

REPUBLIC OF RWANDA



RWANDA PUBLIC PROCUREMENT AUTHORITY (RPPA)

**AVENUE KN 73 AV, KIGALI-RWANDA.
GRAND PENSION PLAZA, 10th FLOOR
P. O .Box: 4276,
E-mail: rppa@rwanda1.com**

RPPA ANNUAL ACTIVITY REPORT 2011-2012

September 2012

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ACRONYMS

AGF	: Automobile Guarantee Fund
CHUB	: University Teaching Hospital of Butare
CHUK	: University Teaching Hospital of Kigali
CID	: Criminal Investigation Department
CNDP	: National Curriculum Development Center
CNLG	: National Commission for the Fight against Genocide
DHCP	: Dynamics Host Configuration Protocol
EAPPF	: East African Public Procurement Forum
EPR	: Eglise Presbytérienne au Rwanda
EWSA	: Energy, Water and Sanitation Authority
FARG	: Fonds d'Aide aux Rescapés du Génocide
GMO	: Gender Monitoring Office
GoR	: Government of Rwanda
ICT	: Information and Communication Technology
ILPD	: Institute of Legal Practice and Development
IMA	: International Management Academy
IPAR	: Institute of Policy Analysis and Research
IPRC	: Integrated Polytechnic Regional Centre
IRST	: Institute of Scientific and Technical Research
ISAE	: High Institute of Agriculture and Animal Husbandry
KHI	: Kigali Health Institute
KIE	: Kigali Institute of Education
KIST	: Kigali Institute of Science and Technology
MHC	: Media High Council
MIDIMAR	: Ministry of Disaster Management and Refugee Affairs
MIFOTRA	: Ministry of Public Service and Labour
MINAGRI	: Ministry of Agriculture
MINALOC	: Ministry of Local Government
MINEAC	: Ministry of East African Community
MINECOFIN	: Ministry of Finance and Economic Planning
MINEDUC	: Ministry of Education
MINICOM	: Ministry of Commerce
MININFRA	: Ministry of Infrastructure
MINIRENA	: Ministry of Natural Resources
MINIYOUTH	: Ministry of Youth and Information and Communication Technology
MMI	: Military Medical Insurance
MPD	: Medical Production Division
MTEF	: Medium-Term Expenditure Framework
NAEB	: National Agriculture and Export Development Board
NCHR	: National Commission for Human Rights
NDIS	: National Decentralization Implementation Secretariat
NICI	: National Information and Communication Integrated Strategy
NIRP	: National Independent Review Panel

NISR	: National Institute of Statistics of Rwanda
NPO	: National Post Office
NPPA	: National Public Prosecution Authority
NUR	: National University of Rwanda
NURC	: National Unity and Reconciliation Commission
OAG	: Office of Auditor General
OECD	: Organisation for Economic Cooperation and Development
ONATRACOM	: Office National de Transport en Commun
ORINFOR	: Office Rwandais d' Information
PEs	: Procuring Entities
PSC	: Public Service Commission
PSCBS	: Public Sector Capacity Building Secretariat
RALGA	: Rwanda Association of Local Government Authorities
RAMA	: La Rwandaise d'Assurance Maladie
RBC	: Rwanda Biomedical Center
RBS	: Rwanda Bureau of Standards
RCA	: Rwanda Cooperative Agency
RCS	: Rwanda Correctional Service
RDB	: Rwanda Development Board
RDRC	: Rwanda Demobilization and Reintegration Commission
REB	: Rwanda Education Board
REMA	: Rwanda Environment Management Authority
RHA	: Rwanda Housing Authority
RHCC	: Rwanda Health Communication Center
RIAM	: Rwanda Institute of Administration and Management
RICP	: Rwanda Investment Climate Project
RLDSF	: Rwanda Local Development Support Fund
RMH	: Rwanda Military Hospital
RMH	: Rwanda Military Police
RNP	: Rwanda National Police
RNRA	: Rwanda Natural Resources Authority
RPPA	: Rwanda Public Procurement Authority
RAA	: Rwanda Revenue Authority
RSSB	: Rwanda Social Security Board
RSSP	: Rural Sector Support Project
RTDA	: Rwanda Transport Development Agency
RURA	: Rwanda Utilities Regulatory Agency
SFAR	: Student Financing Agency of Rwanda
SFB	: School of Finance and Banking
WDA	: Workforce Development Agency

FOREWORD

This report presents the achievements of Rwanda Public Procurement Authority during the fiscal year 2011-2012. It is meant not only for political decision makers but also for the general public they represent as well as development partners so that they take into account the efforts made to ensure the optimal management of resources made available for public institutions. The report shows different types of activities carried out by all units of RPPA in the period from 1st July 2011 to 30th June 2012.

Through this report, we would like to express our gratitude to the Government of Rwanda, and development partners that during this year spared no effort to enable the Rwanda Public Procurement Authority achieve its objectives. Let our thanks also go to members of the Board of Directors in particular, and to the staff of the Rwanda Public Procurement Authority in general, for the commitment they all displayed in the fulfilment of their duties.

Last but not least, may all the administrative entities, partners of the RPPA, accept our sincere gratitude for their frank collaboration and support.

MUGABO Damien
Chairperson
Board of Directors



EXECUTIVE SUMMARY

For a better performance and to achieve its mission, Rwanda Public Procurement Authority developed an action plan for the year 2011/2012. Since February 20, 2011 the RPPA ceased to directly deal with tender awarding for procuring entities. The latter were given full responsibility to award all tenders. Therefore, this activity is no longer among the activities of RPPA.

This activity report focuses mainly on the following: audit and monitoring of procuring entities, capacity building, and enhancement of legislation through the revision of some legal texts and provision of advice, and other areas of the institution's responsibilities such as financial management, human resource management as well as ICT.

Regarding capacity building in procurement, members of Independent Review Panels at District and national levels were trained on the basic procedures of public procurement and on procedures of reviewing procuring entities decisions. In addition, RPPA staff provided training for procurement officers and tender committee members from different procuring entities on basic procurement procedures. The total number of people that were trained was 1121.

Concerning monitoring and audit, 66 procuring entities against 65 scheduled were audited in this fiscal year 2011-2012 (i.e. **101.5%**). Also out of **3,532** tenders awarded by the audited entities, **2,245** of them were audited (**63.56%**) in order to assess the level of compliance with the law and regulations by procuring entities. All 37 planned construction works sites were visited in order to assess the situation of ongoing executed tender contracts.

As for legal issues, the policy, legislation and investigation unit provided advice to government institutions and reviewed some legal texts on public procurement. It represented RPPA in courts of law, provided the reference prices, updated the blacklist of fraudulent suppliers, among other activities.

0. INTRODUCTION

The Rwanda Public Procurement Authority was established on 30/12/2007 by the law n°63/2007 establishing the Rwanda Public Procurement Authority (RPPA) and determining its mission, organization and functioning and replaced by the law no 25/2011 of 30/06/2011.

RPPA's vision is to make Rwanda the centre of regional excellence in public procurement and its mission is to achieve the best value for money for the government of Rwanda by setting up procurement standards, guidelines, and procedures, building capacity and monitoring procurement proceedings in order to ensure competition, economy, transparency, fairness, efficiency, accountability and zero tolerance to corruption in all public procurement activities.

The main function of Rwanda Public Procurement Authority is to regulate, monitor and build capacities in public procurement and this report summarizes activities that were carried out in relation to responsibilities of RPPA during the fiscal year 2011-2012 as detailed in the following pages. These activities are grouped in five parts namely: activities of the Board of Directors, monitoring and audit, capacity building, legal affairs and management of resources.

The report shows the Board's supervisory and decision making activities. In monitoring and audit, the report shows the entities audited, audit findings and audit recommendations. In capacity building, the report shows important guiding documents that were produced, training sessions that were conducted and information dissemination activities that were undertaken.

As far as legal affairs are concerned, the report highlights the progress in revising the law on public procurement and the law establishing RPPA. It also shows areas where RPPA provided legal advice and examined cases of violating the law on public procurement. The last chapter about management of resources concerns human, material and financial management activities.

1. ACTIVITIES OF THE BOARD

The Board of Directors, as the main decision making body of RPPA, played a major role in the achievement of the institution's objectives. Some of the achievements registered by the Board in their meetings are the following:

- (i) The approval of RPPA annual activity Report 2010-2011;
- (ii) The approval of June-December 2011 Semester report;
- (iii) The approval of Information, Education and Communication Strategy;
- (iv) The approval of reference prices for supplies;
- (v) The approval of Internal Audit Reports;
- (vi) The reexamination of some tenders which had different issues;
- (vii) The adoption of a proposal for the new organizational structure of RPPA;
- (viii) The reappointment of some RPPA staff who had been temporarily suspended when RPPA stopped awarding tenders;
- (ix) The appointment of new staff of RPPA;
- (x) The examination and deciding on cases of bidders and government officials who are reported to have broken the law;
- (xi) The approval of the summary audit report 2010-2011.

2. AUDIT AND MONITORING

2.1. Audit of tenders awarded during the fiscal year 2010-2011

Rwanda Public Procurement Authority carried out procurement audits in **66** procuring entities (PEs) over 65 that were planned i.e. **101.5%**, as indicated in annex 1. These audits were carried out between July 2011 and June 2012 for the procurement made during the fiscal year 2010-2011 by a team of 12 auditors plus their 3 team leaders.

The PEs audited consist of eleven (**11**) ministries, two (**2**) provinces, twenty (**20**) Districts, thirty three (**33**) public institutions and national commissions. Collection of data on the field, their analysis and the writing of report took one month for every entity. Using the method of sampling developed by the University of Florida with a confidence interval of 10, a sample of **2,245** procurement contracts were selected for the audit on an accumulated total of **3,532** contracts i.e. **63.56%** of awarded tenders by the **66** audited procuring entities. The amount spent on all contracts, taken as sample, amounts to **98,155,209,904 Rwandan francs**.

The actual audit articulated around all phases of public procurement proceedings and execution of contracts namely: i) elaboration of annual procurement plans, ii) procurement methods used iii) preparation of tender documents, iv) publication, v) opening and evaluation of bids, vi) notifications, vii) request for performance security, viii) signature of contracts and x) execution of contracts.

2.1.1. Satisfactory Compliant practices with the law and procedures

In all audited procuring entities, the audit showed that there is an improvement in all procurement indicators compared with results of audits carried out during the 2 last fiscal years, i.e. 2009-2010 and 2010-2011.

