



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

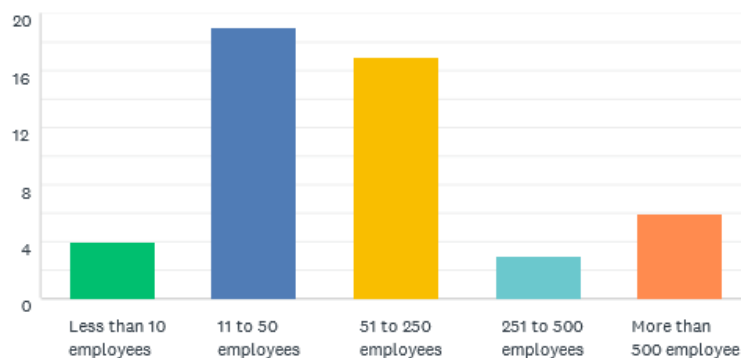
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ANNEX 13.5: Private Sector Survey Report – Oromia

Q1 What is the size of your company?

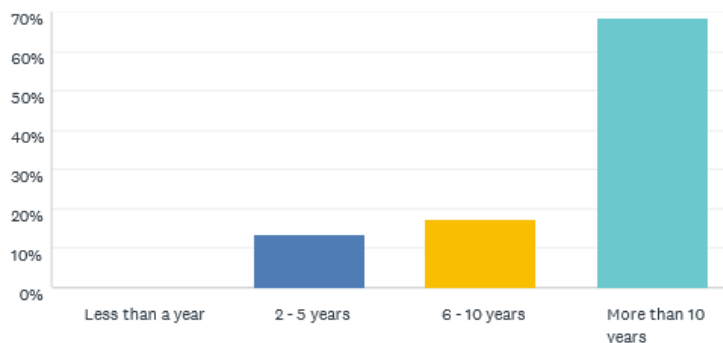
Answered: 49 Skipped: 2



ANSWER CHOICES	RESPONSES	
Less than 10 employees	8.16%	4
11 to 50 employees	38.78%	19
51 to 250 employees	34.69%	17
251 to 500 employees	6.12%	3
More than 500 employee	12.24%	6
TOTAL		49

Q2 How long is your company in business?

Answered: 51 Skipped: 0

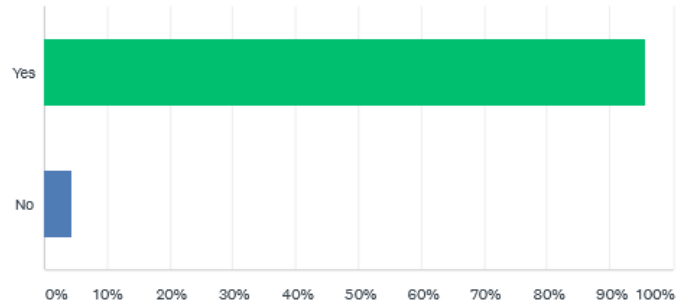


ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
2 - 5 years	13.73%	7
6 - 10 years	17.65%	9
More than 10 years	68.63%	35
TOTAL		51

Annex 13.5: Private Sector Survey Report – Oromia

Q3 Is your company located in Ethiopia?

Answered: 45 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	95.56%	43
No	4.44%	2
TOTAL		45

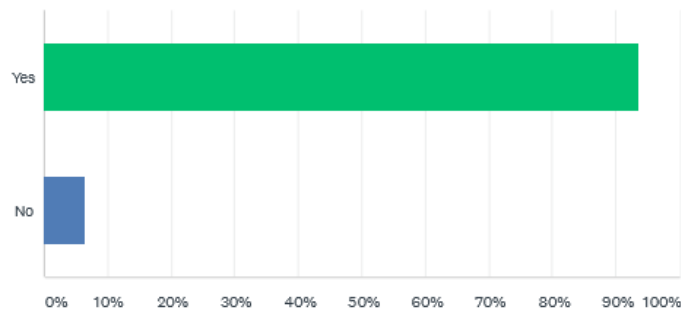
Q4 If your company is located in Ethiopia, please let us know in which region you company is located.

Answered: 50 Skipped: 1

Addis Ababa	43
Oromia	2
Federal	1
SNNPR	1
India, UK	2

Q5 Is your company registered in Ethiopia?

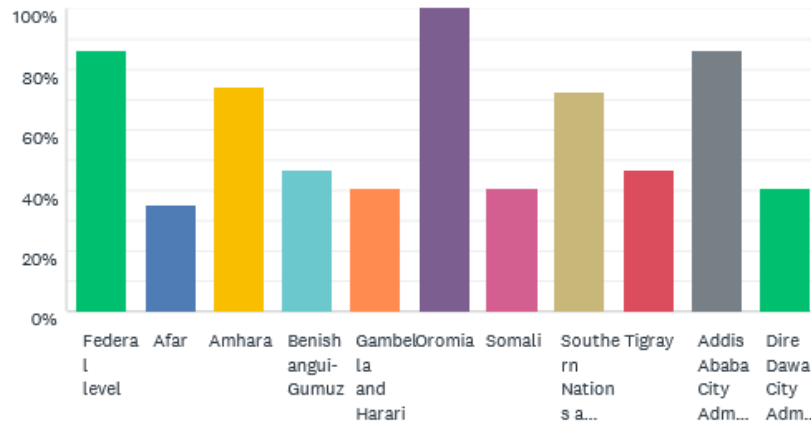
Answered: 31 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	93.55%	29
No	6.45%	2
TOTAL		31

Q6 Where in Ethiopia do you operate?

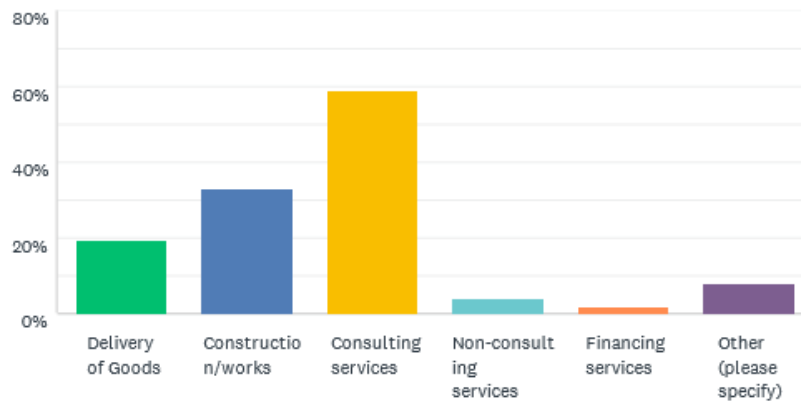
Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Federal level	86.27%	44
Afar	35.29%	18
Amhara	74.51%	38
Benishangui-Gumuz	47.06%	24
Gambella and Harari	41.18%	21
Oromia	100.00%	51
Somali	41.18%	21
Southern Nations and Nationalities Peoples Region	72.55%	37
Tigray	47.06%	24
Addis Ababa City Administration	86.27%	44
Dire Dawa City Administration	41.18%	21
Total Respondents: 51		

Q7 What is your main business area?

Answered: 51 Skipped: 0

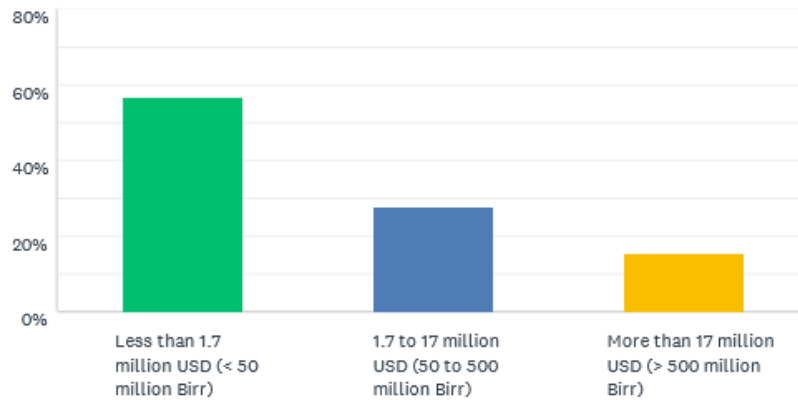


ANSWER CHOICES	RESPONSES	
Delivery of Goods	19.61%	10
Construction/works	33.33%	17
Consulting services	58.82%	30
Non-consulting services	3.92%	2
Financing services	1.96%	1
Other (please specify)	7.84%	4
Total Respondents: 51		

#	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	Construction Consulting Service	11/4/2019 7:12 AM
4	Pharmaceutical Formulation Manufacturing	11/2/2019 2:34 AM

Q8 Please indicate the annual turnover of your company.

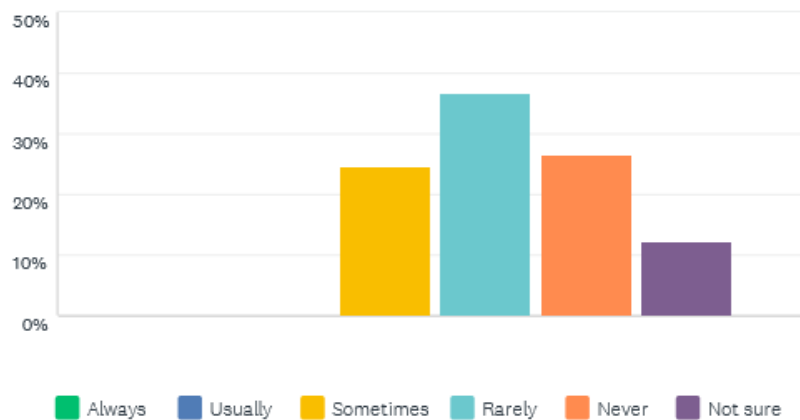
Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 1.7 million USD (< 50 million Birr)	56.86%	29
1.7 to 17 million USD (50 to 500 million Birr)	27.45%	14
More than 17 million USD (> 500 million Birr)	15.69%	8
TOTAL		51

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

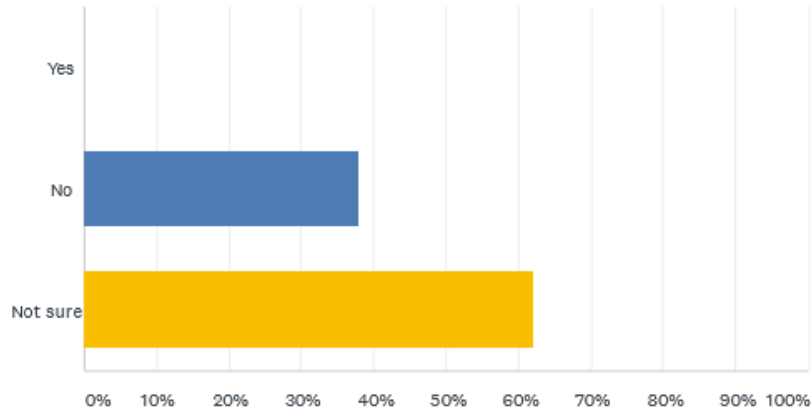
Answered: 49 Skipped: 2



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	24.49%	36.73%	26.53%	12.24%	49	4.27
0	0	12	18	13	6		

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

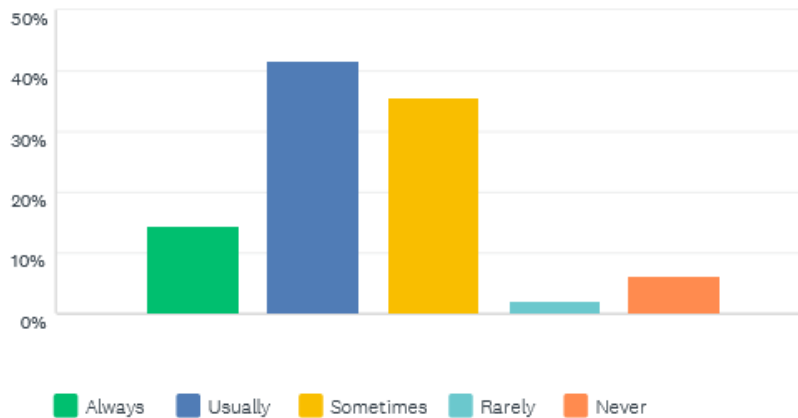
Answered: 29 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	37.93%	11
Not sure	62.07%	18
TOTAL		29

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

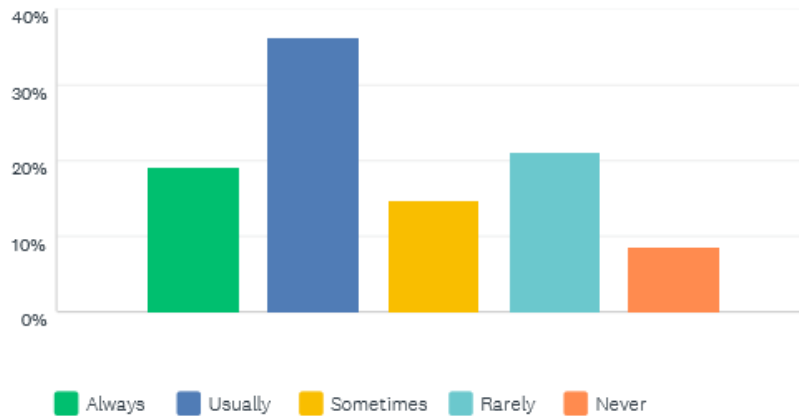
Answered: 48 Skipped: 3



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
14.58%	41.67%	35.42%	2.08%	6.25%	48	2.44
7	20	17	1	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)?

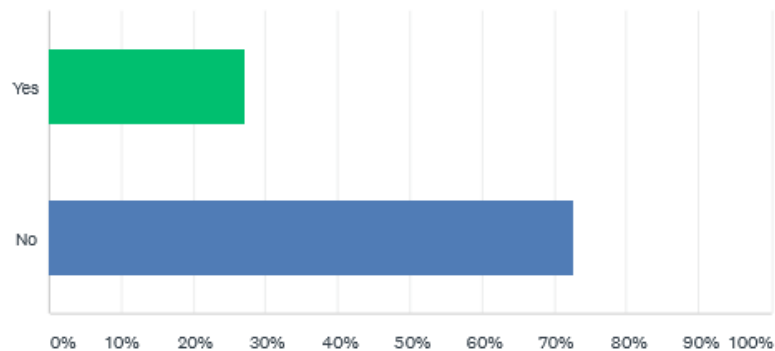
Answered: 47 Skipped: 4



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
19.15%	36.17%	14.89%	21.28%	8.51%	47	2.64
9	17	7	10	4		

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

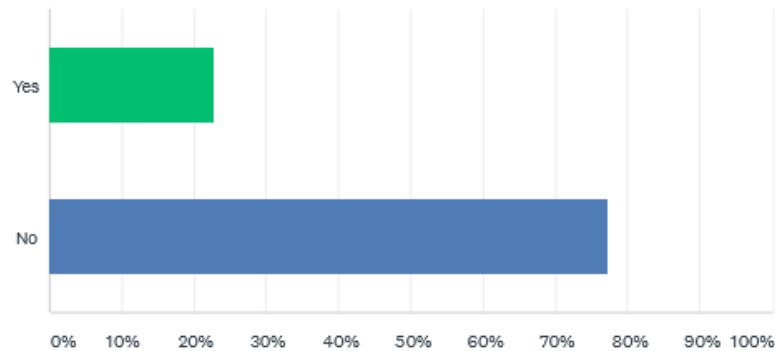
Answered: 44 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	27.27%	12
No	72.73%	32
TOTAL		44

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

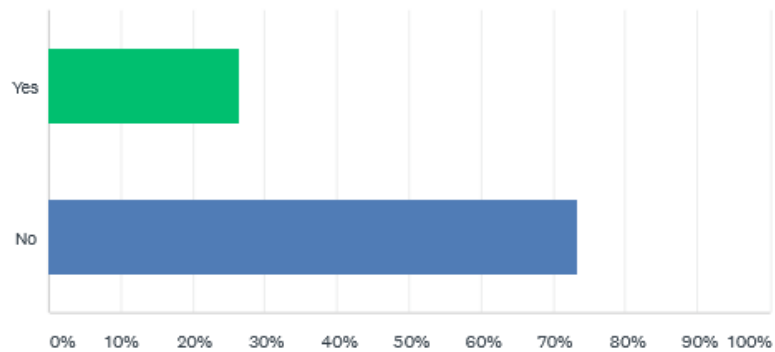
Answered: 44 Skipped: 7



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

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

Answered: 45 Skipped: 6



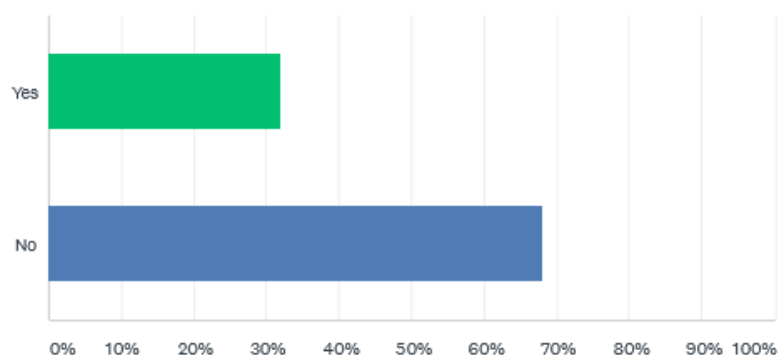
ANSWER CHOICES	RESPONSES	
Yes	26.67%	12
No	73.33%	33
TOTAL		45

Annex 13.5: Private Sector Survey Report – Oromia

#	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	Construction Contractors of Ethiopia	11/7/2019 5:49 PM
7	I have not been informed	11/7/2019 4:24 PM
8	Addis Ababa city administration	11/7/2019 2:58 PM
9	Information flow is sporadic between the public and private sectors	11/7/2019 2:38 PM
10	That was good	11/7/2019 1:30 PM
11	Project or company manager organized it	11/7/2019 1:22 PM
12	rarely occur, but most have no effect	11/7/2019 12:58 PM
13	The Ethiopian construction contractors association, Ethiopian construction management institution and the training was very good and effective	11/7/2019 12:20 PM
14	We were not invited to any	11/7/2019 11:33 AM
15	No One was invited to attend the training	11/7/2019 11:27 AM
16	The government is not inviting private sectors to participate in the capacity building programs	11/7/2019 10:56 AM
17	Never got such information	11/5/2019 8:39 AM
18	Not invited	11/1/2019 11:01 AM
19	not aware	11/1/2019 5:11 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?

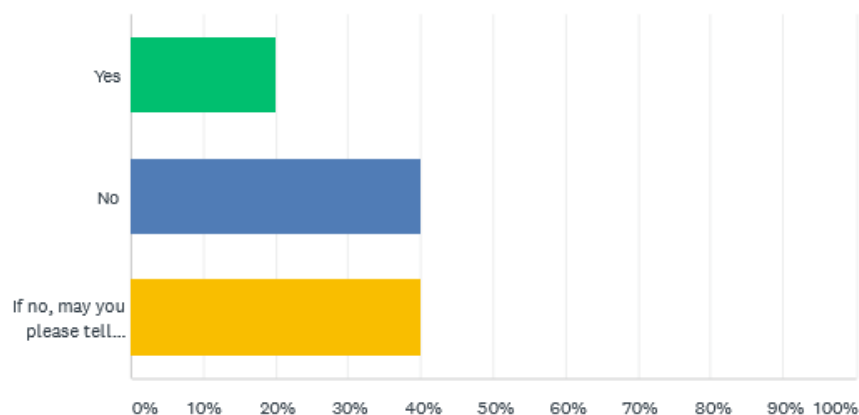
Answered: 25 Skipped: 26



ANSWER CHOICES	RESPONSES	
Yes	32.00%	8
No	68.00%	17
TOTAL		25

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: 25 Skipped: 26

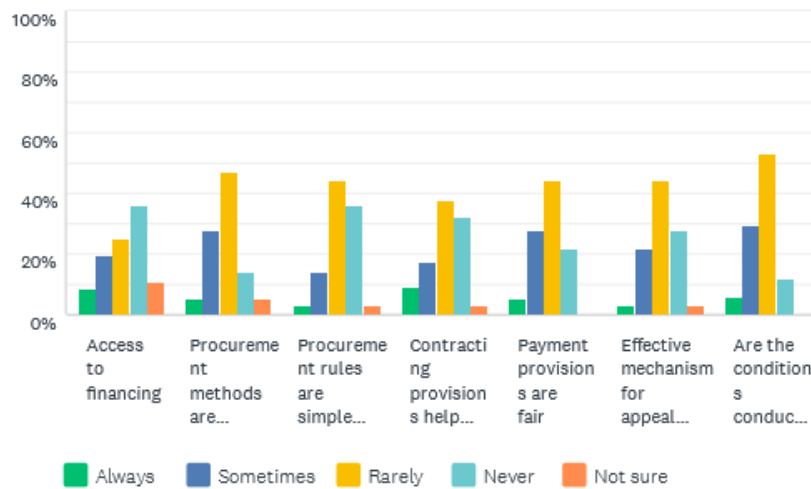


ANSWER CHOICES	RESPONSES	
Yes	20.00%	5
No	40.00%	10
If no, may you please tell why? If yes, may you please tell whether your question has been answered satisfactorily?	40.00%	10
TOTAL		25

#	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	It was satisfactory.	11/6/2019 2:48 AM
4	Not aware of the Agency's role	11/5/2019 8:39 AM
5	There is no clear arrangement in the agency to advice or the agency is weak to advice.	11/5/2019 2:02 AM
6	Not aware of such services	11/1/2019 11:01 AM
7	Because they don't follow the rules and procedures. No transparency.	11/1/2019 10:41 AM
8	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
9	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
10	Not aware	11/1/2019 5:11 AM

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

Answered: 36 Skipped: 15



	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

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

Answered: 35 Skipped: 16

ANSWER CHOICES	RESPONSES	
1.	100.00%	35
2.	94.29%	33
3.	82.86%	29

Annex 13.5: Private Sector Survey Report – Oromia

#	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	Favors certain groups	11/7/2019 5:53 PM
9	Unrealistic grading mechanisms	11/7/2019 4:28 PM
10	Previous experience: this is sometimes difficult for local private sectors	11/7/2019 4:11 PM
11	Short listings are not fair	11/7/2019 4:01 PM
12	Evaluation criteria (not specific for works, services)	11/7/2019 3:11 PM
13	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
14	Conditions favoring local companies	11/7/2019 2:29 PM
15	Capital	11/7/2019 1:43 PM
16	Transparency	11/7/2019 1:34 PM
17	Protection for those who participate on procurement	11/7/2019 1:26 PM
18	Unreasonably high requirements in financial performance	11/7/2019 1:01 PM
19	Transparency	11/7/2019 12:27 PM
20	Transparency	11/7/2019 11:40 AM
21	Transparency	11/7/2019 11:28 AM
22	Bids documents are non-comprehensive	11/7/2019 11:01 AM
23	The procedure is not transparent	11/6/2019 2:56 AM
24	Specific requirements are stringent	11/6/2019 1:24 AM
25	Client	11/5/2019 12:46 PM
26	Unclear and subjective scoring criteria	11/5/2019 4:06 AM
27	Corruption	11/5/2019 2:14 AM
28	Corruption	11/5/2019 12:19 AM
29	Payment though in the form of LC is never on time	11/2/2019 2:34 AM
30	UNFAIR DISTRIBUTION OF OBLIGATIONS BETWEEN PUBLIC BODY AND SUPPLIER	11/1/2019 1:45 PM
31	No online registration and performance evaluation. Company profiles shall be put online.	11/1/2019 10:58 AM
32	the procurement porcesses followed by the Gvovernment institutionsa are not transparent and accountable	11/1/2019 7:57 AM
33	Corruption	11/1/2019 7:41 AM
34	Lack of foreign currency to open up LCs	11/1/2019 5:15 AM
35	Rigged procurement procedure	11/1/2019 4:48 AM

Annex 13.5: Private Sector Survey Report – Oromia

#	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	Unfair evaluation of bids	11/7/2019 5:53 PM
8	Plans are not advertised ahead of time	11/7/2019 4:28 PM
9	Turnover requirement: sometimes very high for private sector	11/7/2019 4:11 PM
10	Evaluation procedures are not fair and transparent	11/7/2019 4:01 PM
11	Time frames set for execution (very short and pre-determined)	11/7/2019 3:11 PM
12	Subjectivity in evaluation of bids	11/7/2019 2:42 PM
13	lack of finance	11/7/2019 2:29 PM
14	Evaluation methodology	11/7/2019 1:43 PM
15	Bossy approach connecting client, consultant with contractor	11/7/2019 1:34 PM
16	managing possession	11/7/2019 1:26 PM
17	Requirement for prior experience, annual turnover	11/7/2019 1:01 PM
18	The tender document is not subjective to law, rather on the need of the client	11/7/2019 12:27 PM
19	Accountability	11/7/2019 11:40 AM
20	Accountability	11/7/2019 11:28 AM
21	Subjectivity in evaluation of bids	11/7/2019 11:01 AM
22	Electronic tendering is deliberately prohibited	11/6/2019 2:56 AM
23	Corruption	11/6/2019 1:24 AM
24	Experienced contractors	11/5/2019 12:46 PM
25	unlawful request of payment for favour in evaluation	11/5/2019 4:06 AM
26	None transparency of the bidding evaluations	11/5/2019 2:14 AM
27	Shortage of forex	11/5/2019 12:19 AM
28	DENIAL OF ADVANCE PAYMENT FOR DELIVERY OF GOODS	11/1/2019 1:45 PM
29	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
30	corruption is highly deprotted in all government system	11/1/2019 7:57 AM
31	Nepotism	11/1/2019 7:41 AM
32	Inability to provide foreign currency for small orders except less than USD5000 - and need to open LC always for orders over USD5000	11/1/2019 5:15 AM
33	Non transparent procurement process and appeals	11/1/2019 4:48 AM

Annex 13.5: Private Sector Survey Report – Oromia

#	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	Discrepancy between procurement directive and prepared tender documents	11/7/2019 5:53 PM
7	Short time for preparing proposals	11/7/2019 4:28 PM
8	Subjective criteria under Pillar I	11/7/2019 4:11 PM
9	Unnecessary delays in evaluation process and terminating bids	11/7/2019 4:01 PM
10	Prior allocation	11/7/2019 3:11 PM
11	Delays in cancellation of bids that impacts a company's strategy and budget	11/7/2019 2:42 PM
12	lack of understanding/knowledge	11/7/2019 2:29 PM
13	Corruption	11/7/2019 1:34 PM
14	policies about managing procurement	11/7/2019 1:26 PM
15	source of budget affects the process. Human behavior and implementation is also a problem	11/7/2019 12:27 PM
16	Corruption	11/7/2019 11:40 AM
17	Transparency problems	11/7/2019 11:01 AM
18	Results of tender are not publicly disclosed on a website or something similar	11/6/2019 2:56 AM
19	No system organized to properly handle complaints	11/6/2019 1:24 AM
20	Ppa	11/5/2019 12:46 PM
21	unable to control unreasonably low bid price	11/5/2019 4:06 AM
22	incapability of the Procuring entity	11/5/2019 2:14 AM
23	Payment delay	11/5/2019 12:19 AM
24	VERY NARROW AND LIMITED CONDITIONS CONSIDERED AS FORCE MAJOUR	11/1/2019 1:45 PM
25	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
26	the government institutions have no capacity to prepare clear bid document to lead the process accordingly	11/1/2019 7:57 AM
27	Preferential treatments	11/1/2019 7:41 AM
28	Being obliged to use Ethiopian Airlines or Ethiopian Shipping lines for consignments - when others maybe cheaper for customer	11/1/2019 5:15 AM
29	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: 33 Skipped: 18

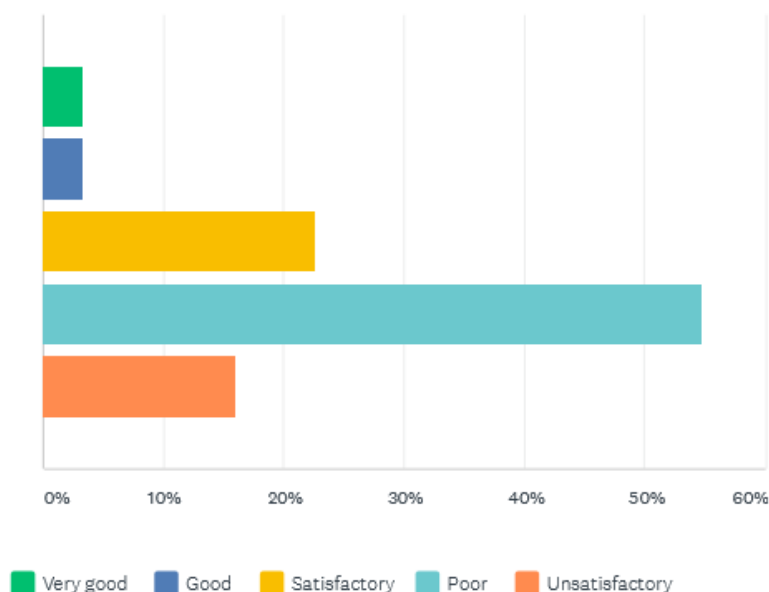
#	RESPONSES	DATE
1	All the above three problems.	11/23/2019 4:12 AM
2	The bid criteria must based the what they want to buy, not the specific bidders	11/15/2019 10:17 PM
3	transparent bidding process including e-tendering	11/11/2019 11:40 PM
4	1. Procurement plans need to be open at the beginning of 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. 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
8	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
9	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
10	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
11	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
12	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
13	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
14	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
15	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
16	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

Annex 13.5: Private Sector Survey Report – Oromia

17	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
18	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
19	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
20	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
21	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
22	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
23	Evaluation criteria setting method outlined by PPA	11/5/2019 12:46 PM
24	There should be a mechanism that unreasonable low bidders shall be rejected	11/5/2019 4:06 AM
25	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
26	Corruption	11/5/2019 12:19 AM
27	Timely Payment	11/2/2019 2:34 AM
28	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
29	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
30	the system should be designed in a transparent and accountable way the private sector need to be consulted when the procedures and regulations developed there should be responsive compliance mechanism in the Go	11/1/2019 7:57 AM
31	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
32	Longer timeframes to submit tenders Ability to speak to end users to clarify specifications on Tenders	11/1/2019 5:15 AM
33	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: 31 Skipped: 20



VERY GOOD	GOOD	SATISFACTORY	POOR	UNSATISFACTORY	TOTAL	WEIGHTED AVERAGE
3.23%	3.23%	22.58%	54.84%	16.13%	31	3.77
1	1	7	17	5		

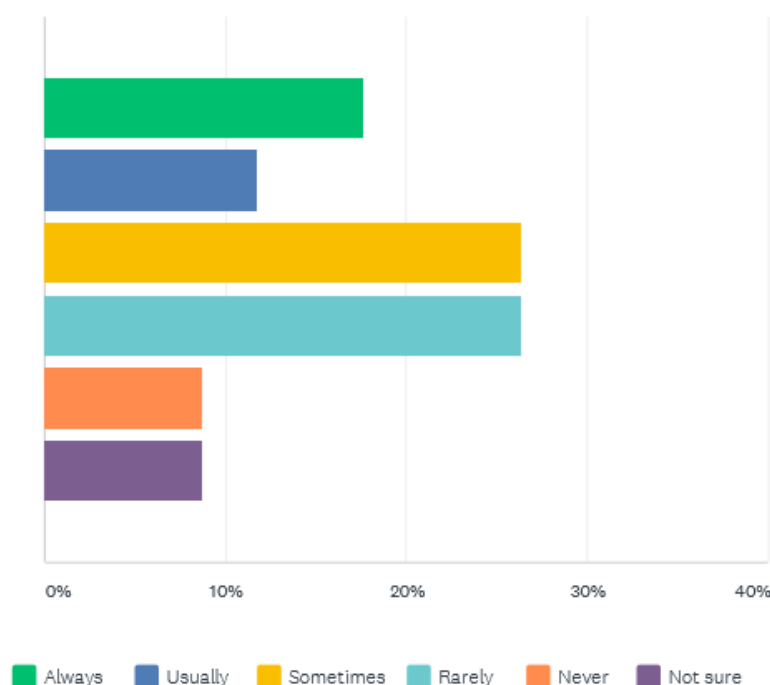
#	IF YOUR RATING IS BELOW SATISFACTORY, MAY YOU PLEASE PROVIDE THE AREAS OF BOTTLENECKS OR INEFFECTIVENESS?	DATE
1	Most business persons are interested in service based business, witch is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the mian challenges	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
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	Their capacity and support needed is not evaluated first.	11/7/2019 5:53 PM
5	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
6	Needs further assessment with specific experiences and skills	11/7/2019 4:01 PM
7	Not familiar	11/7/2019 2:42 PM
8	Delays in process is affecting speed of employment	11/7/2019 2:29 PM
9	1. have no interest to coming from federal level 2. Corruption 3. attitude and business ethics	11/7/2019 1:34 PM
10	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

Annex 13.5: Private Sector Survey Report – Oromia

11	capacity of procurer/entity	11/7/2019 1:01 PM
12	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
13	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
14	Private and government offices are not fairly work with this regard	11/6/2019 1:24 AM
15	Ethnic issues limit working environment	11/5/2019 2:54 AM
16	Problems in Government structures Commitment of the Government in general Financial Constraints Training problems	11/5/2019 2:14 AM
17	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
18	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
19	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: 34 Skipped: 17



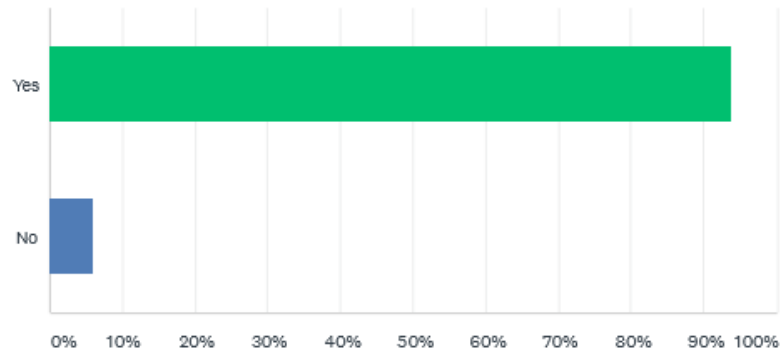
ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
17.65%	11.76%	26.47%	26.47%	8.82%	8.82%	34	3.24
6	4	9	9	3	3		

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#	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
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	If preferential and reservation schemes continue without limit, companies will not be able to grow.	11/7/2019 5:53 PM
4	Jobs are going to unskilled youth. The scheme is political and prone to manhandling	11/7/2019 4:28 PM
5	Some tenders may lie on the individual sizes and this would really create incompetent atmosphere	11/7/2019 4:11 PM
6	Needs further assessment from professionals with specific experiences and skills. Evaluation to be done by professionals not politicians	11/7/2019 4:01 PM
7	1. No capacity 2. Not enough skills 3. no business concept 4. Need support	11/7/2019 1:34 PM
8	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
9	They can even be incorporated under the umbrella of larger organizations	11/7/2019 1:01 PM
10	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
11	The competition is not based on merit. The MSEs are not allowed to associate with private companies.	11/6/2019 2:56 AM
12	Because of political concern they always get the first chance even if the work is beyond their scope.	11/5/2019 12:46 PM
13	They get job without competition	11/5/2019 2:54 AM
14	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
15	- 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
16	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.

