



PO-RALG

**ENHANCEMENT OF PROCUREMENT CAPACITY OF
LOCAL GOVERNMENT AUTHORITIES PROJECT (EPC-LGAP)**

ANNUAL REPORT N° 4

RESULTS REPORT 2015

PROJECT TAN 11 026 11

Dar es Salaam

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ACRONYMS

ADB	African Development Bank
ALAT	Association of Local Authorities Tanzania
APP	Annual Procurement Plan
AR	Action Research
BLS	Base Line Study
BTC	Belgian Technical Cooperation
BRN	Big Results Now
CAG	Controller and Auditor General
CB	Capacity Building
CBFW	Capacity Building Formulation Workshop
CBG	Capacity Building Grant
CBP	Capacity Building Plan
CDG	Capital Development Grant
CDR	Council Development Report
CEO	Chief Executive Officer
CFR	Council Financial Report
CPI	Compliance & Performance Indicator
CSO	Civil Society Organisation
D by D	Decentralisation by Devolution
DC	District Council
DED	District Executive Director
DIA	District Internal Auditor
DIS	Director Information Services
DP	Development Partner
EPC-LGAP	Enhancement of Procurement Capacity of Local Government Authorities Project
EPICOR	Accountancy software used for Integrated Financial Management System
FC	Financial Controller
FMIS	Financial Management Information System
FWC	Framework Contract
FY	Financial Year
GoT	Government of Tanzania
GPSA	Government Procurement and Supplies Agency
HLG	Higher Local Government
HRM/D	Human Resource Management and Development
IA	Internal Auditor
IAG	Internal Auditor General
ICT	Information & Communication Technology
IDCP	Indicative Development Cooperation Programme
ISE	International Sector Expert
IT	Information Technology
JICA	Japan International Cooperation Agency
JLPC	Joint Local Partners Committee
KPI	Key Performance Indicator
LAAC	Local Authorities Accounts Committee
LF	Logical Framework
LFM	Logical Framework Matrix
LG	Local Government
LGA	Local Government Authority / Local Government Act
LGAMSS	Local Government Authority Management Support Section
LGDG	Local Government Development Grant
LGFA	Local Government Finance Act
LGFM	Local Government Financial Memorandum
LGRP	Local Government Reform Programme
LGTI	Local Government Training Institute Hombolo
LLG	Lower Local Government
LLGA	Lower Local Government Authority
LPO	Local Purchase Order
LTI	Lead Training Institute

MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MIS	Management Information System
MKUKUTA	Swahili Acronym for “Tanzania Strategy for Growth and Reduction of Poverty” (Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania)
MoF	Ministry of Finance
MSD	Medical Stores Department
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
MTR	Mid-Term Review
NGO	Non-Governmental Organization
OC	Other Charges
OA	Organisational Assessment
OECD	Organisation for Economic Cooperation and Development
OO	Overall Objective
OPRAS	Open Performance Review and Appraisal System
PC	Project Coordinator
PCCB	Prevention and Combating of Corruption Bureau
PE	Personnel Emolument / Procuring Entity
PIU	Project Implementation Unit
PlanRep	Planning and Reporting System (LGA)
PFMRP	Public Financial Management Reform Programme
PMIS	Procurement Management Information System
PMO-RALG	Prime Minister’s Office Regional Administration and Local Government
PMU	Procurement Management Unit
PO-PSM	President’s Office – Public Service Management
PO-RALG	President’s Office – Regional Administration and Local Government
PPA	Public Procurement Act
PPPD	Public Procurement Policy Division
PPR	Public Procurement Regulations
PPRA	Public Procurement Regulatory Authority
PSO	Private Sector Organisation
PSPTB	Procurement Supplies Professionals and Technicians Board
QA	Quality Assurance
QTP	Qualified Training Provider
RAS	Regional Administrative Secretary
RS	Regional Secretariat
SBS	Sector Budget Support
SO	Specific Objective
SULGO	Support to Local Governance Project
TA	Technical Assistance
TE	Training Entity
TFF	Technical and Financial File
TNA	Training Needs Assessment
ToR	Terms of Reference
ToC	Training of Coaches
ToT	Training of Trainers
USAID	United States Agency for International Development
VC	Village Council

1 INTERVENTION AT A GLANCE

1.1 Intervention Form

Project name	Enhancement of Procurement Capacity of Local Government Authorities Project (EPC-LGAP)
Project Code	TAN 11 026 11
Location	Tanzania
Budget	€ 5,000,000 (Belgium); € 264,000 (GoT)
Partner Institution	Public Procurement Regulatory Authority (PPRA)
Date of Specific Agreement	8 December 2011
Duration (months)	60
Target groups	Elected officials and staff of selected Higher and Lower Local Governments; CSOs: media
Impact ¹	Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption free at all levels
Outcome (Specific Objective)	Procurement capacity at local government level sustainably enhanced
Outputs (Results) (As per Revised Logical Framework, August 2013)	1. Capacity to provide long-term support to improved LGA procurement performance strengthened
	2. Systems for monitoring and quality assurance of LGA procurement strengthened
	3. Community members better informed and able to monitor Local Government procurement performance
	4. Action research on LGA procurement practices, incentives and organizational structures conducted to inform program design, dialogue and recommendations on policy reform
	5. LGA procurement performance strengthened

¹ Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

1.2 Budget execution

	Budget (€)	Expenditure (€)		Balance (€)	Disbursement rate at the end of 2015
		Previous years	Year covered by report (2015)		
Total	5,000,000	1,272,944	1,037,846	2,689,210	46%
Output 1	1,658,256	590,201	284,206	783,850	53%
Output 2	338,000	7,363	25,112	305,525	10%
Output 3	175,000	903	33,554	140,544	20%
Output 4	301,505	98,665	25,142	177,698	41%
Output 5	1,408,400	15,0551	531,238	726,611	48%
General Means	988,340	425,262	138,594	424,484	57%
Budget Reserve	130,499			130,499	

The budget table reflects the amended budget as per Budget Modification Proposition No 4, which was approved by the JLPC in its 7th meeting of September 2015.

1.3 Self-assessment performance

The Annual Results Report for 2015 is informed by the Monitoring and Evaluation Framework of the Project, monitoring by the Project, backstopping missions, Mid-Term Review, Project reports and the Planning Review of 2015 with main implementing partners.

1.3.1 Relevance

	Performance
Relevance	A

- The **project objectives are embedded in national policies** (Decentralisation-by-Devolution; draft Public Procurement Policy; LGA Training Strategy, etc) and legislation (Public Procurement Act; Public Finances Act; Local Government Act; subsidiary legislation, etc) with the aim to strengthen capacities for improve budget execution in the Local Government Authorities (LGA), in particular related to procurement and contract management; LGAs are responsible for around 25% of the national budget execution of which \pm 50% is spent in procurement for local service delivery i.e. relevant to local communities;
- The Project **builds capacity in procurement and contract management of 28 LGAs in four regions (Coast, Dodoma, Kigoma and Tanga) selected on basis of low procurement performance** at time of Base Line Study; Local government and good governance are cross-cutting themes in the Belgian development strategy in Tanzania and the Project operates in a number of LGAs, which are supported by other Projects of Belgian development co-operation;
- Considerable awareness has been raised to date and key stakeholders are well aware of issues and challenges in LGA procurement and contract management; a **sound foundation was laid for effective capacity development** for achieving the project objectives; key stakeholders involved include Public Procurement Regulatory Authority (PPRA), President's Office Regional

Administration and Local Governments (PO-RALG)², Local Government Training Institute (LGTI) Hombolo, four regions and 28 LGAs- in all stages of preparation, implementation and reviews;

- The **project intervention logic is still valid following review as part Base Line Study (in 2012/13) and Local Government Procurement Capacity Building Formulation Workshop (CBFW, in 2013)**; the interventions are well structured with a clear M&E Framework and capacity building approach defined as a mix of demand- and supply-driven capacity development interventions; the interventions are realistic, risks and assumptions are clearly identified; recommendations of the Mid-Term Review (2014) confirmed relevance and Project logic; measures to manage time-overruns were taken and operational schedules were revised in certain areas in view of implementation experience;
- Lower Local Government Authorities (LLGAs) receive considerable transfers under the Local Government Development Grant (LGDG) system and the Project has been able to **increase awareness on relevance, importance and challenges in procurement in LLGAs and commenced addressing some of the issues**; this includes the need to set up simple, standard and harmonized procurement systems and building capacities at sub-Council level; in 2015 four training modules targeting the lower level of Local Government were developed with support of the Project and used for ToT-level 2 of 10 Council Procurement Training Teams (CPPT);
- The Project was formulated to complement capacity building under the Local Government Reform Programme II (LGRP II), which was also supported by BTC; discussion are still ongoing on how the Project could complement the Belgian contribution to the Water Sector in specific areas; the **Project supports Government's domestic revenue collection policy** and the procurement guide of outsourced own-source revenue collection in LGAs has been developed;
- **Not all assumptions are (yet) in place:** 1) Although the budget approval cycle has been brought forward and the Finance Bill is approved well before the start of the new Financial Year, budget credibility of the LGAs remains a challenge: more reliable and credible Central Government (CG) transfers to LGAs would definitely enhance procurement efficiency and effectiveness; 2) attracting and retaining qualified and competent staff in LGAs (in particular in remote districts) remains a challenge to developing and sustaining procurement capacity: the Project experience shows that transferring poorly performing LGA staff is at its best a short-term solution, creation of new LGAs posed challenges on the Human Resource Base of the 'old' and 'new' LGA, there is still high turnover of procurement staff in LGAs, and the staffing levels and composition of PMU of the LGAs commensurate with procurement portfolio and – volumes are still under review by PO-PSM and yet to be defined; this all affects the outcome of project interventions on organizational development and LGA procurement capacity; it is expected that concrete measures will be taken by the new Government to addressing these issues;
- **Several other assumptions are met:** 1) PPRA's Coast Zonal office (in Kurasini) and Central Zonal office (in Dodoma) are fully functional, which shows commitment of government to strengthen procurement oversight and increased outreach capacity of the PPRA to Procuring Entities at sub-national level including LGAs; renovations of Coast zonal office was supported by the Project, PPRA is finalizing its options for Project support to a second zonal office depending on remaining execution time and available budget; 2) The new act and its regulations have been disseminated and PPA 2011 and PPR 2013 are integrated in the LGA procurement operational manuals and training manuals, which are developed with Project support; Government started a review of the procurement legislation with stakeholders, in particular to addressing lead-time, transaction costs and costs of public procurement; the Project supported PPRA to review together with the Attorney General Chambers and selected stakeholders the provisions of vetting of contracts;
- PPR 2013 include several provisions **to strengthen internal monitoring and controls by the District Internal Auditor (DIA), external monitoring (by PPRA) and sharing of information between internal and external oversight bodies**; strengthening of procurement knowledge and procurement audit skills of the DIAs, better procurement reporting and record keeping is factored

² Former Prime Minister's Office Regional Administrative and Local Government (PMO-RALG)

in the project logic; capacity building interventions in 2015 (ongoing action research, procurement skills development planning) included practical training of Internal Auditors together with other job families in 1) revised Procurement Management Information System (PMIS), use of EPICOR, procurement record keeping and reporting training, and use and application of PPA and PPR in LGAs;

- PPR 2013 covers more than 300 pages and 380 regulations, excluding the regulation made under the Local Government Finance Act (LGFA) for the establishment and functioning of Tender Boards in LGAs; **operational procurement manuals/guides and training manuals have been developed** for LGAs on the use and application of the procurement law, regulations, standard systems, etc;
- PPR 2013 provide opportunity to **strengthen coordination of monitoring and follow-up by central oversight bodies and collaboration between PPRA, PO-RALG and the RAS offices**; project experience shows the benefits and value added of working closely with the intermediate level, in particular the Local Government Authorities Management Support Section (LGAMSS) in the Regional Secretariat (RS); collaboration between the PPRA/Project and regions intensified in 2015 and initial training provided of teams of the regional offices in the developed pilot system for monitoring, supervision and follow-up to LGA procurement; the support - channelled through Execution Agreements - strengthens the functions of PO-RALG and collaboration with the PPRA zonal offices is foreseen; the revised National Assessment system for Local Governments (which harmonizes procurement monitoring criteria with PPRA indicators) has however not been rolled out due to resource constraints; procurement indicators are introduced to LGAs i.e. self-assessments as part of Action research and integrated in training modules.

1.3.2 Effectiveness

	Performance
Effectiveness	B

- **Project stakeholders (LGAs and regions) are fully involved in the design and implementation** of the interventions to strengthen procurement skills at LGA level in particular through the action research approach to capacity development (in eight LGAs), formulation of procurement skills development plans based on organisational development and procurement skills gaps analysis (in 28 LGAs), validation of procurement manuals (i.e. procurement guide for outsourced revenue collection; Procurement Operational Manual; ToT level-2 training modules; pilot RS system for follow-up to LGA procurement, etc); the Project works closely with the LGA Management Support Section in the office of the RAS;
- **Collaboration between sector agencies** (PPRA; PO-RALG; IAG, etc) is in-built in project design and key activities contributing to achievement of outputs in the various result areas;
- Nine LGAs in the project area have been audited in FY 2014/15 of which six with support of the Project in procurement compliance and performance as well as Value for Money of selected projects out of a total of 65 LGAs audited; the **LGA procurement audits and records are up-to-date in the four project regions and provide essential inputs to the national procurement monitoring system as well as ongoing project interventions** (action research and improvement plans; procurement skills development planning; follow-up to re-tooling of PMUs in use of IT-based procurement systems; regional follow-up system to LGA procurement; development of manuals, etc); LGAs with a very poor performance are required to prepare follow-up action plan, which are strictly monitored by PPRA; Project is taken strategic actions to complement actions by the Authority if LGAs benefitting from Project support show a dismal performance;
- **Action Research has been developed and introduced providing a collaborative change management and learning approach and methodology for the LGAs** and informs project design and sector stakeholders; the first round of Action research in eight LGAs has been

completed and joint review was done; the results are generally good (also confirmed by PPRA audits) and positive feedback was received from internal and external stakeholders; however, LGAs show persistent issues in contract management and closing of contracts reducing Value for Money; performance of one LGA (Muheza DC) reduced related to institutional issues, change in leadership after departure of Council Director, poor communication and poor functioning of the Council in general as was also observed during the joint review mission; issues of staffing, communication and reporting need continued attention to sustain the AR process; key factors for success include 1) commitment and willingness of the LGAs to make changes; 2) performance of the independent facilitator/adviser; 3) collaborative approach with validation at various stages of the change management cycle; 4) involvement of councillors, top and middle-level management; 5) functioning of the Council Action Research Team; and 6) follow-up through coaching and monitoring. Learning meetings were done in 2015 complemented by the joint review to strategize with stakeholders for the Action research in 2016: loop-2 in eight LGAs, three new LGAs were identified (loop-1) and documenting the experience in the form of an Action Research Guide;

