



**THE SUMMARY REPORT ON ASSESSMENT OF PUBLIC  
PROCURING ENTITIES ON COMPLIANCE/ PERFORMANCE  
WITH PROCUREMENT LAW, REGULATIONS AND  
PROCEDURES  
DURING THE FINANCIAL YEAR 2010-2011**

**APRIL, 2012**

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## List of acronyms

AOG	:Office de l’Auditeur Général
CHUK	:Centre Hospitalier Universitaire de Kigali
DAO	:Dossier d’Appel d’Offre
FER	:Fonds d’Entretien Routier
KHI	:Kigali Health Institute
MINEAC	:Ministry of Ester African Community
MINISPOC	:Ministry of Sport and Culture
MM	:Military Medical Insurance
NDIS	:National Decentralization Information system
NA	:Not applicable
NE	:Not evaluated
NURC	:National Unity and Reconciliation Commission
NISR	:National Institute of the Statistics of Rwanda
OECD	:Organization for Economic Cooperation and Development
QCBS	:Quality-Cost Based Selection
RADA	:Rwanda Agriculture Agency
RARDA	:Rwanda Agricultural Board
RDRC	:Rwanda Demobilization Integrated Commission
RLDSF	:Rwanda Local Development Support Funds
RPPA	:Rwanda Public Procurement Authority
PEs	:Procuring Entities
PSCBS	:Public Sector Capacity Building Secretariat
SFB	:School of Finance and Banking

## **I. Executive summary**

### **1. Introduction**

Rwanda has opted for the reform of its national public procurement system and has currently reached an advanced phase.

From being a fully centralised procurement system in the late 1990s to the fully decentralised procurement system from 20 February 2011, the public procurement system in Rwanda has undergone significant developments.

The law and regulations governing public procurement as well as standard bidding documents are now available to the public in general and to the users in particular. Besides, Rwanda Public Procurement Authority "RPPA" was established having a mission oriented towards regulation, capacity building and control.

In the framework of Monitoring, audit and evaluation of procuring entities and in order to get acquainted with challenges encountered by procuring entities from the time all responsibilities regarding contract awarding, signing and management were transferred to them.

To examine the level of compliance with the legal and regulatory framework, the Rwanda Public Procurement Authority "RPPA" carried out an assessment of all public procuring entities "PEs" as regards their compliance with public procurement procedures.

### **2. Objective of the assessment**

The objective of the assessment was to assess the performance and conformity of public procuring entities to public procurement operations. Most importantly, the assessment had to achieve the following objectives:

- to provide an overview of procurement practices in public procuring entities;
- to highlight eventual constraints and challenges encountered by procuring entities;
- to rank all procuring entities according to their level of compliance with the public procurement law and regulations;
- formulate recommendations to address constraints and weaknesses identified in the procurement system.

### **1. Assessment methodology**

The assessment was carried out in 2 phases on contracts awarded by PEs during the financial year 2010-2011.

The first phase that started from 12<sup>th</sup> September to 7<sup>th</sup> October 2011 was the preliminary/eliminary phase and was carried out in 135 procuring entities out of 144 that were planned for the assessment.

This phase was a self-assessment whereby all PEs were provided with questionnaires that helped them to auto-assess and was followed by a counter checking by RPPA officials to select the 30 best performing PEs for the second phase.

The 2<sup>nd</sup> Phase was post qualification phase scheduled from 16<sup>th</sup> to 31<sup>st</sup> December 2011 and was carried out in the 30 first best ranked procuring entities, after the pre-qualification phase.

It should be noted that after phase 1 of the assessment, each and every procuring entity received the results of phase1 for comments on them so that, if need be, the score obtained by any PE might be changed after discussion between assessors and any internal tender committee.

## **2. Scope of the assessment**

The first phase of the assessment was planned to be carried out in 144 PEs all over the country, on all the contracts awarded during the financial year 2010-2011.

The number of Procuring entities that were planned to be assessed was reduced from 144 to 135 due to various reasons. There were 3 PEs, namely AOG, Direction General of Immigration and Emigration and Rwanda Investment Climate that were not ready due to unknown reasons, 5 PEs refused to receive the RPPA Auditors on the grounds that their procurement officers were on their annual leave during the assessment period.

Those are Rwanda Military Hospital, RLDSF and SFAR. RADA was combined with RAB and could not be assessed whereas the National Archives was no longer a procuring entity as its tenders are now being awarded by MINISPOC on behalf of the former.

