bidders to prepare bids, and applying appropriate methods of procurements*];
- Using standard tender/ contract documents (68%);
- Records keeping (47%);
- Quality assurance and control (44%); and
- Contracts management.

In addition, issues on tender evaluation should be addressed by providing proper applied training to PEs staff.

5.3 Assessment of the Implementation of Previous Audit Recommendations

5.3.1 Background

During the Fy 2006/07, procurement audits in 20 PEs were carried out. The outcome of the audits indicated an average level of compliance of thirty nine percent (39%). Areas where PEs performed above average (50%) included:

- Establishment and composition of Tender Boards;
- Establishment and composition of Procurement Management Units (PMUs);
- Advertisement of bid opportunities;

- Use of standard tender documents; and
- Complying with the methods of procurements as stipulated in the Regulations

Areas where PEs performed below average included:

- Independence of functions of AOs,
- TBs and PMUs;
- Preparation of Annual Procurement Plan;
- Complying with compulsory approvals;
- Publication of contract awards;
- Complying with tender preparation times as stipulated in the Regulations;
- Records keeping;
- Quality assurance and control; and
- Contract management.

During the Fy 2007/2008, procurement audits in 70 PEs were carried out. The outcome of the audits indicated an average level of compliance of forty three percent (43%). Areas where PEs performed above average (50%) included:

- Establishment and composition of Tender Boards;
- Establishment and composition of Procurement Management Units (PMUs);
- Complying with tender preparation times as stipulated in the Regulations; and
- Complying with the methods of procurements as stipulated in the Regulations.

The areas where PEs performed below average included:

- Independence of functions of AOs, TBs and PMUs;
- Preparation of Annual Procurement Plan;
- Complying with compulsory approvals;
- Advertisement of bid opportunities;
- Publication of contract awards;
- Use of standard tender documents;
- Records keeping;
- Quality assurance and control; and
- Contract management.

5.3.2 The Objectives of the Assessment

During the Fy under review, the Authority followed-up implementation of procurement audit recommendations in forty five (45) procuring entities comprising of seventeen (17) LGAs and twenty eight (28) MDAs to ascertain whether the observed weaknesses have been addressed by implementing the recommended measures. The main purpose of the audit follow-up was to;

- ascertain whether, or to what extent, recommendations or observations made by the Authority have been implemented by the audited entity;
- evaluate the adequacy of the plans in improving compliance;
- assess problems that might have arisen in implementing the recommendations;
- determine the impact of the audit by assessing the level of compliance using the same performance indicators which were used in the audits, and;
- provide professional advise on areas which need further improvement.

The review focused mainly on the assessment of:

- Institutional setup and capacity (Tender Board, Procurement Management Unit, and Internal Audit unit);

- Preparation and implementation of the annual procurement plan;
- Compliance to powers and responsibilities by the Accounting Officer, Tender Board, Procurement Management Unit, User Departments, and Evaluation Committees;
- Tender processes;
- Contract administration issues; and
- Quality assurance and control.

The assessment was done through a review of various documents involved in the tender process and in contract administration. As part of the assessment, some construction projects were randomly selected and physically inspected to ascertain the quality and quantity of the works. **Figure 5.16** shows the assessment team inspecting on-going construction works in Sumbawanga.

Out of all procurements carried during the FY 2008/2009, procurements of about 50% of the total number of procurements were randomly sampled and subjected to critical review. The selection criteria was based on the procurement type (Works, Goods, Consultancy or Disposal of Public Assets), size (contract values), and their status (completed, ongoing, or cancelled). It should be noted however that, the criteria used were arbitrary for the purpose of randomness, since the requirements to comply with the PPA 2004, its regulations and Standard Bidding Documents specified by the PPRA do not vary by size, type or timing of the procurement.



Figure 5.16: The audit team assessing the quality of works of a vented drift along Miangalua – Chombe – Kyamatundu Road in Sumbawanga District Council

After the review, the assessment team met with the Accounting Officer, management team and PMU staff of the respective PEs and discussed issues observed during the assessment and provided professional advice on areas which need further improvement.

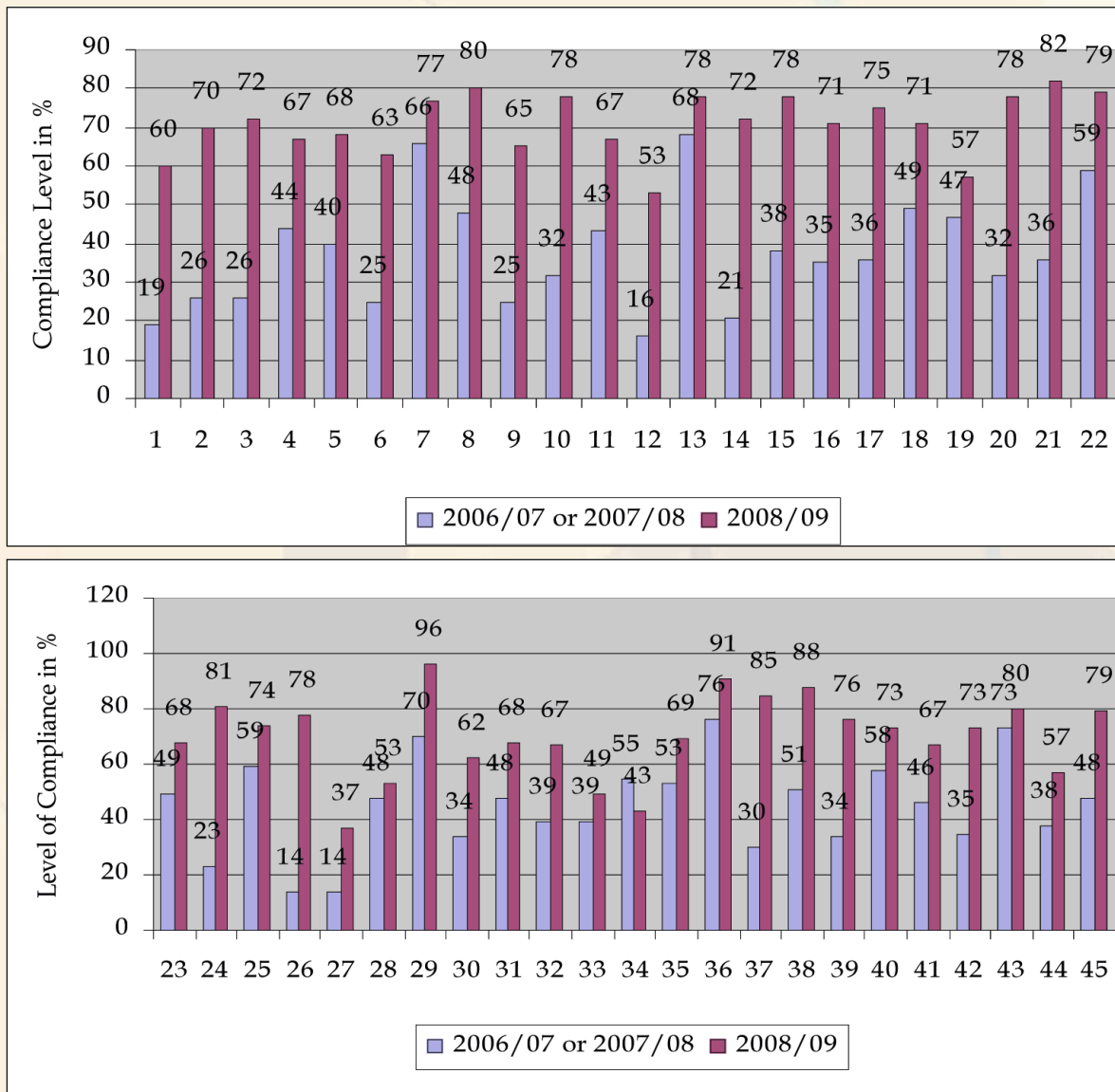
5.3.3 Observations

A remarkable compliance improvement was noted from an average level of compliance of 39% and 43% in the Fy 2006/2007 and 2007/08 respectively, to an average level of compliance of 71%. The average level of compliance in the LGAs has increased from 40% to 66% while in the MDAs it has increased from 43% to 74%. The Medical Stores Department attained a maximum performance of ninety six percent (96%) while the National Housing Corporation

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attained a minimum performance of thirty seven percent (37%). The performance is above average (50% and above) in twelve out of thirteen indicators including: Establishment and composition of Tender Board; Establishment and composition of PMU; Preparation of Annual Procurement Plan; Functioning of AO, TB and PMU; Complying to compulsory approvals; Advertisement of bid opportunities; Publication of contract awards; Time for preparation of bids; The use of appropriate methods of procurement; Complying with the use of Standard Tender Document as stipulated in the regulations; Quality assurance; and Contract implementation. On the other side, the average performance on one indicator, records keeping, was below average.

The list of the reviewed procuring entities and their average compliance levels is shown in **Figure 5.17**. The comparison of the performance between LGAs and MDAs for all 13 CPIs is shown in **Figure 5.18** and comparison of the performance in the FYs 2006/07 and 2007/08 is shown in **Figure 5.19**. **The computation of the level of compliance of the PEs after the assessment is shown in Annex 5.3.**



KEY TO PROCURING ENTITIES

S/n	Procuring Entity		
1.	Mbeya District Council	23.	Kinondoni Municipal Council
2.	Songea District Council	24.	National Health Insurance Fund
3.	Sumbawanga Municipal Council	25.	National Social Security Fund
4.	Muhimbili University College of Health	26.	Vocational Education and Training Authority
5.	Muhimbili National Hospital	27.	National Housing Corporation
6.	Dar es Salaam City Council	28.	Meru District Council
7.	National Board for Accountants and Auditors	29.	Medical Stores Department
8.	Iringa District Council	30.	Mwanza Municipal Council
9.	Sumbawanga District Council	31.	Ministry of Energy and Minerals
10.	Songea Municipal Council	32.	Ministry of Justice and Constitutional Affairs
11.	National Examination Council of Tanzania	33.	Tabora Municipal Council
12.	Dar es Salaam RAS	34.	Chamwino District Council
13.	Tanzania Civil Aviation Authority	35.	Bukoba District Council
14.	Arusha RAS	36.	Tanzania National Roads Agency (TANROADS-HQ)
15.	Arusha Municipal Council	37.	Tanzania Electric Supply Company Limited (TANESCO)
16.	Ministry of Water and Irrigation	38.	Ministry of Agriculture and Food Security
17.	Tanzania Airport Authority	39.	Ministry of Education
18.	Ilala Municipal Council	40.	Dar es Salaam Water and Sanitation Authority
19.	Arusha District Council	41.	Open University of Tanzania
20.	Moshi Urban Water and Sewerage Authority	42.	Ministry of Health and Social Welfare
21.	Arusha Urban Water and Sewerage Authority	43.	Tanzania Ports Authority
22.	Morogoro Municipal Council	44.	Tanzania Commission for Aids (TACAIDS)
		45.	Public Service Pension Fund

Figure 5.17: Comparison of the Compliance levels

Few PEs recorded very good and while most recorded good performance in improving their compliance with exception of National Housing Corporation, Tabora Municipal Council and Chamwino District Council.

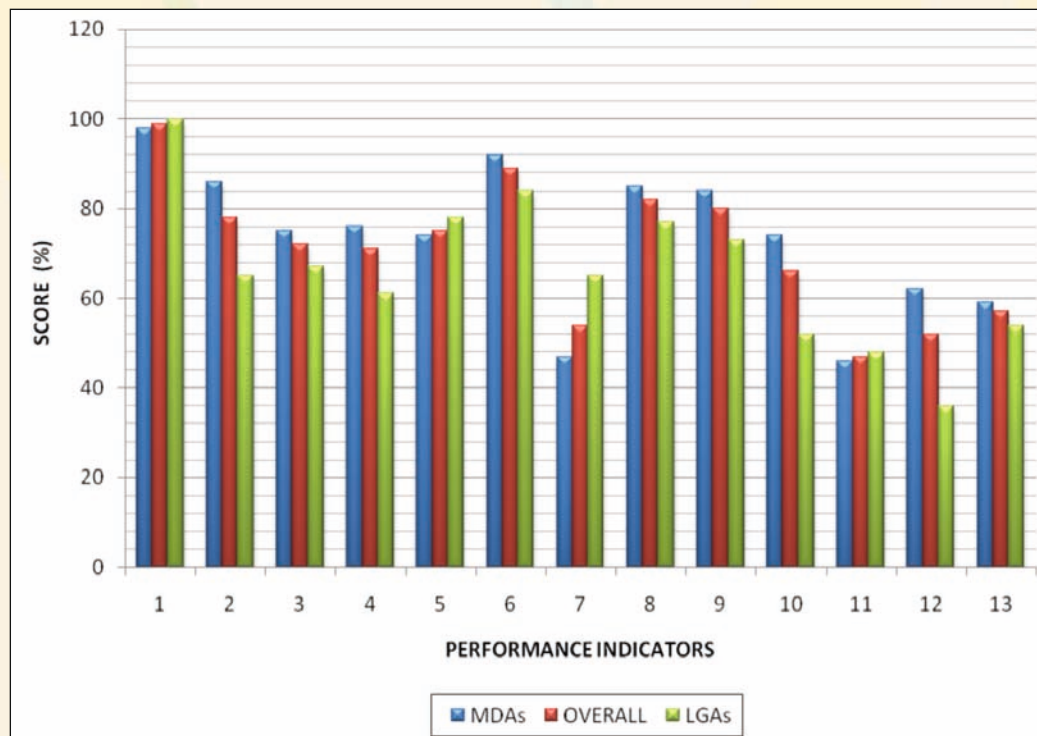


Figure 5.18 : Overall Performance of the assessed PEs

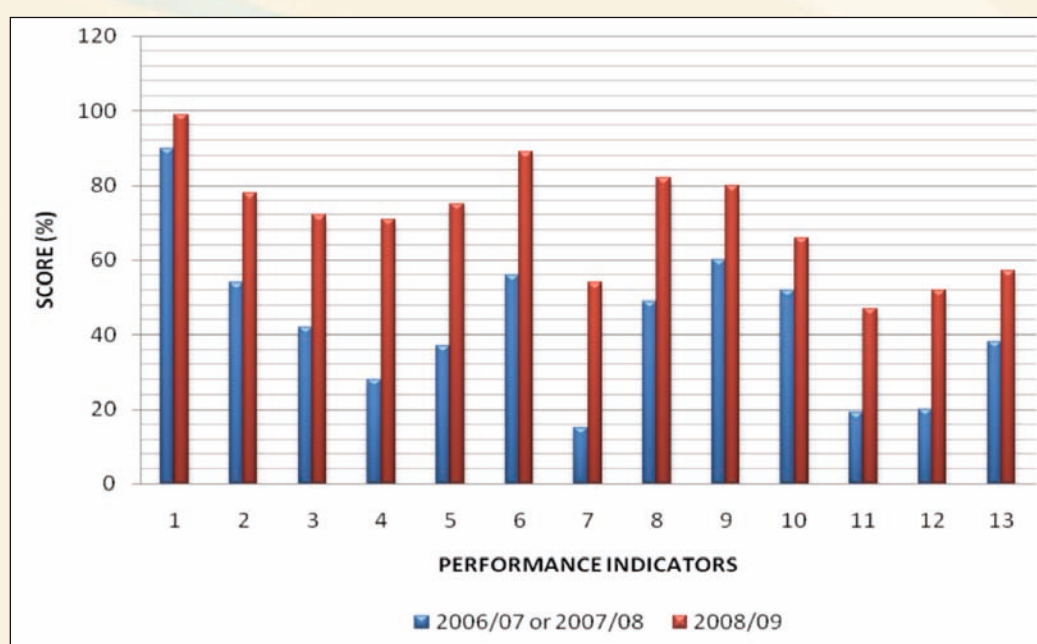


Figure 5.19: Comparison of the overall Performance

5.3.4 Analysis of the Results (poor performing entities)

a) National Housing Corporation

The National Housing Corporation has attained the lowest compliance level of 37% indicating a dismal increase from the compliance level of 14% when it was audited in the Fy 2006/07. This indicates persistence in breaching the PPA, Cap 410. PPRA's assessment has indicated that the Head of PMU and tender board are mainly responsible for the low performance of the entity. This can be justified by the scores (in brackets) attained by the entity on the following performance indicators:

- Preparation of annual procurement plan (0%);
- Advertisement of bid opportunities (20%);
- Publication of awards (0%);
- Providing adequate time for bidders to prepare their bids (30%);
- Using appropriate methods of procurement (30%);
- Using Standard Bidding Documents (30%); and
- Records keeping (0%).

Pursuant to Section 35 of the PPA, CAP 410, the functions of PMU includes to:

- manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract;
- Support the functioning of the Tender Board;
- Implement the decisions of the Tender Board;
- Liaise directly with the Authority on matters within its jurisdiction; Act as a secretariat to the Tender Board;
- Plan the procurement and disposal by tender activities of the procuring entity; Recommend procurement and disposal by tender procedures;
- Check and prepare statements of requirements;
- Prepare tendering documents;
- Prepare advertisements of tender opportunities;
- Prepare contract documents;
- Maintain and archive records or the procurement and disposal process;
- Maintain a list or register of all contracts awarded; and
- Co-ordinate the procurement and disposal activities of all the departments of the procuring entity.

If the functions of the PMU and the performance on the above cited indicators are analysed, it can be concluded that the PMU did not fulfill its functions properly and it is therefore the source of the poor performance of the entity. The Board therefore recommended to the competent Authority (The Head of the entity) to replace the head of the PMU.

Pursuant to Section 30 of the PPA, Cap 410, the functions of the Tender Board includes: Approve tendering and contract documents; Approve procurement and disposal by tender procedures; Ensure that best practices in relation to procurement and disposal by tender are strictly adhered by the entity; and ensure compliance with this Act.

If the functions of the tender board and the performance on the above cited indicators are analysed, it can be concluded that the tender board does not fulfill its functions properly and it is therefore contributing to the poor performance of the entity. The Board therefore recommended to the competent Authority (The Head of the entity) to take disciplinary measures to the members of the tender board.

b) Tabora Municipal Council

The Council has attained a compliance level of 49% indicating a dismal increase from the compliance level of 39% when it was audited in the Fy 2006/07. This indicates persistence in breaching the PPA, CAP 410. Again, as for the above entity, PPRA's assessment has indicated that the Head of PMU and tender board are mainly responsible for the low performance of the entity. This can be justified by the scores (in brackets) attained by the entity on the following performance indicators:

- Preparation of annual procurement plan (0%);
- Advertisement of bid opportunities (50%);
- Publication of awards (40%);
- Using Standard Bidding Documents (0%); and
- Records keeping (50).

If the functions of the PMU and the performance on the above cited indicators are analysed, it can be concluded that the PMU did not fulfill its functions properly and it is therefore the source of the poor performance of the entity. The Board therefore recommended to the competent Authority (The Head of the entity) to replace the head of the PMU. Likewise, if the functions of the tender board and the performance on the above cited indicators are analysed, it can be concluded that the tender board did not fulfill its functions properly and it is therefore contributing to the poor performance of the entity. The Board therefore recommended to the competent Authority (The Head of the entity) to take disciplinary measures to the members of the tender board.

c) Chamwino District Council

During the Fy 2006/07, the Authority conducted a procurement audit to the Dodoma District Council and it attained a compliance level of 55%. Later on, the former Dodoma District Council was divided into two districts councils i.e. Bahi District Council and Chamwino District Council. Since Chamwino District Council has taken most of the issues of the former Dodoma District Council, PPRA decided to visit the council to review its performance. The compliance level of the Council was assessed to be 43% which is below the previous compliance level. It was revealed that the council is faced with the problem of inadequate manpower. Furthermore, the available staff have inadequate knowledge in the application of the PPA and its Regulations.

The Board therefore gave the Council another chance to implement the recommended measures in order to re-build the capacity of its staff.

5.3.5 Areas of Focus in the FY 2009/10

The Authority has a target of ensuring that the average compliance level of procuring entities reaches eighty percent (80%) by the end of the Fy 2010/11. Due to shortage of funds, it is important to focus the available resources to areas which will bring a bigger impact to the capacity of procuring entities in complying with the PPA, CAP 410 and its Regulations.

On the basis of our assessment as reflected in the performance indicators, the following areas need maximum attention in the next Fy;

a) Preparation of Annual Procurement Plan

The procurement plan is very important in that it helps the procuring entity to:

- avoid unnecessary emergency procurements;
- aggregate its requirements wherever possible in order to obtain value for money and reduce procurement costs;
- make use of framework contracts wherever appropriate to provide an efficient, cost effective and flexible means to procure works, services or supplies that are required continuously or repeatedly over a set period time;
- avoid splitting of procurements and therefore use of appropriate procurement methods; and
- to plan efficiently tender board meetings in order to minimize procurement transaction costs.

The review indicated an average level of compliance in this area of 71%; 66% in LGAs and 76% in MDAs. Specific weaknesses in the assessed procurement plans and their implementation included:

- appropriate templates are not used;
- processing times for different stages of a procurement process are not indicated;
- requirements from user departments are not aggregated; some of the procurable items in the budget are not included;
- too many tender board meetings;
- extensive use of quotations under minor value procurements; and
- unrealistic plans.

*The Authority is planning to properly address the weakness by providing proper **applied training** (not theoretical) and enhancing monitoring implementation of the annual procurement plans, thus it is expected that there will be automatic improvement in areas such as obtaining compulsory approvals in the procurement processes, advertising of bid opportunities, providing adequate time for bidders to prepare bids, and applying appropriate methods of procurements. These areas are supposed to be part and parcel of the annual procurement.*

b) Contracts Management

In assessing the adequacy of contracts management, the review teams analyzed the following issues:

Whether contracts documents contained all necessary information; whether contracts were properly signed; and whether time, scope, quality, communication, and cost were properly managed.

The review indicated average levels of compliance of 52% and 57% for contracts administration, and quality assurance and control respectively. The average compliance in the two areas is 36% and 54% respectively in LGAs, and 62% and 59% respectively in MDAs. The situation is therefore worse in LGAs. Generally, the following weaknesses were observed:

- Contracts were not properly signed in some cases;
- Some of the contracts lacked important contract documents such as conditions of contract, drawings and specifications, and some contained non-contract documents such as invitation for bids/quotations and instructions to bidders;
- Liquidated damages were not applied for delayed contracts;
- Site meetings were not conducted for most of the reviewed contracts;
- There were no adequate quality assurance and control plans, completed works were not tested to ascertain whether they have attained the specifications as provided in the contract documents;
- Progress reports for works contracts were not prepared;
- Site supervision reports were not prepared;
- Extension of time were issued without justifiable analysis and without following appropriate procedures;

- Payment certificates were not attached with necessary information such as measurement sheets and working/take-off sheets to justify the quantities paid;
- in some cases payments were made for works which have not been done by exaggerating the quantities; and
- Goods inspection and acceptance committees were not appointed to ascertain the quality and quantity of the supplied goods.

The Authority is therefore planning to focus on monitoring compliance and capacity building in contracts management.

c) Records Keeping

The review teams assessed the availability, adequacy of the arrangement, adequacy of facilities, adequacy of storage space and location of the procurement records. The review indicated an average compliance level of 47% on records keeping. The major weaknesses included:

- lack of a comprehensive list of tenders, quotations and contracts, procurement records scattered in different departments,
- lack of records on contracts management,
- inadequate space and shelves for records storage, and
- inappropriate filing.

It was difficult for the review teams to ascertain the exact number of tenders floated and the retrieval of information was time consuming as records could not be obtained from one point.

It is recommended that staff in the PMUs should be trained on records management. The Authority will also prepare a guideline on how procurement records should be kept.