- **Procurement Skills Development Planning (PSDP) has been introduced to 28 LGAs** and implementation started and progressed well in 2015 with training of selected Job Families addressing identified procurement competences and skills gaps; three LGA training modules were developed and are used for training based on the PSDPs and other requirements;
- LGTI finalized the development of the **standard LGA Procurement and Contract Training Manual** reflecting current standards and required procurement competences as well as **four training modules specifically targeting lower level of Local Governments**; the training manual and training modules fill a critical gap in the procurement capacity building system; the in-house procurement training capacity of LGAs was strengthened by completion of ToT level-1 training of six LGAs of Kigoma regions and Council Procurement Training Teams of ten LGAs benefitted from ToT level 2
- **Collaboration with the regions has proven to add value to achieving the objectives**; four regional teams have been trained in the pilot system for monitoring and follow-up support by regions to procurement in LGAs combined with training is use and application of PPA-PPR for LGAs; execution agreements have been signed with three regions formalising Project support starting 2016;
- Two PPRA zonal offices are operational (partly supported by the Project) and this enhanced the **outreach capacity of the Authority to Procuring Entities** at sub-national level including LGAs

1.3.3 Efficiency

	Performance
Efficiency	B

- **Implementation of key activities in 2015 benefitted from earlier activities** which provided a sound foundation of Project interventions (Capacity Building Formulation Workshop; Action research; Procurement Skills Development Planning);
- Additional staff resources (at PIU level) and introduction of the m-pesa system for up-country payments **enhanced the implementation capacity of the PIU**;
- **Financial execution** of 2015 stands at 104% of the budget excluding balances on signed commitments and 2015-Q4 expenditure of LGTI;
- **Project implementation progressed well in 2015**, and **most the key activities were implemented according to plan** or completed including LGA procurement audits; joint review of action research 2014/15; consultations with media; completion, launch and sensitization of LGA procurement skills development plans (28); procurement training based on developed PSDPs; completion of standard LGA Procurement and Contract Management Training Manual; completion of seven procurement training modules, which are used in trainings (the final versions will be issued later incorporating training experience and likely amendments to procurement legislation

and changes in procurement systems); procurement guide (outsourced revenue collection) has been finalised pending final acceptance; completion of capacitation of PMUs, etc;

- **Key activities that showed considerable progress** in 2015, but with a backlog for 2016-Q1 include ToT level-2 of 18 LGAs (10 LGAs were trained in 2015); completion of Procurement Operational Manual pending final comments; and training of DIAs in procurement audit skills;
- **Some key activities are behind the revised overall implementation schedule**, including 1) dissemination of final versions of procurement manuals, 2) full implementation of the pilot RS system to monitor LGA procurement, 3) training of media and 4) interfacing MIS systems support; however, the Project expects to execute them in 2016 and expects to achieve its targets and objectives by the end of the project period;
- **Key activities that could not start** due to the above delay include printing and dissemination of some procurement guides and manuals; development of the LLGA procurement guide is rescheduled to 2016 as the tender has been awarded with considerable administrative delays (GPSA) and the contract is in preparation; support to the second PPRA zonal office did not materialize as the Authority is reviewing its options, also in relation to the new strategic plan; the key activity of interfacing PlanRep and PMIS is yet to take off;
- **LGTI implemented a good part of the 2015 Execution Agreement** with expected financial execution of 70%; quality assurance and coordination of LGA procurement training and induction of qualified training providers in the standard LGA procurement training manual are re-scheduled to 2016;
- The Project continued to **use 'Indefinite delivery contracts** in three Lots' for the PSDP interventions and Action research assignments, for training in PPA/PPR complemented by trainers qualified by PPRA;
- Project management monitored and provide assistance, if required, to GPSA in particular for consultancy tenders and the **backlog in tender awards reduced considerably**;
- Project's Minor Value Procurement is mainly through call-off orders an GPSA pre-qualified suppliers and service providers; this contributes to **procurement efficiency**;
- **Execution agreements** were signed with RS Dodoma, RS Pwani and RS Tanga; signing with RS Kigoma was delayed for administrative regions; the agreements run up to the end of the Project period for implementation of the pilot RS follow-up system to LGA procurement;
- The JLPC approved **Budget Modification Proposal No 4** based on implementation experience, progress, scope of key activities and ongoing commitments and some budget lines were amended to ensure implementation up to the end of the Project period;
- **Mitigating measures** are closely followed-up by the PIU to maintain the required level of execution up to May 2017.

1.3.4 Potential sustainability



	Performance
Potential sustainability	B

- The **capacity development approach** combines supply-side and demand-driven interventions with full participation of stakeholders; this constitutes the main building block of ownership and sustainability of the Project;
- The Project **contributes to intra-government coordination** (PPRA, PO-RALG, IAG, CAG and PPPD) which is paramount for achieving and sustaining project results;
- There is **demonstrated interest** from government agencies, sector stakeholders and development partners for the capacity building approach and final products of the project; this could be used for upscaling and deepening of the Project and/or roll-out to other LGAs;
- The Project supports **professionalization of the procurement function in the LGAs in line with Governments policy** (PMU sub-vote, PMU budgets, etc); moreover, several LGAs are expanding the PMUs on their own initiative by including staff with background in engineering, law,

- records, etc,
- However, the establishment of PMUs (related to LGA procurement volumes and complexity of procurement operations), Scheme of Service, staff qualifications and staffing levels are yet to be defined and require continued and adequate intra-sector collaboration (PO-RALG; PO-PSM; PPPD) and follow-up;
 - The Project **strengthens capacity at regional level**, and provides **support for increasing PPRA's outreach to Procuring Entities** at sub-national level including LGAs as part of GoTs policy to strengthen oversight in the LGAs;
 - The Project supports **coordination at technical level with the Public Finance Management Reform Programme (PFMRP)** specifically KRA 6 through PO-RALG/DLG/LGF) aiming to improve Public Finance Management in LGAs; and to a lesser extent with USAID Pamoja Twajenga (through PPRA) aiming to build capacity of CSOs in social and downward accountability; this will contribute to the project outcome;
 - The **new government** has initiated a number of action-oriented reforms and reviews which are expected to be conducive to support achieving project objectives, specifically higher level assumptions including: 1) Commitment to fight corruption and up-keeping the rule of law; 2) Private sector organisations employing integrity and anti-corruption measures; 3) strict adherence to procurement law; and 4) improved collaboration between oversight bodies; policy changes are expected in public finance management and fiscal decentralisation, which could lead to improved budget credibility commensurate to LGA functions and tasks and reliable resources to perform mandated functions including procurement

1.4 Conclusions

- The Project **maintained good progress in 2015**, is in full execution phase (albeit with few delays in some key activities) and achievement of objectives is expected at the end of the Project;
- There is **demonstrated willingness and commitment of most stakeholders** to achieving the project objectives
- Implementing partners and beneficiaries have a **good capacity for project execution** albeit sometimes constrained by regular duties and demand of other projects;
- The **mixed supply-side and demand-driven approach to procurement capacity building** is one of the major contributing factors to achieving project objectives;
- There are **several factors outside the direct control of the Project**, which require strategic decisions and follow-up by the JLPC to sustain project interventions, in particular related to 1) strategic position and set-up of the PMUs in the LGAs (PMU staffing, establishment, sub-vote and OC budget); 2) budget transparency, credibility and reliability of Central Government transfers to LGAs; and 3) LGA human resource base (staff deployment, retention and transfers) that have an effect on outputs and outcome of training programme;
- Project management **closely followed risks and mitigating measures** to ensure efficiency in project execution, in particular related to procurement efficiency, resource availability and institutional issues.

National execution official	BTC execution official
Name: A. Suluo	Name: F. Raijmakers
Signature: 	Signature: 

2 ANALYSIS OF THE INTERVENTION

2.1 Evolution of the context

2.1.1 General context

The Public Procurement Act (PPA) 2011 and the subsidiary legislation, the Public Procurement Regulations (PPR), which was gazetted in December 2013 strengthen 1) the procurement legal framework; 2) regulatory provisions at LGA level with more involvement of Finance and Planning Committee; 3) professionalization of PMUs; 4) enhanced internal and external monitoring of public procurement; 5) stronger collaboration between PPRA and Internal Auditors; 6) as well as regulations for public private partnerships, e-procurement, procurement of sector specific goods (ICT; medicines and medical supplies; vehicles, equipment, etc).

The new Government commenced consultations with oversight bodies and sector stakeholders to review and amend procurement legislation to address some of the unexpected consequences of the new legal provisions, in particular related to lead-time, transaction costs, overall costs of public procurement and institutional provisions. It is expected that this will be followed by policy measures to strengthen capacity of the institutions to implement their legal mandate. The introduction of e-procurement is ongoing as part of the Big Results Now (BRN) initiative for which PPRA is the lead agency.

Budget credibility of the LGAs was unfortunately not sustained in FY 2014/15 manifested by low collections and turn-outs, specifically in Other Charges (OC) and development funds. This had negative effects on procurement performance, besides other factors like staffing, governance and controls. Local Government Authorities are facing constraints in meeting running, operation and maintenance costs. Transparency in fund transfers to LGAs could be improved to increase social oversight by public and stakeholders. LGAs are making efforts to compensate their revenue gaps by increasing own-source revenue collections. Municipal councils are in a better position to increase local revenue compared to rural districts, which are targeted by the Project. It is expected that Government will introduce policy measures related to Public Financial Management and fiscal decentralisation with effect of FY 2016/17, and intensifies ongoing measures to control better fiscal resources including public procurement and tax collections.

Two zonal offices of the PPRA are operational (Coast; Central), which increased the outreach capacity of the Authority to Procuring Entities (PE) at sub-national level including regions and LGAs. The zonal offices provide a good opportunity to strengthen collaboration between the PPRA and PO-RALG f.i. as piloted by the Project through the Regional Secretariats to strengthen monitoring, supervision and follow-up to procurement in LGAs.

2.1.2 Institutional context

The institutional embedment of the Project is sound, and there are interactions through JLPC and consultation fora with the PPPD, PSPTB and PO-RALG on policy and strategic issues, in particular professionalization and staffing of PMUs. The Project supports collaboration between PPRA, PO-RALG, and training providers including LGTI Hombolo and Training Entities in LGA development of competencies of procurement cadre.

Strategic steering through the JLPC and joint project execution provide an adequate platform for enhanced institutional collaboration between the PPRA, PO-RALG and other institutions and bodies.

The Internal Auditor General for Local Governments and the Controller and Auditor General are represented in the JLPC.

The Project fosters inter-agency collaboration, for instance by training the District Internal Auditors in procurement audit skills, which is a joint exercise of PPRA, IAG-LG and PO-RALG facilitated by a Consultant aiming to strengthen internal quality assurance of procurement in the Councils.

Sector stakeholders recommended in the CBFW that interfacing the Procurement MIS with the Annual Procurement Plan (APP), Plan & Budget system (PlanRep), Financial Management system (Epicor) and reporting system (CFR/CDR). EPICOR and Plan Rep are now adequately connected (within mandate of PO-RALG). However, development of the tool interfacing PlanRep and PMIS is pending, partly related to staff resources and strategic orientation of Project partners. Developments related to e-procurement might overtake the need of interfacing tool between PlanRep and the APP. Government needs to decide if it wants to integrate LGA procurement fully in the FMIS (EPICOR) – as done in most EA countries- or proceed with a separate e-procurement and management information system.

The establishment of new regions and LGAs as well as the recent creation of new wards and villages in 2014 poses challenges to LGA in terms of staffing, administration and capacity building. The number of operational District and Town Councils in the four project regions stands now 28 (29 if Mafia DC is included). Several new Councils have become operational in FY 2015/16 including in the four regions targeted by the Project.

There is a multitude of sector grants and projects at lower level of Local Government all with their own conditions, guidelines and procurement provisions. Villages and schools are not (yet) recognised as Procuring Entities and procurement is 'de jure' delegated by the Higher Local Government Authority. However, 'de facto' procurement is done at sub-Council level in many forms and ways often without adequate procurement knowledge, poorly integrated in procurement plans and adequate quality assurance and controls in the procurement cycle. Four training modules have been developed by LGTI with support of the project and are in use targeting the LLGA level. The contract for the development of a specific guide is in preparation. However, consensus on the LGA procurement regulation issued under the LGA Finance Act is work in progress and this would benefit the development of the guide.

The Authority has completed the development of its new Medium Term Strategic Plan (MTSP). The PPRA has now seven divisions with two new divisions added (Legal Services; Research and Planning) comprising 16 sections and Zonal Manager. Functions of the existing divisions have been restructured. Advisory services are moved from the Division of Capacity Building and Advisory Services (DCBAS) to the new Division of Legal Services and restructured to Capacity Building Division (CBD). The Division of Monitoring and Compliance has been restructured to the Enforcement and Compliance Division including two new sections (Contract Performance and Investigations). A new section has also been created for e-procurement as part of the Information Systems Division. The new organisational structure of the Authority will mean in practice that procurement training will increasingly be provided by the public and private sector training providers.

Related to this, LGTI continued to develop its capacity for procurement training and launched a certificate, diploma and BSc course in procurement and strengthened its faculty to this effect. Supported by the Project, the development of the standard LGA Training Manual in procurement and contract management was completed for in-service training in LGAs. The Training Manual can also be used as reference for the in-service training programmes. LGTI completed four procurement training modules targeting lower local government level. The Project also supports LGTI Hombolo to take up its role in coordination and quality assurance of LGA training through the Execution Agreements.

The Local Government procurement guides and manuals developed by PPRA with support of the Project fill the gap and provide standard documents to the LGAs on how to use procurement legislation in practice.

2.1.3 Management context: execution modalities

BTC and PPRA staff are fully conversant with processes, systems and structures for project implementation in the GoT administrative setting and the requirements of BTC execution modalities. Efficiency in own-management activities and 'delegated' activities to the PPRA (i.e. procurement audits) and LGTI Execution Agreement was generally good. The execution of co-management operations picked-up and progressed as planned by using efficient procurement methods and follow-up. The Project Coordinator (Director DCBAS) was confirmed in December 2015. The Project recruited the National Technical Assistant "Quality Assurance and Capacity Building" which increased the capacity of the Project to implement training and coaching programmes up to the end of the project period.

The protocol agreement with PPRA governs the provisions and conditions of staff inputs of the PPRA to the Project. This facilitated the continued mobilisation of PPRA staff resources, but staff assigned to the project still faced some constraints to providing timely inputs and expertise due to regular duties and demand of other Projects. The Project has managed to use additional staff resources from the Authority and PO-RALG for specific assignments including participation in field work for design and development of manuals, training in PMIS, training in EPICOR, ToT, etc.

Partial to the PPA 2011 and Public Procurement Regulation No 77, procurement of the PPRA above minor and micro value threshold value has been delegated to GPSA. This required due attention of project management and support was given by Project and the Authority in evaluation process of consultancy tenders in which the Agency is less experienced. All tenders except one have been awarded.

2.1.4 Harms context

The Project was designed to complement the Local Government Reform Programme II, which ended in 2014. The end of the Belgian support to Local Government sector dialogue and Public Finance Management posed a challenge to the project. Avenues have been established to coordinate through the DPG PFM (Embassy) and at technical level by BTC (Project).

Government is committed to continue local government reform and fiscal decentralization through the discretionary LGA development grant system, sector windows and enhanced LGA own-source revenue mobilisation. New modalities are expected to be introduced in MTEF starting FY 2016/17.

In this context, the Project continued to explore and use opportunities for collaboration and synergy in interventions, and avoiding duplication of efforts, but this partly depends on the corporate strategy of government agencies and development partners (DFID, USAID, EU, BTC, etc).

