



THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF FINANCE

GOVERNMENT PROCUREMENT SERVICES AGENCY

ANNUAL PERFORMANCE REPORT FY. 2015/2016

SEPTEMBER, 2016

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Statement by the Ministerial Advisory Board Chairman

On behalf of the Ministerial Advisory Board (MAB), it is my pleasure to present the Annual Performance Report of the Agency for the financial year ended 30th June, 2016. During the year, overall performance of the Agency was good. Revenue generated increased by 85% from Tshs. 5,689,176,000.00 in 2014/2015 to Tshs.10,525,523,000.00 in 2015/2016.

This performance was possible despite the problems and challenging environment that the Agency has continued to face, including inadequate working capital, inadequate staff, price fluctuations of petroleum products and failure or delay by responsible authorities in formalizing the Agency's properties.

In addressing these challenges the Agency will continue looking for other sources of revenue, follow up of recruitment permit from PO-PSM and continue soliciting with responsible authorities to ensure that all plots owned by the Agency are formalized and readily available for profitable investments.

I am grateful to the Ministries, Independent Department and Agencies (MDA's), Local Government Authorities (LGA's) and all other GPSA stakeholders for their cooperation and support during the year under review.

I would like to thank GPSA Management and staff for their hard work and commitment in fulfilling their responsibilities. It is my expectation that they will continue to deliver high quality services to our stakeholders.

Last but not least, I would like to reiterate the commitment of the Ministerial Advisory Board to ensure that it conducts its responsibilities with the required standards and diligence so that the Agency grows even further.

Chairman--GPSA MAB (To be appointed)

Statement by the Accounting Officer

I am obliged once again to present the Agency's annual performance report for the year ended 30th June, 2016. This is the seventh report since the Agency was established in June, 2007. This gives me another opportunity to highlight to our stakeholders the steady progress made by the Agency during the past years and how it has discharged its duties and responsibilities as per its mandate.

During the period, the Agency continued to implement its five years Strategic Plan (2013/14-2017/18), as well as the associated Business Plan and Budget. Emphasis has been in consolidating the achievements made under the last three years plan (2010/2011 - 2012/2013) with a view to steer the Agency into a more effective and efficient organization by bench-marking its services against best practices.

The Agency continued to improve working environment relative to the preceding years. In the financial year 2015/2016, the Agency rehabilitated office buildings at Mbeya ware house at Ruvuma, warehouse at Dar es Salaam, main gate and fence at Wharf and Dodoma which includes installation of culvert for access road to and from fuel station. Also Manyara and Ileje Office was constructed these was among the key activity performed during the year 2015/2016.

We appreciate the support and cooperation of our stakeholders as very crucial to our success and we shall continue to uphold our mission, improve our performance and take advantage of every suitable opportunity that arises.

Jacob J. Kibona
Ag.Chief Executive Officer
GOVERNMENT PROCUREMENT SERVICES AGENCY

CHAPTER ONE

1.0 Introduction

1.1: Purpose of the Report

This annual performance report has been prepared to reflect the Agency's main achievements in terms of targets reached and the progress it is making in realizing its outcomes and in improving service delivery for the financial year 2015/2016 from July 2015 to June 2016. The report describes performance within the context of the Agency's Strategic Plan covering the period 2013/2014 to 2017/2018 as well as the Agency's Medium Term Expenditure Framework (MTEF) for the financial year 2015/2016. The report shows the challenges faced and the remedial measures taken to address them. The method used is participatory approach. During the period under review, the Agency planned to perform various activities based on the action plan derived from the Agency MTEF for the financial year 2015/2016. The Annual action plan was implemented according to the timeframe set for the purpose of performance, monitoring and control.

Generally the report aims at improving accountability of Ministry of Finance, Ministerial Advisory Board (MAB) and management by informing stakeholders about the performance of the Agency in relation to the services intended to be offered. This annual performance report is a key reference document which informs internal management and forms part of the official historical record of the Agency. The results of this review have been and will be used to improve performance.

An electronic copy of this report can be found on the Agency website at www.gpsa.go.tz. Any comments, recommendations, or complaints about this report, as well as requests for underlying data to verify the contents of this report, should be made to:

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1.2: Layout and Structure of the Report

This report is divided into five main chapters. Chapter one is an introduction, Chapter two provides a summary of overall performance, Chapter three presents the achievement of annual targets, Chapter four summarizes the financial performance and Chapter five describes performance in terms of Human Resource Management.

The planned targets, implementation status in form of physical performance, financial performance and degree of performance are as shown in **Form 12A**. The main body of this report is supported by a series of annexes listed below:

- Annex 1: Form 12A: Cumulative quarterly MTEF monitoring form,
- Annex 2: Form 12B: Quarterly cumulative milestone (priority) form,
- Annex 3: Form 12C: Outcome indicator monitoring form,
- Annex 4: Form 13A: Quarterly cumulative financial overview form,
- Annex 5: Form 13B: Quarterly cumulative financial detailed form.

CHAPTER TWO

2.0 Overall Performance

This chapter summarizes higher - level performance in terms of progress towards meeting outcomes (objectives), improving services delivery and the completion of priority activities (milestones)

2.1 Progress towards reaching outcomes

During the period under review, the Agency performed the following activities in order to achieve the set targets for the financial year 2015/2016

- i. The agency planned to generate a total of Tshs.11,718,000,000.00 from various sources of revenue. Up to 30th June 2016, the Agency managed to generate a total of Tshs.10,525,523,000.00 which is equivalent to 90% of total expected revenue for the year as detailed in *Appendix A*
- ii. The Agency planned to spend a total of Tshs.11,718,000,000.00 to meet its various planned activities. Up to 30th June 2016, total expenditure was Tshs.9,354,532,000.00 which is equivalent to 80% of the planned expenditure for the year as detailed in *Appendix B*;
- iii. 66 staff out 50 staff in the training program equivalent to 132 % attended short courses in variety of disciplines for the financial year 2015/2016
- iv. One worker's council meeting conducted in Morogoro on 20th May, 2016;
- v. Construction of Manyara and Ileje offices completed, Katavi project is done up to roof level, none attended for finishing works and fuel station structure
- vi. Rehabilitation of office buildings at Mbeya, warehouse at Ruvuma, warehouse at Dar es salaam, main gate and fence at Wharf, Dodoma which includes installation of culvert for access road to and from fuel station is completed. Rehabilitation work of Tanga and Katavi offices are under progress as of to date.
- vii. The Agency planned to spend Tshs 3,196,825,000.00 for Personal Emoluments (PE). Up to 30th June 2016, total expenditure for PE is Tshs.3,112,450,000.00 which is equivalent to 97% of the planned amount;
- viii. The Agency planned to spend Tshs.430,200,000.00 to pay wages for Casual labourers.
Up to 30th June 2016, total payments to casual labourers was Tshs.427,135,000.00 which is equivalent to 99% of the planned amount;