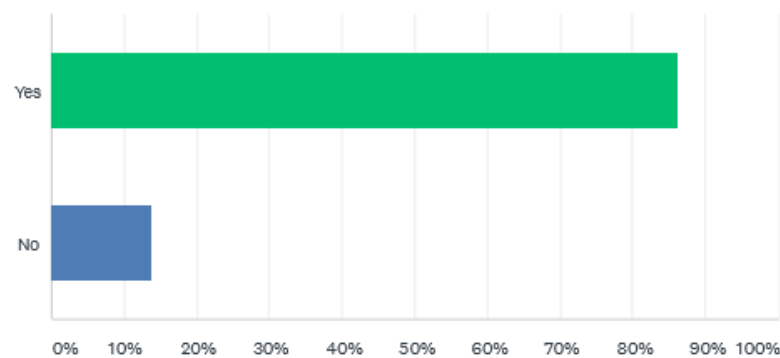
Answered: 33 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	93.94%	31
No	6.06%	2
TOTAL		33

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

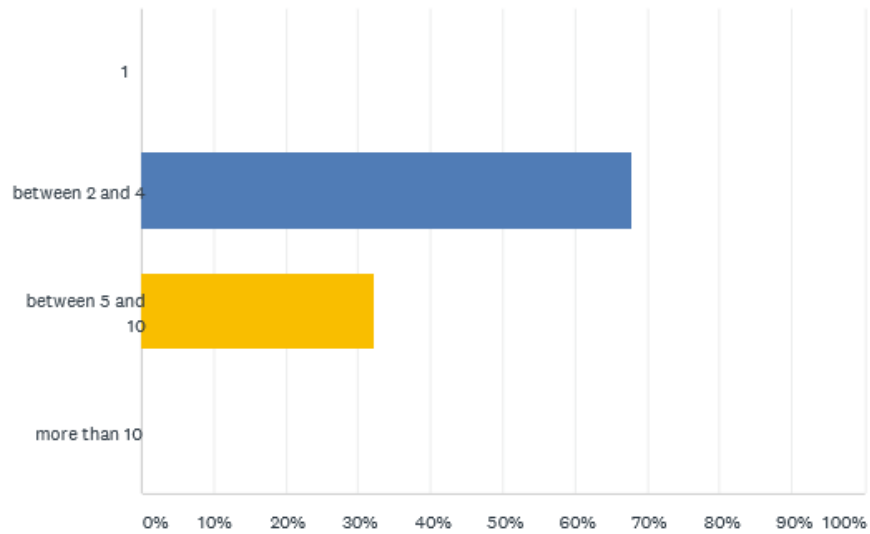
Answered: 29 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	86.21%	25
No	13.79%	4
TOTAL		29

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

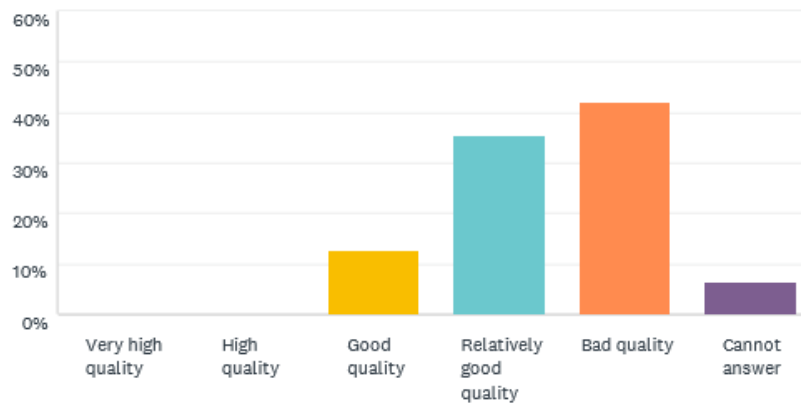
Answered: 31 Skipped: 20



ANSWER CHOICES	RESPONSES	
1	0.00%	0
between 2 and 4	67.74%	21
between 5 and 10	32.26%	10
more than 10	0.00%	0
TOTAL		31

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

Answered: 31 Skipped: 20



ANSWER CHOICES	RESPONSES	
Very high quality	0.00%	0
High quality	0.00%	0
Good quality	12.90%	4
Relatively good quality	35.48%	11
Bad quality	41.94%	13
Cannot answer	6.45%	2
TOTAL		31

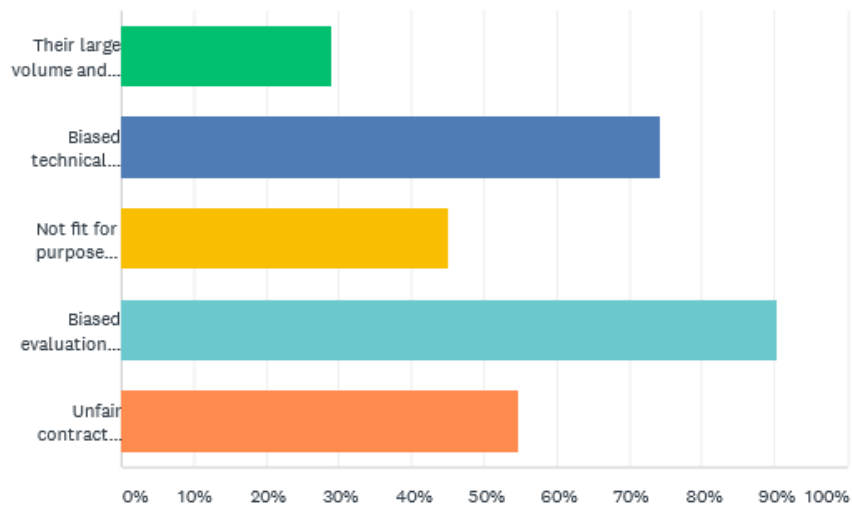
#	PLEASE EXPLAIN REASON FOR YOUR RATING:	DATE
1	It is Standard Bidding Document	11/23/2019 4:21 AM
2	They just copy and paste for all types of purchase. Lack of specifcness according to what they buy	11/15/2019 10:24 PM
3	There is no detail evaluation criteria	11/11/2019 11:40 PM
4	major bidding points 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 of teh bidding documents just tell us who win the tender, it is tailor-made	11/7/2019 5:55 PM
9	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
10	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
11	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
12	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

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13	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
14	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
15	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
16	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
17	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
18	There are conditions included in the bid document which are liable to subjectivity	11/7/2019 11:03 AM
19	The evaluation criteria are subjective and do not require documents that can be proven. So, it allows for companies to cheat and corrupt the evaluators.	11/6/2019 3:05 AM
20	Bidding documents prepared by the public bodies have different qualities in different offices	11/6/2019 1:44 AM
21	Most of the time the documents are copied from other sources.	11/5/2019 12:51 PM
22	Some have no criteria Some are controversial Some are prepared considering particular company	11/5/2019 2:21 AM
23	it depends on the public 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
24	- 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
25	I have been faced with bid cancellation three times for one bid because of the poor quality bid the prepared.	11/1/2019 8:03 AM
26	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: 31 Skipped: 20



ANSWER CHOICES	RESPONSES	
Their large volume and complexity	29.03%	9
Biased technical specifications	74.19%	23
Not fit for purpose technical specifications	45.16%	14
Biased evaluation methodology	90.32%	28
Unfair contract clauses	54.84%	17
Total Respondents: 31		

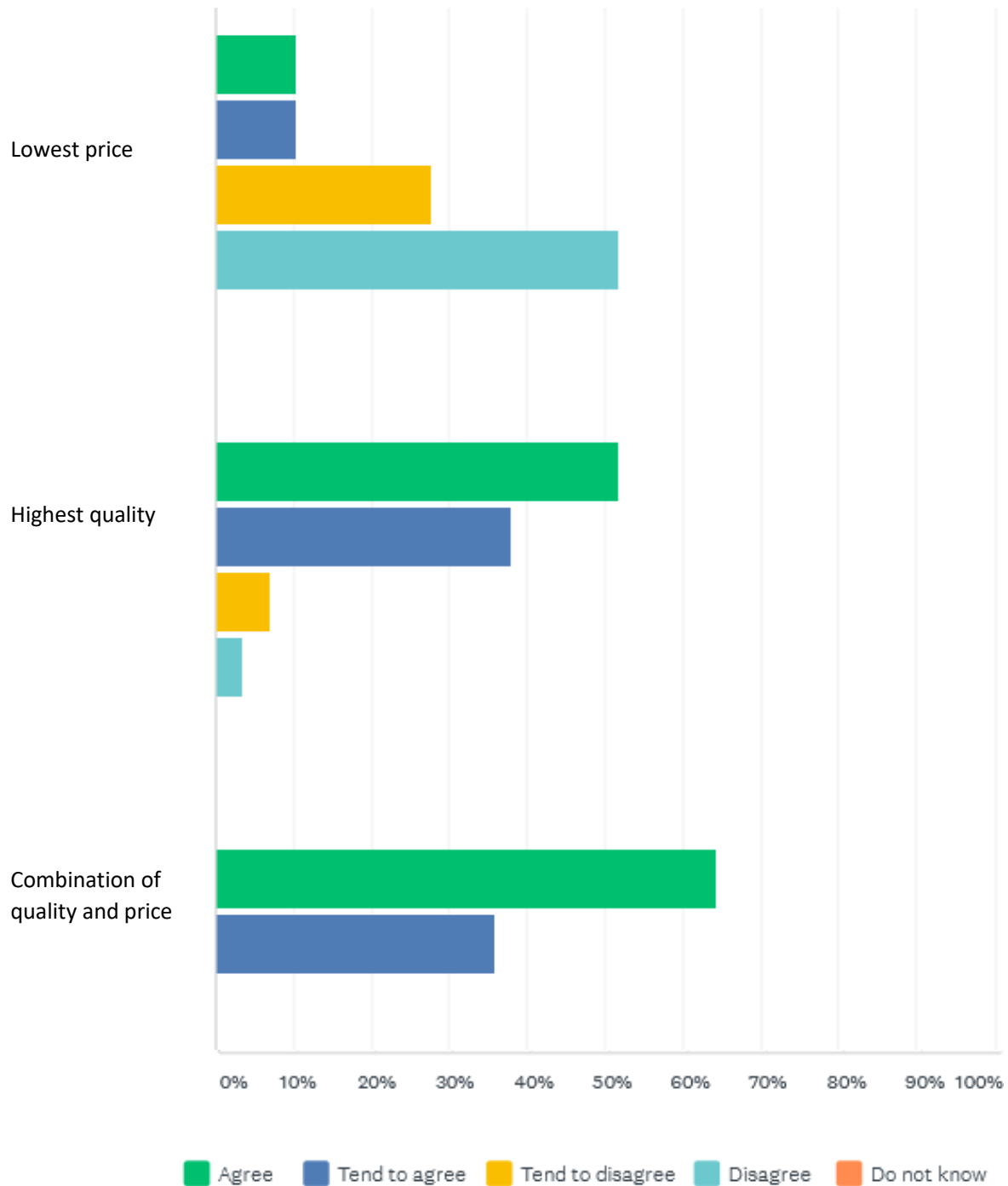
#	OTHER (PLEASE SPECIFY)	DATE
1	One sided contractual conditions do not consider options or conditions which we have already experienced with previous implementations	11/7/2019 8:10 PM
2	Do not specify the manpower required for teh project	11/7/2019 6:26 PM
3	Not fit for purpose evaluation methodology	11/7/2019 4:12 PM
4	Not fit for purpose evaluation methodology. 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
5	Not fit for purpose evaluation methodology	11/7/2019 3:12 PM
6	weak scope of work, not detailed	11/7/2019 2:44 PM
7	prepared by someone to fit his capacity	11/7/2019 1:37 PM
8	Sometimes the documents are prepared in a way that it is only fit for select few business companies	11/7/2019 12:45 PM
9	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
10	Not fit for the purpose evaluation methodology	11/7/2019 11:03 AM

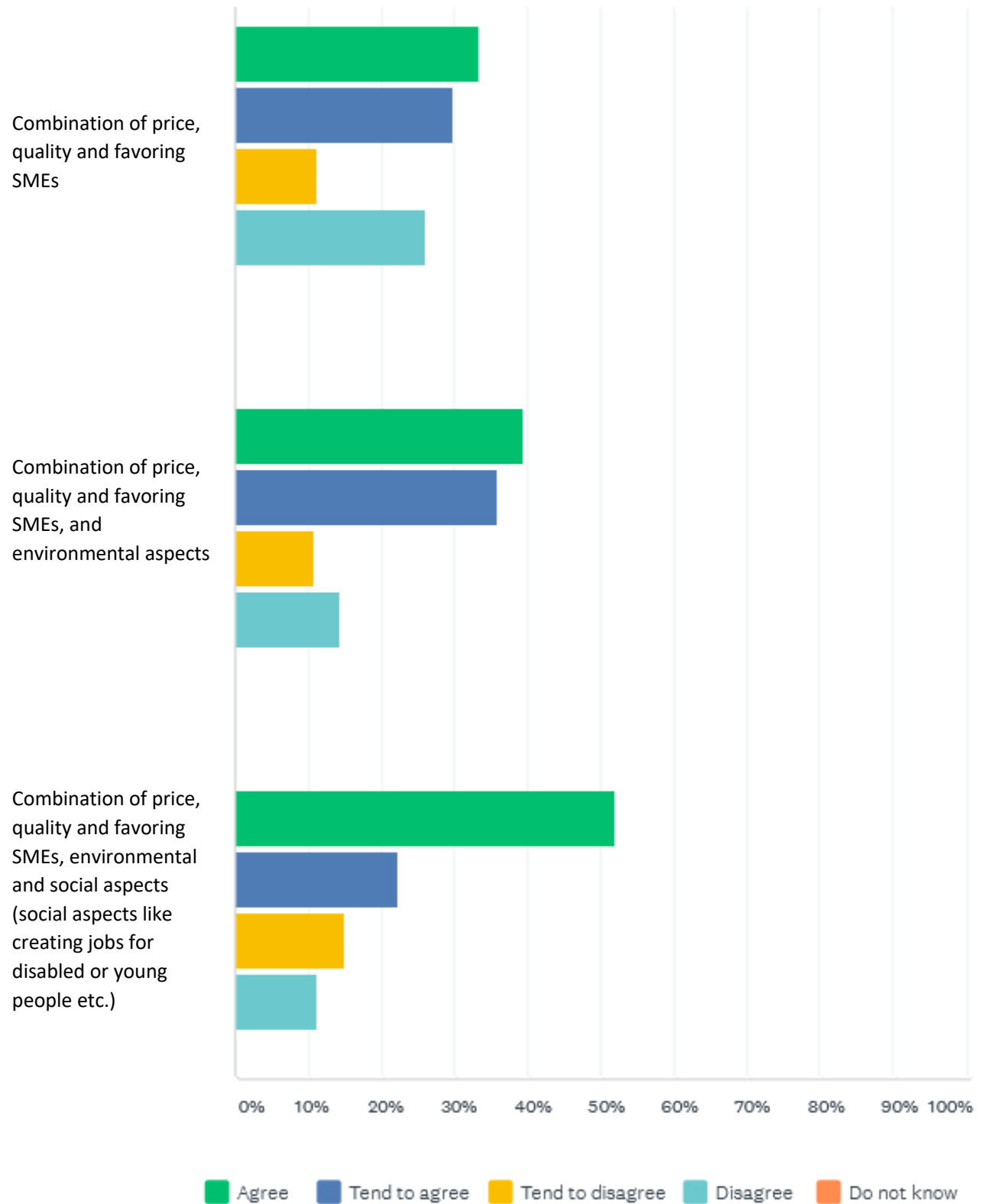
Annex 13.5: Private Sector Survey Report – Oromia

11	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
12	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
13	- 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: 31 Skipped: 20





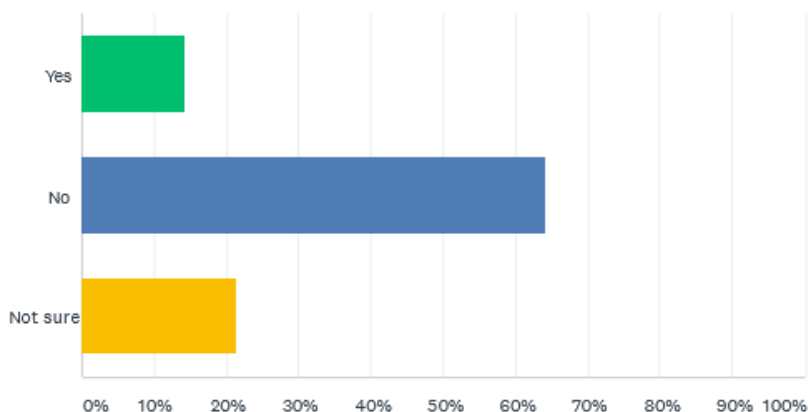
Annex 13.5: Private Sector Survey Report – Oromia

	AGREE	TEND TO AGREE	TEND TO DISAGREE	DISAGREE	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Lowest price	10.34% 3	10.34% 3	27.59% 8	51.72% 15	0.00% 0	29	3.21
Highest quality	51.72% 15	37.93% 11	6.90% 2	3.45% 1	0.00% 0	29	1.62
Combination of quality and price	64.29% 18	35.71% 10	0.00% 0	0.00% 0	0.00% 0	28	1.36
Combination of price, quality and favoring SMEs	33.33% 9	29.63% 8	11.11% 3	25.93% 7	0.00% 0	27	2.30
Combination of price, quality, favoring SMEs and environmental aspects	39.29% 11	35.71% 10	10.71% 3	14.29% 4	0.00% 0	28	2.00
Combination of price, quality, favoring SMEs, environmental and social aspects (social aspects like creating jobs for disabled or young people, etc.)	51.85% 14	22.22% 6	14.81% 4	11.11% 3	0.00% 0	27	1.85

#	OTHER (PLEASE SPECIFY)	DATE
1	General establishment of companies shall be considered	11/6/2019 1:44 AM

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

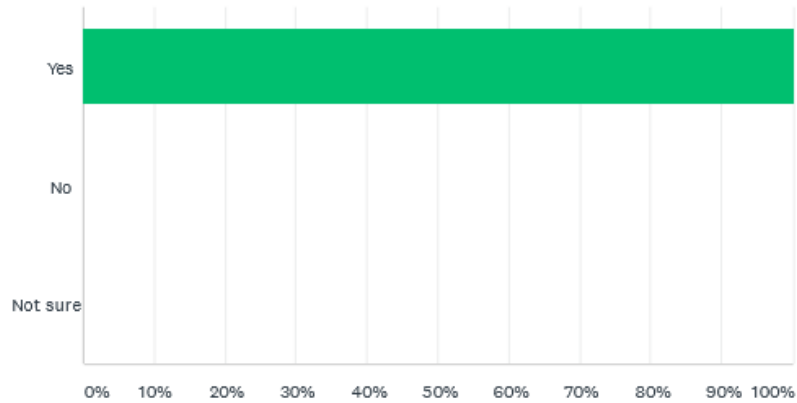
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES
Yes	14.29% 2
No	64.29% 9
Not sure	21.43% 3
TOTAL	14

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

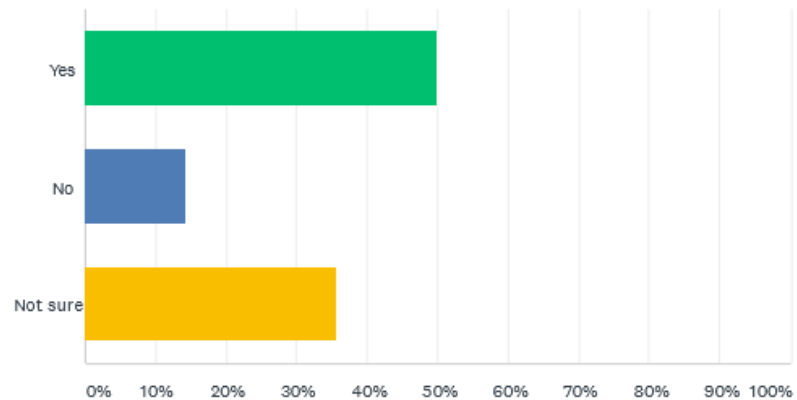
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	100.00%	14
No	0.00%	0
Not sure	0.00%	0
TOTAL		14

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

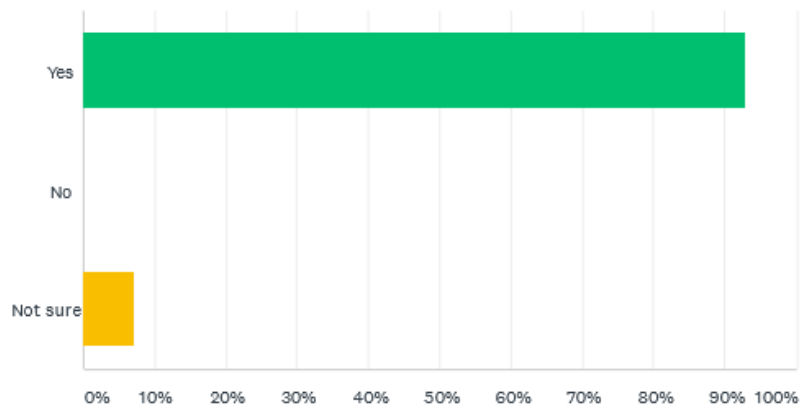
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	50.00%	7
No	14.29%	2
Not sure	35.71%	5
TOTAL		14

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

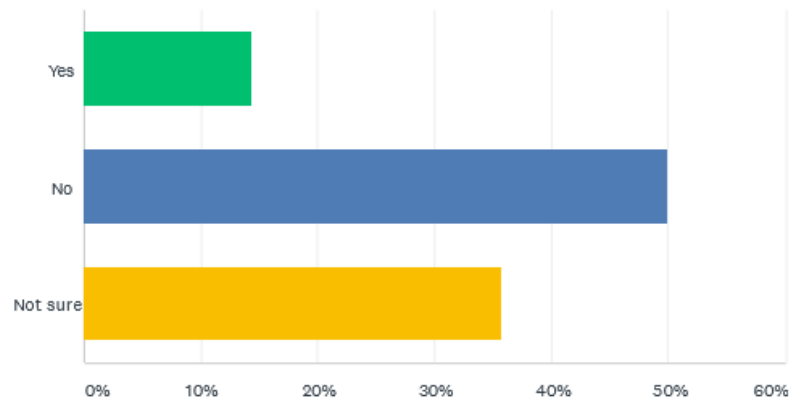
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	92.86%	13
No	0.00%	0
Not sure	7.14%	1
TOTAL		14

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

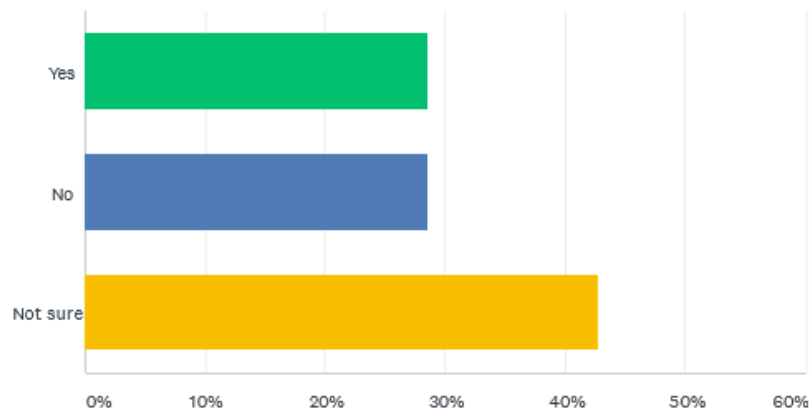
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	14.29%	2
No	50.00%	7
Not sure	35.71%	5
TOTAL		14

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

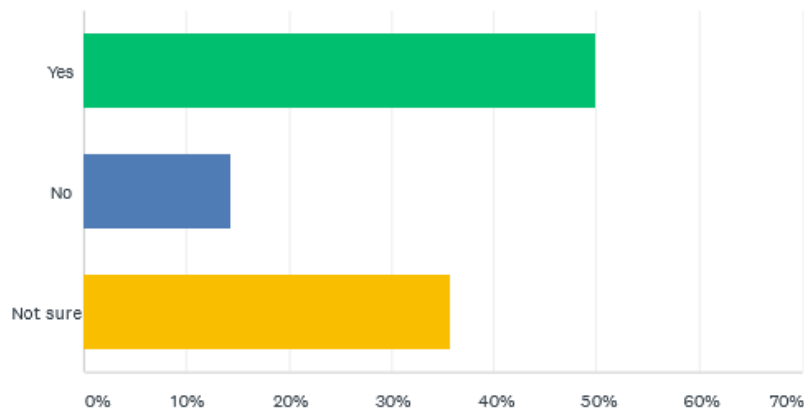
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	28.57%	4
No	28.57%	4
Not sure	42.86%	6
TOTAL		14

Q35 Are the contracts awards announced/published?

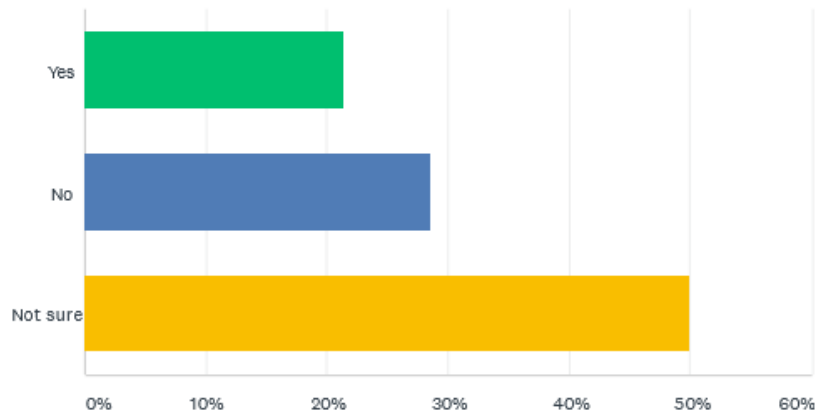
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	50.00%	7
No	14.29%	2
Not sure	35.71%	5
TOTAL		14

Q36 Do contract clauses include sustainability considerations, where appropriate?

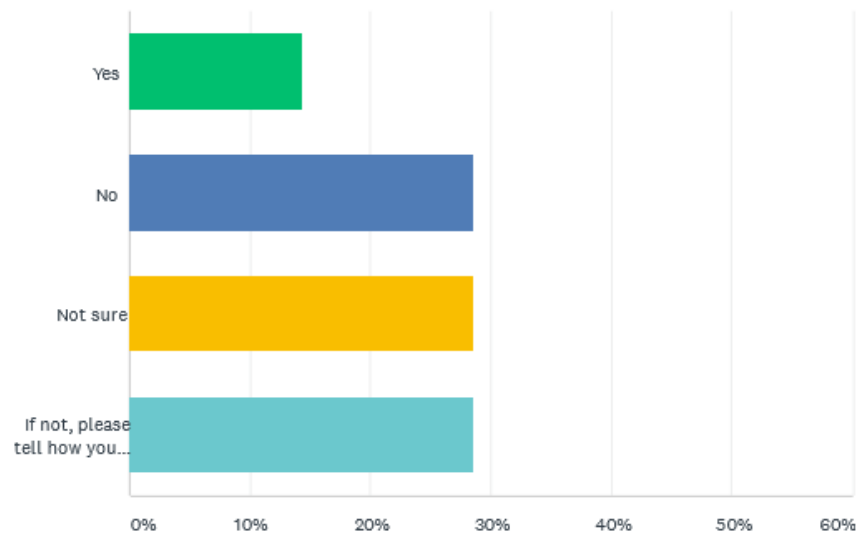
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	21.43%	3
No	28.57%	4
Not sure	50.00%	7
TOTAL		14

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

Answered: 14 Skipped: 37

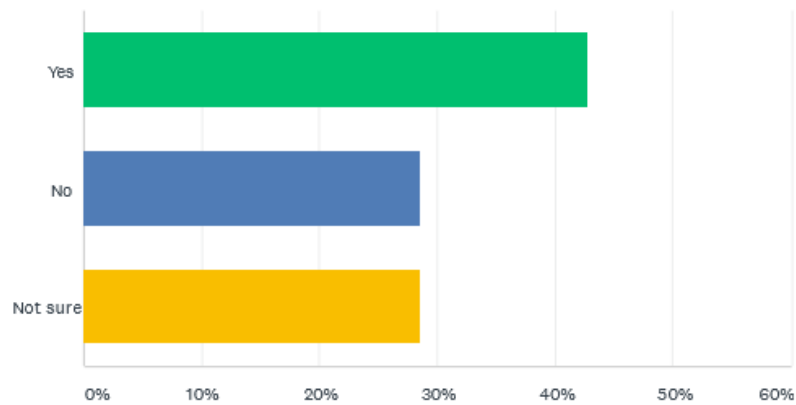


ANSWER CHOICES	RESPONSES	
Yes	14.29%	2
No	28.57%	4
Not sure	28.57%	4
If not, please tell how you think they differ.	28.57%	4
TOTAL		14

#	IF NOT, PLEASE TELL HOW YOU THINK THEY DIFFER.	DATE
1	They're made unreasonably short.	11/6/2019 3:05 AM
2	advance payment is denied frequently. payment in most instances are delaid indefinetely .	11/1/2019 2:02 PM
3	- poor standard	11/1/2019 11:10 AM
4	should allow for small orders - payment in advance with advance payment guarantee	11/1/2019 5:20 AM

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

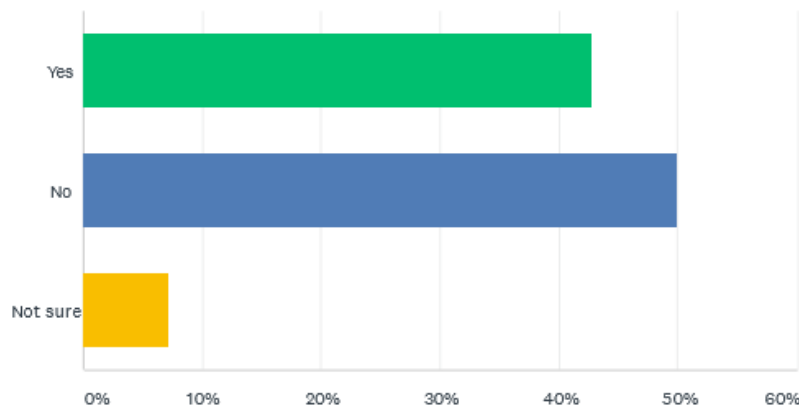
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	42.86%	6
No	28.57%	4
Not sure	28.57%	4
TOTAL		14

Q39 Are payments processed as stipulated in the contract?

