



Public Procurement & Disposal of Public Assets Authority

**November
2013**

Report on the 6th East African Procurement Forum



**THE 6th EAPF
KAMPALA, UGANDA
20-22 NOVEMBER 2013**

**HELD AT SPEKE
RESORT MUNYONYO**

www.ppda.go.ug/eapf2013

List of Abbreviations

AfDB	-	African Development Bank
ARMP	-	Autorité de Régulation des Marchés Publics, Burundi
BOU	-	Bank of Uganda
BPP	-	Bureau of Public Procurement, Nigeria
CAA	-	Civil Aviation Authority
CEO	-	Chief Executive officer
COMESA	-	Common Market for Eastern and Southern Africa
CSO	-	Civil Society Organization
DG	-	Director General
DPs	-	Development Partners
EAC	-	East African Community
EAPF	-	East African Procurement Forum
ED	-	Executive Director
IPPU	-	Institute of Procurement Professionals of Uganda
KISM	-	Kenya Institute of Supplies Management
MEACA	-	Ministry of East African Community Affairs
MOFPED	-	Ministry of Finance, Planning and Economic Development
OAG	-	Office of the Auditor General
PAC	-	Public Accounts Committee of Parliament
PPDA	-	Public Procurement and Disposal of Public Assets Authority, Uganda
PPOA	-	Public Procurement Oversight Agency, Kenya
PPRA	-	Public Procurement Regulatory Authority, Rwanda
SME	-	Small and Medium Enterprise
TI	-	Transparency International- Rwanda Chapter
UTAMU	-	Uganda Technology and Management University
VFM	-	Value for Money
WB	-	World Bank

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Executive Summary

Introduction

The 6th East African Procurement Forum (EAPF) was held from 20th to 22nd November 2013 at the Common Wealth Speke Resort, Munyonyo. The event was hosted by the Public Procurement and Disposal of Public Assets Authority, (PPDA) Uganda. The theme of the 6th EAPF was “**Achieving Value for Money in Public Procurement.**”

Several presentations were made and resolutions adopted centering on the theme of the forum. The participants at the Forum agreed to implement the resolutions with a view to ultimately improving public sector procurement.

The PPDA successfully hosted the 6th EAPF with financial assistance from the Government of Uganda, the African Development Bank, Bank of Uganda and Civil Aviation Authority, Uganda.

The main objective of the East African Procurement Forum is to provide a platform for participants to share experiences and benchmark with one another in view of improving public sector procurement in the respective East African community countries

Best Performing Entity Awards Ceremony

This year, the forum introduced as part of its program, recognition of the best procuring and disposing entities for their outstanding achievements based on assessment criteria set by the respective procurement regulatory bodies in the 5 EAC member states. Two best performing entities from the countries of Burundi, Rwanda, Tanzania, and Uganda

The forum targeted participation from policy and decision makers, development partners, procurement practitioners, procurement professionals, academia, contractors, representatives from various professional bodies, researchers, the private sector and business community.

Participants and attendance

The forum was attended by both delegates from the EAC region as well as from outside the region. This mix helped participants to benchmark on one another and share experiences. The other participants came from the donor community as well as the EAC and COMESA Secretariats. Nine (9) countries were represented and these include Burundi, Kenya, Rwanda, Tanzania, Uganda, Botswana, Ethiopia, Nigeria and Zambia. The list of participants is attached as appendix 1.

Methodology

The methodology applied by facilitators during the Forum included PowerPoint presentations, Case studies, question and answer sessions, and sharing of experiences from different countries.

Facilitators

The facilitators for the Forum were drawn from practitioners, managers and civil society organisations from the East African countries, Nigeria, the World Bank, as well as both the East African Community and COMESA Secretariats.

Resolutions

Key resolutions were made under seven broad areas i.e. economy and efficiency, value for money; competition and value for money; accountability and value for money; policy issues, professionalism; international trends; and institutional framework.

Hosting the 7th East African Procurement Forum

The forum resolved that the Public Procurement Oversight Agency (PPOA) of Kenya will host the 7th session of the EAPF on a date to be communicated. The PPDA Board of Directors and management handed over the mandate to host the 7thEAPF to the Board and management of the PPOA.

1 FORUM PROCEEDINGS

DAY ONE: Wednesday 20th November, 2013

The EAPF was conducted over a three day period, as per the program in annex 1. The forum was attended by distinguished facilitators drawn from the East African Sub region, World Bank, COMESA and Nigeria. The forum was attended by 239 delegates comprising of procurement practitioners, managers and civil society organisations from the East African countries, the World Bank, East African Community Secretariat and COMESA Secretariat, Botswana, Ethiopia, Nigeria and Zambia and .-refer to annex 2

1.1 SESSION 1: OPENING CEREMONY AND SPEECHES

Session Chair: Hon. Robert K. Sebunya, Chairperson Finance Committee, Parliament of Uganda

1.2 WELCOME REMARKS



By Dr. Simeon Wanyama, the Chairman, Board of Directors of PPDA.

The Chairman welcomed participants to the forum and noted that the EAPF is an annual event organized on a rotational basis by the regulatory authorities of the East African Community member states since 2008. He noted that the objective of the forum was to provide a platform for participants to share experiences and benchmark with one another with a view to improving public sector procurement.

He stated that public procurement accounts for more than 55% of the budget of the government of Uganda in a given year and given its sheer volume, there is need for the system to be built on principles of efficiency and value for money and should enhance quality, timeliness, and appropriateness of procurements and enable government deliver on its mandate. It is also pertinent for accelerating growth and development of the economy. He noted that procurement capabilities and skills both within government and the private sector can be enhanced through cooperation and exchange of knowledge and that therefore, the EAPF is an opportune platform for participants to brainstorm, and identify major systemic weaknesses, share success stories and agree on ways to improve on procurement practices.

On the theme of the 6thEAPF which is “**Achieving Value for Money in Public Procurement**” the Chairman underscored the importance of value for money as a core principle underpinning procurements world over. He noted that whereas achieving value for money in public procurement is the ultimate objective of any procurement system, its attainment still remains a challenge. He also noted that Uganda had undertaken several reforms in the procurement sector moving from the earlier reforms that majorly focused on compliance to rules. He added that government was now moving towards ensuring that the procurement process ultimately results in attainment of value for money.

1.3 OPENING REMARKS



By Hon. Matia Kasaija Minister of State for Planning, Ministry of Finance, Planning and Economic Development

In opening the forum, the Guest of Honour underscored the importance of public procurement in an economy. He noted that in developing economies where resources are scarce, it is important to utilize the available resources optimally. He emphasized that although government had already undertaken reforms in public procurement, more remained to be done to ensure that government attains value for money in procurement.

He challenged delegates to share experiences and come up with practical and achievable recommendations to enable the respective governments achieve value for money in public procurement. He reiterated government's commitment to attainment of value for money in public procurement and to ensuring service delivery.

1.4 KEYNOTE ADDRESS: ACHIEVING VALUE FOR MONEY IN PUBLIC PROCUREMENT IN THE EAST AFRICAN COMMUNITY REGION.



By Prof. Augustus Nuwagaba (PhD) Managing Consultant, REEV Consult.

The speaker presented a process map of functions and activities involved in the procurement process with the aim of delivering value for money for the goods, works and services procured. He said value for money (VFM) is a balance of a process map in supply chain that delivers people's exact expectations and utility in accordance with money spent. He further noted that the purpose of a process roadmap is to ensure that functions involved are cost effective and produce the highest quality of products or services. He summarized the bottlenecks identified in the procurement process as follows:

- a. Prevention costs; (out of poor preparation e.g. planning)
- b. Appraisal costs;
- c. Internal failure costs; and
- d. External failure costs

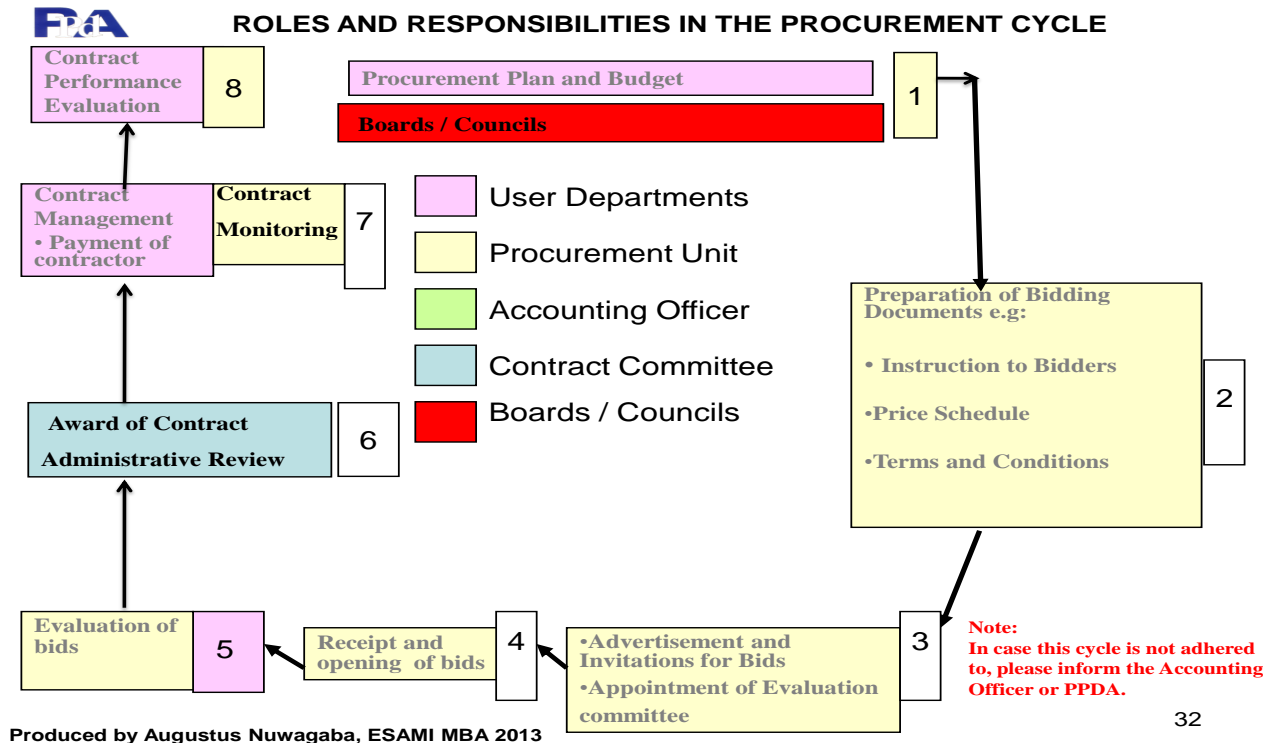
He went on to identify areas/functions that need to be redesigned in the procurement process. He stressed that the time taken to complete the procurement process over the newly designed process is determined and the redesigned process should deliver the highest value for money. In addition, the costs of the various stages are calculated and the cost savings that accrue from the redesigned process are determined. He discussed the benefits of the redesigned process, the factors that contribute to the procurement system variability and additional processes that need to be redesigned.