PPRA and PO-RALG are receiving considerable support for LGA (procurement) capacity building from PFMRP (DFID) and USAID. The JICA project at LGTI to support coordination and quality assurance of LGA training ended in 2015. The PFMRP-IV supports budget execution improvement through Central Government oversight bodies as well as Public Finance Management at sub-national level (Key Results Area 5) to strengthen PFM of LGAs in 11 regions. KRA 6 is coordinated by PO-RALG, Local Government Division/Local Government Finance. The Project attended several meetings and it was agreed to share information of experience, document and products.

The USAID ‘Pamoja Twajenga’ is strengthening governance in LGAs in four regions, partly implemented by the PPRA aiming to strengthen social accountability in Councils including public procurement.

Other ‘common’ areas include support to PPRA for zonal offices and dissemination centres, procurement audits, procurement MIS, procurement manuals, training handbooks, LGA procurement trainings, civil society and media, support to regions, to mention a few. The MTR mission recommended to PPRA to take an active role in coordination of all projects implemented by the Authority.

2.2 Performance outcome

This section describes progress made at performance outcome level by linking the outputs with the outcome as visualized below:



2.2.1 Progress of indicators

Outcome: Procurement capacity at local government level sustainably enhanced							
Indicators	Baseline value	Progress 2013	Progress 2014	Progress 2015	Target 2016	End Target	Comments Baseline = Dec 2012
KPI 1 Overall LGA CPI score increased	57% Poor	60%	61%	68% Satisfactorily	74% Satisfactorily	> 80% Good	GoT target; source PPRA preliminary procurement audits results; scope, depth of audits increased; weighting of indicators changed with higher weight for CPI 4 (Contract administration); CPI indicators have changed considerably (in 2014; in 2015) compared to 2012 at time of BLS; this makes it increasingly difficult to compare scores: final report to prepare statistics to reflect the scores on different CPI models
KPI 2 Overall LGA CPI score in selected LGAs increased	49% Poor	56%	57%	66% Satisfactorily	74% Satisfactorily	> 80% Good	Scope, depth of audits increased; Provisional results based on FY 2014/15 audits of nine LGAs in project areas; LGAs appear to 'catch-up' with other LGAs and steady improvement observed; institutional set-up and performance, procurement planning, appropriateness of tender process and appropriateness of contract implementation are fair to good with CPI score of above 70% and approaching 80%; performance is slowly improving in records, reporting, but little in use of PPRA systems (PMIS; Monitoring Check Lists)
KPI 3 LGA VfM score Roads contracts improved	71% Fair	61% Fair	60% Fair	All=70% Fair Selected=67%	70% Fair-Good	>80% Good	Scope, depth of audits increased; Strong fluctuations but recovered in FY 2014/15; low VfM in contract management and closure phases; scores in planning, tender process and quality of outputs is fair to good and just below 70%
KPI 4 LGA VfM score Building contracts Improved	68% Fair	69% Fair	60% Fair	All=67% Fair Selected=59%	70% Fair-Good	> 80% Good	Scope, depth of audits increased; See above for Roads contracts; VfM scores for Buildings in selected LGAs are stagnating, especially in Kigoma LGAs (Kigoma DC; Kibondo DC) and some new LGAs (Chemba DC); VfM scores average lowest in water supply projects (62%).

Analysis of progress made towards outcome:		
<i>Relation between outputs and the Outcome. (How) Are outputs (still) contributing to the achievement of the outcome:</i>		Procurement monitoring changed and looks more in quality assurance and technical aspects besides compliance to use of required systems; at time of BLS many LGAs in the project areas were in the first stage of procurement capacity manifested by the low starting indicator scores, which held back performance; LGAs targeted by the Project are steadily progressing to higher level of procurement capacity; improvement measures are largely within the LGAs reach to make corrections and align procurement better to operational management and apply best practices, as demonstrated in the LGAs with Action Research (6 out of 8 making considerable improvements); the last step would be achieving strategic service delivery objectives; the project approach is designed to support this by a balanced mix of supply-side and demand –driven capacity strengthening interventions
<i>Progress made towards the achievement of the outcome (on the basis of indicators):</i>		<p>Progress is being made; PPRA changed the Compliance and Performance Indicators in FY 2013/14 and FY 2014/15 (after the Baseline Study) with more weight to quality assurance (contract administration), approvals, timelines, use of PPRA systems (both in compliance and VfM), penalty for inappropriate handling of complaints i.e. putting the bar higher by at least 20%; LGAs made considerable improvement – covered by Action research and increasingly PSDP interventions - as measured by PPRA CPI scores and self-assessments; the 2015 project outputs are expected to make significant contributions at outcome level in 2016. LGAs are progressing at different pace and some show fall back related to ‘human’ factor and change in leadership and management. Project is considering its options how best to guide and support those with persistent weaknesses notwithstanding considerable support. Low performance areas like records, reporting and use of PPRA systems (besides the LGAs with Action Research) were addressed in the second half of 2015, and therefore not yet reflected in the audit results; strengthening capacity for contract management is part of the 2016 outputs.</p> <p>Value for Money in particular of road contracts improved compared to last year and was fair’ in 2014/15; VfM of building projects is stagnating; there is low VfM in contract management and closure phases whereas the planning stage, tender process and quality of outputs is ‘fair to good’ with average scores of just below 70%. LGAs in Kigoma regions need special attention (like Kigoma DC and Kibondo DC) and some of the relatively new LGAs like Chemba DC: these LGAs have also challenges in procurement operations (as measured by CPI scores) and general functional capacity.</p>
<i>Issues that arose, influencing factors (positive or negative):</i>		There is good awareness of procurement issues in LGAs and most LGAs continued to show willingness and commitment to change their procurement management practices and support systems; PPRA increased the outreach to LGAs through the establishment of two zonal offices and dissemination centres.
<i>Unexpected results:</i>		The new Government uses a rigid, no-nonsense approach to poor financial management, public procurement, fraud and corruption and lack of workplace discipline. The ongoing

	investigations enhance coordination and collaboration between the Oversight Bodies, which will ultimately contribute to more efficient, effective and economic procurement in the LGAs
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2.2.2 Analysis of progress made

As mentioned in the 2014 Results report, enhancement of the procurement capacity of LGAs is a gradual process and no quick results can be expected. This depends on many factors and assumptions, which were analysed in the Inception and Base Line Study reports.

The performance outcome indicators show steady progress. However, further analysis of Value for Money indicators shows contract administration as well as closing, review and evaluation of tenders and contracts (stage 4) remain a challenge. This is partly related to budget cycle management and the drive of LGA stakeholders to complete projects quickly without adequate provisions for supervision, quality assurance and financial controls. This is reflected in the Value for Money scores.

The CPI indicators show steady progress specifically if adjusted for 10% allocated for use of systems developed by the Authority and increased weighting of the CPI indicator No 4 (“appropriateness of contract implementation”), which were done after the baseline with the aim to increase quality, depth and scope of (PPRA) procurement audits. There is more awareness on the causes for low procurement capacity and performance: some of them are outside control of the LGAs and subject to dialogue and consultations, and other are within reach of the LGA and substantial improvement can be made and sustained as demonstrated by the Action Research in eight LGAs. The overall Project supports remains based a mix of supply-side and demand-driven interventions that are effective for most LGAs and expected to continue yield gradual results in the two years to come.

However, there are differences between LGAs. Performance differs per main CPI areas and the Project is considering its strategic options how to support and/or intervene in those LGAs with persistent weak areas notwithstanding support provided that the LGA shows commitment to make changes. This applies for instance to Mkinga and Lushoto District Councils. LGAs in the project areas that cannot sustain commitments - often related to issues of leadership, change of staff, low willingness to change, and LGA internal politics - require strict follow-up and regulatory measures by oversight bodies.

Many LGAs are moving beyond the first stage of procurement capacity development, which held back initial procurement performance. The Project introduces and promotes measures that are within the reach of the LGAs to make corrections and align procurement better to their operational management. It is expected that in the last two years of the Project (up to May 2017) LGAs will manage to achieve the strategic objectives by building on the outputs up to 2015.

In achieving this, it should be recognised that LGA procurement takes place in a highly complex internal and external environment covering more than 10 sectors, twenty-plus departments and units, and three levels of governance (Level 1: District, Municipal, City and Town Councils; Level 2: wards, which are in fact deconcentrated units of the Higher Local Government assisted by Ward Development Committees; and Level 3: Village Councils and Mtaa Committees). Moreover, there are many Service Delivery Facilities (SDF) including primary schools, secondary schools, health units, Project Committees and Communities responsible and/or involved in procurement.

The LGA planning, budgeting and financial management system is guided, directed and supervised by PO-RALG with assistance of Regional Secretariats. The Project builds capacity for procurement

management, internal control, quality assurance and accountability of LGA procurement in this context with interventions to strengthen internal capacity of the LGAs in combination with coordinated, external oversight by PPRA, IAG and PO-RALG.

At strategic level, Government has recognised the importance of the procurement function in the LGA organisational set-up and organisation in PPA 2011. The Project supports the strengthening of the PMU in the LGAs through direct interventions and policy dialogue.

However, several measures are yet to be implemented at public service management level including: PMUs sub-vote in the LGA Chart of Accounts; PMU staff establishment; defining skills and competence levels of the PMUs; adequate funding for operations of the PMUs, not only from own-source revenue but also from the General Purpose Grant. The practice of transfer of staff (underperforming; administrative cases) works in the short-term, but often does not provide long-term solutions and works counter-productive to performance. The staff turn-over in PMUs is still high and clear guidance is needed on management of procurement staff in the LGAs (appointment of heads of procurement management units; transfer of procurement and supplies staff; and managing the establishment of Procurement Management Units).

At procurement information systems level no progress has been made in interfacing the Procurement MIS, Annual Procurement Plan and the PlanRep system. PlanRep is interfaced with EPICOR and procurement operations are partly done in the Epicor system (financial management). Using Epicor reports in PMIS is yet to be worked out as well as operationalising the required, regular and comprehensive reporting by Internal Auditors reports on procurement to central oversight bodies and adequate reporting by PMUs to Council Management and Full Council and. The Project provided in 2015 support for PMIS training (initial and refresher), training and equipping PMUs for use of EPICOR (Local Purchase Orders), procurement record keeping and reporting. With the scheduled follow-up through monitoring and coaching in 2016 and 2017 improvements are expected.

The 2015 Planning review summarized risk mitigation measures as follows:

- Risk of transfers of trained staff: this is partly mitigated through rigid selection of staff to be trained; training of more staff; and clear instructions to LGAs on how to select the candidates; the PSDPs clearly identify the skills gaps of 17 Job Families with major roles and responsibilities in LGA procurement in order to train the right people to benefit from skills development and improvement; District ToT teams are certified by LGTI and only certified ToT in training interventions; LGA staff deployment is however outside control of the Project and only partly controlled and/or influenced by the LGAs;
- Political interference in procurement: Councillors provide democratic oversight to Council Operations and have well-defined roles and responsibilities in LGA procurement; the risk is understanding the roles and mitigated by involving political leadership in Action Research (start-up, validation and monitoring of the improvement plans) and this will be followed by training of members of the Finance and Planning Committees (newly elected Councillors) in 2016;
- Independence of bodies: this is one of the biggest risks that needs to be mitigated to achieve effective procurement in LGAs; this is checked in PPRA procurement monitoring and follow-up as well as through supervision by PO-RALG and RAS/RS; the Project provides support to strengthen RS capacity in this through the pilot system starting 2016; procurement manuals, guides and training extensively deal with this issue; besides other initiatives of Government including KRA 6.

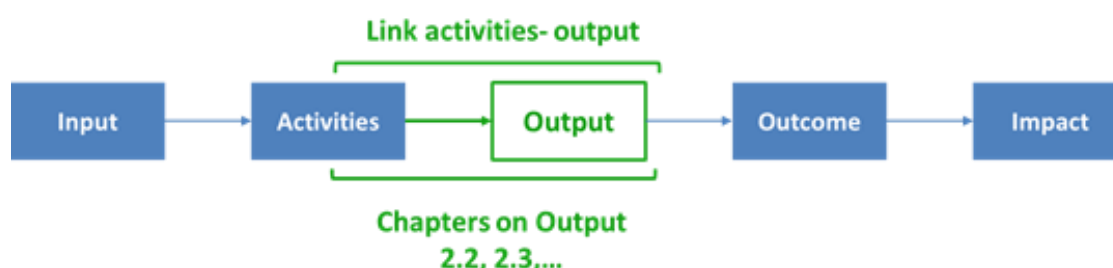
2.2.3 Potential Impact

The potential impact of the Project is high, but depends on several assumptions as indicated in the Logical Framework, to mention:

- *Government provides commensurate, reliable resources to LGAs to perform mandated functions as per D-by-D policy:* the fiscal decentralisation picture remains very challenging and the LGA outturn was far below budget in FY 2014/15 and FY 2015/16; secondly, key functions like procurement and internal audit (quality assurance) did not receive commensurate resources (skilled staff; other);
- *LGAs continue to enhance their capacity and systems in procurement:* there is a positive response by most LGAs in the project areas to make an effort to enhance their procurement systems; however, some LGAs supported by the Project showed a fall-back in Value for Money as per PPRA audit, others improved after change of leadership; this implies that the Human Factor is the key to capacity development and sustainable performance improvement; many systems are supply driven, not always fully customized to user requirements and could factor in better reality on the ground and 'barriers to change'; the Project tries to build capacity and procurement systems in a mixed approach combing supply and demand, to strengthen ICT capacity (training, equipment and follow-up);
- *Government remains committed to fight corruption, up-keeping the rule of law and citizen's right of access to information:* government efforts to fight corruption and poor (financial) management intensified; the project support Government's initiatives to use of ICT in LGA procurement processes, but ICT-based systems also require adequate controls, security measures and specialized audit skills which are not always available; right to information is embedded in the law, but LGAs are not always willing to disclose all required procurement and contract information (information of non-successful bidders, publishing of contract awards have relatively low scores in procurement monitoring) and by far not all LGAs provide procurement statistics and information to the PPRA and the general public; moreover, transparency in transfers to LGAs is limited constraining scrutiny of budgets and releases by civil society; the Project is addressing a number of these challenges in its capacity building programme
- *Private sector organisations employ integrity and anti-corruption measures and adhere to procurement standards:* measures to strengthen this are embedded in the PPA 2011 and PPR 2013; and
- *Civil society engages actively in procurement monitoring and corruption cases:* most civil society organisations are operating at national level; action research indicated a low understanding of procurement at sub-national level, even of NGOs implementing accountability projects; the project intends to commence the accountability interventions in 2016, in particular through support to the Media Council of Tanzania (MCT) for the Public Procurement Reporting Award and training of selected media.

The project emphasizes good governance and quality of political leadership at all levels, requirement of Councils to respond to procurement issues, embedding ethics, transparency and integrity in its interventions. LGAs are supported to analyse their procurement performance and to prepare and implement procurement improvement plans and procurement skills development plans to addressing issues that are largely within their control.