- i. Fuel and stock items worth Tshs. 31,257,429,000.00 were procured and distributed for resale in 25 regions of Tanzania mainland. Out of this Tshs 25,332,397,000.00 were used in procuring fuel and Tsh 5,925,032,000.00 for procuring general items.
- ii. Installation of fuel tanks is in progress at Tanga and Ileje for Mbeya fuel depot, dispensing pumps at Kurasini fuel depot and one fuel tank at Ruvuma were calibrated and two newly fuel tanker trailer, one motor tanker STG 7826 were procured
- iii. Closing stock at the end of the financial year 2015/2016 was Tshs.6,817,259,000.00 whereby value of stock items was Tshs.6,018,912,000.00 and fuel was Tshs.798,347,000.00;
- iv. The Agency under common arrangement procured, received and distributed 580 vehicles worth USD 36,612,012.97 where the saving made to the government through this arrangement was USD 8,113,012.96 equivalent to Tshs.17,848,628,512.00 at the exchange rate of Tshs 2,200.00
- v. 2004 bidders submitted tender documents whereby 1,284 bidders equivalent to 64% were awarded framework agreements for a period of one year, 2016/2017
- vi. The Agency fees generated from clearing and forwarding operations was Tshs.653,028,000.00 whereby cash collected was Tshs.249,233,000.00 and credit transactions amounted to Tshs.403,795,000.00
- vii. The agency conducted training on implementation of PPA to NFRA – Dodoma whereby 11 participants attended. Training fees generated amounted to Tshs 2,500,000.00
- viii. Eight ordinary tender board meetings were held, through which twenty five agreements were adjudicated.
- ix. Stock items and fuel were acquired and available to all regional depots for resale
- x. Risk Management Framework and risk register for the year 2016/2017 were prepared;
- xi. Management team attended risk awareness training conducted in Morogoro on 19th May 2016
- xii. Three audit committee meetings facilitated
- xiii. Three title deeds for Mbeya, Njombe and Iringa secured

- xiv. Twelve regional audits were carried out at Shinyanga, Simiyu, Mara, Morogoro, Pwani, Tanga, Geita, Kagera, Mwanza, Arusha, Kilimanjaro, Manyara and one value for money audit conducted at Kigoma;
- xv. The Agency Medium Term Expenditure Framework (MTEF) for the year 2016/2017 was prepared and approved by workers council on 20th May, 2016;

2.2: Progress in improving service delivery.

This section describes the progress made in improving service delivery in terms of quality, efficiency, timeliness, and satisfaction. During the year under review, the following activities were conducted to improve service delivery.

- i. Preventive maintenance as well as repair services for office equipment, motor vehicles, trucks, fuel tanks and fuel dispensing pumps were made;
- ii. Rehabilitation of Ruvuma warehouse, main gate and fence at Wharf, Mtwara project, warehouse at Dar es Salaam, office block at Mbeya and installation of culvert for access road to and from Dodoma fuel station completed
- iii. Construction of Manyara and Ileje offices completed
- iv. Three vehicles were procured;
- v. Clearing and forwarding operations were facilitated
- vi. Five (5) HIV and AIDS affected staff were supported as at June, 2016
- vii. Internet connectivity, website and acquisition of ICT equipment done.
- viii. One workers council meeting was conducted to deliberate strategies to improve service delivery.

2.3: Evaluation and Reviews

This section summarizes the results of evaluations and reviews completed during the financial year 2015/2016. During the year, the Agency conducted a survey on June, 2016 through questionnaires to help in assessing the implementation of the Strategic Plan 2013/2014 to 2017/2018. The survey focused on obtaining results of achievements and stakeholder's satisfaction with the Agency products and services on issues of HIV and AIDS awareness; use of framework agreements by PE's; human resource related issue on capacity building, job satisfaction and labour productivity; satisfaction level by external and internal customers on quality of services offered by the Agency, information dissemination; level of transaction

compliance by the Agency and the Agency utilization of assets. The following results obtained from the survey will be used to prepare the 5- year outcome report.

- i. Percentage level of staff awareness on HIV and AIDS decreases from 86% in 2014/2015 to 86% 2015/2016
- ii. The amount of budget spent in supporting infected staff decrease from Tshs.23,200,000 equivalent to 97% in 2014/2015 to 13,800,000 equivalent to 92% in 2015/2016
- iii. Percentage of PE's using framework agreements increase from 09% in 2014/2015 to 12% in 2015/2016.
- iv. The number of framework agreements awarded and signed decreased from 2,130 agreements equivalent to 73% 2014/2015 to 1,284 equivalents to 64% in 2015/2016
- v. The percentage of staff promoted as a result of OPRAS decreased from 14% in 2014/2015 to 11% in 2015/2016
- vi. Staff job satisfaction level decreased from 73% in 2014/2015 to 70% in 2015/2016
- vii. Satisfaction level of external customers with the quality of services offered by GPSA decreased from 96% in 2014/2015 to 92% in 2015/2016
- viii. Satisfaction level of internal customers with the quality of services offered by GPSA increased from 69% in 2014/2015 to 70% in 2015/2016
- ix. Labour Productivity Ratio increased from 14 in 2014/2015 to 46 in 2015/2016, labour productivity is the ratio of annual revenue over annual salaries and wages paid to the Agency employees;
- x. Percentage of previous year's debts collected decrease from 71% in 2014/2015 to 51% in 2015/2016
- xi. The number of audit queries was 3 in 2013/2014 increased to 4 2014/2015
- xii. Percentage of vacant duty posts filled was 14% in 2014/2015 which increased to 81% in 2015/2016
- xiii. Satisfaction level of external customers with the Agency information dissemination system remains the same 82% in 2014/2015 and 2015/2016
- xiv. Percentage of external customers who believe that GPSA management is accountable and responsive decreased from 98% in 2014/2015 to 92% in 2015/2016
- xv. Storage capacity for underground tanks increased by 3.6% from 1,065,938 liters in 2014/2015 to 1,104,325 litres in 2015/2016 and warehouses increased by 2.6% from 32,744 sq.m in 2014/2015 to 33,588 sq.m in 2015/2016

