



MAPS

Methodology for Assessing
Procurement Systems

The Federal Democratic Republic of Ethiopia

Assessment of the Public Procurement System

**Volume III – Annexes
2021**



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Volume III: Annexes

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ANNEX 13: Private Sector Survey

ANNEX 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

The MAPS II assessment methodology of the country procurement system is based on a qualitative and quantitative review of the existing regulatory and policy framework, as well as institutional and operational arrangements, to determine whether the prescribed standard has been attained. Certain indicators require survey of the private sector and the Assessment Team has carried out a survey of private sector firms participating in the public procurement in Ethiopia using SurveyMonkey.

This Section includes a narrative analysis of the survey responses for the MAPS indicators, which call for the survey measurement, based the survey reports generated by the SurveyMonkey. However, the survey provides much more information because it asked questions beyond the MAPS quantitative indicators and also gave a forum to the firms to provide their ideas through open-ended questions to which many Respondents responded. The Reports provided by the SurveyMonkey are included in the Sections 13.2 to 13.7 of this Volume III of the Assessment Report.

About the Survey and the Respondents:

The survey was addressed to domestic and foreign firms that are active on the public procurement market in Ethiopia. The names of the firms were obtained from the website of PPPAA (list of registered suppliers) and from the Procuring Entities interviewed under the assessment. The survey was also addressed to the firms which earlier participated in the Business Outreach Workshops in Ethiopia organized by The World Bank. The firms included contractors, suppliers, consultants, and firms providing non-consulting services. The number of firms whose names were obtained from the website of PPPAA (list of registered suppliers) is limited because of difficulty of accessing the PPPAA's website, and specifically its tab of the list of registered suppliers.

The survey of the private sector in Ethiopia was carried out through two modalities: a workshop, and an electronic survey using SurveyMonkey which is an online survey development cloud-based software.

The private sector survey workshop was also organized in Addis Ababa on October 9, 2019. 59 representatives of firms and associations participated. During the workshop, the Bank's Assessment Team explained the purpose of the assessment of the public procurement system in Ethiopia and its methodology. The representatives of the firms presented their views, opinions, and ideas for improvement of the public procurement system in Ethiopia in a discussion session. These views and the list of participants are in the Annex 4 of this Volume III of the Assessment Report. At the end of the workshop the representatives were provided a hardcopy of a survey questionnaire. 49 participants filled in and returned the questionnaires.

Following the workshop, the Team set up the online survey in the SurveyMonkey. The online survey questionnaire is in the Annex 13.8 of this Volume III of the Assessment Report.

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

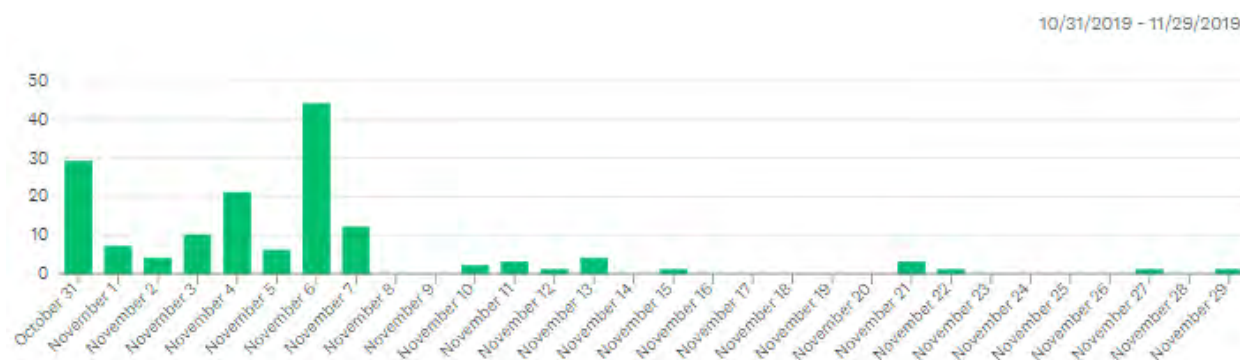
The online questionnaire includes 64 questions grouped as follows:

- | | |
|--|--|
| i) Information about the Respondent | v) Procurement process and contracting |
| ii) Dialogue and partnerships between public and private sectors | vi) Procurement complaints and appeals mechanism |
| iii) Public procurement system's capacity to develop and improve | vii) Avoiding conflict of interest |
| iv) Access to the public procurement market | viii) Anti-corruption measures |

Based on the observations of the discussion during the workshop, two changes were made in developing the online survey questionnaire in comparison to the survey used during the workshop:

1. 17 questions were added (Nos. 3, 5, 10, 16, 17, and 29-40). This addition does not affect compatibility of the online questionnaire with the one used during the workshop. Responses to the added questions will be analyzed only regarding the firms that answered the survey electronically.
2. For the questions 9, 18, 22, 61 and 64 an option “not sure” has been added. This may have affected the outcome of the responses and the analysis considers it. Depending on the nature of questions, the types of the questions were either allowing one answer, multiple choice, or an open answer. The respondents could skip questions. The average time to answer the online questionnaire is 14 minutes (decreased from 26 minutes for the responses entered until Nov. 22, 2019).

The electronic survey was opened on October 31, 2019 (the date in Ethiopia). The responses collected until November 29, 2019 are considered in this Report. The response collection volume distribution is as follows:



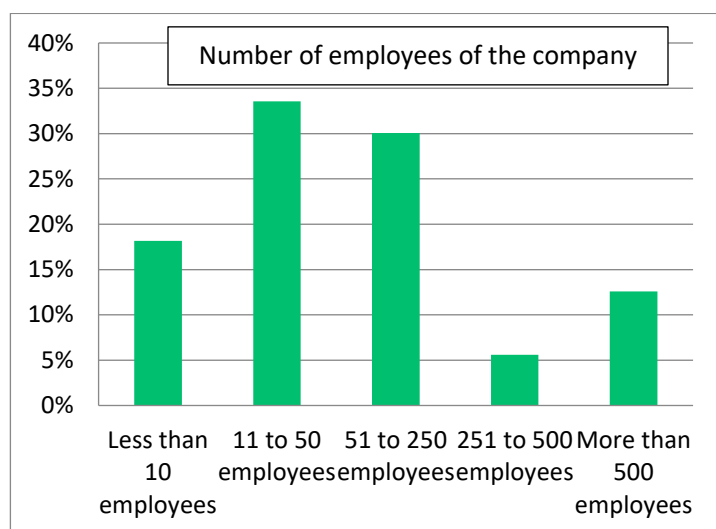
This report is prepared based on 145 responses, including 49 responses obtained during the workshop and entered manually into the SurveyMonkey on November 6⁹, 2019.

Majority of the respondents represent small and medium companies with up to 250 employees and the turnover up to 500 million Birr and are located in Ethiopia, majority in Addis Ababa. Most of these companies are well established, more than 10 years in business and no less than one year in business.

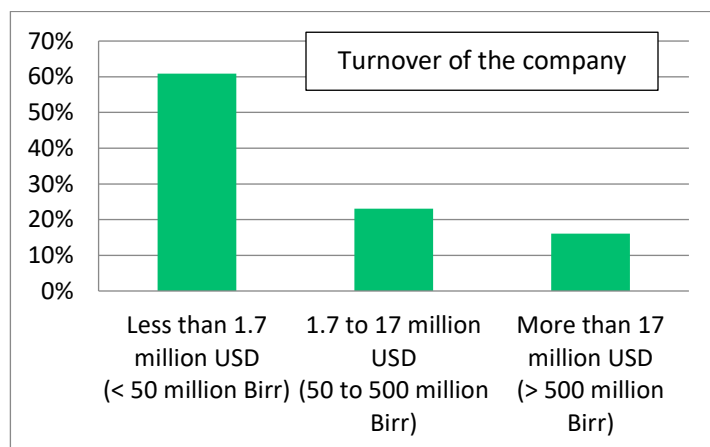
⁹ There can be an inconsistency of dates in the presentation by 1 day because the dates referred to in the Report are for activities carried out usually in Ethiopia, while the SurveyMonkey is based in the US and uses the US time. For example, the responses obtained during the workshop were entered manually into the SurveyMonkey in the US causing a date inconsistency between the description and the response volume chart.

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

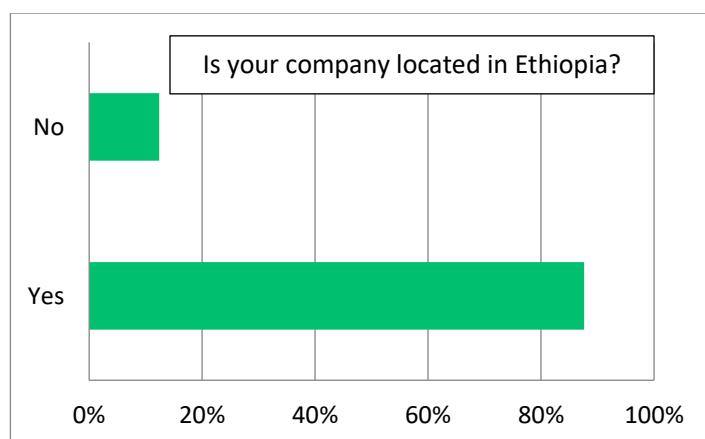
The profile of all Respondents:



Answer Choices	Responses	
Less than 10 employees	18%	26
11 to 50 employees	34%	48
51 to 250 employees	30%	43
251 to 500 employees	6%	8
More than 500 employees	13%	18
	Answered	143
	Skipped	2

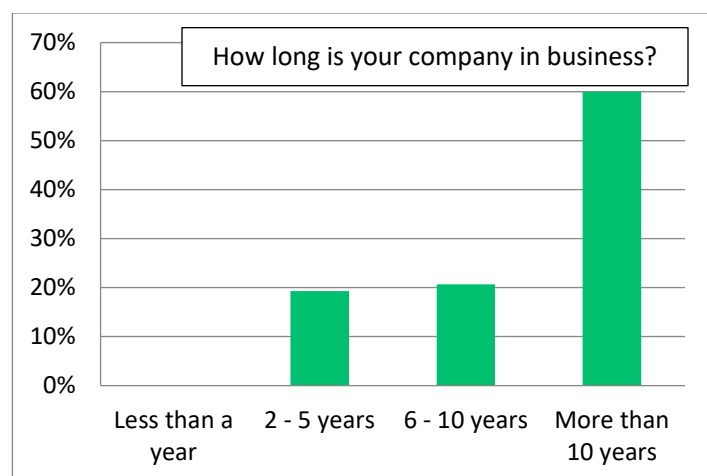


Answer Choices	Responses	
Less than 1.7 million USD (< 50 million Birr)	61%	87
1.7 to 17 million USD (50 to 500 million Birr)	23%	33
More than 17 million USD (> 500 million Birr)	16%	23
	Answered	143
	Skipped	2



Answer Choices	Responses	
Yes	88%	113
No	12%	16
	Answered	129
	Skipped	16

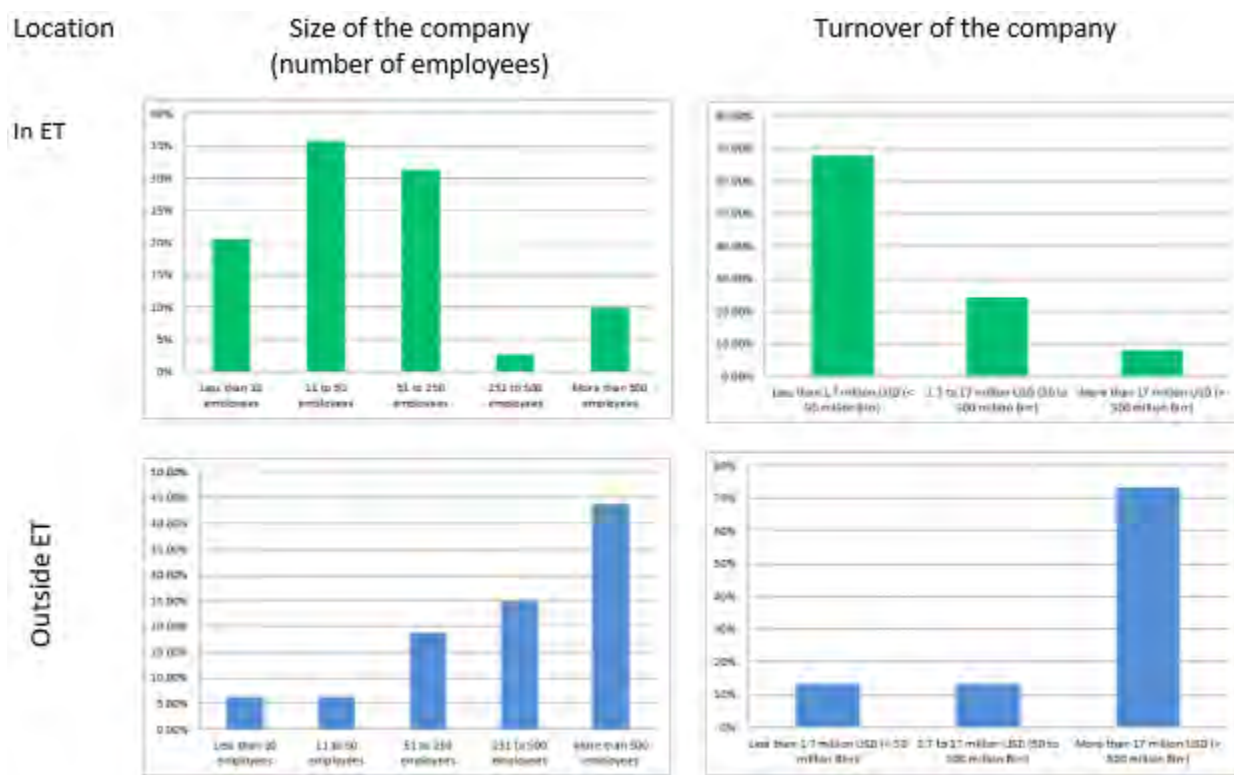
Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators



Answer Choices	Responses	
Less than a year	0%	0
2 - 5 years	19%	28
6 - 10 years	21%	30
More than 10 years	60%	87
Answered		145
Skipped		0

About 90% of the 129 respondents located in Ethiopia have up to 250 employees and the turnover up to USD 17 million¹⁰. About 70% of the 16 respondents located outside Ethiopia have more than 250 employees and the turnover above USD 17 million².

The profile of all Respondent companies located in and outside Ethiopia is shown in the charts below.

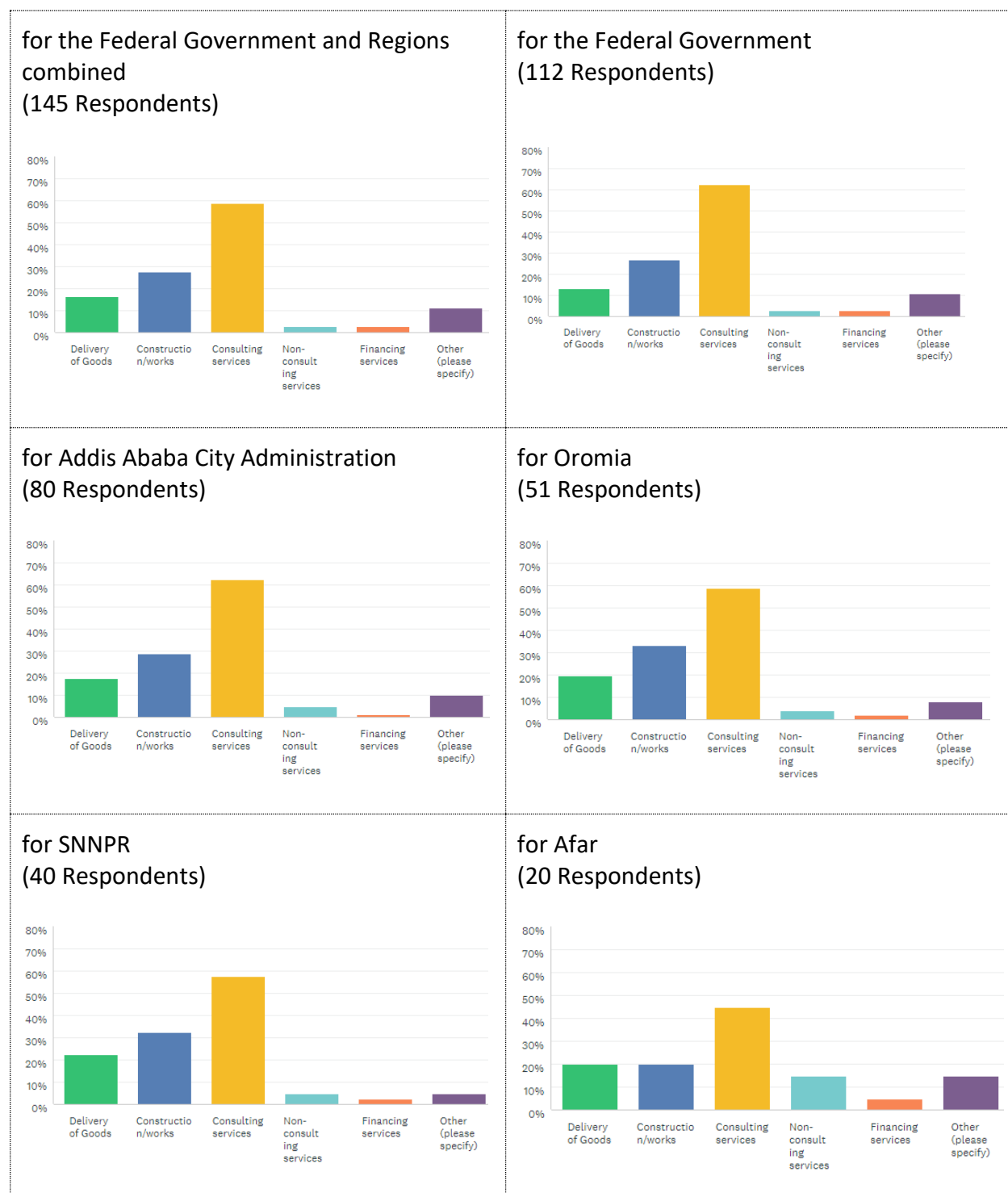


Out of 95 companies which responded to the question whether they are registered in Ethiopia 85 are registered. This number includes 67 Ethiopian companies and 7 from outside Ethiopia (some firms skipped this response).

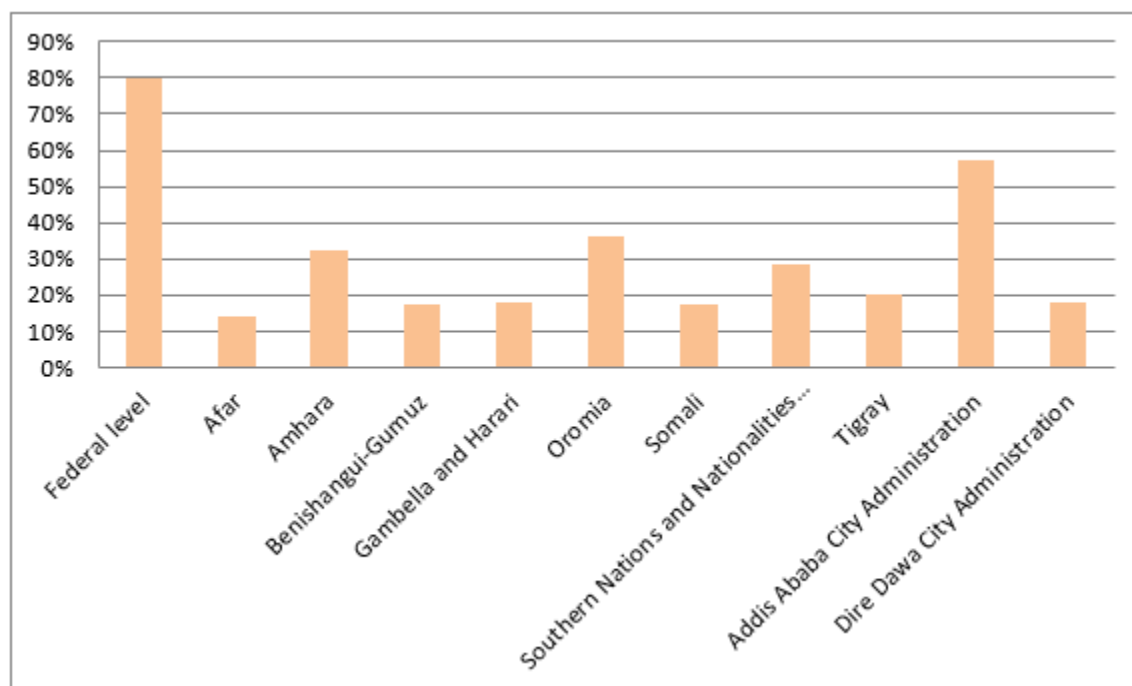
¹⁰ The questions on the number of employees and turnover were not linked. Therefore, it is not possible to conclude on these parameters linked together into categories.

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

The main business profile of the Respondents operating at the Federal and Regional levels is shown below.



140 respondents informed where they do business as shown on the below chart. The companies operate both at the Federal and Regional levels, and in multiple Regions or City Administrations.



Detailed analysis of the survey based quantitative indicators:

The purpose of this analysis is to assess quantitative indicators to substantiate the criteria for the following sub-indicators of the assessment methodology based on the survey responses:

No.	Pillar No.	Indicator Sub-indicator	Criterion	Quantitative Indicator
1	II	Indicator 5. The country has an institution in charge of the normative/ regulatory function. Sub-indicator 5(d) –Avoiding conflict of interest.	(a) The normative/regulatory institution has a system in place to avoid conflicts of interest.	<ul style="list-style-type: none"> Perception that the normative/regulatory institution is free from conflicts of interest (in % of responses).
2	III	Indicator 10. The public procurement market is fully functional. Sub-indicator 10(a) – Dialogue and partnerships between public and private sector.	(a) The government encourages open dialogue with the private sector. Several established and formal mechanisms are available for open dialogue through associations or other means, including a transparent and consultative process when formulating changes to the public procurement system. The dialogue follows the applicable ethics and integrity rules of the government.	<ul style="list-style-type: none"> perception of openness and effectiveness in engaging with the private sector (in % of responses)
3	III	Indicator 10. The public procurement market is fully functional. Sub-indicator 10(b) – Private sector's organization and access to the public procurement market.	(b) There are no major systemic constraints inhibiting private sector access to the public procurement market.	<ul style="list-style-type: none"> perception of firms on the appropriateness of conditions in the public procurement market (in % of responses).
4	IV	Indicator 13. Procurement appeals mechanisms are effective and efficient.	(b) balanced and unbiased in consideration of the relevant information.	<ul style="list-style-type: none"> share of suppliers that perceive the challenge and appeals system as trustworthy (in % of responses).

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

No.	Pillar No.	Indicator Sub-indicator	Criterion	Quantitative Indicator
		Sub-indicator 13(c) – Decisions of the appeals body		<ul style="list-style-type: none"> share of suppliers that perceive appeals decisions as consistent (in % of responses).
5	IV	Indicator 14. The country has ethics and anti-corruption measures in place. Sub-indicator 14(c) – Effective sanctions and enforcement systems.	(d) There is evidence that the laws on fraud, corruption and other prohibited practices are being enforced in the country by application of stated penalties.	<ul style="list-style-type: none"> Gifts to secure public contracts: number of firms admitting to unethical practices, including making gifts in (in %).
6	IV	Indicator 14. The country has ethics and anti-corruption measures in place. Sub-indicator 14(d) – Anti-corruption framework and integrity training.	(a) The country has in place a comprehensive anti-corruption framework to prevent, detect and penalize corruption in government that involves the appropriate agencies of government with a level of responsibility and capacity to enable its responsibilities to be carried out.	<ul style="list-style-type: none"> percentage of favorable opinions by the public on the effectiveness of anti-corruption measures (in % of responses).
7	IV	Indicator 14. The country has ethics and anti-corruption measures in place. Sub-indicator 14(e) – Stakeholder support to strengthen integrity in procurement.	(c) There is evidence that civil society contributes to shape and improve integrity of public procurement.	<ul style="list-style-type: none"> number of domestic civil service organizations (CSOs), including national offices of international CSOs) actively providing oversight and social control in public procurement.

Indicator 5. The country has an institution in charge of the normative/regulatory function.

Sub-indicator 5(d) – Avoiding conflict of interest	
The criterion:	The normative/regulatory institution has a system in place to avoid conflicts of interest
The quantitative indicator to substantiate the criterion:	Perception that the normative/regulatory institution is free from conflicts of interest (in % of responses).

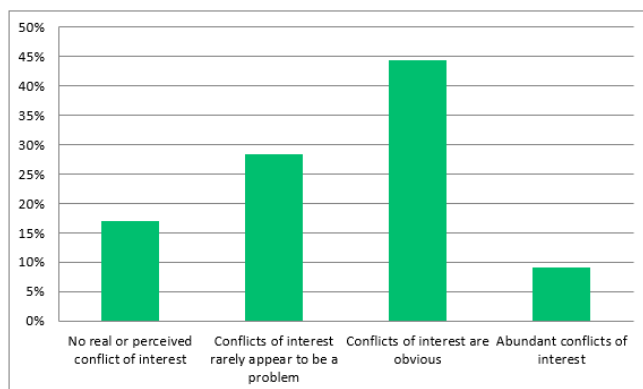
Section vii) of the survey is dedicated to learning of the perception of the private sector whether the regulatory institution is free from conflict of interest and contains three questions (Q53-Q55). The questions were responded by the following numbers of Respondents:

No.	Questions	Answered						Skipped					
		All	Fed	AA	Oro mia	SN NP R	Afa r	All	Fed	AA	Oro mia	SN NP R	Afa r
Q53	Is there a problem with conflict of interest in procurement processes?	88	72	49	30	28	14	57	40	31	21	12	6
Q54	In the context of public procurement, have you/your company ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest?	78						67					
Q55	If you observed a situation where the normative/regulatory institution or procuring entity faced a conflict of interest, did the conflict of interest relate to: <i>(options provided)</i>	63						82					

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Q53. The structure of responses to the question whether there a problem with conflict of interest in procurement processes is as follows:

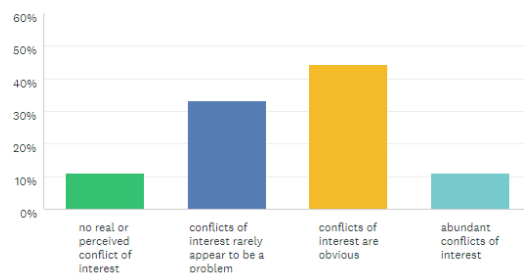
All Respondents for the Federal and the Regions combined



Answer Choices	Responses	
No real or perceived conflict of interest	17%	15
Conflicts of interest rarely appear to be a problem	28%	25
Conflicts of interest are obvious	44%	39
Abundant conflicts of interest	9%	8
	Answered	88
	Skipped	57

Federal Government

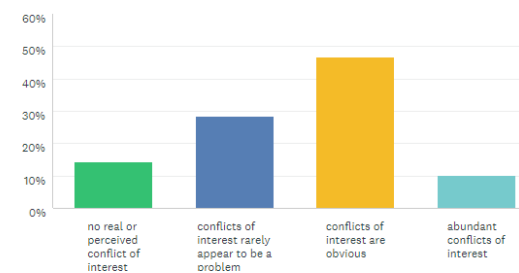
Answered: 72 Skipped: 40



ANSWER CHOICES	RESPONSES	
no real or perceived conflict of interest	11.11%	8
conflicts of interest rarely appear to be a problem	33.33%	24
conflicts of interest are obvious	44.44%	32
abundant conflicts of interest	11.11%	8
TOTAL		72

Addis Ababa

Answered: 49 Skipped: 31



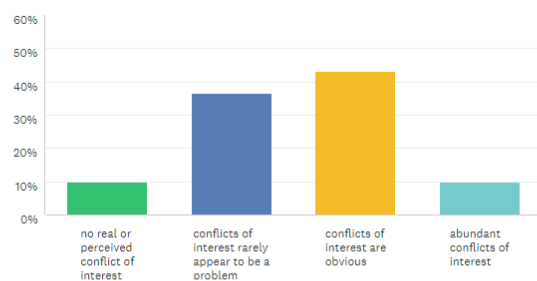
ANSWER CHOICES	RESPONSES	
no real or perceived conflict of interest	14.29%	7
conflicts of interest rarely appear to be a problem	28.57%	14
conflicts of interest are obvious	46.94%	23
abundant conflicts of interest	10.20%	5
TOTAL		49

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Q53 continued. The structure of responses to the question whether there a problem with conflict of interest in procurement processes:

Oromia

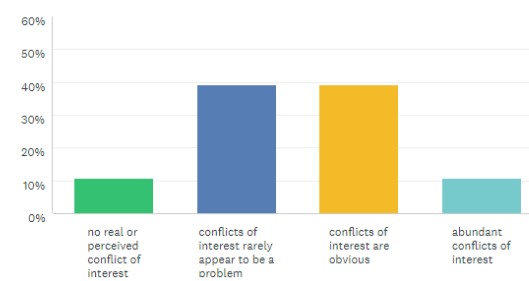
Answered: 30 Skipped: 21



ANSWER CHOICES	RESPONSES
no real or perceived conflict of interest	10.00% 3
conflicts of interest rarely appear to be a problem	36.67% 11
conflicts of interest are obvious	43.33% 13
abundant conflicts of interest	10.00% 3
TOTAL	30

SNNPR

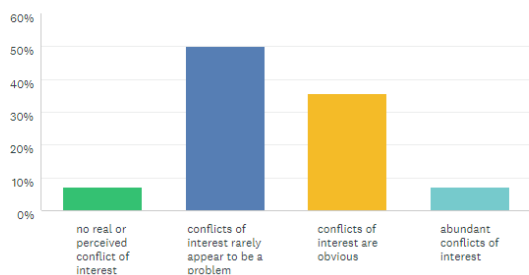
Answered: 28 Skipped: 12



ANSWER CHOICES	RESPONSES
no real or perceived conflict of interest	10.71% 3
conflicts of interest rarely appear to be a problem	39.29% 11
conflicts of interest are obvious	39.29% 11
abundant conflicts of interest	10.71% 3
TOTAL	28

Afar

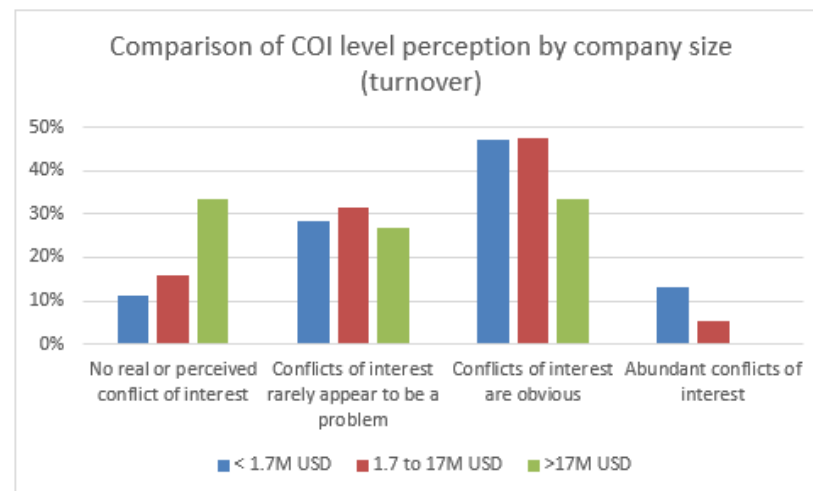
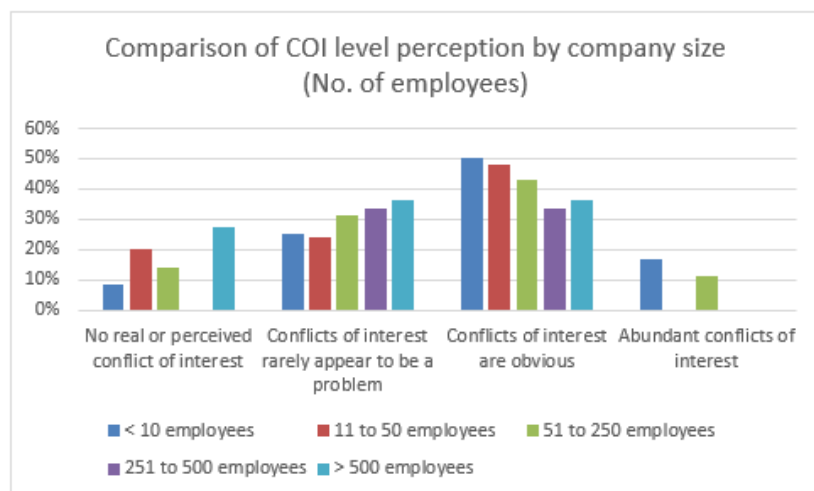
Answered: 14 Skipped: 6



ANSWER CHOICES	RESPONSES
no real or perceived conflict of interest	7.14% 1
conflicts of interest rarely appear to be a problem	50.00% 7
conflicts of interest are obvious	35.71% 5
abundant conflicts of interest	7.14% 1
TOTAL	14

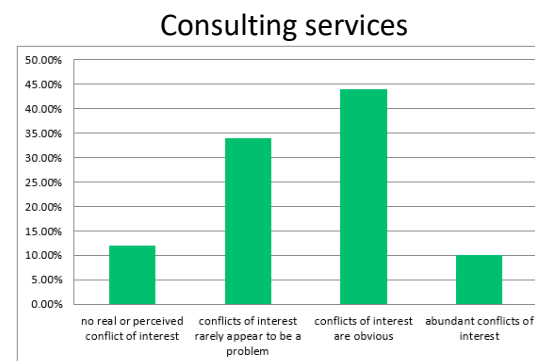
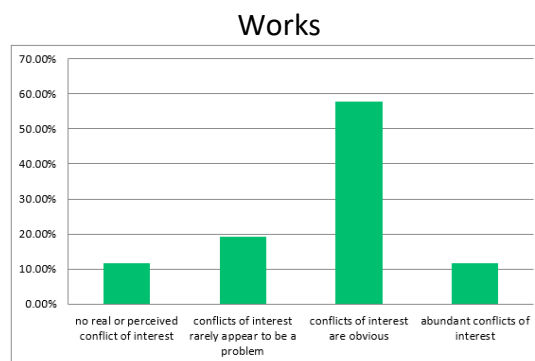
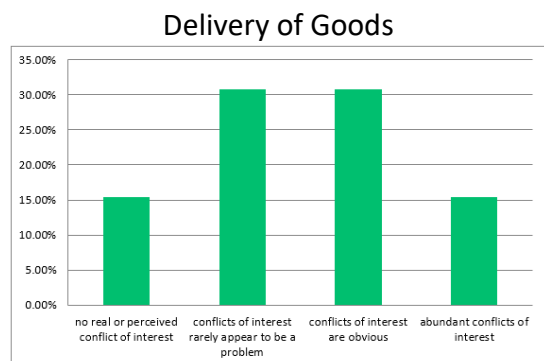
Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Q53. The responses to the question whether there a problem with conflict of interest in procurement processes by firms in categories by their size and turnover vary. They are shown below for the Respondents for the Federal Government and all Regions combined. The profiles of responses are similar for both categories (by size and turnover).



In each category of the company size shown in the comparative graph above about half of the respondents responded to this question. Only in the category of companies employing 51 to 250 employees 80% of respondents responded to this question.

Q53. The structure of responses to the question whether there a problem with conflict of interest in procurement processes by type of the company (for the Federal Government and all Regions combined) is as follows:



Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

The survey gave an opportunity to the respondents to provide comments in addition to their choice answer or instead of it. 24 respondents provided their comments.

In their comments they strongly indicated that the bids are prepared for certain vendors. As a reason the Respondents indicated the family or friendship relationships of procurement officers with the favored firms¹¹, political favor to certain firms¹² or corruption¹³. Corruption is mentioned in 25% comments in the context of the conflict of interest.

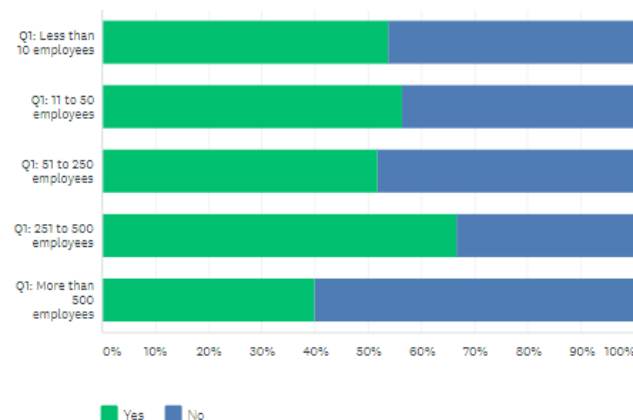
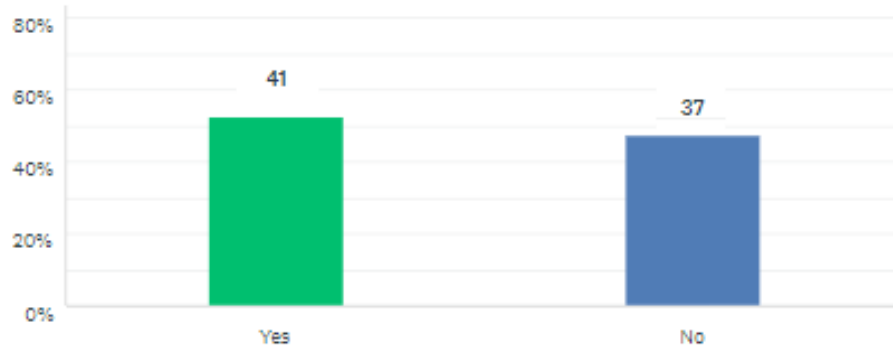
In the opinion of the Respondents, to award the contracts to the favored firms the Procuring Entities prepare the bidding documents to fit the targeted companies by setting the criteria, using unfair contract provisions, time for bidding, clarifications, and delivery. 60% comments raised this problem. This leads to using criteria irrelevant to the subject bidding (17% comments). There is no disclosure of conflict of interest by the members of the evaluation committee members.

These opinions were expressed by the Respondents who participated in bids for public contracts of whom 65% won at least one contract and the remaining ones have not won any.

Additionally, the respondents indicated to an existing conflict of interest between the consultants and the contractors, and delays affected by the conflict of interest.

Q54. The responses to the question whether the Respondent's company (for the Federal Government and all Regions combined) ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest are as follows:

Answered: 78 Skipped: 67

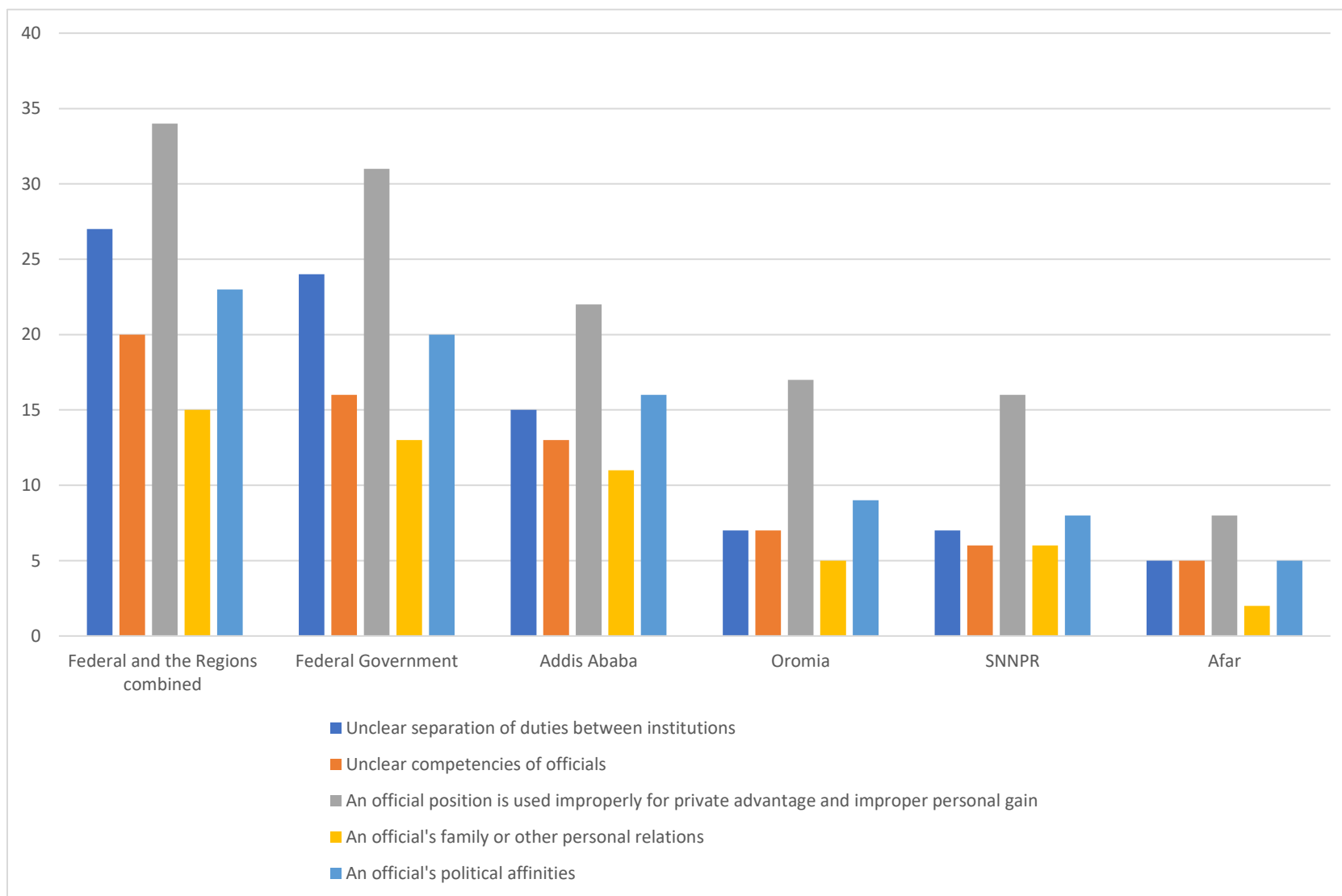


¹¹ 12 comments

¹² 1 comment

¹³ 6 comments

Q55. The responses to the question about the nature of the conflict of interest by the Respondents, who faced such a conflict of interest, are as follows:



Indicator 10. The public procurement market is fully functional.

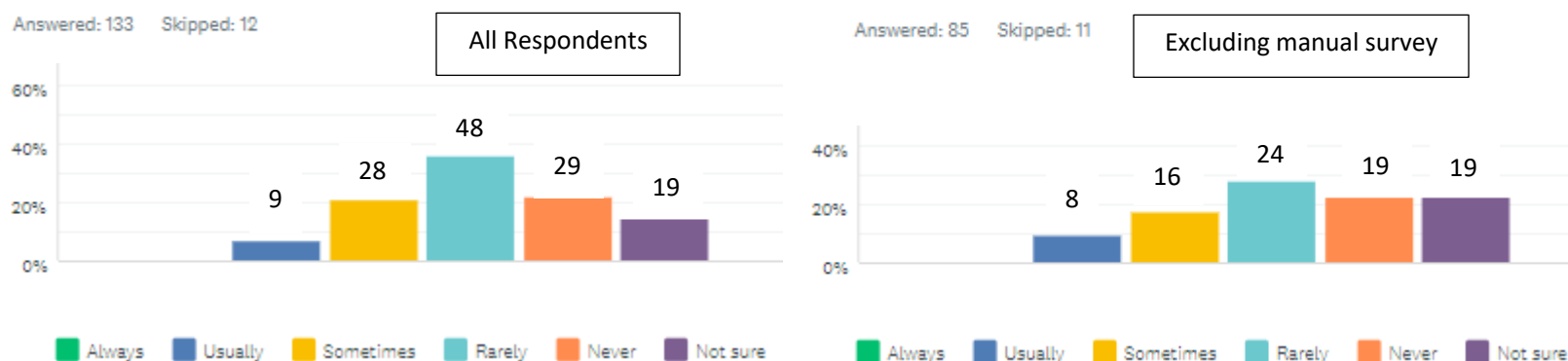
Sub-indicator 10(a) – Dialogue and partnerships between public and private sector	
The criterion:	The government encourages open dialogue with the private sector. Several established and formal mechanisms are available for open dialogue through associations or other means, including a transparent and consultative process when formulating changes to the public procurement system. The dialogue follows the applicable ethics and integrity rules of the government.
The quantitative indicator to substantiate the criterion:	Perception of openness and effectiveness in engaging with the private sector (in % of responses).

Section ii) of the survey contains two questions dedicated to learning of the government encourages open dialogue with the private sector. The questions were responded by the following numbers of Respondents:

No.	Question	Answered						Skipped					
		All	Fed	AA	Oro mia	SN NP R	Afa r	All	Fed	AA	Oro mia	SN NP R	Afa r
Q9	Does the government consult the private sector before introducing changes to the procurement rules and procedures?	133	102	75	49	39	19	12	9	5	2	1	1
Q10	Are the opinions of the private sector considered by the Government of Ethiopia in introducing changes to the federal procurement rules and procedures?	85	61	48	29	21	10	60	51	32	22	19	10
Additional questions:													
Q11	Do you find the changes to the procurement rules and procedures difficult to follow?	130	101	73	48	38	18	15	11	7	3	2	2
Q12	Do you have the resources to keep up with the changes made to the legislative framework (including e-procurement that is planned to be introduced soon)?	130	100	74	47	37	17	15	12	6	4	3	3

While the responses to the questions Q9 and Q10 provide the basis to assess the criterion of perception of openness and effectiveness in engaging with the private sector (in % of responses), the responses to the questions Q11 and Q12 may provide more insight to what extent the changes to the procurement rules and procedures are difficult for the firms to follow and may require the Government's support in implementation of the changes.

Q9. The responses to the question whether the government consults the private sector before introducing changes to the procurement rules and procedures are as follows (see an explanatory comment below the charts):

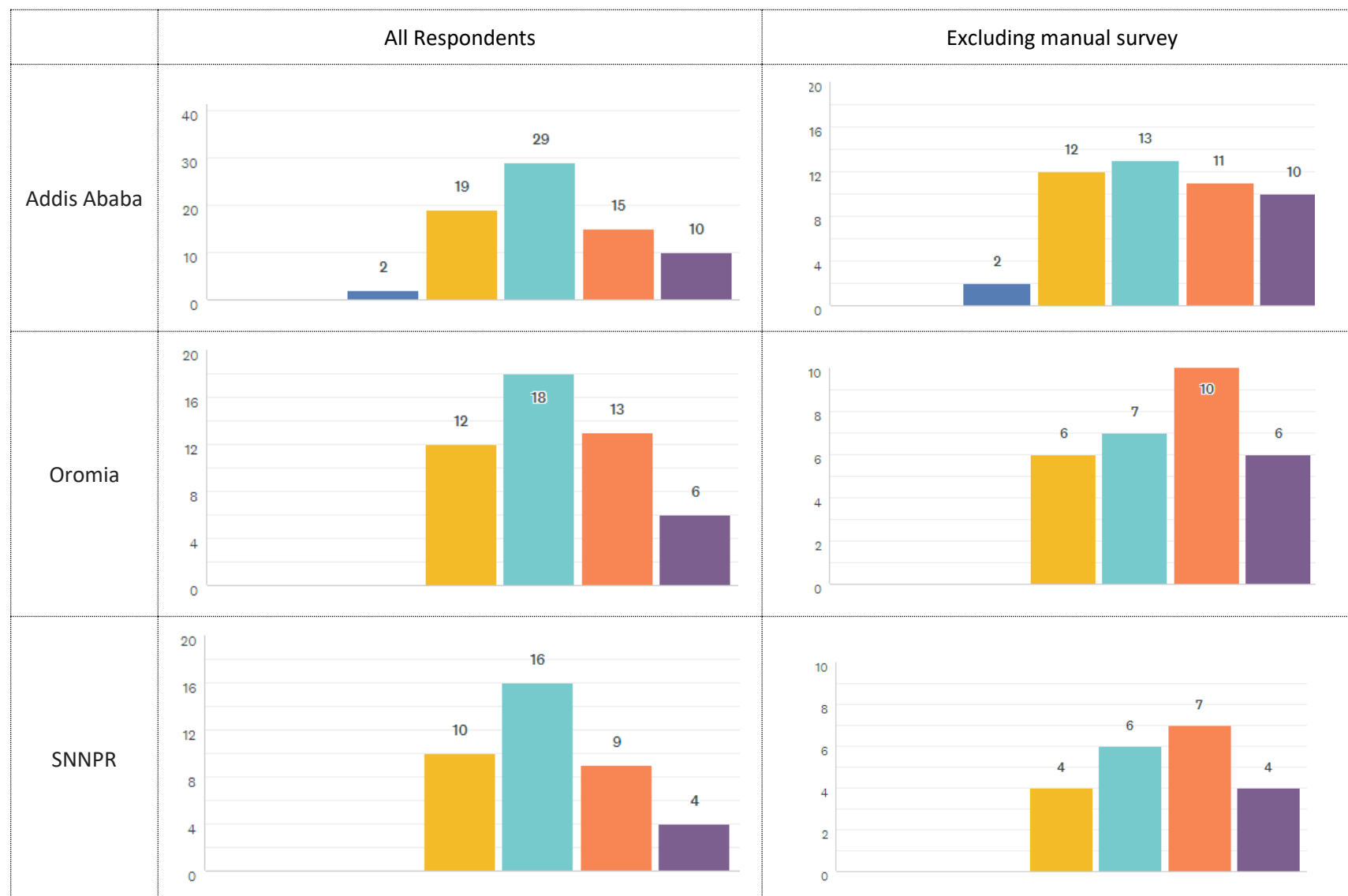


An option "Not sure" was added to this question in the online survey. The Respondents filling their hardcopy questionnaire, which did not have this option, may have decided to vote for any other available option. Therefore, the results that exclude the manual survey may be more decisive in which 50% Respondents think that the Government does not or rarely consults the private sector before introducing changes to the procurement rules and procedures, 28% Respondents think that the Government usually or sometimes consults, and 22% Respondents are not sure. None of the Respondents responded that the government consults the private sector before introducing changes to the procurement rules and procedures. This percentage distribution is similar for small and large companies.

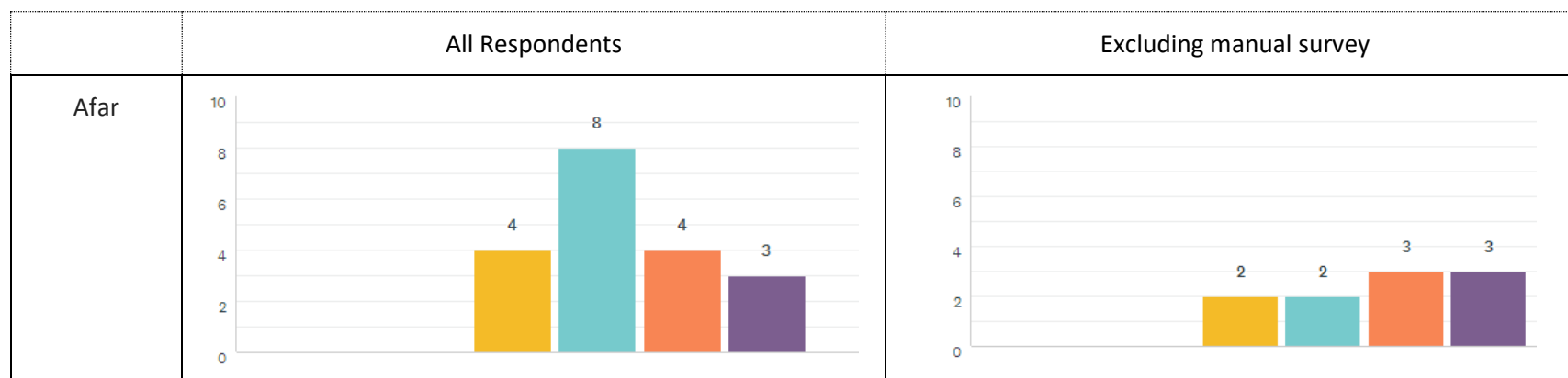
Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

The responses to the question whether the government consults the private sector before introducing changes to the procurement rules and procedures are broken down per Regions are as follows:

Always Usually Sometimes Rarely Never Not sure

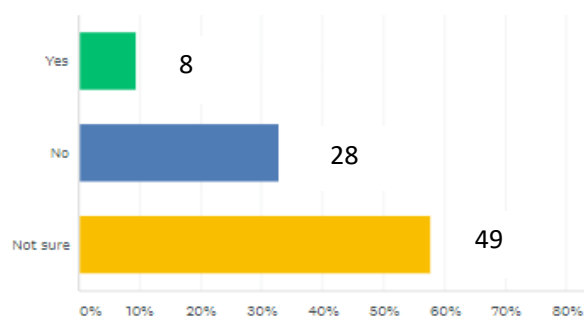


Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators



Q10. The responses to the question whether the opinions of the private sector are considered by the Government of Ethiopia in introducing changes to the federal procurement rules and procedures (by all Respondents) are as follows:

Answered: 85 Skipped: 60



Almost 60% Respondents are not sure whether the Government of Ethiopia considers the opinions of the private sector in introducing changes to the federal procurement rules and procedures.

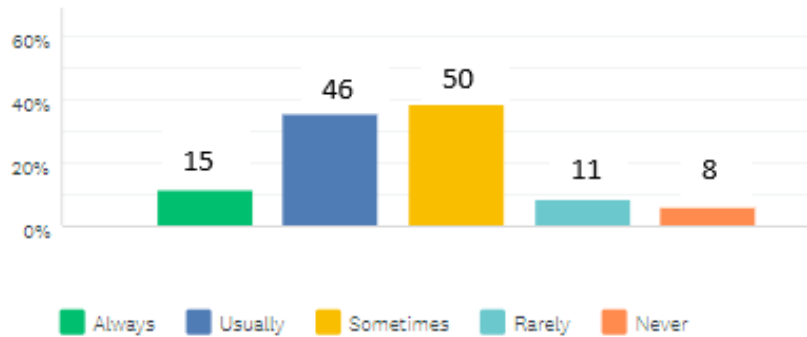
75% of the remaining Respondents said that the Government of Ethiopia does not consider the opinions of the private sector in introducing changes to the federal procurement rules and procedures.

This percentage distribution is the same for small and large companies.

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Additional questions Q11 and 12 related to ability of the private sector firms (all Respondents considered) to follow the changes to the federal procurement rules and procedures:

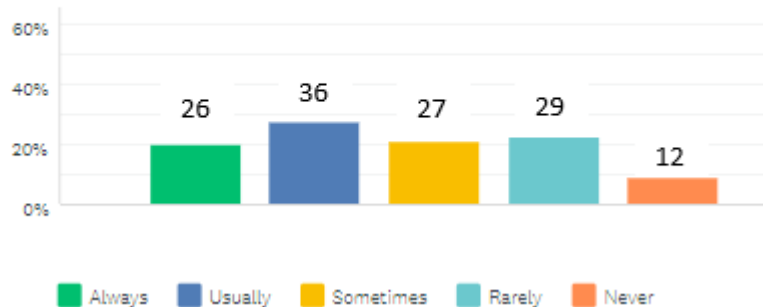
Answered: 130 Skipped: 15



As the responses show in the chart on the left, only about 15% Respondents do not or rarely find the changes to the federal procurement rules and procedures difficult to follow. For more than 45% such changes are always or usually difficult to follow, and another almost 40% Respondents find them difficult to follow sometimes.

Comparison of the responses by smaller and larger companies¹⁴ indicates that following the changes to the federal procurement rules and procedures is more difficult for smaller companies¹⁵.

Answered: 130 Skipped: 15



Almost 50% Respondents say that they have resources to keep up with the changes made to the legislative framework, and about 21% Respondents say that they have such resources sometimes. About 30% Respondents do not or rarely have resources to keep up with the changes made to the legislative framework

¹⁴ Charts not shown.

¹⁵ The result of the applied X² statistical test that returned P-Value 0.73 (with confidence 95%) confirms that whether it is more difficult to follow the changes to the federal procurement rules and procedures is dependent on the size of company or, in other words, the described finding is of statistical significance.

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Sub-indicator 10(b) – Private sector's organization and access to the public procurement market	
The criterion:	The private sector is competitive, well-organized, willing and able to participate in the competition for public procurement contracts.
The quantitative indicator to substantiate the criterion:	Perception of firms on the appropriateness of conditions in the public procurement market (in % of responses).

Section iv) of the survey contains a multiple-choice question dedicated to learning whether the private sector considers conditions in the public procurement market appropriate. The questions were responded by the following number of Respondents:			
No.	Question	Answered	Skipped
Q18	Do you think that the following conditions in the public procurement market are met for participation in competition for public contracts? <ul style="list-style-type: none"> • Access to financing • Procurement methods are proportionate to the risk and value in question • Procurement rules are simple and flexible • Payment provisions are fair • Effective mechanism for appeals and dispute resolution • Are the conditions conducive to win contracts in the public procurement market? 	106	39
Additional questions:			
Q19	Please list up to 3 barriers to business in bidding for public contracts	95	50
Q20	What should be improved regarding the conditions in the public procurement market as far as private companies/bidders are concerned?	88	57
Q21	How effective are the preferential and reservation schemes in creating jobs for MSEs (job seeking youth)?	92	53
Q22	Do you think that the preferential and reservation schemes for MSEs (job seeking youth) have negative impact on the competitiveness on the non-MSE firms or individuals of similar size and capacity?	94	51

While the responses to the question Q18 provide the basis to assess the criterion of perception of firms on the appropriateness of conditions in the public procurement market (in % of responses), the responses to the questions Q19 through Q22 may provide more insight on barriers in bidding for public contracts and improvements proposed by the private sector.

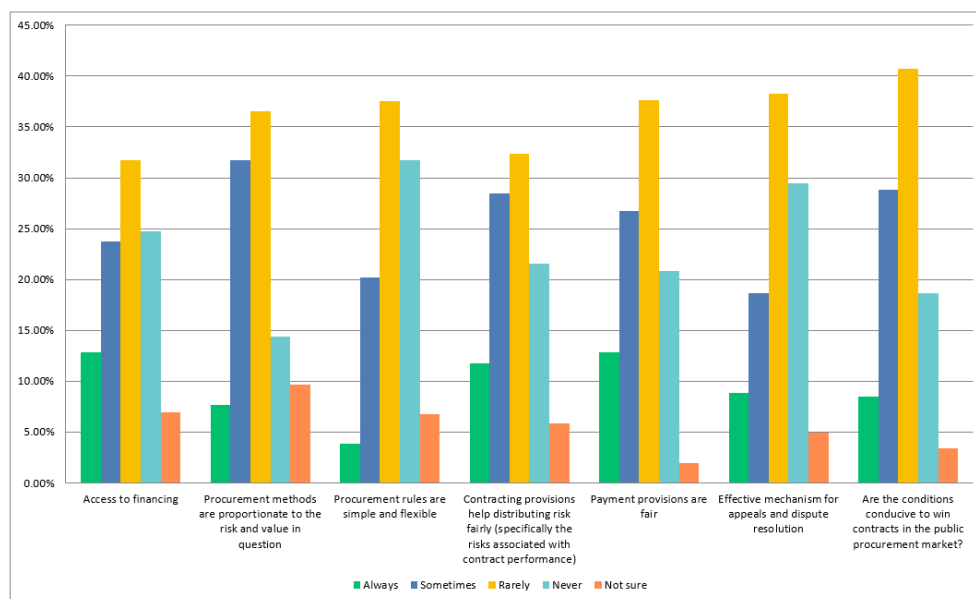
Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

At the Federal level:

On each of the conditions asked in the question the percentage that the condition is always or sometimes met is lower than the percentage that they are not or rarely met. The biggest difference is for the following conditions:

- Procurement rules are simple and flexible: 24% Respondents said that always or sometimes procurement rules are simple and flexible, 70% Respondents said that they are never or rarely simple and flexible; and
- Effective mechanism for appeals and dispute resolution: 27% Respondents said that there is an effective mechanism for appeals and dispute resolution while 68% Respondents said that there is never or rarely an effective mechanism for appeals and dispute resolution.