The following are the areas where all (100%) procuring entities showed satisfactorily compliant practices for at least 80% of awarded tenders:

- Preparation of annual procurement plan;
- Preparation of tender document/request for proposals
- Award based on criteria in tender documents;
- Availability of opening and evaluation reports
- Provisional and final notification to successful/unsuccessful bidders;
- Availability of performance guarantee where required;
- Tenders with either an authorized purchase order or a contract signed between two parties.

The table below shows the number of procuring entities that respected each of the 16 indicators of good practice in the procurement process and contract management for at least 80% of the tenders they awarded.

Table 1: Performance indicators for at least 80% of tenders awarded

n°	Indicators	Number of procuring entities that respected the indicator for at least 80% of the tenders awarded	Percentage of audited procuring entities
1	Preparation of annual procurement plan	66/66	100
2	Awarded tenders that were planned	48/66	72
3	Preparation of tender document/request for proposals	52/66	78.7
4	Award based on criteria in tender documents	55/66	83.3
5	Availability of opening reports	57/66	86.4

	Availability of evaluation reports	64/66	96.9
6	Provisional notification to successful and unsuccessful bidders	51/66	77.3
	Final notification to successful and unsuccessful bidders	49/66	74.2
7	Tenders with either an authorized purchase order or a contract signed between two parties	62/66	93.9
8	Tender awarded through authorised procurement methods	49/66	74.2
9	Awarded tenders that were planned and complying with the methods of procurement as stipulated in the regulations	49/66	74.2
10	Complying with tender preparation in time as stipulated in the procurement regulation	32/66	48.8
11	The use of standard bidding documents	36/66	54.5
	The use of opening report model form	48/66	72.7
	The use of evaluation report model form	48/66	72.7
12	Availability of inspection and acceptance report on tender for goods	28/66	42.4
	Availability of provisional or final reception report on tenders for works	18/66	27.3
	Availability of approval the final report on tenders for consultancy service	17/66	25.7
13	Awarded tenders that had performance guarantees as required	43/66	65
13	Number of contract awards published.	9/66	13.6
14	Record keeping	16/66	24.2

As it can be seen from the table above, contract awards publication is the area where the least number (9/66) of procuring entities reached the 80% compliance level. Other areas of low level of compliance are record keeping (16/66), complying with tender

preparation in time as stipulated in the procurement regulation (32/66) and availability of inspection reports for goods, reception reports for works and approval reports for consultant services (28/66,17/66, and 17/66 respectively). The capacity development unit shall put emphasis on these areas in their training and coaching programmes.

However, the high level of compliance in the availability of procurement plans, bids opening reports, bids evaluation reports, signed contracts and tenders awarded according to the criteria in the tender documents is something good to note.

2.1.2. Areas that need improvement

RPPA auditors noticed that procuring entities were not taking substantive remedial action on various observations and recommendations made in different audit reports carried out by RPPA in the past fiscal years.

In general the audited procuring entities showed some areas that need improvement. These areas included the following that were common to almost all the PEs:

- Poor filing system of procurement documents is the major weakness noticed during the audits;
- Delay in the execution of some tenders, especially tender for works;
- Delay in payments to some suppliers by some procuring entities, especially tenders awarded by districts;
- 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
- Modalities of provisional acceptance and final handover of executed works were included in some tender documents but no minutes of acceptance were available during the audits.
- There are still some tenders that do not respect the legally prescribed period for bid preparation;
- Inappropriate contract award communications and not publishing tender awards;
- Delay in or not submitting monthly procurement reports to RPPA by some procuring entities;
- In some procuring entities, restricted tendering and request for quotations were the selected procurement procedures without justification/authorization for applying the methods as per articles 54 and 56 of the procurement law.

In line with procurement capacity within procuring entities, the following weaknesses and challenges were noticed:

- Tender documents/requests for proposals which did not conform to the national standard bidding documents;
- Shortfalls observed in the preparation of technical specifications and terms of reference for tender documents/request for proposals documents thereby affecting the evaluation process;
- Lack of quality control and poor contracts management resulting from insufficient resources (human, financial, supervision vehicles, quality control tools, etc.);

The audit teams noted that the poor keeping of records was caused mainly by:

- Small office space which made the procurement records to be dispersed and different documents relating to procurement were kept in different offices;
- Negligence.

2.1.3. Methods used in procurement

One of the areas the audit focuses on is to check whether procuring entities use procurement methods as prescribed by law. The audit found that 81% of the tenders were awarded using appropriate methods in accordance with law. The table bellow shows the number and value of tenders awarded using different methods.

Table 2: Procurement methods used

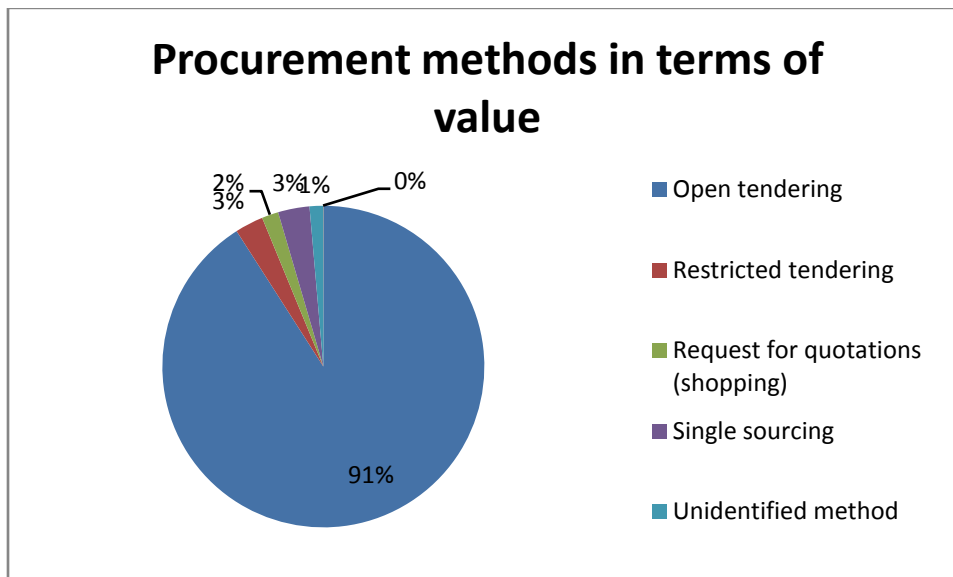
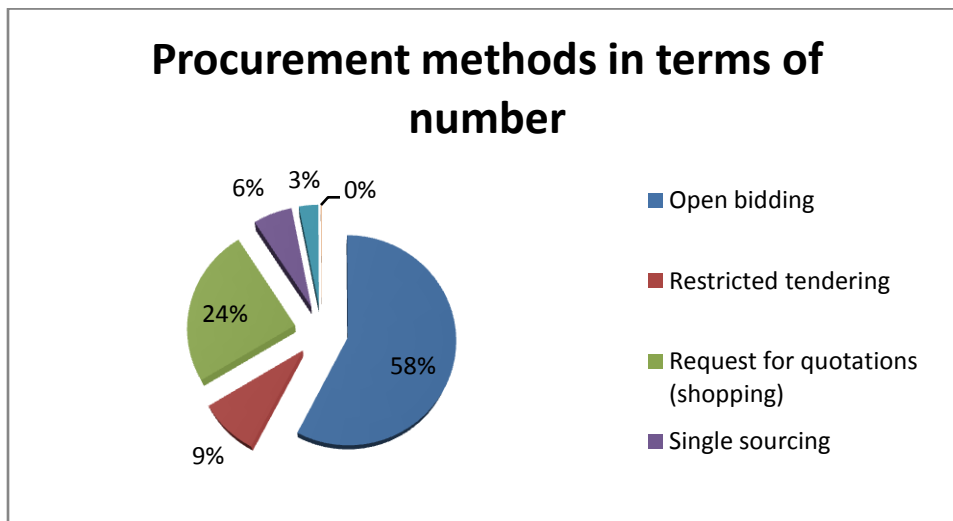
Procurement methods	Number of procurement		Total procurement value	
	N ^o	Percentage	Amount (Rwf)	Percentage
Open bidding	1,293	57.6	89,256,653,880	90.9
Restricted bidding	195	8.7	2,799,003,033	2.9
Request for quotations	551	24.5	1,641,908,073	1.7
Direct procurement	136	6.1	3,105,873,203	3.2
Community participation	3	0.13	18,738,400	0.02
Unidentified method	67	2.96	1,333,033,315	1.28
Total	2,245	100	98,155,209,904	100

According to the law on public procurement, most of the tenders with a value above one million francs should be awarded by open competition. Therefore, 54.7% (in

number) for open competition shown in the table is low and should be improved. However, 90.9% (in value) for open competition is high enough although it can also be improved considerably when we increase the number of tenders awarded using open competition. Measures to reduce the number of tenders awarded not using open competition include:

- Improved planning, proper packaging of tenders (including framework contracts) and increased sensitization.

Figure 1: The graphical representation of the summary



2.1.4. Outcome of the procurement audits as per the established compliance indicators

During the audit activities, it was noted that procurement procedures were respected in the following proportions:

- All the 66 procuring entities audited provided their annual procurement plans, i.e. 100 %. Nevertheless, in terms of number, on a total of 2,245 tenders taken as samples out of 3,532 tenders awarded by all the procuring entities audited, only 1565 appeared on the procurement plans, equivalent to 69.71%;
- For 1,449 tenders that required the preparation of tender documents/Requests for proposals, 1,323 TOR/RFP only, i.e. 89.82%, were available and were presented to the auditors. Among these tender documents, only 1,040 of them were prepared according to the Standard Bidding Document, i.e. 74.39%;
- Reports of opening of bids were available for 1,898 out of 2,101 which stands for 90.34% of tenders audited and awarded through other methods than single source method. The tenders audited which opening reports did confirm to the national standard forms representing 82.59% of the total number of all audit tenders;
- Evaluation reports available and presented to auditors were 2,076/2,133, i.e. 97.33% of all the audited tenders;
- 1,813/1,969 of the available evaluation reports showed that the evaluations of bids were based on criteria of bidding documents, i.e.92.08%;
- For all the tenders audited, provisional notifications to the successful and unsuccessful bidders were done at the proportions of 1,558/1,856, that is 83.94% of all the audited tenders where provisional notification was required;
- According to the regulations in force, the performance guarantees should be required for every tender having the value of more than five million Rwandan francs. Though this was not systematically asked, the audit found that it was submitted for 816/1,014 tenders, which represents 80.47% of tenders that required performance guarantee. This number is low because a big number of procuring entities find difficult to request performance guarantee for tenders for supplies when delivery period is short;

- The contracts or purchase orders which were presented to the auditors are 2,095/2,216, which represent 94.54%;
- Publication of tenders audited (to the public) representing 11.89% (267/2,245) of the total number audited;
- The number of tenders for supplies whose delivery and receiving notes/ reports were available was 791/1,012 that is 78.16% of the audited tenders for supplies completed by the time of audit;
- The reports on provisional acceptance of works available were 155/302. This represents 51.32% of the works contracts that should have been completed by the time of the audit period;
- The reports on approval of consultancy services exist for 135/246, which is 54.88% of the tenders audited that should have been completed by the time of the audit period;
- The audit recommended the necessity of improvement in the filing of documents. Indeed, only 51.31% (1,152/2,245) tenders had all the necessary procurement documents.
- Only 6 out of 66 (9.09%) entities audited had all tenders with complete procurement records and this is a very serious issue in public procurement;
- The transmission of monthly progress reports to RPPA is also a very serious issue as only 48.79% of audited procuring entities transmit these report to RPPA in due time.