The Project through the JLPC has the role to bring strategic issues and recommendations to the policy and decision-making levels. The following sections describe progress made in performance at output level by linking the key activities with the outputs as visualized in below diagram:



2.3 Performance Output 1: Strengthened Capacity to Provide Long-Term Support to Improved LGA Procurement Performance

This section describes achievement of performance output 1 “*Strengthened capacity to provide long-term support to improved LGA procurement performance*” and the dynamics surrounding the evolution of this output as captured in the Indicators. The sub-results include:

- LGA procurement operational manuals and procurement training manuals prepared and introduced;
- Outreach capacity of PPRA to LGAs and RAS/LGAMSS increased through establishment of zonal offices and dissemination centres as per PPRA strategic plan;
- More appropriate and higher coverage of procurement audits in LGAs (compliance, performance and technical);
- LGA procurement capacity building strategy formulated;
- Competences of LGA procurement professionals defined;
- Better coordination and quality assurance of procurement training in LGAs; and
- Dialogue strengthened with stakeholders on LGA procurement.

Assumptions for achievement of the output include:

- CAG, IAG and DIAs are willing and capable to audit LGA procurement;
- Adequate capacity is built of DIAs by other programmes;
- All JLPC members are willing and able to participate in JLPC meetings;
- LGAs and Training Entities fully collaborate in procurement training coordination and quality assurance;
- Procurement regulations and guidelines in place as per PPA 2011;
- Adequate resources to run the PPRA zonal offices and dissemination centres;
- Adequate resources of LGTI to assume its quality assurance role as per LG Training Strategy.

2.3.1 Analysis of progress made

Performance Output 1: Strengthened capacity to provide long-term support to improved LGA procurement performance (Result)					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments Baseline = Dec 2012
I-1.1 LGA operational procurement guides prepared and disseminated	Poor manuals	Manual 1: draft Manual 2: Development stage Manual 3: Tender	Manual 1: Final Draft Manual 2: Final Draft Manual 3: Contract	Adequate manuals	Manual 1: OSR procurement guide Manual 2: LG procurement operational manual Manual 3: LLG procurement guide
I-1.2 HLGA and LLGA training manuals updated, disseminated and used in trainings	Poor manuals	Manual 1: awarded Manual 2: ToR prepared Manual 3: developed and used	Manual 1: Final Draft Manual 2: 4 Modules developed and used Manual 3: developed and used 3 Specific Training Modules developed and used	Adequate manuals	Manual 1: LG Procurement Training Manual Manual 2: four LLG procurement modules Manual 3: ToT Manual
I-1.3 Competences and skills-levels of LGA procurement professionals / practitioners developed and applied in training curricula	Absent	In progress	Defined and used for training	Defined and used	Procurement competences and skills defined of 17 LGA Job Families (PSDP) Integrated in design and development of training manuals and modules

Performance Output 1: Strengthened capacity to provide long-term support to improved LGA procurement performance (Result)					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments Baseline = Dec 2012
					Procurement professionals: needs full collaboration PPPD, PO-PSM and PPRA
I-1.4 Outreach capacity of PPRA to LGAs and RS/LGAMSS increased	Moderate	Improving	Adequate	Good	PPRA recruited 50 staff, Two zonal offices operational One zonal offices renovated with Project Support
I-1.5 Coverage and appropriateness of LGA procurement audits increased	33% p.a.	Coverage= 25%	Coverage= 39%	Coverage = 33%	Project target revised as per MTR: Increased number of LGAs and Increased scope of audits (compliance, performance and Vfm) Increased demand for LGA procurement audits supported by PFMRP, WB and BTC
I-1.6 Capacity of DIA and CAG to assure quality of procurement audits increased	Moderate	Moderate	Moderate - Good	Good	Internal Auditors of 28 LGAs trained in PPA/PPR; PMIS; EPICOR; Records and reporting DIA Procurement audit skills course: in execution (PPRA training also planned with PFMRP funding)
I-1.7 Policy dialogue on LGA procurement strengthened	Low	Moderate	Adequate- Good	Good	Part of GBS indicators Awareness increased and procurement stakeholders consulted by GoT
I-1.8 All stakeholders increasingly engaged in dialogue on how to improve LGA procurement performance	Fair	Adequate	Good	Good	Several conferences organised by PPRA and Project Stakeholders involved in consultations and validation of guides, manuals, AR process, etc
I-1.9 Quality assurance and coordination of LGA procurement training improved	Low	Improving	Moderate	Adequate	Quality assurance part of Training Cycle QTPs reviewed Standard training materials and qualified providers LGTI Project Funding yet to be used
I-1.10 LGA procurement capacity building strategy formulated and monitored	Absent	Draft	Final CBFW Report approved and used	In place	Project uses the CBFW Report Procurement Policy yet to be finalised; LG Training strategy only partly implemented

Progress of <u>main</u> activities	Progress:				Comments (only if the value is C-D)
	A	B	C	D	
1.1 Development and refinement of procurement manuals and guidelines		√			
1.2 Dissemination of updated procurement guides and manuals		√			Training manuals and modules in use; procurement manual and guides re-scheduled to 2106
1.3 Development of professional courses on procurement at higher skill levels					Cancelled
1.4 Training of ToT at HLG level: see 5.3					
1.5 Provision of Technical Assistance	√				
1.6 Strengthening PPRA outreach capacity to LGAs			√		Coast Zone Renovation completed and in use by PPRA; Project Support North zonal office: pending position of PPRA Dodoma office: operational
1.7 Increasing appropriateness and coverage of LGA procurement audits by PPRA, DIA and CAG		√			Increased number of LGAs and increased scope (compliance & performance; VfM); Achievement of 25% is acceptable
1.8 Strengthening quality assurance and coordination of LGA procurement training		√			Agreements with LGTI and Institute is fully involved in Project Training cycle approach used for QA
1.9 Engaging all stakeholders in dialogue on how to improve LGA procurement performance		√			Joint meetings, validations, project interventions, etc
1.10 Formulation of LGA Procurement Capacity Building Strategy			√		No progress since final CBFW report circulated to stakeholders; Final report used by Project, difficult to finalise as Procurement Policy not yet in place and LGA Training Strategy not operational
Analysis of progress made towards output:					
<i>Relation between activities and the Output (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>	All key activities except one are progressing well and the training manuals and modules are used and contribute to the output. PPRA established two zonal offices as foreseen (1.6) but Project support to one zonal office is yet to be used. used The Project addressed administrative delays related to co-managed activities and finalised Protocol and Execution Agreements with all parties, except Kigoma RS pending final signing due to admin delays)				
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>	Progress is being made with more coordination at central level between key institutions (PPRA, PO-RALG) through joint execution under the project and JLPC meetings (strategic level)				
<i>Issues that arose, influencing factors (positive or negative):</i>	PPRA two zonal offices operational; LGTI is not receiving adequate resources from CG to assume the QA function (depended on support by JICA); better coverage of procurement in DIA reports through support by PO-RALG and PPRA, but independence and adherence to audit plan constrained by timely resource allocation; Project provided intensive follow-up to GPSA for tender for LLG procurement manual, now ready for contracting; development of professional course is mandate of PPPD and proposed to be cancelled (in view of scope and remaining time/budget)				
<i>Unexpected results (positive or negative):</i>	-				

2.3.2 Budget execution

Budget execution as at 31st December 2015 is 53% out of the amended budget of € 1,658,256. The budget balance has been allocated to various commitments and key activities in the operational plan 2016 and 2017.

2.3.3 Quality criteria

Scores given on the basis of the elements above are as follows:

Criteria	Score
Efficiency	B
Effectiveness	B
Sustainability	B

2.4 Performance Output 2: Systems for Monitoring & Quality Assurance of LGA Procurement Strengthened

This section describes achievement of performance output No 2 “*Systems for Monitoring & Quality Assurance of LGA Procurement Strengthened*” and the dynamics surrounding the evolution of this output as captured in the Indicators. The sub-results include:

- Increased concurrence between DIA reports on LGA procurement with external procurement audit reports (PPRA, CAG);
- Increased use of PMIS interfaced with MIS in the LGAs (PlanRep, Epicor, and the CDR/CFR reports);
- Procurement monitoring (CAG, PPRA, PO-RALG) increasingly based on similar agreed indicators;
- Increased concurrence between PPRA and PO-RALG procurement monitoring reports; and
- Adequate follow-up, monitoring, coaching, and advice by RAS/LGAMSS to procurement in selected LGAs.

Assumptions for achievement of the output include:

- Actors at all levels are committed to harmonization of LGA procurement monitoring and quality assurance;
- RAS/LGAMSS and PO-RALG provide advice and monitor action taken by LGAs on DIA and CAG/PPRA reports;
- Reliable LGAs connectivity for web-based FMIS and PMIS; and
- PMIS adequately interfaced with PlanRep and Epicor.

2.4.1 Analysis of progress made

Performance Output 2: Systems for monitoring and quality assurance LGA procurement strengthened (Result)					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments
I-2.1 Concurrence DIA reports on LGA procurement and contract implementation with CAG and PPRA audits increased	Largely different	More Concurrent	Increased concurrence	Largely concurrent 21 districts	DIA training in execution DIAs participate in AR and attend PSDP training including procurement KPIs
I-2.2 Use of customized and interfaced Procurement MIS in selected LGAs increased	0%	PMIS used by more LGAs	44% of LGAs use revised PMIS	> 80% 21 districts	Position Paper presented in CBFW Revised PMIS in place after review by PPRA, PMU staff re-training ongoing and completed in Project areas, but after audits; use is for less than 20% of PMIS/CMS functionality and many indicate major challenges in using the mandatory system related to connectivity, staff resources, etc; part of first follow-up and OJT missions of Project
I-2.3 Procurement monitoring of PPRA, CAG and PO-RALG increasingly based on similar agreed indicators	Differ	PPRA/PO-RALG largely harmonized	Increased concurrence	Largely concur	NA procurement criteria re-designed Self-assessments introduced in LGAs with Action Research Procurement KPIs introduced in all manuals & guides CAG criteria: yet to be done

Performance Output 2: Systems for monitoring and quality assurance LGA procurement strengthened (Result)							
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments		
I-2.3 Concurrence PO-RALG procurement monitoring reports with PPRA procurement audits increased	Differ	-	Cannot be assessed	Largely concur	NA system not implemented due to fund constraint		
I-2.4 Adequate follow-up, coaching and advice by RAS/LGAMSS to procurement monitoring in selected LGAs	No adequate Action	Some Actions taken	RS Pilot system introduced RS trained Better follow-up	100% follow-up 4 regions 21 districts	Execution starts in 2016-Q1 under Execution Agreements LGAs covered: 28 (target 21)		
I-2.5 Adequate action as agreed in procurement audit follow-up to weak areas by selected LGAs	No adequate Action	Action Taken	Action Taken	100% follow-up 21 districts	In 11 LGAs covered by Action Research 28 LGAs to benefit from RS pilot system PPRA follow-up to audit results		
Progress of <u>main</u> activities			Progress:				Comments (only if the value is C or D)
			A	B	C	D	
2.1 Harmonizing systems and indicators for monitoring LGA procurement compliance and performance			√			Inputs of Project and PPRA in re-designing study for procurement criteria and M&S system of National Assessments Procurement KPIs part of manuals, guides and training	
2.2 Strengthening capacity of Regional Secretariat to provide oversight, monitoring, coaching and follow-up support to LGAs on procurement			√			RS teams trained in pilot system RS/LGAMSS fully involved in project activities and training Pilot system shared with KRA 6	
2.3 Support for customization and interfacing of Procurement MIS				√		Revised PMIS in use after review by PPRA Project support interfacing yet to start and meetings in preparation PMIS refresher training completed, follow-up and coaching under AR and PSDP	
2.4 Support for training of District Internal Auditors			√			At execution stage, but partly carried over to 2016 DIAs actively involved in Action Research and attended training in relevant subjects (under PSDP)	
Analysis of progress made towards output: Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).							
<i>Relation between activities and the Output. (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>		There is consensus on importance of DIAs for internal quality assurance and 'single' audit approach/concept; PPA 2011 strengthens external and internal monitoring; collaboration between PPRA (zonal offices) and RS is facilitated by involving RAS/LGAMSS in all project interventions;					

<i>Progress made towards the achievement of the output (on the basis of indicators):</i>	Work in progress; Project actively involves the AAS/LGAMSS in interventions and ground work (training; Execution Agreements) completed for execution of pilot RS system for follow-up to LGA procurement; Project involves DIAs fully in Action Research and Procurement Skills Development Planning and some DIAs are starting to play their role better; LGA Internal Auditors attended procurement training in selected areas (PPA-PPR; PMIS; EPICOR; Procurement Record Keeping; Procurement Planning); RS follows LGA procurement better and take action on certain issues.
<i>Issues that arose, influencing factors (positive or negative):</i>	Interfacing PMIS with Epicor is complex related to issues of source codes, institutional mandates and corporate decisions; interface with PlanRep is feasible, would reduce PMU workload and increase coverage of Annual Procurement Plan; PMIS refresher training (see result No 5) increased use of revised PMIS and completeness of procurement MIS; use of PPRA developed systems is one of the criteria of procurement monitoring/audits of PPRA starting FY 2013/14 audits and stimulates applications; CAG reports instructed again the use of LPOs processed from EPICOR (i.e. abolishment of manual system); several LGAs are making efforts to enhance ICT capacity of PMUs including connectivity to EPICOR, equipment; the last-mile connection is a bottleneck for some LGAs (NB: ICT equipment of 28 PMUs delivered). There is continued low use of the mandatory PMIS / CMS and its functionality (10% of weighted CPI index), particular but not only in the LGAs; if used, PE submits the Annual Procurement Plan and Annual Procurement Report electronically; this needs due attention and follow-up by the Authority and the PPRA/Project in the 28 beneficiary LGAs.
<i>Unexpected results (positive or negative):</i>	-

2.4.2 Budget execution

Budget execution as at 31st December 2014 is 10% out of the amended budget of € 338,000. The execution agreements with the Regional Secretariats and the ongoing execution of training of DIAs in procurement audit skills will consume the main part of the remaining budget. The proposed PMIS interfacing tool with Plan Rep needs thorough follow-up to implementation or a strategic decision to be taken to allocate the resources to another activity.

2.4.3 Quality criteria

Scores given on the basis of the elements above are as follows:

Criteria	Score
Efficiency	B
Effectiveness	B
Sustainability	B

2.5 Performance Output 3: Community Members Better Informed & Able to Monitor LGA Procurement Performance

This section describes achievement of performance output No 3 “*Community members better informed and able to monitor Local Government procurement performance*”. The sub-results include:

- Community awareness on LGA procurement issues in selected LGAs increased;
- Ability of CSOs to monitor LGA procurement in selected districts and regions increased;
- Media coverage of LGA procurement issues in selected regions and LGAs increased; and
- Skills of LAAC and PPRA on LGA procurement issues, compliance and follow-up increased.

Except for the interactions between PPRA and LAAC, the key activities for this result area were scheduled to start in 2015. Assumptions for achievement of the output include:

- CSO and media willing and able to enhance their roles in tracking and monitoring LGA procurement, uncovering procurement malpractices and reporting on these;
- Independence of media and access to information recognized and maintained;
- LAAC committed to meet with PPRA; and
- LGAs willing to discuss procurement issues with citizens.