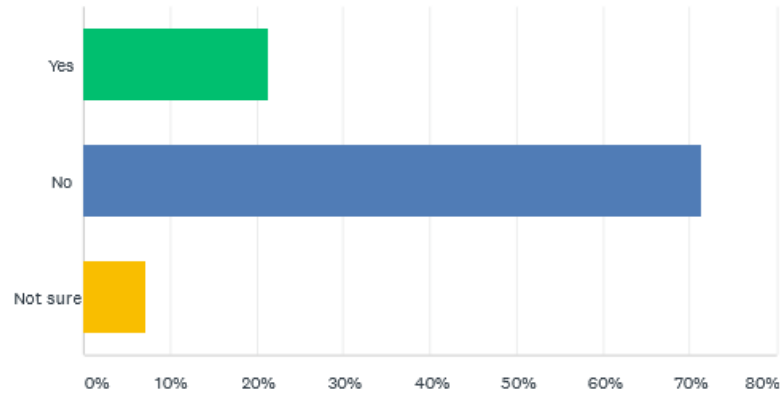
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	42.86%	6
No	50.00%	7
Not sure	7.14%	1
TOTAL		14

Q40 Are contract amendments are prepared and issued timely?

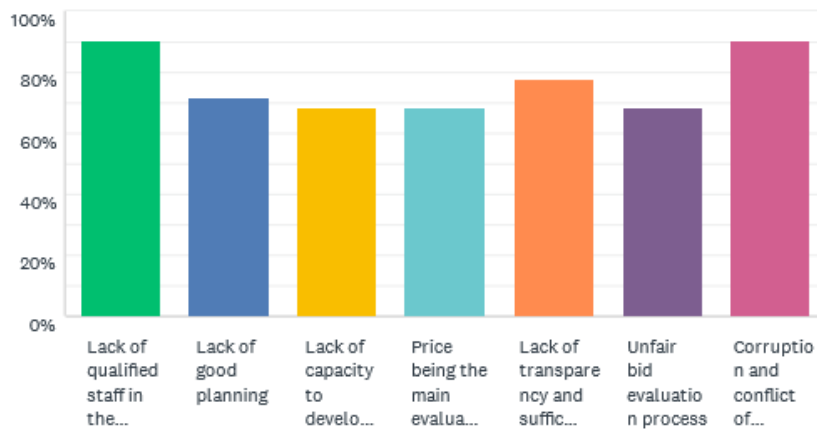
Answered: 14 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	21.43%	3
No	71.43%	10
Not sure	7.14%	1
TOTAL		14

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

Answered: 32 Skipped: 19

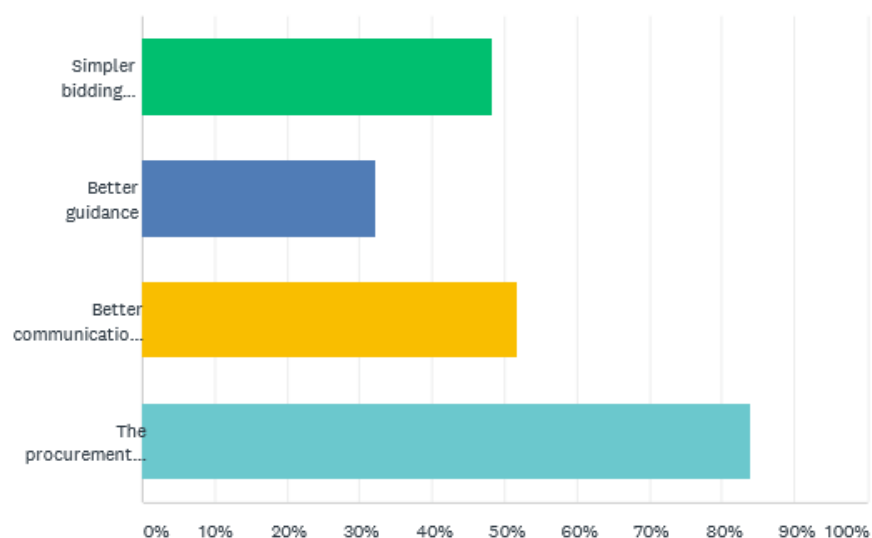


ANSWER CHOICES	RESPONSES	
Lack of qualified staff in the contracting authorities	90.63%	29
Lack of good planning	71.88%	23
Lack of capacity to develop fit for purpose bidding documents	68.75%	22
Price being the main evaluation criteria	68.75%	22
Lack of transparency and sufficient information available to potential bidders	78.13%	25
Unfair bid evaluation process	68.75%	22
Corruption and conflict of interest	90.63%	29
Total Respondents: 32		

#	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 4:31 PM
5	Lack of capacity for good contract management	11/7/2019 4:12 PM
6	Lack of capacity for good contract management	11/7/2019 3:12 PM
7	Lack of capacity for good contract management	11/7/2019 2:32 PM
8	lack of capacity for good contract management "Fix the match before game playing"	11/7/2019 1:37 PM
9	Lack of capacity for good contract management	11/7/2019 1:02 PM
10	Lack of capacity for good contract management	11/7/2019 11:42 AM
11	Lack of capacity for good contract management	11/7/2019 11:31 AM
12	Lack of capacity for good contract management	11/7/2019 11:03 AM
13	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: 31 Skipped: 20

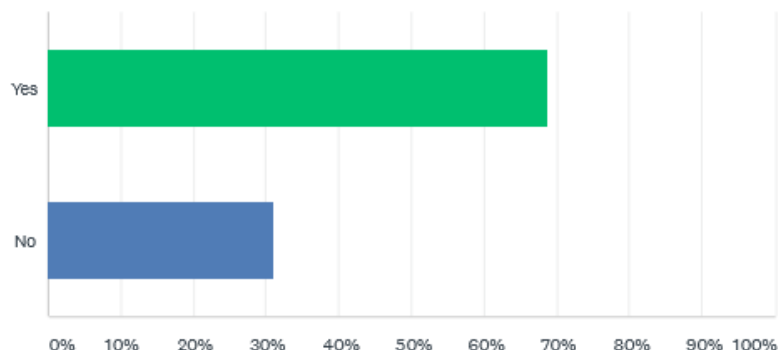


ANSWER CHOICES		RESPONSES	
Simpler bidding documents		48.39%	15
Better guidance		32.26%	10
Better communication from the contracting authorities		51.61%	16
The procurement process to become more fair and transparent		83.87%	26
Total Respondents: 31			

#	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	Electronic bidding	11/6/2019 3:05 AM
4	On Time Payments	11/2/2019 2:34 AM
5	- Limit the number of projects to be awarded for a firm	11/1/2019 11:10 AM

Q43 Have you ever filed a complaint?

Answered: 32 Skipped: 19



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

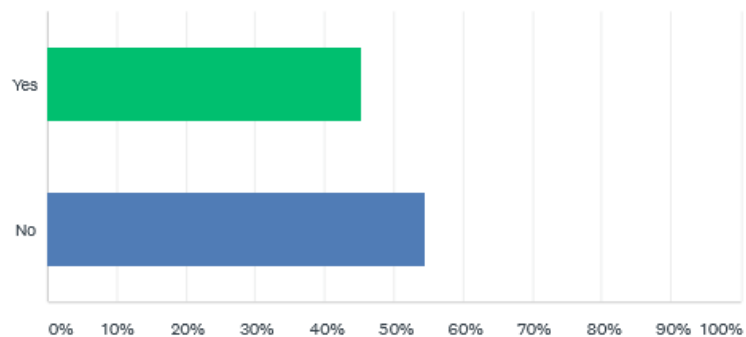
#	IF YOU HAVE EVER FILED A COMPLAINT, WITH WHOM DID YOU FILE IT AND AT WHAT STAGE OF THE PROCUREMENT PROCESS?	DATE
1	for the Client	11/23/2019 4:25 AM
2	PPA and Addis Ababa PPA at the time of awarding the bid	11/7/2019 8:12 PM
3	After cancellation of a bid to the government procurement authority	11/7/2019 6:28 PM
4	In the tendering process, for PPA but they did nothing	11/7/2019 5:59 PM
5	Regional and Federal PPA during application. Both entities were not ready to listen to complaints	11/7/2019 4:33 PM
6	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
7	There is no room to get justice. Decision makers and bidding agencies are politicians and connected by benefits	11/7/2019 4:04 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	No response at all or response was not sufficient	11/7/2019 1:38 PM
11	To procuring entities and later to PPA	11/7/2019 1:04 PM
12	With the public procurement department, at the bid evaluation and result notification stage.	11/7/2019 11:06 AM
13	To the Federal Public Procurement Agency. During bidding and right after award.	11/6/2019 3:07 AM
14	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
15	To the Client and later to the PPA	11/5/2019 12:55 PM
16	After evaluation result to the public procuring entity.	11/5/2019 2:29 AM
17	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

Annex 13.5: Private Sector Survey Report – Oromia

18	- Filed with the client and PPA with Letter	11/1/2019 11:14 AM
19	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
20	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
21	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?

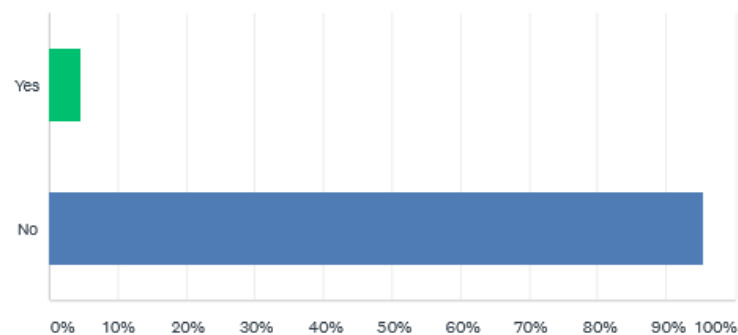
Answered: 22 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	45.45%	10
No	54.55%	12
TOTAL		22

Q45 Were you satisfied with the response to your complaint?

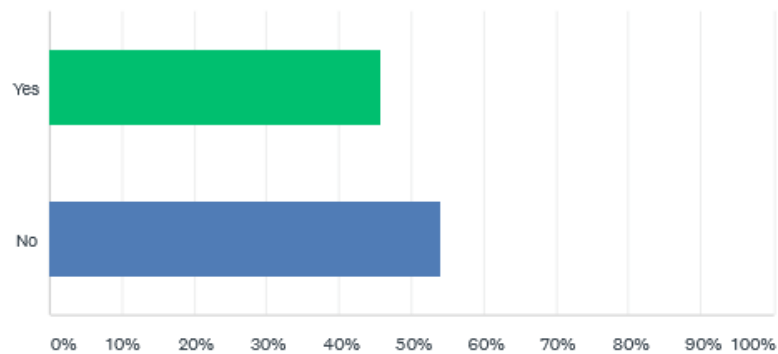
Answered: 22 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	4.55%	1
No	95.45%	21
TOTAL		22

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

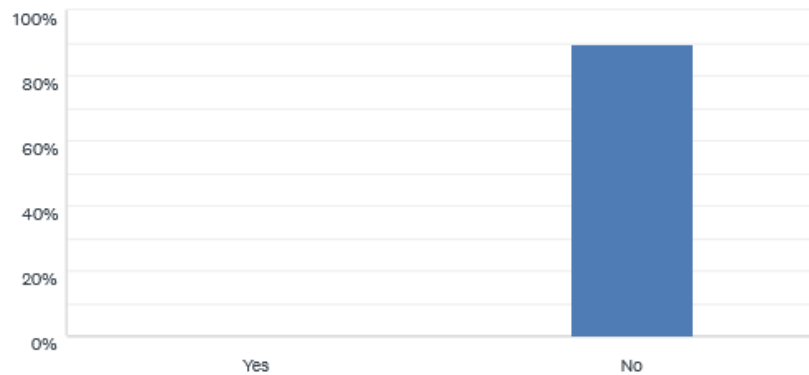
Answered: 24 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	45.83%	11
No	54.17%	13
TOTAL		24

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

Answered: 20 Skipped: 31



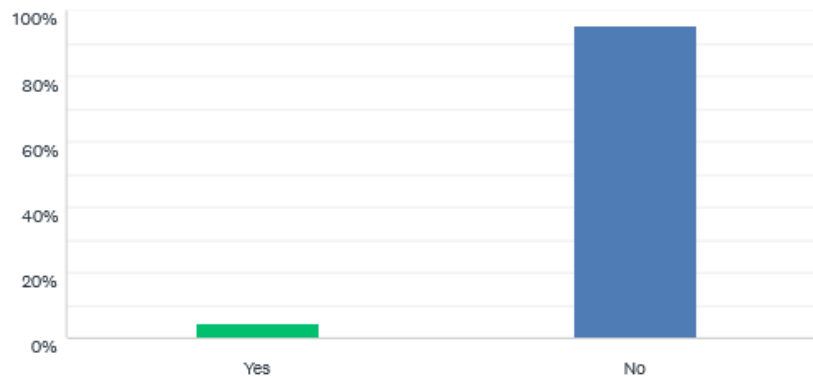
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	90.00%	18
TOTAL		20

Annex 13.5: Private Sector Survey Report – Oromia

#	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	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
4	Often difficult to challenge a government decision. There is no accountability	11/7/2019 4:33 PM
5	we were tired by the process and the top management decided not to go further.	11/7/2019 4:14 PM
6	Lack of professionals who work for good	11/7/2019 12:30 PM
7	We did not receive our reply in time. Our appeal is still pending for unknown reasons.	11/7/2019 11:06 AM
8	The contract was already awarded.	11/6/2019 3:07 AM
9	Not sure. But I guess individual interests make it unfair.	11/6/2019 1:57 AM
10	The client overturned the decision made by PPA in order to give the job to their candidate.	11/5/2019 12:55 PM
11	- Corruption	11/1/2019 11:14 AM
12	In such government offices saying NO entails no risk!	11/1/2019 9:17 AM
13	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: 21 Skipped: 30



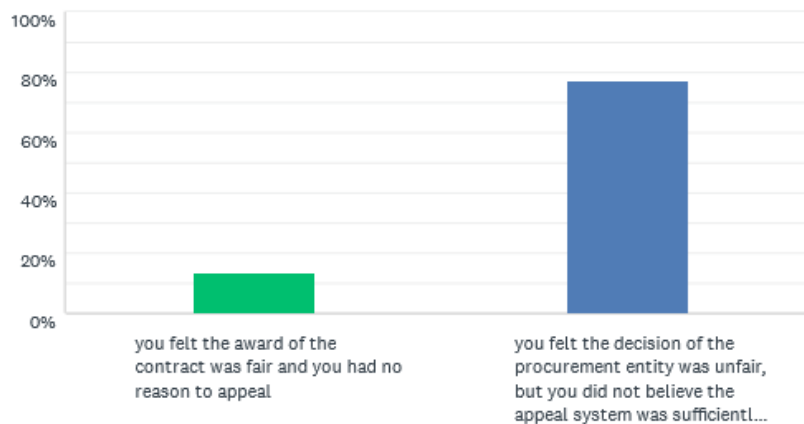
ANSWER CHOICES	RESPONSES	
Yes	4.76%	1
No	95.24%	20
TOTAL		21

Annex 13.5: Private Sector Survey Report – Oromia

#	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	same	11/7/2019 12:30 PM
7	Public procuring entities talk to each other and they do not want to expose each other.	11/7/2019 11:06 AM
8	Not sure.	11/6/2019 1:57 AM
9	In most instances , the appeals were not replied with any yes or no response.	11/1/2019 2:07 PM
10	Corrupted and declined to some favored firms	11/1/2019 11:14 AM
11	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
12	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 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: 22 Skipped: 29

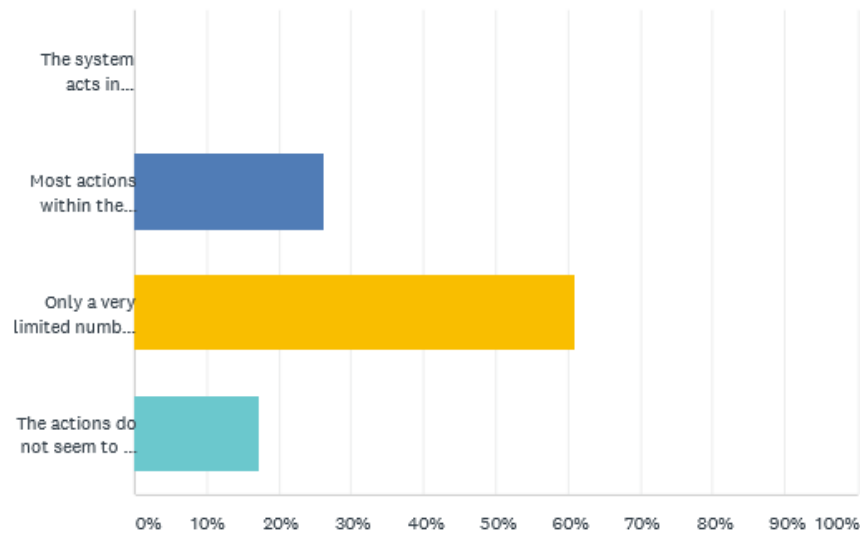


ANSWER CHOICES	RESPONSES
you felt the award of the contract was fair and you had no reason to appeal	13.64% 3
you felt the decision of the procurement entity was unfair, but you did not believe the appeal system was sufficiently trustworthy to embark in an appeal?	77.27% 17
TOTAL	22

#	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: 23 Skipped: 28

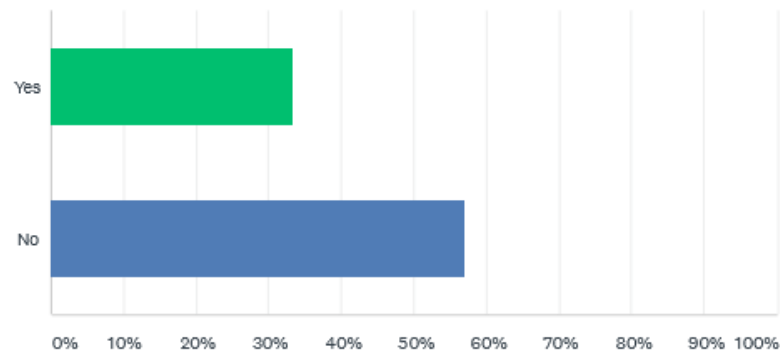


ANSWER CHOICES		RESPONSES	
The system acts in accordance with rule of law and is predictable		0.00%	0
Most actions within the system are in accordance with rule of law and are predictable		26.09%	6
Only a very limited number of actions is in accordance with rule of law and predictable		60.87%	14
The actions do not seem to be in accordance with rule of law and are not predictable		17.39%	4
Total Respondents: 23			

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

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

Answered: 21 Skipped: 30



ANSWER CHOICES	RESPONSES
Yes	33.33% 7
No	57.14% 12
TOTAL	21

#	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	Sometimes	11/7/2019 1:38 PM
5	same	11/7/2019 12:30 PM
6	Maybe 6 months or greater.	11/7/2019 11:06 AM
7	3 months	11/5/2019 12:55 PM
8	- 15 days	11/1/2019 11:14 AM
9	for me it took around three months to get the feed back. with my initiation	11/1/2019 8:13 AM
10	6 month	11/1/2019 5:01 AM

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

Answered: 16 Skipped: 35

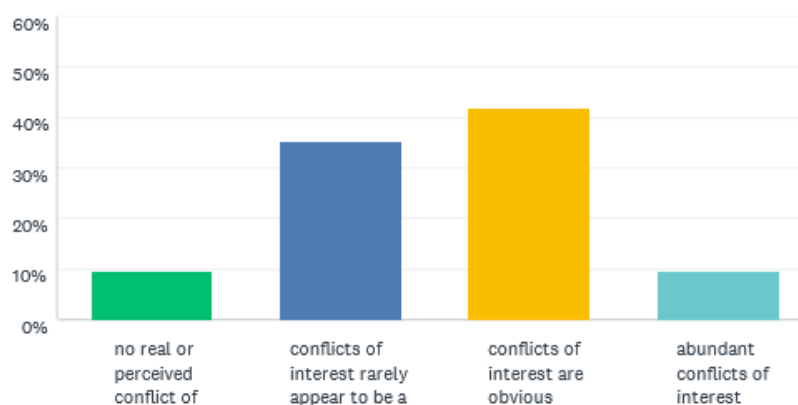
#	RESPONSES	DATE
1	Timely replaying	11/23/2019 4:25 AM
2	1. be transparent 2. Be fair towards the interest of both parties	11/7/2019 8:12 PM
3	post audit is needed	11/7/2019 6:28 PM
4	1. Transparent 2. Checks and Balance 3. Pre-Audited 4. Post-audit system	11/7/2019 5:59 PM
5	1. Accountability 2. Professionalism 3. Common sense	11/7/2019 4:33 PM

Annex 13.5: Private Sector Survey Report – Oromia

6	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
7	1. They should be willing to give fair responses 2. Committed to effective law	11/7/2019 1:38 PM
8	1. They are over loaded 2. Should use external input (experts) 3. process should be more transparent	11/7/2019 1:04 PM
9	Corruption and racism	11/7/2019 12:30 PM
10	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
11	1. transparency 2. Efficiency	11/7/2019 11:06 AM
12	the system shall be transparent. Legal aspects shall be seen.	11/6/2019 1:57 AM
13	everything	11/1/2019 2:07 PM
14	- It should be on time and transparent	11/1/2019 11:14 AM
15	The people who are responsible need to be qualified,accountable and transparent there should be time frame to respond complints the responsibility should be given to a team not one individual	11/1/2019 8:13 AM
16	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: 31 Skipped: 20



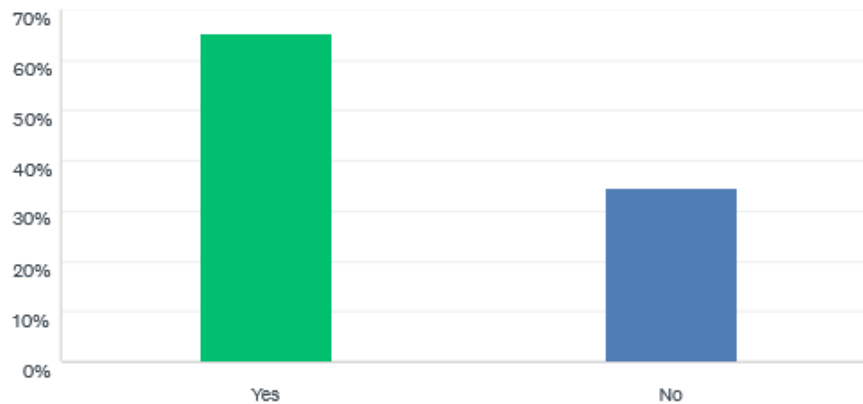
ANSWER CHOICES	RESPONSES	
no real or perceived conflict of interest	9.68%	3
conflicts of interest rarely appear to be a problem	35.48%	11
conflicts of interest are obvious	41.94%	13
abundant conflicts of interest	9.68%	3
TOTAL		31

Annex 13.5: Private Sector Survey Report – Oromia

#	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	1. Between contractor and clients 2. Between consultants and contractors	11/7/2019 1:38 PM
6	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
7	Companies with political favour get contracts	11/6/2019 3:10 AM
8	Because most of the time works are given to predetermined candidates	11/5/2019 12:57 PM
9	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

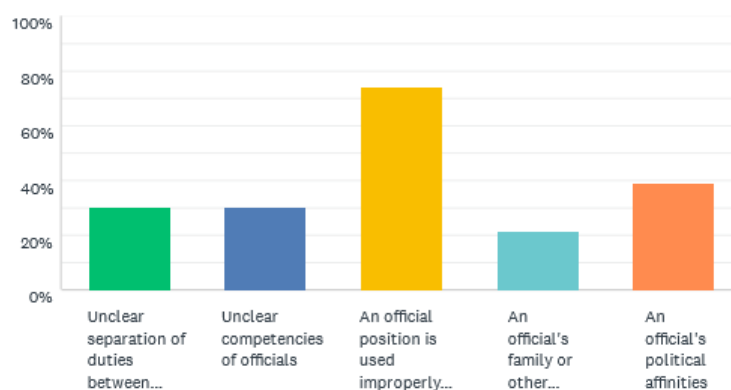
Q54 In the context of public procurement, have you/your company ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest?

Answered: 26 Skipped: 25



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: 23 Skipped: 28

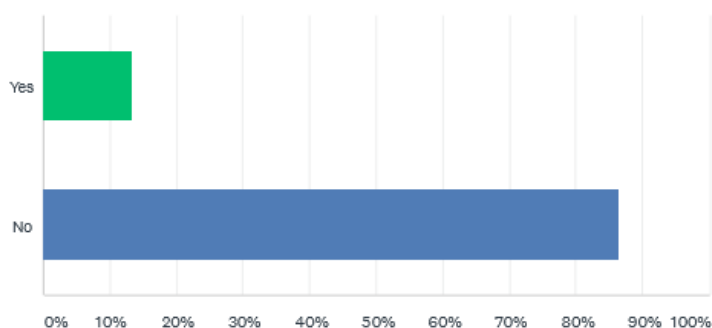


ANSWER CHOICES		RESPONSES	
Unclear separation of duties between institutions		30.43%	7
Unclear competencies of officials		30.43%	7
An official position is used improperly for private advantage and improper personal gain		73.91%	17
An official's family or other personal relations		21.74%	5
An official's political affinities		39.13%	9
Total Respondents: 23			

#	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?

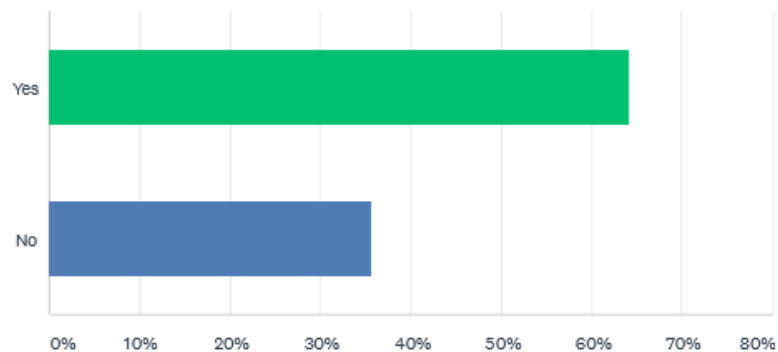
Answered: 30 Skipped: 21



ANSWER CHOICES		RESPONSES	
Yes		13.33%	4
No		86.67%	26
TOTAL			30

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

Answered: 28 Skipped: 23



ANSWER CHOICES	RESPONSES
Yes	64.29% 18
No	35.71% 10
TOTAL	28

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: 30 Skipped: 21



Annex 13.5: Private Sector Survey Report – Oromia

	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)	13.33% 4	23.33% 7	40.00% 12	23.33% 7	30
Dedicated reporting channels to report misconduct	26.67% 8	20.00% 6	36.67% 11	16.67% 5	30
A code of conduct (ethical guidelines or similar guidance documents) for public and private entities	16.67% 5	26.67% 8	33.33% 10	23.33% 7	30
Declaration forms for suppliers to affirm their compliance with anti-corruption rules	13.33% 4	20.00% 6	30.00% 9	36.67% 11	30
Participation of watchdog organizations	17.24% 5	31.03% 9	34.48% 10	17.24% 5	29
e-procurement	35.71% 10	42.86% 12	7.14% 2	14.29% 4	28
Due diligence or risk analysis	18.52% 5	40.74% 11	18.52% 5	22.22% 6	27
Strong enforcement systems	53.57% 15	21.43% 6	14.29% 4	10.71% 3	28
Limitations on post-public employment ("revolving door phenomenon", "cool down phase" for public employees)	20.83% 5	29.17% 7	29.17% 7	20.83% 5	24

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

Answered: 25 Skipped: 26

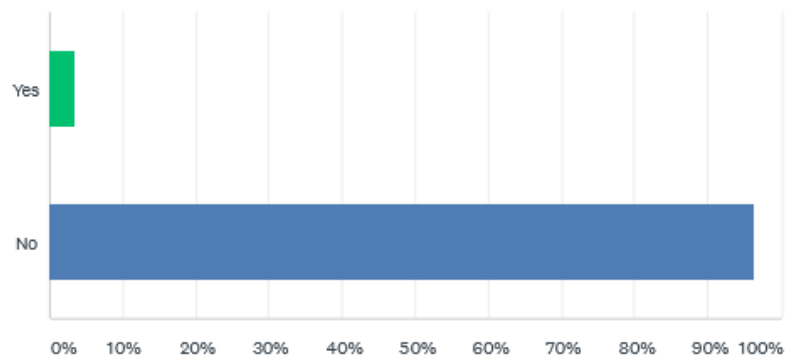
#	RESPONSES	DATE
1	1)Fair & clear bid criteria 2)Unbiased buyer 3)Electronics buying	11/15/2019 10:33 PM
2	1) enforce the law, 2) recruit appropriate staff, 3) transparent institution	11/11/2019 11:45 PM
3	1. Compensating officials well for their services 2. Appointing able personnel in key positins	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. 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
8	1. Transparency 2. training	11/7/2019 4:34 PM
9	1. Strong enforcement systems 2. E-procurement 3. Providing information and training on how to receive compensation	11/7/2019 4:16 PM
10	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
11	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
12	1. Transparent bidding system 2. no "honest" price approach 3. Speed of procurement process	11/7/2019 2:36 PM

Annex 13.5: Private Sector Survey Report – Oromia

13	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
14	1. Have ethics and believe in God 2. Transparency 3. Top management committment	11/7/2019 1:40 PM
15	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
16	1. racism 2. Lack of knowledge and understanding	11/7/2019 12:31 PM
17	1. bring a watchdog organization 2. Strong enforcement system 3. E-procurement	11/7/2019 11:44 AM
18	1. Penalizing 2. E-procurement	11/7/2019 11:32 AM
19	1. Creating awareness 2. Strong guidelines 3. Law enforcement	11/7/2019 11:08 AM
20	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
21	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
22	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
23	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
24	.Committed and accountable leadership .Open and transparent procurement system with continues monitoring . established effective and functional watch dog	11/1/2019 8:28 AM
25	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: 28 Skipped: 23

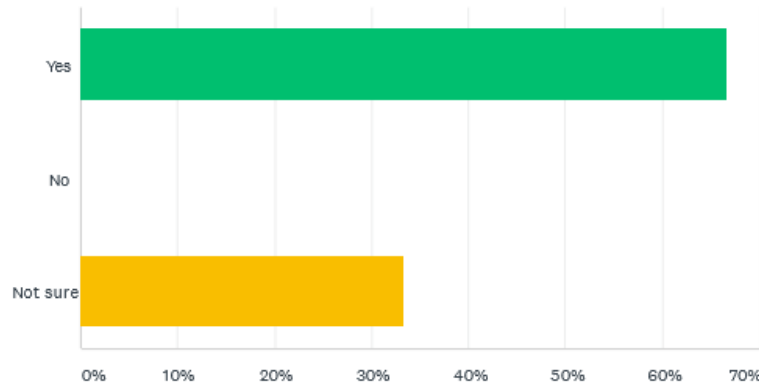


ANSWER CHOICES	RESPONSES	
Yes	3.57%	1
No	96.43%	27
TOTAL		28

#	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: 18 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	66.67%	12
No	0.00%	0
Not sure	33.33%	6
TOTAL		18

#	PLEASE EXPLAIN WHY.	DATE
1	Will give encouragement to respect human discipline as need of considering risks	11/7/2019 8:14 PM
2	They will be watchdogs	11/7/2019 6:01 PM
3	Top management commitment is very essential	11/7/2019 1:40 PM
4	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

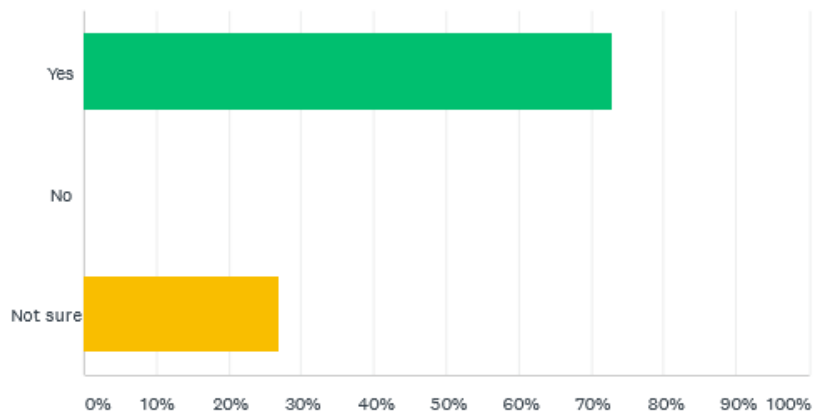
Q62 What are the obstacles, if any, for CSO participation in public procurement in the current economic and political climate?