6.0 FINANCIAL PERFORMANCE FOR FY 2008/09

During the FY 2008/09, the Authority received a total sum of Tshs. 3,505,999,999.99 from the Government for meeting recurrent expenditure. The Authority also obtained from the Government (Basket Funding) Tshs.600,000,000 for Development expenditure, making a total sum of Tshs.4,105,999,999.99. During the year under review the Authority continued to receive funds from the African Development Bank (AfDB) under the project titled Institutional Support for Good Governance (Tanzania Mainland). AfDB therefore released Tshs.1,940,814,891.00 in FY 2008/2009. In addition to this, the Authority also earned an income of Tshs. 124,834,237.02 from sale of procurement related documents and facilitation of tailor-made trainings. Total income in FY 2008/2009 was therefore Tshs.6,170,514,128.40 as compared to Tshs. 6,000,313,092.92 received in the FY 2007/2008 (2.8% increase as compared to previous FY).

Expenditure during the year under review amounted to Tshs.5,049,611,965.93 compared to Tshs.3,112,565,407 in the year ended June,2007. The expenditure in FY 2007/2008 increased by 39.7% as compared to the previous FY.

The actual receipts and expenditure for the year under review is as shown in the **Table 6.1**

Table 6.1 : Budget performance FY 2008/2009(all figures in Tshs)

S/N	Source of Funds	Budgeted Amount	Receipt in 2008/2009	Expenditure as at 30/06/2009	Balance from the funds received as at 30/06/2009
1	Government Subvention	3,500,000,000.00	3,505,999,999.99	3,283,001,229.42	222,998,770.57
2	Own Sources	108,591,033.12	124,834,237.02	108,591,033.12	16,243,203.90
3	PFMRP-Basket funding	600,000,000.00	600,000,000.00	304,858,176.00	295,141,824.00
4	PFMRP-ADB Project	1,940,814,891.00	1,940,814,891.39	1,353,161,527.39	587,653,364.00
	TOTAL	6,149,405,924.12	6,171,649,128.40	5,049,611,965.93	1,122,037,162.47

Generally, from the analysis shown in **Figure 6.1**, the Government has been the major financier of PPRA activities, with a contribution of 57 percent of all funds received by the Authority. AfDB is the second large financier but is financing a project which is ending in 31st December, 2009. The Authority needs to look at how funds generation can be improved without jeopardizing its regulatory role.

The analysis of expenditure shown in **Table 6.2** and **Figure 6.2** below shows that 36% of all expenditure is on personnel emoluments and 44% is on administrative services. In terms of value, both personnel emoluments and administrative expenses utilise Tshs.2.7 billion which is about 78% of the Government subvention received for the year.

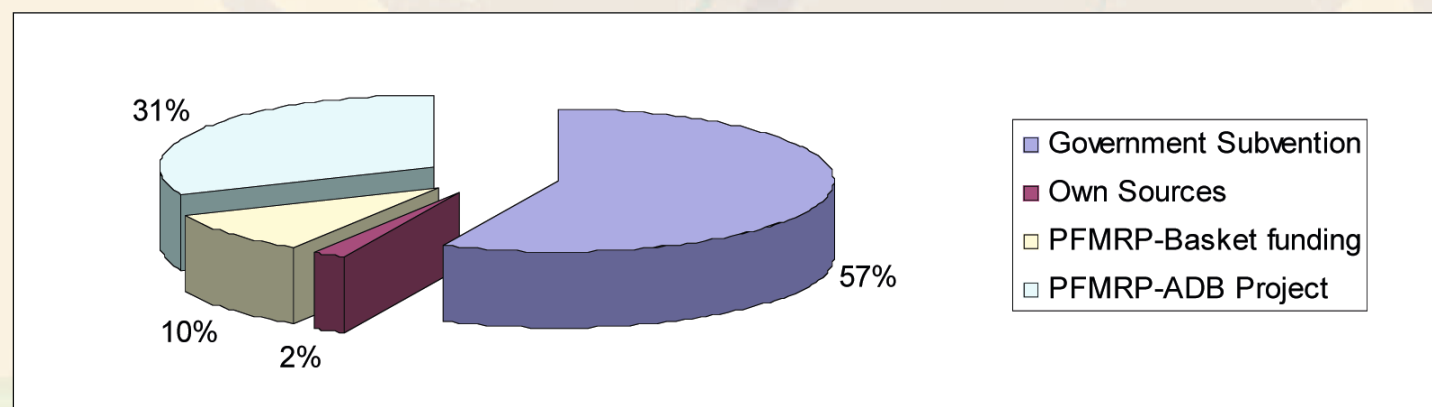


Figure 6.1: Percentage Distribution of Funds received by the Authority from Various Sources.

Table 6.2: Analysis of Expenditure for the Fy 2008/2009 (amount in Tshs'000)

	OC	DEV-PFMRP	ADB	TOTAL
Administrative Services	1,527,798		144,780	1,672,578
Capacity Building	208,977	45,673	514,138	768,788
Monitoring & Compliance	54,115	157,143	506,328	717,586
Information Technology	70,091	102,042	15,181	187,314
Training			172,735	172,735
Office Set up	322,636			322,636
Personnel Emoluments	1,207,975			1,207,975
Capital expenditure	0			0
TOTAL	3,391,592	304,858	1,353,162	5,049,611

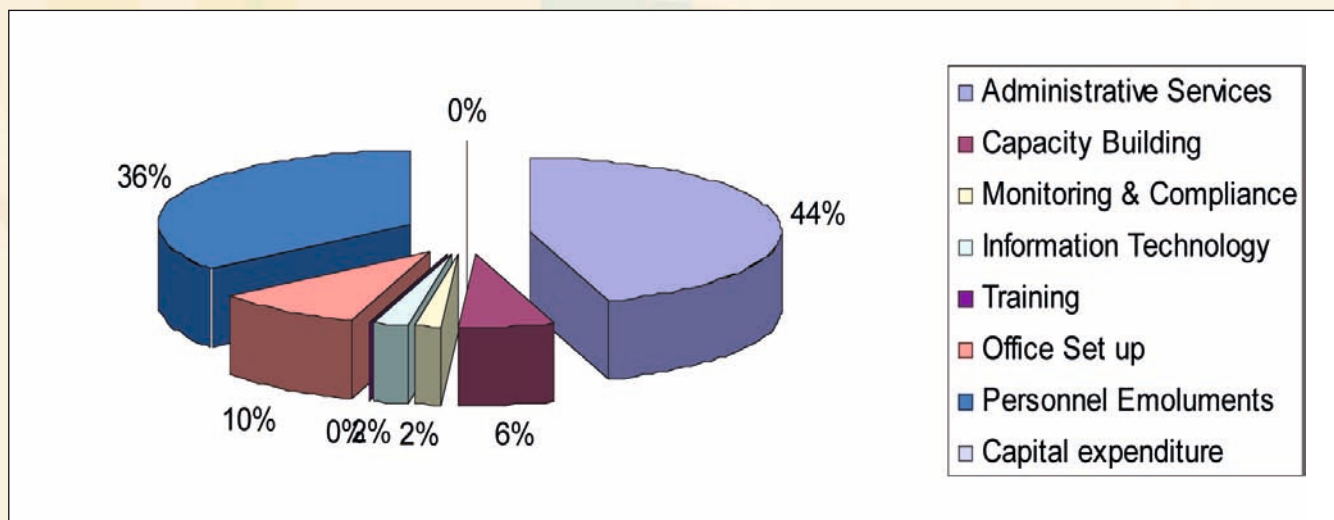


Figure 6.2: Expenditure analysis for the Fy 2008/09 (amount in Tshs'000)

The implication of this state of affair is that in the absence of Development Partners financing PPRA would not have been able to carry out its capacity building and monitoring and compliance activities.

7.0 CONSTRAINTS AND CHALLENGES

In spite of the recorded achievements, the Authority faced a number of challenges during the FY 2008/09. Notable ones include the following:

- a) **Absence of a permanent office building:** The Authority's current offices are at the PPF Tower building which is very expensive and therefore not sustainable in the long run. The Authority is in the process of soliciting funds for the construction of own offices on a plot allocated by the Ministry of Finance and Economic Affairs in Kurasini area in Dae Es Salaam.
- b) **Financial Constraints:** The Authority is not financially independent. This makes it difficult to accomplish its plans particularly where funds received do not match with Authority's budget. The Authority has been receiving the same recurrent budget for the last three years, although the demand for its services has increased significantly.
- c) **Non-Operationalization of Staff Incentive Package:** The failure of the Ministry of Finance and Economic Affairs (MOFEA) to approve the proposed staff incentive package has led to a negative impact on staff morale.
- d) **Increased demands of PPRA services:** Since PPRA became operational in 2005, demands for PPRA's services has been increasing day after day as evidenced by increased number of requests from PEs for tailor-made training as a capacity building measures to enable them better carry out their procurement functions. This is an outcome of the audits carried out in 130 PEs which identified areas of weaknesses and recommended various remedial measures. Accordingly, PPRA current manning level is not adequate to cope with the increase in demand, taking into account the large size of the country. As a result, PPRA has proposed a new organization structure which is pending the approval of the Ministry. The new organization structure if approved by the Ministry will address this challenge by increasing the number of staff as well as opening up of four zonal offices.
- e) **Timely availability of funds:** For development activities, PPRA has been relying on funds from ADB and PFMRP basket funds. Apparently, disbursement of funds has not been matching the set action plans, hence resulting in delays to implement some of the key activities. Should the funds be made available in a timely manner, PPRA could have accomplished more of its mandate especially for high-impact areas such as training on the Act and Regulations, and procurement audits. In this regard, PPRA has also proposed various ways of generating own funds which include charging for tender advertisement published on the Tanzania Procurement Journal, recovering costs from procuring entities for tailor-made training.
- f) **Lack of Confidence in the procurement system:** Lack of trust by suppliers and contractors on the way procurement and complaints are being handled by PEs has resulted into lack of cooperation with the Authority's interventions of improving the procurement system in the country.
- g) **Inadequate Staffing:** To enable the Authority to perform its mandate effectively the Board of Directors of PPRA approved a new organization structure and manning levels. Subsequently, the Authority presented the new structure to MOFEA for approval. Failure of MOFEA to approve the new organization structure may have serious repercussions on the implementation of MTSP.

8.0 PROSPECTS AND WORK PLAN FOR YEAR 2009/10

In FY 2009/10, the Authority will continue to consolidate all the achievements that have been made so far and shall ensure that all programmes and systems that have been developed are properly implemented and/or rolled out to PEs. As pointed out earlier, effective this financial year, PPRA's activities and budget will be determined by MTSP. The plan spells out every objective and target to be accomplished. The following are major activities that will be undertaken in FY 2009/10:

- a) Implementing various strategies and tools that have been developed; and monitor their effectiveness in improving procurement practice in the country. This includes implementation of PCBS and SCMP, and rolling out of the PMIS. In this regard 600 PE's staff will be trained on various aspects of public procurement, SCMP will be rolled to 35 PEs, procurement audits will be carried out to 130 PEs and training on the use of PMIS will be carried out to 105 PEs;
- b) Operationalizing the developed anti corruption strategy;
- c) Strengthening PPA, its regulations and PPRA guidelines as preventive measures against corruption in public procurement;
- d) Marketing the various developed strategies to potential development partners with keen interest in procurement reforms for possible technical and financial support which is important for PPRA to realize significant progress in terms of strengthening the public procurement system.

ANNEX 3.1

CURRENT STAFF COMPLIMENT FOR THE AUTHORITY

DIVISION/UNIT	POST	APPROVED STAFFING LEVELS
Chief Executive Officer	Chief Executive Officer	1
	Executive Assistant Secretary	1
	Public Relations Officer	1
Capacity Building and Advisory Services	Director	1
	Personal Secretary	1
	Manager - Guidelines Development and Dissemination	1
	Manager - Research and Documentation	1
	Manager – Training and Advisory Services	1
	Procurement Specialists	5
	Library and Documentation Officer	1
Monitoring and Compliance	Director	1
	Personal Secretary	1
	Manager – Investigation and Procurement Audit	1
	Manager – Contract and Performance Audit	1
	Procurement Specialists	4
Information Technology	Director	1
	Personal Secretary	1
	Manager – Systems and Network Administration	1
	Manager – Data Base Administration	1
	Systems and Network Administrator	2
	Date Base Administrator	2
Finance and Administration	Director	1
	Personal Secretary	1
	Chief Accountant	1
	Manager – Administration and Human Resources	1
	Accountants Assistants	2
	Administrative Officer	1
	Human Resources Officer	1
Internal Audit	Chief Internal Auditor	1
	Auditor	1
Legal Unit	Head of Legal Unit	1
	State Attorney	1
Procurement Management Unit	Senior Procurement Specialist	1
	Procurement Specialists	1
Other Support Staff	Drivers	4
	Receptionist/Telephone Operator	1
	Records Management Officer	1
	Office Attendants	1
	Total	51

ANNEX 3.2

SUMMARY OF CHANGES TO THE EXISTING STRUCTURE

DIVISION/UNIT	PROPOSED CHANGES
Chief Executive Officer's Office	The Public Relations officer will no longer report directly to the Chief Executive Officer
Capacity Building and Advisory Services	<p>No Changes in Structure except it was proposed to effect minor changes as follows:</p> <ul style="list-style-type: none"> • To increase technical staff from the current number of 6 to 14, out of which 7 are in senior position and above. • To introduce 2 posts of Statisticians in the Research and Documentation Section to assist in data analysis. They are among the 14 technical staff • The Section of Research and Documentation in addition to current duties be responsible for data analysis.
Monitoring and Compliance	<p>It was proposed to effect the following major changes to this Division:</p> <ul style="list-style-type: none"> • Removal of the investigation function from the current Section of Investigation and Procurement Audit and to rename it Monitoring and Evaluation Section • Formation of a new Section – Investigation and Anti-corruption. • Formation of Zonal Services Section to oversee the functions of four zonal offices to be established. <p>The proposed changes have increased the number of managers from 2 to 4 and technical staff of the division from 4 to 33 of which 15 are in senior position and above. Out of 33 technical staff 21 shall be in the zonal offices.</p>
Information Technology	<p>No Changes in Structure except it was proposed to effect minor changes as follows:</p> <ul style="list-style-type: none"> • To change the name of the Division to be Information Systems. • The Section of Systems and Network Administration to be renamed System Support and Administration and • The Section of Data Base Administration to be renamed Systems Development and Maintenance. • To increase technical staff from the current number of 4 to 12, out of which 4 are in senior position and above. Out of 12 technical staff 4 shall be in the zonal offices.
Finance and Administration	<p>It was proposed to effect the following major changes to this Division:</p> <ul style="list-style-type: none"> • To change its name to Corporate Services Division in line with recommendations given in the MTSP. • To create a new section of Planning and Coordination in addition to the existing two sections. • To increase the number of managers from 2 to 3 and technical staff of the division from 4 to 16 of which 6 are in senior position and above. Out of 16 technical staff 4 shall be in the zonal offices • To increase the number of support staff from 12 to 29. Twelve of them shall be in the zonal offices.
Legal Unit	<p>It was proposed to effect the following major changes to this Unit:</p> <ul style="list-style-type: none"> • Elevate it to a Division of Legal and Public Affairs Division responsible with legal affairs issues and information, communication and education. Establishment of two Sections namely Legal and Secretariat Affairs Section and Public Relations Section.. These two sections shall be headed by Managers. • Increase the number of technical staff from 2 to 8 out of which 4 shall be in senior position and above.



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DIVISION/UNIT	PROPOSED CHANGES
Internal Audit	<p>No Changes in Structure except it was proposed to effect minor changes as follows:</p> <ul style="list-style-type: none"> • Elevate the Status of the Chief Internal Auditor to that of a Director in line with added responsibilities. • Increase the number of technical staff from 1 to 5 out of which 2 shall be in senior position and above. Among the 5 staff one shall be a procurement specialist to assist in the audit of procurement related matters and another IT Specialist to assist in the audit of IT systems.
Procurement Management Unit	<p>No Changes in Structure except it was proposed to effect minor changes as follows:</p> <ul style="list-style-type: none"> • The unit to be headed by a person whose qualifications are equivalent to Assistant Managers.. • Increase the number of technical staff from 1 to 3 out of which one shall be in senior position and above. This number of staff has taken into account the fact that we have proposed PPRA not to be involved in handling procurement process because of the potential conflict of interest.



ANNEX 3.3

REVISED STAFF COMPLIMENT FOR THE AUTHORITY

DIVISION/UNIT	POST	PROPOSED STAFFING LEVELS
Chief Executive Officer	Chief Executive Officer	1
	Executive Assistant Secretary	1
Capacity Building and Advisory Services	Director	1
	Personal Secretary	1
	Manager - Procurement Guidelines	1
	Principal Procurement Specialist II	1
	Senior Procurement Specialist	1
	Procurement Specialist I	1
	Procurement Specialist II	1
	Manager - Research and Documentation	1
	Principal Procurement Specialist II	1
	Procurement Specialist I	1
	Senior Library and Documentation Officer	1
	Library and Documentation Officer	1
	Senior Statistician	1
	Statistician II/I	1
	Manager - Training and Advisory Services	1
	Principal Procurement Specialist II	1
	Senior Procurement Specialist	1
	Procurement Specialist I	1
	Procurement Specialist II	1
	Monitoring and Compliance	Director
Personal Secretary		1
Manager - Monitoring and Evaluation		1
Principal Procurement Specialist		1
Senior Procurement Specialist		1
Procurement Specialist I		1
Procurement Specialist II		1
Manager - Contract Performance		1
Principal Procurement Specialist		1
Senior Procurement Specialist		1
Procurement Specialist I		1
Procurement Specialist II		1
Manager - Investigation and Anti-corruption		1
Principal Procurement Specialist		1
Senior Procurement Specialist		1
Procurement Specialist I		1
Procurement Specialist II		1
Manager - Zonal Services		1
Principal Procurement Specialist		1
Assistant Managers - Zonal Services		4
Senior Procurement Specialist		4
Procurement Specialist I		4
Procurement Specialist II		8
<i>Zonal System Administrator I</i>		4
<i>Zonal Accountants II</i>		4
<i>Zonal Office Attendants</i>		4
<i>Zonal Offices Drivers</i>		4
<i>Zonal Secretaries</i>	4	

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DIVISION/UNIT	POST	PROPOSED STAFFING LEVELS
Information Systems	Director	1
	Personal Secretary	1
	Manager – Systems Support and Administration	1
	Principal System Administrator II	1
	Senior System Administrator	1
	System Administrator I	1
	System Administrator II	1
	Manager – Systems Development and Maintenance	1
	Principal System Analyst II	1
	Senior System Analyst	1
	System Analyst I	1
	System Analyst II	1
	Legal and Public Affairs Division	Director
Personal Secretary		1
Manager – Legal and Secretariat Affairs		1
Principal Legal Officer II		1
Senior Legal Officer		1
Legal Officer I		1
Legal Officer II		1
Manager – Public Relations		1
Senior Public Relations Officer		2
Public Relations Officer I		1
Public Relations Officer II		1
Corporate Services Division	Director	1
	Personal Secretary	1
	Manager- Planning and Coordination	1
	Principal Planning Officers II	1
	Senior Planning Officers	1
	Planning Officers I/II	1
	Manager – Finance	1
	Senior Accountant	2
	Accountant I	2
	Accountant II	1
	Manager – Administration and Human Resources	1
	Senior Human Resources Officer	1
	Human Resources Officer I	1
	Senior Administrative Officer	1
	Administrative Officer	1
	Records Management Assistant I	1
	Records Management Assistant II	1
	Drivers	6
	Receptionist/Telephone Operator	1
	Office Assistants	2
	Internal Audit	Chief Internal Auditor
Principal Internal Auditor I		1
Senior Internal Auditor		1
Internal Auditor I/II		3
Procurement Management Unit	Head – PMU	1
	Secretary	1
	Senior Procurement Specialist	1
	Procurement Specialist I (procurement)	1
	Procurement Specialist II (storage)	1
Total		142

ANNEX 4.1

PPRA'S MEDIUM TERM STRATEGIC PLAN 2009/2010 – 2013/14

EXECUTIVE SUMMARY

Introduction

PPRA was officially established on the 1st May 2005, replacing the Central Tender Board following the enactment of the Public Procurement Act (PPA) No 21 of 2004.

The main objectives of PPRA, according to the PPA 2004 are:-

1. To ensure the application of fair, competitive, transparent, non- discriminatory and value for money procurement standards and practices;
2. To harmonize the procurement policies, systems and practices of the central government, local governments and statutory bodies;
3. To set standards for the public procurement systems in the United Republic of Tanzania;
4. To monitor compliance of PEs; and
5. To build procurement capacity in the United Republic of Tanzania in collaboration with relevant professional bodies.

This is the first PPRA Medium-Term Strategic Plan since the Authority became operational on 1st May 2005. The purpose of the Strategic Plan is to assist the Authority make an important contribution in strengthening the public procurement system in the country to become more transparent, fair, effective, efficient and able to offer value for money.

Desired Future Direction

The envisaged future direction of PPRA is indicated by the following statements of societal vision, institutional mission, vision, core values and guiding theme:

A public procurement system and culture which are characterised by openness, transparency, effectiveness, efficiency and the provision of value for money

The vision of PPRA for the Tanzanian society is: The mission of PPRA is:
To foster and promote value for money in public procurement for national development

The medium term vision of PPRA is:
To become a world class model, effective and sustainable public procurement oversight body

The core values which will guide PPRA stakeholders in pursuing the vision, mission and functions of the Authority are:

1. Honesty and integrity
2. Professionalism and excellence
3. Customer, stakeholders and client care orientation
4. Openness and transparency
5. Accountability and responsibility
6. Teamwork, networking and partnering
7. Efficiency, effectiveness and continuous improvement
8. Impartiality, equality and equity.

The motto of the Authority will be:

• Promoting Value for Money in Public Procurement

Core Strategic Issues

In line with the articulated future direction, this PPRA Strategic Plan is designed to address the following critical strategic issues:

1. Linking of public procurement management to national economic growth and poverty reduction objectives
2. Linking of public procurement management to national anti –corruption drive
3. PEs' compliance with the PPA 2004, Regulations and PPRA tools
4. PE and Bidders' proactive demand for and responsive to PPRA services
5. Harmonization and rationalization of the National Public Procurement Legal and Regulatory Regime
6. Harmonization and rationalization of and advocacy for the procurement complaints handling system
7. Professionalization of the procurement function
8. Deepening citizenry appreciation of the value for money in public procurement
9. PPRA operational and outreach capacity
10. PPRA financial capacity and sustainability
11. PPRA networking and partnering

Strategic Objectives and Strategies: 2009/10 – 2013/14

In line with the critical strategic issues, the Strategic Plan has set the strategic objectives and key strategies for the five-year period 2009/10 – 2013/14 as summarized in Table 1. As can be noted, the MTSP is ambitious in terms of the number of strategic objectives, strategies and targets given the high number of strategic issues facing the Authority. The scope of the plan thus assumes an optimistic financing scenario where the Board and Management of the Authority will adopt a proactive, aggressive and entrepreneurial approach to resources mobilisation. However, given a possible shortfall in the amount of resources mobilised, implementation of the MTSP will need to be prioritised.

Prioritization of strategic objectives, strategies and targets has been defined from “first” to “third” level. Under the assumption of scarce financial and other resources activities falling under the first relative priority have to be implemented prior to implementing activities which have been accorded lower priorities. Impliedly activities accorded second priority represents what ought to be done while those with third priority are activities that can be done when the financial situation permits. It should be noted that the prioritization has nothing to do with the importance or weighting of the activities as all issues covered in the strategic plan are strategic or crucial and need attention during implementation if the resources envelope allows. Where an activity is not going to be implemented for lack of resources, at least some activities to look for the resources must be included in the current annual work plan and budget of the Authority.

Given that the MTSP is a rolling plan, the ultimate choice of activities (targets) to be implemented will be done when drawing-out annual work plans and budgets from the MTSP. In this case, the targets falling under a respective year which will not be included in the annual work plan and budget will have to be rolled forward while resources are being looked for.

