

**THE UNITED REPUBLIC OF TANZANIA
PUBLIC PROCUREMENT REGULATORY AUTHORITY**



**MEDIUM TERM STRATEGIC PLAN
2015/16 - 2019/20**

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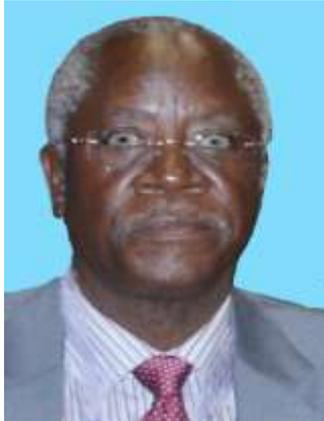
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STATEMENT FROM THE BOARD CHAIRMAN



This Medium Term Strategic Plan (MTSP) of the Public Procurement Regulatory Authority (PPRA) for the period 2015/16 to 2019/20 is the second to be formulated since establishment of PPRA. It is a key management tool that spells out the strategic direction that the Authority wants to take as well as strategies and initiatives for realizing its vision. It is my cherished hope that this MTSP will assist in realizing this vision within the provisions of the Public Procurement Act (Cap 410) and other pertinent laws of the country.

I wish to recognize contributions of all stakeholders who facilitated preparation of this MTSP. These include key procurement stakeholders, Procuring Entities (PEs) and economic operators, the United States Agency for International Development (USAID) through the PamojaTwajenga Project, for covering costs for developing this plan as well as the Economic and Social Research Foundation (ESRF) for managing the process. I also wish to extend my sincere appreciation to the Board of Directors, Management and staff for their valuable contributions.

Nevertheless, successful implementation of this plan will very much depend on both material and moral support from the Government, Development Partners (DPs) and other public procurement stakeholders.

Finally, I would like to take this opportunity to assure the Government and the general public that the Authority will deploy all the resources at its disposal to implement the plan in order to achieve the set objectives. I also call upon public procurement stakeholders to join hands in the implementation of this MTSP.

Amb. Dr. Matern Y.C. Lumbanga
BOARD CHAIRMAN

STATEMENT BY THE CHIEF EXECUTIVE OFFICER



Foremost, on behalf of PPRA management and staff, I am proud to acknowledge significant achievements made in the implementation of our first Medium Term Strategic Plan (MTSP I) 2009/10 – 2013/14, which came to an end in June, 2014. I wish to take this opportunity to thank both internal and external stakeholders who, in one way or the other, contributed to the achievements made under MTSP I. However, implementation of that plan encountered several challenges, including scarcity of resources.

We are now set to implement this Second MTSP 2015/16 – 2019/20 that has been prepared in line with Cap 410.

The preparation of this plan involved a wide-range of public procurement stakeholders who provided valuable inputs throughout the exercise. In this plan, the Mission and Vision statements have been set to provide a direction that looks at the public procurement system beyond compliance; through promotion of integrity, best practices and value for money in public procurement. In order to achieve this, the plan has laid down five main Strategic Objectives that address critical issues that were identified during the situational analysis. The Strategic Objectives and their rationale have been explained in detail herein.

Management will deploy the Strategies contained in this plan to ensure achievements of the five Strategic Objectives so as to realize the intended outcome. On the other hand, Management is committed to implement the Monitoring and Evaluation Plan in order to track and assess the MTSP on a continuous basis.

Dr. Laurent M. Shirima
CHIEF EXECUTIVE OFFICER

ACRONYMS

APER	Annual Performance Evaluation Reports
APPs	Annual Procurement Plans
BOD	Board of Directors
BRN	Big Results Now
BTC	Belgian Technical Cooperation
CAG	Controller and Auditor General
CSOs	Civil Society Organizations
DCBAS	Director of Capacity Building and Advisory Services
DCS	Director of Corporate Services
DMC	Director of Monitoring and Compliance
DPs	Development Partners
EABC	East African Business Council
EAC	East African Community
FCC	Fair Competition Commission
GDP	Gross Domestic Product
GPSA	Government Procurement Services Agency
HIV/AIDS	Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome
HPMU	Head of Procurement Management Unit
ICTs	Information and Communication Technologies
IDA	International Development Association
IPA	Individual Performance Agreement
ISPGG	Institutional Support Project for Good Governance
LGAs	Local Government Authorities
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MDA	Ministries, Independent Departments and Agencies
MDGs	Millennium Development Goals
MPs	Members of Parliament
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
NACSAP	National Anti Corruption Strategy and Action Plan
NAOT	National Audit Office of Tanzania
NBS	National Bureau of Statistics
NSGRP	National Strategy for Growth and Reduction of Poverty
OECD	Organization for Economic Cooperation and Development
OPRAS	Open Performance Review and Appraisal System
PCCB	Prevention and Combating of Corruption Bureau
PEs	Procuring Entities
PMIS	Procurement Management Information System

PMU	Procurement Management Unit
PPA	Public Procurement Act
PPD	Public Procurement Policy Division
PPR	Public Procurement Regulations
PPRA	Public Procurement Regulatory Authority
PSPTB	Procurement and Supplies Professionals and Technicians Board
SCMP	System for Checking and Monitoring Procurement
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TB	Tender Board
TEMESA	Tanzania Electrical, Mechanical and Electronics Services Agency
TPJ	Tanzania Procurement Journal
USAID	United States Agency for International Development
VFM	Value for Money

EXECUTIVE SUMMARY

This MSTP presents the following five Strategic Objectives that the Authority will pursue in the next five years from the period of 2015/16 to 2019/20:-

- A. HIV/AIDS Infections Reduced and Services Improved;
- B. Implementation of the National Anti-Corruption Strategy Enhanced and Sustained;
- C. Performance in Public Procurement Improved;
- D. Outreach Capacity and Visibility Enhanced; and
- E. Capacity to Deliver Good Quality Services Strengthened.

Guided by Cap 410, the plan is particularly designed to achieve an improved public procurement system, which offers best value for money and contributes to national development.

The plan was developed through a participatory and consultative process of stakeholders, with active contribution from the Authority's staff. In the process of developing this plan, a detailed analysis of the Authority's operating environment was undertaken which includes; Mandate and Functions, Strengths, Weaknesses, Opportunities and Challenges (SWOC), Performance Review and Stakeholders' Analysis. The identified critical issues formed the basis for developing Objectives, Targets and Key Performance Indicators (KPIs) for the five years period.

This MTSP highlights the main objective of establishing the Authority which is mainly to regulate the public procurement system in Tanzania. In light of its legal mandate, the Authority is responsible for regulating and monitoring public procurement, which accounts for a large portion of Government expenditure.

The Authority's Mission statement is *"To regulate the public procurement system and promote best practices in order to attain best value for money and other desired socio-economic outcomes"*. In that regard, the Vision of the Authority is *"To have a public procurement system with integrity, offering best value for money."* Core values of the Authority are *"Integrity, Client Orientation, Transparency, Professionalism, Service Excellence and Accountability."*

In order to implement the above-mentioned Strategic Objectives, corresponding Strategies, Targets, Key Performance Indicators and Activities have been identified. To this effect, a results framework matrix has been developed to guide realization of the MTSP.

CHAPTER ONE

1.0 BACKGROUND AND CONTEXT

1.1 Introduction

This is the second MTSP since the Authority became operational on 1st May 2005. The Authority is established under Cap 410 as an autonomous body with the following objectives:-

- i) Ensure the application of fair, competitive, transparent, non-discriminatory and value for money procurement standards and practices;
- ii) Set standards for the public procurement systems in the United Republic of Tanzania;
- iii) Monitor compliance of procuring entities; and
- iv) Build, in collaboration with Public Procurement Policy Division and other relevant professional bodies, procurement capacity in the United Republic.