He concluded by proposing the following recommendations to reduce on system variability:

- All procurements need to be carried out following the existing laws and regulations.
- Use of the "Caravan approach" to reduce on paper work when registering businesses to deliver maximum efficiency.
- Use of the "client charter" where the public is aware of what is being done in projects

- Transformative leadership– leaders who have their countries at heart.

Proposed Redesigned Procurement Process



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SESSION 1: DISCUSSIONS AND KEY ISSUES RAISED

Issue 1: How do we address the problem of corruption in Public procurement mainly caused by loss of cultural values?

Response: There is need to develop National policies that will address National values.

Issue 2: The public procurement process is so long. How can we reduce the process to ensure value for money?

Response: In the case for Uganda, the PPDA Act and Regulations have been amended and this will reduce on the length of the procurement process and increase efficiency in the process. There is need for the East African Countries to review their procurement laws to make them simpler, focus on value for money and results (as opposed to processes), reduce lead times and unnecessary cumbersome procedures.

2 SESSION TWO: ECONOMY AND EFFICIENCY

Session Chair: Dr. Leonard Chamuriho, CEO National Construction Council of Tanzania

2.1 EFFECTIVE COMPETITION IN PUBLIC PROCUREMENT: A MYTH OR REALITY?



By Cornelia K. Sabiiti, Executive Director, Public Procurement and Disposal of Public Assets Authority - Uganda.

The presenter examined the role of competition as one of the key pillars of public procurement towards the achievement of the overall goal of value for money. She pointed out that competition in public procurement usually resulted in securing best goods, works and services at the lowest practicable price from the most responsive bidder. This, she noted is because most competitive procedures require adherence to other key principles namely; fairness, non-discrimination, transparency and accountability.

She noted that in the exercise of its regulatory functions PPDA established that in Uganda, the total value of contracts subjected to open competition ranges between 70-80%. However, this represents less than 10% of the total number of contracts subjected to full competition, under open bidding but are awarded under lower thresholds of restricted bidding, request for quotations, or direct procurement.

She added that findings by PPDA from procurement audits further indicated that there are instances where entities avoid the requirements of competition by splitting of requirements, deliberate delays to create emergency situations, use of discriminatory specifications or evaluation award criteria and leakage of confidential information to favoured bidders. The bidders on the other hand were able to defeat competition by collusion and other unethical practices.

The presenter proposed regulatory mechanisms and best practices aimed at strengthening competition. She concluded by stating that effective competition could only occur where the bidders compete genuinely; contract specifications, terms and conditions do not prevent or unduly restrict competition or favour particular providers; or increase the cost of goods and services without providing a corresponding benefit to the public agency. She proposed the following recommendations to improve competition in public procurement:

- Integration of procurements in work plan and budget and early initiation of procurement process;
- Use of framework arrangements for common user items;
- Formulation of clear, precise and unambiguous specifications;
- Use of an automated and integrated procurement management information system / e-procurement.

2.2 MEASURES TO ENHANCE EFFICIENCY IN PUBLIC PROCUREMENT



Presentation by Mr. Augustus Seminega, Director General of RPPA (Rwanda)

The presenter stated that efficiency in public procurement is about conducting processes in a timely and cost effective manner. It is about reducing costs but retaining the same quality, quantity and about increasing value without increasing cost. He noted that for better results in procurement, efficiency should be considered together with effectiveness. For this reason he noted the following as measures of efficiency:

- Basic purchase of inputs;
- Cost of placing an order
- Speed of transaction processing;
- Speed of information technology, and
- Efficiency of organizational structure and supplier management

He in addition enumerated measures of effectiveness including

- Quality of output;
- Quality of service to customers;
- Achieving objectives within budget;
- Quality of supplier relationships; and
- Impact on profitability and prompt delivery to customers;

He noted that although these measures appear to be relevant to the private sector, they are equally useful to the public sector.

He concluded by recommending the following measures to enhance efficiency and effectiveness in public procurement:

- Adequate procurement planning;
- Exhaustive and accurate definition of requirements and conditions of contract;
- Rigorous supplier selection and appraisal processes;
- Training of suppliers;
- Partnership with the private sector;
- Adoption of e-procurement;
- A shift to sustainable procurement;
- Political will by Political leadership;
- Existence of good governance in the organization;
- Accountability; where employees are accountable for their performance; and
- Zero tolerance to corruption

2.3 IS CONTRACT MANAGEMENT THE WEAK POINT IN THE CHAIN OF ENSURING VALUE FOR MONEY?



Presentation by Mr. Maurice J. O. Juma, Director General, Public Procurement Oversight Agency (Kenya)

The presenter defined contract management as the process that enables contractors and procuring entities meet their obligations. He identified the risks that have rendered contract management the weak point in ensuring value for money. The risks were classified into:

- External risks including political, economic & environmental risks;
- Internal risks including poor contract management skills, no clear outputs etc; and
- Risks beyond the parties e.g. force majeure.

The presenter proposed the following recommendations:

- Limit contract variations or prevent their abuse
- Pay contractors in accordance with the agreement
- Use alternative means of settling disputes such as expert determination, mediation and reconciliation.

In conclusion, he noted that proper contract management should ensure value for money.

SESSION 2: DISCUSSIONS AND KEY ISSUES RAISED

Issue 1: What are the sanctions against bidders who do not respect the PPDA Act and Regulations?

Response : Penalties are available against bidders who breach the PPDA Act and Regulations. They range from termination of contract by the Entity to Suspension of the providers by the Authority

Issue 2 : There is a challenge of lack of information for pre- qualification. Is it possible for PPDA to come up with verified information on providers and provide it to PDEs?

Response : The authority has established a National Register of providers which can be used as a source of information for providers. There was need for procurement regulators to establish an integrated procurement management system linked to other government agencies such as tax bodies and registrar of companies etc to ease the pre and post qualification of providers.

Issue 3 : Many Bidders are dropped at preliminary evaluation. Is it possible to start with Technical and end with preliminary evaluation?

Response: Preliminary evaluation must come first before the Technical and financial Evaluation as a way of determining the eligibility of companies to do business

Issue 4: How are the Heads of Procurement Regulatory authorities addressing the issue of variations?

Response: There are thresholds provided for approval of variations in the procurement laws of the different countries. For example in Uganda approval of variations at a PDE level is limited to 15% of the value of the original contract awarded through competitive process. Variations beyond 15% are approved by the Authority (PPDA Act 4th Schedule)

Issue 5: Funds for procurements come from Ministry of Finance Planning and Economic Development with a condition that the funds have to be spent by end of the financial year. Why can't this condition be relaxed to allow Entities to spend the balances in the Next Financial year.

Response: Entities are advised to initiate procurements early based on approved work plans and budgets to avoid returning unspent funds the Ministry of Finance.

Issue 6 : Are there any Entities in Uganda that have implemented E- Procurement?

Response: Some Entities in Uganda are in their early stages of implementing e-procurement. These include National Water and Sewerage Corporation, Uganda Revenue Authority; and Uganda National Roads Authority .The authority is in the process of ensuring that there is a formal system of e-procurement in Uganda

3 SESSION THREE: COMPLIANCE AND VALUE FOR MONEY

Session Chair: Mr. Augustus Seminega, Director General of PPRA (Rwanda)

3.1 CRACKING THE WHIP: CHALLENGES OF ENFORCING COMPLIANCE OF GOVERNMENT AGENCIES TO THE PROCUREMENT RULES



Presentation by Mr. Edouard Nzigamasabo, Director General ARMP, Burundi

The presenter provided the experience of Burundi in its effort to ensure that government agencies adhere to the set rules and regulations in the conduct of their procurement activities.

He noted that Burundi had recently undertaken several reforms in its public procurement system and showed how agencies have managed to change towards a more regulated public procurement system.

The presenter noted the following challenges in enforcing compliance:

- Setting up policies to ensure efficiency in the mgt of recourses;
- Accountability that is uniform to all those managing public resources; and
- Developing the culture of ethics and transparency

He recommended the following to improve enforcement of compliance of government agencies to procurement rules.

- Enshrining good practices in our procurement laws;
- Training of public officials;
- Motivating public officials who are working on sensitive matters;
- Publishing results of regulators & implementation of recommendations; and
- Harmonizing procedures at the EAC level

3.2 BALANCING THE TIGHT ROPE BETWEEN ADHERENCE TO PROCEDURAL RULES & PERFORMANCE IN PUBLIC PROCUREMENT



Presentation by Dr. Laurent Shirima, Chief Executive Officer, PPRATanzania

The presenter noted that the legal framework is focused on compliance with little regard for results that come from the process. He stressed that procedural rules exist to prevent fraud, waste, corruption, and local protectionism, and to efficiently allocate scarce public resources, however their implementation has always been a challenge. He decried the financial loss to Government when bidders with high prices way above the market rates are awarded contracts. He pointed out that the costs of rigid procedures and red tape can be very large compared to gains in efficiency and accountability.

He reminded stakeholders of the objectives of public procurement and outlined the role of procedural rules in public procurement. Using findings from stakeholders in Tanzania, he noted that procedural rules could sometimes be a disservice or a barrier to timely delivery of development projects.