2.5.1 Analysis of progress made

Result 3: Community members better informed and able to monitor Local Government procurement performance (Output)					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments
I-3.1 Community awareness on LGA procurement issues in selected LGAs increased	Low	-	-	Majority aware	The analysis framework showed highest capacity and influence for the media. PPRA builds CSO capacity through the USAID Twajenga Project. The activity to build CSO skills in 21 districts is has been cancelled in view of limited capacity and scope of the project and avoiding duplication of activities
I-3.2 Ability of CSOs to monitor LGA procurement in selected districts and regions increased	None	-		tbd	See 1-3.1
I-3.3 Media coverage of LGA procurement issues in selected regions and LGAs increased	Low	-	Improving	Regular	Media were consulted and sensitized during 2015 Media Day organised by PPRA/Project covering national media and representatives of regional press clubs Support for Public Procurement Reporting Award of MCT finalized and media training to start in 2016
I-3.4 Skills of LAAC and PPRA on LGA procurement issues, compliance and follow-up increased	Absent	-	-	In place	Consultation meetings not organise due to busy calendar of Parliament (Draft Constitution) and October 2015 elections

Result 3: Community members better informed and able to monitor Local Government procurement performance (Output)							
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments		
Progress of <u>main</u> activities				Progress:		Comments (only if the value is C or D)	
				A	B		C
3.1	Providing guidance and materials to CSOs to increasing skills in tracking, analysing and reporting on LGA procurement					√	CSO analysis shows highest capacity and influence of Media PPRA implements USAID project with similar objectives and it was decided to cancel to avoid duplication and in view of limited resources of Project for effective implementation
3.2	Providing guidance and materials to media (radio, TV, local newspapers etc) to increasing skills in tracking, analysing and reporting on LGA procurement				√		
3.3	PPRA engages with Local Authorities Accounts Committee to increase skills in LGA procurement issues, compliance and follow-up					√	Re-planned for 2016 with new LAAC members (after elections)
Analysis of progress made towards output: Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).							
<i>Relation between activities and the Output. (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>		The key activities, if fully implemented, will contribute to the performance output. Consultations between PPRA and LAAC did not take place for reasons of Constitutional Review and October 2015 elections and the activity has been re-planned to 2016. The Project has limited capacity to implement capacity building activities of CSOs, analysis of the Civil Society indicates generally low capacity and limited influence of most organisations, so therefore decided to avoid duplication and rely on outputs of PPRA activities under the USAID Twajenga project covering some of the project regions; there is need to inform citizens better on LGA procurement and media have relatively high capacity to do this with ability to influence in a sustainable manner.					
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>		Limited progress, this can only be assessed when more activities are executed in 2016.					
<i>Issues that arose, influencing factors (positive or negative):</i>		It was agreed with USAID Twajenga project with PPRA on social accountability in LGA procurement (mainly implemented with CBD staff) to use each other's products and they apply an approach which is similar to Action research. LAAC – PPRA consultations re-scheduled to 2016 in view of elections.					
<i>Unexpected results (positive or negative):</i>		-					

2.5.2 Budget execution

Budget execution as at 31st December 2015 is 20% out of amended budget of € 175,000.

2.5.3 Quality criteria

Scores given on the basis of the elements above are as follows:

Criteria	Score
Efficiency	C
Effectiveness	C
Sustainability	B

2.6 Performance Output 4: Action Research

This section describes achievements of performance output No 4 “*Action research on LGA procurement practices, incentives and organizational structures conducted*” and the dynamics surrounding the evolution of this Output as captured in the Indicators. The sub-results include:

- Action research conducted and reflected in project design and recommendations;
- Follow-up provided to action research;
- Methodology, results and impact assessed; and
- LGA procurement capacity database established and maintained.

Assumptions for achieving the output include:

- Strategic decision-makers are committed to implement action research recommendations; and
- Stakeholders disclose openly weaknesses and opportunities in the LGA procurement system and process i.e. willing and committed in the Action Research and change management process.

2.6.1 Analysis of progress made

Performance Output 4: Action research on LGA procurement practices, incentives and organizational structures conducted					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments
I-4.1 Action research findings and recommendations reflected in project design and reviews	-	In place	In place	In place	Round on covering two LGAs per region completed, documented and disseminated. Salient features of AR approach: willingness and commitment to make and sustain change; collaborative and participatory; independent facilitator; LGA improvement plans; validations; monitoring and coaching, self-assessment, internal QA and communication. Experience provides inputs to PSDP process and training module 3 LGAs to be added to AR in 2016; MTR validated the approach as 'golden choice'
I-4.2 Policy recommendations based on (gender sensitive) action research prepared, targeted and communicated	-	Ongoing process	In place	In place	In-house learning meeting done, AR presentations made to procurement governance workshops, lessons learned identified Final documentation, targeting and communication in proposed Action Research Guide
I-4.3 LGA procurement capacity data base established and maintained	-	In place	In place	In place	Based on existing and Project M&E; training data module enhanced

Performance Output 4: Action research on LGA procurement practices, incentives and organizational structures conducted					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments
Progress of <u>main</u> activities				Progress:	
				A	B
				C	D
				Comments (only if the value is C or D)	
4.1 Conducting action research (gender sensitive) on LGA procurement practices, incentives and organizational structures to inform program design, dialogue and recommendations on policy reform			√		Round two of AR postponed in view of elections and installation of New Councillors
4.2 Providing follow-up to Action Research		√			Coaching and monitoring provided as integral part of AR and integrated in PSDP
4.3 Assessing methodology, results and impact			√		Assessment and reviews made with stakeholders; Joint review of AR completed and documented; to be followed up in 2016 with Action Research Guide
4.4 Establishing and maintaining LGA procurement capacity database			√		
Analysis of progress made towards output:					
<i>Relation between activities and the Output. (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>		The activities are substantially contributing to inform project design and issues identified in the studies have been integrated in project interventions; AR operationalizes the capacity development approach of step-wise change management and gradual improvement of procurement capacity based on participatory research methodology consisting of start-up, input phase, improvement plans for transition phase and output phase; relatively quick results are achieved, this informs LGAs (and sustains commitment) as well as Project and stakeholders (strategic level). Tools and instruments include improvement plans, self-assessment (based on procurement indicators), coaching and monitoring, internal QA, collaborative approach, validations, Council Action Research Teams; several lessons learned and recommended practices are integrated in PSDP process incl competences and development of training modules; MTR validated the approach as 'golden choice'. Challenges mainly include turn-over of LGA staff, changes in leadership, communication to sustain commitments in the medium-run and removing barriers in user departments to strengthen contract management and reporting to improve on VfM.			
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>		Good progress is maintained in the Result Area, but at slower pace than in 2014 and 2015 related to focus on Result No 5 and reduced availability of key staff in the second half of 2015. The elections in 2015 necessitated to bring scheduled new round of AR to 2016. In 2016 3 LGAs will start loop 1, 8 LGAs will start with Loop-2 and the experience will be documented in the Action Research Guide. PPRA started discussions on how to use this innovative and home-grown capacity development approach and methodology in other PEs.			

Performance Output 4: Action research on LGA procurement practices, incentives and organizational structures conducted					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments
<i>Issues that arose, influencing factors (positive or negative):</i>					Up-to-date procurement audits provide essential information to identify capacity and performance to further research causes and propose feasible solutions. LGAs understand now better what is assessed by PPRA and possible ways to addressing shortfalls in a relatively short time-frame. PMUs are increasingly recognised in the LGA set-up as well as need for provision of adequate resources to procurement operations. High staff turn-over, willingness to adhere to procurement principles including integrity and leadership (change of Council Directors) are a key challenge to sustain AR (you have to start-over again) as well as collaboration with LGA oversight body (Full Council). In one LGA (Muheza DC) this resulted in a poor performance in FY 2014/15 and poor functioning of the Council in general.
<i>Unexpected results (positive or negative):</i>					The current no non-sense approach of Government to poor procurement performance is likely to increase demand for Action research, which is a cost-effective way to improve on procurement management. One Council showed an unexpected fall-back in procurement performance while another improved performance, which is mainly related to leadership i.e. human factor in organizational development. The Twajenga project is using a customized AR approach.

2.6.2 Budget execution

Budget execution as at 31st December 2015 is 41% out of budget of € 301,505. The remaining balance is committed to Action Research in 2016 and 2017.

2.6.3 Quality criteria

Scores given on the basis of the elements above are as follows:

Criteria	Score
Efficiency	B
Effectiveness	A
Sustainability	B

2.7 Performance Output 5: LGA Procurement Performance Strengthened

This section describes achievement of performance output No 5 “LGA Procurement Performance Strengthened”. The sub-results include:

- LGA Procurement capacity defined;
- PMUs established and capacitated;
- LGA Procurement skills development plans formulated;
- Procurement Training Teams established, ToT/ToC trained and functional in selected LGAs; and
- Procurement skills in selected LGA (HLG and LLG levels) improved in weak performance areas (record keeping, contract administration, procurement planning and implementation, reporting, accountability).

Quality assurance is cross-cutting and is also addressed through other result areas. Several assumptions are relevant for achieving this output, to mention:

- Actors at all levels are committed to increasing LGA procurement performance;
- Implementing institutions are adequately staffed and capacitated for LGA procurement capacity building and training;
- LGAs appoint Focal Points and Training Teams and make resources available for procurement training at all levels; and
- LLG staff qualify to enter LGTI in-service training programmes.

2.7.1 Analysis of progress made

Performance Output 5: LGA procurement performance strengthened (Result)					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments
5.1 Competences and skills-levels of LGA procurement professionals and practitioners developed and applied in training curricula	Absent	Competences and Skills Gaps defined	Competences and skills gaps and used	Defined and used	Competences defined of 17 Job Families during PSDP process and applied in training curricula developed with support of the project
5.2 LGA Procurement capacity defined, PMUs established and capacitated	Absent	Ongoing	Defined PMUs Equipped	Defined and in place	Work in progress; PPA 2011 has clause on sub-vote for PMU; not yet in budget circular; PMU staffing levels yet to be confirmed by PPPD and PO-PSM; PMU equipped in 28 LGAs for IT-based procurement management
5.3 Procurement skills development plans defined, Procurement Training Teams established, ToT/ToC trained and functional in selected LGAs	Absent	22 LGAs with PSDP ToT level-1 trained	28 LGAs with PSDP ToT Level 1 in 28 LGAs ToT Level-2 in 10 LGAs	Present in 21 districts	ToT level 1: 28 LGAs ToT Level 2: in 18 LGAs for 2016) Pilot roll-out procurement training to LLGAs part of PSDP implementation in 2016
5.4 LGA Procurement skills improved in selected LGAs (HLG; LLG) - Procurement record keeping - Procurement planning, implementation and reporting	30% 35%	45% 49%	65% 74%	Sustain trend > 80% 21 districts	Initially covering 21 LGAs meeting CPI criteria (now 28) Training provided in AR (8 LGAs) and under PSDP 2015 (28 LGAs). Outputs expected to improve further in 2016 and 2017.

Performance Output 5: LGA procurement performance strengthened (Result)							
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments		
Progress of main activities				Progress:		Comments (only if the value is C or D)	
				A	B		C
5.1	Development of LGA procurement skills-development plans		√			28 LGAs of Coast, Dodoma, Kigoma and Tanga regions	
5.2	Capacitation of PMUs in critical procurement areas		√			Requirements validated and equipment in place and used in 28 LGAs	
5.3	Establishment of procurement Training Teams (ToT/ToC) for procurement training and coaching at HLG and LLG levels			√		ToT Level 1 trained (LGTI) of 28 LGAs ToT Level 2 trained of 10 LGAs	
5.4	Support to LGA procurement skills enhancement and training in identified areas		√			Training in full execution in 28 LGAs and 680 LGA staff benefitted from procurement training 3 training modules developed and used	
Analysis of progress made towards output: Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).							
<i>Relation between activities and the Output. (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>		The key activities progressed well in 2015 and will contribute to achieving the output. Validated procurement capacity needs, competences and skills gaps assessed informed the procurement skills development plans (PSDP) of 28 LGAs (PSDPs); all 28 LGAs trained in PSDPs; Support for skills enhancement in 2015 covered training of selected Job Families in PMIS (refresher); Use of EPICOR; Use and Application of PPA-PPR; procurement record keeping and reporting; procurement planning based on PSDP training modules and EPICOR training module (PO-RALG) and PMIS training module (PPRA); ToT level -2 of 10 Council Procurement Training was done based on the four developed training modules (by LGTI); this will gain momentum in 2016 with additional training including 1) contract management and 2) closure and review of performance, complemented by monitoring, coaching and OJT of the LGAs.					
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>		The skills enhancement interventions (mix of supply-side and demand by LGAs) have been well received by stakeholders and progress is made toward achievement of the output. Key Several activities in 2015 were after the procurement audits. Procurement record scores in some districts (Chemba DC; Kongwa DC; Mkinga DC) are hold back by 1) no availability of adequate space for keeping procurement records and 2) no availability and adequacy of storage facilities for procurement records; this needs commitment of LGAs to support skills enhancement by provision of adequate office space, storage equipment, and allocating registry staff to PMUs; follow-up will be provided as part of the first monitoring, coaching and OJT missions by the Project.					

Performance Output 5: LGA procurement performance strengthened (Result)					
Indicators	Baseline value	Progress 2014	Progress 2015	End Target (May 2017)	Comments
<i>Issues that arose, influencing factors (positive or negative):</i>		Credibility of budget and fund releases for LGA training; staff turn-over			
<i>Unexpected results (positive or negative):</i>					

2.7.2 Budget execution

Budget execution as at 31st December 2015 is 41% out of the amended budget of € 1,408,400. The budget balance has been allocated to various commitments and key activities in the operational plan 2016 and 2017.

2.7.3 Quality criteria

Scores given on the basis of the elements above are as follows:

Criteria	Score
Efficiency	A
Effectiveness	B
Sustainability	B

3. TRANSVERSAL THEMES

The below sections explain how the intervention takes into account Transversal Themes.

3.1 Gender

Gender differentiated indicators are included in the project M&E framework i.e. level of women's participation in Tender Boards, Procurement Management Units, committees, and participation of women in capacity building and training interventions provided under the project. Gender statistics indicate participation rate of women in range of 14% to 29% in selected core interventions of the Project:

S/n	Core Intervention	Male	Female
1	Council Action Research Teams	86%	14%
2	Council Procurement Training Teams	71%	29%
3	Core PSDP teams	83%	17%
4	PSDP training	71%	29%
5	LGA Liaison Officers (HPMUs)	79%	21%

3.2 Environment

The project intends, in line with the development strategies of Tanzania and the priorities defined in the Indicative Development Cooperation programme (IDCP) to take into account the sustainable use of environmental and natural resources in relation to LGA procurement. This includes:

- Geographic selection of implementation areas: one of the pilot regions includes LGAs in Kigoma

region, which benefit from the BTC Beekeeping support project, Decentralised environmental management project; as well as the Agriculture/Local Economic Development and Water Projects, which started in n 2015;

- Management of the Project Implementation Unit is done in an environmentally sustainable way and maximum use of e-filing, e-documentation and e-payments, reducing printing costs and ICT to reduce environmental costs; e-procurement is covered in PPA 2011 and PPR 2013 and is expected to be introduced in 2016/17;
- Attention is given to the environmental impact of travel for project supervision and implementation, including both international travel (Belgium-Tanzania) and in-country transport needs;
- Project's evaluation and expertise: references to the attention of BTC to environment and sustainable development will be explicit in the terms of reference of the staff, national and international, employed by the project, and of the studies and surveys such as mid-term review and final evaluation of the project; and
- Special attention to align with Tanzanian environmental regulations and administrative system, which give a major role to Local Government Authorities.