The core functions of the Authority are provided under Cap 410 and are summarized into six categories as follows:-

- i) To offer advisory services on public procurement issues to public bodies and any other persons;
- ii) To monitor and enforce compliance with PPA;
- iii) To issue standard bidding documents and guidelines for better carrying out of procurement activities;

To implement measures aimed at building procurement capacity in the country;
- iv) To store and disseminate information on procurement opportunities and tender awards;
- v) To determine, develop, introduce, maintain and update related system to support public procurement by means of information and communication technologies including the use of e-Public Procurement System.

1.2 Purpose of the Plan

The state of public procurement performance in Tanzania has been, for a long time, one of the major concerns for the Government and other stakeholders. Although commendable efforts have been made in the past to improve procurement procedures in the country, much remains to be done. One approach of addressing the challenge is to be guided by a comprehensive

strategic plan that addresses, head-on, the underlying strategic issues within the scope of its mandate. The Authority's mandate as defined in Cap 410 is to ensure that the procurement system in the country is rapidly and ultimately transparent, fair, effective, efficient and able to offer best value for money.

This MTSP has been prepared based on the Medium Term Strategic Planning and Budgeting Manual (Version 2) of the Government. The Plan covers the period of five years, from 2015/16 to 2019/20 and maps out strategic direction for enhancing Authority's capacity to deliver its mandate. The plan focuses on functions of the Authority, what it wishes to achieve and how it contributes to long-term goals of the national development agenda in partnership with other oversight bodies. A strategic plan forms an important instrument for development of Medium Term Expenditure Framework (MTEF), Action Plans, Cash Flow Plans and Individual Performance Agreements (IPAs) as required by the Open Performance Review and Appraisal System (OPRAS). Therefore, this document is the main guideline for planning, implementation, monitoring, evaluation and review of all Authority's operations and it is a strategic tool for mobilization and management of the Authority's resources.

1.3 Methodology Applied for Developing the MTSP

The process of preparing the Strategic Plan entailed a review of key documents such as the previous MTSP, annual performance evaluation reports, financial audit reports, national planning frameworks and strategies. Consultations with a wide range of internal and external stakeholders were conducted through in-depth interviews, participatory planning workshops as well as write-up workshops, with active participation of staff. Stakeholders included two DPs to the ongoing projects namely; the Belgian Technical Cooperation (BTC) and the United States Agency for International Development (USAID).

1.4 Layout of the Plan

This MTSP consists of four chapters as follows:-

Chapter 1 presents background information, establishment, roles and functions of the Authority, purpose of developing the Plan and methodology used for its development.

Chapter 2 covers the Situational Analysis or Business Operating Environment. The chapter reflects Authority's stakeholders and their expectations, Strengths, Weaknesses, Opportunities and Challenges. It also presents a review of performance of the Authority since it became operational. Based on the analysis of all areas mentioned above, a list of critical issues to be addressed in the next five years is identified and commented upon.

Chapter 3 describes the Mission, Vision, Core Values, Strategic Objectives and strategies set based on critical issues identified in Chapter 2. Targets are set for

each strategy while KPIs are formulated to measure performance towards achieving institutional objectives.

Chapter 4 presents the results framework that includes results chain, monitoring plan, planned reviews, evaluation plan and reporting plan.

CHAPTER TWO

2.0 SITUATION ANALYSIS

2.1 Introduction

This chapter describes internal and external business operating environments of the Authority. The organizational scan takes into account performance review in terms of the Authority's mandate as well as achievements and challenges under the previous plan. It also presents stakeholders analysis, showing their expectation of services offered to them as well as analysis of SWOC. Critical issues to be addressed in the Strategic Plan are listed in Section 2.6.

2.2 Performance Review of MTSP 2009/10 - 2013/14

During the previous MTSP, the following achievements were realized:-

- a) Strengthening of the Authority to perform its regulatory functions and achieve its objectives as set out in Cap 410 and in the Plan;
- b) Clear procurement implementation guidelines have been developed and disseminated;
- c) Capacity of Procuring Entities (PEs) and economic operators to implement Cap 410 has been enhanced;
- d) The System for Checking and Monitoring Procurement (SCMP), including the procurement anti-corruption strategy has been developed;
- e) The Procurement Management Information System (PMIS) has been developed and implemented;
- f) Provided inputs on the improvement of the public procurement law; and
- g) Establishment of networks and outreach capacity.

2.3 Achievements and Challenges of Implementing MTSP 2009/10 - 2013/14

Objective One: To strengthen linkage between public procurement system and National Strategy Economic Growth and Reduction of Poverty

During the first MSTP, more than 80% of 474 PEs were trained on how to align their procurement plans with National Strategy for Economic Growth and Reduction of Poverty (NSGRP). However, alignment of procurement plans with NSGRP was not directly done due to shortage of financial resources.

Objective Two: To strengthen linkage between public procurement management and the national anti -corruption drive

A red flag system was established and implemented to monitor corruption in public procurement. An anti-corruption strategy was developed and implemented in collaboration with the Prevention and Combating of Corruption Bureau (PCCB). Officials of the anti-corruption watchdog were trained on Cap 410 so as to strengthen prevention and combating of corruption in public procurement. There was a challenge of getting feedback from PCCB on PPRA recommendations as contained in procurement audit reports. Furthermore, there was no policy or law to protect whistle blowing in the country. This situation severely limited active participation of Civil Society Organizations (CSOs) and citizens at large, in serving as grass root monitors of public procurement.

Objective Three: To strengthen PEs compliance with PPA 2004, Regulations and PPRA tools

All 474 PEs have established Tender Boards (TB) and 394 PEs have Procurement Management Units (PMU). However, some PMUs are not adequately staffed as required by the law. The SCMP was rolled out to 166 PEs and training conducted to all PEs. The system for Commonly Used Items and Services (CUIS) was established in collaboration with GPSA and its database is accessible through PPRA website. PMIS was established and rolled out to 379 PEs out of which, 225 are using the system.

Furthermore, the following groups of stakeholders were sensitized on Cap 410: government leaders, Members of Parliament (MPs), Ministers, Regional Commissioners, Regional Administrative Secretaries and District Commissioners. The sensitization was also done to LGA Council members dealing with procurement and Tender Board Chairpersons.

A feasibility study on the implementation of e-procurement in Tanzania was carried out in 2010 and some of the gaps observed were addressed. This included introduction of new provisions in Cap 410 that recognize e-procurement as one of the mechanisms of conducting public procurement as well as mandate of the Authority to establish an appropriate e-procurement system in the Country. The Authority also provided inputs to the regulations made under Cap 410 to govern procedures of conducting e-procurement.

The Authority faced a challenge of capacity to audit all PEs on an annual basis hence a need to establish zonal offices so as to improve its outreach.

Objective Four: To strengthen PEs and Bidders' proactive demand for and responsiveness to PPRA services

Advocacy and sensitization programmes were prepared and implemented to various stakeholders including PEs and bidders.

Objective Five: Harmonization and rationalization of the National Public Procurement Legal and Regulatory Regime

Laws and instruments establishing other key public institutions as well as some PEs such as GPSA, PSPTB, TEMESA and MSD were harmonized and rationalized with PPA in the course of reviewing PPA in order to bridge gaps and remove overlaps. PPA was also reviewed to strengthen the autonomy of PPRA in discharging its mandate. The challenge faced by the Authority in carrying out this objective was limited powers that PPRA had over other laws.

Objective Six: Harmonization and rationalization of and advocacy for the procurement complaints handling system

Bidders and PEs were sensitized on complaints handling procedures through training, annual governance workshops and other procurement forums. Publicity was done through TPJ and educational programs which were aired on TVs and radio stations of wider coverage. Appeal cases handled by PPAA were availed to PPRA for publication in TPJ. Furthermore, provisions to curb frivolous complaints were incorporated in Cap 410. Challenges faced in carrying out this objective included failure of some PEs to handle procurement complaints in accordance with the procurement law and continued submission of frivolous complaints by some bidders.