Like in the first phase, the number of Procuring entities that were selected for the second phase of assessment was reduced from 35 selected to 30 due to different reasons. There were 4 procuring entities which were not ready to be assessed due to the Auditor General audit that was taking place at the time. Those were CHUK, Kigali Health Institute, MINEAC and National Unity and Reconciliation Commission. ISAR and RARDA refused to receive the Auditors for unclear reasons.

## **3. Used Procurement indicators**

For the phase of self assessment, the following 7 indicators were used to select 35 first PES to be assessed in the second phase of assessment:

- i. preparation of 2010-2011 procurement plan;
- ii. conformity of this procurement plan with the format provided for by RPPA and its publication to procuring entity website or on dgmarket website;
- iii. number of tenders awarded through open bidding;
- iv. percentage of tenders that were publically advertised as required by procurement law i.e. publication in newspapers, respect of the legally prescribed period for bid preparation, etc.
- v. number of signed contracts published;
- vi. number of tenders awarded as planned in the procurement plan; and
- vii. number of contracts completed as provided in the annual procurement plan.

The indicators used for the second phase of the assessment were based on the following:

- i. existence of preliminary studies for tenders for works whose value was higher than ten million Rwandan francs;
- ii. percentage of tenders awarded through methods as was planned in the 2010-2011 procurement plan;
- iii. percentage of invitations to tender where, at least, 3 bidders had submitted their bids;
- iv. percentage of contracts other than consultancy services that were awarded basing on the most advantageous evaluated bid;
- v. percentage of consultancy services tenders that were awarded through QCBS method;
- vi. percentage of the payments made within specified contract period;
- vii. percentage of the payment done within 45 days after reception of invoice;
- viii. tenders paid not later than 2 months after the reception of invoice;
- ix. contracts that were not amended before 3 months following the contract signature;
- x. number of contracts that that did not exceed 15% of the initial contract amount;
- xi. number of contract completed within the contract execution period;
- xii. existence of inspection and acceptance committee report,
- xiii. filing system.

#### **4. The scoring in this assessment:**

##### **4.1. The scoring in the pre-qualification phase:**

In this assessment, a score from 3 to 0 points is applied. The score 3 indicates the complete realization of the criterion indicated; score 2 is awarded to where the conformity is not quite satisfactory and needs to be improved; score 1 is awarded to where a considerable work is still need for some improvement; and score 0 stands for a failure. [\(see appendix 1 and 2\)](#)

The thirty graded entities shortlisted for the second phase of evaluation in verifying their conformity and their performance in compliance with the following criteria:

##### **4.2. The scoring in the post-qualification phase**

During that phase, the evaluation will dealt with the conformity and performance in the procurement operations and in the management of contracts.

For this phase, scores vary from 1 to 0 points, that is to say that 1 point is awarded when the criterion is reached and in the opposite case the score is 0.

The number of criteria of evaluation for this phase is 15 as they are shown in the [appendix 4](#).

The maximum score is 15 points (score **b**).

*N.B: In case there is one or several indicators *not evaluated due to the non applicability for any entity, the simple rule of proportionality (rule of three) is applied in order to weight the score out of 15 points.**

### 4.3. Combination of scores of both phases (1 and 2)

The determination of final score of the entity ( $Sf_e$ ) included the combination of the two scores and that is calculated out of 20 points as follows:

The score of the first phase (score **a**) is converted to **5 points** and then added to the score of the second phase (score **b**) out of 15 points.

The formula to apply was  **$Sf_e = (a/4) + b$**

At the end of this operation, the entities are ranked, starting with the one which has obtained the highest score.

## 5. General Findings

This report highlights both the first pre-qualification and the post-qualification phase results and the level of each procuring entity in conformity with public procurement law, regulations and procedures and scores that obtained by the procuring entities in answering 25 questions related to the 22 procurement compliance indicators.

The preliminary phase ranked the 30 best performing procuring entities and the post-qualification ranked the best procuring entity in public procurement where the Rwanda Bureau of Standards emerged the best performing entity with 80%.

The best 10 PEs are following: RBS, RDRC, Land Registrar Titles Office, PSCBS, Huye District, CNTS, Karongi District, CHUB, Southern Province and Nyabihu District with a score of 59.6%.