Other foreseen support in this area did not materialize due to other tasks at hand, in particular 1) environmental dimensions of procurement and contract management (local materials use; sustainable use of natural resources in local government planning and construction; reduction of energy use and promotion of renewable energy sources; sustainable maintenance, etc.) and 2) Dialogue with PPPD and PPRA to support the integration of 'green procurement' practices into procurement guidelines, guides, curriculum and training programs. BTC is devising Green Procurement Guidelines, which can be drawn upon for best practices.

3.3 Other

Health and Safety in public procurement are important transversal theme, which needs to be reflected in sector procurement guidelines, draft procurement policy and regulations in particular with procurement moving to a whole-life project or service approach in particular the construction, transport and energy sectors.

HIV/AIDS is important in respect to procurement for works contracts (roads, building constructions) and the responsibilities of clients and contractors, which need further integration in the procurement guides, manuals and specifications of tenders and provisions of works contracts.

Provisions for *Local Economic Development*, promotion of *Small and Medium Enterprises* and *public-private partnerships* in relation to LGA procurement are important issue, which are addressed and integrated in the procurement guides and training manuals developed under the project within the framework of PPA 2011 and PPR 2013.

3.4 Risk Management

See table on next page.

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
No official working relationship / coordination and cooperation between PMO-RALG and PPRA	TFF	OPS	Low	Medium	Low Risk	Membership of PPRA and PMO-RALG in JLPC	PPRA	Jul-12	Both member since July 2012; JLPC met 8 times; several joint events (trainings, workshops, consultations) organised	Terminated
Inadequate understanding and experience of LGAs	TFF	OPS	Low	Medium	Low Risk	Membership PIU, joint missions and activities, action research	PPRA, PMO-RALG	Jul-12	PPRA and PMO-RALG member of PIU; regular PIU meetings; joint BLS; joint consultations, activities and field missions	Terminated
						Action research and LLG capability assessments	PIU	Dec-13	Implementation of Action Research, 28 LGA procurement skills development plans completed increasing understanding and experience with LGAs	
Inadequate time available	TFF	OPS	Medium	Medium	Medium Risk	Formalise staff inputs in Agreements	BTC	Dec-13	Largely addressed: Protocol Agreements BTC-PPRA and BTC - LGTI Hombolo signed; Agreement with PMO-RALG/Regions signed pending Kigoma RS; quarterly planning of events enhances planning of staff resources of partners; PPRA restructuring likely to affect availability of DCB for fieldwork, but two zonal offices provide opportunity for enhanced collaboration with Project and outreach to LGAs	In progress
Delays in procurement	TFF	OPS	Medium	Medium	Medium Risk	Follow-up to procurement plans; 'on-call' contracts	PIU, PPRA		On-call contracts (indefinite delivery) signed for Action research and Procurement Skills Development Plans; FWCs with Training Providers pre-award stage; call-off order for PMU equipment; GPSA qualified suppliers for training venues, etc	Terminated
							PIU, PPRA		Project and PPRA procurement plans streamlined since July 2013; continued time overruns due to staff availability; end-dates major deliverables likely to be attained	
Delays in signing of implementation agreements	TFF	OPS	Low	Medium	Low Risk	Finalise signing of various Agreements	PIU, BTC	Dec-13	Agreement with PPRA and LGTI signed; Agreement with PMO-RALG/regions prepared and at final signing stage	Terminated
								Mar-13	Roles and responsibilities for Project outcome and outputs agreed upon in 2013-Q1	

Poor incentives and inadequate institutional arrangements for LGA (procurement) capacity building	TFF	OPS	Medium	Medium	Medium Risk	LG Procurement Capacity Building Strategy	PPRA, PMO-RALG	Nov-13	CBFW Final Report guides project interventions; GoT systems can partly be used, but LG training strategy not operational and procurement policy still at draft stage; PPA 2011 operational; PSDP process completed for procurement training; LGA resource allocation to procurement function (staff; OC; CB) remains a challenge	In progress
						Action research on procurement structures, incentives and operational capacity		Dec-13		
PMUs in LGA lack required quantity and quality of staff	TFF + Inception	DEV	Medium	Medium	Medium Risk	Follow-up PMU capacity, skills development plans, capacity plans, management of procurement staff and cadres	PPRA, PMO-RALG		Part of operational plans; PMU Scheme of Service yet to be finalised by PPPD and PO-PSM; PMU sub-votes (as per PPA 2011) established in several LGAs; professionalization of PMU staff is ongoing; management of PMU staff 'centralized' in PPA 2011 to MoF/PPPD; staff retention in LGAs remains challenge	In progress
Available adequate management and technical expertise	TFF	OPS	Low	Medium	Low Risk	Adequate PIU staffing	PIU, PPRA	Dec-12	PIU fully staffed since Aug 2012; distance Dodoma-Dar is a challenge; PPRA staff inputs sometimes constrained by other duties and demand of other Projects; Protocol Agreement signed; additional NTA (local-BTC) in place since July 2015; ST NTA filled gap for 4 months	Terminated
						Availability of Local consultants		PIU, PPRA		
Low predictability in LGA budget transfers	TFF + Inception	DEV	Medium	High	High Risk	Advocacy to improve LGA budget credibility	JLPC		Continued high impact on procurement processes; GoT budget cycle improved in FY 2013/14, but FY 2014/15 & FY 2015/16 low budget credibility; policy measures taken to increase LGA Own-source revenue; low transparency in LGA budget allocation and transfers; study proposed to monitor this as part of AR	In progress

Inadequate reporting by LGAs (procurement, budget execution)	Inception	DEV	Medium	Medium	Medium Risk	PPRA PMIS; linking PlanRep-PMIS-Epicor; Action Research	PIU JLPC	GoT initiatives ongoing; part of project interventions; PPRA reviewed PMIS and introduced new version, PMIS training ongoing and also provided by Project; NA system revised but not implemented due to lack of funds; Regional support system developed by Project and stakeholders and initial training of 4 RS completed; training procurement record management & reporting, EPICOR and PMIS completed for 28 LGAs; increased collaboration between PFM and Project	In progress
LGAs limited control over staffing levels	TFF + Inception	DEV	Medium	Medium	Medium Risk	Proposed JLPC Membership of PO-PSM and PPPD; continued advocacy for adequate staffing;	JLPC	Ongoing: PPPD member of JLPC; PO-PSM followed-up but pending; LGTI is observer; PMU staffing not likely to be resolved soon; several LGAs provided record management staff to PMUs	In progress
High staff turn-overs constrains LT capacity building	TFF	DEV	Medium	Medium	Medium Risk	Professionalization of PMUs; incentives and structures	PMO-RALG, PO-PSM, PPPD	Not likely to be resolved; ongoing Action research evidenced high staff turn-over in PMUs and split/new LGAs; AR and PSDP involve DED, RAS/RS and more awareness on PMU staffing requirements; high impact on training unit costs and CB effectiveness	In progress
CB programmes struggle to measure and prove results	TFF	DEV	Medium	Medium	Medium Risk	Well designed project, where possible aligned to GoT systems	JLPC	LF revised incl M&E; project support LGTI Hombolo for QA and coordination; procurement skills development plan formulation completed in 28 LGAs with clear M&E frameworks; project outputs also related to procurement indicators	Terminated

Depth of policy dialogue	TFF	DEV	Medium	Medium	Medium Risk	Policy consultations	BTC JLPC		At higher level DPs and GoT; PPRA: procurement conferences and dialogue platforms; CBFW and consultations organised by project; PPPD JLPC member; BTC exiting LG and PFM sector; Project interacts with DPG PFM and bilateral projects (USAID, JICA); PPRA developed new MTSP	In progress
CB project funds not used for purpose	TFF	FIN	Medium	Medium	Medium Risk	Project fund controls; project MIS	PIU		In place since Mar 2013 (PIM); controls in place during CB events at LGA level; m-pesa system tested and operational	Terminated
Inadequate project controls	TFF	FIN	Medium	Medium	Medium Risk	Financial Controller member of PIU; Project Implementation Manual; audits	BTC PIU		In place since May 2012; March 2013 (PIM); project received clean audit reports	Terminated
Capacity of LGTI in education development	Inception	OPS	Medium	Medium	Medium Risk	ToR for training development to include partnering with other institutes	PIU LGTI	Oct-13	LGTI enhanced capacity, new faculty staff; ToT manual and LLGA training modules developed; additional expertise provided through Project/PPRA pool of experts and validation with stakeholders; LGTI strengthened capacity in procurement and record management and procurement courses to be launched in 2016	Terminated
Staffing of PPRA zonal offices	Inception	DEV	Medium	Medium	Medium Risk	Recruitment of new staff	PPRA	Jun-14	Good progress: PPRA recruitment partly completed and 2 zonal offices (out of 5) staff and operational (Coast; Central)	In progress

4. STEERING AND LEARNING

Based on the findings and recommendations of project studies, desk review, field missions, Base Line Study and inception report, the LGA procurement capacity building strategy formulation workshop was organised (June 2013) with a participation of a wide range of stakeholders. Findings and recommendation were included in the modified Logical Framework and Key Activities (see Annex 5.3), which is currently guiding and directing the Project. The findings and conclusions of the Mid-Term Review mission (November 2014) largely confirmed the assessment by the Project team in the Planning Review meetings of 2013, 2014 and 2015, concluding that the Project is on the right track to achieving its objectives, notwithstanding the earlier setbacks along the road.

The Project Implementation Manual was finalised and guides project implementation. Some procedures were updated, specifically procurement tables (2014) and the procedure for m-pesa payments (June 2015). The Protocol Agreements and Execution Agreements with PPRA, LGTI Hombolo and now with the Regional Secretariats embedded the Project in the implementing institutions and increased ownership.

The results of the Action research have been shared with sector stakeholders and generated wide interest in this innovative and home-grown approach to procurement capacity development. However, the procurement audits by PPRA also indicate that Action research is not a solution to all challenges and continued attention is required to all dimensions of the LGA organisation as applied through the 7-S model during the procurement skills development planning process. In particular the Shared Values and Style of the LGAs are important dimensions that can 'make' or 'break' procurement performance. Public procurement being one of the most sensitive areas affected by conflict of interest, fraud, corruption and malpractices equally requires a robust quality assurance and control system by external oversight bodies.

Communication resources are further detailed in section 5.6.

4.1 Strategic re-orientations

The strategic orientation of the Project largely remained unchanged in 2015 as confirmed by the Mid-Term Review mission and 2014 outputs. The immediate aim is to address LGA procurement gaps and weaknesses (increased compliance and performance) and align LGA procurement better to operational management; and then align procurement better with the strategic LGA objectives in terms of efficient, effective and economic procurement to achieve service delivery objectives.

This is done by a mixed approach which aims to strengthen capacities at national level (quality assurance, supervision, monitoring and controls by central oversight bodies i.e. supply side interventions), at intermediate level (regions) to complement CG oversight and at LGA level which is demand-driven capacity development including strengthening internal quality assurance, control and democratic oversight by the Council. Strategic focus in result Area No 3 will be on strengthening capacity of the media for reasons indicated in section 2.5. In 2016 continued emphasis will be on achievement of the following strategic outputs and key activities:

- Support for strengthening the central oversight and procurement system: PPRA outreach to the LGAs; continued strengthening of collaboration with PO-RALG; dissemination of LGA procurement manuals and guides;
- Support for LGA procurement systems: strengthening internal control and quality assurance of procurement and contract management; monitoring, follow-up training and coaching in use of PMIS and EPICOR; interfacing PlanRep and procurement MIS in the LGAs where feasible;

- Continued building of procurement capacity in the LGAs: monitor procurement performance, and outcome of improvement plans and procurement skills enhancement in all 28 LGAs; development of two remaining modules and continuation of training of selected Job Families in remaining subject areas; coaching and on-job training as an effective follow-up to further improve and sustain developed procurement management skills; follow-up to use of ICT equipment provided to all PMUs for IT-based procurement systems; and guidance to Council Procurement Training Teams for training of lower levels of Local Government through pilot interventions in selected units at sub-council level by using trained ToT Level-2 and four LLGA procurement training modules;
- Continued collaboration of the Project with the regional level: full execution of the support to regional secretariats in four regions for the pilot system for monitoring, supervision and follow-up to procurement in LGAs; exploring opportunities to strengthen coordination with PPRA zonal offices;
- Strengthen the professional position of the PMUs in the LGAs: continued support to PMUs and dialogue with stakeholders to ensure implementation of relevant provisions of PPA 2011 and PPR 2013 in the LGAs and the expected amendments to the Act;
- Improved procurement information to civil society and communities (Result No 3): media component in selected regions and LGAs.

4.2 Recommendations

The table below indicates status of main strategic decisions and actions for attention of GoT institutions to sustaining project interventions and procurement capacity in the LGAs.

Recommendations <i>Description of the action/decisions</i>	Lead Actor <i>Responsible</i>	Support	Period		Status
			Initial	Revised	
Establish PMU sub-vote as per PPA 2011; provision of adequate OC budget for PMUs	PO-RALG	PPRA	2014-Q1 onwards	2016-Q1	<i>Work in Progress</i> : several LGAs took initiative to ask for PMU sub-vote; OC not yet formalised under GPG <i>Way Forward</i> : Formal communication by MoF/PO-RALG to LGAs (budget circular 2016/17)
Defining PMU establishment as per PPA 2011	PPPD	PPRA PO-RALG	2014-Q2 onwards	2016-Q1 onwards	<i>Work in Progress</i> : Action research, PSDP and audits provide useful inputs; PO-PSM reviewing staff establishments <i>Way Forward</i> : formal communication by PPRA, supported by PO-RALG to PPPD and PO-PSM to formalise establishment based on procurement portfolio and volume
Defining procurement competences and skills-levels of procurement professionals and practitioners as per PPA 2011	PPPD	PPRA PO-RALG PSPTB PO-PSM	2014-Q2	2016-Q2	<i>Way Forward</i> : See above, mandate of PSDP, see above <i>Completed</i> : procurement competences of 17 Job Families as part of PSDP defined

Recommendations <i>Description of the action/decisions</i>	Lead Actor <i>Responsible</i>	Support	Period		Status
			Initial	Revised	
Interfacing of PlanRep and PMIS/APP	PPRA PO-RALG		2014-Q2	2016-Q1/Q2	<p><i>Some Progress:</i> Awareness on need of interfacing; revised PMIS introduced, but without interfacing features; LGAs trained in use of PMIS and use of MTE for procurement planning</p> <p><i>Way Forward:</i> Project to communicate to PPRA/DIS and PO-RALG to re-start the process</p>
Sector procurement and project specific procurement guidelines to be shared with PPRA for review before issuing to accounting officers and stakeholders	PPRA	PPPD PO-RALG MDAs	2014-Q4		<p><i>Little Progress:</i> opportunities to be explored; to be reflected in procurement manuals</p>

Several recommendations of the Results Report 2015 were implemented and completed, see below:

Use of Epicor by PMUs for generating LPOs: PMUs in most LGAs are now connected to EPICOR and equipped and trained in EPICOR for generating LPOs; the CAG report clearly mentioned risks of manual LPOs and LGAs were instructed to abandon this practice. Follow-up is scheduled by the Project to establish levels of application and use, and is of course part of supervision and audits by oversight bodies.