Objective Seven: Professionalization of the procurement function

The Authority facilitated the establishment of PSPTB in 2007 and formulation of PSPTB Act and regulations as well as the code of ethics and conducts for procurement professionals. The Authority also supported the development of the National Procurement Training Policy/Strategy by preparing training standards.

Objective Eight: Deepening citizenry appreciation of the value for money public procurement

Public awareness on public procurement issues was enhanced through preparation of 18 educational programs and five radio advertisements on procurement law as well as systems and tools developed by PPRA to improve procurement performance and fight against corruption. The programs were aired through TV and radio stations of wider coverage in the Country. Challenges faced included costs for airing educational programs in TV and radio stations which were exorbitantly higher than expected hence the programs could not be aired for a long time due to financial constraints.

Objective Nine: To strengthen PPRA operational and outreach capacity

The Authority developed various staff development plans and facilitated staff long and short term training. The Organization Structure and Scheme of Service were reviewed in 2009 in order to match with the increased workload. However,

it had inadequate staff complement as a result it could not populate the approved organization structure, hence faced a challenge of reaching all PEs.

The Authority was allocated a plot at Kurasini area in Dar es Salaam. A feasibility study was conducted but development could not take place on account of shortage of funds and failure to secure necessary approvals.

All PEs registered by the Authority were audited at least once. The Client Service Charter was prepared to enable the Authority offer good quality services expected by its clients. PMIS was reviewed to accommodate new requirements to support submission of APPs, checklists and profiles of PMU staff and tender board members. On the other hand, the Business Continuity Management Policy was developed and implemented.

Objective Ten: PPRA financial capacity and sustainability

During the period under review, the Authority depended on Government as a major source of funding, together with the Public Financial Management Reform Programme (PFMRP) basket as well as the African Development Bank (AfDB) financing under the Institutional Support Project for Good Governance (ISPGG I & II). The Authority experienced insufficient funding due to limited budget allocation coupled with inadequate government subvention and late disbursements. Internal generation of funds was curtailed by lack of legal backing.

Objective Eleven: To enhance networking and partnering

During the period under review, the Authority participated in the East African Procurement Forum (EAPF) which is a regional forum that brings together public procurement practitioners and other stakeholders. It also hosted a follow up meeting of the Organization for Economic Cooperation and Development-Development Assistance Committee. The Authority also participated in the Commonwealth Public Procurement Network (CPPN) and the Africa Regional Conference held in Dar es Salaam in 2012.

In terms of collaboration with local oversight bodies, the Authority signed memoranda of understanding with PCCB and NAOT and worked closely with the Ethics Secretariat and National Construction Council. It also continued working with key procurement stakeholder institutions namely Public Procurement Appeals Authority (PPAA), GPSA, PSPTB and the Ministry of Finance through Public Procurement Policy Division (PPD) as well as Internal Auditor General's Division.

The Authority also collaborated with professional oversight bodies such as the Contractors Registration Board (CRB), Architects and Quantity Surveyors Registration Board (AQRB) as well as the Engineers Registration Board (ERB) in procurement related matters. The Authority also forged relations with other professional associations that deal with public procurement as well as

engaging CSOs and citizens in public procurement oversight functions. Challenges encountered in achieving this objective included limited financial and human resource.

2.4 Stakeholder Analysis

In order to understand how the Authority offers services to the public, it is necessary to critically consider various stakeholders that the Authority interacts with and clearly establish the types of relationship that exist and how they can be improved. PPRA stakeholders range from Government institutions responsible for overseeing performance of the Authority to those whose functionality depends on the Authority outputs. These stakeholders include key public procurement stakeholder institutions, accountability institutions, PEs, economic operators, professional associations, higher learning institutions, research institutions, development partners and the general public. The stakeholders are expecting the Authority to effectively execute its mandate in regulating the public procurement system. The following is a summary of stakeholders' expectations:

- a) Prompt and timely delivery of information on public procurement system;
- b) Promotion of professionalism in public procurement;
- c) Information on Cap 410 compliance;
- d) Quality services to clients and stakeholders;
- e) Improved capacity of PPRA and procuring entities for effective service delivery;
- f) Effective institutional performance (institutional and financial performance); and
- g) Collaboration in research and documentation of public procurement system.

Details of stakeholder analysis are as presented in **Annex 1**.

2.5 SWOC Analysis

The Authority undertook a critical SWOC analysis and came up with the following results:-

Strengths:-

The strengths were identified to be:-

- i) A public body established under Cap 410;
- ii) Has a statutory mandate to charge fees for services rendered by it;
- iii) Knowledgeable and competent Board of Directors;
- iv) Effective systems and tools for executing its mandate;

- v) Competent and committed staff with necessary skills and expertise;
- vi) Teamwork amongst staff;
- vii) Supportive leadership and management;
- viii) Sound financial management; and
- ix) Availability of adequate management information systems.

Weaknesses:-

The weaknesses were identified as:-

- i) Inadequate research and survey on procurement matters;
- ii) Inability to adequately involve external stakeholders in developing procurement implementation tools;
- iii) Inadequate modern procurement audit tools;
- iv) Inadequate skills and competencies to deal with emerging procurement issues such as oil and gas as well as green procurement;
- v) Ineffective mechanism for monitoring of preferential schemes for local bidders;
- vi) Untimely issuance of procurement guidelines;
- vii) Procurement law not well known to many stakeholders;
- viii) Inadequate communication across the organization;
- ix) Absence of a financial resource mobilization strategy to enable the Authority become more effective in its regulatory function; and
- x) Absence of contractor's performance track record.

Opportunities:-

Opportunities were identified as:-

- i) Availability of revenue generating opportunities from demand driven and tailor made training to PEs and other stakeholders to complement operational costs;
- ii) Learning opportunities on best practices from the private sector and other stakeholders;
- iii) Availability of networks and partnerships at national, regional and international levels for learning purposes and resource mobilization;

- iv) Support from the Government and various development partners on technical and financial matters;
- v) Growing Internet coverage and use of ICTs in the Country as a platform towards implementation of e-procurement in the country;
- vi) Availability of enforcement organs mandated to take action on reported allegations/cases of mis-procurement;
- vii) Availability of regulatory frameworks that deal with execution of PPRA recommendations/decisions;
- viii) Growing support from the public to PPRA's course of action against unethical behavior in public procurement system;
- ix) Availability of international standards for procurement regulatory bodies for benchmarking purposes;
- x) Increasing number of PEs and hence more demand for PPRA's services;
- xi) Presence of professional associations supporting PPRA's efforts in capacity building of procurement professionals in the country;
- xii) Availability of training institutions offering procurement related courses that can work with PPRA to ensure that there is an appropriate training curricular for all professionals; and
- xiii) Growing support in terms of resources from development partners.

Challenges:-

Challenges were identified as:-

- i) Inflated prices for contracts awarded by PEs, which make procurement in public sector more costly than in the private sector;
- ii) Failure of PEs to procure goods that correspond with market prices due to either low capacity to practice value for money procurement or malpractices. This tends to make procurement costs so high for the PEs and finally the whole burden is borne by the taxpayers;
- iii) High prices for goods and services supplied under framework agreements due to assumed risks of payment delays by the Government;
- iv) Corrupt practices amongst PE officials and tenderers;
- v) PEs not engaging services of lawyers in all procurement processes to ensure that procurement as a legal process is well managed;

- vi) Failure to get feedback from the competent authorities on recommendations made to them by PPRA;
- vii) Inadequate collaboration with Fair Competition Commission (FCC) in combating bid rigging;
- viii) Delays in vetting procurement contracts by the Attorney General (AG);
- ix) Poor Internet connectivity in some areas where PEs are operating therefore delays of transmission of procurement information to PPRA; and
- x) Conflicting legal provisions between Cap410 and the law governing architectural procedures on design competition.