2.1.5. Constraints encountered

- Some entities were not properly prepared for the audit exercise in such a way that the latter took place in non favorable conditions or did not take place at all. Examples to be mentioned are those of « ONATRACOM, National Consultative Forum of Political Organizations.
- The inadequate filing of documents on public procurement operations;
- Some entities gave their comments on the provisional reports late whereas others did not at all give their comments on provisional report of the audit;
- The resignation of four (4) auditors during the year of audit.

2.1.6. Recommendations to Procuring entities

Considering the audit findings improvements are recommended in the following operations:

- i. Publication of feedback on contracts awarding on procuring entities websites;
- ii. The proper filing, in the same place, of every copy of documents concerning the awarded tender;
- iii. Acceptance of goods/works after their inspection, and each time to write down a report;
- iv. Procuring entities should establish Inspection and Acceptance Committee to inspect and where required; to test goods received, or to inspect and review services, works and consulting and design in order to certify compliance with the terms and specifications of the contract and accept or reject on behalf of the Procuring Entity the delivered goods, works, services or consultancy services
- v. Approval of every phase of consultant services provided;
- vi. Use of appropriate procurement methods and conforming to the conditions and statutory periods governing procurement procedures;
- vii. RPPA should alert those entities that do not take any remedial action for observations formulated in various audit reports,

2.1.7 Measures required to bring about the needed improvement

- RPPA should prepare a general manual for procurement records management procedures;
- RPPA should revise and publish the internal audit and monitoring manual for procuring entities auto-assessment;
- The law and regulations on public procurement should provide:
 - New thresholds for tenders for supplies for which performance guarantees must be required;
 - Instructions about provisional and final notification of tenders awarded through request for quotation by many entities are necessary.
- Advanced training to improve skills of senior procurement practitioners in specialized aspects of procurement, such as work contract management for those involved in procurement management is envisaged remedial action.

2.1.8. Compliance Assessment

RPPA collected procurement compliance data from all procuring entities in order to assess the performance of procuring entities using OECD-DUC compliance indicators. The report on this assessment was posted on RPPA website and presented to the procurement officers and internal auditors during the national procurement workshop held at Kigali sports View Hotel from 3rd to 4th May 2012.

The assessment was carried out in 2 phases on contracts awarded by PEs during the fiscal year 2010-2011. The first phase was a self-assessment whereby all PEs were provided with questionnaires that helped them to assess themselves and was followed by a counter checking by RPPA officials to select the 30 best performing PEs for the second phase.

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 10 best PEs are the 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%.

2.2. Monitoring

2.2.1. Field visits

a) Number of field visit planned vs number of field visits carried out

Within the framework of the follow-up of the execution of contracts during the contract implementation, all 37 planned works construction sites were visited.

b) Main findings

The general findings emerging from the sites that were visited were the following:

- Lack of or inappropriate studies of some projects;
- Insufficient follow up of implementation of contracts by procuring entities;
- Lack of appropriate construction equipment on some sites;
- Absence of the contract documents on the construction site such as tender documents, drawings etc;

- Key personnel submitted in the bids had been replaced by contractors without written approvals of the procuring entities and some times, the new staff did not fulfill the requirement of the tender documents;
- Some variations of the terms of contract that occurred during the contract execution resulting in additional contract amounts and/ or extension of execution period'
- Absence of supervision companies from some visited sites e.g. , construction works of “salle conférence” in Rulindo district, did not have a supervision firm, construction of Nyanza modern market phase I did not have a supervision firm.
- Although many projects were well implemented and within the contractual period, others presented a considerable delay due to many factors among which were lack of professionalism, technical and financial capacities of contractors etc.

The following are some examples of projects that experienced delays in their implementation:

- Tender awarded to ECOTRAS: Construction works of bridge and water pipeline in Muhoza sector, MUSANZE District. This tender delayed in execution for more than 12 months due to the contractor technical incapacity;
- construction of public TOILETS ECOSAN AT EAV Mayaga secondary school, Nyanza district; tender executed by ECOKA and delayed more than 6 months due to technical incapacity of the contractor and delay in payment by the district of some executed works;
- Execution works for the construction of the conference hall at Base sector. This tender delayed more than 4 months due to technical incapacity of the contractor ECOKA;
- etc.

2.2.2. Analysis of procurement monthly progress reports

From the beginning of the fiscal year 2011-2012, RPPA has been receiving and analyzing procurement monthly progress reports submitted by procuring entities every month in order to monitor how these procuring entities are implementing the procurement law and regulation. Where RPPA noticed a noncompliance with the law, it gave a feedback to the concerned entities. In addition, data from these reports helped in producing statistics on public procurement for all procuring entities. Table 3 shows statistics of tenders awarded by 148 procuring entities that submitted reports to RPPA.

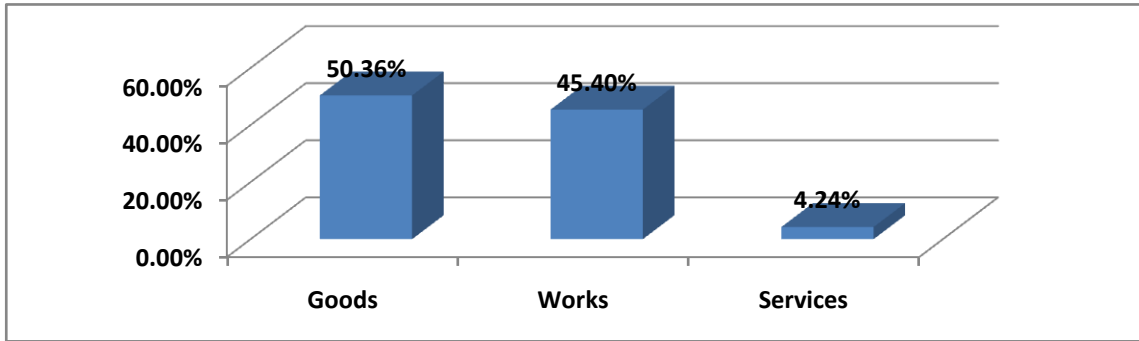
Table 3: Number of Tender and amount by type, source of funding and procurement method.

		AWARDED TENDERS-FY 2011-2012			
		NUMBER	%	AMOUNT	%
TOTAL		7286	100%	524,772,433,297.50	100%
TYPE	GOODS	5959	81.79%	264,283,487,493.31	50.36%
	WORKS	711	9.76%	238,250,739,123.50	45.40%
	SERVICES	616	8.45%	22,238,206,680.69	4.24%
FUNDING	TREASURY	6589	90.43%	421,391,839,906.45	80.30%
	DIRECT DONOR SUPPORTS	386	5.30%	55,118,297,248.00	10.50%
	AUTONOMOUS INSTITUTIONS	311	4.27%	48,262,296,143.05	9.20%
METHOD	IOT	133	1.83%	167,265,678,591.57	31.87%
	IRT	40	0.55%	23,912,408,707.60	4.56%
	NOT	4142	56.85%	225,891,434,649.35	43.05%
	NRT	727	9.98%	23,296,161,459.60	4.44%
	SINGLE SOURCING	715	9.81%	75,022,036,608.52	14.30%
	COMMUNITY APPROACH	63	0.86%	1,968,333,970.00	0.38%
	RFQ	1466	20.12%	7,416,379,310.86	1.41%

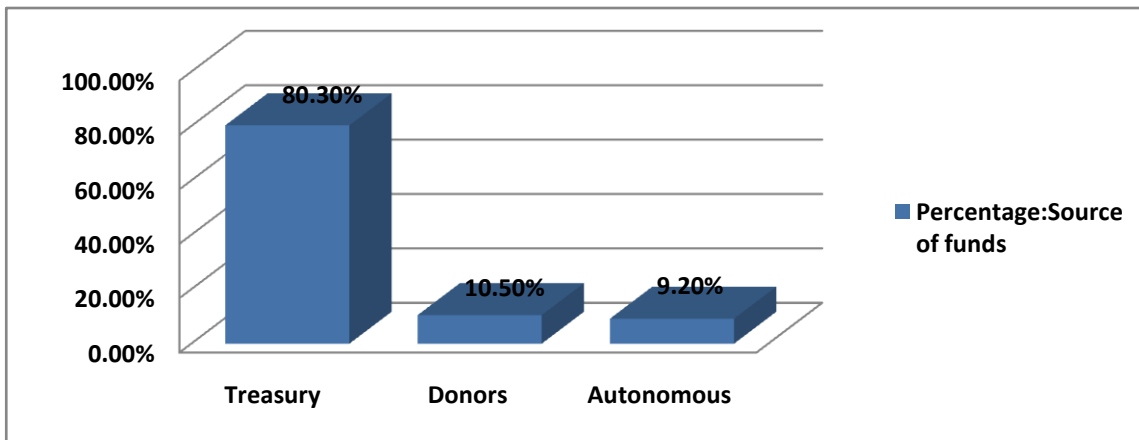
KEYWORDS

- IOT : International open competitive tenders
- IRT : International restricted tenders
- NOT : National open competitive tenders
- NRT : National restricted tenders
- RFQ : Request for quotations