The presenter suggested areas which the oversight bodies in the region many not have adequately focused on but which are likely to have more impact with respect to procurement performance and value. He emphasized that the region needs to be aware that the bidding stage is highly regulated however, there are many loopholes in the pre-bid (planning and preparation) and post contract award stages which also require a lot of attention.

He recommended the following:

- Undertaking of compliance audits to establish whether procedures were followed, performance audits to determine whether the procurement achieved the expected economy and efficiency;
- Reduction of the administrative burden on procuring entities without undermining public accountability;
- Cutting processes that are unnecessarily cumbersome, too frequent, resulting in duplication or are of little functional purpose;
- E-Procurement solutions to reduce the number of manual interfaces in procurement process, enabling procuring entities to automate the majority of their procurement transactions; and
- Simplifying regulations/procedural rules on public procurement in order to boost economic activity while ensuring transparency and efficiency.

3.3 PUBLIC PROCUREMENT REFORMS AND VALUE FOR MONEY



Presentation by Mr. Ayo Aderibigbe, Assistant Director, Bureau of Public Procurement, Nigeria

The presenter highlighted the procurement reform strategies that have been implemented in Nigeria over the last few years. He pointed out the challenges experienced as well as specific achievements registered in the reform process. He noted that for the reform process to be successful there had to be political authorization, and stakeholder engagement to

secure their buy in the reform process. There is also need to secure Government funding and leadership commitment to implement the outcome of the reforms.

He enumerated the measures undertaken by Nigeria to ensure that the reforms are sustainable. These included capacity building, establishment of procurement cadre within the federal public service, development and adoption a code of ethics for public officers involved in procurement and creation of a compliance and audit unit.

He proposed the following to ensure a successful reform process:

- Continuous engagement of all stakeholders;
- Building of a critical mass of people who understand the rules and processes along the procurement value chain;
- Ensuring the mechanism put in place for sanctioning non compliant actors is made to work; and
- Deployment of Technology to minimize human interaction.

SESSION 3: DISCUSSIONS AND KEY ISSUES RAISED

Issue 1: There is limited knowledge and skills in the Procurement and Disposal units in areas such as Engineering, Pharmaceuticals, Oil and Gas, etc.

Response: There is need for Entities to recruit other professionals in the PDUs. For example in the Tanzania there are other experts such as pharmacists and Engineers recruited in the PDU.

Issue 2 : What is the role of civil society in Monitoring Public Procurement? Is there any legal framework for involving the civil society organizations in monitoring?

Response: Civil Society have an observation role and have no powers to influence the procurement process. There is no legal framework under the law that empowers civil society to monitor projects. There was need to increase CSOs access to information and involvement in contract monitoring.

Issue 3: Can you directly administer sanctions against those who breach the Public Procurement law or you go through public service?

Response: Sanctions against public servants have to be administered through the Accounting Officers and head of Public service. East African Countries should ensure that mechanisms put in place for sanctioning non compliant actors are enforceable

Issue 4: The Rwandan Government is very tough on Corruption. What is the role of the Political wing in Rwanda in appreciating the Procurement cadre who are not corrupt?

Response: Procurement cadre do not have any special treatment. However Government has put in place training programmes to build the Capacity of procurement cadre.

DAY TWO: THURSDAY 21ST NOVEMBER, 2013

4 SESSION FOUR: COMPETITION AND VALUE FOR MONEY

Session Chair: Mr. Patrick Mtange, Chairman Public Procurement Oversight Authority Advisory Board (Kenya)

4.1 PUBLIC PROCUREMENT AS A TOOL FOR ECONOMIC INTEGRATION



Presentation by Mr. Josephat Kinyele, Head of Procurement, COMESA

The presenter noted that public procurement generated much interest within the COMESA region because the public sector is the largest buyer of goods, services and works that enable governments to deliver public services and fulfill other tasks. As public procurement represents up to as much as 60 – 70% of national budgets, the presenter emphasized that it is of major importance to international trade flows, and therefore regional public procurement markets are of interest to domestics as well as foreign suppliers.

Within this context he noted, regional economic sustainability increasingly demands the consistent achievement of value for money and the increased productivity of public expenditure. While the primary benefit derived from value for money outcomes is within the national context, it is driven in large part by the extent of competition in the procurement regime.

Increased trade is vital for our region to attain rapid economic development. It is imperative to ensure that businesses in the region gained a substantial share of the proceeds of the public procurement market in order to promote their growth and contribute to deepening intra-regional trade and investment. There is therefore need to create a single economic space.

The opening up of public procurement market is an increasingly prominent issue in international and regional trade and economic integration negotiations. An important dimension is the role of public procurement in regional trade and economic integration initiatives.

What has so far been done by COMESA

COMESA has been working with Member States to reform public procurement systems in the region in order to enhance fair competition, transparency and good governance with a view to afford countries within the region the opportunity to realize the benefits of utilization of public procurement as a regional development driver.

The majority of the member states had modernized their national procurement systems and the COMESA regional procurement regulations had been finalized, and a regional procurement website operational.

4.2 PROMOTING VALUE FOR MONEY IN PUBLIC PROCUREMENT

Presentation by Mr. Milton Shango, Procurement Specialist, Private Sector Foundation, Tanzania

The presenter highlighted the role played and challenges encountered by the private sector in promoting value for money in public procurement. He noted that in order for public procurement to be undertaken smoothly, all actors involved are required to:

- Ensure an open, transparent and compliant process;
- Achieve continuous improvement on public expenditure through transparent and fair procurement process;
- Achieve value for money in all procurement activities;
- Promote equality of opportunity for all businesses and in particular SMEs;
- Work in partnership with the private sector and other organisations to achieve value for money and effective service delivery;
- Promote innovation; and
- Encourage environmental and social sustainability through effective procurement policies and practices.

Recommendations

- Public procurement policies should be drawn up in consultation with the business people from the private sector who will promote more competitive supply markets
- Transparency and rigor in tendering process and encouraging governance arrangements that are fit for the purpose
- The private sector to build links with public sector procurement
- Governments and the private sector stakeholders to jointly be responsible in recognizing that a public procurement system which is transparent, fair, effective, efficient and able to offer VFM is enhanced; and
- Building collaborative partnerships between the private sector and governments in the preparation of laws, regulations, standards, procedures etc;

4.3 BREAKING BARRIERS FOR SMALL AND MEDIUM ENTERPRISES TO EFFECTIVELY PARTICIPATE IN PUBLIC PROCUREMENT



Presentation by Ms. Rosemary Mutyabule, Director Business Advisory and Consultancy, Enterprise Uganda

The presenter examined the characteristics of a typical small and medium enterprise in order to appreciate the challenges SMEs experienced in starting, managing and growing their businesses. She enumerated the barriers encountered by SMEs in participating in public procurement. These include:

- Limited information about tendering opportunities;
- Insufficient knowledge of tendering processes;
- Limited capacity to deal with complex tender procedures;
- Large contract size as compared with the size and capital of the enterprise;
- Limited access to capital;

- Rigorous prequalification requirements for participation in public procurement;
- Lack of transparency and integrity in the procurement process; and
- Late payments by procuring and disposing entities.

She recommended strategies to be adopted by both the public sector and SMEs to enhance their participation in public procurement:

- A deliberate policy to mainstream SMEs in public procurement e.g. by affirmative action.
- Capacity building strategies for SMEs using PPP approach
- Simplification of pre-qualification requirements for SMEs.
- De-briefing of bidders following unsuccessful attempt.
- Splitting contracts into smaller lots for SMEs to encourage wider participation by SMEs.
- Improve the business environment generally for the private sector.

SESSION 4: DISCUSSIONS AND KEY ISSUES RAISED

Issue 1 : Is there any preference for SMEs in Public procurement in Uganda?

Response: In Uganda, the amendments in the PPDA law have provisions for reservation schemes to help SMEs compete for business opportunities. There is need to implement deliberate policies aimed at mainstreaming SMEs in public procurement e.g. taking advantage of provisions on reservation schemes in the procurement laws. In addition SMEs should be sensitized on procurement matters to enhance their effective participation in public procurement.

Issue 2: How do we protect East African Countries from the risk of competition in Public procurement when public procurement procedures in East African Countries are not harmonised?

Response: East African countries should work towards the harmonization of procurement procedures. This will remove barriers and speed the Integration process of East African Countries.

DAY TWO: THURSDAY 21ST NOVEMBER, 2013

5 SESSION FIVE: ACCOUNTABILITY AND VALUE FOR MONEY

Session Chair: Prof. Benon Basheka, PhD, Dean of School of Business and Management – Uganda Technology and Management University, Kampala

5.1 OBSERVATIONS ON THE PROCUREMENT SYSTEM FROM PARLIAMENT'S SCRUTINY OF GOVERNMENT ACCOUNTABILITY REPORTS

Presentation by Hon. Jacob Opolot, Member Public Accounts Committee, Parliament of Uganda

The presenter observed the following with regard to the procurement process in Uganda:

- There is a significant difference in the cost of procurement by Government entities compared to the market price;
- There are capacity challenges in most procurement units. Many units are not adequately staffed or where they are staffed, there are capacity challenges;
- Whereas PPDA audits procurement and disposal processes of procuring and disposing entities and makes useful and informative findings however, PPDA reports are not submitted to Parliament for scrutiny;
- Political interference in the procurement process;
- Late release of funds which affects procurements;
- High levels of corruption and malpractices observed;
- Many Government entities either do not have procurement plans or those that have procurement plans do not follow them;
- Different entities have significant variation in prices of procurement of similar goods and services;
- Many Government entities still use single sourcing and micro procurement without clearance from PPDA as stipulated in the law;
- Delays that have affected implementation of projects in time e.g. Karuma Dam; and
- Lack of timely disposal of assets which increase costs to the entities in form of storage and security;

He concluded by recommending that ultimately there is need to establish effective monitoring and evaluation of the system to determine capacity gaps at individual, entity and country levels.