The responses to the question whether the private sector consider conditions in the public procurement market appropriate are as follows:



Answered: 83 Skipped: 29

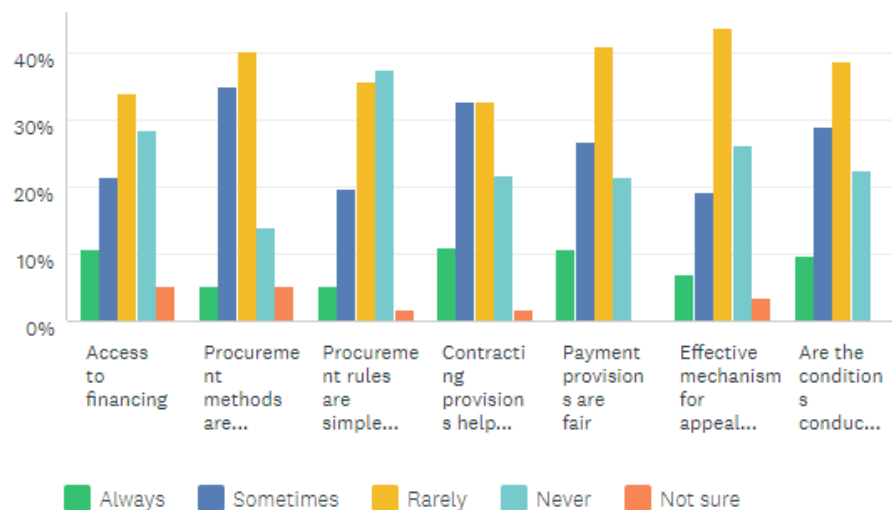
The absolute data and the percentage of the responses for each condition in the public procurement market are as follows:

	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	12.87% 13	23.76% 24	31.68% 32	24.75% 25	6.93% 7	101
Procurement methods are proportionate to the risk and value in question	7.69% 8	31.73% 33	36.54% 38	14.42% 15	9.62% 10	104
Procurement rules are simple and flexible	3.85% 4	20.19% 21	37.50% 39	31.73% 33	6.73% 7	104
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	11.76% 12	28.43% 29	32.35% 33	21.57% 22	5.88% 6	102
Payment provisions are fair	12.87% 13	26.73% 27	37.62% 38	20.79% 21	1.98% 2	101
Effective mechanism for appeals and dispute resolution	8.82% 9	18.63% 19	38.24% 39	29.41% 30	4.90% 5	102
Are the conditions conducive to win contracts in the public procurement market?	8.47% 5	28.81% 17	40.68% 24	18.64% 11	3.39% 2	59

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

In Addis Ababa:

The responses to the question whether the private sector consider conditions in the public procurement market appropriate are as follows:



Answered: 57 Skipped: 23

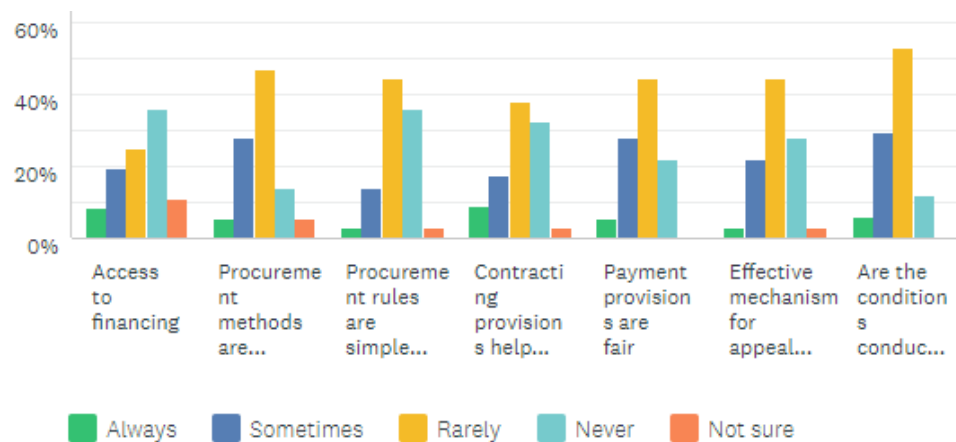
The absolute data and the percentage of the responses for each condition in the public procurement market are as follows:

	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	10.71% 6	21.43% 12	33.93% 19	28.57% 16	5.36% 3	56
Procurement methods are proportionate to the risk and value in question	5.26% 3	35.09% 20	40.35% 23	14.04% 8	5.26% 3	57
Procurement rules are simple and flexible	5.36% 3	19.64% 11	35.71% 20	37.50% 21	1.79% 1	56
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	10.91% 6	32.73% 18	32.73% 18	21.82% 12	1.82% 1	55
Payment provisions are fair	10.71% 6	26.79% 15	41.07% 23	21.43% 12	0.00% 0	56
Effective mechanism for appeals and dispute resolution	7.02% 4	19.30% 11	43.86% 25	26.32% 15	3.51% 2	57
Are the conditions conducive to win contracts in the public procurement market?	9.68% 3	29.03% 9	38.71% 12	22.58% 7	0.00% 0	31

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

In Oromia:

The responses to the question whether the private sector consider conditions in the public procurement market appropriate are as follows:



Answered: 36 Skipped: 15

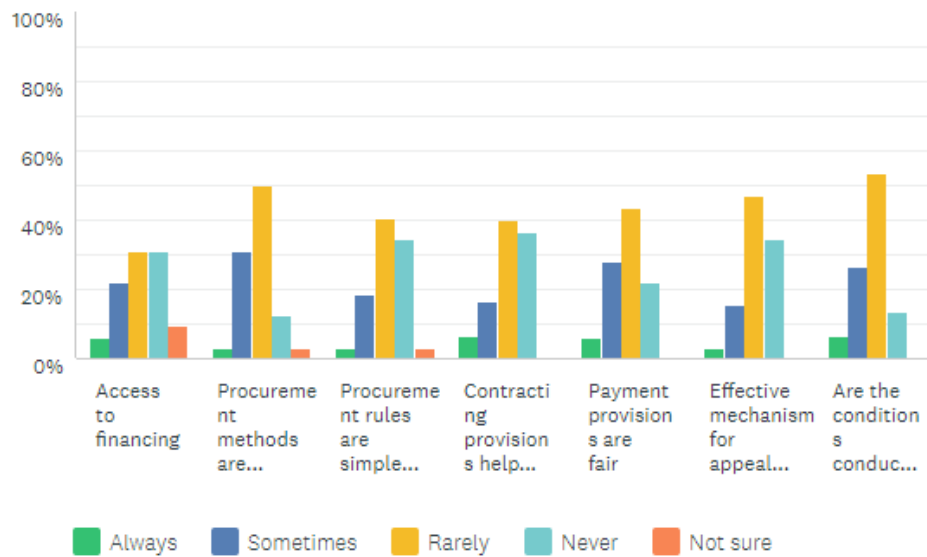
The absolute data and the percentage of the responses for each condition in the public procurement market are as follows:

	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	8.33% 3	19.44% 7	25.00% 9	36.11% 13	11.11% 4	36
Procurement methods are proportionate to the risk and value in question	5.56% 2	27.78% 10	47.22% 17	13.89% 5	5.56% 2	36
Procurement rules are simple and flexible	2.78% 1	13.89% 5	44.44% 16	36.11% 13	2.78% 1	36
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	8.82% 3	17.65% 6	38.24% 13	32.35% 11	2.94% 1	34
Payment provisions are fair	5.56% 2	27.78% 10	44.44% 16	22.22% 8	0.00% 0	36
Effective mechanism for appeals and dispute resolution	2.78% 1	22.22% 8	44.44% 16	27.78% 10	2.78% 1	36
Are the conditions conducive to win contracts in the public procurement market?	5.88% 1	29.41% 5	52.94% 9	11.76% 2	0.00% 0	17

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

In SNNPR:

The responses to the question whether the private sector consider conditions in the public procurement market appropriate are as follows:



Answered: 32 Skipped: 8

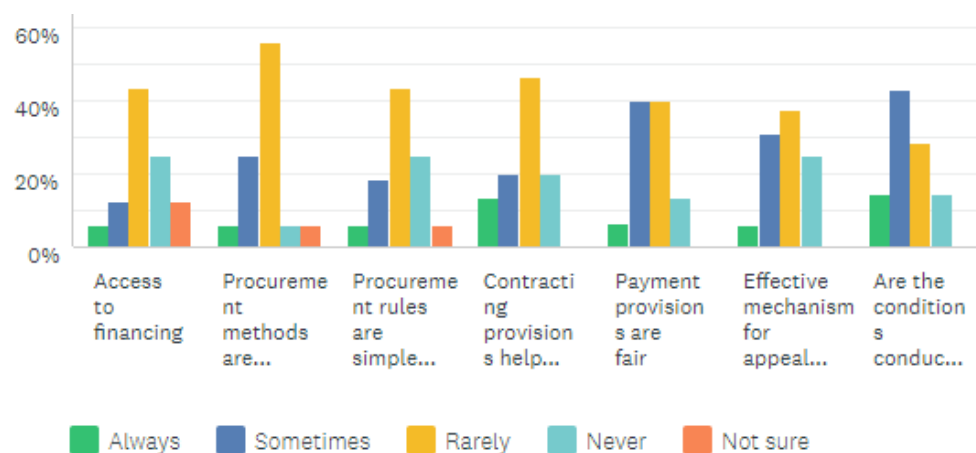
The absolute data and the percentage of the responses for each condition in the public procurement market are as follows:

	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	6.25% 2	21.88% 7	31.25% 10	31.25% 10	9.38% 3	32
Procurement methods are proportionate to the risk and value in question	3.13% 1	31.25% 10	50.00% 16	12.50% 4	3.13% 1	32
Procurement rules are simple and flexible	3.13% 1	18.75% 6	40.63% 13	34.38% 11	3.13% 1	32
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	6.67% 2	16.67% 5	40.00% 12	36.67% 11	0.00% 0	30
Payment provisions are fair	6.25% 2	28.13% 9	43.75% 14	21.88% 7	0.00% 0	32
Effective mechanism for appeals and dispute resolution	3.13% 1	15.63% 5	46.88% 15	34.38% 11	0.00% 0	32
Are the conditions conducive to win contracts in the public procurement market?	6.67% 1	26.67% 4	53.33% 8	13.33% 2	0.00% 0	15

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

In Afar:

The responses to the question whether the private sector consider conditions in the public procurement market appropriate are as follows:



Answered: 16 Skipped: 4

The absolute data and the percentage of the responses for each condition in the public procurement market are as follows:

	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	6.25% 1	12.50% 2	43.75% 7	25.00% 4	12.50% 2	16
Procurement methods are proportionate to the risk and value in question	6.25% 1	25.00% 4	56.25% 9	6.25% 1	6.25% 1	16
Procurement rules are simple and flexible	6.25% 1	18.75% 3	43.75% 7	25.00% 4	6.25% 1	16
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	13.33% 2	20.00% 3	46.67% 7	20.00% 3	0.00% 0	16
Payment provisions are fair	6.67% 1	40.00% 6	40.00% 6	13.33% 2	0.00% 0	16
Effective mechanism for appeals and dispute resolution	6.25% 1	31.25% 5	37.50% 6	25.00% 4	0.00% 0	16
Are the conditions conducive to win contracts in the public procurement market?	14.29% 1	42.86% 6	28.57% 4	14.29% 2	0.00% 0	7

Indicator 13. Procurement appeals mechanisms are effective and efficient.

Sub-indicator 13(c) – Decisions of the appeals body	
The criterion:	Procedures governing the decision-making process of the appeals body provide that decisions are balanced and unbiased in consideration of the relevant information.
The quantitative indicator to substantiate the criterion:	<ul style="list-style-type: none"> share of suppliers that perceive the challenge and appeals system as trustworthy (in % of responses) share of suppliers that perceive appeals decisions as consistent (in % of responses)

Section vi) of the survey contains questions dedicated to learning whether the private sector considers decisions of the appeals body balanced and unbiased in consideration of the relevant information. The questions were responded by the following number of Respondents:

No.	Question	Federal and Regions combined				Federal level				Addis Ababa			
		All Respondents		Respondents who filed an appeal with CRB ¹⁶		All Respondents		Respondents who filed an appeal with CRB		All Respondents		Respondents who filed an appeal with CRB	
		Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped
Q47	Did you feel the appeal system (if referred to) was trustworthy and fair?	55	90	15	1	43	69	12	1	33	47	12	1
Q48	Did you believe that the appeal decision was consistent?	54	88	16	0	38	74	13	0	30	50	13	0
Q50	How would you assess the challenge and appeals system (incl. its consistency)	57	88	13	3	45	67	4	9	31	49	11	2

¹⁶ Complaint Review Body

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

No.	Question	Oromia				SNNPR				Afar			
		All Respondents		Respondents who filed an appeal with CRB		All Respondents		Respondents who filed an appeal with CRB		All Respondents		Respondents who filed an appeal with CRB	
		Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped
Q47	Did you feel the appeal system (if referred to) was trustworthy and fair?	18	33	10	1	17	23	10	1	8	12	4	1
Q48	Did you believe that the appeal decision was consistent?	21	30	11	0	20	20	11	0	8	12	5	0
Q50	How would you assess the challenge and appeals system (incl. its consistency) with regards to public procurement?	23	28	9	2	21	19	9	2	7	13	4	1

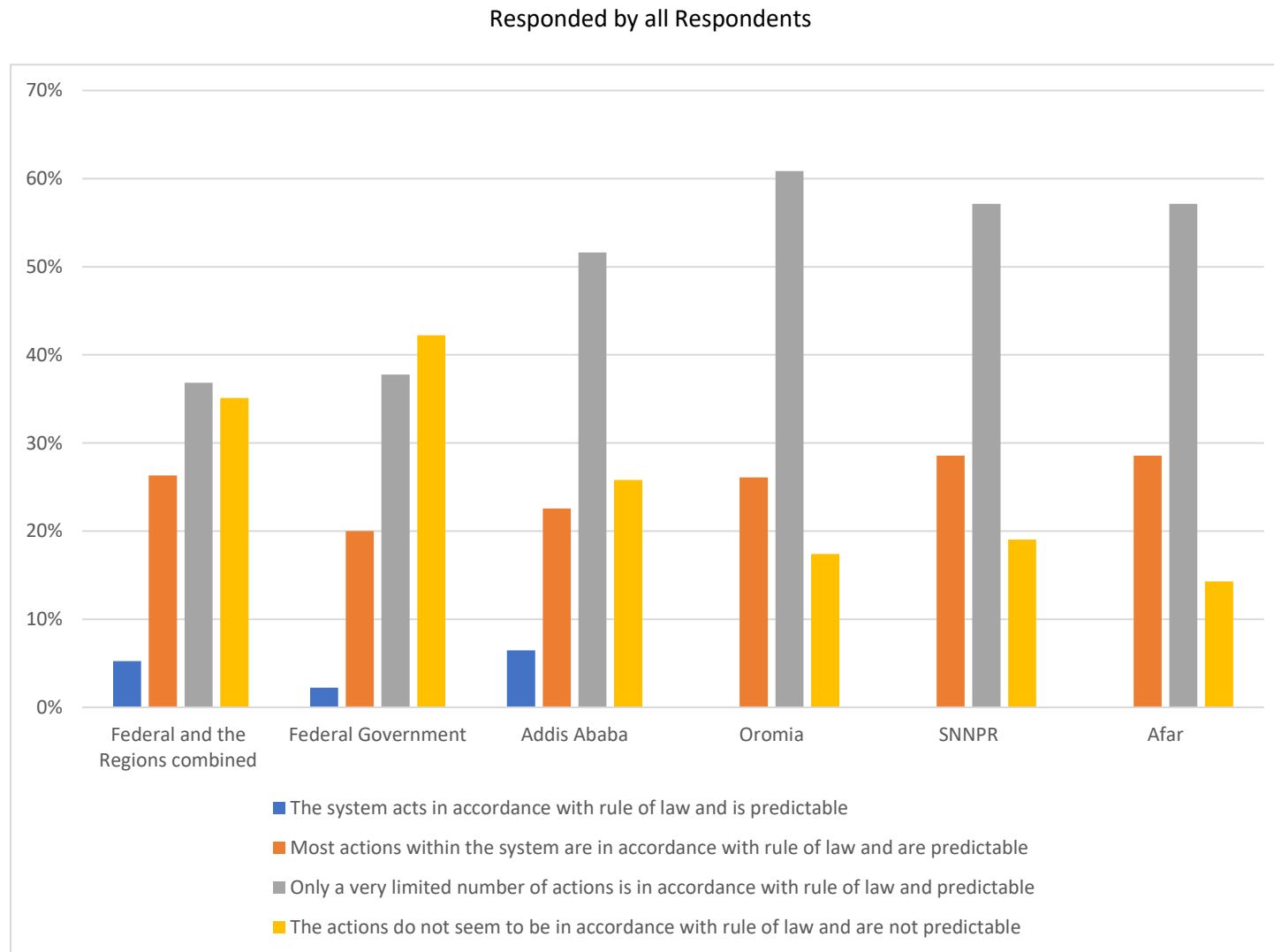
Q47: The responses to the question whether the private sector feel the appeal system was trustworthy and fair are as follows:

Q48: The responses to the question whether the private sector believe that the appeal decision was consistent are as follows:

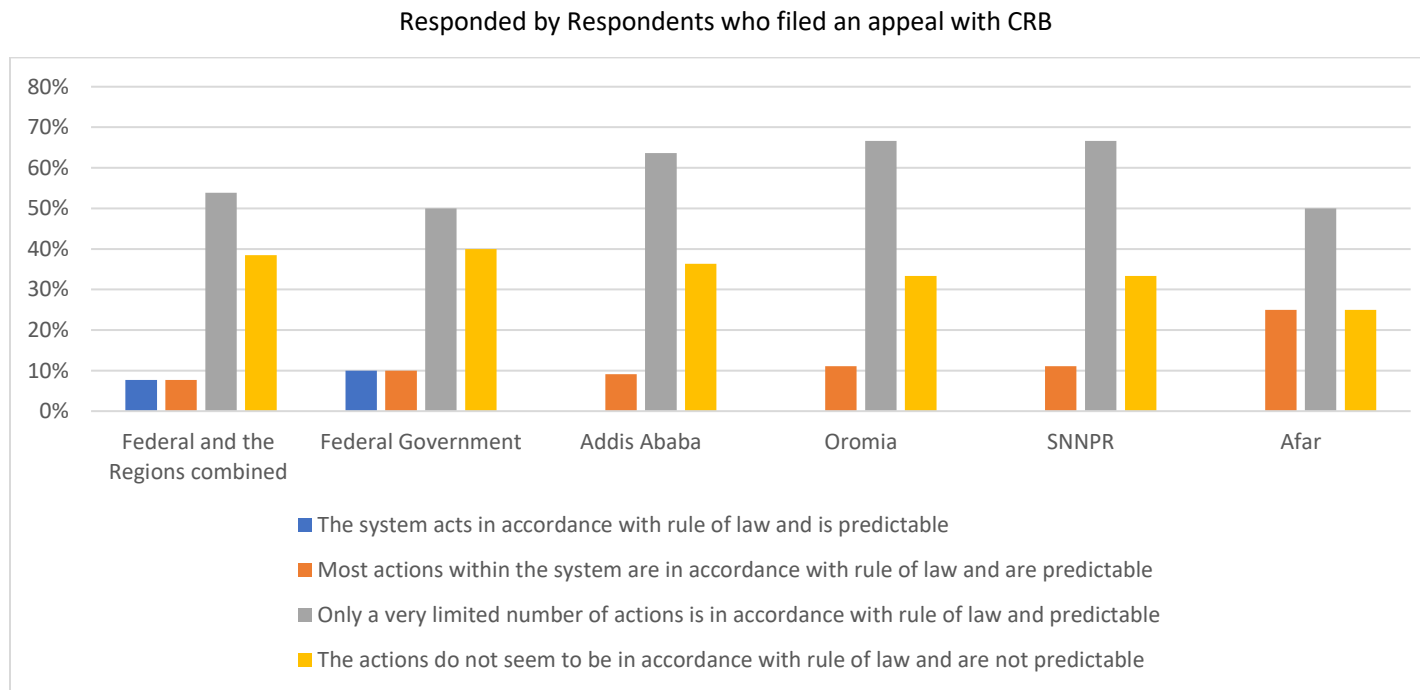
	Question Q47				Question Q48	
	Responded by all Respondents		Responded by Respondents who filed an appeal with CRB		Responded by Respondents who filed an appeal with CRB	
	Yes	No	Yes	No	Yes	No
Federal and Regions combined	9	46	2	13	2	13
Federal	5	38	1	11	1	12
Addis Ababa	4	29	1	11	1	12
Oromia	0	18	0	10	0	11
SNNPR	0	17	0	10	0	11
Afar	0	8	0	4	0	5

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Q50: The responses to the request to assess the challenge and appeals system (incl. its consistency) with regards to public procurement are as follows:



Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators



Indicator 14. The country has ethics and anti-corruption measures in place.

Sub-indicator 14(c) – Effective sanctions and enforcement systems	
The criterion:	There is evidence that the laws on fraud, corruption and other prohibited practices are being enforced in the country by application of stated penalties.
The quantitative indicator to substantiate the criterion:	Gifts to secure public contracts: number of firms admitting to unethical practices, including making gifts in (in %).

Section viii) of the survey contains questions dedicated to learning the enforcement of the law and the ability to demonstrate this by actions taken. The question was responded by the following number of Respondents:

No.	Question	Federal and Regions combined		Federal		Addis Ababa		Oromia		SNNPR		Afar	
		Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped
Q57	Do you believe that companies are expected to give a gift to secure a contract in the public sector?	81	64	68	44	45	35	28	23	26	14	14	6

Federal and Regions combined**Federal****Addis Ababa****Oromia****SNNPR****Afar**

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Sub-indicator 14(d) – Anti-corruption framework and integrity training	
The criterion:	The country has in place a comprehensive anti-corruption framework to prevent, detect and penalize corruption in government that involves the appropriate agencies of government with a level of responsibility and capacity to enable its responsibilities to be carried out.
The quantitative indicator to substantiate the criterion:	percentage of favorable opinions by the public on the effectiveness of anti-corruption measures (in % of responses).

Section viii) of the survey contains questions dedicated to learning the enforcement of the law and the ability to demonstrate this by actions taken. The questions were responded by the following number of Respondents:

No.	Question	Federal and Regions combined		Federal		Addis Ababa		Oromia		SNNPR		Afar	
		Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped
Q56	Do you believe that the anti-corruption measures undertaken by the Government are effective?	82	63	70	42	43	37	30	21	27	13	14	6

Q56: To the question whether the Respondents that the anti-corruption measures undertaken by the Government are effective, they responded as follows:

	Federal and Regions combined	Federal	Addis Ababa	Oromia	SNNPR	Afar
Yes	20%	17%	19%	13%	19%	21%
No	80%	83%	81%	87%	81%	79%

Annex 13.1: Private Sector Analysis for the MAPS Quantitative Indicators

Sub-indicator 14(e) – Stakeholder support to strengthen integrity in procurement	
The criterion:	There is evidence that civil society contributes to shape and improve integrity of public procurement.
The quantitative indicator to substantiate the criterion:	number of domestic civil service organizations (CSOs), including national offices of international CSOs) actively providing oversight and social control in public procurement.

Section viii) of the survey contains questions dedicated to learning about existence of respected and credible civil society groups that have a procurement focus within their agendas and/or actively provide oversight and exercise social control. The questions were responded by the following number of Respondents:

No.	Question	Federal and Regions combined		Federal		Addis Ababa		Oromia		SNNPR		Afar	
		Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped	Answered	Skipped
Q33	Are civil societies allowed to monitor bid submission, receipt and opening?	49	96	37	75	27	53	14	37	13	27	7	13
Q60	Are you or your company aware of any CSO actively providing oversight and social control in public procurement?	80	65	66	46	43	37	28	23	27	13	14	6
Q61	Do you think CSO involvement in overseeing procurement contracts could be beneficial in the future?	66	79	52	60	33	47	18	33	17	23	9	11

10 to 30% of Respondents in the Regions and at the Federal level say that civil societies are allowed to monitor bid submission, receipt and opening. But only 4-8% responded that they are aware that there are CSOs actively providing oversight and social control in public procurement.

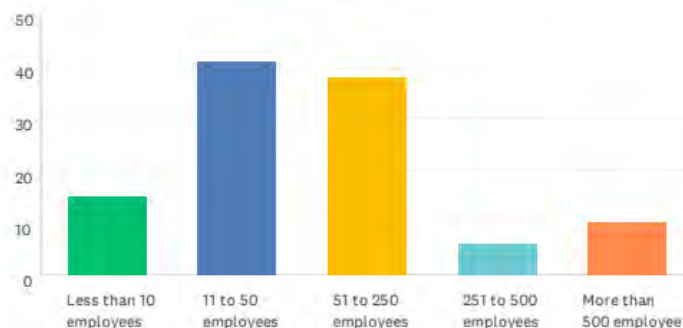
However, majority of the Respondents think that CSO involvement in overseeing procurement contracts could be beneficial in the future. The percentages of Respondents who think so are shown below:

Federal and Regions combined	Federal	Addis Ababa	Oromia	SNNPR	Afar
61%	58%	64%	67%	71%	89%

ANNEX 13.2: Private Sector Survey Report – The Federal Government

Q1 What is the size of your company?

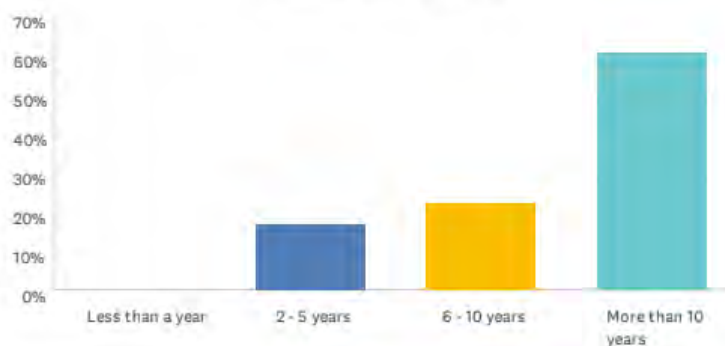
Answered: 110 Skipped: 2



ANSWER CHOICES	RESPONSES	
Less than 10 employees	13.64%	15
11 to 50 employees	37.27%	41
51 to 250 employees	34.55%	38
251 to 500 employees	5.45%	6
More than 500 employee	9.09%	10
TOTAL		110

Q2 How long is your company in business?

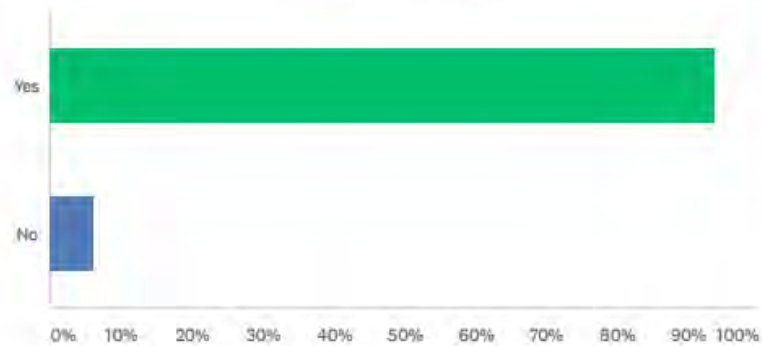
Answered: 112 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
2 - 5 years	16.96%	19
6 - 10 years	22.32%	25
More than 10 years	60.71%	68
TOTAL		112

Q3 Is your company located in Ethiopia?

Answered: 98 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	93.88%	92
No	6.12%	6
TOTAL		98

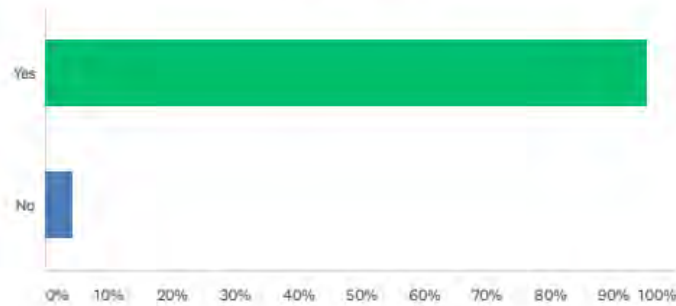
Q4 If your company is located in Ethiopia, please let us know in which region you company is located.

Answered: 104 Skipped: 8

Addis Ababa	96
Federal	1
NA	1
Foreign	2
Oromia	1
Amhara	1
SNNPR	1

Q5 Is your company registered in Ethiopia?

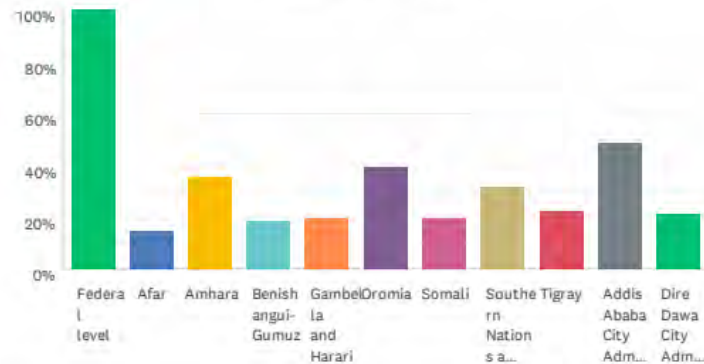
Answered: 69 Skipped: 43



ANSWER CHOICES	RESPONSES	
Yes	95.65%	66
No	4.35%	3
TOTAL		69

Q6 Where in Ethiopia do you operate?

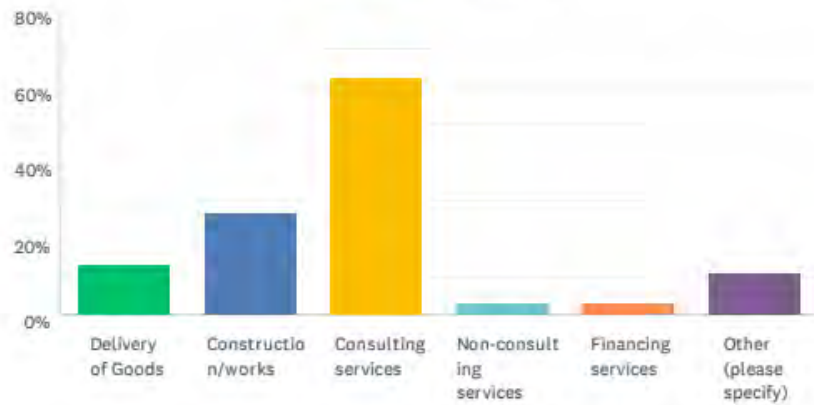
Answered: 112 Skipped: 0



ANSWER CHOICES	RESPONSES	
Federal level	100.00%	112
Afar	15.18%	17
Amhara	35.71%	40
Benishangul-Gumuz	18.75%	21
Gambella and Harari	19.64%	22
Oromia	39.29%	44
Somali	19.64%	22
Southern Nations and Nationalities Peoples Region	32.14%	36
Tigray	22.32%	25
Addis Ababa City Administration	49.11%	55
Dire Dawa City Administration	21.43%	24
Total Respondents: 112		

Q7 What is your main business area?

Answered: 112 Skipped: 0



ANSWER CHOICES	RESPONSES	
Delivery of Goods	13.39%	15
Construction/works	26.79%	30
Consulting services	62.50%	70
Non-consulting services	2.68%	3
Financing services	2.68%	3
Other (please specify)	10.71%	12
Total Respondents: 112		

#	OTHER (PLEASE SPECIFY)	DATE
1	Manufacturing of pharmaceutical formulations	11/30/2019 4:26 AM
2	Car Rental	11/15/2019 10:04 PM
3	energy sector	11/14/2019 1:39 AM
4	Importing and distributing pharmaceutical products	11/13/2019 8:03 AM
5	Engineering works and electro-mechanical (Metal fabrication)	11/7/2019 10:16 AM
6	structural engineering services for civil constructions	11/5/2019 12:17 AM
7	Construction Consulting Service	11/4/2019 7:12 AM
8	Maintenanse	11/2/2019 5:31 AM
9	Pharmaceutical Formulation Manufacturing	11/2/2019 2:34 AM
10	Training Service	11/1/2019 10:46 AM
11	diagnostic testing products	11/1/2019 5:06 AM
12	TECHNICAL ASSISTANCE	11/1/2019 4:56 AM

Q8 Please indicate the annual turnover of your company.



ANSWER CHOICES	RESPONSES	
Less than 1.7 million USD (< 50 million Birr)	63.64%	70
1.7 to 17 million USD (50 to 500 million Birr)	24.55%	27
More than 17 million USD (> 500 million Birr)	11.82%	13
TOTAL		110

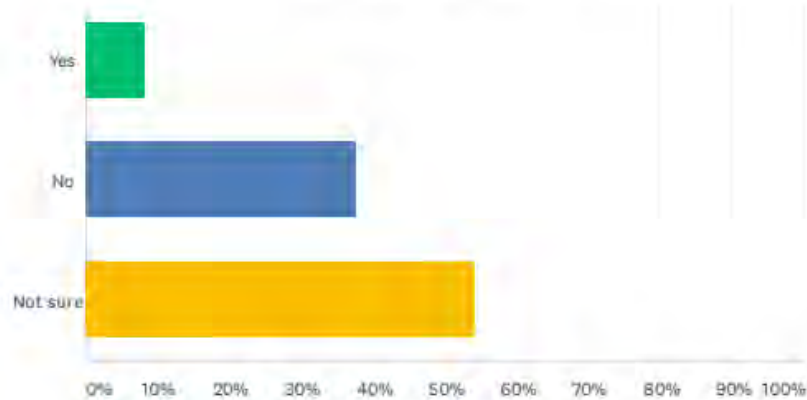
Q9 Does the Government of Ethiopia consult the private sector before introducing changes to the federal procurement rules and procedures?



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
0.00%	5.83%	20.39%	37.86%	23.30%	12.62%	103	4.17
0	6	21	39	24	13		

Q10 Are the opinions of the private sector considered by the Government of Ethiopia in introducing changes to the federal procurement rules and procedures?

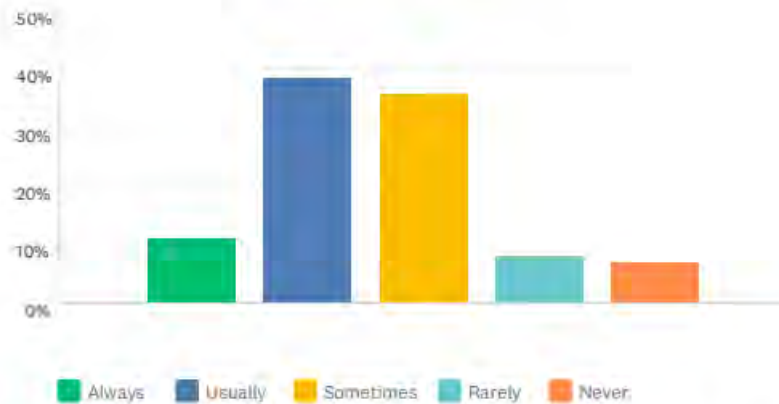
Answered: 61 Skipped: 51



ANSWER CHOICES		RESPONSES	
Yes		8.20%	5
No		37.70%	23
Not sure		54.10%	33
TOTAL			61

Q11 Do you find the changes to the procurement rules and procedures difficult to follow?

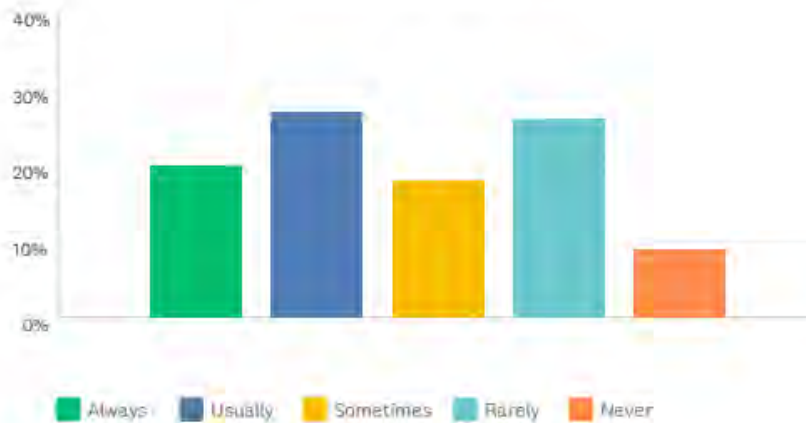
Answered: 101 Skipped: 11



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
10.89%	38.61%	35.64%	7.92%	6.93%	101	2.61
11	39	36	8	7		

Q12 Do you have the resources to keep up with the changes made to the legislative framework (including e-procurement that is planned to be introduced soon)?

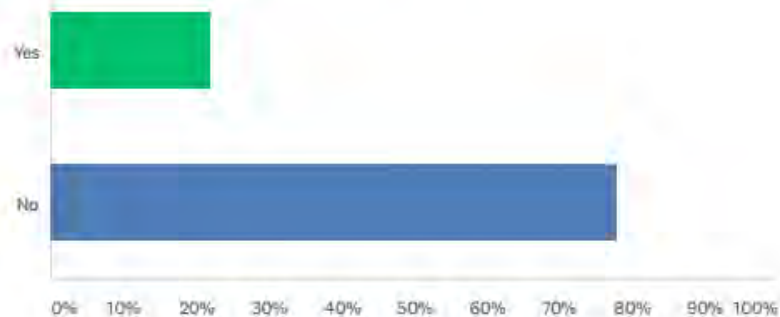
Answered: 100 Skipped: 12



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
20.00%	27.00%	18.00%	26.00%	9.00%	100	2.77
20	27	18	26	9		

Q13 Are you aware of capacity building programs being run by the government for private contractors?

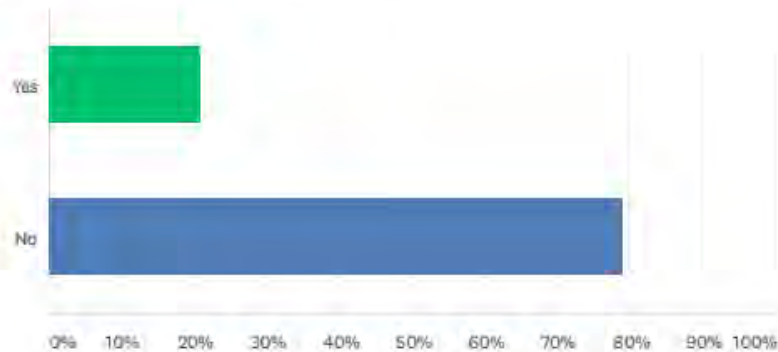
Answered: 96 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	21.88%	21
No	78.13%	75
TOTAL		96

Q14 Are you aware of capacity building programs being run by the Government of Ethiopia for SMEs?

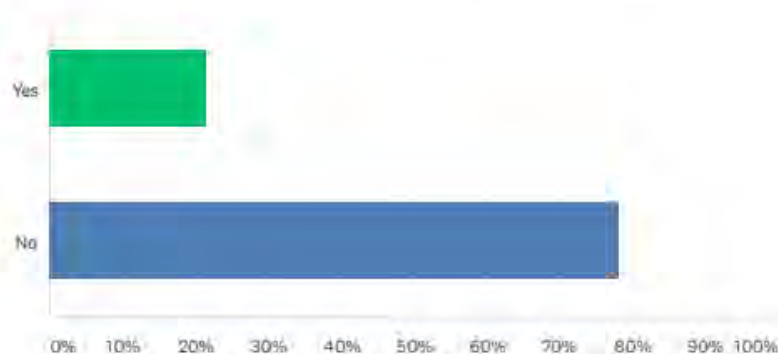
Answered: 96 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	20.83%	20
No	79.17%	76
TOTAL		96

Q15 Have you ever participated in a procurement training or information session or program organized by the Government of Ethiopia?

Answered: 97 Skipped: 15



ANSWER CHOICES	RESPONSES	
Yes	21.65%	21
No	78.35%	76
TOTAL		97

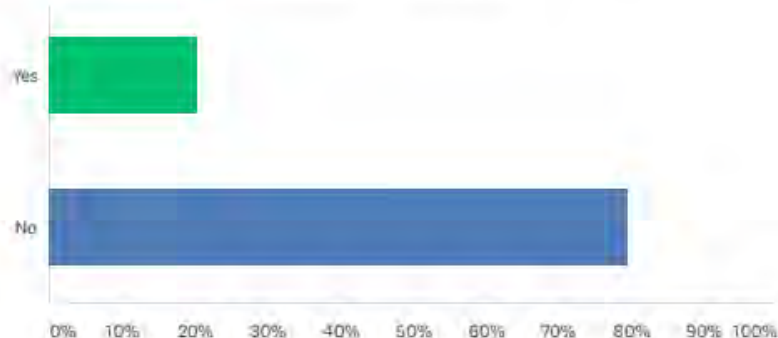
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#	IF YES, WHO ORGANIZED IT AND HOW EFFECTIVE IT WAS? PLEASE GIVE EXAMPLES OF SUCH TRAINING OR INFORMATION SESSION OR PROGRAM. IF NO. WHY?	DATE
1	Rarely invited or announced via mass media	11/22/2019 3:01 AM
2	Organized by Addis Ababa chamber of Commerce	11/11/2019 6:18 AM
3	I have not been informed	11/7/2019 8:15 PM
4	World Bank, PPPDS	11/7/2019 8:05 PM
5	Information session by ERA	11/7/2019 8:00 PM
6	Not organized a training	11/7/2019 7:56 PM
7	We are not updated about these	11/7/2019 7:33 PM
8	I have not been informed	11/7/2019 7:23 PM
9	I have not been informed	11/7/2019 7:09 PM
10	Program provided by ERA on improved request for proposals	11/7/2019 6:59 PM
11	Legislative process is not transparent	11/7/2019 6:44 PM
12	PPA organized it. It was introductory and did not cover the procurement cycle undertakings.	11/7/2019 6:34 PM
13	The government is not keen on inviting private sector	11/7/2019 6:12 PM
14	I have not been informed	11/7/2019 6:02 PM
15	Construction Contractors of Ethiopia	11/7/2019 5:49 PM
16	By Construction Ministry, Ethiopian Contractors Association, Ethiopian Construction Technology Management	11/7/2019 5:09 PM
17	No proper announcement was made	11/7/2019 4:57 PM
18	Ethiopian Roads Authority. It was good but only introductory	11/7/2019 4:42 PM
19	I have not been informed	11/7/2019 4:24 PM
20	World Bank. City administration	11/7/2019 4:18 PM
21	Addis Ababa city administration	11/7/2019 2:58 PM
22	Poor network of organizations	11/7/2019 2:49 PM
23	Information flow is sporadic between the public and private sectors	11/7/2019 2:38 PM
24	Was not aware of the existence of such provisions	11/7/2019 2:04 PM
25	Ministry of Urban Development on the formation of Council of Associations	11/7/2019 1:56 PM
26	For any programs or meetings called by selection or by introducing companies	11/7/2019 1:49 PM
27	That was good	11/7/2019 1:30 PM
28	Project or company manager organized it	11/7/2019 1:22 PM
29	The government authority or private sector never organizes workshops. Also, lack of transparency, enough knowledge or resources	11/7/2019 1:08 PM
30	rarely occur, but most have no effect	11/7/2019 12:58 PM
31	Never invited	11/7/2019 12:49 PM
32	No One was invited to attend the training	11/7/2019 12:32 PM
33	The Ethiopian construction contractors association, Ethiopian construction management institution and the training was very good and effective	11/7/2019 12:20 PM
34	No One was invited to attend the training	11/7/2019 11:27 AM
35	I don't have enough time	11/7/2019 11:21 AM

36	Chamber of Commerce. It was good and interesting	11/7/2019 10:50 AM
37	I have not been informed	11/7/2019 10:39 AM
38	We were only following the tender document for some government tenders, but for private tenders mostly price negotiation.	11/7/2019 10:20 AM
39	May be I was not invited to participate.	11/7/2019 9:47 AM
40	Never got such information	11/5/2019 8:39 AM
41	Didn't get the opportunity	11/5/2019 3:09 AM
42	ethiopian roads authority	11/3/2019 9:26 AM
43	Not invited	11/1/2019 11:01 AM
44	not invited	11/1/2019 4:38 AM

Q16 Are you aware of routine advisory service (help desk) at the Public Procurement and Property Administration Agency to resolve questions on the federal public procurement?

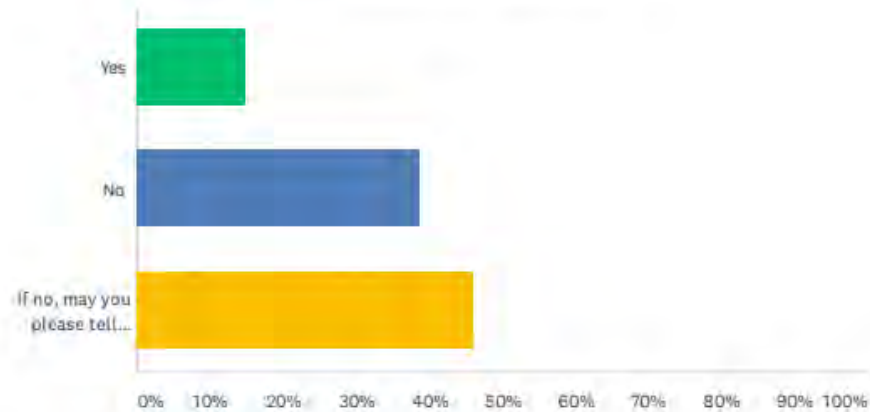
Answered: 54 Skipped: 56



ANSWER CHOICES	RESPONSES	
Yes	20.37%	11
No	79.63%	43
TOTAL		54

Q17 Have you used routine advisory service (help desk) at the Public Procurement and Property Administration Agency to resolve questions on the federal public procurement?

Answered: 54 Skipped: 58



ANSWER CHOICES		RESPONSES	
Yes		14.81%	8
No		38.89%	21
If no, may you please tell why? If yes, may you please tell whether your question has been answered satisfactorily?		46.30%	25
TOTAL			54

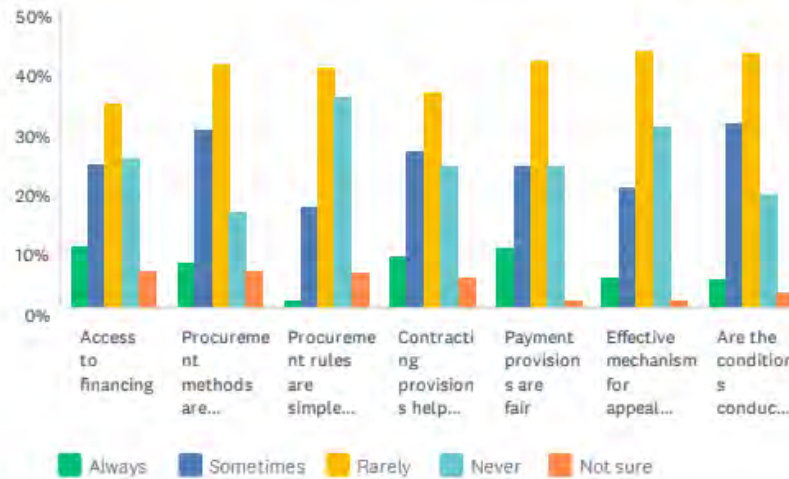
#	IF NO, MAY YOU PLEASE TELL WHY? IF YES, MAY YOU PLEASE TELL WHETHER YOUR QUESTION HAS BEEN ANSWERED SATISFACTORILY?	DATE
1	I believed that the Agency will not solve our problems.	11/23/2019 4:06 AM
2	Not aware they exist nor is there a sense of being open-minded to provide proper quality responses	11/22/2019 3:01 AM
3	Not aware of such service	11/14/2019 1:42 AM
4	Yes, our office asked clarification related to purchasing equipment	11/11/2019 6:18 AM
5	no one listen our question in the Ethiopian Government.	11/8/2019 3:16 AM
6	the complaints we had either been resolved by procuring entity or we did not see the need for referring the case to the PPPA so far.	11/7/2019 9:47 AM
7	I thought it is difficult to convince them	11/6/2019 5:18 AM
8	It was satisfactory.	11/6/2019 2:48 AM
9	Not aware of existence	11/5/2019 11:10 AM
10	Not aware of the Agency's role	11/5/2019 8:39 AM
11	Don't have the information	11/5/2019 3:09 AM
12	There is no clear arrangement in the agency to advice or the agency is weak to advice.	11/5/2019 2:02 AM
13	Don't have the info.	11/3/2019 8:47 AM

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14	Because I don't know about that.	11/2/2019 3:55 AM
15	Not inviting	11/1/2019 2:05 PM
16	i never had such complex issue that require advice.	11/1/2019 12:09 PM
17	Not aware of such services	11/1/2019 11:01 AM
18	No information about the service they provide	11/1/2019 10:46 AM
19	Because they don't follow the rules and procedures. No transparency.	11/1/2019 10:41 AM
20	Firstly, I am not aware of its existence. Secondly, even if I was aware of its existence, I would really have no faith in getting solution from a "help desk" at such public service agencies. Further to that, a dispute between private business entities & government/public entities always end up the private firm being either the victim of long costly (time/money) process or victim of retaliation (not perceived but REAL retaliation) that often comes in form of blackmail and discrediting the firm	11/1/2019 10:11 AM
21	Because i do not have information that this service is being given by the public procurement and property administration agency	11/1/2019 9:02 AM
22	we have never been invited to participate. When we faced problem and compalined on the procurement process made by the Government, they never provided solution	11/1/2019 7:57 AM
23	We have been there to discuss on a decision made by a regional procurement agency, the federal procurement agency was not even willing to listen, incapable to act and disappointingly incompetent.	11/1/2019 7:23 AM
24	NOT AWARE OF SUCH A HELP DESK	11/1/2019 4:58 AM
25	have not contact	11/1/2019 4:57 AM

Q18 Do you think that the following conditions in the public procurement market are met for participation in competition for public contracts?

Answered: 83 Skipped: 29



	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	10.13% 8	24.05% 19	34.18% 27	25.32% 20	6.33% 5	79
Procurement methods are proportionate to the risk and value in question	7.41% 6	29.63% 24	40.74% 33	16.05% 13	6.17% 5	81
Procurement rules are simple and flexible	1.22% 1	17.07% 14	40.24% 33	35.37% 29	6.10% 5	82
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	8.75% 7	26.25% 21	36.25% 29	23.75% 19	5.00% 4	80
Payment provisions are fair	10.00% 8	23.75% 19	41.25% 33	23.75% 19	1.25% 1	80
Effective mechanism for appeals and dispute resolution	5.06% 4	20.25% 16	43.04% 34	30.38% 24	1.27% 1	79
Are the conditions conducive to win contracts in the public procurement market?	4.76% 2	30.95% 13	42.86% 18	19.05% 8	2.38% 1	42

Q19 Please list up to 3 barriers to business in bidding for public contracts:

Answered: 78 Skipped: 34

ANSWER CHOICES		RESPONSES	
1.		100.00%	78
2.		94.87%	74
3.		84.62%	66
#	1.	DATE	
1	Poor/unclear or no response to questions on RFPs.	11/28/2019 9:00 AM	

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2	Higher bid security and performance bonds	11/23/2019 4:12 AM
3	The capacity at gov't circle are very regimented with limited capacity and least cognitive of private sector role	11/22/2019 3:23 AM
4	Lack of fairness	11/15/2019 10:17 PM
5	Corruption	11/14/2019 2:55 AM
6	Lack of finance	11/14/2019 1:49 AM
7	low cost bidding	11/11/2019 11:40 PM
8	Corruption	11/8/2019 4:10 AM
9	some clarifications, which are requirements, are not easy to obtain	11/7/2019 8:16 PM
10	Less time given for bidding	11/7/2019 8:08 PM
11	capacity in scope definition which discourages some bids	11/7/2019 8:01 PM
12	Bidding info circulated ahead of time to those to be participated	11/7/2019 7:35 PM
13	Shortage of experienced/qualified manpower	11/7/2019 7:29 PM
14	Bidding documents are custom made and predefines the winner	11/7/2019 7:17 PM
15	unfair competition in regions	11/7/2019 7:03 PM
16	Openness	11/7/2019 6:54 PM
17	Legislative barrier	11/7/2019 6:46 PM
18	Low offer given to foreign consultants	11/7/2019 6:37 PM
19	Government does not allocate enough budget for environment studies	11/7/2019 6:25 PM
20	Restrictive provisions	11/7/2019 6:06 PM
21	Favors certain groups	11/7/2019 5:53 PM
22	No uniform application throughout the contract, even between clients and consultants	11/7/2019 5:42 PM
23	Transparency	11/7/2019 5:02 PM
24	Information and announcement methods are not clear	11/7/2019 4:45 PM
25	Unrealistic grading mechanisms	11/7/2019 4:28 PM
26	Construction	11/7/2019 4:19 PM
27	Previous experience: this is sometimes difficult for local private sectors	11/7/2019 4:11 PM
28	Short listings are not fair	11/7/2019 4:01 PM
29	Evaluation criteria (not specific for works, services)	11/7/2019 3:11 PM
30	Transparency	11/7/2019 2:51 PM
31	Corruption: Behind the scenes lobbying that allows the preferred consultant to design the technical requirements in a manner advantageous to that consultant	11/7/2019 2:42 PM
32	Conditions favoring local companies	11/7/2019 2:29 PM
33	Procurement procedures are lengthy and not transparent	11/7/2019 2:13 PM
34	Media of announcement	11/7/2019 1:59 PM
35	Capital	11/7/2019 1:43 PM
36	Transparency	11/7/2019 1:34 PM

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37	Protection for those who participate on procurement	11/7/2019 1:26 PM
38	Tender is not well publicized to the public	11/7/2019 1:17 PM
39	Unreasonably high requirements in financial performance	11/7/2019 1:01 PM
40	Access to financing	11/7/2019 12:52 PM
41	sending addendum again and again	11/7/2019 12:34 PM
42	Transparency	11/7/2019 12:27 PM
43	Transparency	11/7/2019 11:28 AM
44	Gap in TOR	11/7/2019 11:12 AM
45	Barriers of the bureaucracy	11/7/2019 10:51 AM
46	Corruption	11/7/2019 10:41 AM
47	Procurement Awareness (knowledge) - need training	11/7/2019 10:24 AM
48	Requesting high turnover	11/6/2019 5:23 AM
49	The procedure is not transparent	11/6/2019 2:56 AM
50	Specific requirements are stringent	11/6/2019 1:24 AM
51	Client	11/5/2019 12:46 PM
52	Prohibitive requirement designed to reduce competition	11/5/2019 11:16 AM
53	Maximized Average Annual Turnover	11/5/2019 6:34 AM
54	Unclear and subjective scoring criteria	11/5/2019 4:06 AM
55	Lack of transparency	11/5/2019 3:19 AM
56	Corruption	11/5/2019 2:14 AM
57	lack of access to information on tenders	11/5/2019 12:44 AM
58	Corruption	11/5/2019 12:19 AM
59	Transparency	11/4/2019 8:24 AM
60	The criteria set for evaluation is biased and/or subjective	11/4/2019 4:01 AM
61	Lack of capacity procurement personnel and high corruption in ppa	11/2/2019 11:58 PM
62	Catagory requirements	11/2/2019 4:09 AM
63	Payment though in the form of LC is never on time	11/2/2019 2:34 AM
64	Capital	11/1/2019 4:20 PM
65	Security in bidding	11/1/2019 2:09 PM
66	UNFAIR DISTRIBUTION OF OBLIGATIONS BETWEEN PUBLIC BODY AND SUPPLIER	11/1/2019 1:45 PM
67	collusion	11/1/2019 12:34 PM
68	Corruption	11/1/2019 11:08 AM
69	No online registration and performance evaluation. Company profiles shall be put online.	11/1/2019 10:58 AM
70	List cost focused	11/1/2019 10:51 AM
71	Use of Shortlisting and Technical Evaluation Criteria that the public entity designs to favour certain FIRMS	11/1/2019 10:11 AM
72	No clear information is provided for all bidders equally. The media the public media is using to float bidders is not constant and not clear also.	11/1/2019 9:12 AM
73	the procurement porcesses followed by the Ggovernment institutionsa are not transparent and accountable	11/1/2019 7:57 AM

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74	Corruption	11/1/2019 7:41 AM
75	Tailored bids	11/1/2019 5:15 AM
76	Poor communication	11/1/2019 5:11 AM
77	BIDDING RULES TOO COMPLICATE	11/1/2019 5:01 AM
78	Rigged procurement procedure	11/1/2019 4:48 AM

#	2.	DATE
1	Lack on clarity on taxes.	11/28/2019 9:00 AM
2	Problems of extending bid validity period beyond sixty days. It goes sometimes up to one year.	11/23/2019 4:12 AM
3	The weakness in the procurement system is and the poor capacity is often taken advantage of a selected few	11/22/2019 3:23 AM
4	Lack understanding actual situation	11/15/2019 10:17 PM
5	Openness	11/14/2019 2:55 AM
6	Lack of knowledge about contracts by public officials	11/14/2019 1:49 AM
7	not delivering the equipment as per the standard and time	11/11/2019 11:40 PM
8	Problem of Procurment Executive (luck of capacity to interprate the procurment document)	11/8/2019 4:10 AM
9	Access to information, clarity	11/7/2019 8:08 PM
10	cancellation of bid at any time	11/7/2019 8:01 PM
11	cancellation of bid at any time	11/7/2019 7:35 PM
12	lack of capacity of bidders	11/7/2019 7:29 PM
13	bidding documents lack clarity and that is deliberate	11/7/2019 7:17 PM
14	Abnormally low prices of some bidders	11/7/2019 7:03 PM
15	Unnecessary requirements	11/7/2019 6:54 PM
16	Government attitude to private sector	11/7/2019 6:46 PM
17	Subjectivity in evaluation of bids	11/7/2019 6:37 PM
18	procurement procedure for most studies is in-compliant	11/7/2019 6:25 PM
19	Poorly defined scopes	11/7/2019 6:06 PM
20	Unfair evaluation of bids	11/7/2019 5:53 PM
21	Subjectivity in evaluation of bids, lack of clarity and unfair methodology	11/7/2019 5:42 PM
22	Accountability	11/7/2019 5:02 PM
23	Too late to respond for floated bids	11/7/2019 4:45 PM
24	Plans are not advertised ahead of time	11/7/2019 4:28 PM
25	Turnover requirement: sometimes very high for private sector	11/7/2019 4:11 PM
26	Evaluation procedures are not fair and transparent	11/7/2019 4:01 PM
27	Time frames set for execution (very short and pre-determined)	11/7/2019 3:11 PM
28	Lots of requirements and long process	11/7/2019 2:51 PM
29	Subjectivity in evaluation of bids	11/7/2019 2:42 PM
30	lack of finance	11/7/2019 2:29 PM

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31	Ethnic based federalism has made the procurement of services ineffective	11/7/2019 2:13 PM
32	Bidding criteria	11/7/2019 1:59 PM
33	Evaluation methodology	11/7/2019 1:43 PM
34	Bossy approach connecting client, consultant with contractor	11/7/2019 1:34 PM
35	managing possession	11/7/2019 1:26 PM
36	the tender document is vague and unclear for international bidders and the terms and conditions are in Amharic not English	11/7/2019 1:17 PM
37	Requirement for prior experience, annual turnover	11/7/2019 1:01 PM
38	Non-standardized procurement process between federal and regional governments	11/7/2019 12:52 PM
39	Extension of submission time	11/7/2019 12:34 PM
40	The tender document is not subjective to law, rather on the need of the client	11/7/2019 12:27 PM
41	Accountability	11/7/2019 11:28 AM
42	No limit on the least bid amount	11/7/2019 11:12 AM
43	Quality of service and selling goods	11/7/2019 10:51 AM
44	Complexity	11/7/2019 10:41 AM
45	Flexibility	11/7/2019 10:24 AM
46	List bid based on experience	11/6/2019 5:23 AM
47	Electronic tendering is deliberately prohibited	11/6/2019 2:56 AM
48	Corruption	11/6/2019 1:24 AM
49	Experienced contractors	11/5/2019 12:46 PM
50	Unfair and subjective technical evaluation method	11/5/2019 11:16 AM
51	Specific Experience as a rejection point	11/5/2019 6:34 AM
52	unlawful request of payment for favour in evaluation	11/5/2019 4:06 AM
53	Partiality	11/5/2019 3:19 AM
54	None transparency of the bidding evaluations	11/5/2019 2:14 AM
55	only cost is considered in tenders	11/5/2019 12:44 AM
56	Shortage of forex	11/5/2019 12:19 AM
57	Integrity	11/4/2019 8:24 AM
58	Not adequate Schedule of requirement (Contradicting and confusing)	11/4/2019 4:01 AM
59	Transparency & good documentation for bidding	11/2/2019 11:58 PM
60	Tax Clearance requirement on regular basis	11/2/2019 4:09 AM
61	Corruption	11/1/2019 4:20 PM
62	Lack of capacity for documents preparation	11/1/2019 2:09 PM
63	DENIAL OF ADVANCE PAYMENT FOR DELIVERY OF GOODS	11/1/2019 1:45 PM
64	lack of transparency	11/1/2019 12:34 PM
65	not complete information provide on items of works	11/1/2019 11:08 AM
66	Too much number of projects for one firm due to corruption and too high turnover and experience is required	11/1/2019 10:58 AM
67	Company track record focused	11/1/2019 10:51 AM

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68	Deliberate lack of disclosing the details of Shortlisting & Technical Evaluation results (post tender & shortlist transparency)	11/1/2019 10:11 AM
69	Most of the government bids are tailor made by which only experienced bidders participate	11/1/2019 9:12 AM
70	corruption is highly deprotted in all government system	11/1/2019 7:57 AM
71	Nepotism	11/1/2019 7:41 AM
72	Outrageous minimum requirements	11/1/2019 5:15 AM
73	FINANCIAL RISKS	11/1/2019 5:01 AM
74	Non transparent procurement process and appeals	11/1/2019 4:48 AM

#	3.	DATE
1	Client not sharing technical scores with all bidders BEFORE publicly opening financial proposals.	11/28/2019 9:00 AM
2	Low Transparency among bid evaluation committee members	11/23/2019 4:12 AM
3	There is rarely any reflection on past trends, changes are hard to come by, and always susceptible to human error	11/22/2019 3:23 AM
4	Targeted bid criterion for specific bidders	11/15/2019 10:17 PM
5	The list bidder policy.	11/14/2019 2:55 AM
6	Lack of certainty as to procurement practice	11/14/2019 1:49 AM
7	not delivering the equipment as per the cost and time	11/11/2019 11:40 PM
8	List bidder directives/ rate with out cost breakdown/	11/8/2019 4:10 AM
9	Transparency problems	11/7/2019 8:08 PM
10	EOI assessment and selection not transparent	11/7/2019 8:01 PM
11	Difficulty in accessing financing	11/7/2019 7:29 PM
12	Individuals preparing the document are more powerful and no transparency, integrity and accountability	11/7/2019 7:17 PM
13	Extra long time between bid submissions and actual award	11/7/2019 7:03 PM
14	Difficult to accommodate new entries	11/7/2019 6:54 PM
15	capacity building	11/7/2019 6:46 PM
16	Transparency problems and evaluation practices	11/7/2019 6:06 PM
17	Discrepancy between procurement directive and prepared tender documents	11/7/2019 5:53 PM
18	More procurement power is given to the clients and consultants which leads to in-application of laws for exposing corruption	11/7/2019 5:42 PM
19	Evaluation method	11/7/2019 5:02 PM
20	Corruption	11/7/2019 4:45 PM
21	Short time for preparing proposals	11/7/2019 4:28 PM
22	Subjective criteria under Pillar I	11/7/2019 4:11 PM
23	Unnecessary delays in evaluation process and terminating bids	11/7/2019 4:01 PM
24	Prior allocation	11/7/2019 3:11 PM
25	Favoring of specific groups	11/7/2019 2:51 PM
26	Delays in cancellation of bids that impacts a company's strategy and budget	11/7/2019 2:42 PM
27	lack of understanding/knowledge	11/7/2019 2:29 PM

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28	some specific regional requirements like language are reasons for performing extensions in the procurement process.	11/7/2019 2:13 PM
29	Guarantees scale	11/7/2019 1:59 PM
30	Corruption	11/7/2019 1:34 PM
31	policies about managing procurement	11/7/2019 1:26 PM
32	Corruption	11/7/2019 1:17 PM
33	unfair documents for fair competition especially in service procurement of engineering consultancies.	11/7/2019 12:52 PM
34	informal communication	11/7/2019 12:34 PM
35	source of budget affects the process. Human behavior and implementation is also a problem	11/7/2019 12:27 PM
36	Contract provisions not aligned with the project specifics	11/7/2019 11:12 AM
37	No transparency	11/7/2019 10:41 AM
38	Corruption (give information and other necessary support)	11/7/2019 10:24 AM
39	Results of tender are not publicly disclosed on a website or something similar	11/6/2019 2:56 AM
40	No system organized to properly handle complaints	11/6/2019 1:24 AM
41	Ppa	11/5/2019 12:46 PM
42	Outright political interest	11/5/2019 11:16 AM
43	exclude business beginners	11/5/2019 6:34 AM
44	unable to control unreasonably low bid price	11/5/2019 4:06 AM
45	Corruption	11/5/2019 3:19 AM
46	incapability of the Procuring entity	11/5/2019 2:14 AM
47	non value adding documentation requirements	11/5/2019 12:44 AM
48	Payment delay	11/5/2019 12:19 AM
49	Corruption	11/4/2019 8:24 AM
50	inappropriate choice of project delivery method vs standard document	11/4/2019 4:01 AM
51	No following modern technology in procurement systems	11/2/2019 11:58 PM
52	Transparency	11/2/2019 4:09 AM
53	Process	11/1/2019 4:20 PM
54	Unfair evaluation system	11/1/2019 2:09 PM
55	VERY NARROW AND LIMITED CONDITIONS CONSIDERED AS FORCE MAJOUR	11/1/2019 1:45 PM
56	poor bidding document preparation	11/1/2019 12:34 PM
57	interpretation of the procedure of public procurement by the client or jury	11/1/2019 11:08 AM
58	Projects shall be given by open and fair competition. Performance on the projects at hand shall be considered to bid for a new one.	11/1/2019 10:58 AM
59	lengthy and generic	11/1/2019 10:51 AM
60	Bid process that takes over 1 year period; holding hostage the bidders & their Bid Bond Money that Bidders often are required in either CPO or cash. Also the continues request to extend Bid Validity that in most cases entails financial & contractual risk to the bidder	11/1/2019 10:11 AM
61	Evaluation criteria set by the government body is varying	11/1/2019 9:12 AM
62	the government institutions have no capacity to prepare clear bid document to lead the process accordingly	11/1/2019 7:57 AM

63	Preferential treatments	11/1/2019 7:41 AM
64	Large sum for bid security	11/1/2019 5:15 AM
65	FINANCING DIFFICULTIES	11/1/2019 5:01 AM
66	High requirements for procurement process	11/1/2019 4:48 AM

Q20 What should be improved regarding the conditions in the public procurement market as far as private companies/bidders are concerned?