Among the general weaknesses noticed vis-à-vis the compliance indicators used during this assessment include, to mention but a few, the following:

- poor filing system of procurement documents is the major weakness noticed during this assessment in a big number of PEs;
- delay in payment of executed tenders especially in tenders awarded by Districts;
- not publishing contract awards
- in most cases, tenders for works delay in their completion;
- there is still a big number of tenders (in value and number) that are awarded through non open competitive methods;
- there are still tenders for works whose value is higher than 10 million Rwandan francs which are advertised and awarded without any prior study;
- many procuring entities still award tenders that are not planned;
- there are still some tenders that do not respect the legally prescribed period for bid preparation;
- big number of tenders where, at least, 3 bidders responded to the invitation to bid ;
- there is still lack of inspection and acceptance reports on completed tenders;
- there are still some PEs that evaluate some tenders basing on other evaluation criteria than those indicated in the tender documents.

However, in Rwandan procurement system there are many areas, in respect of the procurement performance indicators, where PEs showed satisfactory performance, namely:

- availability of prior studies of tenders for works whose value was higher than ten million Rwandan francs;
- low percentage of tenders that were amended within 3 months following the contract signing;
- percentage of awarded tenders of works and goods basing on the most advantageous evaluated bidder;
- big number of tenders awarded basing on criteria provided in the tender document;
- big number of consultancy services tenders awarded on the basis of QCBS method.

## 6. General recommendations

After having analysed the result of the assessment of the performance in public procurement on the 135 Procuring entities, our recommendations are formulated in order to address weaknesses and irregularities showed by this assessment.

For corrective measures, the PEs should ensure that the following activities are seriously implemented:

- i. RPPA should enforce training of the Tender Committees, Procurement Officers and Chief Budget Managers on the law N°12/2007 of 27/03/2007, Ministerial order N° 001/08/10/MIN of 15/01/2008 and regulations related to the Public Procurement Operations;
- ii. publish results of tenders evaluation promptly after the contract signing;
- iii. advertisement of tenders that have sufficient funds and payment to contractors as provided for in the contracts;
- iv. respect of annual procurement plan for awarding tenders;
- v. all tenders for works whose value is higher than 10,000,000 RwF should have a prior study and PEs should provide mechanism for works supervision,
- vi. each and every tender should be awarded through procurement method in accordance with the law;
- vii. open competitive method should be the preferred procurement method as much as possible;

- viii. submit the procurement monthly progress report on the execution of the procurement plans to RPPA in conformity with the law and other regulations on the public procurement;
- ix. to improve the filing systems in public procurement;
- x. for urgent activity, in case of emergency, there must be consultation between Procuring entity's management team and tender committee before awarding tenders. The consultation should conclude whether to drop out the activity or doing it. If PEs decide to award tenders, they should be as transparent and fair with bidders as possible;
- xi. the Government should conduct a study on the contractors' complaints regarding public institutions delays in paying them.

## II. ASSESSMENT RESULTS

### 2.1. COMPLIANCE/PERFORMANCE INDICATORS

Compliance/performance indicators used were intended to provide information based on the review of data collected from procurements carried out by procuring entities during the financial year 2010-2011. For the phase 1, auto- assessment, 7 indicators were chosen while 15 compliance/performance indicators were used for the second phase of assessment.

The compliance/performance indicators which are adapted from OECD performance indicators helped the auditors to identify those areas where the compliance or performance is weak and where a more detailed investigation of deficiencies and their probable causes may be warranted.

### 2.2. COMPLIANCE INDICATORS USED FOR PHASE 1 OF THE ASSESSMENT

#### 2.2.1. INDICATOR 1: PROCUREMENT PLAN

From the table N<sup>o</sup>3 it is noted that:

- All the **135 (100%)** assessed PEs had annual procurement plan (**Indicator 1A**)
- **110/135** i.e. 81.5 % of the available procurement plans did confirm to the standard model provided by RPPA (**indicator 1B**)
- **109** out of **135** i.e. **80.7%** of assessed PEs had published their procurement plans either on their websites or on dgmarket website (**Indicator 1**)

**2.2.2 INDICATOR 2: PROCUREMENT CARRIED OUT THROUGH OPEN TENDERING (BY NUMBER & VALUE)**

Percentage of awarded tenders through open competitive method	<75%	75-80%	80-89%	90-100%
<b>Percentage of PEs</b>				
<b>Indicator 2a:</b> percentage of tender <b>in value</b>	42/135 (31.1%)	6/135 (4.5%)	30/135 (22.2.)	57/135 (42.2%)
Percentage of awarded tenders through open competitive method	<70%	70-74%	75-79%	>=80
<b>Indicator 2b:</b> percentage of tender <b>in number</b>	98/135 (72.6%)	8/135 (5.9%)	9/135 (6.7 %)	20/135 (14.8%)

**2.2.3 Indicator 3: Time (in days) allowed for submission of international and national tenders**

According to the procurement regulations, the minimum prescribed period for bid preparation is 30 days and 45 days for national tenders and international tenders respectively.

