

REPUBLIC OF RWANDA



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RPPA ANNUAL ACTIVITY REPORT 2013-2014

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ACRONYMS

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| AFOS | : Armed Forces Shop |
| BNR | : Banque Nationale du Rwanda |
| CHUB | : University Teaching Hospital of Butare |
| CHUK | : University Teaching Hospital of Kigali |
| CNLG | : National Commission for the Fight against Genocide |
| DMS | : Document Management System |
| DTWMS | : Document Tracking and Workflow Management System |
| EWSA | : Energy, Water and Sanitation Authority |
| FARG | : Fonds d'Aide aux Rescapés du Génocide |
| GMO | : Gender Monitoring Office |
| GoR | : Government of Rwanda |
| ICPAR | : Institute of Certified Public Accountants 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 |
| KIM | : Kigali Institute of Management |
| KWAMP | : Kirehe Community Based Watershed Management Project |
| LWH | : Water Harvesting and Hillside Irrigation |
| MIDIMAR | : Ministry of Disaster Management and Refugee Affairs |
| MIFOTRA | : Ministry of Public Service and Labour |
| MINADEF | : Ministry of Defence |
| MINAFFET | : Ministry of Foreign Affairs and Cooperation |
| MINAGRI | : Ministry of Agriculture and Animal resources |
| 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 |
| MINIJUST | : Ministry of Justice |
| MININFRA | : Ministry of Infrastructure |
| MININTER | : Ministry of Internal Security |
| MINIRENA | : Ministry of Natural Resources |
| MINISPOC | : Ministry of Sports and Culture |
| MMI | : Military Medical Insurance |
| MOH | : Ministry of Health |
| MYICT | : Ministry of Youth and ICT |
| NAEB | : National Agriculture and Export Development Board |
| NCC | : National Commission for Children |
| NCHE | : National Council for Higher Education |
| NCPD | : National Council for the Persons with Disabilities |
| NEC | : National Electoral Commission |
| NISR | : National Institute of Statistics of Rwanda |
| NLRC | : National Law Reform Commission |
| NPPA | : National Public Prosecution Authority |
| OAG | : Office of the Auditor General |
| ONATRACOM | : Office National de Transport en Commun |
| ORINFOR | : Office Rwandais d'Information |
| PADAB | : Bugesera Agricultural Development Support Project |
| PAPSTA | : Projet d'Appui au Plan Stratégique pour la Transformation De l'Agriculture |
| PEs | : Procuring Entities |
| PPS | : Procurement Publication System |
| PSC | : Public Service Commission |
| PSCBS | : Public Sector Capacity Building Secretariat |
| RAB | : Rwanda Agriculture Board |
| RBC | : Rwanda Biomedical Center |
| RBS | : Rwanda Bureau of Standards |
| RCA | : Rwanda Cooperative Agency |
| RCAA | : Rwanda Civil Aviation Authority |
| RCS | : Rwanda Correctional Services |
| RDB | : Rwanda Development Board |

| | |
|-------|--|
| RDRC | : Rwanda Demobilization and Reintegration Commission |
| REB | : Rwanda Education Board |
| REMA | : Rwanda Environment Management Authority |
| RHA | : Rwanda Housing Authority |
| RIAM | : Rwanda Institute of Administration and Management |
| RLDSF | : Rwanda Local Development Support Fund |
| RMF | : Road Maintenance fund |
| RNRA | : Rwanda Natural Resources Authority |
| RNYC | : Rwanda National Youth Council |
| RPPA | : Rwanda Public Procurement Authority |
| RRA | : Rwanda Revenue Authority |
| RSSB | : Rwanda Social Security Board |
| RSSP | : Rural Sector Support Project |
| RTDA | : Rwanda Transport Development Agency |
| RURA | : Rwanda Utilities Regulatory Agency |
| Rwf | : Rwandan Francs |
| TC | : Tender Committee |
| WDA | : Workforce Development Agency |

FOREWORD

FOREWORD

This report presents the achievements of Rwanda Public Procurement Authority during the fiscal year 2013-2014. 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 2013 to 30th June 2014.

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.



NAMARA Hannington
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 fiscal year 2013/2014. This fiscal year was the second year in the implementation of the RPPA Strategic Plan 2012/13–2014/15. This activity report focuses mainly on the following: audit and monitoring of procuring entities, capacity building, and enhancement of legislation 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 one thousand seven hundred eighty-seven (**1787**).

Concerning monitoring and audit, **58** procuring entities against **70** scheduled were audited from 1st July 2013 to 30th June 2014. Also **68.4%** of all tenders awarded by different audited procuring entities were audited. In addition, an internal control and audit manual for public procurement was revised and a monitoring and evaluation framework for audits conducted by RPPA was also developed.

With regard to legal affairs and investigations, RPPA continued to work on implementing texts of the law n°12/2007 of 27/03/2007 on public procurement as amended and completed by the law n°05/2013 of 13/02/2013. RPPA conducted investigations to assess bidders' integrity and performance as well as 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 which was later 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 2013-2014 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 procuring entities audited, audit findings and audit recommendations. In capacity building, the report shows training sessions that were conducted and information dissemination activities that were undertaken.

As far as legal affairs are concerned, the report highlights progress in updating our public procurement legal framework. 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, stock 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 2012-2013;
- (ii) The examination and deciding on cases of bidders and government officials who are reported to have broken the law;
- (iii) The approval of an internal audit report summary for the first quarter 2013-2014;
- (iv) Examination and approval of requests for using less competitive methods;
- (v) Appointment of staff;
- (vi) The approval of June-December 2013 Semester report.

2. AUDIT AND MONITORING

2.1. Audit of tenders awarded by procuring entities during the fiscal year 2012-2013

2.1.1. Introduction

Rwanda Public Procurement Authority carried out procurement audits in **58** procuring entities (PEs) over **70** that were planned i.e. **82.8%**. These audits were carried out between July 2013 and June 2014 for the procurement made during the financial year 2012-2013 by a team of 12 auditors plus their 3 team leaders.

The PEs audited comprised of four **(4)** Central Government Institutions, two **(2)** Provinces, twenty two **(22)** Districts and thirty **(30)** Public Institutions and National Commissions. Collection of data on the field, their analysis and the elaboration of reports took one month for every entity. The method of sampling developed by the University of Florida with a confidence level of 90% was used during the audit. A sample of 1,610 procurement contracts was selected for the audit on an accumulated total of **2,354** contracts, i.e. **68.4%** of tenders awarded by the **58**

entities. The value accrued from all contracts, taken as sample, amounts to **120,140,332,749 Rwf.**

The objective of the audits was to determine whether the procedures, processes and documentations were in conformity with the law N^o12/2007 of 27/03/2007 on public procurement and the Ministerial order N^o 001/08/10/MIN of 15/01/2008 establishing regulations on public procurement and standard bidding documents, the RPPA circulars and international best practices in public procurement. The aim was to identify weaknesses of PEs in complying with the law and Regulations to enable appropriate measures, including implementation of appropriate capacity building strategies, to be taken.

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 guarantees;
- viii) Signature of contracts and
- ix) Execution of contracts.

2.1.2. Methodology

For the completion of audits, the following methodology was applied:

- Pre-audit preparations;
- An introductory meeting with each procuring entity to be audited;
- Review of procurement documents;
- Closing meeting held at procuring entity's office to discuss the audit findings;
- Elaboration of provisional audit reports and their transmission to the concerned procuring entities;

- Holding a meeting to discuss comments on the provisional audit report;
- Elaboration a final report and its transmission to MINECOFIN with a copy to the audited entity.

2.1.3. Categories of procuring entities audited

Table 1: Description of categories of procuring entities audited

| N° | Description of categories of procuring entities audited. | Number of entity | Number of tenders awarded | Number of tenders audited | Amount in Rwf |
|---------------|---|-------------------------|----------------------------------|----------------------------------|------------------------|
| 01 | Central Government Institutions. | 04 | 155 | 138 | 4,753,301,506 |
| 02 | Province | 02 | 14 | 14 | 56,377,760 |
| 03 | Districts | 22 | 967 | 673 | 43,712,630,821 |
| 04 | Other Public Institutions | 30 | 1,218 | 785 | 71,618,022,662 |
| Total: | | 58 | 2,354 | 1,610 | 120,140,332,749 |

2.1.4 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 included in the table 2 presented below.

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 and use of appropriate procurement methods;
- Awarded tenders that were approved by internal tender committee;
- Preparation of tender documents/request for proposals;
- Award based on criteria in tender documents;
- Availability of opening and evaluation reports;
- Provisional and final notification to successful/unsuccessful bidders;

- 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 ten indicators of good practice in the procurement process and contract management for at least 80% of the tenders they awarded.

Table 2: Performance indicators for at least 80% of tenders awarded

| N° | Performance indicators for at least 80% of tenders awarded | Number of procuring entities that respected the indicator for at least 80% of the tenders awarded. | Percentage of audited procuring entities. |
|-----------|--|---|--|
| 1 | Awarded tenders that were planned. | 42/58 | 72.4 |
| 2 | Tender awarded through authorized methods of procurement in accordance with their limits of application. | 56/58 | 96.5 |
| 3 | Awarded tenders that were approved by internal tender committee. | 57/58 | 96.5 |
| 4 | Tender documents prepared and available. | 54/58 | 94.8 |
| | Available tender documents/ RFP that did conform to the standard/approved tender document. | 46/58 | 79,3 |
| 5 | Number of open bidding procedures publicly advertised. | 50/58 | 86.2 |
| 6 | Awarded tenders complying with the stipulated time in the procurement law for bid preparation. | 42/58 | 72.2 |

| | | | |
|----|--|-------|------|
| 7 | Number of tenders that had opening reports. | 55/58 | 94.8 |
| | Bids opening reports that did conform to national standards formats. | 48/58 | 82.7 |
| 8 | Tenders that had evaluation reports. | 58/58 | 100 |
| 9 | Number of tenders that award was based on criteria in the tenders documents. | 49/58 | 84.4 |
| 10 | Evaluation reports that did confirm to the national standard formats. | 53/58 | 91.5 |
| 11 | Provisional notification sent to successful and unsuccessful bidders. | 49/58 | 84.4 |
| | Final notification sent to successful and unsuccessful bidders | 48/58 | 82.7 |
| 12 | Number of awarded tenders that had performance security as required. | 46/58 | 79.3 |
| 13 | Tenders whose purchase orders for tenders ≤ 5 million Rwandan francs/ contract between two parties was signed. | 58/58 | 100 |
| 14 | Number of tenders for which advance payment was guaranteed. | 48/58 | 82.7 |

Table 3: Areas where the least number of procuring entities reached the 80% compliance level.

| N° | Indicators performed below 80% | Number of procuring entities that respected the indicator for at least 80% of the tenders awarded. | Percentage of audited procuring entities. |
|-----------|--|---|--|
| 1 | Tenders awarded through open competitive biddings. | 34/58 | 58.6 |
| 5 | Number of contract awards disclosed to the public. | 9/58 | 15.5 |
| 6 | Number of tenders for supplies that had goods delivery notes/ goods receiving notes. | 30/58 | 51.7 |
| 7 | Tenders for which reports on provisional acceptance of works were available. | 14/58 | 24.1 |
| 8 | Tender for consultancy service for which reports on their approval were available. | 9/58 | 15.5 |
| 9 | Tenders completed as per the terms of contract. | 10/58 | 17.2 |
| 10 | Tenders paid as specified in the contract. | 18/58 | 31 |
| 11 | Number of awarded tenders with completed records. | 15/58 | 25.8 |
| 12 | Monthly progressive were transmitted. | 37/58 | 63.8 |

As it can be seen from the table above, contract awards publication, availability of reports of approval of consultancy services, availability of inspection and acceptance reports on executed tenders and invoices paid as provided for by contracts between two parties and procurement records keeping are the areas where the least number of procuring entities reached the 80% compliance level.

2.1.5. Areas that need improvement

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 still the major weakness noticed during the audits;
- Failure by some procuring entities to adequately define their needs in the tender document and request for proposals. i.e. shortfall in terms of reference and technical specifications;
- Publication of awarded contracts on PEs' websites is still a major weakness for all audited procuring entities;
- The use of RPPA/PPS is also another weakness;
- Inadequate administration and monitoring of awarded contracts by procuring entities is still a challenging issue in many procuring entities, especially failure to identify and address problems that occurred or are likely to hinder the good performance of the contract;
- Availability of inspection and acceptances reports on the executed and paid tenders especially for tenders for consulting services;
- 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;
- So many procuring entities do not adequately address enquiries from bidders during the bidding process.

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

- Shortfalls observed in the preparation of technical specifications and terms of reference for tender documents/ request for proposals documents thereby affecting the evaluation process and contract management;
- Some technical requirements were not set properly enough to guarantee the desired performance and this lead to some disputes with contractors/ supplier/ consultant during the contract execution;

- Lack of quality control and poor contracts management resulting in failure by contractors and suppliers to fulfill the conditions of the contract.

2.1.6. Type of tenders audited and procurement methods used

a. Types of the tenders

The following table shows the number and value of the audited tenders by type

Table 4: Types of the tenders

| N° | Types of the Tenders | Number of tenders audited | % | Amount in Rwf | % |
|---------------|--------------------------------------|----------------------------------|------------|------------------------|------------|
| 01 | Tenders for supply | 782 | 48.6 | 54,887,556,784 | 45.7 |
| 02 | Tenders for works | 269 | 16.7 | 47,532,811,406 | 39.6 |
| 03 | Tenders for consultancy services | 200 | 12.4 | 11,148,636,921 | 9.2 |
| 04 | Tenders for non-consultancy services | 359 | 22.3 | 6,571,327,638 | 5.5 |
| Total: | | 1,610 | 100 | 120,140,332,749 | 100 |

b. Methods used in public procurement

One of the areas the audit focuses on was to check whether procuring entities used procurement methods as prescribed by law. The audit found that **96.2 %** (in terms of number) and **85.2 %** (in terms of value) of the tenders were awarded using appropriate methods in accordance with the law.

Out of **1,610** audited tenders, **1,549 (i.e. 96.2%)** were awarded through appropriate methods (authorized by the law on public procurement) and the most popular method used was the open competitive tendering. It was used for **1,318/1,610**, i.e. **81.9%** of all the contracts awarded. In terms of value, the total amount for all tenders awarded through this method, amounts to **114,299,470,166 Rwf**, i.e. **95.1%** of the total price of all the contracts audited. The following table shows the number and value of tenders awarded using different methods.

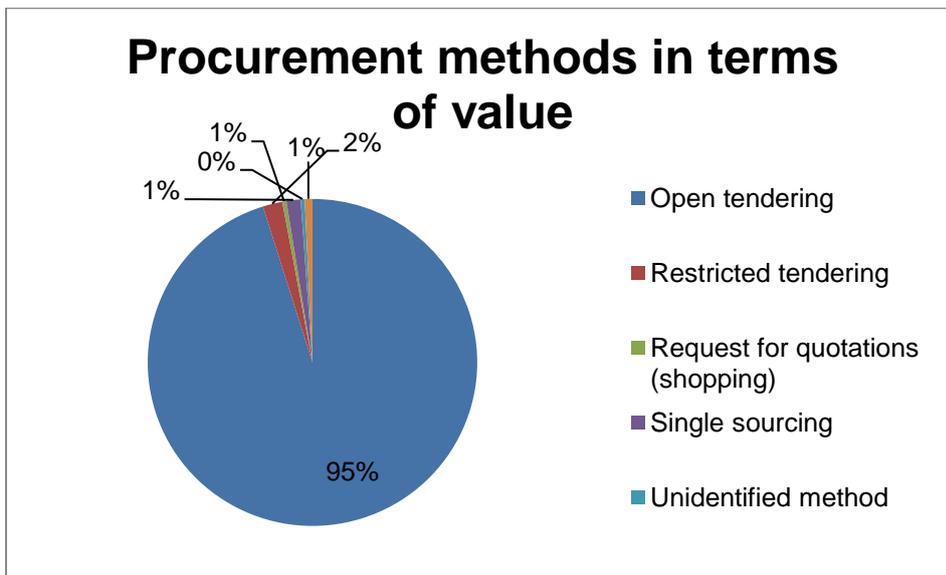
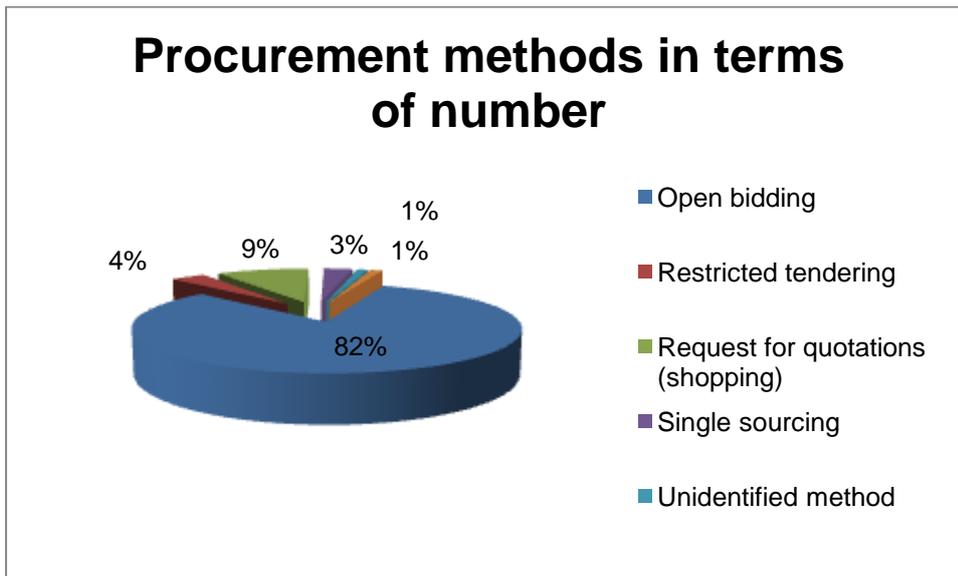
Table 5: Procurement methods used

| Procurement methods | Number of procurement | | Total procurement value | |
|-------------------------|-----------------------|------------|-------------------------|------------|
| | N° | Percentage | Amount (Rwf) | Percentage |
| Open bidding | 1,318 | 81.9 | 114,299,470,166 | 95.1 |
| Restricted bidding | 57 | 3.5 | 2,310,248,974 | 1.9 |
| Request for quotations | 151 | 9.4 | 487,180,948 | 0.4 |
| Direct procurement | 47 | 2.9 | 1,662,451,454 | 1.4 |
| Community participation | 20 | 1.2 | 895,080,343 | 0.7 |
| Unidentified method | 17 | 1.1 | 485,900,864 | 0.5 |
| Total | 1,610 | 100 | 120,140,332,749 | 100 |

Other methods used were in the following ratios (per number):

- Restricted tendering method (national and international): **57/1,610**, i.e. **3.5%** of all the contracts awarded. In terms of value, the total amount for all tenders awarded through this method amounts to **2,310,248,974 Rwf**, representing **1.9%** of the total value of all the tenders audited;
- Request for quotations (shopping): **151/1,610**, i.e. **9.4%**. The total amount for all the tenders awarded through this method amounts to **487,180,948 Rwf**, representing **0.4%** of the total value of all the tenders audited;
- Single source method: **47/1,610**, i.e. **2.9%**. The total amount for all tenders awarded through this method amounts to **1,662,451,454 Rwf**, representing **1.4%** of the total value of all the tenders audited;
- Community participation method: **20/1,610** i.e.**1.2%**. the total amount for all tenders awarded through this method amounts to **895,080,343 Rwf**, representing **0.7%** of the total value of all the audited tenders;
- Unidentified methods due to lack of supporting documents concerned: **17/1,610** i.e.**1.1%**. The total amount for all the tenders awarded through unidentified method totals to **485,900,864 Rwf**, representing **0.5%** of the total value of all the tenders audited.