2.6 Critical Issues

Various inputs into the strategic plan were corroborated to come up with the list of critical issues that were taken into consideration when designing the strategic direction. These inputs included self-assessment based on the situation analysis, discussions with the external stakeholders and SWOC analysis. Operating environment analysis presented in this chapter clearly shows areas of improvement to be considered for implementation in the next planning and budgeting cycle. The areas are as follows:

- i) Ensuring financial sustainability;
- ii) Building capacity to deliver quality services;
- iii) Improving work environment;
- iv) Developing and implementing sound human resource policies and plans (staff development plans, human resource plans, skills mapping, incentive schemes);
- v) Implementing performance management systems such as OPRAS, Planning, Budgeting, Monitoring, evaluation, review studies, Client Service Charter;
- vi) Enforcing the procurement law;
- vii) Promoting research on procurement;
- viii) Capitalizing on the use of technology in procurement and enforcement;
- ix) Promoting best human resource and leadership practices such as team building, staff meetings, workers councils, timely communication;
- x) Maintaining sound financial, assets and procurement practices;
- xi) Increasing outreach activities and communication with stakeholders;
- xii) Increasing capacity building to stakeholders to enhance their participation in procurement interventions;

- xiii) Establishing and maintaining partnerships and networks (for enforcing compliance, professionalism);
- xiv) Building PEs' capacity beyond compliance to get best value for money from procurement;
- xv) Harmonizing contradicting frameworks with those related to procurement; and
- xvi) Increasing PPRA relevance for attracting more support especially from the Government.

CHAPTER THREE

3.1 THE PLAN

This chapter presents a plan for a period of five years from 2015/16 to 2019/20 where Mission, Vision, Core Values, Strategic Objectives and Strategies are set based on critical issues identified in Chapter two. Targets are set for each Strategy while Key Performance Indicators derived as measures of performance towards achieving institutional objectives are formulated.

3.2 Mission

“To regulate the public procurement system and promote best practices in order to attain best value for money and other desired socio-economic outcomes”

3.3 Vision

“To A public procurement system with integrity, offering best value for money”

3.4 Core Values

In pursuit of provision of quality services to its stakeholders, PPRA shall be guided by the following six Core Values:-

i) Integrity

In performing their duties, Board members, Management and staff will abide by the Ethical Code of Conduct.

ii) Client orientation

The Authority is determined to be client and stakeholder driven and will deploy its resources to make this a reality. PPRA will offer quality services to its stakeholders as prescribed in its Client Service Charter.

iii) Transparency

The Authority endeavors to present its reports and facts by meeting the standards of transparency and by being aware of what important information is, and how they can be communicated most effectively to its stakeholders.

iv) Professionalism

In performing their duties, Board Members, Management and staff will adhere to the highest professional standards and best practices.

v) Service Excellence

The Authority will perform its functions by focusing or striving for excellence and quality in everything that it is doing or offering.

vi) Accountability

The Authority as an oversight body is accountable for its decisions in relation to its mandate under the public procurement law. Board members, Management as well as staff will perform their duties with diligence bearing in mind that they will be held accountable for their actions or inactions.

3.5 Strategic Objectives and Rationale

In order to address critical issues presented in chapter two, PPRA plans to address these issues by clustering them in five Strategic Objectives as shown below:-

- A. HIV/AIDS Infections Reduced and Services Improved;
- B. Implementation of the National Anti-Corruption Strategy Enhanced and Sustained;
- C. Performance in Public Procurement Improved;
- D. Outreach Capacity and Visibility Enhanced; and
- E. Capacity to Deliver Quality Services Strengthened.

The identified five Strategic Objectives and their rationale are explained below:-

Objective A: HIV/AIDS Infections Reduced and Services Improved

For many years, HIV/AIDS pandemic have been a threat in our Country causing a lot of problems including loss of workforce, work place absenteeism and low productivity in the public service. To address this challenge, the Government has prepared various guidelines and interventions to be implemented by all public institutions. The Authority operates in the same environment and it faces the same threat. As a strategy, the Authority intends to use the above-mentioned guidelines in customizing and implementing HIV/AIDS workplace interventions as well as Non-Communicable diseases prevention in order to reduce the rate of infection and improve support services to those already infected.

Objective B: Implementation of the National Anti-Corruption Strategy Enhanced and Sustained

Corruption has been and continues to be a challenge in public administration at global and national levels. The Government of Tanzania has made concerted effort in combating corruption through establishment of institutions and

regulatory frameworks necessary for dealing with the vice. Every public institution is required to deal with corruption issues through development of internal policies, structures and creation of awareness amongst staff on corruption and ethical conduct. The Authority as a regulatory body needs to have staff working with high level of integrity in order to appropriately address corruption practices in the public procurement sector. The Authority will deploy measures aimed at eradicating corruption amongst Board Members, Management, staff and consultants working on behalf of the Authority.

Objective C: Performance in Public Procurement Improved

Public procurement accounts for a significant portion of Government expenditure every year, hence the need to improve governance systems responsible for public procurement, tools and procedures. This will be achieved through effective communication of contents of procurement implementation, monitoring process and capacity building initiatives by the Authority as well as conducting research and surveys on public procurement. The improvement of performance in public procurement will lead to attainment of other national strategies and/or initiatives such as the National Strategy for Economic Growth and Reduction of Poverty (NSGRP) and Big Results Now (BRN).

Objective D: Outreach Capacity and Visibility Enhanced

In this objective, the Authority will increase awareness of the general public on its functions and other public procurement issues thus winning the confidence of the Government and the general public. The objective will be achieved through strengthening of its communication and public relations functions, improving outreach and enhancing partnering and networking. The Authority will improve the system of receiving feedback from its stakeholders on services rendered by it and on public procurement system in general. This will go in tandem with expanding coverage of the TPJ and engaging CSOs and citizens in public procurement oversight function.

Objective E: Capacity to Deliver Quality Services Strengthened

The Authority has been concerned with regulating the public procurement system capable of attaining desired socio-economic outcomes and best value for money. It is therefore imperative to strengthen its capacity to deliver quality services. In order to achieve this Strategic Objective, the Authority will improve resource management, build capacity for the Board as well as staff. The Authority will also develop and improve internal systems, processes and procedures. This will go hand in hand with providing conducive working environment to staff, improve staff welfare and strengthen governance. Improvement in resource management will go concurrently with development and implementation of the strategy for resource mobilization, financial management, human resource management and review of organisation structure.

3.6 Strategies, Targets and KPIs

The strategic focus has already been set out in the Mission and Vision statements that articulated the strategic direction. This section outlines the Strategic Objectives for the period of five years, as well as associated Targets and KPIs. Strategic Objectives are translated into expected outputs in the form of Targets. KPIs for all Strategic Objectives are established to help monitor and evaluate progress in implementing this strategic plan.

All Strategic Objectives, corresponding Strategies, Targets and KPIs are presented in **Table 1**. To pursue the targets, the Authority has formulated activities that are logically aligned to the attainment of those Targets and Strategic Objectives. The activities are presented in **Annex 3**.