- xvi. Revenue generated as a percentage of annual planned revenue decreased from 77% in 2014/2015 to 58% in 2015/2016
- xvii. Revenue generated as a percentage of annual planned revenue decreased from 77% in 2014/2015 to 58% in 2015/2016
- xviii. The Agency capital position increased by 07% in 2013/2014 and increased by 12% in 2014/2015
- xix. Expenditure incurred as a percentage of annual planned expenditure increased from 78% in 2014/2015 to 83% in 2015/2016
- xx. Expenditure incurred as a percentage of revenue generated increased from 102% in 2014/2015 to 145% in 2015/2016
- xxi. Percentage value of audit queries was 06% in 2013/2014 which remain the same 06% in 2014/2015
- xxii. Number of office buildings rehabilitated or constructed was 2 in 2014/2015 and increased to 10 in 2015/2016
- xxiii. Percentage of the amount spent on construction and rehabilitation increased from 03% in 2014/2015 to 75% in 2015/2016

2.4 Milestones/Priority interventions

Milestones are used to identify significant events in a schedule, such as the completion of a major phase or event. They are selected because they represent overall progress or because they track progress towards key strategic changes; they can be considered a very high-level “to do list,” which, in terms of timing, is spread out over the year.

Table 1: Milestones/Priority Activities

Dept.	Milestone	Overall Status as at 30 th June, 2016
DBSS	To provide special food supplements to HIV/AIDS affected staff every month by June, 2016.	5 staff were supported
	To facilitate payments for personnel services by June 2016	Utilities bills paid, staff were paid their entitlements and other administrative costs paid

	To provide good physical working environment by June,2016	Construction of Manyara and Ileje offices Completed, Katavi project was done only up to roof level, rehabilitation of Ruvuma warehouse, at Dar es salaam, warehouse at Dar es salaam, office block at Mbeya and Dodoma office which includes installation of culvert for access road to and from fuel station completed. Rehabilitation work of Tanga office is under progress as of date.
DPAS	To prepare CUIS tenders for 2015/2016	2004 bidders submitted tender documents and 1,284 bidders were awarded framework agreements
DO	To facilitate availability of stocks in all regional depots by June, 2016	Stock items were made available to all regions
	To improve fuel stations by June, 2016	Installation of Fuel tanks was in progress at Tanga and Ileje for Mbeya fuel depot, and dispensing pumps at Kurasini fuel depot
	To provide clearing and forwarding services by June, 2016	Facilitation of clearing and forwarding services made to Agency's clients
CIA	To review the implementation of Risk management policy and procedures June, 2016	A risk management framework was prepared
	To prepare and implement the internal audit plan by June 2015.	Internal audit plan for the year 2015/2016 was prepared and implemented
	To facilitate quarterly functioning of Audit Committee by June 2016.	Three audit committee meetings conducted
HLU	Handling of Agency legal matters improved by June, 2016	Advice on legislation and legal instruments on framework agreements rendered
HPMU	To prepare Procurement Plan by June 2016	Annual Procurement Plan for the year 2015/2016 prepared
		Tendering processes for the year 2015/2016 for goods, services and works worth Tshs.172,801,000.00 conducted
HPME	To prepare annual performance and monitoring and evaluation annual reports for financial year 2015/2016 by September, 2016	Annual Performance and Monitoring and Evaluation Annual Reports for the financial year 2015/2016 prepared

	To coordinate preparation of annual business plan and budget for the financial year 2015/2016 by June 2016/2017	The Agency Medium Term Expenditure Framework (MTEF) for the financial year 2016/2017 was prepared and approved by the workers council.
	To compile, analyze and disseminate quarterly, semi-annual and annual progress reports	Progress Reports prepared and submitted on time
	To conduct monitoring and evaluation field survey at least once per quarter by June, 2016	Monitoring and Evaluation through questionnaire to assess satisfaction level of GPSA stakeholders with the Agency products and services was conducted

2.5: Challenges experienced and action taken

This section highlights issues arising during implementation. It identifies key targets at risk or targets which were not met. Where applicable it describes the action taken by management to address emerging constraints.

2.5.1 Challenges

During the period under review, the Agency experienced a number of challenges which intensively affected the smooth implementation of its planned targets. Some of the recorded setbacks are as follows:

- i. Non-payment of debts by some MDAs and LGAs affected the performance of the Agency activities;
- ii. Resistance of procuring entities to submit annual requirements timely contrary to requirement of the law;
- iii. Inadequate working facilities affected performance.

2.5.2 Actions taken

The following interventions are necessary for future improvements:

- i. Debts collection mechanism in order to increase revenue enhanced;
- ii. Procuring entities trained on the legal requirements to submit their annual requirements by January each year.
- iii. Measures to acquire adequate working facilities were taken

CHAPTER THREE

3.0 Achievements of Annual Targets

During the period under review, each division and unit identified targets required to meet the six objectives described in the Agency Strategic Plan and Business Plan for the financial year 2015/2016. This chapter highlights progress in meeting these targets by comparing planned with actual achievements as shown in **Table 2** below.