Figure 1: The graphical representation of the summary



2.1.7. 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 **58** procuring entities audited provided their annual procurement plans, i.e. **100%**. Nevertheless, in terms of number, on a total of **1,610** tenders taken as samples out of **2,354** tenders awarded by all the procuring entities audited, only **1,399** appeared on the procurement plans, equivalent to **86.9%**;

- For **1,317** tenders that required the preparation of tender documents/Requests for proposals, **1,269/1,317** TOR/RFP only, i.e. **96.4%**, were available and were presented to the auditors. Among these tender documents, only **1,168** of them were prepared according to the Standard Bidding Document, i.e. **88.7%**;
- Awarded tenders that required time for bid preparation were **1546/1,610 (96%)** and the awarded tenders complying with the stipulated time in the procurement law for bid preparation were **84% (1298/1546)**.
- Reports of opening of bids were available for **1,477/1,542 (95.8%)** which the opening reports did conform to the national standard forms for **95.7% (1,413/1,477)**;
- Evaluation reports available and presented to auditors were **1,564/1,590** i.e. **98.4%** of all the audited tenders. Among these above reports, **92.1% (1,440/1,564)** did conform to the national standard forms;
- **1,385/1,564** of the available evaluation reports showed that the evaluations of bids were based on criteria of bidding documents, i.e. **88.6%**;
- Number of contract awards published on procuring entities websites was **338/1610 (21.5%)**;
- For all the tenders audited, provisional notifications to the successful and unsuccessful bidders were done at the proportions of **1,401/1,491**, that is **93.9%** 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 **912/991** tenders, which represents **92.03%** of tenders that required performance guarantee;
- The contracts/purchase orders which were presented to the auditors are **1,535/1,578**, which represent **97.3%**;
- The reports of approval of consultancy services exist for **102/195**, which is **52.3%** of the tenders audited that should have been completed by the time of the audit period;

- The number of tenders for supplies whose delivery and receiving notes/ reports were available was **569/766** that is **74.3%** of the audited tenders for supplies completed by the time of audit;
- Reports on provisional acceptance of works available were **133/207**. This represents **64.3%** of the works contracts that should have been completed by the time of the audit period;
- According to the contract modalities of payment, only **924** out of **1,513** (**61.1%**) tenders were paid as specified in the contract terms;
- The audit recommended the necessity of improvement in the filing of documents. Indeed, only **53.2% (856/1,610)** tenders had all the necessary procurement documents. However, there has been a slight improvement in the filing system compared to the result of the audits conducted in the 2012-2013 fiscal year for the tender awarded during the fiscal year 2011-2012 where the percentage of tenders that had all required document was **48%**.

2.1.8. 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 the Burera district, Ruhango district, Rutsiro district, RTDA and IRST.
- The inadequate filing of documents related to public procurement operations.
- Some procuring entities delayed providing their comments on provisional audit report and this lead to delay in writing final audit reports.

2.1.9. 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;
- viii. The capacity development unit of RPPA shall put more emphasis on identified area that need improvement in their training and coaching programmes and RPPA will continue to request PEs to comply with the requirements of procurement regulations about these indicators.

2.1.10. Measures required to bring about the needed improvement

- RPPA should prepare standard bidding documents for procurement of physical services/ non consulting services such as cleaning, insurance, hotels services, etc...
- RPPA should prepare contract management manual;
- Offer continuous capacity building trainings in procurement law and regulations and technical specifications preparation as well as contract management;
- RPPA should undertake the exercise of registration and categorization of all local construction companies and grade them according to their capacity and experience.

2.2. Public procurement systems audit

Following the meeting chaired by the Rt. Hon. Prime Minister on 12th November 2013, RPPA was mandated to conduct public procurement systems audit. It started by identifying weaknesses and problems prevailing in the procurement system. The identification has been done by inviting different procurement stakeholders including

among others some chief budget managers of sampled procuring entities, associations of local construction companies, RALGA, Transparency International Rwanda and other stakeholders.

The report on public procurement systems audit was submitted to the Minister of Finance and Economic planning and RPPA has started implementing some of its recommendations. E.g. Awareness among chief budget managers about the necessity for their training and continuous training of procurement officers and members of tender committees.

2.3. Compliance assessment

RPPA collected procurement compliance data from all procuring entities in order to assess the performance of procuring entities using some OECD-DAC compliance indicators.

The assessment was carried out in 2 phases on contracts awarded by PEs during the fiscal year 2012-2013. 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 20 best performing PEs for the second phase.

The preliminary phase identified the 20 best performing procuring entities and the post qualification ranked the best procuring entity in public procurement where the Bugesera district emerged the best performing entity with 95.1%. The 6 best PEs were the following: Bugesera district, Southern province, MINITERE, NPPA and Huye district and the former Kavumu College of Education.

The report related to this assessment was presented to all chief budget managers together with their procurement officers in the annual meeting held at Hill Top hotel on 30th May 2014, where the 6 best performing procuring entities in public procurement were given certificates of merit by RPPA.

2.4. Follow up of the execution of procurement plans, payment delaying issues and problem areas in contract management in all procuring entities.

After the 10th GABIRO National Leadership Retreat, RPPA was mandated to provide a sustainable solution to the frequent problems encountered in public procurement process and delayed payment to contractors and suppliers of Government Institutions. This involves continuous tracking by RPPA of how all procuring entities implement their procurement plans and pay contractors and suppliers and report on a quarterly basis. This also goes hand in hand with the follow-up of the poorly performed contracts in order to blacklist those suppliers and contractors that failed to perform government contracts. These activities are clearly explained as follows:

2.4.1. Follow up of the execution of 2013-2014 procurement plans

From the beginning up to the end of the fiscal year 2013-2014, RPPA had been receiving and analysing monthly procurement progress reports submitted by procuring entities every month in order to monitor how these procuring entities were implementing the public procurement law and regulations. Where RPPA notes irregularities in the procurement process, it gave a feedback to the concerned entities.

These reports showed that there were considerable delays in advertising tenders and signing of contracts beyond planned dates for most of procuring entities.

In ensuring that all PEs were reminded the importance of procurement planning; RPPA issued 2 circulars to call upon all public institutions to plan their tenders by taking into consideration the consequences of poorly planned tenders and delays in paying contractors and suppliers that deliver services to government institutions.

Data from these reports helps in producing statistics on public procurement for all procuring entities and in analysing how 2013-2014 procurement plans were being implemented by procuring entities.

The table below shows statistics of tenders awarded by 149 procuring entities that submitted their procurement reports to RPPA.

Table 6.a: Number of tenders and amount by type, source of funding and procurement method.

| | | AWARDED TENDERS-FY 2013-2014 | | | |
|----------------|--------------------------------|------------------------------|--------|--------------------|--------|
| | | NUMBER | % | AMOUNT | % |
| TOTAL | | 4467 | 100% | 409,822,315,223.00 | 100% |
| TYPE | GOODS | 3093 | 68.03 | 249,338,324,371.00 | 60.84% |
| | WORKS | 623 | 13.94% | 119,017,199,882.00 | 29.04% |
| | SERVICES | 751 | 16.81% | 41,465,992,971.00 | 10.11% |
| FUNDING | | | | | |
| FUNDING | Treasury | 3343 | 74.83% | 183,862,414,814.00 | 44.86% |
| | Direct donor supports | 655 | 14.66% | 177,913,653,615.00 | 43.41% |
| | Autonomous institutions | 469 | 10.49% | 48,046,246,794.00 | 11.72% |
| METHOD | | | | | |
| METHOD | IOT | 112 | 2.50% | 136,659,917,410.00 | 33.34% |
| | IRT | 20 | 0.44% | 9,826,035,996.00 | 2.49% |
| | NOT | 2996 | 67.06% | 207,197,016,394.00 | 50.55% |
| | NRT | 145 | 3.24% | 10,476,468,081.00 | 2.55% |
| | SINGLE SOURCING | 392 | 8.77% | 32,036,555,082.00 | 7.81% |
| | COMMUNITY APPROACH | 110 | 2.46% | 3,115,091,980.00 | 0.76% |
| | RFQ | 692 | 15.49% | 10,511,230,280.00 | 2.56% |

KEYWORDS

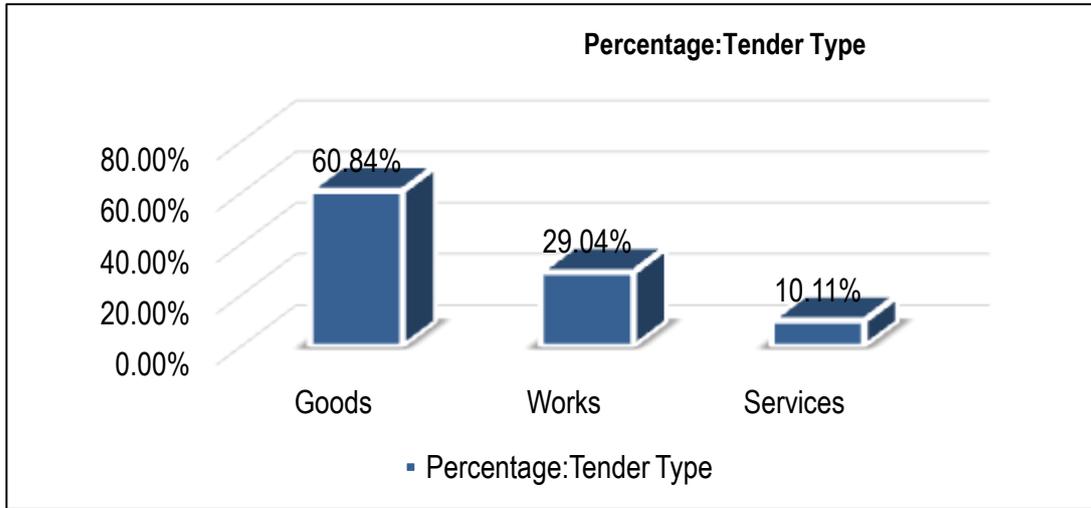
IOT : International open competitive tenders

IRT : International restricted tenders

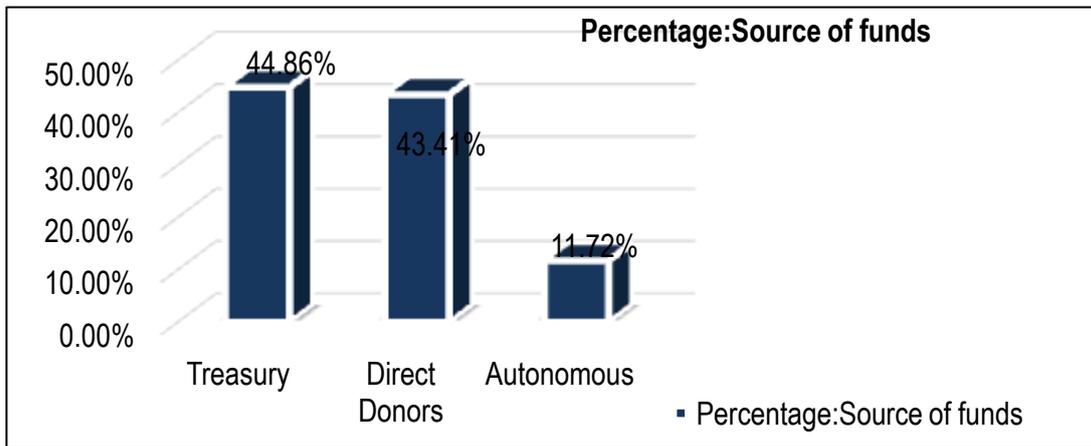
NOT : National open competitive tenders

NRT : National restricted tenders

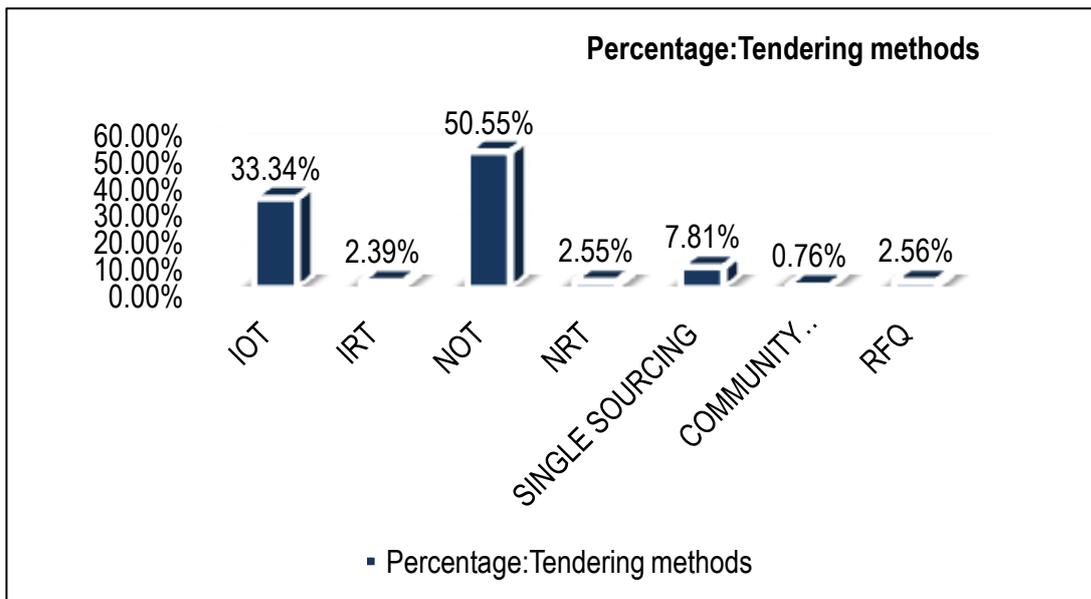
Figure 2.a: Number of tenders and amount by type, source of funding and procurement method



Amount in % by tender type: FY 2013-2014



Source of funds in percentage- FY 2013-2014



Amount by method in percentage- FY 2013-2014

The table 6.a considers all tenders awarded by all 149 procuring entities and shows that for all the 4467 tenders awarded by all procuring entities, 3093 were for goods (68.03%), 623 (13.94%) for works and 751 for consultant services (16.81%). In terms of value of tenders, out of a total amount of Rwf 409,822,315,223 the value for tenders for goods was Rwf 249,338,324,371 (60.84%), Rwf 119,017,199,788,2 (29.04%) were for works and Rwf 41,465,992,971 were for consultant services (10.11%).

Treasury was the major source of funding for the tenders awarded in year 2013/2014 (56.5%) while direct donors funding accounted for 43.4%. 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 2013/2014 and was 69.5% in number and 83.8% in amount. Request for quotations was used at 15.49% in terms of number and 2.5% in terms of value. Single source was used at 8.77% in terms of number and 7.8% in terms of value. Restricted tendering (both national and international) was used at 3.28% in terms of number and 4.9% in terms of value.

Table 6.b: awarded tenders whose values are above two million Rwandan francs.

| | | AWARDED TENDERS-FY 2013-2014 | | | |
|----------------|--------------------------------|------------------------------|--------|--------------------|--------|
| | | NUMBER | % | AMOUNT | % |
| TOTAL | | 3042 | 100% | 386,843,514,462.00 | 100% |
| TYPE | GOODS | 1987 | 65.31% | 240,791,290,492 | 62.24% |
| | WORKS | 592 | 19.46% | 118,986,352,860 | 30.76% |
| | SERVICES | 463 | 15.22% | 27,065,871,110 | 7.00% |
| FUNDING | Treasury | 2200 | 72.32% | 175,180,345,658.00 | 45.28% |
| | Direct donor supports | 516 | 16.96% | 164,172,144,265.00 | 42.43% |
| | Autonomous institutions | 326 | 10.71% | 47,491,024,539.00 | 12.27% |
| METHOD | IOT | 82 | 2.69% | 132,806,383,508.00 | 34.33% |
| | IRT | 9 | 0.29% | 8,485,268,278.00 | 2.19% |
| | NOT | 2459 | 80.83% | 203,530,027,948.00 | 52.61% |
| | NRT | 91 | 2.99% | 10,357,733,149.00 | 0.26% |
| | SINGLE SOURCING | 197 | 6.47% | 26,452,280,038.00 | 6.83% |
| | COMMUNITY APPROACH | 106 | 3.48% | 3,114,127,171.00 | 0.80% |
| | RFQ | 98 | 2.99% | 2,097,694,370.00 | 0.54% |

KEYWORDS

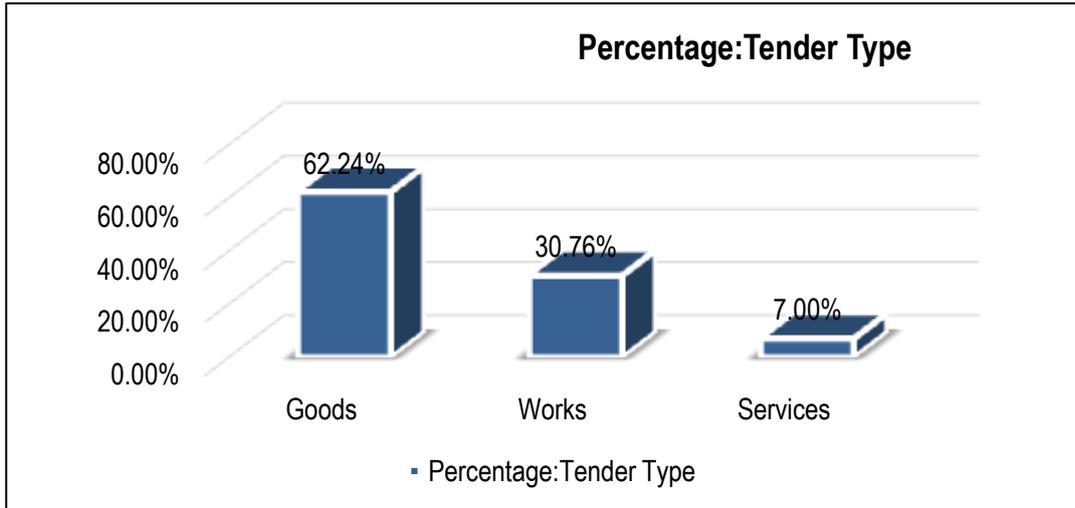
IOT : International open competitive tenders

IRT : International restricted tenders

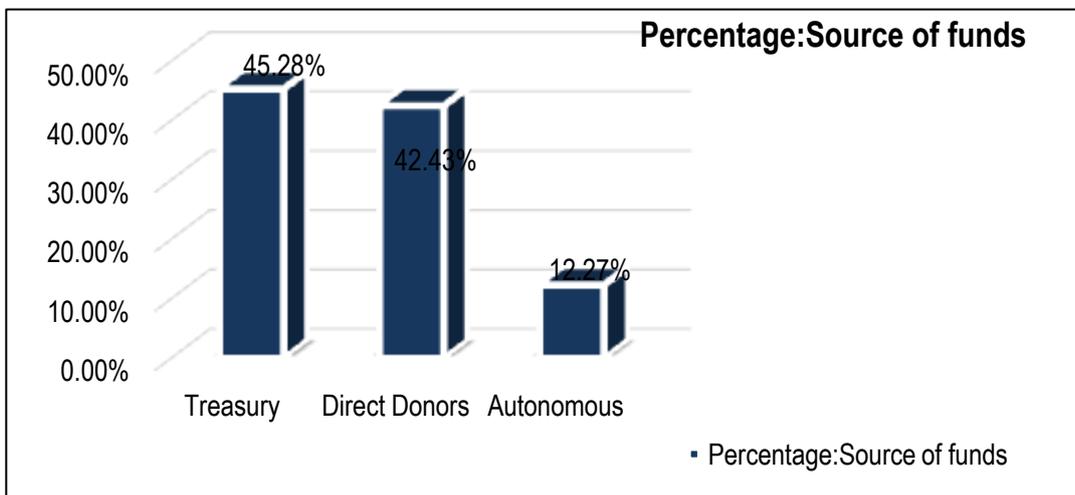
NOT : National open competitive tenders

NRT : National restricted tenders

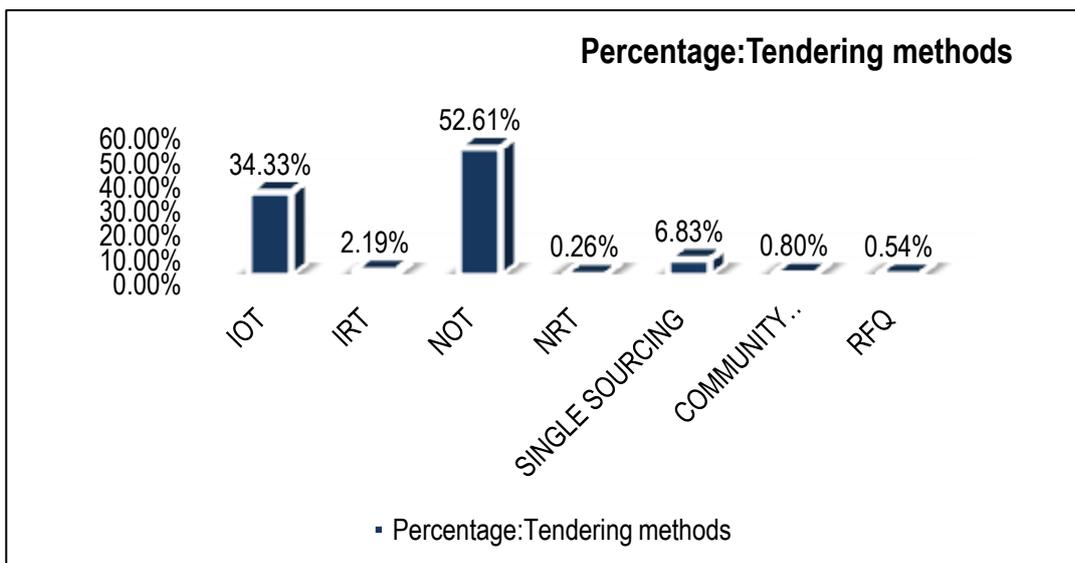
Figure 2.b: Number of tenders and amount by type, source of funding and procurement method



Amount in % by tender type: FY 2013-2014



Source of funds in percentage- FY 2013-2014



Amount by method in percentage- FY 2013-2014

The table 6.b shows awarded tenders whose values are above two million (2,000,000) Rwandan francs. The analysis of this table indicates that the number and value of tenders awarded through open competition (national and international) are 83.4% and 89.94% respectively in terms of percentage. This means that the table 6.a contains many tenders below two million Rwandan francs that were awarded through request for quotations, as the procurement law allows awarding these tenders through this method.