Answered: 72 Skipped: 40

#	RESPONSES	DATE
1	Consulting firms selected to do design and tender documents for infrastructure works should be involved in the selection of contractors for the works. Otherwise, poor and inexperienced contractors are often selected.	11/28/2019 9:00 AM
2	All the above three problems.	11/23/2019 4:12 AM
3	Removal of human intervention (contact points) wherever possible, streamlining the process and segregating each steps into manageable business process so that, 1) a moderate level of automation could replace the physical contact points, 2) Technology deployment to ensure full and transparent procurement and delivery to allow fully disclosure of any amendments, changes to the contract including delivery conditions, and 3) perhaps to build awareness within regarding the value gain and partnership with capable private sector	11/22/2019 3:23 AM
4	The bid criteria must based the what they want to buy, not the specific bidders	11/15/2019 10:17 PM
5	Knowing the details of the project as well as there should be openness about the work.	11/14/2019 2:55 AM
6	Use of unamended standard forms of contract, use of standing dispute boards, ensuring fiance before tendering	11/14/2019 1:49 AM
7	transparent bidding process including e-tendering	11/11/2019 11:40 PM
8	the bidding process must be transparency and clear	11/8/2019 4:10 AM
9	1. Procurement plans need to be open at the beginning of the fiscal year 2. Transparent technical specification, eligibility criteria, schedule of implementation, clarification of bidding documents, reasons for non-successful bidder and reason for cancellation of tender	11/7/2019 8:08 PM
10	1. Definition and packaging 2. Planning which is costly for consultants 3. Capacity building	11/7/2019 8:01 PM
11	Rules should be fair and simple	11/7/2019 7:57 PM
12	1. Once the budget is approved, it should be kept secret to avoid early dealing and corruption 2. THE COMMITTEE SHALL BE PROFESSIONAL AND HAVE GOOD ATTITUDES. 3. Politically affiliated individuals or influential persons should not be involved	11/7/2019 7:35 PM
13	1. Price adjustment provisions should be improved by the government 2. capacity of private companies should be improved 3. relationship between private companies and financing institutes should be improved	11/7/2019 7:29 PM
14	1. Preparation of well compiled, up to date bidding documents that are not subjective 2. Scope and deliverables shall be narrated precisely 3. Avoiding individual involvement and the use of standard documents 4. Preparation of complaint handling procedure that is proactive and deny proceeding of document evaluation and award prior to providing satisfactory response	11/7/2019 7:17 PM
15	1. Improved transparency 2. Curtailment of variations after award of contracts 3. Full disclosure of bidding processes 4. Stick to original timelines as much as possible	11/7/2019 7:03 PM
16	1. Institutional capacity of the government 2. capacity of the private sector 3. policy and legislative transparency	11/7/2019 6:46 PM

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17	1. There should be a minimum threshold for the consultants below which it will not be possible 2. There should be transparency in the shortlisting of consultants (EOI evaluation)	11/7/2019 6:37 PM
18	The public procurement should be harmonized with that of the World Bank so that environmental studies can be performed. There should be a provision that World bank projects budget for such studies	11/7/2019 6:25 PM
19	1. Fairness and the capacity of the entity drafting the procurement document must have good knowledge 2. Public tender opening for EOI should be made in the proclamation. EOI evaluation method should be disclosed. Shortlisted firms should be disclosed to all applicants 3. There should be clear evaluation approach for procurement method selection. 4. Private sector must have a chance to reflect in the close out of the process	11/7/2019 6:06 PM
20	1. There should be investigation for the number and capacity of the tenderers 2. After preparing participatory transparent and regulated document, there should be pre and post adjust for compliance against what was issued in tender and the actual directive.	11/7/2019 5:53 PM
21	1. Change the PPA mandates on construction works to Construction ministry under Construction Industry Authority 2. All evaluation formulas and characteristics should be re-arranged and must be connected based on the recent capacity of the contractors and budget 3. The PPA threshold idea on foreign country contractors should be raised from 1 billion to 2 billion as initial cost 4. Annual turnover requirements is beyond the capacity of the contractors and average turnover should be changed to 3 years or 5 years at least because all contractors can then participate	11/7/2019 5:42 PM
22	1. The TOR must be clear 2. the RFP must be clear and fair 3. Risk shall not rest only on the service provider 4. Termination of contract shall reflect the procurement law 5. lengthy bidding period shall be avoided 6. Transparency and accountability should be exercised	11/7/2019 5:02 PM
23	1. Clear evaluation criteria should be stipulated to shortlist companies 2. The procurement entity should be accountable and should not use the following: "The bid can be cancelled at the will of the procuring entity" 3. Capacity building provisions and incentives have to be incorporated for encouraging newcomers	11/7/2019 4:45 PM
24	1. There should be a sense of partnership between parties 2. Capacity of the procuring entity should be improved 3. Clear demarcation of responsibilities need to be outlined. 4. Complaints mechanism should be in place 5. Bid result should be transparent, outlining selection criteria 6. Procurement audit should be conducted	11/7/2019 4:28 PM
25	1. Transparent 2. Procuring entities should be established for the objectives of to attend the goal	11/7/2019 4:19 PM
26	1. Engineering/works procurement should need to be detached from other services/goods procurement 2. The procurement body needs to be more transparent in informing private sector 3. The "budget allocated" and the results get by the tenderers for the bids participate	11/7/2019 4:11 PM
27	For consulting services, 1. Consultants Association must be empowered 2. Consulting guidelines and bid procedures must be updated in cooperation with consultants association 3. consulting services to be fairly and evenly shared among consultants	11/7/2019 4:01 PM
28	1. Works shall be allocated in time to procuring entities and bidders 2. pockets for dispute resolution 3. conditions shall not be enforced on stakeholders lightly 4. damages stated in conditions of contracts shall not be "penalty" rather it shall be a motivation for the bidder to accelerate works/services 5. There should be clear definitions of variations/extra works/excess in quantities or supplementary requirements 6. Expression of interest shall be brought before bidding and evaluation criteria shall be discussed.	11/7/2019 3:11 PM
29	1. transparency 2. Law enforcement 3. Avoid the cancellation of bids without any good reason 4. Treating all private companies equally	11/7/2019 2:51 PM
30	1. transparency 2. fee Setting: needs to have a floor vs lowest bid process that kills quality and opens the government to unrealistic and erroneous budget forecast 3. Planning phase: more realistic timeline for bidding process and implementation 4. Government bid portal/digital system 5. Clarity in scope of work 6. Respect timeline of opening bids	11/7/2019 2:42 PM

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31	1. Alternative offers must be standard as bid conditions are fixed but not allowing innovative or durable better offers. 2. Efficiency of products/projects are never conditional, for example, cost of operations could be more attractive to the purchaser as cost of purchase 3. Environmental issues are rarely a condition in the bid document 4. representation time for bids are often too short to the disadvantage of quality bids 5. Expansion of time granted	11/7/2019 2:29 PM
32	1. the TORs should be clear and give enough time for project execution. The schedule should not emphasize the consulting fee rather to the performance 2. Consultancy fee shall be included in teh consultants' expenses. Least holding approach should be avoided.	11/7/2019 2:13 PM
33	1. transparency of evaluation and criteria 2. Accountability of the procuring body in regards to transparency (each committee member individually) 3. Discretion level of the structure	11/7/2019 1:59 PM
34	1. Rules for bidding prices needed 2. System of bidding should be clearly identified in PPA 3. Encourage private sector for participation and involvement in procurement markets 4. Evaluation methodology should be improved	11/7/2019 1:43 PM
35	1. Should be transparent 2. Need common goals and working together 3. improve the bossy approach among parties 4. special support for local contractors	11/7/2019 1:34 PM
36	1. fairness: lots of potential investors with good quality resources are not being given a fair chance 2. Transparency: public procurement market should be very clear and follow the procedure	11/7/2019 1:17 PM
37	1. Protection for domestic firms 2. Alternative dispute resolution mechanisms 3. Proper provision of contract administration, price escalation and timely payment	11/7/2019 1:01 PM
38	Should be standardized for all the federal and regional governments.	11/7/2019 12:52 PM
39	1. Procurement systems of the regional government is better to agree with the federal government systems 2. Licensing system for business companies obtained from one regional government or federal government or city government should be applicable all over the country	11/7/2019 12:44 PM
40	1. Transparency in communication 2. Obeying time limit as per the procurement document 3. Avoiding the possibility of bid cancellation after project award	11/7/2019 12:34 PM
41	1. The PPA should be subject to the professionals 2. Bidding criteria should be flexible and simple 3. The least method of bidding evaluation should be changed to engineering estimation and current market condition 4. The interference of foreign companies should be limited 5. The criteria of bid should be considering the local firms	11/7/2019 12:27 PM
42	1. Free from corruption	11/7/2019 11:22 AM
43	1. The conditions have to be specific and not general depending on sector 2. Procurement entities need to have the acceptable capacity for managing the overall procurement. 3. Expertise from private sector should be consulted.	11/7/2019 11:12 AM
44	1. The firm should be free from corruption 2. The specifications must not be bound to a particular good or item 3. Data collected after the bid is closed have to be shown to the bidders after the winner is known, but before the award is given.	11/7/2019 10:41 AM
45	1. It should be more electronic and corruption should be minimized 2. It should be transparent and accountable to both parties (client and the builder)	11/7/2019 10:24 AM
46	Transparency	11/6/2019 5:29 AM
47	The most important thing is to allow electronic tendering and announcements of details of evaluation of each participant on a website.	11/6/2019 2:56 AM
48	The government body should create opportunity to the stakeholders to participate in reviewing public procurement guidelines and make changes/improvement	11/6/2019 1:24 AM
49	Evaluation criteria setting method outlined by PPA	11/5/2019 12:46 PM
50	There should be a mechanism that unreasonable low bidders shall be rejected	11/5/2019 4:06 AM
51	ALL indicated in item 19	11/5/2019 3:19 AM
52	There public procurement agency shall be competent, efficient, transparent and the professionals should be well trained on procurement. The laws/guidelines shall be improved. The criteria of the evaluations shall be clear during bidding.	11/5/2019 2:14 AM

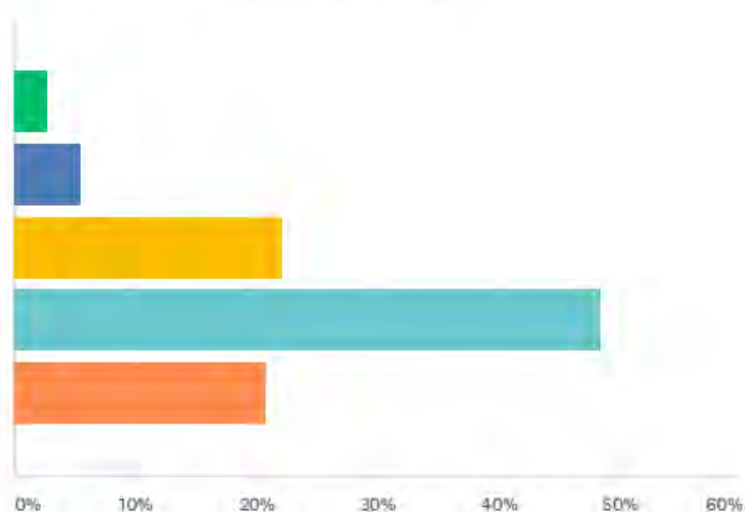
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53	1. Trust: Government does not seem to trust private sector to have capacity. Therefore, non value adding documentation is requested and those that meet this requirements are not really qualified. Hence, flexibility and contingent approach needs to be adapted. 2. Regulation for least bidders: The government has unrealistic expectation of cost and time performance of projects and awards projects to least bidders who do not mind to take the money but not deliver the project. Too low bids need to be eliminated from tenders and government has to ask how it can capture value. Have regulation that eliminates least bidders. Focus on technical solutions proposed and how well thought out and plausible these are. Not just machinery, company grading/rating and staffing. 3. Eliminate current grading schemes: Government grades contractors and engineering consultants based on non essential matters which do not indicate capacity. This grading by ministries (in our case Ministry of Work and Infrastructure Authorities) are incorrect. These grading systems are uniquely inappropriate and need to be reinvented or eliminated as they are entry barriers. 4. Corporate governance: The government has to install corporate governance schemes and govern its officers so that lazy, prohibitive, and corrupt employees cannot hide behind their authority. Transparency needs to be encouraged.	11/5/2019 12:44 AM
54	Corruption	11/5/2019 12:19 AM
55	.develop standard bidding procedures .professional associations should involved in . regulations and monitoring system should be set	11/4/2019 8:24 AM
56	there should be Guidelines for selection criteria the document should be prepared by Qualified and Competent Professionals or consultant the governing body should create means of checking and evaluating the public procurement document	11/4/2019 4:01 AM
57	To be lead by well trained people and involvement of private to build modern procurement systems	11/2/2019 11:58 PM
58	Price adjustment formula need to be introduced using labour index of CSA	11/2/2019 4:09 AM
59	Timely Payment	11/2/2019 2:34 AM
60	Process	11/1/2019 4:20 PM
61	Open and secured system	11/1/2019 2:09 PM
62	Government shall be fairly distribute obligations and rights among the public body and private sector. Public procurement shall be transparent, objective oriented and shall be managed by skills and knowledge. All public tenders must start considering registered emails as a means of communicating bidders. The Federal and regional public procurement guidelines shall be similar. Public procurement agencies should take complaints seriously and shall respond in a responsible and timely manner.	11/1/2019 1:45 PM
63	method should be designed in assessing performance of private companies in earlier projects and that should be one of bidding evaluation criteria instead of annual turnover or year of experience.	11/1/2019 12:34 PM
64	1. Limit the number of public projects and their size to be handled by one firm. 2. Prepare a database about each firm showing their turnover, project at hand, performance, capacity, etc. 3. Use only online evaluation techniques based on the database free from human. 4. Avoid junky requirements (turnover, experience, number of employees, Office area, equipment, etc). The shall be requested after the project award. 5. Set the minimum wedge for consultancy fee (e.g.: 3 to 5%)	11/1/2019 10:58 AM
65	Quality should be given more attention Individual capacity should be focused Proper scheduling and strict adherence to schedules	11/1/2019 10:51 AM
66	Create transparency in the pre-tender document as well as post tender announcement Limit the bid evaluation and award period within the official announced BID VALIDITY PERIOD For Consultancy Service, avoid LOFTY Bid Bond requirements that withdraw & withhold the Consultants' cash off for prolonged time; which enter limit the participation rate as cash dwindles . Use alternative Bid Security mechanisms	11/1/2019 10:11 AM
67	Information should be provided for all potential bidders fairly/equally, all bids should be participatory as much as possible and the media on which bids are floating should be known clearly.	11/1/2019 9:12 AM
68	the system should be designed in a transperent and accountable way the private sector need to be consulted when the prodcedures and regulations developed there should be responsive compliance mechnism in the Go	11/1/2019 7:57 AM

69	Transparency of the bidding process from needs assessment, ToR development up to delivery of goods/services, trained and accountable manpower,	11/1/2019 7:41 AM
70	communication	11/1/2019 5:11 AM
71	Bidding rules to be simplified	11/1/2019 5:01 AM
72	Clear procurement process, transparent bidding procedure, fair and open procurement requirements	11/1/2019 4:48 AM

Q21 How effective are the preferential and reservation schemes in creating jobs for MSEs (job seeking youth)?

Answered: 72 Skipped: 40



Very good Good Satisfactory Poor Unsatisfactory

VERY GOOD	GOOD	SATISFACTORY	POOR	UNSATISFACTORY	TOTAL	WEIGHTED AVERAGE
2.78%	5.56%	22.22%	48.61%	20.83%	72	3.79
2	4	16	35	15		

#	IF YOUR RATING IS BELOW SATISFACTORY, MAY YOU PLEASE PROVIDE THE AREAS OF BOTTLENECKS OR INEFFECTIVENESS?	DATE
1	From what we gather from media, most of the funds are misappropriated, rarely deployed as intended and not much planning and follow up. There is also poor statistics to support one way or otherwise on the number of jobs actually created in the due process. Not possible to ascertain how effective and how many jobs were created.	11/22/2019 3:23 AM
2	Most business persons are interested in service based business, which is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the main challenges	11/15/2019 10:17 PM
3	In some places the way the informations released limited to the places, there is a thing this days that if the company is a sole corporation like mine the opportunity for job is less and there is a corruption.	11/14/2019 2:55 AM
4	Not being aware of it	11/14/2019 1:49 AM

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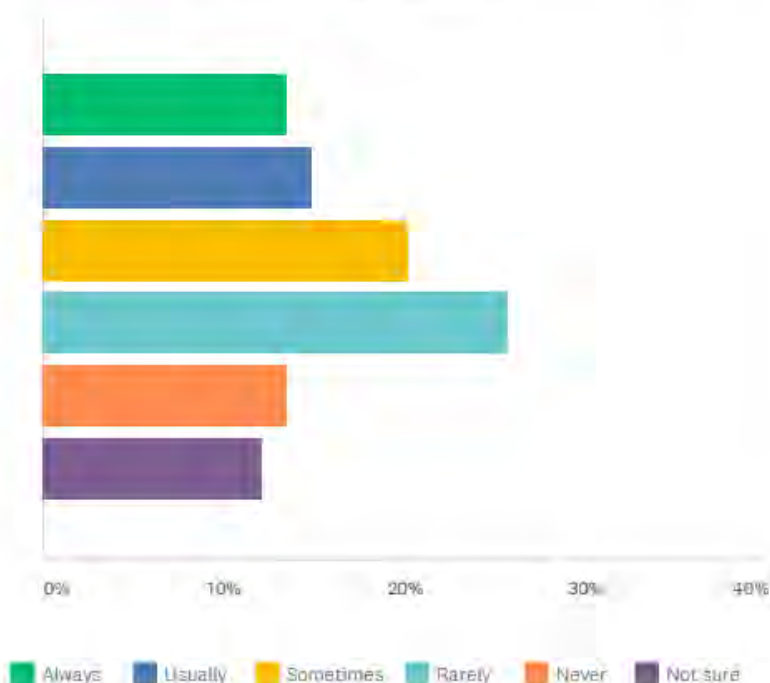
5	1. No clear plans and schedules 2. Lack of training and capacity building 3. Control of works and funds 4. Not encouraging newcomers 5. performance based reward is not practiced	11/7/2019 8:08 PM
6	There are usually transparency, capacity and fairness issues in regions	11/7/2019 8:01 PM
7	1. Jobs should be identified together with expenses 2. job seekers should be given training and made aware of their rights and obligations 3. Accountability should be practiced	11/7/2019 7:17 PM
8	Mostly projects provided for political motives. Delivery of goods and services by MSE not strictly followed.	11/7/2019 7:03 PM
9	1. Highly abused for political purposes 2. Local administrative structure is not understanding the rules and procedures	11/7/2019 6:46 PM
10	1. Problem of linkage and nominating of activities. synergy between projects 3. inadequate assessing of sustainability issues	11/7/2019 6:25 PM
11	1. Capacity 2. Political involvement 3. lack of vision or goal 4. lack of continuing thoughts 5. lack of understanding the value chain	11/7/2019 6:06 PM
12	Their capacity and support needed is not evaluated first.	11/7/2019 5:53 PM
13	1. Mismatch between demand and the created jobs 2. Selection criteria sometimes prioritized	11/7/2019 4:45 PM
14	These schemes are a total waste of money where there is no accountability in disbursing money and efficient execution of works. Better spending to create jobs. Priority should be spending to create professional citizens	11/7/2019 4:28 PM
15	Needs further assessment with specific experiences and skills	11/7/2019 4:01 PM
16	low quality of work/service	11/7/2019 2:51 PM
17	Not familiar	11/7/2019 2:42 PM
18	Delays in process is affecting speed of employment	11/7/2019 2:29 PM
19	Capacity of both the public part and MSE is the bottle neck	11/7/2019 2:13 PM
20	They do not consider citizenship participation, only considering with inter-relation and family based approach.	11/7/2019 1:59 PM
21	South region and Oroula region	11/7/2019 1:50 PM
22	1. have no interest to coming from federal level 2. Corruption 3. attitude and business ethics	11/7/2019 1:34 PM
23	1. They organize different types of fields to cooperate MSE for one organization they take above 6 persons. 2. Only organizing. There is no funding or budget and market based works. 3. Participation of different persons are not equal	11/7/2019 1:26 PM
24	The country has to learn a lot on youth employment	11/7/2019 1:17 PM
25	capacity of procurer/entity	11/7/2019 1:01 PM
26	1. Unfairness 2. poor document preparation 3. Unachievable and irrelevant requirement of many documents.	11/7/2019 12:52 PM
27	1. Detailed study of how effective the schemes are, need to be conducted 2. The schemes should be complimentary tot he existing private sector and not compete whit it 3 capacity of MSE should be evaluated.	11/7/2019 11:12 AM
28	The capacity building for MSEs is poor. The procedure of contract awarding is not transparent. The system does not encourage MSEs to associate with private companies.	11/6/2019 2:56 AM
29	Private and government offices are not fairly work with this regard	11/6/2019 1:24 AM
30	Problems in Government structures Commitment of the Government in general Financial Constraints Training problems	11/5/2019 2:14 AM

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31	Youth first needs to learn what adding value means. Going to the university does not give discipline to people graduating from universities. Entitlement mentality is rampant. The biggest opportunity is to have youth learn to ask the question 'how can I help' ? Other questions are: How can I be part of the solution to real problems? How can I create value for which people want to pay me? This questions have to be thought starting from primary school and they need to be built into all higher learning curriculum.	11/5/2019 12:44 AM
32	The job is used for politic and not sustainable for citizen	11/2/2019 11:58 PM
33	Not yet well exercised	11/2/2019 4:09 AM
34	No open system	11/1/2019 2:09 PM
35	the bidding fee is much smaller than the direct costs of the consultants and hence companies do not hire more professionals. they tend to work with few resources. considering fee scale may open doors for job seeking youth.	11/1/2019 12:34 PM
36	1. Transparency 2. Corruption 4. No database for each firm 5. No capacity building 6. Avoid least price bid and focus on the technical methods. 7. Too much overloaded tax system (2% With holding, 15% VAT, 18% Pension, 30 % income tax, 10% Provident tax, total 75 %.	11/1/2019 10:58 AM
37	In Ethiopia & in its Procurement preferential scheme, the definition of SME is distorted as those benefiting under this scheme are SME that are organized by Woreda/Kebele officials and formed by the youth (& sometimes veterans) who are closely affiliated with the ruling party. Regrettably, SME is misnomer and most politically exploited venture that favours party affiliates, awarding publicly funded works/goods supply, etc more on merits of affiliation than qualification often leading to poor quality. AND there is no such preferential scheme in the Consultancy Service which has probably saved the industry from further ruining from its current dire state. As such No Private Entities (i.e., sole proprietorship or private limited firms) owned by independent youth with capital and capacity falling within that of the threshold of SME will qualify in the Ethiopian Context. . Unfortunately, one cannot speak about the bottleneck where the bottle doesn't exist!	11/1/2019 10:11 AM
38	To be frank, i have no idea about preferential and reservation schemes	11/1/2019 9:12 AM
39	The designed system is not free from corruption and nepotism They don't have skilld and professionals in the offices to facilitate there is no good follow up system	11/1/2019 7:57 AM
40	Preferential treatment is a short sighted policy remedy	11/1/2019 7:41 AM
41	Not sure or aware	11/1/2019 5:11 AM

Q22 Do you think that the preferential and reservation schemes for MSEs (job seeking youth) have negative impact on the competitiveness on the non-MSE firms or individuals of similar size and capacity?

Answered: 74 Skipped: 38



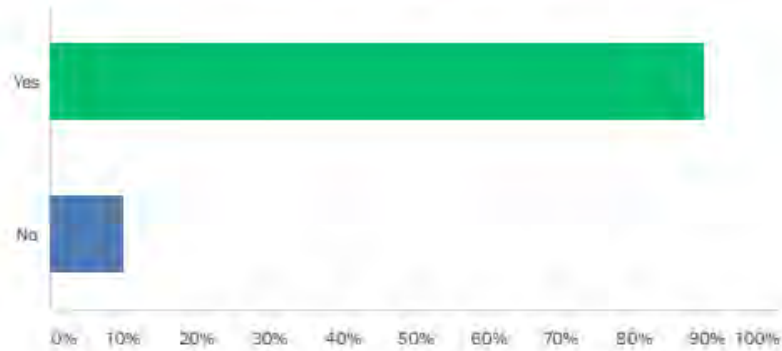
	ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
	13.51%	14.86%	20.27%	25.68%	13.51%	12.16%	74	3.47
	10	11	15	19	10	9		
#	IF YOUR RATING IS ALWAYS, USUALLY OR SOMETIMES, MAY YOU PLEASE INDICATE THE MAJOR CHALLENGES?						DATE	
1	At present, there is so many youth seeking jobs but there are also much more who are consuming. The economics to address supply and demand in the job market towards a full fledged competitiveness is far from reality.						11/22/2019 3:23 AM	
2	Most business persons are interested in service based business, witch is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the mian challenges						11/15/2019 10:17 PM	
3	1. MSEs are often politicized. other neutral firms then find it hard to compete and find other jobs 2. MSEs are not expected to submit contract securities and bank guarantees to collect advance payment, whereas no MSEs are required to provide contract securities and bank guarantees to collect their advance payment as a result their overhead will increase and their cost will be higher.						11/7/2019 7:29 PM	
4	Spoon feeding is not conducive to effort and hard work						11/7/2019 7:17 PM	
5	1. Unsure how candidates are selected and projects are awarded 2. Quality of output mostly below expectations 3. value for money rarely attained						11/7/2019 7:03 PM	
6	1. SMEs are not engaging in a productive sector 2. The government structure use them for unintended purposes						11/7/2019 6:46 PM	

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7	1. Violates the principle of non-discrimination among bidders 2. Unqualified MSEs will be given the contract and the output of the project will end up with malpractices	11/7/2019 6:37 PM
8	If preferential and reservation schemes continue without limit, companies will not be able to grow.	11/7/2019 5:53 PM
9	1. Due to non-transparent systems, non-MSE firms obliged to withdraw from the business 2. the government should clearly describe the type of jobs to be given to job seeking youth of the government should try to disburse proportionately.	11/7/2019 5:02 PM
10	Jobs are going to unskilled youth. The scheme is political and prone to manhandling	11/7/2019 4:28 PM
11	Some tenders may lie on the individual sizes and this would really create incompetent atmosphere	11/7/2019 4:11 PM
12	Needs further assessment from professionals with specific experiences and skills. Evaluation to be done by professionals not politicians	11/7/2019 4:01 PM
13	1. Price (provision of less price) by MSEs 2. Low quality products and service provisions by MSEs 3. rare possibility of getting the chance to be invited to the tender	11/7/2019 2:51 PM
14	1. Limited capacity 2. Inexperienced personnel	11/7/2019 2:13 PM
15	There is no clear demarcation by law for the MSE regarding taxation and performance evaluation mechanism.	11/7/2019 1:59 PM
16	1. No capacity 2. Not enough skills 3. no business concept 4. Need support	11/7/2019 1:34 PM
17	Participants of new organization of MSE is very low because thinking about that organization of government organizations is poor.	11/7/2019 1:26 PM
18	They can even be incorporated under the umbrella of larger organizations	11/7/2019 1:01 PM
19	Sometimes government procurements prefer organized enterprises than normal job seeking youth.	11/7/2019 12:52 PM
20	1. the challenges of the relationship between MSEs and non-MSE is the lack of training for both parties 2. Capacity building for both	11/7/2019 12:27 PM
21	1. Access to finance 2. capacity building not offered to others 3. Gap in development of professionals	11/7/2019 11:12 AM
22	The competition is not based on merit. The MSEs are not allowed to associate with private companies.	11/6/2019 2:56 AM
23	Because of political concern they always get the first chance even if the work is beyond their scope.	11/5/2019 12:46 PM
24	Job findings for those people is not there willing, just dependent of government. Poor equality and quality	11/2/2019 11:58 PM
25	Lack of experience to understand the scope of services required leads to undermining the job which in turn leads to underbid.	11/2/2019 4:09 AM
26	This scheme is so impartial that highly affect competition and basically it gives the government unlimited power to give contract for party favored individual and groups without any effort. It shall be revised in a way that a certain mandatory requirement shall be followed that a non-SME companies shall subcontract a portion of their work to the MSE. This will enable the proffered MSE to strive with effort, learn contract management, learn financial management etc.	11/1/2019 1:45 PM
27	- Most MSEs are not skilled, not disciplined, aggressive, focus on poetics than the work, have no relevant experience for the work, etc.	11/1/2019 10:58 AM
28	To be frank, i have no idea about preferential and reservation schemes	11/1/2019 9:12 AM
29	In any market if there is a preferential treatment it encourages inefficiency, corruption, nepotism and waste of resources	11/1/2019 7:41 AM

Q23 Have you bid for public contracts in the last three years? If your answer is "No", some further questions may not be relevant to your experience and the survey allows to skip such questions.

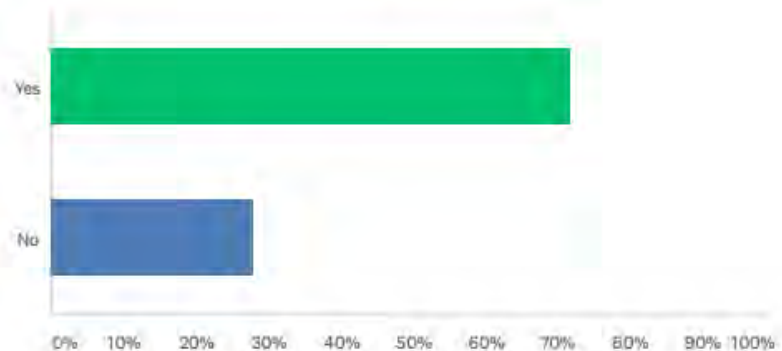
Answered: 79 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	89.87%	71
No	10.13%	8
TOTAL		79

Q24 If you answered yes to the question 23, please tell whether you were successful in at least one contract.

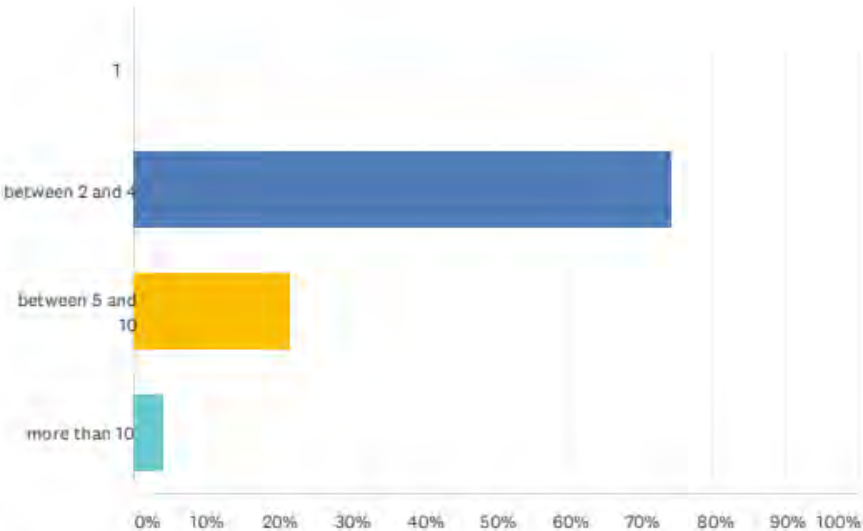
Answered: 64 Skipped: 48



ANSWER CHOICES	RESPONSES	
Yes	71.88%	46
No	28.13%	18
TOTAL		64

Q25 How many people usually work on preparation of bids in your company?

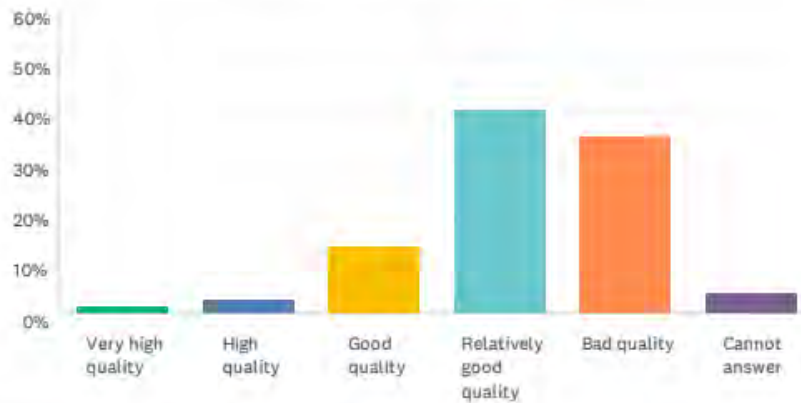
Answered: 74 Skipped: 38



ANSWER CHOICES	RESPONSES	
1	0.00%	0
between 2 and 4	74.32%	55
between 5 and 10	21.62%	16
more than 10	4.05%	3
TOTAL		74

Q26 How would you rate on average the quality of the bidding documents prepared by the public bodies?

Answered: 74 Skipped: 38



ANSWER CHOICES	RESPONSES	
Very high quality	1.35%	1
High quality	2.70%	2
Good quality	13.51%	10
Relatively good quality	40.54%	30
Bad quality	35.14%	26
Cannot answer	4.05%	3
TOTAL		74

#	PLEASE EXPLAIN REASON FOR YOUR RATING:	DATE
1	It is Standard Bidding Document	11/23/2019 4:21 AM
2	We have a global standard and quality process in which we are expected to comply. Which in effect requires us to assemble highly skilled resources from our international team. As a result, we believe, that the quality of our submissions are always a very high quality.	11/22/2019 3:33 AM
3	They just copy and paste for all types of purchase. Lack of specificness according to what they buy	11/15/2019 10:24 PM
4	The documents are not specific to the work.	11/14/2019 3:20 AM
5	There is no detail evaluation criteria	11/11/2019 11:40 PM
6	to know very well bidding document (personnel,equipment,experience and work methodology)	11/8/2019 7:48 AM
7	major bidding points are put clearly	11/7/2019 8:16 PM
8	mainly following the standard bid document of PPA	11/7/2019 8:10 PM
9	Public bodies try to give clarification to their capacity Not much contracts cancelled due to BD issues	11/7/2019 8:02 PM
10	the bidding documents prepared by the public bodies is sometimes different from the actual character of the project	11/7/2019 7:58 PM
11	Quality varies from one public body to another.	11/7/2019 7:30 PM

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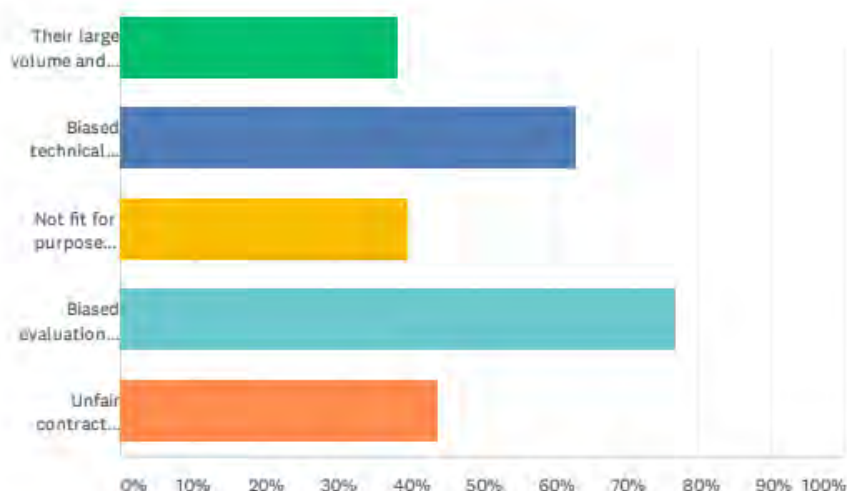
12	Bidding documents are different as we go across the procuring entities. ERA is good quality as it is updated. Most others provide bidding documents with no defined output and self contradicting wording	11/7/2019 7:21 PM
13	Follow international standards and procedures	11/7/2019 7:06 PM
14	Specially for new products bid, public bodies announce without having the knowledge of the product they are going to purchase	11/7/2019 6:55 PM
15	1. Unclear 2. Not easily adaptable	11/7/2019 6:48 PM
16	The public bodies use the SBDs prepared by the PPA with amendments and those areas needed (data sheet, SCC etc)	11/7/2019 6:39 PM
17	They float the tender and cancel it without any reason or feedback	11/7/2019 6:26 PM
18	Most of the bids were from ERA	11/7/2019 6:07 PM
19	Most of the bidding documents just tell us who win the tender, it is tailor-made	11/7/2019 5:55 PM
20	1. Lack of preparing proper document 2. Lack of professional employers 3. Lack of preparing detailed specifications 4. Negligence 5. Copy-paste tenders	11/7/2019 5:47 PM
21	We only work with Ethiopian Road Authority (ERA)	11/7/2019 5:04 PM
22	Sometimes addenda were provided by the public bodies following our request for clarification	11/7/2019 4:48 PM
23	1. Often copy and paste 2. Time for preparation of proposal is too short 3. TOR is often not well thought out 4. Unrealistic suggestion for duration of projects 5. Some projects are politically oriented and forget professional aspects	11/7/2019 4:31 PM
24	Most public bodies may not have proper know how on how the quality of the bid needs to be	11/7/2019 4:12 PM
25	RFP documents has open rights to the client. The procuring authority can change many things even after the bids are floated, bidding started etc	11/7/2019 4:03 PM
26	But they don't comply with the document since the opening. Further, lots of bid documents (requirements) but they don't follow that	11/7/2019 2:54 PM
27	1. Scope is not well studied, based on feasibility and long term understanding of forecast 2. Once the project starts, the consultant is asked to change despite often as the client is not just on its needs	11/7/2019 2:44 PM
28	WB Document- good quality Non WB documents - not good quality Preparation is done by persons with lack of knowledge. For example, when 3-5 companies with good reputation make an offer, all companies are disqualified for technical reasons, this is impossible!	11/7/2019 2:32 PM
29	The TORs are not exhaustive and enough	11/7/2019 2:14 PM
30	1. Not clear and need more works 2. specification and design is different 3. not prepared by capable professionals	11/7/2019 1:37 PM
31	1. Inconsistency between government entities 2. Irrelevant requirements	11/7/2019 12:54 PM
32	Bids will be extended once or twice unexpectedly	11/7/2019 12:35 PM
33	who is preparing the bidding documents is under question, and the behavior of the professionals. The law of the country lets them do so.	11/7/2019 12:29 PM
34	The bid document depends on the client and the person that prepared the document. It is different from bid to bid.	11/7/2019 11:31 AM
35	1. Documents are too general 2. requirements do not always represent the reality, 3. Technical gaps in documents is observed.	11/7/2019 11:15 AM
36	Mostly they seem copied from a specific item. They do not give alternative products	11/7/2019 10:44 AM
37	I have little experience with public procurement and they have a standard document that can compute the competing entities and even if it is not enough to satisfy, rate is relatively good	11/7/2019 10:29 AM
38	They put the scope clearly	11/6/2019 5:30 AM

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39	The evaluation criteria are subjective and do not require documents that can be proven. So, it allows for companies to cheat and corrupt the evaluaters.	11/6/2019 3:05 AM
40	Bidding documents prepared by the public bodies have different qualities in different offices	11/6/2019 1:44 AM
41	Most of the time the documents are copied from other sources.	11/5/2019 12:51 PM
42	Some have no criteria Some are controversial Some are prepared considering particular company	11/5/2019 2:21 AM
43	They are formats that are filled up. They do not ask for the value sought. It does not seem that the government bodies understand their projects.	11/5/2019 1:02 AM
44	the bidding document doesn't address on the basics (project description, scope, deliverable, etc.) mostly target on the evaluation criteria and the criteria set is targeting some suppliers only which makes the play field narrow and hard to enter.	11/4/2019 4:10 AM
45	Most of the time the criteria is not based on real requirements but it depends on bidder to be favored	11/3/2019 12:06 AM
46	Sometimes the addendums are issued repeatedly .	11/2/2019 4:21 AM
47	Lack of professionalism	11/1/2019 2:13 PM
48	it depends on the pubic body. Usually the Federal Ministries have a relatively good document. Regional Bureaus documents are not bad but not majority. Woreda offices, City authorities , Small hospitals etc has a terrible document	11/1/2019 2:02 PM
49	in some cases the documents follow the standard bid requirements but mostly not. there are loop holes that the standard bid document does not define. such as; professional requirements of a given project depends on the capacity & impartiality of the personnel who prepares the bid document, annual turn over requirements also have no clear understanding why, when & How to determine.	11/1/2019 12:58 PM
50	i will always find misleading information such as bigger quantity or unattainable specification	11/1/2019 11:15 AM
51	- Directed towards some high profile and corrupted firms intimately attached with the bidders. It closes the door for emerging and new firms.	11/1/2019 11:10 AM
52	Scopes are not properly defined Poor scheduling Generic and large in volume	11/1/2019 11:03 AM
53	because i see many documents good	11/1/2019 9:15 AM
54	I have been faced with bid cancelation three times for one bid because of the poor quality bid the prpared.	11/1/2019 8:03 AM
55	A lot of copy and paste is seen, ToRs are written by non sector professionals, unnecessary ambitious in time, often incomplete with regards to scope	11/1/2019 7:59 AM
56	Documents were scanned and sent as PDF's, this results in very large email files. Genuine PDF's should be used to prevent this.	11/1/2019 5:18 AM
57	too complicate and difficult to fulfill all conditions.	11/1/2019 5:07 AM

Q27 What are the main deficiencies in the bidding documents? (more than one answer is allowed)

Answered: 73 Skipped: 39



ANSWER CHOICES		RESPONSES	
	Their large volume and complexity	38.36%	28
	Biased technical specifications	63.01%	46
	Not fit for purpose technical specifications	39.73%	29
	Biased evaluation methodology	76.71%	56
	Unfair contract clauses	43.84%	32
Total Respondents: 73			

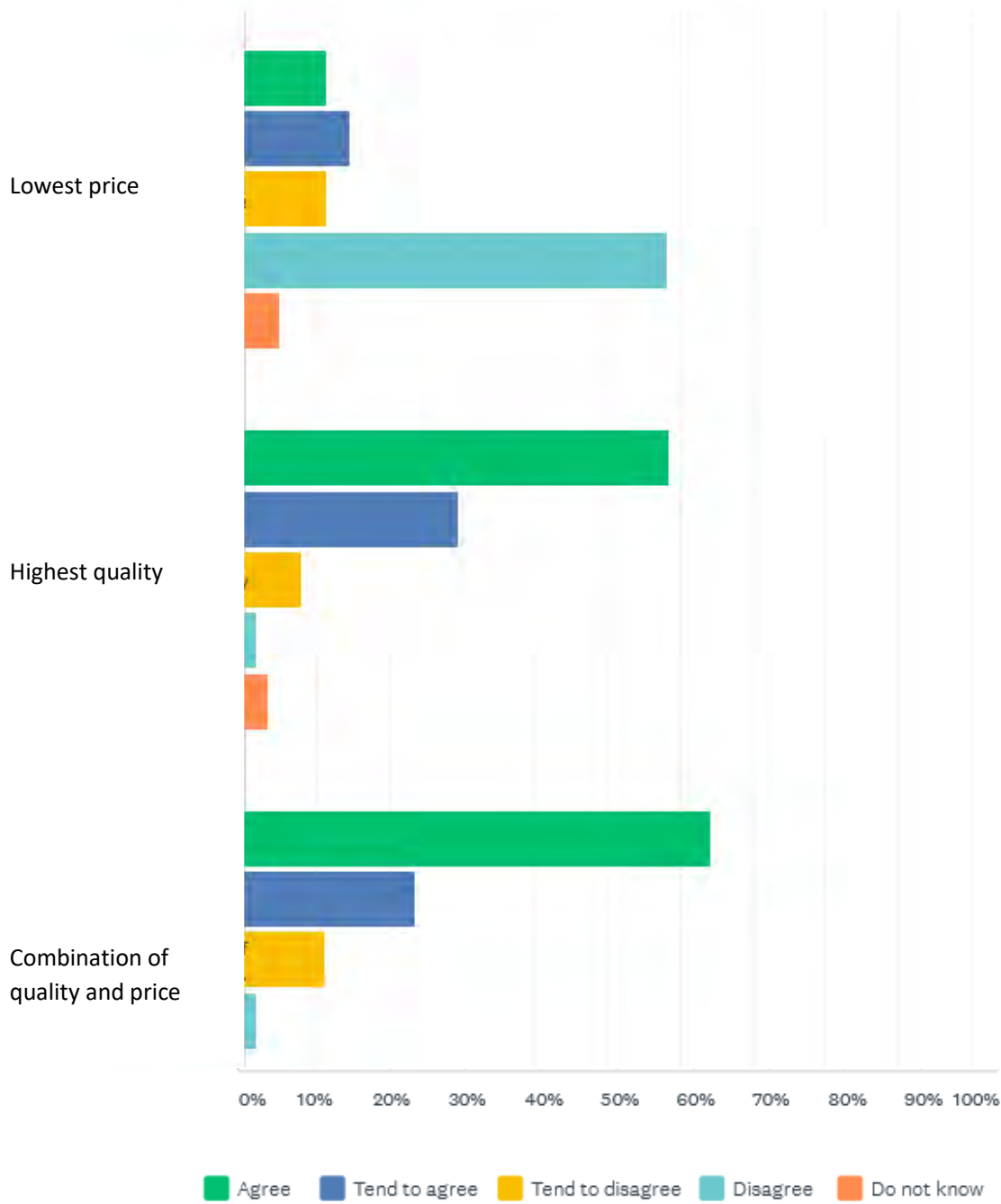
#	OTHER (PLEASE SPECIFY)	DATE
1	Unclear scope of work is a common problem and then when the client is asked to clarify the scope, the answer provided is vague or unclear. The World Bank Task Managers have to get more involved in reviewing questions asked and answers given so that they can confirm that the answers provided are reasonable.	11/28/2019 9:06 AM
2	One sided contractual conditions do not consider options or conditions which we have already experienced with previous implementations	11/7/2019 8:10 PM
3	Missing items and incomplete mandatory documents. There are false quantities and work items that are not executed will be included and prior information is given to the one that has a dealing relation.	11/7/2019 7:21 PM
4	Abnormally low prices are allowed and follow up measures are not taken during project implementation offenders	11/7/2019 7:06 PM
5	Do not specify the manpower required for teh project	11/7/2019 6:26 PM
6	Restrictive provisions and unbalanced workload in the industry	11/7/2019 6:07 PM
7	1. Preparing documents according to the capacity of contract which and what to award 2. Deliberately prepare the document for corruption and additional works 3. biased laws and regulations	11/7/2019 5:47 PM
8	We are not interested in participating in the bids floated by regional governments due to poor and biased evaluations, especially in Oromia.	11/7/2019 5:04 PM

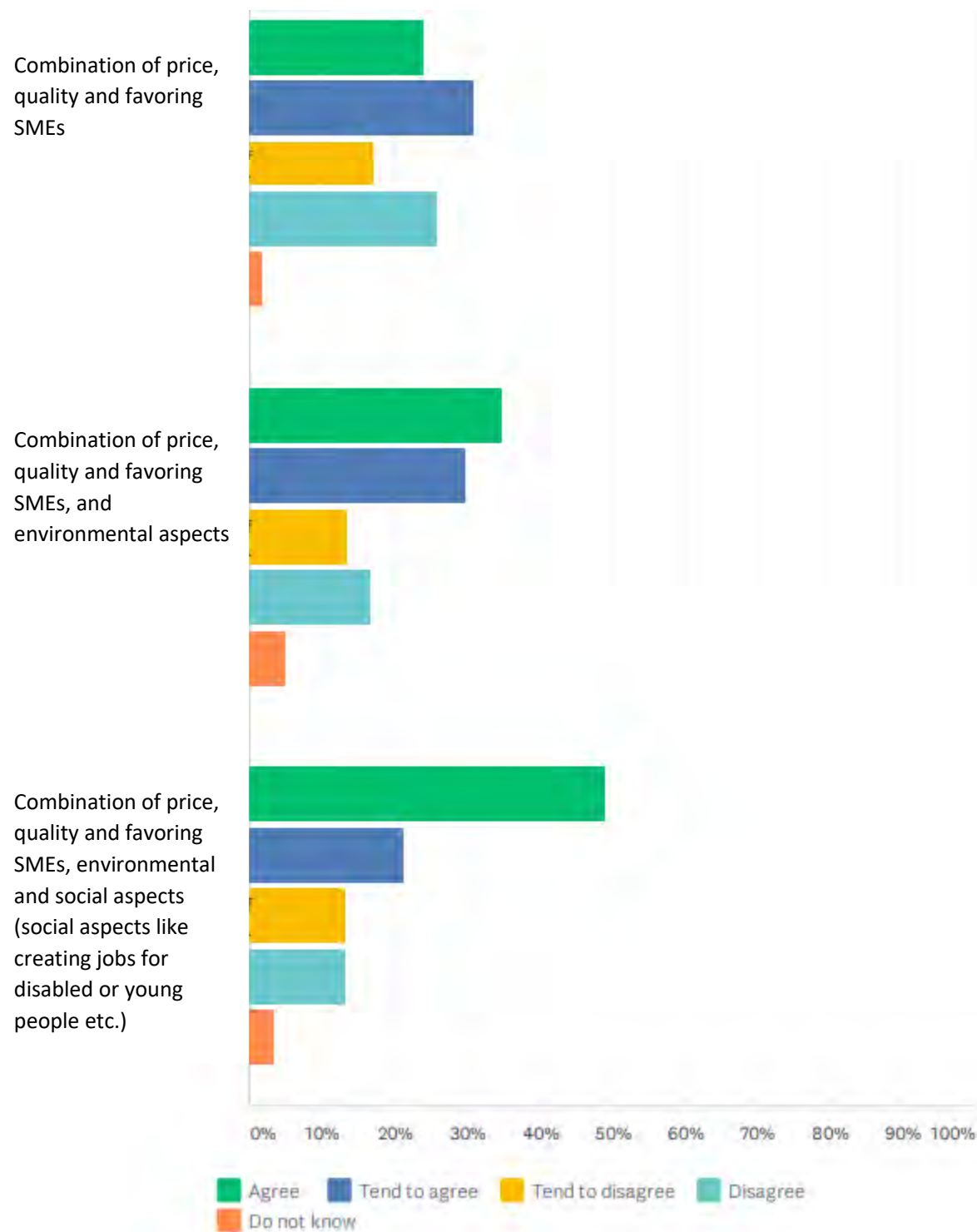
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9	Not fit for purpose evaluation methodology	11/7/2019 4:48 PM
10	Not fit for purpose evaluation methodology	11/7/2019 4:12 PM
11	Not fit for purpose evaluation methodology. not fair, not transparent. Subjective in evaluation methods, to make own decisions to assist one and to fail the others.	11/7/2019 4:03 PM
12	Not fit for purpose evaluation methodology	11/7/2019 3:12 PM
13	weak scope of work, not detailed	11/7/2019 2:44 PM
14	prepared by someone to fit his capacity	11/7/2019 1:37 PM
15	Not fit for purpose evaluation methodology	11/7/2019 12:54 PM
16	Sometimes the documents are prepared in a way that it is only fit for select few business companies	11/7/2019 12:45 PM
17	Not fit for purpose evaluation methodology	11/7/2019 12:35 PM
18	1. Not fit for purpose evaluation methodology 2. It is prepared for their own interest 3. It is open for corruption	11/7/2019 11:31 AM
19	1. Not fit for the purpose evaluation methodology	11/7/2019 11:15 AM
20	In some public procurement, they don't have estimated budget/price and when the bidder wins, they can say it is beyond our budget. They don't even estimate.	11/7/2019 10:29 AM
21	Do not require details of results of ALL participants to be disclosed. Therefore, companies who corrupt the evaluaters get 99 out of 100 on technical evaluation with other compitators knowing little about it.	11/6/2019 3:05 AM
22	1. Very short submission deadline irrespective of the complexity of goods to be delivered or project 2. lack of technical knowledge on the items to be procured. Less specification 3. Lot of errors in number, quantity , ambiguous statements 4. Leaving important points in special condition of contract a blank 5. Lack of specifying the exact date and time of submission 6. Fixing un attainable and unrealistic delivery time (like 45 days of completion for a 200 mil birr design project) OR 10 days for items that cant be imported from abroad even in 6 months 7. fixing bid bond only as CPO 8. Putting a none working phone number for clarification or not responding for phone call	11/1/2019 2:02 PM
23	- Too much high requirements of turnover, experience, office facility, financial source, number of staffs working, etc.	11/1/2019 11:10 AM
24	Biding process are lengthy and not up to date, encourages waste of time and other resources	11/1/2019 11:03 AM

Q28 In your opinion which of the following criteria should be the most important one when government/ local authorities procure goods, works and services for their citizens?

Answered: 73 Skipped: 39





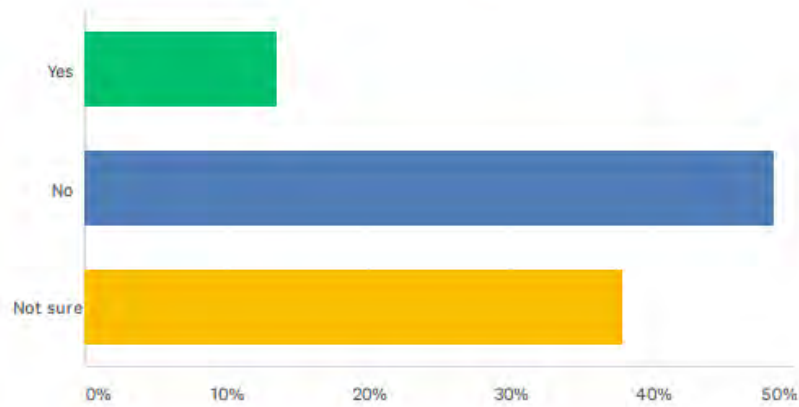
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	AGREE	TEND TO AGREE	TEND TO DISAGREE	DISAGREE	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Lowest price	11.29% 7	14.52% 9	11.29% 7	58.06% 36	4.84% 3	62	3.31
Highest quality	58.46% 38	29.23% 19	7.69% 5	1.54% 1	3.08% 2	65	1.62
Combination of quality and price	64.06% 41	23.44% 15	10.94% 7	1.56% 1	0.00% 0	64	1.50
Combination of price, quality and favoring SMEs	24.14% 14	31.03% 18	17.24% 10	25.86% 15	1.72% 1	58	2.50
Combination of price, quality, favoring SMEs and environmental aspects	35.00% 21	30.00% 18	13.33% 8	16.67% 10	5.00% 3	60	2.27
Combination of price, quality, favoring SMEs, environmental and social aspects (social aspects like creating jobs for disabled or young people, etc.)	49.18% 30	21.31% 13	13.11% 8	13.11% 8	3.28% 2	61	2.00

#	OTHER (PLEASE SPECIFY)	DATE
1	Minimum technical score should be at least 75% and tech/fin scoring ratio should be at least 75/25 and preferably 80/20. This will result in more qualified firms doing the work.	11/28/2019 9:06 AM
2	Of course, in all aspects, sustainability should be seriously considered both in the procurement, deployment and decommissioning.	11/22/2019 3:33 AM
3	Quality and standards need to be highly considered	11/7/2019 6:48 PM
4	General establishment of companies shall be considered	11/6/2019 1:44 AM
5	If government has a quality elimination round, then, price can be considered. Otherwise, it is never going to work if there is price+ quality. Also, quality is not grades giving by a government ministry or CVs. Anyone with money can get CVs. Quality is not machinery. Anyone with money can get machinery. Quality is responsive method statement backed by experience. All projects need to be attune to physical and social environment. SMEs need to learn how to create value and be customer focused. To give them jobs just because they are SMEs entrenches entitlement mentality further.	11/5/2019 1:02 AM
6	combination of quality, environment, and social aspect	11/1/2019 12:58 PM
7	Specific approach than broad spectrum approach	11/1/2019 11:03 AM

Q29 Do the bidding documents include criteria to achieve value for money?

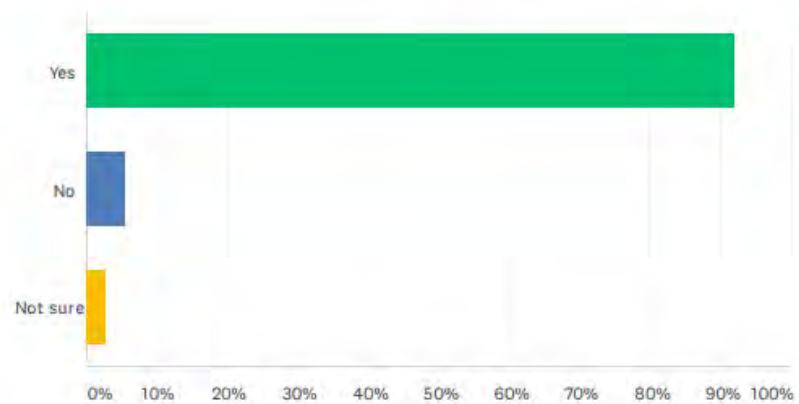
Answered: 37 Skipped: 75



ANSWER CHOICES	RESPONSES	
Yes	13.51%	5
No	48.65%	18
Not sure	37.84%	14
TOTAL		37

Q30 Are the procedures for bid submission, receipt, and opening clearly described in the bidding documents?

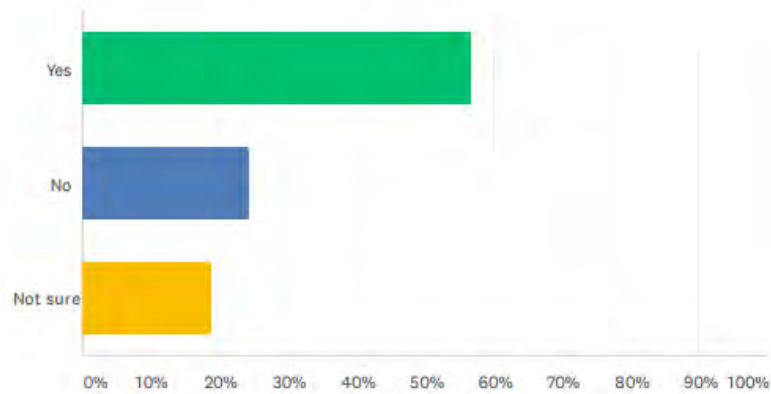
Answered: 37 Skipped: 75



ANSWER CHOICES	RESPONSES	
Yes	91.89%	34
No	5.41%	2
Not sure	2.70%	1
TOTAL		37

Q31 Are the procedures for bid submission, receipt, and opening complied with?

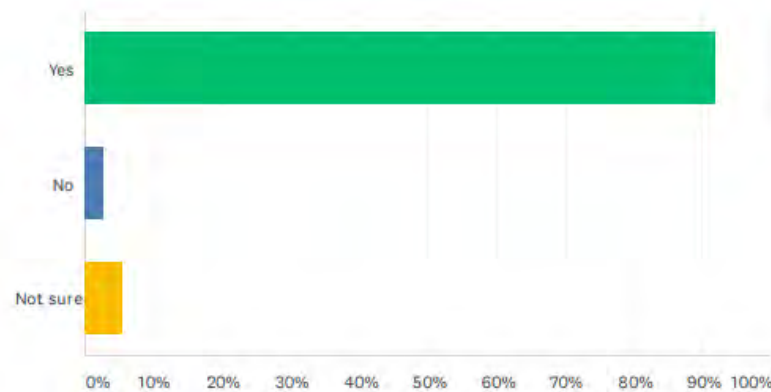
Answered: 37 Skipped: 75



ANSWER CHOICES	RESPONSES	
Yes	56.76%	21
No	24.32%	9
Not sure	18.92%	7
TOTAL		37

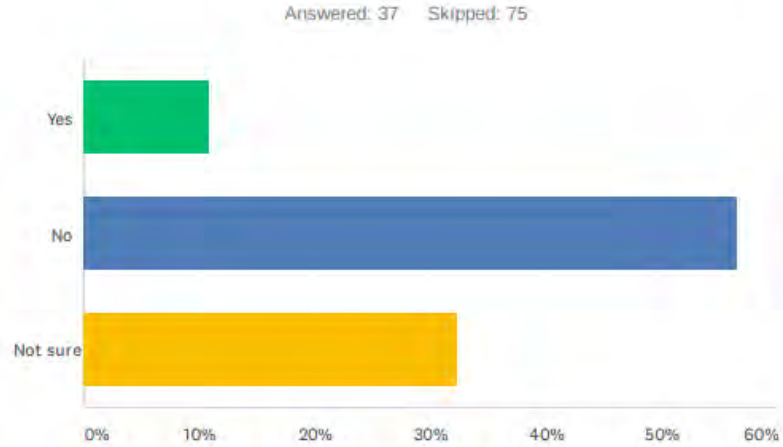
Q32 Are bidders or their representatives allowed to attend bid openings as prescribed?

Answered: 37 Skipped: 75



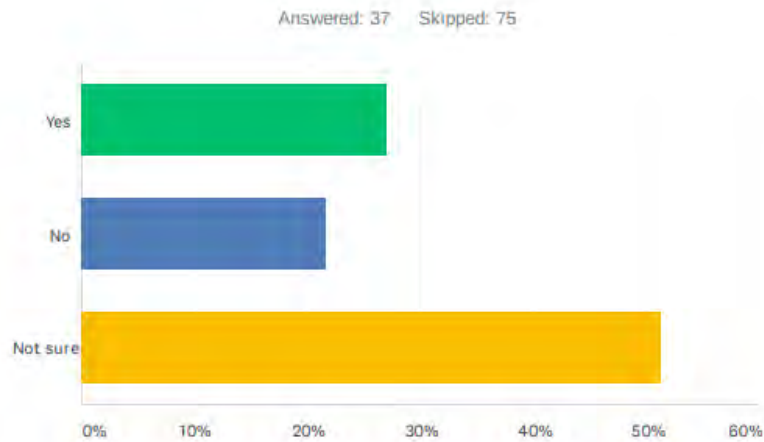
ANSWER CHOICES	RESPONSES	
Yes	91.89%	34
No	2.70%	1
Not sure	5.41%	2
TOTAL		37

Q33 Are civil societies allowed to monitor bid submission, receipt and opening?



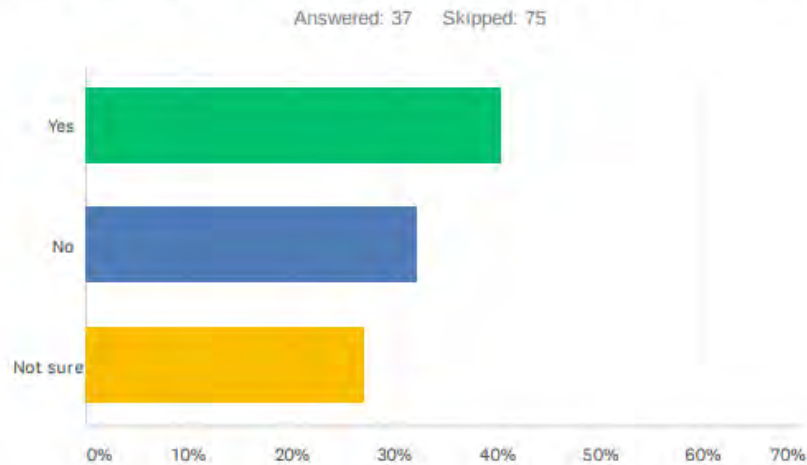
ANSWER CHOICES	RESPONSES	
Yes	10.81%	4
No	56.76%	21
Not sure	32.43%	12
TOTAL		37

Q34 Is confidentiality ensured throughout the bid evaluation and award process?