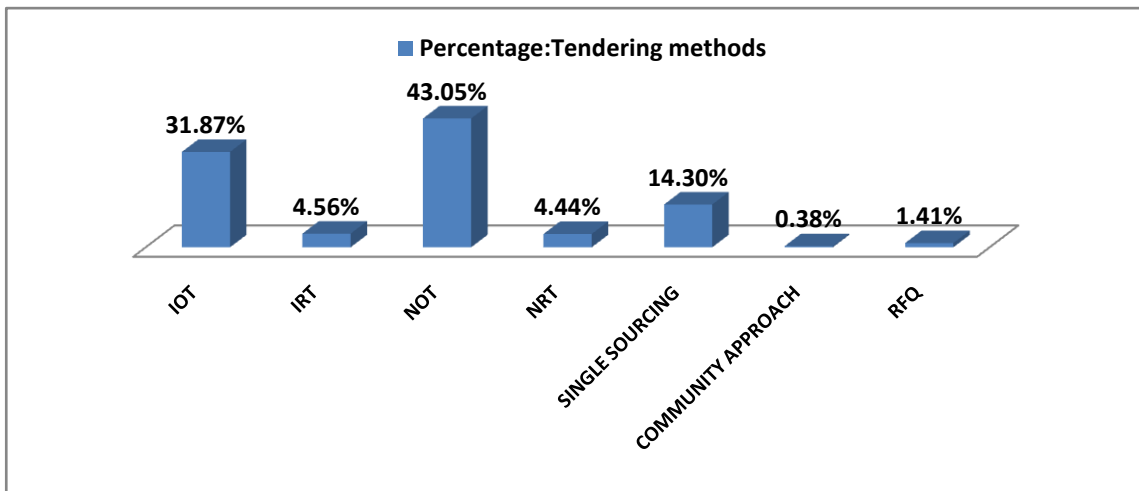
Figure 2: Number of tenders and amount by type, source of funding and procurement method



Amount in % by tender type: FY 2011-2012



Source of funds in percentage- FY 2011-2012



Amount by method in percentage- FY 2011-2012

Table 3 shows that for all the 7,286 tenders awarded by all procuring entities including RPPA, 5,959 were for goods (81.79%), 711 for works (9.76%) and 616 for consultant services (8.45%). In terms of the value of tenders, out of a total amount of Rwf 524,772,433,297.50, 264,283,487,493.31 were for goods (50.36%), 238,250,739,123.50 for works (45.40%) and Frw 22,238,206,680.69 for consultant services (4.24%)

Treasury was the major source of funding for the tenders awarded in year 2011/2012 (80.30%) while direct donor funding accounted for 10.50%. This reflects increasing ability of government to generate its own resources as well as the use of budget support mechanism by donors.

Regarding procurement methods, open tendering (both national and international) was the most used in the year 2011/2012 and it was 58.676% in number and 74.92 % in amount. Request for quotations was used at 20.12% in terms of number and 1.41% in terms of value. Single source was used 9.81% in terms of number and 14.3% in terms of value. Restricted tendering was used at 10.53% in terms of number and 9% in terms of value. The percentage of value of tenders awarded using open competition is below the best practice level (80%). More effort is needed to reduce the number and amount of tenders awarded using restricted and single source tendering methods, which both accounted for 23.3% of the total value of the tenders.

3. CAPACITY BUILDING

In the framework of capacity development in public procurement, different activities have been realized in different areas such as training workshops, Information Education strategy, presentations in meetings, on job training, technical support and coaching. For the case of training and development of staff involved in public procurement as the key to long-term success of the procurement profession, RPPA through capacity development unit developed a strategic plan for procurement capacity development in which all initiatives relating to staff development are reflected. The document emphasizes that highly skilled workforce can accomplish more as individuals gain skills and knowledge. In addition, providing opportunities to develop new skills is a method of retaining staff involved in public procurement.

3.1. Training

3.1.1. Developing training modules

Officials involved in public procurement are trained using teaching materials developed and validated by the RPPA. During 2011-2012, two modules were developed and approved. Those two modules are an introductory module on public procurement and an intermediate module on public procurement.

TOT modules offered by ITC-ILO are also in place and if approved can be used for future training of trainers courses.

3.1.2. Training and workshops

572 participants from different public procuring entities were trained by the staff of RPPA, other 218 were trained by consultants under supervision of RPPA staff. In addition, a one day training and presentation in meetings were conducted and attended by 331 participants (see the annex n° 1,2,3).

Concerning on job training, technical support and coaching, procuring entities were visited by RPPA skills enhancement officers to identify their needs. Most of the visited entities were those which had been identified as weak by audit reports; others are those with newly appointed procurement officers and members of tender committee. After visiting them, induction courses were organized in order to uplift capacity in those procuring entities'. (See the annex n°4)

3.2. Information Dissemination

3.2.1. Information, Education and Communication Strategy (IEC)

Information, Education and Communication Strategy was prepared in order to create a roadmap of how information on public procurement procedures will be shared. This IEC Strategy was approved by the Board of Directors and put on the RPPA Website.

3.2.2. Meetings in provinces

Meetings were organised in 4 provinces of Rwanda (Western, Southern, Eastern provinces) and Kigali City bringing together government officers in the provinces and districts as well as private sector/bidders. The purposes of these meetings were to sensitize Rwandans in public procurement procedures and best practices. In such meetings delegates from RPPA, PSF and RRA gave answers to the questions asked by participants.

3.2.3. Radio and TV talk shows

In the framework of sensitization on public procurement, in order to inform Rwandans on the 4th East African Public Procurement Forum, radio and television program” *Kubaza Bitera Kumenya*” was organized and aired (put on air). In these talk shows the Director General of RPPA seized the opportunity to inform the audience of public procurement procedures and answered questions related to the same topic.

3.2.4. The 4th East African Public Procurement Forum

The service of information dissemination contributed to the preparation of the 4th East African Public Procurement Forum by providing the advertising spots and organized a press conference in order to inform Rwandans about the 4th East African Public Procurement Forum (EAPPF).

3.2.5. The meeting of Technical Committee of Procurement Experts (TCPE)

RPPA helped COMESA Secretariat to organise the 7th Technical Committee of Procurement Experts (TCPE) which took place in Umubano Hotel from 1st to 3rd December 2011 and some of its staff participated in the meeting. This information was published through Radio and Rwanda television, the New Times paper and posted on the RPPA Website.

3.2.6 Assessment of the use of public procurement publication system (PPS)

The service of Information Dissemination conducted the Assessment on the use of public procurement publication system in procuring entities which had been trained as pilot institutions from 6th to 7th June 2011. Among the trained procuring entities it was observed that only few were able to implement the PPS.

3.2.7. Highlights on the Fourth East African Public Procurement Forum

In the framework of sensitization on public procurement and in order to inform Rwandans and East African community on the 4th East African Public Procurement Forum and its resolutions, the service of Information Dissemination prepared Highlights on the Fourth East African Public Procurement Forum (EAPPF) which are now posted on the RPPA Web Site.

3.3. Other activities

- Preparation of the strategic plan for procurement capacity development (2012-2016)
- Preparation of national meeting for procurement officers and Internal auditors
- Preparation and conducting the training on public procurement publication system, where 126 procuring entities were trained.

4. POLICY, LEGISLATION AND INVESTIGATION

This section covers policy and legislation activities, legal advisory activities, investigation and blacklisting activities as well as reference prices collection activities performed from 1st July 2011 to 30th June 2012.

4.1. Policy and Legislation

During the fiscal year 2011-2012, RPPA staff participated in Parliamentary Committee discussions on the draft Law amending and completing the public procurement law. A proposal of the draft law modifying and completing the law n° 50/2008 of 09/09/2008 determining the procedure for disposal of state private assets was prepared and submitted to Cabinet meeting in December 2011. The unit revised the final draft of Prime Minister's order determining the supervising authority and category of Rwanda Public Procurement Authority (RPPA), competence, responsibilities, organization and

functioning of its organs according to the law n°25/2011 of 30/6/2011 establishing RPPA and determining its mission, organization and functioning which is in force.

4.2. Provision of legal advice

During this period, legal opinions were provided on various cases, some were about issues encountered by procuring entities and others were about internal legal issues (annex).

4.3. Examination of integrity and performance of bidders.

During the fiscal year 2011-2012 investigations were carried out for 53 reported cases and thirty five (43) companies in total, reported to have violated the public procurement law, were blacklisted. Among them nine (10) were blacklisted for failure to execute contract while twenty six (32) were blacklisted for forgery and use of forged documents and one was blacklisted for fake products.

Companies blacklisted for forgery and use of forged documents are the following: ECOGENTI, DECOCO Ltd, ECH Contractors Ltd, MUKURARINDA Viateur, COGEF, Entreprise de construction Ngoga Théoneste (ECONT), Entreprise de construction durable at de la protection de l'environnement (ECEDPE), ECOBARUS, ECOSAF, PYRAMID 3000 Ltd, ERJB, ECOMA, CEEPTS Company Ltd, Bureau d'étude SOGEPHA, Bureau d'étude EMO CONSTRUCT, MULTIT SECTOR ANOVA LTD, Blue M.K.E LTD, N.J Construction Co LTD, Skills Enterprise Ltd, Cooperative Coodepretour-Umunyinya, DIGITAL AGE LTD, Media for Development, Entreprise de construction Neutralité et vérité (ECNC) and Architecture Construction Landscape, Graphic Consult (CLGC), ECOSE Ltd, Entreprise Best Construction Co.Ltd, Entreprise Just Size, King Stone Construction international(KSCI), Entreprise Rock Construction, and Entreprise SONACO.

Companies blacklisted for having failed to execute contracts are the following: ECOJEC, SEPRO sarl, SOSO Ltd, ECHER, Best Construction Co Ltd, MAQMA, World Solution Ltd, Youth Initiatives Business center (YIBC) and RODDOM CONSULT. The only one that has been blacklisted for delivering fake product (toners) is PAPETERIE NATASHA.

4.4. Representing RPPA in Courts of Law

During the covered period RPPA appeared for the hearing in the Supreme Court for the case RADA 0045/09/CS (RAD 0015/09/HC/KIG) INTERTRADE F&C SARL against RPPA. RPPA was also summoned to appear before the High Court in the case RAD

0004/12/HC/KIG against COGEF, debarred from participation in public procurement for a period of three years. The case was brought by COGEF aiming at getting temporally suspension of the decision of the debarment taken by the RPPA Board of Directors, but the court rejected the claim because it was baseless.

4.5. Providing reference prices

In the course of the first semester of year 2011-2012 activity of collecting and providing reference prices of frequent procured items continued and a set of lists of reference prices were established and published on the RPPA website. These were: construction materials, IT equipment, vehicles, medical equipment and drugs, food products and office furniture.