2.4.2. Delayed payments issues in public procuring entities

From September 2013 when RPPA started to call upon private companies that may have problems of delayed payments, 19 cases have been received by RPPA office during the 1st semester of the fiscal year 2013-2014. For these cases of delayed payment received by RPPA from suppliers/contractors complaints, RPPA has approached the concerned procuring entities and discussed the issue with them and advocated for suppliers/contractors.

Out of 43 cases reported on by different suppliers and contractors about delayed payments, 26 of them were resolved after that RPPA discussed the issues with the concerned procuring entities. 17 contractors/ suppliers have not yet been paid. More specifically; RPPA has undertaken and achieved the following activities:

- Format for invoice payment tracking was prepared and sent to all PEs and posted on RPPA website;
- Radio program was broadcasted on Radio Rwanda to call upon all those involved in contract payment, be they the private sector or public institutions, to do their utmost to solve those payment issues;
- A citizen charter on payment modalities in public institutions was prepared, advertised in Imvaho Nshya and sent to all PEs and PSF for advertisement. This citizen charter was also posted on RPPA website and broadcasted during the talk show on Rwanda Television.
- A press conference and talk show to sensitize private companies to report to RPPA on all cases of delayed payments were conducted.

2.4.3 Poorly performed and terminated contracts.

At the beginning of the fiscal years 2013-2014, RPPA prepared and issued a format to be used in reporting on contracts poorly performed by suppliers and contractors. In addition, this format was posted on RPPA website and discussed during the talk show on Rwanda Television.

During the fiscal year 2013-2014, RPPA gathered information on contracts performed poorly by contractors and suppliers and terminated contracts.

The analysis of poorly performed and terminated contracts showed that the poor performance of contracts by suppliers and contractors was due to the following:

- ❖ Lack of technical and financial capacities of the suppliers and contractors;
- ❖ Lack of professionalism of the contractor and suppliers;
- ❖ Procuring entities which awarded many contracts to one company and sometimes those contracts have to be executed simultaneously and at the end the contractor fails to perform any of them.
- ❖ Execution of works without contract between the client and the contractor:
- ❖ Lack of or ambiguous technical specifications;
- ❖ Lack of or poor follow up of contract executions;
- ❖ Lack of smooth communication between the contractor and the client.

It should be noted that quarterly reports on payment delaying issues, poorly performed and terminated contracts and report on the execution of 2013-2014 procurement plan had been produced and submitted to MINECOFIN.

2.5. Field visits

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

Within the framework of the follow-up of the implementation of works contracts, 37 out of 40 planned construction sites were visited. The visited sites were related to the some ongoing construction contracts awarded by Nyabihu district, Musanze districts, Rusizi district, RTDA, MINAGRI, Gatsibo district, Ruhango district, Gisagara district, Nyanza district and Burera district

b) Main findings

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

- Lack of or inappropriate studies of some projects that resulted in their revision several times resulting in additional contracts and delay in works execution. For instance the “Travaux de réhabilitation des routes Jomba-Shyira et Nyakinama-vunga et la construction de la laiterie de Nyakinama were delayed more than 6 months and there were additional contracts due to their poor studies;
- Invoice payment delaying by procuring entities leading to suspension of the works by contractors. For instance the execution works of the roads Sashwara-kabatwa in Nyabihu district delayed due to payment delays;
- Insufficient follow up of implementation of contracts by districts (E.g. Nyabihu and Musanze district).
- Poor quality of construction materials leading to poor quality of the executed works (E.g. Construction de la route en pavés de moellons Gihundwe-Ruganda-Mulindi (4 117m) in Rusizi district where sand used on site was of poor quality. Here RPPA advised the district to suspend the contractor and request him to correct the executed works);
- Absence of technical personnel or qualified staff and equipment compared to the ones proposed in the bids;

c) General recommendations to procuring entities:

- There must be a proper prior studies of civil and constructions projects before advertising tenders;
- Payment of executed works in due course;
- Funding institutions, especially Rwanda Local Development Support Fund, should transfer money to the district’s accounts without delays to facilitate the payment process;
- Procuring entities officials involved in works contract management are required to regularly visit the site and organize site meetings in order to solve raised problems by contractor in time;
- Make sure that there are sufficient and assured financial resources budgeted for tenders before advertising them;

- Appoint an officer for each civil works contract management to report on all events happening on the site and appreciate or disqualify the job executed by the supervising firm and the relationship between this firm and the contractor;
- Procuring entities should make sure that equipment and technical personnel proposed by the bidder are present on sites during the contract implementation and are enough and different from those used to other construction sites before offering another contract.

3. CAPACITY BUILDING FOR PROCURING ENTITIES

This section describes the activities performed by the Capacity Development Unit during the fiscal year 2013/2014. It covers areas of the duties assigned to the unit which are: capacity building, assessment of capacity needs related to procurement, reference prices, information dissemination, staff changes, and performance of procuring entities (PEs) as well as other activities performed.

In the framework of capacity development in public procurement, different activities have been carried out in different domains such as training workshops, Information dissemination, meetings and presentations in meetings, on job training, technical support and coaching, compiling and updating market prices for frequently needed goods, works and consultancy services to serve as reference for procuring entities when necessary.

3.1. RPPA Trainings

From July 2013 to June 2014, one thousand seven hundred eighty-seven (1787) staff from different procuring entities were trained by RPPA skills enhancement officers and trainers. Annex no 1 of this report shows the list of all procuring entities whose officials were trained.

3.2. Coaching, on job training, and technical support

As far as on job trainings, technical support and coaching are concerned, 50 procuring entities were planned to be visited by RPPA skills enhancement officers during the fiscal year 2013-2014. Among them 38 PEs with 318 staff have been coached. In addition 18 District hospitals, 14 District Independent Review Panels and

14 district pharmacies have been also coached. Most of the visited procuring entities were those which had been identified as weak by audit reports, new procuring entities and those with newly appointed procurement officers and members of tender committees. The coaching report was prepared and submitted.

3.3 Updating introductory and intermediate level training modules in public procurement.

Regarding the activity of updating training materials in public procurement, trainers have updated the modules that were available by inserting new provisions as per the law No.05/2013 of 13/02/2013 modifying and completing the law n°12/2007 of 27/03/2007 on public procurement as well as new provisions of the Ministerial order No.001/14/10/TC of 19/02/2014 establishing regulations on public procurement, standard bidding documents and standard contracts.

3.4 Training and coaching impact assessment

From 20/05/2014 to 28/05/2014, RPPA staff in Capacity Development Unit conducted an impact assessment on training and coaching conducted in the fiscal year 2012 -2013 by Capacity Development staff. This assessment was carried out in ten entities selected in provinces and City of Kigali.

After such an assessment, ITC members stressed that the trainings and coaching provided by RPPA are of great importance and necessary to them as for many of them procurement was a new subject. ITC members claimed for not being comfortable with the time allocated to the training and coaching since procurement is a wide subject and the time is limited especially for those who are trained at work or near their working place.

Tender committee members and the assessors called upon the Chief Budget Managers to be involved in organizing training for their staff and also to release them when there are trainings organized by RPPA. Assessors found that in some entities, tender committee members change frequently and this has a negative impact as those who received training are dismissed in tender committees and procurement

operations are carried out by those with no training or with no experience in the new tasks.

In this respect, it was recommended to issue guidelines, for Chief Budget Managers, stipulating that they should avoid several changes of tender committee members. After consulting the OAG reports as well as RPPA auditors' report and even the assessors' observation, it is evident that mistakes committed in procurement operations reduced compared to previous years. This led assessors to conclude that trainings and coaching provided by RPPA are important in helping new staff involved in public procurement operations to perform well, and in improving procurement processes. The assessment report was prepared and submitted to the Director General for approval.

3.5 Short courses in public procurement, CIPS, masters in public procurement

In building capacities of staff involved in procurement operations, 160 procurement practitioners were trained (7 short courses) at the College of Business and Economics on seven modules.

RPPA informed all Procuring Entities about the opportunity of a second phase of master's program and among 52 applicants who applied for the program, only 38 applicants met all the requirements. Those 38 students completed the distance learning phase. The face to face phase was postponed due to a shortage of funds from REB.

In this fiscal year, RPPA advertised a call for applications to pursue intake III of CIPS course and received only 32 applicants. Those 32 applicants sat for an entry test and only 20 succeeded. 19 students are undertaking the CIPS courses at International Management Academy as one of them left this program. They sat for May CIPS exams and their results were available in August, 2014. Up to now, the CIPS program has been attended by 37 staff involved in procurement: 8 for intake I; 10 for intake II and 19 for intake III. Unfortunately the pass rate is still very low at 13%. Only one candidate has passed all the 15 papers while a big number have not passed even one paper.

3.6 Assessing training needs in procurement in district hospitals and schools of nursing and midwifery

Information gathered during training sessions of the five (05) schools of nursing and midwifery (Byumba, Kabgayi, Kibungo, Nyagatare and Rwamagana) and ten (10) Hospitals (Butaro, Byumba, Kabgayi, Nyagatare, Kabaya, Ruhengeri, Masaka, Kibuye, Mugonero and Kirinda) and from the Ministry of Health revealed that all tenders from the above institutions are awarded by their own internal tender committees according to ministerial instructions n^o 20/32 of 21 January 2008 relating to the functioning of health centres and hospitals (from the Ministry of Health) and not by their respective districts as it used to be before. Most of districts hospitals and health centres tender committees members are not trained in procurement matters.

It is in this regard, RPPA planned to visit all districts' hospitals and schools of nursing to assess procurement problems they face and find how to address them.

3.7 Updating reference prices

Among RPPA missions, one can trace one related to achieving the best value for money for the Government of Rwanda under efficient, transparent and fair conditions. In this regard reference price officers have the responsibilities of compiling and updating market prices for common goods, works and consultancy services to serve as reference to procuring entities when necessary. In this fiscal year of 2013/2014, they have been gathering prices for items of different types needed by procuring entities through tenders (works, supplies and services). The input of various stakeholders in collecting data is helpful in the aim of producing a guide to that effect.

The updated guide of reference prices of items used in works was elaborated. The list of updated reference includes: construction materials, plumbing materials, electrical materials, paints and prefabricated materials in cement, clays (e.g. tiles) and water tanks.

Another updated guide of reference prices for supplies was also elaborated. This guide of reference prices comprises two versions: the French version including

medical equipment and medical products (drugs) and the English version including materials and office supplies, office equipment, food products, generators, water tank, spare parts, tyres, IT equipment and vehicles.

Finally, the updated guide of reference prices for non – consultancy services was elaborated. This list of updated reference prices includes cleaning services, insurance cost and hotels services (Rooms, Conference hall, Restaurant and Beverage). The related information on those prices were collected in different area such as Musanze, Rubavu, Nyamasheke, Rusizi, Karongi, Rwamagana, Kayonza, Nyagatare, Gicumbi, Muhanga, Nyanza, Huye and Nyamagabe Districts.

The published prices resulted from the market forces of demand and supply and were collected from suppliers in Kigali City and different provinces. The updated list of reference prices has been also published on RPPA website after being approved by the RPPA Board of Directors. It is our hope that this guide will enable procuring entities to purchase goods at reasonable prices.

3.8 Preparation of standard technical specification for items mostly used by procuring entities

RPPA Reference Price Officer consulted different procuring entities, suppliers, websites, procurement officers and people in charge of elaborating technical specifications from different procuring entities in order to elaborate the guide of technical specifications of some items mostly needed and used by public procuring entities. Technical specifications elaborated were for chairs, external hard disks, desks, aluminum, medium density fireboard (MDF), laptops, desktops, printers, photocopying machines and vehicles.

3.9 Information Dissemination

3.9.1 Radio programs

From August 2013 up to June 2014, RPPA conducted a radio programs so as to inform the public all information related to the RPPA's activities such as the amendment of laws and regulations as well as other issues related to procurement

matters. The program was aired each Wednesday at 8.15-8.30 PM. Forty-seven (47) topics were aired in total.

3.9.2 Workshop of procurement officers

In order to enhance skills and exchange the experience of staff involved in public procurement, the Rwanda Public Procurement Authority (RPPA) held a two days' workshop of Procurement Officers and Chairpersons of Internal Tender Committees at Hill Top Hotel, Kigali City from 26th to 27th September, 2013.

3.9.3 Meetings in provinces and Kigali City

Six meetings with entrepreneurs in all provinces and the City of Kigali have been conducted. The purposes of these meetings are to sensitize Rwandans to public procurement procedures and best practices. In such meetings delegates from RPPA, FSP and RRA made presentations and answered to the questions asked by participants.

Table 7: Place, Date and participants in meetings with entrepreneurs:

| Place | Date | Number of Participants |
|------------------------------|--------------|-------------------------------|
| Nyanza/DAYENU Hotel | 15/11/2013. | 80 |
| Rubavu/PEACE LAND Hotel | 17 /01/ 2014 | 72 |
| Rwamagana/SAINTE AGNES | 21/03/2014 | 60 |
| Musanze/ LA PALME Hotel | 28/03/2014 | 59 |
| Kigali City/ HILLTOP Hotel | 02/05 2014 | 39 |
| Total of participants | | 310 |

3.9.4 News and Press release

RPPA events have been broadcasted on the National Radio and RTV, published in printing media such as Imvaho Nshya, Izuba Rirashe, Gasabo and The New Times, as well as online media such as Igihe.com, Umuseke.com, Kigalitoday.com, etc.

3.9.5 Press conferences

Two press conferences were organized and chaired by the Director General of RPPA on 06/11/2013 and 12/12/2013. The subject was to inform the public on the progress made in public procurement and to award procuring entities that performed well in public procurement.

3.9.6 Talk show (*Kubaza bitera kumenya*)

In the framework of awareness and sensitization of Rwandans and other partners about RPPA activities, a talk show (*Kubaza bitera kumenya*) was organized and broadcasted on Radio Rwanda and Rwanda Television on 29/12/2013. The aim of the talk show was to inform the public about additional responsibilities given to RPPA by the government of Rwanda such as to play the advocacy role as far as invoice payment modalities are concerned between contractors and public institutions. The second talk show organised on 30/05/2014 and had a purpose of informing the public on the role of each and every stakeholder in the fight against corruption. RPPA planned four talk shows this fiscal year, but the number has been reduced from four to two because RBA doubled the cost of talk shows, and therefore, the budget allocated for these services covered only two talk shows.

3.9.7 Advertising TV and radio spots.

Two advertising spots have been produced by information dissemination officers. The first one, on 24 February 2014, had the objectives of introducing RPPA's toll-free and the interventions of RPPA on delayed payments by procuring entities. The second one conducted on 23 May 2014, aimed at sensitizing public entities to pay on time all invoices received and entrepreneurs who win the public tenders to pay their workers on time.

3.9.8 Implementation of a hotline (*Short Code*) in RPPA

The information dissemination officers expressed the need for a toll free line to allow exchange of communication between RPPA and its stakeholders. As per now RPPA's stakeholders are communicating and asking required information freely using lines of AIRTEL and MTN companies, which signed the contract with RPPA.

3.9.9 News on the RPPA website

RPPA is an institution which is active in its mission. Therefore it has to inform the public on whatever has been done in public procurement area. It is in this regard that many activities and events have been published on the RPPA website

3.10 Information on staff changes in public procurement system

RPPA conducts on a regular basis an inventory of new staff involved in public procurement activities in order to organize trainings. It is in this context that a report related to the information on changes of internal tender committees' members was prepared. The report will continue to be updated.

3.11 Ranking public procuring entities basing on their performance in public procurement operations

The ranking was based on information on procurement operations received by RPPA every year and those posted to different websites (dg market, PPS and PEs websites) using criteria that were set. This helped RPPA to identify PEs which are still weak in public procurement operations and organize different procurement trainings for them. The ranking has dealt with procurement activities done during the period between July and December 2013 of the fiscal year 2013-2014. In total 149 PEs were subject to evaluation (ranking). Among them, 33 PEs got scores between 90-70%, 31 got scores between 69-60%, 37 got between 59-50% and 39 PEs were under 50%. The 9 remaining PEs were not evaluated (ranked) because they were new. Ranking activity of public procuring entities on their performance began on 16/12/2013.

4. POLICY, LEGISLATION AND INVESTIGATION

This section contains activities that were performed by the Legal Affairs and Procurement Investigation Unit during the Fiscal Year 2013-2014. Activities which were performed concern mainly (4.1) policy and legislation, (4.2) provision of legal advice, (4.3) examination of integrity and performance of bidders and (4.4) no objection/authorization.

4.1. Policy and legislation

During the fiscal year 2013-2014, the unit continued to work on implementing texts of the law °12/2007 of 27/03/2007 on public procurement as amended and completed by the law n°05/2013 of 13/02/2013. Indeed the Unit continued to fine-tune the draft of the ministerial order establishing public procurement procedures for Rwanda embassies according to comments given by chief budget managers in embassies who were attending training in Gashora and the ministerial order establishing special public procurement procedures in autonomous public bodies. The same activity was done to procurement regulations according to recommendations of analysts from the Office of the Prime Minister. The Unit revised standard bidding documents for works, goods and services.

The unit drafted the template for framework agreement. The template was drafted because RPPA intends to instruct all procuring entities to use a standard document when they want to enter into a framework agreement with suppliers. The Unit submitted the draft template to the Management and the next step shall be to review the draft with comments and other inputs of the Management. Because the Fiscal Year 2013-2014 ended while the template was not finalized, the activity was planned to be completed in the forthcoming Fiscal Year 2014-2015.

The unit also revised the public procurement user guide in accordance with the modified and amended law on public procurement. The revision intends to harmonize and align the user guide with changes and new provisions that are in the law on public procurement and regulations on public procurement after the review of the legal framework. In addition to these two documents, the unit drafted a code of public procurement law and regulations in order to facilitate users to have different legal document, in use, in one document. The code combines articles of the Law N°12/2007 of 27/03/2007 on public procurement which were not modified and articles of the same law but which were modified by the Law N°05/2013 of 13/02/2013 modifying and completing the Law of 2007, as well as new articles (in the law of 2013) completing the law of 2007. Regarding this activity of drafting legal instruments, the Unit also drafted RPPA internal regulations and code of conduct and submitted the draft to Management for discussion and approval. SBDs for non-consulting services, IT equipment and medicine were also drafted.

4.2. Provision of legal advice

During the fiscal year 2013-2014, RPPA provided internal legal advice on different issues but also provided advice on external requests from procuring entities. A list of legal advice provided is in the annex 3.