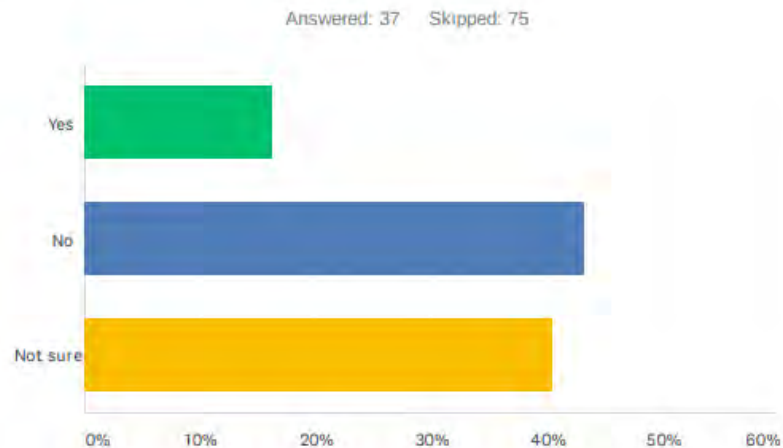
ANSWER CHOICES	RESPONSES	
Yes	27.03%	10
No	21.62%	8
Not sure	51.35%	19
TOTAL		37

Q35 Are the contracts awards announced/published?



ANSWER CHOICES	RESPONSES	
Yes	40.54%	15
No	32.43%	12
Not sure	27.03%	10
TOTAL		37

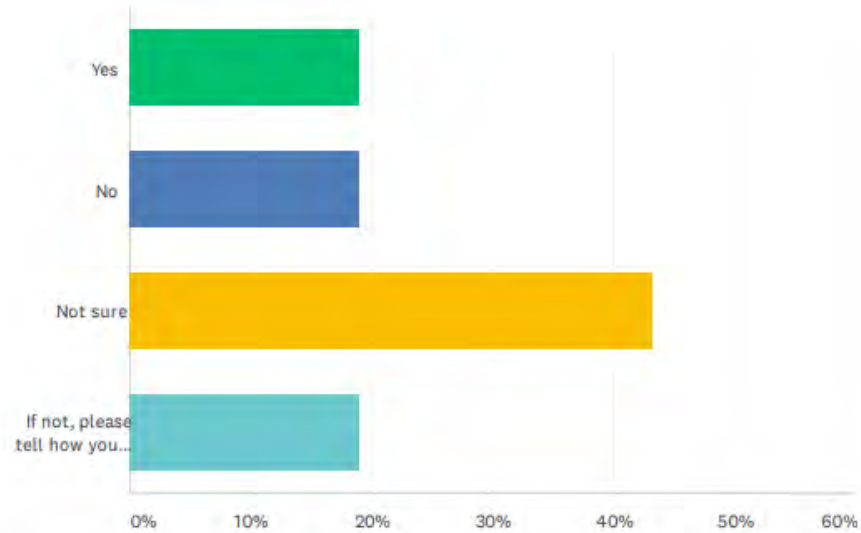
Q36 Do contract clauses include sustainability considerations, where appropriate?



ANSWER CHOICES	RESPONSES	
Yes	16.22%	6
No	43.24%	16
Not sure	40.54%	15
TOTAL		37

Q37 Does the time payment defined in the contract comply with the international good standards?

Answered: 37 Skipped: 75

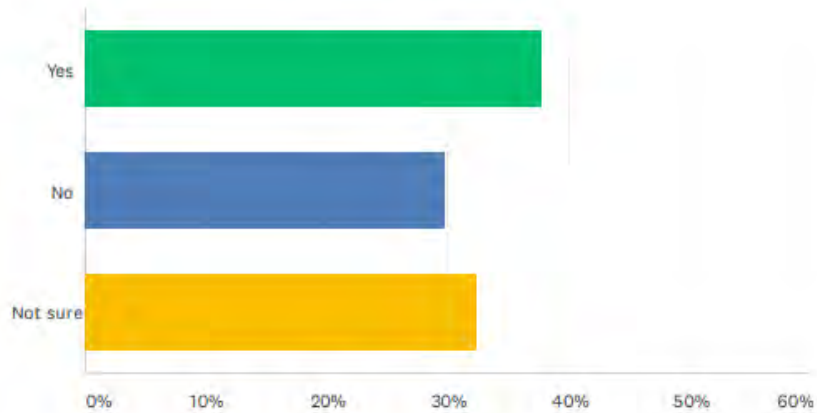


ANSWER CHOICES		RESPONSES	
Yes		18.92%	7
No		18.92%	7
Not sure		43.24%	16
If not, please tell how you think they differ.		18.92%	7
TOTAL			37

#	IF NOT, PLEASE TELL HOW YOU THINK THEY DIFFER.	DATE
1	problem of hard currency	11/8/2019 7:48 AM
2	They're made unreasonably short.	11/6/2019 3:05 AM
3	No, there is delay in payment. This puts private companies at risk and opens doors for corruption.	11/5/2019 1:02 AM
4	time payment only focus on the advantages of the public body not mutual	11/4/2019 4:10 AM
5	advance payment is denied frequently. payment in most instances are delaid indefinitely .	11/1/2019 2:02 PM
6	- poor standard	11/1/2019 11:10 AM
7	Payment to a foreign company by letter of credit is an expensive process.	11/1/2019 5:18 AM

Q38 Are payment provisions used in the contract in compliance with the law?

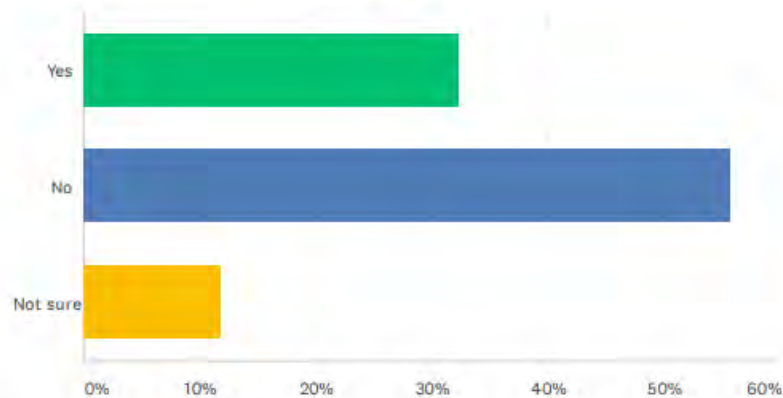
Answered: 37 Skipped: 75



ANSWER CHOICES	RESPONSES	
Yes	37.84%	14
No	29.73%	11
Not sure	32.43%	12
TOTAL		37

Q39 Are payments processed as stipulated in the contract?

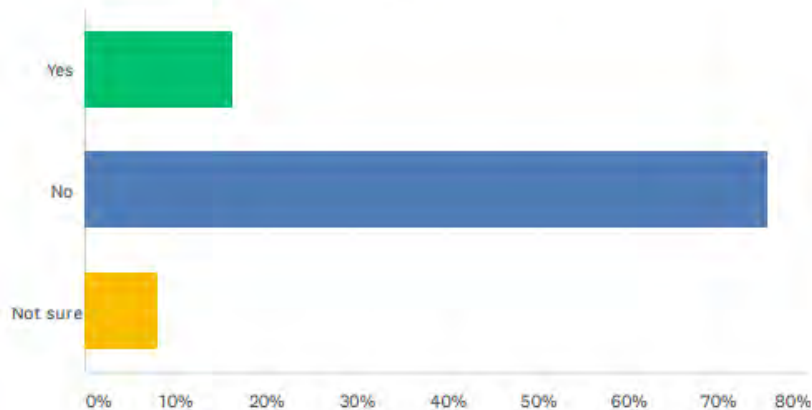
Answered: 34 Skipped: 78



ANSWER CHOICES	RESPONSES	
Yes	32.35%	11
No	55.88%	19
Not sure	11.76%	4
TOTAL		34

Q40 Are contract amendments are prepared and issued timely?

Answered: 37 Skipped: 75



ANSWER CHOICES	RESPONSES	
Yes	16.22%	6
No	75.68%	28
Not sure	8.11%	3
TOTAL		37

Q41 What are the main challenges in the implementation of the public procurement process? (more than one answer is allowed)

Answered: 72 Skipped: 40



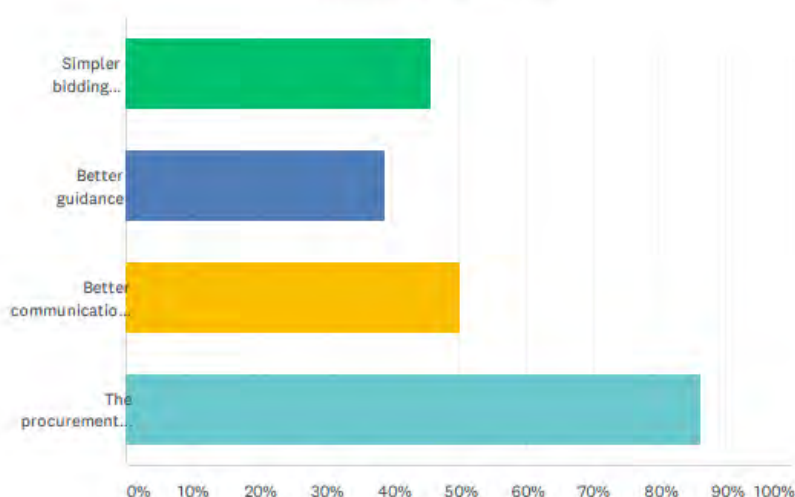
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ANSWER CHOICES	RESPONSES	
Lack of qualified staff in the contracting authorities	84.72%	61
Lack of good planning	65.28%	47
Lack of capacity to develop fit for purpose bidding documents	68.06%	49
Price being the main evaluation criteria	61.11%	44
Lack of transparency and sufficient information available to potential bidders	68.06%	49
Unfair bid evaluation process	61.11%	44
Corruption and conflict of interest	79.17%	57
Total Respondents: 72		

#	OTHER (PLEASE SPECIFY)	DATE
1	Lack of capacity for good contract management	11/7/2019 8:10 PM
2	Lack of capacity for good contract management	11/7/2019 7:58 PM
3	Lack of capacity for good contract management	11/7/2019 7:30 PM
4	Biased evaluation criteria and result	11/7/2019 7:21 PM
5	Lack of capacity for good contract management	11/7/2019 7:06 PM
6	lack of capacity for good contract management Corrupt mentality	11/7/2019 6:48 PM
7	Lack of capacity for good contract management	11/7/2019 6:39 PM
8	Lack of capacity for good contract management	11/7/2019 6:26 PM
9	Lack of capacity for contract management	11/7/2019 6:07 PM
10	Lack of capacity for good contract management	11/7/2019 5:47 PM
11	Lack of capacity for good contract management	11/7/2019 4:48 PM
12	Lack of capacity for good contract management	11/7/2019 4:31 PM
13	Lack of capacity for good contract management	11/7/2019 4:20 PM
14	Lack of capacity for good contract management	11/7/2019 4:12 PM
15	Lack of capacity for good contract management	11/7/2019 3:12 PM
16	Lack of capacity for good contract management	11/7/2019 2:54 PM
17	Lack of capacity for good contract management	11/7/2019 2:32 PM
18	lack of capacity for good contract management	11/7/2019 2:14 PM
19	Lack of capacity for good contract management	11/7/2019 2:00 PM
20	lack of capacity for good contract management "Fix the match before game playing"	11/7/2019 1:37 PM
21	Lack of capacity for good contract management	11/7/2019 1:02 PM
22	Lack of capacity for good contract management	11/7/2019 12:54 PM
23	Lack of capacity for good contract management	11/7/2019 11:31 AM
24	Lack of good contract management	11/7/2019 11:15 AM
25	Lack of the use of electronic bidding.	11/6/2019 3:05 AM

Q42 What would you like most to see improved about bidding for public contracts?

Answered: 72 Skipped: 40

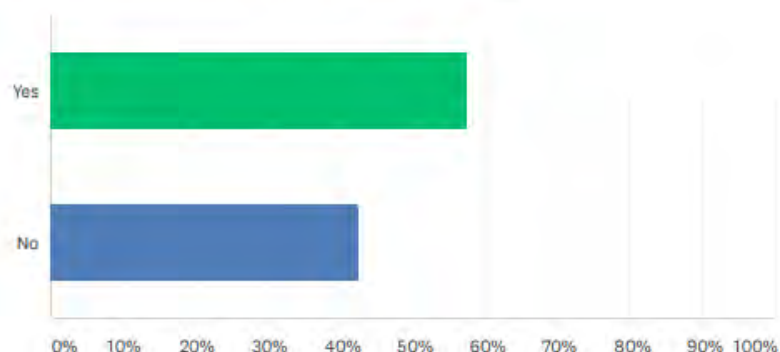


ANSWER CHOICES	RESPONSES
Simpler bidding documents	45.83% 33
Better guidance	38.89% 28
Better communication from the contracting authorities	50.00% 36
The procurement process to become more fair and transparent	86.11% 62
Total Respondents: 72	

#	OTHER (PLEASE SPECIFY)	DATE
1	Procedure to remove abnormally low prices	11/7/2019 7:06 PM
2	Document should be simple and clean to read and understand	11/7/2019 6:48 PM
3	improved capacity for the procuring entity	11/7/2019 4:31 PM
4	Capable experts (administrative, specific to the profession and procurement analyst) should be included.	11/7/2019 2:54 PM
5	Clarification requests are replied to in a "non-solution" way. It says simply, "see bid conditions", which is unhelpful	11/7/2019 2:32 PM
6	Standardized documents in the country, both federal and regional	11/7/2019 12:54 PM
7	No corruption No target for a brand or a single product	11/7/2019 10:44 AM
8	Electronic bidding	11/6/2019 3:05 AM
9	System is people+procedure+hardware+software. - Pay government officers sufficient money for their work and penalize them severely if they are found to be corrupt. If you pay them well, then, excellent people would want to join government ranks. - Establish flexible procedures that get revised every year based on feedback of the people. - Work with international best of class organizations and adopt their posture both in terms of hardware and software.	11/5/2019 1:02 AM
10	On Time Payments	11/2/2019 2:34 AM
11	price not to be a priority, comparing the construction cost with respect to consultancy service cost.	11/1/2019 12:58 PM
12	- Limit the number of projects to be awarded for a firm	11/1/2019 11:10 AM
13	accountability and creation of independent review board to address and re-dress bidders' compliant	11/1/2019 10:11 AM

Q43 Have you ever filed a complaint?

Answered: 73 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	57.53%	42
No	42.47%	31
TOTAL		73

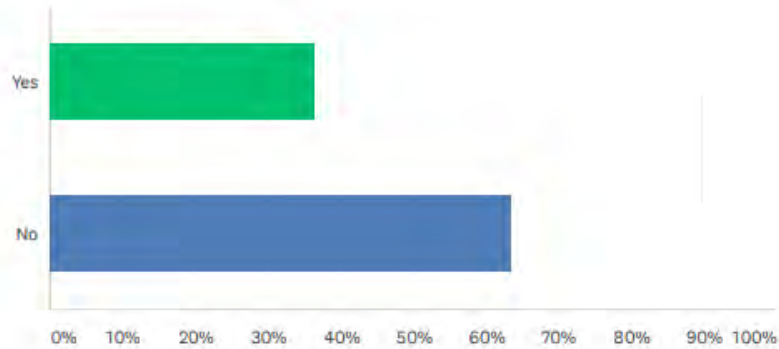
#	IF YOU HAVE EVER FILED A COMPLAINT, WITH WHOM DID YOU FILE IT AND AT WHAT STAGE OF THE PROCUREMENT PROCESS?	DATE
1	for the Client	11/23/2019 4:25 AM
2	from amhara finance and economy bureau	11/8/2019 8:47 AM
3	PPA and Addis Ababa PPA at the time of awarding the bid	11/7/2019 8:12 PM
4	With the procuring entity after technical and financial opening	11/7/2019 8:03 PM
5	Most ended in cancelling the bid as the outcome was in my favor and others were not cooperative	11/7/2019 7:22 PM
6	After selection of award nominee, Complaint raised with the procuring agency	11/7/2019 7:07 PM
7	With the head of the procurement committee members after the award letter	11/7/2019 6:57 PM
8	At the Board level	11/7/2019 6:50 PM
9	Filed to the top management of the public body Complaint also filed to the complaint board	11/7/2019 6:41 PM
10	After cancellation of a bid to the government procurement authority	11/7/2019 6:28 PM
11	In the tendering process, for PPA but they did nothing	11/7/2019 5:59 PM
12	Construction ministry and some associates	11/7/2019 5:48 PM
13	To the Federal Authority Agency during termination of the service contract due to non-compliance of the works contractor.	11/7/2019 5:06 PM
14	Filed a complaint on the evaluation result in accordance with the provisions stipulated in the bidding document. Then, the evaluation result was corrected.	11/7/2019 4:51 PM
15	Regional and Federal PPA during application. Both entities were not ready to listen to complaints	11/7/2019 4:33 PM
16	3-4 years ago, participated on one ERA, NCB project. We got a letter stating the bid was cancelled. We filed a complaint and couldn't get a final response.	11/7/2019 4:14 PM

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17	There is no room to get justice. Decision makers and bidding agencies are politicians and connected by benefits	11/7/2019 4:04 PM
18	To procurement department during technical evaluation	11/7/2019 3:53 PM
19	Technical evaluation result that we deemed was unfair	11/7/2019 2:45 PM
20	With OIDA (former) and at the stage results announcement	11/7/2019 2:15 PM
21	No response at all or response was not sufficient	11/7/2019 1:38 PM
22	To procuring entities and later to PPA	11/7/2019 1:04 PM
23	We have filed in some technical issues and we got an answer Second, when we filed after we got good results, they didn't answer and they have cancelled the bid.	11/7/2019 10:31 AM
24	To the Federal Public Procurement Agency. During bidding and right after award.	11/6/2019 3:07 AM
25	We have issued complaints to the procuring entity several times. These are usually issued after announcement of the technical proposal evaluations results by the procuring entity.	11/6/2019 1:57 AM
26	To the Client and later to the PPA	11/5/2019 12:55 PM
27	After evaluation result to the public procuring entity.	11/5/2019 2:29 AM
28	after tender submission	11/5/2019 1:17 AM
29	.Public procurement authority .Axum university	11/4/2019 8:36 AM
30	for higher officials of the procuring entity During bid floating and after technical evaluation	11/4/2019 7:40 AM
31	As per ppa requirements	11/3/2019 12:11 AM
32	To the procurement office.	11/2/2019 4:29 AM
33	We have filled complaints several times to purchase divisions, university presidents , managers. We have usually filled at the time of technical evaluation result has been published and after improperly we were disqualified. We always have valid evidences to prove our complaints but 99% of it was denied for a very silly reason.	11/1/2019 2:07 PM
34	during the bid submission and after technical evaluation results announced. the compliant submitted to the procurement team and the responsible personnel at a higher level of the procuring entity.	11/1/2019 1:16 PM
35	- Filed with the client and PPA with Letter	11/1/2019 11:14 AM
36	complaint was filed at a regional procurement agency and also at Federal level. Non were willing to discuss our case. It was after Award of contract, because of unfavorable requests by the procuring entity and suspicious moves, we refused to sign the contract and a severe penalty was imposed.	11/1/2019 9:17 AM
37	First we submitted our compliance to the procurement Authority not responded as required to the next level of the Authority to the extent Minister	11/1/2019 8:13 AM
38	What good would it do?	11/1/2019 5:20 AM
39	Various government procurement bodies, after the results of the evaluation is announced	11/1/2019 5:01 AM

Q44 Was the response to your complaint provided timely?

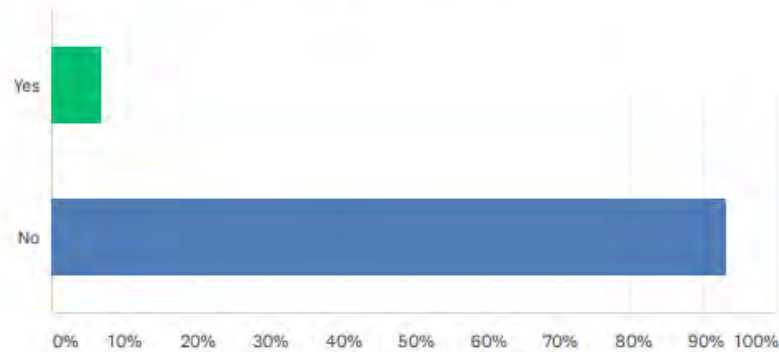
Answered: 44 Skipped: 68



ANSWER CHOICES	RESPONSES	
Yes	36.36%	16
No	63.64%	28
TOTAL		44

Q45 Were you satisfied with the response to your complaint?

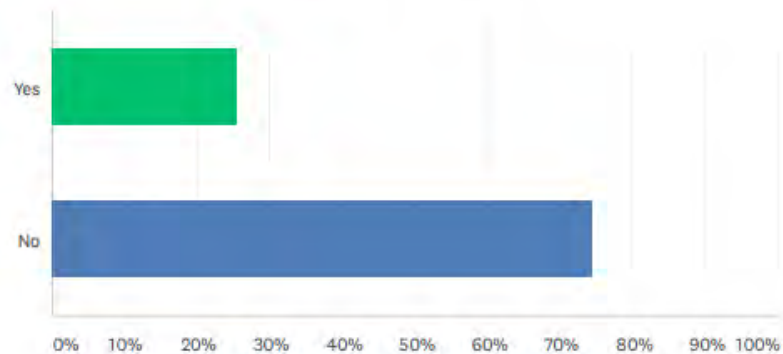
Answered: 44 Skipped: 68



ANSWER CHOICES	RESPONSES	
Yes	6.82%	3
No	93.18%	41
TOTAL		44

Q46 Have you ever appealed a decision of the Procuring Entity to the Complaint Appeals Body?

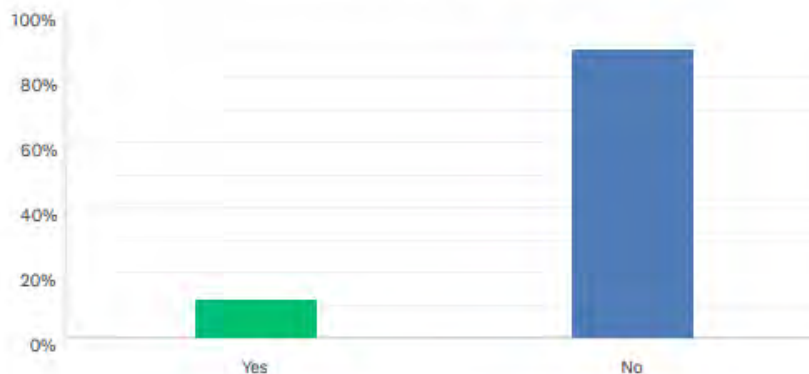
Answered: 51 Skipped: 61



ANSWER CHOICES	RESPONSES	
Yes	25.49%	13
No	74.51%	38
TOTAL		51

Q47 Did you feel the appeal system (if referred to) was trustworthy and fair?

Answered: 43 Skipped: 69



ANSWER CHOICES	RESPONSES	
Yes	11.63%	5
No	88.37%	38
TOTAL		43

Annex 13.2: Private Sector Survey Report – The Federal Government

#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY? IF YOU ANSWERED YES, WHAT WAS THE REMEDY ISSUED BY THE COMPLAINT APPEALS BODY?	DATE
1	It generally lacks transparency, so it provides a sense of being targeted if a complaint was to be submitted, so in fear of what might come as a result - it is often preferred not to complain.	11/22/2019 3:37 AM
2	all the same bureaucracy/the appeal is from legal justice	11/8/2019 8:47 AM
3	No because they did not consider the actual facts and experience Yes because they fairly treated our request for complaint	11/7/2019 8:12 PM
4	Not comfortable with the attitude of the publicbody	11/7/2019 8:03 PM
5	No adequate information was provided. Fear of the procuring agency limits further complaints	11/7/2019 7:07 PM
6	You get the same response even at the higher level	11/7/2019 6:57 PM
7	The appeals system works as per the wishes of the head of the agency	11/7/2019 6:50 PM
8	Adm measures were taken to the proc. staff and management of the public body	11/7/2019 6:41 PM
9	The appeals body is biased towards the private sector	11/7/2019 6:28 PM
10	The procuring entities make use of the directives to evaluate us unfairly and in most cases avoid unnecessary solutions. We do not file complaints	11/7/2019 6:09 PM
11	There is a conflict of interest and lacks post auditing. They response as they need not according to law, directives and contract documents issued.	11/7/2019 5:59 PM
12	PPA are not authorized or are restricted by the job description	11/7/2019 5:48 PM
13	Usually they endorse the decision of the Authority as learned from experience.	11/7/2019 5:06 PM
14	There was no complaints appeals body established separately.	11/7/2019 4:51 PM
15	Often difficult to challenge a government decision. There is no accountability	11/7/2019 4:33 PM
16	By submitting the complaint letters	11/7/2019 4:21 PM
17	we were tired by the process and the top management decided not to go further.	11/7/2019 4:14 PM
18	Documents are subject to change	11/7/2019 12:37 PM
19	Lack of professionals who work for good	11/7/2019 12:30 PM
20	The contract was already awarded.	11/6/2019 3:07 AM
21	Not sure. But I guess individual interests make it unfair.	11/6/2019 1:57 AM
22	The client overturned the decision made by PPA in order to give the job to their candidate.	11/5/2019 12:55 PM
23	There is no clear appeal system specially in regions.	11/5/2019 3:37 AM
24	Our appeal is given lip service. No one wants to take responsibility for a problem that the government created. We are asked to do the work of follow up which is in essence meant to discourage us.	11/5/2019 1:17 AM
25	i feel that the appeal system sides to that of the government as they fear some risk associated with their final decision .	11/2/2019 4:29 AM
26	Baises might limit from future tendering i.e black list	11/1/2019 2:16 PM
27	1.at the procuring entity they even decline to respond or if they respond they will try to exclude us in the next stage of the bid or on other bids. 2. PPA appeal body their response took too much time and mostly tend to call a rebid.	11/1/2019 1:16 PM
28	- Corruption	11/1/2019 11:14 AM
29	An appeal that entails a dispute between private business entity & government/public procuring entity will always end up making the private firm a victim of either long & costly (time/money) process or victim of retaliation (not perceived but REAL retaliation) that often comes in form of blackmail (if dispute favours him/her) and discrediting the firm in its future bid participation	11/1/2019 10:22 AM
30	In such government offices saying NO entails no risk!	11/1/2019 9:17 AM
31	We complain to the procurement official but refused to respond on time and finally told us that the date line for appling has expired. We were sure that the date line was not expired while we submitted the appeal.	11/1/2019 8:13 AM

Q48 Did you believe that the appeal decision was consistent?

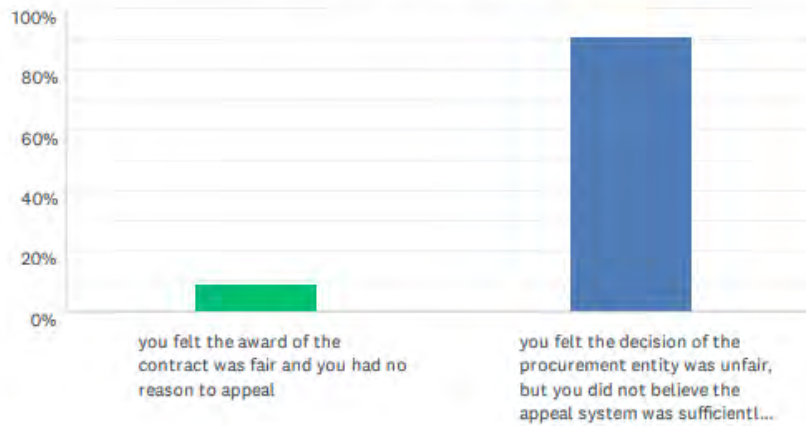


ANSWER CHOICES	RESPONSES	
Yes	15.79%	6
No	84.21%	32
TOTAL		38

#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY?	DATE
1	It was subjective	11/7/2019 8:12 PM
2	Varies depending on the situation	11/7/2019 6:50 PM
3	bias to governemnt	11/7/2019 6:28 PM
4	If they have interest on the tender issued, their answer will be known	11/7/2019 5:59 PM
5	Saying no to an appeal is the easy way out for any government decision	11/7/2019 4:33 PM
6	Lack of knowledge and due to some cases of corruption, bribery etc	11/7/2019 3:53 PM
7	Judgements will be subjective, as per intentions	11/7/2019 12:37 PM
8	same	11/7/2019 12:30 PM
9	Not sure.	11/6/2019 1:57 AM
10	we did not go to court. The bosses are too busy to deal with the internal inefficiency or nepotism or both.	11/5/2019 1:17 AM
11	As mentioned above I feel that they don't take risks if they decide in the favour of the consultant .	11/2/2019 4:29 AM
12	Lack of transparency	11/1/2019 2:16 PM
13	In most instances , the appeals were not replied with any yes or no response.	11/1/2019 2:07 PM
14	they tend to rebid mostly. hence its difficult to explain	11/1/2019 1:16 PM
15	Corrupted and declined to some favored firms	11/1/2019 11:14 AM
16	There is no consistency in the realm of Ethiopian Public Service; the system is based on "individual mood", dependent on who process the appeal, and decisions are often (if not always) made through kickbacks or swayed in creating that sort of favourable relation with the appeal processor or the person above the processor.	11/1/2019 10:22 AM
17	We appealed at the Federal level regarding , they said it is no use to go further as decision is already made.	11/1/2019 9:17 AM
18	I don't think that there decision is consistant because the people who are in the position were not professional and capable to give consistant decision. they lack the skills and confidence to do that.	11/1/2019 8:13 AM

Q49 If you have never appealed a decision by an appeal body, it was because:

Answered: 44 Skipped: 68

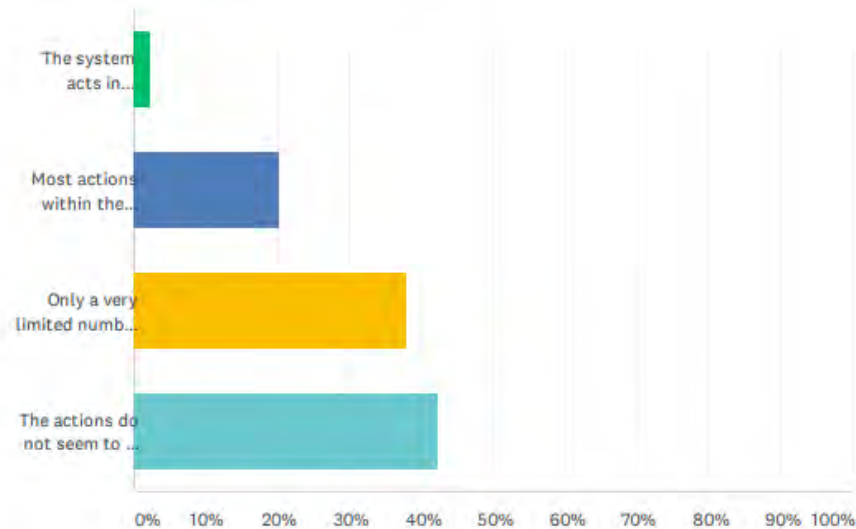


ANSWER CHOICES		RESPONSES	
you felt the award of the contract was fair and you had no reason to appeal		9.09%	4
you felt the decision of the procurement entity was unfair, but you did not believe the appeal system was sufficiently trustworthy to embark in an appeal?		90.91%	40
TOTAL			44

#	OTHER (PLEASE SPECIFY)	DATE
1	It depends on the bid request	11/7/2019 6:57 PM
2	we always appealed whether we got a response or not	11/7/2019 4:14 PM
3	Assuming that it was done deliberately and would be a waste of time	11/7/2019 2:54 PM
4	The next step after appeals body is courts- which is expensive, lengthy and counter-productive	11/7/2019 1:04 PM
5	An appeal that entails a dispute between private business entity & government/public procuring entity will always end up making the private firm a victim of either long & costly (time/money) process or victim of retaliation (not perceived but REAL retaliation) that often comes in form of blackmail (if dispute favours him/her) and discrediting the firm in its future bid participation	11/1/2019 10:22 AM

Q50 How would you assess the challenge and appeals system (incl. its consistency) with regards to public procurement?

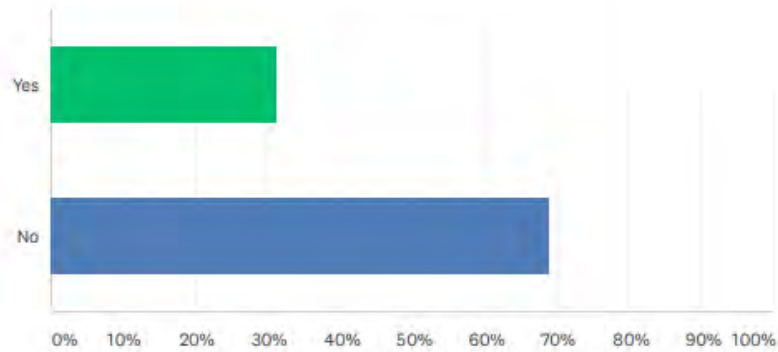
Answered: 45 Skipped: 67



ANSWER CHOICES		RESPONSES	
	The system acts in accordance with rule of law and is predictable	2.22%	1
	Most actions within the system are in accordance with rule of law and are predictable	20.00%	9
	Only a very limited number of actions is in accordance with rule of law and predictable	37.78%	17
	The actions do not seem to be in accordance with rule of law and are not predictable	42.22%	19
Total Respondents: 45			
#	OTHER (PLEASE SPECIFY)	DATE	
1	Defensive attitude of the entity	11/7/2019 7:07 PM	
2	Some workers request for additional payments as corruption though we frequently and totally disagree	11/7/2019 4:51 PM	
3	General and specific requirements can be violated to address a specific body only.	11/7/2019 12:37 PM	

Q51 Is the decision of the Complaints Appeal Body provided timely?

Answered: 32 Skipped: 80



ANSWER CHOICES		RESPONSES	
Yes		31.25%	10
No		68.75%	22
TOTAL			32

#	IF NOT, WHAT WAS THE LONGEST TIME IT TOOK YOUR FIRM TO OBTAIN THE DECISION?	DATE
1	2 year and above	11/8/2019 8:47 AM
2	4 months	11/7/2019 6:50 PM
3	it was ignored	11/7/2019 6:28 PM
4	More than a month	11/7/2019 5:59 PM
5	Never replied	11/7/2019 5:06 PM
6	There was no established body as such	11/7/2019 4:51 PM
7	Inaction cannot be put within the context of time	11/7/2019 4:33 PM
8	Sometimes	11/7/2019 1:38 PM
9	same	11/7/2019 12:30 PM
10	3 months	11/5/2019 12:55 PM
11	2 weeks	11/4/2019 8:36 AM
12	hard to judge	11/4/2019 7:40 AM
13	- 15 days	11/1/2019 11:14 AM
14	for me it took around three months to get the feed back. with my initiation	11/1/2019 8:13 AM
15	6 month	11/1/2019 5:01 AM

Q52 What could be improved in the challenge and appeals system?

Answered: 34 Skipped: 78

#	RESPONSES	DATE
1	Clarity on the exact appeals process should be provided to all bidders in the RFP so we know what to do if we feel that we have not been treated fairly. One avoids an appeal so as not to upset a client and therefore be precluded from bids or be unfairly treated in the future.	11/28/2019 9:08 AM
2	Timely replaying	11/23/2019 4:25 AM
3	Transparency - independence and accountability.	11/22/2019 3:37 AM
4	every executives body must known about procurement	11/8/2019 8:47 AM
5	1. be transparent 2. Be fair towards the interest of both parties	11/7/2019 8:12 PM
6	It has to be an independent tribunal	11/7/2019 6:50 PM
7	post audit is needed	11/7/2019 6:28 PM
8	1. Transparent 2. Checks and Balance 3. Pre-Audited 4. Post-audit system	11/7/2019 5:59 PM
9	1. transparency and accountability 2. Improve the procurement law	11/7/2019 5:06 PM
10	Complaint appeals body should be established and be stipulated as mandatory for the public procurement bodies.	11/7/2019 4:51 PM
11	1. Accountability 2. Professionalism 3. Common sense	11/7/2019 4:33 PM
12	The system must be transparent, clear and straightforward. Neutral bodies and Consultants Association should be delegated to assess issues.	11/7/2019 4:04 PM
13	1. Asses the contracts of ours (PPA) and world contractors 2. Check procurement systems in Ethiopia	11/7/2019 1:51 PM
14	1. They should be willing to give fair responses 2. Committed to effective law	11/7/2019 1:38 PM
15	1. They are over loaded 2. Should use external input (experts) 3. process should be more transparent	11/7/2019 1:04 PM
16	There should be a separate government body that sees appeals as their country clients like ERA consider themselves the decision makers. They accuse and judge and no one can appeal	11/7/2019 12:56 PM
17	1. The appeals system to be given to a responsible body 2. Transparency	11/7/2019 12:37 PM
18	Corruption and racism	11/7/2019 12:30 PM
19	It depends on the knowledge and experience of the procuring body	11/7/2019 10:31 AM
20	the system shall be transparent. Legal aspects shall be seen.	11/6/2019 1:57 AM
21	It would be nice to have a faster and robust appeal system that is reliable. One fears being penalized for future jobs. Hence, there needs to be some protection for 'whistle blowers'.	11/5/2019 1:17 AM
22	Timely desession	11/4/2019 8:36 AM
23	the Appeal body should be reinforced by professionals	11/4/2019 7:40 AM
24	Well trained and responsible citizens to assigned in procurement positions	11/3/2019 12:11 AM
25	Response in timely manner	11/1/2019 4:25 PM

26	Professional consistent procure system	11/1/2019 2:16 PM
27	everything	11/1/2019 2:07 PM
28	1. timely decision 2. incorporate technical professionals Engineers and Architects	11/1/2019 1:16 PM
29	- It should be on time and transparent	11/1/2019 11:14 AM
30	Create accountability, establish a technical/professional independent review board outside of the public entity to address and re-dress such appeal and dispute.	11/1/2019 10:22 AM
31	The people who are responsible need to be qualified,accountable and transparent there should be time frame to respond complaints the responsibility should be given to a team not one individual	11/1/2019 8:13 AM
32	transparency and improved communication	11/1/2019 5:20 AM
33	TRANSPARENCY	11/1/2019 5:08 AM
34	Fair and Accountable administrators Clear check and balance systems Proper rules and guidelines to provide timely response	11/1/2019 5:01 AM

Q53 Is there a problem with conflict of interest in procurement processes?

Answered: 72 Skipped: 40



ANSWER CHOICES		RESPONSES	
no real or perceived conflict of interest		11.11%	8
conflicts of interest rarely appear to be a problem		33.33%	24
conflicts of interest are obvious		44.44%	32
abundant conflicts of interest		11.11%	8
TOTAL			72
#	PLEASE GIVE REASONS OR EXAMPLES TO SUBSTANTIATE YOUR VIEW:	DATE	
1	most of the time the procurement criteria biased or prepared for somebody (corruption)	11/8/2019 8:53 AM	
2	Tenders are prepared having a certain vendor into consideration (to favor a certain company)	11/7/2019 8:17 PM	
3	Sometimes irrelevant eligibility criteria are being set like turnover, experience, manpower, product specifications etc	11/7/2019 8:13 PM	

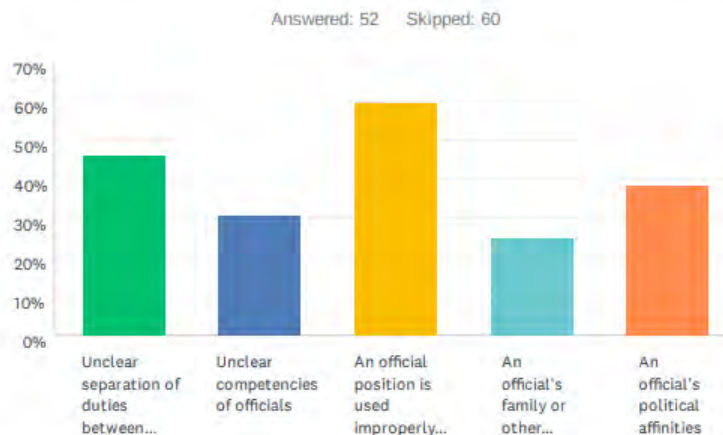
Annex 13.2: Private Sector Survey Report – The Federal Government

4	1. Early disclosure of any mechanisms for such conflicting areas are not done 2. All individuals involved in the committee and the one who approves shall disclose any business/political interfaces they have ahead of being a committee member	11/7/2019 7:37 PM
5	Sometimes	11/7/2019 7:31 PM
6	The regulatory body is in interest to specific cases	11/7/2019 6:50 PM
7	Seems to be a problem in preparation of the TOR, shortlisting and evaluation stages	11/7/2019 6:41 PM
8	The PP is being done following the proclamation provisions and it is difficult to expressly locate conflict. There may be a probability however.	11/7/2019 6:10 PM
9	Sometimes projects delayed beyond our expectation due to conflict of interest.	11/7/2019 4:52 PM
10	1. Based on evaluation methods 2. Unfair contract clauses	11/7/2019 4:21 PM
11	No experience	11/7/2019 2:33 PM
12	1. procurement time: bidding time and scheduling 2. joint venture qualification 3. the project amount and turn over request 4. Contraction questions and answering (clarification) time	11/7/2019 1:53 PM
13	1. Between contractor and clients 2. Between consultants and contractors	11/7/2019 1:38 PM
14	There is a conflict in giving money for superiors at each payments for the activity of works, if the works are correct or not.	11/7/2019 1:27 PM
15	Companies with political favour get contracts	11/6/2019 3:10 AM
16	Because most of the time works are given to predetermined candidates	11/5/2019 12:57 PM
17	The government officer has relations, friends and etc. that run similar business the procuring agency is floating tender for.	11/5/2019 1:31 AM
18	Most of projects to be bid are biased	11/3/2019 12:13 AM
19	Bidding document is prepared assuming for some body could get in	11/1/2019 2:18 PM
20	Kickbacks (eg. in % of project service cost) has become the norm, are a conflict of interest. Some procurement experts are said to have share (share members of through relatives) of certain firms Some procurement experts indulge in soliciting "success fee" from firm who is awarded a contract	11/1/2019 10:29 AM
21	Some of the people who process/ procuremnt committee members have connection with some bidders some have relatives/friends among the bidders Some are corrupted	11/1/2019 8:17 AM

Q54 In the context of public procurement, have you/your company ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest?



Q55 If you observed a situation where the normative/regulatory institution or procuring entity faced a conflict of interest, did the conflict of interest relate to:

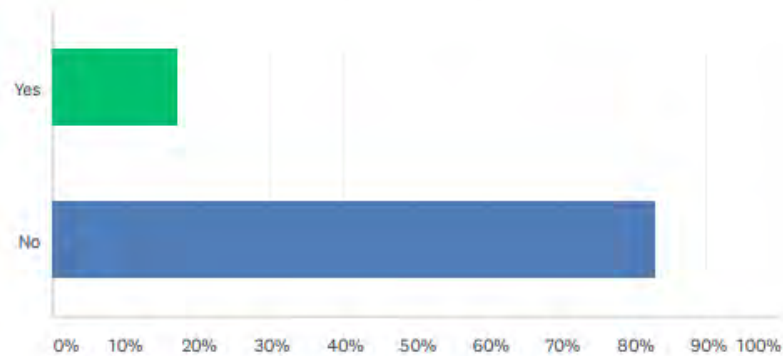


ANSWER CHOICES		RESPONSES	
Unclear separation of duties between institutions		46.15%	24
Unclear competencies of officials		30.77%	16
An official position is used improperly for private advantage and improper personal gain		59.62%	31
An official's family or other personal relations		25.00%	13
An official's political affinities		38.46%	20
Total Respondents: 52			

#	OTHER (PLEASE SPECIFY)	DATE
1	can't judge such situations. It is "assumed" but lack facts	11/7/2019 2:33 PM
2	Problem with a brand. What they need and what we supply are different, but with the equivalent quality.	11/7/2019 10:45 AM

Q56 Do you believe that the anti-corruption measures undertaken by the Government are effective?

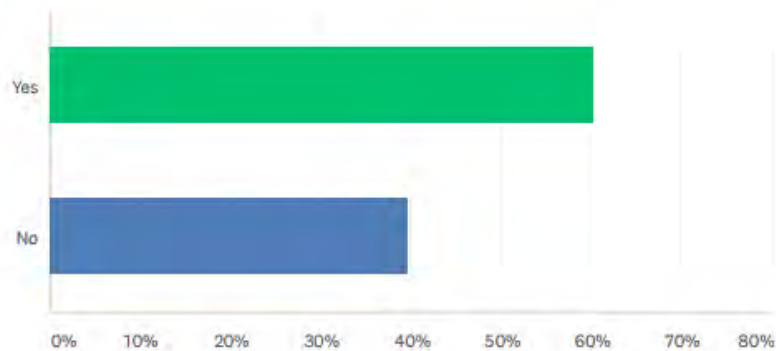
Answered: 70 Skipped: 42



ANSWER CHOICES	RESPONSES	
Yes	17.14%	12
No	82.86%	58
TOTAL		70

Q57 Do you believe that companies are expected to give a gift to secure a contract in the public sector?

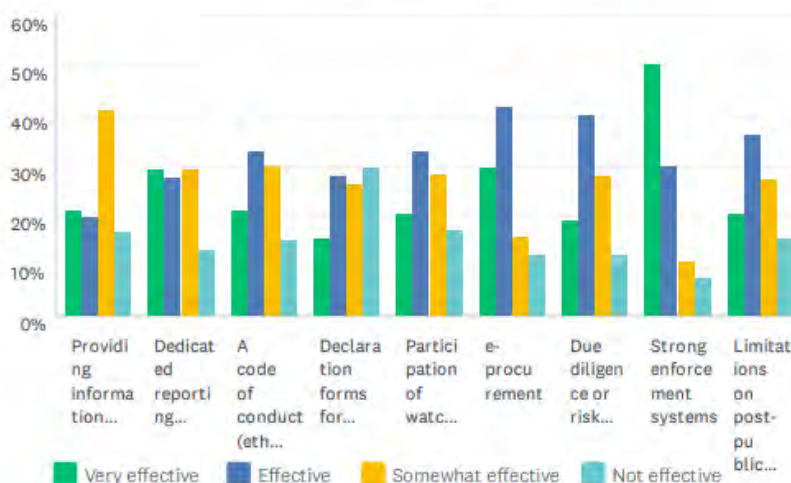
Answered: 68 Skipped: 44



ANSWER CHOICES	RESPONSES	
Yes	60.29%	41
No	39.71%	27
TOTAL		68

Q58 There are many ways to reduce corruption in public procurement. Below, you find a list of possible avenues. In your view, in the country context, how effective are these measures to reduce corruption in public procurement?

Answered: 70 Skipped: 42



	VERY EFFECTIVE	EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	TOTAL
Providing information and/or training on what constitutes corruption and how to reduce corruption (i.e., the right and the duty to be informed and trained)	21.43% 15	20.00% 14	41.43% 29	17.14% 12	70
Dedicated reporting channels to report misconduct	29.41% 20	27.94% 19	29.41% 20	13.24% 9	68
A code of conduct (ethical guidelines or similar guidance documents) for public and private entities	21.21% 14	33.33% 22	30.30% 20	15.15% 10	66
Declaration forms for suppliers to affirm their compliance with anti-corruption rules	15.63% 10	28.13% 18	26.56% 17	29.69% 19	64
Participation of watchdog organizations	20.63% 13	33.33% 21	28.57% 18	17.46% 11	63
e-procurement	29.82% 17	42.11% 24	15.79% 9	12.28% 7	57
Due diligence or risk analysis	19.30% 11	40.35% 23	28.07% 16	12.28% 7	57
Strong enforcement systems	50.79% 32	30.16% 19	11.11% 7	7.94% 5	63
Limitations on post-public employment ("revolving door phenomenon", "cool down phase" for public employees)	20.69% 12	36.21% 21	27.59% 16	15.52% 9	58

Q59 What would be your top three priorities in order to enhance effective anti-corruption measures in Ethiopia?

Answered: 53 Skipped: 59

#	RESPONSES	DATE
1	1. Transparent and independent processes 2. e-procurement and maximum use of technology 3. Full access to media scrutiny	11/22/2019 3:43 AM
2	1)Fair & clear bid criteria 2)Unbiased buyer 3)Electronics buying	11/15/2019 10:33 PM
3	1) enforce the law, 2) recruit appropriate staff, 3) transparent institution	11/11/2019 11:45 PM
4	1.all the systems are corrupted special those who are involved under the government structure. so the structure must be re-structured. 2. well trained and those who have experienced by the procurement process 3. By taking action by corrupted network groups.	11/8/2019 9:13 AM
5	1. Compensating officials well for their services 2. Appointing able personnel in key positins	11/7/2019 8:18 PM
6	1. Human behavior 2. Transparency of the bidding process 3. Good control mechanism	11/7/2019 8:14 PM
7	1. Strong enforcement 2. Declaration forms	11/7/2019 8:04 PM
8	1. Amend the corruption laws and involvement of government rules. 2. change the culture change the game 3. start from the highest or lowest status to bring change	11/7/2019 7:39 PM
9	1. Strict enforcement of laws 2. Strong report channels to misconduct 3. Training and awareness creation regarding anti corruption and the drawbacks of corruption	11/7/2019 7:32 PM
10	1. Transparency 2. Effective disclosure 3. penalty for offenders	11/7/2019 7:08 PM
11	1. Integrity system analysis 2. Anti-bribery management system- put in place and standardized 3. Capacity building and transparent legislation	11/7/2019 6:52 PM
12	1. Code of Conduct 2. Declaration forms 3. E-procurement	11/7/2019 6:43 PM
13	post audit mechanism is needed	11/7/2019 6:29 PM
14	1. Enforcement system 2. Code of conduct 3. Due diligence and accountability	11/7/2019 6:11 PM
15	1. Pre and post audits 2. Standardizing contract documents and tender document. 3. IT based procurement system and evaluation methods.	11/7/2019 6:01 PM
16	1. transparent works 2. Easy ways to file complaints 3. Establishment of compliance registry systems	11/7/2019 4:55 PM
17	1. Transparency 2. training	11/7/2019 4:34 PM
18	1. A code of conduct for public and private entities 2. Providing information and training 3. E-procurement system	11/7/2019 4:23 PM
19	1. Strong enforcement systems 2. E-procurement 3. Providing information and training on how to receive compensation	11/7/2019 4:16 PM
20	1. Avoid political delegations 2. Create clear evaluation system 3. Evaluating team to be legally responsible and charged for it 4. Avoid subjective evaluation system and make it clear.	11/7/2019 4:06 PM
21	1. Strong enforcement systems 2. E-procurement	11/7/2019 2:56 PM
22	1. Digital portal --> rated vendor participation 2. third party/watch dog participation 3. ensure public servants are very well compensated with good benefits	11/7/2019 2:47 PM
23	1. Transparent bidding system 2. no "honest" price approach 3. Speed of procurement process	11/7/2019 2:36 PM
24	1. Assignments of offices should be made based on merit 2. Salaries for the public experts should be made enough 3. Procurement process should be short and transparent (it can be completed in less than a week with full participation of the stakeholders)	11/7/2019 2:18 PM
25	1. transparency 2. capacity building and awareness creation 3. communication	11/7/2019 2:02 PM

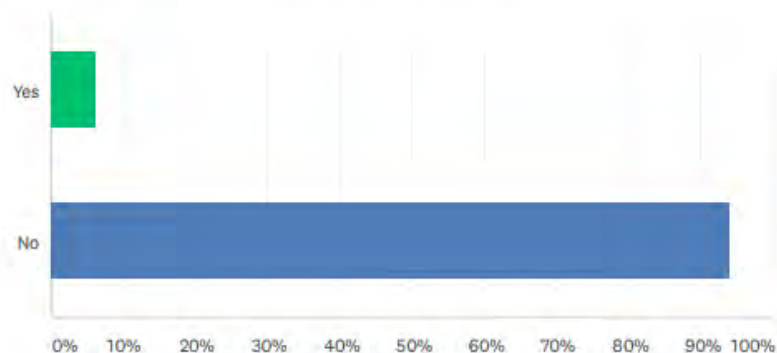
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26	1. reporting misconducts and putting strong penalty for misconduct 2. Put ethical guidelines and rules to entities 3. Training and workshops	11/7/2019 1:46 PM
27	1. Have ethics and believe in God 2. Transparency 3. Top management commitment	11/7/2019 1:40 PM
28	1. Clear laws on anti-corruption 2. Strong authority to implement 3. Severe punishments	11/7/2019 1:21 PM
29	1. Participation of watchdog organizations 2. Selecting individuals who are independent professionals, to participate in evaluations 3. E-procurement	11/7/2019 12:47 PM
30	1. All procedures should be bound by laws and rules 2. Transparency 3. Bodies that violate procedure should be penalized	11/7/2019 12:39 PM
31	1. racism 2. Lack of knowledge and understanding	11/7/2019 12:31 PM
32	1. Penalizing 2. E-procurement	11/7/2019 11:32 AM
33	1. Clear bid documents 2. Transparency 3. Payment preparation	11/7/2019 11:26 AM
34	To not involve with corruption	11/7/2019 10:53 AM
35	No way for communicating the bidder before the opening bid.	11/7/2019 10:46 AM
36	1. A code of conduct 2. Declaration of forms for suppliers 3. Providing information	11/7/2019 10:34 AM
37	Starting electronic tendering as soon as possible. Posting detailed results of ALL participants for all bids. Having a very effective complaint channel.	11/6/2019 3:14 AM
38	1. Increasing salary/benefits of employee in the public bodies 2. strong enforcement systems 3. Participations of watchdog organizations	11/6/2019 2:06 AM
39	1. Create clear understanding of what corruption is. Teach ethical behavior in all schools and in all government institutions. e.g. Corruption is not only favors and bribes. It is also underestimating projects, denying rights of citizens and etc. 2. Pay government officers enough money to sustain fair and equitable life. Train them. Grow them. Ask them to add value to the customer - the people. But, investigate them deeply and penalize them severely if they are found to have been corrupt. 3. Liberalize regulation so that power is not concentrated with the government officer. Make business law easy to follow. Make being legal easier and less costly than being illegal.	11/5/2019 1:42 AM
40	.clear document .professional integrity .regulatory system	11/4/2019 8:45 AM
41	upgrading competency and wages for the procurement professionals establishing check and balance system and creating accountability providing clear and tangible guidelines	11/4/2019 8:11 AM
42	1. Employees proper person for procurement systems in public office; 2. follow up and every time on each bidding process 3. Capacity and monitoring systems to be strong	11/3/2019 12:21 AM
43	1. Transparent procurement system 2. clear and simple bid docs. 3. If possible packaging the projects to enable fair distribution of jobs to bidders to ease competition and unlawful corrupt practices .	11/2/2019 4:40 AM
44	Avoid conflict of interest Evaluate professionally Do the best	11/1/2019 4:32 PM
45	Awarness Law enforcement Transparent	11/1/2019 2:21 PM
46	1. making the tender procedure be objectively guided so that no one can subjectively maneuver 2. making technical specifications very clear and fair 3. all tender documents to be posted shall be approved by an independent, trustable body and shall be accessible online 4. LAW ENFORCEMENT: 5. Addressing complaints fairly, positively and promptly	11/1/2019 2:16 PM
47	1. hire well experienced professionals/companies with competitive salary. 2. punishment with no excuses if found guilty of corruption and limit post employment opportunities. 3. confiscate licence's of the professional or the company.	11/1/2019 1:30 PM
48	Law Enforcement system efficiency Watch Dog	11/1/2019 1:18 PM
49	1. Produce a database about each firm 2. Electronic procurement 3. Limit the number and size of projects to be handled by a firm ans set a minimum wedge for consultancy service	11/1/2019 11:20 AM

50	Transparency & Accountability Creation of watchdog organizations, providing them with access to procurement procedures and process, and supporting them to expose corrupt practices	11/1/2019 10:37 AM
51	.Committed and accountable leadership .Open and transparent procurement system with continues monitoring . established effective and functional watch dog	11/1/2019 8:28 AM
52	Black listing companies that are involved in corruption. Black listing directors and shareholders that are involved in corruption. Black listing individuals that are involved in corruption.	11/1/2019 5:29 AM
53	Effective counter intelligence in the procurement	11/1/2019 5:08 AM

Q60 Are you or your company aware of any CSO actively providing oversight and social control in public procurement?

Answered: 66 Skipped: 46

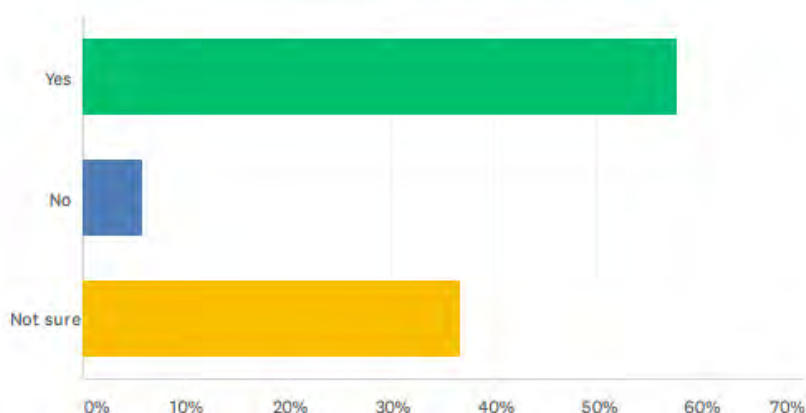


ANSWER CHOICES	RESPONSES	
Yes	6.06%	4
No	93.94%	62
TOTAL		66

#	IF YES, PLEASE INDICATE THE NAME(S) OF SUCH CSOS.	DATE
1	Federal Anti-Corruption agency in collaboration with Construction Sector Transparency (COST)	11/7/2019 4:55 PM
2	Chief Security Officer?	11/5/2019 1:42 AM
3	Ethiopian association Civil engineers	11/1/2019 11:19 AM

Q61 Do you think CSO involvement in overseeing procurement contracts could be beneficial in the future?

Answered: 52 Skipped: 60



ANSWER CHOICES	RESPONSES	
Yes	57.69%	30
No	5.77%	3
Not sure	36.54%	19
TOTAL		52

#	PLEASE EXPLAIN WHY.	DATE
1	Will give encouragement to respect human discipline as need of considering risks	11/7/2019 8:14 PM
2	Should be independent and can oversee	11/7/2019 7:39 PM
3	they will monitor the process	11/7/2019 6:43 PM
4	They will be watchdogs	11/7/2019 6:01 PM
5	To enhance accountability on the measures taken by the procuring entity	11/7/2019 4:55 PM
6	To avoid the limitation on post-phenomenon	11/7/2019 4:23 PM
7	Top management commitment is very essential	11/7/2019 1:40 PM
8	To control and be legally saved from corruption	11/7/2019 10:53 AM
9	You can be aware of all the data from CSOs	11/7/2019 10:34 AM
10	I have no practice.	11/4/2019 8:45 AM
11	Not thing could be out of the sight of the community and the impact is also on the community. so the could be an active watch dog	11/1/2019 1:18 PM
12	I am not very sure that this people may not be influenced by the others but willbe better than leaving the whole thing to the organization	11/1/2019 8:28 AM

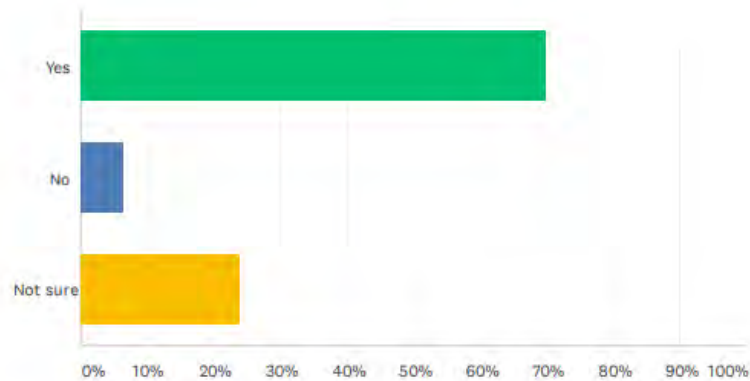
Q62 What are the obstacles, if any, for CSO participation in public procurement in the current economic and political climate?

Answered: 19 Skipped: 93

#	RESPONSES	DATE
1	Too many to mention a few -- but one to mention "willingness from the government for an open and transparent" process.	11/22/2019 3:43 AM
2	Committment	11/7/2019 8:14 PM
3	CSO should have its won legal personnel and take issues to court instead of the government.	11/7/2019 7:39 PM
4	Limited awareness and attitude on the role of CSO and financial limitations of CSOs	11/7/2019 6:52 PM
5	1. Capacity limitation 2. Political affiliations	11/7/2019 6:43 PM
6	Government does not receive the input of the CSO	11/7/2019 6:29 PM
7	Political affiliates are involved in the procurement system. People fear them because they will foil corruption and other cases.	11/7/2019 6:01 PM
8	1. Funding 2. Specialized training	11/7/2019 4:34 PM
9	Lack of motivation and commitment	11/7/2019 1:40 PM
10	Corruption	11/7/2019 11:26 AM
11	Exact data should be available.	11/7/2019 10:34 AM
12	Not sure	11/6/2019 2:06 AM
13	I don't know	11/2/2019 4:40 AM
14	Not sure	11/1/2019 4:32 PM
15	Government interest	11/1/2019 2:21 PM
16	not sure of CSO's impartiality.	11/1/2019 1:30 PM
17	Ethnic/religious bias	11/1/2019 1:18 PM
18	Not sure	11/1/2019 11:20 AM
19	The CSO people who is going to be part may require payment for their work which may not be affordable the CSO representative to be assigned may not be free from baise and corruption they may not have capacity to influence those people	11/1/2019 8:28 AM

Q63 Do you think that introduction of e-Procurement will lead to reduction in corruption?

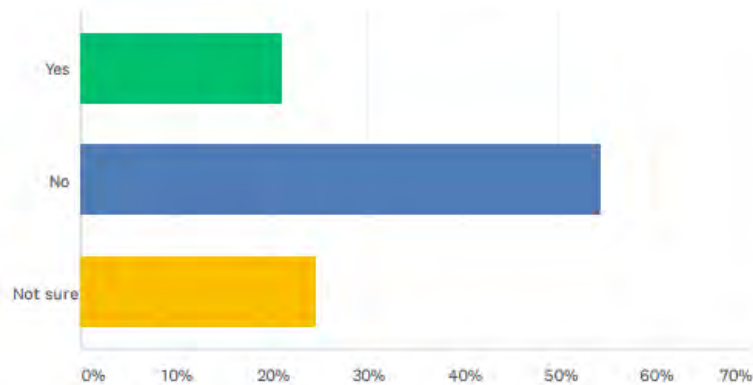
Answered: 63 Skipped: 49



ANSWER CHOICES	RESPONSES	
Yes	69.84%	44
No	6.35%	4
Not sure	23.81%	15
TOTAL		63

Q64 Do you think that introduction of e-GP will lead to loss of business for Small and Medium Enterprises due to difficulties in submission of bids electronically?