Table 2: Achievements of Annual Targets

Objective code	Planned Target	Physical Achievements	Financial Achievements		%
			Revised Budget 2015/2016	Actual Expenditure June 30, 2016	
A	HIV & AIDS awareness program developed and implemented by June, 2016	Staff awareness on HIV and AIDS was identified through questionnaires	8,000,000	0.00	0
	Program to support HIV and AIDS affected staff implemented by June, 2016	5 staff were supported, however from January 2016, number of staff dropped to 5 due to retirement	15,000,000	13,800,000	92
B	Provide logistics towards making available stocks to customers by June, 2016	General stores and fuel were made available to all regional depots	479,980,000	315,709,000	66
B	Robust stock control system developed and implemented by June, 2016	Quarterly, semi - annual and annual stocktaking was done	47,215,000	32,220,000	68
B	Optimal utilization of storage space achieved by June, 2016	Installation of fuel tanks are in progress at Tanga and Ileje district in Mbeya	60,000,000	10,508,000	18
	Process for Procurement of CUIS conducted by June, 2016	1,284 bidder awarded framework agreements for financial year 2016/2017, Procurement reports on call of order were received from 59 PEs	82,400,000	30,784,000	37

	E- Procurement system adopted by June,2016	Study tour not conducted instead 2 staff attended international trade fair in China	73,800,000	53,361,000	72
	Procurement Plan developed and implemented by June 2016	Annual Procurement Plan for the year 2015/2016, 8 ordinary tender board meetings and extra ordinary tender board meeting and 6 extra ordinary tender board meetings conducted in which 25 contracts were adjudicated	162,000,000	156,324,000	96
B	Knowledge of procurement system for CUIS to procurement practitioners in MDAs, LGAs and Economic operators enhanced by June 2016.	Training was conducted on the implantation of PPRA to NFRA - Dodoma where by 11 participants attended, Final reports for vendor rating and saving accrued submitted	847,670,000	823,337,000	97
	Clearing and Forwarding Services enhanced by June 2016	Clearing and forwarding services were facilitated; tender to engage a consultancy to design CBWH in progress	1,454,805,000	1,382,527,700	95
E	Planning and budgetary control mechanism implemented by June, 2016	MTEF for FY 2014/2015 was prepared	31,800,000	15,180,000	48
	Monitoring and Evaluation of Strategic Plan implementation conducted by June,2016	Quarterly, mid-year, third quarter and fourth quarter progress reports were prepared and submitted	20,340,000	7,060,000	35
C	Financial and administrative services provided by June, 2016	Staff salaries and allowances were paid; vehicles and equipment maintenance services done	1,843,285,000	1,597,820,000	87

D	Schemes of service and staff regulations reviewed and implemented by June, 2016	2 recruitment meetings done, 73 out of 75 employees were confirmed, 37 promoted, 3 re categorized and HR audits done for 18 regions	71,320,000	41,961,000	59
	Provide good physical working environment to employees by June, 2016.	Construction of Manyara and Ileje offices completed, katavi project is done only for substructure and roof levels; rehabilitation of Ruvuma warehouse, main gate and fence a Wharf, Mwarra Projec, warehouse at Da es salaam, office block at Mbeya and Dodoma Office which includes installation of culvert for access road to and fuel station completed. Rehabilitation work of Tanga office is nder progress as of to date	1,692,882,000	1,100,075,000	65
	Human resource development and capacity building plan developed and implemented by June, 2016	66 staff attended training inside and outside the country which are relevant to their fields	225,940,000	190,604,000	74
E	Framework to curb corruption implemented by June, 2016	Not done	600,000	200,000	33
	Management accountability and audit provided by June, 2014.	One worker's council meeting was conducted in 20, May 2016. Audit exercise for FY 2014/2015 commenced in August 2015 and exit meeting was done in December 2015 and management letter received and responses provided	120,800,000	108,740,000	90
	Oversight, leadership and guidance provided by June 2014	MAB not yet appointed	22,900,000	11,750,000	51
	Business Continuity (BC) and Disaster Recovery (DR) Plans established by June, 2014	Renewed the contract for website hosting for one year starting from July 2015, Swapping of Agency LAN and Migration of new domain done installation and support of TANCIS at Wharf office done Trouble shoots on SAMS for Tabora, Shinyanga, Lindi,	18,000,000	10,460,000	58

		Manyara, Arusha, Tanga, and Pwani Agency's offices			
	Information Communication Technology policies reviewed and implemented annually up to June, 2014	Initial design of the Website received from eGA and comments Provided	11,265,000	8,807,000	78
	Risk Management Framework established and implemented by June, 2014	Risk management training conducted to management	16,000,000	14,472,000	90
	Efficiency and compliance enhanced by June 2014	Three audit committee meetings facilitated, one audit committee training conducted and 12 internal audits conducted at Shinyanga, Simiyu, Mara, Morogoro, Pwani, Tanga, Geita, Kagera, Mwanza, Arusha, Kilimanjaro and Manyara	56,860,000	47,925,000	84
E	Legal expertise on Agency's Legal matters provided by June 2014	Documents reviewed, advice on legislation and legal instruments on framework agreements rendered, follow up made on various contracts	2,100,000	0.00	0.00
F	GPSA public image restored by June, 2014	The Agency worked with TBC on promotion of GPSA product Services, the Agency attended two National events- saba saba and nane nane. Leaflets produced and distributed to stakeholders during the events	40,422,000	35,193,000	87
	Marketing plan developed and implemented by June 14	Promotion of the Agency Products and services was done during public events	16,900,000	16,240,000	99
	Corporate social responsibility policy developed and implemented by June, 2014	Grants made to Mnazi Mmoja hospital in Lindi Region	2,051,000	1,000,000	49
	Improve Public Procurement in PEs by June 2016	Procurement of computers and engagement of a consultant is on progress	418,840,000	63,906,000	15
RM	Running of Regional Offices	Regional offices were facilitated	648,840,000	152,557,000	24

	Personal Emolument		3,196,825,000	3,112,450,000	97
	GPSA Actual Expenditure Incurred		11,718,000,000	9,354,532,000	80

CHAPTER FOUR

4.0 Financial Performance

4.1. Revenue generated up to 30th June 2016

During the period under review, the Agency planned to generate a total of Shs.11,718,000,000.00 from various sources of revenue. Out of this Shs.7,952,335,000.00 was expected from internal sources and Shs.3,765,665,000.00 was expected from Government Subvention and grants from donors. Up to 30th June 2016, the Agency generated a total of Shs.7,307,827,000.00 from internal sources which is equivalent to 92%, Government subvention and grants Shs.3,217,696,000.00 which is equivalent to 85% of the expected revenue as detailed in *Appendix A* below.

