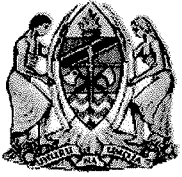


THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF FINANCE



PUBLIC PROCUREMENT REGULATORY AUTHORITY

STRATEGIC PLAN 2021/22 - 2025/26

Revised Edition

JANUARY 2025

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ABBREVIATIONS AND ACRONYMS

CAG	Controller and Auditor General
CAP	Chapter
CSD	Corporate Services Directorate
CSOs	Civil Society Organizations
DG	Director General
e-GA	e-Government Authority
EOs	Economic Operators
FYDP III	Five-Year Development Plan III
GoT	Government of Tanzania
HIV/AIDS	Human Immuno-deficiency Virus/ Acquired Immune Deficiency Syndrome
HQs	Headquarters
IAU	Internal Audit Unit
ICT	Information and Communication Technology
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTSP	Medium Term Strategic Plan
NAOT	National Audit Office of Tanzania
NeST	National e-Procurement System of Tanzania
NCDs	Non- Communicable Diseases
NGOs	Non-Governmental Organizations
OTR	Office of Treasury Registrar
PCCB	Prevention and Combating of Corruption Bureau
PEs	Procuring Entities
PMU	Procurement Management Unit
PPA	Public Procurement Act, Cap. 410
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PPRA–SP III	Third Strategic Plan of PPRA

SP	Strategic Plan
STDs	Standard Tendering Documents
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TANePS	Tanzania National Electronic Procurement System
TZS	Tanzania Shillings
VfM	Value for Money

STATEMENT OF THE CHAIRPERSON

I am pleased to present the Public Procurement Regulatory Authority's Strategic Plan for the Financial Years 2021/22 to 2025/26 Revised Edition incorporating changes in organization structure and legal frameworks. The Strategic Plan outlines the PPRA's strategic direction for carrying out its mandate of regulating public procurement in Tanzania via monitoring and enforcement to promote socio-economic development. It incorporates the country's ambitions outlined in Tanzania Development Vision 2025, Five Years Development Plan III, Ruling Party Manifesto 2020 – 2025, Africa Agenda 2063, and the Global Development Goals.

Among other things, the Plan describes the current state of the Public Procurement Regulatory Authority (PPRA), the desired future state, our priorities, the means and resources required to articulate our vision, and consequently the expected performance level in the next two years. We, at PPRA, strongly believe that there is no other concrete strategy to accomplish and fulfil our mandates, functions, and activities to nationally and internationally accepted standards without having a clear and comprehensive roadmap, in this case, a Strategic Plan.

I would like to thank the PPRA Management for the anticipated vision, particularly the continuous desire to improve and transform our organisation through a more results-oriented management approach. This is symbolised by the management commitment to prepare and implement the 2021/22 - 2025/26 Strategic Plan.

Throughout the lifetime of implementation of this Plan, we undertake to provide full support to the Management of PPRA in realising the vision and objectives set. Having read through the revised document, I am satisfied that strategies, deliverables and acts set in this plan are relevant and paramount to the mission of PPRA over the next two final years of our five-year strategic plan.

Thus, on behalf of the Board of Directors, I assure the general public, stakeholders and our clients that PPRA is fully committed to implementing this Strategic Plan as the vehicle to take us to the next performance level.



Dr. Leonada R. Mwangi

CHAIRPERSON OF THE BOARD OF DIRECTORS

STATEMENT OF THE DIRECTOR GENERAL

The Revised Edition of PPRA Strategic Plan 2021/22 – 2025/26 details the five-year long-term goals and objectives within the specified remaining period of two years. The SP III describes several strategic objectives, strategies and targets that are vital in achieving the Authority's Mission which is "To regulate and oversee public procurement through establishing procurement standards, monitoring compliance and capacity building for social – economic growth". In realizing this Mission, the Authority revised its Vision statement from "To have an effective and sustainable public procurement that facilitates National development by ensuring value for money" to the modified vision, which states, "A sustainable public procurement system that ensures Value for Money".

The plan has been designed to have five key strategic objectives, namely:

Strategic Objective A: HIV/AIDS and Non-Communicable Diseases (NCDs) Reduced and Services Improved;

Strategic Objective B: National Anti-Corruption Strategy Effectively Implemented and Sustained;

Strategic Objective C: Performance in Public Procurement Systems Improved;

Strategic Objective D: Capacity to Deliver Regulatory Services strengthened; and

Strategic Objective E: Public Education and Awareness strengthened.

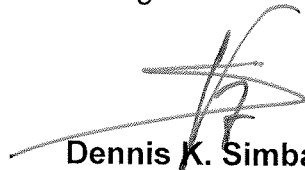
Achievement of these strategic objectives will depend on the capacity to deliver services effectively and efficiently. In this regard, PPRA Management is committed to providing leadership and resources throughout the implementation of this Plan. It is common ground that the majority of organisations' Strategic Plans fail to achieve the intended objectives not because they are bad, but rather because they fail to stimulate the desired support of the employees to implement the strategic activities. This is mainly because the directorates, units and sections do not align themselves with the organisation's Strategic Plan.

It is from this perspective that PPRA opted for a cascading approach in the process of developing this Strategic Plan. This approach is based on the principle that every individual within PPRA thinks "outside of the box" and identifies the strategies that

the directorate, unit, or section under which he/she is working will employ over the next two years to execute its core functions in a manner that aligns with PPRA's vision and mission statements.

Staff and Management strongly believe that the observed performance, stability, growth, development and sustainability of our esteemed Authority is the result of the effective implementation of the previous Strategic Plans. However, we understand that more effort needs to be done. With the same spirit, I believe that the implementation of the strategic plan will act as a new vigour to steer and stimulate further stability, development and growth of our organisation for the interests of the Nation.

I feel indebted to all staff of PPRA for their contribution and readiness to implement this Strategy. Gratitude is extended to the Board of Directors for the guidance, support and endorsement of the Strategic Plan.



Dennis K. Simba
DIRECTOR GENERAL

CHAPTER ONE

INTRODUCTION

1.1 Background

PPRA is a regulatory body established under the Public Procurement Act, CAP 410 and charged with the responsibility to regulate and oversee public procurement and related matters as prescribed in the Act. The Authority was established in May, 2005 after the enactment of the Public Procurement Act, 2004 and charged with the responsibility to regulate and oversee the implementation of this Act. It replaced the Central Tender Board (CTB), which was established under the Public Procurement Act, 2001. In effort to improve the public procurement sector, the Public Procurement Act, 2011 was enacted to repeal the PPA, 2004. Due to changes and the need to embrace digitalization, the Public Procurement Act, 2023 was enacted.

The Objectives of the Authority as stipulated under Section 9 of the Public Procurement Act, CAP 410 are as follows:

- a) To ensure the attainment of value for money in procurement and supply;
- b) To ensure adherence to the principles of fairness, competition, transparency, sustainability, accountability, and efficient use of funds in procurement and supply;
- c) To establish standards for public procurement and supply systems in the United Republic;
- d) To ensure that procurement entities give preference to local bidders in the procurement of goods, construction works, and services;
- e) To monitor the legal compliance of procurement entities; and
- f) To build capacity in procurement and supply in the United Republic in collaboration with the responsible ministry for procurement and supply issues and other relevant academic institutions.

The mandate and functions of PPRA, as stipulated under Section 10 of the Public Procurement Act, CAP 410.

- a) To ensure the attainment of value for money in procurement and supplies;
- b) To advice Government, local government authorities and statutory bodies on procurement and supply principles and practices;
- c) To monitor and report on the performance of the public procurement and supply system in United Republic and advice on desirable changes;

- d) To regulate procurement of consultancies transaction advisors and private part in respect of public private partnership projects in accordance with the regulation made under the Public Private Partnership Act and guidelines issued by the Authority in collaboration with the Public Private Partnership Centre;
- e) To collaborate with the Office of Attorney General and professional bodies, prepare, update and issue authorized versions of the standardized tendering documents, procedural forms and any other documents authorized to procuring entities;
- f) To approve the use of tendering documents, procedural forms and any other attendant documents which are not under the authorized versions;
- g) To issue guidelines under the Act;
- h) To organize and maintain a system for the publication of data on public procurement opportunities, awards and any other information of public interest as may be determined by the Authority;
- i) To conduct periodic inspections of the records and proceedings of the procuring entities to ensure full and correct application of this Act;
- j) To monitor the award and implementation of public contracts.
- k) To build capacity to stakeholders engaged in public procurement and supply issues; and
- l) To undertake survey nationally and internationally on procurement and supply matters.

1.2 Institutional Framework

PPRA is managed by the Director General (DG), who is accountable to the Board of Directors. The DG is responsible for daily operations and proper management of the Authority's resources and functions. PPRA functions are executed through five (5) Directorates, namely Procurement and Supplies Compliance; Procurement and Supplies Capacity Development; Information Communication Technology; Legal Services; and Corporate Services. There are also seven (7) units namely, Research, Development and Innovation; Procurement Investigation; Monitoring and Evaluation; Risk Management and Quality Assurance; Internal Audit; Procurement Management; and Public Relations and Communication. Furthermore, the Authority operates under six zonal offices namely West and Central; Southern Highland; Southern, Northern; Lake; and Coastal. Detailed Organizational Structure is shown in **Annexure I**.

1.3 Purpose of the Plan

The Strategic Plan (SP) is a management tool for defining the future direction of the organisation, resource mobilisation and allocation. The Strategic Plan has been developed to accommodate strategic changes in the PPRA Organizational Structure and enactment of Public Procurement Act, CAP 410. The Plan will serve as a tool for both internal and external stakeholders to track the Authority's performance. Further, it will enable the Authority to make informed decisions concerning its strategic direction.

1.4 Approach

This Strategic Plan has been developed per the Medium-Term Strategic Planning and Budgeting Manual of 2008. The Plan was prepared in a participatory approach involving Management and staff. References were made to the National Planning Frameworks including Tanzania Vision 2025, Five Years Development Plan III (FYDP III), Africa Agenda 2063, Sustainable Development Goals 2030; Ruling Party Election Manifesto 2020-2025, PPA, CAP, 410; PPR 2024; Ministry of Finance Strategic Plan 2021/22-2025/26; Financial Reports (2021/22 – 2022/23); Institutional Self-Assessment Report 2024; Annual Performance Evaluation Reports; MTSP III - First Edition (2021/22- 2025/26) and other relevant documents.

The Plan involved undertaking a situational analysis which included the review of the 2021/22 – 2025/26 Strategic Plan (Revised Edition), stakeholders' analysis, strengths and weaknesses, which are internal to the organization, as well as identifying opportunities and challenges that are external to PPRA. The above used methodological considerations led to the identification of critical issues that formed the basis for developing the strategic objectives. The team then reviewed Core values, Vision, Mission, Strategies for each objective and developed targets and key performance indicators that formed the Strategic Plan.