4.3. Examination of integrity and performance of bidders.

During the first semester of the fiscal year 2013-2014, Investigations were carried out on different cases. Nineteen (19) cases were examined by the Board and decisions were taken accordingly. Eleven (11) companies were debarred for forgery, three (3) companies for collusion in public procurement, two (2) for non-performance of a procurement contract, two (2) cases for non-performance of contracts but on which the Board resolved not to debar the accused and one (1) case about provisional suspension of six (6) months pending investigation on the case of use of forged documents..

Companies blacklisted for forgery and use of forged documents are the following: ABICO NET-FAIR Ltd owned by TUYISHIME Bernard, HYGECO Ltd owned by MUKUNZI, ENTREPRISE CLAUDINE RUTSIRO Ltd owned by NYIRAJYAMBERE Claudine, AVPERU Ltd owned by NYIRIMANA Etienne, EMMR owned by MUKAKIMENYI Marie Rosine, La Neuve Ltd & GENIUS BUSINESS CENTRE owned by NKUNDABAGENZI Jean Marie Vianney, COSICO Ltd owned by UWIMANA Fabien, CRISTAL FOCUS LTD owned by UMUNYANA Claire Yvonne, AGIS RWANDA LTD owned TURIKUMANA Albert, RUKA CHAIRS GENERAL CONSTRUCTION & SUPPLY LTD owned by RUGWIZANGABO Augustin and HOSEA GENERAL COMPANY LTD owned by MUKARUZIGA Saidath . Companies blacklisted for collusion are the following: NBM CONTRACTORS COMPANY owned by MUKANKUSI Gisele Zawela, AZIMUTHS CONSTRUCTION COMPANY owned by NDAGIJIMANA Celestin and ENTERPRISE ECOQUEEN owned by RWIGAMBA Jean de Dieu. The company blacklisted for having failed to execute contracts is EXPERTS EN INGENIERIES MODERNES (EXPERIMO) Ltd owned by GAHIRE Aimable and COMPUTECH LTD owned by KIMANI George.

A company that was suspended for six months pending further investigation is SENIOR ENGINEERS CO Ltd owned by NIYONGIRA Ephrem.

Two companies that were not sanctioned are (1) LIBRAIRIE IKIREZI BOOKSHOP Ltd owned by M LIJDSMAN and (2) NG'ANDU CONSULTING RWANDA Ltd.

In addition to cases on which the Board of Directors took decisions, the following cases were worked on by the Legal Affairs but were not completed during the Fiscal Year 2013-2014.

1. Complaint from RDB reporting ENVIRON CLEANERS INTERNATIONAL for poorly performing the contract;
2. Complaint from RCS reporting EURO-RWANDA SUPPLY LTD for poorly performing the contract;
3. Complaint from RBC reporting LONGVIEW PHARMACEUTICAL LTD for poorly performing the contract;
4. Complaint from RCS reporting ENAS for using forged documents;
5. Complaint from RCS reporting KATE IMANZI CO. LTD for using forged documents;
6. Complaint from SPIU/MINAGRI reporting RUFACO LTD for using forged documents;
7. Complaint from SPIU (LWH-RSSP)/MINAGRI reporting SCPAD LTD for poorly performing the contract;
8. Complaint from MIFOTRA reporting EAFRITA SUPPLY LTD for poorly performing the contract;
9. Complaint from SPIU/MINISANTE reporting DP Auditors for using forged documents;
10. Complaint from Musanze District reporting ETABLISSEMENT MUKAFERESI AND COMPANY LTD for poorly performing the contract in the tender for the supply of school materials;
11. Complaint from City of Kigali reporting GECO AFRICA LTD for using forged documents;
12. Complaint from RDB reporting EGETRACO in association with FELLAZ CO LTD for failing to honour the contract;

13. Complaint from SPIU/MINAGRI reporting ICYEREKEZO CY'UMURIMO COMPANY LTD for poor performance of the Contract;
14. Complaint from Rwanda National Police reporting MAGASIN FARUKI TRADING for poorly performing the contract;
15. Complaint from RCS reporting WINNING CONSTRUCTION CO. LTD for using forged document;
16. Complaint from Rwanda National Police reporting WELL INTERNATIONAL LTD for poorly performing the contract;
17. Complaint from Rwanda National Police reporting HAWK LTD for poorly performing the contract;
18. Complaint from SPIU/MINISANTE reporting LUCKY CONSTRUCTION for using forged documents;
19. Complaint from SPIU/MINISANTE reporting NOW BUSINESS CENTER for using forged documents;
20. Complaint from SPIU/MINISANTE reporting SENIOR ENGINEERS LTD for using forged documents;
21. Complaint from SPIU/MINISANTE reporting E.D.N PROPER CO. LTD for using forged documents;
22. Right Contractors;
23. AMVK;
24. Calmen Supply;
25. Garage Single Power;
26. Computer Care;
27. Ecofose Company;
28. ECOTRAS COMPANY;
29. RIHOCO BUILDERS CIVIL & CONTRACTORS;
30. UNIVERSAL DISIGNERS COMPANY LTD (U.D.C.LTD);
31. AVPERU LTD;
32. MASECO;
33. ENTREPRISE MUGABE THOMAS;
34. KARAME RWANDA LTD;
35. NG'ANDU CONSULTING RWANDA;
36. JOINT VENTURE ATLANTIS-GEA & SS LTD & WISEMARK INTERNATIONAL LTD;

37.MR. BIZOZA ALFRED AND CHARLES BAKWATSA;

38.ECOFOSEC LTD.

4.4. No objection or authorization

The law N°05/2013 of 13/02/2013 modifying and completing the Law n°12/2007 of 27/03/2007 on Public Procurement provide that authorization for the use of less competitive method and payment before the execution of contract can be granted by RPPA. For that purpose, during the fiscal year 2013/2014, RPPA received ninety six (96) requests for authorization, where 51 requests about single source, 7 about restricted tendering, and 14 about request for quotations were granted. There was also 1 request which was not clear about the method. Only 2 requests were about payment before the execution of contract. However, 21 requests about different methods were granted. All requests were acted upon and a response given to the entity that had made the request. (See annex 4)

5. RESOURCE MANAGEMENT

5.1. Human resource management

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

a) Preparation of salaries

Annual staff salaries have been properly prepared and paid on a regular basis. In addition to this, quarterly declarations of contributions of RPPA staff to Social Security Fund of Rwanda as well as pay as you earn taxes and SFAR refunds were declared on a monthly basis. We strive to continue our good cooperation with the above mentioned institutions.

b) Performance appraisal

All RPPA staff, every year, prepare the performance contract “**IMIHIGO**” and commit themselves to implement them on due time. At the end of the year, the evaluation of performance contract is carried out and marks are given to every employee accordingly. Therefore, the best performers are awarded bonus. The bonus of RPPA staff for the fiscal year 2012/2013 has been calculated and distributed to all beneficiaries via their bank accounts. The reports were compiled and sent to the Ministry of Public service and Labour.

c) Recruitment

RPPA did recruitment of four employees and those employees have even completed their probation period except one whose probation period was extended for three months due to his temporary suspension as investigation was taking place due to having different names in his documents.

d) Strengthening capacity for RPPA staff

Strengthening capacity is very important in empowering staff with knowledge and skills.

It is in this regard that RPPA in partnership with SFB, RIAM, KIM, ICPAR and MINECOFIN trained twenty RPPA staff in advanced contract management. Two attended workshop on international standards on supreme auditing Institutions, eight were trained in logistics and insurance arrangement in procurement, six in procurement audit and project management, six in procurement planning, one in logistics and stock management and one in Human resource management (change management and performance management).

e) Miscellaneous services related to human resource management

Apart from services stated above, other services have been provided such as preparation of letters related to internship, annual leave, and leave of absence for non specific period for RPPA staff who resigns.

5.2. Information and communication technology (ICT)

In the course of the fiscal year 2013-2014, ICT in RPPA registered the following achievements in various portions of information and communication technology:

a) Hardware

New ICT equipment was purchased as follows: 23 laptops, one desktop, 6 printers (4 colored printers and 2 with printing, scanning and copying functionalities).

b) Software

In the area of the software, the following achievements have been registered:

- Antivirus was purchased, installed and deployed on servers and client workstations;
- Installation of Windows Server 2008 R on new server and Configuration of Active Directory;
- Electronic Document Management System.

A server was configured to host Electronic Document Management

With the assistance of MINECOFIN department through its contract with COSEKE, a software developer worked together with RPPA to customize Electronic Document Management.

- Update of tender award database;
- Feasibility study of e-procurement was completed in November 2013;
- Upgrade of Microsoft office from 2007 for some computers and 2010 for others to Microsoft 2013.

c) Training

The following trainings in the domain of ICT were provided:

- Regular in house training in PPS and dg Market;
- Training for RPPA staff to use Ms Outlook and regular support;

- Training in introduction of Electronic Document Management;
- Workshop on feasibility report of e-Procurement to e-Procurement stakeholders.

d) Network, physical security and communication infrastructure.

In this area the following achievements have been registered:

- RPPA extended its Local Area Network by extending the network cables to client workstations and more 10 switches and 53 power outlets were added on;
- RPPA commissioned physical access control and attendance system. One Finger Print attendance system and 12 entry and exit control devices were purchased, installed and utilized.

e) Information Technology services

In this part of ICT, the following services were carried out:

- Maintenance of IT equipment (Preventative and curative maintenance was done in 4 quarters of the year);
- User support in daily activities;
- Support and advice to the advancement of the e-Procurement project;
- Support was provided to the tender committee in management of the procurement process especially in preparation of technical specifications and evaluation of bids;
- Recovery of PPS from its downtime in December 2013;
- Publication of information content on RPPA website(Tenders, circulars, Law and regulatory documents etc);
- Participation in Technical Committee Meeting for Standardization of IT, telecom and Multimedia section;
- Mentoring the interneees in their IT industrial attachments.

f) Professional capacity building of ICT staff

The ICT staff attended the workshop and training in ICT as follows:

- Cyber security workshop;
- ICT projects review workshop;
- Oracle certification Associate;
- Short courses in Procurement Contract management and, Project Management and Procurement planning.

5.3. Stock management

The stock management was effective in this fiscal year 2013/2014. 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 10,393,888**. 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 2013/2014 (1st July 2013-30th June 2014). A total budget of **Rwf 1,148,235,248** was allocated to RPPA for the fiscal year 2013/2014 and the revised budget was **Rwf 1,131,012,406**. The overall execution of the budget during this fiscal year 2013/2014 was **Rwf 855,847,588 i.e. 75.67 %**. RPPA expenditure comprised of compensation of employees (56%), use of goods and services (40%) and capital expenditure (4%).

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 2013/2014 action plan.

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 09/02/2007 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 Chief Budget Manager 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 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. 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 Chief Budget Manager, the financial statements give a true and fair view of the state of the financial affairs of **RWANDA PUBLIC PROCUREMENT AUTHORITY**. The Chief Budget Manager 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 8: Statement of revenues and expenditure for the year ended June 2013/2014

| | Notes | Financial Year June 2013-2014 Frw | Financial Year June 2012 -2013 Frw |
|--|-------|---|--|
| Revenues | | | |
| | | | |
| Operating revenue | | | |
| Transfers from Treasury | 1 | 854,512,250 | 796,302,816 |
| Transfers from other Government Reporting entities | | 0 | 0 |
| Grants | | 0 | 0 |
| Other revenue | | 0 | 0 |
| Net operating revenue | | 854,512,250 | 796,343,816 |
| | | | |
| Capital Receipts | | | |
| Proceeds from sale of capital items | | 0 | 0 |
| | | | |
| Loans and borrowings | | | |
| Proceeds from borrowings | | 0 | 0 |
| | | | |
| Total Revenues (A) | | 854,512,250 | 796,343,316 |
| | | | |
| Expenses | | | |
| Operating expenses | | | |
| Compensation of Employees | 2 | 483,184,194 | 469,417,113 |
| Use of Goods and Services | 3 | 346,661,096 | 255,856,058 |
| Other Expenses | | 0 | 0 |
| Total operating expenses | | 829,845,290 | 725,273,171 |
| | | | |
| Capital payments | | | |

| | | | |
|--------------------------------|---|--------------------|--------------------|
| Capital Expenditure | 4 | 26,002,298 | 61,472,321 |
| | | | |
| Total expenses (B) | | 855,847,588 | 768,745,492 |
| | | | |
| Surplus/deficit (C=A-B) | | 1,335,338 | 9,597,824 |

Table 9: Financial Assets and Liabilities as at June 2013/2014

| | Notes | Financial Year June 2013-2014 | Financial Year June 2012/ 2013 |
|---|-------|----------------------------------|-----------------------------------|
| | | Frw | Frw |
| Financial Assets | | | |
| Bank Balances | 5 | (1,778,439) | (383,871) |
| Cash Balances | 6 | 95,080 | 35,850 |
| Accounts Receivables and Advances | | 0 | 0 |
| Total Financial Assets | | (1,683,359) | (348,021) |
| Less: Financial liabilities | | | |
| Accounts Payables | 7 | 0 | 2,739,000 |
| | | | |
| Net Financial assets | | (1,683,359) | (3,087,021) |
| | | | |
| Representing | | | |
| Accumulated surplus (Deficit) from previous years | 8 | (3,087,021) | (12,886,574) |
| Net surplus / (Deficit) for current year | | (1,335,338) | 9,597,729 |
| Prior year adjustment | 9 | 2,739,000 | 201,729 |
| | | | |
| Total closing balances | | (1,683,359) | (3,087,021) |

Table 10: Cash flow statement for the 30 June 2014

| | Financial Year | Financial Year |
|--|---------------------|--------------------|
| | June 2013-2014 | June 2012 -2013 |
| | Frw | Frw |
| Cash flow from operating activities | | |
| | | |
| Tax Revenue | 0 | 40,500 |
| Fees, fines, penalties and licenses | 0 | 0 |
| Transfers from Treasury | 854,512,250 | 796,302,816 |
| Transfers from other Government Reporting entities | 0 | 0 |
| Grants from Donors | 0 | 0 |
| Other revenue | 0 | 0 |
| Total Operating revenue | 0 | 0 |
| | | |
| Payments for operating expenses | | |
| Compensation of employees | (483,184,194) | 469,417,113 |
| Use of Goods and services | (346,661,096) | (255,856,058) |
| Transfers to Reporting Entities | 0 | 0 |
| Grant and other transfer payments | 0 | 0 |
| Social Assistance | 0 | 0 |
| Finance cost | 0 | 0 |
| Other Expenses | 0 | 0 |
| | 0 | 0 |
| Adjusted for: | 0 | 0 |
| Change in receivables | 0 | 0 |
| Change in payables | (2,739,000) | (10) |
| Adjustments during the year | (2,739,000) | 201,729 |
| Net cash flows from operating activities | (24,666,960) | (71,271864) |

| | Financial Year | Financial Year |
|---|--------------------|---------------------|
| | June 2013-2014 | June 2012 -2013 |
| | Frw | Frw |
| Cash flows from Investing Activities | | |
| Purchase of capital items | (26,002,298) | (61,472,321) |
| Proceeds from sale of capital items | 0 | 0 |
| Net cash flows from Investing Activities | 26,002,298 | (61,472,321) |
| Cash flow from Financing Activities | | |
| Repayment of borrowing | 0 | 0 |
| Proceeds from borrowing | 0 | 0 |
| Net cash flow from financing activities(Total expenses | 0 | 0 |
| Net increase in cash and cash equivalentents | (1,335,338) | 9,799,543 |
| Cash and Cash equivalent at Beginning of the year | (348,021) | (10,147,564) |
| Change in cash and cash equivalent during the year(surplus/Deficit | (1,683,359) | (348,021) |

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 66 of the Organic Law on State Finances and Property: Law No. 12/2013 of 12 September 2013 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

- **Fees, fines, penalties and licenses**

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

- **Transfers from Treasury**

Transfers from Treasury include budgetary allocations from Central Treasury and are disbursed directly to the bank account of the institution periodically (Direct Cash transfers) or indirectly to another Government reporting entity's bank accounts (Indirect Cash Transfers). Transfers from Treasury also include these payments directly made to beneficiaries by the Central Treasury on behalf of the institutions. Direct payments are recorded when the transfer is made to the supplier.

- **Transfers from other Government reporting agency**

These are funds received from another reporting agency (Ministry, Agency, Development Project or a subsidiary entity with status of submitting financial report for consolidation). These funds should be in form of budget support.

- **Grants from Development Partners**

These are funds received from partners including domestic grants and external grants. These funds are recognised as revenue when the institution receives the cash from the donors.

- **Capital receipts**

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.

- **Proceeds from borrowings**

Borrowings includes external and domestic loans received from development partners

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. Apart from points of Modification which are mentioned clearly in the Ministerial Instructions, expenditure is recognized when payment is made.

e) Bank and 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) Accumulated Surplus or Deficit from previous years

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

j) 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

1. Cash transfer from central treasury

During the year, we received transfers from Central Treasury as detailed below:

| ID ACCOUNT | Description | Financial Year 2013-2014 Frw | Financial Year 2012-2013 Frw |
|-----------------|----------------------------------|------------------------------|------------------------------|
| 134101 + 134201 | Treasury Direct Payments | 483,184,194 | 469,417,113 |
| 134102 + 134202 | Treasury Direct Cash Transfers | 371,328,056 | 326,885,703 |
| 134103 + 134203 | Treasury Indirect Cash Transfers | 0 | 0 |
| | TOTAL | 854,512,250 | 796,302,816 |

2. Compensation of employees

During the Fiscal year 2013/2014, we incurred compensation to employee costs as detailed in the table below:

| ID ACCOUNT | Description | Financial Year 2013-2014 Frw | Financial Year 2012-2013 Frw |
|------------|---|------------------------------|------------------------------|
| 211 | Salaries in cash | | 0 |
| 263301 | Basical Salary | 424,404,790 | 381,627,140 |
| 263306 | Performance | 10,003,358 | 6,519,481 |
| 263308 | Regulation | 3,797,758 | 2,499,118 |
| 263401 | Government contributions to Social Security | 18,345,083 | 30,530,562 |
| 263402 | Contributions to Health Insurance | 26,633,205 | 48,240,812 |
| | Total | 483,184,194 | 469,417,113 |
| | | | |

3. Use of Goods and Service

During the Fiscal Year 2013/ 2014, we consumed of goods and services as detailed in the table below:

| ID ACCOUNT | Description | Financial Year 2013-2014 Frw | Financial Year 2012-2013 Frw |
|-------------------|--|-------------------------------------|-------------------------------------|
| 221101 | General Services | 19,289,113 | 16,053,555 |
| 222 | Professional, Research services | 56,506,631 | 28,231,201 |
| 223 | Transport and travel | 101660,992 | 83,822,234 |
| 224 | Maintenance, Repairs and Spare Parts | 56,657,051 | 24,308,066 |
| 225 | Tools and Small Equipments | 0 | 0 |
| 226 | Training Costs | 41,152,750 | 47,244,800 |
| 227 | Supplies and services | 0 | 2,708,400 |
| 228 | Arrears | 0 | 0 |
| 2291 | Other Use of Goods& Services | 4,205,800 | 0 |
| 221601 | Bank charges | 99,500 | 86,129 |
| 221605 | Loss on currency exchange and Translations | 413 | 0 |
| 221201 | Water and Electricity bills | 6,479,177 | 8,610,998 |
| 2217 | Public Relations and Awareness | 44,993,888 | 21,388,102 |
| 221403 | Communication costs | 15,850,061 | 17,426,588 |
| | TOTAL | 346,661,096 | 255.856,058 |

4. Capital Expenditures

During the Fiscal year 2013/ 2014, we incurred capital expenditure as detailed in the table below:

| ID ACCOUNT | Description | Financial Year 2013-2014 Frw | Financial Year 2012- 2013 Frw |
|-------------------|---|-------------------------------------|--------------------------------------|
| 231 | Acquisition of tangible fixed assets | 26,002,298 | 61,472,321 |
| 232 | Inventories | 0 | 0 |
| 233 | Valuables | 0 | 0 |
| 234 | Non Produced Assets | 0 | 0 |
| 235 | Investment in Financial Assets – Domestic | 0 | 0 |
| 236 | Investment in Financial Assets – Foreign | 0 | 0 |
| 237 | Arrears on acquisition of fixed assets | 0 | 0 |
| | TOTAL | 26,002,298 | 61,472,321 |

5. Cash at bank

The bank amounts shown in the table below have been reconciled to the bank statements as at 30 June 2014.

| ID AC CO UNT | Bank name | Accou nt No. | Account currency | Amount in foreign currency | Exch. rate | Balance as at 30 June 2013- 2014 | Balance as June 2012- 2013 |
|----------------------------|--------------|-----------------|---------------------|----------------------------------|---------------|--|----------------------------------|
| | | | | | | Frw | Frw |
| Local bank accounts | | | | | | | |
| 311 302 | BNR | 12000 60 | | 0 | 0 | 1,778,439 | 383,871 |
| | Total | | | | | 1,778,439 | 383,871 |

6. Cash in hand

The petty cash balance amounts as at 30th June 2014 shown in the table below has been reviewed by the Chief Budget Manager and a certificate included in this report.

| ID ACCOUNT | DESCRIPTION | Financial Year 2013-2014 Frw | Financial Year June 2012-2013 Frw |
|---------------|--------------|------------------------------------|---|
| 311101 | Petty Cash | 95,080 | 35,850 |
| | Total | 95,080 | 35,850 |

7. Account payables

The following were the accounts payables as at 30 June 2014:

| ID ACCOUNT | Creditor's name | Financial Year 2013-2014 Frw | Financial Year June 2012 -2013 Frw |
|----------------|--|------------------------------|------------------------------------|
| 412108 | Accounts payable – third parties | 0 | 2,739,000 |
| 4122 + 4222 | Payroll liabilities | | |
| 4123 | Inter-Government creditors | | |
| 4311 | Funds held on behalf of third parties | | |
| 451101 | Domestic Loans – Principal | | |
| 451102 | Domestic Loans – Period interests not paid | | |
| Total | | 0 | 2,739,000 |

8. 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.

| ID ACCOUNT | Description | Closing balances submitted for consolidation 2013-2014 Frw | Adjustments 2013-2014 Frw | Restated closing balances 2012-2013 Frw |
|------------|----------------------|--|---------------------------|---|
| 511101 | Bank Balances | (1,335,338) | 0 | 9,597,824 |
| 511101 | Cash Balances | | 0 | 0 |
| 511102 | Accounts Receivables | | 0 | 0 |
| 511103 | Accounts Payables | | 2,739,000 | 0 |
| | Total | (1,335,338) | 2,739,000 | 9,597,824 |

The balances above are extracted from the signed financial statements submitted to MINECOFIN in FY 2013-2014.