RAS/LGAMSS support system to LGA procurement and defining procurement expertise in RS/LGAMSS: the pilot system has been developed and validated by stakeholders and preliminaries completed for full execution in 2016; remedial measures were identified and addressed to ensure adequate procurement expertise for implementation of the pilot system.

Harmonizing procurement indicators for audits and quality assurance: PPRA and Project provided inputs in the National Assessment design study and procurement criteria were harmonized to extent possible; self-assessment based on PPRA Key Performance Indicators are introduced in LGAs through Action research, procurement training and reflected in manuals and guides.

Recommendations

Lessons learned	Target audience
Importance of adequate sequencing of project outputs and key activities i.e. Base Line Study → Capacity Building Strategy Formulation → Action Research → Procurement Skills Development Planning → Continued skills enhancement through Follow-up, Monitoring and Coaching → etc	BTC, PPRA, LGTI
Importance to sustain the sense of ownership in project intervention and need of joint, participatory preparations, implementation and reviews in all capacity building interventions	PPRA and PO-RALG
Usefulness of a flexible approach allowing to make changes in project design, selection of project partners, modalities, budget modifications, etc	BTC, PPRA and PO-RALG
Follow-up, monitoring, coaching and On-Job training is essential for effective skills enhancement as part of organisational development to ensure application of skills and identifying constraints in other dimensions of the LGA organisation (7-S) that need to be addressed to sustain improved performance; Project to provide concerted follow-up to LGAs showing fall-back and poor procurement performance	PPRA, PO-RALG and PIU
Procurement audits should be better handed-over and introduced to other oversight bodies including PO-RALG and RS for follow-up to issues and defining capacity building actions;	PPRA, PO-RALG, RS
Documentation of Action Research approach and methodology for strengthening procurement capacity and organisational performance to be completed for scaling-up to other Procuring Entities	BTC, PPRA and PO-RALG

5. ANNEXES

5.1 Quality Criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment RELEVANCE: total score	A	B	C	D
	√			
1.1 What is the present level of relevance of the intervention?				
√	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
√	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		
2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
		√		
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
√	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		
2.2 How well is the implementation of activities managed?				
	A	Activities implemented on schedule		
√	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs		

	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?		
	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
√	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some outputs are/will be not delivered on time or with good quality. Adjustments are necessary.
	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N

In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D

Assessment EFFECTIVENESS : total score	A	B	C	D
		√		

3.1 As presently implemented what is the likelihood of the outcome to be achieved?

	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
√	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.

3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?

	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
√	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).

In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		√		

4.1 Financial/economic viability?

	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
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√	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	D	Financial/economic sustainability is very questionable unless major changes are made.
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?		
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
√	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?		
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
√	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
4.4 How well is the intervention contributing to institutional and management capacity?		
√	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

5.2 Decisions taken by the steering committee and follow-up

The status of strategic recommendations and decisions of the JLPC is summarized as follows:

- The JLPC took 29 decisions in its seven ordinary meetings and one extra-ordinary meeting;
- 19 decisions have been fully implemented;
- The below resolutions are in progress and some need attention of partners:
 - *The Regulations for the LGA Tender Boards (Establishment and Proceedings) of 2014, GN 330, made under section 68 of the Local Government Finance Act* are yet to be aligned / harmonized with PPA 2011 and PPR 2013. The Project had proposed a Round Table with technical experts from PPRA and PO-RALG to discuss and resolve issues, but this is still in progress due to the ongoing process to review and amend PPA 2011 and PPR 2013. Continuation of the present situation poses difficulties to finalise procurement manuals, guides and training materials; and moreover, reduces effectiveness of the procurement monitoring and audits;
 - Membership of PO-PSM: still pending and requires attention from the Project, but integration of ministries under the President's Office provides an opportunity for intra-government coordination on LGA HRM/D;
 - *Coordination of Projects* continued to improve, in particular between EPC-LGAP and PFMRP-IV in Key Result Area 6, a project implemented by PO-RALG with support of DFID; PPRA is implementing several project and/or programmes (PFMRP-IV, USAID, EPC-LGAP), but coordination of activities could still be further improved, f.i. by quarterly coordination meetings between PPRA management and Project responsables;
 - *Water Projects*: procurement audits (VfM) are scheduled for 2016 of selected rural water supply projects in eight LGAs (two per region);
 - *Procurement Capability Assessments for water projects*: PCAs of water sector were not brought forward by stakeholders during the joint review of action research as option to deepen AR in their LGA; see status of above decision on decision to include VfM procurement audits of water projects in the 2016 plan;
 - PPRA is still finalizing its *proposal for options for zonal office renovation and/or construction* supported by the Project: this is critical in view of remaining time for execution;
 - *Joint Circular for Trial Version OSR Procurement Guide*: in preparation, but depends on submission and approval of final, 4th version of the guide;
 - *Signing Execution Agreements with Regions*: 3 agreements signed pending Kigoma RS;
 - *Follow-up to GPSA on FWC for Training Provider*: done, appeal to award decision; proposed to be rejected in view of tender validity, remaining implementation time and technical requirements in this stage of the Project and Training Cycle;
 - *Follow-up Interfacing PlanRep and PMIS*: yet to be implemented; meetings in preparation with PO-RALG (D/ICT), PPRA (DIS) and University of Dar es Salaam.

JLPC Decisions 2012-2015 (ongoing only):

Decision					Action			Follow-up	
N°	Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
2	Proposed PO-PSM membership	Jul-12	Start-up	Chair	Communicate to PO-PSM on proposed membership	Chair	Before next meeting	Communication has been made although no response from PO-PSM, follow-up ongoing, needs due attention of JLPC and PIU; 7th JLPC meeting decided to make a last and final effort	ONGOING
16	Revise Regulations for Establishment of Tender Boards	Feb-14	Reports	JLPC	Following PPA 2011 and PPR 2013	PMO-RALG / PPRA	2014	Regulation finalised by PMO-RALG and published; final review proposed by PPRA together with PMO-RALG on consistency with PPA 2011 and PPR 2013, but yet to be done also in view of PPA review by Government with stakeholders	ONGOING
17	Background information on Water Grants and guidelines	Feb-14	Reports	JLPC	To see whether water procurement related issues could be addressed by the Project	PMO-RALG	2014-Q2	Follow-up with PO-RALG: procurement audits (VFM) of selected rural water supply projects scheduled for 2016 in 8 LGAs (2 per region)	CLOSED
21	Coordination of Projects	Sep-14	Reports	JLPC	Develop strategy to maximise synergy of various projects implemented by PPRA	PPRA	Ongoing	Ongoing; see also recommendations of MTR	ONGOING
22	PPRA Zonal Offices	Mar-15	Reports	JLPC	PPRA to propose options for zonal office renovation and/or construction	PPRA	2015-Q3	PPRA is working on this: final proposal still in preparation	ONGOING
23	PCA Water Projects	Mar-15	Reports	JLPC	Project to assist with Procurement Capability Assessments for Water projects	PPRA	2015-Q3	Included in Action research, Loop-2: ToR in preparation	ONGOING
25	Joint Circular for Trial Version OSR Procurement Guide	Sep-15	Reports	JLPC	Issue Joint Circular for trial version of Procurement Guide for Outsourced Revenue Collection Services	PPRA, PMO-RALG	2015-Q4	Procurement Guide approved with few final comments; circular in preparation after submission of 4th draft guide and final approval	ONGOING
26	Signing Execution Agreements with Regions	Sep-15	Reports	JLPC	Facilitate signing of the Execution Agreements with four Regional Secretariats	PIU PMO-RALG	2015-Q4	3 Execution Agreements signed; pending RAS Kigoma (administrative delays)	ONGOING
27	Follow-up to GPSA on FWC for Training Provider	Sep-15	Reports	JLPC	Inform GPSA on urgency to speed up and set deadline for Tender for Training Provider under Framework Contract	PIU	2015-Q3/4	Done: appeal to award; proposed to be rejected/cancelled in view of validity period, remaining implementation time of Project and changed technical requirements related to current stage in Training Cycle	ONGOING
29	Follow-up Interfacing PlanRep and PMIS	Sep-15	Reports	JLPC	Expedite efforts to review possibilities of interfacing PlanRep and PMIS (Annual Procurement Plan)	PIU PPRA	2015-Q4		ONGOING

5.3 Updated Logical Framework

The Logical Framework was updated following the approval by the JLPC in its meeting of August 2013 and the Mid-Term Review recommendations (time-lines). Baseline values and targets are specified in the M&E Framework (presented in MONOP) of which the status is integrated in the tables of this results report.

Intervention Logic	Performance Indicators ³	Means of Verification	Assumptions
<p>Overall Objective:</p> <p>Contribute to ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption free at all levels</p>		<ul style="list-style-type: none"> ▪ Government statistics ▪ LGA FMIS 	<ul style="list-style-type: none"> ▪ Sound macro-economic policies continue to be implemented ▪ Conducive environment to democratic governance in place
<p>Specific Objective:</p> <p>Procurement capacity at local government level sustainably enhanced</p>	<ul style="list-style-type: none"> ▪ Compliance of LGAs (HLGs and LLGs) to procurement law increased: <ul style="list-style-type: none"> - Overall CPI score of LGAs increased - Overall CPI score in selected LGAs increased - LGA VfM scores of Road contracts improved - LGA VfM score of Building contracts improved 	<ul style="list-style-type: none"> ▪ PPRA compliance reports ▪ CAG reports ▪ LGA Internal Audit reports ▪ CSO reports on LGA procurement 	<ul style="list-style-type: none"> ▪ Government remains committed to fight corruption and up-keeping the rule of law ▪ Government continues decentralisation by D-by-D and provides commensurate, reliable resources to LGAs to perform mandated functions ▪ Civil society engages actively in procurement monitoring and corruption cases ▪ Private sector organisations employ integrity and anti-corruption measures and adhere to procurement standards ▪ LGA continue to enhance their systems and capacity in procurement ▪ PO-RALG and HLGTI play their role in coordinating and quality assurance of LGA training and capacity building
<p>Result 1:</p> <p>Capacity to provide long-term support to improved LGA procurement performance strengthened</p> <p>Key Activities:</p> <p>1.1 Development and refinement of procurement manuals and guidelines</p> <p>1.2 Dissemination of updated procurement guides and manuals</p> <p>1.3 Development of professional courses on procurement at higher skill levels</p> <p>1.4 Training of ToT at HLG level: see 5.3</p>	<ul style="list-style-type: none"> ▪ HLGA and LLGA procurement operational guides/manuals prepared and disseminated ▪ LGA procurement training manuals (2) developed and disseminated to LGAs and RS ▪ QTP list for procurement training updated and QTPs conversant with training materials ▪ Competences/skills-levels of LGA procurement professionals and practitioners developed and applied in training curricula ▪ LGA Procurement Capacity Building Strategy formulated and monitored ▪ Outreach capacity of PPRA to LGAs and RAS/LGAMSS increased 	<ul style="list-style-type: none"> ▪ LGA Procurement Capacity Building Strategy ▪ PPRA reports ▪ LGA audit reports (DIA, CAG) ▪ LGA training reports ▪ Annual report 	<ul style="list-style-type: none"> ▪ CAG, IAG and DIA are willing to audit LGA procurement ▪ PFMRP build adequate capacity of DIAs ▪ All JLPC members are willing and able to participate in JLPC meetings ▪ LGAs and Training Entities fully collaborate in procurement training coordination and quality assurance ▪ Procurement regulations and guidelines in place per PPA 2011 ▪ Competences of LGA procurement professionals defined

³ Baseline values and targets are specified in the M&E Framework

Intervention Logic	Performance Indicators ³	Means of Verification	Assumptions
1.5 Provision of Technical Assistance 1.6 Strengthening PPRA outreach capacity to LGAs 1.7 Increasing appropriateness and coverage of LGA procurement audits by PPRA, DIA and CAG 1.8 Strengthening quality assurance and coordination of LGA procurement training 1.9 Engaging all stakeholders in dialogue on how to improve LGA procurement performance	<ul style="list-style-type: none"> ▪ Coverage and appropriateness of LGA procurement audits increased ▪ Capacity of DIA and CAG to assure quality of procurement audits increased ▪ Policy dialogue on LGA procurement strengthened ▪ All stakeholders increasingly engaged in dialogue on how to improve LGA procurement performance ▪ Quality assurance and coordination of LGA procurement training improved 		<ul style="list-style-type: none"> ▪ Adequate resources to run the PPRA zonal offices & dissemination centres
Result 2: Systems for monitoring LGA procurement strengthened Key Activities: 2.1 Harmonizing systems and indicators for monitoring LGA procurement compliance and performance 2.2 Strengthening Regional Secretariat to provide oversight, monitoring, coaching and follow-up to LGAs on procurement 2.3 Support for customization and interfacing of LGA procurement MIS 2.4 Support for training of District Internal Auditors in procurement audits and quality assurance	<ul style="list-style-type: none"> ▪ Concurrence DIA reports on LGA procurement and contract implementation with CAG and PPRA audits increased ▪ Use of customized and interfaced Procurement MIS in selected LGAs increased ▪ Procurement monitoring of PPRA, CAG and PO-RALG increasingly based on similar agreed indicators ▪ Concurrence PO-RALG procurement monitoring reports with PPRA procurement audits increased ▪ Adequate follow-up, coaching and advice by RAS/LGAMSS to procurement monitoring in selected LGAs ▪ Adequate action as agreed in procurement audit follow-up to weak areas by selected LGAs 	<ul style="list-style-type: none"> ▪ PPRA Compliance Reports ▪ CAG Reports ▪ DIA reports ▪ Annual Assessment reports ▪ LGAMSS reports 	<ul style="list-style-type: none"> ▪ Actors at all levels are committed to harmonization of LGA procurement monitoring and quality assurance ▪ RAS/LGAMSS and PO-RALG provide advice and monitor action taken by LGAs on DIA and CAG/PPRA reports
Result 3: Community members better informed and able to monitor Local Government procurement performance Key Activities: 3.1 Providing guidance and materials to CSOs to increasing skills in tracking, analysing and reporting on LGA procurement 3.2 Providing guidance and materials to media (radio, TV, local newspapers etc) to increasing skills in tracking,	<ul style="list-style-type: none"> ▪ Community awareness on LGA procurement issues in selected LGAs increased ▪ Ability of CSOs to monitor LGA procurement in selected districts and regions increased ▪ Media coverage of LGA procurement and contract management issues in selected regions and LGAs increased ▪ Skills of LAAC and PPRA on LGA procurement issues, compliance and follow-up increased 	<ul style="list-style-type: none"> ▪ PPRA tender portal ▪ Annual CSO reports ▪ Newspaper reports ▪ Radio and TV programmes ▪ Interviews with PPRA and LAAC ▪ Minutes of Council meetings 	<ul style="list-style-type: none"> ▪ CSO and media willing and able to enhance their roles in uncovering procurement malpractices and reporting on these ▪ Independence of media and access to information recognized and maintained ▪ LAAC committed to meet with PPRA ▪ LGAs willing to discuss procurement issues with citizens