Table 1: Strategic Objectives and Key Strategies

S/N	STRATEGIC OBJECTIVE	PRIORITY	STRATEGIES
1.	Strengthened linkage between public procurement system and national economic growth and poverty reduction objectives	1	1.1. Advocate for procurement plans by MDAs, LGAs and parastatals aligned with institutional strategic plans and NSGRP targets 1.2. Enhance PPRA staff understanding of linkages between NSGRP and the public procurement system. 1.3. Enhance PPRA and PE capacity in undertaking value for money and NSGRP responsive public procurement assessments.
2	Strengthened linkage between public procurement management and the national anti-corruption drive	2	2.1. Enhance collaboration with other state organs especially PCCB to fight corruption in public procurement. 2.2. Improve PPRA capacity to monitor, evaluate and control corruption in public procurement 2.3. Strengthen PPA 2004, Regulations and PPRA guidelines in preventive measures against corruption in public procurement. 2.4. Strengthen PCCB officials' knowledge of PPA 2004, Regulations and PPRA guidelines 2.5. Enhance mass media and civil society involvement in the fight against corruption in public procurement 2.6. Establish whistle blowing and witness protection system in tackling corruption in public procurement 2.7. Promote systematic building of research/ data base on corruption in public procurement evidence –based strategies 2.8. Enhance availability of information on prices for goods and services for better decision making in public procurement 2.9. Work with the NBAA to enhance the knowledge and skills of financial accountants and auditors in fighting corruption and waste in public procurement 10.10 Work with the public procurement stakeholders in the fight against corruption in procurement
3	Strengthened PEs' compliance with the PPA 2004, Regulations and PPRA tools	1 3.3	3.1 Build the capacity of PEs 3.2 Promote desirable moral conduct and ethical behaviour amongst public officials involved in public procurement 3.4 Sensitize cooperation of top government leaders and politicians in enforcing the PPA 2004. 3.4 Review PPA, its Regulations and PPRA tools to remove less undue restrictions to the work of PEs and bidders 3.5 Strengthen enforcement of the PPA Regulations and PPRA guidelines 3.6. Reduce the costs and negative effects of public procurement from PE point of view 3.7 Work with the MoFEA and PEs to ensure closer integration of procurement planning and government budget preparation process 3.8. Expedite implementation of the Core National Procurement Strategies & Systems developed by PPRA

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S/N	STRATEGIC OBJECTIVE	PRIORITY	STRATEGIES
4	Strengthened PE and Bidders' proactive demand for and responsive to PPRA services	2	4.1. Sensitize parliamentarians, top government leaders, development partners, civil society and, indeed the general public to hold those involved in public procurement accountable for their actions
			4.2. Ensure that potential suppliers, consultants and contractors readily have access to information on procuring entities' annual PPs.
			4.3. Introduce further incentives for local MSMEs participation in public procurement
			4.4. Make decisions of the PPRA and PPAA readily available to the general public
			4.5. Provide PEs and (potential) bidders with well research information to understand the local procurement market
			4.6. Promote PE and Bidders' interest through simplified, easy to understand standard bidding documents and other PPRA guidelines and easy access to procurement opportunities
			4.7. Stimulate PE and Bidders' and public interest in PPRA services by making the Authority's role and the benefits it creates for individual stakeholder better and widely known
			4.8. Stimulate mutual PEs and Bidders' commitment by ensuring contractual relations that fairly compensate one party for failures by the other (e.g. payment delays by PEs)
			4.9. Regularly search for PE and Bidders' interests, needs and concerns regarding PPRA services and address them
			4.10. Facilitate better projects which are sensitive and urgent
			4.11. Strengthen customer services
5	Harmonization and rationalization of the National Public Procurement Legal and Regulatory Regime	1	5.1. Advocate for removal of gaps and overlaps in legal provisions of individual, complementary, oversight bodies
			5.2. Advocate for review of PPA 2004 and Regulations and other related laws in order to prevent <u>government and</u> political interference in the decisions of PPRA
6	Harmonization and rationalization of and advocacy for the procurement complaints handling system	3	6.1. Promote capacity building of bidders and PE staff on complaint handling rules
			6.2. Regular publicity on the complaints handling system
			6.3. Fight aggressively against blacklisting of procurement complainants by PEs
			6.4. Promote closer, regular exchanges between PPRA and PPAA on the complaints handling processes and related issues
			6.5. Fight frivolous complaints
			6.6. Promote appropriate balance between the public's right to be provided with timely service and an individual bidder's right to complain
7	Professionalization of the procurement function.	1	7.1. Promote a conducive environment for nurturing and guiding rapid professionalization of the procurement function
8	Deepening citizenry appreciation of the value for money public procurement	3	8.1. Intensify public education and awareness of public procurement issues
			8.2. Motivate institutions whose mission is to inform and fight for change in public attitudes to embrace the promotion of value for money public procurement as important agenda
			8.3. Promote first hand interactions (Discussion Fora) with grass root groups (PEs, potential bidders, ultimate beneficiaries, CBOs, WDCs, LGAs, farmers, employees), learning about public concerns related to public procurement and sharing Government strategies with them

S/N	STRATEGIC OBJECTIVE	PRIORITY	STRATEGIES
9	Strengthened PPRA Operational and Outreach Capacity	1	9.1. <i>Expand the PPRA national outreach structure – cost effectively – in a gradual manner. First, start with staff stationed at the HQ but assigned to oversee specified zones. In the second step, physically establish zonal offices and use the trained staff to man them accordingly.</i>
			9.2. Strengthen PPRA Institutional Legal and Organisational Framework – addressing identified gaps, supporting the outreach strategy and providing a more conducive framework to implement the Strategic Plan
			9.3. Strengthen communications and public relations capacity of the Authority
			9.4. Capacity Building and Advisory Services – <i>Research, Documentation and Dissemination</i>
			9.5. Capacity Building and Advisory Services – <i>Training and Advisory services</i>
			9.6. Strengthen institutional capacity for <i>Monitoring, Evaluation and Enforcement of Compliance</i>
			9.7. Strengthen capacity to undertake investigations and procurement, contract and performance audits and their coverage
			9.8. Strengthen capacity of the Authority; PEs and other Bodies to take advantage of Information and Communications Technologies to support e-procurement and internal processes
			9.9. Strengthening Financial Management capacity
			9.10. Strengthening HRM capacity
			9.11. Strengthen physical working facilities and administrative capacity
			9.12. Strengthen the internal planning capacity- strategic and operational planning
			9.13. Implementation of the Business Continuity Management Strategy
			9.14. Strengthen Legal Support Services
			9.15. Strengthen the Internal Auditing function
			10
10.2. Promote increased/predictable government funding			
10.3. Promote internal income generation			
11	PPRA Networking and Partnering	3	11.1. Strengthen the framework for coordination and pursuit of networking and partnerships opportunities
			11.2. Promote collaboration arrangements with other oversight bodies
			11.3. Promote collaboration with strategic local institutions in the public, private and civil society sectors
			11.4. Promote collaboration with strategic regional and international institutions in the public, private and civil society sectors
			11.5. Promote establishment of Association of suppliers to link with PPRA
			11.6. Promote establishment of an Association of Heads of PMUs or Councils
			11.7. Advise the Government to pre-inspect the quality of goods in order to ensure value for money
			11.8. Align national procurement strategy in line with pertinent developments in the Region

Implementation, Monitoring and Evaluation

The performance management system will be strengthened and aligned with the Strategic Plan. Further, a monitoring and evaluation plan for this Strategic Plan has been prepared.

Conclusion

PPRA is undoubtedly playing a very noble national role that is both quite enormous and challenging. It therefore calls upon the relentless support and cooperation of all of its major stakeholders towards the realisation of its strategic direction as outlined in this Medium Term Strategic Plan for 2009/10 – 2013/14. PPRA will continue to ensure highly cost-effective, transparent and result-oriented management of its operations, making the most out of every single Tshs/dollar received.

**ANNEX 4.2
PROPOSED PLAN FOR IMPLEMENTATION OF THE NEW STRUCTURE**

No.	ACTIVITY	2009/10						2010/11						2011/12						
		12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
1.	RECRUITMENT PLAN - DIVISION OF CAPACITY BUILDING AND ADVISORY SERVICES																			
1.1	Principal Procurement Specialist II (3 No)																			
1.2	Senior Procurement Specialist (2 No.)																			
1.3	Senior Library and Documentation Officer (1 No)																			
1.4	Senior Stastician (1 No.)																			
1.5	Stastician I/II (1 No.)																			
2.	RECRUITMENT PLAN - DIVISION OF MONITORING AND COMPLIANCE																			
2.1	Manager Investigation and Anti-Corruption (1 No.)																			
2.2	Manager Zonal Services (1 No.)																			
2.3	Assistant Zonal Managers (4 No.)																			
2.4	Principal Procurement Specialists (4 No.)																			
2.5	Senior Procurement Specialists (7 No.)																			
2.6	Procurement Specialists I and II (14 No.)																			

RECRUITMENT PLAN - DIVISION OF INFORMATION COMMUNICATION TECHNOLOGY												
3.1	Principal System Administrator (1 No.)											1 No.
3.2	Principal System Analyst (1 No.)											1 No.
3.3	Senior System Administrator (1 No.)											
3.4	Senior System Analyst (1 No.)											
3.5	Zonal System Administrator (4 No.)											2 No.
RECRUITMENT PLAN - DIVISION OF CORPORATE SERVICES												
4.1	Manager Planning and Coordination (1 No.)											1 No.
4.2	Principal Planning Officer (1 No.)											1 No.
4.3	Senior Planning Officer (1 No.)											
4.4	Planning Officer (1 No.)											1 No.
4.5	Senior Accountant (2 No.)											1 No.
4.6	Senior Human Resources Officer (1 No.)											
4.7	Senior Administrative Officer (1 No.)											
4.8	Accountant I (1 No.)											1 No.

ANNEX 4.3

A LIST OF PPRA STAFF AND THEIR POSITIONS

S/No	Name	Title
1.	Dr. Ramadhani S. Mlinga	Chief Executive Officer
2.	Bertha H. Soka	Head of Legal Unit
3.	Hannah Mwakalinga	Director of Finance and Administration
4.	Dr. Laurent M. Shirima	Director of Capacity Building and Advisory Services
5.	Peter Shilla	Director of Information Technology
6.	Ayubu O. Kasuwi	Director of Monitoring and Compliance
7.	Ernest N. Lobulu	Manager of Contract and Performance Audit
8.	Bertha Lipindi	Manager of Investigation and Procurement Audit
9.	Bernard S. Ntelya	Manager of Network and Systems Administration
10.	Kenneth Sijaona	Manager of Database Administration
11.	Awadh J. S. Suluo	Manager of Capacity Building and Advisory Services
12.	Eva M. Lupembe	Manager of Guidelines Development and Dissemination
13.	Mary M. Swai	Manager of Research and Documentation
14.	Dorothy Mbenna	Manager of Administration and Human Resources
15.	Deusdelity Casmir	Chief Accountant
16.	Christopher Mwakibinga	Chief Internal Auditor
17.	Robert M. Kitalala	Head of Procurement Management Unit
18.	Abbas R. Kajwangya	Procurement Expert I
19.	Grentina B. Kidulile	Procurement Expert I
20.	Aloyce Manamba	Library & Documentation Officer II
21.	Monica P. Malikita	Procurement Expert I
22.	Winfride A. Samba	State Attorney I
23.	Paul Mhakalira	Procurement Expert I
24.	Raymond Joseph	Procurement Expert I
25.	Lwitiko Mwandobo	Procurement Expert II
26.	Clement Kisinga	Procurement Expert II
27.	Hitrudice Jisenge	Procurement Expert II
28.	James Kitainda	Procurement Expert II
29.	Finneas Manasseh	Procurement Expert II
30.	Kamana Mlenda	Accountant I
31.	Ridhiki Yamwaka	Accountant II
32.	Agnes Msigwa	Human Resources Officer II
33.	Muhidin Muro	Administrative Officer II
34.	Fanuel Yengayenga	Systems Administrator I
35.	Giftness David	Systems Administrator II
36.	Francis Mushi	Systems Analyst I
37.	Siganike P. Baruti	Systems Analyst II
38.	Dickson F. Ngonde	Internal Auditor II
39.	Coleta D. Mnyamani	Public Relations Officer II
40.	Rhobi D. Chambiri	Executive Assistant Secretary
41.	James N. Ng'atigwa	Records Management Assistant
42.	Ambrocea Assey	Personal Secretary
43.	Shukuru Stanslaus	Personal Secretary
44.	Chrisensia Sangu	Personal Secretary
45.	Dotto Ally	Personal Secretary
46.	Oswald Rangi	Receptionist/Telephone Operator
47.	Joel Mwanisongole	Driver
48.	Deogratius William	Driver
49.	Maulid B. Msalla	Driver
50.	Rogers Msokelo	Driver
51.	Salim Hatibu	Office Assistant

ANNEX 4.4

NUMBER OF PARTICIPANTS FOR TAILOR MADE TRAINING

SN	INSTITUTION	DATES	PARTICIP-ANTS
1	National Environmental Management Council	25 th July 2008	22
2	Rufiji District Council	18 th – 19 th August 2008	25
3	Tanzania Standards (Newspaper) Ltd	5 th -7 th Spt. 2008	36
4	Export Processing Zone Authority (EPZA)	3 rd October 2008	13
5	RAS - Morogoro	12 th October 2008	46
6	TANESCO Management - Kihansi	15 th -18 th October 2008	10
7	Dar es Salaam City Council		14
8	Rural Energy Agency (REA) – Dar es Salaam	31 st October - 2 nd November, 2008	13
9	Tanzania Commission for Aids (TACAIDS) - Tanga	12 th - 14 th November 2008	36
10	National Social Security Fund (NSSF) - Arusha	19 th – 21 st November 2008	24
11	Tanzania Food and Drug Authority	11 th – 12 th December 2008	13
12	Vocational Education and Training Authority (Dodoma)	15 th – 19 th December 2008	36
13	Government Procurement Services Agency (GPSA) - Morogoro	13 th – 17 th January 2009	33
14	Arusha Urban Water Supply and Sewerage Authority	28 th – 30 th January 2009	30
15	Moshi Urban Water Supply and Sewerage Authority	2 nd - 3 rd February 2009	13
16	CARMATEC	4 th – 6 th February 2009	19
17	Tanzania Institute of Education	11 th -13 th February 2009	14
18	Ministry of Water and Irrigation	23 rd -25 th February 2009	60
19	Dar es Salaam Institute of Technology	15 th -17 th April 2009	8
20	Bank of Tanzania	20 th - 25 th April 2009	20
21	Wami Ruvu Water Basin	28 th - 30 th April 2009	12
22	Mzumbe University Procurement and Logistics Association (MUPLA)	1 st - 2 nd May 2009	59
23	Tanzania Post Corporation	7 th - 9 th May 2009	25
24	Ilala Municipal Council	19 th – 20 th June 2009	23
	TOTAL		604

ANNEX 4.5

TRAINING SCHEDULE UNDER ADB FUNDING

DAR ES SALAAM CENTRE

STARTING DATE	ENDING DATE
Mon 01/06/09	Tue 16/06/09
Mon 29/06/09	Tue 14/07/09
Mon 27/07/09	Tue 11/08/09
Mon 24/08/09	Tue 08/09/09
Mon 22/09/09	Tue 76/10/09
Mon 19/10/09	Tue 03/11/09

ARUSHA CENTRE

STARTING DATE	ENDING DATE
Mon 08/06/09	Tue 23/06/09
Mon 06/07/09	Tue 21/07/09
Mon 03/08/09	Tue 18/08/09
Mon 31/08/09	Tue 15/09/09
Mon 28/09/09	Tue 13/10/09
Mon 26/10/09	Tue 10/11/09

MWANZA CENTRE

STARTING DATE	ENDING DATE
Mon 15/06/09	Tue 30/06/09
Mon 13/07/09	Tue 28/07/09
Mon 10/08/09	Tue 25/08/09
Mon 07/09/09	Tue 22/09/09
Mon 05/10/09	Tue 20/10/09
Mon 02/11/09	Tue 17/11/09

MBEYA CENTRE

STARTING DATE	ENDING DATE
Mon 22/06/09	Tue 07/07/09
Mon 20/07/09	Tue 04/08/09
Mon 17/08/09	Tue 01/09/09
Mon 14/09/09	Tue 29/09/09
Mon 12/10/09	Tue 27/10/09
Mon 09/11/09	Tue 24/11/09

ANNEX 4.6

REVIEWED APPLICATIONS FOR RETROSPECTIVE APPROVAL

S/N	01
Applicant:	Ministry of Home Affairs
Details:	Purchase of Prisoners uniforms from M/S Bethels Enterprises Ltd.
Amount of Retrospective Approval	Tsh. 101,616,292.00
Decision:	The Advisory Committee of the Board of Directors of PPRA directed the Accounting officer to implement the directives issued on a number of identified weaknesses before the Paymaster General is advised to grant the approval
Response from Applicants:	No explanations were provided on the implementation of the directives issued by the end of the year.

S/N	02
Applicant:	Insurance Supervisory Department
Details:	Procurement of various goods and services for inauguration.
Amount of Retrospective Approval	Tsh. 44,188,318.00
Decision:	The Paymaster General granted retrospective approval of Tsh. 44,188,318.00
Response from Applicants:	N/A

S/N	03
Applicant:	Medical Stores Department
Details:	Used to procure ARV's drugs.
Amount of Retrospective Approval	Tsh. 1,675,780,000.00
Decision:	The Paymaster General granted partial approval of Tsh. 1,628,791,000/=. The Accounting Officer was directed to implement the directives issued on the identified weaknesses before Paymaster General is advised grant approval on the remaining part.
Response from Applicants:	No clarification was submitted by the end of the year.

S/N	04
Applicant:	Tanzania Ports Authority
Details:	Cost for paving of container yards to create additional stacking space.
Amount of Retrospective Approval	Tsh. 3,332,533,500.00
Decision:	The Paymaster General granted retrospective approval of Tsh. 3,332,533,500.00
Response from Applicants:	The Accounting Officer provided satisfactory explanations on the identified issues.

S/N	05
Applicant:	Muhimbili National Hospital-Ministry of Health and Social Welfare.
Details:	Costs for first health construction, extension and rehabilitation of various buildings at Muhimbili National Hospital.
Amount of Retrospective Approval	Tsh. 2,044,045,365.62
Decision:	The Advisory Committee of the Board of Directors of PPRA directed the Accounting Officer to take disciplinary action against those who were involved in the management of this project before the Paymaster General is advised to grant the retrospective approval.
Response from Applicants:	No response from the Accounting Officer on the implementation of the directives issued has been submitted by the end of the year.

S/N	06
Applicant:	Ministry of Defence and National Service
Details:	Costs for the construction of wall fence at Twalipo Mgulani Camp.
Amount of Retrospective Approval	Tsh. 272,580,150.00
Decision:	The Paymaster General granted retrospective approval of Tsh. 241,684,560 being costs for 60% work done. The Accounting Officer was directed to take disciplinary action those employees who were involved in this procurement.
Response from Applicants:	No response from the Accounting Officer on the implementation of the directives issued has been submitted by the end of the year

S/N	07
Applicant:	Ministry of Infrastructure Development
Details:	Tender No. ME/015/2007/2008/HQ/42 for Supply of Motor Vehicles to Central and Local Authorities.
Amount of Retrospective Approval	Tsh. 18,928,254,530
Decision:	The Advisory Committee of the Board of Directors of PPRA directed the Accounting officer to implement the directives issued on a number of identified weaknesses before the Paymaster General is advised to grant the approval.
Response from Applicants:	No response from the Accounting Officer on the implementation of the directives issued has been submitted by the end of the year

S/N	08
Applicant:	Ministry of Infrastructure Development
Details:	Consultant engagement costs.
Amount of Retrospective Approval	USD 420,852.93.00
Decision:	The Advisory Committee of the Board of Directors of PPRA directed the Accounting Officer to submit additional documents and explanations on the identified weaknesses.
Response from Applicants:	No explanations were submitted by the end of the year.

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S/N	09
Applicant:	TANROADS
Details:	Procurement of agent improvement works along Meru District Hospital entrance, EMOSOI Center entrance and Old Dodoma Roads to prepare for the visit of USA President by TANROADS.
Amount of Retrospective Approval	Tsh. 768,841,900.00
Decision:	The Paymaster General granted retrospective approval of Tsh. 768,841,900.00
Response from Applicants:	N/A

S/N	10
Applicant:	Ministry of Home Affairs
Details:	Procurement of plot/buildings for the National Identity project.
Amount of Retrospective Approval	Tsh. 2,500,000,000.
Decision:	The Advisory Committee of the Board of Directors of PPRA directed the Accounting officer to provide explanations on a number of identified weaknesses.
Response from Applicants:	No explanations were provided by the end of the year.