Answered: 57 Skipped: 55



ANSWER CHOICES	RESPONSES	
Yes	21.05%	12
No	54.39%	31
Not sure	24.56%	14
TOTAL		57

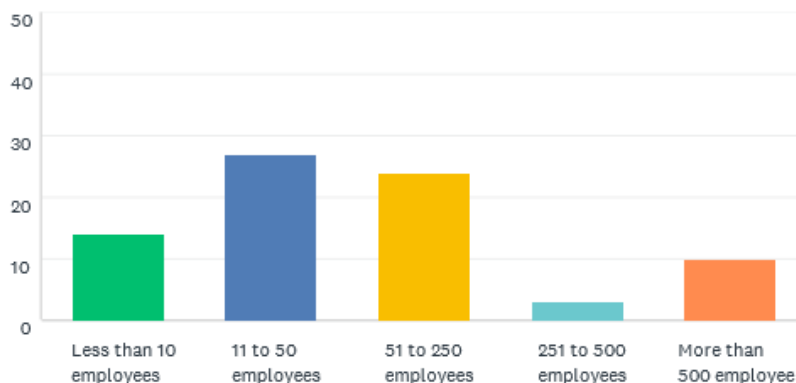
Annex 13.2: Private Sector Survey Report – The Federal Government

#	PLEASE EXPLAIN WHY.	DATE
1	Small business entities are not familiar with the internet and infrastructure is low supportive	11/7/2019 6:58 PM
2	capacity reasons	11/7/2019 6:52 PM
3	they should update themselves	11/7/2019 6:43 PM
4	For monitoring the system and to instill transparency	11/7/2019 5:07 PM
5	Do not expect a problem in this regard	11/7/2019 4:55 PM
6	Access to internet is not a problem	11/7/2019 4:34 PM
7	Due to understanding of method or knowledge of teh SMEs on how to operate through electronic means.	11/7/2019 4:16 PM
8	SMEs should elevate their capacity to meet the needs of the e-system	11/7/2019 2:47 PM
9	Any company applying for public bids needs to be qualified in terms of administration or efficiency	11/7/2019 2:36 PM
10	No capacity	11/7/2019 2:02 PM
11	because communication of responding reliance	11/7/2019 1:54 PM
12	SMEs have access to computers and the internet, it wouldn't be difficult. E-GP has to be mandatory	11/7/2019 1:21 PM
13	Many are educated at various levels and aware of issues	11/7/2019 1:06 PM
14	Because anyone can use the system accordingly.	11/7/2019 11:32 AM
15	It will not affect, they can get support from different government bodies or institutions.	11/7/2019 10:34 AM
16	Training and access channels can be provided	11/6/2019 5:41 AM
17	I dont think this will be a problem. Currentlly most organisation be small or large have access to modern media and internet.	11/1/2019 8:28 AM
18	e-Procurement is a more efficient and secure platform	11/1/2019 5:29 AM

ANNEX 13.3: Private Sector Survey Report – Addis Ababa City Administration

Q1 What is the size of your company?

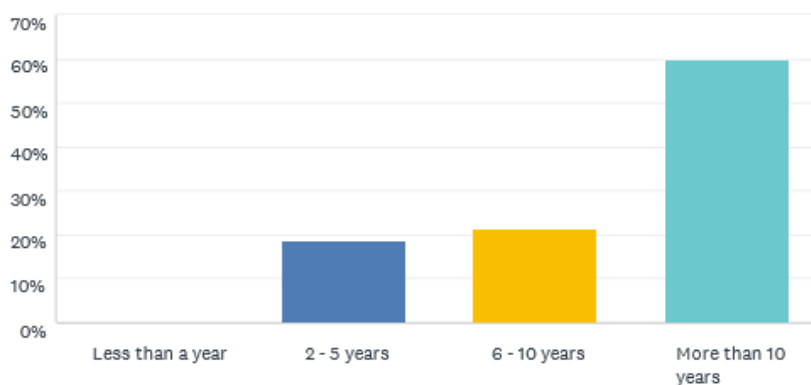
Answered: 78 Skipped: 2



ANSWER CHOICES	RESPONSES	
Less than 10 employees	17.95%	14
11 to 50 employees	34.62%	27
51 to 250 employees	30.77%	24
251 to 500 employees	3.85%	3
More than 500 employee	12.82%	10
TOTAL		78

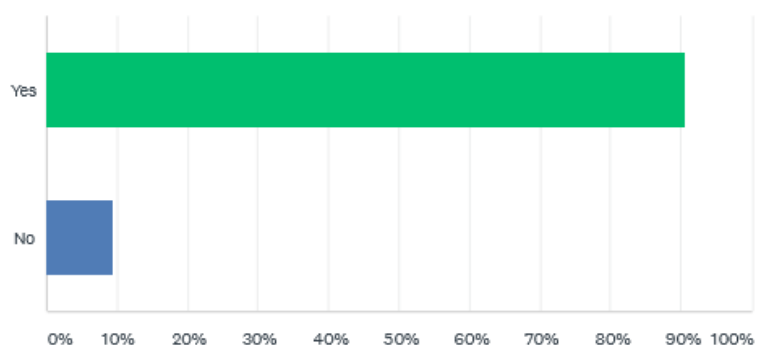
Q2 How long is your company in business?

Answered: 80 Skipped: 0



Q3 Is your company located in Ethiopia?

Answered: 74 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	90.54%	67
No	9.46%	7
TOTAL		74

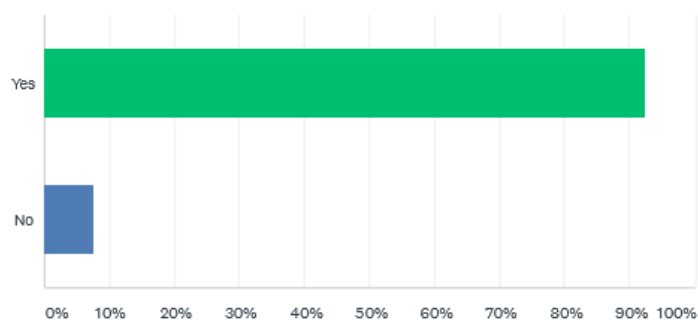
Q4 If your company is located in Ethiopia, please let us know in which region your company is located.

Answered: 73 Skipped: 7

Addis Ababa	70
SNNPR	1
Oromia	1
India	1

Q5 Is your company registered in Ethiopia?

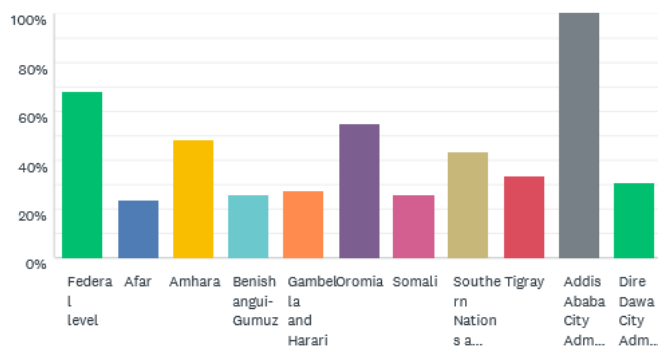
Answered: 53 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	92.45%	49
No	7.55%	4
TOTAL		53

Q6 Where in Ethiopia do you operate?

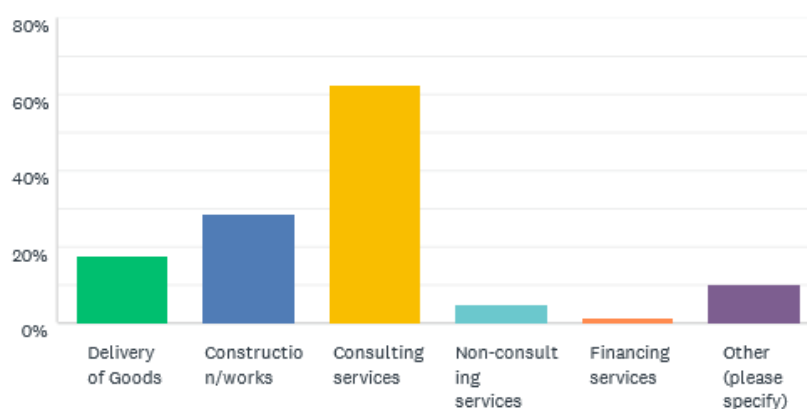
Answered: 80 Skipped: 0



ANSWER CHOICES	RESPONSES	
Federal level	68.75%	55
Afar	23.75%	19
Amhara	48.75%	39
Benishangul-Gumuz	26.25%	21
Gambella and Harari	27.50%	22
Oromia	55.00%	44
Somali	26.25%	21
Southern Nations and Nationalities Peoples Region	43.75%	35
Tigray	33.75%	27
Addis Ababa City Administration	100.00%	80
Dire Dawa City Administration	31.25%	25
Total Respondents: 80		

Q7 What is your main business area?

Answered: 80 Skipped: 0

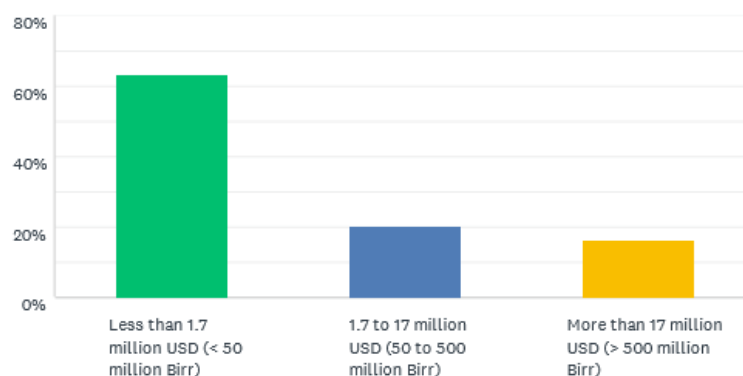


ANSWER CHOICES	RESPONSES	
Delivery of Goods	17.50%	14
Construction/works	28.75%	23
Consulting services	62.50%	50
Non-consulting services	5.00%	4
Financing services	1.25%	1
Other (please specify)	10.00%	8
Total Respondents: 80		

#	OTHER (PLEASE SPECIFY)	DATE
1	Car Rental	11/15/2019 10:04 PM
2	pharmaceutical business	11/5/2019 1:31 AM
3	Iodine Derivatives, Perchlorates & Potassium Persulphate	11/5/2019 12:18 AM
4	structural engineering services for civil constructions	11/5/2019 12:17 AM
5	Construction Consulting Service	11/4/2019 7:12 AM
6	architecture and engineering consultant	11/4/2019 5:21 AM
7	Supply of dialysis machines, consumables and training of affiliated staff	11/4/2019 2:43 AM
8	Pharmaceutical Formulation Manufacturing	11/2/2019 2:34 AM

Q8 Please indicate the annual turnover of your company.

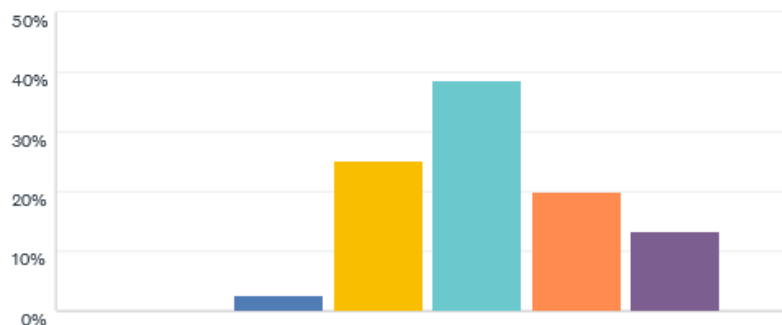
Answered: 79 Skipped: 1



ANSWER CHOICES	RESPONSES	
Less than 1.7 million USD (< 50 million Birr)	63.29%	50
1.7 to 17 million USD (50 to 500 million Birr)	20.25%	16
More than 17 million USD (> 500 million Birr)	16.46%	13
TOTAL		79

Q9 Does the Government of Ethiopia consult the private sector before introducing changes to the federal procurement rules and procedures?

Answered: 75 Skipped: 5

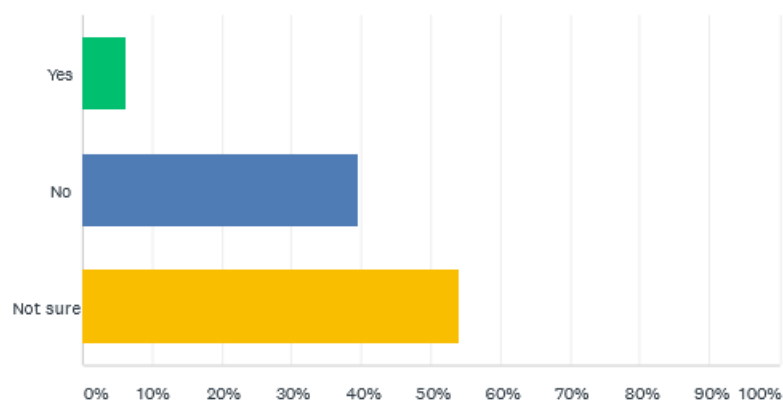


■ Always
 ■ Usually
 ■ Sometimes
 ■ Rarely
 ■ Never
 ■ Not sure

ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
0.00%	2.67%	25.33%	38.67%	20.00%	13.33%	75	4.16
0	2	19	29	15	10		

Q10 Are the opinions of the private sector considered by the Government of Ethiopia in introducing changes to the federal procurement rules and procedures?

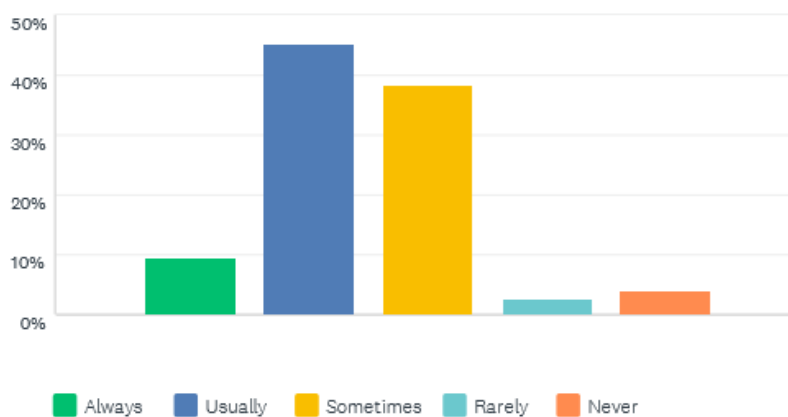
Answered: 48 Skipped: 32



ANSWER CHOICES	RESPONSES	
Yes	6.25%	3
No	39.58%	19
Not sure	54.17%	26
TOTAL		48

Q11 Do you find the changes to the procurement rules and procedures difficult to follow?

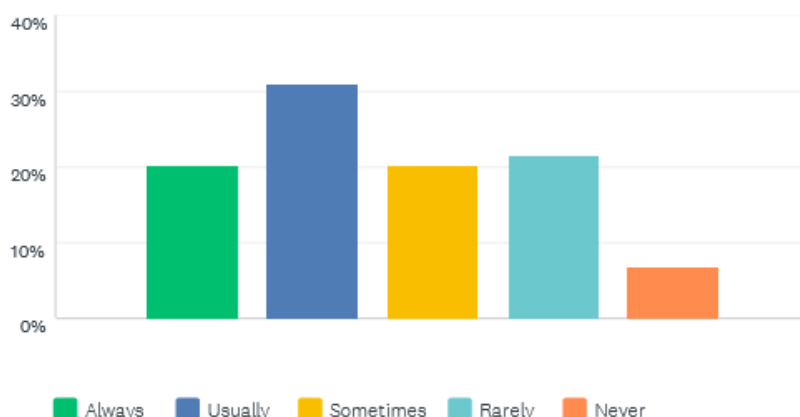
Answered: 73 Skipped: 7



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
9.59%	45.21%	38.36%	2.74%	4.11%	73	2.47
7	33	28	2	3		

Q12 Do you have the resources to keep up with the changes made to the legislative framework (including e-procurement that is planned to be introduced soon)?

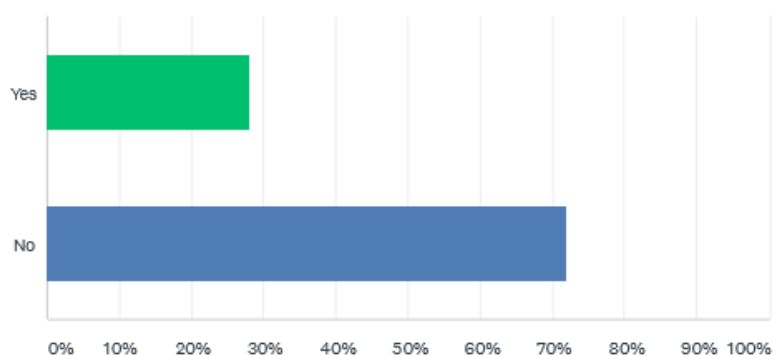
Answered: 74 Skipped: 6



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
20.27%	31.08%	20.27%	21.62%	6.76%	74	2.64
15	23	15	16	5		

Q13 Are you aware of capacity building programs being run by the government for private contractors?

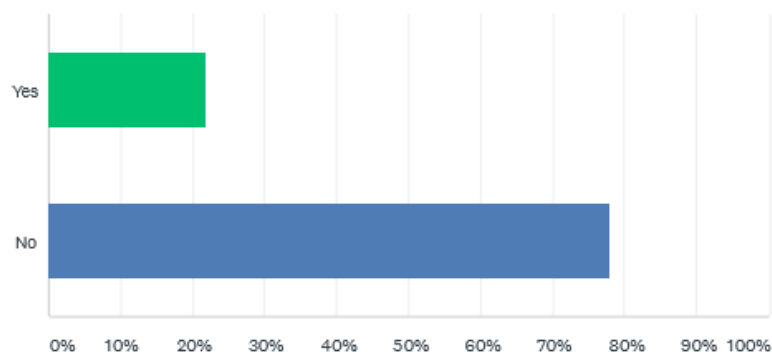
Answered: 68 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	27.94%	19
No	72.06%	49
TOTAL		68

Q14 Are you aware of capacity building programs being run by the Government of Ethiopia for SMEs?

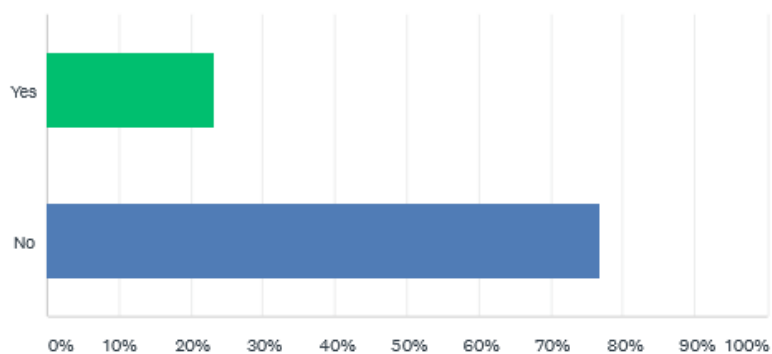
Answered: 68 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	22.06%	15
No	77.94%	53
TOTAL		68

Q15 Have you ever participated in a procurement training or information session or program organized by the Government of Ethiopia?

Answered: 69 Skipped: 11



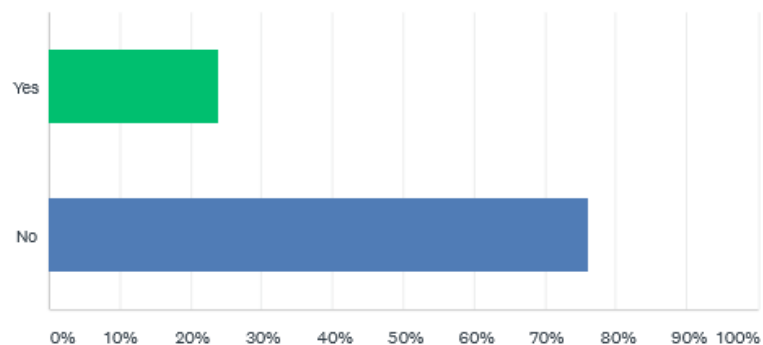
ANSWER CHOICES	RESPONSES	
Yes	23.19%	16
No	76.81%	53
TOTAL		69

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

#	IF YES, WHO ORGANIZED IT AND HOW EFFECTIVE IT WAS? PLEASE GIVE EXAMPLES OF SUCH TRAINING OR INFORMATION SESSION OR PROGRAM.IF NO. WHY?	DATE
1	Rarely invited or announced via mass media	11/22/2019 3:01 AM
2	Organized by Addis Ababa chamber of Commerce	11/11/2019 6:18 AM
3	I have not been informed	11/7/2019 8:15 PM
4	World Bank, PPPDS	11/7/2019 8:05 PM
5	Government did not organize training or create awareness for the private sector	11/7/2019 7:47 PM
6	Short-term training courses such as project management etc	11/7/2019 7:41 PM
7	I have not been informed	11/7/2019 7:23 PM
8	The government is not keen on inviting private sector	11/7/2019 6:12 PM
9	I have not been informed	11/7/2019 6:02 PM
10	Construction Contractors of Ethiopia	11/7/2019 5:49 PM
11	By Construction Ministry, Ethiopian Contractors Association, Ethiopian Construction Technology Management	11/7/2019 5:09 PM
12	I have not been informed	11/7/2019 4:24 PM
13	Addis Ababa city administration	11/7/2019 2:58 PM
14	Information flow is sporadic between the public and private sectors	11/7/2019 2:38 PM
15	Project or company manager organized it	11/7/2019 1:22 PM
16	rarely occur, but most have no effect	11/7/2019 12:58 PM
17	Never invited	11/7/2019 12:49 PM
18	No One was invited to attend the training	11/7/2019 12:32 PM
19	The Ethiopian construction contractors association, Ethiopian construction management institution and the training was very good and effective	11/7/2019 12:20 PM
20	We have not had the chance to pursue training due to internal and external factors associated with our company. No one has ever approached us for this as well.	11/7/2019 11:46 AM
21	We were not invited to any	11/7/2019 11:33 AM
22	No One was invited to attend the training	11/7/2019 11:27 AM
23	The government is not inviting private sectors to participate in the capacity building programs	11/7/2019 10:56 AM
24	Never got such information	11/5/2019 8:39 AM
25	We were never invited	11/4/2019 2:45 AM
26	ethiopian roads authority	11/3/2019 9:26 AM
27	yes ,contractors Association	11/1/2019 3:19 PM
28	Not invited	11/1/2019 11:01 AM

Q16 Are you aware of routine advisory service (help desk) at the Public Procurement and Property Administration Agency to resolve questions on the federal public procurement?

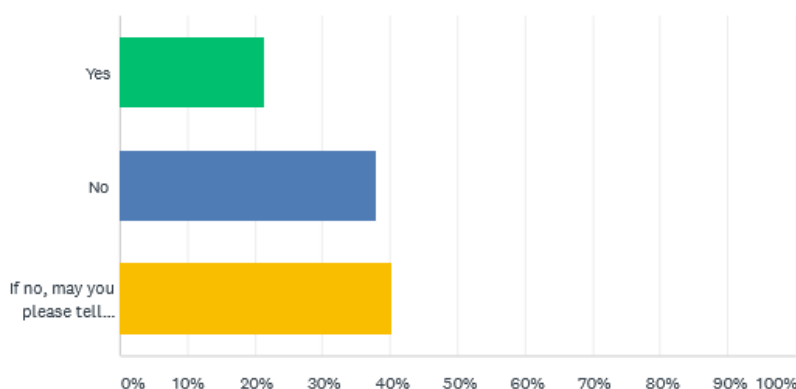
Answered: 42 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	23.81%	10
No	76.19%	32
TOTAL		42

Q17 Have you used routine advisory service (help desk) at the Public Procurement and Property Administration Agency to resolve questions on the federal public procurement?

Answered: 42 Skipped: 38



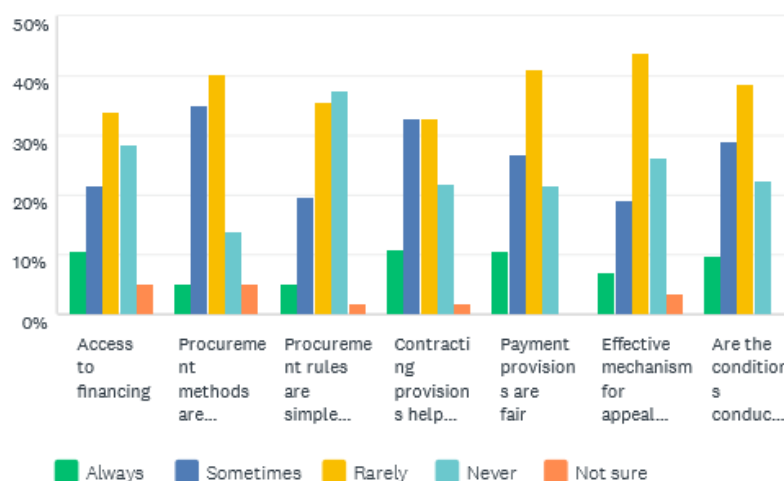
ANSWER CHOICES	RESPONSES	
Yes	21.43%	9
No	38.10%	16
If no, may you please tell why? If yes, may you please tell whether your question has been answered satisfactorily?	40.48%	17
TOTAL		42

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

#	IF NO, MAY YOU PLEASE TELL WHY? IF YES, MAY YOU PLEASE TELL WHETHER YOUR QUESTION HAS BEEN ANSWERED SATISFACTORILY?	DATE
1	I believed that the Agency will not solve our problems.	11/23/2019 4:06 AM
2	Not aware they exist nor is there a sense of being open-minded to provide proper quality responses	11/22/2019 3:01 AM
3	our agent is handling all these matters	11/14/2019 4:59 AM
4	Yes, our office asked clarification related to purchasing equipment	11/11/2019 6:18 AM
5	It was satisfactory.	11/6/2019 2:48 AM
6	Not aware of the Agency's role	11/5/2019 8:39 AM
7	Yes It Was	11/5/2019 2:52 AM
8	I don't have complete information when and how it is being given	11/5/2019 12:27 AM
9	there no routine advisory from procurement desk or federal agency procurement the just make the law and we read and interpret, it in our own	11/4/2019 5:27 AM
10	Our company does not related to procurement	11/4/2019 2:25 AM
11	People in the agency are not friendly. We couldn't find the right person to talk to.	11/4/2019 12:36 AM
12	the government experts and system is not open to others participation .	11/1/2019 3:19 PM
13	Not aware of such services	11/1/2019 11:01 AM
14	Because they don't follow the rules and procedures. No transparency.	11/1/2019 10:41 AM
15	Firstly, I am not aware of its existence. Secondly, even if I was aware of its existence, I would really have no faith in getting solution from a "help desk" at such public service agencies. Further to that, a dispute between private business entities & government/public entities always end up the private firm being either the victim of long costly (time/money) process or victim of retaliation (not perceived but REAL retaliation) that often comes in form of blackmail and discrediting the firm	11/1/2019 10:11 AM
16	we have never been invited to participate. When we faced problem and compalined on the procurement process made by the Government, they never provided solution	11/1/2019 7:57 AM
17	We have been there to discuss on a decision made by a regional procurement agency, the federal procurement agency was not even willing to listen, incapable to act and disappointingly incompetent.	11/1/2019 7:23 AM

Q18 Do you think that the following conditions in the public procurement market are met for participation in competition for public contracts?

Answered: 57 Skipped: 23



The table related to this graph is on the next page.

	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	10.71% 6	21.43% 12	33.93% 19	28.57% 16	5.36% 3	56
Procurement methods are proportionate to the risk and value in question	5.26% 3	35.09% 20	40.35% 23	14.04% 8	5.26% 3	57
Procurement rules are simple and flexible	5.36% 3	19.64% 11	35.71% 20	37.50% 21	1.79% 1	56
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	10.91% 6	32.73% 18	32.73% 18	21.82% 12	1.82% 1	55
Payment provisions are fair	10.71% 6	26.79% 15	41.07% 23	21.43% 12	0.00% 0	56
Effective mechanism for appeals and dispute resolution	7.02% 4	19.30% 11	43.86% 25	26.32% 15	3.51% 2	57
Are the conditions conducive to win contracts in the public procurement market?	9.68% 3	29.03% 9	38.71% 12	22.58% 7	0.00% 0	31

Q19 Please list up to 3 barriers to business in bidding for public contracts:

Answered: 53 Skipped: 27

ANSWER CHOICES	RESPONSES	
1.	100.00%	53
2.	96.23%	51
3.	86.79%	46

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

#	1.	DATE
1	Higher bid security and performance bonds	11/23/2019 4:12 AM
2	The capacity at gov't circle are very regimented with limited capacity and least cognitive of private sector role	11/22/2019 3:23 AM
3	Lack of fairness	11/15/2019 10:17 PM
4	Ethopia should register more and more companies for bidding.	11/14/2019 5:06 AM
5	low cost bidding	11/11/2019 11:40 PM
6	some clarifications, which are requirements, are not easy to obtain	11/7/2019 8:16 PM
7	Less time given for bidding	11/7/2019 8:08 PM
8	Bidding documents are custom made and predefines the winner	11/7/2019 7:51 PM
9	Transparency	11/7/2019 7:43 PM
10	Shortage of experienced/qualified manpower	11/7/2019 7:29 PM
11	Government does not allocate enough budget for environment studies	11/7/2019 6:25 PM
12	Restrictive provisions	11/7/2019 6:06 PM
13	Favors certain groups	11/7/2019 5:53 PM
14	No uniform application throughout the contract, even between clients and consultants	11/7/2019 5:42 PM
15	Unrealistic grading mechanisms	11/7/2019 4:28 PM
16	Previous experience: this is sometimes difficult for local private sectors	11/7/2019 4:11 PM
17	Evaluation criteria (not specific for works, services)	11/7/2019 3:11 PM
18	Corruption: Behind the scenes lobbying that allows the preferred consultant to design the technical requirements in a manner advantageous to that consultant	11/7/2019 2:42 PM
19	Conditions favoring local companies	11/7/2019 2:29 PM
20	Capital	11/7/2019 1:43 PM
21	Protection for those who participate on procurement	11/7/2019 1:26 PM
22	Unreasonably high requirements in financial performance	11/7/2019 1:01 PM
23	Access to financing	11/7/2019 12:52 PM
24	sending addendum again and again	11/7/2019 12:34 PM
25	Transparency	11/7/2019 12:27 PM
26	Time frame is not respected among the procurers because they think they have the upper hand in the matter	11/7/2019 11:50 AM
27	Transparency	11/7/2019 11:40 AM
28	Transparency	11/7/2019 11:28 AM
29	Gap in TOR	11/7/2019 11:12 AM
30	Bids documents are non-comprehensive	11/7/2019 11:01 AM
31	efficiency is low.	11/7/2019 1:15 AM
32	The procedure is not transparent	11/6/2019 2:56 AM
33	Specific requirements are stringent	11/6/2019 1:24 AM
34	Client	11/5/2019 12:46 PM
35	Unclear and subjective scoring criteria	11/5/2019 4:06 AM

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36	Bidding Doc and the requirements are too detailed and few pages are relevant	11/5/2019 3:14 AM
37	lack of access to information on tenders	11/5/2019 12:44 AM
38	Unfair bureaucracy (hundreds of pages with a lot of unnecessary articles)	11/5/2019 12:35 AM
39	Corruption	11/5/2019 12:19 AM
40	systematical corruption	11/4/2019 5:44 AM
41	The criteria set for evaluation is biased and/or subjective	11/4/2019 4:01 AM
42	Conditions	11/4/2019 2:47 AM
43	The agency is powerless or unwilling to support bidders	11/4/2019 1:03 AM
44	Payment though in the form of LC is never on time	11/2/2019 2:34 AM
45	Capital	11/1/2019 4:20 PM
46	law is not applicable	11/1/2019 3:31 PM
47	UNFAIR DISTRIBUTION OF OBLIGATIONS BETWEEN PUBLIC BODY AND SUPPLIER	11/1/2019 1:45 PM
48	No online registration and performance evaluation. Company profiles shall be put online.	11/1/2019 10:58 AM
49	Use of Shortlisting and Technical Evaluation Criteria that the public entity designs to favour certain FIRMS	11/1/2019 10:11 AM
50	the procurement porcesses followed by the Gvovernment institutionsa are not transparent and accountable	11/1/2019 7:57 AM
51	Corruption	11/1/2019 7:41 AM
52	Tailored bids	11/1/2019 5:15 AM
53	Rigged procurement procedure	11/1/2019 4:48 AM

#	2.	DATE
1	Problems of extending bid validity period beyond sixty days. It goes sometimes up to one year.	11/23/2019 4:12 AM
2	The weakness in the procurement system is and the poor capacity is often taken advantage of a selected few	11/22/2019 3:23 AM
3	Lack understanding actual situation	11/15/2019 10:17 PM
4	procedure of bidding should be simple.	11/14/2019 5:06 AM
5	not delivering the equipment as per the standard and time	11/11/2019 11:40 PM
6	Access to information, clarity	11/7/2019 8:08 PM
7	Unfair evaluation of bids	11/7/2019 7:51 PM
8	Complexity of procedures	11/7/2019 7:43 PM
9	lack of capacity of bidders	11/7/2019 7:29 PM
10	procurement procedure for most studies is in-compliant	11/7/2019 6:25 PM
11	Poorly defined scopes	11/7/2019 6:06 PM
12	Unfair evaluation of bids	11/7/2019 5:53 PM
13	Subjectivity in evaluation of bids, lack of clarity and unfair methodology	11/7/2019 5:42 PM
14	Plans are not advertised ahead of time	11/7/2019 4:28 PM
15	Turnover requirement: sometimes very high for private sector	11/7/2019 4:11 PM

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16	Time frames set for execution (very short and pre-determined)	11/7/2019 3:11 PM
17	Subjectivity in evaluation of bids	11/7/2019 2:42 PM
18	lack of finance	11/7/2019 2:29 PM
19	Evaluation methodology	11/7/2019 1:43 PM
20	managing possession	11/7/2019 1:26 PM
21	Requirement for prior experience, annual turnover	11/7/2019 1:01 PM
22	Non-standardized procurement process between federal and regional governments	11/7/2019 12:52 PM
23	Extension of submission time	11/7/2019 12:34 PM
24	The tender document is not subjective to law, rather on the need of the client	11/7/2019 12:27 PM
25	Transparency and accountability	11/7/2019 11:50 AM
26	Accountability	11/7/2019 11:40 AM
27	Accountability	11/7/2019 11:28 AM
28	No limit on the least bid amount	11/7/2019 11:12 AM
29	Subjectivity in evaluation of bids	11/7/2019 11:01 AM
30	do not pay attention to the real products but price and their schedule	11/7/2019 1:15 AM
31	Electronic tendering is deliberately prohibited	11/6/2019 2:56 AM
32	Corruption	11/6/2019 1:24 AM
33	Experienced contractors	11/5/2019 12:46 PM
34	unlawful request of payment for favour in evaluation	11/5/2019 4:06 AM
35	Tender Notices are only accessible through government news papers. No central electronic pages available	11/5/2019 3:14 AM
36	only cost is considered in tenders	11/5/2019 12:44 AM
37	Disregard quality of product and service (Price sensitive)	11/5/2019 12:35 AM
38	Shortage of forex	11/5/2019 12:19 AM
39	based on blood and family	11/4/2019 5:44 AM
40	Not adequate Schedule of requirement (Contradicting and confusing)	11/4/2019 4:01 AM
41	process	11/4/2019 2:47 AM
42	Despite all the effort for transparency the evaluation methods have subjectivity	11/4/2019 1:03 AM
43	Corruption	11/1/2019 4:20 PM
44	equity problem,no fair competition	11/1/2019 3:31 PM
45	DENIAL OF ADVANCE PAYMENT FOR DELIVERY OF GOODS	11/1/2019 1:45 PM
46	Too much number of projects for one firm due to corruption and too high turnover and experience is required	11/1/2019 10:58 AM
47	Deliberate lack of disclosing the details of Shortlisting & Technical Evaluation results (post tender & shortlist transparency)	11/1/2019 10:11 AM
48	corruption is highly deprotted in all government system	11/1/2019 7:57 AM
49	Nepotism	11/1/2019 7:41 AM
50	Outrageous minimum requirements	11/1/2019 5:15 AM
51	Non transparent procurement process and appeals	11/1/2019 4:48 AM

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#	3.	DATE
1	Low Transparency among bid evaluation committee members	11/23/2019 4:12 AM
2	There is rarely any reflection on past trends, changes are hard to come by, and always susceptible to human error	11/22/2019 3:23 AM
3	Targeted bid criterion for specific bidders	11/15/2019 10:17 PM
4	Bid intimation should reach more and more people	11/14/2019 5:06 AM
5	not delivering the equipment as per the cost and time	11/11/2019 11:40 PM
6	Transparency problems	11/7/2019 8:08 PM
7	low price submissions	11/7/2019 7:51 PM
8	Fear that other companies with better contracts will be awarded contracts	11/7/2019 7:43 PM
9	Difficulty in accessing financing	11/7/2019 7:29 PM
10	Transparency problems and evaluation practices	11/7/2019 6:06 PM
11	Discrepancy between procurement directive and prepared tender documents	11/7/2019 5:53 PM
12	More procurement power is given to the clients and consultants which leads to in-application of laws for exposing corruption	11/7/2019 5:42 PM
13	Short time for preparing proposals	11/7/2019 4:28 PM
14	Subjective criteria under Pillar I	11/7/2019 4:11 PM
15	Prior allocation	11/7/2019 3:11 PM
16	Delays in cancellation of bids that impacts a company's strategy and budget	11/7/2019 2:42 PM
17	lack of understanding/knowledge	11/7/2019 2:29 PM
18	policies about managing procurement	11/7/2019 1:26 PM
19	unfair documents for fair competition especially in service procurement of engineering consultancies.	11/7/2019 12:52 PM
20	informal communication	11/7/2019 12:34 PM
21	source of budget affects the process. Human behavior and implementation is also a problem	11/7/2019 12:27 PM
22	Particularly in the services and works, low price has more validity than quality	11/7/2019 11:50 AM
23	Corruption	11/7/2019 11:40 AM
24	Contract provisions not aligned with the project specifics	11/7/2019 11:12 AM
25	Transparency problems	11/7/2019 11:01 AM
26	Results of tender are not publicly disclosed on a website or something similar	11/6/2019 2:56 AM
27	No system organized to properly handle complaints	11/6/2019 1:24 AM
28	Ppa	11/5/2019 12:46 PM
29	unable to control unreasonably low bid price	11/5/2019 4:06 AM
30	Stringent requirement Of bid bond and performance bond requirement.	11/5/2019 3:14 AM
31	non value adding documentation requirements	11/5/2019 12:44 AM
32	They are not objective oriented	11/5/2019 12:35 AM
33	Payment delay	11/5/2019 12:19 AM
34	creating confusion procurement process	11/4/2019 5:44 AM
35	inappropriate choice of project delivery method vs standard document	11/4/2019 4:01 AM

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36	forex	11/4/2019 2:47 AM
37	Evaluation criterias are designed for certain entity, bidding documents are prepared by exaggerated criteria	11/4/2019 1:03 AM
38	Process	11/1/2019 4:20 PM
39	Tranparency and accountability problem	11/1/2019 3:31 PM
40	VERY NARROW AND LIMITED CONDITIONS CONSIDERED AS FORCE MAJOUR	11/1/2019 1:45 PM
41	Projects shall be given by open and fair copmetition. Performance on the projects at hand shall be considered to bid for a new one.	11/1/2019 10:58 AM
42	Bid process that takes over 1 year period; holding hostage the bidders & their Bid Bond Money that Bidders often are required in either CPO or cash. Also the continues request to extend Bid Validity that in most cases entails financial & contractual risk to the bidder	11/1/2019 10:11 AM
43	the government institutions have no capacity to prepare clear bid document to lead the process accordingly	11/1/2019 7:57 AM
44	Preferential treatments	11/1/2019 7:41 AM
45	Large sum for bid security	11/1/2019 5:15 AM
46	High requirements for procurement process	11/1/2019 4:48 AM

Q20 What should be improved regarding the conditions in the public procurement market as far as private companies/bidders are concerned?

Answered: 50 Skipped: 30

#	RESPONSES	DATE
1	All the above three problems.	11/23/2019 4:12 AM
2	Removal of human intervention (contact points) wherever possible, streamlining the process and segregating each steps into manageable business process so that, 1) a moderate level of automation could replace the physical contact points, 2) Technology deployment to ensure full and transparent procurement and delivery to allow fully disclosure of any amendments, changes to the contract including delivery conditions, and 3) perhaps to build awareness within regarding the value gain and partnership with capable private sector	11/22/2019 3:23 AM
3	The bid criteria must based the what they want to buy, not the specific bidders	11/15/2019 10:17 PM
4	Ethopia should register more and more companies for bidding.procedure of bidding should be simple.Bid intimation should reach more and more people.	11/14/2019 5:06 AM
5	transparent bidding process including e-tendering	11/11/2019 11:40 PM
6	1. Procurement plans need to be open at the beginning of the fiscal year 2. Transparent technical specification, eligibility criteria, schedule of implementation, clarification of bidding documents, reasons for non-successful bidder and reason for cancellation of tender	11/7/2019 8:08 PM
7	1. There must be a professional and independent procurement committee in each public sector that treats every bidder equally 2. procurement laws and regulations need to be simple to avoid misunderstanding 3. Transparency and fairness 4. Government should control corruption 5. there should be dispute handling mechanism	11/7/2019 7:51 PM
8	Awareness sessions should be organized to empower the private sector that it is possible to have a fair process. Efforts to improve performance will result in overall benefits to the economy.	11/7/2019 7:43 PM

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9	1. Price adjustment provisions should be improved by the government 2. capacity of private companies should be improved 3. relationship between private companies and financing institutes should be improved	11/7/2019 7:29 PM
10	The public procurement should be harmonized with that of the World Bank so that environmental studies can be performed. There should be a provision that World bank projects budget for such studies	11/7/2019 6:25 PM
11	1. Fairness and the capacity of the entity drafting the procurement document must have good knowledge 2. Public tender opening for EOI should be made in the proclamation. EOI evaluation method should be disclosed. Shortlisted firms should be disclosed to all applicants 3. There should be clear evaluation approach for procurement method selection. 4. Private sector must have a chance to reflect in the close out of the process	11/7/2019 6:06 PM
12	1. There should be investigation for the number and capacity of the tenderers 2. After preparing participatory transparent and regulated document, there should be pre and post adjust for compliance against what was issued in tender and the actual directive.	11/7/2019 5:53 PM
13	1. Change the PPA mandates on construction works to Construction ministry under Construction Industry Authority 2. All evaluation formulas and characteristics should be re-arranged and must be connected based on the recent capacity of the contractors and budget 3. The PPA threshold idea on foreign country contractors should be raised from 1 billion to 2 billion as initial cost 4. Annual turnover requirements is beyond the capacity of the contractors and average turnover should be changed to 3 years or 5 years at least because all contractors can then participate	11/7/2019 5:42 PM
14	1. There should be a sense of partnership between parties 2. Capacity of the procuring entity should be improved 3. Clear demarcation of responsibilities need to be outlined. 4. Complaints mechanism should be in place 5. Bid result should be transparent, outlining selection criteria 6. Procurement audit should be conducted	11/7/2019 4:28 PM
15	1. Engineering/works procurement should need to be detached from other services/goods procurement 2. The procurement body needs to be more transparent in informing private sector 3. The "budget allocated" and the results get by the tenderers for the bids participate	11/7/2019 4:11 PM
16	1. Works shall be allocated in time to procuring entities and bidders 2. pockets for dispute resolution 3. conditions shall not be enforced on stakeholders lightly 4. damages stated in conditions of contracts shall not be "penalty" rather it shall be a motivation for the bidder to accelerate works/services 5. There should be clear definitions of variations/extra works/excess in quantities or supplementary requirements 6. Expression of interest shall be brought before bidding and evaluation criteria shall be discussed.	11/7/2019 3:11 PM
17	1. transparency 2. fee Setting: needs to have a floor vs lowest bid process that kills quality and opens the government to unrealistic and erroneous budget forecast 3. Planning phase: more realistic timeline for bidding process and implementation 4. Government bid portal/digital system 5. Clarity in scope of work 6. Respect timeline of opening bids	11/7/2019 2:42 PM
18	1. Alternative offers must be standard as bid conditions are fixed but not allowing innovative or durable better offers. 2. Efficiency of products/projects are never conditional, for example, cost of operations could be more attractive to the purchaser as cost of purchase 3. Environmental issues are rarely a condition in the bid document 4. representation time for bids are often too short to the disadvantage of quality bids 5. Expansion of time granted	11/7/2019 2:29 PM
19	1. Rules for bidding prices needed 2. System of bidding should be clearly identified in PPA 3. Encourage private sector for participation and involvement in procurement markets 4. Evaluation methodology should be improved	11/7/2019 1:43 PM
20	1. Protection for domestic firms 2. Alternative dispute resolution mechanisms 3. Proper provision of contract administration, price escalation and timely payment	11/7/2019 1:01 PM
21	Should be standardized for all the federal and regional governments.	11/7/2019 12:52 PM
22	1. Procurement systems of the regional government is better to agree with the federal government systems 2. Licensing system for business companies obtained from one regional government or federal government or city government should be applicable all over the country	11/7/2019 12:44 PM
23	1. Transparency in communication 2. Obeying time limit as per the procurement document 3. Avoiding the possibility of bid cancellation after project award	11/7/2019 12:34 PM

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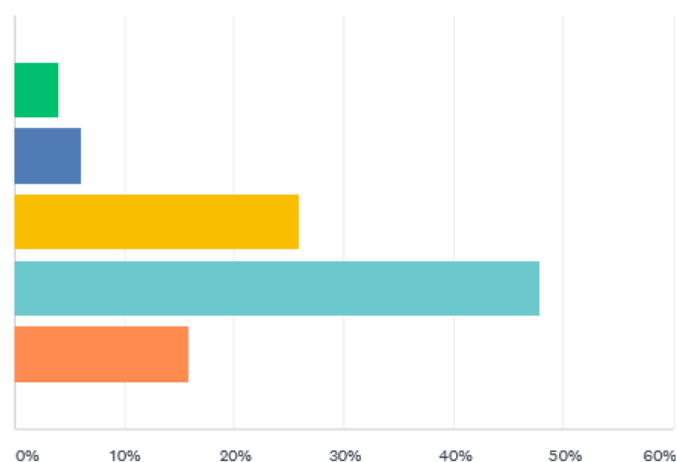
24	1. The PPA should be subject to the professionals 2. Bidding criteria should be flexible and simple 3. The least method of bidding evaluation should be changed to engineering estimation and current market condition 4. The interference of foreign companies should be limited 5. The criteria of bid should be considering the local firms	11/7/2019 12:27 PM
25	1. Time frame matters and depending on the type of procurement, time limits should be set by sensible personnel. 2. results of the procurement should be shown to the bidders so that they can have a better understanding on their diversity and help them address their performance.	11/7/2019 11:50 AM
26	1. Results assessments should be included fairly in the PPA 2. Dispute resolution bodies should be rewarded. 3. Professional evaluators should be the ones to evaluate the documents instead of people who are unfamiliar with the work. 4. A common PPA would help in making fair checks to the private sector 5. The regional PPA laws should be based on the federal ones in order to get the private sector included.	11/7/2019 11:40 AM
27	1. The conditions have to be specific and not general depending on sector 2. Procurement entities need to have the acceptable capacity for managing the overall procurement. 3. Expertise from private sector should be consulted.	11/7/2019 11:12 AM
28	1. Bid documents must be easy to understand, clear and comprehensive 2. Bid evaluators assignment should be assigned based on their merit, should only serve for one bid at least in one quarter or bi-annually. 3. If possible, for works evaluation, an external bid evaluator should be assigned 4. Special conditions should be limited in number	11/7/2019 11:01 AM
29	foreign exchange control	11/7/2019 1:15 AM
30	The most important thing is to allow electronic tendering and announcements of details of evaluation of each participant on a website.	11/6/2019 2:56 AM
31	The government body should create opportunity to the stakeholders to participate in reviewing public procurement guidelines and make changes/improvement	11/6/2019 1:24 AM
32	Evaluation criteria setting method outlined by PPA	11/5/2019 12:46 PM
33	There should be a mechanism that unreasonable low bidders shall be rejected	11/5/2019 4:06 AM
34	1. Issuance Of Tender Notice on a Centralized Web Page. 2. Cut size and contents of conditions of contract.	11/5/2019 3:14 AM
35	1. Trust: Government does not seem to trust private sector to have capacity. Therefore, non value adding documentation is requested and those that meet this requirements are not really qualified. Hence, flexibility and contingent approach needs to be adapted. 2. Regulation for least bidders: The government has unrealistic expectation of cost and time performance of projects and awards projects to least bidders who do not mind to take the money but not deliver the project. Too low bids need to be eliminated from tenders and government has to ask how it can capture value. Have regulation that eliminates least bidders. Focus on technical solutions proposed and how well thought out and plausible these are. Not just machinery, company grading/rating and staffing. 3. Eliminate current grading schemes: Government grades contractors and engineering consultants based on non essential matters which do not indicate capacity. This grading by ministries (in our case Ministry of Work and Infrastructure Authorities) are incorrect. These grading systems are uniquely inappropriate and need to be reinvented or eliminated as they are entry barriers. 4. Corporate governance: The government has to install corporate governance schemes and govern its officers so that lazy, prohibitive, and corrupt employees cannot hide behind their authority. Transparency needs to be encouraged.	11/5/2019 12:44 AM
36	Simple bureaucracy; balancing quality and price while competing; the objective should be to purchase the product/service not to follow the procedure (procedure is a means not an end)	11/5/2019 12:35 AM
37	Corruption	11/5/2019 12:19 AM
38	the must must be clear for reading ,avoid bias based on corruption and ,systematic alienation of company and good software should be created for fair competition	11/4/2019 5:44 AM
39	there should be Guidelines for selection criteria the document should be prepared by Qualified and Competent Professionals or consultant the governing body should create means of checking and evaluating the public procurement document	11/4/2019 4:01 AM
40	forex availability	11/4/2019 2:47 AM
41	The agency shall be empowered by highly skilled genuine professionals with decisive authority.	11/4/2019 1:03 AM
42	Timely Payment	11/2/2019 2:34 AM

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43	Process	11/1/2019 4:20 PM
44	the system and allocating the proper person to manage the procurement	11/1/2019 3:31 PM
45	Government shall be fairly distribute obligations and rights among the public body and private sector. Public procurement shall be transparent, objective oriented and shall be managed by skills and knowledge. All public tenders must start considering registered emails as a means of communicating bidders. The Federal and regional public procurement guidelines shall be similar. Public procurement agencies should take complaints seriously and shall respond in a responsible and timely manner.	11/1/2019 1:45 PM
46	1. Limit the number of public projects and their size to be handled by one firm. 2. Prepare a database about each firm showing their turnover, project at hand, performance, capacity, etc. 3. Use only online evaluation techniques based on the database free from human. 4. Avoid junky requirements (turnover, experience, number of employees, Office area, equipment, etc). The shall be requested after the project award. 5. Set the minimum wedge for consultancy fee (e.g.: 3 to 5%)	11/1/2019 10:58 AM
47	Create transparency in the pre-tender document as well as post tender announcement Limit the bid evaluation and award period within the official announced BID VALIDITY PERIOD For Consultancy Service, avoid LOFTY Bid Bond requirements that withdraw & withhold the Consultants' cash off for prolonged time; which enter limit the participation rate as cash dwindles . Use alternative Bid Security mechanisms	11/1/2019 10:11 AM
48	the system should be designed in a transperent and accountable way the private sector need to be consulted when the procdedures and regulations developed there should be responsive compliance mechnism in the Go	11/1/2019 7:57 AM
49	Transparency of the bidding process from needs assessment, ToR development up to delivery of goods./services, trained and accountable manpower,	11/1/2019 7:41 AM
50	Clear procurement process, transparent bidding procedure, fair and open procurement requirements	11/1/2019 4:48 AM

Q21 How effective are the preferential and reservation schemes in creating jobs for MSEs (job seeking youth)?

Answered: 50 Skipped: 30



Very good Good Satisfactory Poor Unsatisfactory

VERY GOOD	GOOD	SATISFACTORY	POOR	UNSATISFACTORY	TOTAL	WEIGHTED AVERAGE
4.00%	6.00%	26.00%	48.00%	16.00%	50	3.66
2	3	13	24	8		

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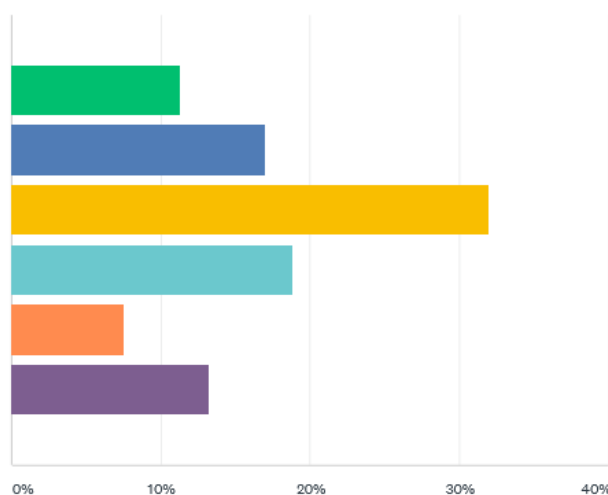
#	IF YOUR RATING IS BELOW SATISFACTORY, MAY YOU PLEASE PROVIDE THE AREAS OF BOTTLENECKS OR INEFFECTIVENESS?	DATE
1	From what we gather from media, most of the funds are misappropriated, rarely deployed as intended and not much planning and follow up. There is also poor statistics to support one way or otherwise on the number of jobs actually created in the due process. Not possible to ascertain how effective and how many jobs were created.	11/22/2019 3:23 AM
2	Most business persons are interested in service based business, which is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the main challenges	11/15/2019 10:17 PM
3	1. No clear plans and schedules 2. Lack of training and capacity building 3. Control of works and funds 4. Not encouraging newcomers 5. performance based reward is not practiced	11/7/2019 8:08 PM
4	1. Government did incapacitate the youth 2. there is no market link 3. Job creation lacks fairness in some areas 4. Job creator lack skills 5. The organizing body lacks entrepreneurial skills	11/7/2019 7:51 PM
5	1. Problem of linkage and nominating of activities. synergy between projects 3. inadequate assessing of sustainability issues	11/7/2019 6:25 PM
6	1. Capacity 2. Political involvement 3. lack of vision or goal 4. lack of continuing thoughts 5. lack of understanding the value chain	11/7/2019 6:06 PM
7	Their capacity and support needed is not evaluated first.	11/7/2019 5:53 PM
8	These schemes are a total waste of money where there is no accountability in disbursing money and efficient execution of works. Better spending to create jobs. Priority should be spending to create professional citizens	11/7/2019 4:28 PM
9	Not familiar	11/7/2019 2:42 PM
10	Delays in process is affecting speed of employment	11/7/2019 2:29 PM
11	1. They organize different types of fields to cooperate MSE for one organization they take above 6 persons. 2. Only organizing. There is no funding or budget and market based works. 3. Participation of different persons are not equal	11/7/2019 1:26 PM
12	capacity of procurer/entity	11/7/2019 1:01 PM
13	1. Unfairness 2. poor document preparation 3. Unachievable and irrelevant requirement of many documents.	11/7/2019 12:52 PM
14	1. Detailed study of how effective the schemes are, need to be conducted 2. The schemes should be complementary to the existing private sector and not compete with it 3 capacity of MSE should be evaluated.	11/7/2019 11:12 AM
15	Even though it is clearly stated in most of the government guidelines that preferential schemes should be practiced to support SMEs, procuring entities are not willing to do so, as they are unable to make money from SMEs.	11/7/2019 11:01 AM
16	The capacity building for MSEs is poor. The procedure of contract awarding is not transparent. The system does not encourage MSEs to associate with private companies.	11/6/2019 2:56 AM
17	Private and government offices are not fairly work with this regard	11/6/2019 1:24 AM
18	Ethnic issues limit working environment	11/5/2019 2:54 AM
19	Youth first needs to learn what adding value means. Going to the university does not give discipline to people graduating from universities. Entitlement mentality is rampant. The biggest opportunity is to have youth learn to ask the question 'how can I help' ? Other questions are: How can I be part of the solution to real problems? How can I create value for which people want to pay me? This questions have to be thought starting from primary school and they need to be built into all higher learning curriculum.	11/5/2019 12:44 AM
20	there is huge gap between the private and government institution, there should be law to bring both of them	11/4/2019 5:44 AM
21	Experience and turnover is used in exaggerated manner as a major criteria.	11/4/2019 1:03 AM

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22	- during selection stage there is a problem of fairness - government interference and assigning the on the job those who are supporting the party - there is a problem of accountability dependent. -	11/1/2019 3:31 PM
23	1. Transparency 2. Corruption 4. No database for each firm 5. No capacity building 6. Avoid least price bid and focus on the technical methods. 7. Too much overloaded tax system (2% With holding, 15% VAT, 18% Pension, 30 % income tax, 10% Provident tax, total 75 %.	11/1/2019 10:58 AM
24	In Ethiopia & in its Procurement preferential scheme, the definition of SME is distorted as those benefiting under this scheme are SME that are organized by Woreda/Kebele officials and formed by the youth (& sometimes veterans) who are closely affiliated with the ruling party. Regrettably, SME is misnomer and most politically exploited venture that favours party affiliates, awarding publicly funded works/goods supply, etc more on merits of affiliation than qualification often leading to poor quality. AND there is no such preferential scheme in the Consultancy Service which has probably saved the industry from further ruining from its current dire state. As such No Private Entities (i.e., sole proprietorship or private limited firms) owned by independent youth with capital and capacity falling within that of the threshold of SME will qualify in the Ethiopian Context. . Unfortunately, one cannot speak about the bottleneck where the bottle doesn't exist!	11/1/2019 10:11 AM
25	The disigned system is not free from courrption and nepotism They don't have skilld and professionals in the offices to facilitate there is no good follow up system	11/1/2019 7:57 AM
26	Preferential treatment is a short sighted policy remedy	11/1/2019 7:41 AM

Q22 Do you think that the preferential and reservation schemes for MSEs (job seeking youth) have negative impact on the competitiveness on the non-MSE firms or individuals of similar size and capacity?

Answered: 53 Skipped: 27



Always Usually Sometimes Rarely Never Not sure

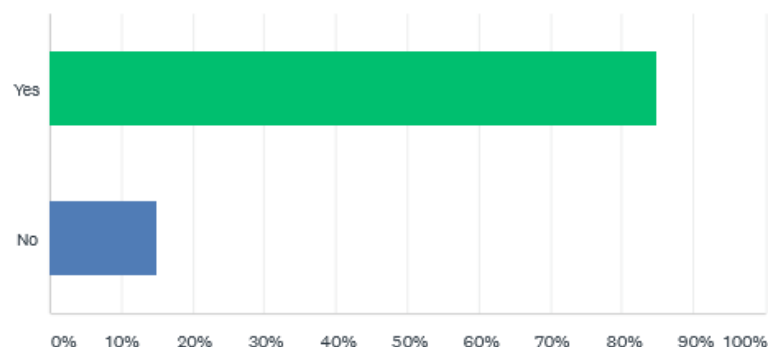
ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
11.32%	16.98%	32.08%	18.87%	7.55%	13.21%	53	3.34
6	9	17	10	4	7		

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

#	IF YOUR RATING IS ALWAYS, USUALLY OR SOMETIMES, MAY YOU PLEASE INDICATE THE MAJOR CHALLENGES?	DATE
1	At present, there is so many youth seeking jobs but there are also much more who are consuming. The economics to address supply and demand in the job market towards a full fledged competitiveness is far from reality.	11/22/2019 3:23 AM
2	Most business persons are interested in service based business, witch is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the mian challenges	11/15/2019 10:17 PM
3	when job seeking youth lack market, they develop negative impact on the competitiveness of non-MSEs	11/7/2019 7:51 PM
4	Preferential treatment should be given to MSE providing they are proven to be efficient.	11/7/2019 7:43 PM
5	1. MSEs are often politicized. other neutral firms then find it hard to compete and find other jobs 2. MSEs are not expected to submit contract securities and bank guarantees to collect advance payment, whereas no MSEs are required to provide contract securities and bank guarantees to collect their advance payment as a result their overhead will increase and their cost will be higher.	11/7/2019 7:29 PM
6	If preferential and reservation schemes continue without limit, companies will not be able to grow.	11/7/2019 5:53 PM
7	Jobs are going to unskilled youth. The scheme is political and prone to manhandling	11/7/2019 4:28 PM
8	Some tenders may lie on the individual sizes and this would really create incompetent atmosphere	11/7/2019 4:11 PM
9	Participants of new organization of MSE is very low because thinking about that organization of government organizations is poor.	11/7/2019 1:26 PM
10	They can even be incorporated under the umbrella of larger organizations	11/7/2019 1:01 PM
11	Sometimes government procurements prefer organized enterprises than normal job seeking youth.	11/7/2019 12:52 PM
12	1. the challenges of the relationship between MSEs and non-MSE is the lack of training for both parties 2. Capacity building for both	11/7/2019 12:27 PM
13	1. Because of the long awaited job, they usually set the payment release to a limit much more than appropriate, leading to exaggerated price for labor 2. The firms that want to add youths are facing challenges due to youths not meeting their credentials.	11/7/2019 11:50 AM
14	1. Access to finance 2. capacity building not offered to others 3. Gap in development of professionals	11/7/2019 11:12 AM
15	The competition is not based on merit. The MSEs are not allowed to associate with private companies.	11/6/2019 2:56 AM
16	Because of political concern they always get the first chance even if the work is beyond their scope.	11/5/2019 12:46 PM
17	1. SMEs are bring granted working facilities and contracts without competition. SMEs shall be treated on equal terms eith others. Contracts shall be awarded on merit basis .	11/5/2019 3:14 AM
18	They get job without competition	11/5/2019 2:54 AM
19	Business people will abandon there already running business and try to take advantage of this new opportunities.	11/4/2019 1:03 AM
20	This scheme is so impartial that highly affect competition and basically it gives the government unlimited power to give contract for party favored individual and groups without any effort. It shall be revised in a way that a certain mandatory requirement shall be followed that a non-SME companies shall subcontract a portion of their work to the MSE. This will enable the proffered MSE to strive with effort, learn contract management, learn financial management etc.	11/1/2019 1:45 PM
21	- Most MSEs are not skilled, not disciplined, aggressive, focus on poetics than the work, have no relevant experience for the work, etc.	11/1/2019 10:58 AM
22	In any market if there is a preferential treatment it encourages inefficiency, corruption, nepotism and waste of resources	11/1/2019 7:41 AM

Q23 Have you bid for public contracts in the last three years? If your answer is "No", some further questions may not be relevant to your experience and the survey allows to skip such questions.