5.2 KEY INSIGHTS FROM VALUE FOR MONEY AUDITS

Presentation by Mr. Francis Masuba, Director of Audit in charge of Local Governments - Office of the Auditor General, Uganda

The presenter highlighted the emerging concepts of value for money audits and identified areas where most risks have been detected by the value for money audits conducted in Uganda. He also cited examples of risks in public procurement in the East African Region.

He cited examples of high risk areas in the procurement process as being the following:

- Misunderstanding of the application of the law;
- Manipulations at initiation and solicitation stage;
- Massive complaints of substandard quality of goods and services especially in DLGs;
- Limited numbers of suppliers to evaluate due to poor responsiveness;
- Non-existence of contract managers or delays in their appointment;
- Unjustified complaints by “bad” losers; and
- Winners not always being the best performers.

The presenter proposed the following recommendations to enhance value for money in public procurement:

- Look at the risks raised in audit as constructive criticism that calls for attention and reform;
- Share lessons learnt from past experiences to improve on what is yet to come.
- Utilize the recommendations brought out in audit reports to make improvements in current processes;
- The need for capacity building in Procurement and Disposal Units on the procedures, documentation etc; and
- Early initiation of procurement process once funds availability has been confirmed.

5.3 VOICE OF THE TAXPAYER: THE ROLE OF CSOS AND THE MEDIA IN DEMANDING TRANSPARENCY AND ACCOUNTABILITY IN PUBLIC PROCUREMENT

Presentation by Mr. Anania Higiyo, Project Coordinator, Innovations for Education Project Transparency International (TI) Rwanda.

The presenter highlighted the role of civil society organizations (CSOs) in enhancing transparency in public procurement. He explained the risk of corruption in public procurement using Rwanda as a case study and showed the role the media and CSOs have played in combating corruption in public procurement. He noted that CSOs have been instrumental in identifying corruption in public procurement, monitoring contracts and exposing corruption once cited, criticizing corruption, managing complaints as an independent review panel, voicing social interests, grievances and other genuine popular concerns related to procurement.

The presenter concluded by making the following recommendations to enhance CSO’s role in improving transparency and accountability in public procurement:

- Political will to reduce/fight corruption;
- Access of CSOs to relevant information to increase transparency;
- Multi stakeholder involvement in procurement processes by civil society organizations (CSOs), government and private companies;
- The need for training, professionalism and integrity of CSOs;
- Undertake market research and use the data with utmost honest; and
- Avoid emergencies as much as possible by planning and working within the plan.

SESSION 5: DISCUSSIONS AND KEY ISSUES RAISED

Issue 1: What is the Source of funding for Transparency International in Rwanda?

Response: The source of funding for Transparency International in Rwanda is USAID, UNDP, World Bank and other development Partners

Issue 2: Are there any other active civil society organizations involved in fighting procurement related corruption in Rwanda other than Transparency International?

Response: There are other CSOs but these mainly carry out Public Expenditure tracking

Issue 3: Staff of the Office of the Auditor General in Uganda have skill gaps in procurement, they therefore lack the competences Audit procurements

Response: Office of the Auditor General engages competent firms to handle complicated audits such as procurement Audits. In addition OAG has recently recruited procurement professionals who have been deployed to handle procurement audits. AOG staff have also been retrained to equip them with procurement knowledge and skills

Issue 4: Are there any efforts by Parliament to address interference by non complaint actors such as politicians in the procurement process?

Response: Parliament of Uganda makes recommendations which are implemented by different stakeholders. For example some Ministers were removed from office following recommendations from parliament. East African Governments should ensure that mechanisms put in place for sanctioning of non compliant actors are enforceable.

Issue 5: Have studies been carried out to find out why procurement prices are sometimes higher than the market prices?

Response: There was need to carry out market surveys should be conducted by procurement entities to ensure that prices at which contracts are awarded are in line with the prevailing market prices

6 SESSION SIX: INTERNATIONAL TRENDS

Session Chair: Mr Kenneth Mugambe, Director Budget, Ministry of Finance, Planning and Economic Development

6.1 ARE PPPS A VIABLE MECHANISM FOR IMPLEMENTING PUBLIC INFRASTRUCTURE PROJECTS IN DEVELOPING COUNTRIES?



Presentation made by Mr. John Etidau, Chairperson Institute of Procurement Professionals of Uganda (IPPU)

The presenter introduced the concept of PPPs, citing examples of how they can be harnessed to provide public infrastructure. He examined whether PPPs can deliver better on government goals with regard to delivery of important public services compared to traditional procurement.

He proposed the following key considerations in undertaking PPP projects:

- Use of output results (performance indicators);
- Attainment of Value for Money by allocating risks well between public and private parties;
- Offering the private investors an attractive risk-sharing contract proposal while balancing out the need to minimize public fiscal liabilities; and
- Allowing the Service Provider to have more flexibility in operational, managerial and investment decisions which permit more innovative solutions.

The presenter concluded with citing the following critical success factors necessary to deliver value for money in PPPs.

- Political/economic stability to guarantee the implementation of 20-30 year contracts;
- Political commitment/owner satisfaction of the delivered project;
- Institutional, policy and legal reforms for regulating implementing & monitoring PPPs –no legal encumbrances;
- Technical capacity of both the public & private sector players;
- Financial capacity of the lenders/national financial institutions and appropriate funding mechanisms; and
- Private sector capacity to undertake complex projects.

6.2 E-PROCUREMENT AS A TOOL FOR INNOVATION OF GOVERNMENT PROCESSES



Presentation by Mr. Leopold Knut, Senior Procurement Specialist - World Bank

The presenter highlighted the importance of e-procurement as a tool for reforming and innovating public procurement systems. Based on experiences of different countries throughout the world, the presenter shared the opportunities and challenges of adopting e-procurement by government.

He concluded with lessons learned in designing and implementing e-procurement and noted that this provides an opportunity for the e-procurement agenda of the governments in East Africa to benefit from good practices in other countries and at the same time, avoid common pit falls.

The presenter highlighted the following benefits of E- Procurement

Improved Governance (enhanced transparency of public procurement and less opportunity for fraud & corruption), efficiency gains (competitive prices and reduced transaction costs and procurement management based on data) and economic development (redistribution of savings, Private sector activation and infrastructure development).

Lessons Learnt – Do’s

- Have a vision and implementation strategy
- Get a champion, a lead agency and resources
- Raise awareness & build capacity
- Develop appropriate legislation & use existing standards
- Implement in phases
- Select a sustainable business model
- Link with other systems
- Engage in international dialogue

Lessons Learnt – Don’ts

- Don’t focus on technology
- Don’t forget the private sector
- Decentralized public procurement does not require decentralized e-Procurement systems
- The application of modern technologies can complicate the procurement process
- Don’t set unnecessary barriers to the use of e-Procurement
- Don’t mix e-Procurement with IFMIS

6.3 THE ROLE OF PUBLIC PROCUREMENT IN IMPLEMENTING ECONOMIC DEVELOPMENT AND SUSTAINABILITY STRATEGIES



Presentation by Dr. Joseph Ogachi, Council Member -KISM

The presenter noted that the procurement cycle time is too long and stated that a strategic refocus and a transformational change focused on delivering projects is necessary. He stressed that a balance must be sought between abiding by procurement rules and delivering projects. He called for involvement of stakeholders in projects formulation so as to enable effective procurement planning. He further noted that strong procurement leadership is critical from the policy holder, the regulator and the procurement professional. He advocated for the recognition of national professional bodies for procurement and the registration of procurement professionals with their respective professional bodies and their subscription to an ethical code of conduct.

He stressed that a paradigm shift is necessary to ensure procurement contributes to delivery of socio-economic development agenda among African countries. He concluded by proposing the following recommendations:

- Change the laws to reflect VFM;
- Focus on delivering results;
- Simple yet practical tools & systems;
- Procurement as an agenda in EAC (EAC Procurement Laws);
- Strengthen National Professional Bodies for Procurement and supply chain management; and
- Change the mindset of procurement practitioners from processors to “*solutioners*”.

SESSION 6: DISCUSSIONS AND KEY ISSUES RAISED

Issue 1: There are no Regulations for procurements using PPP’s

Response: East African countries should come up with Regulations for procurements using Public Private Partnerships (PPP’s)

Issue 2: There is still limited technology to implement e-procurement

Response: We should adopt the use of e-procurement in a phased approach to improve efficiency and reduce opportunities for corrupt tendencies. We should also develop appropriate legislation and use existing standards in the implementation of e-procurement.

DAY THREE: Friday 22nd November, 2013

7 SESSION SEVEN: INSTITUTIONAL FRAMEWORK

Session Chair: Ms. Edith Mwanje, Permanent Secretary, Ministry of East African Community Affairs – Uganda

7.1 PUBLIC PROCUREMENT LINKAGES WITH THE EAST AFRICAN COMMUNITY COMMON MARKET PROTOCOL



Presentation by Mr. Richard Karamagi, Head of Procurement, East African Community (EAC) Secretariat - Arusha.

The presenter highlighted the provisions of the EAC Common Market Protocol concerning public procurement and the development and social linkages and examined the viability of leveraging procurement to meet development objectives.

He noted that the Protocol promotes non-discrimination 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 overall objective of the procurement system is to provide value for money by ensuring that funds are spent in a transparent, efficient and fair manner. The procurement system must ensure both transparency and value for money in the procurement of goods, services and works.

He noted that Partner States can use procurement policy to spur industrialization by increasing market size, fostering scale economies, and reducing units costs via learning-by-doing.

He also noted that public procurement linkages may generate a higher number of innovations compared to other policies. Procurement linkages produce superior innovation desires across and are thus a far more efficient instrument to use in stimulating innovation than any of a wide range of frequently used R&D subsidies.

He concluded by noting that public procurement linkages can increase collaborative ventures among end-users, firms, and governments, and enhance learning-by-doing; Innovation-oriented public procurement.

7.2 PROPOSED INSTITUTIONAL FRAMEWORK FOR THE EAST AFRICAN PROCUREMENT FORUM

By CEO's of the public procurement regulatory authorities of Burundi, Kenya, Rwanda, Tanzania and Uganda

It was reported that at the meeting of the five public procurement regulatory bodies held on 26th July 2013, discussions were held with regard to the establishment of a permanent secretariat of the EAPF that will oversee the implementation and follow-up of the forum resolutions with the eventual aim of mainstreaming the activities of the EAPF in the calendar of the EAC Secretariat.