S/N	11
Applicant:	Ministry of Infrastructure Dodoma
Details:	For upgrading to bitumen standard of Ndundu - Somanga Road (60Km).
Amount of Retrospective Approval	Tsh. 58,813,872,003.00
Decision:	The Advisory Committee of the Board of Directors of PPRA directed the Accounting officer to give explanations on a number of identified weaknesses before the Paymaster General is advised to grant the approval.
Response from Applicants:	The explanations were not yet submitted by the end of the year

S/N	12
Applicant:	Accountant General
Details:	Costs for the renewal of citric licenses.
Amount of Retrospective Approval	Tsh. 552,640,627.20
Decision:	The Paymaster General granted retrospective approval of Tsh. 552,640,627.20
Response from Applicants:	N/A

S/N	13
Applicant:	Ministry of Finance and Economic Affairs
Details:	Used to pay M/s Soft Tech Consultants as costs for Software maintenance.
Amount of Retrospective Approval	Tsh. 530,588,284.23
Decision:	The Advisory Committee of the Board of Directors of PPRA directed the Accounting officer to implement the directives issued on a number of identified weaknesses before the Paymaster General is advised to grant the approval.
Response from Applicants:	No response from the Accounting Officer on the implementation of the directives issued has been submitted by the end of the year

ANNEX 4.7

LIST OF PES AND PARTICIPANTS WHO ATTENDED THE TRAINING ON THE CHECKING AND MONITORING SYSTEM

MWANZA CENTRE 15 TH – 17 TH DECEMBER 2008				
PROCURING ENTITY	S/No	NAME	DESIGNATION	
1. Bank of Tanzania	1	J.M. Massawe	Director	
	2	Serili Dennis	Senior Legal Counsel	
	3	Sufian H. Tutu	Principal Admin. Officer	
	4	Halima M. Mnjovu	Deputy Director Internal Audit	
	5	Thomas R. Mayombya	Accountant	
2. Bukoba MC	6	Samwel Manumbu	Tender Board Chairman	
	7	John E. S. Timothy	Municipal Internal Auditor	
	8	Avelyna Agricola	Supplies Officer	
3. Bukombe DC	9	Vumilia Kakulima	Head of PMU and Secretary of TB	
	10	J.D. Rwezahula	Tender Board Chairman	
	11	Kilatu F.B.I.	DIA	
4. Chato DC	12	Deusdedit Ng'holombi	Procurement Officer (Head of PMU)	
	13	Dionis Mutayora	Tender Board Chairman	
	14	Willy F. Msindo	Internal Auditor	
5. Geita DC	15	Alexander Lumelezi	Internal Auditor	
	16	Emmanuel Salehe	Procurement Officer (Head of PMU)	
	17	J. Mwanganda	Chairman Tender Board	
6. Kahama DC	18	Philipo Karol	Internal Auditor	
	19	Ibrahimu Msula	Accountant (PMU Member)	
7. Karagwe DC	20	Dickson Sabe	Internal Auditor	
	21	Didace Mbekenga	Supplies Officer	
8. Kibondo DC	22	Modestus Kasitila	Supplies Officer	
	23	H. Singano	DPLO	
	24	Salum A. Seif	DIA	
9. Kishapu DC	25	Exaudy B. Massawe	Internal Auditor	
	26	F. Murebere	Procurement Officer	
	27	Lucas S.J.	Tender Board Chairman	
10. Kwimba DC	28	Maro Christopher	Internal Auditor	
	29	Samson Kagwe	Council Tender Board Chairman	
	30	Kigere P.N.	Supplies Officer	
11. Manyoni DC	31	Michael Msingwa	CTB	
	32	Salum Matimbwa	Head of PMU	
	33	Haule L.J.	DIA	
12. Maswa DC	34	Jackson Mashimba	Supplies Officer/Head of PMU	
	35	Omari H. Bori	Tender Board Chairman	
	36	Peter Mwakosya	Internal Auditor	
13. Meatu DC	37	Madaha, L.N.	District Water Engineer (Member of CTB)	
	38	Paschal M. Shindai	Internal Auditor	
	39	Stanslaus Butungo	Town Planner	
14. Ministry of Communication Science and Technology	40	Jeremial Sendoro	Chairpers MTB - WMST	
	41	Jonathan Nicolao	PEO I	
	42	Miriam B. Mmbaga	CIA	
15. Misungwi DC	43	Barankena J.	Internal Auditor	
	44	Francis Mutasingwa	Tender Board Chairman	
	45	Deo Magomba	Secretary Tender Board, Head of PMU	

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16.	Muleba DC	46	Muchuruza Celestine	SO/Account Health
		47	Deodati Faida	Internal Auditor
17.	MWAUWASA	48	Deus Seneda	Supplies Officer
		49	Lucia Malamsha	Internal Auditor
		50	Robert D. Lugundu	Ag. Tender Board Chairman
18.	Ngara DC	51	Desbert S. Mabito	DALDO
		52	Simon E. Mukaruka	Accountant
		53	Jophet Majige	Internal Auditor
19.	RAS - Kigoma	54	Peter H. killewo	Assistant Admin. Secretary
		55	Wilfred M. Ntelya	Supplies Officer
		56	John Bosco Haule	Internal Auditor
20.	Rorya DC	57	Peter Chuwa	Internal Auditor
		58	Andreas Madundo	Council Tender Board Chairman
		59	Majonjara Semba	Supplies Officer
		60	Gerald Malaki	Supplies Officer
21.	Sengerema DC	61	Butoto L.M.Z	Council Tender Board Chairman
		62	Makarios Kakema	Internal Auditor
		63	Deus B. Rugakira	Secretary CTB
22.	Serengeti DC	64	Wilson Charles	Ag. Chairman CTB
		65	Tuniga James	Internal Auditor
		66	Restituta Mniko	Procurement Officer
23.	Shinyanga Urban Water and Sewerage Authority	67	Anna Machunda	Supplies and Stores Officer
		68	Allen T. Marwa	Internal Auditor
		69	Zengo Emil	Chairman Tender Board
24.	Tarime DC	70	B. Lubengo	Supplies Officer
		71	Mathias S. Ng'wibombi	Tender Board Chairman
		72	Antony Sokoi	Internal Auditor
25.	TEMESA - Mwanza	73	Martin Kasambala	Procurment Officer
		74	Deoonatus Nyamlingo	Supplies Officer
26.	Ukerewe DC	75	Mpambayage A.	Internal Auditor
		76	Evarist Ngowi	Council Tender Board Chairman
		77	Sospeter Epimack	Supplies Officer/ Tender Board Secretary

ARUSHA CENTRE 22ND – 24TH JUNE 2009

	PROCURING ENTITY	S/No	NAME	DESIGNATION
1.	Arusha Technical Collage	1	Evarist Mundandu	Head of PMU
		2	Assante F. Shoo	Chairman Tender Board
2.	Dar Rapid Transit Agency (DART)	3	Pieter N.W. Munuo	Chairman Tender Board
		4	Chediel J. Gwilenza	Internal Auditor
		5	Ester Mwakisi	Head of PMU
3.	Government Procurement Services Agency (GPSA)	6	Method Myuki	Head of PMU
		7	Pilly S. Nyingi	Internal Auditor
		8	Veridiana A. Tishogoshwa	Chairman Tender Board
4.	Hanang District Council	9	Dismas Bayi	Head of PMU
		10	Lucy D. Lyaruu	Chairman Tender Board
		11	Kidubo Christopher	Internal Auditor
5.	Handeni District Council	12	Paschal Mwaduga	Head of PMU
		13	Julius Mhando	Chairman Tender Board
		14	Harun. O. Ezekiel	Internal Auditor
6.	Judiciary	15	Gene Moshi	Procurement Officer
		16	Sivangilwa Mwangesi	Chairman Tender Board
		17	Dyoya G. J. Dyoya	Chief Internal Auditor
7.	Kilindi District Council	18	Beda Mmbaga	Supplies Officer
		19	Augustino J. Mworio	Internal Auditor

8.	Kiteto District Council	20	John B. J. Mosha	Internal Auditor
		21	Peter M. Lebalwa	Head of PMU
		22	R.M. Magesa	Chairman Tender Board
9.	Korogwe Town Council	23	Obeid Moshi	Internal Auditor
		24	Salome Singano	Chairman Tender Board
		25	Eng. Godfrey Mlay	Member Tender Board
10.	LAPF - Dodoma	26	Mariam Sinani	Director of Internal Auditor
		27	John W. Kida	Chairman Tender Board
		28	Mr. Eliakim Samwel	Head of PMU
11.	Muheza District Council	29	Onesmo Mrema	Internal Audit
		30	Juma K. Lihega	Head of PMU
		31	Dr. Isidor Musyani Mwezimpya	Chairman Tender Board
12.	MUWASA - Musoma	32	John D. Kibipi	Chairman Tender Board
		33	Boniphace Mwita	Head of PMU
		34	Gantala H.S.	Member Tender Board
13.	MUWSA - Moshi	35	Issa Osen	Chairman Tender Board
		36	Ezekiel Stephen	Internal Auditor
		37	Kondela, C.I.	Head of PMU
14.	Mwanga District Council	38	M.F. Mangosongo	Chairman Tender Board
		39	Peter Mungi	Head of PMU
		40	Sindagulo J.J.	Internal Auditor
15.	Ngorongoro District Council	41	Henjewe Prosper	Internal Auditor
		42	Jeremiah M. Ryatula	Supplies Officer
		43	Mudir M. Baruani	Internal Auditor
		44	Malboard M. Kapinga	Chairman Tender Board
16.	Rombo District Council	45	Matola Ferdinand	Internal Auditor
		46	Arbogast Z. Mhumba	Chairman Tender Board
		47	Mpanju Suleiman Ramadhan	Head of PMU
17.	Rural Energy Agency (REA)	48	Clement Kisinga	Procurement Officer
		49	Raymond Alexander Wang'anyi	Internal Auditor
		50	Prosper Peter Msellem	Chairman Tender Board
18.	Same District Council	51	Mr. Chacha, B.M.	Chairman Tender Board
		52	Esther Egwaga Rweyemamu	Head of PMU
19.	Siha District Council	53	Samwel Mseselo	Supplies Officer
		54	Jonas P.M	Chairman Tender Board
		55	Msaid Amri	Internal Auditor
20.	Simanjiro District Council	56	Alfred C. Maliyabwana	Head of PMU
		57	Joseph S. Mkundi	Internal Auditor
		58	John Lukio Palangyo	Chairman Tender Board
21.	University of Dodoma	59	Pius Joseph	Internal Auditor
22.	UWASA - Tanga	60	Sophia Brown	Internal Auditor
		61	Jamal Rashid	Head of PMU
		62	Eng. Farles V. Aram	Chairman Tender Board

MOROGORO CENTRE 29TH JUNE – 1ST JULY 2009

	PROCURING ENTITY	S/No	NAME	DESIGNATION
1.	Chamwino District Council	1	Samwel W. Mpangala	Supplies Officer
		2	Rhoid Njeje	Internal Auditor
		3	Roble Matary	Chairperson Tender Board
2.	Commission for Science and Technology (COSTECH)	4	Boniface George	Internal Auditor
		5	Hilder G. Songo	H - PMU
		6	Mafunda Dugushilu	Chairperson Tender Board
3.	Ilala Municipal Council	7	Mula Fadhili Mohamed	Internal Auditor

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4.	Kibaha District Council	8	Doris Hugo	Internal Auditor
		9	Twaib M. Lukwazo	Chairperson Tender Board
		10	Nchimbi Ulrich	Supplies Officer
5.	Kibaha Town Council	11	Suyaan Ngai	Chairperson Tender Board
		12	Benard Bwemero	Internal Auditor
		13	Devotha Ndusilo	Supplies Officer
6.	Kilombero District Council	14	Paul Komba	H - PMU
		15	Semkiwa Mashaka	Internal Auditor
7.	Kilosa District Council	16	Faustine K.N. Bakunda	Chairperson Tender Board
		17	M. A. Kigunguli	Supplies Officer
		18	Hosea R. Kibakaya	Internal Auditor
8.	Kinondoni Municipal Council	19	Lambert Felix Chialo	Chairperson Tender Board
		20	Azamah Omary Ngwada	H - PMU
		21	Davis Sabas	Internal Auditor
9.	Kongwa District Council	22	Ngerangera. T.T.	Internal Auditor
		23	Aneth Lyatu	H - PMU
		24	Fabian Maingu	Ag. DPL
10.	Longido District Council	25	Mwajuma Omari Mndaira	Internal Auditor
		26	William P. Haaly	Chairperson Tender Board
		27	Ayoub Mbwana Nyakyoma	Procurement Officer
11.	Missenyi District Council	28	Moses Gwaza	Chairperson Tender Board
		29	Cerialis Mutalemwa	H - PMU
		30	Imani R. Mgonja	Internal Auditor
12.	Mkinga District Council	31	Juma K. Mhina	Chairperson Tender Board
		32	Michael Ndunguru	Procurement Officer
		33	Fredrick Johnson	Internal Auditor
13.	Mkuranga District Council	34	Inery Nking'wa	Internal Auditor
		35	Dr. Francis T. Mallya	Chairperson Tender Board
		36	Said Kondo	Supplies Officer
14.	Mpwapwa District Council	37	Patience A. Ntakwa	Internal Auditor
		38	Ignale Chacha	Supplies Officer
		39	Jombo A. Odeny	Internal Auditor
15.	President Office, Planning Commission	40	P.S. Humbiye	H - PMU
		41	Elisa M. Mjema	Chairperson Tender Board
		42	Eng. Fabian J. Masembo	H - PMU
16.	Road Fund Board	43	Ayub James	Internal Auditor
		44	Ellyhuruma M. Mufuruki	H - PMU
17.	Sikonge District Council	45	Mlagane E. Katole	Chairperson Tender Board
		46	Miraji B. Saidi	Internal Auditor
		47	Jeremiah V. Mnara	Chairperson Tender Board
18.	Tabora District Council	48	Saad Ishabailu	Internal Auditor
		49	David Mung'ogo	H - PMU
		50	Mawazo Masenga	Internal Auditor
19.	TASAF	51	Erasto Machume	Chairperson Tender Board
		52	Isaya N. Wambura	Director Finance
		53	Isaac Mwang'onda	Internal Auditor
20.	Temeke Municipal Council	54	Phoyidas A. Kagimbo	Chairperson Tender Board
		55	Godfrey Mwangairo	H - PMU
		56	Exuper Fernandes	H - PMU
21.	Ulanga District Council	57	Mabula B. J.	Chairperson Tender Board
		58	James Joseph	Internal Auditor
		59	Mkama M. Bwire	Chairperson Tender Board
22.	UWASA - Tabora	60	Max K. Bigirwa	H - PMU
		61	Augustino P. Kisanji	Supplies Officer

MBEYA CENTRE 6TH – 8TH JULY 2009

MBEYA CENTRE 6 TH – 8 TH JULY 2009			
PROCURING ENTITY	S/No	NAME	DESIGNATION
1. Chunya District Council	1	Simon C. Minja	Internal Auditor
	2	Janeth Patrick	Supplies Officer
	3	Ester Mwakalile	Chairperson Tender Board
2. DSM City Council	4	Tunganega Alex	Head of PMU
	5	Olliver Vavunge	Chairperson Tender Board
	6	Eusebi H. Marengo	Internal Auditor
3. Ilala Municipal Council	7	Benadicto S.B. Mahela	Head of PMU
4. Ileje District Council	8	Harry J. Sinjela	Chairperson Tender Board
	9	Grace S. Kibona	Head of PMU
5. Iramba District Council	10	Theophil B. Ndunguru	Chairperson Tender Board
	11	Andrew Masanja	Internal Auditor
	12	Hashim Ndwata	Head of PMU
6. Iringa Municipal Council	13	Upemba Ernest	
	14	Aron Allan	Head of PMU
	15	Athuman Mahyoro	Internal Auditor
7. Kilwa District Council	16	Daniel T. Lusingu	Chairperson Tender Board
	17	Saidi M. Mfaume	Head of PMU
	18	Iddi s. Mboweto	Internal Auditor
8. Kyela District Council	19	Makyades J. Misakanyamale	Chairperson Tender Board
	20	Osmund J. Komba	Internal Auditor
	21	Monica Haule	Head of PMU
9. Liwale District Council	22	Eng. Stafford Buhoma	Member Tender Board
	23	Protas Gervas	Internal Auditor
	24	Moses Chitanda	Head of PMU
10. Makete District Council	25	Mugeri N. Kemberete	Internal Auditor
	26	Uhuru L. Mwembe	Chairperson Tender Board
	27	Gerald R. Mangolingoli	Head of PMU
11. Mbarali District Council	28	Engelbert Maro	Internal Auditor
	29	Emmanuel Makala	Head of PMU
	31	Mganga H. Ngomno	chairperson Tender Board
12. Mbeya Institute of Science and Technology	30	Allen B.J. Bonomali	Internal Auditor
	32	Dr. Lusajo Minga	Chairperson Tender Board
	33	Dr. Alexander Mtawa	Member Tender Board
13. Mbozi District Council	34	Bernard Nsolo	Head of PMU
	35	Mwasa W.	Internal Auditor
	36	Christopher Maurice Mahawa	Chairperson Tender Board
14. Ministry of Water and Irrigation	37	Onike D. Mrema	Ag. Head PMU
	38	Lucy Herman	Member Tender Board
	39	Syprian Aloyce	Internal Auditor
15. Mkwawa University College of Education	40	Willy Komba	Acting Chairman Tender Board
	41	Rugeiyamu J. Kahwa	Internal Auditor
	42	Jane Mpuya	Head of PMU
16. Mpanda District Council	43	Ashura Kang'ombe	Head of PMU
	44	Tibenderana Justin	Chairperson Tender Board
	45	Stahimili J. Wanyaka	Internal Auditor
17. Mpanda Town Council	46	Sebastian Munkondya	Head of PMU
	47	Pius J. Haule	Internal Auditor
	48	Nzori A. Kinero	Chairperson Tender Board
18. Nachingwea District Council	49	Josephat. Kasungula C.	Head of PMU
	50	Rashidi Ibrahim	Internal Auditor

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19.	Namtumbo District Council	51	Jacob Kechibi	Head of PMU
		52	Joshua Magambo	Internal Auditor
		53	Haule Kenneth. K.	Chairperson Tender Board
20.	Nkasi District Council	54	Seif N. Kasori	Supplies Officer
		55	Ernest Harun	Internal Auditor
		56	Emmanuel Kushoka	Chairperson Tender Board
21.	Pangani District Council	57	Salimu A. Mzee	Head of PMU
		58	Simon Buteera	Chairperson Tender Board
		59	zuhura Hamisi	Internal Auditor
22.	Ruangwa District Council	60	Perecy A. Mwakanyamale	Chairperson Tender Board
		61	Marius F. Lubuva	Head of PMU
		62	Kalalula, J.M.	Internal Auditor
23.	Rungwe District Council	63	Albin S. Hayghaimo	Internal Auditor
		64	Salome Peter Lyimo	Head of PMU
		65	Edwin Ninde	Member Tender Board
24.	Tandahimba District Council	66	William Kongola	Internal Auditor
		67	Bibie Mnyamagola	Chairperson Tender Board
25.	Tanzania Social Action Fund (TASAF)	68	Michael Malebo	Head of PMU
26.	UWSA - Iringa	69	Gilbert Kayange	Chairperson Tender Board
		70	Abdalla Mtey	Head of PMU
		71	Lona Joachim	Internal Auditor
27.	UWSA - Mbeya	72	Stephen Mwangwara	Chairperson Tender Board
		73	Sama Joseph	Internal Auditor
		74	Samson M. Mwalyenga	Head of PMU
28.	UWSA - Mtwara	75	Kubilu B. Masunga	Chairperson Tender Board
		76	Fredrick Shangali	Head of PMU
		77	Bakari M.H.	Internal Auditor
29.	<i>UWSA - Songea</i>	78	John N. Kapinga	Chairperson Tender Board
		79	Eng. Gordon Simlonda	Member Tender Board
		80	Ntungileha Clemence Bigonzo	Internal Auditor
30.	UWSA - Sumbawanga	81	Elius A. Mkumbwa	Head of PMU
		82	Makala Hamisi O. J	Chairperson Tender Board
		83	Anicia Matei	Internal Auditor

ANNEX 4.8

**INVESTIGATION ON ALLEGATIONS, COMPLAINTS AND REPORTED
CASES OF MIS PROCUREMENT IN FY 2008/2009**

CASE 1:	
Tender Details	Tender No. KMC/CTB/004/2007/2008 for Running two City Bus Terminals of Ubungo and Mwenge
Complainant	M/s Amwi Enterprises
Respondent	Kinondoni Municipal Council
Submission date	2 nd June 2008
Objective of the Investigation	To establish whether the procurement process followed appropriate procedures stipulated in the PPA 2004 and Regulations made under it; To assess the appropriateness of the tender evaluation process and whether recommendations made by PMU was fair, transparent and non discriminatory; and Recommend the appropriate measures to be taken.
Outcome of the Investigation	The investigation revealed that the Kinondoni Municipal Council contravened the provisions in the PPA,2004 and its Regulations as follows: By not preparing Annual Procurement Plan; Not using appropriate tender/contract document issued by PPRA; Tender documents issued to bidders without being approved by the tender board; Inappropriate evaluation of tenders; and inappropriate communication of award decisions.
Decision by Procurement Monitoring and Compliance Committee	The Accounting Officer to be directed to replace the members of the Tender Board and the Head of the Procurement Management Unit for failure to abide with the provisions of the PPA, 2004 and its Regulations.
Response by Accounting Officers	The decision was just made by the time of writing this report. Therefore, it was not yet communicated to the Accounting Officer.
CASE 2:	
Tender Details	Investigation on the procurement of motor vehicles/cycles for the Central and Local Government by the Ministry of Infrastructure Development.
Complainant	Procuring Entities
Respondent	Ministry of Infrastructure Development
Submission date	There is no specific date. PPRA was consistently receiving complaints by Procuring Entities during trainings/ workshops it organizes.
Objective of the Investigation	To establish whether the procurement process complied with the provisions in the PPA,2004 and its Regulations; and to assess whether the Government is realizing value for money out of bulky procurement of government vehicles.
Outcome of the Investigation	In some cases the PPA,2004 was not complied with; The government is not realizing value for money in the bulky procurement of Government vehicles though the Ministry of Infrastructure Development as expected. This is due to extreme delays due to a number of inefficiencies in the procurement process causing a number of development activities in Procuring Entities to be delayed.
Decision by Procurement Monitoring and Compliance Committee	The Government Procurement and Supplies Agency to be strengthened to take over from the Ministry of Infrastructure Development the responsibility of procuring government vehicles through the system of procurement of common use items. Meanwhile the Government to be advised to revisit its decision of centralizing procurement of government vehicles to allow PEs to carry out their own procurements.
Response by Accounting Officers/ Appointing Authority	The decision was just made by the time of writing this report. Therefore, it was not yet communicated to the Chief Secretary and the Accounting Officer.

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CASE 3:	
Tender Details	Emergency procurement of 85 motor vehicles for the Police Force.
Complainant	Directive of the Advisory Committee of the Board of Directors of PPRA
Respondent	Ministry of Home Affairs
Directive date	24 th June 2008
Objective of the Investigation	To assess whether the procurement process complied with the provisions in the PPA,2004 and its Regulations; to establish whether there was justification for emergency procurement; to assess the current road worthiness of the procured vehicles; to assess the operational costs; and to assess the implementation of the contract.
Outcome of the Investigation	The procurement procedure followed in the procurement of the vehicles is different from what is stipulated in the PPA,2004 and its Regulations; There was no justification for emergency procurement; The current road worthiness and operational costs of the vehicles could not be established because only six vehicles were made available; Payments details could not be assessed because documents were not made available by the Ministry of Finance which handled the payment process.
Decision by Procurement Monitoring and Compliance Committee	Directed the Ministry of Home Affairs (Police Force) to be required to make available the remaining vehicles for inspection.; Directed the Ministry of Finance to be required to provide information on the loan and payments made to M/s CMC; Directed the Permanent Secretary, Inspector General of Police, and heads of responsible Departments to be summoned to the Board for discussion and clarification on contentious procurement matters.
Response by Accounting Officers/ Appointing Authority	The decision was just made by the time of writing this report. Therefore, it was not yet communicated to the Accounting Officers.
CASE 4:	
Tender Details	Tender No. ME/19/2008/09/S/07 for printing of revised edition (2008) of s of Tanzania by the Ministry of Constitutional Affairs and Justice
Complainant	M/s Mkuki Na Nyota Publishers Ltd (submitted a copy of the complaint letter addressed to the Accounting Officer)
Respondent	Ministry of Constitutional Affairs and Justice
Submission date	16 th April 2009
Objective of the Investigation	To assess whether the procurement process followed appropriate procedures stipulated in the PPA 2004 and Regulations; and whether there was fairness in the procurement process.
Outcome of the Investigation	The complaint filed by M/S Mkuki Na Nyota Publishers Ltd as to the PE refusing to sell the tender document to M/S Blackhall Publishing Ltd has no merit because there was no evidence to prove the complaint; The procurement was not included in the annual procurement plan contrary to the requirement under Section 45 of the PPA,2004; The PE erred in enforcing the requirements of Reg. 85(2) of GN No. 97 of 2005 on the period for requesting clarifications. Furthermore, the PE breached Regulation 85(3) of GN No. 97 of 2005 by responding to bidder's query within eight (8) working days instead of three (3) as required by Reg. 85(3) of GN No. 97 of 2005; The PE did not provide clear and unambiguous specifications for the tender in question.
Decision by Procurement Monitoring and Compliance Committee	Directed the PE to plan all its procurements as required by Section 45 of PPA 2004 and Reg 46(5) of GN 97 of 2005; Directed the PE to prepare clear, precise and comprehensive specifications as required by Regulation 61 of GN No. 97 of 2005 to eliminate shortcomings and unnecessary queries; Directed the PE to respond to queries from bidders within the timeframe stipulated in Reg. 85 (3) of GN 97 of 2005.
CASE 5:	
Tender Details	Tender No. TCRA/AE/3/2007-8/C/02 Tender for Review of TCRA's Organization Structure, Job Evaluation and Grading
Complainant	Directive by the Controller and Auditor General (CAG) his Annual Audit Report for the FY 2007/08.
Respondent	Tanzania Communication Regulatory Authority
Submission date	The CAG report was issued on 26th March 2009.