Appendix A: Revenue collection up to 30th June, 2016

S/No	Source of Revenue	Revised Budget 2015/2016	Revenue generated up to 30 th June, 2016	Performance %
	A	B	C	D=(C/B)*100
1	Surplus from Sale of Stores	3,500,000,000	2,567,095,000	73
2	Procurement Service Fees 2%	1,494,335,000	985,186,000	66
3	Rent of Warehouses	1,400,000,000	2,759,549,000	197
4	Clearing and Forwarding fees	1,200,000,000	653,028,000	54
5	Sale of Tender Documents	150,000,000	121,650,000	81
6	Consultancy fee	50,000,000	3,820,000	08
7	Other Income	158,000,000	217,499,000	138
	Own Source Total	7,952,335,000	7,307,827,000	92
8	Government Subsidy OC	150,000,000	40,632,000	27
9	Government Subsidy PE	3,196,825,000	3,113,158,000	97
10	Donor Funds (PFMRP)	418,840,000	63,906,000	15
	External Source Total	3,765,665,000	3,217,696,000	85
	Grand Total	11,718,000,000	10,525,523,000	90

4.2 Expenditure incurred up to 30th June 2016

During the period under review, the Agency planned to spend a total of shs.11,718,000,000.00 to meet its various planned activities. Up to 30th June 2016, total expenditure was shs.9,354,532,000.00 which is equivalent to 80% of the total planned expenditure for the period as detailed in *Appendix B* below.

Appendix B: Expenditure up to 30th June, 2016

S/N	Expenditure Item	Revised Expenditure 2015/2016	Actual Expenditure up to June, 2016	Percentage (%)
1	Administrative Expenses	6,708,175,000	5,021,454,000	75
2	Construction & Rehabilitation	1,165,000,000	1,068,071,000	92
3	Running of Regional Offices	648,000,000	152,557,000	24
4	Personal Emoluments (PE)	3,196,825,000	3,112,450,000	97
	Total Expenditure (OC + PE)	11,718,000,000	9,354,532,000	80
	<i>Purchase of Stores</i>	<i>38,910,000,000</i>	<i>31,257,429,000</i>	<i>80</i>

N.B.

Revenue as per Financial Statements:	10,525,523,000.00
Clearing and Forwarding	1,782,398,000.00
Funds returned to MOFP	<u>218,234,000.00</u>
Total Revenue	<u>12,526,155,000.00</u>

CHAPTER FIVE

5.0 Human Resource (HR) Management

5.1: Introduction

This chapter summarizes key aspects of the management of human resource (HR). It contains five sections which describe staffing levels and vacancies, appraisal process, HR plans, and training. It identifies key HR issues confronting the Agency.

5.2. Staff levels, recruitment and vacancies

The Agency has an establishment of 429 posts and as at 30th of June 2016, 305 of these posts have been filled equivalent to 71% details in terms of staffing can be found in the **Table 5 below**.

Table 5: Staffing Levels

Division/Unit	Establishment (No of Staff)	Posts Filled (No of Staff)	% Filled
Business Service Support (DBSS)	88	70	80
Procurement and Advisory Services (DPAS)	12	10	83
Operations (DO)	34	29	85
Procurement Management (PMU)	8	7	88
Planning, Monitoring and Evaluation (PME)	5	3	60
Internal Audit (IA)	5	6	120
Legal Services (HLU)	1	1	100
Regional offices (RO)	276	179	65
Total	429	305	71

5.3. OPRAS/Appraisals

The Agency uses Open Performance Reviews and Appraisals System (OPRAS) to link assigned work from the MTEF and to monitor the performance of staff. To do so, regular and open meetings are held between supervisors and subordinates. During the financial year 2015/2016 a total of 33 staff promoted through this system. **Table 6**

below describes the coverage of OPRAS as well as results of the appraisals.

Table 6: Appraisal Data 2015/2016

Type of Staff	Total No. of Staff	Staff completing OPRAS Forms	Percentage %
Professional	197	144	73
Non-Professional	108	87	81
Total	305	231	76

Performance Rating	OPRAS Score	No. of Staff Receiving the score	Percentage %
Outstanding Performance	1	21	9
Performance Above Average	2	196	85
Average Performance	3	14	6
Poor Performance	4	0	0
Very Poor Performance	5	0	0
Total		231	100

5.4. Human Resource (HR) Planning

The Agency employs a wide range of HR planning instruments in order to manage the flow of employees in and out of the Agency. Tools used to update HR planning are as described in **Table 7 below:**

Table 7: HR Planning

Planning Tool/Instrument	Date developed/updated
Training program	31 st December, 2015/ April,2016
Leave Roster	31 st December, 2015/ May,2016

5.5. Staff Development

During the financial year 2015/2016, a training program was developed. The program was not fully implemented due to budget constraints. Training opportunities were offered to staff as shown in **Table 8 below**:

Table 8: Staff Development

Course Title	Course Provider	No. of Participants	Place	Costs
Leadership and behavioral change Mangement	TAGLA	3	Bangalore India	66,761,783
National Conference for Records Management	TRAMPA	4	Mbeya	3,065,800
Executive and Administrativr assistant skills	TAGLA	2	Dubai UAE	27,004,150
Leadership and behavioral change Mangement	TAGLA	3	Bangalore India	62,425,599
Electronic Records Management	University of Dar es Salaam Computing	5	Dodoma	9,361,000
Human Capital management Information system (HCMIS)	PO-PSM	2	DSM	2,120,000
Ethics of good Conduct & complaints	PO-PSM	37	Morogoro	9,040,000
Preparation of Financial Statements Using IPSAS	NBAA	2	Morogoro	2,641,2000
NBAA Seminar on Financial Reporting	NBAA	2	Dodoma	1,797,400
e-Government Annual Meeting	e- Government	6	Arusha	5,838,000
	Total	66		213,825,732

5.6. HR Issues

In terms of HR the following issues arose during the financial year 2015/2016 as shown in **Table 9 below**:

Table 9: HR Issues

Issue	No. of Staff
Number of staff retired on compulsory basis	5
Number of staff resigned from the service	1
Number of staff terminated from the service	0
Number of staff transferred to other institutions	10
Number of staff passed away	4
Number of new staff recruited (Replacement)	7
Number of staff promoted as a result of OPRAS	33

Table 10: Staff left GPSA 2015/2016

S/No.	Name	Designation	Region	Date	Reasons
1	Benard Felex Tinda	Security Guard	Njombe	24/9/2015	Death
2	Anibarik A.Sanga	Accountant II	Iringa	1/7/2015	Resignation
3	Chrisostorm G. Rweyemamu	Supplies Assistant	Shinyanga	17/7/2015	Compulsory retirement
4	Frank Ringo	Driver	Tabora	01/02/2016	Compulsory retirement
5	Lameck Mgeta	Security Guard	Kigoma	20/01/2016	Compulsory retirement
6	Deusdedit Malingumu	Driver	Morogoro	11/12/2015	Transfer
7	Sarah Lushu	Accountant II	Dsm	21/07/2015	Transfer
8	Leticia Ndungile	Accountant II	Morogoro	21/07/2015	Transfer
9	Sophia Mbiku	Senior Supplies Officer	Dsm	11/12/2015	Transfer
10	Yoswam Nyongera	DPAS	Dsm	21/07/2015	Transfer
11	Edison Haule	Accountant II	Dodoma	21/07/2015	Transfer
12	Beatrice Moshi	Accountant II	Kilimanjaro	21/11/2015	Transfer
13	Yevenal Sandy	Supplies Officer II	DSM	02/05/2016	Transfer
14	Evince Mringo	Supplies Officer II	Dsm	26/03/2016	Transfer
15	Marco Warioba	Senior Suoolies Officer	Dsm	26/03/2016	Transfer
16	Caathles R.Mathew	Accountant II	Shinyanga	28/04/2016	Death
17	Abeid R.Kaoneka	Supplies Assistant	Arusha	30/04/2016	Death
18	Abdul Lema	Supplies Assistant	Shinyanga	28/04/2014	Death
19	Veridiana Tishogoshwa	Afisa Ugavi Mwandamizi	Dsm	11/05/2016	Compulsory Retirement
20	Josephat S. Mwambega	Chief Executive Officer	Dsm	01/06/2016	Compulsory Retirement

Form 12A: Annual physical targets, actual progress and expenditure status													
OBJECTIVE A OBJECTIVE NAME; HIV and AIDS infections reduced and supportive services to affected staff improved													
Code and Linkages	Annual Physical Target					Cumulative status on meeting the Physical target					Expenditure status		
	Target code	F Y P	M	P	R	Target Description	Actual Progress	Estimated % completed	On track	At risk	Unknown	Actual Budget	Actual Expenditure
1	2	3	4	5	6	7	8	9	10	11	12	13	14
A01S	√				HIV and AIDS awareness program developed and implemented by June, 2016	Not done	0	√			8,000,000	0.00	0
A02S	√				Program to support HIV and AIDS affected staff implemented by June, 2016	7 staff have been supported, however from January 2016, number of staff dropped to 5 due to retirement	100	√			15,000,000	13,800,000	92
OBJECTIVE B OBJECTIVE NAME; PROCUREMENT AND SUPPLY MANAGEMENT SERVICES IMPROVED													
B01S	√				Provide logistics towards making available stocks to customers by June, 2016	General stores and fuel were made available to all regional depots	80	√			479,980,000	315,709,000	66
B02S	√				Robust stock control system developed and implemented by June, 2016	Quarterly, semi-annual and annual stocktaking was done	70	√			47,215,000	32,220,000	68
B03S	√				Optimal utilization of storage space achieved by June, 2016	Installation of fuel tanks are in progress at Tanga and Ileje district in Mbeya	20	√			60,000,000	10,508,000	18
B04S	√				Process for Procurement of CUIS conducted by June, 2016	1,284 bidders awarded framework agreements for financial year 2016/2017, Procurement reports on call off orders were received from 59 PEs	69	√			82,400,000	30,784,000	37

B05S	√			E-Procurement system adopted by June, 2016	Study tour not conducted instead 2 staff attended international trade fair in China	70	√			73,800,000	53,361,000	72
B06S	√			Procurement Plan developed and implemented by June 2016	Annual Procurement Plan for the year 2015/2016 prepared, 8 ordinary tender board meetings and 6 extra ordinary tender board meetings conducted in which 25 contracts were adjudicated	95	√			162,000,000	156,324,000	96
B07S	√			Knowledge of procurement system for CUIS to procurement practitioners in MDAs, LGAs and Economic operators enhanced by June 2016.	Training was conducted on the implementation of PPA to NFRA – Dodoma whereby 11 participants attended, Final reports for vendor rating and savings accrued submitted	80	√			847,670,000	823,337,000	97
B08S	√			Clearing and Forwarding Services enhanced by June 2016	Clearing and Forwarding Services enhanced and facilitated	95	√			1,454,805,000	1,382,527,000	95
OBJECTIVE C OBJECTIVE NAME: FINANCIAL ASSETS MANAGEMENT SYSTEM IMPROVED												
C05S	√			Planning and budgetary control mechanism implemented by June, 2016	MTEF Annual Estimates for FY 2016/2017 was prepared	95	√			31,800,000	15,180,000	48
C06S	√			Monitoring and Evaluation of Strategic Plan implementation conducted by June, 2016	Quarterly progress reports prepared and submitted	80	√			20,340,000	7,060,000	35
C07S	√			Financial and administrative services provided by June, 2016	Operations of the Agency facilitated, staff salaries and allowances were paid; official trips facilitated, vehicles and equipment maintenance services done. Title deeds for Mbeya, Njombe and Iringa secured	90	√			1,843,285,000	1,597,382,000	87