1.5 The layout of Strategic Plan

The plan contains four (4) chapters and four (4) annexes. Chapter one is Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two presents the Situational Analysis covering historical background of the Authority, Mandates, Roles and functions, Performance Reviews, Stakeholder Analysis, SWOC

Analysis and the Critical Issues which need to be addressed by the Plan. Chapter three covers Vision, Mission, Core Values, Objectives and their Rationale, Strategies, Targets and Key Performance Indicators. Chapter four is the result framework which intends to guide how to measure the implementation of the plan. The annexes consist of the Organization Structure, the Strategic Plan Matrix, Framework for Revised SP III and Strategic Risk Management Plan.

CHAPTER TWO

SITUATIONAL ANALYSIS

This chapter details where PPRA came from, analyses performance based on the strategic plan and identifies strengths and weaknesses of the Authority; opportunities and challenges outside PPRA. The result of this analysis is the list of critical issues which need to be addressed as articulated in the next chapter.

2.1 ANALYSIS OF CURRENT VISION AND MISSION

CURRENT VISION

“To have an effective and sustainable public procurement that facilitates national development”

The analysis of the current vision shows that the vision is missing some of the qualities of a good vision and is broad without focus on PPRA mandates.

CURRENT MISSION

“To enhance fairness, competitiveness, transparency, non - discrimination national development”

The analysis of the current mission shows that the mission did not describe how the vision will be attained, who the mission intends and what will be the outcome.

2.2 REVIEWED RELEVANT DOCUMENTS

2.2.1 Sustainable Development Goals 2030

The Global Sustainable Development Goals were adopted by the United Nations in 2015. The 2030 Agenda for sustainable development was a Universal call for action to end poverty, protect the planet, and ensure that by 2030 people enjoy peace and prosperity. There are 17 sustainable goals and 169 targets. These goals are targeted to balance the three pillars namely social, economic and environmental sustainability. The PPRA Strategic plan recognizes the role of public procurement will play in facilitating the attainment of the Sustainable Development Goals (SDGs), specifically goal 12 which needs to ensure sustainable consumption and production patterns through different targets, one of which target 12.7 aims to promote public procurement practices that are sustainable under national policies and priorities.

2.2.2 Africa Agenda 2063

In the 50th Anniversary Solemn Declaration of the Africa Union (AU), 7 aspirations were adopted with 20 goals under the Agenda 2063. The aim was to have “a shared strategic framework for inclusive growth and sustainable Development and a global strategy to optimize the use of Africa’s Resources for the benefit of all Africans. It is expected that the Member states including, Tanzania implement the aspirations in furtherance of their development agenda and policies by 2063. PPRA, through an effective procurement that enhances value for money, can contribute to the achievement of infrastructure development, industrialization, economic diversification, equality and women empowerment, environmental sustainability and good governance goals including anti-corruption.

2.2.3 East African Community Vision 2050

East African Community vision 2050 aims at transforming the economic well-being of the community into higher income cohort and subsequently to the upper middle-income status. The underlying enablers include creation of a conducive environment for investment, coupled with effective institutional capacities, the region will expand its production capacity and widen its exports, both by composition and value. Public procurement will play a critical role in the delivery of the commitments, as an enabler. PPRA will jointly with other regulators within the region, facilitate harmonization of the legal frameworks to facilitate effective delivery of the commitments.

2.2.4 East Africa Community Common Market Protocols

Article 35 of East Africa Community Common Market Protocol, requires the Partner States not to discriminate against suppliers, products, or services originating from other partner states, for purposes of achieving the benefits of free competition in the field of public procurement. The Authority will endeavor to ensure the inclusion of these requirements in the Public Procurement Policy and laws over the plan period.

2.2.5 Ruling Party Manifesto 2020 - 2025

Section 18 (b) (IV) of Chama Cha Mapinduzi Manifesto, need the Government institutions to Strengthening their system and improve management in Government expenditure for the aim of improving efficiency and reduce unnecessary expenditure for the development of the Nation. In implementing this section, the Authority

developed the National e-Procurement System of Tanzania (NeST), with operationalization commenced in July 2023 for the e-Registration and e-Tendering modules.

2.2.6 National Development Framework

The PPRA Strategic Plan III provides the long-term development path and strategies to operationalize the Tanzania Development Vision (TDV) 2025 which seeks to ensure a high quality of life to all citizens in a clean and secure environment by 2025.

The 2025 Vision statement states that "Transforming Tanzania into a globally competitive, newly industrialized, middle income and prosperous country". The Vision 2025 is implemented via the Long-Term Perspective Plan 2011/12 - 2025/26, whose execution was split into three Five-Years National Development Plans. First Five-Year National Development Plan 2011/12 - 2015/16 focused on debottlenecking development restrictions to unlock economic potentials. The Second Five-Year National Development Plan 2016/17 - 2020/21 emphasised on economic industrialisation. The Third and Final Five-Years National Development Plan 2021/22 - 2025/26 which is currently implemented intends to increase efficiency and productivity in manufacturing using the resources available in abundance within the country.

The role of PPRA in the implementation of the FYDP III is therefore very critical given the key flagship projects such as the Construction of a New Central Railway Line to Standard Gauge, the Construction of the Southern Railway Line, the Construction of Julius Nyerere Hydropower Project (JNHPP) – 2,115 MW and Reviving the National Air Carrier - ATCL just to mention a few. These flagship projects and other government projects and services will involve massive procurement of goods and services. PPRA therefore will strengthen public procurement regulatory framework to ensure efficiency, effectiveness and value for money in public procurement process.

Given the above, the Authority PPRA has aligned it's third Strategic Plan to the Third National Development Plan (FYDP III) where the Authority contributes directly to the 12th objective which is *"to strengthen the country's capacity to finance development by ensuring access to domestic revenue and effective management of public*

expenditure and specifically to the section 7.2 of the implementation plan (Chapter 7) of the FYDPIII which points out Procurement Act, Cap, 410 as one of the framework for effective and efficient implementation of the FYDP III.

2.2.7 Environmental, Social and Governance (ESG)

ESG criteria have become increasingly important in recent years as the world continues to move towards a more sustainable future. ESG is a set of standards that companies must adhere to create and maintain a socially responsible and sustainable business model. The Strategy has considered the standards as a way to measure performance, mitigate risk, and increase transparency. The Strategy fosters for supporting local communities, ensuring fair labor practices and investing in technology solutions such as Artificial Intelligence (IA) to help monitor their ESG performance across the entire public procurement network. Implementing ESG Strategies into public procurement systems helps to reduce reputation risks by mitigating potential negative impacts from suppliers' actions on the environment and people living near production sites.

2.2.8 Institutional Self-Assessment Report

The Authority carried out an Institutional Self-Assessment to get feedback and recommendations on areas where PPRA may improve and prioritize its performance to accomplish its vision and mission. The findings regarding to perception of PPRA strategic planning, monitoring and evaluation reveal that the majority of participants had a good perception of all aspects of strategic planning, monitoring and evaluation for the familiarity of staff with the current Strategic Plan.

The findings regarding Perceptions regarding the performance of PPRA employees were satisfied with how the Authority carried out its mandate and functions as it was proven by the fact that the majority of them believed that the performance of the Authority was good and the remaining individuals judged the performance to be excellent. The findings regarding the engagement of managers in developing PPRA Vision, the majority of respondents are of the opinions that *'To have an efficient and effective public procurement system that facilitate national economic development through ensuring value for money in Public Procurements'*.

2.2.9 Annual Performance Evaluation MTSP III 2023/24

The PPRA annual Plan for 2023/24 was achieved for 75% where five (5) priority areas were successfully implemented. Three (3) priority areas were partially implemented including: -

- (i) Expanding the scope of Public Procurement audits (compliance with the law and value for money on projects) from 18% to 50% to ensure that government funds are used appropriately hence reducing Expenditures. The implementation of this priority has been done by 23 percent;
- (ii) To strengthen inspections that will be conducted to at least 50 Institutions which they do procurements valuable more than TZS 10 billion together with Big Projects including SGR, Water Projects and Energy Projects. The implementation of this priority has been done by 32 percent; and
- (iii) To conduct Research on Price Adjustments, procurement expenditure methods through Force Account and Single source so as to give correct direction for the Government. This priority has not been implemented.

Therefore, the priority areas that were partially implemented need to be taken as critical areas for improvement.

2.2.10 Financial Reports

The Authority financial reports are audited by National Audit Office of Tanzania (NAOT) as mandated by Constitution of United Republic of Tanzania and requirement of Public Procurement Act, CAP 410 Section 48 (3). The Authority has been obtaining unqualified Opinions for three (3) consecutive years (2020/21, 2021/22 and 2022/23). The Authority will continue performing its functions in accordance with financial management controls to uphold Value for Money in Procurement matters.

2.3 PERFORMANCE REVIEW

The Strategic Plan of 2020/21- 2025/26 comprised of Five (5) objectives. This section provides a review of key achievements, constraints, and way forward.

2.3.1 Objective A: NON - COMMUNICABLE DISEASES, HIV AND AIDS INFECTIONS REDUCED AND SUPPORTIVE SERVICES IMPROVED

Achievement

- i. Appointment of Directorate, Unit and Zone Offices Peer Educators, 60% of staff sensitized on HIV/AIDS and NCDs Authority improvised gym for all staff; and
- ii. 60% of staff sensitized on wellbeing programs.

Constraint

- i. Lack of exercise culture;
- ii. Unwillingness of staff to declare their HIV/AIDS status; and
- iii. Low turnout of staff on attending gym exercises.

Way forward

- i. Develop and implement culture transformation strategy;
- ii. Sustain staff awareness on HIV/AIDS testing; and
- iii. Implement culture transformation strategy;

2.3.2 Objective B. IMPLEMENTATION OF NATIONAL ANTI-CORRUPTION STRATEGY AND ACTION PLAN SUSTAINED

Achievements

- i. Anti-Corruption Policy reviewed and Ant-Fraud Policy developed;
- ii. Whistle blowing Policy developed and implemented;
- iii. 50% of staff were sensitized on anti-corruption and money laundering;
- iv. 50% of integrity committee meetings was conducted;
- v. 100% of staff sensitized on public service code of Ethics and Conduct;
- vi. 100% of PPRA staff were vetted;and
- vii. Fraud Risk Management Framework developed.

Constraints

- i. Inadequate awareness of stakeholders; and
- ii. Inadequate sensitization of staff.

Way forward

- i. Implement Ant-Fraud Policy;
- ii. Implement Whistleblowing Policy;
- iii. Implement Stakeholders engagement plan;
- iv. Implement Fraud Risk Management;
- v. Implement anti-corruption and money laundering sensitization program; and
- vi. Sustain staff vetting.