Objective of the Investigation	CAG observed that there was violations of PPA 2004 and its Regulations and therefore requested PPRA to carry out a thorough investigation to ascertain whether there was compliance to the Public Procurement Act (PPA) in the procurement process.
Outcome of the Investigation	The investigation revealed gross irregularities in the procurement process in the planning, tendering and contract implementation stages hence violation of PPA 2004 and its Regulations. It was also revealed that the auditor who was engaged by the CAG to audit the PE had previously participated in the same tender; hence a conflict of interest.
Decision by Procurement Monitoring and Compliance Committee	Directed that; the findings of the investigation be communicated to the Board of Directors of TCRA for disciplinary action; other procurements by the PE be audited to assess the overall level of compliance; the Accounting Officer and heads of responsible Departments to be summoned to the Board for discussion and clarification based on the outcome of the investigation and the level of compliance of the PE; CAG to be advised to ensure that audit firms declare their interest before they are engaged to audit the respective PEs.
CASE 6:	
Tender Details	Procurement of Security Services from Alliance day and night Ltd by the National Social Security Fund;
Complainant	Directive by the Controller and Auditor General (CAG) his Annual Audit Report for the FY 2007/08.
Respondent	National Social Security Fund
Submission date	The CAG report was issued on 26 th March 2009.
Objective of the Investigation	CAG observed that there was violations of PPA 2004 and its Regulations and therefore requested PPRA to carry out a thorough investigation to ascertain whether there was compliance to the Public Procurement Act (PPA) in the procurement process.
Outcome of the Investigation	To some extent the Procuring Entity observed the PPA procedures save for inconsistencies noted in the establishment of the tender board, establishment of Procurement Management Unit, preparation of annual procurement plan, preparation of tender documents, evaluation of tender, notification of award decision. It was however noted that currently the compliance of the PE has improved from 47% in FY 2006/07 to 74% in FY 2008/09.
Decision by Procurement Monitoring and Compliance Committee	Directed that the Accounting Officer be requested to ensure that the PE enhances compliance to the PPA,2004 and its Regulations.
CASE 7:	
Tender Details	Procurement of Internet Services and single source procurement for upgrading of Radio studios at New building PRT and Scoop News studio at TVT – By TBC.
Complainant	Directive by the Controller and Auditor General (CAG) his Annual Audit Report for the FY 2007/08.
Respondent	Tanzania Broadcasting Corporation
Submission date	The CAG report was issued on 26th March 2009.
Objective of the Investigation	CAG observed that there was violations of PPA 2004 and its Regulations and therefore requested PPRA to carry out a thorough investigation to ascertain whether there was compliance to the Public Procurement Act (PPA) in the procurement process.
Outcome of the Investigation	The investigation revealed gross irregularities in the procurement process in the planning, tendering and contract implementation stages hence violation of PPA 2004 and its Regulations. It was also revealed that the auditor who was engaged by the CAG to audit the PE had previously participated in the tender floated by the PE; hence a conflict of interest.
Decision by Procurement Monitoring and Compliance Committee	Directed that; the findings of the investigation be communicated to the Board of Directors of TBC for disciplinary action; other procurements by the PE be audited to assess the overall level of compliance; the Accounting Officer and heads of responsible Departments to be summoned to the Board for discussion and clarification based on the outcome of the investigation and the level of compliance of the PE; CAG to be advised to ensure that audit firms declare their interest before they are engaged to audit the respective PEs.

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CASE 8:	
Tender Details	Tender No. AE/001/2007-08/HQ/W/32&33 for Upgrading of Kigoma – Kidahwe Road (35.7 km) and Mwandiga – Manyovu Road (60 km);
Complainant	Whistleblower
Respondent	TANROADS
Submission date	11 th July 2008
Objective of the Investigation	To assess whether the procurement process followed appropriate procedures stipulated in the PPA 2004 and Regulations; and whether the Accounting Officer interfered with the procurement process.
Outcome of the Investigation	<p>It was observed that there were inconsistencies in the evaluation of tenders. It was also observed that the Accounting Officer was not satisfied with the decision of the Tender Board and therefore returned the decision and gave written reasons for his dissatisfaction to the Tender Board for review pursuant to the provision under Regulation 37 of the GN. No. 97 of 2005. The Tender Board accepted the views of the Accounting Officer and therefore changed their previous decision.</p> <p>The Accounting Officer therefore did not interfere with the tender process as complained by the whistleblower; rather he exercised his powers in line with the provisions under Regulation 37 of the GN. No. 97 of 2005.</p>
Decision by Procurement Monitoring and Compliance Committee	The complaint that the Accounting Officer interfered with the procurement process has no merit. The Accounting Officer be directed to ensure that the evaluation teams apply the evaluation criteria provided in the tender documents consistently.
CASE 9:	
Tender Details	Study on the Quality and Durability of Furniture procured by Government Entities
Objective of the Study	To establish whether appropriate procedures in the procurement of furniture in public entities are followed and whether there is value for money in the use of public funds as far as procurement of furniture is concerned.
Outcome of the Study	To a large extent PEs complied with procurement procedures stipulated in the PPA and Regulations made under it. However, there were weaknesses in formulation of furniture specifications, inspection and contract management of procured furniture. It was also noted that the individual users were specifying furniture requirement basing on their own preferences; Poor finishing and availability of locally manufactured furniture was a major hindrance from public entities from buying local manufactured furniture. This impediment led PEs to procure imported furniture (70%) and 30% local furniture; Record keeping was poor in most of PEs. Some of information were missing and some of PEs failed to produce the values and dates of furniture acquisitions; It was further noted that some of the entities do not have inventory registers and inventory sheets are not maintained for each office room; Currently there is no control mechanism to ensure that procured furniture are user friendly, designed to facilitate task performance, minimize fatigue and injury (Ergonomic furniture); To the large extent government did not realize Value for money in the following areas.
Decision by Procurement Monitoring and Compliance Committee	Directed that: The capacity of small industries in the country is assessed by PPRA to determine their capacity constraints; The Ministry of Infrastructure Development and the President's Office Public Service Management should be advised to issue standard designs and specifications for government use. The Tanzania Bureau of Standard (TBS) and Occupation Safety and Health Agency (OSHA) should be involved in developing the Specifications.

CASE 10:	
Tender Details	Tender No. MoHA/NIDA/PQ/2007 – 08/01 for the Procurement of Goods/Supply and Installation of Equipment and Plants for the Implementation of the National Identification System Based on Smart Card Technology
Complainant	The Public in general
Respondent	Ministry of Home Affairs
Objective of the Investigation	By virtue of PPRA's mandate under section 8 of the PPA, it was decided to conduct an investigation on the tender process of the tender in reference to ascertain compliance with PPA. The investigation was prompted by allegations by the general public in the media on violation of the PPA and its Regulations during the pre-qualification process. The specific objectives of this investigation were; To appraise the pre-qualification process in order to assess whether the process complied with the requirements stipulated in the PPA, 2004 and its Regulations; To assess whether the procurement of a consultant complied with the requirements stipulated in the PPA, CAP 410 and its Regulations; and to recommend appropriate measures to be taken thereof.
Outcome of the Investigation	The investigation revealed a number of irregularities in the evaluation of pre-qualification information hence violation of PPA 2004 and its Regulations. The investigation team had reservations on the capacity and capability of the consultant to manage such a complex procurement.
Decision by Procurement Monitoring and Compliance Committee	Issued directives to the Accounting Officer to implement the recommendations in the investigation report. In addition, the PMCC issued the following directives: The issue of ownership of the project servers by the Government after the completion of the project is an important element which should be incorporated in the bidding document; and to take disciplinary measures to the members of Tender Board, PMU staff and Evaluation Committee for their failure to discharge properly their duties as pointed out in the investigation report.

ANNEX 4.9

ADMINISTRATIVE REVIEW OF PROCUREMENT COMPLAINTS
BY PPRA AND DECISIONS IN FY 2008/2009

Tender Details	Tender no. PCCB/01/2007 – 2008 for National governance and corruption baseline survey.
Complainant	M/S COWI Tanzania Consulting Engineers and Planners Ltd
Respondent	Prevention and Combating of Corruption Bureau
Submission date	18/07/2008
Nature of Complaint	Bidder dissatisfied with disqualification of his technical proposal.
Decision	The bidder was informed that bidders are required to abide by all the requirements provided in the tendering documents when submitting their proposals. The decision of the Accounting Officer was upheld.
Tender Details	Tender No. IFB No. SDC/DED/DWE/06 of 2008 Lot No. S1 and IFB No. SDC/DED/DWE/07 of 2008 Lot No. S2.
Complainant	M/S MEX Ltd
Respondent	Sengerema District Council
Submission date	27/08/2008
Nature of Complaint	Review of a decision made by the Accounting Officer towards a complaint submitted against the decision in tender No. IFB No. SDC/DED/DWE/06 of 2008 Lot No. S1 and IFB No. SDC/DED/DWE/07 of 2008 Lot No. S2.
Decision	The decision of the Accounting Officer was upheld.
Tender Details	Tender No. AR.DC.1/2008/2009 for revenue collection in Oldonyosambu Auction market for the period of July 2008 to June, 2009
Complainant	M/S Tanzania Finance Corporation
Respondent	Arusha District Council
Submission date	29/08/2008
Nature of Complaint	Bidder complained of evaluation criteria used which were not indicated in the bidding documents.
Decision	The complaint was reviewed. The Authority found that, by virtue of section 67 (1) & (2) of PPA, 2004 The Arusha District Council was not bound to accept the bidder who proposed to collect higher amount of revenue. The complaint was accordingly rejected. The District Director was directed to issue a written warning to the members of the Tender Board for using criteria which was not provided in the bidding documents.
Tender Details	Tender for the supply of spare parts to the Director of Wildlife.
Complainant	M/S Mpomabiva Investments Ltd
Respondent	Ministry of Natural Resources and Tourism
Submission date	17/09/2008
Nature of Complaint	Bidder was issued with letter of award but the contract was not signed with them. The bidder was complaining of cancellation of the award.
Decision	The complainant was advised to forward their complaint to PPAA as the procurement contract had already entered into force.
Tender Details	Tender No. IE – 009/2007- 08/HQ/N/T. 13 for provision of labour services for Medical Stores Department (MSD) Lot No. VI
Complainant	M/S Quintex Financial services
Respondent	Medical Stores Department.
Submission date	30 th September, 2008
Nature of Complaint	Bidder complained of being awarded a tender to provide labour services to Mwanza Zone instead of Dar es salaam Zone as contained in his bid document.
Decision	No decision made because the Bidder withdrew his complaint after having negotiations with the Accounting Officer on the provision for labour services to Mwanza, Dodoma nad Moshi zones.

Tender Details	Tender for development of Leaders Club Investment project in Dar es salaam
Complainant	M/S Dar es Salaam Chamber of Commerce
Respondent	Permanent Secretary, President's Office Public Service Management
Submission date	08/10/2008
Nature of Complaint	Bidder complained for the cancellation and re- advertisement of the tender awarded to him without notification
Decision	The complaint was found to be time barred and accordingly rejected.
Tender Details	Tender No. UDC/TB/2008/002 for supply of slates, desks, text books and teaching models for primary schools.
Complainant	Tumaini Eliakana Tungaraza, P. O. Box 345, Nansio Ukerewe.
Respondent	Ukerewe District Council
Submission date	17/10/2008
Nature of Complaint	Bidder complained of procedural irregularities in the tender proceedings.
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has entered into force.
Tender Details	Tender No. IE-009/2007/08/HQ/G/19 for the Supply of Contraceptives
Complainant	M/S Famy Care Ltd, Mumbai, India
Respondent	Medical Store Department
Submission date	03/12/2008
Nature of Complaint	Bidder dissatisfied with the decision of the Accounting Officer to disqualify his bid on the criteria that were not part of the Technical Specification mentioned in the bidding document.
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has already entered into force. The complainant was advised to submit his complaint to PPAA.
Tender Details	Tender no. ME/021/2008 - 09/HQ/N/03 for provision of security services and reception services.
Complainant	M/S Gema Security Services
Respondent	Ministry of Livestock Development and Fisheries.
Submission date	19/12/2008
Nature of Complaint	Bidder dissatisfied with cancellation of award of tender no. Tender no. ME/021/2008 - 09/HQ/N/03 for provision of security services and reception services
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has already entered into force. The complainant was advised to submit his complaint to PPAA
Tender Details	Tender No. 08/2008/2009 of September, 2008 for lease of LAPF Millennium Towers Hotel.
Complainant	M/S Peacock Hotels.
Respondent	Local Authorities Pension Fund. (LAPF)
Submission date	29/12/2008
Nature of Complaint	Bidder dissatisfied with the Accounting Officer decision to disqualify his financial proposal for non submission of security bond.
Decision	The Authority advised the bidder to firstly submit his complaint to the Accounting Officer by virtue of section 80 of PPA, 2004.
Tender Details	Tender for design and installation of fiber optic backbone and local area network.
Complainant	University Computing Center Limited
Respondent	National Council for Technical Education (NACTE)
Submission date	31/12/2008
Nature of Complaint	Bidder dissatisfied with the evaluation process which disqualified his financial proposal.
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has already entered into force. The complainant was advised to submit his complaint to PPAA.

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Tender Details	Tender no. ME – 011/2007- 08/G/01 for the Supply of motor vehicles for MoWI, RSs, LGAs and BWOs
Complainant	Diamond Motors Ltd
Respondent	Ministry of water and Irrigation
Submission date	24/02/2009
Nature of Complaint	Bidder dissatisfied with the clarification on the technical specifications given by the Accounting Officer
Decision	The Complaints Review Committee reviewed the application and found it to have no merit and accordingly rejected it.
Tender Details	Tender No. RAS/008/2008-09/N/02 for Provision of Food Services for In-Patients at Morogoro Regional Hospital.
Complainant	M/S Starcom Consumer Health Care Ltd.
Respondent	Regional Administrative Secretary, Morogoro
Submission date	13/03/2009
Nature of Complaint	The complainant was dissatisfied with the tender results.
Decision	The complainant was advised to forward their complaint to PPAA as the procurement contract has entered into force.
Tender Details	Tender no. IE – 009/2008 – 09/HQ/G/02 by for the supply of contraceptive drugs.
Complainant	M/S Helm Pharmaceuticals GmbH, Humburg, Germany. Fax: +49 40 2375 1845
Respondent	Medical Stores Department
Submission date	16/04/2009
Nature of Complaint	Bidder dissatisfied with evaluation criteria which disqualified him from the tender.
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has already entered into force. The complainant was advised to submit his complaint to PPAA.
Tender Details	Tender for construction of office for Ileje Division Secretary
Complainant	M/S Metty General Supplies Ltd, Mbeya
Respondent	Regional Administrative Secretary, Mbeya Region
Submission date	30/04/2009
Nature of Complaint	Bidder dissatisfied with his disqualification from the tender
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has already entered into force. The complainant was advised to submit his complaint to PPAA.
Tender Details	Tender for Private Sector Competitiveness Project, Loan No. 4136 –A, RFP NO. CDR/C/6
Complainant	M/S Kilimanjaro International Corporation Limited
Respondent	Registrar, Court of Appeal
Submission date	18/05/2009
Nature of Complaint	Bidder complained of change of venue for opening of financial proposal without prior notice. Bidder also complained of failure by the Accounting Officer to deliver decision of the complaint submitted to him.
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has already entered into force. The complainant was advised to submit his complaint to PPAA.

Tender Details	Tender No. NCAA/G/2008/T.005 for the Supply pipes and pipe fittings for Mama Hau River Water project
Complainant	M/S Trio Hardware Ltd.
Respondent	Conservator, Ngorongoro Conservation Area Authority, Ngorongoro Crater, ARUSHA.
Submission date	25/05/2009
Nature of Complaint	Bidder dissatisfied with the rejection of his bid for lot no. 3 while he submitted the lowest bid price.
Decision	The Authority found that, it can not entertain the complaint as the procurement contract has already entered into force. The complainant was advised to submit his complaint to PPAA.

ANNEX 4.10

COMPLAINTS REVIEWED BY THE PUBLIC PROCUREMENT APPEALS
AUTHORITY FOR THE FY 2008/2009

Tender Details	Tender No MDC/CTB/RFQ/2007 – 08/34/05 for Supply of School books for Musoma District Council
Complainant	M/S Sirori Simba Company Limited
Respondent	Musoma District Council
Appeal Case number	Appeal Case No. 30 of 2008
Submission date	15 th September, 2008
Nature of Complaint	The bidder complained of irregularities in the evaluation process and improper award of the tender.
Decision by PPAA	The PPAA delivered its decision on the 29 th September, 2008. The PPAA found that, the appeal has no merit and dismissed it. Each party will bear its own costs.
Tender Details	Tender No. AE/004/2007- 08/HQ/G/03 of 2007/2008 for the furnishing of TFDA offices
Complainant	M/S Quality Furniture and General Appliances
Respondent	Tanzania Food and Drugs Authority
Appeal Case number	Appeal Case no. 26 of 2008
Submission date	02/07/2008
Nature of Complaint	The bidder was dissatisfied with the decision of the Accounting Officer for disqualifying his bid due to the grounds that, he submitted certificate of incorporation, VAT Registration Certificate and Tax Identification Number of Ramada Investment instead of the documents belonging to M/S Quality Furniture and General Appliances.
Decision by PPAA	The PPAA made its decision on the 6 th August, 2008. The appeal was dismissed for lack of merit and ordered that each party bear its own costs.
Tender Details	Tender No. 5/2007/2008 of 2008/2009 for various tenders including the tender for collection of fees on billboards.
Complainant	M/S Biafra General Agency
Respondent	Tarime District Council
Appeal Case number	Appeal Case no. 28 of 2008
Submission date	
Nature of Complaint	The bidder was dissatisfied with the result of the award of the tender.
Decision by PPAA	The PPAA delivered its decision on the 18 th August, 2008 by dismissing the appeal for lack of merits and ordered each party to bear its own costs.
Tender Details	Tender No. PC/023/2007 for provision of security services and guarding of TANESCO premises and Installations in Arusha Region.
Complainant	M/S Secularms LTD
Respondent	TANESCO LTD
Appeal Case number	Appeal Cases No. 29 of 2008.
Submission date	
Nature of Complaint	The bidder complained of procedural irregularities.
Decision by PPAA	Before PPAA decision, the Appellant withdrew the appeal and permission was granted by PPAA.
Tender Details	Tender No. UDC/TB/2008/002 for supply of slates, desks, text books and teaching models for primary schools.
Complainant	Tumaini Eliakana Tungaraza, P. O. Box 345, Nansio Ukerewe.
Respondent	Ukerewe District Council
Appeal Case number	Appeal Case No. 35 of 2008
Submission date	17/10/2008
Nature of Complaint	Bidder complained of procedural irregularities in the tender proceedings.
Decision by PPAA	PPAA found the appeal to have merit and ordered the respondent to pay the appellant compensation of Tsh. 616,800/=

Tender Details	Tender for the supply of various spare parts to the Wildlife Department.
Complainant	M/S Mpomabiva Investments Ltd
Respondent	Ministry of Natural Resources and Tourism
Appeal Case number	Appeal Case No. 31 of 2008
Submission date	25 September, 2008
Nature of Complaint	The bidder was dissatisfied by the decision of the Accounting Officer not to honour the contract awarded to the appellant for the supply of various spare parts to the respondent's Wildlife department.
Decision by PPAA	PPAA delivered its decision on the 17 th November, 2008. The PPAA found that, the respondent's failure to provide the contract after notifying the appellant of the award occasioned injustice to the appellant and does not absolve the respondent from executing the contract. The respondent was ordered to perform the contract and pay compensation of Tsh. 2,120,000/= to the appellant.
Tender Details	Tender No. PA/001/08/HQ/G/13 for supply of lubricants for grid and isolated power stations.
Complainant	M/s Petrolube (T) Limited
Respondent	TANESCO LTD
Appeal Case number	Appeal Case No. 32 of 2008
Submission date	26 th September, 2008
Nature of Complaint	The bidder disputed the disqualification as they had met all the specifications provided in the tender document
Decision by PPAA	The PPAA delivered its decision on the 22 nd October, 2008 by declaring that, the appellant was unfairly disqualified. The respondent was ordered to start the tender process afresh in observance of the law.
Tender Details	Tender No. TANROADS/HQ/1032/2007/2008 for the upgrading of the Marangu – Rombo Mkuu and Mwika Kilacha Roads.
Complainant	M/S Prismo – Badr J.V
Respondent	TANROADS
Appeal Case number	Appeal Case No. 33 of 2008
Submission date	
Nature of Complaint	Bidder dissatisfied with the decision to terminate the contract awarded in Tender No. TANROADS/HQ/1032/2007/2008 for the upgrading of the Marangu – Rombo Mkuu and Mwika Kilacha Roads
Decision by PPAA	PPAA was unable to review the appeal as this was outside its jurisdiction.
Tender Details	Tender for collection of Hotel/ Guest House Levy for the Financial year 2008/2009.
Complainant	M/S Ndanu Real Estate Managers and Developers
Respondent	Karatu District Council
Appeal Case number	Appeal Case No. 34 of 2008
Submission date	9 th October, 2008
Nature of Complaint	The bidder was dissatisfied by the decision of the Accounting Officer for revoking the appellant's contract awarded to them and directing the guest owners to remit the fee directly to the Council.
Decision by PPAA	The PPAA delivered its decision on the 27 th November, 2008. The PPAA found that the appeal is not properly before it and according struck it out.
Tender Details	Tender No. IE- 009/2007 – 8/HQ/G/19 – IDA Credit No. 3841 Grant H017 for supply of contraceptives
Complainant	M/S Famy Care Limited
Respondent	Medical Stores Department
Appeal Case number	Appeal case No. 36 of 2008
Submission date	15/12/2008
Nature of Complaint	Bidder dissatisfied with the disqualification in the tender as the reasons given for disqualification were not part of the technical specifications.
Decision by PPAA	The PPAA delivered its decision on the 20/01/2009 and found that the appeal has merit and declared that the appellant was unfairly disqualified.
Tender Details	Tender for design and installation of fibre optic backbone and local area network
Complainant	M/S University computing center.
Respondent	National Council for Technical Education (NACTE)

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Appeal Case number	Appeal case No. 37 of 2009
Submission date	06/01/2009
Nature of Complaint	The bidder complained of unfair treatment in the tender process.
Decision by PPAA	The PPAA delivered its decision on the 10/02/2009. The PPAA dismissed the appeal for lack of merit.
Tender Details	Tender No. ME/021/2008 – 09/HQ/N/03 for provision of security and reception services.
Complainant	M/S Gema Security Services Limited
Respondent	Ministry of Livestock Development and Fisheries
Appeal Case number	Appeal Case No. 38 of 2009
Submission date	08/01/2009
Nature of Complaint	Bidder dissatisfied with the cancellation of the offer for provision of security and reception services.
Decision by PPAA	The PPAA delivered its decision on the 02/02/2009. The PPAA upheld the appeal and ordered the respondent to execute the contract.
Tender Details	Tender No. IFQ No. MZA/MDC/CT/08/2008/2009 for construction of the District water Engineer's Office.
Complainant	M/S Bukishele Civil Engineering and Building Contractor (T) Ltd
Respondent	Misungwi District Council
Appeal Case number	Appeal Case No. 39 of 2009
Submission date	08/01/2009
Nature of Complaint	Bidder dissatisfied with the evaluation process and his disqualification from the tender.
Decision by PPAA	The PPAA delivered its decision on the 23/02/2009. The PPAA upheld the appeal and ordered the respondent to start the tender process afresh in observance of the law and compensate the appellant for all the costs incurred in the amount of Tsh. 4, 290,000/=
Tender Details	Tender No. 2 of 2007/2008 for Supply and Installation of Hardware, Local Area Networks (LAN), Wide Area Network (WAN), Power Systems, PABX and VoIP. The said Tender had 5 lots and the said Appeal was in respect of Lot No. 4 which relates to "Supply and Installation of Electrical Power Systems".
Complainant	M/s Rex Investment Limited.
Respondent	Tanzania National Parks Authority (TANAPA).
Appeal Case number	Appeal Case No. 41 of 2009.
Submission date	19/03/2009
Nature of Complaint	The Appellant was dissatisfied with the tender results.
Decision by PPAA	PPAA held that, appellant's disqualification was justified and the Respondent's act of awarding the contract in favour of M/s Ensol (T) Ltd was a nullity at Law. The Appeal was dismissed and the Respondent was ordered to restart the tender process afresh in observance of the law.
Tender Details	Tender No. RAS/008/2008-09/N/02 for Provision of Food Services for In-patients at Morogoro Regional Hospital.
Complainant	M/s Starcom Consumer Health Care Ltd.
Respondent	Morogoro Regional Secretariat.
Appeal Case number	Appeal Case No. 42 of 2009
Submission date	31/03/2009
Nature of Complaint	The Appellant was dissatisfied with the tender results.
Decision by PPAA	The PPAA upheld the appeal and set aside the award made to M/S Morogoro White House Inn Limited. The Respondent was ordered to start the tender process afresh in observance of the law.
Tender Details	Tender No. 12-PA/023/2008/09/n/12 for Outsourced Services. The said tender had seven lots and the Appeal was in respect of Lot 2 which was for Provision of Cleaning and Gardening Services.
Complainant	M/s MAMU Enterprises.
Respondent	Moshi University College of Co-operative and Business Studies.
Appeal Case number	Appeal Case No 43 of 2009