Answered: 8 Skipped: 43

#	RESPONSES	DATE
1	Commitment	11/7/2019 8:14 PM
2	Government does not receive the input of the CSO	11/7/2019 6:29 PM
3	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
4	1. Funding 2. Specialized training	11/7/2019 4:34 PM
5	Lack of motivation and commitment	11/7/2019 1:40 PM
6	Not sure	11/6/2019 2:06 AM
7	Not sure	11/1/2019 11:20 AM
8	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 bribe 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?

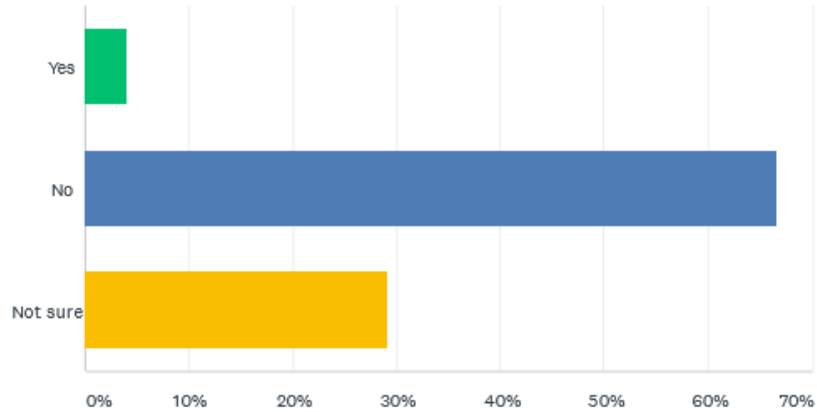
Answered: 26 Skipped: 25



ANSWER CHOICES	RESPONSES	
Yes	73.08%	19
No	0.00%	0
Not sure	26.92%	7
TOTAL		26

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: 24 Skipped: 27



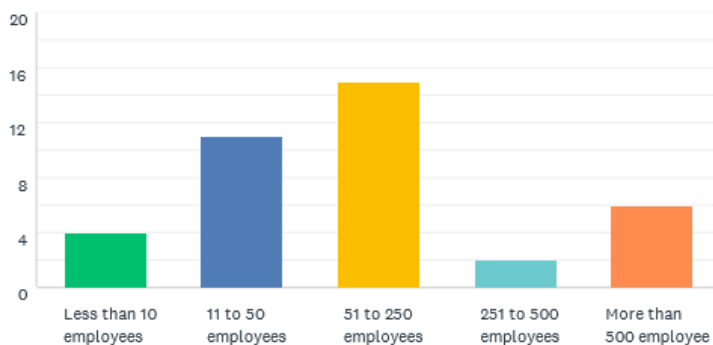
ANSWER CHOICES	RESPONSES	
Yes	4.17%	1
No	66.67%	16
Not sure	29.17%	7
TOTAL		24

#	PLEASE EXPLAIN WHY.	DATE
1	Access to internet is not a problem	11/7/2019 4:34 PM
2	Due to understanding of method or knowledge of teh SMEs on how to operate through electronic means.	11/7/2019 4:16 PM
3	SMEs should elevate their capacity to meet the needs of the e-system	11/7/2019 2:47 PM
4	Any company applying for public bids needs to be qualified in terms of administration or efficiency	11/7/2019 2:36 PM
5	Many are educated at various levels and aware of issues	11/7/2019 1:06 PM
6	Because anyone can use the system accordingly.	11/7/2019 11:32 AM
7	Current electronic facilities are in a better position.	11/7/2019 11:08 AM
8	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

ANNEX 13.6: Private Sector Survey Report – SNNPR

Q1 What is the size of your company?

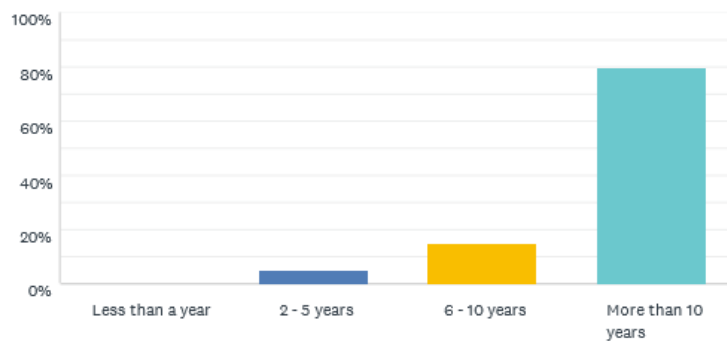
Answered: 38 Skipped: 2



ANSWER CHOICES	RESPONSES	
Less than 10 employees	10.53%	4
11 to 50 employees	28.95%	11
51 to 250 employees	39.47%	15
251 to 500 employees	5.26%	2
More than 500 employee	15.79%	6
TOTAL		38

Q2 How long is your company in business?

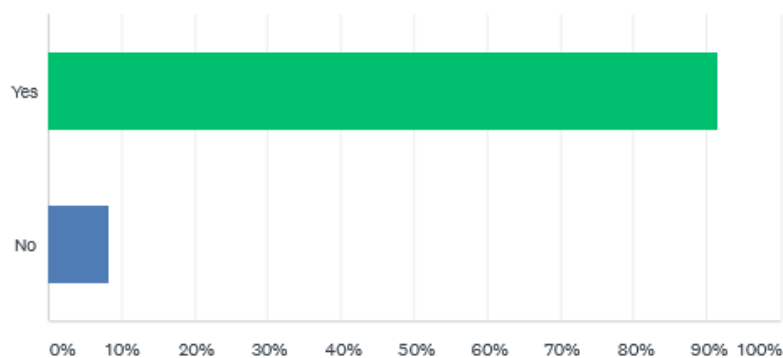
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
2 - 5 years	5.00%	2
6 - 10 years	15.00%	6
More than 10 years	80.00%	32
TOTAL		40

Q3 Is your company located in Ethiopia?

Answered: 36 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	91.67%	33
No	8.33%	3
TOTAL		36

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

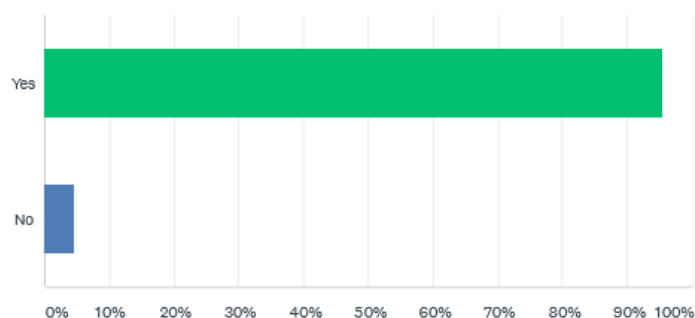
Answered: 38 Skipped: 2

Addis Ababa	34
Federal	1
SNNPR	1
India	1
NA	2

Annex 13.6: Private Sector Survey Report – SNNPR

Q5 Is your company registered in Ethiopia?

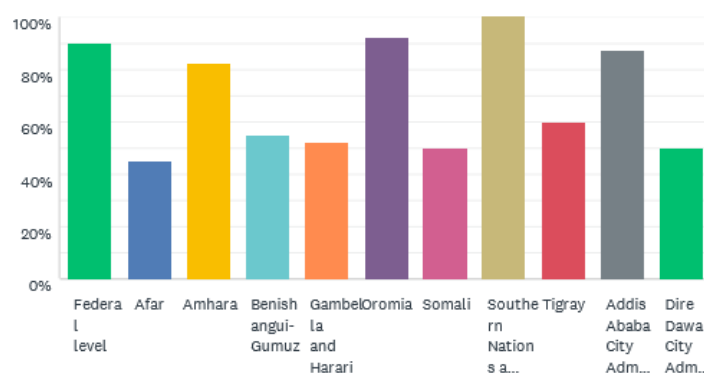
Answered: 22 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	95.45%	21
No	4.55%	1
TOTAL		22

Q6 Where in Ethiopia do you operate?

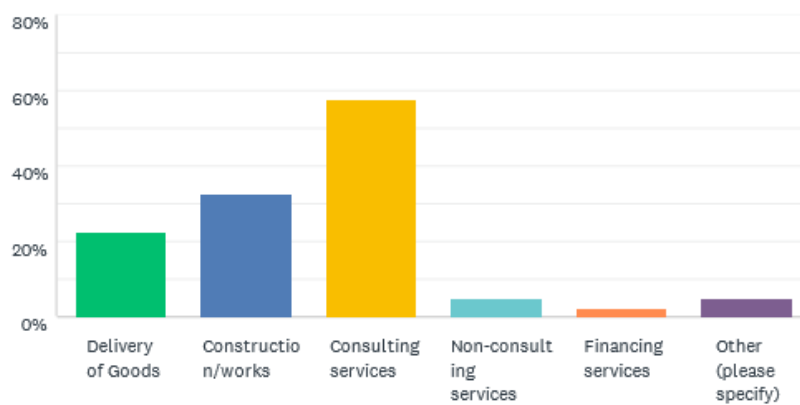
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
Federal level	90.00%	36
Afar	45.00%	18
Amhara	82.50%	33
Benishangul-Gumuz	55.00%	22
Gambella and Harari	52.50%	21
Oromia	92.50%	37
Somali	50.00%	20
Southern Nations and Nationalities Peoples Region	100.00%	40
Tigray	60.00%	24
Addis Ababa City Administration	87.50%	35
Dire Dawa City Administration	50.00%	20
Total Respondents: 40		

Q7 What is your main business area?

Answered: 40 Skipped: 0

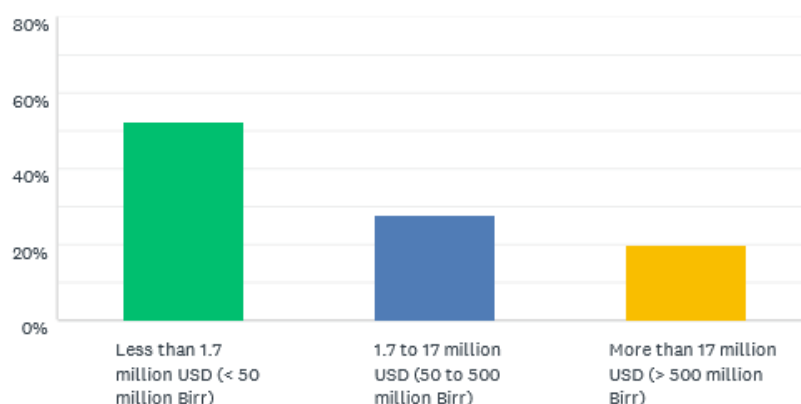


ANSWER CHOICES	RESPONSES	
Delivery of Goods	22.50%	9
Construction/works	32.50%	13
Consulting services	57.50%	23
Non-consulting services	5.00%	2
Financing services	2.50%	1
Other (please specify)	5.00%	2
Total Respondents: 40		

#	OTHER (PLEASE SPECIFY)	DATE
1	Car Rental	11/15/2019 10:04 PM
2	Pharmaceutical Formulation Manufacturing	11/2/2019 2:34 AM

Q8 Please indicate the annual turnover of your company.

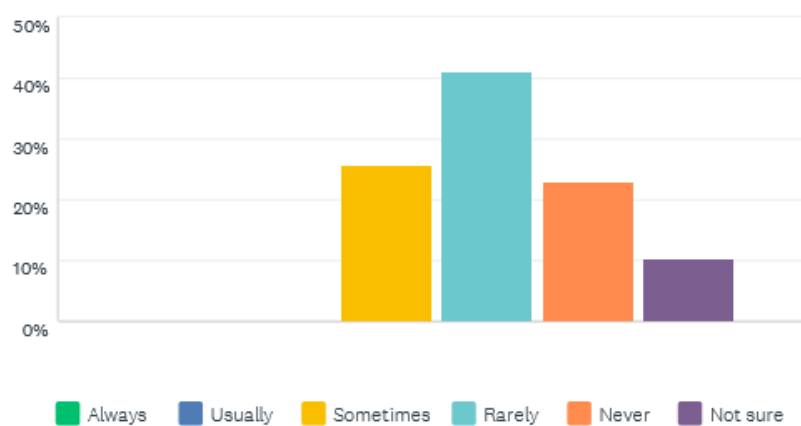
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 1.7 million USD (< 50 million Birr)	52.50%	21
1.7 to 17 million USD (50 to 500 million Birr)	27.50%	11
More than 17 million USD (> 500 million Birr)	20.00%	8
TOTAL		40

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

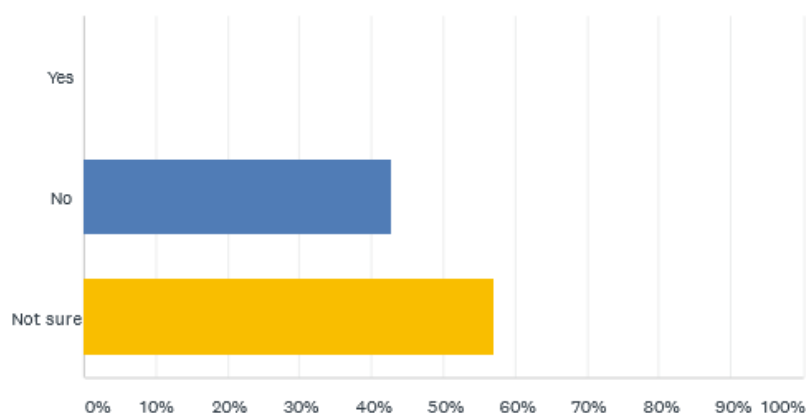
Answered: 39 Skipped: 1



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	25.64%	41.03%	23.08%	10.26%	39	4.18
0	0	10	16	9	4		

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

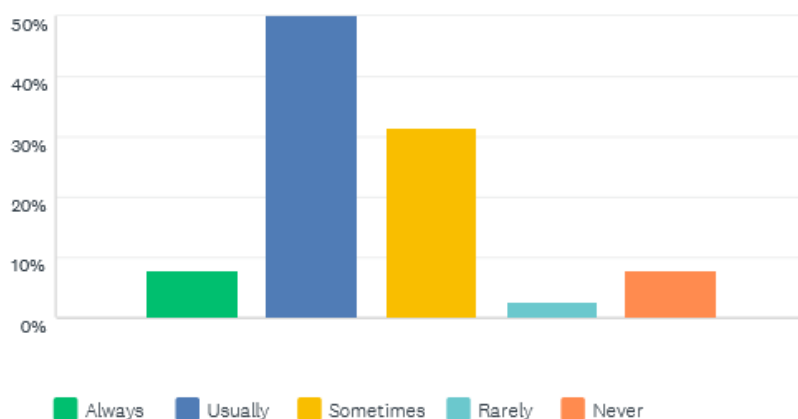
Answered: 21 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	42.86%	9
Not sure	57.14%	12
TOTAL		21

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

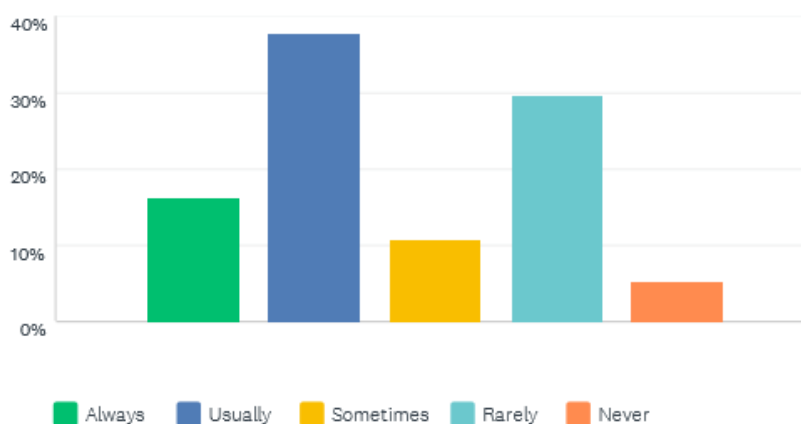
Answered: 38 Skipped: 2



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
7.89%	50.00%	31.58%	2.63%	7.89%	38	2.53
3	19	12	1	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)?

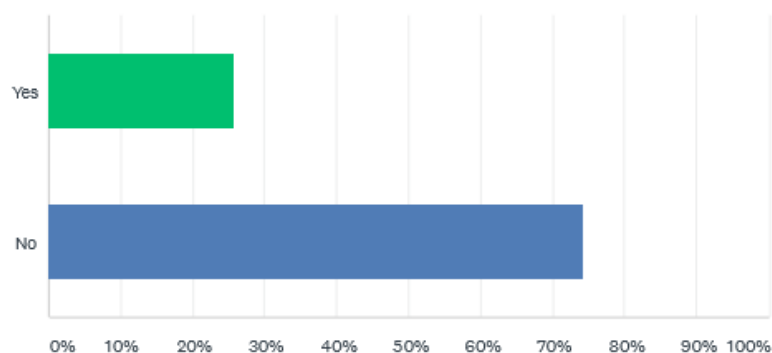
Answered: 37 Skipped: 3



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
16.22%	37.84%	10.81%	29.73%	5.41%	37	2.70
6	14	4	11	2		

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

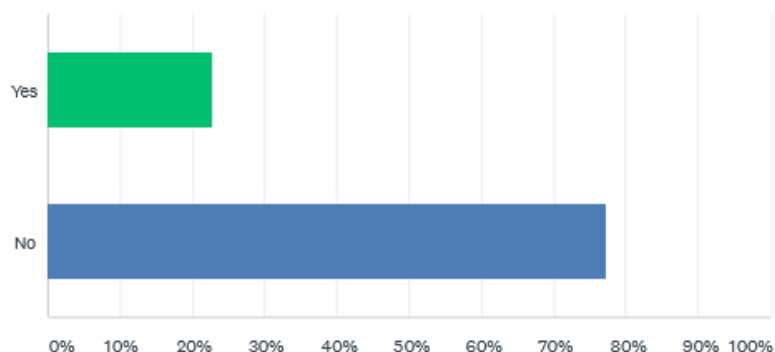
Answered: 35 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	25.71%	9
No	74.29%	26
TOTAL		35

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

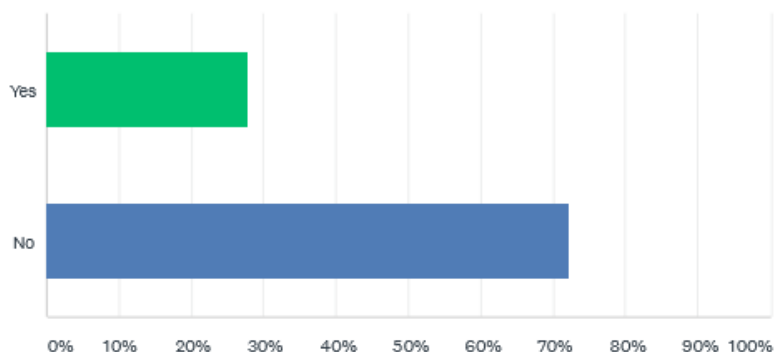
Answered: 35 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	22.86%	8
No	77.14%	27
TOTAL		35

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

Answered: 36 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	27.78%	10
No	72.22%	26
TOTAL		36

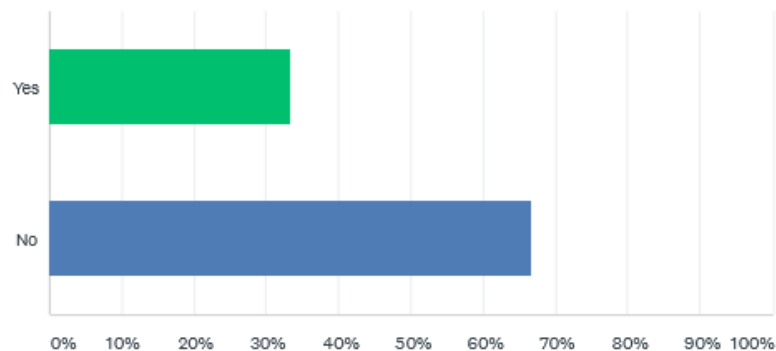
#	IF YES, WHO ORGANIZED IT AND HOW EFFECTIVE IT WAS? PLEASE GIVE EXAMPLES OF SUCH TRAINING OR INFORMATION SESSION OR PROGRAM. IF NO, WHY?	DATE
1	Organized by Addis Ababa chamber of Commerce	11/11/2019 6:18 AM
2	I have not been informed	11/7/2019 8:15 PM

Annex 13.6: Private Sector Survey Report – SNNPR

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	Construction Contractors of Ethiopia	11/7/2019 5:49 PM
7	I have not been informed	11/7/2019 4:24 PM
8	Addis Ababa city administration	11/7/2019 2:58 PM
9	Information flow is sporadic between the public and private sectors	11/7/2019 2:38 PM
10	That was good	11/7/2019 1:30 PM
11	rarely occur, but most have no effect	11/7/2019 12:58 PM
12	We were not invited to any	11/7/2019 11:33 AM
13	No One was invited to attend the training	11/7/2019 11:27 AM
14	The government is not inviting private sectors to participate in the capacity building programs	11/7/2019 10:56 AM
15	EEA organized some contractors training about Solar plan in the future of ethiopia	11/4/2019 2:06 PM
16	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?

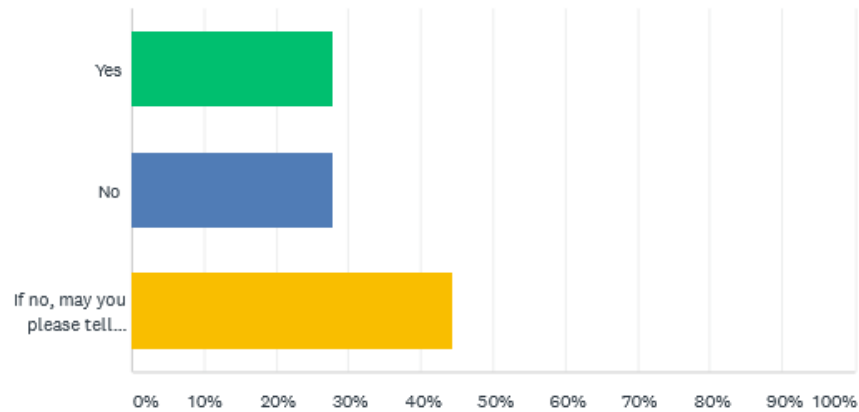
Answered: 18 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	33.33%	6
No	66.67%	12
TOTAL		18

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: 18 Skipped: 22

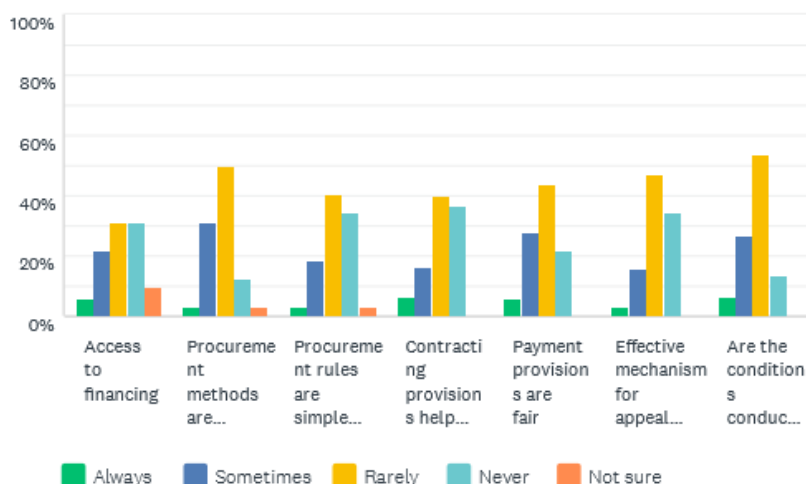


ANSWER CHOICES	RESPONSES	
Yes	27.78%	5
No	27.78%	5
If no, may you please tell why? If yes, may you please tell whether your question has been answered satisfactorily?	44.44%	8
TOTAL		18

#	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	It was satisfactory.	11/6/2019 2:48 AM
4	There is no clear arrangement in the agency to advice or the agency is weak to advice.	11/5/2019 2:02 AM
5	Not aware of such services	11/1/2019 11:01 AM
6	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
7	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
8	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: 32 Skipped: 8



	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

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

Answered: 32 Skipped: 8

ANSWER CHOICES	RESPONSES	
1.	100.00%	32
2.	93.75%	30
3.	81.25%	26

Annex 13.6: Private Sector Survey Report – SNNPR

#	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	Favors certain groups	11/7/2019 5:53 PM
9	Unrealistic grading mechanisms	11/7/2019 4:28 PM
10	Previous experience: this is sometimes difficult for local private sectors	11/7/2019 4:11 PM
11	Short listings are not fair	11/7/2019 4:01 PM
12	Evaluation criteria (not specific for works, services)	11/7/2019 3:11 PM
13	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
14	Conditions favoring local companies	11/7/2019 2:29 PM
15	Capital	11/7/2019 1:43 PM
16	Transparency	11/7/2019 1:34 PM
17	Unreasonably high requirements in financial performance	11/7/2019 1:01 PM
18	Transparency	11/7/2019 11:40 AM
19	Transparency	11/7/2019 11:28 AM
20	Bids documents are non-comprehensive	11/7/2019 11:01 AM
21	The procedure is not transparent	11/6/2019 2:56 AM
22	Client	11/5/2019 12:46 PM
23	Unclear and subjective scoring criteria	11/5/2019 4:06 AM
24	Corruption	11/5/2019 2:14 AM
25	Corruption	11/5/2019 12:19 AM
26	Not fair	11/4/2019 2:14 PM
27	Payment though in the form of LC is never on time	11/2/2019 2:34 AM
28	UNFAIR DISTRIBUTION OF OBLIGATIONS BETWEEN PUBLIC BODY AND SUPPLIER	11/1/2019 1:45 PM
29	Use of Shortlisting and Technical Evaluation Criteria that the public entity designs to favour certain FIRMS	11/1/2019 10:11 AM
30	the procurement porcesses followed by the Gvovernment institutionsa are not transparent and accountable	11/1/2019 7:57 AM
31	Corruption	11/1/2019 7:41 AM
32	Rigged procurement procedure	11/1/2019 4:48 AM

Annex 13.6: Private Sector Survey Report – SNNPR

#	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	Unfair evaluation of bids	11/7/2019 5:53 PM
8	Plans are not advertised ahead of time	11/7/2019 4:28 PM
9	Turnover requirement: sometimes very high for private sector	11/7/2019 4:11 PM
10	Evaluation procedures are not fair and transparent	11/7/2019 4:01 PM
11	Time frames set for execution (very short and pre-determined)	11/7/2019 3:11 PM
12	Subjectivity in evaluation of bids	11/7/2019 2:42 PM
13	lack of finance	11/7/2019 2:29 PM
14	Evaluation methodology	11/7/2019 1:43 PM
15	Bossy approach connecting client, consultant with contractor	11/7/2019 1:34 PM
16	Requirement for prior experience, annual turnover	11/7/2019 1:01 PM
17	Accountability	11/7/2019 11:40 AM
18	Accountability	11/7/2019 11:28 AM
19	Subjectivity in evaluation of bids	11/7/2019 11:01 AM
20	Electronic tendering is deliberately prohibited	11/6/2019 2:56 AM
21	Experienced contractors	11/5/2019 12:46 PM
22	unlawful request of payment for favour in evaluation	11/5/2019 4:06 AM
23	None transparency of the bidding evaluations	11/5/2019 2:14 AM
24	Shortage of forex	11/5/2019 12:19 AM
25	Only refer to Price	11/4/2019 2:14 PM
26	DENIAL OF ADVANCE PAYMENT FOR DELIVERY OF GOODS	11/1/2019 1:45 PM
27	Deliberate lack of disclosing the details of Shortlisting & Technical Evaluation results (post tender & shortlist transparency)	11/1/2019 10:11 AM
28	corruption is highly deprotted in all government system	11/1/2019 7:57 AM
29	Nepotism	11/1/2019 7:41 AM
30	Non transparent procurement process and appeals	11/1/2019 4:48 AM

Annex 13.6: Private Sector Survey Report – SNNPR

#	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	Discrepancy between procurement directive and prepared tender documents	11/7/2019 5:53 PM
7	Short time for preparing proposals	11/7/2019 4:28 PM
8	Subjective criteria under Pillar I	11/7/2019 4:11 PM
9	Unnecessary delays in evaluation process and terminating bids	11/7/2019 4:01 PM
10	Prior allocation	11/7/2019 3:11 PM
11	Delays in cancellation of bids that impacts a company's strategy and budget	11/7/2019 2:42 PM
12	lack of understanding/knowledge	11/7/2019 2:29 PM
13	Corruption	11/7/2019 1:34 PM
14	Corruption	11/7/2019 11:40 AM
15	Transparency problems	11/7/2019 11:01 AM
16	Results of tender are not publicly disclosed on a website or something similar	11/6/2019 2:56 AM
17	Ppa	11/5/2019 12:46 PM
18	unable to control unreasonably low bid price	11/5/2019 4:06 AM
19	incapability of the Procuring entity	11/5/2019 2:14 AM
20	Payment delay	11/5/2019 12:19 AM
21	bid documents not following word bank standard.	11/4/2019 2:14 PM
22	VERY NARROW AND LIMITED CONDITIONS CONSIDERED AS FORCE MAJOUR	11/1/2019 1:45 PM
23	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
24	the government institutions have no capacity to prepare clear bid document to lead the process accordingly	11/1/2019 7:57 AM
25	Preferential treatments	11/1/2019 7:41 AM
26	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: 31 Skipped: 9

#	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

Annex 13.6: Private Sector Survey Report – SNNPR

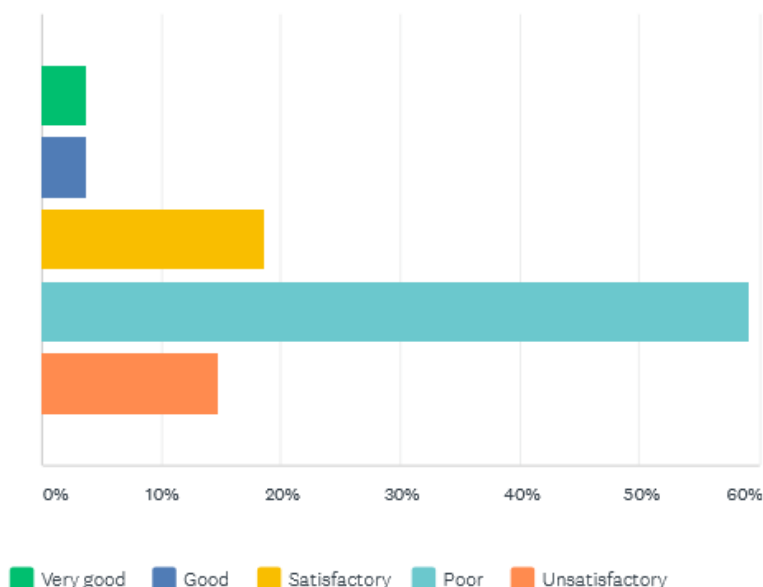
4	1. Procurement plans need to be open at the beginning of the fiscal year 2. Transparent technical specification, eligibility criteria, schedule of implementation, clarification of bidding documents, reasons for non-successful bidder and reason for cancellation of tender	11/7/2019 8:08 PM
5	1. Price 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. 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
8	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
9	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
10	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
11	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
12	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
13	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
14	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
15	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
16	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
17	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
18	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
19	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

Annex 13.6: Private Sector Survey Report – SNNPR

20	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
21	Evaluation criteria setting method outlined by PPA	11/5/2019 12:46 PM
22	There should be a mechanism that unreasonable low bidders shall be rejected	11/5/2019 4:06 AM
23	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
24	Corruption	11/5/2019 12:19 AM
25	All the rules should be follow bidding documents	11/4/2019 2:14 PM
26	Timely Payment	11/2/2019 2:34 AM
27	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
28	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
29	the system should be designed in a transparent 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
30	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
31	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: 27 Skipped: 13



VERY GOOD	GOOD	SATISFACTORY	POOR	UNSATISFACTORY	TOTAL	WEIGHTED AVERAGE
3.70%	3.70%	18.52%	59.26%	14.81%	27	3.78
1	1	5	16	4		

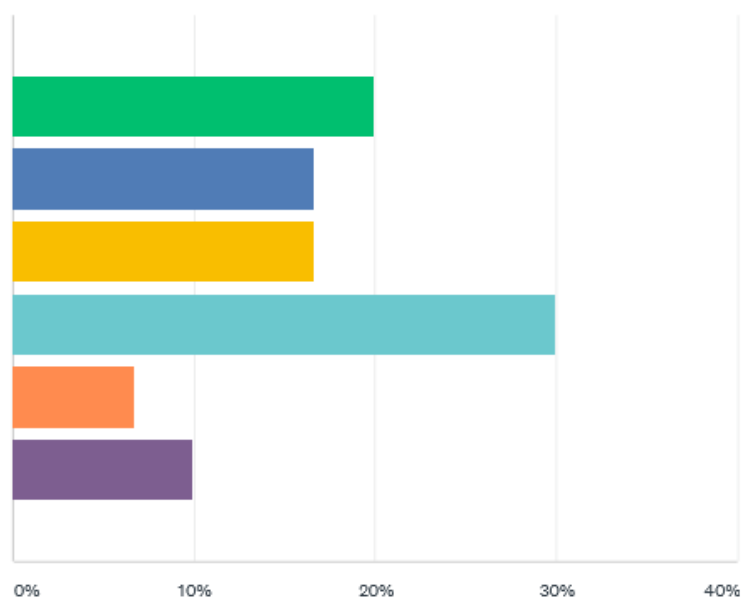
#	IF YOUR RATING IS BELOW SATISFACTORY, MAY YOU PLEASE PROVIDE THE AREAS OF BOTTLENECKS OR INEFFECTIVENESS?	DATE
1	Most business persons are interested in service based business, witch is low work opportunities. In manufacturing industries, lack of foreign currency for raw materials are the mian challenges	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
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	Their capacity and support needed is not evaluated first.	11/7/2019 5:53 PM
5	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
6	Needs further assessment with specific experiences and skills	11/7/2019 4:01 PM
7	Not familiar	11/7/2019 2:42 PM
8	Delays in process is affecting speed of employment	11/7/2019 2:29 PM
9	1. have no interest to coming from federal level 2. Corruption 3. attitude and business ethics	11/7/2019 1:34 PM
10	capacity of procurer/entity	11/7/2019 1:01 PM
11	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

Annex 13.6: Private Sector Survey Report – SNNPR

12	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
13	Problems in Government structures Commitment of the Government in general Financial Constraints Training problems	11/5/2019 2:14 AM
14	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
15	The disigned system is not free from courrrption 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
16	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: 30 Skipped: 10



Always Usually Sometimes Rarely Never Not sure

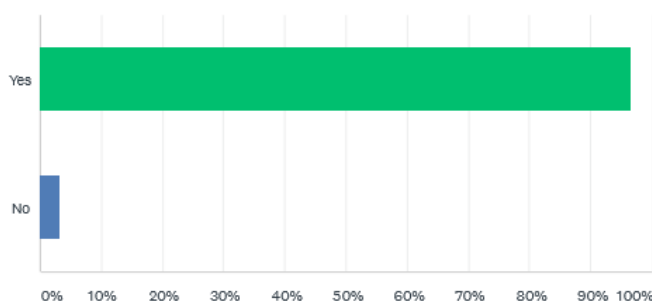
ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
20.00%	16.67%	16.67%	30.00%	6.67%	10.00%	30	3.17
6	5	5	9	2	3		

Annex 13.6: Private Sector Survey Report – SNNPR

#	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
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	If preferential and reservation schemes continue without limit, companies will not be able to grow.	11/7/2019 5:53 PM
4	Jobs are going to unskilled youth. The scheme is political and prone to manhandling	11/7/2019 4:28 PM
5	Some tenders may lie on the individual sizes and this would really create incompetent atmosphere	11/7/2019 4:11 PM
6	Needs further assessment from professionals with specific experiences and skills. Evaluation to be done by professionals not politicians	11/7/2019 4:01 PM
7	1. No capacity 2. Not enough skills 3. no business concept 4. Need support	11/7/2019 1:34 PM
8	They can even be incorporated under the umbrella of larger organizations	11/7/2019 1:01 PM
9	The competition is not based on merit. The MSEs are not allowed to associate with private companies.	11/6/2019 2:56 AM
10	Because of political concern they always get the first chance even if the work is beyond their scope.	11/5/2019 12:46 PM
11	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
12	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.