Intervention Logic	Performance Indicators ³	Means of Verification	Assumptions
<p>analysing and reporting on LGA procurement</p> <p>3.3 PPRA engages with Local Authorities Accounts Committee to increase skills in LGA procurement issues, compliance and follow-up</p>			
<p>Result 4: Action research on LGA procurement practices, incentives and organizational structures conducted</p> <p>Key Activities:</p> <p>4.1 Conducting action research (gender sensitive) on LGA procurement practices, incentives and organizational structures to inform program design, dialogue and recommendations on policy reform</p> <p>4.2 Providing follow-up to Action Research</p> <p>4.3 Assessing methodology, results and impact</p> <p>4.4 Set-up / maintaining LG Procurement Capacity Database</p>	<ul style="list-style-type: none"> ▪ Action research findings and recommendations reflected in project design and reviews ▪ LGA procurement capacity building strategy formulated ▪ Policy recommendations based on (gender sensitive) action research prepared, targeted and communicated ▪ LGA procurement capacity data base established and maintained 	<ul style="list-style-type: none"> ▪ Action Research reports ▪ Project reports ▪ Mid-Term Review report 	<ul style="list-style-type: none"> ▪ Strategic decision-makers are committed to implement action research recommendations ▪ Stakeholders disclose openly weaknesses and opportunities in the LGA procurement system and process
<p>Result 5: LGA procurement performance strengthened</p> <p>Key Activities:</p> <p>5.1 Development of LGA procurement skills-development plans</p> <p>5.2 Capacitation of PMUs in critical procurement areas</p> <p>5.3 Establishment of procurement Training Teams (ToT/ToC) for procurement training and coaching at HLG and LLG levels</p> <p>5.4 Support to LGA procurement training in identified areas</p>	<ul style="list-style-type: none"> ▪ LGA Procurement capacity defined, PMU established and capacitated ▪ Procurement skills development plans defined ▪ Procurement Training Teams established, ToT/ToC trained and functional in selected LGAs ▪ Procurement skills and performance in identified low performance areas (record keeping, annual procurement planning and implementation, contract administration, reporting, etc) improved in selected LGAs 	<ul style="list-style-type: none"> ▪ Procurement regulatory framework ▪ PPRA compliance reports ▪ Annual Assessments ▪ HLGTI LGA training reports ▪ Annual Report ▪ District plans ▪ Training materials 	<ul style="list-style-type: none"> ▪ Actors at all levels are committed to increasing LGA procurement performance ▪ Implementing institutions adequately staffed and capacitated for LGA procurement CB and training ▪ LLG staff qualify to enter LGTI in-service training programmes ▪ Reliable LGAs connectivity for web-based FMIS and PMIS ▪ PMIS adequately interfaced with PlanRep and Epicor ▪ LGAs appoint Training Teams and make resources available for procurement training at all levels

Intervention Logic	Performance Indicators ³	Means of Verification	Assumptions
Efficient and effective project cycle management	<ul style="list-style-type: none"> ▪ PIU established, adequately staffed and equipped over project period ▪ PIU members meet regularly in formal meeting ▪ Project Implementation Manual prepared and adhered to over project period ▪ Project reports prepared ▪ Project execution (physical and financial) as planned ▪ JLPC established and functional over project period ▪ Project activities adequately prepared, sourced and implemented and accounted for ▪ Implementation Agreements with implementing institutions prepared and in place over project period ▪ Project reviews, evaluations and audits executed as scheduled 	<ul style="list-style-type: none"> ▪ Project Reports ▪ Project Manuals ▪ Back-to-Office reports 	<ul style="list-style-type: none"> ▪ Pre-conditions in place

5.4 More Results at a glance

Logical framework's results or indicators modified in last 12 months?	No
Baseline Report registered on PIT?	Yes
Planning MTR (registration of report)	Yes
Planning ETR (registration of report)	05/2017 (estimate)
Backstopping missions since 01/01/2012	Base Line Study (Dec 2012) Technical backstopping (August 2014)

5.5 "Budget versus current (y-m)" report

See table on next page.

Project Title: Enhancement of Procurement Capacity of Local Government Authorities

Fin plan Version: 2015Q1
 End date last obsrvg: 31/12/2015
 Currency: EUR

Amounts in 1000 EUR

	Finance Mode	Forecast 2015 (version 2015Q1)	Actual Expenses YTM	Planning vs Actuals	Est % exec
A Procurement capacities at local government level is sustainably enhanced		853.85	899.25	-45.40	105%
01 PPRA capacity to provide long term support to improved LGA		387.15	284.21	102.94	73%
01 Development & refinement of manuals & guidelines	COGE ST	84.32	68.88	15.44	82%
02 Dissemination procurement manuals & guidelines	COGE ST	56.82	40.48	16.34	71%
03 Development of professional courses	COGE ST	9.59	0.00	9.59	0%
04 Training of TOTs at district (HLG) level	COGE ST	0.00	0.00	0.00	0%
05 Technical Assistant	REG IE	137.36	147.19	-9.83	107%
06 Strengthening of PPRA outreach capacity to LGAs	COGE ST	40.91	11.92	28.99	29%
07 Increasing appropriateness and coverage of LGA procurement audits	COGE ST	30.46	13.02	17.44	43%
08 Strengthening of quality assurance and coordination of LGA procurement training	COGE ST	17.28	0.00	17.28	0%
09 Engaging all stakeholders in dialogue on how to improve LGA procurement performance	COGE ST	10.41	2.72	7.69	26%
02 Strengthened systems for monitoring LGA procurement		64.18	25.11	39.07	39%
01 Harmonising systems & indicators for monitoring compliance at LGA level	COGE ST	0.00	3.86	-3.86	0%
02 PMO-RALG strengthen RS	COGE ST	49.18	21.25	27.93	43%
03 Support for customization and interfacing of procurement MIS	COGE ST	10.45	0.00	10.45	0%
04 Support for training of RAS and District Internal Auditors in procurement audits and qual	COGE ST	4.55	0.00	4.55	0%
03 Civil society and media oversight of LGA procurement is supported		25.46	33.55	-8.09	132%
01 PPRA provides guidance and materials to CSO	COGE ST	14.54	0.00	14.54	0%
02 PPRA provides guidance and materials to media	COGE ST	5.91	24.02	-18.11	406%
03 PPRA engages with the Parliament LAAC	COGE ST	5.01	9.53	-4.52	190%
04 Action research, incentives and organisational structure		47.06	25.14	21.92	53%
01 Action research on LGA procurement practices, incentives and organisational structure	COGE ST	31.82	12.96	18.86	41%
02 Follow up to action research	COGE ST	7.50	10.76	-3.26	143%
03 Assessment of methodology, results and impact	COGE ST	6.82	0.00	6.82	0%
04 Set up and maintaining of LGA Procurement Capacity Database	COGE ST	0.92	1.42	-0.50	154%
05 LGA procurement performance strengthened		330.00	531.24	-201.24	161%
01 Formulation and updating of LGA procurement skills development plans	COGE ST	15.91	34.42	-18.51	216%
02 PMUs capacitated in critical procurement areas	COGE ST	16.36	24.11	-7.75	147%
03 Establishment of procurement training teams (TOT/ToC) for training/coaching of LGAs	COGE ST	20.41	14.77	5.64	72%
04 Support to LGA procurement training in identified areas	COGE ST	240.96	439.58	-198.62	182%
05 National Technical Assistant	REG IE	36.36	18.36	18.00	50%
X Budgetary reserve		0.00	0.00	0.00	0%
01 Budgetary reserve		0.00	0.00	0.00	0%
01 Budgetary reserve CO-MANAGEMENT	COGE ST	0.00	0.00	0.00	0%
02 Budgetary reserve OWN-MANAGEMENT	REG IE	0.00	0.00	0.00	0%
Z General means		137.65	138.53	-0.88	101%
01 Staff expenses		52.74	63.27	-10.53	120%
01 Financial Controller	REG IE	23.64	25.95	-2.31	110%
02 Accountant	REG IE	8.36	9.33	-0.97	112%
03 Secretary	REG IE	8.36	8.80	-0.44	105%
04 Driver	REG IE	12.38	17.99	-5.61	145%
05 Recruitment costs	REG IE	0.00	1.20	-1.20	0%
02 Investments		29.09	1.28	27.81	4%
01 Vehicles	REG IE	29.09	21.17	7.92	0%
02 Office equipment	REG IE	0.00	-21.27	21.27	0%
03 IT equipment	REG IE	0.00	1.38	-1.38	0%
04 Office Improvement works	REG IE	0.00	0.00	0.00	0%
03 Operational expenses		25.62	41.00	-15.38	160%
01 Services and maintenance costs	REG IE	5.45	10.51	-5.06	193%
02 Vehicle running costs	REG IE	7.10	12.96	-5.86	183%
03 Telecommunications	REG IE	1.96	1.21	0.75	62%
04 Office supplies	REG IE	3.64	1.72	1.92	47%
05 Missions	REG IE	3.64	8.50	-4.86	234%
06 Representation and external communication costs	REG IE	1.36	0.43	0.93	32%
07 Training	REG IE	0.68	2.45	-1.77	0%
08 Consultancy costs	REG IE	0.00	0.00	0.00	0%
09 Financial costs	REG IE	0.44	0.51	-0.07	116%
10 Other operational expenses	REG IE	0.91	2.07	-1.16	227%
11 Financial costs	COGE ST	0.44	0.64	3.00	145%
04 Audit and Monitoring and Evaluation		30.20	33.03	-2.83	109%
01 Monitoring and Evaluation costs	REG IE	18.18	33.03	-14.85	0%
02 Audit	REG IE	8.38	0.00	8.38	0%
03 Baseline	REG IE	0.00	0.00	0.00	0%
04 Backstopping	REG IE	3.64	0.00	3.64	0%
99 Conversion rate adjustment		0.00	0.00	0.00	0.00
99 Conversion rate adjustment	REG IE	0.00	0.00	0.00	0.00
99 Conversion rate adjustment	COGE ST	0.00	0.00	0.00	0.00
	REG IE	310.83	303.49	7.44	97.6%
	COGE ST	890.57	734.34	156.23	107.9%
TOTAL		991.50	1,037.83	-46.33	104.7%

5.6 Communication resources

The initial Project brochure has been updated and revised (in English and Swahili) and distributed to stakeholders at Project events. The project experience in Action research and procurement Skills Development Planning has disseminated to procurement stakeholders during the PPRA 10 Year's celebrations and the 8th East African Procurement Forum. The Project makes increasingly use of the PPRA website for project communication and a portal is being developed as part of PPRA website for publication and dissemination of final products (manuals, guides, etc.) Press is invited to project events and covered in the media.

Main technical outputs:

- Project Baseline Study report (February 2013);
- Local Government Capacity Building Formulation Workshop report (June 2013);
- Technical Backstopping Mission Report (September 2014);
- Mid Term Review Report (final, 2015);
- Action Research Reports (8 LGAs, various, 2014-2015);
- Joint Review of Action Research Reports (8 LGAs; 2015);
- Procurement Skills Development Plans (28 LGAs, 2014 and 2015);
- ToT Training Manual (2014);
- Procurement Guide for Outsourced Revenue Collection (final draft, 2015);
- Procurement Operational Manual for LGA procurement (final draft, 2015);
- Standard LGA Training Manual in Procurement and Contract Management (final draft, 2015);
- Four Lower Local Government Authorities Training modules (final draft, 2015): 1) procurement planning; 2) tender process; 3) contract management; 4) procurement records and reports (October 2015);
- Three PSDP Training Modules: 1) Use and Application of PPA – PPR for Local Government Authorities; 2) Procurement Planning for Local Government Authorities; 3) Procurement Record Keeping for Local Government Authorities (June 2015);
- Regional Secretariat System for Follow-up and Monitoring of Procurement in LGAs (final, June 2015).

Developed tools and instruments include:

- Procurement Capacity Needs Questionnaire for PMUs and RAS/LGAMSS (2013);
- Procurement Capability Assessment instrument for Lower Local Government Authorities (2013);
- Local Government Procurement Capacity Data Base (2013 onwards);
- Action research methodology for improving procurement in LGAs (2014); and
- Procurement Skills development Planning methodology and tools (2014-2015).

Technical Specifications include:

2013:

- Process ToR for the LG procurement capacity building formulation workshop and preparation of technical presentations;
- ToR and tender dossier for Consultancy services for development of LGA operational procurement manual;
- ToR and tender dossier for Consultancy for development of procurement guide for outsourced revenue collection in LGAs;
- ToR and tender dossier for Consultancy for development of procurement guide and manual for Lower Local Governments;
- ToR and tender dossier for Consultancy for refinement and development of LGA procurement training manual;

- ToR and tender dossier for ‘on-call’ advisory services in three Lots under indefinite service delivery arrangement;
- Tor for Action research 2013/14 in selected LGAs;
- Specifications (BoQs and drawings) and tender dossier for renovation of two zonal offices (PPRA);
- ToR for pre-contract and post-contract services of Kurasini renovations; and
- ToR and tender dossier for Consultancy services for procurement Capability Assessment of Lower Local Governments in Kongwa District.

2014:

- ToR for Consultancies for Formulation of procurement skills development plans in selected LGAs (final version);
- ToR and tender dossier for Enhanced system for support by RS/RAS office to LGA procurement (final version);
- ToR for Consultancy for Training of District Internal Auditors (delegated to GPSA);
- ToR for provision of Training Services (delegated to GPSA);
- Specifications for printing of manuals and guides (delegated to GPSA);
- ToR for development of four procurement training modules for Lower Local Government Authorities (with LGTI);
- ToR and tender dossier for development of ToT Training Manual (with LGTI);
- Specifications for PMU ICT equipment (GPSA call-off order); and
- ToR for Request of Training of LGAs and RAS/RS in Procurement Management Information System

2015:

- ToR for development of PSDP training modules (three lots);
- Specifications of stand-by generator PPRA Coast Zonal Office;
- ToR for Joint Review of Action research in 8 LGAs (three lots);
- Updated ToR for Consultancy for Training of District Internal Auditors (for contract);
- ToR for training of selected LGA staff in EPICOR with special focus on Material Management (delivered by PO-RALG)
- ToR for refresher training of selected LGA staff in use and application of the revised PMIS (delivered by PPRA)
- ToR and job description of NAT for Quality Assurance and Capacity Building

Project Presentations and Communication to Stakeholders:

- Procurement Governance Workshop: Action Research (July 2014);
- In-house learning meeting: Action research (August 2014);
- Project presentation to DPG-PFM (November 2014);
- Presentation on Project and Procurement in Tanzania to BTC Sector Infrastructure Days (November 2014);
- Presentation on PSDP and Action research experience to sector stakeholders during LGA Day of PPRA 10 Years’ Celebrations (May 2015);
- Development of project slogan with stakeholder: “manunuzi sahihi kwa maendeleo yetu” (March 2015);
- Printing of project T-shirts for distribution to stakeholders (May 2015);
- Project presentation to PFM KRA 6 partners and beneficiaries (October 2015);
- BTC Quarterly Newsletters;
- Distribution of BTC diaries to Project stakeholders (national; LGAs)
- Project brief June 2015 and stand at 8th EA Procurement Forum (September 2015);
- Project training schedules, updates and briefs (PPRA website);

- Short articles in Tanzania Procurement Journal / PPRA website; and
- Project outputs documented in PPRA Annual report 2014/15.

A total of 26 missions were conducted in 2015 with back-to-office reports, which are shared between PIU members