Submission date	06/04/2009
Nature of Complaint	The Appellant was aggrieved with the tender results.
Decision by PPAA	The PPAA upheld the Appeal and ordered the Respondent to restart the tender process afresh in observance of the law; and compensate the Appellant a sum of Tshs. 1,165,000.00 for the cost incurred.
Tender Details	Tender No. 2 of 2007/2008 for Supply and Installation of Hardware, Local Area Networks (LAN), Wide Area Network (WAN), Power Systems, PABX and VoIP.
Complainant	M/s SimbaNET(T) Ltd.
Respondent	Tanzania National Parks (TANAPA).
Appeal Case number	Appeal Case No. 44 of 2009.
Submission date	16/04/2009
Nature of Complaint	The Appellant was dissatisfied with the tender results.
Decision by PPAA	The PPAA upheld the appeal and ordered that the Respondent restart the tender process afresh in observance of the law.
Tender Details	Tender No. ME/004/2008-09/HQ/D/1 for Disposal of Various Marine Vessels and Equipment of Ex-TAFICO Assets.
Complainant	Thadeus Bernard
Respondent	Ministry of Finance and Economic Affairs.
Appeal Case number	Appeal Case No.45 of 2009
Submission date	04/05/2009
Nature of Complaint	The Appellant was dissatisfied with the tender results.
Decision by PPAA	The PPAA partly upheld the Appeal and ordered the Respondent to compensate the Appellant the Appeal filing fees and Interest on the bid deposit at the prevailing bank rate from the due date till payment in full.
Tender Details	Tender No. IE-009/2008/09/HQ/G/02 for Supply of Contraceptive Drugs.
Complainant	M/s Helm Pharmaceuticals GmbH
Respondent	Medical Stores Department
Appeal Case number	Appeal Case No. 46 of 2009
Submission date	16/04/2009
Nature of Complaint	The Appellant was dissatisfied with the decision of the Respondent.
Decision by PPAA	The PPAA upheld the Appeal and ordered the Respondent to restart the tender process afresh in observance of the law.
Tender Details	Tender No. NCAA/G/2008-2009/T.005 for Supply of Pipes and Pipe Fittings for Mama Hau River Water Project at Kamy Estate Njia Panda Karatu.
Complainant	M/s Trio Hardware Ltd.
Respondent	Ngorongoro Conservation Area Authority.
Appeal Case number	Appeal Case No. 47 of 2009.
Submission date	4 th June, 2009
Nature of Complaint	The Appellant was dissatisfied with the Respondent's Review on his disqualification at the preliminary stage for failure to meet the requirements of the Tender Document.
Decision by PPAA	Having considered all facts and evidence, the Authority concluded that, the appellant was unfairly disqualified. So the Authority upheld the Appeal and ordered the respondent to compensate the Appellant a sum of Tsh 17,145,000/- as cost
Tender Details	Tender No. ME/004/22008-09/HQ/g/2 for Supply of Various Office Stationery
Complainant	M/s Dubai Trading Centre.
Respondent	Ministry of Finance and Economic Affairs.
Appeal Case number	Appeal Case No. 48 of 2009
Submission date	22 nd June,2009
Nature of Complaint	The Appellant was dissatisfied with the annulment of his tender.
Decision by PPAA	PPAA upheld the Appeal and ordered the Respondent to execute the contract and take delivery of the various stationeries ordered from the Appellant in accordance with the tender also to compensate the Appellant a sum of Tshs. 120,000/= being appeal filing fees; and each party to bear its own costs.

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Tender Details	Tender No. PA/024/2009/mwz/g/01 for Supply of Various Goods and Services for the Vocational Education and Training Authority-Lake Zone.
Complainant	M/s Supreme International Ltd.
Respondent	Vocational Education and Training Authority-Lake Zone.
Appeal Case number	Ruling on the Appeal Case No. 49 of 2009.
Submission date	23 rd June, 2009
Nature of Complaint	The Appellant was aggrieved by the Respondent's decision to revoke his award.
Decision by PPAA	The Authority found that the appeal had merit and accordingly upheld it and ordered the Respondent to start the tender process afresh in observance of the law and compensate the Appellant a total of Tshs. Four million Nine Hundred fifty Four thousand only(4,974,000/=)
Tender Details	Request for Proposal No. CDR/C/6 for Provision of Consultancy Services to Develop Training Modules and Provide Technical Resource Persons/Trainers in Commercial Justice,
Complainant	M/s Kilimanjaro International Corporation Ltd.
Respondent	Court of Appeal of Tanzania
Appeal Case number	Appeal Case No. 50 of 2009.
Submission date	30 th June, 2009.
Nature of Complaint	The Appellant was dissatisfied with the Tender results.
Decision by PPAA	The Authority upheld the Appeal and ordered the Respondent to start the procurement process afresh in observance of the law, to compensate the Appellants 120,000/= being appealing fees. Each party was ordered to bear its own costs.
Tender Details	Tender No. 2/2009/2010 for Provision of Various Services.
Complainant	M/s Musoma Wood Works Enterprises and M/s Mipawa Enterprises.
Respondent	Musoma Municipal Council.
Appeal Case number	Ruling on the Appeal Case No. 51 of 2009.
Submission date	27 th July, 2009 and 29 th July, 2009 respectively.
Nature of Complaint	The Appellants were aggrieved by the cancellation of the Tender.
Decision by PPAA	The PPAA upheld the Preliminary Objection rose by the Respondent and accordingly rejected the Appeals for non observance of procedural requirements. Each party was ordered to bear its own costs.
Tender Details	Tender No. MEDA/06/2009-2010 for provision of Transportation and Distribution of Long Lasting Insecticidal Nets (LLINs) Under the Nationwide Under Five Catch up Campaign (U5CC).
Complainant	M/s Shella Beach Investment Co. Ltd.
Respondent	MEDA Economic Development Associates.
Appeal Case number	Appeal Case No. 52 of 2009.
Submission date	06 th July, 2009
Nature of Complaint	The Appellant was dissatisfied with the Tender Results.
Decision by PPAA	The PPAA concluded that, the Appellant was fairly disqualified and that the award of the Tender in favour of M/s A to Z Textile Mills Ltd contravened the law and therefore a nullity. So PPAA upheld the Appeal and ordered the Respondent to re-start the tender process afresh in observance of the law and each party to bear their own costs.

ANNEX 4.11

RED FLAGS CHECKLIST

Procuring entity	
Procuring entity ID no.	
Tender number	
Name of auditor	
Date of report	

Procurement phase	Red Flag	Yes	No	N/A
Pre-bid phase	1. The procurement is not in the procurement plan			
	2. The objective of the procurement is unclear or vague			
	3. Insufficient or inconsistent planning timeframe applied			
	4. The tender is not packaged with other tenders for similar goods (i.e. splitting)			
	5. Significant deviations from standard bidding documents			
	6. Technical specifications are weak or unclear			
	7. Technical specifications are narrow or appear tailored			
	8. Selected procurement method does not observe existing thresholds			
	9. Insufficient advertising			
	10. Inadequate time given for preparing bids			
	11. Lack of mandatory approvals by appropriate authority			
	12. Inaccurate minutes of pre-bid meetings			
	13. Clarifications are not circulated to all bidders			
	14. Incomplete records of the pre-bid phase			
Evaluation and award phase	15. Evaluation Committee members do not have the technical expertise necessary			
	16. The evaluation is being conducted by a small number of persons			
	17. The same Evaluation Committee members are involved in many procurements			
	18. Qualified bidders are voluntarily dropping out of tender process			
	19. Disqualification of bidders on minor technicalities			
	20. Unreasonable delays in evaluating the bids and awarding the contract			
	21. Evaluation criteria are amended after receipt of bids			
	22. Narrow variance between the cost estimate and the bid amounts received			
	23. Major similarities between competing bids (e.g. similar format, errors, prices)			
	24. Unusually large variance between the price of competing bids			
	25. The same shareholders are involved in several bids using different company names			
	26. Failure to disqualify bids despite major errors			
	27. Falsification of submitted documentation (e.g. authorisations, CVs, etc.)			
	28. Failure to publicise award decisions simultaneously to all bidders			
	29. Contract is not in conformity with bid documents (e.g. specification or quantities)			
	30. Non-responsive bids are made responsive as result of clarification from procuring entity			
	31. Quality criteria are not defined in the contract			
	32. Incomplete records of evaluation and award			

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Procurement phase	Red Flag	Yes	No	N/A
Contract management and audit phase	33. Negotiation team does not include adequate technical expertise			
	34. Minutes of the negotiations are not in line with Terms and Conditions of Contract			
	35. Contract specifications altered after award of contract			
	36. Contract is not signed by duly authorised officer			
	37. Failure to deliver the quality specified in contract			
	38. Failure to deliver the right quantities of goods and materials			
	39. Delays in delivery of goods, works or services			
	40. Replacement of nominated consultant by less qualified personnel			
	41. Instructions are not given in writing to contractors			
	42. Cost overruns are inadequately justified			
	43. Contract variations are not approved by appropriate authority			
	44. Failure to impose liquidative damages in case of delays			
	45. Failure to make progress payments or final payment within stipulated timeframe			
	46. Failure to pay retention money in a timely manner			
	47. Double payment of supplier			
	48. No or insufficient evaluation of the contractors' quality of performance			
	49. Client dissatisfaction with completed products			
	50. Incomplete contract management records			

ANNEX 4.12

A LIST OF PEs TRAINED ON PMIS

S/N	PE NAME
1	Bank of Tanzania (BOT)
2	Commission for Human Rights and Good Governance(CHRAGG)
3	Dar Es Salaam Institute of Technology (DIT)
4	DAWASA
5	DAWASCO
6	Drilling and Dam Construction Agency(DDCA)
7	Drug Control Commission
8	Energy and Water Utilities Regulatory Authority(EWURA)
9	Government Chemist Laboratory Agency
10	Government Procurement Services Agency
11	Higher Education Students Loan Board.
12	Institute of Finance Management (IFM)
13	Insurance Supervisory Department
14	Kibaha Education Centre
15	Law Reform Commission of Tanzania
16	Medical Stores Department
17	Ministry of Communication, Science & Technology
18	Ministry of Finance and Economic Affairs
19	Ministry of Foreign Affairs And international Corporation
20	Ministry of Health & Social Welfare
21	Ministry of Infrastructure Development
22	Ministry of Lands, Housing And Human Settlement
23	Ministry of Natural Resources & Tourism
24	Muhimbili National Hospital (MNH)
25	Muhimbili Orthopaedic Institute (MOI)
26	Muhimbili University College of Health Sciencies (MUCHS)
27	National Audit Office (NAO)
28	National Bureau of Statistics
29	National Construction Council (NCC)
30	National Economic Empowerment Council(NEEC)
31	National Electoral Commission (NEC)
32	National Examination Council of Tanzania (NECTA)
33	National Health Insurance Fund
34	National Housing Corporation(NHC)
35	National Institute for Medical Research(NIMR)
36	National Insurance Corporation (NIC)
37	National Social Security Fund(NSSF)
38	Occupational Safety & Health and Health Authority
39	Open University of Tanzania (OUT)
40	President's Office, Public Service Management
41	Prevention and Combating of Corruption Bureau (PCCB)
42	Public Procurement Regulatory Authority(PPRA)
43	Public Service Pension Fund (PSPF)
44	Surface Marine Transport Regulatory Authority (SUMATRA)
45	TANROADS-Arusha
46	TANROADS-Coast
47	TANROADS-Dar es Salaam
48	TANROADS-Dodoma
49	TANROADS-HQ
50	TANROADS-Iringa

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S/N	PE NAME
51	TANROADS-Kagera
52	TANROADS-Kigoma
53	TANROADS-Kilimanjaro
54	TANROADS-Lindi
55	TANROADS-Manyara
56	TANROADS-Mara
57	TANROADS-Mbeya
58	TANROADS-Morogoro
59	TANROADS-Mtwara
60	TANROADS-Mwanza
61	TANROADS-Rukwa
62	TANROADS-Rukwa
63	TANROADS-Ruvuma
64	TANROADS-Shinyanga
65	TANROADS-Singida
66	TANROADS-Tabora
67	TANROADS-Tanga
68	Tanzania Airport Authority(TAA)
69	Tanzania Building Agency(TBA)
70	Tanzania Civil Aviation Authority(TCAA)
71	Tanzania Commission for Aids (TACAIDS)
72	Tanzania Communication Regulatory Authority(TCRA)
73	Tanzania Education Authority
74	Tanzania Electric Supply Co Limited (TANESCO)
75	Tanzania Food & Drugs Authority
76	Tanzania Food and Nutrition Centre
77	Tanzania Institute of Education
78	Tanzania Investment Centre
79	Tanzania Law Reform Commission
80	Tanzania Meteorological Agency
81	Tanzania Electrical, Mechanical & Electronics Services Agency (TEMESA)
82	Tanzania Petroleum Development Corporation (TPDC)
83	Tanzania Ports Authority(TPA)
84	Tanzania Posts Corporation (TPC)
85	Tanzania Public Service College
86	Tanzania Revenue Authority (TRA)
87	UWASA - Mwanza
88	UWASA - Shinyanga
89	Vice President's Office
90	Vocational Education and Training Authority
91	Weights & Measures Agency
92	RAS-KIGOMA
93	Bukoba Municipal Council
94	Bukombe District Council
95	Chato District Council
96	Geita District
97	Karagwe District
98	Kibondo District Council
99	Kishapu District Council
100	Kyela District Council
101	Manyoni District
102	Maswa District Council
103	Meatu District Council

S/N	PE NAME
104	Misungwi District
105	Muleba District Council
106	Mwanza City Council
107	Ngara District Council
108	Royra District
109	Sengerema District
110	Serengeti District
111	Tarime District
112	Ukerewe District
113	UWASA-Musoma
114	UWASA-Tabora
115	Shinyanga District Council
116	Musoma District Council
117	Sikonge District Council

ANNEX 4.13

A LIST OF PEs THAT ARE FULLY OPERATIONAL ON PMIS

SN	PE NAME
1	Agricultural Seed Agency (ASA)
2	Bank of Tanzania-HQ
3	Commission for Human Rights and Good Governance(CHRAGG)
4	Energy And Water Utilities Regulatory Authority (EWURA)
5	Government Procurement Services Agency (GPSA)
6	Institute of Finance Management
7	Medical Store Department (MSD)
8	Ministry of Communication Science and Technology
9	Ministry of Finance and Economic Affairs (MOFEA)
10	Ministry of Foreign Affairs and International Co-operation
11	Ministry Of Health And Social Welfare
12	Muhimbili National Hospital (MNH)
13	Muhimbili Orthopaedic Institute (MOI)
14	National Audit Office (NAO)
15	National Electoral Commission (NEC)
16	National Examination Council of Tanzania (NECTA)
17	National Health Insurance Fund (NHIF)
18	Open University of Tanzania (OUT)
19	Prevention and Combating of Corruption Bureau (PCCB)-HQ
20	Public Services Pension Fund (PSPF)
21	Regional Administrative Secretary-KIGOMA
22	Surface and Marine Transport Regulatory Authority (SUMATRA)
23	Tanzania Airports Authority (TAA)
24	Tanzania Communications Regulatory Authority (TCRA)
25	Tanzania Education Authority (TEA)
26	Tanzania Meteorological Agency (TMA)
27	Tanzania National Roads Agency - DODOMA
28	Tanzania National Roads Agency - MWANZA
29	Tanzania National Roads Agency-KIGOMA
30	Tanzania National Roads Agency-SHINYANGA
31	Tanzania National Roads Agency-Tabora
32	Tanzania Petroleum Development Corporation(TPDC) - DSM
33	Tanzania Ports Authority (TPA)
34	Vocational Education and Training Authority-HQ
35	Weights & Measures Agency

ANNEX 5.1
SUMMARY OF CONTRACTS FOR FINANCIAL YEAR 2008/2009

Code No.	NAME OF THE ENTITY	GOODS	WORKS	CONSULTANCY	NON CONSULTANCY	GRAND TOTAL
MINISTRIES						
ME/001	State House	281,961,812	54,587,610		17,200,920	353,750,342
ME/002	Vice President's office, Union Affairs and Environment	326,732,604	8,865,998,871	274,355,700	27,533,000	9,494,620,175
ME/004	Ministry of Finance and Economic Affairs	2,927,782,852	83,347,698	167,403,088	102,517,250	3,281,050,888
ME/006	Ministry of Communication, Science & Technology	90,159,000,000	120,547,000,000	56,788,000,000	16,893,000,000	284,387,000,000
ME/007	Ministry of Health & Social Welfare	45,768,244,118	633,221,498	57,511,281,256	879,046,870	104,791,793,742
ME/008	Ministry of Energy & Minerals	272,969,469		292,936,850	2,084,000	567,990,319
ME/009	Ministry of Industries, Trade & Marketing	947,733,640	341,039,720	471,978,780	53,270,953	1,814,023,093
ME/011	Ministry of Water and Irrigation	15,439,808,032	20,346,230,960	5,615,765,678	1,021,984,800	42,423,789,470
ME/012	Ministry of Agriculture, Food Security & Cooperatives	8,498,877,915	530,831,601	178,510,000	707,400,000	9,915,619,516
ME/013	Ministry of Foreign Affairs and international Co-operation	449,384,398	167,964,720	25,935,000	1,378,067,731	2,021,351,849
ME/014	Ministry of Home Affairs	226,395,474,210	18,619,958,100	615,543,810	125,500,000	245,756,476,120
ME/015	Ministry of Infrastructure Development	4,638,517,550	10,376,500	820,776,720	207,562,187	5,677,232,957
ME/016	Ministry of Community Development, Gender and Children	475,792,303	2,975,493,282	164,724,118	279,393,640	3,895,403,343
ME/017	Ministry of Lands, Housing & Human Settlement Development	2,228,997,450	1,890,967,632	7,998,129,100	443,655,501	12,561,749,683
ME/018	Ministry of Natural Resources & Tourism	3,040,353,139	387,362,600	1,049,654,360	520,447,772	4,997,817,870
ME/020	Ministry of Defence & National Service	685,964,414	6,888,600,789		895,406,460	8,469,971,663
ME/021	Ministry of Livestock and Fisheries Development	11,328,075,751	841,800,502	750,377,911	1,047,078,668	13,967,332,832
ME/022	Prime Minister's Officer, Regional Administration & Local Government	1,959,450,702	7,389,034,349	83,954,000	967,491,582	10,399,930,633
ME/024	Ministry of Education & Vocational Training	1,669,819,902		260,721,200	2,175,659,252	4,106,200,354
ME/025	Ministry of Information, Culture and Sports	455,465,190	400,935,008	916,129,472	129,648,190	1,902,177,859
ME/026	Ministry of Labour Employment and Youth Development	424,819,695	1,238,867,808	358,580,545		2,022,268,048
ME/027	Ministry of East African Cooperation	191,810,894	35,387,000	219,467,320	356,886,271	803,551,485
Total Ministries		418,567,036,040	192,249,006,248	134,564,224,907	28,230,835,047	773,611,102,242
PARASTATAL ORGANIZATIONS						
PA/001	Tanzania Electric Supply Co Limited (TANESCO)	213,048,415,313	70,634,301,574	6,026,785,758	9,486,484,098	299,195,986,743
PA/004	National Social Security Fund (NSSF)	2,736,741,018	14,713,121,609	5,037,457,761	4,532,794,685	27,020,115,074
PA/005	Public Service Pension Fund (PSPF)	1,054,062	12,143,519	788,149	95,898	14,081,628
PA/006	National Construction Council (NCC)	18,836,675		21,400,000	43,951,247	84,187,923
PA/007	Muhimbili University College of Health Sciences (MUCHS)	600,314,222	2,382,953,651		28,680,360	3,011,948,233
PA/008	Muhimbili Orthopaedic Institute (MOI)	1,049,897,246	123,878,273	22,511,223		1,196,286,742
PA/009	Muhimbili National Hospital	6,800,176,706		28,800,000	167,552,000	6,996,528,706
PA/010	Ocean Road Cancer Institute	248,439,524	107,276,847	197,402,400	310,252,059	863,370,830

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PA/O11	University of Dar Es Salaam	1,641,618,588	417,037,788		193,546,800	2,252,203,176
PA/O12	Sokoine University of Agriculture	216,875,200	169,570,578	39,192,000	356,040,000	781,677,778
PA/O13	Mzumbe University	347,316,540	3,254,073,668	17,727,360	435,345,648	4,054,463,216
PA/O14	Ardhi University	642,476,313	852,968,500	19,896,450	431,998,489	1,947,339,752
PA/O16	Institute of Finance Management (IFM)	916,195,568	33,969,384	95,468,000	457,957,354	1,503,590,306
PA/O17	Institute of Accountancy Arusha (IAA)	243,597,598			70,388,600	313,986,198
PA/O18	Open University of Tanzania (OUT)	1,169,153,052			168,119,686	1,337,272,738
PA/O19	National Institute for Medical Research(NIMR)	351,373,534			72,783,049	424,156,583
PA/O21	College of Business Education(CBE)	241,112,927	274,469,605	27,860,000	45,404,248	588,846,780
PA/O24	Tanzania Standard News Papers Limited	2,852,066,000		235,224,000	648,512,000	3,735,802,000
PA/O25	Kibaha Education Centre	985,000,000	2,597,000,000	116,000,000	88,000,000	3,786,000,000
PA/O26	Institute of Rural Development Planning	343,783,500	2,786,973,000		161,607,000	3,292,363,500
PA/O29	National Environment Management Council (NEMC)	1,646,692,300	25,001,600	76,430,000	120,500,000	1,868,623,900
PA/O30	Higher Education Students Loan Board.	165,947,438	5,245,000	27,804,000	494,892,264	693,888,702
PA/O31	Tanzania Petroleum Development Corporation (TPDC)	311,832,000	1,485,555,000		70,449,000	1,867,836,000
PA/O32	Tanzania Telecommunication Co Limited (TTCL)	380,263,578	316,351,690		194,304,000	890,919,267
PA/O36	Tanzania Tourist Board	111,291,236			38,751,255	150,042,491
PA/O37	Tanzania National Parks (TANAPA)	6,443,816,458	7,725,368,948			14,169,185,406
PA/O38	Parastatal Pension Fund (PPF)	884,106,548	10,038,905,632	52,591,000	3,311,224,918	14,286,828,098
PA/O44	Tanzania Bureau of Standards (TBS)	562,976,422	97,459,124	27,822,000		688,257,547
PA/O45	National Examination Council of Tanzania (NECTA)	3,630,514,804	1,917,414,876	93,000,261	376,695,706	6,017,625,648
PA/O49	National Board of Materials Management (NBMM)	31,181,000		34,472,000	502,528,000	568,181,000
PA/O52	National Board of Accountants and Auditors (NBAA)	499,844,942	82,316,676	53,826,000	32,440,806	668,428,424
PA/O53	Tanzania Automotive Technology Centre- Nyumbu	1,965,038,152			943,832,096	2,908,870,248
PA/O54	Mzinga Corporation Sole	376,153,346				376,153,346
PA/O55	Institute of Social Work	271,936,067	1,089,155,126	135,722,434	61,102,000	1,557,915,627
PA/O58	Mkwawa University of Education	657,635,900	34,579,250	152,844,000	329,760,480	1,174,819,630
PA/O60	Serengeti Wildlife Research Institute	68,027,110	123,746,128	6,469,750		198,242,988
PA/O66	National Housing Corporation(NHC)	1,496,186,747	1,449,917,461	192,708,420		3,138,812,628
PA/O71	National Health Insurance Fund(NHIF)	2,138,967,873	98,798,400	369,757,149	100,533,751	2,708,057,173
PA/O72	Tanzania Food and Nutrition Centre	102,340,860			22,357,860	124,698,720
PA/O74	Tanzania Investment Bank	1,235,597,014	298,141,641	47,297,610	100,808,560	1,681,844,825
PA/O75	Arusha International Conference	3,262,561,780		112,873,408	48,740,200	3,424,175,388
PA/O79	National College of Tourism	42,987,924		2,080,000	14,017,290	59,085,214
PA/O81	Eastern Africa Statistical Training Centre(EASTC)	318,226,021	951,792,986	72,198,894	80,236,550	1,422,454,450
PA/O82	Bank of Tanzania(BOT)	76,042,084,157	1,364,265,290	175,907,824	1,934,668,458	79,516,925,729
PA/O83	Arusha Technical college	100,982,250	855,774,290	77,019,686	486,891,000	1,520,667,226
PA/O84	Tanzania Broadcasting Cooperation	2,562,194,367	1,099,737,530		156,232,485	3,818,164,382
PA/O86	Dar es Salaam Maritime Institute(DMI)	34,330,160	73,806,640	14,700,000	1,672,000	124,508,800