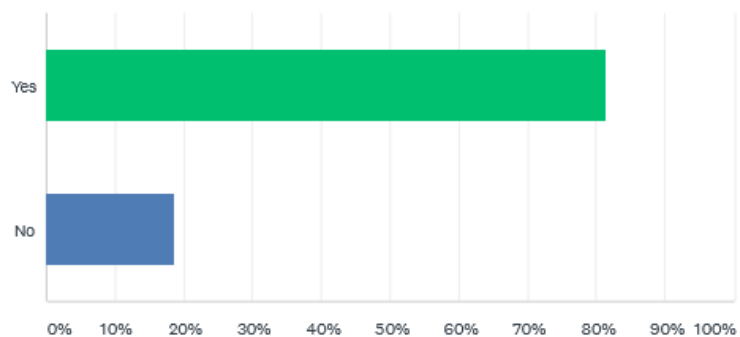
Answered: 30 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	96.67%	29
No	3.33%	1
TOTAL		30

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

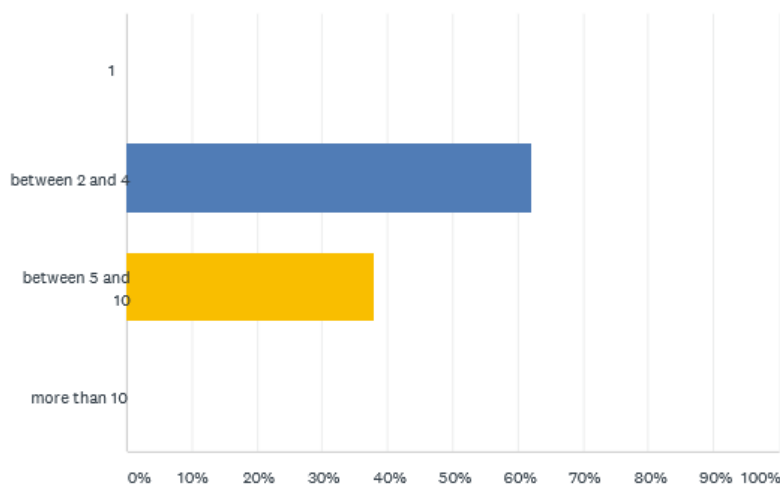
Answered: 27 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	81.48%	22
No	18.52%	5
TOTAL		27

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

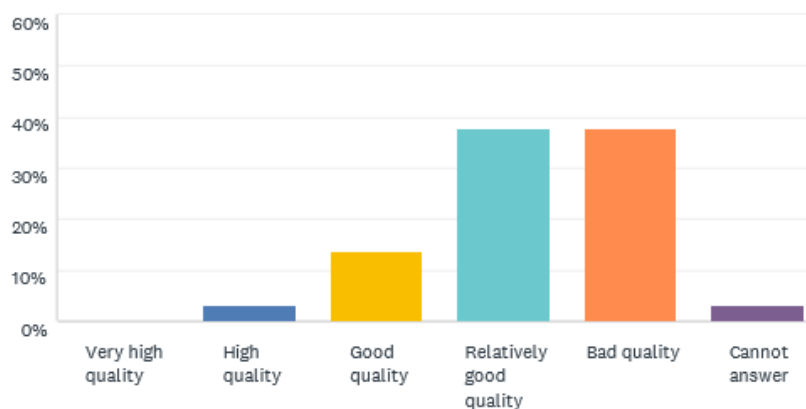
Answered: 29 Skipped: 11



ANSWER CHOICES	RESPONSES	
1	0.00%	0
between 2 and 4	62.07%	18
between 5 and 10	37.93%	11
more than 10	0.00%	0
TOTAL		29

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

Answered: 29 Skipped: 11



ANSWER CHOICES	RESPONSES	
Very high quality	0.00%	0
High quality	3.45%	1
Good quality	13.79%	4
Relatively good quality	37.93%	11
Bad quality	37.93%	11
Cannot answer	3.45%	1
TOTAL		29

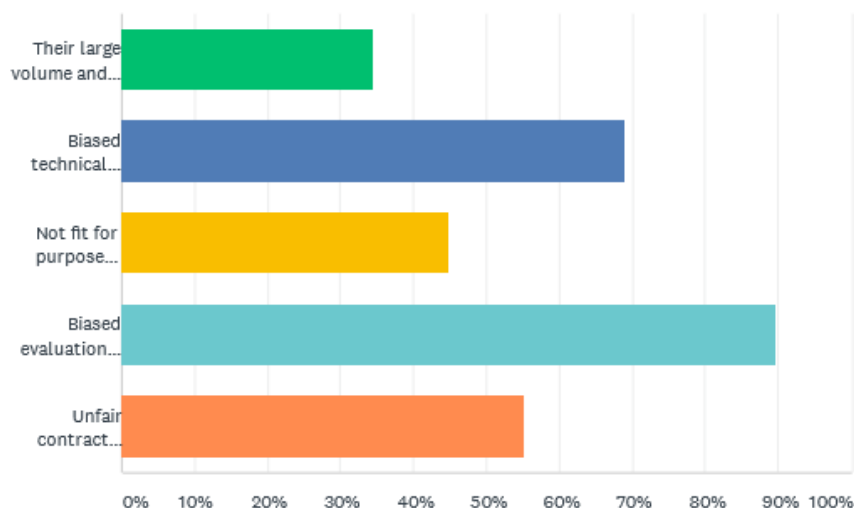
#	PLEASE EXPLAIN REASON FOR YOUR RATING:	DATE
1	It is Standard Bidding Document	11/23/2019 4:21 AM
2	They just copy and paste for all types of purchase. Lack of specifcness according to what they buy	11/15/2019 10:24 PM
3	There is no detail evaluation criteria	11/11/2019 11:40 PM
4	major bidding points 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 of teh bidding documents just tell us who win the tender, it is tailor-made	11/7/2019 5:55 PM
9	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
10	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
11	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

Annex 13.6: Private Sector Survey Report – SNNPR

12	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
13	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
14	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
15	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
16	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
17	There are conditions included in the bid document which are liable to subjectivity	11/7/2019 11:03 AM
18	The evaluation criteria are subjective and do not require documents that can be proven. So, it allows for companies to cheat and corrupt the evaluators.	11/6/2019 3:05 AM
19	Most of the time the documents are copied from other sources.	11/5/2019 12:51 PM
20	Some have no criteria Some are controversial Some are prepared considering particular company	11/5/2019 2:21 AM
21	it depends on the public 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
22	I have been faced with bid cancellation three times for one bid because of the poor quality bid the prepared.	11/1/2019 8:03 AM
23	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: 29 Skipped: 11



ANSWER CHOICES	RESPONSES	
Their large volume and complexity	34.48%	10
Biased technical specifications	68.97%	20
Not fit for purpose technical specifications	44.83%	13
Biased evaluation methodology	89.66%	26
Unfair contract clauses	55.17%	16
Total Respondents: 29		

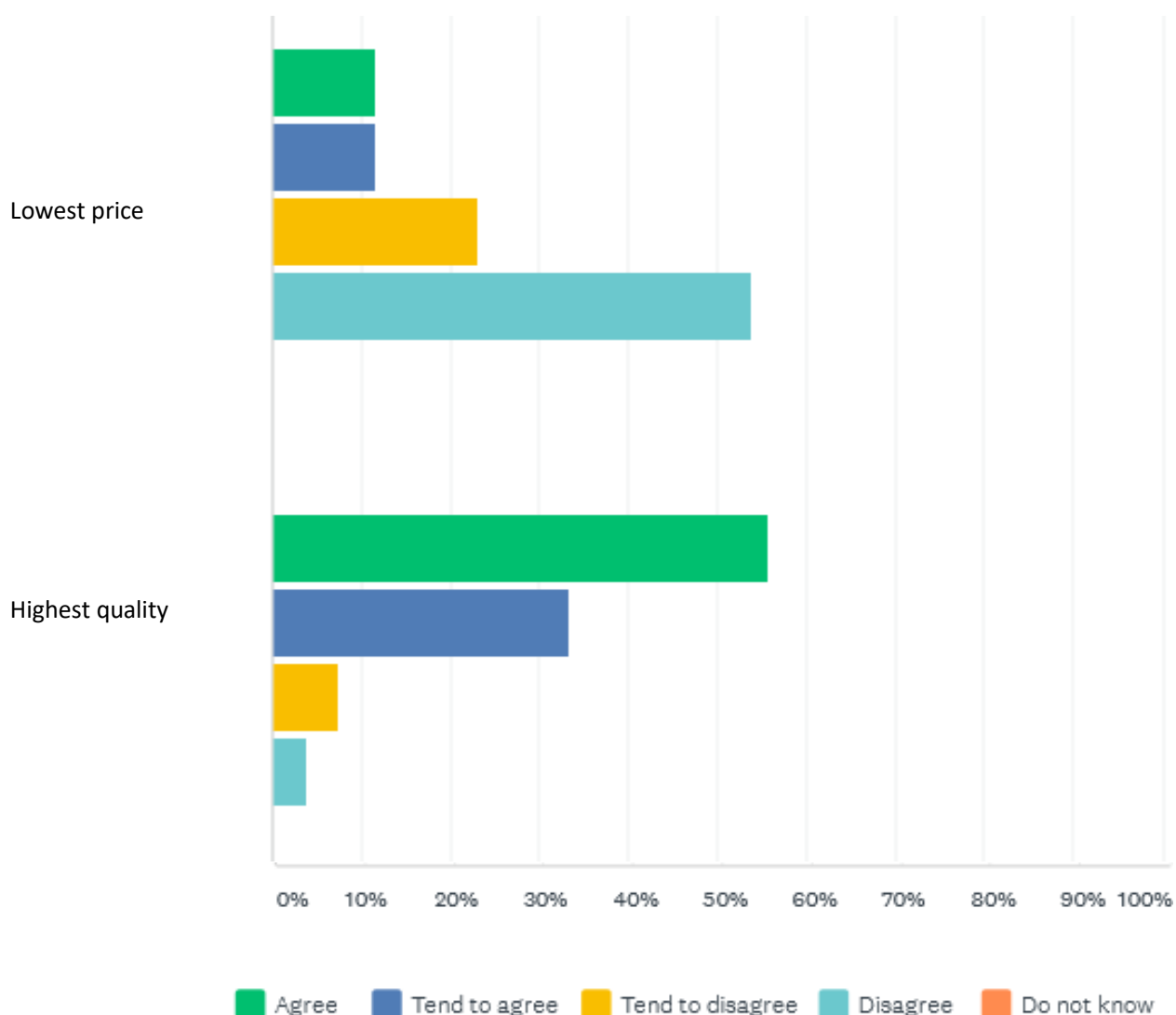
#	OTHER (PLEASE SPECIFY)	DATE
1	One sided contractual conditions do not consider options or conditions which we have already experienced with previous implementations	11/7/2019 8:10 PM
2	Do not specify the manpower required for teh project	11/7/2019 6:26 PM
3	Not fit for purpose evaluation methodology	11/7/2019 4:12 PM
4	Not fit for purpose evaluation methodology. 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
5	Not fit for purpose evaluation methodology	11/7/2019 3:12 PM
6	weak scope of work, not detailed	11/7/2019 2:44 PM
7	prepared by someone to fit his capacity	11/7/2019 1:37 PM
8	Sometimes the documents are prepared in a way that it is only fit for select few business companies	11/7/2019 12:45 PM
9	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
10	Not fit for the purpose evaluation methodology	11/7/2019 11:03 AM

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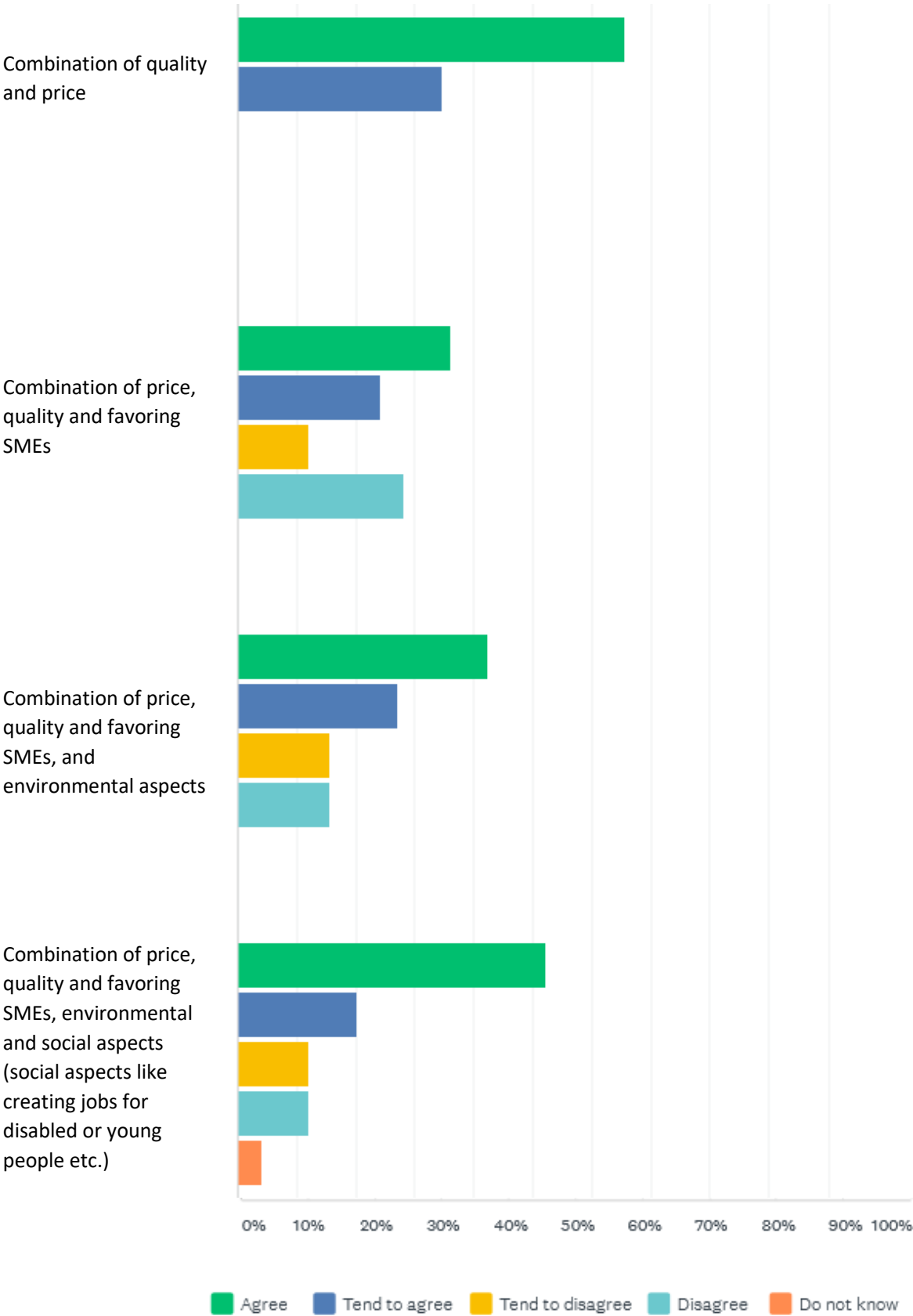
11	Do not require details of results of ALL participants to be disclosed. Therefore, companies who corrupt the evaluators get 99 out of 100 on technical evaluation with other competitors knowing little about it.	11/6/2019 3:05 AM
12	1. Very short submission deadline irrespective of the complexity of 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

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: 29 Skipped: 11



Annex 13.6: Private Sector Survey Report – SNNPR

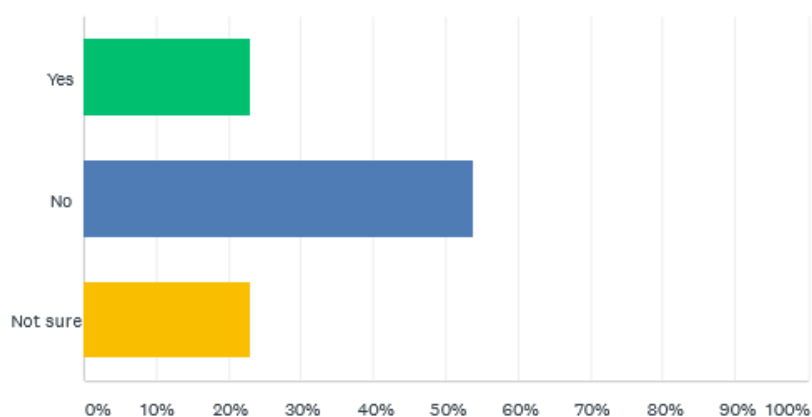


Annex 13.6: Private Sector Survey Report – SNNPR

	AGREE	TEND TO AGREE	TEND TO DISAGREE	DISAGREE	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Lowest price	11.54% 3	11.54% 3	23.08% 6	53.85% 14	0.00% 0	26	3.19
Highest quality	55.56% 15	33.33% 9	7.41% 2	3.70% 1	0.00% 0	27	1.59
Combination of quality and price	65.38% 17	34.62% 9	0.00% 0	0.00% 0	0.00% 0	26	1.35
Combination of price, quality and favoring SMEs	36.00% 9	24.00% 6	12.00% 3	28.00% 7	0.00% 0	25	2.32
Combination of price, quality, favoring SMEs and environmental aspects	42.31% 11	26.92% 7	15.38% 4	15.38% 4	0.00% 0	26	2.04
Combination of price, quality, favoring SMEs, environmental and social aspects (social aspects like creating jobs for disabled or young people, etc.)	52.00% 13	20.00% 5	12.00% 3	12.00% 3	4.00% 1	25	1.96

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

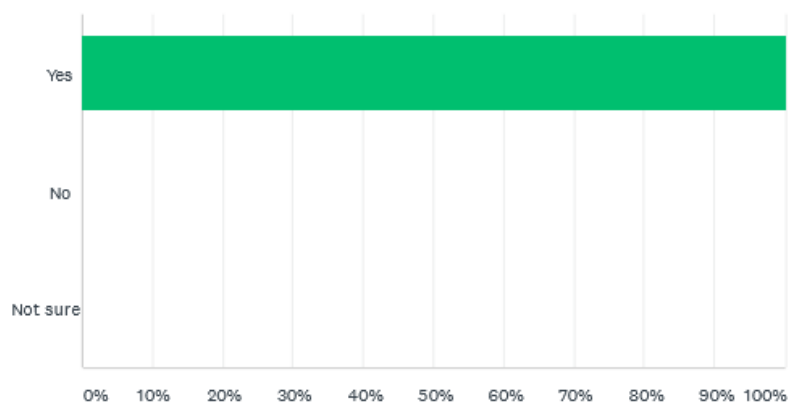
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	23.08%	3
No	53.85%	7
Not sure	23.08%	3
TOTAL		13

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

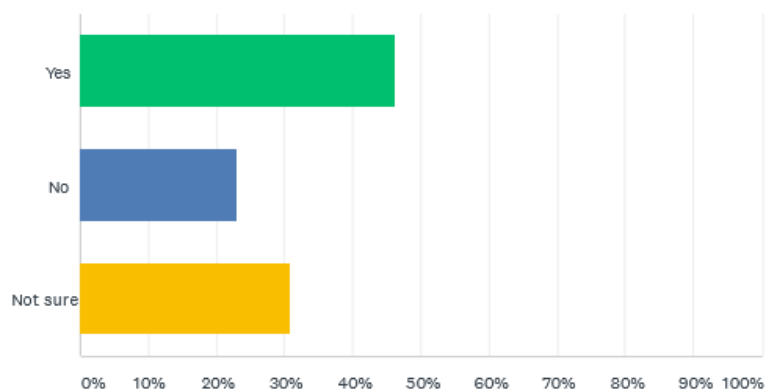
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	100.00%	13
No	0.00%	0
Not sure	0.00%	0
TOTAL		13

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

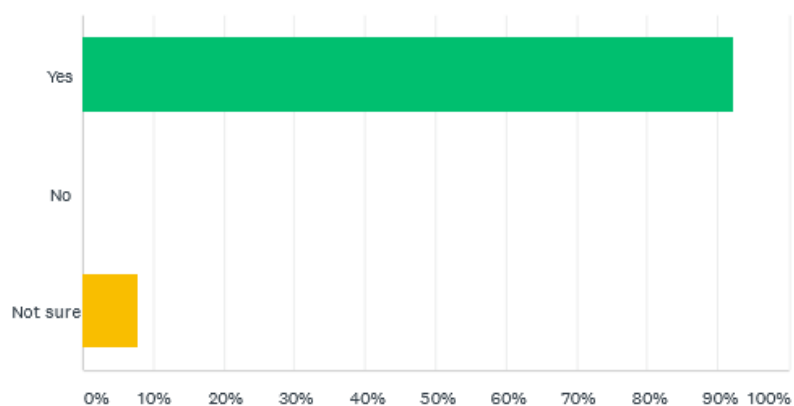
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	46.15%	6
No	23.08%	3
Not sure	30.77%	4
TOTAL		13

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

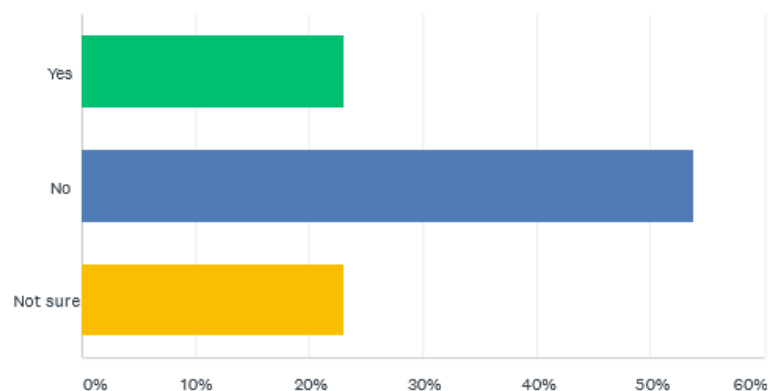
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	92.31%	12
No	0.00%	0
Not sure	7.69%	1
TOTAL		13

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

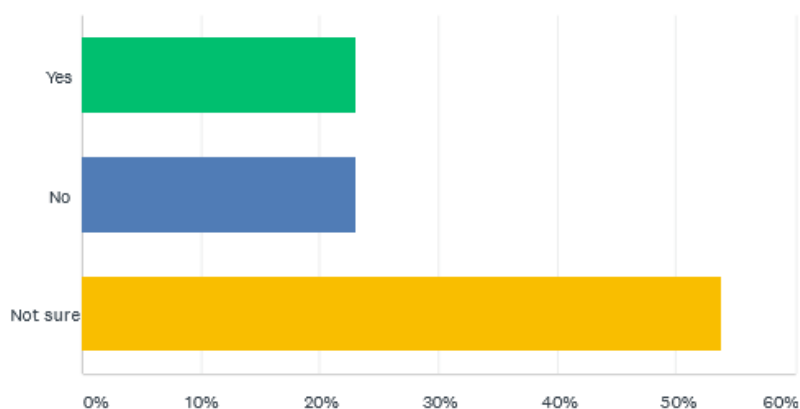
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	23.08%	3
No	53.85%	7
Not sure	23.08%	3
TOTAL		13

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

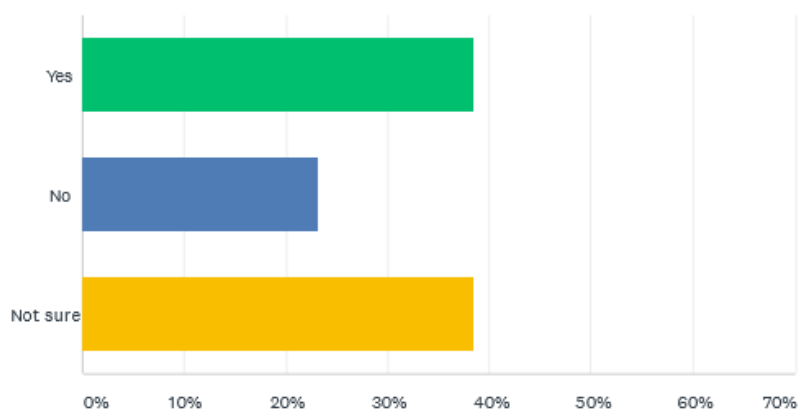
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	23.08%	3
No	23.08%	3
Not sure	53.85%	7
TOTAL		13

Q35 Are the contracts awards announced/published?

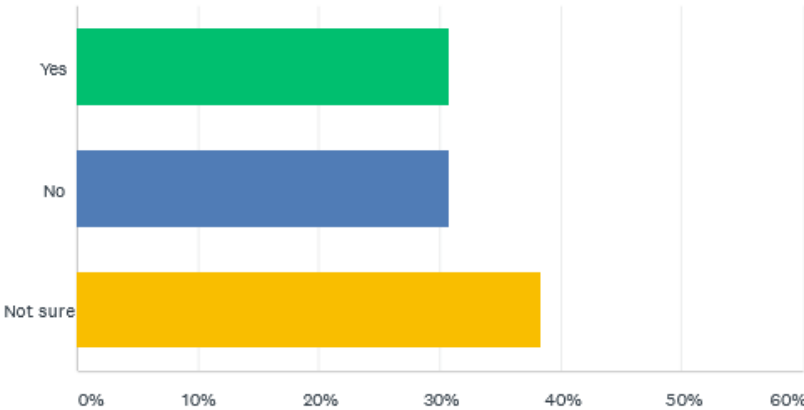
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	38.46%	5
No	23.08%	3
Not sure	38.46%	5
TOTAL		13

Q36 Do contract clauses include sustainability considerations, where appropriate?

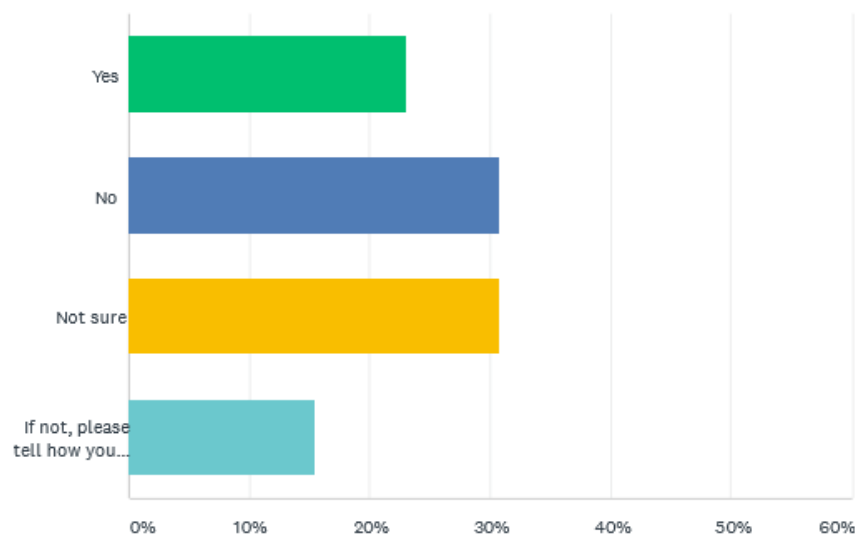
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	30.77%	4
No	30.77%	4
Not sure	38.46%	5
TOTAL		13

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

Answered: 13 Skipped: 27

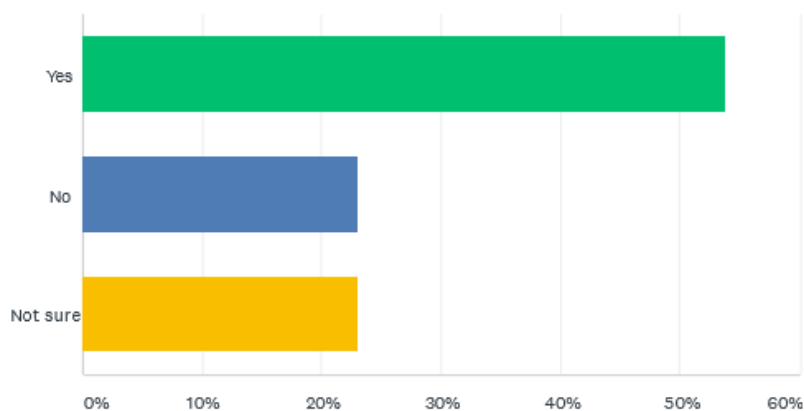


ANSWER CHOICES	RESPONSES	
Yes	23.08%	3
No	30.77%	4
Not sure	30.77%	4
If not, please tell how you think they differ.	15.38%	2
TOTAL		13

#	IF NOT, PLEASE TELL HOW YOU THINK THEY DIFFER.	DATE
1	They're made unreasonably short.	11/6/2019 3:05 AM
2	advance payment is denied frequently. payment in most instances are delaid indefinetely .	11/1/2019 2:02 PM

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

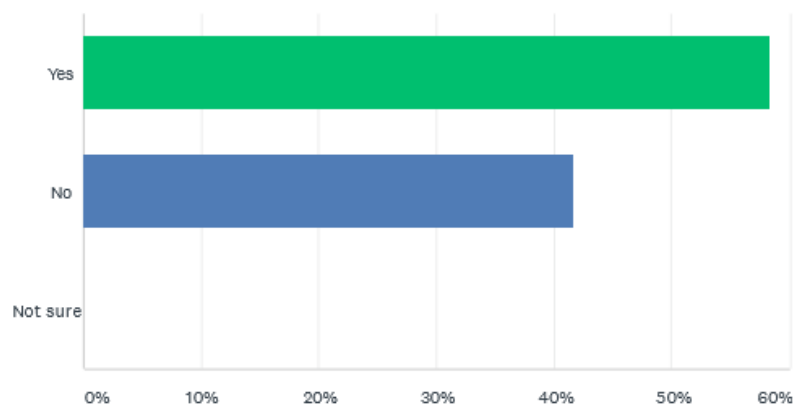
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	53.85%	7
No	23.08%	3
Not sure	23.08%	3
TOTAL		13

Q39 Are payments processed as stipulated in the contract?