9 Prior Year Adjustments

The following is the prior year adjustments to opening balances:

| Description | Notes | As at 30 June | As at 30 June |
|---------------------|-------|------------------|----------------|
| | | 2013- 2014 | 2012- 2013 |
| | | Frw | Frw |
| Cash and bank | 1 | 0 | 201,729 |
| Accounts receivable | 2 | 0 | 0 |
| Accounts payable | 3 | 2,739,000 | 0 |
| Total | | 2,739,000 | 201,721 |

Note 1: Adjustments on cash and bank balances

There is no Adjustments made on cash and bank balances are explained as below

| Description | Frw |
|--------------|-----|
| Total | |

Note 2: Adjustments on accounts receivables

There is no Adjustments made on accounts receivables are explained as below

| Description | Frw |
|--------------|-----|
| Total | |

Note 3: Adjustments on accounts payables

There is Adjustments made on accounts payables are explained as below

| | |
|----------------------------------|------------------|
| Description Payable of ASSYST CO | 2,739,000 Frw |
| Total | 2,739,000 |

Adjustments explained above have been made in line with audit recommendations and other proposed adjustments and these have been approved by the CBM and approved journal vouchers supporting every adjusting transaction have been properly documented.

5.4.4. Budget performance report

| | Financial Year 2013/2014 | Financial Year 2013/2014 | Financial Year 2013/2014 | Variance | Performance |
|--|-----------------------------|-----------------------------|-----------------------------|--------------------|---------------|
| | Approved Budget - Frw | Revised Budget - Frw | Actual - Frw | Frw | % |
| | | A | B | A-B | (B/A)*100 |
| Revenue | | | | | |
| Tax Revenue | 0 | 0 | 0 | 0 | |
| Fees, fines, penalties and licenses | 0 | 0 | 0 | 0 | |
| Transfers from Treasury | 1,148,235,248 | 1,131,012,406 | 855,747,675 | 275,264,731 | 75.66% |
| Transfers from other Government Reporting entities | 0 | 0 | 0 | 0 | |
| Grants | 0 | 0 | 0 | 0 | |
| Other revenue | 0 | 0 | 0 | 0 | |
| Proceeds from sale of capital items | 0 | 0 | 0 | 0 | |
| Proceeds from borrowings | 0 | 0 | 0 | 0 | |
| Total Revenue | 1,148,235,248 | 1,131,012,406 | 855,747,675 | 275,264,731 | 75.66% |
| Expenses | | | | | |
| Compensation of Employees | 529,899,696 | 529,899,696 | 483,184,194 | 46,715,502 | 91.18% |
| Use of Goods and Services | 559,135,552 | 541,912,710 | 346,561,183 | 195,351,527 | 63.95% |
| Transfers to Reporting Entities | 0 | 0 | 0 | 0 | |

| | Financial Year 2013/2014 | Financial Year 2013/2014 | Financial Year 2013/2014 | Variance | Performance |
|---|-----------------------------|-----------------------------|-----------------------------|--------------------|------------------|
| | Approved Budget - Frw | Revised Budget - Frw | Actual - Frw | Frw | % |
| | | A | B | A-B | (B/A)*100 |
| Grant and other transfers and subsidies | 0 | 0 | 0 | 0 | |
| Social Assistance | 0 | 0 | 0 | 0 | |
| Financing cost | 0 | 0 | 0 | 0 | |
| Other Expenses | 0 | 0 | 0 | 0 | |
| Capital Expenditure | 58,600,000 | 58,600,000 | 26,002,298 | 32,597,702 | 44.37% |
| Loans repayments | 0 | 0 | 0 | 0 | |
| | | | | | |
| Total expenses | 1,148,235,248 | 1,131,012,406 | 855,847,588 | 275,164,818 | 75.67% |

Explanation on variances

Explain the major variances observed above:

- (i) Transfer from treasury reduced because during revisions, some of budget funds were reduced.
- (ii) Salaries /compensation of employees due to turnover of RPPA Staff and change in recruitment policy.
- (iii) Mission and transport up country reduced, more procurement audit was conducted in Kigali, due to the turnover of some RPPA Staff
- (iv) Delays in procurement process and a few demands of capital items led to reduce expenditure. Like, survey, Air Condition and Books.

5.4.5. Petty cash certificate

Cash Count Certificate

Date: 30 June 2014

Currency: Frw

Authorised cash threshold (maximum cash allowed) _____ Frw 1,000,000 _____

| | Denomination | Number | Total Value |
|---|---|------------------|---------------|
| Notes | 5,000 | 19 | 95,000 |
| | 2,000 | 0 | 0 |
| | 1,000 | 0 | 0 |
| | 500 | 0 | 0 |
| | 100 | 0 | 0 |
| Coins | 100 | 0 | 0 |
| | 50 | 0 | 0 |
| | 20 | 4 | 80 |
| | 10 | 0 | 0 |
| | 5 | 0 | 0 |
| | 1 | 0 | 0 |
| Total amount of cash counted (a) | | | 95,080 |
| Add petty cash advances outstanding (b) | | | 0 |
| Total cash in hand (c = a+b) | | | 0 |
| Cash balance as per cash book (Sage Pastel) (d) | | | 0 |
| Difference (e = c-d) these no difference | | | 0 |
| Action required/ explanation for the no difference : | | | |
| | Name | Signature | Date |
| Cash counted by | Mbyariyehe Francois : in charge of petty cash | | 30/06/2014 |
| Agreed by | Twahirwa John : Director of Finance | | 30/06/2014 |

ANNEXES

ANNEX 1: RPPA BOARD MEMBERS

- 1-Mr. NAMARA Hannington, Chairperson
- 2-Mrs IRERE Marie Jeanne, Vice-Chairperson
- 3-Mr. MUVUNYI Frank, Member
- 4-Mr. NKUBANA Dismas, Member
- 5-Mrs BAZIGAGA Gloriose, Member
- 6-Mrs UWIMBABAZI Diane, Member
- 7-Mr. NSENGUMUREMYI Alex, Member

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

ANNEX 2: CAPACITY DEVELOPMENT

Annex 2.a: Induction Training conducted from 1st July 2013 to 30th June 2014.

| No | Procuring Entity | Place | Number of trainees | Date |
|----|---------------------------------|-------------------------------|--------------------|-------------------|
| 1. | Prime Minister's Office | Prime Minister's Office Hall. | 8 | 18-21/11/2013 |
| 2. | MIGEPROF | La palisse Nyandungu | 6 | 12-13/9/2013 |
| 3. | RUBAVU District | La Corniche motel | 88 | 30/09/-04/10/2013 |
| 4. | NISR | CPD Fatima (Musanze) | 13 | 26-31/8/2013 |
| 5. | MUHIMA Hospital | FATIMA Musanze | 9 | 18-22 /11/2013 |
| 6. | RBC. | La pallice Nyandungu | 7 | 2-6/9/ 2013 |
| 7. | Various procuring entities. | NYANZA /Dayenu Hotel | 30 | 04-08/11/2013 |
| 8. | Various procuring entities. | Ste Agnes Rwamagana | 22 | 04-08/11/2013 |
| 9 | Various procuring entities. | NYANZA DAYENU Hotel | 21 | 28/10-1/11/2013 |
| 10 | Various procuring entities. | Ste Agnes Rwamagana | 18 | 28/10-1/11/2013 |
| 11 | Rwanda Military Hospital | Rwanda Military Hospital | 21 | 26-30/8/2013 |
| 12 | CHUB | Huye –Credo Hotel | 10 | 2-6/9/2013 |
| 13 | RPPA | RPPA Meeting Room | 3 | 22-25/9/2013 |
| 14 | Rwanda Civil Aviation authority | Rwanda Civil Aviation Office | 19 | 30/9/-4/10/2013 |
| 15 | Masaka Hospital | Rwamagana st Agnes | 7 | 16-20/12/2013 |
| 16 | Gasabo District | Kacyiru sector Hall | 83 | 12-16/8/2013 |
| 17 | Kicukiro District | Kicukiro District | 27 | 12-16/8/2013 |

| | | | | |
|----|-------------------------------------|----------------------------|-----|------------------|
| 18 | Ngororero District | La Corniche Motel - Rubavu | 10 | 2-6/9/2013 |
| 19 | MINEAC | La palisse Nyandungu | 6 | 9-13/9/2013 |
| 20 | Nyabihu District | Nyabihu | 38 | 6-10/01/2014 |
| 21 | Ngororero District Pharmacy & RPPA | La Corniche Motel - Rubavu | 7 | 13-17/01/2014 |
| 22 | Kamonyi sectors & Health Centers | Saint Andre Kabgayi | 101 | 06-09/01/2014 |
| 23 | RGB | La palisse/ Nyandungu | 6 | 27-31/01/2014 |
| 24 | City of Kigali | Hill Top Hotel | 16 | 10-14/02/2014 |
| 25 | IPRC West | IPRC West Hall | 25 | 10-14/02/2014 |
| 26 | Kicukiro Health Centers and schools | Hill top hotel | 64 | 19-20/02/2014 |
| 27 | Gasabo District | Hill Top Hotel | 78 | 25-26/02/2014 |
| 28 | MINAGRI SPATT II Project | Eden Rock Golf Hotel | 6 | 03-07/03/2014 |
| 29 | NIRP | Musanze (La palme Hotel) | 6 | 10-12/03/2014 |
| 30 | RUBAVU District | District Hall | 31 | 17-21/03/2014 |
| 31 | National Women Council | La palisse Nyandungu | 6 | 31/03-03/04/2014 |
| 32 | Various entities | La palisse Nyandungu | 155 | 17-18/04/2014 |
| 33 | Various entities | Stipp Hotel-Rubavu | 30 | 24-25/4/2014 |
| 34 | MINEAC | La palisse Nyandungu | 4 | 12-16/05/2014 |
| 35 | SENATE | Musanze(Fatima Hotel) | 7 | 12-16/05/2014 |

| | | | | |
|----|--|-------------------------------|-------------|---------------|
| 36 | Southern Province District Independent Review Panels | DAYENU Hotel(Nyanza) | 33 | 05-09/05/2014 |
| 37 | Musanze District | Home Inn | 74 | 11-13/03/2014 |
| 38 | Nyabihu District | EPR Hall | 79 | 16-17/04/2014 |
| 39 | Rulindo District | IWACU Hotel (SHYORONGI) | 11 | 10-12/06/2014 |
| 40 | Nyamasheke District | Nyamasheke Conference Hall | 66 | 24-25/06/2014 |
| | TOTAL | | 1251 | |

Annex 2.b: Intermediate short courses delivered by College of Business and Economics

| No | Course | Number of trainees | Date |
|----|--|--------------------------|-----------------|
| 1 | Procurement management for goods | 21 | 05-09 May 2014 |
| 2 | Procurement management for works | 18 | 12-16 May 2014 |
| 3 | Procurement management for consultancy services | 30 | 19-23 May 2014 |
| 4 | -Advanced contract management | 25 | 26-30 May 2014 |
| 5 | Procurement audit | 15 | 09-13 June 2014 |
| 6 | -Logistics and insurance arrangement in procurement. | 20 | 02-06 Jun 2014 |
| 7 | Project management and procurement planning. | 31 | 26-30 June 2014 |
| | Total | 160 | |

Annex 2.c: Sensitization and awareness meetings conducted from 1st July 2013 to 30th June 2014.

| No | Activity | Place | Number of participants | Date |
|----|---|----------------------|------------------------|------------|
| 1 | Meeting with stakeholders and procurement practitioners. | La palme | 59 | 28/3/2014 |
| 2 | Meeting with stakeholders and procurement practitioners in Rwamagana | Saint Agnes | 82 | 21/3/2014 |
| 3 | Meeting with stakeholders and procurement practitioners in Rubavu District. | Peace land hotel | 80 | 21/5/2014 |
| 4 | Meeting with stakeholders and procurement practitioners in Nyanza District | DAYENU Hotel | 95 | 15/11/2013 |
| 5 | Meeting with stakeholders and procurement practitioners in Kigali. | Hill Top Hotel | 48 | 2/5/2014 |
| 6 | One day Presentation to Internal Auditors. | Classic Hotel Kigali | 12 | 15/5/2014 |
| | TOTAL | | 376 | |

Annex 2.d: Procuring Entiites coached, date, number of staff and venue

| No | Procuring Entity | Date | Number of people | Venue |
|----|-----------------------|---------------|------------------|-------------------------|
| 1. | Musanze District | 03/12/2013 | 7 | District office |
| 2. | Ruhengeri Hospital | 04/12/2013 | 5 | Musanze District office |
| 3. | UR/CAVM (Former ISAE) | 05-06/12/2013 | 5 | ISAE Busogo |
| 4. | Burera District | 09-10/12/2013 | 6 | District office |
| 5. | Butaro Hospital | 11-12/12/2013 | 5 | Butaro |
| 6. | Nyaruguru District | 06-07/01/2014 | 7 | District office |
| 7. | Munini Hospital | 08/01/2014 | 5 | Munini Hospital |
| 8. | Parliament/Senate | 16/01/2014 | 5 | Senate |
| 9. | ILPD | 09-10/01/2014 | 5 | ILPD |

| | | | | |
|-----|------------------------------------|---------------|----|---------------------------|
| 10. | Rusizi District | 20-21/01/2014 | 7 | District office |
| 11. | Nyabihu District | 22-23/01/2014 | 7 | District office |
| 12. | Shyira Hospital | 24/01/2014 | 5 | Shyira Hospital |
| 13. | RCA | 27/01/2014 | 5 | RCA |
| 14. | CARAES Ndera | 28/01/2014 | 5 | CARAES Ndera |
| 15. | UR/Nyagatare Campus | 03/03/2014 | 5 | Nyagatare Campus |
| 16. | Nyagatare Hospital | 06/03/2014 | 5 | Nyagatare Hospital |
| 17. | Rukara College of Education (RCoE) | 17/03/2014 | 5 | RCoE |
| 18. | Kirehe Hospital | 20/03/2014 | 5 | Kirehe Hospital |
| 19. | Kirehe District | 20/03/2014 | 7 | Kirehe district |
| 20. | IPRC East | 22/04/2014 | 5 | IPRC East |
| 21. | Bugesera District | 24/04/2014 | 7 | Bugesera District |
| 22. | Nyamata Hospital | 25/04/2014 | 5 | Nyamata Hosp. |
| 23. | Gicumbi District | 29/05/2014 | 7 | Gicumbi District |
| 24. | Byumba Hospital | 30/05/2014 | 5 | Byumba Hospital |
| 25. | EWSA | 30/12/2013 | 17 | EWSA |
| 26. | Kigali city | 13/01/2014 | 7 | City of Kigali |
| 27. | CMA | 14/01/2014 | 3 | CMA |
| 28. | Gakenke District ITC | 16/01/2014 | 5 | Gakenke district office |
| 29. | Nemba Hospital | 17/01/2014 | 5 | Nemba Hosp. |
| 30. | Gakenge IRP | 17/01/2014 | 5 | Nemba Hosp. |
| 31. | Gakenke district Pharmacy | 17/01/2014 | 5 | Nemba Hosp. |
| 32. | Ngororero District | 28/01/2014 | 7 | Ngororero district office |
| 33. | Muhororo Hospital | 27/01/2014 | 5 | Muhororo Hospital |
| 34. | Ngororero district pharmacy | 28/01/2014 | 3 | District pharmacy |
| 35. | Ngororero IRP | 29/01/2014 | 5 | District office |
| 36. | Kabaya Hospital | 29/01/2014 | 5 | Kabaya Hosp. |
| 37. | IPRC West | 30/01/2014 | 5 | IPRC West |

| | | | | |
|-------------------------------|---|---------------|------------|-----------------------|
| 38. | RCAA | 03/03/2014 | 7 | RCAA |
| 39. | Office of the Government Spokesperson | 04/03/2014 | 7 | OGS |
| 40. | CHENO | 07/03/2014 | 5 | CHENO |
| 41. | Nyamasheke District ITC | 10-11/03/2014 | 7 | District office |
| 42. | Bushenge Hospital | 12/03/2014 | 7 | Bushenge Hosp. |
| 43. | Kibogora Hospital | 12/03/2014 | 5 | Kibogora Hosp. |
| 44. | Nyamsheke IRP | 13/03/2014 | 3 | Nyamasheke district. |
| 45. | Nyamasheke District Pharmacy | 14/03/2014 | 3 | Pharmacy office |
| 46. | MINISANTE | 06/06/2014 | 4 | Procurement office |
| 47. | CHUB | 02-03/12/2013 | 5 | Huye |
| 48. | Rubavu DISTRICT | 09-11/12/2013 | 5 | Rubavu |
| 49. | IPRC South | 04-05/12/2013 | 7 | Huye |
| 50. | Gisenyi Hospital | 11-12/12/2013 | 3 | Rubavu |
| 51. | RALC | 03/01/2014 | 4 | RALC office |
| 52. | Ngoma District | 06/01/2014 | 5 | Ngoma district office |
| 53. | Kibungo Hospital | 08/01/2014 | 5 | Kibungo Hospital |
| 54. | Rwamagana District ITC | 09-10/01/2014 | 5 | Rwamagana |
| 55. | Rwamagana Hosp. | 09/01/2014 | 3 | Rwamagana Hospital |
| 56. | Rwamagana District Pharmacy | 11/01/2014 | 5 | Rwamagana |
| 57. | RSSP/LWH | 03/06/2014 | 7 | Kigali |
| 58. | Media High Council | 04/01/2014 | 4 | Kigali |
| 59. | Rwanda Cooperative Agency | 27/01/2014 | 5 | Kigali |
| TOTAL OF STAFF COACHED | | | 323 | |

Annex 2.e: Hotels where prices have been collected.