Code No.	NAME OF THE ENTITY	GOODS	WORKS	CONSULTANCY	NON CONSULTANCY	GRAND TOTAL
PA/O88	Gaming Board of Tanzania	100,021,032		15,960,000	3,600,000	119,581,032
PA/O94	Tanzania Institute of Accountancy (TIA)	1,101,767,003	234,854,960	40,282,209	33,362,468	1,410,266,640
PA/O95	Local Authorities Pensions Fund(LAPF)	1,049,273,597	56,514,883,659	1,789,629,614	405,197,240	59,758,984,110
PA/O97	Government Emplooyes Provident Fund	268,760,516	23,911,671	6,600,000	49,632,994	348,905,180
PA/101	Kilimanjaro Christian Medical Centre(KCMC)	1,157,890,095	37,850,880		43,117,972	1,238,858,947
PA/102	College of African Wildlife Management (MWEKA)	511,925,053			139,835,097	651,760,150
	Consolidated Holding Corporation	631,456,834	12,407,000	125,320,000	165,930,816	935,114,650
	Institute of Social Work	333,936,068	1,089,155,126	39,960,000	34,696,800	1,497,747,994
Total Parastatals		344,953,190,237	185,406,134,580	15,629,789,360	27,997,525,289	573,986,639,466
AGENCIES						
AE/001	Tanzania National Roads Agency(TANROADS)	40,053,109,184	1,071,191,544,172	31,968,718,557		1,143,213,371,914
AE/002	Tanzania Tree Seed Agency	93,325,247			86,580,390	179,905,637
AE/004	Tanzania Food & Drug Agency	701,267,323		14,424,000	153,152,400	868,843,723
AE/006	Tanzania Electrical, Mechanical & Electronics Services Agency (TEMESA)	2,232,133,284	152,793,984	11,000,000	104,020,000	2,499,947,268
AE/008	Rural Energy Agency(REA)	166,815,245	27,361,918	11,252,722	124,808,629	330,238,514
AE/009	Drilling and Dam Construction Agency(DDCA)	1,301,642,466			28,487,577	1,330,130,043
AE/010	Business registration and Licensing Authority (BRELA)			119,524,720		119,524,720
AE/015	Weights & Measures Agency	132,881,262				132,881,262
AE/016	Tanzania Ports Authority(TPA)	13,736,839,796	4,637,281,776	1,290,991,721	2,649,484,181	22,314,597,474
AE/018	Public Procurement Regulatory Authority(PPRA)	358,453,489		1,224,957,893	26,845,872	1,610,257,254
AE/020	Tanzania Communication Regulatory Authority(TCRA)	1,788,481,940	232,365,536	315,877,600	141,621,600	2,478,346,676
AE/021	Capital Development Authority (CDA)	1,489,410,096	1,111,770,195	751,747,285	13,093,946	3,366,021,522
AE/022	Rufiji Basin Development Authority (RUBADA)	169,803,450		23,435,000	53,726,222	246,964,672
AE/023	Tanzania Revenue Authority (TRA)	7,915,387,148	7,749,807,798	1,022,734,825	971,238,983	17,659,168,754
AE/024	Energy and Water Utilities Regulatory Authority(EWURA)	414,434,232	32,665,120	334,983,750	207,816,240	989,899,342
AE/025	Surface Marine Transport Regulatory Authority (SUMATRA)	563,734,805		390,500,400	256,445,884	1,210,681,089
AE/026	Tanzania Education Authority	58,541,108			35,037,740	93,578,848
AE/027	Tanzania Airport Authority(TAA)	599,831,230	34,023,570,291	1,221,360,518	132,491,380	35,977,253,419
AE/028	Tanzania Civil Aviation Authority(TCAA)	4,649,400,648		180,547,220	258,942,688	5,088,890,556
AE/029	Government Procurement Services Agency	3,940,133,660		94,877,890	21,400,000	4,056,411,550
	Center for Agricultural Mechanization and Rural Technology (CAMARTEC)	1,191,298,234	1,655,235,652	161,605,530	15,884,500	3,024,023,916
	The National Council for Technical Education	355,345,000	49,415,000	215,724,000	159,292,000	779,776,000
	Vocational Education and Training Authority	1,159,723,640	8,000,000	130,331,000	46,530,900	1,344,585,540
	Fair Competition Commission	1,008,425,875		161,414,500	49,187,800	1,219,028,175
Total Agencies		84,080,418,363	1,120,871,811,442	39,646,009,131	5,536,088,932	1,250,134,327,868

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Code No.	NAME OF THE ENTITY	GOODS	WORKS	CONSULTANCY	NON CONSULTANCY	GRAND TOTAL
URBAN WATER AND SEWERAGE AUTHORITIES						
AE/029	UWASA - Arusha	551,712,828	18,294,000	504,891,482	123,723,075	1,198,621,385
AE/030	UWASA - Babati	329,457,800	5,982,232,575	1,549,873,000	11,208,725	7,872,772,100
AE/033	DAWASA	69,194,000	46,401,697,926	470,754,003		46,941,645,929
AE/034	UWASA - Dodoma	4,630,145,750	93,330,000	945,799,400	77,764,200	5,747,039,350
AE/035	UWASA - Iringa	1,533,853,332		122,270,000	24,830,000	1,680,953,332
AE/037	UWASA - Mbeya	710,321,846			30,592,425	740,914,271
AE/038	UWASA - Morogoro	1,029,812,605	16,830,120	42,825,000	362,699,792	1,452,167,517
AE/039	UWASA - Moshi	760,412,854		225,320	66,496,310	827,134,484
AE/040	UWASA - Musoma	194,235,335			16,942,395	211,177,730
AE/041	UWASA - Mtwara	490,229,962	6,920,858,980	1,120,437,500	80,036,195	8,611,562,637
AE/044	UWASA - Songea	238,970,330			13,680,000	252,650,330
AE/045	UWASA - Sumbawanga	207,702,421	8,892,770		15,469,803	232,064,994
AE/046	UWASA - Shinyanga	1,838,644,208	3,352,719,180	270,553,485		5,461,916,873
AE/048	UWASA - Tanga	1,200,788,077	24,442,454		64,956,370	1,290,186,901
AE/O50	Tanzania Public Service College	443,402,927	477,324,396	14,049,913	207,486,803	1,142,264,039
Total Water Authorities		14,228,884,274	63,296,622,401	5,041,679,103	1,095,886,093	83,663,071,872
INDEPENDENT DEPARTMENTS						
IE/004	Tanzania Law Reform Commission	159,540,016			90,275,732	249,815,748
IE/005	Prevention and Combating of Corruption Bureau (PCCB)	5,611,640,000	3,626,310,000	234,140,000		9,472,090,000
IE/006	National Assembly	2,082,838,707	1,240,999,161	1,096,294,200	4,963,574,401	9,383,706,468
IE/007	Judiciary	4,742,713,075	443,627,280		468,538,308	5,654,878,663
IE/009	Medical Stores Department	73,224,074,409	89,929,095	255,370,200	1,661,647,657	75,231,021,360
IE/010	Tanzania Commission for Aids (TACAIDS)	2,371,642,990	62,550,562	1,281,492,200	370,748,000	4,086,433,752
IE/011	Tanzania Social Action Fund (TASAF)		8,976,660	635,533,600	25,005,000	669,515,260
IE/017	Commission for Human Rights and Good Governance(CHRAGG)	374,415,391	109,112,083	2,550,000	39,228,000	525,305,474
IE/018	National Electoral Commission (NEC)	2,003,979,623	1,366,433,525		663,104,888	4,033,518,036
IE/019	Insurance Supervisory Department	214,863,245	12,000,000		37,439,260	264,302,505
IE/020	ROAD FUND BOARD	180,215,899		161,400,000	334,597,011	676,212,910
Total ID		90,965,923,354	6,959,938,366	3,666,780,200	8,654,158,256	110,246,800,177
REGIONAL ADMINISTRATIVE SECRETARIAT						
RAS/001	ARUSHA	570,390,000	964,511,098	73,170,247	395,075,000	2,003,146,345
RAS/003	IRINGA		825,830,737		16,000,000	841,830,737
RAS/004	KIGOMA	236,304,359	541,313,579	450,000,000	41,943,207	1,269,561,145
RAS/008	MOROGORO	373,364,122	929,777,500			1,303,141,622
RAS/009	MWANZA	814,836,072	1,187,387,763		248,199,000	2,250,422,835
RAS/011	MTWARA	334,046,589	409,388,128		103,520,837	846,955,554
RAS/015	TANGA	322,376,001	714,975,913		8,988,600	1,046,340,514
RAS/019	KAGERA	48,117,441	5,371,017,194	922,257,800	25,200,009	6,366,592,444
Total RAS		2,699,434,584	10,944,201,912	1,445,428,047	838,926,653	15,927,991,196
LOCAL GOVERNMENT AUTHORITIES						
ARUSHA						
LGA/003	Arusha Municipal Council	1,197,917,600	427,701,316	1,357,233,586		2,982,852,502
LGA/004	Monduli District	69,772,307	577,164,705			646,937,012
LGA/005	Ngorongoro District	505,845,350	1,023,977,795		353,572,430	1,883,395,575
LGA/007	Arusha District Council	843,143,153	628,150,807		128,376,943	1,599,670,903
Sub -Total		2,616,678,410	2,656,994,623	1,357,233,586	481,949,373	7,112,855,992
PWANI (COAST)						
LGA/008	Mafia District	249,235,000	455,869,422			705,104,422
LGA/013	Rufiji District Council	136,336,026	933,381,807			1,069,717,833
LGA/014	Bagamoyo District Council	535,647,908	2,227,949,387	849,879,184	18,100,000	3,631,576,479
Sub -Total		921,218,934	3,617,200,616	849,879,184	18,100,000	5,406,398,734

Code No.	NAME OF THE ENTITY	GOODS	WORKS	CONSULTANCY	NON CONSULTANCY	GRAND TOTAL
DAR ES SALAAM						
LGA/015	Ilala Municipal Council	2,206,551,562	2,688,319,830	46,029,000	106,191,986	5,047,092,378
LGA/016	Temeke Municipal Council	1,257,288,298	2,624,557,505		211,136,861	4,092,982,664
LGA/018	DSM City Council	442,073,184	599,680,236	33,900,000	112,063,554	1,187,716,974
	Sub -Total	3,905,913,044	5,912,557,571	79,929,000	429,392,401	10,327,792,016
DODOMA						
LGA/020	Dodoma Municipal Council	804,117,217	1,514,246,045			2,318,363,262
LGA/021	Kondoa District Council	599,268,000	946,185,000	18,150,000	57,469,000	1,621,072,000
LGA/022	Kongwa District	986,167,463	716,594,000	16,000,000	10,080,000	1,728,841,463
LGA/023	Mpwapwa District Council	130,826,540	950,385,200	144,000,000	4,675,000	1,229,886,740
	Sub -Total	2,520,379,220	4,127,410,245	178,150,000	72,224,000	6,898,163,465
IRINGA						
LGA/025	Iringa Municipal Council	105,081,300	780,499,223		503,916,800	1,389,497,323
LGA/026	Iringa District Council	1,281,904,120	3,063,746,220		372,081,493	4,717,731,833
LGA/027	Kilolo District	501,821,504	1,485,363,618			1,987,185,122
LGA/030	Ludewa District	197,572,700	1,129,917,190		30,100,000	1,357,589,890
LGA/031	Njombe District	981,815,474	1,174,463,425		674,512,256	2,830,791,155
	Sub -Total	3,068,195,098	7,633,989,676	-	1,580,610,549	12,282,795,322
KAGERA						
LGA/033	Karagwe District	673,896,760	631,756,012		90,610,518	1,396,263,290
LGA/034	Bukoba Municipal Council	279,884,288	650,792,468	224,118,150	12,080,840	1,166,875,746
LGA/035	Bukoba District Council	484,545,914	307,614,841	13,333,375	121,098,976	926,593,106
LGA/036	Ngara District Council	550,642,981	877,277,100	7,720,000		1,435,640,080
LGA/037	Muleba District Council	1,822,339,955	942,198,418	354,828,600	19,775,800	3,139,142,773
LGA/039	Chato District Council	1,194,216,531	560,307,307	520,702,000		2,275,225,838
	Sub -Total	5,005,526,429	3,969,946,145	1,120,702,125	243,566,134	10,339,740,833
KIGOMA						
LGA/040	Kasulu District Council	135,558,456	1,181,051,271			1,316,609,727
LGA/042	Kigoma Town Council	443,877,105	317,953,845			761,830,950
LGA/043	Kigoma District Council	1,517,320,330	1,308,182,268		130,837,882	2,956,340,480
	Sub -Total	2,096,755,891	2,807,187,384	-	130,837,882	5,034,781,157
KILIMANJARO						
LGA/044	Rombo District Council	783,146,211	342,381,725	35,000,000		1,160,527,936
LGA/047	Hai District Council	817,773,806	616,688,892	21,000,000	144,660,000	1,600,122,698
LGA/048	Mwanga District Council	752,700,750	436,352,610			1,189,053,360
LGA/049	Same District Council	1,405,446,748	844,858,172		595,000	2,250,899,920
LGA/050	Siha District Council	88,975,125	618,760,080	22,725,000	10,899,502	741,359,707
	Sub -Total	3,848,042,641	2,859,041,479	78,725,000	156,154,502	6,941,963,622
LINDI						
LGA/051	Nachingwea District	389,616,362	678,649,690	499,958,656	74,632,500	1,642,857,208
LGA/052	Lindi District Council	523,250,636	464,910,262	216,167,666	17,031,300	1,221,359,864
LGA/054	Liwale District Council	399,022,596	491,531,579		88,062,383	978,616,558
LGA/055	Kilwa District Council	403,144,739	746,325,600	212,651,400	45,980,220	1,408,101,959
LGA/056	Ruangwa District Council	378,345,693	244,968,350		62,708,293	686,022,336
	Sub -Total	2,093,380,026	2,626,385,481	928,777,722	288,414,696	5,936,957,925
MANYARA						
LGA/057	Babati District Council	640,052,727	799,441,275		145,011,239	1,584,505,240
LGA/058	Babati Town Council	66,245,000	240,869,630	51,820,000		358,934,630
LGA/059	Hanang District Council	707,198,465	893,001,525	7,000,000		1,607,199,990
LGA/062	Simanjiro District Council	909,145,748	1,075,044,585	1,633,000	369,070,393	2,354,893,726
	Sub -Total	2,322,641,940	3,008,357,015	60,453,000	514,081,632	5,905,533,586
MARA						
LGA/063	Serengeti District	329,901,759	915,061,951	463,320,000		1,708,283,710
LGA/064	Musoma Municipal Council	474,587,882	328,984,167			803,572,049
LGA/067	Tarime District	606,213,580	1,436,516,440		88,239,705	2,130,969,725
LGA/068	Royra District	549,497,073	907,380,810	8,501,618	29,687,773	1,495,067,274
	Sub -Total	1,960,200,294	3,587,943,368	471,821,618	117,927,478	6,137,892,759

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Code No.	NAME OF THE ENTITY	GOODS	WORKS	CONSULTANCY	NON CONSULTANCY	GRAND TOTAL
MBEYA						
LGA/069	Mbeya City Council	696,584,886	1,614,814,459	1,059,473,480	62,328,686	3,433,201,511
LGA/071	Rungwe District Council	7,128,980	1,011,220,635	404,280,000	320,292,827	1,742,922,442
LGA/074	Kyela District Council	384,445,049	615,715,855		94,603,765	1,094,764,669
LGA/075	Chunya District Council	601,478,050	593,258,915		234,012,400	1,428,749,365
LGA/076	Mbarali District Council	573,394,336	1,539,271,975		12,927,864	2,125,594,175
	Sub -Total	2,263,031,301	5,374,281,839	1,463,753,480	724,165,542	9,825,232,162
MOROGORO						
LGA/077	Kilombero District	447,276,605	610,543,469	839,785,550		1,897,605,624
LGA/082	Ulanga District Council	486,125,924	675,275,981			1,161,401,905
	Sub -Total	933,402,529	1,285,819,450	839,785,550	-	3,059,007,529
MTWARA						
LGA/084	Mtwara District Council	173,214,330	1,090,618,555	500,277,505	3,343,000	1,767,453,390
LGA/086	Tandahimba District	660,530,147	463,322,757		279,126,493	1,402,979,397
LGA/088	Nanyumbu District Council	133,771,900	814,037,875			947,809,775
	Sub -Total	967,516,377	2,367,979,187	500,277,505	282,469,493	4,118,242,562
MWANZA						
LGA/090	Magu District Council	1,514,333,595	1,443,325,352	498,675,600	113,895,190	3,570,229,737
LGA/091	Geita District	516,834,014	4,035,762,405	217,000,000	61,591,500	4,831,187,919
LGA/092	Ukerewe District	221,801,400	833,387,739		236,784,000	1,291,973,139
LGA/093	Misungwi District	352,396,600	821,311,939	350,000,000	79,781,920	1,603,490,459
LGA/094	Sengerema District	854,962,353	1,365,340,602	183,246,700	43,200,000	2,446,749,655
LGA/096	Kwimba District	156,922,440	1,545,417,580		40,190,700	1,742,530,720
	Sub -Total	3,617,250,402	10,044,545,617	1,248,922,300	575,443,310	15,486,161,629
RUKWA						
LGA/097	Sumbawanga District Council	782,662,483	564,399,876		6,480,000	1,353,542,359
LGA/098	Sumbawanga Municipal Council	507,754,708	1,827,294,254	931,918,881	18,754,760	3,285,722,603
LGA/099	Mpanda District Council	684,155,980	1,005,176,811		177,019,323	1,866,352,114
LGA/100	Nkasi District Council	983,727,368	478,834,540		244,266,619	1,706,828,527
LGA/101	Mpanda Town Council	939,900,789	18,173,323		5,904,950	963,979,062
	Sub -Total	3,898,201,327	3,893,878,804	931,918,881	452,425,652	9,176,424,664
RUVUMA						
LGA/103	Songea Municipal Council	29,120,900	1,011,908,731			1,041,029,631
LGA/105	Namtumbo District Council	278,179,500	1,832,926,072	214,971,245		2,326,076,817
LGA/106	Tunduru District Council	834,499,891	2,227,313,492			3,061,813,383
	Sub -Total	1,141,800,291	5,072,148,294	214,971,245	-	6,428,919,831
SHINYANGA						
LGA/108	Kishapu District Council	430,190,390	1,853,528,218		159,150,630	2,442,869,238
LGA/109	Maswa District Council	3,753,887,668	641,891,884	13,523,100	192,394,866	4,601,697,518
LGA/110	Meatu District Council	626,688,042	1,571,784,335		86,776,511	2,285,248,888
LGA/112	Shinyanga Municipal Council	381,665,939	901,326,789		51,272,100	1,334,264,828
LGA/113	Bukombe District Council	1,356,809,754	2,684,123,911		1,600,000	4,042,533,665
LGA/114	Shinyanga District Council	974,065,529	509,295,310		166,292,410	1,649,653,249
	Sub -Total	7,523,307,322	8,161,950,447	13,523,100	657,486,517	16,356,267,386
TABORA						
LGA/119	Tabora District Council	827,616,642	632,390,185		179,866,912	1,639,873,739
LGA/120	Nzega District	457,538,073	2,435,050,234	292,079,886	10,680,000	3,195,348,193
LGA/123	Igunga District	567,532,635	858,279,886			1,425,812,521
LGA/124	Tabora Municipal Council	263,984,823	389,398,870		85,227,090	738,610,783
	Sub -Total	2,116,672,173	4,315,119,175	292,079,886	275,774,002	6,999,645,236
TANGA						
LGA/125	Korogwe District Council	732,610,415.00	732,830,600.00	571,837,025.71	93,909,812.00	2,131,187,852.71
	Sub -Total	732,610,415	732,830,600	571,837,026	93,909,812	2,131,187,853
Total LGAs		53,552,724,063	84,055,567,016	11,202,740,208	7,094,932,974	155,905,964,262
Total All PEs		1,009,047,610,915	1,663,783,281,965	211,196,650,957	79,448,353,245	2,963,475,897,083

ANNEX 5.2

COMPUTATION OF LEVEL OF COMPLIANCE BY PEs BASED ON PROCUREMENT AUDITS CARRIED OUT IN THE F/Y 2008/09

INTRODUCTION

This Annex contains a summary of procurements audits which were carried out by PPRA to 30 PEs in the F/Y 2008/09. The target was to carry out audits to 120 PEs, however because of the delay in the procurement process, it has not been possible to have audited results for all the targeted 120 PEs. At the time of preparing this report two Consultants had been obtained for carrying audit to 60 PEs and PPRA staff were carrying audits to other 30 PEs so as to attain the target of 120 PEs.

OUTCOME OF THE CARRIED OUT AUDITS.

The audits were used to establish the level of compliance of PEs using the 13 compliance indicators shown in Table 1 below;

Table.1: Compliance and Performance Indicators used to Assess PEs.

S/N	INDICATOR	PERFORMANCE DATA
1.	Establishment and composition of Tender Board	Existence of a tender board in accordance with the requirements of the Act and Regulations
2.	Establishment and composition of PMU	Existence of a PMU in accordance with the requirements of the Act and Regulations
3.	Functioning of AO, TB and PMU	Percentage of tenders in which there was no interference between individual functions
4.	Preparation of Annual Procurement Plan	Prepared annual procurement plan
5.	Approvals	Percentage of tenders/contracts which received compulsory approvals in various processes
6.	Advertisement of bid opportunities	Percentage of open bidding procedures publicly advertised
7.	Publication of awards	Percentage of contract awards disclosed to the public
8.	Time for preparation of bids	Percentage of tenders complying with the stipulated time in the Act and regulations
9.	Method of Procurement	Percentage of tenders using authorized methods of procurement in accordance with their limits of application
10.	Use of standard tender documents	Percentage of tenders using standard/ approved tender documents
11.	Records keeping	Percentage of tenders with complete records
12.	Quality Assurance	Formation and functioning of inspection committees (goods) and project managers
13.	Contract implementation	Percentage of contracts which have been implemented as per the terms of contract

The extent of compliance of each of the audited MDA is shown in **Table.2** while the average scoring for each CPI is shown in **Figure 1**. From the Figure it is seen that MDAs attained a compliance level of above 50% for all CPIs except No. 7.