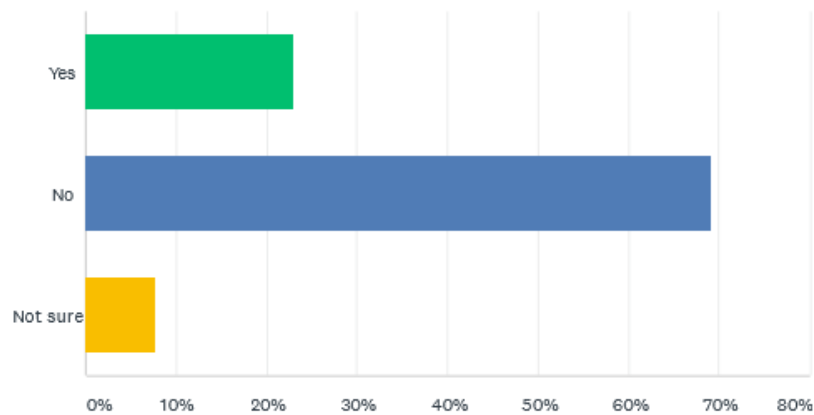
Answered: 12 Skipped: 28



ANSWER CHOICES	RESPONSES	
Yes	58.33%	7
No	41.67%	5
Not sure	0.00%	0
TOTAL		12

Q40 Are contract amendments are prepared and issued timely?

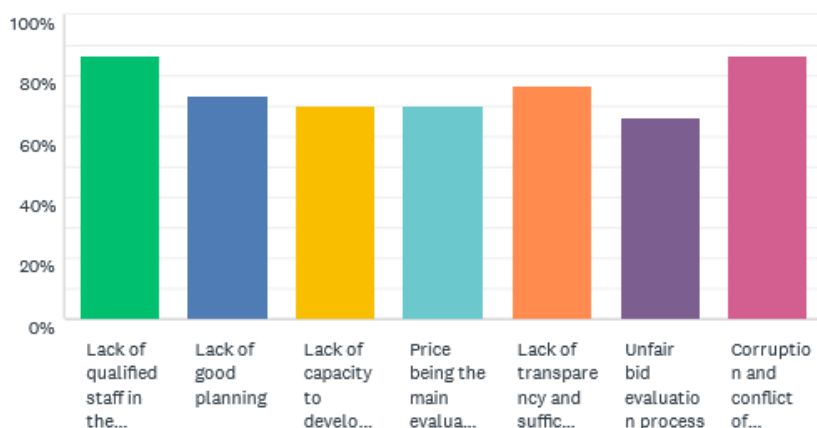
Answered: 13 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	23.08%	3
No	69.23%	9
Not sure	7.69%	1
TOTAL		13

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

Answered: 30 Skipped: 10

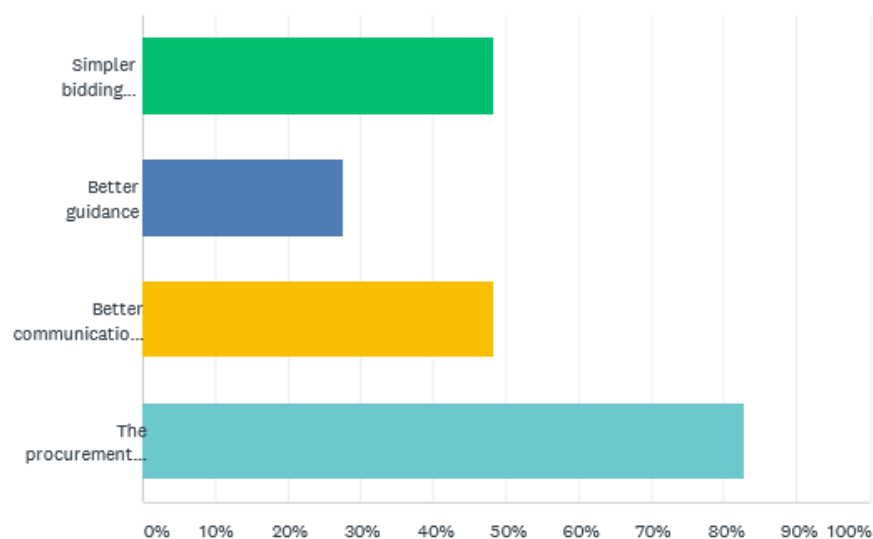


ANSWER CHOICES	RESPONSES
Lack of qualified staff in the contracting authorities	86.67% 26
Lack of good planning	73.33% 22
Lack of capacity to develop fit for purpose bidding documents	70.00% 21
Price being the main evaluation criteria	70.00% 21
Lack of transparency and sufficient information available to potential bidders	76.67% 23
Unfair bid evaluation process	66.67% 20
Corruption and conflict of interest	86.67% 26
Total Respondents: 30	

#	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 4:31 PM
5	Lack of capacity for good contract management	11/7/2019 4:12 PM
6	Lack of capacity for good contract management	11/7/2019 3:12 PM
7	Lack of capacity for good contract management	11/7/2019 2:32 PM
8	lack of capacity for good contract management "Fix the match before game playing"	11/7/2019 1:37 PM
9	Lack of capacity for good contract management	11/7/2019 1:02 PM
10	Lack of capacity for good contract management	11/7/2019 11:42 AM
11	Lack of capacity for good contract management	11/7/2019 11:31 AM
12	Lack of capacity for good contract management	11/7/2019 11:03 AM
13	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: 29 Skipped: 11

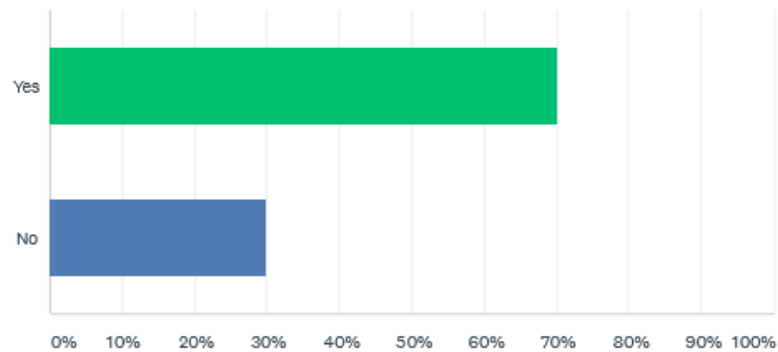


ANSWER CHOICES		RESPONSES	
Simpler bidding documents		48.28%	14
Better guidance		27.59%	8
Better communication from the contracting authorities		48.28%	14
The procurement process to become more fair and transparent		82.76%	24
Total Respondents: 29			

#	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	Electronic bidding	11/6/2019 3:05 AM
4	On Time Payments	11/2/2019 2:34 AM
5	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: 30 Skipped: 10



ANSWER CHOICES	RESPONSES
Yes	70.00% 21
No	30.00% 9
TOTAL	30

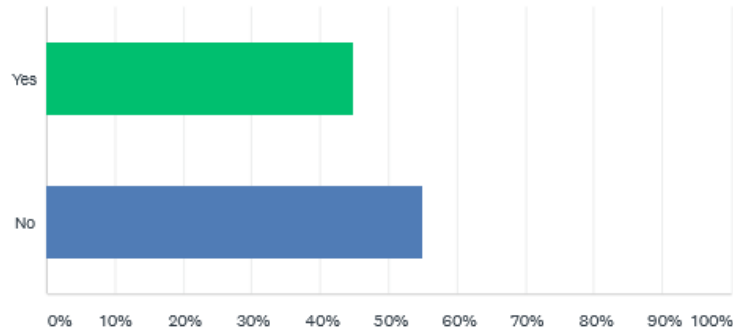
#	IF YOU HAVE EVER FILED A COMPLAINT, WITH WHOM DID YOU FILE IT AND AT WHAT STAGE OF THE PROCUREMENT PROCESS?	DATE
1	for the Client	11/23/2019 4:25 AM
2	PPA and Addis Ababa PPA at the time of awarding the bid	11/7/2019 8:12 PM
3	After cancellation of a bid to the government procurement authority	11/7/2019 6:28 PM
4	In the tendering process, for PPA but they did nothing	11/7/2019 5:59 PM
5	Regional and Federal PPA during application. Both entities were not ready to listen to complaints	11/7/2019 4:33 PM
6	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
7	There is no room to get justice. Decision makers and bidding agencies are politicians and connected by benefits	11/7/2019 4:04 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	No response at all or response was not sufficient	11/7/2019 1:38 PM
11	To procuring entities and later to PPA	11/7/2019 1:04 PM
12	With the public procurement department, at the bid evaluation and result notification stage.	11/7/2019 11:06 AM
13	To the Federal Public Procurement Agency. During bidding and right after award.	11/6/2019 3:07 AM
14	To the Client and later to the PPA	11/5/2019 12:55 PM
15	After evaluation result to the public procuring entity.	11/5/2019 2:29 AM
16	world bank	11/4/2019 2:33 PM
17	We have filled complaints several times to purchase divisions, university presidents , managers. We have usually filled at the time of technical evaluation resuly 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

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18	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
19	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
20	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?

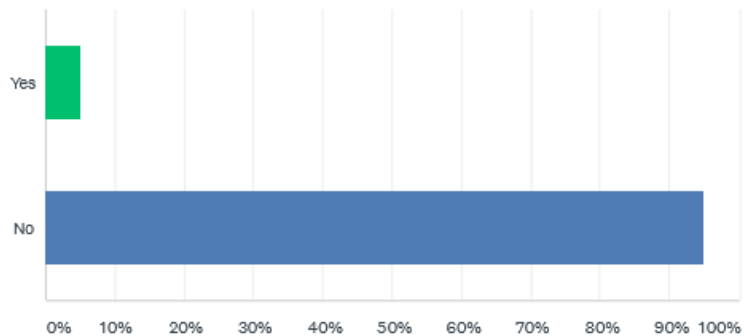
Answered: 20 Skipped: 20



ANSWER CHOICES	RESPONSES
Yes	45.00% 9
No	55.00% 11
TOTAL	20

Q45 Were you satisfied with the response to your complaint?

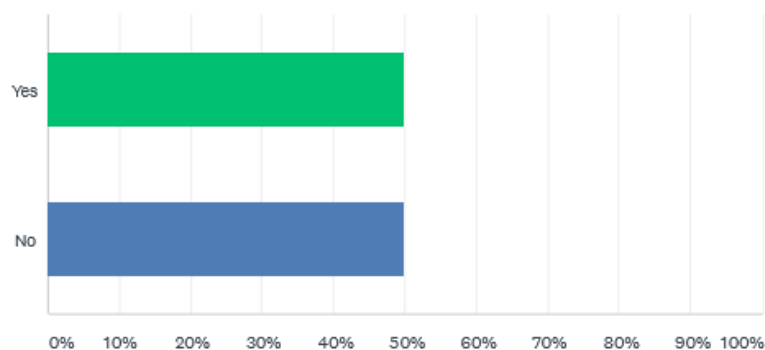
Answered: 20 Skipped: 20



ANSWER CHOICES	RESPONSES
Yes	5.00% 1
No	95.00% 19
TOTAL	20

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

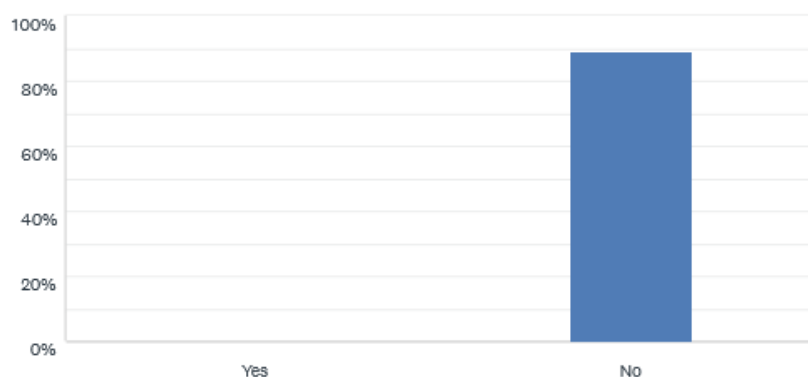
Answered: 22 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	50.00%	11
No	50.00%	11
TOTAL		22

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

Answered: 19 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	89.47%	17
TOTAL		19

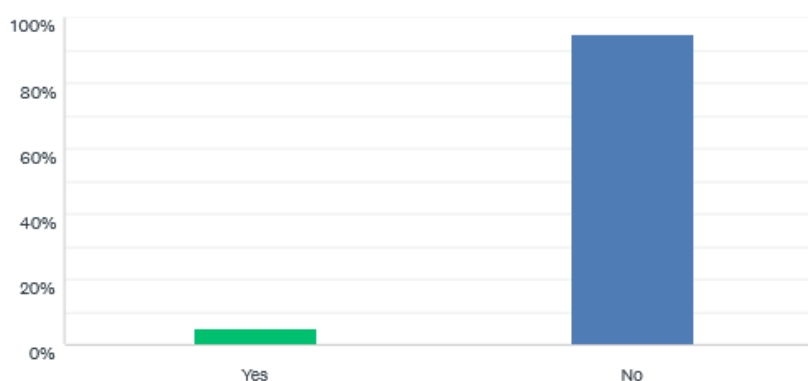
#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY? IF YOU ANSWERED YES, WHAT WAS THE REMEDY ISSUED BY THE COMPLAINT APPEALS BODY?	DATE
1	No because they did not consider the actual facts and experience Yes because they fairly treated our request for complaint	11/7/2019 8:12 PM

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2	The appeals body is biased towards the private sector	11/7/2019 6:28 PM
3	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
4	Often difficult to challenge a government decision. There is no accountability	11/7/2019 4:33 PM
5	we were tired by the process and the top management decided not to go further.	11/7/2019 4:14 PM
6	We did not receive our reply in time. Our appeal is still pending for unknown reasons.	11/7/2019 11:06 AM
7	The contract was already awarded.	11/6/2019 3:07 AM
8	The client overturned the decision made by PPA in order to give the job to their candidate.	11/5/2019 12:55 PM
9	Before we send a leeter to world bank office, until now we did not got any reply.	11/4/2019 2:33 PM
10	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
11	In such government offices saying NO entails no risk!	11/1/2019 9:17 AM
12	We complain to the procurement official but refused to respond on time and finally told us that the date line for appling has expiered. 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: 20 Skipped: 20



ANSWER CHOICES	RESPONSES
Yes	5.00% 1
No	95.00% 19
TOTAL	20

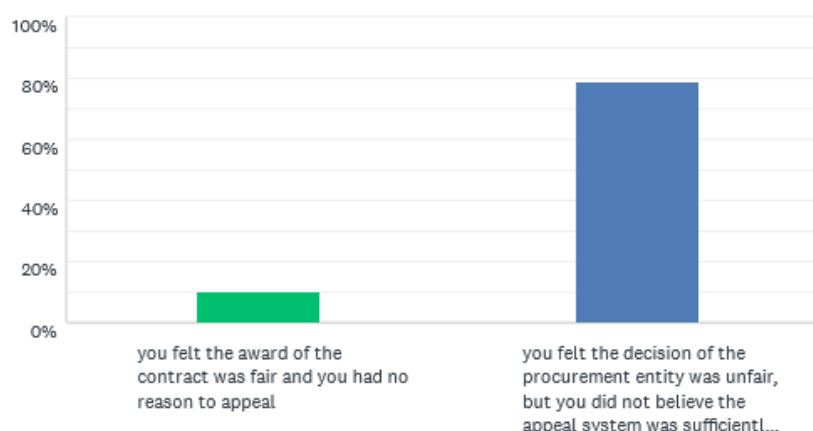
#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY?	DATE
1	It was subjective	11/7/2019 8:12 PM
2	bias to govermemnt	11/7/2019 6:28 PM
3	If they have interest on the tender issued, their answer will be known	11/7/2019 5:59 PM
4	Saying no to an appeal is the easy way out for any government decision	11/7/2019 4:33 PM
5	Lack of knowledge and due to some cases of corruption, bribery etc	11/7/2019 3:53 PM

Annex 13.6: Private Sector Survey Report – SNNPR

6	Public procuring entities talk to each other and they do not want to expose each other.	11/7/2019 11:06 AM
7	In most instances , the appeals were not replied with any yes or no response.	11/1/2019 2:07 PM
8	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
9	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
10	I don't think that their decision is consistent because the people who are in the position were not professional and capable to give consistent 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: 19 Skipped: 21

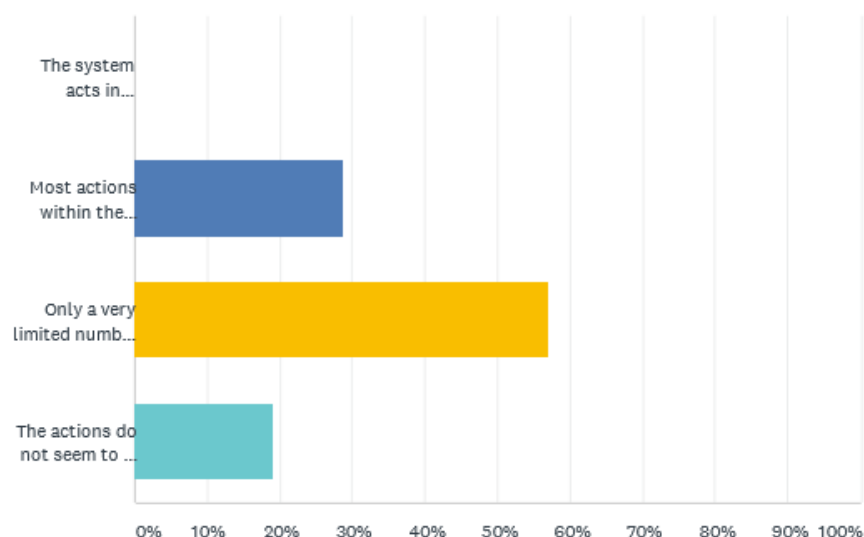


ANSWER CHOICES	RESPONSES
you felt the award of the contract was fair and you had no reason to appeal	10.53% 2
you felt the decision of the procurement entity was unfair, but you did not believe the appeal system was sufficiently trustworthy to embark in an appeal?	78.95% 15
TOTAL	19

#	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: 21 Skipped: 19

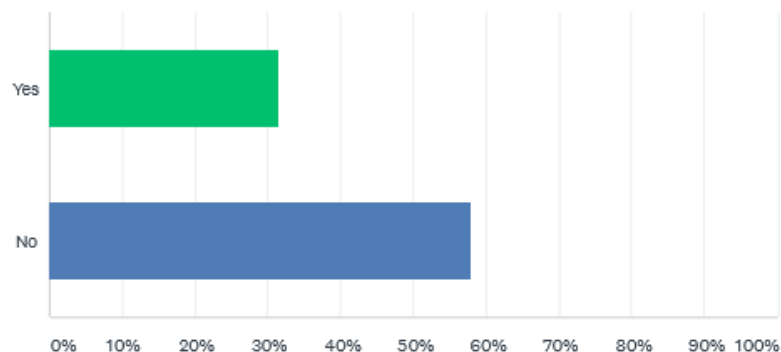


ANSWER CHOICES		RESPONSES	
The system acts in accordance with rule of law and is predictable		0.00%	0
Most actions within the system are in accordance with rule of law and are predictable		28.57%	6
Only a very limited number of actions is in accordance with rule of law and predictable		57.14%	12
The actions do not seem to be in accordance with rule of law and are not predictable		19.05%	4
Total Respondents: 21			

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

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

Answered: 19 Skipped: 21



ANSWER CHOICES	RESPONSES
Yes	31.58% 6
No	57.89% 11
TOTAL	19

#	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	Sometimes	11/7/2019 1:38 PM
5	Maybe 6 months or greater.	11/7/2019 11:06 AM
6	3 months	11/5/2019 12:55 PM
7	for me it took around three months to get the feed back. with my initiation	11/1/2019 8:13 AM
8	6 month	11/1/2019 5:01 AM

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

Answered: 14 Skipped: 26

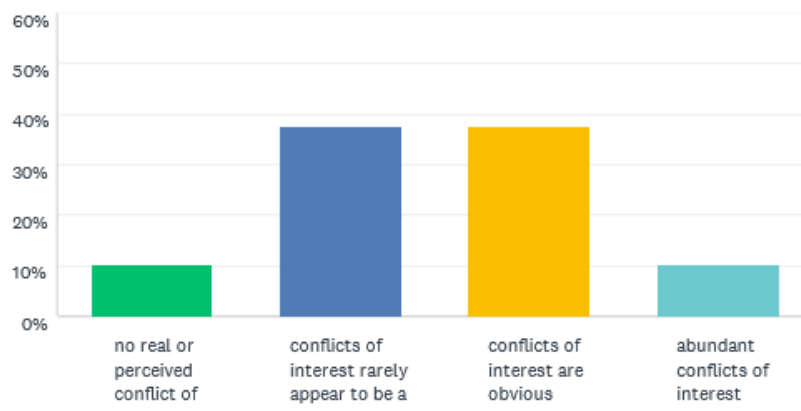
#	RESPONSES	DATE
1	Timely replaying	11/23/2019 4:25 AM
2	1. be transparent 2. Be fair towards the interest of both parties	11/7/2019 8:12 PM
3	post audit is needed	11/7/2019 6:28 PM
4	1. Transparent 2. Checks and Balance 3. Pre-Audited 4. Post-audit system	11/7/2019 5:59 PM
5	1. Accountability 2. Professionalism 3. Common sense	11/7/2019 4:33 PM
6	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

Annex 13.6: Private Sector Survey Report – SNNPR

7	1. They should be willing to give fair responses 2. Committed to effective law	11/7/2019 1:38 PM
8	1. They are over loaded 2. Should use external input (experts) 3. process should be more transparent	11/7/2019 1:04 PM
9	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
10	1. transparency 2. Efficiency	11/7/2019 11:06 AM
11	everything	11/1/2019 2:07 PM
12	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
13	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
14	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: 29 Skipped: 11



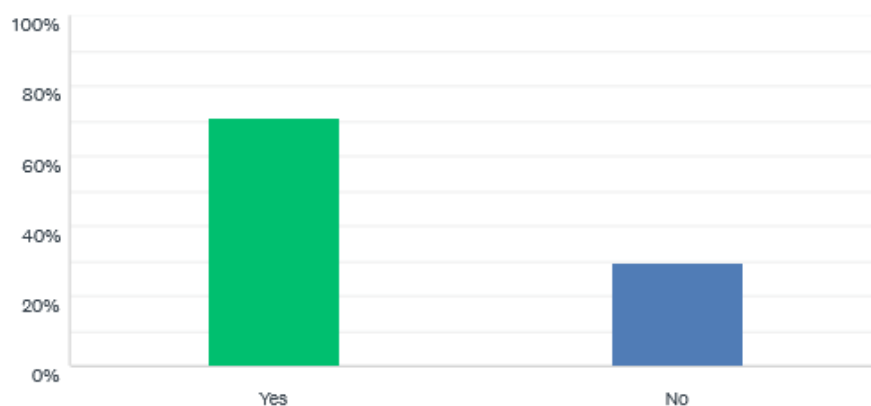
ANSWER CHOICES	RESPONSES	
no real or perceived conflict of interest	10.34%	3
conflicts of interest rarely appear to be a problem	37.93%	11
conflicts of interest are obvious	37.93%	11
abundant conflicts of interest	10.34%	3
TOTAL		29

Annex 13.6: Private Sector Survey Report – SNNPR

#	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	1. Between contractor and clients 2. Between consultants and contractors	11/7/2019 1:38 PM
6	Companies with political favour get contracts	11/6/2019 3:10 AM
7	Because most of the time works are given to predetermined candidates	11/5/2019 12:57 PM
8	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
9	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

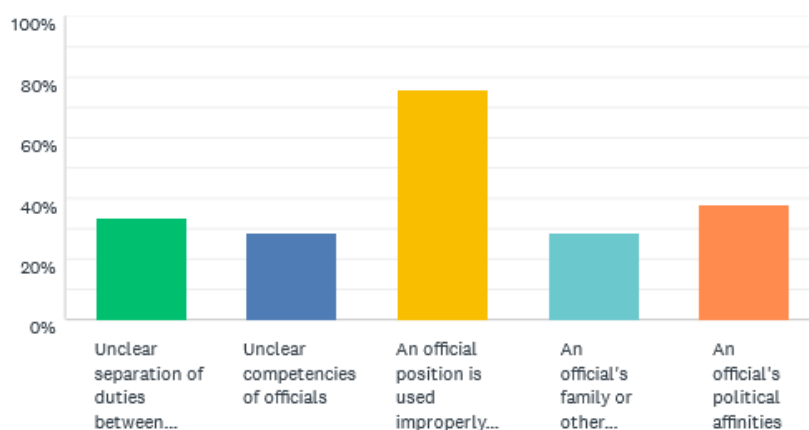
Q54 In the context of public procurement, have you/your company ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest?

Answered: 24 Skipped: 16



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: 21 Skipped: 19

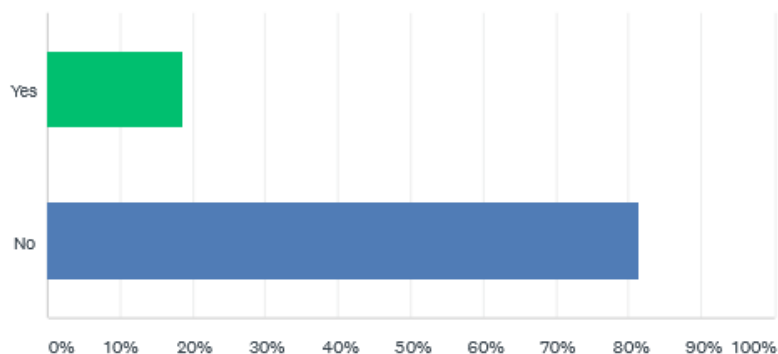


ANSWER CHOICES		RESPONSES	
Unclear separation of duties between institutions		33.33%	7
Unclear competencies of officials		28.57%	6
An official position is used improperly for private advantage and improper personal gain		76.19%	16
An official's family or other personal relations		28.57%	6
An official's political affinities		38.10%	8
Total Respondents: 21			

#	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?

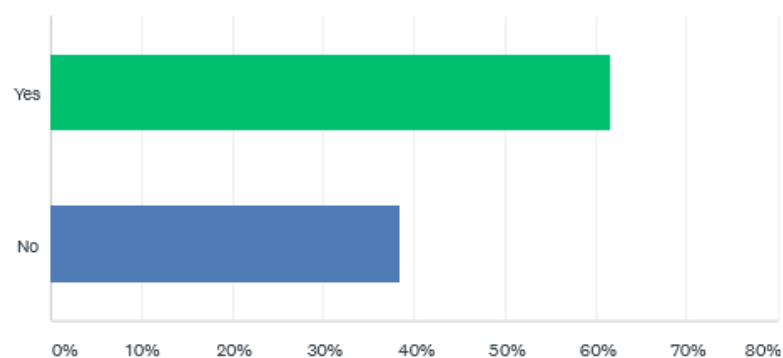
Answered: 27 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	18.52%	5
No	81.48%	22
TOTAL		27

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

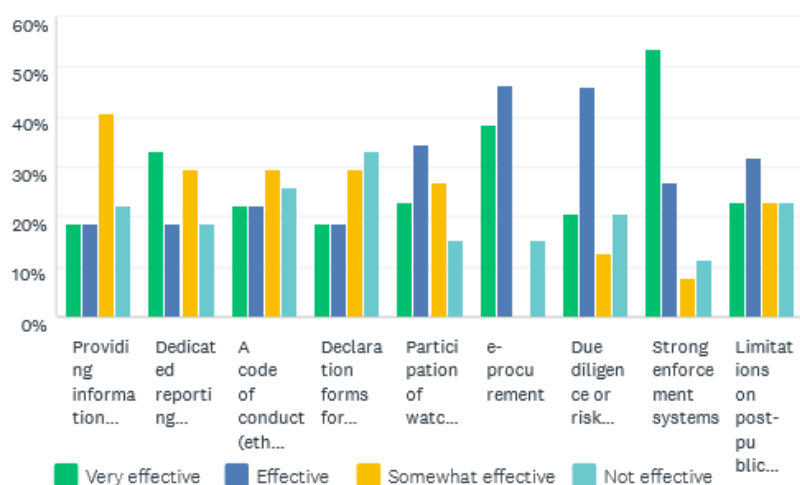
Answered: 26 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	61.54%	16
No	38.46%	10
TOTAL		26

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: 27 Skipped: 13



	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)	18.52% 5	18.52% 5	40.74% 11	22.22% 6	27
Dedicated reporting channels to report misconduct	33.33% 9	18.52% 5	29.63% 8	18.52% 5	27
A code of conduct (ethical guidelines or similar guidance documents) for public and private entities	22.22% 6	22.22% 6	29.63% 8	25.93% 7	27
Declaration forms for suppliers to affirm their compliance with anti-corruption rules	18.52% 5	18.52% 5	29.63% 8	33.33% 9	27
Participation of watchdog organizations	23.08% 6	34.62% 9	26.92% 7	15.38% 4	26
e-procurement	38.46% 10	46.15% 12	0.00% 0	15.38% 4	26
Due diligence or risk analysis	20.83% 5	45.83% 11	12.50% 3	20.83% 5	24
Strong enforcement systems	53.85% 14	26.92% 7	7.69% 2	11.54% 3	26
Limitations on post-public employment ("revolving door phenomenon", "cool down phase" for public employees)	22.73% 5	31.82% 7	22.73% 5	22.73% 5	22

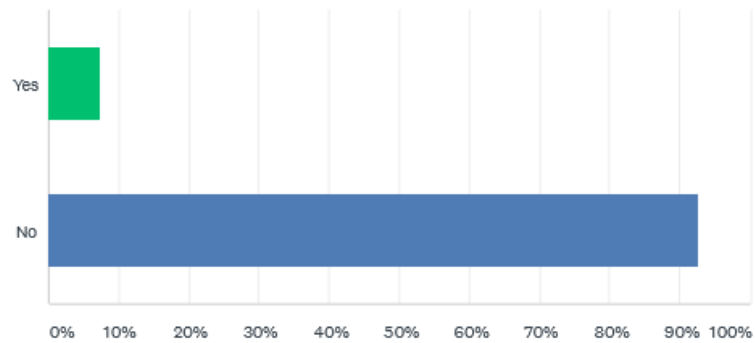
Q59 What would be your top three priorities in order to enhance effective anti-corruption measures in Ethiopia?