The assessment indicated the following level of compliance with this indicator as shown in the table follows:

Number of tenders that respect the prescribed period for bid preparation	100%	95-100%	90-95%	<90%
Number of assessed procuring entities	36.3% (49/135)	43.7% (59/135)	11.8% (16/135)	32.6% (44/135)

#### 2.2.4 Indicator 4: Publication of contract awards

The procurement law specifies that all contracts awarding results must be published after contract signing.

The assessment carried out indicated the following results in relation to this indicator

Number of contracts awards that were publicized on the PEs websites	90-100%	80-89%	70-79%	<70%
Number PEs	6% (8/135)	0.7% (1/135)	0% 0/135	93.3% 126 /135

#### 2.2.5. Indicator 5: Submission of monthly progress report to RPPA before 15<sup>th</sup> of the month following the one the report is prepared for

Number/Submission of monthly progress report before 15 <sup>th</sup> of the month following the one the report is prepared for	12 reports	9 to 11 reports	7 to 8 reports	Below 7 reports
Number PEs	8.9% (12/135)	11.8% (16/135)	17.8% 24/135	61.5% 83/135

- **12/135** of PEs i.e. **8.9%** of audited procuring entities submitted all 12 monthly procurement reports in accordance with RPPA circulars requesting all PEs to submit these reports every month before the 15<sup>th</sup> of the month following the one the report is prepared for;
- **16/135** i.e. **11.8%** of procuring entities submitted 9 to 11 monthly procurement reports in accordance with the procurement regulations whereas;
- **24/135** i.e. **17.8%** procuring entities submitted 7 to 8 monthly procurement reports;
- **83/135** i.e. **61.5%** procuring entities did not submit the monthly procurement reports before 15<sup>th</sup> of the month following the report is prepared for.

### **2.2.6 Indicator 6: Percentage of tenders awarded within the period provided for in the annual procurement plan**

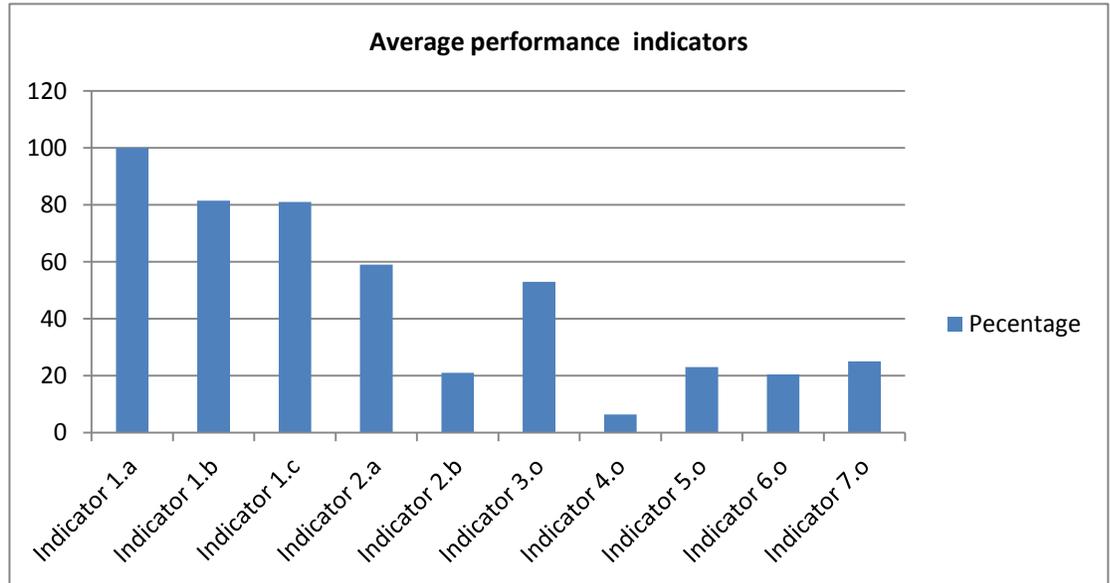
Percentage of tenders awarded within the period provided for in the annual procurement plan	100%	90-100%	75-89%	<75%
Number PEs	8.9% (12/135)	10.4% (14/135)	14% 19/135	66.7% 90/135