From previous meetings of the EAPF, a number of public procurement issues were identified that needed to be tackled in a harmonized manner as they affect all the EAC countries. These issues have had a bearing on how bidders have behaved in case of cross border contracts. These areas were identified as; harmonization of public procurement procedures and practices, environmental issues, gender issues, labour standards (physical and health protection of workers and use of child labour), e-procurement and professional standards.

The EAPF delegates echoed the need to ensure that the qualifications of procurement professionals are the same across the EAC countries and that such standards meet international standards. This resolution calls for the need to coordinate training institutions and professional associations to ensure they apply the same standards.

Creating a Secretariat requires an institutional framework that establishes a corporate body with legal mandate to carry out a specified mandate. Some of the resolutions of the EAPFs would be more effective if they are sent to national governments as binding protocols of the EAC. They stressed that there is a compelling case for establishing a corporate body under the EAC to take care of the EAPFs.

Key issues for further debate by the delegates from the five East African countries were agreed on to include the following:

- The kind of institutional structure to be established and whether or would be permanent or rotational;
- The membership/composition of the institutional structure whether it will include the private sector, professional organizations and other key stakeholders;
- The mandate, objectives, staffing and location of the institution;
- Whether the institution will be under the direct administration of the EAC Secretariat and if not, the level of authority that it will have; and
- The source of funding of the institutional structure whether from contributions from the regulatory bodies of the member countries or from the EAC Secretariat.

SESSION 7: DISCUSSIONS AND KEY ISSUES RAISED

Issue 1: Is it time to talk about preferential treatment for East African region in procurement when there are no provisions for preferential treatment in some procurement laws?

Response: There was need to fast track harmonization of procurement procedures and Regulations in the East African Community

Issue 2: East African countries should establish a secretariat for handling procurement issues in the region

Response: Lobby respective National Governments on the submission to the EAC Council of Ministers for the establishment of an institutional arrangement for Procurement in the region.

Issue 3: There is still limited funding for procurement regulators to perform their mandates.

Response: Increase funding to regulatory Authorities to enable them to effectively perform their functions.

8 SESSION EIGHT: WAY FORWARD

8.1 Key Resolutions of the Forum

By all delegates

The following key resolutions were made and adopted by members:

8.1.1 Economy and Efficiency

- Review the laws to make them simpler, focus on value for money and results as opposed to processes, reduce lead times and unnecessary cumbersome procedures.
- Adopt the practice of group procurements for commonly used items by MDAs in order to benefit from economies of scale.
- Procurement regulators should establish an integrated procurement management system linked to other government agencies such as tax bodies and registrar of companies etc to ease the pre and post qualification of providers.

8.1.2 Competition and Value for Money

The Governments should implement the following to support SMEs:

- Address challenges faced by SMEs in partnership with other relevant stakeholders;
- Set thresholds for which only SMEs are eligible to bid;
- Sensitize SMEs on procurement matters to enhance their effective participation in public procurement;
- Implement deliberate policies aimed at mainstreaming SMEs in public procurement e.g. taking advantage of provisions on reservation schemes in the procurement laws.
- Simplify pre-qualification requirements for SMEs.

8.1.3 Accountability and Value for Money

- Ensure that mechanisms put in place for sanctioning of non compliant actors are enforceable
- Market surveys should be conducted by procurement entities to ensure that prices at which contracts are awarded are in line with the prevailing market prices
- Increase CSOs access to information and involvement in contract monitoring.
- The Governments should devise mechanisms for dealing with political interference in procurements.

8.1.4 Policy

- Develop and harmonize procurement policies in all EAC member states.
- The procurement Authorities and the Governments should ensure that procurement units are appropriately staffed, the cadre are supervised, trained, appropriately remunerated and motivated;
- Procurement Authorities to work together with policy organs and professional bodies to promote their respective mandates.

- Establish an effective monitoring and evaluation mechanism of the procurement framework to determine capacity gaps at individual, entity and country levels.

8.1.5 Professionalism

- Strengthen/establish the procurement professional associations to ensure professionalism of the procurement cadre and enforce ethical codes of conduct.
- Position the procurement function strategically in order to involve the procurement cadre in strategic decision making processes

8.1.6 International Trends

- Enshrine best practices from other regions in our procurement laws
- Adopt the use of e-procurement in a phased approach to improve efficiency and reduce opportunities for corrupt tendencies.
- Develop appropriate legislation and use existing standards in the implementation of e-procurement.
- In PPP contracts, allocate risks well between the public and private parties.

8.1.7 Institutional Framework

- Lobby respective national Governments on the submission to the EAC Council of Ministers for the establishment of an institutional arrangement for Procurement in the region.
- Fast track harmonization of procurement procedures and regulations in the East African Community
- Increase funding to regulatory Authorities to enable them to effectively perform their functions. Harmonize standards for goods and services procured in the EAC member states to increase competition and reduce costs of procurement.
- Enhance independence of regulatory authorities

9 AWARDS CEREMONY



The "**Procuring Entity of the Year Award**" ceremony was held to recognize the efforts of the best procuring and disposing entities in the East African Community region and to encourage better performance. Selection of the best performing entities was based on an assessment criteria developed and administered by the respective procurement regulatory authorities of the countries of Burundi, Rwanda, Tanzania and Uganda.

The awards were handed over to representatives of the respective recipients at a Gala Dinner presided over by Hon. Fred Jachan Omach, the State Minister for Finance (General Duties) in the Ministry of Finance, Planning and Economic Development of Uganda.

The best performing entities as selected by their respective regulators were categorized into two i.e. Central Government and Local Government entities (apart from Burundi which nominated two Central Government agencies) and were the following:

a. Burundi (ARMP)

1. Ministère de L'agriculture et de L'élevage (Central Government)
2. Direction Générale De L'administration Pénitentiaire (Central Government)

b. Rwanda (RPPA)

1. Rwanda Bureau of Standards (Central Government)
2. Huye District (Local Government)

c. Tanzania (PPRA)

1. National Social Security Fund (Central Government)
2. Babati District Council (Local Government)

d. Uganda (PPDA)

1. Mbale Regional Referral Hospital (Central Government)
2. Mitooma District Local Government (Local Government).

10 HOSTING OF THE 7TH EAPF

It was unanimously agreed that the 7th session of the East African Procurement Forum shall be hosted by the Public Procurement Oversight Authority of the Government of Kenya.

11 CLOSING CEREMONY

The closing ceremony was presided over by Hon. Prof. Tarsis Kabwegyere, Minister in charge of General Duties, Office of the Prime Minister- Uganda.

ANNEX 1: PROGRAM

12 PROGRAMME FOR THE 6th EAST AFRICAN PROCUREMENT FORUM

Theme: “Achieving Value for Money in Public Procurement”

SPEKE RESORT MUNYONYO, 20TH- 22ND NOVEMBER 2013

DAY 1: Wednesday, 20th November 2013

Time	Activity	Presenter	Chairperson
8.30 – 9.00am	Registration	Secretariat	
SESSION I: OPENING SESSION			
9.00 – 9.15 am	Welcome Remarks	Dr. Simeon Wanyama, Board Chairman, PPDA	Hon. Robert K. Sebunya, Chairperson of the Parliamentary Committee for Finance, Planning & Economic Development, Uganda
9.15 – 9.35 am	Official Opening Remarks by the Guest of Honour	Hon. Matia Kasaija, Minister of State for Planning MoFPED	
9.35 – 10.15 am	Key Note Address on Achieving Value for Money in Public Procurement in the EAC Region	Prof. Augustus Nuwagaba, Managing Consultant, REEV Consult International	
10.15 – 10.45 am	Plenary Discussion	All	
10.45 – 11.00 am	Networking Tea/Coffee Break		
SESSION II: ECONOMY AND EFFICIENCY			
11.00 – 11.25 am	Effective Competition in Public Procurement: a Myth or Reality?	Mrs. Cornelia K. Sabiiti, ED PPDA, Uganda	Dr. Leonard Chamuriho, CEO, National Construction Council, Tanzania
11.25 – 11.50 am	Are Government Processes and Efficiency in Public Procurement Opposing Ideals?	Mr. Augustus Seminega, DG RPPA, Rwanda	
11.50 – 12.15pm	Is Contract Management the Weak Point in the Chain of Ensuring Value for Money?	Dr. Maurice Juma, DG PPOA, Kenya	
12.15 – 1.00 pm	Plenary Discussion	All	
1.00 – 2.30 pm	Networking Lunch Break		
SESSION III: COMPLIANCE AND VALUE FOR MONEY			
2.30 – 2.55 pm	Cracking the whip: Challenges of Enforcing Compliance	Mr. Edouard Nzigamasabo	Mr. Augustus Seminega

	of Government agencies to the procurement rules	DG ARMP, Burundi	DG RPPA, Rwanda
2.55 – 3.20 pm	Balancing the Tight Rope between Adherence to Procedural Rules and Performance in Public Procurement	Dr. Laurent Shirima CEO PPRA, Tanzania	
3.20 – 3.45 pm	Public Procurement Reforms and Value for Money; Lessons from Nigeria	Eng. Emeka Muoma Ezeh, DG – BPP, Nigeria	
3.45 – 4.25 pm	Plenary Discussion	All	
4.25 – 5.00 pm	Networking Tea/Coffee Break		All