OBJECTIVE D		OBJECTIVE NAME: HUMAN RESOURCE BASE OPTIMALLY DEPLOYED											
D01	√				Schemes of service and staff regulations reviewed and implemented by June, 2016	2 recruitment meetings done, 73 out of 75 employees were confirmed, 37 promoted, 3 re-categorized, 8 newly staff recruited and HR audits done for 18 regions	70	√			71,320,000	41,961,000	59
D02	√				Provide good physical working environment by June, 2016.	Construction of Manyara and Ileje offices completed, Katavi project is done only for substructure and roof levels; rehabilitation of Ruvuma warehouse, main gate and fence at Wharf, Mtwara project, warehouse at Dar es Salaam, office block at Mbeya and Dodoma office which includes installation of culvert for access road to and fro fuel station completed. Rehabilitation work of Tanga office is under progress as of to date;	80	√			1,692,882,000	1,100,075,000	65
D03	√				Human resource development and capacity building plan developed and implemented by June, 2016	66 staff have attended various courses which are relevant to their fields	75	√			255,940,000	190,604,000	74
OBJECTIVE E		OBJECTIVE NAME: GOOD GOVERNANCE COMPLIANCE AND LEGAL ENVIRONMENT ENHANCED											
E01	√				Framework to curb corruption developed & implemented by June, 2016	One seminar done in Morogoro where the facilitator came from the Public Service Commission of Tanzania for Senior Staff where a total of 45 of senior officers countrywide attended	0	√			600,000	200,000	33

E02	√			Management accountability and audit provided by June, 2016.	Audit exercise by National Audit Office for FY 2014/2015 commenced in August 2015 and exit meeting done in December 2015, management letter received and responses provided	90	√			120,800,000	108,740,000	90
E03	√			Oversight, leadership and guidance provided by June 2016	MAB not yet appointed	0	√			22,900,000	11,750,000	51
E05	√			Business Continuity (BC) and Disaster Recovery(DR) Plans established by 2016	Renewed the contract for website hosting for one year starting from July 2015, Swapping of Agency LAN and migration of new domain done, installation and support of TANCIS at Wharf office done, Trouble shoots on SAMS for Tabora, Shinyanga, Manyara, Arusha, Tanga, Lindi and Pwani Agency's offices	60	√			18,000,000	10,460,000	58
E06	√			Information Communication Technology policies reviewed and implemented annually up to June, 2016	Initial design of the website received from eGA and comments provided	80	√			11,265,000	8,807,000	78
E07	√			Risk Management Framework established and implemented by June, 2016	Risk management training conducted to management	90	√			16,000,000	14,472,000	90
E08	√			Efficiency and compliance enhanced by June 2016	Three audit committee meetings facilitated, one audit committee training conducted and 12 internal audits conducted at Shinyanga, Simiyu, Mara, Morogoro, Pwani, Tanga, Geita Kagera, Mwanza, Arusha, Kilimanjaro and Manyara;	85	√			56,860,000	47,925,000	84
E012	√			Legal expertise on Agency's Legal matters provided by June 2016	Documents reviewed, advice on legislation and legal	30	√			2,100,000	0.00	0

FORM 12A: Quarterly cumulative milestone (priority) form

Vote: 50 Vote Name: MINISTRY OF FINANCE

Period conversed: Quarter ending: 31st MARCH, 2016 in the FY: 2015/2016

Planned key priority interventions or milestones	Current implementation Status	Assessment		
		On track	At Risk	Off track
To provide special food supplements to HIV/AIDS affected staff every month by June, 2016	7 staff supported	√		
To Facilitate payments for personnel services by June, 2016.	Utilities bills paid, staff were paid their entitlements and other administrative costs paid	√		
To conduct training on CUIS to procurement practitioners in MDAs, LGAs and Economic operators by June 2016.	The Agency conducted training on PPA and its regulations to NFRA – Dodoma where 11 participants attended	√		
To submit monthly procurement reports, general procurement notice, annual procurement plan and annual volume of procurement to PPRA by June, 2016	General procurement notice and annual procurement plan submitted to PPRA, 14 tender board meetings conducted	√		
To facilitate availability of stocks in all regional depots by June, 2016	Stock items and fuel were acquired and made available to all regions	√		
To provide clearing and forwarding services by June,2016	Clearing and forwarding services facilitated	√		
To carry out audits at HQ and at regional offices by June 2016	Internal audits were conducted at HQ, Shinyanga, Simiyu, Mara, Morogoro, Pwani, Tanga, Geita, Kagera, Mwanza Arusha, Kilimanjaro and Manyara.	√		
To facilitate quarterly functioning of Audit Committee by June 2016.	Three audit committee meetings conducted	√		
To prepare quarterly progress reports for FY 2015/2016 by June 2016	Quarterly progress reports were prepared and submitted on time	√		

Form 12 C: Outcome Indicator monitoring form

Vote: 50 Vote Name: Ministry of Finance

Period: Results as at the end of Financial Year 2015/2016

Objective and Code	Indicator Name and Description	Baseline		Indicator Target Values (As Per SP)				Actual Values				Indicator Classifications					Source of Data/Means of Verification	Comment	
		Baseline Date	Baseline Indicator Value	2013/2014	2014/2015	2015/2016		Y	Y+1	Y+2	Y+3	FYPP	MDG	M	P	R			
				Yo	Y+1	Y+2	Y+3	o											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
A: HIV and AIDS infections reduced and support services improved	% of staff attending voluntary testing. No. of GPSA staff tested as a % of participants	2013	No data	No data	No data	No data												M&E Report 2015/2016	Not done
	% level of staff awareness on HIV&AIDS. Average rank from survey on questionnaires on HIV and AIDS X 20	2013	87	86	85	85												M&E Report 2015/2016	
	% of staff supported. No. of staff supported as a % of affected staff	2013	100	100	100	100												M&E Report 2015/2016	

	<i>% of budget spent in supporting HIV & AIDS victims.</i> Amount spent as a % of budgeted amount	2013	44	68	97	92											Annual Financial Statement 2015/2016
B: Procurement and supplies management services improved	<i>% of PEs using framework contracts.</i> No. of PEs using framework agreements as a % of total PEs.	2013	13	11	09	12											M&E Report 2015/2016
	<i>% of contracts awarded and signed.</i> No. of contracts awarded as a % of total bidders	2013	89	90	73	64											M&E Report 2015/2016
	<i>% increase in value of call-off orders.</i> Increase in value of call-off orders as a % of previous year call-off orders	2013	(76)	38	81	28											M&E Report 2015/2016
	<i>% increase in fuel storage capacity per annum.</i> Increase in fuel storage capacity as a % of previous year capacity	2013	37	37	22	16.4											M&E Report 2015/2016