- Only **12/135** Procuring entities (**8.9%**) awarded to 100% of their contracts within the periods provided for in the annual procurement plan;
- **14/135** i.e. **10.4%** of procuring entities awarded between 90-100% contracts within the period that was provided for in the annual procurement plan;
- **19/135** i.e. **14%** procuring entities awarded between 75-89 % within the period provided for in the annual procurement plan;
- **90/135** i.e. **66.7%** procuring entities did not respect the period planned in the annual procurement plan.

### **2.2.7 Indicator 7: Number of contract completed within the period provided for in the annual procurement plan**

Number of contract completed within the period provided for in the annual procurement plan	90-100%	80-89%	70-79%	<70%
Number PEs	14.1% (19/135)	13.3% (18/135)	7.4% 10/135	65.2% 88/135

- Only **19/135** procuring entities i.e. **14.1%** , 90-100% of completed contracts respected the planned period in the annual procurement plan;
- **18/135** procuring entities i.e. **13.3%** procuring entities completed 80-89% of their contract within the planned period in the annual procurement plan;
- **10/135** procuring entities i.e. **7.4%** procuring entities completed 70-79% of their contract within the planned period in the annual procurement plan;
- **88/135** i.e. **65.2%** contracts did not respect the completion period planned in the annual procurement plan.

**Figure1: Average performance for all 135 PEs (see appendix 1and 2)**

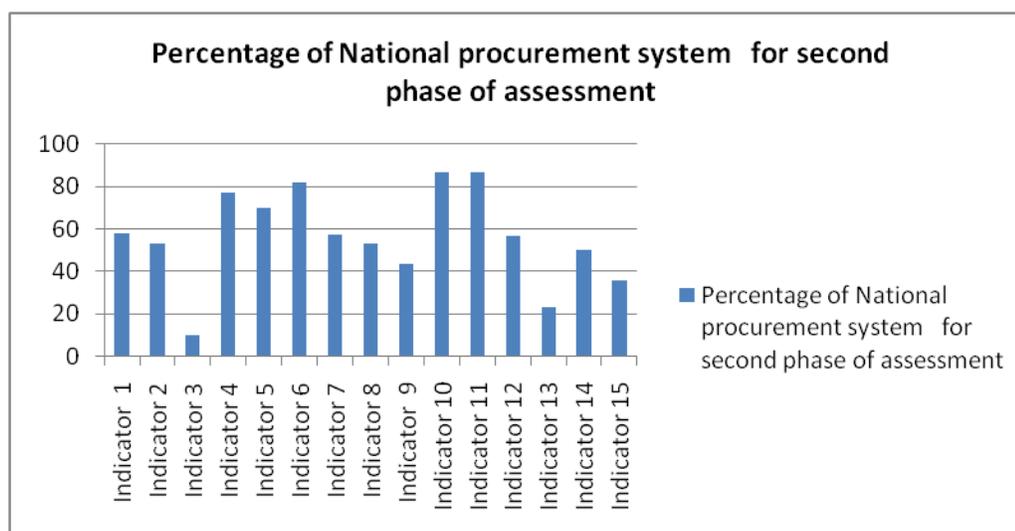
## 2.5. PHASE II'S PEs COMPLIANCE RESULTS

As explained in executive summary of this report, 35 best procurement performing procuring entities were selected after the 1<sup>st</sup> phase of the assessment but only 30 were ready to be assessed for the second phase of the assessment

The following table shows the level of compliance of 30 PEs assessed for the second phase of assessment-post qualification assessment as indicated in the **Appendix N° 4**.