5. RESOURCE MANAGEMENT

5.1. Human resource management

Human resource management refers to the function within the organization that focuses on recruitment, capacity building, management and providing direction for the people who work in the organization. It is through the above definition that the following activities have been realized;

5.1.1. Preparation of salaries

Staff salaries for the year 2011-2012 2011 were prepared and paid regularly despite some little delays at the beginning of the year due to the introduction of FMIS by the Ministry of Finance and Economic planning. In addition, quarterly Social security contributions of RPPA staff in Social Security Fund of Rwanda were done and monthly contributions related to RAMA and SFAR were also declared. A new payroll system was introduced by MIFOTRA and human resource manager was trained on how to use the system.

5.1.2. Performance Appraisal

All RPPA staff who have completed probation period, every year, prepare the performance contract “**IMIHIGO**” and commit themselves to implementing it at the year end. Based on individual performance related to behaviour and targets, the marks are awarded to every employee and those who score 70% and above are given

performance allowances. It is in this regard that we are pleased to announce that all RPPA staff who were evaluated for year ended 2010/2011 were all given bonuses in 2011/2012. The RPPA management congratulates all staff who participated in this evaluation exercise.

5.1.3. Recruitment

RPPA in collaboration with Kigali Institute of Education consultancy bureau carried out the recruitment exercise of human resources Manager, Planning Officer and Permanent Staff of the Independent Review Panel. The employees mentioned above started working with RPPA in April 2012.

5.1.4. Strengthening capacity

RPPA in conjunction with Public Sector Capacity Building Secretariat elaborated the training action plan that intended to enhance the skills of RPPA staff according to their respective fields of specialization but the plan had not been implemented by the end of the year. However, three RPPA staff were sponsored to attend a professional course in procurement, two for post graduate diploma in procurement and two directors of units to do their master's in procurement from Turin University, Italy.

5.1.5. Change of RPPA structure and its effects

During the year 2011-2012, RPPA ended its transition of tender awarding, it is this context that procurement operations unit was suppressed and this affected the staff who were working in that unit. Some staff had their employment terminated and others transferred to other units. Only four staff out of ten staff in procurement operations unit were sent on temporary suspension due to suppression of their posts. Among them, two staff were re-integrated and two more including director of operations unit their employment contracts were terminated.

5.2. Information and Communication Technology (ICT)

This ICT section summarizes information, communication management and related technical aspects in Rwanda Public Procurement Authority during the fiscal year 20011-2012. The section focuses mainly on four areas and these are:

- Hardware and software maintenance and upgrades
- Internet access and Network administration

- Online services and distributed information systems
- Miscellaneous IT practices.

Concerning the hardware maintenance, ICT staff worked hand in hand with contractual ICT equipment maintenance firm “Computer Point” in executing preventive maintenance for computer hardware and network systems.

In order to enable users to share information and printers; ICT staff updated the operating systems and office applications on daily basis.

In addition to existing ICT equipment, 7 desktops, 7 UPS (Uninterruptible Power Supply), 3 network printers, 2 colour printers office jet, 5 carrying cases for laptops and 1 package of network antivirus were purchased.

For internet access and network administration, the new server was installed and configured to host the **RPPA domain**. Dynamic Host Configuration Protocol (DHCP) was also installed to return configuration parameters to DHCP clients by assigning to them dynamic Internet protocol addresses. The Internet broadband was provided by RDB and transported by Broadband Systems Corporation Ltd. The internet access and stability in data exchange continuously became stable at a reliable speed.

During the first semester, by embarking from the training of 10 piloting entities in implementing the Procurement Publication System, the follow up was made to ensure that the publications of tenders on the publication portal and the RPPA’s website content was updated at daily basis.

The major challenge that was faced by pilot procuring entities in publishing tenders online was related to the flaky situation whereby procurement officers claimed not to have enough time to work with the Information systems. This handicapped the progress of implementing the procurement publication system where the expected results were mainly on the management of real-time public procurement publications, facility for the submission of reports and other information related to public procurement by all public procurement entities throughout the country.

From April to May 2012, the training of procurement officers of all procuring entities in Procurement Publication System (PPS) was effectively carried out with the purpose of equipping the trainees with the sufficient knowledge in recording, keeping; publishing and retrieving the procurement related data using an internet based application called PPS.

The training was appreciated by all the trainees because they understood the procurement publication systems, purpose and related features.

In other words, the trainees were taught the following topics:

- Recording the procurement plans.
- Creating tenders, publish tender notice and updating the tender related information accordingly.
- Filing tender related documents (Tender notices, Tender documents, Addendum, Corrigendum, Opening minutes, evaluation reports, proof of payment and other documents)
- Recording the information related to bids for a given tender.
- Recording the information from evaluation process.

ICT staff also assisted in 4th East African Public Procurement Forum held in Kigali from 14th to 16th November 2011 by setting up the website and uploading the previous content of related forums and providing technical support during the forum.

Among other miscellaneous activities, ICT staff participated in bids analysis for tender related to Information Technology as this was requested by procuring entities and worked hand in hand with other stakeholders to ensure that procured ICT equipment and services are of quality.

By concluding, RPPA-ICT section, as being a cross-cutting enabler in RPPA, recognised a great step ahead to respond to RPPA- strategic plan and to NICI plans but the journey stays along which means that the unit continues to make its success a journey not a destination for better improvement in implementing RPPA's strategies to meet its goals. The focus is the perpetuity of the harmonious services in the above discussed areas which are in summary the development, maintenance and upgrade of RPPA ICT infrastructure and the effective management of RPPA-business content.

5.3. Stock management

The stock management has been effective in this fiscal year 2011/2012. Requisition forms and stock cards have been filled. According to the report the balance stock value at the end of this fiscal year was **Rwf 14,868,038**. All the items in the stock were authorized by the competent RPPA staff.

5.4. Financial management

5.4.0. Introduction

In financial management all reports as stipulated in our plan of action were submitted in accordance with laws, rules and regulation governing public finance especially organic law on state finance and property.

There was good financial management in the fiscal year 2011/2012 (1st July 2011-30th June 2012). Out of a total budget of **Rwf 1,122,786,016** allocated to RPPA for the fiscal year 2011/2012, a budget of **Rwf 1,009,690,284** was received from the treasury i.e. **90%** of the total allocated budget. The overall expenditure of the received budget was **Rwf 725,480,130 i.e. 72 %**. The low level budget consumption was due to high turnover of RPPA employees and the elimination of procurement operations department

However, this budget was executed in compliance with the financial management procedures in force and taking into account the activities provided for in the fiscal year 2010/2011 action plan.

Invoices of suppliers received and other beneficiaries were paid on time, the staff salaries were paid as well as any other contributions levied on salaries such those of RAMA, TPR, CSR. Financial statements below illustrate very clearly the situation as of 30/06/2012.

5.4. 1. Statement of responsibilities

Article 70 of the Organic Law N° 37/2006 of 12/09/2006 on State Finances and Property requires budget agencies to submit annual reports which include all revenues collected or received and all expenditures made during the fiscal year, as well as a statement of all outstanding receipts and payments before the end of the fiscal year.

Article 21 of the Organic Law N° 37/2006 and Article 9 and Article 11 of Ministerial Order N°002/07 of 9 February 2007 further stipulates that the Chief Budget Manager is responsible for maintaining accounts and records of the budget agency, preparing reports on budget execution, managing revenues and expenditures, preparing, maintaining and coordinating the use of financial plans, managing the financial resources for the budget agency effectively, efficiently and transparently, ensuring sound internal control systems in the budget agency and safeguarding the public property held by the budget agency.

The Director General accepts responsibility for the annual financial statements, which have been prepared using the "modified cash basis" of accounting as defined by Article 2 (20) of the Ministerial Order N°002/07 of 9 February 2007 relating to Financial Regulations and using appropriate accounting policies supported by reasonable and prudent judgements and estimates.

These financial statements have been extracted from the accounting records of Rwanda Public Procurement Authority (RPPA) and the information provided is accurate and complete in all material respects. The financial statements also form part of the consolidated financial statements of the Government of Rwanda.

In the opinion of the Director General, the financial statements give a true and fair view of the state of the financial affairs of Rwanda Public Procurement Authority (RPPA). The Director General further accepts responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, ensuring adequate systems of internal financial control and safeguarding the assets of the budget agency.

Table 4: Statement of revenues and expenditure for the FY 2011/2012

	Notes	FY JUNE 2012	FYJUNE 2011
		Frw	Frw
Revenues			
Tax Revenue	1		
Non tax Revenue	2		
Other Revenue	9	377	0
Total operating Revenues		377	377
Cash Transfers from Treasury	3	527,344,657	397,045,055
Direct Payment	4	482,345,627	477,495,272
Transfers from treasury		1,009,690,284	-
Transfers from other reporting entities	5	0	
Grants	6	0	
Capital Receipts	7	0	
Borrowings	8	0	
Net Transfers		1,009,690,284	874,540,514

Expenses			
Compensation of Employees	10	481,437,369	477,495,2720
Use of Goods and Services	11	230,509,792	222,484,677
Capital Expenditure	12	0	
Transfers and subsidies	13	0	
Loans and Interest Repayments	14	0	
Social Benefits	15	0	
Transfers to Reporting Entities	16		146,871,685
Other Expenses	17	7,650	0
Total operating expenses		711,954,811	874,484,124
Net operating result		297,735,850	
Acquisition of Assets		13,207,660	30,632,175
NET INVESTMENT ASSETS		(13,207,660)	0
Surplus/deficit (C=A-B)		284,528,190	(2,943,610)

Table 5: Financial Assets and Liabilities as at FY 2011/2012

	Notes	FY 2012 30 JUNE	FY 2011 30 JUNE
		Frw	Frw
Financial Assets			
Cash Balances	18	9,700	840,520
Bank Balances	19	289,028,129	13,996
Deposits	20	0	0
Accounts Receivables and Advances	21	0	87,500
Total Assets		289,037,829	98,516
Accounts Payables	22	5,626,028	5,777,487
Net Financial assets		283,411,801	(5,591,471)
Representing			
Accumulated reserves	23.a	(5,591,471)	(5,591,471)
Prior year adjustment	23.b	4,040,682	0
Net surplus / (Deficit) for current year		289,528,190	0
Total closing balances		283,411,801	(5,591,471)

Authorization Date

The financial statements were authorized for issue on **31 July 2012** by **Mr. SEMINEGA Augustus**, Chief Budget Manager, of RWANDA PUBLIC PROCUREMENT AUTHORITY

5.4.2. Accounting policies

a) Basis of preparation

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the requirements of Article 70 of the Organic Law on State Finances and Property: Law No. 37/2006 of 12 September 2006 and Ministerial Order N°002/07 of 9 February 2007 relating to Financial Regulations.

The Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. In the context of Ministerial Order N°002/07 of 9 February 2007 relating to Financial Regulations the modified cash basis of accounting means financial transactions which are recognized in the books of account as follows:

- 1 Generally, transactions are recognized only at the time the associated cash flows take place;
- 2 The expenditure on acquisition of fixed assets is not capitalized. Thus fixed assets are written-off on acquisition and the wear and tear (depreciation) of those assets is not recorded in the books of account; and
- 3 Prepaid expenditure/advances is written-off during the period of disbursement.

The recognized “modification” is as follows:

- 1 Invoices for goods and services which are outstanding on the date of the closure of the fiscal year are recognized as liabilities for that specific fiscal year;
- 2 Loans and advances are recognized as assets/liabilities at the time of disbursement and related interest is recognized only when disbursed. Interest payable on public debt is accrued; and
- 3 Book balances denominated in foreign currencies are converted into the Rwanda Francs at rates of exchange ruling on that date issued by the National bank of Rwanda. The associated exchange losses are recorded as recurrent expenditure while the exchange gains are recorded as recurrent revenue.

b) Reporting entity

The financial statements are for RWANDA PUBLIC PROCUREMENT AUTHORITY

Presentation Currency

The financial statements are reported in Rwanda Francs, being the currency of legal tender in Rwanda.

c) Revenue

- **Tax revenue**

These are tax revenue collected by Rwanda Revenue Authority which are transferred to central treasury for a given period

- **Non Tax Revenue**

Non Tax revenue includes revenues collected by Rwanda Revenue Authority which are not tax related

- **Cash transfers from Treasury**

These are budgetary allocations from Central Treasury and are disbursed directly to the bank account of the institution periodically or indirectly to another Government reporting entity's bank accounts. The budgetary allocation is mainly used to fund recurrent expenditure of the institutions. The receipts are recognized when the cash is received.

- **Direct payments by Treasury**

These are payments directly made to suppliers by the Government on behalf of the institutions. Direct payments are recorded when the transfer is made to the supplier.

- **Inter-entity transfers from a Ministry/Agency**

These are funds received from another budget agency. The funds are recognized when they are received.

- **Grants from Development Partners**

These are funds received from donors. These funds are recognised as revenue when the institution receives the cash from the donors.

- **Capital receipts**

Borrowings includes external loans and domestic loans received from Development Partners

- **Borrowings**

Capital receipts combine the sale of government tangible assets, sale of government equity investments and other domestic resources which include drawdown from Government Accounts.

- **Other income**

Other income includes internally generated income, receipt of fees from payment of fines, penalties and forfeits, interest and dividend income, proceeds from sale of capital assets and funds received from repayment of loans and advances to employees.

d) Expenditure

Expenditure is classified according to major categories in line with Article 19 of Ministerial Order N°002/07 of 09/02/2007 relating to Financial Regulations. The main categories of expenditure includes compensation of employees, Use of Goods and Services, Capital expenditures, Transfers and subsidies, Loan and interest repayments, social benefits, Transfers to reporting entities and other expenses. A part from points of Modification which are mentioned clearly in the Ministerial Instructions, expenditure is recognized when payment is made.

e) Cash

Cash comprises cash on hand, demand deposits and cash equivalents. Demand deposits and cash equivalents comprise balances with banks and investments in short-term money market instruments.

f) Receivables and Advances

Receivables mainly relate to loans and advances which are recognized at the time of disbursement. Receivables also include amounts due to the budget agency as at the end of the reporting period.

g) Account payables

These mainly relate to invoices for goods and services which were outstanding on the date of the closure of the fiscal year. These are recognized as liabilities for that specific fiscal year. This also relate to loans and advances to the institution which are recognized as liabilities at the time of disbursement.

h) Foreign currencies

Transactions denominated in foreign currencies are translated to the Rwandan Franc at the rate of exchange issued by the National bank of Rwanda (BNR) applicable for the dates of the transaction. At the balance sheet date, book balances denominated in foreign currencies are converted into Rwandan Francs at the exchange ruling on that date as issued by BNR. The associated exchange losses/gains are recorded as expenditure/ income in the books.

i) Prior year Adjustments

Prior year adjustments consist of different adjustments made to consolidated report of prior year.

5.4.3. Notes to the financial statements

a) Cash transfer from central treasury

During the year, we received direct and indirect cash transfer from Central Treasury as detailed below:

Table 6: cash transfer from central treasury

ACC ID	DESCRIPTION	FY 30 JUNE 2012	FY 30 JUNE 2011
82	DIRECT CASH TRANSFER	527,344,657	397,045,055
83	INDIRECT CASH TRANSFER	-	-
	TOTAL	527,344,657	397,045,055

b) Direct payments

During the year, direct payments were made on our behalf as detailed below:

Table 7: Direct payments

ID ACCOUNT	Description	FY 30 JUNE 2012 Frw	FY 30 JUNE 2011 Frw
	Direct payments	482,345,627	477,495,272
	TOTAL	482,345,627	477,495,272

c) Other revenue

During the Fiscal Year 2011/2012, we received no funds from various other sources as detailed in the table below:

Table 8: Other revenue

ID ACCOUNT	Description	FY 30 JUNE 2012 Frw	FY 30 JUNE 2011 Frw
	Miscellaneous fines		
	Sundry Administrative Fees		
	Tuition Fees		
	Income Generating Projects		
	Graduation gown fees		
	Cancelation of debt		
	Cancelation of payment		
145111	Exchange gain	377	377
	Total	377	377

d) Compensation of employees

During the FY 2011/2012, we incurred compensation costs to employee costs as detailed in the table below:

Table 9: Compensation of employees

ID ACCOUNT	Description	FY 30 June 2012 Frw	FY 30 June 2011 Frw
263301	WAGES AND SALARIES(BASIC PAY)	392,258,191	360,196,051
263308	REGULATION ALLOWANCE	8,075,165	8,242,379
263306	PERFORMANCE ALLOWANCE	7,482,913	7,482,913
263401	GOVERNEMENT CONTRIBUTION TO CSR	28,234,201	25,686,055
263402	GOVERNMENT CONTRIBUTION TO HEALTH INSURANCE	45,387,079	41,262,468
	TOTAL	481,437,369	442,869,866

e) Use of Goods and Service

During the FY 2011/2012, we consumed goods and services as detailed in the table below:

Table 10: Use of Goods and Service

ID ACCOUNT	Description	FY 30 June 2012 Frw	FY 30 June 2011 Frw
	Use of goods and services		
221101	STATIONARIES	9,577,574	8,836,866
221201	WATER AND ELECTRICITY BILLS	5,839,355	5,684,681
222112	ADMINISTRATIVE BUILDINGS	428,100	428,100
223101	DOMESTIC TRAVEL CAR HIRES	41,371,250	37,637,650
223104	DOMESTIC PERDIEMS	29,381,100	28,342,600
223105	INTERNATINAL PERDIEMS	867,099	867,099
223109	LUMP SUM ALLOWANCE	23,189,882	21,324,592
221105	JOUNALS AND NEWS PAPERS	50,000	50,000
221108	PHOTOS ,CAMERA AND MICROFILMS	718,000	10,000
221102	BEVERAGES ,TEA,COFFEE	1,489,952	974,232
221104	COMPUTER CONSUMABLES	5,449,000	5,449,000
221202	FUELS	103,368	103,368
221703	ANNOUNCEMENT AND MEDIA	9,571,776	9,571,776

	SUBSCRIPTIONS		
221706	SYMPOSIA, SEMINARS AND SENSITISATION	1,883,207	1,883,207
221704	METTINGS AND SPECIAL ASSEMBLY COSTS	20,675,610	4,761,510
221714	FLAGS ,BANNERS AND DECORECTION COSTS	76,600	76,600
221401	POSTAGE AND COURIER	4,422,034	3,908,176
221705	HIRE OF CONFERENCE ROOMS	236,000	236,000
221402	FAX AND TELEPHONE	7,972,033	6,792,681
221403	INTERNET COSTS	1,152,800	20,000
222108	TECHNICAL ASSISTANCE REMUNERATION	14,011,200	11,366,200
222102	LEGAL FEES	430,469	430,469
222109	CONTRACTUAL PERSONNEL	7,743,775	7,743,775
222110	EMPLOYEE RECRUITMENT FEES	2,568,500	2,568,500
227201	UNIFORMS	1,728,000	1,728,000
224118	ARCHIVES	20,000	20,000
231399	OTHER office EQUIPMENT, FURNITURE AND FITTINGS	76,000	76,000
222112	CLEANING SERVICES	5,740,075	5,219,250
285108	OTHER MISCELLANEOUS EXPENSES	7,650	7,650
231401	DESK TOP COMPUTER	3,229,660	3,229,660
224111	OFFICE EQUIPMENT	4,351,661	4,351,661
224116	OTHER EQUIPMENT	2,052,760	1,604,035
231402	LAPTOPS	3,870,000	3,870,000
229101	SPORT AND RECREATION FACILITIES AND SERVICES	4,210,800	4,210,800
231404	INTERNET CONNECTIVITY EQUIPMENT	57,000	57,000
231499	OTHER I C T EQUIPMENTS SOFTWARE AND ASSETS	1,134,000	1,134,000
231403	PRINTERS	4,841,000	4,841,000
226101	TRAINERS' FEES AND EXPENSES	20,635,312	20,635,312
221601	BANK CHARGES, COMMISSIONS AND CUSTOMS CHARGES	211,000	1,721,349
221709	PUBLIC HOLIDAYS CEREMONIES	1,352,900	1,352,900
226102	TRAINING CONSUMABLES (MATERIALS)	40,000	40,000
227310	HIRE OF PRIVATE SECURITY FIRMS	660,800	330,400
	TOTAL	230,509,792	200,293,866

f) Capital Expenditures

During the FY 2011/2012, we incurred capital expenditure as detailed in the table below:

Table 11: Capital Expenditures

ID ACCOUNT	Description	FY 30 June 2012 Frw	FY 30 June 2011 Frw
	OFFICE EQUIPMENT	4,422,461	4,351,661
	TOTAL	4,422,461	4,351,661

g) Other expenses

During the FY 2011/2012, we incurred various other expenditures as detailed in the table below:

Table 12: Other expenses

ID ACCOUNT	Description	FY 30 June 2012 Frw	FY 30 June 2011 Frw
	CURRENCY CONVERSSION GAIN	377	315
	TOTAL	377	315

h) Cash at bank

The bank amounts shown in the table below have been reconciled to the bank statements as at 30th June 2012

Table 13: Cash at bank

ID ACC OUNT	Bank name	Account No.	Account curren cy	Amount in foreign currency	Exch. Rate	FY 30 June 2012 Frw	FY 30 June 2011 Frw
31130 1	BNR	120006 1	Frw	-	-	2,251,672	2,856,868
31130 2	BNR	120006 0	Frw	-	-	286,802,457	2,842,872
	Total					289,028,129	5,699,740

i) Cash in hand

The petty cash balance amounts as at 30th June 2012 shown in the table below has been reviewed by the Chief Budget Manager.

