

Issues and Challenges	Response	Possible Recommendation	Responsible	Time frame
Delays in enacting the new procurement regulations	The procurement regulations are still under review of MOJ. There is no clear outlook when MOJ will finish. This leads to serious delay in procurement reforms.	Necessary TA (legal consultancy) should be immediately undertaken, MOJ to supervise consultant.	PEMFA Secretariat	End of July 09 Consultant engaged Regulations ready by October 09
The budget for ZPPA was cut by 50% for 2009. Activities under PEMFA have stalled because of problems in other components, Lack of funding delays the implementation of the road map.		The budgetary position of the ZPPA has to be reviewed in such a way that together with the PEMFA funds, enough funds are available to implement the road map	MoFNP, PEMFA Secretariat and CPs'	Supplementary funding by September 09
Partly due to lack of progress in procurement reform, a considerable	In line with Paris Declaration CPs' should commit themselves to	Benchmarks and timeline to be defined to reduce	GRZ, CPs	As soon as Regulations are in

<p>number of CPs' still require their own procurement system to be used. This puts additional stress on procurement staff because they have to be trained in other procurement systems.</p>	<p>fully align with GRZs' procurement system</p>	<p>the use of CPs' systems, after which GRZ will not accept other procurement systems as funding conditions</p>		<p>place and training conducted</p>
<p>Many procurement departments are grossly understaffed (e.g. MOH only 25%) Some procurement departments don't have a sufficient independent position within their institutions, e.g. linked to Administration or HRM.</p>	<p>The staffing levels of the Procurement Departments base should be completed. Procurement departments have to be positioned as independent entities as independent entities within the organisation and directly reporting to the Controlling Officer</p>	<p>GRZ to make position of procurement departments in position of independence</p>	<p>GRZ</p>	<p>Now until Dec 2010</p>
<p>In general, the perceived importance of procurement planning execution in Government institutions and</p>	<p>Apart from training of technical staff, due attention has to be given to training and sensitising Controlling Officers and</p>	<p>In ZPPA Road Map</p>	<p>ZPPA MoFNP (Budget Office)</p>	<p>Next budget preparation</p>

parastatals seems to be low. The importance of this key function of Government is underestimated	other management staff of procuring entities, and timely submission of procurement plans must be enforced			
According to current laws the Attorney General has to approve all GRZ contracts. Application of this rule leads to delays in procurement processes due to capacity constraints in AG's Office.	For practical reasons the responsibility of the Attorney General should be limited to the approval of standard contracts and contracts of very high value.	Regulations should give clear position	MOJ/ ZPPA	October 09
The current Public Finance Act and Public Procurement Act are contradictory; the PFA does not allow financial commitments in future years without Parliamentary approval, while the PPA does not allow contracts to be split.	Specialists should look into this matter and come up with a workable solution	ZPPA, MOJ and MoFNP to engage and resolve issue	ZPPA/ MOJ/ MoFNP	July 2009

Late or insufficient release of funds from MoFNP and CPs' delays procurement implementation	Starting the budget cycle and procurement planning earlier in the year should lead to approval of budget, work plan and procurement plan before January of each year. Integration of procurement planning with the funding profiles and liquidity requests to CPs' should further enhance the timely availability of funds.	ZPPA to undertake procurement planning training for PUs'	ZPPA/ MPSAs'/MoFNP	August 09
High demand for supervision/monitoring and inspection of delivered good, services and works	The finalisation of the procurement cycle needs more emphasis on monitoring, inspection skills and capacity. The same goes for operations and maintenance of GRZ investments.	ZPPA needs to build capacity internally and within entities in this respect	ZPPA/ MPSAs'	Oct - December 2010

Local contractors lack skills for successfully participating in tenders. Few qualified contractors available in some districts impact on competition.	Consider training program for bidders in co-operation with Private Sector Development Programme/CEEC	In ZPPA Road Map	ZPPA/ PSDP/ CEEC	July – Dec 2010
Threshold for international bidding need to be set	The is no threshold for international competitive bidding	ZPP to issue circular giving limit for international competitive bidding	ZPPA	July
Transitional period – time frame unrealistically short	There is perceived unrealistic timeframe for the transition period	The activities in the road map should be expeditiously executed, i.e. capacity building, speed up implementation of restructuring of ZPPA functions	ZPPA	Now to 2010