Table 1: Objectives, Strategies, Targets and Key Performance Indicators

No	OBJECTIVES	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS
A	HIV/AIDS Infections reduced and Services improved	Develop and implement HIV/AIDS diseases programs	<ul style="list-style-type: none"> HIV/AIDS preventive interventions implemented by June, 2020 Care and Supportive services to staff living with HIV/AIDS by June, 2020 	<ul style="list-style-type: none"> % of staff attending voluntary HIV testing Perception of staff on quality of HIV/AIDS supportive services
B	Implementation of the National Anti-Corruption Strategy enhanced and sustained	Promote good governance practices	<ul style="list-style-type: none"> Institutional fraud and anti-corruption policy developed and implemented by June, 2020 Training on the Code of Ethics and Conduct to PPRA staff and Consultants conducted annually 	<ul style="list-style-type: none"> % of corruption cases reported and resolved
C	Performance in Public Procurement Improved	Improve systems, tools and procedures for public procurement system	<ul style="list-style-type: none"> SCMP reviewed and implemented in all PEs by June, 2020 Capacity building strategy for external stakeholders reviewed and implemented by June, 2020 Procurement implementation tools reviewed and disseminated by June, 2020 Procurement contracts implementation monitored by June, 2020 	<ul style="list-style-type: none"> Average level of compliance attained Average cost incurred in procurement processes Average time spent in procurement process across PEs
		Enhance Advisory Services to procuring entities	<ul style="list-style-type: none"> System for Provision of Advisory Services Reviewed and Implemented by June, 2020 Advisory services on Legal Frameworks provided by June, 2020 	

No	OBJECTIVES	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS
		Promote use of technologies in public procurement processes	<ul style="list-style-type: none"> E-procurement System developed and implemented by 75% of PEs by June, 2020 PMIS reviewed and implemented by June, 2020 Electronic tender advertisement systems reviewed and operationalized by June, 2020 	
		Enhance enforcement of PPA across the stakeholders	<ul style="list-style-type: none"> Procurement Audit System Reviewed and Implemented by June, 2020 Preference and reservation schemes monitored by June, 2020 Tenderers reference check database established and updated by June, 2020 	
		Promote researches and surveys on procurement issues	<ul style="list-style-type: none"> Research studies conducted annually Documentation center improved and maintained by June, 2020 	
D	PPRA Outreach Capacity and Visibility Enhanced	Enhance Communication and Public Relations Functions	<ul style="list-style-type: none"> Communication Policy and Strategy developed and implemented by June, 2020 	<ul style="list-style-type: none"> % of the general public aware of PPRA and its services
		Improve PPRA outreach	<ul style="list-style-type: none"> Outreach activities coordinated by June, 2020 System for receiving feedback on services rendered by PPRA and public procurement system developed and operationalized by June, 2020 TPJ published by June, 2020 Electronic Communication Systems reviewed and operationalised by June, 2020 	<ul style="list-style-type: none"> % of stakeholders satisfied with PPRA services Perception index of the general public satisfied with the PPRA as an oversight body

No	OBJECTIVES	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS
		Enhance partnering and networking	<ul style="list-style-type: none"> Strategic Partnerships and networks established and maintained by June, 2020 	
E	Capacity to deliver quality Services Strengthened	<p>Improve resource management</p> <p>Institutionalize Performance Management Systems</p> <p>Improve Internal systems, process and procedures</p>	<ul style="list-style-type: none"> Resource mobilization strategy developed and implemented by June, 2020 Financial management system reviewed and implemented by June, 2020 HR Management system reviewed and implemented by June, 2020 Asset Management System reviewed and implemented by June, 2020 Procurement Management system reviewed and implemented by June, 2020 Internal Audit system reviewed and implemented by June, 2020 Team building sessions and staff meetings conducted annually M & E plan implemented by June, 2020 Client Service Charter reviewed and implemented by June, 2020 Internal Systems, processes and procedures automated by June, 2016 Risk Management Policy developed and implemented by June, 2020 	<ul style="list-style-type: none"> % of funding generated from sources other than Government subvention Financial and Procurement audit ratings

No	OBJECTIVES	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS
			<ul style="list-style-type: none"> • IT and Business Continuity Management Policies reviewed and Implemented by June, 2020 	
		Provide conducive working environment including staff welfare	<ul style="list-style-type: none"> • Conducive working environment provided by June, 2020 • Health and Safety Policy developed and implemented by June, 2020 	
		Facilitate governance issues	<ul style="list-style-type: none"> • Statutory meetings of workers council conducted annually • Board activities/affairs improved and implemented by June, 2020 	

CHAPTER FOUR

4.0 MONITORING AND EVALUATION

4.1 Introduction

This chapter shows how results envisioned in this MTSP will be measured. There is a general rule that says, “*What gets measured gets done*” and this is the essence for putting together a results framework chapter as part of MTSP. This chapter provides a basis on how various interventions will be undertaken in this planning cycle and how achievement of Strategic Objectives will be measured. It shows Monitoring, Review, Evaluation and Reporting Plans, all measuring progress, recording achievements and information sharing of results within PPRA as well as between the Authority and its external stakeholders. Finally, the chapter presents how KPIs and progress of various interventions will be reported to stakeholders.

4.2 Development Objective

The Development Objective “*Improved Public Procurement System Offering Best Value for Money, Contributing to National Development*”, represents the highest level of results for PPRA”. This will be achieved by improving and harmonizing operations of the public procurement system; improving regulatory frameworks for monitoring public procurement and improved provision of procurement services. Achievement of this high level result will also depend on contribution of other players in the public procurement system namely; the Government and its oversight institutions, PEs, development partners, research institutions, professional associations, politicians, economic operators, CSOs and the general public.

4.3 Beneficiaries of PPRA Services

There are two types of beneficiaries of the Authority’s services namely direct and indirect beneficiaries. Direct beneficiaries are PEs, the Government, and economic operators. Indirect beneficiaries are oversight institutions, professional associations, research institutions, the public, development partners, and media, to mention a few. The Authority aims to strengthen management of the public procurement system through improving legal and regulatory frameworks, enhancing regulatory functions, networking and partnering for creating relevance and institutional support purposes.

4.4 Results Framework Matrix

The Results Framework Matrix contains the Authority’s Overall Development Objective, Strategic Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how results will be measured. The indicators in the matrix will be used to track progress towards achieving Intermediate Outcomes and Objectives. It should be noted that achievement of the Overall Objective will be contributed by several other

players as well, and may not completely be attributed under this Strategic Plan. The Results Framework Matrix is detailed in Table 2 below:-

Table2: Result Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOMES	OUTCOME INDICATOR
<i>Improved public procurement system offering best value for money, contributing to national development.</i>	A	HIV/AIDS Infections Reduced and Services Improved.	<ol style="list-style-type: none"> 1. Increased level of awareness among staff on HIV/AIDS matters 2. Decreased stigmatization of staff living with HIV/AIDS 	<ol style="list-style-type: none"> 1. %of staff voluntarily testing 2. %of staff on the care and support services
	B	Implementation of National Anti-Corruption Strategy Enhanced and Sustained.	<ol style="list-style-type: none"> 1. Increased level of awareness among PPRA staff on the National Anti-Corruption Strategy. 2. Decreased percentage of internal and external complaints. 	<ol style="list-style-type: none"> 1. % of corruption cases reported. 2. % of reported corruption cases resolved
	C	Performance in Public Procurement Improved.	<ol style="list-style-type: none"> 1. Improved capacity of PEs in procurement services. 2. Improved compliance with PPA. 3. Improved stakeholders' satisfaction with public procurement system. 	<ol style="list-style-type: none"> 1. Average level of compliance attained 2. Average time spent in procurement processes 3. %of stakeholders satisfaction
	D	Outreach Capacity and Visibility Enhanced.	<ol style="list-style-type: none"> 1. Increased beneficial partnerships and networks between PPRA and other national, regional and international institutions. 2. Increased implementation of PPRA recommendations by competent authorities. 	<ol style="list-style-type: none"> 1. % of the general public aware of PPRA and its services 2. % of implemented recommendations

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOMES	OUTCOME INDICATOR
	E	Capacity to Deliver Quality Services Strengthened.	<ol style="list-style-type: none"> 1. Improved staff competence. 2. Improved internal systems, processes and procedures. 3. Improved working environment. 4. Increased financial resources 	<ol style="list-style-type: none"> 1. % of funding generated from sources other than Government subvention 2. % of stakeholders' satisfied with PPRA services 3. Financial rating

4.5 Monitoring Plan

The monitoring plan consists of indicators and their descriptions, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting. Though the outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. The detailed monitoring plan is presented in **Annex 2**.