2.3.3 Objective C: PERFORMANCE IN PUBLIC PROCUREMENT IMPROVED

Achievement

- i. 100% of Compliance and Value for Money Audit tools reviewed;
- ii. Guidelines on Quality Control and Quality Assurance of Audit process developed;
- iii. 50% of PPP projects audited on procurement compliance;
- iv. 75% PEs were monitored;
- v. Five (5) Zonal Offices were established and operationalized;
- vi. Procurement Investigation Unit established and operationalized;
- vii. 100% of proactive investigation conducted;
- viii. 153 legal advices provided to PEs and bidders on PPA;
- ix. 100% staff capacitated on conducting procurement research;
- x. Procurement Research Agenda developed;
- xi. Capacity building strategy for procurement stakeholders developed;
- xii. 100% of PEs capacitated;
- xiii. 7(100%) Standard Tendering Documents developed, 43 (100%) STDs; reviewed and 3 (75%) of Guidelines developed/reviewed.
- xiv. 100% of PEs, 72% Local registered EOs, 63% CSOs and 25% Special Groups capacitated on e-procurement system;
- xv. 100% of submitted applications for deviation on use of STDs attended;

- xvi. 100% staff capacitated on development of standard tendering documents and Guidelines;
- xvii. 60% of annual national, Regional and International procurement forums coordinated and attended;
- xviii. e-Procurement Strategy developed;
- xix. Three (3) 50% of modules of e-procurement system developed and operationalized;
- xx. 100% of PEs and Economic Operators Systems administrators capacitated on e-Procurement system;
- xxi. 100% ICT services, maintenance, facilities and support provided;
- xxii. 80% of PPRA network and communication infrastructures developed, maintained and upgraded;
- xxiii. PPA and PPR reviewed;
- xxiv. 100% of Legal and advisory services on CAP 410 provided;
- xxv. 100% of litigation matters related to public hearings, trials, lawsuits, court cases and other legal proceedings attended;
- xxvi. 100% of litigation matters related to public hearings, trials, lawsuits, court cases and other legal proceedings attended; and
- xxvii. 100% of debarment cases handled within recommended time.

Constraints

- i. Lack of Quality Management System;
- ii. Dependence on a single internet service provider (ISP);
- iii. Low level of stakeholder's knowledge on PPA and PPR;
- iv. Limitation of e-audit tracking of users of e-procurement; and
- v. Absence of real-time procurement monitoring.

Way forward

- i. Promote Compliance and Value for Money Audit;
- ii. Implement International Organization for Standardization (ISO) 9001;
- iii. Implement Real-Time Procurement compliance;
- iv. Engagement of PPP Centre on defined PPP projects;
- v. Provide requirements on completion of Contract Model on auditing;
- vi. Strengthen Zonal Offices;

- vii. Set a target for the number of PEs audits for each Zonal Office;
- viii. Strengthen human resources;
- ix. Sustain proactive investigation;
- x. Staff capacity building;
- xi. Sustain development and review of STD documents and guidelines;
- xii. Improve data cleaning on NeST;
- xiii. Automate review process for deviation on use of STDs;
- xiv. Sustain coordination and attendance;
- xv. Implement e-Procurement Strategy;
- xvi. Fast tracking development of remains modules;
- xvii. Enhance webinar;
- xviii. Restructure the Steering Committee members to ensure members availability;
- xix. Enhance awareness PPA and PPR program;
- xx. Strengthen public awareness program;
- xxi. Sustain litigation matters;
- xxii. Fast tracking revision of Debarment Manual;
- xxiii. Automate debarment process; and
- xxiv. Develop e-audit tracking of user of e-procurement.

2.3.4 Objective D: CAPACITY TO DELIVER QUALITY SERVICES STRENGTHENED

Achievements

- i. 100% of Annual Statutory Financial Reports and periodic financial reports timely prepared;
- ii. 100% of statutory meetings coordinated and administrative services to PPRA staff provided;
- iii. 100% Human Resource Plans and Strategies reviewed;
- iv. 100% of Plans, Strategies, Budgets and Frameworks coordinated and prepared;
- v. 60% of Plans, Budget and development programs monitored;
- vi. 100% Risk Management framework developed;
- vii. 100% Risk Action Plan developed;
- viii. 100% Risk Register reviewed;
- ix. 50% of Board and Management meetings conducted;

- x. 90% of Board Members capacitated on the performance of their oversight functions;
- xi. 100% of operational internal audits conducted;
- xii. 100% of the Annual PPRA procurement plan prepared and implemented;
- xiii. 100% of Stocktaking conducted; and
- xiv. 100% Updated asset register in place.

Constraints

- i. Limited e-financial reporting;
- ii. Limited financial self-sustainability;
- iii. Limitation of financial resources to implement plans;
- iv. Inadequate Monitoring tools;
- v. Inadequate awareness of Risk Management framework;
- vi. Inadequate awareness of Risk Plans;
- vii. Limited update of Risk Register;
- viii. Lack of regular updating in line with PPA and PPR; and
- ix. Limited capacity of e-inventory management system.

Way forward

- i. Develop e-financial reporting mechanism;
- ii. Review Resource Mobilization strategy and plan;
- iii. Strengthen Monitoring and Evaluation tools;
- iv. Strengthen awareness of risk identification and mitigation;
- v. Regular update of Risk Register;
- vi. Develop Monitoring and Evaluation Frameworks;
- vii. Align Procurement Systems, Standards and Guidelines with PPA and PPR
- viii. Improvise virtual meetings;
- ix. Strengthen follow-up of implementation of internal audit recommendations;
- x. Capacitate User Department on development of APP;
- xi. Strengthen e-inventory system; and
- xii. Strengthen integrations of procurement and asset registration.

2.3.5 Objective E: PUBLIC EDUCATION AND AWARENESS STRENGTHENED

Achievements

- i. Development of PPRA communication policy is in progress;
- ii. Revision of PPRA communication strategy is in progress;
- iii. 50% of flier, brochures, video clips and audio contents prepared and disseminate;
- iv. 50% of stakeholders meeting with editors conducted;
- v. 90% of press conferences conducted and press releases published;
- vi. 50% participation of identified public events;
- vii. 50% annual procurement weeks organized;
- viii. 50% of Publications designed, printed and disseminated; and
- ix. 100% of Authority's Website and social media updated.

Constraints

- i. Untimely regular updates of Website and social media

Way forward

- i. Develop Communication policy;and
- ii. Implement Communication Strategy

2.4 SWOC Analysis

Analysis of the internal environment (strengths and weaknesses) and external environment (opportunities and threats) was done to identify factors that may influence the operations of PPRA in the implementation period. The following is the analysis results of the PPRA Strengths, Weaknesses, Opportunities and Challenges.

2.4.1 Strength

- i. Existence of a comprehensive legal framework;
- ii. Support from the Government;
- iii. Experienced Board members;
- iv. Effective governance structure;
- v. Competent, committed and motivated workforce;
- vi. Strong internal controls;

- vii. Zonal coverage;
- viii. Existence of worker's council;
- ix. Electronic Performance Management System;
- x. e-Procurement system;
- xi. Strong Organization Structure; and
- xii. Self-owning HQ building.

2.4.2 Weakness

- i. Inadequate capacity to undertake operational research;
- ii. Limited dissemination of CAP 410 and its regulations to stakeholders;
- iii. High cost of using rented office buildings at zonal offices;
- iv. Lack of quality management system: and
- v. Limited knowledge of the Sustainable Public Procurement (SPP).

2.4.3 Opportunities

- i. Government and Development Partners support;
- ii. Supportive policy, legal and regulatory framework;
- iii. Benchmarking with other Authority and implementing partners;
- iv. e-Government initiative that improves service delivery to the public awareness opportunities;
- v. Government Development Agenda providing regulatory opportunities;
- vi. Strong partnerships with other oversight agencies;
- vii. Leveraging capacity of NeST for other users; and
- viii. Availability of regional forums.

2.4.4 Challenges

- i. Low voluntary compliance among Procuring Entities;
- ii. Cyber threat on e-Procurement system;
- iii. Rapid technological changes;
- iv. Management of diverse ambitions of stakeholders;
- v. Absence of procurement policy;
- vi. Resistance to changes; and
- vii. Budget cuts and delayed disbursement of funds.

2.5 Stakeholders Analysis

Stakeholders' analysis was conducted to identify key PPRA stakeholders, the Services offered to them and their expectations. PPRA acknowledges the importance of various stakeholders in the implementation of this Strategic Plan. PPRA will continue to identify and establish partnerships with key stakeholders in order to widen its scope in meeting the goals and objectives of this strategic plan. PPRA identified the following stakeholders with whom it sees potential for collaborations shown on Table 1.

Table 1 Stakeholders Analysis

S/N	STAKEHOLDER NAME	SERVICE/PRODUCT OFFERED	EXPECTATIONS
1	President's Office	<ul style="list-style-type: none"> i. Annual Procurement audits Reports ii. Procurement Investigation Reports 	<ul style="list-style-type: none"> i. High level of compliance with CAP 410 by all PEs. ii. Proper application of fair competitive, transparent, non-discriminatory and value-for-money procurement standards and practices iii. Timely submission of Procurement Audits and Investigation Reports.
2.	Ministry of Finance	<ul style="list-style-type: none"> i. Budget estimates ii. Implementation reports iii. Audited Financial Statements iv. Annual Reports v. Procurement Audit Guideline on PPP Procurement Procedures vi. Advisory services 	<ul style="list-style-type: none"> i. Compliance with budget Act and guidelines. ii. Timely submission of advisory services iii. Timely submission of Authority Annual Reports
3.	Treasury Registrar	<ul style="list-style-type: none"> i. Budget estimates ii. Performance reports iii. Financial Statements 	<ul style="list-style-type: none"> i. Compliance with budget Act and guidelines. ii. Timely remittance of contributions to the consolidated fund. iii. Proper implementation performance contract
4.	Procuring Entities (PEs)	<ul style="list-style-type: none"> i. Enforce compliance with CAP 410 and its regulations. ii. Effective e-Procurement system iii. Procurement capacity building iv. Procurement Practices and advisory services 	<ul style="list-style-type: none"> i. User-friendly e-procurement system. ii. Professionalism in monitoring and compliance. iii. Capacity building interventions on the application of e-procurement system, CAP 410 and its regulations. iv. Timely provision of legal and technical advice on CAP 410 and its regulations.
5.	PPAA	<ul style="list-style-type: none"> i. Effective platform in e-Procurement system for handling Appeal matters ii. Technical advisory 	<ul style="list-style-type: none"> i. Compliance with CAP 410 and its regulations ii. User friendly of e-Procurement System