Indicator	Description	Result of the assessment
2.1	Percentage of tenders of works whose value exceed 10 million Rwandan francs that had prior studies and tender document before the advertisement of the tender	<b>11/19 (57.9%)</b> of the assessed procuring entities had all tenders of the value of 10,000,000rwf that had prior study and tender document before the advertisement of the tender
2.2	Tenders that were awarded through procurement methods that were planned	Only <b>16/30 (53.3%)</b> of procuring entities awarded 100% of their tenders through the planned procurement methods
2.3	Tenders for which at least 3 bidders responded to the invitation for bids	Only <b>3/30</b> procuring entities had 10% of tenders for which at least 3 bidders responded to the invitation for bids
2.4	Percentage of bids evaluated basing on the criteria of the tender document	The post qualification assessment results showed that only <b>23/30 (77%)</b> assessed procuring entities had evaluated all tenders basing on tender documents criteria and <b>7/30 (23%)</b> of PEs evaluated at least one tender using evaluation criteria other than those indicated in tender documents.
2.5	Contracts for works and goods awarded basing on the most advantageous evaluated bid	The assessment results showed that only <b>21/30 (70%)</b> awarded all contract basing on the most advantageous bid
2.6	percentage of consultancy tenders that were awarded on the basis of QCBS	It is advisable that to award tenders for consultancy services basing on QCBS. The assessment showed that only <b>18/22 (82%)</b> PEs awarded 100% of their consultancy services tenders basing on the QCBS method
2.7	Contract paid within the contract terms	<b>17/30 (57%)</b> of assessed procuring entities paid more than 80% of the executed contract within the agreed contract terms

2.8	Payment made without delay of more than 2 months	<b>16/30 (53.3%)</b> of assessed paid more than 10 % of all contract before 2 months following the reception of invoice/request for payment
2.9	Payment done between 45 days and two months following the reception of the request for payment	<b>13/30 (43.33%)</b> assessed procuring entities paid less than 10% of their contracts between 45 days and 2 months after receiving the request for payment
2.10	Procuring entities that had amended less than 10% of the awarded contract within 3 months following the contract signing	<b>26/30 (86.6%)</b> of the assessed PEs amended less than 10% of the awarded contracts within the 3 months following the contract signing
2.11	Contract whose final cost exceeded more than 15% of the initial contract	<b>26/30 (86%)</b> of the assessed PEs had less than 10% of the contracts that exceeded 15% of their initial contracts
2.12	Contract execution delayed by more than 25% of the contract execution period for unacceptable reason	<b>17/30 (56.67%)</b> of the assessed procuring entities had less than 10% of the contracts delayed 25% of the contract execution for unacceptable reason
2.13	Number of tenders that there were complaints about evaluation results	Only <b>7/30 (23.3%)</b> procuring entities receive complaints about more than 50% of awarded contracts
2.14	Tenders that had inspection and acceptance reports	Only <b>15/30 (50%)</b> of the assessed procuring entities had inspection and acceptance reports for more than 90% of the executed tenders
2.15	Filing system	Only <b>11/30 (36.6%)</b> of the assessed procuring entities had 100% of the required procurement documents for awarded and executed contracts

**Figure 2: Level of performance indicators to the PEs in the second phase of assessment** (see append 4)

### III. ANALYSIS OF OVERALL RESULTS OF THE ASSESSMENT AND PROPOSED RESOLUTION OF NOTED WEEKNESSES

SN	CRITERION	TARGET	NUM BER OF PE	Total PEs	PERCENTAGE (%)	REMARKS	PROPOSED RESOLUTION OF PROBLEMS
1	Percentage of the tenders of works whose value is over 10.000.000 FRW requiring prior study, bill of quantities and tender documents prepared by the Client	100%	11	19	57.9%	19 out of 30 PEs were concerned by this indicator and 11 of them respected it.  8 PEs did not respect this indicator due to lack of funds, urgency, incapacity of staff or negligency.	All PEs must budget for consultancy services tenders related to the study and supervision of works to be executed Good planning from PEs side
2	Percentage of contracts awarded for competitive and non competitive, all procurement methods according to the provisions of the procurement Law	100%	16	30	53.3		- PEs management should ensure that all tenders are awarded through procurement methods as planned in the annual procurement plan - Enough and Skills of the competent staff