4.6 Evaluation Plan

The Evaluation Plan consists of evaluation studies to be conducted during the Strategic Planning Cycle. Two evaluation studies will be conducted over a period of five years. The evaluation studies intend to obtain evidence as to whether interventions and outputs achieved have led to achievement of outcomes as envisioned in the Strategic Plan. The Evaluation Plan Matrix is detailed in **Table 3** below.

Table3: Evaluation Plan Matrix

S/N	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
1	Mid-Term Evaluation	This evaluation aims to measure the realization of intermediate outcomes.	<ul style="list-style-type: none"> • What has been achieved so far in terms of intermediate outcomes? • What were the challenges and lessons learnt? 	<ul style="list-style-type: none"> • Interviews • Focus group discussions • Controlled studies • Literature reviews 	June, 2018	HoD responsible for Planning
2	Terminal Evaluation	<p>This evaluation aims to measure the achievement of Planned Strategic Objectives.</p> <p>This evaluation also measures the impact that the Authority has on the public</p>	<ul style="list-style-type: none"> • To what extent have the Planned Targets been achieved? • Has Target achievement led to realization of the intended outcomes? • What policy, legal and regulatory framework changes can be done to improve the outcomes? • What is the percentage of stakeholders aware of PPRA and the Public Procurement System? • To what extent do citizens at grass root level participate in ensuring best value for money is achieved in public procurement? • To what extent has PPRA contributed to the social economic development of the country? 	<ul style="list-style-type: none"> • Interviews • Focus group discussions • Controlled randomized studies • Literature reviews • Surveys • Questionnaire 	Sept-Dec, 2020	HoD responsible for Planning

4.7 Review Plan

Reviews will be conducted to monitor and assess performance on a continuous basis. Five reviews will be conducted, three being annual reviews, mid-term review and final outcome review. These are presented in the matrix in **Table 4:**

Table 4: Review Plan

S/N	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2015/16	Annual Performance review	May, 2016	HoD responsible for planning
2.	Year 2: 2016/17	Annual Performance Review	May, 2017	
3.	Year 3: 2017/18	Mid-term review	March, 2018	
4.	Year 4: 2018/19	Annual Performance Review	May, 2019	
5.	Year 5: 2019/20	Final MTSP Outcome Review	May, 2020	

4.8 Internal Reporting Plan

Below in **Table 5** is the internal reporting plan.

Table5: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	M & E Reports	Management, Audit Committee	Bi-annually	HoD responsible for planning
2	Progress Reports	Management, Audit Committee	Quarterly	
3	MTSP mid-term Review Report	Management, Board	Once	
4	Annual Performance Evaluation Report	Management, Board	Annually	
5	Internal Audit Reports	Audit Committee	Quarterly	HoD responsible for Internal Audit
6	Risk Management Reports	Management, Audit Committee	Quarterly	HoD responsible for Risk management

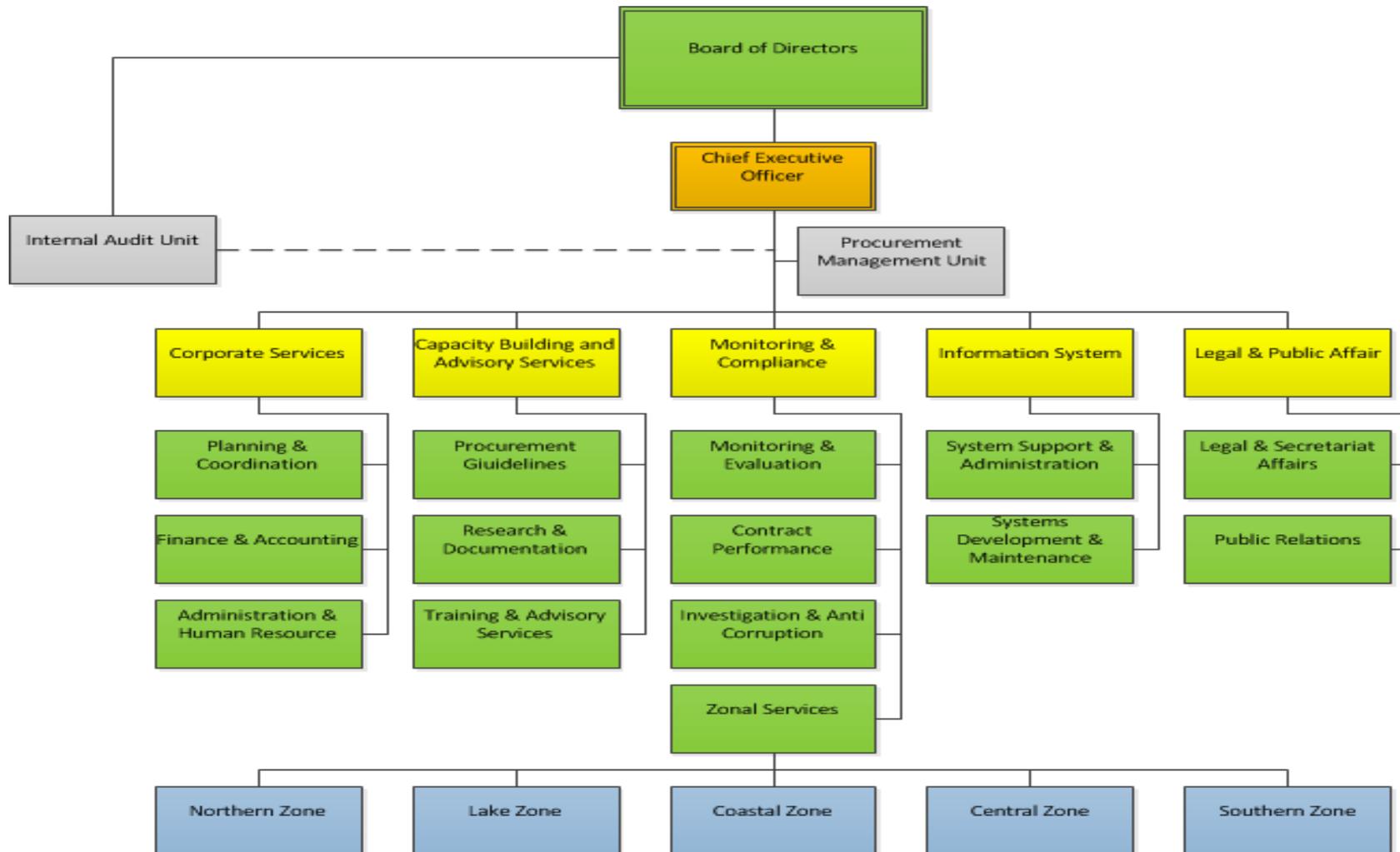
4.9 External Reporting Plan

Below in **Table 6** is the external reporting plan.

Table6: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	MTSP Mid-Term Review	Ministry of Finance & Development Partners	Once	CEO
2.	M&E Reports	Ministry of Finance	Bi-annually	
3.	Annual Performance Evaluation Report	Ministry of Finance, CAG	Annually	
4.	Annual Audited Financial Statements	CAG, Ministry of Finance	Annually	
5.	Progress Reports	Ministry of Finance	Quarterly	

Figure 1 - Organization Structure



Annex 1- Stakeholder Analysis

S/N	Name of Stakeholder	What have we delivered to these stakeholders?	What Challenges do we have with these stakeholders?	How can we improve?
1.	Government	<ul style="list-style-type: none"> Advisory services on procurement matters and how to obtain best value for money Information on compliance and performance Strengthened regional and international cooperation 	<ul style="list-style-type: none"> Inadequate resources (financial and working environment) Late and inadequate release of funds Inadequate recognition of PPRA contribution to socio-economic development Poor cooperation from stakeholders Over dependence on government subvention 	<ul style="list-style-type: none"> Smart resource mobilization Improve communication and information sharing Justify our relevance through compelling cases of procurement cost saving for the Government Improve internally generated funds and collection
2.	Government Agencies	<ul style="list-style-type: none"> Information on public procurement Systems and tools Capacity building Participate in their key interventions 	<ul style="list-style-type: none"> Inadequate cooperation Overlapping of functions and responsibilities Inadequate resources 	<ul style="list-style-type: none"> Improve mechanism of cooperation (partnering and networking) Harmonize and rationalize legal, institutional and regulatory frameworks Joint smart resource mobilization for a common course
3.	PEs	<ul style="list-style-type: none"> Capacity building Advisory services Procurement systems and tools Forum for communication and information exchange 	<ul style="list-style-type: none"> Inadequate resources limiting their capacity building initiatives Inadequate cooperation from them Poor ICT infrastructure Low internal capacity Non-compliance with PPA 	<ul style="list-style-type: none"> Resource mobilization to support PEs capacity building Intensification of communication and sensitization campaigns Promote access to a common ICT infrastructure platform Strengthen enforcement Platforms for regular meetings to exchange experience and learning.