		services on public procurement issues.	
6.	GPSA	<ul style="list-style-type: none"> i. Accurate Annual Procurement Plan and requirements for the procurement processes ii. e-procurement supportive services iii. Assistance as stipulated in the contracting agreement. 	Availability and accessibility of e-procurement system.
7.	NAOT	<ul style="list-style-type: none"> i. Relevant audit documents ii. Audit fee 	<ul style="list-style-type: none"> i. Compliance to Financial legislation. ii. Timely submission of documents required for Audit purposes. iii. Timely response to audit queries. iv. Access to information systems.
8.	PCCB	Corruption red flags reports related to PE's procurement processes.	Timely provision of information related to corruption red flags in public.
9.	Economic Operators/Service Provider	<ul style="list-style-type: none"> i. Procurement capacity building. ii. Procurement principle and practices advisory services. iii. Publication of data on public procurement opportunities and awards. iv. Procurement system support. v. Access to procurement Information. 	<ul style="list-style-type: none"> i. Timely access of updated public procurement information. ii. Timely access to advisory services. iii. Access to e-procurement system. iv. Fairness and transparency in the procurement process.
10.	Non-State Actors	<ul style="list-style-type: none"> i. Procurement capacity building. ii. Access to information. iii. Cooperation and participation in the development of different interventions. 	<ul style="list-style-type: none"> i. Good governance, transparency and accountability ii. Timely provision of accurate procurement information and knowledge iii. Proper use of public funds.
11.	Professional Boards, Academic and Research Institutions	<ul style="list-style-type: none"> i. Procurement research opportunities. ii. Procurement information on compliance with CAP 410 and its regulations. iii. Sharing of experience, knowledge and skills on procurement matters. iv. Capacity building on public Procurement matters. 	<ul style="list-style-type: none"> i. Use of procurement research findings. ii. Timely availability of relevant procurement information. iii. Updated with emerging issues in procurement. iv. Offering practical training to procurement trainers.
12.	Development Partners	<ul style="list-style-type: none"> v. Project Implementation Reports. vi. Public Procurement Information. 	<ul style="list-style-type: none"> i. Effective implementation of projects. ii. Quality and timely project implementation reports. iii. Good governance, transparency, accountability and credibility in conducting regulatory function. iv. Timely information sharing.
13.	Media	i. Information on public	i. Timely, accurate and reliable

		ii. procurement matters. Capacity building to media practitioners.	information on public procurement matters. ii. Active participation in the regulatory processes to enhance knowledge iii. Increased public awareness campaigns on procurement matters.
14.	General public	Information and knowledge on public procurement matters.	i. Timely and reliable public procurement information and knowledge. ii. Fairness, transparency, competitive, good governance and accountability in public procurement.

2.6 PESTEL ANALYSIS

Political, economic, social, technological and legal (PESTEL) analysis focused on understanding the environment under which the Authority operates with a view to appreciating the factors that would support or impede its implementation. The PESTEL analysis for PPRA is summarized as follows:-

(i) Political aspect

Political stability is essential for promoting the economic development and growth of a nation. The current political stability and supportive environment, alongside with efficient use of the e-procurement system, encourage value for money in all public procurement processes. The Authority stands to benefit from the measures undertaken by the Government, such as combating corruption, reduced interference from politicians and a trimmed bureaucracy, which promote economic development.

(ii) Economic Aspect

Public procurement accounts for a significant portion of the Government Budget, which contributes significantly to the growth of the national economy. Procurement performance goes together with significant implementation of the FYDP and Ruling Party Manifesto 2020-2025. In this plan, Authority will recognize developments in the global arena, which might have a bearing on its performance. As stated earlier on the mandate, PPRA continued monitoring the country's public procurement system by ensuring it creates economic opportunities and value for money. Authority is involved

in all initiatives in line with global economic trends, coupled with sustainable development goals, and progress in special groups in financial inclusion.

(iii) Social Aspect

The Government has introduced the public procurement system to stimulate fair, competitive and transparent procurement systems in the country. Implementation of the system led to various achievements, including an increase of PEs using e-Procurement system as well as an improvement of compliance with CAP 410 and its regulations. Furthermore, the Authority focuses on ensuring the procurement system contributes towards government efforts against poverty by empowering special groups so they can participate effectively in public tenders.

(iv) Technological Aspect

The Authority has adopted various digital initiatives including the National Internet Data Centre (NIDC), e-Government Authority Data Centres, National ICT Broadband Backbone (NICTBB), National Cyber Security Strategy 2016, National ICT Policy (2016) and its implementation strategy. PPRA uses the eGovernment system, e-Government Act, 2019 and its Regulations to ensure compliance with the systems. These initiatives are in line with National Five-Year Development Plan III (2021/22 - 2025/26). Authority has taken advantage of those initiatives to oversee the proper use of technology to advance its service delivery including the operationalization of e-procurement systems.

(v) Environment Aspect

The environmental key policies and legislations guide environmental management in the public procurement sector. The main objective of environmental management is to prevent and/ or reduce environmental degradation, mitigating and adapting to climate change while implementing various procurement contracts to achieve sustainable development goals. The Authority will promote environmental protection initiatives through Sustainable Public Procurement Initiative and Practices while undertaking its oversight role.

(vi) Legal Aspect

The legal and regulatory frameworks that govern the public procurement systems contribute to the smooth implementation of Authority mandates. The Public Procurement Act, CAP 410 and its regulations assist the Authority to regulate the country's public procurement system. Furthermore, the Act gives a mandate to the Authority to use Public Public-Private Partnership Act Cap. 103 and Regulations made under it, to monitor procurement of Public Private Partnership (PPP) projects.

2.7 Recent Initiatives

Current initiatives describe immediate steps taken by the authority to address challenges that occurred during the implementation of the previous plan.

- i. Capacity building to members of Parliament of Tanzania;
- ii. Massive capacity building to the Police Force;
- iii. Construction of PPRA HQ office;
- iv. Establishment of 5 zonal offices
- v. Development of Enterprise Risk Management Framework;
- vi. Renovation of established zonal offices;
- vii. Purchase of Office Plot in Dodoma for expansion of PPRA HQ;
- viii. Purchase of Office Plot in Tabora for construction of office building;
- ix. Development of standard tendering documents for World bank Funded Projects;
- x. Development and uploading of standard tendering documents for IFAD funded projects;
- xi. Approval of the new organisation structure; and
- xii. Usage of e-Performance Management System.

2.8 Critical Issues

Situation analysis identified the following areas for improvement: -

- i. Strengthen compliance on public procurement standards and practices;
- ii. Strengthen monitoring and evaluation of activities;
- iii. Strengthen capacity building on public procurement;
- iv. Sustainability of e-procurement system;
- v. Strengthen outreach program on services offered by PPRA;
- vi. Strengthen research and development in public procurement;
- vii. Strengthen contract and procurement fraud investigations;

- viii. Strengthen Financial and Human Resources Management;
- ix. Promote participation of special groups in public procurement;
- x. Strengthen internal controls, quality and Risk management;
- xi. Strengthen Performance Management Systems; and
- xii. Strengthening Resource mobilization.

CHAPTER THREE

THE PLAN

This chapter presents the plan to be executed in two years from 2024/25- 2025/26. The chapter outlines the Vision, Mission, Core values and Objectives to be achieved, strategies, targets and outcome indicators.

3.0 Vision

"A Sustainable Public Procurement System that Ensures Value for Money"

3.1 Mission

"To ensure value for money through fairness, competitiveness, transparency and non-discrimination practices in regulating public procurement"

3.2 Core Values

Based on the vision and mission, implementation of the current Strategic Plan, PPRA will be guided by the following seven (7) Core Values: -

Teamwork	We uphold interdepartmental cooperation and develop our human resources for the achievement of strategic goals;
Transparency	We will provide our potential suppliers and contractors with clear and consistent information so that the public procurement process is well understood and applied as equitably as possible;
Customer Focus	We will execute our mandate with attention to detail and continuous improvement for internal and external stakeholders
Integrity	We will maintain the highest standards of integrity when regulating public procurement and always put ethics first in the best interest of the country;
Accountability	We will be accountable for all our actions and accept responsibility for your actions;
Professionalism	We will strive to deliver the best services to the customers with the utmost professionalism; and
Innovation	We will embrace creativity and innovation in service delivery to improve efficiency and enhance Stakeholder Satisfaction.

3.3 OBJECTIVES

To achieve PPRA's Vision and mission and address Critical issues identified in Chapter Two (2), the following five (5) objectives were developed: -

Objective A: HIV/AIDS infection and Non-Communicable Diseases cases reduced and support services improved;

Objective B: Implementation of the National Anti-Corruption Strategy and Action Plan sustained;

Objective C: Performance in Public Procurement Systems Improved;

Objective D: Capacity to Deliver Quality Services Strengthened; and

Objective E: Public Education and Awareness Strengthened.

3.3.1 Objective A: HIV/AIDS infection and Non-Communicable Disease cases reduced and support services improved

(i) Rationale

HIV/AIDS infection and non-communicable diseases (NCD) are not only a health sector problem but also hinder economic development. The PPRA is not spared from them and therefore it has to cope with the growing demands for prevention, care and impact mitigation. PPRA will continue to adhere to the guidelines on these diseases at the workplace and mainstream the prevention approaches from Tanzania National Multi-sectoral Strategic Framework IV for HIV and AIDS

(ii) Strategies

Enhance implementation of the National Guidelines for Management of HIV/AIDS and NCDs in public service.

(iii) Targets

- i. 100% staff sensitized on HIV/AIDS and NCDs by June 2026;
- ii. Care and Supportive Services to SLWHIV provided by June, 2026;
- iii. Wellbeing programs to staff provided by June 2026;

(iv) Outcome Indicators

- i. % of staff who are aware of HIV/AIDs;
- ii. % change in HIV new cases;
- iii. NCDs Incidence rate;

3.3.2 Objective B: Implementation of the National Anti-corruption strategy and Action Plan sustained

(i) Rationale

Corruption is one of the vices in the country with a negative impact on social and economic growth and impairs public resource mobilization, allocation, and utilization which affects Public Service delivery. In this regard, PPRA will continue to mainstream the National Anti-Corruption Strategy and Action Plan Phase III (NACSAP III) into its policies, and strategies and enhance transparency and accountability in public finance management.

(ii) Strategies

- i. Enhance Effective implementation of the National Anti-corruption Strategy and Action Plan; and
- ii. Promote Good Governance, integrity and ethical values.

(iii) Targets

- i. Anti-Corruption and Fraud Policy reviewed by June 2026;
- ii. Whistle-blowing tool for preventing corruption and fraud developed and implemented by June 2026; and
- iii. 100% of Staff sensitized on anti-corruption and money laundering by June, 2026.

(iv) Outcome Indicators

- i. Stakeholders' perception on corruption at PPRA; and
- ii. % change in corruption cases confirmed.