Table 14: Cash in hand

ID ACCOUNT	DESCRIPTION	FY 30 JUNE 2012 Frw	FY 30 June 2011 Frw
	Petty Cash	9,700	84,520
	Total	9,700	84,520

j) Accounts receivables

The following were the accounts receivables as at 30th June 2012:

Table 15: Accounts receivables

ID ACCOUNT	Debtor's name	FY 30 June 2012 Frw	FY 30 June 2011 Frw
	NDAZARO Lazarre	0	25,000
	BERAHO Ignore	0	62,500
	TOTAL	-	87,500

k) Account payables

The following were the accounts payables as at 30th June 2012:

Table 16: Account payables

ID ACCOUNT	Creditor's name	FY 30 June 2012 Frw	FY 30 June 2011 Frw
360199	ASYST	2,739,000	2,739,000
360199	BIZIMANA Samson		34,338
360199	EAST AFRICAN		1,260,000
360101/57282	ENTREGELE		916,938
360101/5903	LIBRAIRIE CARITAS		92,732
360101/507	AKAGERA		42,422
360101/21404	GUEST HOUSE EER		12,900
360101/17227	National post corporation	10	10
310104	RRA	215162	228,347
412108	Other payables	2,671,866	1512
	TOTAL	5,626,038	5,328,199

l) Accumulated surplus (deficit) from previous year

These include cash book reconciled bank balances, petty cash balances, accounts payables balances as well as accounts receivables balances existing at the beginning of the year.

Table 17: Accumulated surplus (deficit) from previous year

ID ACCOUNT	Description	FY 30 June 2012 Frw	FY 30 June 2011 Frw
	Accumulated surplus /(deficit)	5,591,471	2,692,862
	TOTAL	5,591,471	2,692,862

The balances above are extracted from the signed financial statements submitted to MINECOFIN in 2012.

m) Prior Year Adjustments

The following is the prior year adjustments to opening balances:

Table 18: Prior Year Adjustments

ID ACCOUNT	Description	FY 30 June 2012 Frw	FY 30 June 2011 Frw
990101	BANK AND CASH ADJUSTMENT	4,040,682	45000
	TOTAL	4,040,682	45,000

The prior year adjustment related to accounts receivable and was proposed by the Auditor General during the audit of FY 2007.

ANNEXES

ANNEX 1: RPPA BOARD MEMBERS

- 1-Mr. MUGABO Damien, Chairperson**
- 2-Mrs KABEGA Emilienne, Vice-Chairperson**
- 3-Mr. KAYUMBA Eudes, Member**
- 4-Mr. NSENGIMANA Marc, Member**
- 5-Mrs BAZIGAGA Gloriose, Member**
- 6-Mrs IRERE Marie Jeanne, Member**
- 7-Mr.MURINDABIGWI J.M. Vianney, Member**

Secretary to the Board: Mr. SEMINEGA AUGUSTUS, Director General of RPPA

ANNEX 2: MONITORING AND AUDIT

Annex 2. A): Public procurement entities audited

N°	Entity	Number of awarded tenders	Number of audited tenders	Percentage
CENTRAL GOVERNMENT INSTITUTIONS				
1	MINICOM	49	32	65.3
2	MININFRA	46	32	69.5
3	MINIYOUTH	74	40	54
4	PRIMATURE	59	37	62
5	MINEAC	33	33	100
6	PARLIAMENT	71	42	59.1
7	MINECOFIN	56	37	66
8	SUPREME COURT	58	34	58.6
9	MIDIMAR	19	19	100
10	MINALOC	28	28	100
11	MINIRENA	35	35	100
Other public institutions				
12	NATIONAL COUNCIL OF WOMEN	12	12	100
13	NDIS	13	13	100
14	CHUK	52	34	65.3
15	ONATRACOM	22	22	100
16	RLDSF	15	15	100
17	NATIONAL FORUM OF POLITICAL ORGANIZATIONS	31	31	100
18	SFAR/REB	109	52	47.7
19	CNDP	83	45	54.2
20	OAG	23	23	100
21	NURC	47	33	70.2
22	IRST	20	20	100
23	EWSA	98	47	47.9
24	RRA	238	70	29.4
25	NATIONAL ELECTORAL COMMISSION	60	38	63.3
26	CNLG	32	32	100
27	MMI	15	15	100

28	OMBUDSMAN	50	36	72
29	AGF	29	29	100
30	RIAM	22	22	100
31	ILPD-NYANZA	48	31	64.5
32	RBS	75	42	56
33	FARG	17	17	100
34	RDRC	20	20	100
35	RWANDA NATIONAL POLICE	80	44	55
36	NATIONAL PRISON SERVICE	50	33	66
37	KAVUMU TRAINING CENTER	23	23	100
38	CHUB	38	38	
UNIVERSITIES & HIGH INSTITUTIONS				
39	KIST	76	43	56.5
40	KIE	21	21	100
41	ISAE-BUSOGO	53	35	66
42	KHI	92	46	50
43	KAVUMU COLLEGE OF EDUCATION	39	39	100
44	SFB	75	43	57.3
PROVINCES				
45	WESTERN PROVINCE	23	23	100
46	SOUTHERN PROVINCE	15	15	100
DISTRICTS				
47	MUSANZE DISTRICT	84	45	53.5
48	RUTSIRO DISTRICT	83	47	56.6
49	KAMONYI DISTRICT	53	38	71.6
50	NYANZA DISTRICT	57	37	64.9
51	RULINDO DISTRICT	89	47	52.8
52	BURERA DISTRICT	84	46	54.7
53	KICUKIRO DISTRICT	25	25	100
54	NYARUGURU DISTRICT	59	37	62.7
55	KIREHE DISTRICT	62	34	54.8
56	GAKENKE DISTRICT	55	35	63.6
57	NYARUGENGE DISTRICT	62	37	59.6
58	KARONGI DISTRICT	83	45	54.2
59	RUSIZI DISTRICT	45	32	71.1
60	GATSIBO DISTRICT	60	39	65

61	NGOMA DISTRICT	53	35	66
62	BUGESERA DISTRICT	62	38	61.2
63	RUBAVU DISTRICT	93	49	52.6
64	RUHANGO DISTRICT	40	29	72.5
65	NYABIHU DISTRICT	89	46	51.6
66	NYAGATARE DISTRICT	50	33	66
	Total	3,532	2,245	63.5

ANNEX 3: CAPACITY DEVELOPMENT

Annex 3.A) Procuring entities trained by the staff of RPPA

No	Procuring Entity	Number of trained staff	Date	Number of Days	venue
1	RTDA	8	05-8/07/2011	5	RTDA
2	Umbrella de personnes handicapées luttant contre le SIDA(UPHLS)	12	18-22/07/2011	5	Ligue pour la lecture de la Bible-Kacyiru
3	RHCC	9	21-24/9/2011	4	Ubumwe Hotel-Rubavu
4	RICP	5	27/6/2011-01/07/2011	5	RICP Conference room
5	Rwanda National Police	35	19-23/10/2011	5	Police conference Hall
6	Gender Monitoring Office	09	04-07/10/2011	4	Hill top
7	National council for High Education	06	25-30/10/2011	5	Top Tower Hotel
8	KIST	11	17-21/10/2011	5	KIST
9	Kamonyi District	71	18-21/10/2011	4	Kamonyi District
10	ILPD	08	31/10-04/11/2011	5	Nobleza

					Hotel
11	KHI	11	07-11/11/2011	4	Karongi
12	Rwanda Education Board(REB)	06	21-25/11/2011	5	Musanze District
13	Burera District	116	28-30/11/2011	3	Burera District
14	National Woman Council	6	6/02/2012 - 9/02/2012	4	Le printemps
15	Supreme Court	15	28/05/2012-01/06/2012	5	DianFossey Nyiramacibiri
16	Gasabo District	5	27/2/2012-2/3/2012	5	Lapalisse - Kigali
17	Training to all PEs On PPS	127	16/4-16/5/2012	5	INES-Ruhengeri
18	Kigali City	8	26-30/3/2012	5	Hill Top Hotel Remera
19	RCS	33	11-15/6/2012	5	Musanze
20	ONATRACOM	7	2-27/4/2012	5	ONATRACO M Hall
21	MIFOTRA	12	7/2-12/7/2012	5	Rubavu
22	IPRC	23	9-13/01/2012	5	IPRC Hall Kavumu
23	CHUK	19	6-10/02/2012	5	Chuk Hall
24	Kabgayi Hospital	10	28may-01June2012	4	Kabgayi
	Total number of trainees	572			

Annex 3. B) Trainees trained by consultants under supervision of RPPA staff

No	Entity	Number of trained staff	Date	Venue	Trainer(s)
1	MININFRA	18	28 th -29 th Sept 2011	Nobleza hotel	Emmanuel Ozigbo
2	MINAGRI	31	30 th August-2 nd sept. 2011	La palisse Gashora	Emmanuel Ozigbo
3	Training in	47	10-14/11/2011	Lapallisse	NKUNDA

	<p>investigation, Disputes Settlement and anti corruption in Public Procurement</p> <p>phase: I - RNP(12)</p> <ul style="list-style-type: none"> - RRA (1) - NPPA (13) - District (11) - OAG(1) - Ombudsman(5) - EWASA(2) - C of Deputies (1) - MINALOC(1) - 			Gashora	Apollo
4	<p>Training in investigation, Disputes Settlement and anti corruption in Public Procurement</p> <p>Phase II - BNR(1)</p> <ul style="list-style-type: none"> - RBS(2) - CHUK(2) - CHUB(1) - MMI(1) - RMH(1) - Ruhengeri Hospital (1) - RSSB(3) - RIAM(1) - RCS(1) - RDB(2) - NAEB(2) - RAB(1) - NPO(3) - OMBUDSMA N(4) - ORINFOR(1) - RNP(CID)(1) 	46	24-28/11/2011	Lapallisse Gashora	NKUNDA Apollo