Answered: 23 Skipped: 17

#	RESPONSES	DATE
1	1)Fair & clear bid criteria 2)Unbiased 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. 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
8	1. Transparency 2. training	11/7/2019 4:34 PM
9	1. Strong enforcement systems 2. E-procurement 3. Providing information and training on how to receive compensation	11/7/2019 4:16 PM
10	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
11	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
12	1. Transparent bidding system 2. no "honest" price approach 3. Speed of procurement process	11/7/2019 2:36 PM
13	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
14	1. Have ethics and believe in God 2. Transparency 3. Top management committment	11/7/2019 1:40 PM
15	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
16	1. bring a watchdog organization 2. Strong enforcement system 3. E-procurement	11/7/2019 11:44 AM
17	1. Penalizing 2. E-procurement	11/7/2019 11:32 AM
18	1. Creating awareness 2. Strong guidelines 3. Law enforcement	11/7/2019 11:08 AM
19	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
20	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
21	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
22	.Committed and accountable leadership .Open and transparent procurement system with continues monitoring . established effective and functional watch dog	11/1/2019 8:28 AM
23	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: 27 Skipped: 13

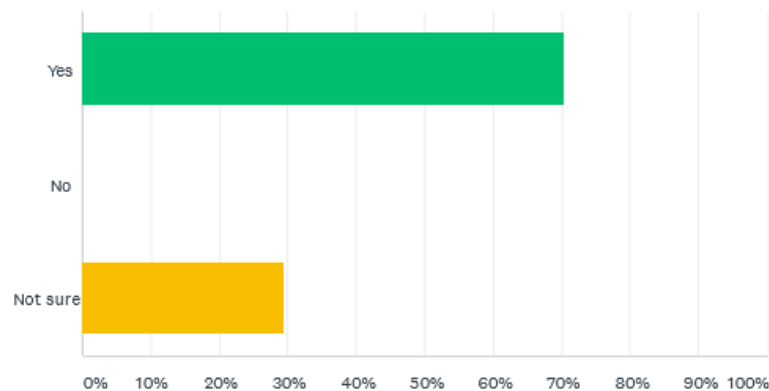


ANSWER CHOICES	RESPONSES	
Yes	7.41%	2
No	92.59%	25
TOTAL		27

#	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: 17 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	70.59%	12
No	0.00%	0
Not sure	29.41%	5
TOTAL		17

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#	PLEASE EXPLAIN WHY.	DATE
1	Will give encouragement to respect human discipline as need of considering risks	11/7/2019 8:14 PM
2	They will be watchdogs	11/7/2019 6:01 PM
3	Top management commitment is very essential	11/7/2019 1:40 PM
4	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

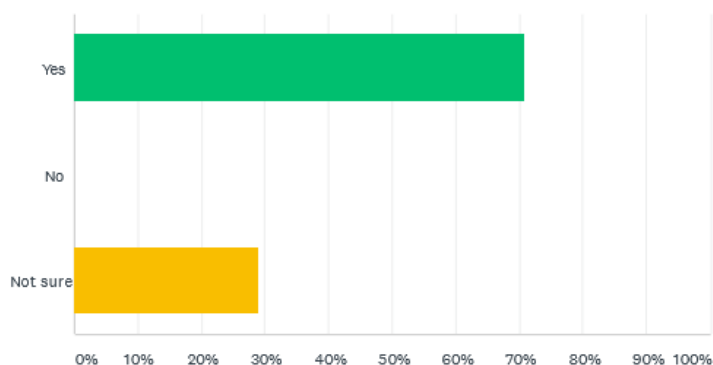
Q62 What are the obstacles, if any, for CSO participation in public procurement in the current economic and political climate?

Answered: 6 Skipped: 34

#	RESPONSES	DATE
1	Commitment	11/7/2019 8:14 PM
2	Government does not receive the input of the CSO	11/7/2019 6:29 PM
3	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
4	1. Funding 2. Specialized training	11/7/2019 4:34 PM
5	Lack of motivation and commitment	11/7/2019 1:40 PM
6	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 bribe 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?

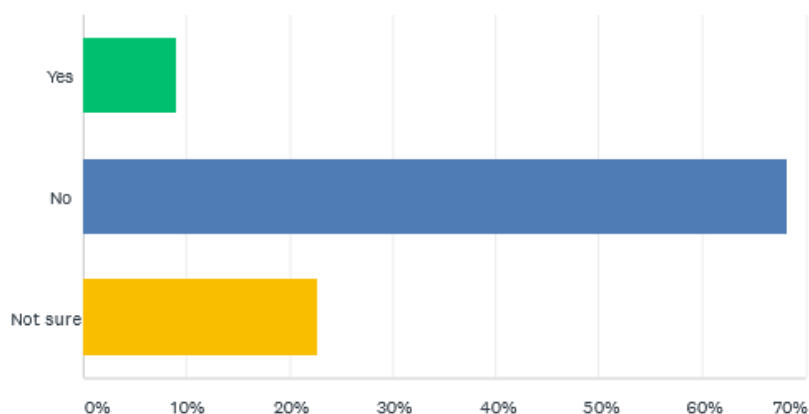
Answered: 24 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	70.83%	17
No	0.00%	0
Not sure	29.17%	7
TOTAL		24

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: 22 Skipped: 18



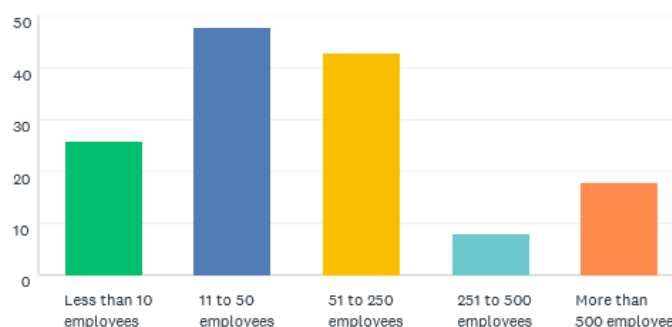
ANSWER CHOICES	RESPONSES
Yes	9.09% 2
No	68.18% 15
Not sure	22.73% 5
TOTAL	22

#	PLEASE EXPLAIN WHY.	DATE
1	Access to internet is not a problem	11/7/2019 4:34 PM
2	Due to understanding of method or knowledge of teh SMEs on how to operate through electronic means.	11/7/2019 4:16 PM
3	SMEs should elevate their capacity to meet the needs of the e-system	11/7/2019 2:47 PM
4	Any company applying for public bids needs to be qualified in terms of administration or efficiency	11/7/2019 2:36 PM
5	Many are educated at various levels and aware of issues	11/7/2019 1:06 PM
6	Because anyone can use the system accordingly.	11/7/2019 11:32 AM
7	Current electronic facilities are in a better position.	11/7/2019 11:08 AM
8	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 13.7: Private Sector Survey Report – combined for the Federal Government and the Regions

Q1 What is the size of your company?

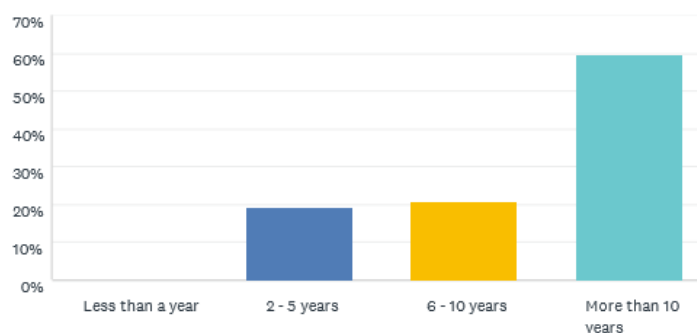
Answered: 143 Skipped: 2



ANSWER CHOICES	RESPONSES	
Less than 10 employees	18.18%	26
11 to 50 employees	33.57%	48
51 to 250 employees	30.07%	43
251 to 500 employees	5.59%	8
More than 500 employee	12.59%	18
TOTAL		143

Q2 How long is your company in business?

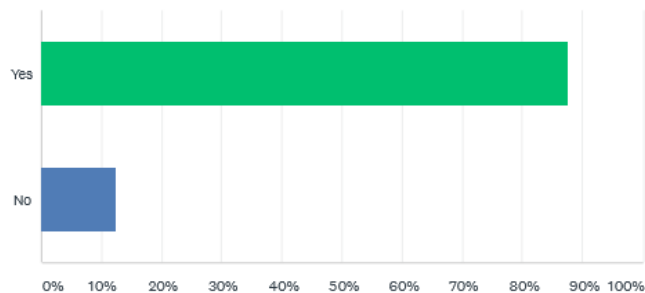
Answered: 145 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
2 - 5 years	19.31%	28
6 - 10 years	20.69%	30
More than 10 years	60.00%	87
TOTAL		145

Q3 Is your company located in Ethiopia?

Answered: 129 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	87.60%	113
No	12.40%	16
TOTAL		129

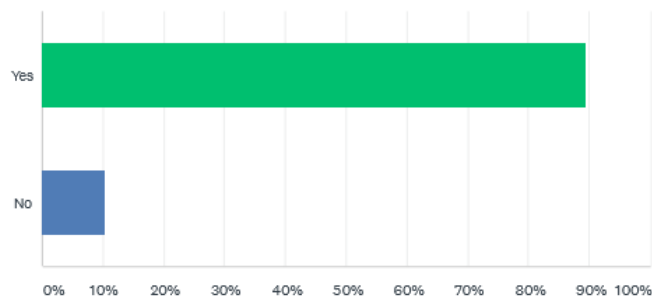
Q4 If your company is located in Ethiopia, please let us know in which region you company is located.

Answered: 125 Skipped: 20

Addis Ababa	94
Federal	1
Oromia	2
Amhara	1
SNNPR	2
Foreign	4
NA	1

Q5 Is your company registered in Ethiopia?

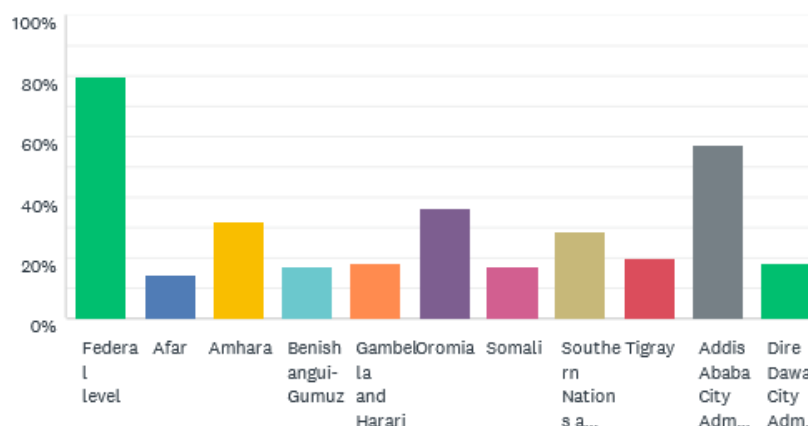
Answered: 95 Skipped: 50



ANSWER CHOICES	RESPONSES	
Yes	89.47%	85
No	10.53%	10
TOTAL		95

Q6 Where in Ethiopia do you operate?

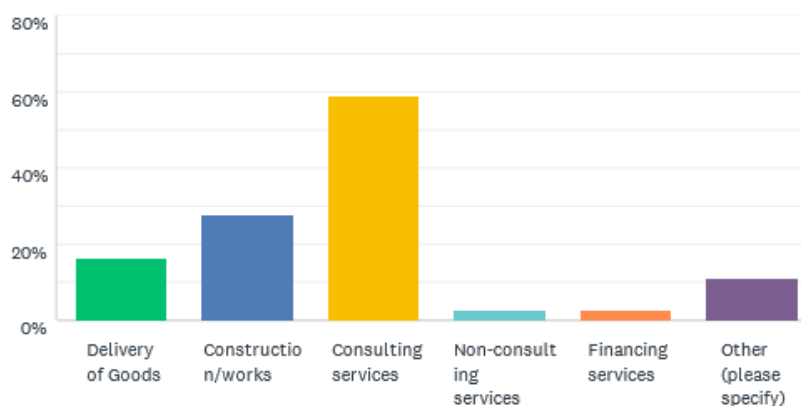
Answered: 140 Skipped: 5



ANSWER CHOICES	RESPONSES	
Federal level	80.00%	112
Afar	14.29%	20
Amhara	32.14%	45
Benishangui-Gumuz	17.14%	24
Gambella and Harari	17.86%	25
Oromia	36.43%	51
Somali	17.14%	24
Southern Nations and Nationalities Peoples Region	28.57%	40
Tigray	20.00%	28
Addis Ababa City Administration	57.14%	80
Dire Dawa City Administration	17.86%	25
Total Respondents: 140		

Q7 What is your main business area?

Answered: 145 Skipped: 0



ANSWER CHOICES	RESPONSES	
Delivery of Goods	16.55%	24
Construction/works	27.59%	40
Consulting services	58.62%	85
Non-consulting services	2.76%	4
Financing services	2.76%	4
Other (please specify)	11.03%	16
Total Respondents: 145		

OTHER (PLEASE SPECIFY)	DATE
Manufacturing of pharmaceutical formulations	11/30/2019 4:26 AM
Car Rental	11/15/2019 10:04 PM
energy sector	11/14/2019 1:39 AM
Importing and distributing pharmaceutical products	11/13/2019 8:03 AM
Engineering works and electro-mechanical (Metal fabrication)	11/7/2019 10:16 AM
pharmaceutical business	11/5/2019 1:31 AM
Iodine Derivatives, Perchlorates & Potassium Persulphate	11/5/2019 12:18 AM
structural engineering services for civil constructions	11/5/2019 12:17 AM
Construction Consulting Service	11/4/2019 7:12 AM
architecture and engineering consultant	11/4/2019 5:21 AM
Supply of dialysis machines, consumables and training of affiliated staff	11/4/2019 2:43 AM
Maintenanse	11/2/2019 5:31 AM
Pharmaceutical Formulation Manufacturing	11/2/2019 2:34 AM
Training Service	11/1/2019 10:46 AM
diagnostic testing products	11/1/2019 5:06 AM
TECHNICAL ASSISTANCE	11/1/2019 4:56 AM

Q8 Please indicate the annual turnover of your company.

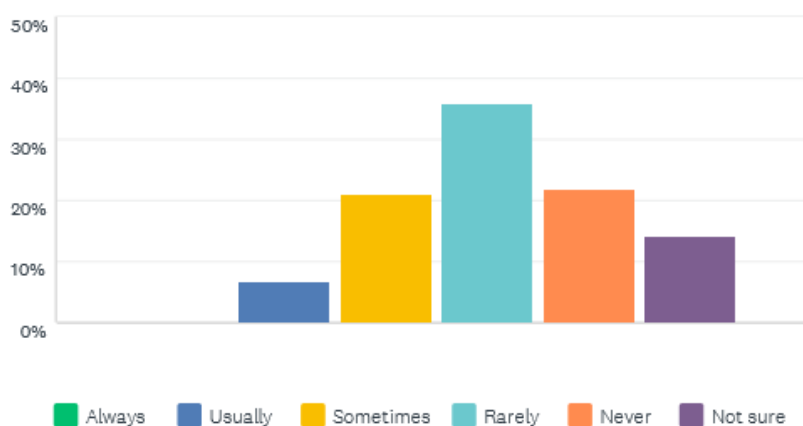
Answered: 143 Skipped: 2



ANSWER CHOICES	RESPONSES	
Less than 1.7 million USD (< 50 million Birr)	60.84%	87
1.7 to 17 million USD (50 to 500 million Birr)	23.08%	33
More than 17 million USD (> 500 million Birr)	16.08%	23
TOTAL		143

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

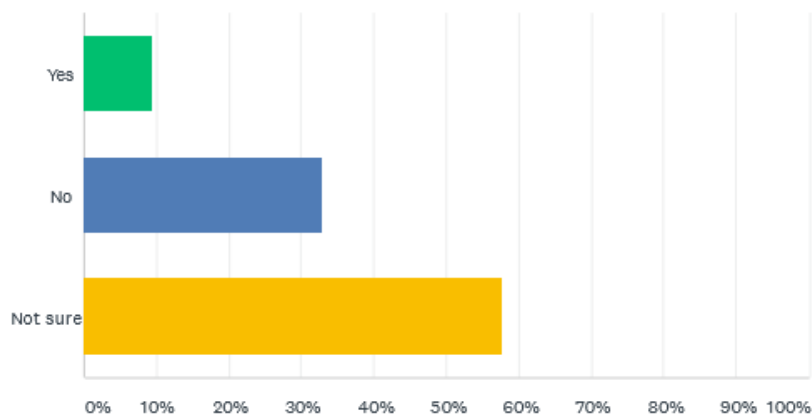
Answered: 133 Skipped: 12



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
0.00%	6.77%	21.05%	36.09%	21.80%	14.29%	133	4.16
0	9	28	48	29	19		

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

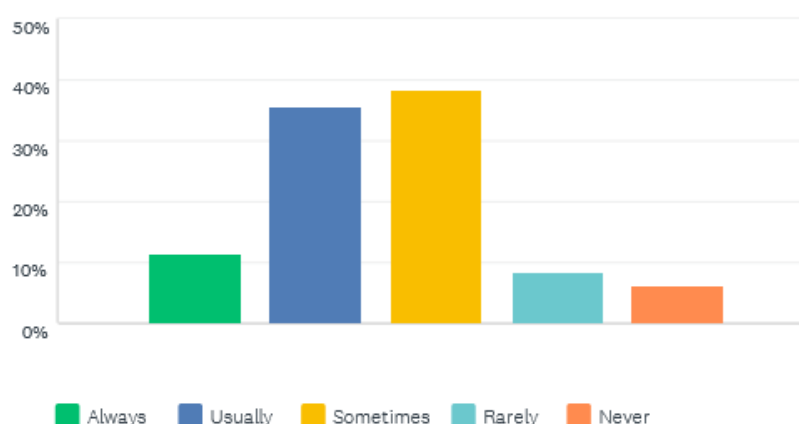
Answered: 85 Skipped: 60



ANSWER CHOICES	RESPONSES	
Yes	9.41%	8
No	32.94%	28
Not sure	57.65%	49
TOTAL		85

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

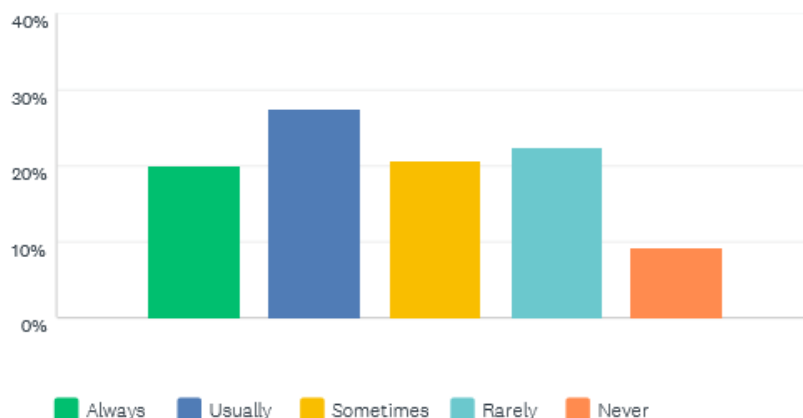
Answered: 130 Skipped: 15



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
11.54%	35.38%	38.46%	8.46%	6.15%	130	2.62
15	46	50	11	8		

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)?

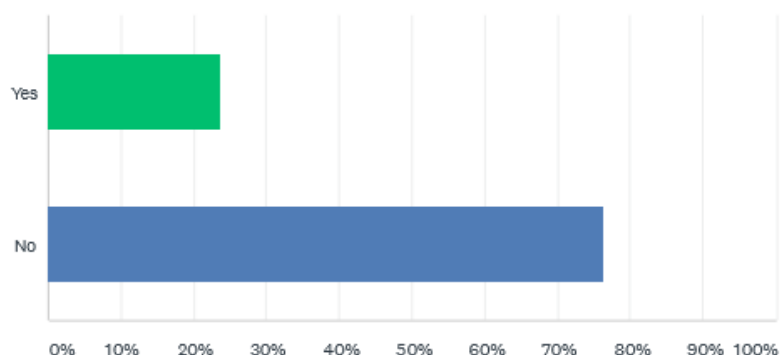
Answered: 130 Skipped: 15



ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
20.00%	27.69%	20.77%	22.31%	9.23%	130	2.73
26	36	27	29	12		

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

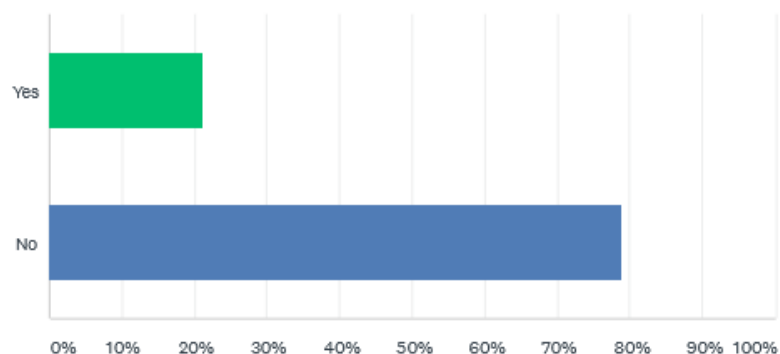
Answered: 123 Skipped: 22



ANSWER CHOICES	RESPONSES
Yes	23.58% 29
No	76.42% 94
TOTAL	123

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

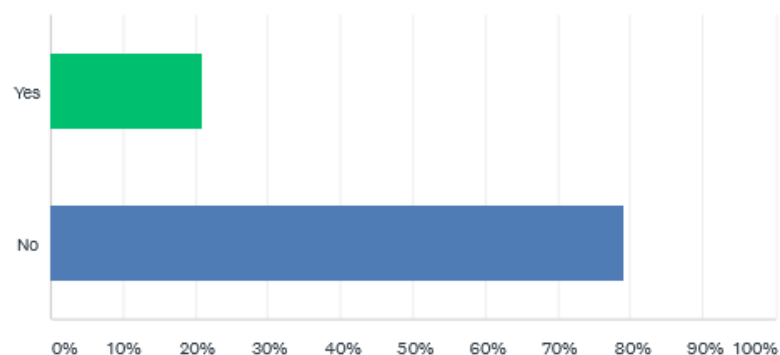
Answered: 123 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	21.14%	26
No	78.86%	97
TOTAL		123

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

Answered: 124 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	20.97%	26
No	79.03%	98
TOTAL		124

Annex 13.7: Private Sector Survey Report – combined Federal Government and the Regions

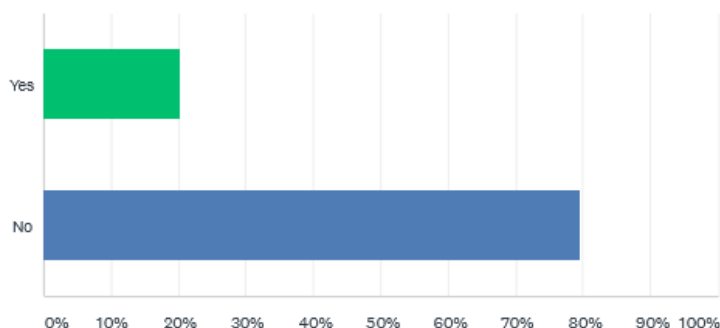
#	IF YES, WHO ORGANIZED IT AND HOW EFFECTIVE IT WAS? PLEASE GIVE EXAMPLES OF SUCH TRAINING OR INFORMATION SESSION OR PROGRAM. IF NO. WHY?	DATE
1	Rarely invited or announced via mass media	11/22/2019 3:01 AM
2	Organized by Addis Ababa chamber of Commerce	11/11/2019 6:18 AM
3	I have not been informed	11/7/2019 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	Government did not organize training or create awareness for the private sector	11/7/2019 7:47 PM
8	Short-term training courses such as project management etc	11/7/2019 7:41 PM
9	We are not updated about these	11/7/2019 7:33 PM
10	I have not been informed	11/7/2019 7:23 PM
11	I have not been informed	11/7/2019 7:09 PM
12	Program provided by ERA on improved request for proposals	11/7/2019 6:59 PM
13	Legislative process is not transparent	11/7/2019 6:44 PM
14	PPA organized it. It was introductory and did not cover the procurement cycle undertakings.	11/7/2019 6:34 PM
15	The government is not keen on inviting private sector	11/7/2019 6:12 PM
16	I have not been informed	11/7/2019 6:02 PM
17	Construction Contractors of Ethiopia	11/7/2019 5:49 PM
18	By Construction Ministry, Ethiopian Contractors Association, Ethiopian Construction Technology Management	11/7/2019 5:09 PM
19	No proper announcement was made	11/7/2019 4:57 PM
20	Ethiopian Roads Authority. It was good but only introductory	11/7/2019 4:42 PM
21	I have not been informed	11/7/2019 4:24 PM
22	World Bank. City administration	11/7/2019 4:18 PM
23	Addis Ababa city administration	11/7/2019 2:58 PM
24	Poor network of organizations	11/7/2019 2:49 PM
25	Information flow is sporadic between the public and private sectors	11/7/2019 2:38 PM
26	Was not aware of the existence of such provisions	11/7/2019 2:04 PM
27	Ministry of Urban Development on the formation of Council of Associations	11/7/2019 1:56 PM
28	For any programs or meetings called by selection or by introducing companies	11/7/2019 1:49 PM
29	That was good	11/7/2019 1:30 PM
30	Project or company manager organized it	11/7/2019 1:22 PM
31	The government authority or private sector never organizes workshops. Also, lack of transparency , enough knowledge or resources	11/7/2019 1:08 PM
32	rarely occur, but most have no effect	11/7/2019 12:58 PM
33	Never invited	11/7/2019 12:49 PM
34	No One was invited to attend the training	11/7/2019 12:32 PM
35	The Ethiopian construction contractors association, Ethiopian construction management institution and the training was very good and effective	11/7/2019 12:20 PM

Annex 13.7: Private Sector Survey Report – combined Federal Government and the Regions

36	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
37	We were not invited to any	11/7/2019 11:33 AM
38	No One was invited to attend the training	11/7/2019 11:27 AM
39	I don't have enough time	11/7/2019 11:21 AM
40	The government is not inviting private sectors to participate in the capacity building programs	11/7/2019 10:56 AM
41	Chamber of Commerce. It was good and interesting	11/7/2019 10:50 AM
42	I have not been informed	11/7/2019 10:39 AM
43	We were only following the tender document for some government tenders, but for private tenders mostly price negotiation.	11/7/2019 10:20 AM
44	May be I was not invited to participate.	11/7/2019 9:47 AM
45	Never got such information	11/5/2019 8:39 AM
46	Never been invited.	11/5/2019 5:38 AM
47	Didn't get the opportunity	11/5/2019 3:09 AM
48	EEA organized some contractors training about Solar plan in the future of ethiopia	11/4/2019 2:06 PM
49	We were never invited	11/4/2019 2:45 AM
50	ethiopian roads authority	11/3/2019 9:26 AM
51	yes ,contractors Association	11/1/2019 3:19 PM
52	Not invited	11/1/2019 11:01 AM
53	not aware	11/1/2019 5:11 AM
54	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?

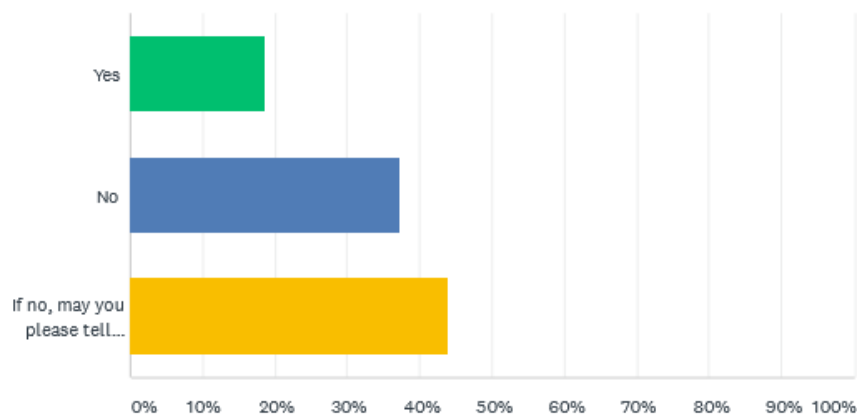
Answered: 74 Skipped: 71



ANSWER CHOICES	RESPONSES	
Yes	20.27%	15
No	79.73%	59
TOTAL		74

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: 75 Skipped: 70



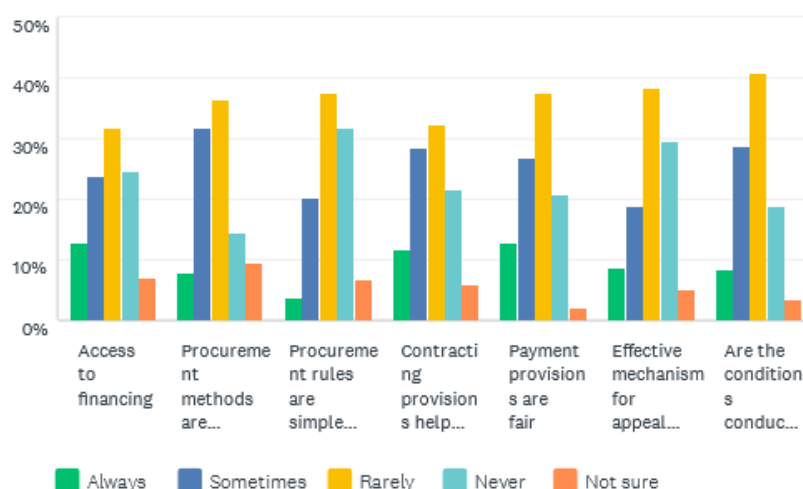
ANSWER CHOICES	RESPONSES	
Yes	18.67%	14
No	37.33%	28
If no, may you please tell why? If yes, may you please tell whether your question has been answered satisfactorily?	44.00%	33
TOTAL		75

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#	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	Not aware of such service	11/14/2019 1:42 AM
5	Yes, our office asked clarification related to purchasing equipment	11/11/2019 6:18 AM
6	no one listen our question in the Ethiopian Government.	11/8/2019 3:16 AM
7	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
8	I thought it is difficult to convince them	11/6/2019 5:18 AM
9	It was satisfactory.	11/6/2019 2:48 AM
10	Not aware of existence	11/5/2019 11:10 AM
11	Not aware of the Agency's role	11/5/2019 8:39 AM
12	Don't have the information	11/5/2019 3:09 AM
13	Yes It Was	11/5/2019 2:52 AM
14	There is no clear arrangement in the agency to advice or the agency is weak to advice.	11/5/2019 2:02 AM
15	I don't have complete information when and how it is being given	11/5/2019 12:27 AM
16	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
17	Our company does not related to procurement	11/4/2019 2:25 AM
18	People in the agency are not friendly. We couldn't find the right person to talk to.	11/4/2019 12:36 AM
19	Don't have the info.	11/3/2019 8:47 AM
20	Because I don't know about that.	11/2/2019 3:55 AM
21	the government experts and system is not open to others participation .	11/1/2019 3:19 PM
22	Not inviting	11/1/2019 2:05 PM
23	i never had such complex issue that require advice.	11/1/2019 12:09 PM
24	Not aware of such services	11/1/2019 11:01 AM
25	No information about the service they provide	11/1/2019 10:46 AM
26	Because they don't follow the rules and procedures. No transparency.	11/1/2019 10:41 AM
27	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
28	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
29	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
30	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
31	Not aware	11/1/2019 5:11 AM
32	NOT AWARE OF SUCH A HELP DESK	11/1/2019 4:58 AM
33	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: 106 Skipped: 39



	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

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

Answered: 95 Skipped: 50

ANSWER CHOICES	RESPONSES	
1.	100.00%	95
2.	95.79%	91
3.	84.21%	80

Annex 13.7: Private Sector Survey Report – combined Federal Government and the Regions

#	1.	DATE
1	Poor/unclear or no response to questions on RFPs.	11/28/2019 9:00 AM
2	Higher bid security and performance bonds	11/23/2019 4:12 AM
3	Non reply, especially when not successful	11/22/2019 9:50 AM
4	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
5	Lack of fairness	11/15/2019 10:17 PM
6	Ethopia should register more and more companies for bidding.	11/14/2019 5:06 AM
7	Corruption	11/14/2019 2:55 AM
8	Lack of finance	11/14/2019 1:49 AM
9	low cost bidding	11/11/2019 11:40 PM
10	Corruption	11/8/2019 4:10 AM
11	some clarifications, which are requirements, are not easy to obtain	11/7/2019 8:16 PM
12	Less time given for bidding	11/7/2019 8:08 PM
13	capacity in scope definition which discourages some bids	11/7/2019 8:01 PM
14	Bidding documents are custom made and predefines the winner	11/7/2019 7:51 PM
15	Transparency	11/7/2019 7:43 PM
16	Bidding info circulated ahead of time to those to be participated	11/7/2019 7:35 PM
17	Shortage of experienced/qualified manpower	11/7/2019 7:29 PM
18	Bidding documents are custom made and predefines the winner	11/7/2019 7:17 PM
19	unfair competition in regions	11/7/2019 7:03 PM
20	Openness	11/7/2019 6:54 PM
21	Legislative barrier	11/7/2019 6:46 PM
22	Low offer given to foreign consultants	11/7/2019 6:37 PM
23	Government does not allocate enough budget for environment studies	11/7/2019 6:25 PM
24	Restrictive provisions	11/7/2019 6:06 PM
25	Favors certain groups	11/7/2019 5:53 PM
26	No uniform application throughout the contract, even between clients and consultants	11/7/2019 5:42 PM
27	Transparency	11/7/2019 5:02 PM
28	Information and announcement methods are not clear	11/7/2019 4:45 PM
29	Unrealistic grading mechanisms	11/7/2019 4:28 PM
30	Construction	11/7/2019 4:19 PM
31	Previous experience: this is sometimes difficult for local private sectors	11/7/2019 4:11 PM
32	Short listings are not fair	11/7/2019 4:01 PM
33	Evaluation criteria (not specific for works, services)	11/7/2019 3:11 PM
34	Transparency	11/7/2019 2:51 PM
35	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
36	Conditions favoring local companies	11/7/2019 2:29 PM