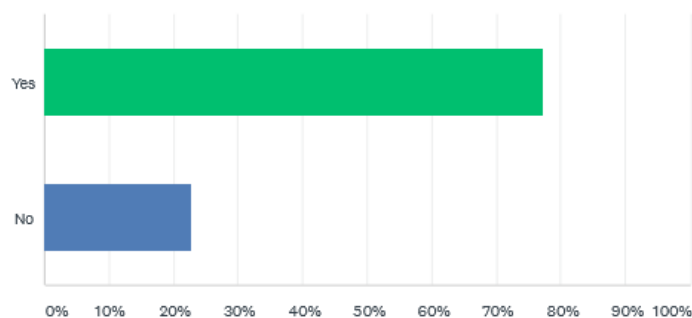
Answered: 53 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	84.91%	45
No	15.09%	8
TOTAL		53

Q24 If you answered yes to the question 23, please tell whether you were successful in at least one contract.

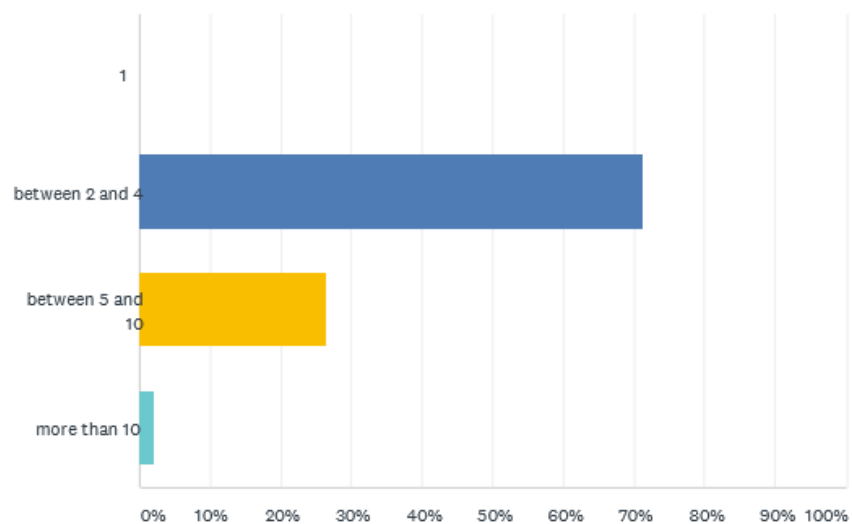
Answered: 44 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	77.27%	34
No	22.73%	10
TOTAL		44

Q25 How many people usually work on preparation of bids in your company?

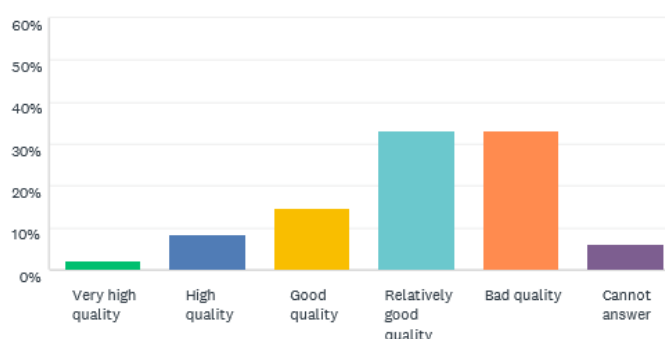
Answered: 49 Skipped: 31



ANSWER CHOICES	RESPONSES	
1	0.00%	0
between 2 and 4	71.43%	35
between 5 and 10	26.53%	13
more than 10	2.04%	1
TOTAL		49

Q26 How would you rate on average the quality of the bidding documents prepared by the public bodies?

Answered: 48 Skipped: 32



ANSWER CHOICES	RESPONSES	
Very high quality	2.08%	1
High quality	8.33%	4
Good quality	14.58%	7
Relatively good quality	33.33%	16
Bad quality	33.33%	16
Cannot answer	6.25%	3
TOTAL		48

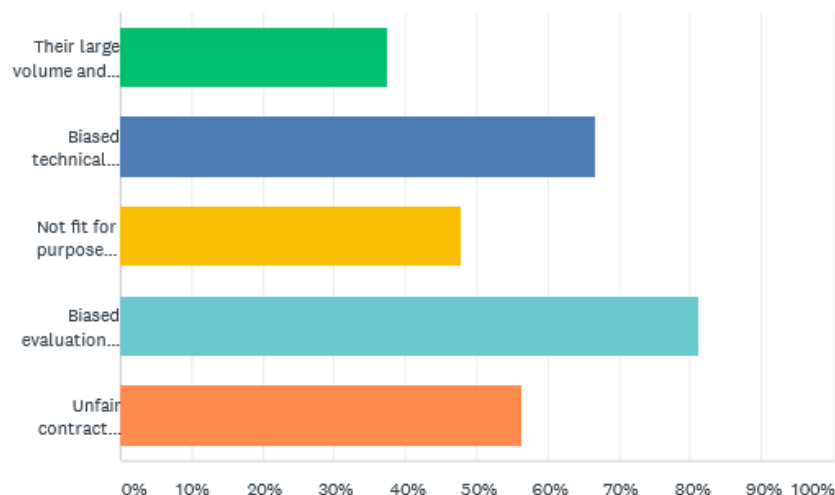
#	PLEASE EXPLAIN REASON FOR YOUR RATING:	DATE
1	It is Standard Bidding Document	11/23/2019 4:21 AM
2	We have a global standard and quality process in which we are expected to comply. Which in effect requires us to assemble highly skilled resources from our international team. As a result, we believe, that the quality of our submissions are always a very high quality.	11/22/2019 3:33 AM
3	They just copy and paste for all types of purchase. Lack of specifcness according to what they buy	11/15/2019 10:24 PM
4	There is no detail evaluation criteria	11/11/2019 11:40 PM
5	major bidding points are put clearly	11/7/2019 8:16 PM
6	mainly following the standard bid document of PPA	11/7/2019 8:10 PM
7	Quality varies from one public body to another.	11/7/2019 7:30 PM
8	They float the tender and cancel it without any reason or feedback	11/7/2019 6:26 PM
9	Most of the bids were from ERA	11/7/2019 6:07 PM
10	Most of teh bidding documents just tell us who win the tender, it is tailor-made	11/7/2019 5:55 PM
11	1. Lack of preparing proper document 2. Lack of professional employers 3. Lack of preparing detailed specifications 4. Negligence 5. Copy-paste tenders	11/7/2019 5:47 PM
12	1. Often copy and paste 2. Time for preparation of proposal is too short 3. TOR is often not well thought out 4. Unrealistic suggestion for duration of projects 5. Some projects are politically oriented and forget professional aspects	11/7/2019 4:31 PM

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

13	Most public bodies may not have proper know how on how the quality of the bid needs to be	11/7/2019 4:12 PM
14	1. Scope is not well studied, based on feasibility and long term understanding of forecast 2. Once the project starts, the consultant is asked to change despite often as the client is not just on its needs	11/7/2019 2:44 PM
15	WB Document- good quality Non WB documents - not good quality Preparation is done by persons with lack of knowledge. For example, when 3-5 companies with good reputation make an offer, all companies are disqualified for technical reasons, this is impossible!	11/7/2019 2:32 PM
16	1. Inconsistency between government entities 2. Irrelevant requirements	11/7/2019 12:54 PM
17	Bids will be extended once or twice unexpectedly	11/7/2019 12:35 PM
18	who is preparing the bidding documents is under question, and the behavior of the professionals. The law of the country lets them do so.	11/7/2019 12:29 PM
19	Wee to Ethiopian standards but compared to external types, we have a long way to go.	11/7/2019 11:52 AM
20	1. The documents usually not the same with the actual one on the ground 2. They usually don't include drawings 3. Need to have dispute resolution bodies	11/7/2019 11:42 AM
21	The bid document depends on the client and the person that prepared the document. It is different from bid to bid.	11/7/2019 11:31 AM
22	1. Documents are too general 2. requirements do not always represent the reality. 3. Technical gaps in documents is observed.	11/7/2019 11:15 AM
23	There are conditions included in the bid document which are liable to subjectivity	11/7/2019 11:03 AM
24	The evaluation criteria are subjective and do not require documents that can be proven. So, it allows for companies to cheat and corrupt the evaluaters.	11/6/2019 3:05 AM
25	Bidding documents prepared by the public bodies have different qualities in different offices	11/6/2019 1:44 AM
26	Most of the time the documents are copied from other sources.	11/5/2019 12:51 PM
27	The doc is good for international bidding not for local	11/5/2019 3:29 AM
28	They are formats that are filled up. They do not ask for the value sought. It does not seem that the government bodies understand their projects.	11/5/2019 1:02 AM
29	Because, they just duplicate what is prepared by the federal government	11/5/2019 12:43 AM
30	bias ,corruption and the law be it self create confusion	11/4/2019 5:54 AM
31	the bidding document doesn't address on the basics (project description, scope, deliverable, etc.) mostly target on the evaluation criteria and the criteria set is targeting some suppliers only which makes the play field narrow and hard to enter.	11/4/2019 4:10 AM
32	they are not bidder freidnly	11/4/2019 2:51 AM
33	Most of the time it's copy paste and Not very specific. We usually buy the bid document and abandon the bid if we sense subjectivity and unproportional criterias.	11/4/2019 1:14 AM
34	it depends on the pubic body. Usually the Federal Ministries have a relatively good document. Regional Bureaus documents are not bad but not majority. Woreda offices, City authorities , Small hospitals etc has a terrible document	11/1/2019 2:02 PM
35	- Directed towards some high profile and corrupted firms intimately attached with the bidders. It closes the door for emerging and new firms.	11/1/2019 11:10 AM
36	I have been faced with bid cancelation three times for one bid because of the poor quality bid the prpared.	11/1/2019 8:03 AM
37	A lot of copy and paste is seen, ToRs are written by non sector professionals, unnecessary ambitious in time, often incomplete with regards to scope	11/1/2019 7:59 AM

Q27 What are the main deficiencies in the bidding documents? (more than one answer is allowed)

Answered: 48 Skipped: 32



ANSWER CHOICES	RESPONSES	
Their large volume and complexity	37.50%	18
Biased technical specifications	66.67%	32
Not fit for purpose technical specifications	47.92%	23
Biased evaluation methodology	81.25%	39
Unfair contract clauses	56.25%	27
Total Respondents: 48		

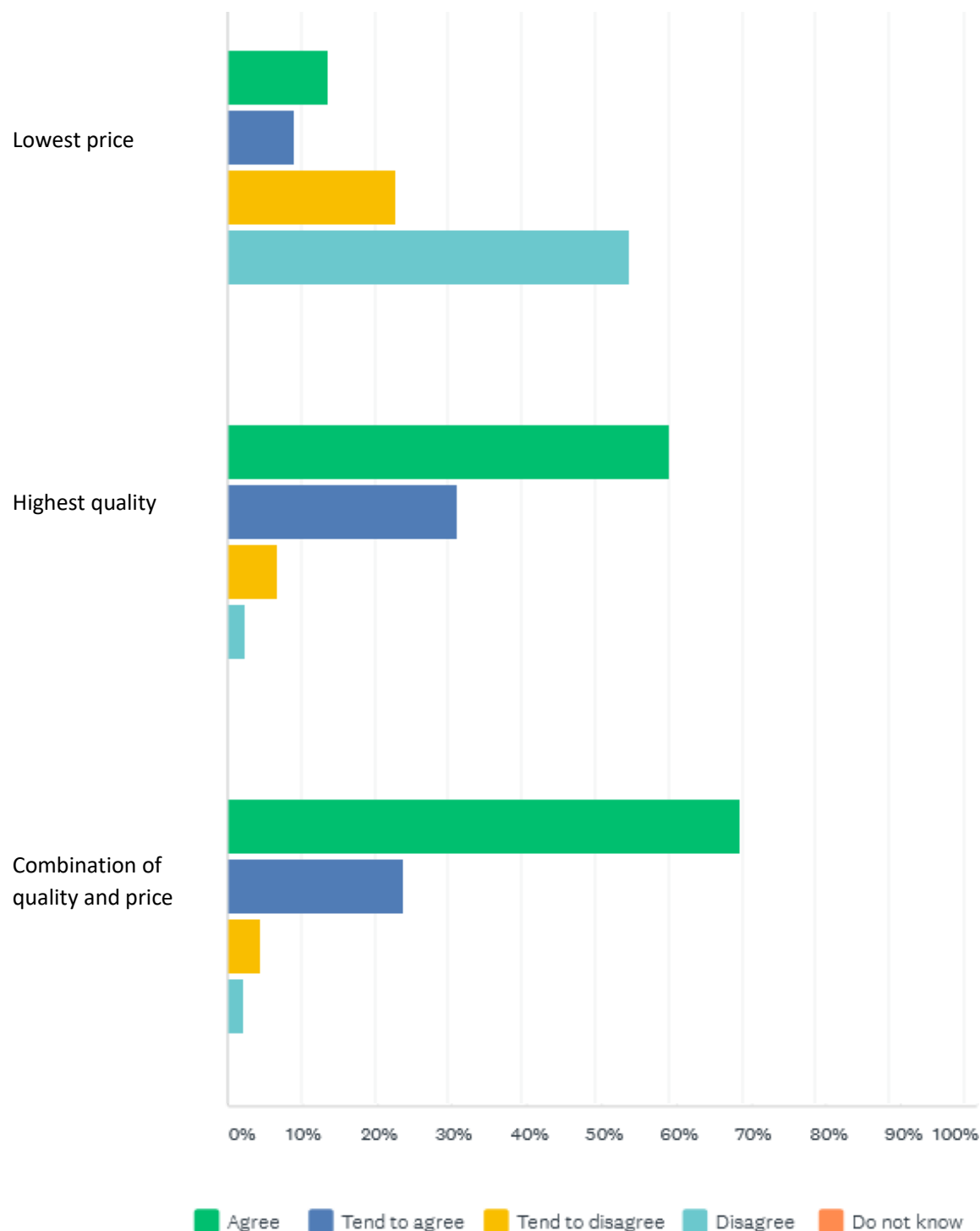
#	OTHER (PLEASE SPECIFY)	DATE
1	One sided contractual conditions do not consider options or conditions which we have already experienced with previous implementations	11/7/2019 8:10 PM
2	Do not specify the manpower required for teh project	11/7/2019 6:26 PM
3	Restrictive provisions and unbalanced workload in the industry	11/7/2019 6:07 PM
4	1. Preparing documents according to the capacity of contract which and what to award 2. Deliberately prepare the document for corruption and additional works 3. biased laws and regulations	11/7/2019 5:47 PM
5	Not fit for purpose evaluation methodology	11/7/2019 4:12 PM
6	Not fit for purpose evaluation methodology	11/7/2019 3:12 PM
7	weak scope of work, not detailed	11/7/2019 2:44 PM
8	Not fit for purpose evaluation methodology	11/7/2019 12:54 PM
9	Sometimes the documents are prepared in a way that it is only fit for select few business companies	11/7/2019 12:45 PM
10	Not fit for purpose evaluation methodology	11/7/2019 12:35 PM

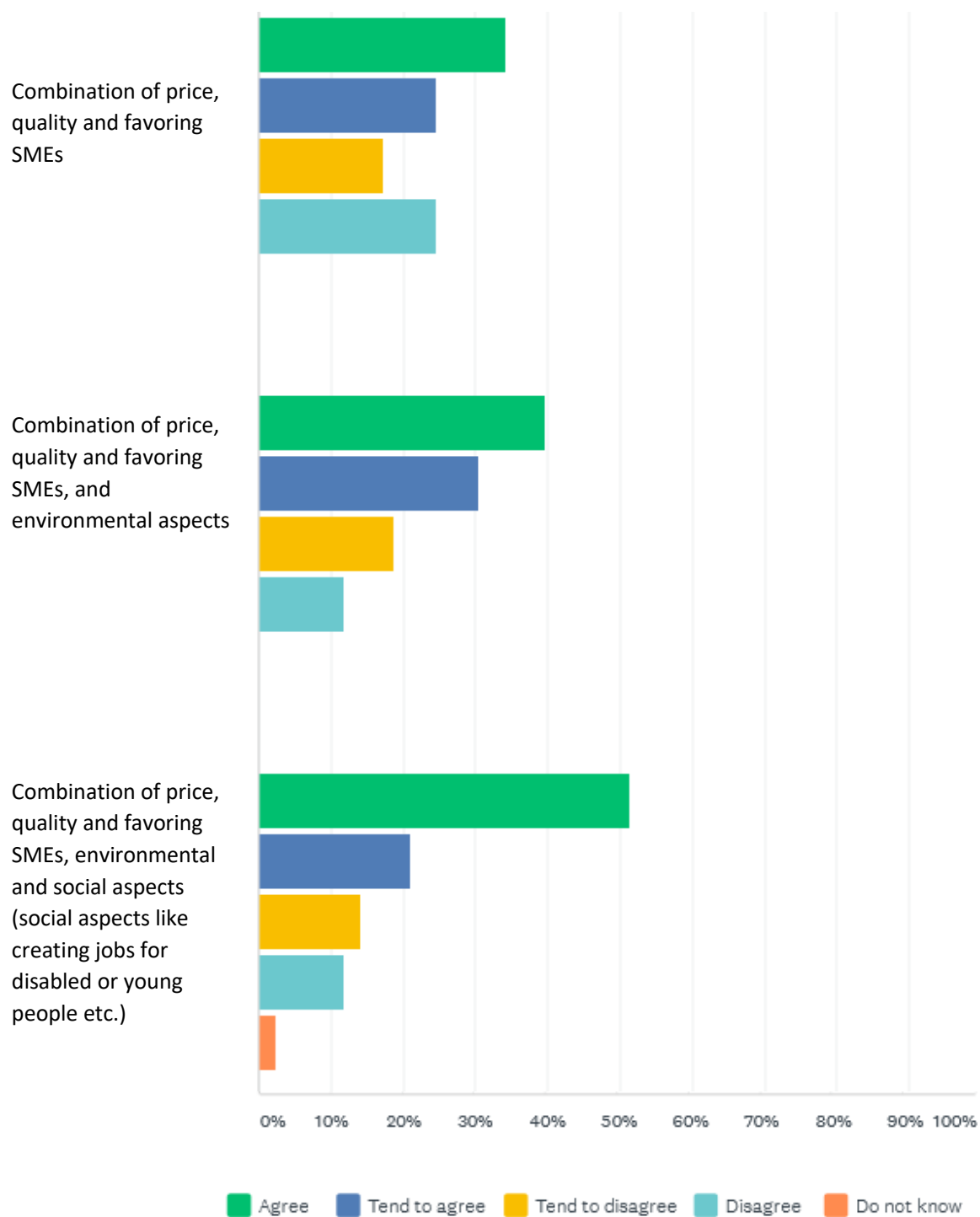
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11	Not fit for purpose evaluation methodology	11/7/2019 11:52 AM
12	1. Not fit for purpose evaluation methodology 2. It is prepared for their own interest 3. It is open for corruption	11/7/2019 11:31 AM
13	1. Not fit for the purpose evaluation methodology	11/7/2019 11:15 AM
14	Not fit for the purpose evaluation methodology	11/7/2019 11:03 AM
15	Do not require details of results of ALL participants to be disclosed. Therefore, companies who corrupt the evaluaters get 99 out of 100 on technical evaluation with other compitators knowing little about it.	11/6/2019 3:05 AM
16	It is one for all	11/5/2019 12:43 AM
17	through blood family ,systematical alienation based on material which isn't on specification	11/4/2019 5:54 AM
18	1. Very short submission deadline irrespective of the complexity of goods to be delivered or project 2. lack of technical knowledge on the items to be procured. Less specification 3. Lot of errors in number, quantity , ambiguous statements 4. Leaving important points in special condition of contract a blank 5. Lack of specifying the exact date and time of submission 6. Fixing un attainable and unrealistic delivery time (like 45 days of completion for a 200 mil birr design project) OR 10 days for items that cant be imported from abroad even in 6 months 7. fixing bid bond only as CPO 8. Putting a none working phone number for clarification or not responding for phone call	11/1/2019 2:02 PM
19	- Too much high requirements of turnover, experience, office facility, financial source, number of staffs working, etc.	11/1/2019 11:10 AM

Q28 In your opinion which of the following criteria should be the most important one when government/ local authorities procure goods, works and services for their citizens?

Answered: 50 Skipped: 30





The table related to this graph is on the next page.

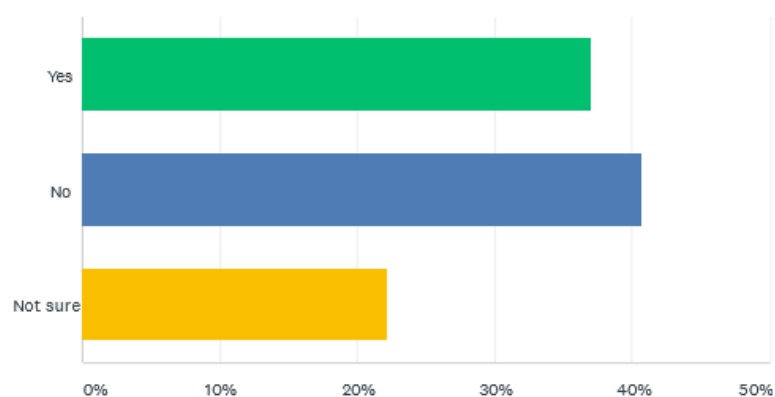
Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

	AGREE	TEND TO AGREE	TEND TO DISAGREE	DISAGREE	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Lowest price	13.64% 6	9.09% 4	22.73% 10	54.55% 24	0.00% 0	44	3.18
Highest quality	60.00% 27	31.11% 14	6.67% 3	2.22% 1	0.00% 0	45	1.51
Combination of quality and price	69.57% 32	23.91% 11	4.35% 2	2.17% 1	0.00% 0	46	1.39
Combination of price, quality and favoring SMEs	34.15% 14	24.39% 10	17.07% 7	24.39% 10	0.00% 0	41	2.32
Combination of price, quality, favoring SMEs and environmental aspects	39.53% 17	30.23% 13	18.60% 8	11.63% 5	0.00% 0	43	2.02
Combination of price, quality, favoring SMEs, environmental and social aspects (social aspects like creating jobs for disabled or young people, etc.)	51.16% 22	20.93% 9	13.95% 6	11.63% 5	2.33% 1	43	1.93

#	OTHER (PLEASE SPECIFY)	DATE
1	Of course, in all aspects, sustainability should be seriously considered both in the procurement, deployment and decommissioning.	11/22/2019 3:33 AM
2	General establishment of companies shall be considered	11/6/2019 1:44 AM
3	If government has a quality elimination round, then, price can be considered. Otherwise, it is never going to work if there is price+ quality. Also, quality is not grades giving by a government ministry or CVs. Anyone with money can get CVs. Quality is not machinery. Anyone with money can get machinery. Quality is responsive method statement backed by experience. All projects need to be attune to physical and social environment. SMEs need to learn how to create value and be customer focused. To give them jobs just because they are SMEs entrenches entitlement mentality further.	11/5/2019 1:02 AM

Q29 Do the bidding documents include criteria to achieve value for money?

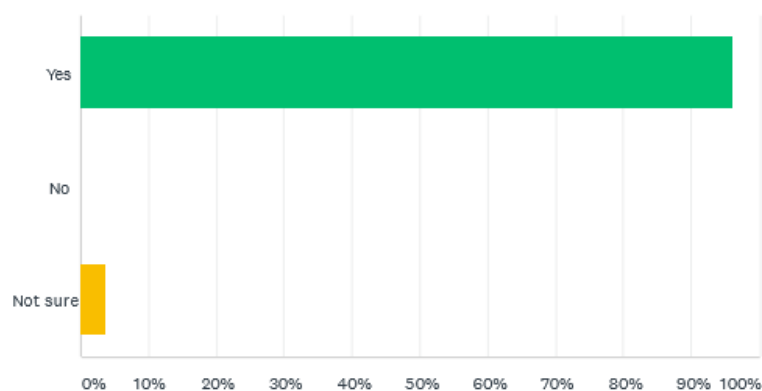
Answered: 27 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	37.04%	10
No	40.74%	11
Not sure	22.22%	6
TOTAL		27

Q30 Are the procedures for bid submission, receipt, and opening clearly described in the bidding documents?

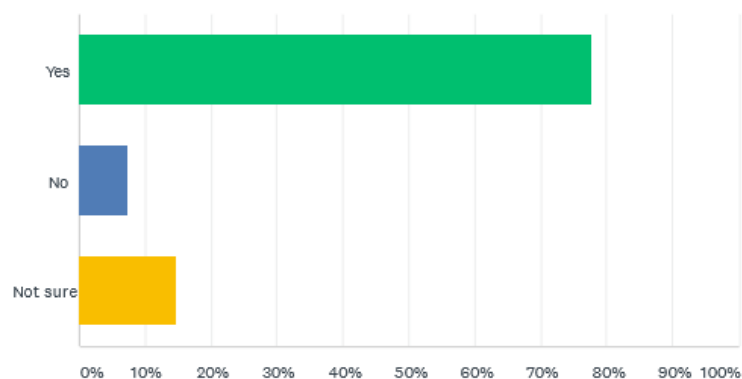
Answered: 27 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	96.30%	26
No	0.00%	0
Not sure	3.70%	1
TOTAL		27

Q31 Are the procedures for bid submission, receipt, and opening complied with?

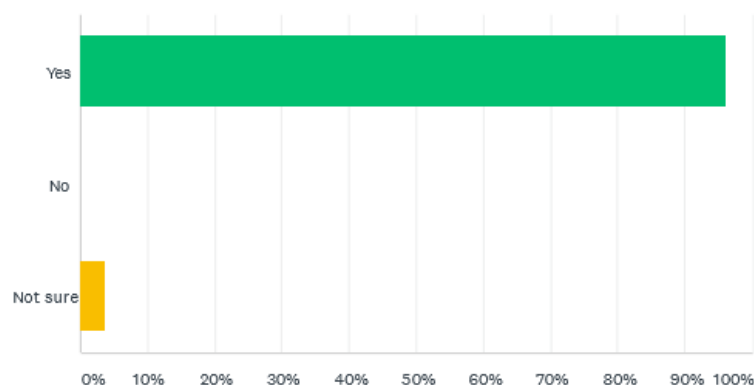
Answered: 27 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	77.78%	21
No	7.41%	2
Not sure	14.81%	4
TOTAL		27

Q32 Are bidders or their representatives allowed to attend bid openings as prescribed?

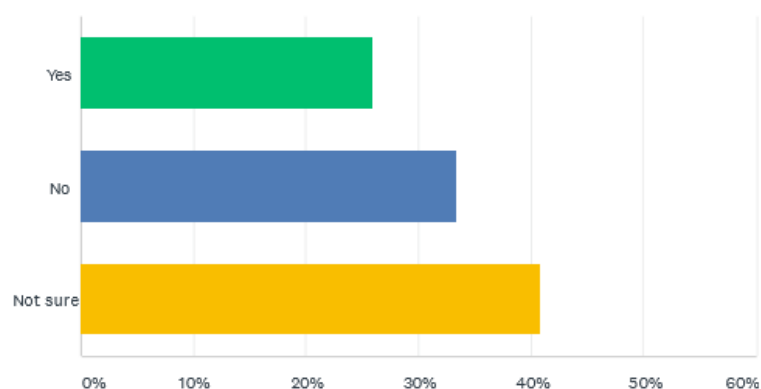
Answered: 27 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	96.30%	26
No	0.00%	0
Not sure	3.70%	1
TOTAL		27

Q33 Are civil societies allowed to monitor bid submission, receipt and opening?

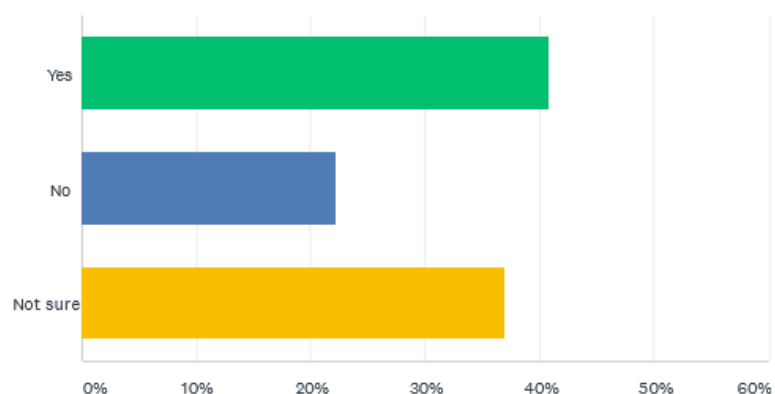
Answered: 27 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	25.93%	7
No	33.33%	9
Not sure	40.74%	11
TOTAL		27

Q34 Is confidentiality ensured throughout the bid evaluation and award process?

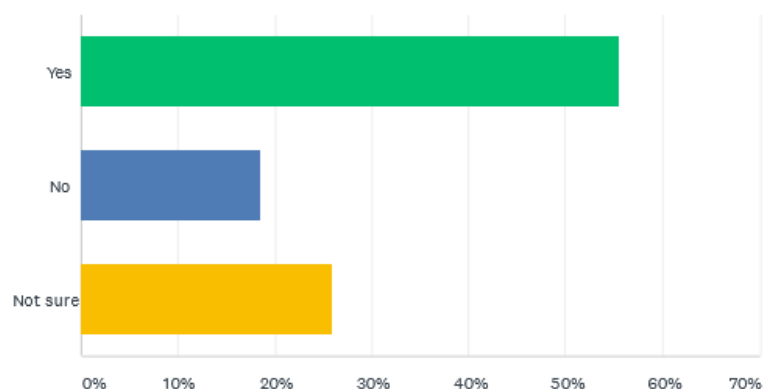
Answered: 27 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	40.74%	11
No	22.22%	6
Not sure	37.04%	10
TOTAL		27

Q35 Are the contracts awards announced/published?

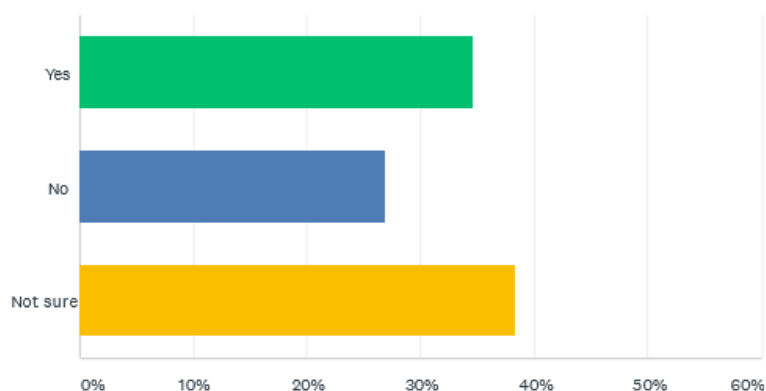
Answered: 27 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	55.56%	15
No	18.52%	5
Not sure	25.93%	7
TOTAL		27

Q36 Do contract clauses include sustainability considerations, where appropriate?

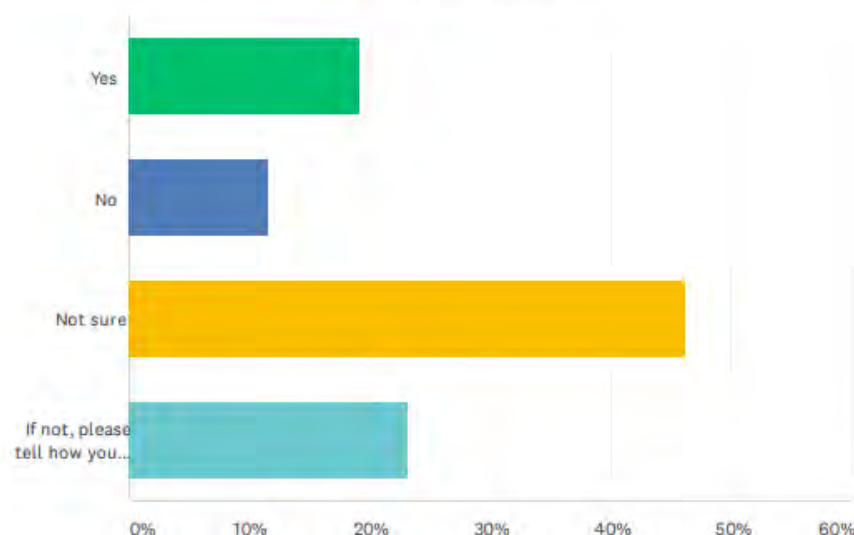
Answered: 26 Skipped: 54



ANSWER CHOICES	RESPONSES	
Yes	34.62%	9
No	26.92%	7
Not sure	38.46%	10
TOTAL		26

Q37 Does the time payment defined in the contract comply with the international good standards?

Answered: 26 Skipped: 54

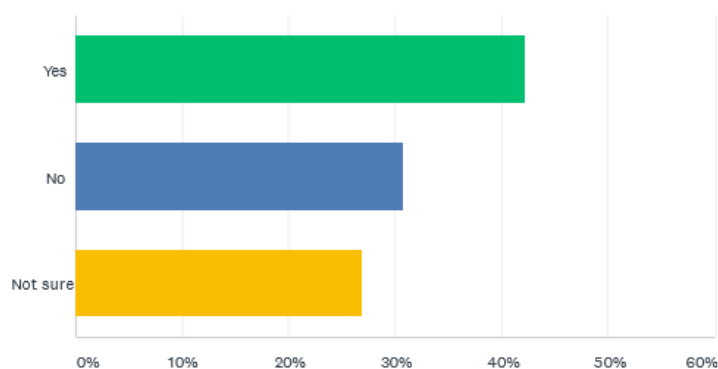


ANSWER CHOICES		RESPONSES	
Yes		19.23%	5
No		11.54%	3
Not sure		46.15%	12
If not, please tell how you think they differ.		23.08%	6
TOTAL			26

#	IF NOT, PLEASE TELL HOW YOU THINK THEY DIFFER.	DATE
1	They're made unreasonably short.	11/6/2019 3:05 AM
2	No, there is delay in payment. This puts private companies at risk and opens doors for corruption.	11/5/2019 1:02 AM
3	some times they mayn't give based on false premise	11/4/2019 5:54 AM
4	time payment only focus on the advantages of the public body not mutual	11/4/2019 4:10 AM
5	advance payment is denied frequently. payment in most instances are delaid indefinetely .	11/1/2019 2:02 PM
6	- poor standard	11/1/2019 11:10 AM

Q38 Are payment provisions used in the contract in compliance with the law?

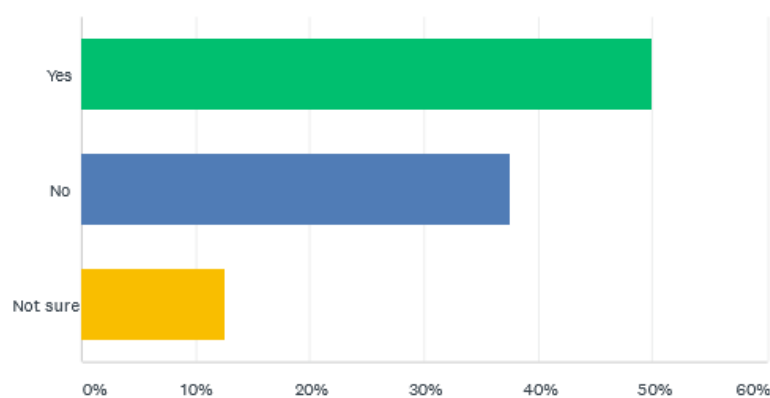
Answered: 26 Skipped: 54



ANSWER CHOICES	RESPONSES	
Yes	42.31%	11
No	30.77%	8
Not sure	26.92%	7
TOTAL		26

Q39 Are payments processed as stipulated in the contract?

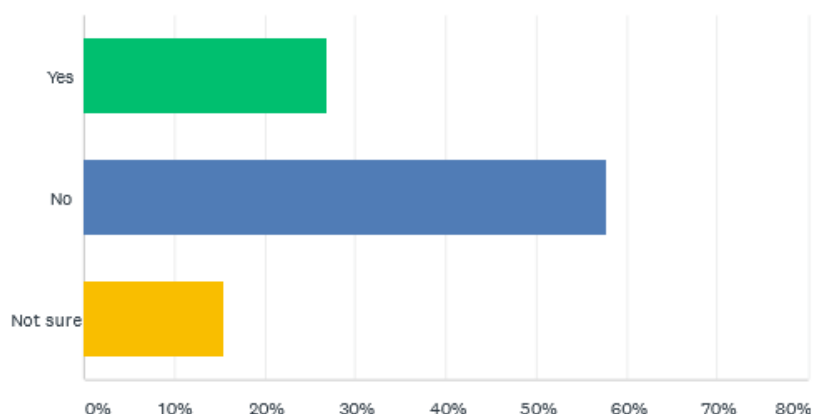
Answered: 24 Skipped: 56



ANSWER CHOICES	RESPONSES	
Yes	50.00%	12
No	37.50%	9
Not sure	12.50%	3
TOTAL		24

Q40 Are contract amendments are prepared and issued timely?

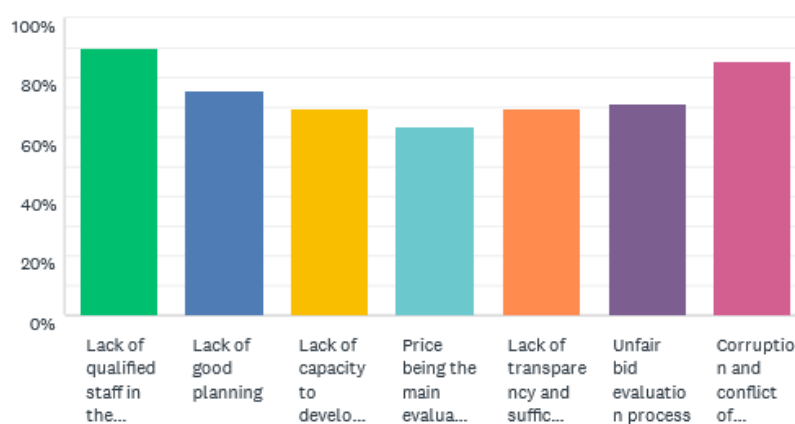
Answered: 26 Skipped: 54



ANSWER CHOICES	RESPONSES	
Yes	26.92%	7
No	57.69%	15
Not sure	15.38%	4
TOTAL		26

Q41 What are the main challenges in the implementation of the public procurement process? (more than one answer is allowed)

Answered: 49 Skipped: 31



The table related to this graph is on the next page.

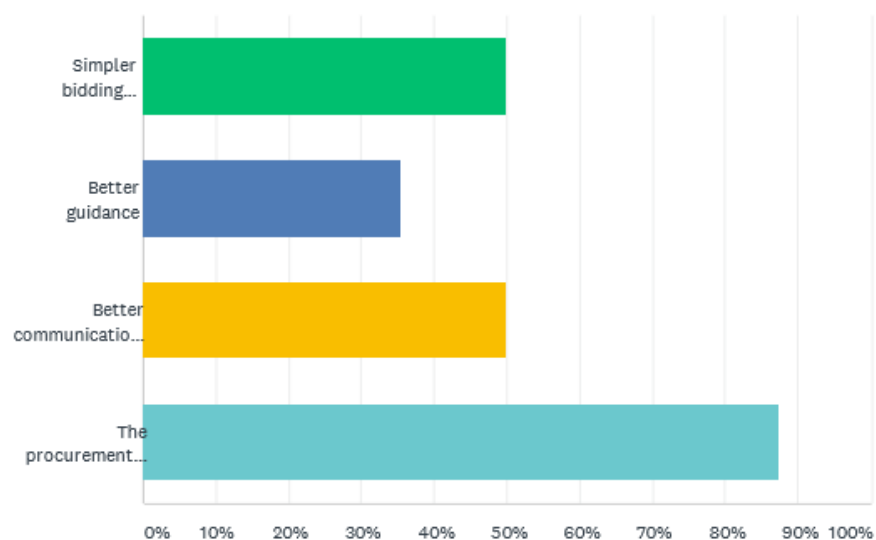
Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

ANSWER CHOICES	RESPONSES	
Lack of qualified staff in the contracting authorities	89.80%	44
Lack of good planning	75.51%	37
Lack of capacity to develop fit for purpose bidding documents	69.39%	34
Price being the main evaluation criteria	63.27%	31
Lack of transparency and sufficient information available to potential bidders	69.39%	34
Unfair bid evaluation process	71.43%	35
Corruption and conflict of interest	85.71%	42
Total Respondents: 49		

#	OTHER (PLEASE SPECIFY)	DATE
1	Lack of capacity for good contract management	11/7/2019 8:10 PM
2	Lack of capacity for good contract management	11/7/2019 7:30 PM
3	Lack of capacity for good contract management	11/7/2019 6:26 PM
4	Lack of capacity for contract management	11/7/2019 6:07 PM
5	Lack of capacity for good contract management	11/7/2019 5:47 PM
6	Lack of capacity for good contract management	11/7/2019 4:31 PM
7	Lack of capacity for good contract management	11/7/2019 4:12 PM
8	Lack of capacity for good contract management	11/7/2019 3:12 PM
9	Lack of capacity for good contract management	11/7/2019 2:32 PM
10	Lack of capacity for good contract management	11/7/2019 1:02 PM
11	Lack of capacity for good contract management	11/7/2019 12:54 PM
12	Lack of capacity for good contract management	11/7/2019 11:42 AM
13	Lack of capacity for good contract management	11/7/2019 11:31 AM
14	lack of capacity for good contract management	11/7/2019 11:19 AM
15	Lack of good contract management	11/7/2019 11:15 AM
16	Lack of capacity for good contract management	11/7/2019 11:03 AM
17	Lack of the use of electronic bidding.	11/6/2019 3:05 AM

Q42 What would you like most to see improved about bidding for public contracts?

Answered: 48 Skipped: 32

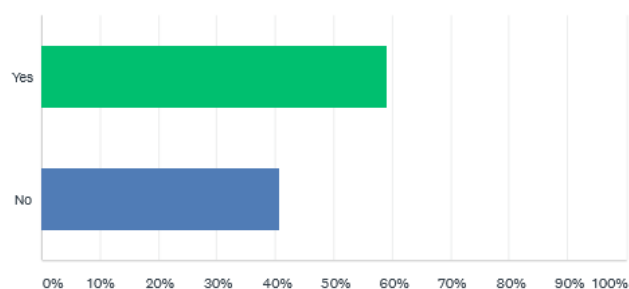


ANSWER CHOICES	RESPONSES	
Simpler bidding documents	50.00%	24
Better guidance	35.42%	17
Better communication from the contracting authorities	50.00%	24
The procurement process to become more fair and transparent	87.50%	42
Total Respondents: 48		

#	OTHER (PLEASE SPECIFY)	DATE
1	improved capacity for the procuring entity	11/7/2019 4:31 PM
2	Clarification requests are replied to in a "non-solution" way. It says simply, "see bid conditions", which is unhelpful	11/7/2019 2:32 PM
3	Standardized documents in the country, both federal and regional	11/7/2019 12:54 PM
4	Electronic bidding	11/6/2019 3:05 AM
5	System is people+procedure+hardware+software. - Pay government officers sufficient money for their work and penalize them severely if they are found to be corrupt. If you pay them well, then, excellent people would want to join government ranks. - Establish flexible procedures that get revised every year based on feedback of the people. - Work with international best of class organizations and adopt their posture both in terms of hardware and software.	11/5/2019 1:02 AM
6	On Time Payments	11/2/2019 2:34 AM
7	- Limit the number of projects to be awarded for a firm	11/1/2019 11:10 AM
8	accountability and creation of independent review board to address and re-dress bidders' compliant	11/1/2019 10:11 AM

Q43 Have you ever filed a complaint?

Answered: 49 Skipped: 31

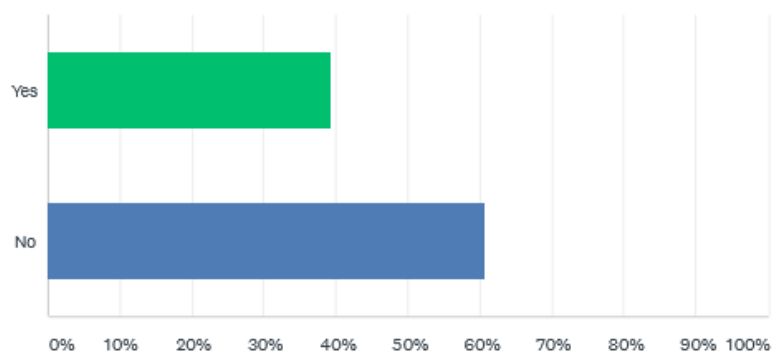


ANSWER CHOICES	RESPONSES	
Yes	59.18%	29
No	40.82%	20
TOTAL		49

#	IF YOU HAVE EVER FILED A COMPLAINT, WITH WHOM DID YOU FILE IT AND AT WHAT STAGE OF THE PROCUREMENT PROCESS?	DATE
1	for the Client	11/23/2019 4:25 AM
2	PPA and Addis Ababa PPA at the time of awarding the bid	11/7/2019 8:12 PM
3	After cancellation of a bid to the government procurement authority	11/7/2019 6:28 PM
4	In the tendering process, for PPA but they did nothing	11/7/2019 5:59 PM
5	Construction ministry and some associates	11/7/2019 5:48 PM
6	Regional and Federal PPA during application. Both entities were not ready to listen to complaints	11/7/2019 4:33 PM
7	3-4 years ago, participated on one ERA, NCB project. We got a letter stating the bid was cancelled. We filed a complaint and couldn't get a final response.	11/7/2019 4:14 PM
8	To procurement department during technical evaluation	11/7/2019 3:53 PM
9	Technical evaluation result that we deemed was unfair	11/7/2019 2:45 PM
10	To procuring entities and later to PPA	11/7/2019 1:04 PM
11	With the public procurement department, at the bid evaluation and result notification stage.	11/7/2019 11:06 AM
12	To the Federal Public Procurement Agency. During bidding and right after award.	11/6/2019 3:07 AM
13	We have issued complaints to the procuring entity several times. These are usually issued after announcement of the technical proposal evaluations results by the procuring entity.	11/6/2019 1:57 AM
14	To the Client and later to the PPA	11/5/2019 12:55 PM
15	Ethiopian Energy Authority After Technica and Financial evaluation is completed	11/5/2019 3:39 AM
16	after tender submission	11/5/2019 1:17 AM
17	for higher officials of the procuring entity During bid floating and after technical evaluation	11/4/2019 7:40 AM
18	At financial opening stage to the director.	11/4/2019 1:29 AM
19	We have filed complaints several times to purchase divisions, university presidents, managers. We have usually filled at the time of technical evaluation result has been published and after improperly we were disqualified. We always have valid evidences to prove our complaints but 99% of it was denied for a very silly reason.	11/1/2019 2:07 PM
20	- Filed with the client and PPA with Letter	11/1/2019 11:14 AM
21	complaint was filed at a regional procurement agency and also at Federal level. Non were willing to discuss our case. It was after Award of contract, because of unfavorable requests by the procuring entity and suspicious moves, we refused to sign the contract and a severe penalty was imposed.	11/1/2019 9:17 AM
22	First we submitted our compliance to the procurement Authority not responded as required to the next level of the Authority to the extent Minister	11/1/2019 8:13 AM
23	Various government procurement bodies, after the results of the evaluation is announced	11/1/2019 5:01 AM

Q44 Was the response to your complaint provided timely?

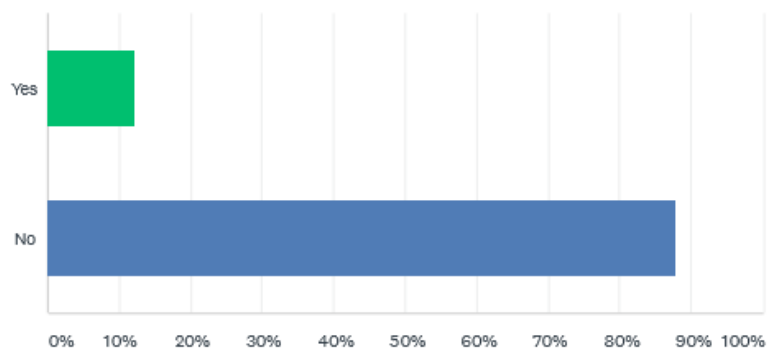
Answered: 33 Skipped: 47



ANSWER CHOICES	RESPONSES	
Yes	39.39%	13
No	60.61%	20
TOTAL		33

Q45 Were you satisfied with the response to your complaint?

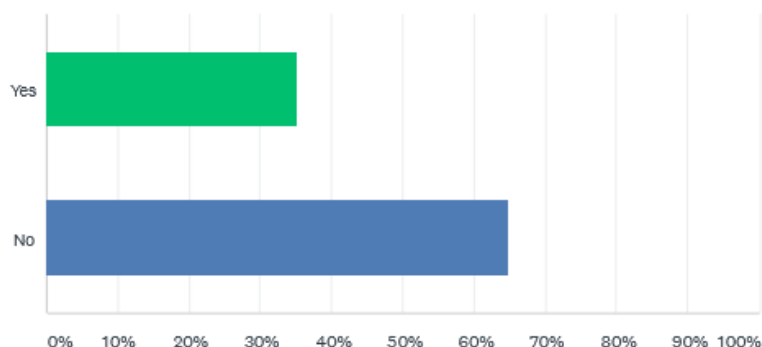
Answered: 33 Skipped: 47



ANSWER CHOICES	RESPONSES	
Yes	12.12%	4
No	87.88%	29
TOTAL		33

Q46 Have you ever appealed a decision of the Procuring Entity to the Complaint Appeals Body?

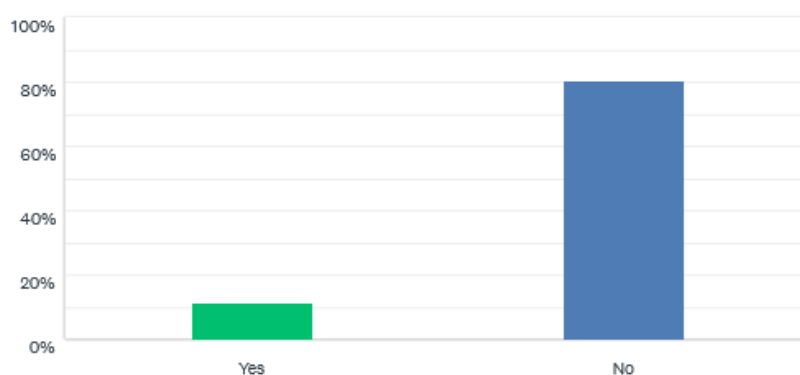
Answered: 37 Skipped: 43



ANSWER CHOICES	RESPONSES	
Yes	35.14%	13
No	64.86%	24
TOTAL		37

Q47 Did you feel the appeal system (if referred to) was trustworthy and fair?

Answered: 36 Skipped: 44



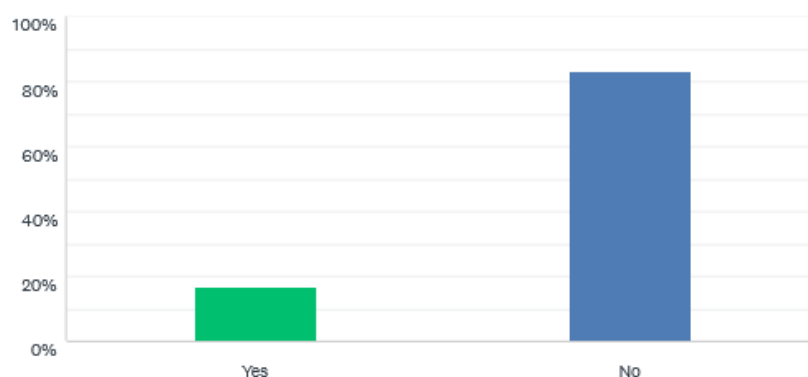
ANSWER CHOICES	RESPONSES	
Yes	11.11%	4
No	80.56%	29
TOTAL		36

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY? IF YOU ANSWERED YES, WHAT WAS THE REMEDY ISSUED BY THE COMPLAINT APPEALS BODY?	DATE
1	It generally lacks transparency, so it provides a sense of being targeted if a complaint was to be submitted, so in fear of what might come as a result - it is often preferred not to complain.	11/22/2019 3:37 AM
2	No because they did not consider the actual facts and experience Yes because they fairly treated our request for complaint	11/7/2019 8:12 PM
3	The appeals body is biased towards the private sector	11/7/2019 6:28 PM
4	The procuring entities make use of the directives to evaluate us unfairly and in most cases avoid unnecessary solutions. We do not file complaints	11/7/2019 6:09 PM
5	There is a conflict of interest and lacks post auditing. They response as they need not according to law, directives and contract documents issued.	11/7/2019 5:59 PM
6	PPA are not authorized or are restricted by the job description	11/7/2019 5:48 PM
7	Often difficult to challenge a government decision. There is no accountability	11/7/2019 4:33 PM
8	we were tired by the process and the top management decided not to go further.	11/7/2019 4:14 PM
9	Documents are subject to change	11/7/2019 12:37 PM
10	Lack of professionals who work for good	11/7/2019 12:30 PM
11	We did not receive our reply in time. Our appeal is still pending for unknown reasons.	11/7/2019 11:06 AM
12	The contract was already awarded.	11/6/2019 3:07 AM
13	Not sure. But I guess individual interests make it unfair.	11/6/2019 1:57 AM
14	The client overturned the decision made by PPA in order to give the job to their candidate.	11/5/2019 12:55 PM
15	Our appeal is given lip service. No one wants to take responsibility for a problem that the government created. We are asked to do the work of follow up which is in essence meant to discourage us.	11/5/2019 1:17 AM
16	time consuming , you don't get any answer and they waste your time	11/4/2019 6:02 AM
17	They are not interested to address the complaint. They told as to solve our issues with the procuring authority	11/4/2019 1:29 AM
18	- Corruption	11/1/2019 11:14 AM
19	An appeal that entails a dispute between private business entity & government/public procuring entity will always end up making the private firm a victim of either long & costly (time/money) process or victim of retaliation (not perceived but REAL retaliation) that often comes in form of blackmail (if dispute favours him/her) and discrediting the firm in its future bid participation	11/1/2019 10:22 AM
20	In such government offices saying NO entails no risk!	11/1/2019 9:17 AM
21	We complain to the procurement official but refused to respond on time and finally told us that the date line for applying has expired. We were sure that the date line was not expired while we submitted the appeal.	11/1/2019 8:13 AM

Q48 Did you believe that the appeal decision was consistent?

Answered: 30 Skipped: 50

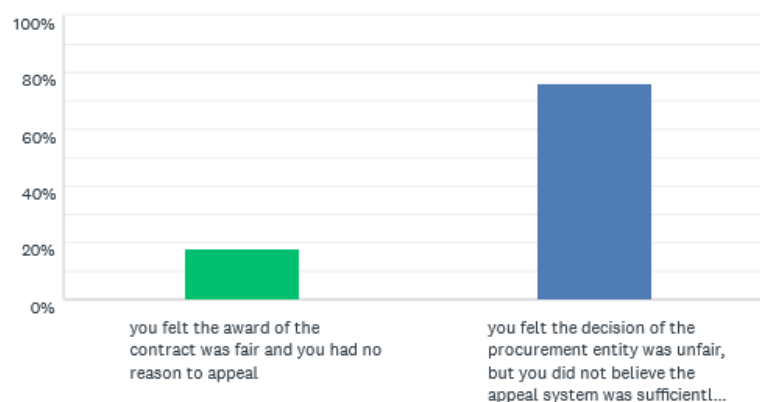


ANSWER CHOICES	RESPONSES	
Yes	16.67%	5
No	83.33%	25
TOTAL		30

#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY?	DATE
1	It was subjective	11/7/2019 8:12 PM
2	bias to governemnt	11/7/2019 6:28 PM
3	If they have interest on the tender issued, their answer will be known	11/7/2019 5:59 PM
4	Saying no to an appeal is the easy way out for any government decision	11/7/2019 4:33 PM
5	Lack of knowledge and due to some cases of corruption, bribery etc	11/7/2019 3:53 PM
6	Judgements will be subjective, as per intentions	11/7/2019 12:37 PM
7	same	11/7/2019 12:30 PM
8	Public procuring entities talk to each other and they do not want to expose each other.	11/7/2019 11:06 AM
9	Not sure.	11/6/2019 1:57 AM
10	we did not go to court. The bosses are too busy to deal with the internal inefficiency or nepotism or both.	11/5/2019 1:17 AM
11	They failed to give article based just judgment	11/4/2019 1:29 AM
12	In most instances , the appeals were not replied with any yes or no response.	11/1/2019 2:07 PM
13	Corrupted and declined to some favored firms	11/1/2019 11:14 AM
14	There is no consistency in the realm of Ethiopian Public Service; the system is based on "individual mood", dependent on who process the appeal, and decisions are often (if not always) made through kickbacks or swayed in creating that sort of favourable relation with the appeal processor or the person above the processor.	11/1/2019 10:22 AM
15	We appealed at the Federal level regarding , they said it is no use to go further as decision is already made.	11/1/2019 9:17 AM
16	I don't think that there decision is consistant because the people who are in the position were not proffessional and capable to give consistant decision. they lact the skills and confidence to do that.	11/1/2019 8:13 AM

Q49 If you have never appealed a decision by an appeal body, it was because:

Answered: 33 Skipped: 47

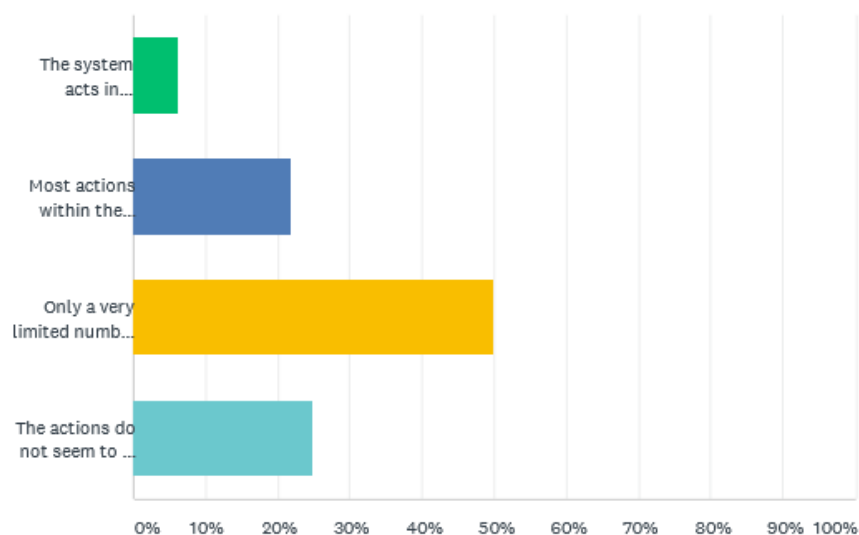


ANSWER CHOICES	RESPONSES	
you felt the award of the contract was fair and you had no reason to appeal	18.18%	6
you felt the decision of the procurement entity was unfair, but you did not believe the appeal system was sufficiently trustworthy to embark in an appeal?	75.76%	25
TOTAL		33

#	OTHER (PLEASE SPECIFY)	DATE
1	we always appealed whether we got a response or not	11/7/2019 4:14 PM
2	The next step after appeals body is courts- which is expensive, lengthy and counter-productive	11/7/2019 1:04 PM
3	An appeal that entails a dispute between private business entity & government/public procuring entity will always end up making the private firm a victim of either long & costly (time/money) process or victim of retaliation (not perceived but REAL retaliation) that often comes in form of blackmail (if dispute favours him/her) and discrediting the firm in its future bid participation	11/1/2019 10:22 AM

Q50 How would you assess the challenge and appeals system (incl. its consistency) with regards to public procurement?

Answered: 32 Skipped: 48

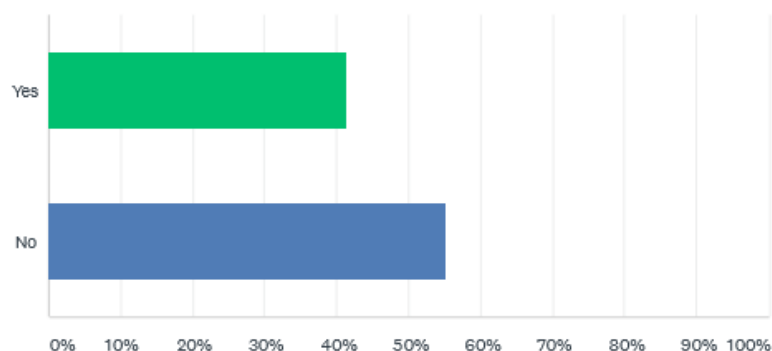


ANSWER CHOICES		RESPONSES	
The system acts in accordance with rule of law and is predictable		6.25%	2
Most actions within the system are in accordance with rule of law and are predictable		21.88%	7
Only a very limited number of actions is in accordance with rule of law and predictable		50.00%	16
The actions do not seem to be in accordance with rule of law and are not predictable		25.00%	8
Total Respondents: 32			

#	OTHER (PLEASE SPECIFY)	DATE
1	General and specific requirements can be violated to address a specific body only.	11/7/2019 12:37 PM

Q51 Is the decision of the Complaints Appeal Body provided timely?

Answered: 29 Skipped: 51



ANSWER CHOICES	RESPONSES	
Yes	41.38%	12
No	55.17%	16
TOTAL		29

#	IF NOT, WHAT WAS THE LONGEST TIME IT TOOK YOUR FIRM TO OBTAIN THE DECISION?	DATE
1	it was ignored	11/7/2019 6:28 PM
2	More than a month	11/7/2019 5:59 PM
3	Inaction cannot be put within the context of time	11/7/2019 4:33 PM
4	same	11/7/2019 12:30 PM
5	No limit time (1 year)	11/7/2019 11:20 AM
6	Maybe 6 months or greater.	11/7/2019 11:06 AM
7	3 months	11/5/2019 12:55 PM
8	hard to judge	11/4/2019 7:40 AM
9	- 15 days	11/1/2019 11:14 AM
10	for me it took around three months to get the feed back. with my initiation	11/1/2019 8:13 AM
11	6 month	11/1/2019 5:01 AM

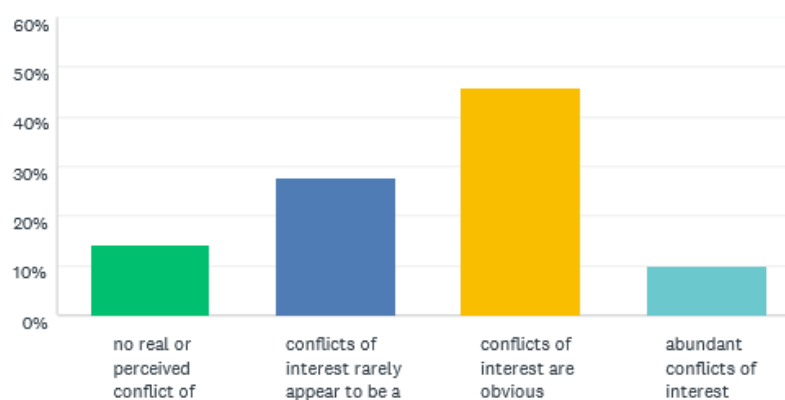
Q52 What could be improved in the challenge and appeals system?