3.3.3 Objective C: Performance in Public Procurement Systems Improved

(i) Rationale

Public procurement accounts for more than 70% of government spending. Thus, public procurement governance, tools, and procedures need improvement. MTSP II increased procurement compliance from 71% in FY 2015/16 to 75% in FY 2020/21. Effective communication of procurement implementation contents, TANePS use, procurement monitoring, capacity-building initiatives, and public procurement research/studies contributed to those achievements. Despite the successes, some PEs failed to submit mandatory reports to PPRA, CUIS suppliers and service providers failed to meet their contractual obligations, and some PEs were reluctant to use TANePS in procurement processes. To address the challenges, the Authority will continue to improve controls, including the use of STDs, vigorously reporting staff who collude to competent authorities, building capacities for PEs and other public procurement stakeholders, enhancing compliance monitoring, monitoring and enforcing the use of National e-Procurement System of Tanzania (NeST), blacklisting fraudulent and corrupt tenderers and sustained capacity building interventions to the parties.

(ii) Strategies

- i. Strengthening procurement audit skills to technical staff;
- ii. Enhancing Quality Control and Assurance;
- iii. Strengthening Monitoring and Compliance in Public Procurement;
- iv. Strengthening Procurement compliance;
- v. Strengthening contracts supervision
- vi. Strengthening Procurement fraud investigations;
- vii. Strengthening capacity to undertake procurement research;
- viii. Enhancing public procurement capacity;
- ix. Strengthening collaboration with stakeholders;
- x. Leveraging ICT usage in public procurement;
- xi. Enhancing ICT services and facilities; and
- xii. Strengthening the provision of legal and advisory services.

(iii) Targets

- i. Quality management System implemented by June, 2026;
- ii. Audit tools reviewed by June, 2026;
- iv. Procurement standard documents and guidelines reviewed by June 2026;
- v. VfM Audit conducted to 50% of PEs by June, 2026;
- vi. 100% of Commercial Entities audited for procurement compliance by June, 2026;
- vii. 100% of Non - Commercial Entities audited for procurement compliance by June, 2026;
- viii. 100% of Ministries and Independent Departments (MDAs) audited for procurement compliance by June, 2026;
- ix. 100% of RS and LGAs audited for procurement compliance by June, 2026;
- x. Local content procurement strategy developed and implemented by June 2026;
- xi. Procurement compliance in Coastal zone audited and monitored in 281 PEs by June, 2026;
- xii. Procurement compliance in Northern zone audited and monitored in 148 PEs by June, 2026;
- xiii. Procurement compliance in Central and Western zone audited and monitored in 185 PEs by June, 2026;
- xiv. Procurement compliance in Lake zone audited and monitored in 121 PEs by June, 2026;
- xv. Procurement compliance in Southern Highlands zone audited and monitored in 133 PEs by June, 2026;
- xvi. Procurement compliance in Southern zone audited and monitored in 130 PEs by June, 2026;
- xvii. Procurement fraud Investigation strategy implemented by June, 2026;
- xviii. Four (4) researches on public procurement conducted by June 2026;
- xix. Procurement research agenda implemented by June 2026;
- xx. Capacity building strategy for procurement stakeholders implemented by June, 2026;
- xxi. e-Library and Documentation Centre established by June 2026;
- xxii. e-Procurement Strategy developed by June, 2025;

- xxiii. 4 (four) modules of the e-procurement system developed and operationalized by June 2026;
- xxiv. ICT services facilitated by June 2026;
- xxv. ICT Strategy implemented by June 2026;
- xxvi. Eight (8) ICT steering committee quarterly meetings conducted by June 2026;
- xxvii. Network and communication infrastructures developed, maintained and upgraded annually;
- xxviii. Legal and advisory services provided by June 2026;
- xxix. Board of Directors functions facilitated by June 2026; and
- xxx. Litigation matters facilitated by June 2026.

(iv) Outcome Indicators

- i. Public procurement compliance rate; and
- ii. % of stakeholders satisfied with public procurement practices.

3.3.4 Objective D: Capacity to Deliver Quality Services Strengthened

(i) Rationale

The Authority is mandated to regulate public procurement system so as to attain and sustain Value for Money in procurement processes. The Authority will provide good-quality and innovative services to its customers in order to meet expectations through efficient service delivery and complaints handling. The Authority will continue to strengthen its governance, towards enhancing organizational productivity through human capital utilization, human capital development, performance management systems, employee welfare, asset and financial resources management. The Authority will further ensure the availability of a conducive working environment to its staff.

(ii) Strategies

- i. Strengthen financial management;
- ii. Promote conducive working environment;
- iii. Strengthen human resources management;

- iv. Strengthen PPRA Annual Plans and budget;
- v. Enhance Risk Management System;
- vi. Strengthen monitoring, evaluation and reporting;
- vii. Strengthen Governance;
- viii. Strengthen quality management and Internal controls; and
- ix. Strengthen Internal Procurement Management.

(iii) Targets

- i. Financial Reports prepared and submitted by June 2026;
- ii. Statutory meetings coordinated by June 2026;
- iii. Administrative services provided by June 2026;
- iv. Human Resource Plan implemented by June 2026;
- v. Preparation of Plans, Budgets and implementation reports facilitated by June 2026;
- vi. Development projects coordinated by June 2026;
- vii. Enterprise Risk Management framework implemented by June 2026;
- viii. Business Continuity Plans developed by June 2026;
- ix. Monitoring and Evaluation of Plans conducted by June 2026;
- x. Development projects monitored and evaluated by June 2026;
- xi. Authority Performance reports prepared and submitted by June 2026;
- xii. 24 Management meetings conducted by June 2026;
- xiii. Eight (8) internal audits conducted by June 2026;
- xiv. Annual procurement plan prepared June 2026;
- xv. Annual procurement plan implemented by June 2026; and
- xvi. Stock and asset management facilitated by June 2026.

(iv) Outcome Indicators

- i. % of clients satisfied with service delivery;
- ii. Voluntary Staff turnover rate; and
- iii. Change in audit queries.

3.3.5 Objective E: Public Education and Awareness Strengthened

(i) Rationale

Public education provides information that influences the behavior of PEs, EOs, CSOs, and the general public in relation to compliance with PPA. The ultimate goal of public education and information on regulated products is a reduction of enforcement costs and promotion of Value for Money in public procurement. PPRA has been implementing public education and communication through TV and radio programs, distribution of Information Education and Communication materials, participation in exhibitions, outreach campaigns, press conferences, social media and press releases.

In view of the above, PPRA plans to enhance public education and customer care by continuously implementing a comprehensive communication strategy that engages different approaches for the successful execution of the developed interventions. Further, the Authority will integrate promotion of whistle blowing policy with public education activities in order to enhance transparency and hence increase reporting of complaints and concerns pertaining to violation of the PPA or any other serious misconduct. Additionally, PPRA will conduct Service Delivery Survey to measure the level of public awareness and customer satisfaction index in relation to the Authority's functions.

(ii) Strategies

Enhance implementation of communication policy and strategy

(iii) Targets

- i. Communication policy reviewed and implemented by June, 2026;
- ii. Communication strategy implemented by June, 2026; and
- iii. PPA educational programs facilitated by June 2026.

(iv) Outcome Indicators

- i. % of clients who are aware of PPRA operations;
- ii. % of stakeholders who are registered in e-procurement system; and
- iii. PPA and PPR compliance rate.

3.4 Assumptions and Risk Assessment

The implementation of this strategic plan considered the key assumptions that form part of strategic risks that may affect, positively or negatively, the achievement of strategic objectives. The strategic risk assessment followed the methodology stipulated under the PPRA Enterprise Risk Management Framework as guided by the MoF's Guidelines for Developing and Implementing Institutional Risk Management Frameworks. The aim is to ensure mechanisms are put in place to manage adverse future outcomes of risk proactively. PPRA has identified six potential risks that may affect the implementation of the strategic plan, and indicative mitigation plans to be instituted, as detailed in **Annex III**.

CHAPTER FOUR

RESULTS FRAMEWORK

This Chapter shows how the results envisaged in this Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It also shows how various interventions will be undertaken during the two years of the strategic plan, how the interventions will be monitored, what kind of reviews will be carried out over the period and the type of evidence-based evaluation studies to be undertaken. The remaining part of this chapter shows the overall Development Objective, beneficiaries of PPRA services, the Result Framework Matrix, the Planned Reviews and finally the Reporting Plan.

4.1 The Development Objective

The overriding objective of the Centre is “To ensure efficient and sustainable public procurement process”. The Authority will contribute to this development objective by establishing procurement standards, monitoring compliance and capacity building. However, many players are contributing significantly towards the achievement of this development objective. The achievement of this development objective, among others, will be influenced by the availability of financial resources, competent human resources and top management commitment.

4.2 Beneficiaries of the PPRA Services

Beneficiaries of the Authority include Public and Private Institutions and the general public as analysed in stakeholder analysis **Table 1**.

4.3 The Result Framework Matrix

This matrix contains Authority’s overall development objective, objectives, intermediate outcomes and outcome indicators. The matrix envisages how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of intermediate outcomes and objectives. The result framework matrix is detailed below.

Table 2: The Result Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
"To ensure efficient and sustainable public procurement process"	A	Non-Communicable Diseases, HIV and AIDs Infections were reduced and Supportive services improved	<ul style="list-style-type: none"> i. Increased voluntary counselling and testing ii. Reduced new HIV cases iii. Reduced new NCD cases iv. Increased awareness on preventive measures on HIV and NCD v. Increased staff declaring their status vi. Decreased stigma among staff vii. Change in lifestyle of staff 	<ul style="list-style-type: none"> i. Level of staff awareness on HIV/AIDs ii. % change in HIV new cases iii. Incidence rate of NCDs
	B	Implementation of National Anti-Corruption Strategy and Action Plan sustained	<ul style="list-style-type: none"> i. Increased awareness on anti-corruption strategies ii. Reduced corruption incidences/ allegations iii. Reduced disciplinary cases iv. Increased awareness on National Anti-Corruption Strategy v. Improved ethical conduct of staff vi. Reduced complaints vii. Improved transparency in service delivery viii. Reduced fraud risks 	<ul style="list-style-type: none"> i. Stakeholders' perception on corruption at PPRA ii. % change in corruption cases confirmed
	C	Performance in Public Procurement Improved	<ul style="list-style-type: none"> i. Reduced complaints ii. Increased public trust 	<ul style="list-style-type: none"> iii. Public procurement compliance rate iv. % of stakeholders satisfied with public procurement practices
	D	Capacity to deliver quality services strengthened	<ul style="list-style-type: none"> i. Increased performance among PPRA staff. 	<ul style="list-style-type: none"> i. % of clients satisfied with service delivery;

			<ul style="list-style-type: none"> ii. Increased motivation among PPRA staff iii. Reduced complaints iv. Improved environment; v. Improved delivery vi. Strengthened internal controls and financial management. 	<ul style="list-style-type: none"> ii. Voluntary Staff turnover rate; and iii. % change in audit queries.
E	Public education and awareness strengthened	<ul style="list-style-type: none"> i. Increased awareness on public services ii. Increased service usage iii. Increased transparency and public demand for better procurement services 	<ul style="list-style-type: none"> i. % of clients who are aware of PPRA operations ii. % of stakeholders who are registered in the e-procurement system iii. PPA and PPR compliance rate 	

4.4 Monitoring, Reviews and Evaluation Plan

This section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the remaining two years of the strategic planning cycle from 2024/25 to 2025/2026.