S/N	Name of Stakeholder	What have we delivered to these stakeholders?	What Challenges do we have with these stakeholders?	How can we improve?
4.	Economic Operators	<ul style="list-style-type: none"> • Capacity building on the requirements of PPA • Advisory services • Systems and tools • Access to procurement information 	<ul style="list-style-type: none"> • Low capacity to assist them to implement PPA • Inadequate cooperation from the umbrella association • Non-compliance with PPA • Lack of mechanism for registering suppliers and service providers 	<ul style="list-style-type: none"> • Resource mobilization strategies that include economic operators who in turn support capacity building initiatives • Strengthen enforcement • Advocate for establishment of umbrella institutions for suppliers of goods and services • Communication and sensitization campaigns • Simplify and translate procurement regulatory frameworks
5.	CSOs	<ul style="list-style-type: none"> • Capacity building • Access to information • Cooperation and participation in development of different interventions 	<ul style="list-style-type: none"> • Poor understanding of the legal framework regulating procurement • Inadequate resources • Too technical documents/reports for easy understanding especially at the grass root level • Low interest in procurement and contract management issues 	<ul style="list-style-type: none"> • Capacity building • Innovative joint resource mobilization strategies • Simplify and translate documents/reports; • Communication and sensitization at the grass root level to assist as an alternative oversight body
6.	Academia	<ul style="list-style-type: none"> • Practical training to students • Training of students through student associations on procurement • Inputs to curricula development 	<ul style="list-style-type: none"> • Lack of linkage between research and training on procurement issues • Inadequate procurement research data 	<ul style="list-style-type: none"> • Stimulate interest in research on procurement matters • Promote collaboration in research and training • Joint resource mobilization strategies

S/N	Name of Stakeholder	What have we delivered to these stakeholders?	What Challenges do we have with these stakeholders?	How can we improve?
7.	Parliament and Local Government Authorities	<ul style="list-style-type: none"> • Cooperation on procurement issues • Supporting Parliament and local councils as another oversight body • Information and data on violation of procurement regulations 	<ul style="list-style-type: none"> • Inadequate resources to support the Parliament as on oversight body • PPRA Annual Performance Evaluation Reports not getting proper attention in Parliament • Low understanding of procurement law due to its technicalities 	<ul style="list-style-type: none"> • Mobilize resources to increase capacity • Reports to be submitted to sectoral committees of the parliament • Timely delivery of reports • Capacity building
8.	Development Partners	<ul style="list-style-type: none"> • Advisory services • Information • Promotion of the use of country systems for donor funded procurement 	<ul style="list-style-type: none"> • Conflicting interest between DPs and Government • Delays in obtaining necessary approvals • Late release of funds • Overdependence on donor funds • Multiplicity of donor reporting systems 	<ul style="list-style-type: none"> • Strengthen the Authority's capacity • Improve communication between the Authority and the DPs • Timely submission of requests for approval and close follow-ups • Improve internal generation and collection of funds
9	Regional and International Partners	<ul style="list-style-type: none"> • Promote the use of country systems for donor funded procurement • Sharing experience and learning through networking 	<ul style="list-style-type: none"> • Clear identification of types of intervention to be made • Multiple partners with different interests that are not aligned to PPRA areas of focus 	<ul style="list-style-type: none"> • Resource mobilization • Mapping of PPRA capacity needs to areas of interest and funding of different international partners
10	General Public	<ul style="list-style-type: none"> • Information, Education and Communication 	<ul style="list-style-type: none"> • Inadequate resources to carry out initiative targeting members of the general public • Absence of law on freedom of information 	<ul style="list-style-type: none"> • Resource mobilization • Promotion of whistle blowing

Annex 2- The Monitoring Plan

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
A	% of staff attending voluntary HIV/AIDS testing	2015	TBD						PPRA Staff	Questionnaire, Literature review	Annually	Raw data from questionnaires and training reports	Annually	HoD responsible for HR
	Perception of staff on quality of HIV/AIDS support services	2015	TBD						PPRA Staff	Survey Opinion Polls	Annually	Survey Reports	Annually	HoD responsible for HR
B	% of corruption cases reported and resolved	2015	TBD						PPRA	Literature Review	Quarterly	Complaints & Case Register Signed minutes of Board, Management and Integrity Committee	Quarterly	HoD responsible for HR
C	Average level of compliance attained	2013/14	65	68	7	7	7	8	PPRA	Procurement Audits	Annually	Annual Performance Evaluation Report	Annually	HoD responsible for M&E
	Average cost incurred in procurement process	2015/16	TBD						PPRA	Surveys Procurement Audits	Annually	PPRA Audit reports and PE procurement and financial documents & reports	Annually	HoD responsible for M&E

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	Average time spent in procurement process across PEs	2015/16	TBD						PPRA & PEs	Surveys Procurement Audits	Annually	Procurement audit reports	Annually	HoD responsible for M&E
D	% of the general public aware of PPRA and its services	2015/16	TBD						General Public	Surveys Interviews Questionnaires	Annually	Surveys Reports	Annually	HoD responsible for Research
	% of stakeholders satisfied with PPRA services	2015/16	TBD						PPRA & other stakeholders	Survey Interviews Questionnaires	Annually	Service Delivery & other Survey Reports	Annually	HoD responsible for Research
	Perception index of the general public satisfied with the PPRA as an oversight body	2015/16	TBD						General Public	Survey Interviews Questionnaires	Annually	Service Delivery & other Survey Reports	Annually	HoD responsible for Research
	% of funding generated from sources other than Government Subvention	2014/15							PPRA	Literature Reviews	Annually	Periodic progress reports	Annually	HoD responsible for Planning
	Financial and procurement audit rating	2014/15							CAG reports	CAG Audit Reports and Reviews	Annual	Audit Reports	Annually	HoD responsible for Finance

Annex 3- Activities Matrix

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
A	HIV/AIDS Infections, Reduced and Services improved by June 2020	HIV/AIDS preventive interventions implemented by June 2020	To review, disseminate and implement HIV and AIDS policy	HoD responsible for HR
			To conduct sensitization seminars on HIV and AIDS	
		Care and Supportive services to staff living with HIV/AIDS provided by June 2020	To provide nutritional and medical support to HIV infected staff	
B	Implementation of the National Anti-Corruption Strategy enhanced and sustained by June 2020	Institutional fraud and anti-corruption policy developed and implemented by June 2020	To develop and implement the Authority's fraud and anti-corruption policy	HoD responsible for M&E
		Training on code of conduct and ethics to PPRA staff and consultants conducted annually	To conduct training to staff and consultants on PPRA Code of Conduct and Ethics	
			To collaborate with PCCB and Ethics Secretariat in developing skills of PPRA staff on detection of fraud and corruption	
		Corruption in public procurement tackled by June, 2020	To collaborate with PCCB on procurement related issues	
C	Performance in Public Procurement improved by June 2020	System for checking and monitoring compliance reviewed and implemented in all PEs by June, 2020	To review the existing system for Checking and Monitoring Compliance in line with Cap 410	HoD responsible for M&E
			To carry out investigation on allegations/reported cases of suspected breach of Cap 410	
			To develop checklist for PEs self assessment on contract implementation	