Answered: 27 Skipped: 53

#	RESPONSES	DATE
1	Timely replaying	11/23/2019 4:25 AM
2	Transparency - independence and accountability.	11/22/2019 3:37 AM
3	Nothing	11/14/2019 5:15 AM
4	1. be transparent 2. Be fair towards the interest of both parties	11/7/2019 8:12 PM
5	The appeal system needs to be transparent and fast.	11/7/2019 7:52 PM
6	Transparency	11/7/2019 7:43 PM
7	post audit is needed	11/7/2019 6:28 PM
8	1. Transparent 2. Checks and Balance 3. Pre-Audited 4. Post-audit system	11/7/2019 5:59 PM
9	1. Accountability 2. Professionalism 3. Common sense	11/7/2019 4:33 PM
10	1. They are over loaded 2. Should use external input (experts) 3. process should be more transparent	11/7/2019 1:04 PM
11	There should be a separate government body that sees appeals as their country clients like ERA consider themselves the decision makers. They accuse and judge and no one can appeal	11/7/2019 12:56 PM
12	1. The appeals system to be given to a responsible body 2. Transparency	11/7/2019 12:37 PM
13	Corruption and racism	11/7/2019 12:30 PM
14	1. A set of guidance on the appeals system 2. More transparency	11/7/2019 11:53 AM
15	1. The appeals system should be more transparent 2. Should be given a time frame in which it can act	11/7/2019 11:43 AM
16	1. transparency 2. Efficiency	11/7/2019 11:06 AM
17	the system shall be transparent. Legal aspects shall be seen.	11/6/2019 1:57 AM
18	Transparency and accountability	11/5/2019 3:39 AM
19	It would be nice to have a faster and robust appeal system that is reliable. One fears being penalized for future jobs. Hence, there needs to be some protection for 'whistle blowers'.	11/5/2019 1:17 AM
20	the Appeal body should be reinforced by professionals	11/4/2019 7:40 AM
21	Transparency	11/4/2019 1:29 AM
22	Response in timely manner	11/1/2019 4:25 PM
23	everything	11/1/2019 2:07 PM
24	- It should be on time and transparent	11/1/2019 11:14 AM
25	Create accountability, establish a technical/professional independent review board outside of the public entity to address and re-dress such appeal and dispute.	11/1/2019 10:22 AM
26	The people who are responsible need to be qualified,accountable and transparent there should be time frame to respond complaints the responsibility should be given to a team not one individual	11/1/2019 8:13 AM
27	Fair and Accountable administrators Clear check and balance systems Proper rules and guidelines to provide timely response	11/1/2019 5:01 AM

Q53 Is there a problem with conflict of interest in procurement processes?

Answered: 50 Skipped: 30

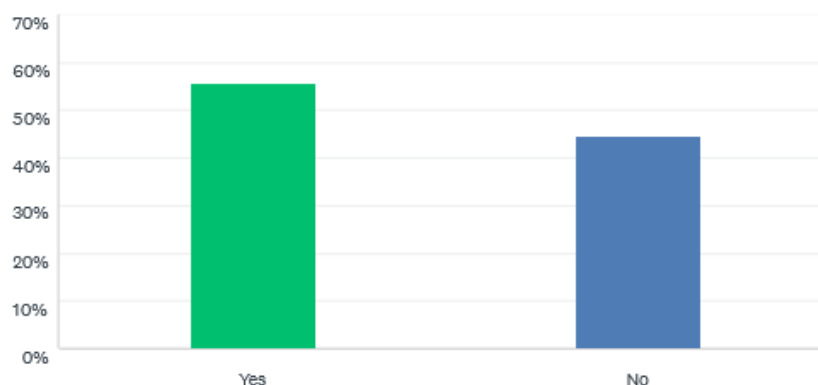


ANSWER CHOICES	RESPONSES	
no real or perceived conflict of interest	14.00%	7
conflicts of interest rarely appear to be a problem	28.00%	14
conflicts of interest are obvious	46.00%	23
abundant conflicts of interest	10.00%	5
TOTAL		50

#	PLEASE GIVE REASONS OR EXAMPLES TO SUBSTANTIATE YOUR VIEW:	DATE
1	Tenders are prepared having a certain vendor into consideration (to favor a certain company)	11/7/2019 8:17 PM
2	Sometimes irrelevant eligibility criteria are being set like turnover, experience, manpower, product specifications etc	11/7/2019 8:13 PM
3	1. there are government bodies that have business companies and prepare the bid documents to fit their companies 2. Bid preparing bodies ask money to give detailed information	11/7/2019 7:53 PM
4	Sometimes	11/7/2019 7:31 PM
5	The PP is being done following the proclamation provisions and it is difficult to expressly locate conflict. There may be a probability however.	11/7/2019 6:10 PM
6	No experience	11/7/2019 2:33 PM
7	There is a conflict in giving money for superiors at each payments for the activity of works, if the works are correct or not.	11/7/2019 1:27 PM
8	They have a certain way of manipulating the whole procurement process	11/7/2019 11:53 AM
9	Companies with political favour get contracts	11/6/2019 3:10 AM
10	Because most of the time works are given to predetermined candidates	11/5/2019 12:57 PM
11	The government officer has relations, friends and etc. that run similar business the procuring agency is floating tender for.	11/5/2019 1:31 AM
12	I haven't come across conflict of interest in procurement processes	11/4/2019 3:33 AM
13	Kickbacks (eg. in % of project service cost) has become the norm, are a conflict of interest. Some procurement experts are said to have share (share members of through relatives) of certain firms Some procurement experts indulge in soliciting "success fee" from firm who is awarded a contract	11/1/2019 10:29 AM
14	Some of the people who process/ procurement committee members have connection with some bidders some have relatives/friends among the bidders Some are corrupted	11/1/2019 8:17 AM

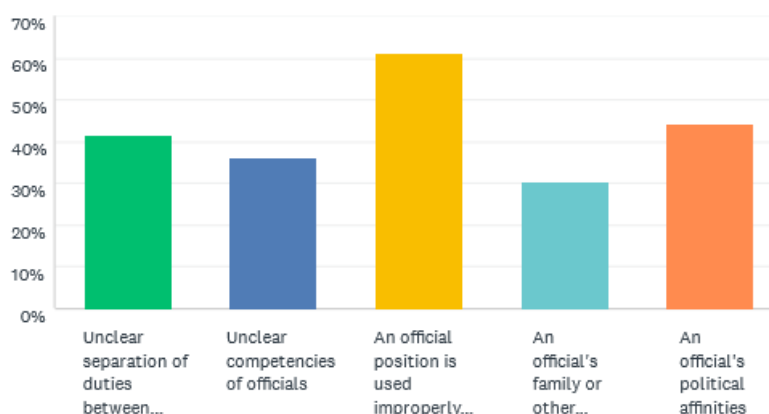
Q54 In the context of public procurement, have you/your company ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest?

Answered: 45 Skipped: 35



Q55 If you observed a situation where the normative/regulatory institution or procuring entity faced a conflict of interest, did the conflict of interest relate to:

Answered: 36 Skipped: 44

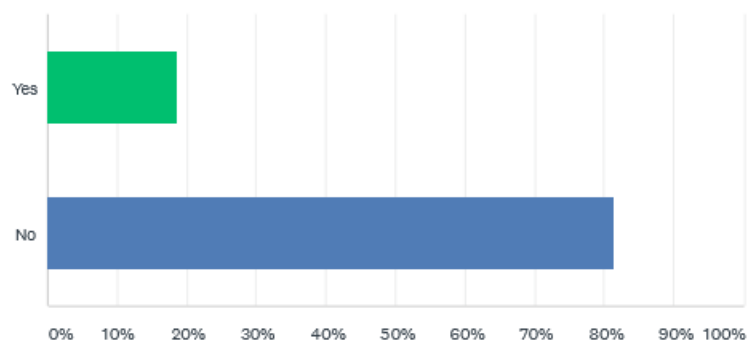


ANSWER CHOICES	RESPONSES	
Unclear separation of duties between institutions	41.67%	15
Unclear competencies of officials	36.11%	13
An official position is used improperly for private advantage and improper personal gain	61.11%	22
An official's family or other personal relations	30.56%	11
An official's political affinities	44.44%	16
Total Respondents: 36		

#	OTHER (PLEASE SPECIFY)	DATE
1	can't judge such situations. It is "assumed" but lack facts	11/7/2019 2:33 PM
2	Not observed any conflict of interest	11/5/2019 12:29 AM
3	I have never observed a situation where the normative/regulatory institution or procuring entity faced a conflict of interest	11/4/2019 3:33 AM

Q56 Do you believe that the anti-corruption measures undertaken by the Government are effective?

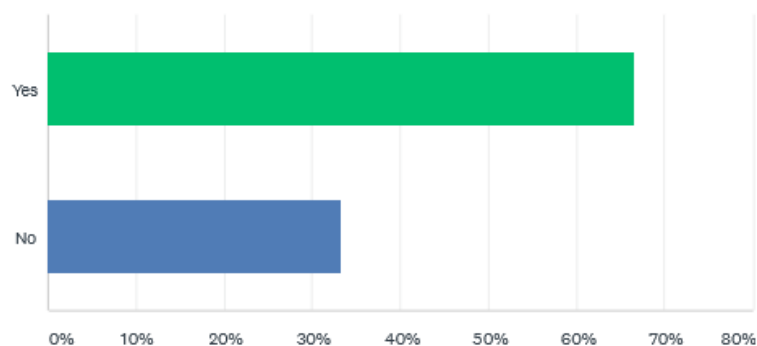
Answered: 43 Skipped: 37



ANSWER CHOICES	RESPONSES
Yes	18.60% 8
No	81.40% 35
TOTAL	43

Q57 Do you believe that companies are expected to give a gift to secure a contract in the public sector?

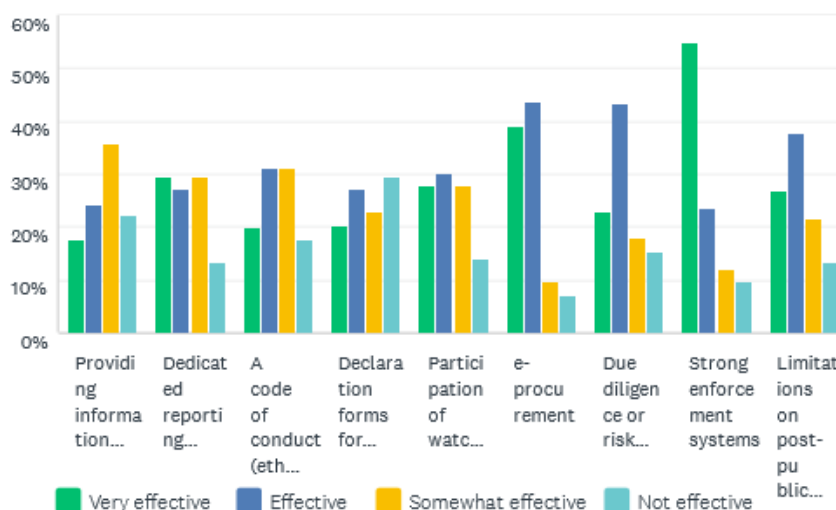
Answered: 45 Skipped: 35



ANSWER CHOICES	RESPONSES
Yes	66.67% 30
No	33.33% 15
TOTAL	45

Q58 There are many ways to reduce corruption in public procurement. Below, you find a list of possible avenues. In your view, in the country context, how effective are these measures to reduce corruption in public procurement?

Answered: 45 Skipped: 35



The table related to this graph is on the next page.

	VERY EFFECTIVE	EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	TOTAL
Providing information and/or training on what constitutes corruption and how to reduce corruption (i.e., the right and the duty to be informed and trained)	17.78% 8	24.44% 11	35.56% 16	22.22% 10	45
Dedicated reporting channels to report misconduct	29.55% 13	27.27% 12	29.55% 13	13.64% 6	44
A code of conduct (ethical guidelines or similar guidance documents) for public and private entities	20.00% 9	31.11% 14	31.11% 14	17.78% 8	45
Declaration forms for suppliers to affirm their compliance with anti-corruption rules	20.45% 9	27.27% 12	22.73% 10	29.55% 13	44
Participation of watchdog organizations	27.91% 12	30.23% 13	27.91% 12	13.95% 6	43
e-procurement	39.02% 16	43.90% 18	9.76% 4	7.32% 3	41
Due diligence or risk analysis	23.08% 9	43.59% 17	17.95% 7	15.38% 6	39
Strong enforcement systems	54.76% 23	23.81% 10	11.90% 5	9.52% 4	42
Limitations on post-public employment ("revolving door phenomenon", "cool down phase" for public employees)	27.03% 10	37.84% 14	21.62% 8	13.51% 5	37

Q59 What would be your top three priorities in order to enhance effective anti-corruption measures in Ethiopia?

Answered: 37 Skipped: 43

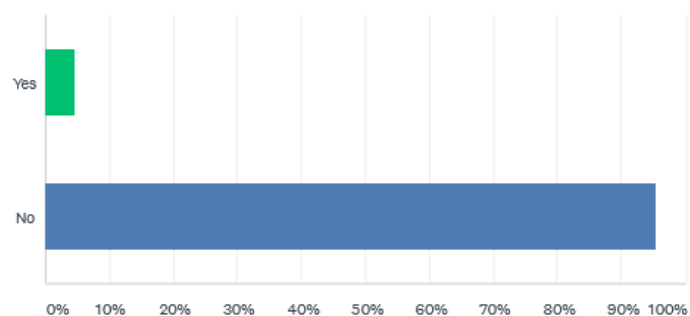
#	RESPONSES	DATE
1	1. Transparent and independent processes 2. e-procurement and maximum use of technology 3. Full access to media scrutiny	11/22/2019 3:43 AM
2	1)Fair & clear bid criteria 2)Unbiased buyer 3)Electronics buying	11/15/2019 10:33 PM
3	Dedicated reporting channels to report misconduct Declaration forms for suppliers to affirm their compliance with anti-corruption rules Strong enforcement systems	11/14/2019 5:18 AM
4	1) enforce the law, 2) recruit appropriate staff, 3) transparent institution	11/11/2019 11:45 PM
5	1. Compensating officials well for their services 2. Appointing able personnel in key positions	11/7/2019 8:18 PM
6	1. Human behavior 2. Transparency of the bidding process 3. Good control mechanism	11/7/2019 8:14 PM
7	1. Assigning well-educated, skilled and ethical professionals in key areas 2. Creating transparent systems 3. Formulating strong government rules	11/7/2019 7:55 PM
8	1. naming and shaming those with corrupt practices 2. Continuous awareness about PPA to all concerned parties	11/7/2019 7:45 PM
9	1. Strict enforcement of laws 2. Strong report channels to misconduct 3. Training and awareness creation regarding anti corruption and the drawbacks of corruption	11/7/2019 7:32 PM
10	post audit mechanism is needed	11/7/2019 6:29 PM
11	1. Enforcement system 2. Code of conduct 3. Due diligence and accountability	11/7/2019 6:11 PM
12	1. Pre and post audits 2. Standardizing contract documents and tender document. 3. IT based procurement system and evaluation methods.	11/7/2019 6:01 PM
13	1. Transparency 2. training	11/7/2019 4:34 PM
14	1. Strong enforcement systems 2. E-procurement 3. Providing information and training on how to receive compensation	11/7/2019 4:16 PM
15	1. Digital portal --> rated vendor participation 2. third party/watch dog participation 3. ensure public servants are very well compensated with good benefits	11/7/2019 2:47 PM
16	1. Transparent bidding system 2. no "honest" price approach 3. Speed of procurement process	11/7/2019 2:36 PM
17	1. reporting misconducts and putting strong penalty for misconduct 2. Put ethical guidelines and rules to entities 3. Training and workshops	11/7/2019 1:46 PM
18	1. Participation of watchdog organizations 2. Selecting individuals who are independent professionals, to participate in evaluations 3. E-procurement	11/7/2019 12:47 PM
19	1. All procedures should be bound by laws and rules 2. Transparency 3. Bodies that violate procedure should be penalized	11/7/2019 12:39 PM
20	1. racism 2. Lack of knowledge and understanding	11/7/2019 12:31 PM
21	1. Strong enforcement systems 2. Dedicated reporting channels to report misconduct 3. Providing training and information on what constitutes corruption	11/7/2019 11:55 AM
22	1. bring a watchdog organization 2. Strong enforcement system 3. E-procurement	11/7/2019 11:44 AM
23	1. Penalizing 2. E-procurement	11/7/2019 11:32 AM
24	1. Creating awareness 2. Strong guidelines 3. Law enforcement	11/7/2019 11:08 AM
25	Starting electronic tendering as soon as possible. Posting detailed results of ALL participants for all bids. Having a very effective complaint channel.	11/6/2019 3:14 AM
26	1. Increasing salary/benefits of employee in the public bodies 2. strong enforcement systems 3. Participations of watchdog organizations	11/6/2019 2:06 AM

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

27	1. Create clear understanding of what corruption is. Teach ethical behavior in all schools and in all government institutions. e.g. Corruption is not only favors and bribes. It is also underestimating projects, denying rights of citizens and etc. 2. Pay government officers enough money to sustain fair and equitable life. Train them. Grow them. Ask them to add value to the customer - the people. But, investigate them deeply and penalize them severely if they are found to have been corrupt. 3. Liberalize regulation so that power is not concentrated with the government officer. Make business law easy to follow. Make being legal easier and less costly than being illegal.	11/5/2019 1:42 AM
28	upgrading competency and wages for the procurement professionals establishing check and balance system and creating accountability providing clear and tangible guidelines	11/4/2019 8:11 AM
29	-creating full awareness for the public starting from primary school and private and government institution -creating internet based institution based on transparency and accountability - creating strong enforcement agency	11/4/2019 6:16 AM
30	e-procurement staff with morals & integrity easy procurement process	11/4/2019 5:27 AM
31	Good salary and living standar for people in decision making.	11/4/2019 1:40 AM
32	Avoid conflict of interest Evaluate professionally Do the best	11/1/2019 4:32 PM
33	1. making the tender procedure be objectively guided so that no one can subjectively maneuver 2. making technical specifications very clear and fair 3. all tender documents to be posted shall be approved by an independent, trustable body and shall be accessible online 4. LAW ENFORCEMENT: 5. Addressing complaints fairly, positively and promptly	11/1/2019 2:16 PM
34	1. Produce a database about each firm 2. Electronic procurement 3. Limit the number and size of projects to be handled by a firm ans set a minimum wedge for consultancy service	11/1/2019 11:20 AM
35	Transparency & Accountability Creation of watchdog organizations, providing them with access to procurement procedures and process, and supporting them to expose corrupt practices	11/1/2019 10:37 AM
36	.Committed and accountable leadership .Open and transparent procurement system with continues monitoring . established effective and functional watch dog	11/1/2019 8:28 AM
37	Effective counter intelligence in the procurement	11/1/2019 5:08 AM

Q60 Are you or your company aware of any CSO actively providing oversight and social control in public procurement?

Answered: 43 Skipped: 37

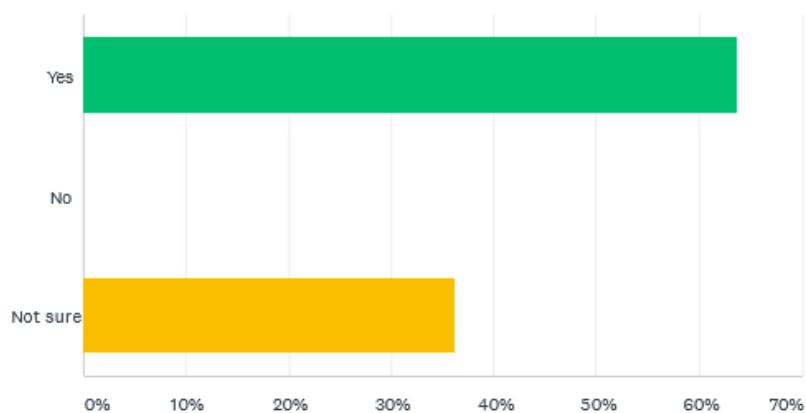


ANSWER CHOICES		RESPONSES	
Yes		4.65%	2
No		95.35%	41
TOTAL			43

#	IF YES, PLEASE INDICATE THE NAME(S) OF SUCH CSOS.	DATE
1	Chief Security Officer?	11/5/2019 1:42 AM

Q61 Do you think CSO involvement in overseeing procurement contracts could be beneficial in the future?

Answered: 33 Skipped: 47



ANSWER CHOICES		RESPONSES	
Yes		63.64%	21
No		0.00%	0
Not sure		36.36%	12
TOTAL			33

Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

#	PLEASE EXPLAIN WHY.	DATE
1	Will give encouragement to respect human discipline as need of considering risks	11/7/2019 8:14 PM
2	it will contribute to transparency and fairness	11/7/2019 7:55 PM
3	Control is always better than simple trust	11/7/2019 7:45 PM
4	They will be watchdogs	11/7/2019 6:01 PM
5	It offers a set of guidelines	11/7/2019 11:55 AM
6	There will be transparency	11/4/2019 5:27 AM
7	I am not very sure that this people may not be influenced by the others but will be better than leaving the whole thing to the organization	11/1/2019 8:28 AM

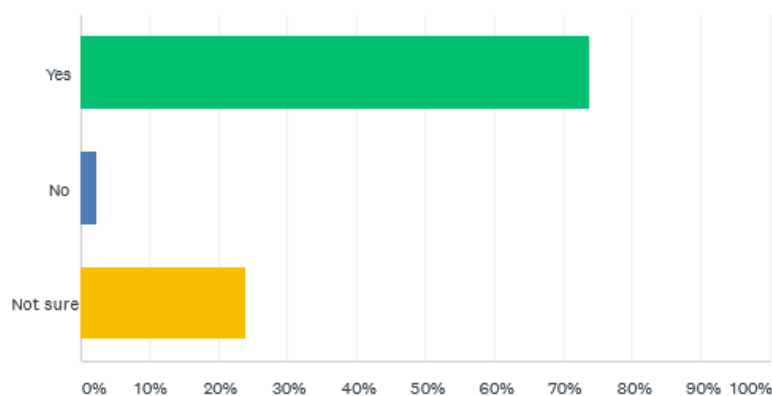
Q62 What are the obstacles, if any, for CSO participation in public procurement in the current economic and political climate?

Answered: 12 Skipped: 68

#	RESPONSES	DATE
1	Too many to mention a few -- but one to mention "willingness from the government for an open and transparent" process.	11/22/2019 3:43 AM
2	Committment	11/7/2019 8:14 PM
3	People with heavy weight can be obstacles	11/7/2019 7:45 PM
4	Government does not receive the input of the CSO	11/7/2019 6:29 PM
5	Political affiliates are involved in the procurement system. People fear them because they will foil corruption and other cases.	11/7/2019 6:01 PM
6	1. Funding 2. Specialized training	11/7/2019 4:34 PM
7	Not sure	11/6/2019 2:06 AM
8	no body trust the government institution that much	11/4/2019 6:16 AM
9	staff procurement processes	11/4/2019 5:27 AM
10	Not sure	11/1/2019 4:32 PM
11	Not sure	11/1/2019 11:20 AM
12	The CSO people who is going to be part may require payment for their work which may not be affordable the CSO representative to be assigned may not be free from baise and corruption they may not have capacity to influence those people	11/1/2019 8:28 AM

Q63 Do you think that introduction of e-Procurement will lead to reduction in corruption?

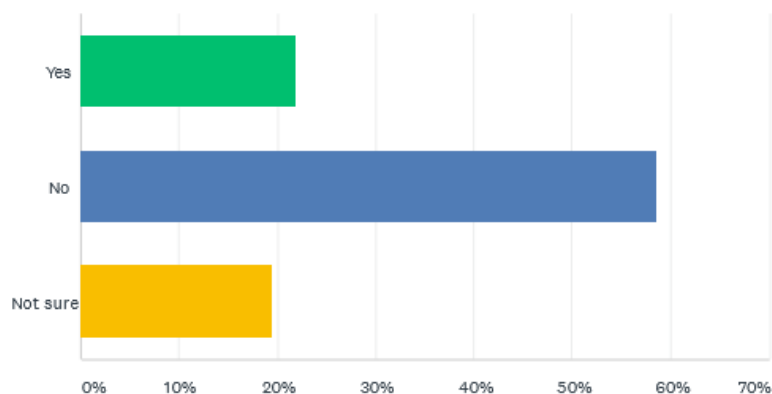
Answered: 42 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	73.81%	31
No	2.38%	1
Not sure	23.81%	10
TOTAL		42

Q64 Do you think that introduction of e-GP will lead to loss of business for Small and Medium Enterprises due to difficulties in submission of bids electronically?

Answered: 41 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	21.95%	9
No	58.54%	24
Not sure	19.51%	8
TOTAL		41

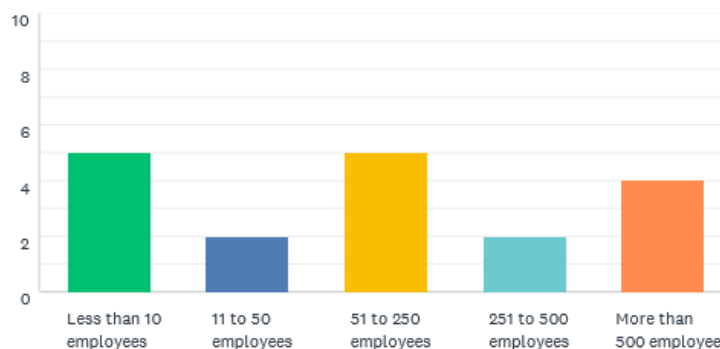
Annex 13.3: Private Sector Survey Report – Addis Ababa City Administration

#	PLEASE EXPLAIN WHY.	DATE
1	SME are not well-skilled and don't have the facility to submit the bid electronically	11/7/2019 7:55 PM
2	Most SMEs may not have access or skill to submit bids electronically	11/7/2019 7:45 PM
3	Access to internet is not a problem	11/7/2019 4:34 PM
4	Due to understanding of method or knowledge of teh SMEs on how to operate through electronic means.	11/7/2019 4:16 PM
5	SMEs should elevate their capacity to meet the needs of the e-system	11/7/2019 2:47 PM
6	Any company applying for public bids needs to be qualified in terms of administration or efficiency	11/7/2019 2:36 PM
7	Many are educated at various levels and aware of issues	11/7/2019 1:06 PM
8	Because the small firms make a living out of this, so it somehow affects them.	11/7/2019 11:55 AM
9	Because anyone can use the system accordingly.	11/7/2019 11:32 AM
10	Current electronic facilities are in a better position.	11/7/2019 11:08 AM
11	most of our people in business area aren't well educated	11/4/2019 6:16 AM
12	they should also embraces technology	11/4/2019 5:27 AM
13	I dont think this will be a problem. Currently most organisation be small or large have access to modern media and internet.	11/1/2019 8:28 AM

ANNEX 13.4: Private Sector Survey Report – Afar

Q1 What is the size of your company?

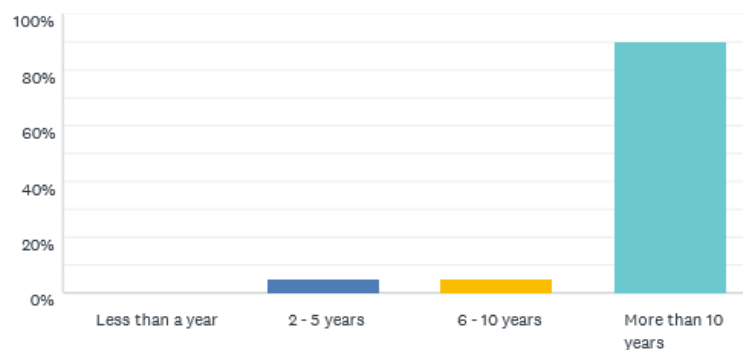
Answered: 18 Skipped: 2



ANSWER CHOICES	RESPONSES
Less than 10 employees	27.78% 5
11 to 50 employees	11.11% 2
51 to 250 employees	27.78% 5
251 to 500 employees	11.11% 2
More than 500 employee	22.22% 4
TOTAL	18

Q2 How long is your company in business?

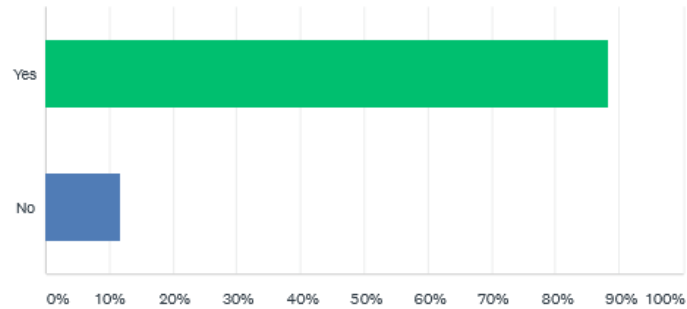
Answered: 20 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than a year	0.00% 0
2 - 5 years	5.00% 1
6 - 10 years	5.00% 1
More than 10 years	90.00% 18
TOTAL	20

Q3 Is your company located in Ethiopia?

Answered: 17 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	88.24%	15
No	11.76%	2
TOTAL		17

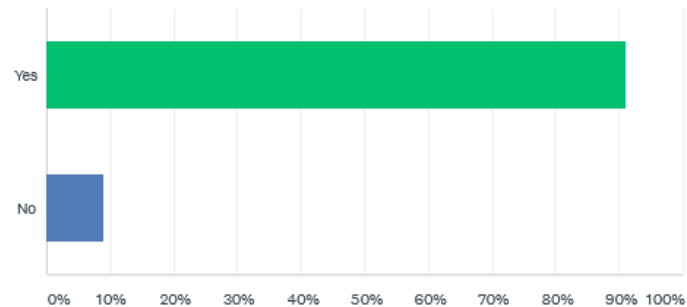
Q4 If your company is located in Ethiopia, please let us know in which region you company is located.

Answered: 19 Skipped: 1

Addis Ababa	16
Federal	1
India	1
NA	1

Q5 Is your company registered in Ethiopia?

Answered: 11 Skipped: 9

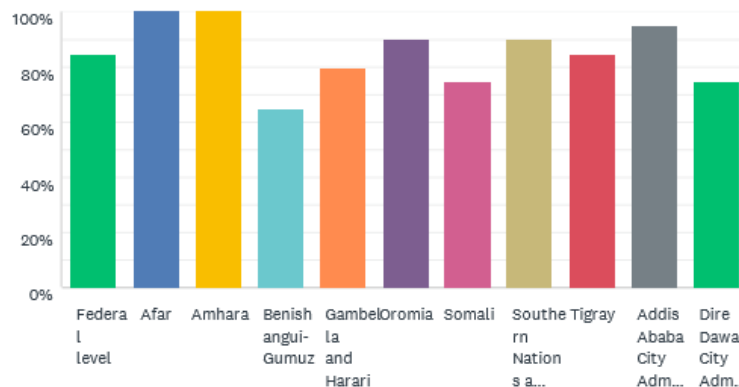


ANSWER CHOICES	RESPONSES	
Yes	90.91%	10
No	9.09%	1
TOTAL		11

Annex 13.4: Private Sector Survey Report – Afar

Q6 Where in Ethiopia do you operate?

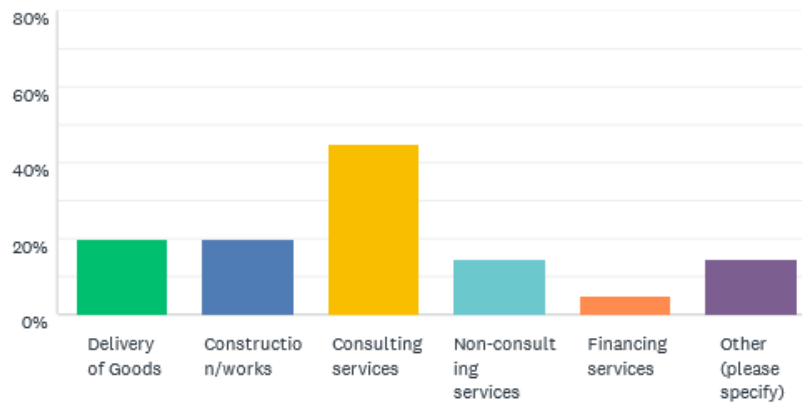
Answered: 20 Skipped: 0



ANSWER CHOICES	RESPONSES	
Federal level	85.00%	17
Afar	100.00%	20
Amhara	100.00%	20
Benishangui-Gumuz	65.00%	13
Gambella and Harari	80.00%	16
Oromia	90.00%	18
Somali	75.00%	15
Southern Nations and Nationalities Peoples Region	90.00%	18
Tigray	85.00%	17
Addis Ababa City Administration	95.00%	19
Dire Dawa City Administration	75.00%	15
Total Respondents: 20		

Q7 What is your main business area?

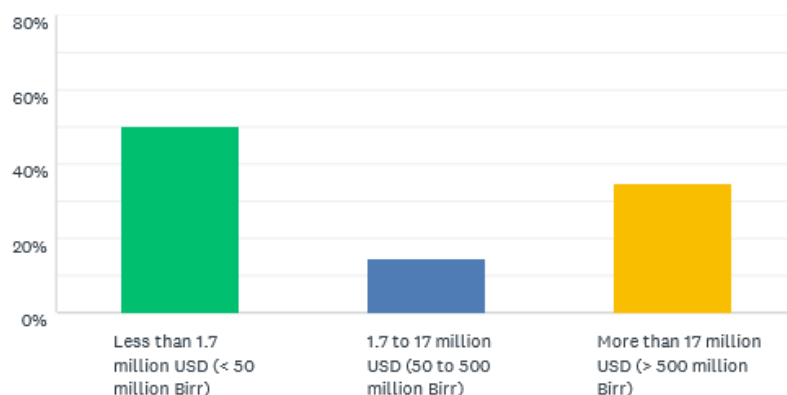
Answered: 20 Skipped: 0



ANSWER CHOICES	RESPONSES	
Delivery of Goods	20.00%	4
Construction/works	20.00%	4
Consulting services	45.00%	9
Non-consulting services	15.00%	3
Financing services	5.00%	1
Other (please specify)	15.00%	3
Total Respondents: 20		

Q8 Please indicate the annual turnover of your company.

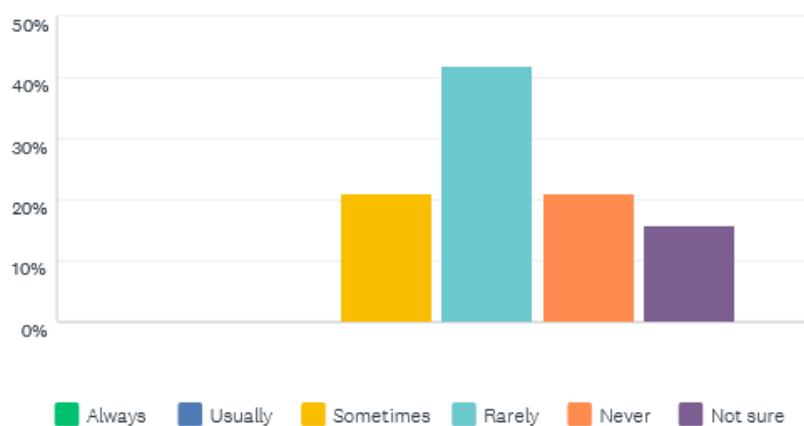
Answered: 20 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 1.7 million USD (< 50 million Birr)	50.00%	10
1.7 to 17 million USD (50 to 500 million Birr)	15.00%	3
More than 17 million USD (> 500 million Birr)	35.00%	7
TOTAL		20

Q9 Does the Government of Ethiopia consult the private sector before introducing changes to the federal procurement rules and procedures?

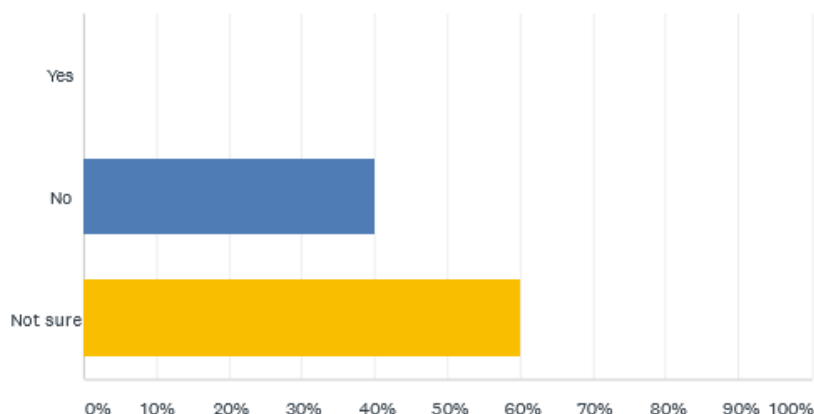
Answered: 19 Skipped: 1



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	21.05%	42.11%	21.05%	15.79%	19	4.32
0	0	4	8	4	3		

Q10 Are the opinions of the private sector considered by the Government of Ethiopia in introducing changes to the federal procurement rules and procedures?

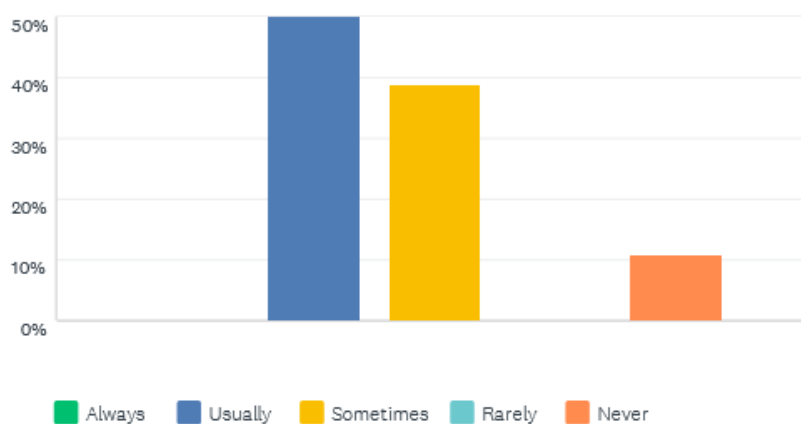
Answered: 10 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	40.00%	4
Not sure	60.00%	6
TOTAL		10

Q11 Do you find the changes to the procurement rules and procedures difficult to follow?

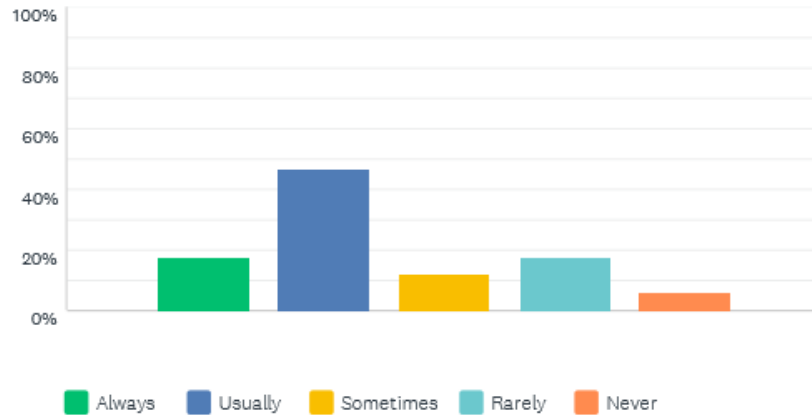
Answered: 18 Skipped: 2



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
0.00%	50.00%	38.89%	0.00%	11.11%	18	2.72
0	9	7	0	2		

Q12 Do you have the resources to keep up with the changes made to the legislative framework (including e-procurement that is planned to be introduced soon)?

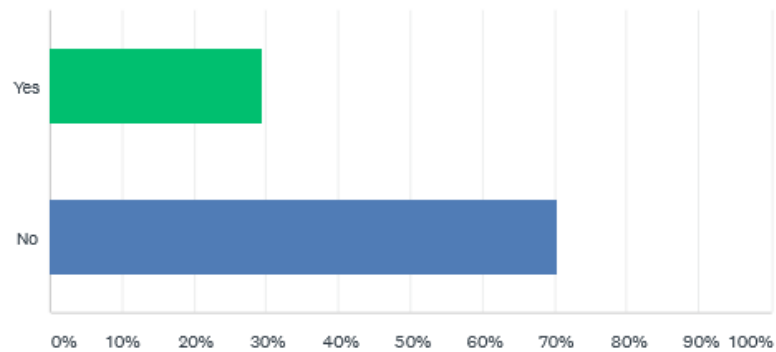
Answered: 17 Skipped: 3



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
17.65%	47.06%	11.76%	17.65%	5.88%	17	2.47
3	8	2	3	1		

Q13 Are you aware of capacity building programs being run by the government for private contractors?

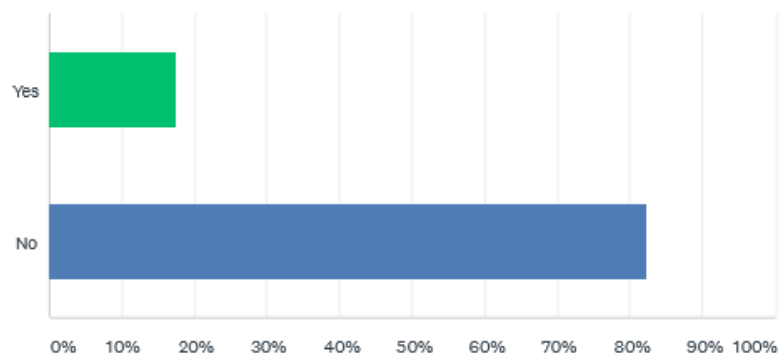
Answered: 17 Skipped: 3



ANSWER CHOICES	RESPONSES
Yes	29.41% 5
No	70.59% 12
TOTAL	17

Q14 Are you aware of capacity building programs being run by the Government of Ethiopia for SMEs?

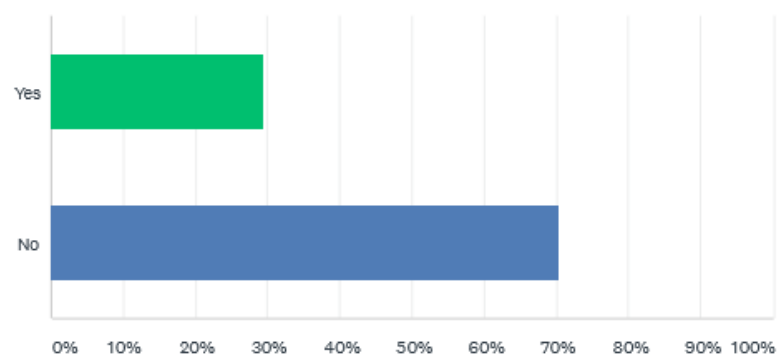
Answered: 17 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	17.65%	3
No	82.35%	14
TOTAL		17

Q15 Have you ever participated in a procurement training or information session or program organized by the Government of Ethiopia?

Answered: 17 Skipped: 3



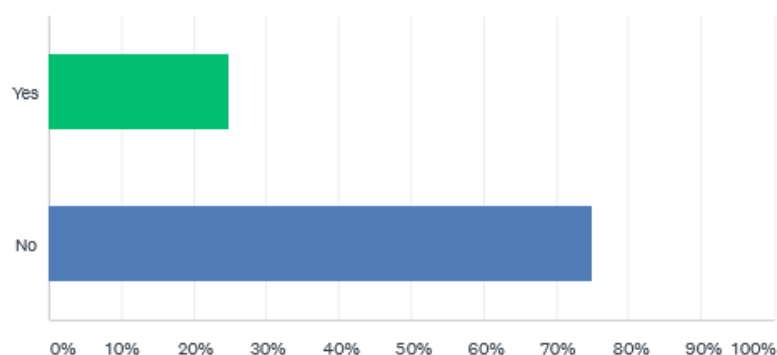
ANSWER CHOICES	RESPONSES	
Yes	29.41%	5
No	70.59%	12
TOTAL		17

Annex 13.4: Private Sector Survey Report – Afar

#	IF YES, WHO ORGANIZED IT AND HOW EFFECTIVE IT WAS? PLEASE GIVE EXAMPLES OF SUCH TRAINING OR INFORMATION SESSION OR PROGRAM.IF NO. WHY?	DATE
1	Organized by Addis Ababa chamber of Commerce	11/11/2019 6:18 AM
2	I have not been informed	11/7/2019 8:15 PM
3	World Bank, PPPDS	11/7/2019 8:05 PM
4	I have not been informed	11/7/2019 7:23 PM
5	The government is not keen on inviting private sector	11/7/2019 6:12 PM
6	rarely occur, but most have no effect	11/7/2019 12:58 PM
7	We have not had the chance to pursue training due to internal and external factors associated with our company. No one has ever approached us for this as well.	11/7/2019 11:46 AM

Q16 Are you aware of routine advisory service (help desk) at the Public Procurement and Property Administration Agency to resolve questions on the federal public procurement?

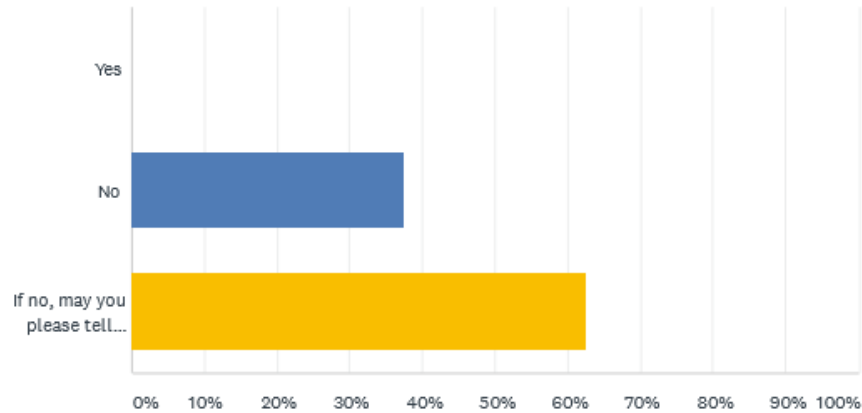
Answered: 8 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	25.00%	2
No	75.00%	6
TOTAL		8

Q17 Have you used routine advisory service (help desk) at the Public Procurement and Property Administration Agency to resolve questions on the federal public procurement?

Answered: 8 Skipped: 12

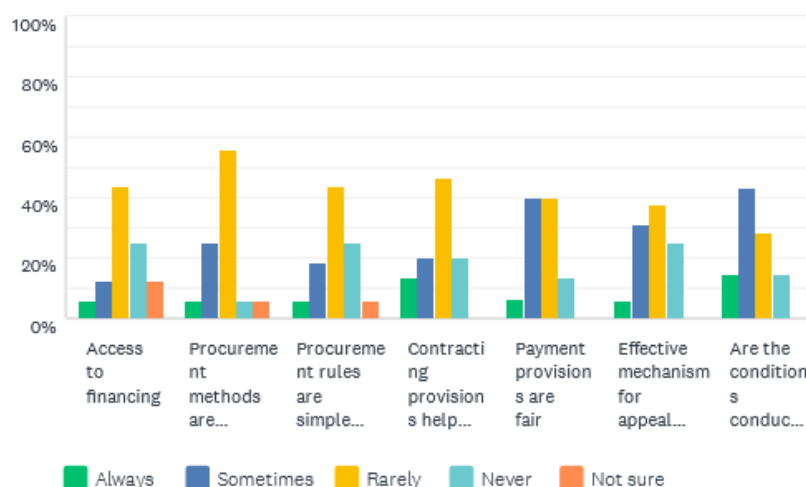


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	37.50%	3
If no, may you please tell why? If yes, may you please tell whether your question has been answered satisfactorily?	62.50%	5
TOTAL		8

#	IF NO, MAY YOU PLEASE TELL WHY? IF YES, MAY YOU PLEASE TELL WHETHER YOUR QUESTION HAS BEEN ANSWERED SATISFACTORILY?	DATE
1	I believed that the Agency will not solve our problems.	11/23/2019 4:06 AM
2	Yes, our office asked clarification related to purchasing equipment	11/11/2019 6:18 AM
3	there no routine advisory from procurement desk or federal agency procurement the just make the law and we read and interpret, it in our own	11/4/2019 5:27 AM
4	we have never been invited to participate. When we faced problem and compalined on the procurement process made by the Government, they never provided solution	11/1/2019 7:57 AM
5	We have been there to discuss on a decision made by a regional procurement agency, the federal procurement agency was not even willing to listen, incapable to act and disappointingly incompetent.	11/1/2019 7:23 AM

Q18 Do you think that the following conditions in the public procurement market are met for participation in competition for public contracts?

Answered: 16 Skipped: 4



	ALWAYS	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL
Access to financing	6.25% 1	12.50% 2	43.75% 7	25.00% 4	12.50% 2	16
Procurement methods are proportionate to the risk and value in question	6.25% 1	25.00% 4	56.25% 9	6.25% 1	6.25% 1	16
Procurement rules are simple and flexible	6.25% 1	18.75% 3	43.75% 7	25.00% 4	6.25% 1	16
Contracting provisions help distributing risk fairly (specifically the risks associated with contract performance)	13.33% 2	20.00% 3	46.67% 7	20.00% 3	0.00% 0	15
Payment provisions are fair	6.67% 1	40.00% 6	40.00% 6	13.33% 2	0.00% 0	15
Effective mechanism for appeals and dispute resolution	6.25% 1	31.25% 5	37.50% 6	25.00% 4	0.00% 0	16
Are the conditions conducive to win contracts in the public procurement market?	14.29% 1	42.86% 3	28.57% 2	14.29% 1	0.00% 0	7

Q19 Please list up to 3 barriers to business in bidding for public contracts:

Answered: 16 Skipped: 4

ANSWER CHOICES	RESPONSES	
1.	100.00%	16
2.	87.50%	14
3.	68.75%	11

Annex 13.4: Private Sector Survey Report – Afar

#	1.	DATE
1	Higher bid security and performance bonds	11/23/2019 4:12 AM
2	Lack of fairness	11/15/2019 10:17 PM
3	low cost bidding	11/11/2019 11:40 PM
4	some clarifications, which are requirements, are not easy to obtain	11/7/2019 8:16 PM
5	Less time given for bidding	11/7/2019 8:08 PM
6	Shortage of experienced/qualified manpower	11/7/2019 7:29 PM
7	Government does not allocate enough budget for environment studies	11/7/2019 6:25 PM
8	Previous experience: this is sometimes difficult for local private sectors	11/7/2019 4:11 PM
9	Conditions favoring local companies	11/7/2019 2:29 PM
10	Capital	11/7/2019 1:43 PM
11	Unreasonably high requirements in financial performance	11/7/2019 1:01 PM
12	Time frame is not respected among the procurers because they think they have the upper hand in the matter	11/7/2019 11:50 AM
13	systematical corruption	11/4/2019 5:44 AM
14	Payment though in the form of LC is never on time	11/2/2019 2:34 AM
15	the procurement porcesses followed by the Gvovernment institutionsa are not transparent and accountable	11/1/2019 7:57 AM
16	Corruption	11/1/2019 7:41 AM
#	2.	DATE
1	Problems of extending bid validity period beyond sixty days. It goes sometimes up to one year.	11/23/2019 4:12 AM
2	Lack understanding actual situation	11/15/2019 10:17 PM
3	not delivering the equipment as per the standard and time	11/11/2019 11:40 PM
4	Access to information, clarity	11/7/2019 8:08 PM
5	lack of capacity of bidders	11/7/2019 7:29 PM
6	procurement procedure for most studies is in-compliant	11/7/2019 6:25 PM
7	Turnover requirement: sometimes very high for private sector	11/7/2019 4:11 PM
8	lack of finance	11/7/2019 2:29 PM
9	Evaluation methodology	11/7/2019 1:43 PM
10	Requirement for prior experience, annual turnover	11/7/2019 1:01 PM
11	Transparency and accountability	11/7/2019 11:50 AM

Annex 13.4: Private Sector Survey Report – Afar

12	based on blood and family	11/4/2019 5:44 AM
13	corruption is highly depotted in all government system	11/1/2019 7:57 AM
14	Nepotism	11/1/2019 7:41 AM
#	3.	DATE
1	Low Transparency among bid evaluation committee members	11/23/2019 4:12 AM
2	Targeted bid criterion for specific bidders	11/15/2019 10:17 PM
3	not delivering the equipment as per the cost and time	11/11/2019 11:40 PM
4	Transparency problems	11/7/2019 8:08 PM
5	Difficulty in accessing financing	11/7/2019 7:29 PM
6	Subjective criteria under Pillar I	11/7/2019 4:11 PM
7	lack of understanding/knowledge	11/7/2019 2:29 PM
8	Particularly in the services and works, low price has more validity than quality	11/7/2019 11:50 AM
9	creating confusion procurement process	11/4/2019 5:44 AM
10	the government institutions have no capacity to prepare clear bid document to lead the process accordingly	11/1/2019 7:57 AM
11	Preferential treatments	11/1/2019 7:41 AM

Q20 What should be improved regarding the conditions in the public procurement market as far as private companies/bidders are concerned?

Answered: 15 Skipped: 5

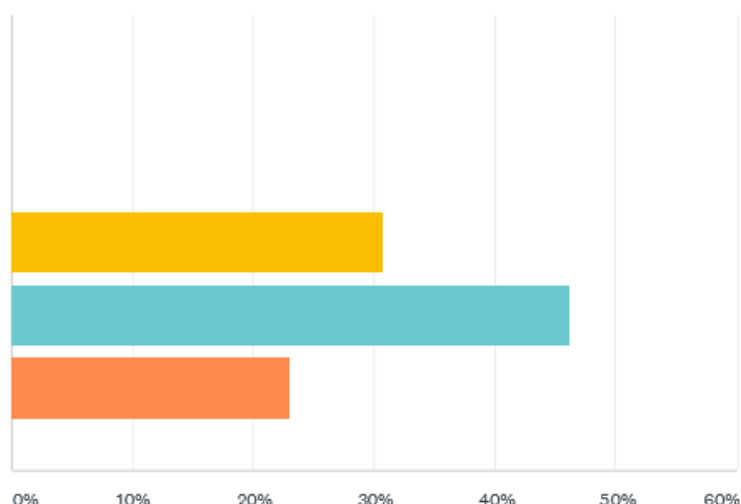
#	RESPONSES	DATE
1	All the above three problems.	11/23/2019 4:12 AM
2	The bid criteria must based the what they want to buy, not the specific bidders	11/15/2019 10:17 PM
3	transparent bidding process including e-tendering	11/11/2019 11:40 PM
4	1. Procurement plans need to be open at the beginning of the fiscal year 2. Transparent technical specification, eligibility criteria, schedule of implementation, clarification of bidding documents, reasons for non-successful bidder and reason for cancellation of tender	11/7/2019 8:08 PM
5	1. Price adjustment provisions should be improved by the government 2. capacity of private companies should be improved 3. relationship between private companies and financing institutes should be improved	11/7/2019 7:29 PM
6	The public procurement should be harmonized with that of the World Bank so that environmental studies can be performed. There should be a provision that World bank projects budget for such studies	11/7/2019 6:25 PM
7	1. Engineering/works procurement should need to be detached from other services/goods procurement 2. The procurement body needs to be more transparent in informing private sector 3. The "budget allocated" and the results get by the tenderers for the bids participate	11/7/2019 4:11 PM
8	1. Alternative offers must be standard as bid conditions are fixed but not allowing innovative or durable better offers. 2. Efficiency of products/projects are never conditional, for example, cost of operations could be more attractive to the purchaser as cost of purchase 3. Environmental issues are rarely a condition in the bid document 4. representation time for bids are often too short to the disadvantage of quality bids 5. Expansion of time granted	11/7/2019 2:29 PM
9	1. Rules for bidding prices needed 2. System of bidding should be clearly identified in PPA 3. Encourage private sector for participation and involvement in procurement markets 4. Evaluation methodology should be improved	11/7/2019 1:43 PM

Annex 13.4: Private Sector Survey Report – Afar

10	1. Protection for domestic firms 2. Alternative dispute resolution mechanisms 3. Proper provision of contract administration, price escalation and timely payment	11/7/2019 1:01 PM
11	1. Time frame matters and depending on the type of procurement, time limits should be set by sensible personnel. 2. results of the procurement should be shown to the bidders so that they can have a better understanding on their diversity and help them address their performance.	11/7/2019 11:50 AM
12	the must must be clear for reading ,avoid bias based on corruption and ,systematic alienation of company and good software should be created for fair competition	11/4/2019 5:44 AM
13	Timely Payment	11/2/2019 2:34 AM
14	the system should be designed in a transperent and accountable way the private sector need to be consulted when the prodcedures and regulations developed there should be responsive compliance mechanism in the Go	11/1/2019 7:57 AM
15	Transparency of the bidding process from needs assessment, ToR development up to delivery of goods,/services, trained and accountable manpower,	11/1/2019 7:41 AM

Q21 How effective are the preferential and reservation schemes in creating jobs for MSEs (job seeking youth)?

Answered: 13 Skipped: 7



Very good Good Satisfactory Poor Unsatisfactory

VERY GOOD	GOOD	SATISFACTORY	POOR	UNSATISFACTORY	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	30.77%	46.15%	23.08%	13	3.92
0	0	4	6	3		

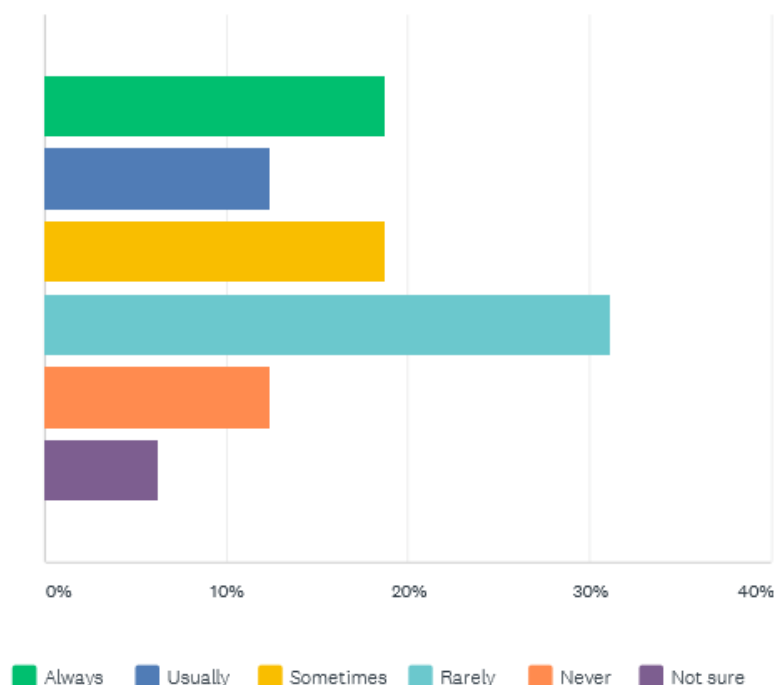
#	IF YOUR RATING IS BELOW SATISFACTORY, MAY YOU PLEASE PROVIDE THE AREAS OF BOTTLENECKS OR INEFFECTIVENESS?	DATE
1	Most business persons are interested in service based business, witch is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the mian challenges	11/15/2019 10:17 PM
2	1. No clear plans and schedules 2. Lack of training and capacity building 3. Control of works and funds 4. Not encouraging newcomers 5. performance based reward is not practiced	11/7/2019 8:08 PM

Annex 13.4: Private Sector Survey Report – Afar

3	1. Problem of linkage and nominating of activities. synergy between projects 3. inadequate assessing of sustainability issues	11/7/2019 6:25 PM
4	Delays in process is affecting speed of employment	11/7/2019 2:29 PM
5	capacity of procurer/entity	11/7/2019 1:01 PM
6	there is huge gap between the private and government institution,there should be law to bring both of them	11/4/2019 5:44 AM
7	The disigned system is not free from courrption and nepotism They don't have skilld and professionals in the offices to facilitate there is no good follow up system	11/1/2019 7:57 AM
8	Preferential treatment is a short sighted policy remedy	11/1/2019 7:41 AM

Q22 Do you think that the preferential and reservation schemes for MSEs (job seeking youth) have negative impact on the competitiveness on the non-MSE firms or individuals of similar size and capacity?

Answered: 16 Skipped: 4



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
18.75%	12.50%	18.75%	31.25%	12.50%	6.25%	16	3.25
3	2	3	5	2	1		

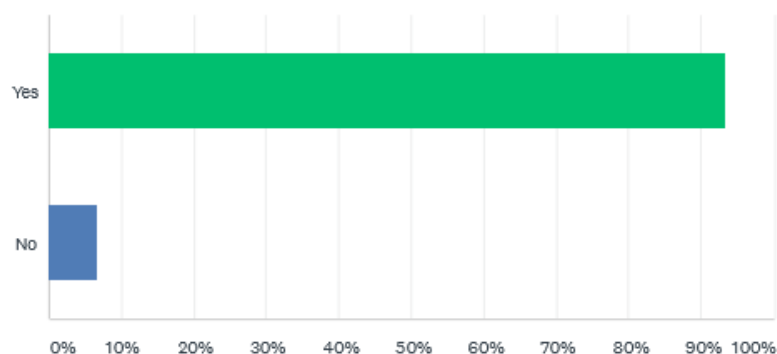
#	IF YOUR RATING IS ALWAYS, USUALLY OR SOMETIMES, MAY YOU PLEASE INDICATE THE MAJOR CHALLENGES?	DATE
1	Most business persons are interested in service based business, witch is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the mian challenges	11/15/2019 10:17 PM

Annex 13.4: Private Sector Survey Report – Afar

2	1. MSEs are often politicized. other neutral firms then find it hard to compete and find other jobs 2. MSEs are not expected to submit contract securities and bank guarantees to collect advance payment, whereas no MSEs are required to provide contract securities and bank guarantees to collect their advance payment as a result their overhead will increase and their cost will be higher.	11/7/2019 7:29 PM
3	Some tenders may lie on the individual sizes and this would really create incompetent atmosphere	11/7/2019 4:11 PM
4	They can even be incorporated under the umbrella of larger organizations	11/7/2019 1:01 PM
5	1. Because of the long awaited job, they usually set the payment release to a limit much more than appropriate, leading to exaggerated price for labor 2. The firms that want to add youths are facing challenges due to youths not meeting their credentials.	11/7/2019 11:50 AM
6	In any market if there is a preferential treatment it encourages inefficiency, corruption, nepotism and waste of resources	11/1/2019 7:41 AM

Q23 Have you bid for public contracts in the last three years? If your answer is "No", some further questions may not be relevant to your experience and the survey allows to skip such questions.

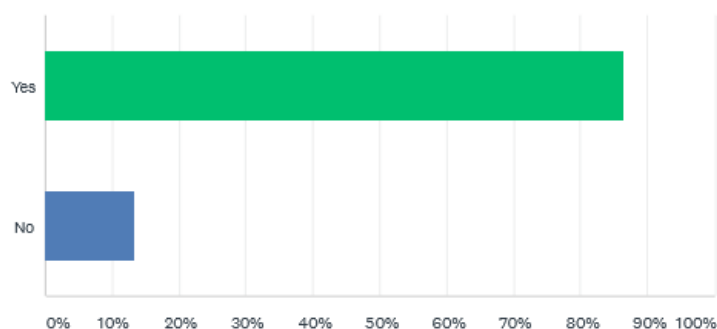
Answered: 15 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	93.33%	14
No	6.67%	1
TOTAL		15

Q24 If you answered yes to the question 23, please tell whether you were successful in at least one contract.

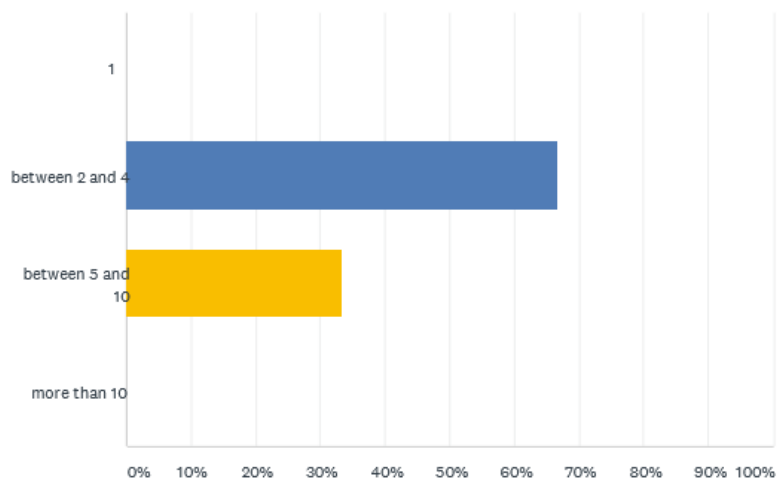
Answered: 15 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	86.67%	13
No	13.33%	2
TOTAL		15

Q25 How many people usually work on preparation of bids in your company?