4.4.1 Monitoring Plan

The monitoring plan consists of indicators and their description, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and the Directorate/Unit responsible for data collection, analysis and reporting. The 13 key performance indicators will be reported on an annual basis, and tracking of the indicators will be made on a quarterly basis. The monitoring plan is detailed below.

Table 3: Monitoring Plan

S/No	Indicator & Indicator Description	Baseline		Indicator Target Value		Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Year	Year	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
1	% of staff who are aware of HIV/AIDS; This indicator intends to assess the effectiveness of HIV awareness creation programs. This will be calculated by $X/Y*100$ where X = # of staff who have proved to be aware of HIV/AIDS and Y= Total # of staff interviewed.	2023/2024	100%	2024/2025	100%	2025/2026	100%	PPRA	Survey	annually	MAHR
2	% change in HIV new cases This indicator intends to measure the effectiveness of HIV care and supportive programs Mathematically this will be calculated by $(\frac{c_1-c_0}{c_0}) * 100$ whereby c_1 = # of HIV Cases in the	2023/2024	0%	2024/2025	0%	2025/2026	0%	PPRA	Literature review	annually	MAHR

5	<p>% change in corruption cases confirmed This indicator intends to measure the effectiveness of the Anti – Corruption Strategy. Mathematically this will be calculated by $\left(\frac{c_1 - c_0}{c_0}\right) * 100$ where by c_1 = # of confirmed corruption Cases in the current year c_0 = # of confirmed corruption cases in previous year times 100</p>	2023/2024	0%	0%	0%	0%	PPRA	Survey	annually	Raw data from questionnaire	annually	MAHR
6	<p>Public procurement compliance rate This indicator intends to measure how public procurement standards are adhered to. This will be calculated by $\frac{XY}{100}$ where X = # of Public procurement tenders complied with standards and Y= Total # of public procurement tenders</p>	2023/2024	64%	75%	95%		PPRA	Literature Review (Procurement Audit Report)	Annually	Raw data from questionnaires	Annually	DPC

7	<p>% of stakeholders satisfied with public procurement practices This indicator intends to measure the effectiveness of PPRA programs in improving public procurement practices</p> <p>This will be calculated by $X/Y*100$ where X = # of stakeholders satisfied with PPRA services and Y= Total # of stakeholders interviewed</p>	2023/2024	75%	85%	95%	PPRA	Survey	Annually	Raw data from questionnaires	Annually	MPR
8	<p>% of clients satisfied with service delivery This indicator intends to measure the effectiveness of PPRA programs to improve service delivery</p> <p>This will be calculated by $X/Y*100$ where X = # of clients satisfied with PPRA services and Y= Total # of clients interviewed</p>	2023/2024	85%	90%	95%	PPRA	Survey	Annually	Raw data from questionnaires	Annually	MAHR

9	<p>Voluntary Staff turnover rate This indicator intends to measure how many staff voluntarily exit the institution</p> <p>This will be calculated by $X/Y*100$ where X = # of staff who exit the institution voluntarily and Y= Average # of staff</p>	2023/ 2024	0%	0%	0%	0%	PPRA	Desk review	Annually	HRM Reports	Annually	MAHR
10	<p>% change in audit queries. This indicator intends to measure the effectiveness of PPRA programs in improving service delivery</p> <p>Mathematically this will be calculated by $(\frac{c_1 - c_0}{c_0}) * 100$ where c_1 = # of Audit queries in the current year c_0 = # of audit queries in previous year times 100</p>	2023/ 2024	45%	(37.5%)	(20%)	CAG Report	Literature Review	Annually	Annually	CAG Reports	Annually	FAM
11	<p>% of clients who are aware of PPRA operations This indicator intends to measure the effectiveness of PPRA programs to</p>	2023/ 2024	75%	85%	95%	PPRA	Survey	Annually	Annually	Raw data from questionnaires	Annually	MPR

	create awareness to the public on PPRA operations. This will be calculated by $X/Y*100$ where X = # of clients who are aware of PPRA Operations and Y= Total # of clients interviewed																			
12	% of stakeholders who are registered in e-procurement system This indicator intends to measure the effectiveness of PPRA programs to provide education and create awareness on PPRA operations. This will be calculated by $X/Y*100$ where X = # of stakeholders registered in e-Procurement system and Y= Total # of stakeholders	2023/2024	97.2 %	100%	100%	100%	PPRA	Survey	Annually	Raw data from questionnaires	Annually	DPC								
13	% of indicators value collected; This indicator intends to assess the effectiveness of PPRA data	2023/2024	-	98	100	100	PPRA	NeST Questionnaire	Quarterly	Raw data from questionnaire and NeST	Quarterly	MME								

	<p>collection process. This will be calculated by $X/Y*100$ where X = # of indicators value collected and Y= Total # of indicators intended to be collected.</p>		1	4	4	PPRA	PPRA report	annually	PPRA Website	annually	
<p>14</p>	<p>Number of Monitoring reports in place This indicator intends to measure how PPRA conducts monitoring of its operation and programs</p>	2023/24	1	4	PPRA	PPRA report	annually	PPRA Website	annually	MME	
<p>15</p>	<p>Number of Readiness Assessment reports in place This indicator intends to measure how PPRA is aware and ready for Monitoring and Evaluation Systems</p>	2023/24	0	1	SP, M&E GUIDELINES	Web based Questionnaire. NeST	1	Reasness Assessment Report	Annually	MME	
<p>16</p>	<p>Number of Evaluation reports in place This indicator intends to measure how PPRA conduct evaluation of its operation and</p>	2023/24	1	2	PPRA	PPRA report	annually	Evaluation report	annually	MME	

4.4.2 PLANNED REVIEWS

There will be reviews that aim to obtain progress status on the implementation of the Strategic Plan. The planned reviews consist of Review meetings, Milestones and Rapid appraisals.

4.4.2.1 Review Meetings

Various meetings will be conducted to track progress on the milestones that are critical for the achievement of the organizational objectives. Review meetings are as follows:

Table 4 Planned Review Meeting

No.	Type of meetings	Frequency	Designation of the Chairperson	Participants
1.	Board meeting	Quarterly	Board Chairperson	Board of Directors and Director General
2.	Management meeting	Monthly	Director General	Directors and Manager
3.	Directorate, Unit and Sections Meeting	Weekly	Director/Manager	All staff from the responsible s/units/sections
4.	One retreat meeting	Annually	Director General	Directors, Managers
5.	Budget committee meeting	Monthly	Director General	Members of the Budget Committee
6.	Workers council Meeting	Semi-annually	Director General	Directors, Managers and Representatives from Directorates units and Zone Offices
7.	Tender Board Meeting	Quarterly	Tender Board Chairperson	Members of the tender board
8.	Exit and entry audit meeting	Annually	Director General	Management Members
9.	Management Audit Committee	Quarterly	Chairperson of Audit Committee	Members of the Audit Committee

4.4.2.2 Planned Milestones

In the course of implementing this Strategic Plan, it is planned to carry out reviews. The reviews will be based on total of 31 pre-planned milestones. The specific milestones to be reviewed are detailed in **Table 5**.

Table 5 Planned Milestones

Years	Planned Reviews	Milestone	Time Frame	Responsible Directorate/Unit
Year 1 2024/25	Two Reviews per Year (Mid-Year and annual reviews)	Quality management System implemented	June 2026	MRQ
		Procurement standard documents and guidelines reviewed	June 2025	DPCD
		VfM Audit conducted to 50% of PEs	June 2025	DPC
		Annual Procurement Evaluation Report prepared	June 2026	DPC
		Procurement fraud Investigation strategy implemented	June 2025	DPI
		Two (2) researches on public procurement conducted	June 2025	DRD
		Capacity building strategy for procurement stakeholders implemented	June 2025	DPCD
Year 2 2025/26	Two Reviews per Year (Mid-Year and annual reviews)		June 2026	DRD
		Two (2) researches on public procurement conducted		
		e-Procurement Strategy developed	June 2026	DPC
		4 modules of e-procurement system developed and operationalized	June 2026	DICT

Years	Planned Reviews	Milestone	Time Frame	Responsible Directorate/Unit
		Human Resource Plan implemented	June 2026	DCS
		Development projects coordinated	June 2026	DCS
		Risk Management framework implemented	June 2026	MRQ
		Monitoring and Evaluation Plan implemented	June 2026	MME
		Authority Performance reports prepared and submitted	June 2026	MME
		Financial report and statement prepared	June 2026	DCS
		Annual Procurement Evaluation Report prepared	June 2026	DPC
		Communication strategy implemented	June 2026	MPR

4.4.2.3 Rapid Appraisals

Table 6: Rapid Appraisals

SN	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
1.	Public awareness study on roles and functions of PPRA	The study intends to describe the extent to which the Public is aware of the roles and functions of PPRA	i. What is known about PPRA? ii. To what extent are the core roles of PPRA understood?	Survey	2025/26	DCS
2.	Stakeholder satisfaction study	This study intends to establish the level of Stakeholders satisfaction with PPRA services	i. To what extent are stakeholders satisfied with the services provided? ii. How do stakeholders perceive PPRA services? iii. What are the areas of Improvement?	Survey	2025/26	DPC
3.	Study of perception of Stakeholders on corruption	This study intends to assess the perception of stakeholders on corruption at PPRA	i. To what extent are stakeholders aware of corruption incidences at PPRA? ii. What are the areas of improvements?	Survey	2024/25	DCS

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. The table below indicates the PPRAS Rapid Appraisal for the next two years from 2024/25 to 2025/26.

4.4.4 Evaluation Plan

Evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. The following table shows the evaluation plan.

Table 7: Evaluation Plan

SN	Evaluation /Appraisal study	Aim	Key Questions	Methods	Time Frame	Responsible Person
1.	End-term Evaluation of the Strategic Plan	This evaluation intends to measure the realization of intermediate and long-term results of the Strategic Plan	i. To what extent have the objectives of the Strategic Plan been achieved? ii. What are the reasons for the achieved level of performance? iii. What are recommendations for future Strategic Plans?	<ul style="list-style-type: none"> • Desk review • Survey 	2025/26	MME

4.5 REPORTING PLAN

This is a plan that shows all reports that will be used in the execution of the strategic plan. The report plan contains both Internal and external reports.