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
		Capacity building strategy for external stakeholders reviewed and implemented by June, 2020	<p>To review the existing Capacity Building Strategy</p> <p>To develop procurement operational manual</p> <p>To review procurement training manual</p> <p>To carry out procurement capability assessments to PEs</p> <p>To Prepare e-Procurement guidelines</p> <p>To conduct training on Cap 410 to PEs</p> <p>To conduct training on Cap 410 to Economic operators</p> <p>To conduct seminars and workshops on procurement related matters to stakeholders</p> <p>To organize, conduct/participate in regional and International Procurement forums</p>	HoD responsible for CB
		Procurement implementation tools reviewed and disseminated by June, 2020	<p>To review procurement implementation tools.</p> <p>To develop procurement implementation tools</p> <p>To develop procurement guidelines/tools for monitoring procurement contracts</p> <p>To conduct Stakeholders validation workshop</p>	HoD responsible for CB

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
			To conduct dissemination workshop on the procurement implementation tools	
		Procurement contract implementation monitored by June 2020	To monitor performance of procurement contracts using developed guideline/tool	HoD responsible for M&E
		System for Provision of Advisory Services Reviewed and Implemented by June, 2020	To develop and implement a manual on advisory services	HoD responsible for CB
			To review and implement advisory services management system	
		Advisory Services on Legal Frameworks provided by June, 2020	To provide advice on legal matters	HoD responsible for LS
			To handle applications for retrospective approvals	
			To handle debarment matters	
			To handle application for rejection of tenders	
			To handle civil and other cases against PPRA	
			To develop an action plan for implementation of Cap 410 and its monitoring mechanism	
			To monitor implementation of the action plan on Cap 410	
		E-procurement system developed and implemented by 75% of PEs by June 2020	To prepare implementation plan	HoD responsible for IS
			To develop e-Procurement applications	
			To establish and maintain infrastructure for e-procurement	
		PMIS reviewed and implemented by June, 2020	To review, improve and implement PMIS	HoD responsible for IS

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
C	Performance in Public Procurement improved by June 2020	Procurement Audit System Reviewed and Implemented by June 2020	To develop and implement the procurement audit manual in line with Cap 410	HoD responsible for M&E
			To disseminate the procurement audit manual	
			To carry out procurement audits	
		Preference and reservation schemes monitored by June 2020	To sensitize PEs on the use of preference Schemes	HoD responsible for research
			To conduct stakeholders' validation workshop	
		Tenderers reference check database established and updated by June 2020	To develop and implement performance rating system for tenderers	HoD responsible for research
		Research studies conducted annually	To develop a policy on research and survey	HoD responsible for research
			To conduct feasibility studies	
			To conduct a study on cost overruns / variations during contract execution	
			To conduct a study on rejection of tenders by PEs	
			To conduct assessment of the effectiveness of preference schemes	
			To conduct stakeholders meeting on research agenda/areas	
		Documentation center improved and maintained by June 2020.	To develop resource center policy	HoD responsible for documentation
To review and update the resource center information management system				
To review and update the e-learning portal				

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
D	PPRA Outreach Capacity and Visibility Enhanced by June, 2020	Communication Policy & Strategy developed and implemented by June, 2020	To develop and implement communication policy and strategy	Head responsible for communication
		Outreach Activities Coordinated by June, 2020	To prepare and disseminate materials for public education	
			To produce and air radio and TV educational/awareness spots and programs	
			To organize press events	
			To organize the Public Procurement Week	
			To strategically engage with media, stakeholders and the general public in matters related to the Authority's functions	
		System for receiving feedback on services rendered by PPRA and on public procurement system developed and operationalized by June, 2020	To develop and implement a system for receiving feedback on services rendered by the Authority	HoD responsible for Communication
TPJ published by June 2020	To prepare, print and circulate TPJ			
		Electronic communication systems reviewed and operationalized by June 2020	To review website, tender portal, forum and tender alert services	HoD responsible for IS
			To provide support and maintenance services	
		Strategic Partnerships and networks established and maintained by June 2020	To organize Annual Procurement Governance Workshops	HoD responsible for CB
			To participate in national and international forums and conferences	
E	PPRA's capacity to deliver quality services strengthened by June, 2020	Resource mobilization Policy and Strategy developed and implemented by June, 2020	To develop, disseminate and implement the resource mobilization policy and strategy	HoD responsible for Planning
		Financial management system reviewed and implemented by June, 2020	To review Financial Management system of PPRA	HoD responsible for Finance

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
			To prepare periodic Financial Progress Reports	
			To facilitate preparation of Annual Financial Statements	
		Human Resource Management system reviewed and implemented by June, 2020	To review staff and administrative regulations	HoD responsible for HR
			To review Organization Structure and Scheme of Service	
			To review and implement compensation and incentive schemes	
			To facilitate staff recruitment	
			To implement performance management system	
			To implement Staff & Board Development Plan	
			To develop and institute a Succession Plan	
		Asset Management System reviewed and implemented by June, 2020	To review, disseminate and operationalise the Asset management system	HoD responsible for Admin
			To develop and update Asset Register	
		Procurement Management system reviewed and implemented by June, 2020	To review procurement and supplies management system	HoD responsible for P&S
			To manage the Authority's procurement process	
			To manage procurement contracts and supplies.	
		Internal Audit system reviewed and implemented by June, 2020	To review, automate and disseminate the Internal Audit System	HoD responsible for IA
			To conduct periodic and special audits	
			To conduct physical observation of Authority's activities	

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
			To review project activities	
			To provide advice to management on efficient running of the organization	
		Team Building sessions and staff Meetings conducted annually	To develop and implement team building programs	HoD responsible for HR
		M & E plan implemented by June, 2020	To conduct periodic and Mid-term Review of the MTSP	HoD responsible for Planning
			To conduct final evaluation of the implementation of MTSP	
		Planning system reviewed and implemented by June 2020	To prepare and monitor Authority's budget and plans	HoD responsible for Planning
			To prepare periodic and ad-hoc reports	
			To prepare Annual Performance Evaluation Report	
		Client Service Charter reviewed and implemented by June, 2020	To review, disseminate and implement Client Service Charter	HoD responsible for HR
		Internal Systems processes and procedures automated by June, 2020	To conduct internal system requirement analysis	HoD responsible for IS
			To design and develop ERP modules to support internal processes and procedures of department and units	
		Risk Management Policy developed and implemented by June 2020	To prepare Enterprise Risk Management Policy and Framework (ERMPPF)	HoD responsible for Risk
			To provide training to Board, Management and Staff on ERMPPF	
			To conduct periodic reviews of implementation of Risk Management Policy	

NO	OBJECTIVE	TARGET	ACTIVITIES	RESPONSIBLE
		IT and Business Continuity Management Policies reviewed and implemented by June, 2020	To review, disseminate and implement IT and BCM policies	HoD responsible for IS
			To establish and maintain Disaster Recovery Sites	
		Conducive working environment provided by June, 2020	To construct Head office	HoD responsible for Admin
			To operationalise zonal offices	
	To provide and maintain administrative services			
	To create environment addressing Non-Communicable diseases and provide supportive services			
		Health & Safety Policy developed and implemented by June, 2020	To develop, disseminate and implement Health and Safety Policy	HoD responsible for Admin
		Statutory meetings of workers council conducted annually	To facilitate Workers council activities.	HoD responsible for Admin
			To facilitate trade union activities	
		Board activities/affairs improved by June, 2020	To facilitate efficient functioning of the Board.	HoD responsible for LS
To facilitate evaluation of the Board and Management				