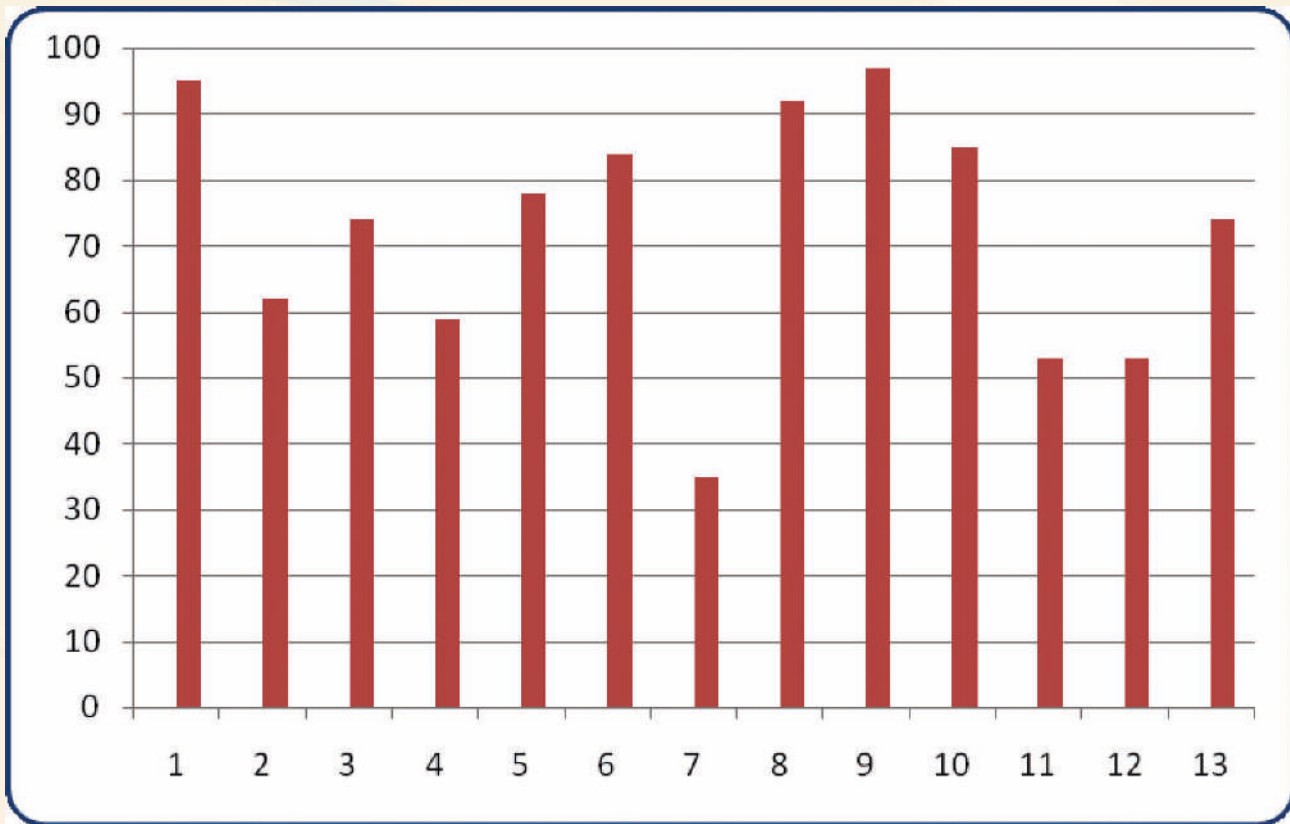


Figure 1: Average Scoring of MDAs for each CPI

The extent of compliance of each of the audited LGA is shown in **Table 3** while the average scoring for each CPI is shown in **Figure.2**. From the Figure it is seen that LGAs attained a compliance level of above 50% for all CPIs except No. 11 and 12.

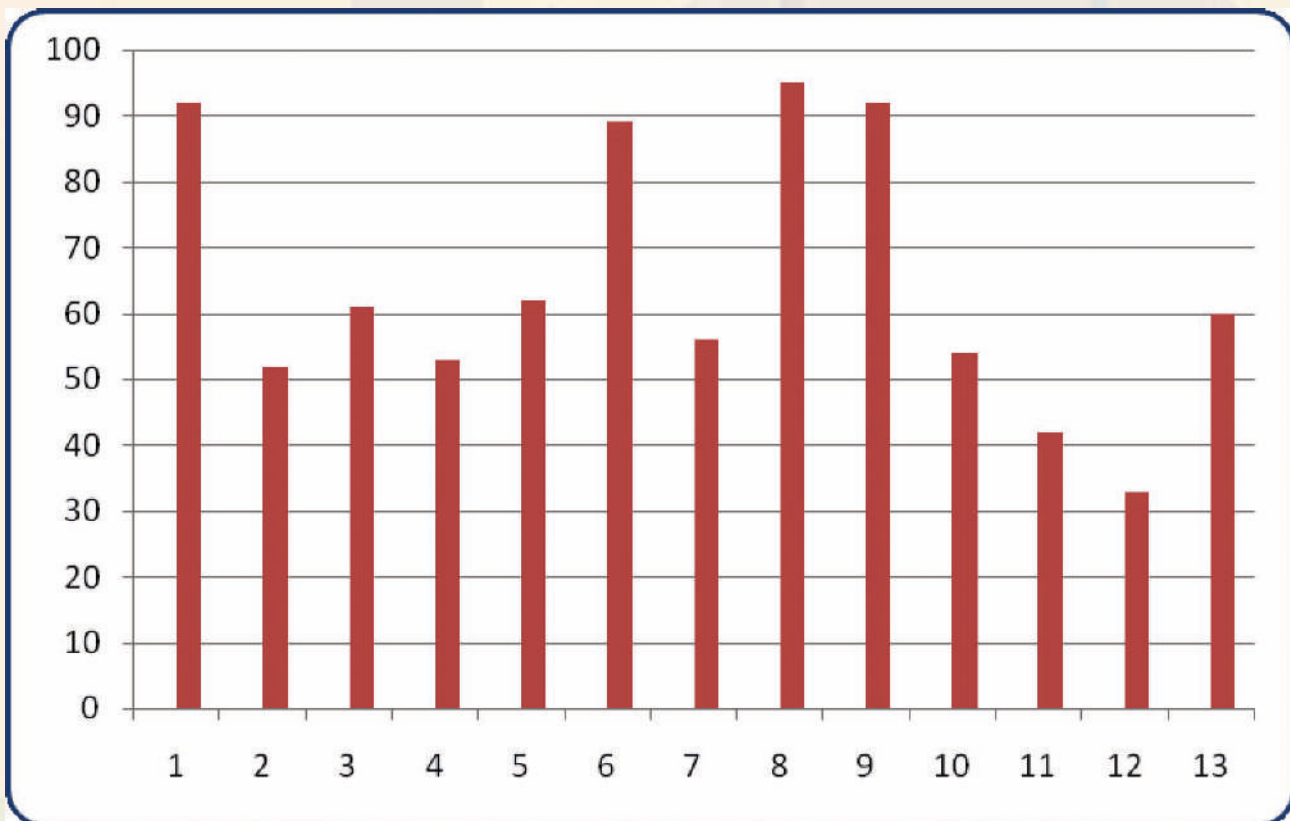


Figure.2: Average Scoring of LGAs for each CPI

Table.2: Assessment of the Performance of the Audited MDAs in Complying with PPA 2004 and its Regulations.

Ser. No.	Name of PE	PERFORMANCE SCORE FOR EACH INDICATOR OUT OF 100													CPI
		1	2	3	4	5	6	7	8	9	10	11	12	13	
1	Tanzania Food and Drug Authority	90	100	100	75	100	100	0	100	100	95	80	90	100	87
2	Institute of Finance Management	100	0	97	100	78	100	100	100	100	97	95	90	97	89
3	Insurance Supervisory Department	100	0	75	0	75	0	25	100	100	100	50	85	75	60
4	Institute of Accountancy Arusha	100	0	50	90	100	70	0	100	100	90	50	0	100	65
5	Ministry of Livestock Development and Fisheries	100	100	97	100	97	70	0	75	100	75	75	85	75	81
6	Prime Minister's Office - Regional Administration and Local Government	100	30	100	40	90	89	100	75	100	100	52.5	55	100	79
7	National Electoral Commission	100	100	70	100	75	100	85	100	100	100	30	40	44.4	80
8	Tanzania Social Action Fund (TASAF)	100	100	50	50	100	100	0	50	100	100	83.3	100	83.3	78
9	Shinyanga Urban Water Supply and Sewerage Authority (SHUWASA)	65	30	33	0	33	70	0	100	100	100	0	94.5	66	53
10	National Insurance Cooperation	60	70	97	0	100	92	0	92	100	100	11	85	95	69
11	Usafiri Dar es Salaam	100	50	60	0	40	100	0	80	50	80	25	0	60	50
12	Drilling and Dam Construction Agency	100	100	100	80	100	100	30	100	90	100	45	20	50	78
13	Government Chemist Laboratory Agency	100	100	80	100	75	100	100	80	100	85	90	0	50	82
14	Tanzania Public Service College	100	90	85	20	100	100	0	100	100	100	40	0	70	70
15	College of African Wildlife Management - MWEKA	85	0	0	33	0	75	0	100	100	7	20	0	40	35
16	National Assembly Dodoma	100	100	80	100	90	100	75	100	100	75	100	100	72	92
17	Regional Administrative Secretariat Dodoma	100	75	80	100	60	50	70	100	100	25	50	50	80	72
	AVERAGES	95	62	74	59	78	84	35	92	97	85	53	53	74	72

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Table 3: Assessment of the Performance of the Audited LGAs in Complying with PPA 2004 and its Regulations.

Ser. No.	Name of PE	PERFORMANCE SCORE FOR EACH INDICATOR OUT OF 100													OP
		1	2	3	4	5	6	7	8	9	10	11	12	13	
1	Mtwara - Mikindani Municipal Council	80	40	90	70	100	100	100	51	100	100	38	50	80	77
2	Mvomelo District Council	100	0	60	75	75	100	80	100	100	50	45	50	45	68
3	Lindi Town Council	80	40	100	50	100	70	60	100	100	70	30	40	70	70
4	Shinyanga Municipal Council	80	30	82	60	100	70	100	100	100	47	47	18.2	100	72
5	Tabora District Council	80	30	83	0	80	50	60	100	100	0	0	9.1	90	52
6	Temeke Municipal Council	100	80	100	90	85	100	15	94	100	100	80	0	30	75
7	Serengeti District Council	85	30	0	20	0	75	20	100	40	40	30	30	40	39
8	Karatu District Council	70	10	0	20	0	75	50	80	35	30	30	30	50	37
9	Simanjiro District Council	90	30	0	20	0	85	50	100	100	80	65	30	50	54
10	Longido District Council	20	0	0	20	0	75	20	0	20	10	30	20	40	20
11	Morogoro District Council	100	100	50	50	10	50	50	100	100	0	0	50	10	52
12	Sindida District Council	100	75	75	75	90	100	60	100	100	50	90	50	75	80
13	Singida Municipal Council	100	100	50	50	60	100	25	100	100	25	5	20	45	60
	AVERAGES	92	52	61	53	62	89	56	95	92	54	42	33	60	65

ANNEX 5.3

COMPUTATION OF LEVEL OF COMPLIANCE BY PEs BASED ON THE ASSESSMENT OF PREVIOUS PROCUREMENT AUDIT RECOMMENDATIONS

INTRODUCTION

This Annex contains a summary of the assessment of implementation of procurements audits recommendations. During this financial year, forty five (45) procuring entities were visited to assess the implementation of the previous procurement audit recommendations which included seventeen (17) LGAs and twenty eight (28) MDAs.

OUTCOME OF THE ASSESSMENT

The average level of compliance in the LGAs has increased from 40% to 66% while in the MDAs it has increased from 43% to 74%. The general outcome of the assessment is shown in table 1 below;

Table 1: General outcome of the review compared to the previous audit

Indicator	Performance Data	Outcome of the review
Establishment and composition of tender boards	Existence of a tender board in accordance with the requirements of the Act and Regulations	1% of the PEs have not established tender boards in accordance with the PPA and its Regulations compared to 10% in the previous audits.
Establishment and composition of PMUs	Existence of a PMU in accordance with the requirements of the Act and Regulations	21% of the PEs have not established PMUs in accordance with the PPA and its Regulation compared to 46% in the previous audits.
Independence of functions	Percentage of tenders in which there was no interference between individual functions	28% of the audited procurements had interference between the individual functions of the Accounting Officer, Tender Boards, PMU and user Departments compared to 58% in the previous audits.
Annual Procurement plan	Prepared and properly implemented annual procurement plan	29% of the PEs did not prepare annual procurement plans for the financial year 2008/09 compared to 72% in the previous audits.
Compulsory Approvals	Percentage of tenders/contracts which received all compulsory approvals in various processes	25% of the audited procurements did not receive all compulsory approvals in the procurement processes contrary to the requirements in the PPA and its Regulations compared to 63% in the previous audits.
Advertisement of bid opportunities	Percentage of open bidding procedures publicly advertised	11% of the tenders under open bidding process were not advertised to the public contrary to the requirements of the PPA and its Regulations compared to 44% in the previous audits.
Publication of awards	Percentage of contract awards disclosed to the public	46% of the audited procurements indicated that contract awards were not communicated to the public contrary to the requirements of the PPA and its Regulations compared to 85% in the previous audits.
Time for preparation of bids	Percentage of tenders complying with the stipulated time in the Act and regulations	18% of the audited procurements indicated that the time provided for the preparation of bids did not comply with the minimum time provided in the PPA and its Regulations compared to 51% in the previous audits.
Methods of procurements	Percentage of tenders using authorized methods of procurement in accordance with their limits of application	20% of the audited procurements did not use methods of procurement in accordance with their limits of application as provided in the PPA and its Regulations compared to 40% in the previous audits.
The use of standard tender documents	Percentage of tenders using standard/ approved tender documents	In the 34% of the audited procurements standard tender documents were not used contrary to the requirements of the PPA and its regulations compared to 48% in the previous audits.

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Indicator	Performance Data	Outcome of the review
Procurement records	Percentage of tenders with complete records	53% of the audited procurements had either no procurement records or incomplete records compared to 81% in the previous audits.
Quality assurance and Control	Percentage of tenders with adequate quality assurance and control systems	48% of the audited procurements indicated that there were no quality assurance and control systems compared to 80% in the previous audits.
Contract implementation	Percentage of contracts which have been implemented as per the terms of contract	Contracts in 43% of the audited procurements were not implemented as per the terms of the contract compared to 62% in the previous audits.

The extent of compliance of each of the assessed MDA is shown in **Table.2** while the average scoring for each CPI is shown in **Figure 1**. From the Figure it is seen that MDAs attained a compliance level of above 50% for all CPIs except No. 7 (publication of awards) and 11 (record keeping).

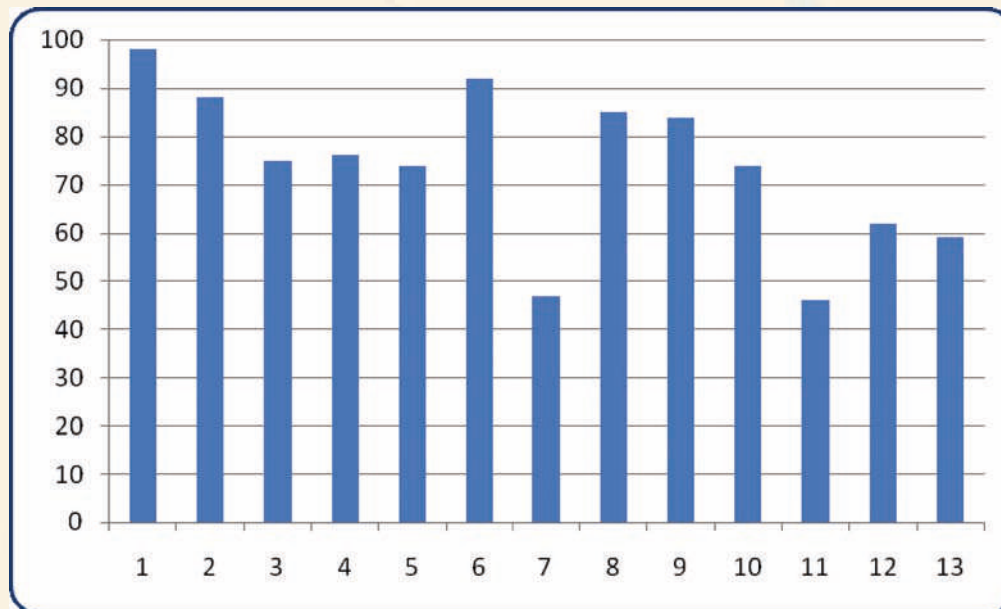


Figure 1: Average Scoring of MDAs for each CPI

The extent of compliance of each of the audited LGA is shown in **Table 3** while the average scoring for each CPI is shown in **Figure.2**. From the Figure it is seen that LGAs attained a compliance level of above 50% for all CPIs except No. 11 (record keeping) and 12 (contract implementation).

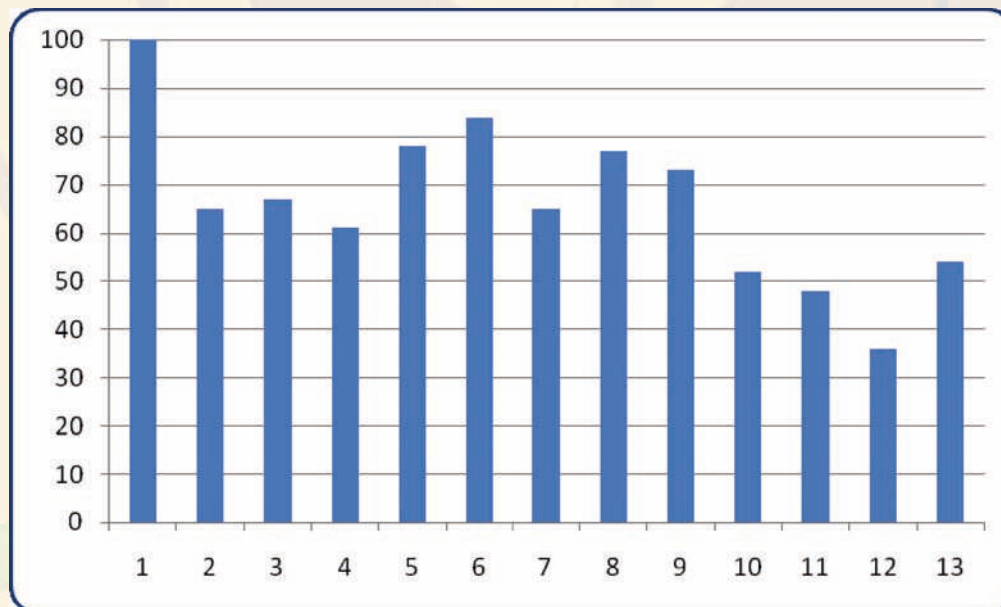


Figure.2: Average Scoring of LGAs for each CPI

Table.2: Assessment of the Performance of the MDAs in Complying with PPA 2004 and its Regulations.

Ser. No.	Name of PE	PERFORMANCE SCORE FOR EACH INDICATOR OUT OF 100													CPI
		1	2	3	4	5	6	7	8	9	10	11	12	13	
1	Muhimbili University College of Health	100	100	80	75	75	75	0	75	50	75	10	85	75	67
2	Muhimbili National Hospital	100	100	1	100	1	100	1	100	100	5	80	100	90	68
3	National Board for Accountants and Auditors	80	100	100	0	100	100	100	100	100	25	0	100	100	77
4	National Examination Council of Tanzania	100	80	67	60	80	80	0	100	80	100	20	50	50	67
5	Dar es Salaam RAS	100	50	50	50	60	100	0	100	60	50	0	0	70	53
6	Tanzania Civil Aviation Authority	100	50	100	100	70	100	0	100	100	100	40	70	80	78
7	Arusha RAS	100	80	80	100	100	100	100	50	50	100	30	0	50	72
8	Ministry of Water and Irrigation	100	100	80	50	90	100	40	100	60	50	30	50		71
9	Tanzania Airport Authority	100	100	86	100	43	100	100	100	75	21	50	50	50	75
10	Moshi Urban Water and Sewerage Authority	100	100	50	100	100	80	50	70	100	100	20	100	50	78
11	Arusha Urban Water and Sewerage Authority	100	100	80	50	100	100	50	50	100	100	50	100	80	82
12	National Health Insurance Fund	100	80	70	75	100	70	0	80	100	100	75	100	100	81
13	National Social Security Fund	100	100	100	90	50	100	0	75	100	50	50	75	75	74
14	Vocational Education and Training Authority	100	100	100	100	100	56	100	100	75	50	100	16	16	78
15	National Housing Corporation	100	100	100	0	50	20	0	30	30	30	0	0	20	37
16	Medical Stores Department	90	80	100	100	100	100	100	100	100	75	100	100	100	96
17	Ministry of Energy and Minerals	100	100	70	90	50	100	0	50	100	100	75	0	50	68
18	Ministry of Justice and Constitutional Affairs	90	90	50	0	0	100	0	63	100	100	80	100	100	67
19	TANROADS	100	100	90	95	100	100	50	100	100	100	60	100	90	91
20	TANESCO	100	70	70	100	100	100	100	100	100	100	70	100	0	85
21	Ministry of Agriculture and Food Security	100	100	100	100	70	100	100	100	80	90	70	100	30	88
22	Ministry of Education	100	100	80	70	80	100	50	80	90	80	60	50	50	76
23	Dar es Salaam Water and Sanitation Authority	100	50	50	100	100	100	50	100	100	100	50	0	50	73
24	Open University of Tanzania	100	100	70	100	50	100	50	100	50	50	50	0	50	67
25	Ministry of Health and Social Welfare	100	80	50	100	80	100	60	50	50	80	40	80	80	73
26	Tanzania Ports Authority	100	100	90	70	90	90	90	100	90	75	40	40	60	80

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Ser. No.	Name of PE	PERFORMANCE SCORE FOR EACH INDICATOR OUT OF 100													CPI
		1	2	3	4	5	6	7	8	9	10	11	12	13	
27	Tanzania Commission for Aids (TACAIDS)	75	50	50	50	10	100	0	100	90	100	0	100	20	57
28	Public Service Pension Fund	90	80	70	100	100	100	100	94	100	50	30	50	60	79
AVERAGES		98	88	75	76	74	92	47	85	84	74	46	62	59	74

Table 3: Assessment of the Performance of the LGAs in Complying with PPA 2004 and its Regulations.

Ser. No.	Name of PE	PERFORMANCE SCORE FOR EACH INDICATOR OUT OF 100													CPI
		1	2	3	4	5	6	7	8	9	10	11	12	13	
1	Mbeya District Council	100	40	45	40	70	100	100	50	60	20	50	50	50	60
2	Songea District Council	100	50	45	75	75	80	100	100	50	50	65	60	60	70
3	Sumbawanga Municipal Council	100	50	100	75	50	100	100	100	50	50	65	50	50	72
4	Dar es Salaam City Council	100	50	50	30	70	70	100	100	70	80	50	0	50	63
5	Iringa District Council	100	100	80	75	100	100	100	80	80	20	70	70	60	80
6	Sumbawanga District Council	100	80	50	30	50	100	100	75	70	0	65	70	50	65
7	Songea Municipal Council	86	75	100	70	67	90	100	100	75	83	65	50	50	78
8	Arusha Municipal Council	100	80	80	100	100	100	100	100	80	100	20	0	50	78
9	Ilala Municipal Council	100	50	100	67	71	100	0	100	100	100	40	50	50	71
10	Arusha District Council	100	50	60	80	100	80	50	50	50	50	50	0	20	57
11	Meru District Council	100	100	50	60	80	50	50	60	50	60	30	0	0	53
12	Morogoro Municipal Council	100	100	50	100	100	80	50	70	100	100	20	80	80	79
13	Kinondoni Municipal Council	100	50	90	50	80	100	50	100	100	75	40	0	50	68
14	Mwanza Municipal Council	100	70	50	100	80	100	0	100	80	0	20	40	70	62
15	Tabora Municipal Council	100	50	50	0	80	50	40	70	70	0	50	0	80	49
16	Chamwino District Council	100	0	50	0	50	60	0	50	80	40	50	0	80	43
17	Bukoba District Council	100	100	80	80	90	60	60	0	70	50	60	90	60	69
AVERAGES		100	65	67	61	78	84	65	77	73	52	48	36	54	66