3	Percentage of invitations to bid for which the number of bidders is at least 3	$\geq 95\%$	3	30	10	<ul style="list-style-type: none"> <li>- Weakness in preparation of the invitation to bid,</li> <li>- Poorly prepared bidding documents/ ToRs</li> <li>- Tough/strict over requirement</li> </ul>	Enough competent staff Amelioration in preparation of tender document
4	Percentage of bids evaluated basing on the criteria included in the tender document (DAO)	100%	23	30	76.7	poorly prepared tender document /To Rs , Bad evaluation and some evaluation criteria were modified intentionally	Enough Competent staff Sanctions to those officials that change evaluation criteria
5	Percentage of contracts of works, goods, and services other than consultants awarded basing on the most advantageous evaluated bid	100%	21	30	70	<ul style="list-style-type: none"> <li>- Carelessness</li> <li>- Change evaluation criteria</li> <li>- Arithmetic correction badly done</li> </ul>	Enough Competent staff Careless in doing arithmetic correction
6	Percentage of consultancy services contracts awarded on the basis of QCBS method	$\geq 95\%$	18	22	81.8	Lack of competent staff in Consultancy service tenders	enough Competent staff Enough training in technical proposal evaluation
7	Percentage of the payments made within specified contract terms	$\geq 80\%$	15	30	50	Bureaucracy Delayed payment system, weak elaboration of contract, Errors in the procurement	Special study on why payment of executed tenders is said by many contractor to delay should be conducted by government to come up with recommendations to mitigate this problem

						process and procedures, insufficient funds, Lack of capacity in procurement and contract management, Attitude and mindset of the public officials etc.	
9	Contracts which are amended within 3 months of contract signature (there could be cases with justifiable reasons)	Not more than 10% of the sample of reviewed cases for unforeseeable reasons	26	30	86.7	Weak elaboration of Bidding document, ToRs, Weak planning	Good preparation of the DAO/To Rs
10	Contracts whose final cost exceeded the original contract price by 15% or more (many could be for justified reasons)	Not more than 10% of the sample of reviewed cases for unclear reasons	26	30	86.7	Poor study and Weak elaboration of bidding document, ToRs, Weak planning,	Good study and preparation of the DAO/To Rs
11	Contracts execution delayed by more than 25% of the original timetable for unacceptable reasons	Not more than 10% of the sample of reviewed cases	17	30	56.7	- Weak supervision of tenders, enough competent staff, Payment system, - unprofessional	Good supervision, Amelioration of the payments system Awareness campaign of contractors

		for unclear reasons				nal contractors and technical and financial capacity of contractors	
12	Inspection reports to determine whether goods, equipment or works meet technical specifications/design	>=90%	15	30	50	Lack supervision mission, lack of inspection and acceptance committee carelessness	Amelioration of the supervision , Establishment of inspection and acceptance tender committees in all PEs Follow up of the implementation of the internal control and audit manual- Public procurement
13	Percentage of contracts for which documents filed are complete	100%	11	30	36.7	Weak filing system ( PO and Ac. officer), Not accountability	Effort in filing system is needed Instauration of the E-filing system

**APPENDIX (1,2 and 4)**

**Appendix 1: Criteria, target, Score and source of verification in the pre-qualification phase:**

N°	Criterion	Target	Score		Source of verification
1	The annual procurement plan exists and has been published at the latest on the last day of the first month of the financial year	Exists, conform to the model and has been published	If exists	1 point	Web site of RPPA, the entity or the dgmarket <a href="#">Imvahonshya</a> , <a href="#">New times</a>
			If it is complying with the standard model	1 point	
			If it has been published	1point	
2	The open competitive tendering methods used	At least 90% of tenders are awarded through the open competitive tendering method (in terms of Value)	90-100%	3 points	Annual plan/ Annual report
			80-89%	2 points	
			75-79%	1 point	
			<75%	0 point	
		At least 80% of tenders, awarded during the financial year, appear in the annual plan (in terms of Number)	>=80%	3 points	Procurement plan/ Monthly reports/ Annual reports
			75-79%	2 points	
			70-74%	1 point	
			<70%	0 point	
3	The tender notices planned for all tenders to be awarded through the open competitive tendering method (national and international) were widely published	At least 90% of all the tender notices were published in conformity with the regulation deadlines	100%	3 points	Website of entity or dgmarket <a href="http://www.market.rw">www.market.rw</a>
			95-100%	2 points	
			90-94%	1 point	
			<90%	0 points	

4	The results concerning the award of tender must be published	The results of all the tenders awarded are published (regardless of the tendering method used : all tenders whose value is above 100,000	100%	3 points	
5	Progress reports on the execution of the annual plan have been transmitted on monthly basis to the RPPA not later than the 15 <sup>th</sup> of the month following the one of the report is prepared for	100% of the monthly reports have been transmitted to the RPPA in accordance with the proposed schedule at the latest on the 15 <sup>th</sup> of the month following the one of the report is prepared for	100%	3 points	Monthly reports
			<100%	0 points	
6	Percentage of tenders awarded within the periods provided for in the annual procurement plan of the contract (verifying the date of the signature of contract)	At least 75% of tenders were awarded not later than the dates provided for in the procurement plan	100%	3 points	Monthly reports
			90-100%	2 points	
			75-89%	1 point	
			<75%	0 points	
7	Percentage of tenders completed within the periods provided for in the annual procurement plan	At least 60% tenders were completed not later than the periods provided for in the annual procurement plan.	85- 100%	3 points	Monthly reports
			70-84%	2 points	
			60-69%	1 point	
			<60%	0 point	
	<b>Total (maximum score a)</b>			<b>24 points</b>	