DAY 2: Thursday, 21st November 2013

Time	Activity	Presenter	Chairperson
8.30 – 9.00am	Arrival and Registration	Secretariat	
SESSION IV: COMPETITION AND VALUE FOR MONEY			
9.00 – 9.25 am	Public Procurement as a Tool for Economic Integration	Mr. Josephat Kinyele - Head of Procurement, COMESA	Mr. Patrick Mtange, Chairman PPOA Advisory Board, Kenya.
9.25 – 9.50 am	Challenges faced by the Private Sector in Providing Value for Money to the Public Sector	Mr. Godfrey Simbeye, Executive Director, Private Sector Foundation, Tanzania.	
9.50 – 10.15 am	Breaking the Barriers for Small and Medium Enterprises to Effectively Participate in Public Procurement	Mrs. Rose Mutyabule, Director Business Advisory and Consultancy Services, Enterprise Uganda	
10.15 – 11.00 am	Plenary Discussion	All	
11.00 – 11.25 am	Networking Tea/Coffee Break		
SESSION V: ACCOUNTABILITY AND VALUE FOR MONEY			
11.25 – 11.50 am	Perspective of Parliamentary Oversight Role on Value for Money in Public Procurement	Mr. Paul Mwiru Vice Chairman PAC, Uganda.	Prof. Benon C Basheka, Dean, School of Business and Management - Uganda Technology and Management University, Kampala
11.50 – 12.15 am	Key Insights from Value for Money Audits	Mr. Francis Masuba Director Audit, Office of the Auditor General, Uganda.	
12.15 – 12.40 pm	Voice of the tax payer: the role of Civil Society Organizations and the Media in demanding transparency and accountability in public procurement	Mr. Anania Higirow, Project Coordinator, Transparency International Rwanda.	
12.40 – 1.25 pm	Plenary Discussion	All	
1.25 – 2.25 pm	Networking Lunch Break		
SESSION VI: INTERNATIONAL TRENDS			

2.25 – 2.50 pm	Are Public Private Partnerships a viable mechanism for implementing public infrastructure projects in developing countries?	Mr. John Etidau, Chairperson of the Institute of Procurement Professionals, Uganda	Mr. Kenneth Mugambe, Director Budget, Ministry of Finance, Planning & Economic Development, Uganda
2.50 – 3.15 pm	E-Procurement as a tool for Innovation of Government Processes	Mr. Knut Leipold, Lead Procurement Specialist in the Africa Regional Office, World Bank	
3.15 – 3.40 pm	The role of Public Procurement in implementing Economic Development and Sustainability strategies	Dr. Joseph Ogachi, Council Member, KISM, Kenya	
3.40 – 5.00 pm	Plenary Discussion	All	
6.00 – 8.00 pm	Dinner and Awards Ceremony	Guest of Honour: Hon Fred Jachan Omach, Minister of State for Finance (General Duties) – Uganda	

DAY 3: Friday, 22nd November 2013

Time	Activity	Presenter	Chairperson
8.30 – 9.00 am	Arrival and Registration	Secretariat	
SESSION VII: INSTITUTIONAL FRAMEWORK			
9.00 – 9.25 am	Public Procurement Linkages within the East African Community Common Market Protocol	Mr. Richard Karamagi Head of Procurement, EAC Secretariat	Ms. Edith Mwanje – PS Ministry of East African Community Affairs (MEACA) – Uganda
9.25 – 9.50 am	Proposed Institutional Framework for the EAPF	CEOs of the Regulatory Authorities of EAC	
9.50 – 10.35 am	Plenary Discussion	All	
10.35 – 11.00 am	Networking Tea/Coffee Break		
SESSION VIII: WAY FORWARD			
11.00 – 11.45 am	Resolutions of the 6 th EAPF	Rapporteur/Secretariat	Master of Ceremonies
11.45 – 12.45 am	Closing Ceremony	Guest of Honour: Hon. Prof. Tarsis Kabwegyere Minister in Charge of General Duties, Office of the Prime Minister.	
12.45 – 2.00 pm	Networking Lunch Break	All	
	END OF FORUM/DEPARTURE	All Delegates	

ANNEX 2

13 List of Participants at the 6th East African Procurement Forum

SN	NAME	COUNTRY	ORGANIZATION	JOB TITLE	EMAIL
13.1 DELEGATES FROM UGANDA					
1.	A. Kiganda	Uganda	Masindi District Local Government	Chief Administrative Officer	akiganda@yahoo.com
2.	Adeke Lucy	Uganda	PPDA	PPMS Consultant	
3.	Afoyodan Esther	Uganda	Abim DLG	Head PDU	
4.	Aggrey Amanyabyoona	Uganda	PPDA	Senior Procurement Audit & Investigations Officer	aamanyabyoona@ppda.go.ug
5.	Agnes Umutesi	Uganda	PPDA	Manager, Register of Providers	aumutesi@ppda.go.ug
6.	Akatukunda Patience	Uganda	Local Government Finance Commission	Head Procurement and Disposal Unit	
7.	Akello Judith Frances	Uganda	Parliament of Uganda	Member of Parliament	-
8.	Alfred Kabuchu	Uganda	DE POINT	Director	
9.	Allec C. Kasamila	Tanzania	GPSA	Head Legal	
10.	Aloysius Byaruhanga	Uganda	PPDA	Manager, Procurement Audit and Investigations	abyaruhanga@ppda.go.ug
11.	Andrew Lwanga	Uganda	WBS TV	Cameraman	0782012279
12.	Andrew Oloya	Uganda	PPDA	PPMS Consultant	aoloya@ppda.go.ug
13.	Angella Mutesi	Uganda	MoFPED	Economist	

14.	Anna M. Senyonjo	Uganda	PPDA	Secretary, Corporate	asenyonjo@ppda.go.ug
15.	Anthony Kato	Uganda	PPDA	Intern – Legal and Advisory Services	
16.	Asaph Ndawula	Uganda	PPDA	Manager, Human Resource	andawula@ppda.go.ug
17.	Babinaga Lydia	Uganda	Crown Agents	Managing Director	-
18.	Basangwa David	Uganda	Butabika Hospital	Executive Director	-
19.	Basemera Margaret	Uganda	Ministry of Works	Head, Procurement and Disposal Unit	basemera@yahoo.com
20.	Bash Nelson Byarugaba	Uganda	Bank of Uganda	Senior Procurement Officer	bnbyarugaba@bou.or.ug
21.	Beatrice Barekye	Uganda	Mbarara District Local Government	Head Procurement and Disposal Unit	
22.	Benjamin Olobo	Uganda	Uganda National Roads Authority	Chairman Contracts Committee	
23.	Benon Karyeiya	Uganda	Mitooma District Local Government	Chairman LC V	bkaryeiya@yahoo.com
24.	Benson Turamye	Uganda	PPDA	Director Procurement Audit & Investigation	bturamye@ppda.go.ug
25.	Bernadette Kibuule	Uganda	Capital Markets Authority	Procurement and Disposal Manager.	bntananga.kibuule@cmauganda.co.ug
26.	Billy Rwotnungeyo	Uganda	New Vision	Writer	0775524506
27.	Boonah Chris	Uganda	Mitooma District Local Government	Chief Administrative Officer	chrisboonah@yahoo.com
28.	Boorekwa Robert	Uganda	Electoral Commission	Senior Procurement Officer	boorekwa59@yahoo.com
29.	Bradford Ochieng	Uganda	PPDA	Manager, Corporate	bochieng@ppda.go.ug
30.	Bravo Bagyenzi	Uganda	PPDA	PPMS Consultant	
31.	Brian Mutebi	Uganda	Star TV	Reporter	07066660558
32.	Byarugaba B.	Uganda	Bank of Uganda	Principal Procurement Officer	bnbyarugaba@bou.or.ug
33.	Byarugaba Godfrey	Uganda	Masindi District Local Government	Head PDU	
34.	Cate Najjuma	Uganda	Danish Embassy	Economist	catnaj@um.de
35.	Charity Nyamungu	Uganda	PPDA	Receptionist	cnyamungu@ppda.go.ug

36.	Charles Biganja	Uganda	Senior Public Relations Officer	Inspectorate of Government	
37.	D. Lubuuka	Uganda	Mbarara District Local Government	Chief Administrative Officer	
38.	Dan Nsalasatta	Uganda	District Focus	Editor	dnsalasata@gmail.com
39.	David Engwau	Uganda	African Development Bank	Senior Procurement Officer	
40.	David Karuma	Uganda	Ministry of Trade, Industry & Coop.	Senior Procurement Officer	karumad@yahoo.com
41.	Dennis Sigoa	Uganda	UBC TV	Reporter	0772470184
42.	Deus Tumusiime	Uganda	Mbarara District Local Government	Chairperson LC V	
43.	Doreen T. Akatuhwera	Uganda	Kampala Capital City Authority	Manager, Procurement and Disposal Unit	dakatuhwera@kcca.go.ug
44.	Dunstan Balaba	Uganda	Adjumani	Chief Administrative Officer/ Chair CAOs	Dunbalaba2ou@rocketmail.com
45.	Edgar Agaba	Uganda	Agaba Muhairwe Advocates	Advocate	eagaba@agabamuhairwe.com
46.	Edwin Muhumuza	Uganda	PPDA	Senior Research Officer	emuhumuza@ppda.go.ug
47.	Emily Mbabazi	Uganda	Rural Electrification Agency (REA)	Head, Procurement and Disposal Unit	embabazi@rea.or.ug
48.	Emma Okello	Uganda	NWSC	Senior Procurement Officer	Emma.okello.@nwsc.co.ug
49.	Emma Onyango	Uganda	East African Business Week	Reporter	0712061283
50.	Erone Namusoke	Uganda	PPDA	Senior Officer Legal and Advisory Services	
51.	Esau Mutekanga	Uganda	TIBM	Head Procurement	
52.	Esther Kusiima	Uganda	PPDA	Manager, Legal and Advisory Services	ebusingye@ppda.go.ug
53.	Ewena Haggai	Uganda	Soroti DLG	Procurement Officer	ewenahaggai@yahoo.com
54.	Florence Warugaba Bukenya	Uganda	PPDA	Senior Personal Assistant to ED	fbukenya@ppda.go.ug