4.5.1 Internal Reporting Plan

Internal Reporting Plan contains reports that are used within PPRA, Management and Staff. The reporting plan is in accordance with statutory requirements or as may be required from time to time. The Reporting Plan is detailed in Table 8 below:

Table 8: Internal Reporting Plan

S/N	Types of Report	Recipient	Frequency	Responsible Directorate/Unit
1.	Quarterly Progress report	DG	Quarterly	CSD
2.	Internal Audit Report	Audit Committee	Quarterly	IAU
3.	Annual Financial Statements	DG	Annually	CSD
4.	Annual Procurement Audit Reports	DG	Annually	DPC
5.	Annual Procurement Performance Report	DG	Annually	PMU
6.	Procurement Performance Report	DG	Monthly	PMU
7.	Risk Management Implementation Report	DG	Quarterly	CSD
8.	Customer Satisfaction Survey Reports	DG	Annually	DCS
9.	PEPMIS Report	DG	Annually	DCS
10.	Budget Committee Report	DG	Quarterly	CSD
11.	M&E Report	DG	Quarterly	MME

4.5.2 External Reporting Plan

External reporting plan contains reports that are used by external entities. The reports are prepared on quarterly and annually basis. The Reporting Plan is detailed in Table 9

Table 9: External Reporting Plan

S/N	Types of Report	Recipient	Frequency	Responsible Division/Unit
1.	Annual Audited Financial statements	NAOT/MoF	Annually	DG
2.	Authority Annual Report	MoF	Annually	DG
3.	Reports on HIV/AIDs and Non-Communicable Diseases activities implementation	MoF	Quarterly	DG
4.	National Anti- corruption Strategic Plan implementation report	Chief Secretary	Quarterly	DG
6.	Implementation report	MoF/OTR	Quarterly	DG
7.	Contract performance report	OTR	Quarterly	DG

CHAPTER 5

RESOURCE REQUIREMENTS AND MOBILIZATION

The financial requirements for mobilization of the plan envisage to project the resource requirements to implement the remaining two years of the plan using the financial performance trend as a basis.

5.2 Financial Resources

PPRA requires adequate resources as key enablers for the successful realization of the expected outcomes and realization of the vision and mission at large. The resource required for implementing this plan is estimated at TZS 76.8 billion out of which TZS 41.5 billion will be generated internally and TZS 35.3 billion will be from Government disbursement for strategic initiatives.

The table below presents the resource requirement and planned expenditure over two years remaining to complete the strategy.

Table 10: Financial Trends and Revenue Projections

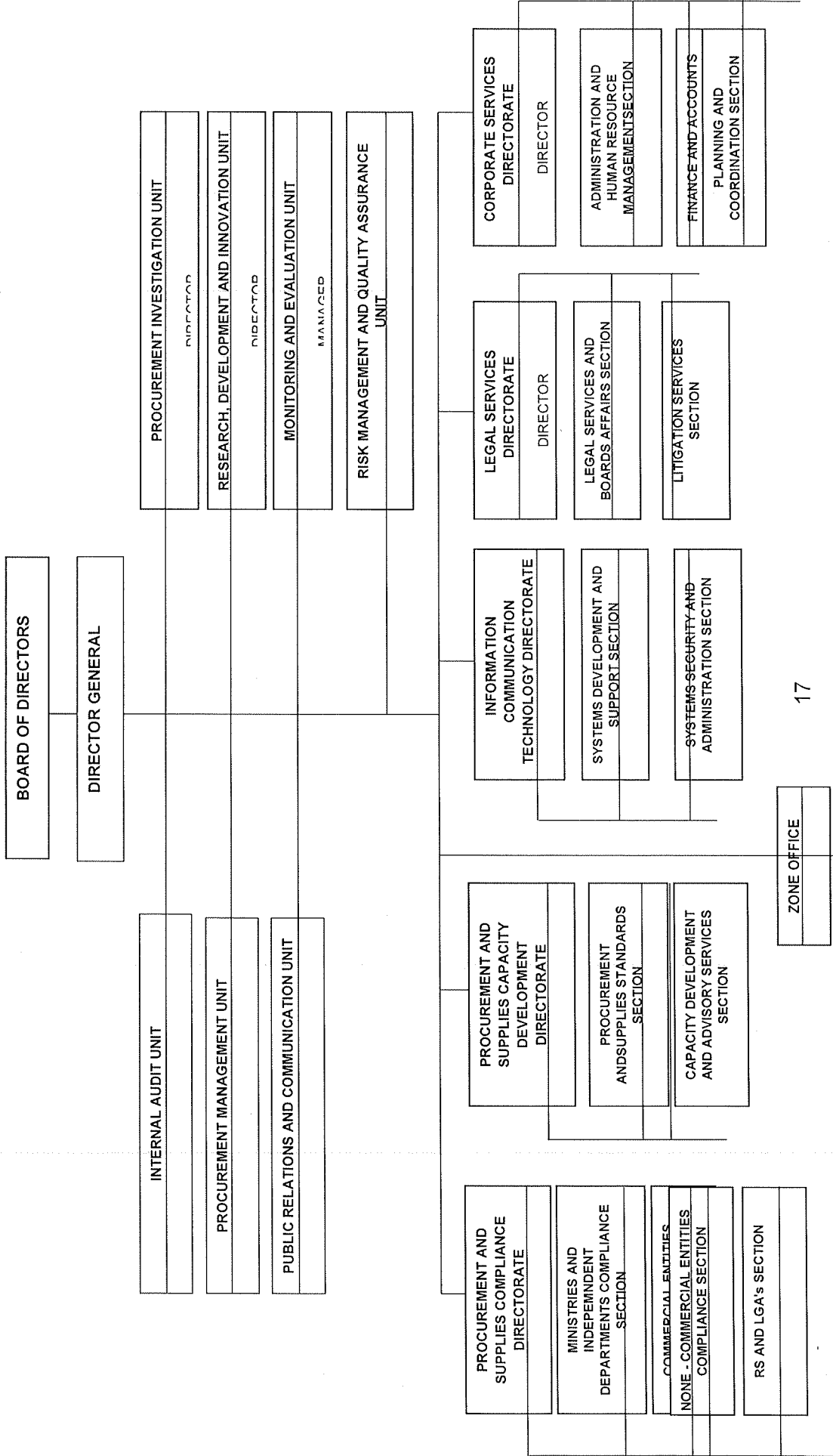
DESCRIPTION	2018/2019 TZS '000	2019/ 2020 TZS '000	2020/ 2021 TZS '000	2021/ 2022 TZS '000	2022/ 2023 TZS '000	2023/ 2024 TZS '000	2024/ 2025 TZS '000	2025/ 2026 TZS '000	Resource Requirements (2 Years) '000
REVENUE							A	B	A+B
Government Funding	11,319,182	12,413,246	8,579,509	8,421,397	14,233,058	20,690,291	18,621,262	16,759,136	35,380,398
Fees, Fine, Penalties and Forfeits	240,259	31,480	2,626,045	6,833,190	6,556,108	7,786,702	8,954,707	11,641,120	20,595,827
Training and Seminars	1,332,287	3,572,508	1,285,000	1,680,712	1,634,150	4,424,290	5,087,933	6,614,313	11,702,247
Other Revenue	-	-	1,970,669	478,915	1,768,639	3,479,392	4,001,300	5,201,691	9,202,991
Internally Generated Revenue	1,572,546	3,603,988	5,881,714	8,992,817	9,958,897	15,690,384	18,043,941	23,457,124	41,501,065
TOTAL REVENUE	12,891,728	16,017,234	14,461,223	17,414,214	24,191,954	36,380,675	36,665,204	40,216,260	76,881,463
EXPENSES									
Wages, Salaries and Employee Benefits	5,758,802	7,706,842	5,012,839	5,416,417	8,542,146	13,013,545	15,225,848	17,509,725	32,735,572
Use of goods and services	3,187,764	6,009,400	6,397,285	6,505,116	8,311,738	14,052,576	16,441,514	18,907,742	35,349,256

Maintenance Expenses	590,181	469,213	724,497	773,540	938,054	278,273	325,579	374,416	699,995
Other Expenses	3,269,939	3,976,345	396,445	2,301,470	1,203,302	137,966	161,421	185,634	347,055
ECL Expenses	-	-	-	-	3,876	17,882	20,922	24,060	44,983
Depreciation of Property, Plant and Equipment	-	-	151,739	279,667	265,338	245,147	286,822	329,846	616,668
Amortization of Intangible Assets	-	432,487	-	1,038,455	-	10,484	12,267	14,107	26,373
TOTAL EXPENSES	12,806,686	18,594,287	12,682,805	16,314,665	19,264,454	27,755,874	32,474,373	37,345,529	69,819,902
TRANSFER PAYMENTS	-	-	-	100,000	-	100,000	1,100,000	1,100,000	2,200,000
TOTAL EXPENSES AND TRANSFERS	12,806,686	18,594,287	12,682,805	16,414,665	19,264,454	27,855,874	33,574,373	38,445,529	72,019,902
DEVELOPMENT FUNDS	85,042	(2,577,053)	1,778,418	999,549	4,927,501	8,524,801	3,090,830	1,770,731	4,861,561

5.3. Strategies for Resource Mobilization

The resourcing of the plan and prudent financial management will be conducted by institutionalization of resource mobilization strategy. PPRA shall prepare separate internal and external resource mobilization using the charging provisions in the PPA. Further, PPR will mobilize the resources from the Government and development partners, non-state actors and other public entities.