	% increase in warehouses storage capacity per annum. Increase in warehouse storage capacity as a % of previous year capacity	2013	(76)	38	81	28											M&E Report 2015/2016
C: Financial and asset management systems improved	% of revenue generated. Actual revenue generated over annual planned revenue x 100%	2013	95	88	77	58											M&E Report 2015/2016
	% increase in GPSA capital. Current year capital -previous year capital over previous year capital x 100%	2013	05	07	12												M&E Report 2015/2016
	% of expenditure incurred. Actual expenditure incurred over annual planned expenditure x 100%	2013	94	89	78	83											M&E Report 2015/2016
	% of expenditure VS revenue. Expenditure incurred over revenue generated x 100%	2013	99	101	102	145											M&E Report 2015/2016

	<i>% of debts collected. Debts collected as a % of total debtors in previous year</i>	2013	29	48	71	51												M&E Report 2015/2016
	<i>Number of audit queries. Physical counting from management letter</i>	2013	03	03	03	4												CAG Management letter 2015/2016
	<i>Value of audit queries as a percentage of total expenditure.</i>	2013	16	09	06	06												CAG Management letter 2015/2016
	<i>No. of projects implemented. Physical counting</i>	2013	04	03	02	10												M&E Report 2015/2016
D: Human resource base optimally deployed	<i>% of GPSA staff rewarded as a result of OPRAS. No. of staff rewarded as a % of total staff</i>	2013	13	16	14	11												HR Report 2015/2016
	<i>% of staff trained in competence based training. No. of staff trained as a % planned staff</i>	2013	13	48	42	22												HR Training Report 2015/2016
	<i>Employee's turnover rate. No. of staff who voluntary left GPSA per year</i>	2013	07	07	4	1												HR Report 2015/2016

	<i>Labour productivity ratio. Revenue over salaries and wages</i>	2013	15	17	14	46											
	<i>% of vacant duty posts filled. No. of duty posts filled as a % of total duty posts</i>	2013	14	14	14	81											M&E Report 2015/2016
	<i>Staff job satisfaction level. Average rank from survey x 20</i>	2013	66	70	73	70											M&E Report 2015/2016
	<i>% of internal customers satisfied with the quality of services offered by GPSA. Average rank from survey x20</i>	2013	68	69	69	70											M&E Report 2015/2016
	<i>% of external customers satisfied with the quality of services offered by GPSA. Average rank from survey x20</i>	2013	76	78	98	92											M&E Report 2015/2016
E: Good Governance compliance and legal environment enhanced	<i>% of external customers who believes GPSA management is accountable and responsive. Average rank from survey x 20</i>	2013	78	79	98	92											M&E Report 2015/2016

	<i>% of external customers satisfied with GPSA information dissemination system.</i> Average rank from survey x 20	2013	68	61	82	82								M&E Report 2015/2016
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FORM 13A QUARTERLY CUMULATIVE FINANCIAL OVERVIEW FORM – MEF 7.4 (a)

VOTE: 50 VOTE NAME: MINISTRY OF FINANCE

PERIOD CUMULATIVE RESULTS FOR THE QUARTER ENDING 30th JUNE, 2016 IN THE FINANCIAL YEAR 2015/2016

ITEM/COMPOSITION	BUDGET		RELEASED		ACTUAL EXPENDITURE		
	Amount in TShs (millions)	% of Total	Amount in TShs (millions)	Amount Released as a % of the Budget Amount (4 /2)	Amounting in TShs (Millions)	Actual Value as a % of the Budget amount (6/2)	% of Total
1	2	3	4	5	6	7	8
EXPENDITURE BY BUDGET CATEGORY							
P.E	3,197	27.28	3,113	97.37	3,113	97.37	29.57
O.C - Subvention	150	1.28	41	27.33	41	27.33	0.39
- Own Source	7,952	67.86	7,308	91.90	7,308	91.90	69.43
Development Local Fund	0	0	0	0	0	0	0
Development Foreign Funds (PFMRP)	419	3.58	64	15.27	64	15.27	0.61
Total	11,718	100.00	10,526		10,526		100.00
EXPENDITURE BY FYDP I CATEGORY (Excludes PE)							
FYDP 1 Strategic projects	0.0						
FYDP 1 Other projects	0.0						
Total		100					100%
EXPENDITURE BY FYDP I CATEGORY (Excludes PE)							
MKUKUTA II							
NON-MKUKUTA II							
Total		100					100%

FORM 13B: QUALITERLY CUMULATIVE DETAILED FORMS - MEF 7.4 (b)

PERIOD: CUMMULATIVE FOR THE QUARTER ENDING: 31st JUNE 2016 IN FY 2015/2016

ITEM/COMPOSITION	BUDGET		RELEASED		ACTUAL REVENUE/EXPENDITURE		
	Amount in TShs (Million)	% of Total	Amount in TShs (Million)	Amount Released as % of the Budget Amount (4/ 2)	Amount in TShs (Million)	Actual Value as a % of the Budget Amount (6/2)	% of Total
1	2	3	4	5	6	7	8
EXPENDITURE BY SUB-VOTE (Recurrent Only)							
Sub-vote 1003							
Subvention (PE + OC)	3,347	28.56	3,154	93.01	3,154	94.23	29.96
Own Sources	7,952	67.86	7,308	91.90	7,308	91.90	69.43
PFMRP	419	3.58	64	15.27	64	15.27	0.61
Total	11,718	100.00	10,526		10,526		100.00
EXPENDITURE BY SUB-VOTE BY PROJECT (Development Funds only)							
Sub-vote 1003							
Project 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.00						0.00
REVENUES (NON-TAX) COLLECTION							
Revenue Collected							
Revenue Retained							
SOURCE OF FUNDING (LGAs and Agencies ONLY)							
Subvention (OC + PE)	3,347	28.56	3,154	94.23	3,154	94.23	29.96
Donor funds (PFMRP)	419	3.58	64	15.27	64	15.27	0.61
Own Sources	7,952	67.86	7,308	91.90	7,308	91.90	69.43
Total	11,718	100.00	10,526		10,526		100.00