55.	Francis Masuba	Uganda	Office of the Auditor General	Director, Audit	
56.	G. L. Matovu	Uganda	Civil Aviation Authority	Head Procurement and Disposal Unit	gmatovu@caa.co.ug
57.	Geoffrey Ssebugwawo	Uganda	PPDA	Member BoD	
58.	George Kateregga	Uganda	MoFPED	Economist	
59.	Gerald Mugabi	Uganda	National Social Security Fund	Head Procurement and Disposal Unit	
60.	Gidudu Tom	Uganda	Soroti District Local Government	Ag. Chief Administrative Officer	gidudu_tom@yahoo.com
61.	Gladys N. Kaweesa	Uganda	UNABCEC	Board Member	
62.	Godfrey Byarugaba	Uganda	Masindi District Local Government	Senior Procurement Officer	
63.	Godfrey Joe Obita	Uganda	Gulu Municipal Council	Head Procurement and Disposal Unit	
64.	Godfrey Matovu	Uganda	CAA	Head PDU	
65.	Godfrey Paul Makumbi	Uganda	Civil Aviation Authority	Principal Procurement Officer	gmakubmi@caa.co.ug
66.	Godfrey Ssemugooma	Uganda	PPDA	Member BoD	
67.	Godfrey Wanyoto	Uganda	Electoral Commission	Procurement Officer	
68.	Gordon Tumuhimbise	Uganda	Mitooma District Local Government	Chairperson Contracts Committee	
69.	Henry Muwanga	Uganda	-	Entrepreneur	henry-ug@yahoo.fr
70.	Higenyi Edward	Uganda	Mbale Hospital	Senior Procurement Officer	edwardhigenyi@yahoo.com
71.	Higenyi Edward	Uganda	Mbale Hospital	Senior Procurement Officer/PDU	edwardhigenyi@yahoo.com
72.	Hilda K. Mwesigwa	Uganda	PPDA	Manager, Procurement Audit	-hmwesigwa@ppda.go.ug
73.	Immaculate Asiimwe	Uganda	Office of the Prime Minister	Procurement Officer	
74.	Jackline Nanfuka	Uganda	Ministry of Education and Sports	Procurement Officer	
75.	Jackson Mwesigwa	Uganda	Post Bank	General Manager	
76.	Jibril Kinyiri	Uganda	Uganda Revenue Authority	Ag. Manager,	

				Procurement and Disposal Unit	
77.	Jimmy	Uganda	Picfare		
78.	Jimmy Siya	Uganda	The Independent	Journalist	0704113122_jodong0siya@yahoo.com
79.	John Etidau	Uganda	Institute of Procurement Professionals of Uganda	Chairperson	-
80.	John M.	Uganda	PPDA	Driver	
81.	Joseph Matsiko	Uganda	PPDA	Board Member	
82.	Jovita Katusiime	Uganda	Makerere University, Kampala	Lecturer	kjovie@yahoo.co.uk
83.	Julius Mwesigye	Uganda	PPDA	Director, Finance and Administration	juliusmwesigye@ppda.go.ug
84.	Justine Tushemerirwe	Uganda	PPDA	ROP Assistant	
85.	Kagaba Patrick	Uganda	FINMAP- Ministry of Finance & PED	Procurement Specialist	
86.	Kakongyi Aaron	Uganda	PPDA	Senior Driver	akakongyi@ppda.go.ug
87.	Kalema Enock	Uganda	UNRA	Procurement Manager	enock.kalema@unra.go.ug
88.	Kamba Ethel	Uganda	MoICT	US	Ethel.kamba@ict.go.ug
89.	Kanda Christine	Uganda	Fort portal Municipal Council	Senior Procurement Officer	
90.	Karyeija Benon	Uganda	Mitooma District Local Government	LCV Chairman	bkaryeija@yahoo.com
91.	Kasule P.	Uganda	Member of Parliament - Kyadondo	Parliament of Uganda	-
92.	Katagwa George	Uganda	NBS TV	Press	0701444610
93.	Kato Daniel	Uganda	IDC	W&E Co Enterprises	Katodaniel@122@yahoo.com
94.	Keneth Mugambe	Uganda	MoFPED	Director Budget	Keneth.mugambe@finance.go.ug
95.	Kenkwanzi Miriam	Uganda	PPDA	Intern – Finance and Administration	
96.	Kiryamika	Uganda	UETCL	Deputy CEO	willy.kiryahika@uectl.com
97.	Kiyingi David	Uganda	Ministry of Finance, Planning & ED	Ag. Commissioner Policy Unit	davidnyimbwa.go.ug
98.	Komugisha Gladys	Uganda	PPDA	Senior Procurement Audit and Investigation Officer	gkomugisha@ppda.go.ug

99.	Kyomukama F.	Uganda	Mitooma District Local Government	Senior Procurement Officer	
100.	Kyomukama Florence	Uganda	MitoomaDLG	Senior Procurement Officer	kyomukama.florence@yahoo.com
101.	Kyooma Xavier	Uganda	Parliament of Uganda	Member of Parliament	-
102.	Lawrence R. Male	Uganda	Bank of Uganda	Head Contracts Management Unit	lmale@bou.or.ug
103.	Levi Katushabe	Uganda	Makerere University, Kampala	Head PDU	lkatushabe@pdu.mak.ac.ug
104.	Levi Tushabe	Uganda	Makerere University	VC's Representative	ltushabe@pdu.mak.ac.ug
105.	Lubega Emmanuel	Uganda	WBS TV	Editor/Reporter	0772325764
106.	Lubuuka David	Uganda	Mbarara District Local Government	Chief Administrative Officer	
107.	Lutimba K.H.F	Uganda	Ministry of Agric.AI& Fisheries	Head, PDU	Lutimba2002@yahoo.com
108.	Lydia Kwesiga	Uganda	PPDA	Senior, Procurement Audit and Investigations Officer	lkwesiga@ppda.go.ug
109.	Mahuchu Louis	Uganda	Mbale Hospital	PHO	
110.	Makumbi Godfrey Paul	Uganda	Civil Aviation Authority	Principal Procurement Officer	
111.	Margaret Kibirango	Uganda	Capital Markets Authority	Contracts Committee Member	mkibirango@cmauganda.co.ug
112.	Mark Bwambale	Uganda	Lira DLG	Head PDU	markb@darco-group.com
113.	Martin Byamukama	Uganda	PPDA	Senior Procurement Officer	mbyamukama@ppda.go.ug
114.	Mary Nabagala	Uganda	Uganda Martyrs University		mnabaggala@umu.ac.ug
115.	Mary Namatovu	Uganda	Institute of Procurement Professionals	Executive Secretary	-
116.	Mathias Mugisha	Uganda	New Vision	Photographer	0772407561
117.	Meke Jane	Uganda	Ministry of Water, and Energy	Principal Procurement Officer	-
118.	Michael Ddumba	Uganda	PPDA	Driver, Corporate	mddumba@ppda.go.ug
119.	Mike Duncan Tumwikirize	Uganda	Ministry of Internal Affairs	Head procurement	

				and Disposal Unit	
120.	Milton Tumutegyereize	Uganda	PPDA	Director, Training and Capacity Building	milton@ppda.go.ug
121.	Morris Okello	Uganda	Private Sector Foundation of Uganda	Head of Procurement	
122.	Moses Mwine	Uganda	Uganda Electricity Distribution Company Limited	Principal Procurement Officer	
123.	Moses Ojambo	Uganda	PPDA	Manager, Training and Capacity Building	mojambo@ppda.go.ug
124.	Mugisha FrankS	Uganda	Ministry of Health	Head Procurement and Disposal Unit	mugishafk@yahoo.co.uk
125.	Muhindo Loius Ngobi	Uganda	Mbale RRH	PH Administrator	
126.	Musasizi Robert	Uganda	Ministry of Local Government	Procurement Officer	
127.	Mwesigwa Charles	Uganda	PPDA	Driver	
128.	Nabyama Simon	Uganda	Ministry of Defence	Procurement Officer	cymmen@gmail.com
129.	Nalwoga Prossy	Uganda	Federation of IDC UG, Consultants	Chairman, Federation of Consult	admin@idc.co.ug
130.	Namajja Irene	Uganda	NBS TV	Reporter	0784604591
131.	Obbo Benjamin	Uganda	Uganda National Roads Authority	Chairman Contracts Committee	
132.	Ochero J. Norman	Uganda	Abim District Local Government	Head PDU	
133.	Okalang Sam	Uganda	Uganda Bureau of Statistics	Senior Procurement Officer	ogaraca@yahoo.com
134.	Okalang Sam	Uganda		Senior Procurement Officer	
135.	Okello Emma	Uganda	National Water and Sewerage Corporation	Senior Procurement Officer	
136.	Omolo Paul	Uganda	Mbale Municipal Council	Town Clerk	-
137.	Opolot Jacob R.	Uganda	Parliament of Uganda	Member of Parliament	jopolot@parliament.go.ug

138.	Osbert Atusasiire	Uganda	A H Consulting	Director Operations	
139.	Owere Sam	Uganda	CAA	Procurement Officer	
140.	Owere Sam	Uganda	Coffee Development Authority	Senior Procurement Officer	-
141.	Patience Akatukunda	Uganda	Local Government Finance Commission	Head Procurement and Disposal Unit	
142.	Patience Turyatemba	Uganda	PPDA	Secretary, Training and Capacity Building	pturyatemba@ppda.go.ug
143.	Patrick Adonyo	Uganda	Civil Aviation Authority	Procurement Officer	padonyo@caa.co.ug
144.	Patrick Ebil	Uganda	Lira District Local Government	Head Procurement and Disposal Unit	ebilpatrick@yahoo.com
145.	Patrick Naloda	Uganda	Fort Portal Regional Referral Hospital	Head Procurement and Disposal Unit	kulwekisa@gmail.com
146.	Patrick Adonyo	Uganda	Civil Aviation Authority	Procurement Officer	
147.	Pelly Mugasi	Uganda	Bank of Uganda	Head PDU	pmugasi@bou.or.ug
148.	Percy Mugasi	Uganda	Bank of Uganda	Head PDU	
149.	Peter Kityo	Uganda	PPDA	PPMS Consultant	
150.	Peter Wandera	Uganda	Transparency International	Executive Director	
151.	Prof. B. Basheka	Uganda	UTAMU	Dean	bbashaka@yahoo.co.uk
152.	Prof. Joseph Ntayi	Uganda	Makerere University Business School, Nakawa	Dean	ntayius@gmail.com
153.	Richard Turyatunga	Uganda	PPDA	Senior, Human Resource Officer	rturyatunga@ppda.go.ug
154.	Robert Boorerwa	Uganda	Electoral Commission	Senior Procurement Officer	
155.	Rose Nalukwago	Uganda	PPDA	Secretary, Procurement Audit and Investigations	rnalukwago@ppda.go.ug
156.	Rosemary Muytabule	Uganda	Enterprise Uganda	Director Business Advisory	rosemuty@gmail.com
157.	Ruth Chebet	Uganda	UNRA	Ag. Mgr PDU	rchebet@unra.go.ug
158.	Rwabuhinga Richard	Uganda	Kabarole District Local Government	LCV	
159.	Rwanguha Benon	Uganda	Lira DLG District Local Government	Chief Administrative Officer	brwanguha2005@yahoo.com