| N° | HOTELS NAMES | SERVICES OFFERED | STARS AWARDED | DISTRICT |
|-----------|---------------------------|--|----------------------|-----------------|
| 1 | Kigali Serena Hotel | Rooms, Conference hall and Restaurant | 5 stars | Nyarugenge |
| 2 | Lemigo Hotel | Rooms, Conference hall and Restaurant | 4 stars | Gasabo |
| 3 | Hotel Des Milles Collines | Rooms, Conference hall and Restaurant | 4 stars | Nyarugenge |
| 4 | The Manor Hotel | Rooms, Conference hall and Restaurant. | 4 stars | Gasabo |
| 5 | Top Tower Hotel | Rooms, Conference hall and Restaurant | 3 stars | Gasabo |
| 6 | Sport View Hotel | Rooms, Conference hall and Restaurant | 3 stars | Gasabo |
| 7 | Beausejour Hotel | Rooms, Conference hall and Restaurant | 3 stars | Gasabo |
| 8 | Club House La Palisse | Rooms, conference hall and Restaurant | 3 stars | Gasabo |
| 9 | Alpha Palace Hotel | Rooms, Conference hall and Restaurant | 3 stars | Kicukiro |
| 10 | Nobleza Hotel | Rooms, conference hall and Restaurant | - | Gasabo |
| 11 | Umubano Hotel | Rooms, Conference hall and Restaurant | - | Gasabo |
| 12 | Hotel Chez Lando | Rooms, Conference hall and Restaurant | - | Gasabo |
| 13 | Ruhondo Beach Resort | Rooms, Conference hall and Restaurant | - | Gasabo |
| 14 | Stipp Hotel | Rooms, Conference hall and Restaurant | 2 stars | Gasabo |
| 15 | Hotel Le Printemps | Rooms, Conference hall and Restaurant | - | Gasabo |

| | | | | |
|----|------------------------------------|---------------------------------------|---------|------------|
| 16 | Woodland Hotel | Rooms, Conference hall and Restaurant | - | Gasabo |
| 16 | Gorillas Hotel | Rooms, Conference hall and Restaurant | - | Nyarugenge |
| 17 | Impala Hotel | Rooms, Conference hall and Restaurant | 2 stars | Nyarugenge |
| 18 | Hotel Okapi | Rooms, Conference hall and Restaurant | 2 stars | Nyarugenge |
| 19 | Hotel Hill Top Country Club | Rooms, Conference hall and Restaurant | - | Gasabo |
| 20 | Hotel Landstar | Rooms, Conference hall and Restaurant | - | Gasabo |
| 21 | Aberdeen House Hotel | Rooms, conference hall and Restaurant | 2 stars | Kicukiro |
| 22 | Hotel Macadamia | Rooms, Conference hall and Restaurant | - | Kicukiro |
| 23 | Classical Hotel | Rooms, Conference hall and Restaurant | - | Gasabo |
| 24 | Labana Hotel | Rooms, conference hall and restaurant | - | Gasabo |
| 25 | Urban Boutique Hotel | Rooms, Conference Hall and restaurant | - | Nyarugenge |
| 26 | Karisimbi Hotel | Rooms, conference Hall and Restaurant | - | Nyarugenge |
| 27 | Gorillas Golf Hotel (Nyarutarama) | Rooms, conference Hall and Restaurant | - | Gasabo |
| 28 | Galaxy Hotel | Rooms, conference Hall and restaurant | - | Nyarugenge |
| | La Palme Hotel | Rooms, Conference hall and Restaurant | 3 stars | Musanze |
| 29 | Sabyinyo silva back lodge | Rooms and Restaurant | 3 stars | Musanze |
| 30 | Virunga Hotel | Rooms, Conference hall and Restaurant | 3 stars | Musanze |

| | | | | |
|----|--------------------------------|--|---------|---------|
| 31 | Home Inn | Rooms, Conference hall and Restaurant | 2 stars | Musanze |
| 32 | Muhabura Hotel | Rooms, Conference hall and Restaurant | - | Musanze |
| 33 | Fatima | Rooms, Conference hall and Restaurant | - | Musanze |
| 34 | Le bambou Gorilla Lodge | Rooms and Restaurant | - | Musanze |
| 35 | Gorillas Group Volcanoes Hotel | Rooms, Conference hall and Restaurant | - | Musanze |
| 36 | Mountain Gorilla View Lodge | Rooms and Restaurant | - | Musanze |
| 37 | Village Touristique de Kinigi | Rooms, Conference hall and Restaurant | - | Musanze |
| 38 | Saint Ann Hotel | Rooms, Conference hall and Restaurant | - | Musanze |
| 39 | Snow Hotel | Rooms, Conference hall and Restaurant. | - | Musanze |
| 40 | New Silver Hotel | Rooms, Conference hall and Restaurant | - | Musanze |
| 41 | Lake Kivu Serena Hotel | Rooms, Conference hall and Restaurant | 4 stars | Rubavu |
| 42 | Le Belvedere Hotel | Rooms, Conference hall and Restaurant | 2 stars | Rubavu |
| 43 | Peace Land Hotel | Rooms, Conference hall and Restaurant | 2 stars | Rubavu |
| 44 | Mostej Hotel | Rooms, Conference hall and Restaurant | 2 stars | Rubavu |
| 45 | Lake Kivu Hotel/Gorillas Group | Rooms, Conference hall and Restaurant | - | Rubavu |
| 46 | Stipp Hotel | Rooms, Conference hall and Restaurant | - | Rubavu |
| 47 | CASFX | Rooms, Conference hall and Restaurant | - | Rubavu |

| | | | | |
|----|---------------------------|---------------------------------------|---------|------------|
| 48 | Dian Fossey/Nyiramacibiri | Rooms, Conference hall and Restaurant | - | Rubavu |
| 49 | 3B Hotel | Rooms, Conference hall and Restaurant | - | Rubavu |
| 50 | La corniche | Rooms, Conference hall and Restaurant | - | Rubavu |
| 51 | Sun Rise Hotel | Rooms, Conference hall and Restaurant | - | Rubavu |
| 52 | Ubumwe Hotel | Rooms, Conference hall and Restaurant | - | Rubavu |
| 53 | Musanto Hotel | Rooms, Conference hall and Restaurant | - | Rubavu |
| 54 | Nyungwe Forest Lodge | Rooms, Conference hall and Restaurant | 5 stars | Nyamasheke |
| 55 | Moriah Hill Ressort | Rooms, Conference hall and Restaurant | - | Karongi |
| 56 | Holiday Hotel | Rooms, Conference hall and Restaurant | - | Karongi |
| 57 | Bethany Investment Group | Rooms, Conference hall and Restaurant | - | Karongi |
| 58 | Cormoran Lodge | Rooms and Restaurant | - | Karongi |
| 59 | Home st Jean | Rooms, Conference hall and Restaurant | - | Karongi |
| 60 | Hotel Golf Eden Rock | Rooms, Conference hall and Restaurant | - | Karongi |
| 61 | Ten to Ten Pradise Hotel | Rooms, Conference hall and Restaurant | - | Rusizi |
| 62 | Hotel Frank | Rooms, Conference hall and Restaurant | - | Rusizi |
| 63 | Motel Rubavu | Rooms, Conference hall and Restaurant | - | Rusizi |
| 64 | Hotel du Lac | Rooms, Conference hall and Restaurant | - | Rusizi |
| 65 | Kivu Sight Hotel | Rooms and Restaurant | - | Rusizi |

| | | | | |
|----|-------------------------------|--|---|-----------|
| 66 | La Petite Colline Guest House | Rooms, Conference hall and Restaurant | - | Rusizi |
| 67 | Centre D'accueilst Francois | Rooms, Conference hall and Restaurant | - | Rusizi |
| 68 | Hotel du Carrefour | Rooms, Conference hall and Restaurant | - | Rusizi |
| 69 | Kivu View Hotel | Rooms, Conference hall and Restaurant | - | Rusizi |
| 70 | Dereva Hotel | Rooms, Conference hall and Restaurant | - | Rwamagana |
| 71 | Centre D'accueil St. Agnes | Rooms, Conference hall and Restaurant | - | Rwamagana |
| 72 | Motel Ikambere | Rooms, Conference hall and Restaurant | - | Rwamagana |
| 73 | Muhazi Beach Hotel | Rooms, Conference hall and Restaurant | - | Rwamagana |
| 74 | Palast Rock Hotel | Rooms, Conference hall and Restaurant. | - | Bugesera |
| 75 | Club House La Palisse Gashora | Rooms, Conference hall and Restaurant | - | Bugesera |
| 76 | AkageraGme Lodge | Rooms, Conference hall and Restaurant | - | Kayonza |
| 77 | Seeds of Peace Center | Rooms, Conference hall and Restaurant | - | Kayonza |
| 78 | Silent Hill Hotel | Rooms, Conference hall and Restaurant | - | Kayonza |
| 79 | Eastland Motel | Rooms, Conference hall and Restaurant | - | Kayonza |
| 80 | Midland Motel | Rooms, Conference hall and Restaurant | - | Kayonza |
| 81 | Blue sky Hotel | Rooms, Conference hall and Restaurant | - | Nyagatare |
| 82 | Hotel Urumuri | Rooms, Conference hall and Restaurant | - | Gicumbi |

| | | | | |
|----|---|--|---------|-----------|
| 83 | Centre Diocesain de Formation et Conférence | Rooms, Conference hall and Restaurant | - | Gicumbi |
| 84 | Four Hotel | Rooms, Conference hall and Restaurant | 2 stars | Huye |
| 85 | Hotel Ibis | Rooms, Conference hall and Restaurant | 2 stars | Huye |
| 86 | Hotel Faucon | Rooms, Conference hall and Restaurant | 1 star | Huye |
| 87 | Hotel Credo | Rooms, Conference hall and Restaurant | | Huye |
| 88 | Barthos Hotel | Rooms, Conference hall and Restaurant | - | Huye |
| 89 | Motel Saint Vincent | Rooms, Conference hall and Restaurant | - | Huye |
| 90 | Centre Jean Baptiste | Rooms, Conference hall and Restaurant | - | Huye |
| 91 | Centre d'Accueil Mère Du Verbe | Rooms, Conference hall and Restaurant | - | Huye |
| 92 | Dayenu Hotel | Rooms, Conference hall and Restaurant | - | Nyanza |
| 93 | Heritage Hotel | Rooms, Conference hall and Restaurant | - | Nyanza |
| 94 | Freedom Motel | Rooms and Restaurant | - | Nyanza |
| 95 | Hills African Hotel | Rooms, Conference hall and Restaurant | - | Muhanga |
| 96 | Brother Inn | Rooms, Conference hall and Restaurant | - | Muhanga |
| 97 | Splendid Hotel | Rooms, Conference hall and Restaurant | - | Muhanga |
| 98 | Ubumwe Center Kigeme | Rooms, Conference hall and Restaurant | - | Muhanga |
| 99 | Golden Monkey Hotel | Rooms, Conference hall and Restaurant. | - | Nyamagabe |

| | | | | |
|-----|---------------|---------------------------------------|---|------|
| 100 | Irebero Hotel | Rooms, Conference hall and Restaurant | - | Huye |
|-----|---------------|---------------------------------------|---|------|

Annex 3: Cases requesting legal opinion/advice

| N° | Entity | Subject | Action planned | action achieved |
|--|----------------------|--|---------------------------------|---|
| Legal Opinions on Various Requests. | | | | |
| 1 | Nyarugenge District. | Request for advice on performance security (is the value of the performance security for tenders of collecting taxes on behalf of the District, calculated basing on the amount of taxes that a bidder is committed to collect or on the percentage he shall be paid). | Providing the requested advice. | RPPA informed the District that services to collect taxes on behalf of Districts is not actually a public tender. However, as in practice Districts use the public procurement law in that regard, RPPA advised them to calculate the value of the performance security basing on the percentage to be paid to the service provider which is the equivalent of the value of the tender (in public procurement). |
| 2 | RBC/MPPD | Request to sign an MoU with RNP and use the latter in the distribution of 3,456,733 Long Lasting Insecticide Nets (LLINs). | Responding to the request | RPPA informed RBC/MPPD that if they wanted to use RNP transactions should not be the public procurement. RPPA advised them to transfer funds meant for the function to the institution which is going to execute it, the RNP or to use force account method. |

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| 3 | Kagarama Secondary School | Request for advice on the revision of price (to include taxes during the execution of the contract). | Providing the requested advice. | For the purpose of respecting fundamental principles governing public procurement (fair competition and transparency), RPPA advised them to keep the price as it was quoted during the competition. |
| 4 | MININFRA | Request for advice on appointing an interim Internal Tender Committee for Rwanda Meteorology Agency (Meteo Rwanda) | Providing requested advice | RPPA advised them that (i) If Meteo Rwanda was already functioning as established by the law, the appointment of the Committee was expected to be done by the Director of that institution who acts as the Chief Budget Manager, but if (ii) if Meteo Rwanda was not functioning yet as established by the law but instead was still under direct administration and management of MININFRA, the Permanent Secretary could appoint the Committee. |
| 5 | KAGARAMA SECONDARY SCHOOL | Request for advice on procuring foodstuff (after the current supplier requested them to cancel the contract) | Providing requested advice | RPPA informed them to request the supply needed foodstuff because the contract was still valid. But in case the contract could not, RPPA advised them to select among their ordinary supplier the one who could supply the foodstuff. |

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| 6 | WODEC COMPANY LTD | Request for RPPA opinion on RURA certificate | Giving RPPA opinion | RPPA informed them that RURA certificate should be requested to competitors to tenders of cleaning services. |
| 7 | KALKA AND PARTNER S LTD | Request to RPPA to conduct investigations | Conducting investigations | The claimant was suspecting that there were violations of the public procurement law and regulations during the award of a tender to procure machines at Karengera VTC. RPPA informed them that according to its findings, Karengera VTC was not a procuring entity. Given that the project was financed with public funds, RPPA informed them that public procurement procedures should apply but were slightly deviated from still minor deviations that were committed could not stop the procurement process. |
| 8 | National Institute of Statistics of Rwanda (NISR) | Request for advice about which Law to base on to calculate delay penalties for a contract signed on 28th January 2013. | Providing the requested advice | RPPA advised them to examine and see if the contract had expressly provided for modalities for application of penalties and in that case base on the contract provision. But if it was not, modalities should be according to the law on public procurement as modified and completed to date. |

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| 9 | NAEB | NAEB requested advice on how EGECON's contract on the tender for supervision services for construction on Gishali flower park can be re-extended. | Analysis was done and found out that there are no possibilities of re-extension | Response thereof was provided. |
| 10 | MINAGRI | Request for authorisation to amend the contract for the supply and installation of equipment for Mukamira Dairy Ltd. | Responding to the request | RPPA informed them that Mukamira Dairy Ltd was not a Government institution, and therefore RPPA was not expected to act on that contract. Also RPPA informed them that it could not be in position to give the authorisation for two reasons. One, RPPA has no legal power to authorise procuring entities to amend contracts. Second, they were intending to change specifications of some equipment and buying additional ones, while that would affect the substance and the nature of the original contract which is not allowed during the amendment of a contract according to article 74 of the law on public procurement as modified and completed to date. |
| 11 | RPPA | Reviewing the contract for Airtel services. | To review the contract. | The contract was reviewed, sent to Airtel for comments. The contract was sent back accepting RPPA review. |

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| 12 | MINEDUC | Request for advice on payment | Providing the requested advice | RPPA reminded that different institutions (MINIJUST, MINECOFIN) actually advised MINEDUC to pay the contractor (TECOS) and therefore RPPA also advised them to pay him. However, in order to formalise the additional supervision services and to support the payment of their corresponding price, RPPA also advise them to draft and sign contract amendments to the initial contracts, which should take retroactive effects from the time the initial supervision periods expired. Furthermore, RPPA reminded them that public procurement proceedings are formal and should always be conducted through formal procedures in order to avoid any subsequent conflict. |
| 13 | Internal | Drafting the contract to supply office consumables | To draft the contract. | The contract was drafted. |
| 14 | Internal | Drafting the contract to conduct a survey for bidders satisfaction, grievance and corruption incidence in public procurement in Rwanda | To draft the contract. | The contract was drafted. |
| 15 | Internal | Drafting a contract for transportation services to RPPA staff in Kigali City. | To draft the contract. | The contract was drafted. |

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| 16 | SNC COMPANY LTD | NSANZIMANA SYLEVESTRE the managing director of SNC COMPANY LTD wrote to RPPA requesting to be awarded the tender of constructing three class rooms in Gakaranka Ruheru Sector. | RPPA wrote to SNC Managing Director to specify whether it was a public tender because it was not clear in his letter whether it was government fund or action aid project. | They never responded for clarity. |
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Annex 4: The list of requests for authorization to use less competitive methods handled from may 2013 to June 2014

| No | Entity | Date of Entry | Request | Method | RPPA Decision | Date of decision notification to entity |
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| 1 | Rwanda Biomedical Centre (RBC) | 14/05/2013 | <p>Request for authorization to use single source method to award the tender for maintenance of TB Biosafety Cabinets (letter 397/RBC/DG/13 of 14/05/2013).</p> <p>Reasons: Urgency of the activity because the biosafety cabinets are critical to the protection of the health laboratory technicians as well as the manipulation of samples; there is only one company certified to perform the activity of maintenance from South Africa.</p> | Single source | Authorization was granted with recommendation of opening the tender to competition for the next contract; provide report within 6 months on the progress made in obtaining information that will enable openness of the tender (letter n° 010/2013-508/RPPA). | 06/6/2013 |
| 2 | Southern Province | 31/05/2013 | <p>Request for authorization to use less competitive method requesting for authorization to award the tender for the supply of office equipment (Letter N°106/07.02/CPPM/ES).</p> <p>Reasons: Necessity to shift offices as the lease contract for the occupied building was about to expire.</p> | A less competitive method (not specified) | Authorization was granted (letter n° 010/2013-513/RPPA). | 06/06/2013 |

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| 3 | MINISPOC | 03/06/2013 | <p>Request for authorization to award to Ng'Andu Consulting firm the tender for the supervision of construction works of Huye stadium (Letter N° 1004/PS/Sports/2013).</p> <p>Reasons: Expiration of the contract period before the completion of the construction; construction works being ongoing, while there is no supervision; the extension of the initial supervision contract exceeds 20%; open tendering process can delay the project; the suspension of constructions works in order to wait for open tendering process is impossible as the stadium had been expected to be completed by May 2013.</p> | Single source | Authorization granted (letter n° 010/2013-514/RPPA) | 07/06/2013 |
| 4 | Rwanda Broadcasting Agency (RBA) | 01/08/2013 | <p>Request for authorization to award tenders of (i) supplying, installing and commissioning security system and office communication equipment, (ii) construction of new parking and transformer house, (iii) subscription to satellite and (iv) supplying office furniture (Letter Ref. N°0780/12.01).</p> <p>Reasons: Delay for three years due to contractual problems; EAC requirement to switch off analogue technology and adopt digital technology by December 2012; obstacle to invest in current RBA's premisses as they have been sold; and budget constraint.</p> | Single source | Authorization granted (letter n° 010/2013-759/RPPA) | 13/08/2013 |

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| 5 | National Agriculture Export Development Board (NAEB) | 20/06/2013 | Request for authorization to use single source method to procure plastic polythene bags of seedlings for coffee and tea expansion (Letter N°2386/XXA60 of 12/06/2013). Reasons: Avoidance of risk of losing NAEB targets of producing seedlings for coffee and tea, because selected suppliers were incapable to deliver on due time for reasons beyond their control. | Single source | Authorization was granted (letter n° 010/2013-565/RPPA) | 27/6/2013 |
| 6 | Musanze District | 24/6/2013 | Requesting for authorization to use request for quotations method for construction works of 530 houses for vulnerable people (Letter N°2120/07.04.03). Reasons: Necessity to comply with the requirement of the Minister of Local Government (letter No 824/07.01 of 21/6/2013). | Request for quotations | Authorization was granted (letter n° 010/2013-566/RPPA). | 27/6/2013 |
| 7 | Chancellor y for Heroes National Orders and decorations of honour (CHENO)/ MINISPOC | 02/06/2013 | Request for authorization to award to National University of Rwanda (consultancy Bureau), the tender to conduct a survey on national heroes (Letter N°277 ES/CHENO/2013). Reasons: CHENO does not have staff to conduct the survey; the lack of staff delayed the appointment of the Tender Committee, while the survey report is required by November 2013. | Single source | Authorization was granted (letter n° 010/2013-758/RPPA). | 13/08/2013 |