	<ul style="list-style-type: none"> - WDA(1) - NURCR(1) - NCHR(1) - PSCBS(1) - NISR(1) - REB(2) - FARG(1) - RCA(1) - RNRA(1) - RTDA(1) - RURA(2) - RLDSF(1) - RPPA (1) - RBS/HCC(1) - MINECOFIN(1)) - AGF(1) 				
5	<p>Training in investigation, Disputes Settlement and anti corruption in Public Procurement phase III:- Districts(19)</p> <ul style="list-style-type: none"> - Ministries(4) - IRST(1) - ISAE(1) - Ombudsman(10) - TumbaCT(1) - Kicukiro CT(1) - NUR(1) - KIE(1) - GMO(1) - RDRC(1) - KHI(1) - SFB(1) - KIST(1) - PSC(1) - NIRP(1) - CHUB(1) 	47	31/10-04/11/2011	La pallisse Gashora	NKUNDA Apollo

6	Training of Trainers of staff from some of procuring entity: <ul style="list-style-type: none"> - RPPA - ILPD - GMO - RCS - RSSB - IPAR - NIRP - MINICOM - RSSP - IMA - RDB - RRA - MINECOFIN - SFB - MINAGRI - RBS - RALGA 	29	05 th -23 th December 2011	RIAM/Muhi ma	ITC-ILO
	Total number of Trainees	218			

Annex 3. C) One day training and presentation in meeting

No	ENTITY	Number of trained staff	Date	venue	Trainer(s)
1	Audit committee members/MINECOFIN	33	29/7/2011	Muhanga	Nsengiyumva Edison
		40	03/8/2011	Lapalisse Nyandungu	Nsengiyumva Edison Rurangirwa J.P
		33	05/8/2011	Musanze	Nsengiyumva Edison
2	Eglise Presbytérienne au Rwanda (EPR) (Head masters)	32	8/09/2011	Isano-Gikondo	Rurangirwa JP Kayira Antoine
3	KIST	23	03/11/2011	KIST	Seminega Augustus Nzakamwita Christophe Kayiranga R.Bernard

4	Public Finance Management (PFM) Training organised by Rwanda Governance Board (RGB) in each Province & Kigali City.	170	6/03/2012	Rwamagan a	Rurangirwa
			20/04/2012	Rubavu	Rurangirwa
			20/03/2012	Musanze	Rurangirwa
			03/04/2012	Kigali-La palsse	Rurangirwa
			13/03/2012	Nyanza	MBARANGA
	Total number of Trainees	331			
	OVERALL NUMBER OF TRAINEES			1121	

Annex 3. D) On job training, technical support and coaching

No	Province	Procuring Entity	Date
1	Southern Province	- Huye district	3 rd -4 th October 2011
		- IRST	
		- Nyaruguru District	5 th -6 th October 2011
		- NUR	
		- Gisagara District	07 th -8 th march 2012
		- Institute of National museums of Rwanda	13 rd -14 th March 2012
		- Kamonyi District	07 th -08 th March 2012
		- Muhanga District	14 th -15 th March 2012
	- Nyanza District	27 th -28 th March 2012	
	- Ruhango District	04 th – 05 th April 2012	

		- RIAM	12 nd -13 rd April 2012
		- Kavumu College of Education	09 th -10 th April 2012
		- Nyamagabe District	29 th – 30 th April 2012
		- Southern Province - IPRC/South	21 st -22 nd May 2012
2	Western Province	- Nyabihu district - Rubavu district	11 th -12 th October 2011
		- Rusizi district - Nyamasheke district - Karongi district - Western province	18 th -22 th June 2012
3	Northern Province	- Tumba College of Technology - ISAE	12 th -13 th October 2011
		- Rurindo district - Northern province	22 nd -23 rd October 2011
		- Burera District	15 th -16 th /01/2012
		- Musanze District	17 th -18 th /01/ 2012
4	Eastern Province	- Gatsibo district, - Nyagatare District	24 th -25 th October 2011
		- Rukara College of Education - Kayonza District	26 th -27 th October 2011
		- Kirehe District - Rwamagana District -	24 th -25 th January2012
		- Ngoma District - Umutara Polytechnic	26 th -27 th January2012

5	Kigali City	- Capital Market of Advisory Council	19 th -20 th October 2011
		- RTDA	
		- RHA - RSSB - RBC	21 st -22 nd February 2012
		- CAMERWA - REB - SFB	23 rd -24 th February 2012
		- Special Garantee Fund - RCA	23 rd -24 th March 2012
		- RRA - MINEAC	16 th -17 th April 2012
		- CNLG	18 th -19 th April 2012
		- MIFOTRA	21 st -22 nd April 2012
		- Rwanda Civil Aviation - Road Maintenance Fund	13 rd -14 th June 2012

Annex 4: PROVISION OF LEGAL OPINIONS OR ADVICE

N°	ENTITY	SUBJECT	ACTION TAKEN
1.	National Land Centre/ Office of the Registrar of Land Title	Report on the case of MUKAMUNANA GENERAL TRADING which refused to refund the extra money it received on the invoice payment.	RPPA wrote a letter to MUKAMUNANA warning her to pay the due money before judicial procedures could be applied
2.	THE Office of Ombudsman	Request to provide grounds which were based on to reject the appeal of MCI	RPPA provided requested grounds basing on the Law on public procurement
3.	HYDROBATEL Company	Request to ensure that the review of the evaluation of the tender n° 012/F/2011-I/PMU GLOBAL FUND/RPPA to supply 74 generators and the construction of their shelters is done correctly.	RPPA advised the company to proceed with the claim, following the way provided for by the Law in case of unsatisfactory response from the procuring entity
4.	National Electoral Commission	Request to get exemption from using the normal procurement method and to take the procurement process of items to print examination papers for the National Primary and Secondary Schools as requested by the Rwanda Education Board and the Ministry of Education (MINEDUC) as a case of force majeure.	The Rwanda Public Procurement Authority (RPPA) is not entrusted with approving which procurement method to be used by a procuring entity nor to qualify if a given case is a force majeure or not. We advise them to consider what is provided for in the Law n° 12/2007 of 27/03/2007 on public procurement Articles 56, para 1, 3° and 102
5.	RPPA	Investigations on the case of INCISIVE AFRICA Ltd which failed to execute the contractual obligations towards Media High Council (MHC), and provided false information during the competition.	Inviting INCISIVE AFRICA Ltd to come to remove the questionnaires it was requested to provide during investigations
6.	RPPA	The debarment of ECOMA which used forged documents in Rusizi District tender	Notification of the RPPA Board of Directors
7.	RPPA	The letter from STAR CONSTRUCTION COMPANY Ltd claiming for RPPA intervention to get the payment from Nyagatare District	RPPA requested Nyagatare District to provide information on the company's claim before it could respond to the claimant

8.	RPPA	The case submitted by EWSA reporting that QUINCAILLERIE may have used a forged FINA BANK performance security.	RPPA requested EWSA to provide the information on the Bank position on the authenticity of the document.
9.	Media High Council (MHC)	Request for advice on the appropriate decision to be taken against Incisive Africa Ltd which did not fulfil the obligations of the contract it signed with MHC to conduct an audience survey.	RPPA advised MHC to resolve the dispute by following ways provided for in Article 11 of the contract. RPPA also informed MHC that the fact that Incisive Africa Ltd was debarred from participating in procurement proceedings does not in any case discharge it from paying or repairing the prejudice it caused as far as their contract was concerned.
10.	Nyabihu District	Request for advice on the contract between Nyabihu District and EDIC, but which was provisionally suspended for about 10 months	RPPA advised the District that the contract was no longer valid because provisional suspension of works went beyond 30 days. Therefore, basing on Article 127 of the Law on public procurement RPPA advised them to re-advertise the tender
11.	Gasabo District	Request for advice on the value of the contract between the District and AGRUNI CO Ltd which used a forged performance security	RPPA advised the District to apply what is provided for in article 91 of the Law on public procurement. It also requested the District to provide further information for successful investigations
12.	RPPA	The case submitted by SFB reporting the failure of ECMRA in execution of its contractual obligations	RPPA invited ECMRA representative for a hearing session
13.	ECOMIL (a private company)	The letter from ECOMIL claiming for RPPA intervention to get the payment form RIAM and Gatsibo District	RPPA advised ECOMIL to use ways provided for in the contract as far as the settlement of disputes is concerned. It also informed the company that if they need RPPA intervention they should seek it jointly with the District.

14.	RPPA	Investigations on the case of COGEF Ltd	RPPA invited COGEF Ltd representative for a hearing session
15.	RPPA	The case of COGEF Ltd suspected of violating Laws and Regulations governing public procurement in Rwanda, especially in Nyamagabe tenders	RPPA requested Nyamagabe District to provide needed information and documentation for successful investigations.
16.	RPPA	The case submitted by SFB reporting the failure of ECMRA in execution of its contractual obligations	Before any decision to debarment, RPPA requested SFB to react on explanations provided by ECMRA representative during the hearing session, indicating that the failure was linked with SFB reasons.
17.	CHUB	Request for a technical advice on the implementation of the contract CHUB signed with HQS Consulting	RPPA advised CHUB to consider terms of the contract and the commitment taken by the consultant concerning the taxes payment
18.	JJ STATIONERY	The letter from JJ STATIONERY requesting for RPPA intervention to get the payment from REMA	Considering that terms of the contract JJ STATIONERY signed with REMA are binding to both of them and believing that it should contain provisions on dispute settlement matters, RPPA intervened by advising the company to resolve their dispute following the ways they agreed upon in the contract.
19	Rwanda Natural Resource Authority	Request for advice on the evaluation of proposals.	RPPA advised that the evaluation should base on criteria set out in the RFP in respect of article 64 of the Law and 24 of the regulation. The advice raised the point that the joint venture of Land Equity International Pty Ltd and Consultancy Bureau-National University of Rwanda did not submit administrative documents required by the RFP.

20	Public Service Commission	Request for advice on the issue of the use framework agreements existing between Provinces and service providers, because of time constraints that the Public Service Commission was meeting in holding regional meetings from all provinces.	RPPA advised that such arrangements were not authorised. It would be awarding the tender by single source whose required conditions were not met in their case. Rather, if the open competitive bidding method was not appropriate, RPPA advised that other procurement methods be used but only if the required conditions were met.
21	MINISANTE RBC/MPD	Request for observation on the Manual of Procedures for the procurement of health commodities.	RPPA compared MINISANTE RBC/MPD Manual of Procedures for the procurement of health commodities with the public procurement law and regulations and provided requested advice and comments.