**Appendix 2: Questions and answers to be provided by procuring entity (self assessment) are recapitulated in the table below:**

N°	QUESTIONS	ANSWER	PERCENTAGE	AWARDED MARKS	REMARKS
1.	a) Did the procurement plan for the financial year 2010-2011 exist?	YES	NA	/1	
	b) If the answer to a) is yes, was the procurement plan published on PE's website and on dg market websites?	YES	NA	/1	
	c) If the answer to a) is yes, did the procurement plan conform to the format provided by RPPA?	YES/NO	NA	/1	
2.	a) How many tenders were awarded through open tendering method (in terms of value)?			/3	
	b) How many tenders were awarded through open tendering method (in terms of numbers)?			/3	
3.	How many tender notices were (issued through open tendering method) published in conformity with the regulation deadlines? (the described advertisement period)			/3	
4.	How many awarded tenders that were disclosed to the public on the PE website?			/3	
5.	How many monthly progress reports were transmitted to the RPPA in accordance with the proposed schedule at the latest on the 15 <sup>th</sup> of the month following the one of the report?			/3	
6.	How many tenders awarded within the periods provided for in the annual procurement plan (Contract signature)?			/3	
7.	How many tenders were completed within the periods provided for in the annual procurement plan?			/3	
			<b>Total</b>	<b>/24</b>	
			<b>Average</b>	<b>/20</b>	

**Appendix 4: Criteria of the evaluation post-qualification phase**

<b>N°</b>	<b>Principles</b>	<b>Dimensions of Performance</b>	<b>Data to be Collected, and type of analysis</b>	<b>Targets</b>	<b>Score</b>
1.	Economy		% of the tenders of works whose value is over 10.000.000 FRW requiring prior study, bill of quantities and tender documents prepared by the Client	100%	1
2.	Transparency and Accountability		% of contracts awarded for competitive and non competitive, all procurement methods according to the provisions of the procurement Law	100%	1
3.	Competition and Economy	Level of competition	% of invitations to bid for which the number of bidders is at least 3	>= 95%	1
4.	Equity	Evaluation process	% of bids evaluated basing on the criteria included in the tender document (DAO)	100%	1
5.	Economy	Evaluation process	% of contracts of works, goods, and no consultancy services awarded basing on the most advantageous evaluated bid	100%	1
6.	Integrity		% of consultancy services contracts awarded on the basis of QCBS method excluding individual consultancy services	>=95%	1
7.	Economy and Efficiency	Payment process	Payments made within specified contract terms	>=80%	1
8.	Economy and Efficiency	Payment process	Payments made within specified contract terms	No delays of more than 2 months in more than 10% of the sample of the reviewed cases	1
9.	Economy and Efficiency	Payment process	% of payments done after 45 days	<10%	1
10.	Economy and Integrity	Contract variations	Contracts which are amended within 3 months of contract signature (there could be cases with justifiable reasons)	Not more than 10% of the sample of reviewed cases for unforeseeable reasons	1

N°	Principles	Dimensions of Performance	Data to be Collected, and type of analysis	Targets	Score
11.	Economy and Integrity	Contract prices	Contracts whose final cost exceeded the original contract price by 15% or more (many could be for justified reasons)	Not more than 10% of the sample of reviewed cases for unclear reasons	1
12.	Economy, Efficiency and Integrity	Contract execution time	Contracts execution delayed by more than 25% of the original timetable for unacceptable reasons	Not more than 10% of the sample of reviewed cases	1
13.	Transparency, Fairness and Integrity	Extent of complaints	Number of complaints	Not less than 5% or more than 50% of tenders awarded during the year	1
14.	Effectiveness	Specifications Compliance	Inspection reports to determine whether goods, equipment or works meet technical specifications/design	≥90%	1
15.	Accountability	Grade	Percentage of contracts for which documents filed are complete	100%	1
<b>Maximum score:</b>					<b>15 marks</b>