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| 8 | Rwanda Biomedical Centre (RBC) | 18/07/2013 | <p>Request for authorization to use single source method to award 2 contracts for rehabilitation works and movers services (Letter N°752/RBC/DG/013).</p> <p>Reasons: Time constraint in order to comply with the time limit given by the Ministry of Infrastructure to change office premisses.</p> | Single source | <p>Authorization was not granted, because the remaining time to end July was too short for concluding a contract with contractor and carrying out the urgent rehabilitation. Instead the Board of Directors advised to use request for quotation from at least three bidders from the list provided by Rwanda Housing (letter n° 010/2013-627/RPPA).</p> | 19/7/2013 |
| 9 | Rwanda Local Development Support Fund (RLDSF) | | <p>Request for authorization to single source the supply and distribution of milk (letter n° 465 of 17/07/2013).</p> <p>Reason: Urgent need to address malnutrition issues in Districts.</p> | Single source | <p>Authorization was granted (letter n° 010/2013-625/RPPA)</p> | 22/7/2013 |
| 10 | National University of Rwanda (NUR). | | <p>Request for authorization to use single source method to connect hostels to the water sewage treatment plant (letter n° VR/AF/265/2013 of 10/7/2013).</p> <p>Reasons: not submitted.</p> | Single source | <p>No decision, because they missed requirements for authorization.</p> | |

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| 11 | Rwanda Broadcasting Agency (RBA-ex ORINFOR) | 18/06/2013 | Request for authorization to buy transmitters' spare parts from the manufacturer/Harris Corporation. Reasons: Spares needed are manufactured by only one company. | Single source | The authorization was not granted as the request was missing the confirmation from RBA Supervising Minister. The RPPA also advised to refer to article 56 of the law on public procurement as amended by the article 35 of the law n°05/2013 of 13/02/2013, and find if the authorization from RPPA was still necessary. | 25/06/2013 |
| 12 | EWSA | | Request for single sourcing an individual drilling supervisor for Kalisimbi Geothermal Project. | Single source | No decision, because they missed requirements for authorization | |
| 13 | Ministry of defense (MOD) | | Request for authorization to use "restricted tendering method" for the supply of the office stationary for urgent need to meet the timeline for forces deployment in Peace Keeping Operation. Reason: Not submitted | Restricted tendering | In a consultative meeting they were advised to use single source without going through the authorization process because it was allowed by the law. | |

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| 14 | MININFRA | 24/10/2013 | <p>Request for authorization to use single source method for the tender of annual maintenance of VIP Government vehicles.</p> <p>Reason: Akagera is the only company which has the manufactures authorization in Rwanda and has sufficient spare parts with mechanical specialists in Toyota vehicles.</p> | Single source | Authorization was granted by the 24/10/2013 (letter n° 010/2013-989/RPPA) | 30/10/2013 |
| 15 | Ministry of Health (MOH) | 19/9/2013 31/10/2013 | <p>Request for an authorization to procure corn soya blend (CSB) fortified by single source method (n°990/DEF/334/F/033/013 of 19th September 2013). Reiteration of the request in compliance with requirements.</p> <p>Reasons: Necessity to preserve lives, people living with HIV (PLWH) and shortage of nutritional support for malnourished in Health facilities.</p> | Single source | <p>1st decision: RPPA requested them to comply with requirements for authorization prior to approval by the Board of Directors.</p> <p>2nd Decision: Authorization was granted (letter n° 010/2013-1013/RPPA)</p> | 07/11/2013 |
| 16 | CNLG | 18/10/2013 | <p>Request for authorization to use single source method for the preparation of 20th Genocide memorial</p> <p>Reasons: Need of expertise and time constraint for adequate preparation.</p> | Single source | Authorization was granted (letter n° 010/2013-992/RPPA) | 30/10/2013 |

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| 17 | RBS | 8/10/2013 | Request for authorization to use single sourcing for a tender of SGS and Mombasa Logistics for Imports Quality Inspection Services (letter N° 2463/15.00/MIN/2013 of 20 th September 2013)/ Reason: Time constraint to opening up tendering process. | Single source | Authorization was granted (letter n° 010/2013-977/RPPA) | 28/10/2013 |
| 18 | MIFOTRA | 23/10/2013 | Request for an authorization to use single source method for an independent institutional performance audit of merged institutions in Rwanda (letter n2373/19.19 of 22/10/2013). Reason: Urgent need, impracticability of open process. | Single source | Authorization was granted (letter n° 010/2013-980/RPPA) | 28/10/2013 |
| 19 | MIGEPRO F | 22/10/2013 | Request for authorization to use request for quotations for following tenders: hotel services, car maintenance services and supply of fuel, water electricity and website maintenance services, supply of beverages and kitchen equipment, supply of newspapers and decoration services (letter 0440/2100/2013 of 22/10/2013). Reasons: Newly given autonomy of MIGEPROF which was formally in the structure of the Office of the Prime Minister. | RFQ | Authorization was granted only for contract that will not go beyond December 2013 (letter n° 010/2013-978/RPPA) | 28/10/2013 |

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| 20 | Rwanda Civil Aviation | 19/9/2013 | Request for authorization to use single source method to carry out a business and economic feasibility study for the new Bugesera International Airport (NBIA) (letter 12.06/0910/2013 of 19/9/2013). Reasons: The Government was asked to avail a business & economic feasibility study by November 2013 for Arab Investment Forum. | Single source | Authorization was granted (letter n° 010/2013-891/RPPA) | 23/9/2013 |
| 21 | Ministry of Agriculture and Animal Resources (MINAGRI) | 21/8/2013 30/8/2013 (justification) | Request for authorization to use single source for procurement of additional equipment in the execution of the supply and installation of equipment to the Mukamira Dairy (letter No 1281/11.30 of 20/8/2013 and letter No 1340/11.30 of 30/8/2013 giving justifications) | Single source | Authorization was granted (letter n° 010/2013-889/RPPA) following the first response that requested prior justifications. | 23/9/2013 |
| 22 | Institute of National Museums of Rwanda (INMR) | 16/8/2013 | Request for authorization to use single source for construction of National Liberation Museum (letter N° 2013/INMR/273). Reasons: The use of persons who played core role in the war and facility to access sensitive archives | Single source | Authorization was granted (letter n° 010/2013-835/RPPA) | 29/8/2013 |
| 23 | Rwanda Bureau of Standard (RBS) | 16/8/2013 | Request for authorization to use single source for supply of laboratory gases (letter N° 960/RBS/DG/13 of 30/07/2013). Reason: Shortage of gases due to budget constraint, RBS used to have only one bidder. | Single source | Authorization was granted (letter n° 010/2013-836/RPPA) | 29/8/2013 |

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| 24 | Rwanda Biomedical Centre (RBC) | 14/8/2013 | Request for authorization to use restricted tendering to procure the packaging and other materials for the production of infusions (letter N° 927/RBC/PDDG/2013 of 14/8/2013). Reasons: avoid risk of loss of raw materials to use in production of infusion. | Restricted tendering | Authorization was granted (letter n° 010/2013-833/RPPA) | 2/9/2013 |
| 25 | RBC | 14/8/2013 | Request for authorization to use restricted tendering to procure essential medicines to cover 12 months (letter N° 928/RBC/PDDG/2013 of 14/8/2013). Reasons: Stock out of essential medicines. | Restricted tendering | Authorization was granted (letter n° 010/2013-833/RPPA) | 2/9/2013 |
| 26 | Rwanda Local Development Support Fund (RLDSF) | 13/11/2013 | Request for authorization to use single source for renting offices (letter 1512/07.01 of 13/11/2013). Reasons: RLDSF was requested by the Rwanda Housing Authority to move from their premises by 25/12/2013. | Single source | Authorization was granted (letter n° 010/2013-1058/RPPA) | 15/11/2013 |
| 27 | Rwanda Housing Authority (RHA) | 11/11/2013 | Request for authorization to use a shortlist of selected companies for removal, transport, burying and replacement of asbestos roof and ceilings at the University Teaching Hospital (CHUK) (letter N° 2445/Cab.M/013). Reasons: The selected company through open tendering process delayed to sign contract and the bid of the second lowest bidder had already expired. | Restricted tendering | Authorization was granted (letter n° 010/2013-1059/RPPA) | 15/11/2013 |

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| 28 | MIDIMAR | 11/11/2013 | <p>Request for authorization to use single source to procure partitioning works, 58 work stations, movers services and cabling services (Letter N° 1420/MDMR/03/S.P.I/A/13 of 12/11/2013).</p> <p>Reasons: They were requested by the Ministry of Infrastructure to move urgently from their premises to another building acquired by the Government and meeting the deadline by MIDIMAR was impossible using open tendering process.</p> | Single source | Authorization was granted (letter n°010/2013-1061/RPPA) | 15/11/2013 |
| 29 | MIDIMAR | 13/11/2013 | <p>Request for authorization to use restricted tendering to award contract for embankment works and make evacuation canals of rain water in refugee camp of Mugombwa, Gisagara District (Letter 1423/MDMR/03/S.P.I/A/13 of 12/11/2013).</p> <p>Reasons: The UNHCR requested urgent action in order to access funding.</p> | Single source | Authorization was granted (letter n°010/2013-1062/RPPA) | 15/11/2013 |
| 30 | Ministry of defense (MOD) | 7/11/2013 | <p>Request for authorization to use single source method to procure hygienic supplies which are needed for the ongoing military basic training at Nasho Training School (letter N°1375/DEF/334/F/737/013).</p> <p>Reasons: A course started earlier than planned, while there was no stock of hygienic supplies.</p> | Single source | Authorization was granted (letter n°010/2013-1063/RPPA) | 15/11/2013 |

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| 31 | RDRP/Rwanda Demobilization and Reintegration Commission (RDRC) | 28/11/2013 | Request for no objection for contract extension for supervision of 96 houses for ex-combatants in category II (letter of 4/11/2013). Reasons: Due to the delay of the contractor, the amount of the supervision exceeded 20% of the initial contract value. | Contract extension | Authorization was not granted, because the request to RPPA was not provided for by the law. Instead the Board of Directors recommended the RDRC to request what the article 23 <i>bis</i> of the law public procurement provides, i.e. a less competitive method(letter n° 010/2013-1139/RPPA) | 10/12/2013 |
| 32 | Rwanda Education Board (REB) | 29/11/2013 | Request for no objection for upfront payment for the supply of books (letter 13605/REB/01/13 of 29/11/2013). Reasons: a very urgent need of books in school early in the academic year 2014; all publishers require prior payment of 80% of the total amount (20% on signing the contract and 60% on shipment). | Advance payment | Authorization was granted (letter n° 010/2013-1128/RPPA). | 10/12/2013 |
| 33 | College of Business and Economics (ex SFB) | | Request for waiver to use Restricted Tendering for Construction of the Monument for commemoration of 1994 Genocide against Tutsi at UR-CBE Kigali Campus | Restricted Tendering | No decision. The RPPA requested required documents | |

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| 34 | Primature (OGS) | | Request for authorization to use request for quotations method for tender for aquisition of office furnitures, air conditioning, internet cabling and movers services (letter 1699/03.06) Reasons: They were requested by the Ministry of Infrastructure to move urgently from their offices premises to another building acquired by the Government and meeting the deadline by OGS was impossible using open tendering process. | Request for quotations | Authorization was granted(letter n ^o 010/2013-1129/RPPA) | 9/12/2013 |
| 35 | RNRA | 29/11/2013 | Request for authorization to use single source method to award tender for office partitioning, aquisition of work stations, transport service of existing office furniture, and internet cabling and vertical blind. Reasons: They were requested by the Ministry of Infrastructure to move urgently from their office premises to another building acquired by the Government and meeting the deadline by RNRA was impossible using open tendering process. | Single source | Authorization was granted (letter n ^o 010/2013-1131/RPPA) | 11/12/2013 |
| 36 | Burera District | 12/12/2013 | Request for authorization to use single source for the acquisition of tiles for roofing houses of 178 families displaced from high risk zone (letter No 831/07.0404/10 of 29/11/2013). | Restricted tendering | Authorization was granted (letter n ^o 010/2013-1195/RPPA) | 27/12/2013 |

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| 37 | MINIRENA | 29/11/2013 | <p>Request for authorization to use single source method to award tender for partitioning for RNRA office and request for quotations for MINIRENA and RNRA for ICT cabling, supply of work stations, and transport service of existing office furniture.</p> <p>Reason: MINIRENA and RNRA were requested by the Ministry of Infrastructure to relocate to the government building located to Pension Plaza SOPETRADE not later than 25/12/2013.</p> | Single source & RFQ | The authorization was granted (letter n° 010/2013-1130/RPPA) for only tenders concerning MINIRENA, because RNRA has its legal personality and management autonomy. | 11/12/2013 |
| 38 | MINAGRI | 27/11/2013 | <p>Request for authorization to single source cooperatives in agriculture sector for acquisition of supplies for the “national strategic grain reserves” (letter No 1867/11.30 of 6/11/2013 and letter N° 2034/11.30 of 27/11/2013)</p> <p>Reasons: Instruction N° 005/10/ relating to procurement of crops directly from cooperatives; promotion of consumption of the production cooperatives</p> | Single source | <p>1st decision: the authorization was no granted due to the lack of clarity on how cooperatives shall be selected (N° 010/2013-1147/RPPA).</p> <p>2nd decision: The authorization was granted, but the Board of Directors requested to complete clarifications on how cooperatives shall be selected.</p> | <p>11/12/2013</p> <p>17/1/2014</p> |

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| 39 | Kirehe District | 29/11/2013 | <p>Request for authorization to use single source method to award contract for additional construction works of the Kirehe Hospital, phase III (Letter 950/07.05.05 of 5/11/2011).</p> <p>Reasons: Compliance with Ministry of Health Standards for hospitals; the amendment of the initial contract may attain 31% (> 20% legal limit); avoidance of having two contractors on the site and splitting the contract.</p> | Single source | <p>1st decision: the 185th meeting of the Board of Director ordered audit before the approval of authorization (letter n^o 010/2013-1143/RPPA).</p> <p>2nd decision: The authorization requested by the District was granted by the 186th meeting of the Board of Directors with some modifications of the scope of works; works concerning oxygen gas piping system and radiation protection being subject to a prior study before tendering process.</p> | <p>9/12/2013</p> <p>24/12/2013</p> |
| 40 | Rwanda Transport Development Agency (RTDA) | 9/12/2013 | <p>Request for authorization to use single source method for relocation services (Letter No 2584/Cab. M/013 of 9/12/2013).</p> <p>Reason: They were requested by the Minister of Infrastructure to relocate offices to a building in plot 5273 Kicukiro District not later than 25/12/2013.</p> | Single source | Authorization was granted (letter n ^o 010/2013-1197/RPPA) | 27/12/2013 |

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| 41 | Rwanda Transport Development Agency | 13/12/2013 | Request for authorization to use single source for the rehabilitation of access road to Mushishiro-Hydropower Plant (letter No 2278/Corp/013 of 13/12/2013). Reasons: Urgent need to comply with the agreement between the Government and REFAD Rwanda, the contractor on the Hydropower Project. | Single source | Authorization was granted by the 186 th meeting of the Board of Directors (letter n ^o 010/2013-1194/RPPA) | 27/12/2013 |
| 42 | Kicukiro District | | Request for authorization to use single source to award insurance contract in accelerated manner (uburyo bwihuse) for the District building (letter n°5313/07.0103.05/13 of 27/06/2013) | Single Source | Request rejected. However, RPPA (DG) advised the District to single source an insurance company for a period not exceeding 2 months and to process the tendering. | |
| 43 | MININFRA | | Request for no objection to short list two consultant firms for request for proposals to provide management services for running the business of Rwanda Public Transport Company Reasons: They preceded by request of expression of interest twice and they obtained only two qualified firms, while the law requires to shortlist at least three firms. | Waiver to shortlist 2 companies instead of three, the minimum required by the law | No decision. The RPPA noticed issues in the tender and recommended that they first be resolved. | |

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| 44 | EWSA | 9/12/2013 | <p>Request for authorization for upfront payment of the urgent cement needed for the Geothermal drilling Project at Kalisimbi (Letter N° 11.07.053/4672/13/GDU-PROC/DIR/NK/em of 23/12/12/2013).</p> <p>Reason: Urgent need to pay cement for the geothermal drilling project at Kalisimbi.</p> | Advance payment | Authorization was granted with modification: EWSA should single source a factory producing cement rather than the proposed supplier, Engineer Regiment (letter n° 010/2013-1221/RPPA). | 27/12/2013 |
| 45 | Ngororero District | 27/12/2013 | <p>Request for authorization to use single source method for water adduction Rutagarama-Ngoma project;</p> <p>Reason: Urgent need to meet the deadline financing agency (OIF).</p> | Single source | Authorization was granted (letter n° 010/2013-1220/RPPA) | 31/12/2013 |
| 46 | Rwanda Military Hospital | 03/01/2014 | <p>Request for authorization to use restricted tendering method and award the tender for the supply of special drugs, reagents and consumables that could not be obtained on the local market.</p> <p>Reason: - Open competitive tendering method was first used but failed to get bidders to supply cancer drugs and consumables, yet the hospital highly needs them.</p> <p>-The urgent need to award the tender.</p> | Restricted Tendering | Authorization granted by the 188 th meeting of the Board of Directors (N° 010/2014-102/RPPA) | 05/02/2014 |

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| 47 | Rwanda Development Board (RDB) | 10/12/2013 | Request for authorization to use single sourcing method for international media houses. Reason: the Single sourcing tendering method is the appropriate process to award the mentioned tender (explanatory note submitted on 27/01/2014). | Single source | Authorization granted by the 188 th meeting of the Board of Directors (N° 010/2014-103/RPPA). | 05/02/2014 |
| 48 | Rwanda National Police | 30/12/2013 | Request for authorization to use single source method for the supervision of the construction of RNP Headquarters building at Kacyiru (letter 811/JB/ACF/EK/DP/13 of 30/12/2013) Reason: Urgent need. RNP had launched an open tender without success while the contract for construction had already been signed. | Single source | Authorization was granted (Letter N° 010/2013-1219/RPPA) | 2/1/2014 |
| 49 | Rwanda Housing Authority (RHA) | 31/01/2014 | Request to use single sourcing method for the consultancy services for assessment and design of proper floor plans for effective use of Government offices space (letter N°0305/RHA/CSD/014 of 31/01/2014). Reason: In a meeting with the Right Honourable Prime Minister on 13 th January 2014 on Government offices buildings management, RHA was given a deadline of end of January to have designed floor plans of Government buildings aimed at proper utilization of the available office space. | Single source | Authorization not granted by the 188 th meeting of the Board of Directors (N° 010/2014-109/RPPA) because the desired company is not experienced in architectural design, this would not produce good results. | 05/02/2014 |

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| 50 | Rwanda Housing Authority (RHA) | 29/01/2014 | <p>Request to use single sourcing method for the repair of the leaking roof, expansion of VVIP entrance of the Parliament building and construction of the security wall at the VVIP entrance (letter N°0284/RHA/DB/2014 of 29/01/2014).</p> <p>Reason: RHA had received a letter from the Parliament communicating it that the bloc of the Deputy Speakers offices and the conference rooms used by different parliamentary commissions are leaking and hence need urgent repairs. Additionally, RHA received a request from the top states official's security services to urgently construct a security wall at the VVIP entrance.</p> | Single source | Authorization granted by the 188 th meeting of the Board of Directors (N° 010/2014-110/RPPA) | 05/02/2014 |
| 51 | MININFRA | 13/01/2012 | <p>Request for no-objection to procure a consultant on a single source methods to provide management services to run ONATRACOM</p> <p>Reason: For MININFRA launched an open tender to all interested firms to manifest their interest in providing these services and only 3 firms responded to this tender notice widely advertised and among which only two were qualified for being shortlisted.</p> | Single source | Authorization granted by the 188th meeting of the Board of Directors (No 010/2014-107/RPPA) | 05/02/2014 |