160.	Sebudde Harold	Uganda	UNABSEC	Executive Director	
161.	Simeon Wanyama	Uganda	PPDA	Chairman, Board of Directors	
162.	Simon Businge	Uganda	PPDA	Senior Internal Audit Officer	sbusinge@ppda.go.ug
163.	Sophia N. Masagazi	Uganda	PPDA	Manager, Legal and Advisory Services	smasagazi@ppda.go.ug
164.	Ssansa M.	Uganda	Office of the Prime Minister	Director	-
165.	Stanley Ahabwe	Uganda	Ministry of Public Service	Head Procurement and Disposal Unit	aha_stanley@yahoo.com
166.	Stephen Busulwa	Uganda	PPDA	Senior Administrative Officer	sbusulwa@ppda.go.ug
167.	Stuma Fredricks	Uganda	Mbale Municipal Council	Head PDU	
168.	Susan Bashejja Rwabutara	Uganda	PPDA	Accounts Assistant	sbashejja@ppda.go.ug
169.	Sylvia Nabakka	Uganda	PPDA	Secretary – LAS	snabakka@ppda.go.ug
170.	Tom Gidudu	Uganda	Ag. CAO	Soroti DLG	gidudu.tom@yahoo.com
171.	Tom Muyanja	Uganda	Uganda Martyrs University	Lecturer	tmujanja@umu.ac.ug
172.	Tumuhimbise Gordon	Uganda	Mitooma District Local Government	Chairman Contracts Committee	
173.	Uthman Segawa	Uganda	PPDA	Manager, Board Affairs.	usegawa@ppda.go.ug
174.	Walter Oyuku	Uganda	NHCC	Procurement Officer	woyouku@nhcc.co.ug walfoyu@yahoo.co.uk
175.	Wanyoto G.	Uganda	Electoral Commission	PEO	
176.	YonasOboth	Uganda	Mbale Regional Referral Hospital	Hospital Administrator	yonasoboth@yahoo.com
13.2 DELEGATES FROM BURUNDI					
177.	Chantal Nzopfidekuye	Burundi	ARMP	Board Member	Chantaln2003@yahoo.fr
178.	Claudette Nyendandumwe	Burundi	ARMP	Vice President	ngalaudette@yahoo.fr
179.	Diop Modou	Burundi	CTB/ARMP	ET	Mooloubouso.diop@yahoo.fr
180.	Donatien Bucumi	Burundi	ARMP	Board Member	donbu2001@yahoo.fr
181.	Edouard Nzigamasabo	Burundi	ARMP	Director General	engigamasabo@yahoo.fr

182.	Frederic Manirambona	Burundi	ARMP	National Director	manifred2005@yahoo.com
183.	Nicolas Oebel	Burundi	CTB	Project Manager	nicolas.oebel@btcctb.org
184.	Philbert Nzigamasabo	Burundi	ARMP	DTRAJ	nzimasaphi@yahoo.fr
13.3 DELEGATES FROM ETHIOPIA					
185.	Nebiyu Kokeb	Ethiopia	FPPA	Director	nebiyukz@yahoo.com
186.	Tsegaye Abebe	Ethiopia	FPPA	Director General	tsegayea@yahoo.com
13.4 DELEGATES FROM BOTSWANA					
187.	Bridget P. John	Botswana	Public Procurement and Asset Disposal Board	Executive Chairperson	bpjohn@ppadb.co.bw
188.	Pego Aisam	Botswana	Public Procurement and Asset Disposal Board	Manager, Legal & Compliance	paisam@ppadb.co.bw
13.5 DELEGATES FROM ZAMBIA					
189.	Gilbert Mbewe	Zambia	Zambia Public Procurement Authority	Principal Procurement Officer	gilbert.mbewe@ppa.org.zm
190.	Vida Mkamanya	Zambia	Zambia Public Procurement Authority	Ag. Deputy Director Inspection	vida.kamanya@ppa.org.zm
13.6 DELEGATES FROM KENYA					
191.	Christopher Gachanja	Kenya	PPOA	Principal Officer	cgachanja@ppoa.go.ke
192.	Evelyne Abuga	Kenya	PPOA	Administrative Assistant	abugaeve@ppoa.go.ke
193.	Fredrick Gitahi	Kenya	Ministry of East African Community	Deputy Director	bsgitali@yahoo.com
194.	Gilda Odera	Kenya	PPARB	Board Member	godera@skyweb.co.ke
195.	Godfred Owuoth	Kenya	PPOA	CB	gowuoth@ppoa.go.ke
196.	Haron Moti	Kenya	PPOA	Compliance	hmoti@Yahoo.com
197.	Jane Njoroge	Kenya	PPOA	GM/TS	jnloroge@ppoa.go.ke
198.	Joseph Ogachi	Kenya	KISM	Director	joseph.ogachi@gmail.com
199.	Joyce Njogu	Kenya	PPOAB	Board Member	jenjogu@yahoo.com

200.	Julius Mungai	Kenya	PPOA	Audit Manager	jumungai@ppoa.go.ke
201.	Kenneth Mwangi	Kenya	MVEST	SDA/SCM	kenydeamwanga@gmail.com
202.	Maurice Juma	Kenya	PPOA-Kenya	Director General	mjjuma@ppoa.go.ke
203.	Mwangi Gicuncha	Kenya	PPOA	HR	gmwangi@ppoa.go.ke
204.	Paska Mutunga	Kenya	PPOA	Policy	pmutunga@gmail.com
205.	Patrick Mtange	Kenya	PPOA	Chairman	Patrick.mtange@diakuwa.se
206.	Patrick P. Meyo	Kenya	PPOA/Treasury	Deputy Director SCM	ppmeyo@yahoo.co.uk
207.	Peter B. Ondieki	Kenya	PPARB	Board Member	pbita@yahoo.com
208.	Philemon Kiprop	Kenya	PPOA	SO	kiprop@ppoa.go.ke
209.	Rose Nyamweya	Kenya	PPOA	GM/F&A	ryamweya@ppoa.go.ke
210.	Sophia Muturi	Kenya	Ethics & Anti-Corruption	Prevention Officer	smutuni@integrity.go.ke
211.	Sylvia Aluoch	Kenya	GIZ/PPOA	Advisor	sylvia.aluoch@giz.de
212.	Yobesh Oyaro	Kenya	KPA	Head Procurement	yoyaro@kpa.ke
13.7 DELEGATES FROM NIGERIA					
213.	Ayo Aderibigbe	Nigeria	BPP	Director	ayo_aderibigbe@gmail.com
13.8 DELEGATES FROM RWANDA					
214.	Ananias Higirow	Rwanda	Ti-Rwanda	Project Coordinator	ahigirow@terwanda.org
215.	Augustus Seminega	Rwanda	RPPA	Director General	aseminega@rppa.gov.rw
216.	Ronald Mutungi	Rwanda	RALGA	Procurement Officer	rmutungi@ralgarwanda.org
13.9 DELEGATES FROM TANZANIA					
217.	Andrew Lwila	Tanzania	BOT	Senior Principal Bank Officer	ablwilla@bot.go.tz
218.	Antonio Manyanda	Tanzania	TCRA	Manager Procurement	
219.	Chidiel Mrutu	Tanzania	BDC	Ag. DFCD	mrutu@yahoo.com
220.	Eng. Clemence Mworio	Tanzania	TACECA	Executive Director	taceca@cats.net.com / clements@cats.net.com
221.	Eng. Mary M. Swai	Tanzania	PPRA	MRD	mary.swai@ppra.go.tz
222.	Frits Raijmakers	Tanzania	BTC/PPRA	EPC-LSAP Programme Officer	frits.raijmakers@btcctb.org

223.	Hussein Meena	Tanzania	NSSF	Procurement Manager	husseinmeena@gmail.com/hmeena@nsf.or.tz
224.	Laurent Shirima	Tanzania	PPRA	Ag. CEO	laurent.shirima@ppra.go.tz
225.	Leonard Chamuhiro	Tanzania	PPRA	Board Member	chamuriho@gmail.com
226.	Matern Lumbanga	Tanzania	PPRA	Chairman	matern-lumbanga@ppra.go.tz
227.	Maye Kapinga	Tanzania	NSSF	PRO	kapingamaye@yahoo.com
228.	Milton Shango	Tanzania	TPSF	Procurement Specialist	shangom@tpsf@tz.org
229.	Ole Kisoki	Tanzania	PPAA	Ag. Executive Secretary	olembille_kissioki@yahoo.com
230.	Omary Chambo	Tanzania	PPRA	Member	omarychambo@hotmail.com
231.	Peter Shilla	Tanzania	PPRA	DIS	Peter.shilla@ppra.go.tz
232.	Robert Kitalala	Tanzania	PPRA	HPMU	rkitalala@yahoo.com
233.	Robert Wanga	Tanzania	BOT	Manager Procurement	rpwanga@bot.go.tz
234.	Rustica Sanga	Tanzania	GPSA	Procurement	rustica@gpwsa.go.tz
235.	Theopista Muheta	Tanzania	NSSF	PPCS	theopjusti@yahoo.ca

13.10 DELEGATES FROM THE WORLD BANK

236.	Grace Munanura	Uganda	World Bank	Procurement Specialist	Grace Munanura
237.	Leopold Knut	USA	World Bank	Procurement Specialist	