THE APPROVED ORGANISATION STRUCTURE OF THE PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA)
 (Approved by the President on 27th March, 2024)



Strategic Plan Matrix

Objective	Strategy	Target	Responsible Unit/Section	KPIs
Non Communicable Diseases, HIV and AIDs Infections and Supportive services improved	Enhance implementation of the National Guidelines for Management of HIV/AIDS and NCDs in public service.	100% staff sensitized on HIV/AIDS and NCDs by June, 2026	MAHR	i. Level of staff awareness on HIV/AIDS ii. % change in HIV new cases iii. Incidence rate of NCDs
		Care and supportive Services to SLWHIV provided by June, 2026	MAHR	
		Wellbeing programs to staff provided by June 2026	MAHR	
Implementation of National Anti-Corruption Strategy and Action Plan sustained	Enhance Effective implementation of National Anti-corruption Strategy and Action Plan.	Anti-Corruption and Fraud Policy reviewed by June, 2026	MAHR	i. Stakeholders' perception on corruption at PPRA ii. % change in corruption cases confirmed
		Whistle blowing tool for preventing corruption and fraud developed and implemented by June 2026	MAHR	
		100% of Staff sensitized on anti-corruption and money laundering by June, 2026	MAHR	
	Promote Good Governance, integrity and ethical values.	Integrity committee functions facilitated by June, 2026,	MAHR	
Performance in Public Procurement System Improved	Strengthening procurement audit skills to technical staff		DPC	i. Public procurement compliance rate i. % of stakeholders satisfied with public procurement practices

	Enhancing Quality Control and Assurance	Quality management System implemented by June, 2026	MRQ	
		Audit tools reviewed by June, 2026	MMDA	
		Procurement standard documents and guidelines reviewed by June 2026	MPS	
	Strengthen Monitoring and Compliance in Public Procurement	VfM Audit conducted to 50% of PEs by June, 2026	MMDA	
		100% of Commercial Entities audited for procurement compliance by June, 2026	MCE	
		100% of Non - Commercial Entities audited for procurement compliance by June, 2026	MNCE	
		100% of Ministries and Independent Departments (MDAs) audited for procurement compliance by June, 2026	MMDA	
		100% of RS and LGAs audited for procurement compliance by June, 2026	MRLG	
		Local content procurement strategy developed and implemented by June 2026	MRLG	
	Strengthen Procurement compliance	Procurement compliance in Coastal zone audited and monitored in 281 PEs by June, 2026	ZMC	
		Procurement compliance in Northern zone audited and monitored in 148 PEs by June, 2026	ZMN	
		Procurement compliance in Central and Western zone audited and monitored in	ZNW	

		185 PEs by June, 2026		ZML	
		Procurement compliance in Lake zone audited and monitored in 121 PEs by June, 2026			
		Procurement compliance in Southern Highlands zone audited and monitored in 133 PEs by June, 2026		ZMH	
		Procurement compliance in Southern zone audited and monitored in 130 PEs by June, 2026		ZMS	
	Strengthening and Procurement fraud investigations	contracts and fraud investigations implemented by June, 2026	Investigation strategy implemented by June, 2026	DPI	
	Strengthening capacity to undertake procurement research	Four (4) researches on public procurement conducted by June 2026	Procurement research agenda implemented by June 2026	DRD	
	Enhance public procurement capacity	Capacity building strategy for procurement stakeholders implemented by June, 2026	Capacity building strategy for procurement stakeholders implemented by June, 2026	MCD	
		200 new PEs registered in e-procurement system by June, 2026	200 new PEs registered in e-procurement system by June, 2026	MSD	
	Strengthen collaboration with stakeholders	10 annual procurement stakeholders' forums attended by June, 2026	10 annual procurement stakeholders' forums attended by June, 2026	MPS	
	Leverage ICT usage in public procurement	4 modules of e-procurement system developed and operationalized by June, 2026	4 modules of e-procurement system developed and operationalized by June, 2026	MSD	
		ICT Strategy implemented by June 2026	ICT Strategy implemented by June 2026	MSD	
		Eight (8) ICT steering committee quarterly	Eight (8) ICT steering committee quarterly	MSD	

		meetings conducted by June 2026		
		Network and communication infrastructures developed, maintained and upgraded annually	MSS	
	Strengthening the provision of advisory services on legal frameworks	Legal and advisory services provided by June 2026	MLB	
		Board of Directors functions facilitated by June, 2026	MLB	
		Litigation matters facilitated by June, 2026	MLS	
Capacity to deliver quality services strengthened	Strengthen management financial	Financial Reports prepared and submitted by June 2026	FAM	i. % of clients satisfied with service delivery; ii. Voluntary Staff turnover rate; and iii. % change in audit queries.
	Promote conducive working environment	Statutory meetings coordinated by June 2026	MAHR	
		Administrative services provided by June 2026	MAHR	
	Strengthen human resources management	Human Resource Plan implemented by June 2026	MAHR	
	Strengthen PPRAs Annual Plans and budget	Preparation of Plans, Budgets and implementation reports facilitated by June, 2026	MPC	
		Development projects coordinated by June, 2026	MPC	
	Enhance resource mobilization	External Resource strategy implemented by June 2026	MPC	
		Internal Resource mobilization and management strategy implemented by June 2026	FAM	
	Enhance Risk Management System	Risk Management framework implemented by June, 2026	MRQ	

		Business Continuity Plans developed by June, 2026	MRQ	
	Strengthen monitoring, evaluation and reporting	Monitoring and Evaluation Plan implemented by June, 2026	MME	
		Development projects monitored and evaluated by June, 2026	MME	
		Authority Performance reports prepared and submitted by June 2026	MME	
	Strengthen Governance	24 Management meetings conducted by June 2026	MLB	
		Annual procurement plan prepared June, 2026	MPM	
	Strengthen internal controls	Eight (8) internal audits conducted by June 2026	CIA	
	Strengthen Internal Procurement Management	Annual procurement plan implemented by June 2026	MPM	
		Stock and asset management facilitated by June 2026	MPM	
Public education and awareness strengthened	Enhance implementation of communication policy and strategy	Communication policy reviewed and implemented by June, 2026	MPR	<ul style="list-style-type: none"> i. % of clients who are aware of PPRA operations ii. % of stakeholders who are registered in e-procurement system
		Communication strategy implemented by June, 2026	MPR	
		PPA educational programs facilitated by June 2026	MCB	

Strategic Risk Assessment

Sn	Strategic Objective	Risk Title	Risk Description	Risk			Proposed Mitigation
				Likelihood	Impact	Risk Rating	
	Performance in Public Procurement Improved	Unsustainable Procurement System/ Government Shift in Policy/Governance Risks	Possibility of unsustainable procurement system due to lack of public Procurement policy resulting into poor performance of Public Procurement System	4	5	20	<ol style="list-style-type: none"> 1. Lobby for development and implementation of public procurement policy 2. Institutionalize PPRA Governance Structure 3. Develop NeST sustainability plan
		ESG non-compliance in Public Procurement	Possibility of ESG non-compliance in public procurement due to lack of knowledge resulting into reputation risks	4	2	6	<ol style="list-style-type: none"> 1. Develop ESG Compliance Framework 2. Ensure ESG reporting is embedded Authority's decision
		Procurement system malfunction	Possibility of procurement system malfunction due to inadequate financing resulting into loss of value for money	2	5	10	<ol style="list-style-type: none"> 1. Engage users for regular system improvement 2. Periodic system integrity testing 3. Penetration testing 4. Recruit Security Information Officer 5. Improve Disaster Recovery Plan
		Delayed disbursement of funds	Possibility of delayed disbursement of	3	5	15	<ol style="list-style-type: none"> 1. Implementa resource mobilization strategy 2. Implement own source resource generation

Sn	Strategic Objective	Risk Title	Risk Description	Risk Rating			Proposed Mitigation
				Likelihood	Impact	Risk Rating	
			funds due to Government liquidity priorities resulting into failure to deliver quality services				
		Failure of PEs to comply with the directives	Failure of PEs to comply with the directives of the authority due to weak enforcement mechanisms results in the failure of the public procurement system.	3	4	12	<ol style="list-style-type: none"> 1. Institutionalize real-time compliance audit 2. Enhance public awareness and education 3. Implement PR Strategy and Capacity Building Strategy
	Public education and awareness strengthened	Stakeholders' disengagement	Possibility of stakeholder disengagement due to unresolved complaints resulting into reputation damage	2	5	10	<ol style="list-style-type: none"> 1. Strengthen call centre and monitor the performance 2. Institutionalize customer feedback form
	Capacity to deliver quality Service Strengthened	Revenue Increase	Possibility of Revenue Increase due to engagement of private sector/NGO users into NeST System resulting into financial sustainability				<ol style="list-style-type: none"> 1. Develop and implement a private sector engagement plan 2. Review the legal framework 3. Create awareness of the availability of the facility

Budget and Cost Analysis

PUBLIC PROCUREMENT REGULATORY AUTHORITY											
FINANCIAL PERFORMANCE TRENDS AND PROJECTIONS											
	2018/2019 TZS '000	2019/ 2020 TZS '000	2020/ 2021 TZS '000	2021/ 2022 TZS '000	2022/ 2023 TZS '000	2023/ 2024 TZS '000	2024/ 2025 TZS '000	2025/ 2026 TZS '000	Resource Requirements (2 Years) '000		
REVENUE							A	B	A+B		
Government Funding	11,319,182	12,413,246	8,579,509	8,421,397	14,233,058	20,690,291	18,621,262	16,759,136	35,380,398		
Fees, Fine, Penalties and Forfeits	240,259	31,480	2,626,045	6,833,190	6,556,108	7,786,702	8,954,707	11,641,120	20,595,827		
Training and Seminars	1,332,287	3,572,508	1,285,000	1,680,712	1,634,150	4,424,290	5,087,933	6,614,313	11,702,247		
Other Revenue	-	-	1,970,669	478,915	1,768,639	3,479,392	4,001,300	5,201,691	9,202,991		
Internally Generated Revenue	1,572,546	3,603,988	5,881,714	8,992,817	9,958,897	15,690,384	18,043,941	23,457,124	41,501,065		
TOTAL REVENUE	12,891,728	16,017,234	14,461,223	17,414,214	24,191,954	36,380,675	36,665,204	40,216,260	76,881,463		
EXPENSES											
Wages, Salaries and Employee Benefits	5,758,802	7,706,842	5,012,839	5,416,417	8,542,146	13,013,545	15,225,848	17,509,725	32,735,572		
Use of goods and services	3,187,764	6,009,400	6,397,285	6,505,116	8,311,738	14,052,576	16,441,514	18,907,742	35,349,256		
Maintenance Expenses	590,181	469,213	724,497	773,540	938,054	278,273	325,579	374,416	699,995		
Other Expenses	3,269,939	3,976,345	396,445	2,301,470	1,203,302	137,966	161,421	185,634	347,055		
ECL Expenses		-	-	-	3,876	17,882	20,922	24,060	44,983		
Depreciation of Property, Plant and Equipment	-	-	151,739	279,667	265,338	245,147	286,822	329,846	616,668		
Amortization of Intangible Assets	-	432,487		1,038,455	-	10,484	12,267	14,107	26,373		
TOTAL EXPENSES	12,806,686	18,594,287	12,682,805	16,314,665	19,264,454	27,755,874	32,474,373	37,345,529	69,819,902		

TRANSFER PAYMENTS	-	-	-	100,000	-	100,000	1,100,000	1,100,000	1,100,000	2,200,000
TOTAL EXPENSES AND TRANSFERS	12,806,686	18,594,287	12,682,805	16,414,665	19,264,454	27,855,874	33,574,373	38,445,529	72,019,902	
DEVELOPMENT FUNDS	85,042	(2,577,053)	1,778,418	999,549	4,927,501	8,524,801	3,090,830	1,770,731	4,861,561	