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| 52 | EWSA | 3/02/2014 | <p>Request for no-objection to use request for quotations procurement method to award the tender for the supply and installation of medium voltage regulator and automatic power factor correction on behalf of RBA,</p> <p>Reason: Open competitive bidding was used and the only one company that submitted its bid charged higher price than the actual market prices.</p> | Request for quotations | Authorization granted by the 189th meeting of the Board of Directors (No 010/2014-148/RPPA) | 20/02/2014 |
| 53 | National Capacity Building Secretariat | 07/02/2014 | <p>Request for no-objection to procure working stations by single sourcing Mutara Enterprise,</p> <p>Reason: Urgent need to award the mentioned tender in order to cater for its entire staff i.e. current and new staff being recruited as soon as possible.</p> | Single source | Authorization granted by the 189th meeting of the Board of Directors (No 010/2014-149/RPPA) | 20/02/2014 |
| 54 | MINALOC | 19/02/2014 | <p>Request for no-objection to award the tender for the supply of receipt books and labels for Local Government through single source procurement method</p> <p>Reason: Urgent need to award the tender so that districts obtain receipt books on time for this period for taxes payment while normal tendering procedures may take long time and disturb the collection of taxes.</p> | Single source | Authorization granted by the 189th meeting of the Board of Directors (No 010/2014-155/RPPA) | 20/02/2014 |

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| 55 | MININFRA | 13/02/2014 | <p>Request for no-objection to use single sourcing method to procure vehicles and motorcycles for President's office operations, vehicles for Parliament/ Chamber of Deputies and vehicles for Ministry of foreign affairs and cooperation</p> <p>Reason: award this tender by single source procurement method, to Akagera Business Group Sarl, Rwanda motors Ltd, and Auto Gapeli Spare Parts and Garage because they are the only companies which own exclusive rights on the requested motorcycles and vehicles to represent respectively TOYOTA, SUZUKI and BMW in Rwanda, and these vehicles have been identified as most fit for that purposes.</p> | Single source | Authorization granted by the 189th meeting of the Board of Directors (No 010/2014-154/RPPA) | 20/2/2014 |
| 56 | NCHR (National Commission for Human Rights) | 18/2/2014 | <p>Request for no-objection to use request for quotations procurement method to award the following five tenders:</p> <ol style="list-style-type: none"> 1. Tender of work stations, office desk and high closed filing cabinet ; 2. Tender of ICT cabling ; 3. Tender of office equipment transport ; 4. Tender of office partitioning 5. Tender of preparation of an auction by grouping items into lots. <p>Reason: Urgency due to the fact that NCHR was asked to change the working place by RHA.</p> | Request for Quotations | Authorization granted by the 189th meeting of the Board of Directors (No 010/2014-153/RPPA) for all other tenders except the tender of preparation of an auction by grouping items into lots. | 20/2/2014 |

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| 57 | CHENO | 25/02/2014 | <p>Uruhushya rwo rwo gukoresha ipiganwa rigenewe abapiganwa bake "Restricted Tendering method" ku isoko ryo kugura imidari igenewe abantu bagaragaje ibikorwa by'indashyikirwa. (ibaruwa N° 506/ES/2014 yo ku wa 25/02/2014)</p> <p><u>Impamvu:</u></p> <ul style="list-style-type: none"> -Imidari icuruzwa n'abantu bake mu Rwanda n'ingengo y'imari uru rwego rufite ntihagije ngo hatangwe isoko ryo ku rwego mpuzamahanga; - Imidari ikenewe ifite imiterere yihariye kandi ihanitse ku buryo bitoroshye kuboneka ahantu aho ariho hose. | Ipiganwa rigenewe abapiganwa bake "Restricted Tendering" | Mu nama y'Ubuyobozi ya "RPPA" N° 190 yo ku wa 28 Gashyantare 2014 hatanzwe uburenganzira bwo gutanga isoko nta piganwa ribayeho "Restricted tendering" (N0 010/2014-189/RPPA) | 28/02/2014 |
| 58 | CNLG | 6/3/2014 | <p>Request for authorization to use single source method to award the tender for Rehabilitation works and supervision of Ntarama Genocide Memorial Site (letter N0 184/14/CNLG/ES of 6/03/2014).</p> <p><u>Reasons:</u> urgency of the activity due to the fact that the 3rd July 2014 that memorial Site will be the venue for the ceremony to mark the end of 100 days mourning period for the 20th commemoration of the genocide against the Tutsi in 1994.</p> | Single source | Authorization granted by the 191 st meeting of the Board of Directors (No 010/2014-248/RPPA). | 17/3/2014 |

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| 59 | RGB | 27/02/2014 | <p>Gusaba uburenganzira bwo gukorana n'ibitangazamakuru binyuze mu gutanga isoko nta piganwa ribayeho "Single source procurement"</p> <p>Impamvu: Imiterere yihariye y'isoko, umurongo ngenderwaho wa buri gitangazamakuru, kurasa ku ntego, kugera ku bantu benshi haba mu gihugu no hanze yacyo, umwanzuro w'umwiherero w'Abayobozi bakuru usaba RGB kumenyekanisha byihutirwa ibyavuye mu bushakashatsi bwerekana uko abatwaga babona ibibakorerwa.</p> | Single Source | Byemejwe inama y'ubuyobozi ya RPPA (No 010/2014-246RPPA). | 17/03/2014 |
| 60 | RRA | 26/03/2014 | <p>Request to use single source method to procure for electronic single window system through Single Source Method</p> <p>Reason: Urgency of project extension and complexity of services needed.</p> | Single Source | Authorization granted by the DG of RPPA through letter N°010/2014-300/RPPA | 04/04/2014 |
| 61 | MINECOFIN | 10/03/2014 | <p>Request for authorization to use Single Source for Logistics & Services Provider Firm for African Development Bank Annual Meeting</p> <p>Reasons: There were not enough time remaining to use a more competitive method (OCB), and the Minister of Finance and Economic Planning confirmed that the meeting was in public interest.</p> | Single Source | Authorization Granted (Meeting of the Board of Directors of RPPA No. 191 of 17 th March 2014) | 17/3/2014 |

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| 62 | RBC | 6/3/2014 28/3/2014 | <p>Request for authorization to use the Global Fund Procurement Process to procure LLNs Mosquito.</p> <p>Reasons: Urgency due to the fact that RBC was anticipating a shortage of mosquito nets.</p> <p>Additional clarifications on request for authorization to procure mosquito nets through Request for Quotations using the Global Fund procurement process.</p> <p>Reasons: Urgency need of mosquito nets and commit the funding allocated by Global Fund before 30th June 2014 so that it is not lost.</p> | Request for Quotations | <p>1st Decision: RPPA board of Directors requested RBC to respond 4 questions as specified in the letter N^o 010/2014-268 /RPPA before authorization</p> <p>2nd Decision: Authorization granted by the DG of RPPA through letter N^o 010/2014-279/RPPA</p> | 17/3/2014 03/4/2014 |
| 63 | RRA | 26/03/2014 | <p>Request to use single source method to procure for electronic single window system through Single Source Method</p> <p>Reason: Urgency of project extension and complexity of services needed.</p> | Single Source | Authorization granted by the DG of RPPA through letter N ^o 010/2014-300/RPPA | 04/04/2014 |
| 64 | RAB | 21/03/2014 | <p>Request to procure the Progeny Tested Bulls through single source procurement method from TAURUS Centre based in South Africa</p> <p>Reason: RAB has urgent need because it had previously started the process to award the above tender through open competitive bidding but the process failed to find the desired offers.</p> | Single Source | Authorization granted by the DG of RPPA through the letter N ^o 010/2014-279/RPPA | 01/04/2014 |

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| 65 | MININFRA | 26/03/2014 | Request for confirmation to use single source method for acquisition of one Cisco Tele Presence Profile 55-Inch Single Video Conference Set for the Mininfra Reason: Urgent need. | Single Source | Authorization was not granted by RPPA Director General (See letter N° 010/2014 - 281/RPPA). | 28/3/2014 |
| 66 | RBC | 28/3/2014 | Additional clarifications on request for authorization to procure mosquito nets through Request for Quotations using the Global Fund procurement process. Reason: Urgent need of mosquito nets and commit the funding allocated by Global Fund before 30 th June 2014 so that it is not lost. | Request for Quotations | Authorization granted by the RPPA Director General through letter N° 010/2014-279/RPPA | 03/4/2014 |
| 67 | PRIMATU RE | 11/04/2014 | Office of Prime Minister requested RPPA for authorization to award a tender which was not in the procurement plan 2013-2014. Reason: PRIMATURE has an urgent need of the tender. | - | Authorization was not granted by DG of RPPA No 010/2014-332/RPPA | 14/04/2014 |
| 68 | MININFRA | 11/04/2014 | MININFRA requested authorization to recruit a company for project management services for stadium construction. Reason: To support CHAN 2016 games which will be held in Kigali. | Single Source | Authorization was granted by DG of RPPA by letter No 010/2014-351/RPPA | 16/04/2014 |

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| 69 | NIDA | 28/03/2014 | <p>Request to procure an online authentication system for the citizens, its support and maintenance through single source procurement method and award a contract to TIGERSOFT Company represented by Mr. Roger MIGABO.</p> <p>Reason: NIDA has urgent need to award the contract only to TIGERSOFT due to the reason of the Security of the system implications indicated by NIDA.</p> | Single Source | Authorization granted by the DG of RPPA through letter N°010/2014-320/RPPA | 10/04/2014 |
| 70 | RRA | 08/04/2014 | <p>Rwanda Revenue Authority (RRA) requested RPPA for authorization to procure baggage X-Ray machine (RAPISCAN) through single source procurement method and award the contract to KGT (UK) Ltd.</p> <p>Reason: RRA has an urgent need due to unavailability of budget they did not afford to procure the scanner (X-ray machine) in time.</p> | Single Source | Authorization granted by the DG of RPPA through letter N°010/2014-315/RPPA | 10/04/2014 |
| 71 | KARONGI District | 10/04/2014 | <p>Request for authorization of awarding a tender of car insurance which was not on their procurement plan of 2013-2014</p> <p>Reason: Urgent need of car insurance for using it and they had short time to use Open Competitive Bidding.</p> | Single Source | The authorization was not granted by RPPA Director General due to the letter N° 010/2014 - 367/RPPA | 11/4/2014 |

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| 72 | Ministry of Health (MOH) | 11/04/2014 | No objection to award additional contract for supervision of construction of Modern Health center in Rulindo District Reason: Urgent need to finalize the works and the Open Competitive Bidding is in impractical. | Single source method | Authorization was not granted. | 23/04/2014 |
| 73 | RDB | 15/04/2014 | RDB requested no objection for single sourcing Boat engine Reason: Urgent need. | Single source method | Authorization was not granted. | 25/04/2014 |
| 74 | RBS | 17/04/2014 | RBS requested authorization to pay for 50% before delivery and providing the services for the maintenance and repair of Universal Testing Machine (UTM 1200 kN). Reason: Requirement of the successful bidder. | - | Authorization was not granted by RPPA Director General (See letter No 010/2014-383/RPA) | 25/04/2014 |
| 75 | RBA | 23/04/2014 | RBA requested authorization to pay for 68% before delivery and execution of works for the cost of communication and security equipment Reason: Not given. | - | Authorization was not granted, justification still process | 25/04/2014 |
| 76 | OFFICE OF THE PRESIDENT | 25/04/2014 | The Office of the President requested authorization to procure office servers Reason: Urgent need, the use of OCB could compromise the information security of the office. | Request for Quotations procurement method. | Authorization was granted by RPPA Director General through the letter N° 010/2014 - 400/RPPA. | 29/04/2014 |

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| 77 | MINICOM | 28/04/2014 | <p>Ministry of Trade and Industry (MINICOM) requested RPPA for authorization to use single source procurement method to procure a supervision company for supervising the additional 16 months of the construction of the 5 factory shells.</p> <p>Reason: The Government could not guarantee the disbursement of the total construction costs of Rwf 15,924,032,225 within the initial planned timeframe of 11 months, reason why MINICOM and Contractor agreed that the initial contract of the supervision firm should be extended from 11 to 26 months.</p> | single source method | Authorization was granted by DG of RPPA by the letter No N° 010/2014-404/RPPA | 30/04/2014 |
| 78 | RRA | 28/04/2014 | <p>Additional clarifications on the request for the procurement of office and accommodation logistics for the staff deployed in Mombasa and Dar-es-Salaam</p> <p>Reason: Urgent needs of goods and difficult to apply Rwanda Public Procurement law in foreign countries.</p> | Single Source | Authorization was granted by RPPA Director General through letter N° 010/2014 – 401/RPPA | 02/05/2014 |
| 79 | MINISTRY OF HEALTH | 07/05/2014 | <p>Request for authorization to complete remaining works on construction of Bushenge Hospital.</p> <p>Reason: Urgent need.</p> | Single source procurement method | Authorization was granted by RPPA Director General through letter N° 010/2014 - 443 /RPPA. | 09/05/2014 |

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| 80 | SENATE/ PARLIAMEN T | 02/05/2014 | <p>PARLIAMENT/THE SENATE requested RPPA for authorization to use single source procurement method and award a contract to HORIZON CONSTRUCTION Ltd. The contract is for additional works of a Memorial for campaign against Genocide at Parliament Building.</p> <p>Reason: PARLIAMENT had urgent need due to additional works which are needed should not be separated from the executed part of this contract and they needed construction works to be finished by July 2014; before marking the 20th anniversary of liberation.</p> | single source method | Authorization was granted by DG of RPPA by the letter No N° 010/2014-428/RPPA | 06/05/2014 |
| 81 | RSSB | 08/05/2014 | <p>Additional clarifications on the request for the hiring of consultants on tender of Pension Benefits Indexation Feasibility Study and Set up of Material Insurance Scheme</p> <p>Reason: There is impossibility for the RSSB to award both tenders through an open competitive method and that it is in an urgent need that the said tenders should be awarded for getting advices in appropriate and lead time.</p> | Single Source | Authorization was granted by RPPA Director General through letter N ° 010/2014 –468/RPPA | 11/05/2014 |
| 82 | RCA | 15/05/2014 | <p>Request for authorization to award a tender of Radio show to the Flash FM.</p> <p>Reason: Urgent need to contradict to information broadcasted by radio Flash FM.</p> | Single Source | Authorization was not granted by RPPA Director General (See letter N° 010/2014 - 471/RPPA). | 19/5/2014 |

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| 83 | GATSIBO District | 28/04/2014 | <p>Gatsibo District requested for authorization to award a tender for purchasing the construction materials to be used in construction of 10 houses in Nyagihanga Sector in Gastibo District</p> <p>Reason: Urgent need due to the disaster which destroyed those houses and they had enough time to award the tender by using Open Competitive Bidding.</p> | Request for Quotations | Authorization was granted by RPPA Director General through letter N° 010/2014 - 427/RPPA | 14/05/2014 |
| 84 | University of Rwanda | 31/03/2014 | <p>Award the tender of construction works for extension of special needs education resource room at the college of Education.</p> <p>Reason: Urgency that may make UR-CE to be in impossibility to meet the conditions for use of open tendering method because this method take long for works to be completed while the number of students who need to use the resource room was considerably increased and the room is needed to cater for students benefiting from the service in the resource room and obtain space for equipments to facilitate them.</p> | Request for quotations | Authorization was granted by DG of RPPA by letter No 010/2014-495/RPPA | 23/05/2014 |
| 85 | NPPA | 21/5/2014 | <p>NPPA requested for authorization to award a tender of translation of NPPA documents</p> <p>Reason: It is in urgent need and they had a short time to use Open Competitive Bidding.</p> | Single Source | Authorization was granted by RPPA Director General through letter N° 010/2014 – 498/RPPA. | 26/05/2014 |

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| 86 | MINAGRI/ KWAMP | 30/04/2014 | <p>MINAGRI/KWAAMP Project requested RPPA for authorization to procure 150 cows through request for quotation procurement method and award a contract to local cooperatives beneficiaries of Girinka Program by KWAAMP project.</p> <p>Reason: The purchasing of heifers from local cooperative breeders-beneficiaries of Girinka program will result in reducing the risk of Diseases, in additional purchasing heifers in local area will yield in distributing resisting heifers to local climate and this will help to avoid death or reduce mortality rate which usually occur from imported heifers.</p> | Request for Quotations method | Authorization was granted by DG of RPPA by the letter No 010/2014-514/RPPA | 02/06/2014 |
| 87 | PARLIAMENT – CHAMBER OF DEPUTIES | 04/06/2014 | <p>Request for authorization to award a tender of purchasing the house equipments for HE Speaker the Parliament Chamber of Deputies by using a less competitive method</p> <p>Reason: Urgent need and they had a short time to use Open Competitive Bidding.</p> | Single source. | authorized through letter No 010 /2014-530/RPPA | 06/06/2014 |
| 88 | PARLIAMENT – CHAMBER OF DEPUTIES | 21/5/2014 | <p>Additional clarifications on the request for authorization to award a tender for hiring a consultant who will be used in forum for “Women in Parliament Global Forum(WIP)”</p> <p>Reason: Urgent need and they had a short time to use Open Competitive Bidding.</p> | Single Source | The authorization was granted by RPPA Director General through letter N° 010/2014- 488/RPPA | 22/5/2014 |

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| 89 | EWSA | 09/06/2014 | Request for no-objection for extending the contract of technical assistance for works supervision for Rukarara II Hydropower plant construction. Reason: Urgent need. | Single Source. | Authorization was not granted by RPPA Director General(See letter N° 010/2014 - 551/RPPA) | 12/06/2014 |
| 90 | CHUK | 11/06/2014 | No objection to use request for quotations method in purchasing health commodities Reason: Urgent need of health commodities which renders use of Open Competitive Bidding impractical, the products were not available in MPPD/RBC which is mandated to buy and distribute health commodities and also it was needed immediate purchase in order to avoid stock out and to do not oblige patients to purchase themselves the products in private pharmacies without possible of reimbursement by assurance (mutuelle de santé). | request for quotations | Authorization was granted by DG of RPPA by letter No 010/2014-555/RPPA | 17/06/2014 |
| 91 | MININFRA | 19/06/2014 | Request for non-objection to single source GIZ IS for a feasibility study preparing the operationalization of our affordable housing program Reason: Urgent need according to the resolutions of the previous National Leadership Retreat in March 2014, which states that the affordable housing program should be established as soon as possible. | Single Source | Authorization was not granted by DG of RPPA through letter No 010/2014-595/RPPA, because it was found that the tasks and deliverables in the ToR for this assignment are not yet SMART enough to | 23/06/2014 |

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| | | | | | ensure value for money. | |
| 92 | Rwanda Broadcasting Agency (RBA) | 19/06/2014 | Additional works for the OBK project Reason: Urgent need in order to finalize the works | Single Source | Authorization granted by RPPA through letter No 010/2014-594/RPPA of 24/06/2014. | 24/06/2014 |
| 93 | Gatsibo District | 23/06/2014 | Establishing an online authentication system for the citizens, its support and maintenance through single source method Reason: Urgent need | single source | Authorization granted by RPPA through letter No 010/2014-604/RPPA of 24/06/2014 | 25/06/2014 |
| 94 | EWSA | 30/06/2014 | Request for non-objection to use the single source procurement method to procure the company to supply 20,000 tonnes of Peat for Gishoma 15 MW Peat Power Project Reason: Urgent need to find Peat fuel to test and commission the plant in October 2014. The PEC Ltd is the only company in Rwanda and Africa with peat in storage (10,000 tones) with capacity to mining additional quantities (10,000 tones) to supply the Gishoma plant with fuel for testing and commissioning by October 2014, PEC Ltd has mining rights in Gishoma and ability to provide fuel required for testing and commissioning of the plant, EWSA has advertised tender for supply of peat/and biomass but tender did not result in any offer. | Single Source | Authorized was not granted by RPPA through the letter No 010/2014-695/RPPA. The analysis shows that their request was to validate the single source method agreement signed between EWSA Ltd and PEC Ltd to supply 20 000 tones of Peat which the request is nor in the responsibility nor in the power of the RPPA | 30/06/2014 |

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| 95 | Office of the President | 24/06/2014 | To procure office network software using less competitive procurement method. Reason: Urgent need and the tender should not be awarded through Open Competitive Bidding due to the sensitivity of the information within the Office of the President and also the required software is not on the list of softwares that can be acquired through the companies contracted by the RDB. | Request for Quotations | Authorization granted by RPPA through letter No 010/2014-600/RPPA of 24/06/2014 | 25/06/2014 |
| 96 | RBC | 25/06/2014 | Payment of 100% as advance payment to KIPHARMA for a contract related to maintenance services of ABBOT EQUIPMENT delivered to NCBT Reason: Urgent need. | - | Authorization was not granted by RPPA Director General (See letter N° 010/2014 - 736/RPPA) | 03/07/2014 |