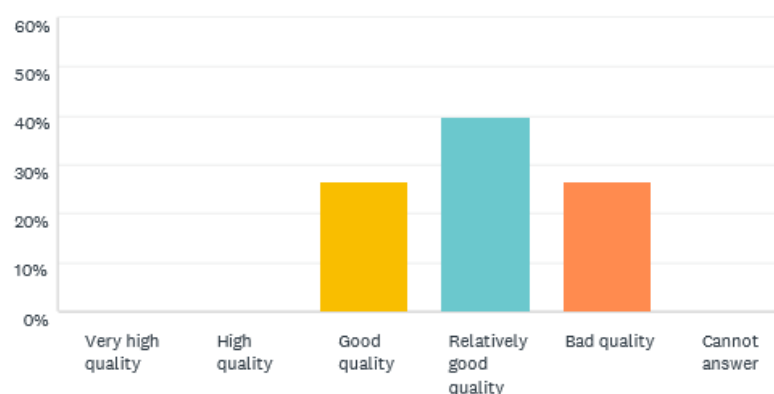
Answered: 15 Skipped: 5



ANSWER CHOICES	RESPONSES	
1	0.00%	0
between 2 and 4	66.67%	10
between 5 and 10	33.33%	5
more than 10	0.00%	0
TOTAL		15

Q26 How would you rate on average the quality of the bidding documents prepared by the public bodies?

Answered: 15 Skipped: 5

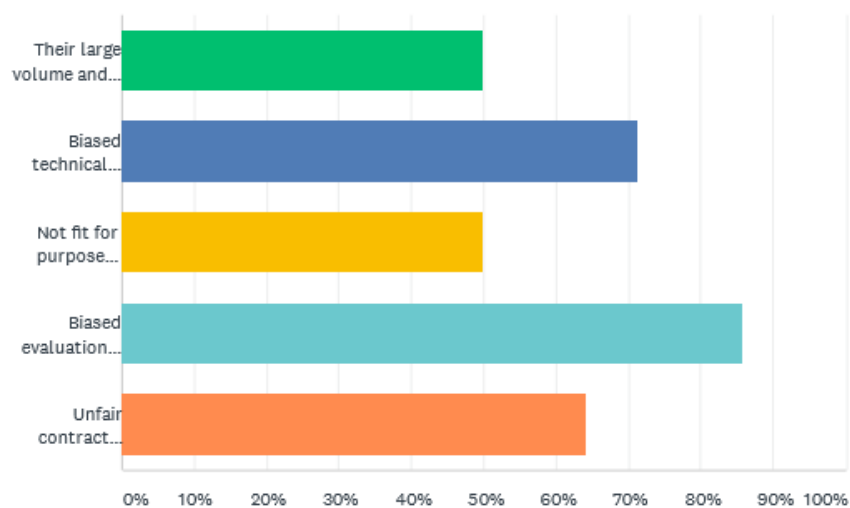


ANSWER CHOICES	RESPONSES
Very high quality	0.00% 0
High quality	0.00% 0
Good quality	26.67% 4
Relatively good quality	40.00% 6
Bad quality	26.67% 4
Cannot answer	0.00% 0
TOTAL	15

#	PLEASE EXPLAIN REASON FOR YOUR RATING:	DATE
1	It is Standard Bidding Document	11/23/2019 4:21 AM
2	They just copy and paste for all types of purchase. Lack of specificfness according to what they buy	11/15/2019 10:24 PM
3	There is no detail evaluation criteria	11/11/2019 11:40 PM
4	major bidding points are put clearly	11/7/2019 8:16 PM
5	mainly following the standard bid document of PPA	11/7/2019 8:10 PM
6	Quality varies from one public body to another.	11/7/2019 7:30 PM
7	They float the tender and cancel it without any reason or feedback	11/7/2019 6:26 PM
8	Most public bodies may not have proper know how on how the quality of the bid needs to be	11/7/2019 4:12 PM
9	WB Document- good quality Non WB ocuments - not good quality Preparation is done by persons with lack of knowledge. For example, when 3-5 companies with good reputation make an offer, all companies are disqualified for technical reasons, this is impossible!	11/7/2019 2:32 PM
10	Wee to Ethiopian standards but compared to external types, we have a long way to go.	11/7/2019 11:52 AM
11	bias ,corruption and the law be it self create confusion	11/4/2019 5:54 AM
12	I have been faced with bid cancelation three times for one bid because of the poor quality bid the prpared.	11/1/2019 8:03 AM
13	A lot of copy and paste is seen, ToRs are written by non sector professionals, unnecessary ambitious in time, often incomplete with regards to scope	11/1/2019 7:59 AM

Q27 What are the main deficiencies in the bidding documents? (more than one answer is allowed)

Answered: 14 Skipped: 6

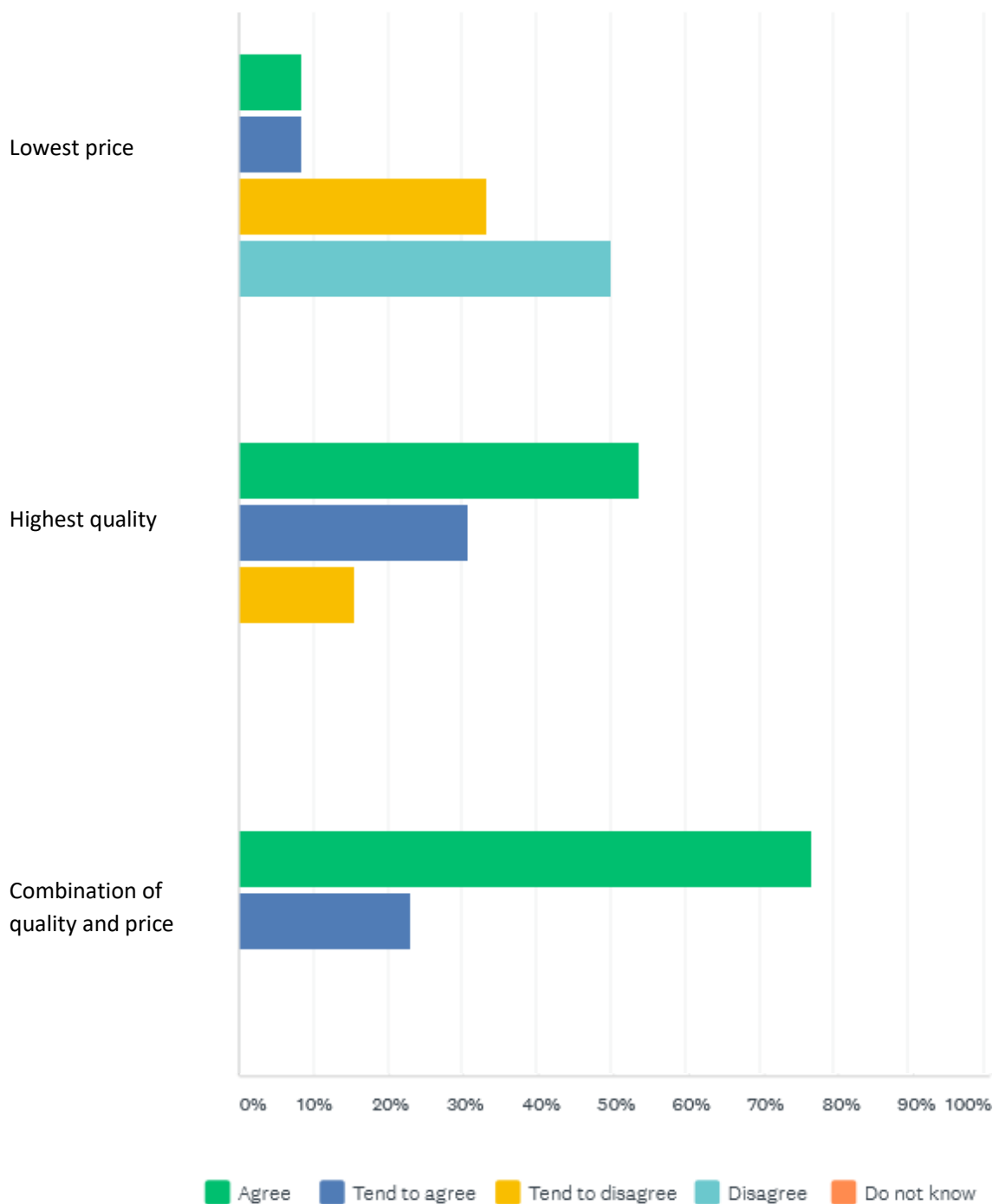


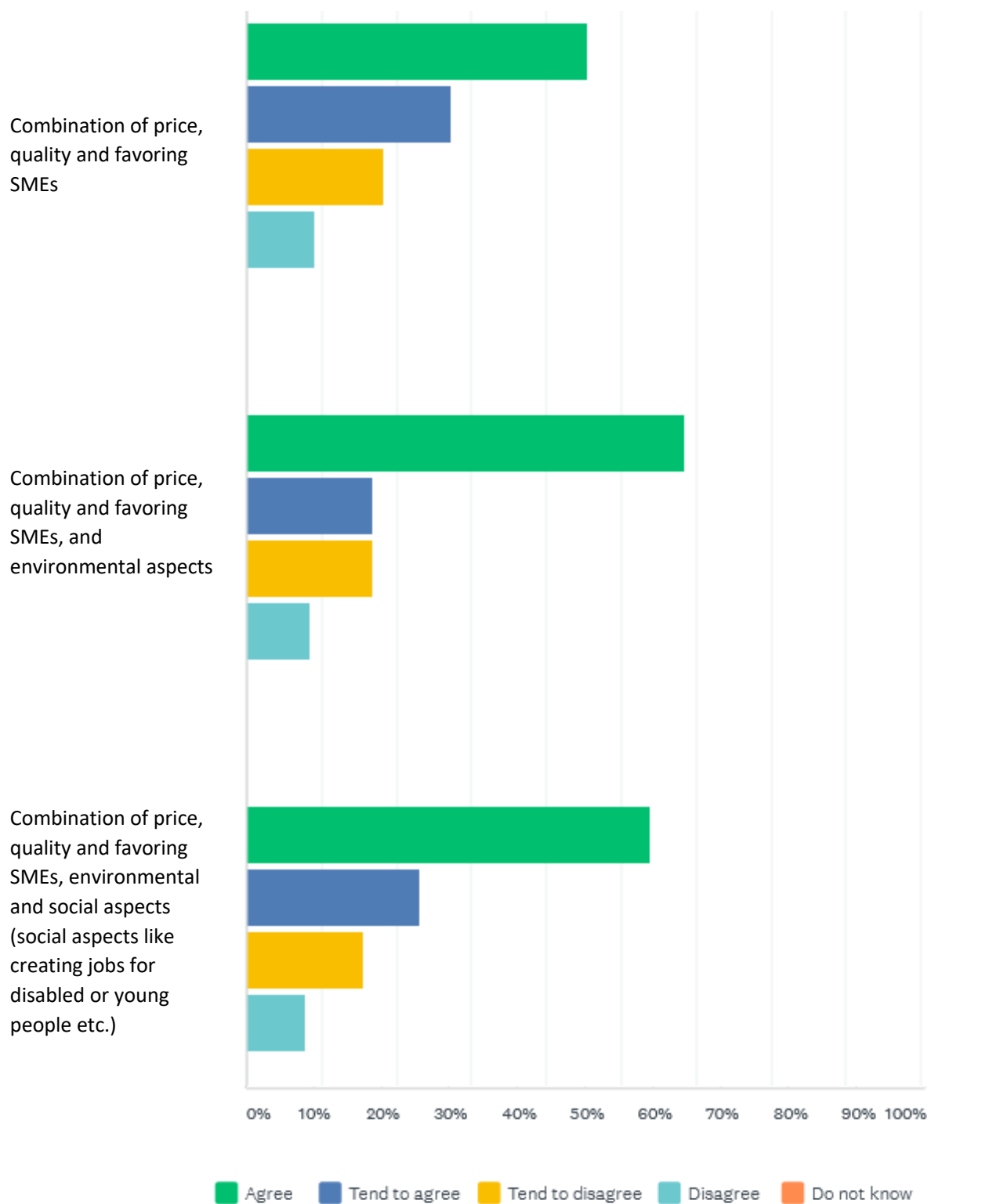
ANSWER CHOICES		RESPONSES	
Their large volume and complexity		50.00%	7
Biased technical specifications		71.43%	10
Not fit for purpose technical specifications		50.00%	7
Biased evaluation methodology		85.71%	12
Unfair contract clauses		64.29%	9
Total Respondents: 14			

#	OTHER (PLEASE SPECIFY)	DATE
1	One sided contractual conditions do not consider options or conditions which we have already experienced with previous implementations	11/7/2019 8:10 PM
2	Do not specify the manpower required for teh project	11/7/2019 6:26 PM
3	Not fit for purpose evaluation methodology	11/7/2019 4:12 PM
4	Not fit for purpose evaluation methodology	11/7/2019 11:52 AM
5	through blood family ,systematical alienation based on material which isn't on specification	11/4/2019 5:54 AM

Q28 In your opinion which of the following criteria should be the most important one when government/ local authorities procure goods, works and services for their citizens?

Answered: 15 Skipped: 5



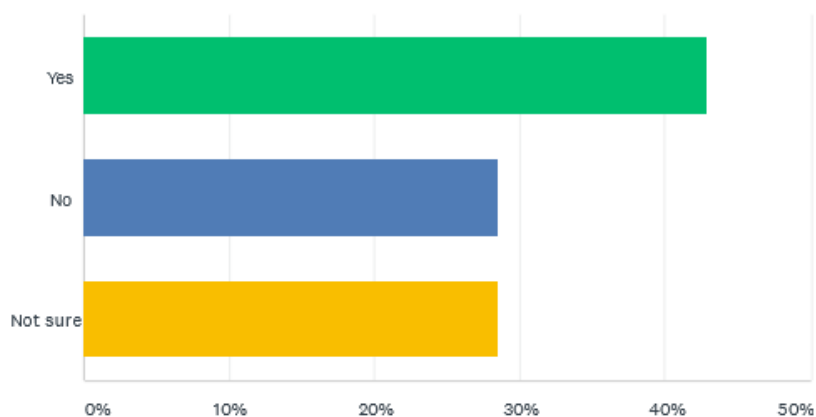


Annex 13.4: Private Sector Survey Report – Afar

	AGREE	TEND TO AGREE	TEND TO DISAGREE	DISAGREE	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Lowest price	8.33% 1	8.33% 1	33.33% 4	50.00% 6	0.00% 0	12	3.25
Highest quality	53.85% 7	30.77% 4	15.38% 2	0.00% 0	0.00% 0	13	1.62
Combination of quality and price	76.92% 10	23.08% 3	0.00% 0	0.00% 0	0.00% 0	13	1.23
Combination of price, quality and favoring SMEs	45.45% 5	27.27% 3	18.18% 2	9.09% 1	0.00% 0	11	1.91
Combination of price, quality, favoring SMEs and environmental aspects	58.33% 7	16.67% 2	16.67% 2	8.33% 1	0.00% 0	12	1.75
Combination of price, quality, favoring SMEs, environmental and social aspects (social aspects like creating jobs for disabled or young people, etc.)	53.85% 7	23.08% 3	15.38% 2	7.69% 1	0.00% 0	13	1.77

Q29 Do the bidding documents include criteria to achieve value for money?

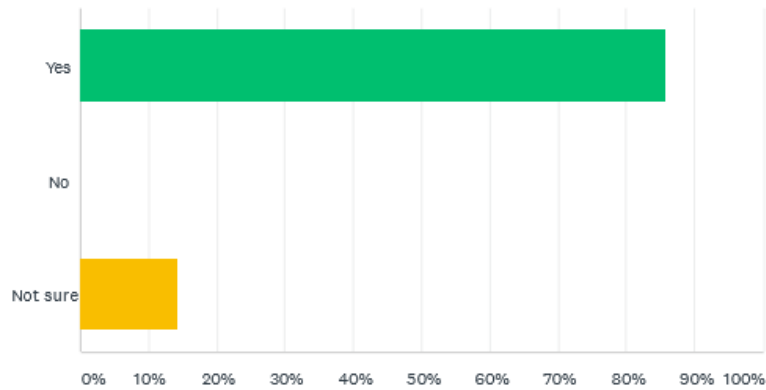
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	42.86%	3
No	28.57%	2
Not sure	28.57%	2
TOTAL		7

Q30 Are the procedures for bid submission, receipt, and opening clearly described in the bidding documents?

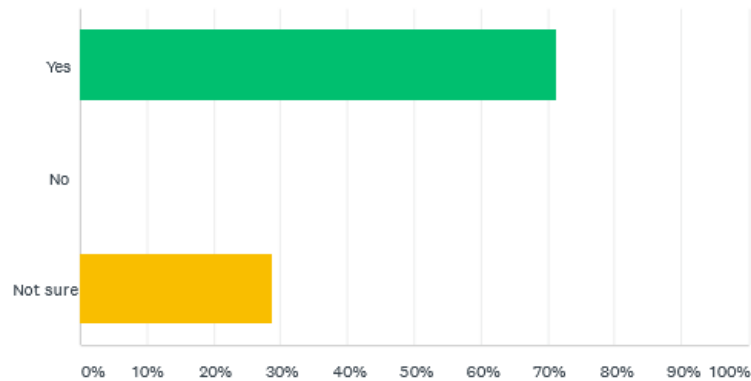
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	85.71%	6
No	0.00%	0
Not sure	14.29%	1
TOTAL		7

Q31 Are the procedures for bid submission, receipt, and opening complied with?

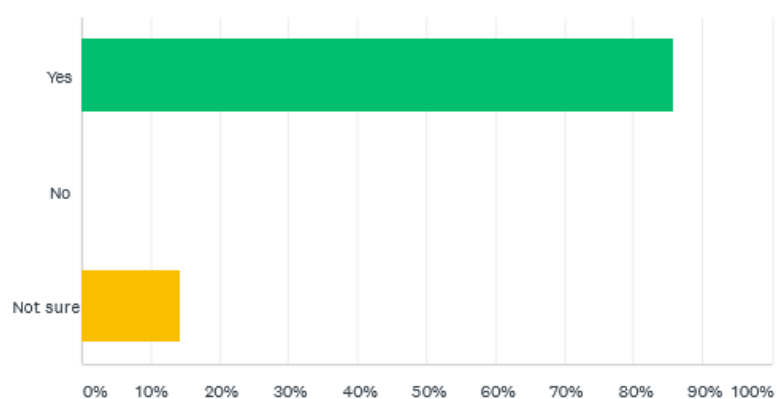
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	71.43%	5
No	0.00%	0
Not sure	28.57%	2
TOTAL		7

Q32 Are bidders or their representatives allowed to attend bid openings as prescribed?

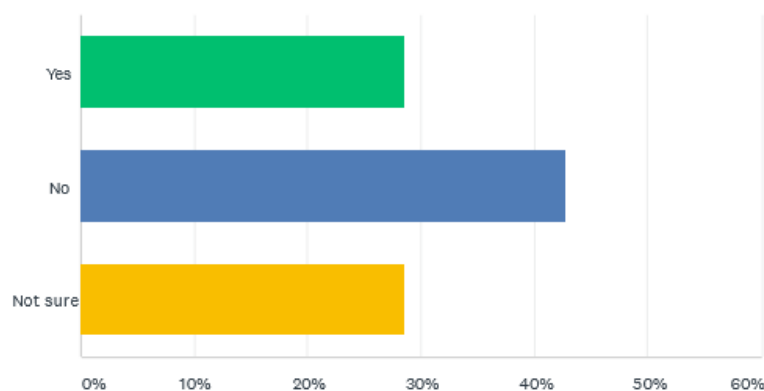
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	85.71%	6
No	0.00%	0
Not sure	14.29%	1
TOTAL		7

Q33 Are civil societies allowed to monitor bid submission, receipt and opening?

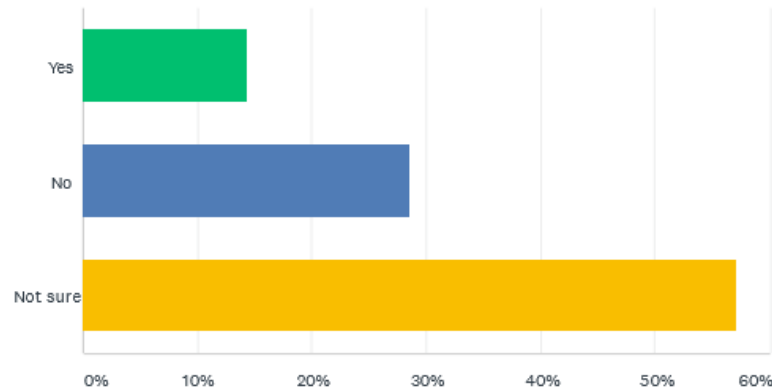
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	28.57%	2
No	42.86%	3
Not sure	28.57%	2
TOTAL		7

Q34 Is confidentiality ensured throughout the bid evaluation and award process?

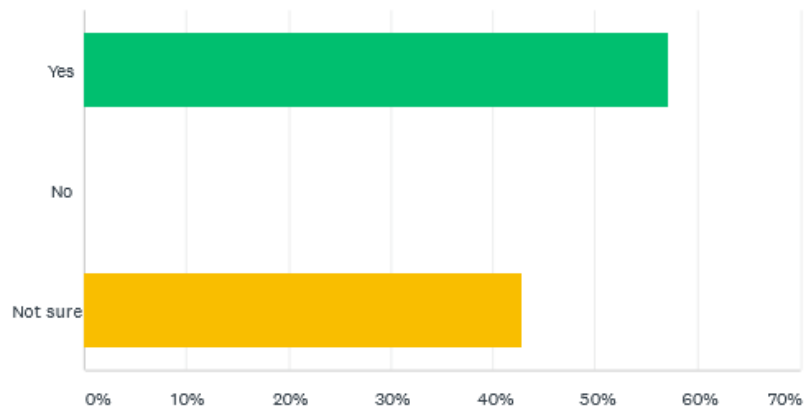
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	14.29%	1
No	28.57%	2
Not sure	57.14%	4
TOTAL		7

Q35 Are the contracts awards announced/published?

Answered: 7 Skipped: 13

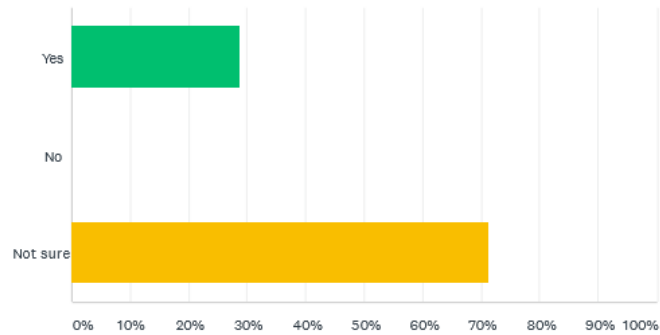


ANSWER CHOICES	RESPONSES	
Yes	57.14%	4
No	0.00%	0
Not sure	42.86%	3
TOTAL		7

Annex 13.4: Private Sector Survey Report – Afar

Q36 Do contract clauses include sustainability considerations, where appropriate?

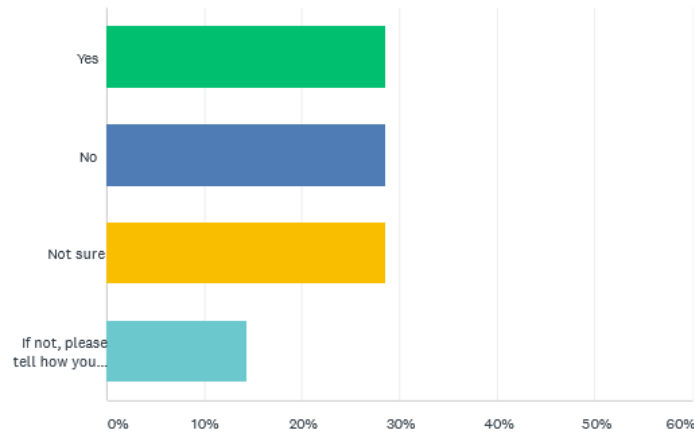
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	28.57%	2
No	0.00%	0
Not sure	71.43%	5
TOTAL		7

Q37 Does the time payment defined in the contract comply with the international good standards?

Answered: 7 Skipped: 13

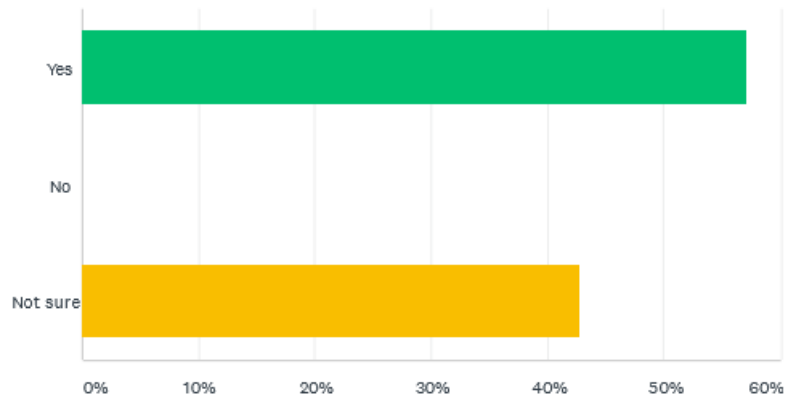


ANSWER CHOICES	RESPONSES	
Yes	28.57%	2
No	28.57%	2
Not sure	28.57%	2
If not, please tell how you think they differ.	14.29%	1
TOTAL		7

#	IF NOT, PLEASE TELL HOW YOU THINK THEY DIFFER.	DATE
1	some times they mayn't give based on false premise	11/4/2019 5:54 AM

Q38 Are payment provisions used in the contract in compliance with the law?

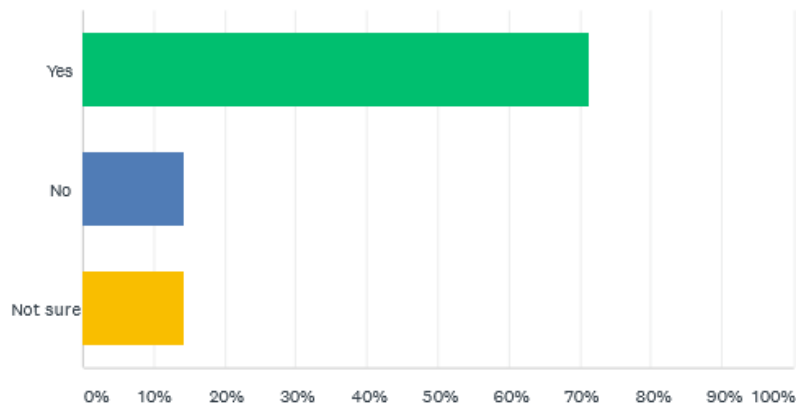
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	57.14%	4
No	0.00%	0
Not sure	42.86%	3
TOTAL		7

Q39 Are payments processed as stipulated in the contract?

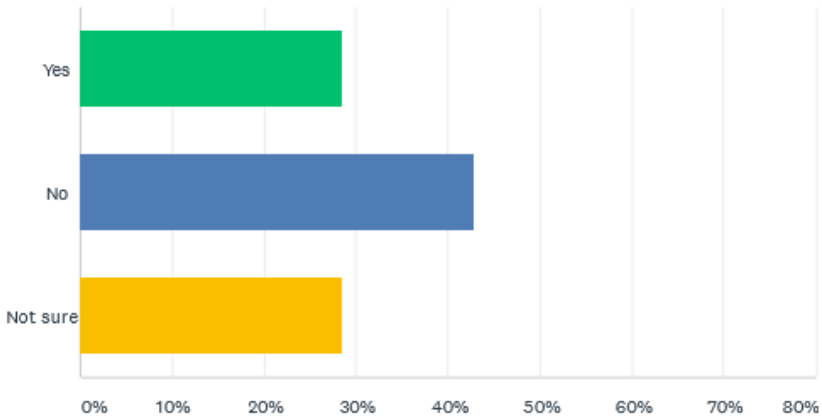
Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	71.43%	5
No	14.29%	1
Not sure	14.29%	1
TOTAL		7

Q40 Are contract amendments are prepared and issued timely?

Answered: 7 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	28.57%	2
No	42.86%	3
Not sure	28.57%	2
TOTAL		7

Q41 What are the main challenges in the implementation of the public procurement process? (more than one answer is allowed)

Answered: 15 Skipped: 5

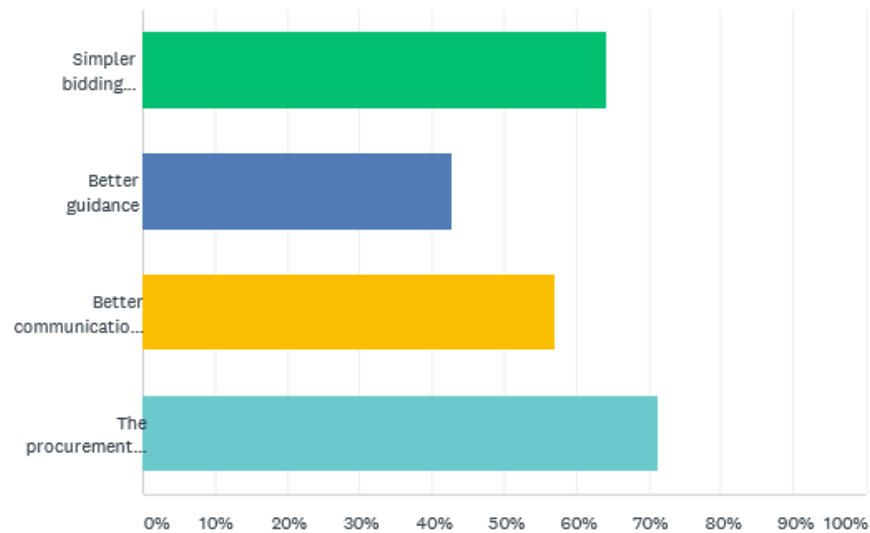


ANSWER CHOICES	RESPONSES	
Lack of qualified staff in the contracting authorities	86.67%	13
Lack of good planning	80.00%	12
Lack of capacity to develop fit for purpose bidding documents	60.00%	9
Price being the main evaluation criteria	73.33%	11
Lack of transparency and sufficient information available to potential bidders	73.33%	11
Unfair bid evaluation process	60.00%	9
Corruption and conflict of interest	80.00%	12
Total Respondents: 15		

#	OTHER (PLEASE SPECIFY)	DATE
1	Lack of capacity for good contract management	11/7/2019 8:10 PM
2	Lack of capacity for good contract management	11/7/2019 7:30 PM
3	Lack of capacity for good contract management	11/7/2019 6:26 PM
4	Lack of capacity for good contract management	11/7/2019 4:12 PM
5	Lack of capacity for good contract management	11/7/2019 2:32 PM
6	Lack of capacity for good contract management	11/7/2019 1:02 PM

Q42 What would you like most to see improved about bidding for public contracts?

Answered: 14 Skipped: 6

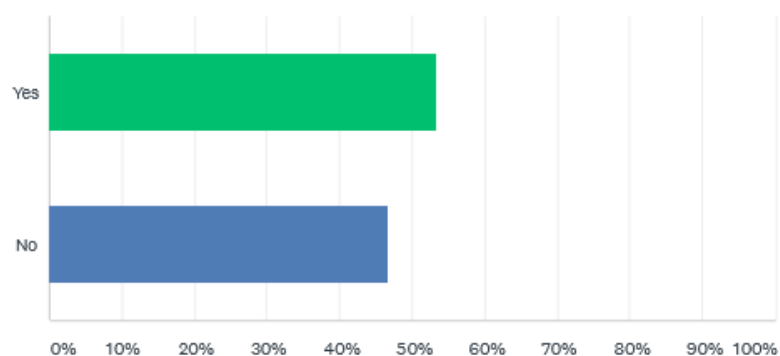


ANSWER CHOICES	RESPONSES	
Simpler bidding documents	64.29%	9
Better guidance	42.86%	6
Better communication from the contracting authorities	57.14%	8
The procurement process to become more fair and transparent	71.43%	10
Total Respondents: 14		

#	OTHER (PLEASE SPECIFY)	DATE
1	Clarification requests are replied to in a "non-solution" way. It says simply, "see bid conditions", which is unhelpful	11/7/2019 2:32 PM
2	On Time Payments	11/2/2019 2:34 AM

Q43 Have you ever filed a complaint?

Answered: 15 Skipped: 5

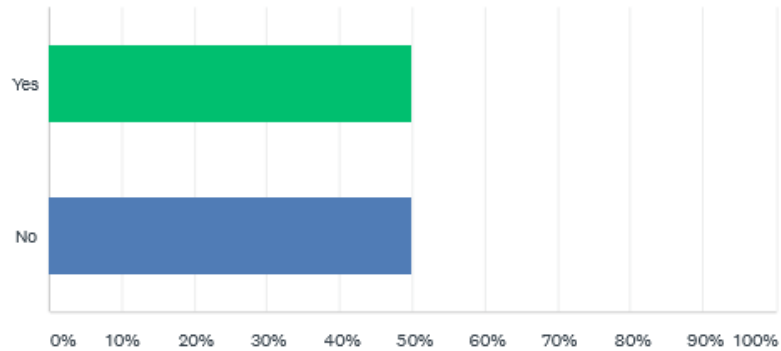


ANSWER CHOICES	RESPONSES	
Yes	53.33%	8
No	46.67%	7
TOTAL		15

#	IF YOU HAVE EVER FILED A COMPLAINT, WITH WHOM DID YOU FILE IT AND AT WHAT STAGE OF THE PROCUREMENT PROCESS?	DATE
1	for the Client	11/23/2019 4:25 AM
2	PPA and Addis Ababa PPA at the time of awarding the bid	11/7/2019 8:12 PM
3	After cancellation of a bid to the government procurement authority	11/7/2019 6:28 PM
4	3-4 years ago, participated on one ERA, NCB project. We got a letter stating the bid was cancelled. We filed a complaint and couldn't get a final response.	11/7/2019 4:14 PM
5	To procuring entities and later to PPA	11/7/2019 1:04 PM
6	complaint was filed at a regional procurement agency and also at Federal level. Non were willing to discuss our case. It was after Award of contract, because of unfavorable requests by the procuring entity and suspicious moves, we refused to sign the contract and a severe penalty was imposed.	11/1/2019 9:17 AM
7	First we submitted our compliance to the procurment Authority not responded as required to the next level of the Authority to the extent Mininster	11/1/2019 8:13 AM

Q44 Was the response to your complaint provided timely?

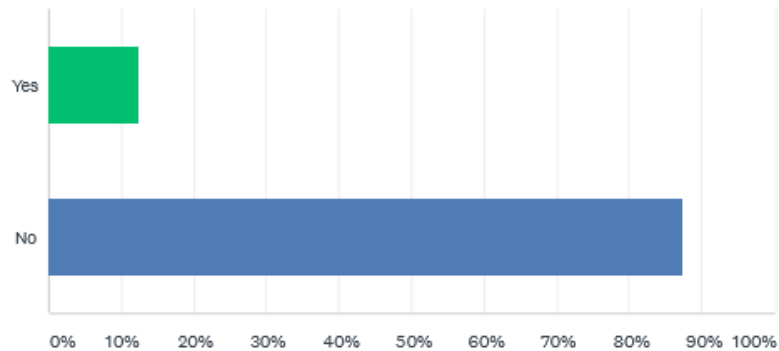
Answered: 8 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	50.00%	4
No	50.00%	4
TOTAL		8

Q45 Were you satisfied with the response to your complaint?

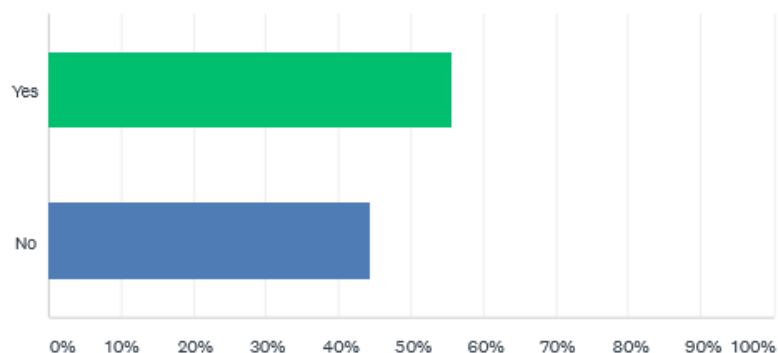
Answered: 8 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	12.50%	1
No	87.50%	7
TOTAL		8

Q46 Have you ever appealed a decision of the Procuring Entity to the Complaint Appeals Body?

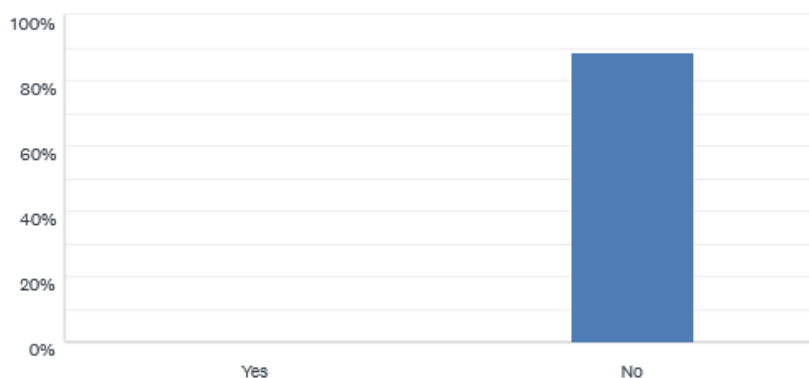
Answered: 9 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes	55.56%	5
No	44.44%	4
TOTAL		9

Q47 Did you feel the appeal system (if referred to) was trustworthy and fair?

Answered: 9 Skipped: 11

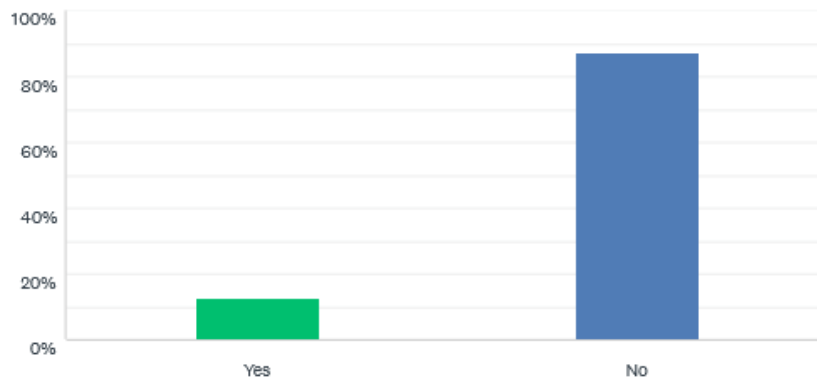


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	88.89%	8
TOTAL		9

#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY? IF YOU ANSWERED YES, WHAT WAS THE REMEDY ISSUED BY THE COMPLAINT APPEALS BODY?	DATE
1	No because they did not consider the actual facts and experience Yes because they fairly treated our request for complaint	11/7/2019 8:12 PM
2	The appeals body is biased towards the private sector	11/7/2019 6:28 PM
3	we were tired by the process and the top management decided not to go further.	11/7/2019 4:14 PM
4	time consuming , you don't get any answer and they waste your time	11/4/2019 6:02 AM
5	In such government offices saying NO entails no risk!	11/1/2019 9:17 AM
6	We complain to the procurement official but refused to respond on time and finally told us that the date line for applying has expired. We were sure that the date line was not expired while we submitted the appeal.	11/1/2019 8:13 AM

Q48 Did you believe that the appeal decision was consistent?

Answered: 8 Skipped: 12

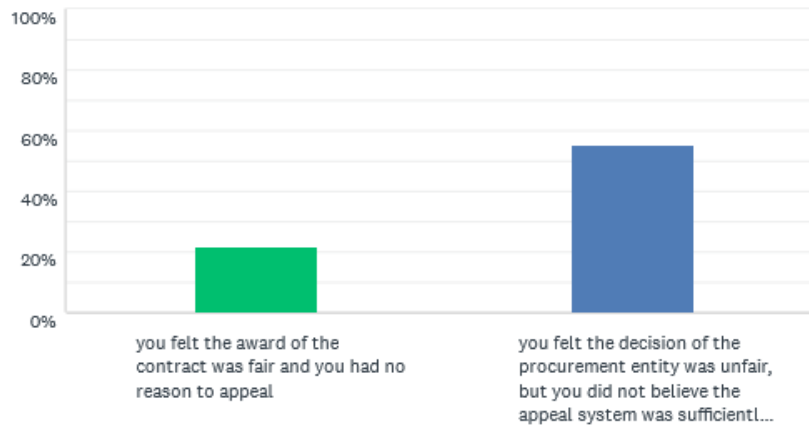


ANSWER CHOICES	RESPONSES	
Yes	12.50%	1
No	87.50%	7
TOTAL		8

#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY?	DATE
1	It was subjective	11/7/2019 8:12 PM
2	bias to governemnt	11/7/2019 6:28 PM
3	We appealed at the Federal level regarding , they said it is no use to go further as decision is already made.	11/1/2019 9:17 AM
4	I don't think that there decision is consistant because the people who are in the position were not professional and capable to give consistant decision. they lack the skills and confidence to do that.	11/1/2019 8:13 AM

Q49 If you have never appealed a decision by an appeal body, it was because:

Answered: 9 Skipped: 11

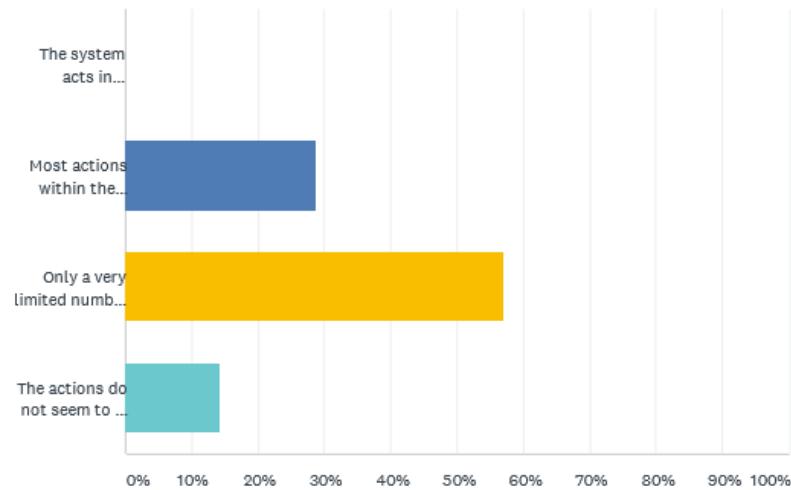


ANSWER CHOICES		RESPONSES	
you felt the award of the contract was fair and you had no reason to appeal		22.22%	2
you felt the decision of the procurement entity was unfair, but you did not believe the appeal system was sufficiently trustworthy to embark in an appeal?		55.56%	5
TOTAL			9

#	OTHER (PLEASE SPECIFY)	DATE
1	we always appealed whether we got a response or not	11/7/2019 4:14 PM
2	The next step after appeals body is courts- which is expensive, lengthy and counter-productive	11/7/2019 1:04 PM

Q50 How would you assess the challenge and appeals system (incl. its consistency) with regards to public procurement?

Answered: 7 Skipped: 13

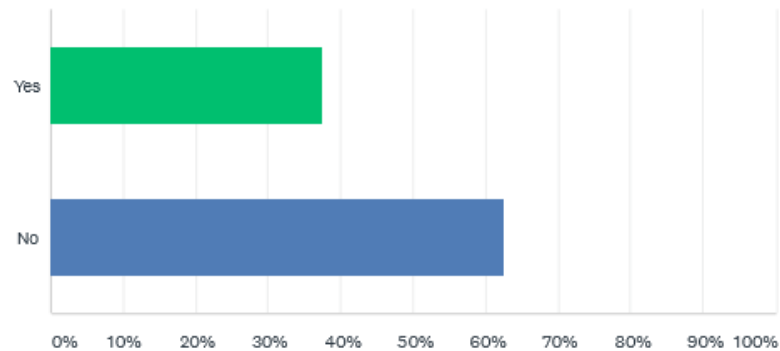


ANSWER CHOICES	RESPONSES	
The system acts in accordance with rule of law and is predictable	0.00%	0
Most actions within the system are in accordance with rule of law and are predictable	28.57%	2
Only a very limited number of actions is in accordance with rule of law and predictable	57.14%	4
The actions do not seem to be in accordance with rule of law and are not predictable	14.29%	1
Total Respondents: 7		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q51 Is the decision of the Complaints Appeal Body provided timely?

Answered: 8 Skipped: 12



ANSWER CHOICES	RESPONSES
Yes	37.50% 3
No	62.50% 5
TOTAL	8

#	IF NOT, WHAT WAS THE LONGEST TIME IT TOOK YOUR FIRM TO OBTAIN THE DECISION?	DATE
1	it was ignored	11/7/2019 6:28 PM
2	for me it took around three months to get the feed back. with my initiation	11/1/2019 8:13 AM

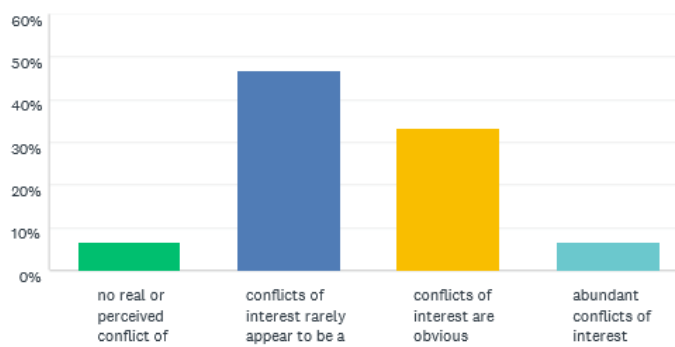
Q52 What could be improved in the challenge and appeals system?

Answered: 6 Skipped: 14

#	RESPONSES	DATE
1	Timely replaying	11/23/2019 4:25 AM
2	1. be transparent 2. Be fair towards the interest of both parties	11/7/2019 8:12 PM
3	post audit is needed	11/7/2019 6:28 PM
4	1. They are over loaded 2. Should use external input (experts) 3. process should be more transparent	11/7/2019 1:04 PM
5	1. A set of guidance on the appeals system 2. More transparency	11/7/2019 11:53 AM
6	The people who are responsible need to be qualified,accountable and transparent there shoul be time frame to respond complints the responsibility should be given to a team not one individaul	11/1/2019 8:13 AM

Q53 Is there a problem with conflict of interest in procurement processes?

Answered: 15 Skipped: 5

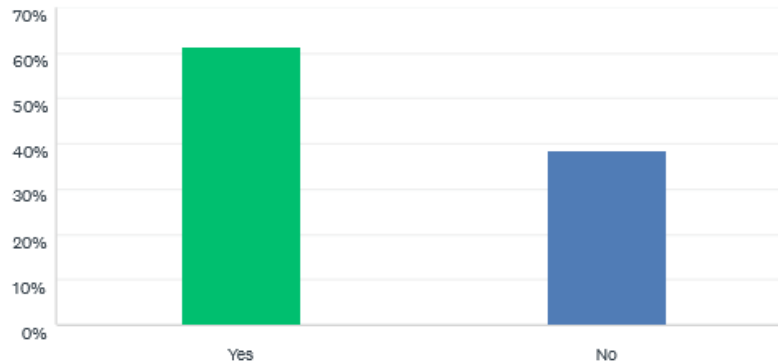


ANSWER CHOICES	RESPONSES	
no real or perceived conflict of interest	6.67%	1
conflicts of interest rarely appear to be a problem	46.67%	7
conflicts of interest are obvious	33.33%	5
abundant conflicts of interest	6.67%	1
TOTAL		15

#	PLEASE GIVE REASONS OR EXAMPLES TO SUBSTANTIATE YOUR VIEW:	DATE
1	Tenders are prepared having a certain vendor into consideration (to favor a certain company)	11/7/2019 8:17 PM
2	Sometimes irrelevant eligibility criteria are being set like turnover, experience, manpower, product specifications etc	11/7/2019 8:13 PM
3	Sometimes	11/7/2019 7:31 PM
4	No experience	11/7/2019 2:33 PM
5	They have a certain way of manipulating the whole procurement process	11/7/2019 11:53 AM
6	Some of the people who process/ procurement committee members have connection with some bidders some have relatives/friends among the bidders Some are corrupted	11/1/2019 8:17 AM

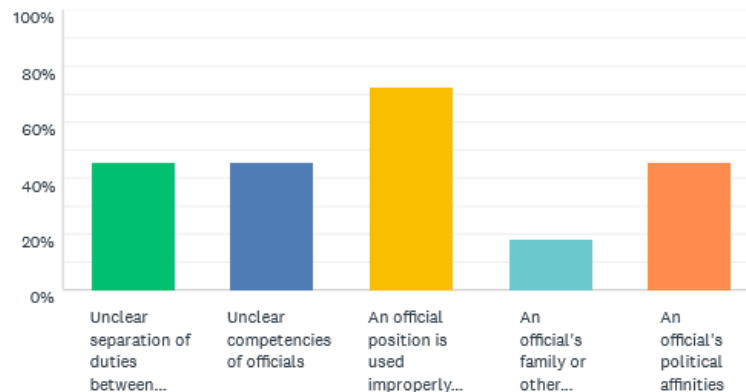
Q54 In the context of public procurement, have you/your company ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest?

Answered: 13 Skipped: 7



Q55 If you observed a situation where the normative/regulatory institution or procuring entity faced a conflict of interest, did the conflict of interest relate to:

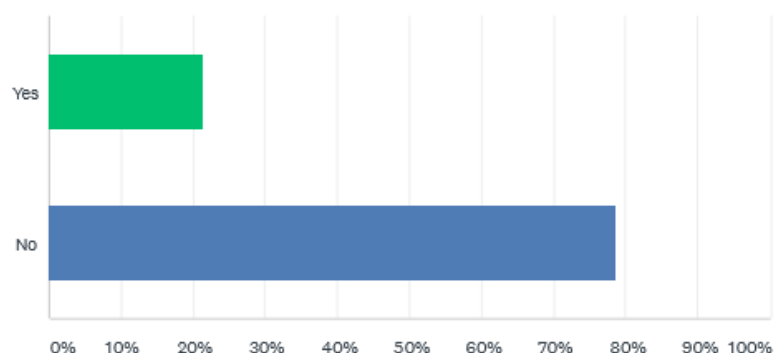
Answered: 11 Skipped: 9



ANSWER CHOICES		RESPONSES	
Unclear separation of duties between institutions		45.45%	5
Unclear competencies of officials		45.45%	5
An official position is used improperly for private advantage and improper personal gain		72.73%	8
An official's family or other personal relations		18.18%	2
An official's political affinities		45.45%	5
Total Respondents: 11			
#	OTHER (PLEASE SPECIFY)	DATE	
1	can't judge such situations. It is "assumed" but lack facts	11/7/2019 2:33 PM	

Q56 Do you believe that the anti-corruption measures undertaken by the Government are effective?

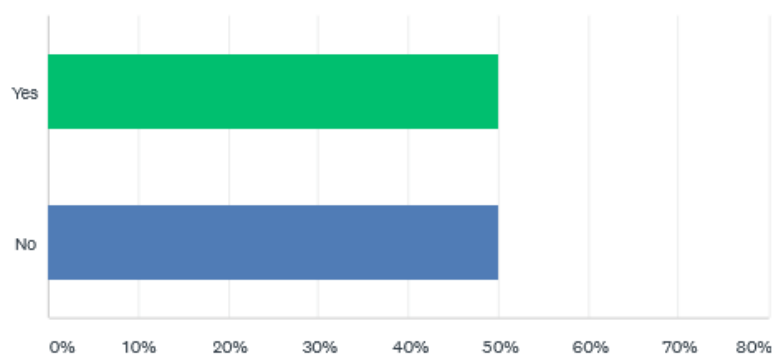
Answered: 14 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	21.43%	3
No	78.57%	11
TOTAL		14

Q57 Do you believe that companies are expected to give a gift to secure a contract in the public sector?

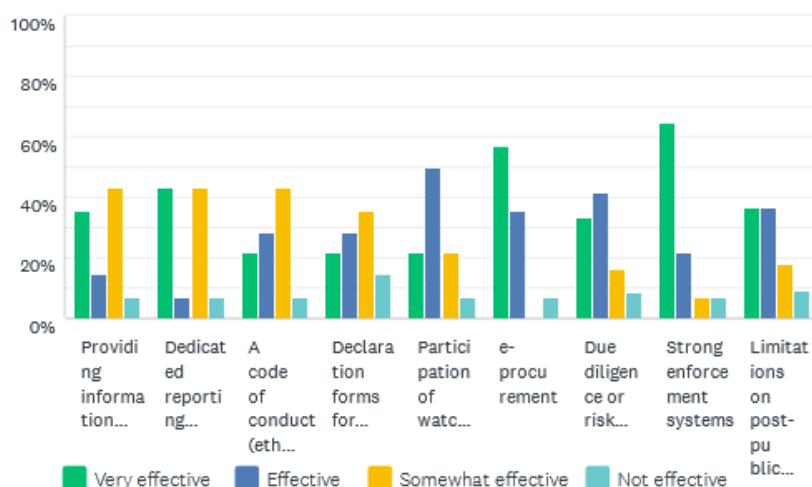
Answered: 14 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	50.00%	7
No	50.00%	7
TOTAL		14

Q58 There are many ways to reduce corruption in public procurement. Below, you find a list of possible avenues. In your view, in the country context, how effective are these measures to reduce corruption in public procurement?

Answered: 14 Skipped: 6



	VERY EFFECTIVE	EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	TOTAL
Providing information and/or training on what constitutes corruption and how to reduce corruption (i.e., the right and the duty to be informed and trained)	35.71% 5	14.29% 2	42.86% 6	7.14% 1	14
Dedicated reporting channels to report misconduct	42.86% 6	7.14% 1	42.86% 6	7.14% 1	14
A code of conduct (ethical guidelines or similar guidance documents) for public and private entities	21.43% 3	28.57% 4	42.86% 6	7.14% 1	14
Declaration forms for suppliers to affirm their compliance with anti-corruption rules	21.43% 3	28.57% 4	35.71% 5	14.29% 2	14
Participation of watchdog organizations	21.43% 3	50.00% 7	21.43% 3	7.14% 1	14
e-procurement	57.14% 8	35.71% 5	0.00% 0	7.14% 1	14
Due diligence or risk analysis	33.33% 4	41.67% 5	16.67% 2	8.33% 1	12
Strong enforcement systems	64.29% 9	21.43% 3	7.14% 1	7.14% 1	14
Limitations on post-public employment ("revolving door phenomenon", "cool down phase" for public employees)	36.36% 4	36.36% 4	18.18% 2	9.09% 1	11

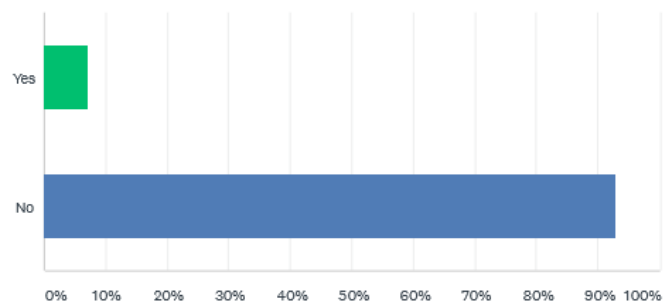
Q59 What would be your top three priorities in order to enhance effective anti-corruption measures in Ethiopia?

Answered: 12 Skipped: 8

#	RESPONSES	DATE
1	1)Fair & clear bid criteria 2)Unbaised buyer 3)Electronics buying	11/15/2019 10:33 PM
2	1) enforce the law, 2) recruit appropriate staff, 3) transparent institution	11/11/2019 11:45 PM
3	1. Compensating officials well for their services 2. Appointing able personnel in key positins	11/7/2019 8:18 PM
4	1. Human behavior 2. Transparency of the bidding process 3. Good control mechanism	11/7/2019 8:14 PM
5	1. Strict enforcement of laws 2. Strong report channels to misconduct 3. Training and awareness creation regarding anti corruption and the drawbacks of corruption	11/7/2019 7:32 PM
6	post audit mechanism is needed	11/7/2019 6:29 PM
7	1. Strong enforcement systems 2. E-procurement 3. Providing information and training on how to receive compensation	11/7/2019 4:16 PM
8	1. Transparent bidding system 2. no "honest" price approach 3. Speed of procurement process	11/7/2019 2:36 PM
9	1. reporting misconducts and putting strong penalty for misconduct 2. Put ethical guidelines and rules to entities 3. Training and workshops	11/7/2019 1:46 PM
10	1. Strong enforcement systems 2. Dedicated reporting channels to report misconduct 3. Providing training and information on what constitutes corruption	11/7/2019 11:55 AM
11	-creating full awareness for the public starting from primary school and private and government institution -creating internet based institution based on transparency and accountability - creating strong enforcement agency	11/4/2019 6:16 AM
12	.Committed and accountable leadership .Open and transparent procurement system with continues monitoring . established effective and functional watch dog	11/1/2019 8:28 AM

Q60 Are you or your company aware of any CSO actively providing oversight and social control in public procurement?

Answered: 14 Skipped: 6

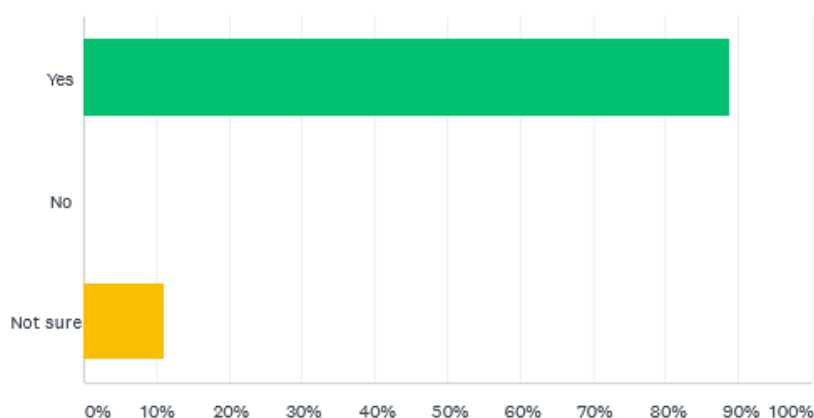


ANSWER CHOICES	RESPONSES	
Yes	7.14%	1
No	92.86%	13
TOTAL		14

#	IF YES, PLEASE INDICATE THE NAME(S) OF SUCH CSOS.	DATE
	There are no responses.	

Q61 Do you think CSO involvement in overseeing procurement contracts could be beneficial in the future?

Answered: 9 Skipped: 11



ANSWER CHOICES	RESPONSES
Yes	88.89% 8
No	0.00% 0
Not sure	11.11% 1
TOTAL	9

#	PLEASE EXPLAIN WHY.	DATE
1	Will give encouragement to respect human discipline as need of considering risks	11/7/2019 8:14 PM
2	It offers a set of guidelines	11/7/2019 11:55 AM
3	I am not very sure that this people may not be influenced by the others but will be better than leaving the whole thing to the organization	11/1/2019 8:28 AM

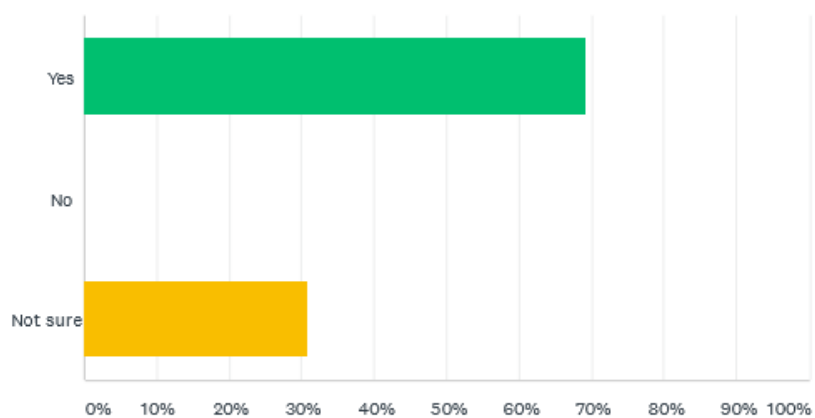
Q62 What are the obstacles, if any, for CSO participation in public procurement in the current economic and political climate?

Answered: 4 Skipped: 16

#	RESPONSES	DATE
1	Committment	11/7/2019 8:14 PM
2	Government does not receive the input of the CSO	11/7/2019 6:29 PM
3	no body trust the government institution that much	11/4/2019 6:16 AM
4	The CSO people who is going to be part may require payment for their work which may not be affordable the CSO representative to be assigned may not be free from baise and corruption they may not have capacity to influence those people	11/1/2019 8:28 AM

Q63 Do you think that introduction of e-Procurement will lead to reduction in corruption?

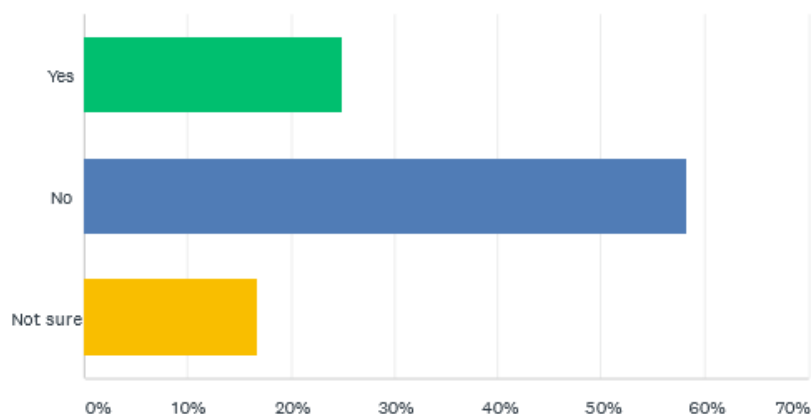
Answered: 13 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	69.23%	9
No	0.00%	0
Not sure	30.77%	4
TOTAL		13

Q64 Do you think that introduction of e-GP will lead to loss of business for Small and Medium Enterprises due to difficulties in submission of bids electronically?

Answered: 12 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	25.00%	3
No	58.33%	7
Not sure	16.67%	2
TOTAL		12

#	PLEASE EXPLAIN WHY.	DATE
1	Due to understanding of method or knowledge of teh SMEs on how to operate through electronic means.	11/7/2019 4:16 PM
2	Any company applying for public bids needs to be qualified in terms of administration or efficiency	11/7/2019 2:36 PM
3	Many are educated at various levels and aware of issues	11/7/2019 1:06 PM
4	Because the small firms make a living out of this, so it somehow affects them.	11/7/2019 11:55 AM
5	most of our people in business area aren't well educated	11/4/2019 6:16 AM
6	I dont think this will be a problem. Currentlty most organisation be small or large have access to modern media and internet.	11/1/2019 8:28 AM