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37	Procurement procedures are lengthy and not transparent	11/7/2019 2:13 PM
38	Media of announcement	11/7/2019 1:59 PM
39	Capital	11/7/2019 1:43 PM
40	Transparency	11/7/2019 1:34 PM
41	Protection for those who participate on procurement	11/7/2019 1:26 PM
42	Tender is not well publicized to the public	11/7/2019 1:17 PM
43	Unreasonably high requirements in financial performance	11/7/2019 1:01 PM
44	Access to financing	11/7/2019 12:52 PM
45	sending addendum again and again	11/7/2019 12:34 PM
46	Transparency	11/7/2019 12:27 PM
47	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
48	Transparency	11/7/2019 11:40 AM
49	Transparency	11/7/2019 11:28 AM
50	Gap in TOR	11/7/2019 11:12 AM
51	Bids documents are non-comprehensive	11/7/2019 11:01 AM
52	Barriers of the bureaucracy	11/7/2019 10:51 AM
53	Corruption	11/7/2019 10:41 AM
54	Procurement Awareness (knowledge) - need training	11/7/2019 10:24 AM
55	efficiency is low.	11/7/2019 1:15 AM
56	Requesting high turnover	11/6/2019 5:23 AM
57	The procedure is not transparent	11/6/2019 2:56 AM
58	Specific requirements are stringent	11/6/2019 1:24 AM
59	Client	11/5/2019 12:46 PM
60	Prohibitive requirement designed to reduce competition	11/5/2019 11:16 AM
61	Maximized Average Annual Turnover	11/5/2019 6:34 AM
62	Unclear and subjective scoring criteria	11/5/2019 4:06 AM
63	Lack of transparency	11/5/2019 3:19 AM
64	Bidding Doc and the requirements are too detailed and few pages are relevant	11/5/2019 3:14 AM
65	Corruption	11/5/2019 2:14 AM
66	lack of access to information on tenders	11/5/2019 12:44 AM
67	Unfair bureaucracy (hundreds of pages with a lot of unnecessary articles)	11/5/2019 12:35 AM
68	Corruption	11/5/2019 12:19 AM
69	Not fair	11/4/2019 2:14 PM
70	Transparency	11/4/2019 8:24 AM
71	systematical corruption	11/4/2019 5:44 AM
72	The criteria set for evaluation is biased and/or subjective	11/4/2019 4:01 AM
73	Conditions	11/4/2019 2:47 AM
74	The agency is powerless or unwilling to support bidders	11/4/2019 1:03 AM

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75	Lack of capacity procurement personnel and high corruption in ppa	11/2/2019 11:58 PM
76	Procracy	11/2/2019 11:22 AM
77	Catagory requirements	11/2/2019 4:09 AM
78	Payment though in the form of LC is never on time	11/2/2019 2:34 AM
79	Capital	11/1/2019 4:20 PM
80	law is not applicable	11/1/2019 3:31 PM
81	Security in bidding	11/1/2019 2:09 PM
82	UNFAIR DISTRIBUTION OF OBLIGATIONS BETWEEN PUBLIC BODY AND SUPPLIER	11/1/2019 1:45 PM
83	collusion	11/1/2019 12:34 PM
84	Corruption	11/1/2019 11:08 AM
85	No online registration and performance evaluation. Company profiles shall be put online.	11/1/2019 10:58 AM
86	List cost focused	11/1/2019 10:51 AM
87	Use of Shortlisting and Technical Evaluation Criteria that the public entity designs to favour certain FIRMS	11/1/2019 10:11 AM
88	No clear information is provided for all bidders equally. The media the public media is using to float bids is not constant and not clear also.	11/1/2019 9:12 AM
89	the procurement porcesses followed by the Gvovernment institutionsa are not transparent and accountable	11/1/2019 7:57 AM
90	Corruption	11/1/2019 7:41 AM
91	Tailored bids	11/1/2019 5:15 AM
92	Lack of foreign currency to open up LCs	11/1/2019 5:15 AM
93	Poor communication	11/1/2019 5:11 AM
94	BIDDING RULES TOO COMPLICATE	11/1/2019 5:01 AM
95	Rigged procurement procedure	11/1/2019 4:48 AM

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#	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	Foreign registered/located firms are not given due chances	11/22/2019 9:50 AM
4	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
5	Lack understanding actual situation	11/15/2019 10:17 PM
6	procedure of bidding should be simple.	11/14/2019 5:06 AM
7	Openness	11/14/2019 2:55 AM
8	Lack of knowledge about contracts by public officials	11/14/2019 1:49 AM
9	not delivering the equipment as per the standard and time	11/11/2019 11:40 PM
10	Problem of Procurment Executive (luck of capacity to interprate the procurment document)	11/8/2019 4:10 AM
11	Access to information, clarity	11/7/2019 8:08 PM
12	cancellation of bid at any time	11/7/2019 8:01 PM
13	Unfair evaluation of bids	11/7/2019 7:51 PM
14	Complexity of procedures	11/7/2019 7:43 PM
15	cancellation of bid at any time	11/7/2019 7:35 PM
16	lack of capacity of bidders	11/7/2019 7:29 PM
17	bidding documents lack clarity and that is deliberate	11/7/2019 7:17 PM
18	Abnormally low prices of some bidders	11/7/2019 7:03 PM
19	Unnecessary requirements	11/7/2019 6:54 PM
20	Government attitude to private sector	11/7/2019 6:46 PM
21	Subjectivity in evaluation of bids	11/7/2019 6:37 PM
22	procurement procedure for most studies is in-compliant	11/7/2019 6:25 PM
23	Poorly defined scopes	11/7/2019 6:06 PM
24	Unfair evaluation of bids	11/7/2019 5:53 PM
25	Subjectivity in evaluation of bids, lack of clarity and unfair methodology	11/7/2019 5:42 PM
26	Accountability	11/7/2019 5:02 PM
27	Too late to respond for floated bids	11/7/2019 4:45 PM
28	Plans are not advertised ahead of time	11/7/2019 4:28 PM
29	Turnover requirement: sometimes very high for private sector	11/7/2019 4:11 PM
30	Evaluation procedures are not fair and transparent	11/7/2019 4:01 PM
31	Time frames set for execution (very short and pre-determined)	11/7/2019 3:11 PM
32	Lots of requirements and long process	11/7/2019 2:51 PM
33	Subjectivity in evaluation of bids	11/7/2019 2:42 PM
34	lack of finance	11/7/2019 2:29 PM
35	Ethnic based federalism has made the procurement of services ineffective	11/7/2019 2:13 PM
36	Bidding criteria	11/7/2019 1:59 PM
37	Evaluation methodology	11/7/2019 1:43 PM

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38	Bossy approach connecting client, consultant with contractor	11/7/2019 1:34 PM
39	managing possession	11/7/2019 1:26 PM
40	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
41	Requirement for prior experience, annual turnover	11/7/2019 1:01 PM
42	Non-standardized procurement process between federal and regional governments	11/7/2019 12:52 PM
43	Extension of submission time	11/7/2019 12:34 PM
44	The tender document is not subjective to law, rather on the need of the client	11/7/2019 12:27 PM
45	Transparency and accountability	11/7/2019 11:50 AM
46	Accountability	11/7/2019 11:40 AM
47	Accountability	11/7/2019 11:28 AM
48	No limit on the least bid amount	11/7/2019 11:12 AM
49	Subjectivity in evaluation of bids	11/7/2019 11:01 AM
50	Quality of service and selling goods	11/7/2019 10:51 AM
51	Complexity	11/7/2019 10:41 AM
52	Flexibility	11/7/2019 10:24 AM
53	do not pay attention to the real products but price and their schedule	11/7/2019 1:15 AM
54	List bid based on experience	11/6/2019 5:23 AM
55	Electronic tendering is deliberately prohibited	11/6/2019 2:56 AM
56	Corruption	11/6/2019 1:24 AM
57	Experienced contractors	11/5/2019 12:46 PM
58	Unfair and subjective technical evaluation method	11/5/2019 11:16 AM
59	Specific Experience as a rejection point	11/5/2019 6:34 AM
60	unlawful request of payment for favour in evaluation	11/5/2019 4:06 AM
61	Partiality	11/5/2019 3:19 AM
62	Tender Notices are only accessible through government news papers. No central electronic pages available	11/5/2019 3:14 AM
63	None transparency of the bidding evaluations	11/5/2019 2:14 AM
64	only cost is considered in tenders	11/5/2019 12:44 AM
65	Disregard quality of product and service (Price sensitive)	11/5/2019 12:35 AM
66	Shortage of forex	11/5/2019 12:19 AM
67	Only refer to Price	11/4/2019 2:14 PM
68	Integrity	11/4/2019 8:24 AM
69	based on blood and family	11/4/2019 5:44 AM
70	Not adequate Schedule of requirement (Contradicting and confusing)	11/4/2019 4:01 AM
71	process	11/4/2019 2:47 AM
72	Despite all the effort for transparency the evaluation methods have subjectivity	11/4/2019 1:03 AM
73	Transparency & good documentation for bidding	11/2/2019 11:58 PM
74	Corruption	11/2/2019 11:22 AM

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75	Tax Clearance requirement on regular basis	11/2/2019 4:09 AM
76	Corruption	11/1/2019 4:20 PM
77	equity problem,no fair competition	11/1/2019 3:31 PM
78	Lack of capacity for documents preparation	11/1/2019 2:09 PM
79	DENIAL OF ADVANCE PAYMENT FOR DELIVERY OF GOODS	11/1/2019 1:45 PM
80	lack of transparency	11/1/2019 12:34 PM
81	not complete information provide on items of works	11/1/2019 11:08 AM
82	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
83	Company track record focused	11/1/2019 10:51 AM
84	Deliberate lack of disclosing the details of Shortlisting & Technical Evaluation results (post tender & shortlist transparency)	11/1/2019 10:11 AM
85	Most of the government bids are tailor made by which only experienced bidders participate	11/1/2019 9:12 AM
86	corruption is highly deprotted in all government system	11/1/2019 7:57 AM
87	Nepotism	11/1/2019 7:41 AM
88	Outrageous minimum requirements	11/1/2019 5:15 AM
89	Inability to provide foreign currency for small orders except less than USD5000 - and need to open LC always for orders over USD5000	11/1/2019 5:15 AM
90	FINANCIAL RISKS	11/1/2019 5:01 AM
91	Non transparent procurement process and appeals	11/1/2019 4:48 AM

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#	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	Bid intimidation should reach more and more people	11/14/2019 5:06 AM
6	The list bidder policy.	11/14/2019 2:55 AM
7	Lack of certainty as to procurement practice	11/14/2019 1:49 AM
8	not delivering the equipment as per the cost and time	11/11/2019 11:40 PM
9	List bidder directives/ rate with out cost breakdown/	11/8/2019 4:10 AM
10	Transparency problems	11/7/2019 8:08 PM
11	EOI assessment and selection not transparent	11/7/2019 8:01 PM
12	low price submissions	11/7/2019 7:51 PM
13	Fear that other companies with better contracts will be awarded contracts	11/7/2019 7:43 PM
14	Difficulty in accessing financing	11/7/2019 7:29 PM
15	Individuals preparing the document are more powerful and no transparency, integrity and accountability	11/7/2019 7:17 PM
16	Extra long time between bid submissions and actual award	11/7/2019 7:03 PM
17	Difficult to accommodate new entries	11/7/2019 6:54 PM
18	capacity building	11/7/2019 6:46 PM
19	Transparency problems and evaluation practices	11/7/2019 6:06 PM
20	Discrepancy between procurement directive and prepared tender documents	11/7/2019 5:53 PM
21	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
22	Evaluation method	11/7/2019 5:02 PM
23	Corruption	11/7/2019 4:45 PM
24	Short time for preparing proposals	11/7/2019 4:28 PM
25	Subjective criteria under Pillar I	11/7/2019 4:11 PM
26	Unnecessary delays in evaluation process and terminating bids	11/7/2019 4:01 PM
27	Prior allocation	11/7/2019 3:11 PM
28	Favoring of specific groups	11/7/2019 2:51 PM
29	Delays in cancellation of bids that impacts a company's strategy and budget	11/7/2019 2:42 PM
30	lack of understanding/knowledge	11/7/2019 2:29 PM
31	some specific regional requirements like language are reasons for performing extensions in the procurement process.	11/7/2019 2:13 PM
32	Guarantees scale	11/7/2019 1:59 PM
33	Corruption	11/7/2019 1:34 PM
34	policies about managing procurement	11/7/2019 1:26 PM

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35	Corruption	11/7/2019 1:17 PM
36	unfair documents for fair competition especially in service procurement of engineering consultancies.	11/7/2019 12:52 PM
37	informal communication	11/7/2019 12:34 PM
38	source of budget affects the process. Human behavior and implementation is also a problem	11/7/2019 12:27 PM
39	Particularly in the services and works, low price has more validity than quality	11/7/2019 11:50 AM
40	Corruption	11/7/2019 11:40 AM
41	Contract provisions not aligned with the project specifics	11/7/2019 11:12 AM
42	Transparency problems	11/7/2019 11:01 AM
43	No transparency	11/7/2019 10:41 AM
44	Corruption (give information and other necessary support)	11/7/2019 10:24 AM
45	Results of tender are not publicly disclosed on a website or something similar	11/6/2019 2:56 AM
46	No system organized to properly handle compliants	11/6/2019 1:24 AM
47	Ppa	11/5/2019 12:46 PM
48	Outright political interest	11/5/2019 11:16 AM
49	exclude business beginners	11/5/2019 6:34 AM
50	unable to control unreasonably low bid price	11/5/2019 4:06 AM
51	Corruption	11/5/2019 3:19 AM
52	Stringent requirement Of bid bond and performance bond requirement.	11/5/2019 3:14 AM
53	incapability of the Procuring entity	11/5/2019 2:14 AM
54	non value adding documentation requirements	11/5/2019 12:44 AM
55	They are not objective oriented	11/5/2019 12:35 AM
56	Payment delay	11/5/2019 12:19 AM
57	bid documents not following word bank standard.	11/4/2019 2:14 PM
58	Corruption	11/4/2019 8:24 AM
59	creating confusion procurement process	11/4/2019 5:44 AM
60	inappropriate choice of project delivery method vs standard document	11/4/2019 4:01 AM
61	forex	11/4/2019 2:47 AM
62	Evaluation criterias are designed for certain entity, bidding documents are prepared by exaggerated criteria	11/4/2019 1:03 AM
63	No following modern technology in procurement systems	11/2/2019 11:58 PM
64	Transparency	11/2/2019 4:09 AM
65	Process	11/1/2019 4:20 PM
66	Tranparency and accountability problem	11/1/2019 3:31 PM
67	Unfair evaluation system	11/1/2019 2:09 PM
68	VERY NARROW AND LIMITED CONDITIONS CONSIDERED AS FORCE MAJOUR	11/1/2019 1:45 PM
69	poor biding document preparation	11/1/2019 12:34 PM
70	interpretation of the procedure of public procurement by the client or jury	11/1/2019 11:08 AM
71	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

72	lengthy and generic	11/1/2019 10:51 AM
73	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
74	Evaluation criteria set by the government body is varying	11/1/2019 9:12 AM
75	the government institutions have no capacity to prepare clear bid document to lead the process accordingly	11/1/2019 7:57 AM
76	Preferential treatments	11/1/2019 7:41 AM
77	Large sum for bid security	11/1/2019 5:15 AM
78	Being obliged to use Ethiopian Airlines or Ethiopian Shipping lines for consignments - when others maybe cheaper for customer	11/1/2019 5:15 AM
79	FINANCING DIFFICULTIES	11/1/2019 5:01 AM
80	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: 88 Skipped: 57

#	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	Be transparent and open	11/22/2019 9:50 AM
4	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
5	The bid criteria must based the what they want to buy, not the specific bidders	11/15/2019 10:17 PM
6	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
7	Knowing the details of the project as well as there should be openness about the work.	11/14/2019 2:55 AM
8	Use of unamended standard forms of contract, use of standing dispute boards, ensuring fiance before tendering	11/14/2019 1:49 AM
9	transparent bidding process including e-tendering	11/11/2019 11:40 PM
10	the bidding process must be transparency and clear	11/8/2019 4:10 AM
11	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
12	1. Definition and packaging 2. Planning which is costly for consultants 3. Capacity building	11/7/2019 8:01 PM

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13	Rules should be fair and simple	11/7/2019 7:57 PM
14	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
15	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
16	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
17	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
18	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
19	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
20	1. Institutional capacity of the government 2. capacity of the private sector 3. policy and legislative transparency	11/7/2019 6:46 PM
21	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
22	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
23	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
24	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
25	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
26	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
27	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
28	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

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29	1. Transparent 2. Procuring entities should be established for the objectives of to attend the goal	11/7/2019 4:19 PM
30	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
31	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
32	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
33	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
34	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
35	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
36	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
37	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
38	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
39	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
40	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
41	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
42	Should be standardized for all the federal and regional governments.	11/7/2019 12:52 PM
43	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
44	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
45	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
46	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

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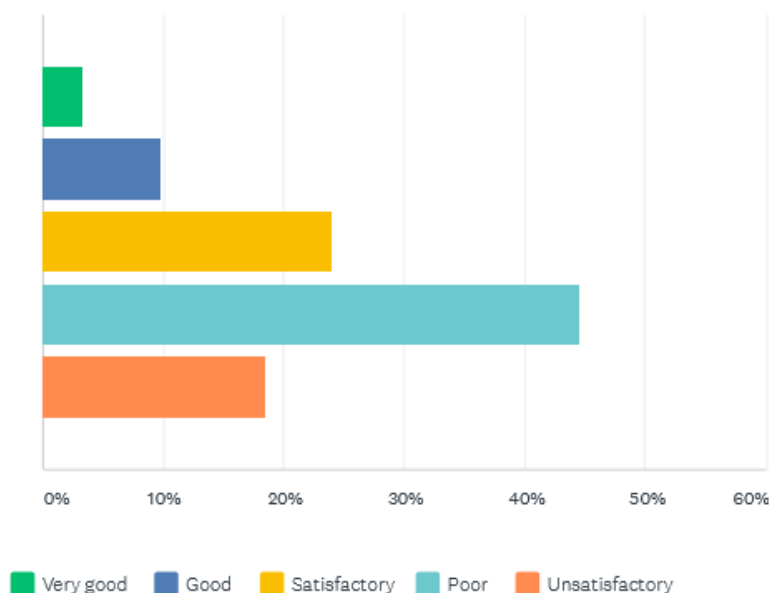
47	1. Results assessments should be included fairly in the PPA 2. Dispute resolution bodies should be rewarded. 3. Professional evaluators should be the ones to evaluate the documents instead of people who are unfamiliar with the work. 4. A common PPA would help in making fair checks to the private sector 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
48	1. Free from corruption	11/7/2019 11:22 AM
49	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
50	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
51	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
52	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
53	foreign exchange control	11/7/2019 1:15 AM
54	Transparency	11/6/2019 5:29 AM
55	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
56	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
57	Evaluation criteria setting method outlined by PPA	11/5/2019 12:46 PM
58	There should be a mechanism that unreasonable low bidders shall be rejected	11/5/2019 4:06 AM
59	ALL indicated in item 19	11/5/2019 3:19 AM
60	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
61	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
62	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
63	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
64	Corruption	11/5/2019 12:19 AM
65	All the rules should be follow bidding documents	11/4/2019 2:14 PM

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66	.develop standard bidding procedures .professional associations should involved in .regulations and monitoring system should be set	11/4/2019 8:24 AM
67	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
68	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
69	forex availability	11/4/2019 2:47 AM
70	The agency shall be empowered by highly skilled genuine professionals with decisive authority.	11/4/2019 1:03 AM
71	To be lead by well trained people and involvement of private to build modern procurement systems	11/2/2019 11:58 PM
72	Price adjustment formula need to be introduced using labour index of CSA	11/2/2019 4:09 AM
73	Timely Payment	11/2/2019 2:34 AM
74	Process	11/1/2019 4:20 PM
75	the system and allocating the proper person to manage the procurement	11/1/2019 3:31 PM
76	Open and secured system	11/1/2019 2:09 PM
77	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
78	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
79	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
80	Quality should be given more attention Individual capacity should be focused Proper scheduling and strict adherence to schedules	11/1/2019 10:51 AM
81	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
82	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
83	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
84	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
85	Longer timeframes to submit tenders Ability to speak to end users to clarify specifications on Tenders	11/1/2019 5:15 AM
86	communication	11/1/2019 5:11 AM
87	Bidding rules to be simplified	11/1/2019 5:01 AM
88	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: 92 Skipped: 53



VERY GOOD	GOOD	SATISFACTORY	POOR	UNSATISFACTORY	TOTAL	WEIGHTED AVERAGE
3.26%	9.78%	23.91%	44.57%	18.48%	92	3.65
3	9	22	41	17		

#	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, 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	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
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. 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
8	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
9	Mostly projects provided for political motives. Delivery of goods and services by MSE not strictly followed.	11/7/2019 7:03 PM

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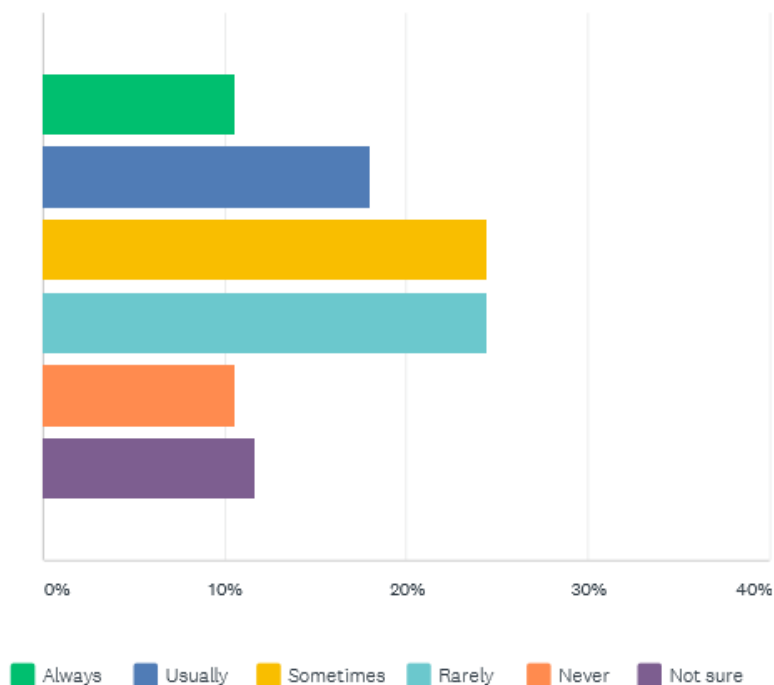
10	1. Highly abused for political purposes 2. Local administrative structure is not understanding the rules and procedures	11/7/2019 6:46 PM
11	1. Problem of linkage and nominating of activities. synergy between projects 3. inadequate assessing of sustainability issues	11/7/2019 6:25 PM
12	1. Capacity 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
13	Their capacity and support needed is not evaluated first.	11/7/2019 5:53 PM
14	1. Mismatch between demand and the created jobs 2. Selection criteria sometimes prioritized	11/7/2019 4:45 PM
15	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
16	Needs further assessment with specific experiences and skills	11/7/2019 4:01 PM
17	low quality of work/service	11/7/2019 2:51 PM
18	Not familiar	11/7/2019 2:42 PM
19	Delays in process is affecting speed of employment	11/7/2019 2:29 PM
20	Capacity of both the public part and MSE is the bottle neck	11/7/2019 2:13 PM
21	They do not consider citizenship participation, only considering with inter-relation and family based approach.	11/7/2019 1:59 PM
22	South region and Oroula region	11/7/2019 1:50 PM
23	1. have no interest to coming from federal level 2. Corruption 3. attitude and business ethics	11/7/2019 1:34 PM
24	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
25	The country has to learn a lot on youth employment	11/7/2019 1:17 PM
26	capacity of procurer/entity	11/7/2019 1:01 PM
27	1. Unfairness 2. poor document preparation 3. Unachievable and irrelevant requirement of many documents.	11/7/2019 12:52 PM
28	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
29	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
30	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
31	Private and government offices are not fairly work with this regard	11/6/2019 1:24 AM
32	Ethnic issues limit working environment	11/5/2019 2:54 AM
33	Problems in Government structures Commitment of the Government in general Financial Constraints Training problems	11/5/2019 2:14 AM
34	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
35	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

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36	Experience and turnover is used in exaggerated manner as a major criteria.	11/4/2019 1:03 AM
37	The job is used for politic and not sustainable for citizen	11/2/2019 11:58 PM
38	Not yet well exercised .	11/2/2019 4:09 AM
39	- 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
40	No open system	11/1/2019 2:09 PM
41	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
42	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
43	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
44	To be frank, i have no idea about preferential and reservation schemes	11/1/2019 9:12 AM
45	The disigned system is not free from courrrption 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
46	Preferential treatment is a short sighted policy remedy	11/1/2019 7:41 AM
47	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: 94 Skipped: 51



	ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER	NOT SURE	TOTAL	WEIGHTED AVERAGE
	10.64%	18.09%	24.47%	24.47%	10.64%	11.70%	94	3.41
	10	17	23	23	10	11		

#	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	Spoon feeding is not conducive to effort and hard work	11/7/2019 7:17 PM
7	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

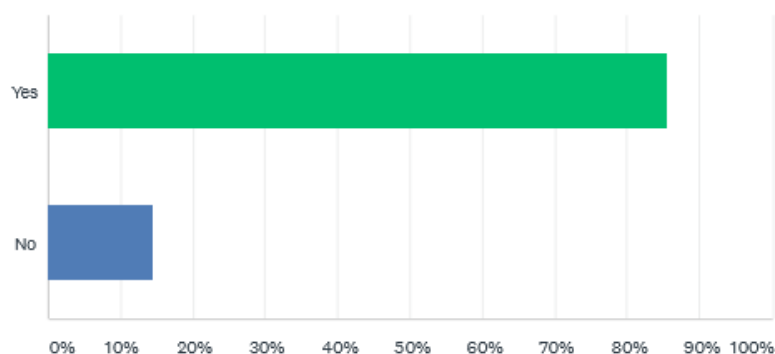
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8	1. SMEs are not engaging in a productive sector 2. The government structure use them for unintended purposes	11/7/2019 6:46 PM
9	1. Violates the principle of non-discrimination among bidders 2. Unqualified MSEs will be given the contract and the output of the project will end up with malpractices	11/7/2019 6:37 PM
10	If preferential and reservation schemes continue without limit, companies will not be able to grow.	11/7/2019 5:53 PM
11	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
12	Jobs are going to unskilled youth. The scheme is political and prone to manhandling	11/7/2019 4:28 PM
13	Some tenders may lie on the individual sizes and this would really create incompetent atmosphere	11/7/2019 4:11 PM
14	Needs further assessment from professionals with specific experiences and skills. Evaluation to be done by professionals not politicians	11/7/2019 4:01 PM
15	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
16	1. Limited capacity 2. Inexperienced personnel	11/7/2019 2:13 PM
17	There is no clear demarcation by law for the MSE regarding taxation and performance evaluation mechanism.	11/7/2019 1:59 PM
18	1. No capacity 2. Not enough skills 3. no business concept 4. Need support	11/7/2019 1:34 PM
19	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
20	They can even be incorporated under the umbrella of larger organizations	11/7/2019 1:01 PM
21	Sometimes government procurements prefer organized enterprises than normal job seeking youth.	11/7/2019 12:52 PM
22	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
23	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
24	1. Access to finance 2. capacity building not offered to others 3. Gap in development of professionals	11/7/2019 11:12 AM
25	The competition is not based on merit. The MSEs are not allowed to associate with private companies.	11/6/2019 2:56 AM
26	Because of political concern they always get the first chance even if the work is beyond their scope.	11/5/2019 12:46 PM
27	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
28	They get job without competition	11/5/2019 2:54 AM
29	Business people will abandon there already running business and try to take advantage of this new opportunities.	11/4/2019 1:03 AM
30	Job findings for those people is not there willing, just dependent of government. Poor equality and quality	11/2/2019 11:58 PM
31	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

32	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
33	- 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
34	To be frank, i have no idea about preferential and reservation schemes	11/1/2019 9:12 AM
35	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.

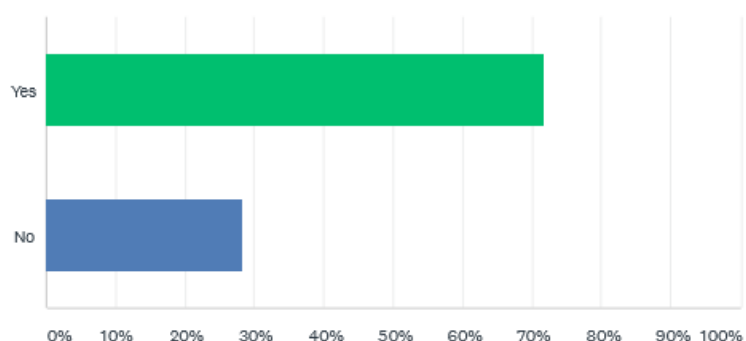
Answered: 97 Skipped: 48



ANSWER CHOICES	RESPONSES	
Yes	85.57%	83
No	14.43%	14
TOTAL		97

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

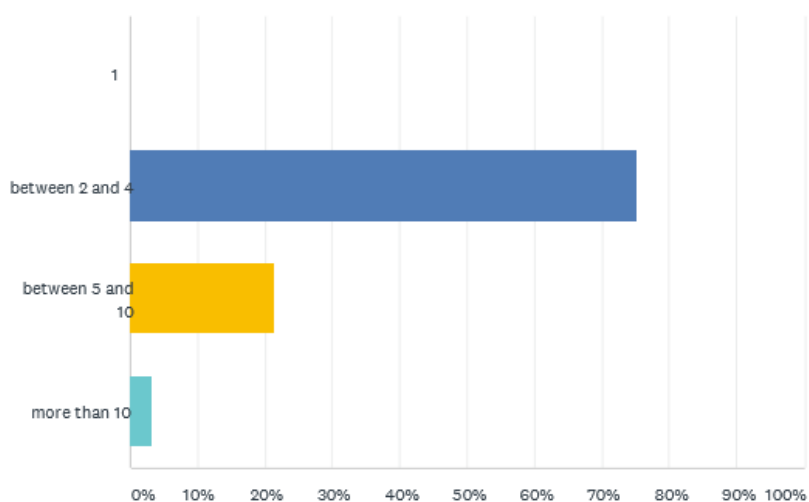
Answered: 78 Skipped: 67



ANSWER CHOICES	RESPONSES	
Yes	71.79%	56
No	28.21%	22
TOTAL		78

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

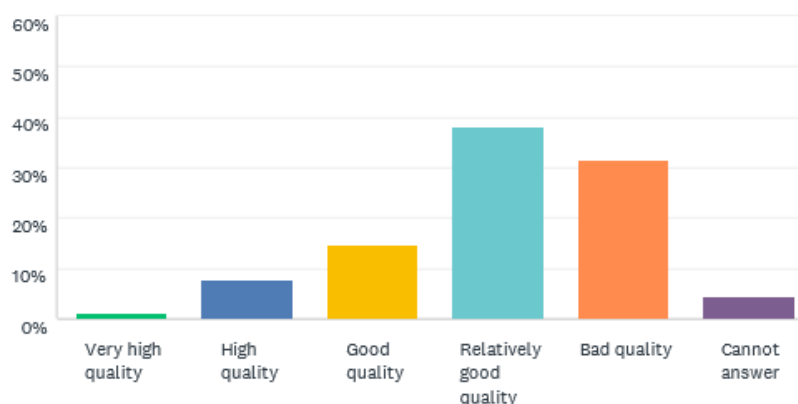
Answered: 89 Skipped: 56



ANSWER CHOICES	RESPONSES	
1	0.00%	0
between 2 and 4	75.28%	67
between 5 and 10	21.35%	19
more than 10	3.37%	3
TOTAL		89

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

Answered: 89 Skipped: 56



ANSWER CHOICES	RESPONSES
Very high quality	1.12% 1
High quality	7.87% 7
Good quality	14.61% 13
Relatively good quality	38.20% 34
Bad quality	31.46% 28
Cannot answer	4.49% 4
TOTAL	89

#	PLEASE EXPLAIN REASON FOR YOUR RATING:	DATE
1	It is Standard Bidding Document	11/23/2019 4:21 AM
2	WorldBank and AfDB funded projects have standard procedures	11/22/2019 9:57 AM
3	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
4	They just copy and paste for all types of purchase. Lack of specifcness according to what they buy	11/15/2019 10:24 PM
5	The documents are not specific to the work.	11/14/2019 3:20 AM
6	There is no detail evaluation criteria	11/11/2019 11:40 PM
7	to know very well bidding document (personnel,equipment,experience and work methodology)	11/8/2019 7:48 AM
8	major bidding points are put clearly	11/7/2019 8:16 PM
9	mainly following the standard bid document of PPA	11/7/2019 8:10 PM
10	Public bodies try to give clarification to their capacity Not much contracts cancelled due to BD issues	11/7/2019 8:02 PM
11	the bidding documents prepared by the public bodies is sometimes different from the actual character of the project	11/7/2019 7:58 PM

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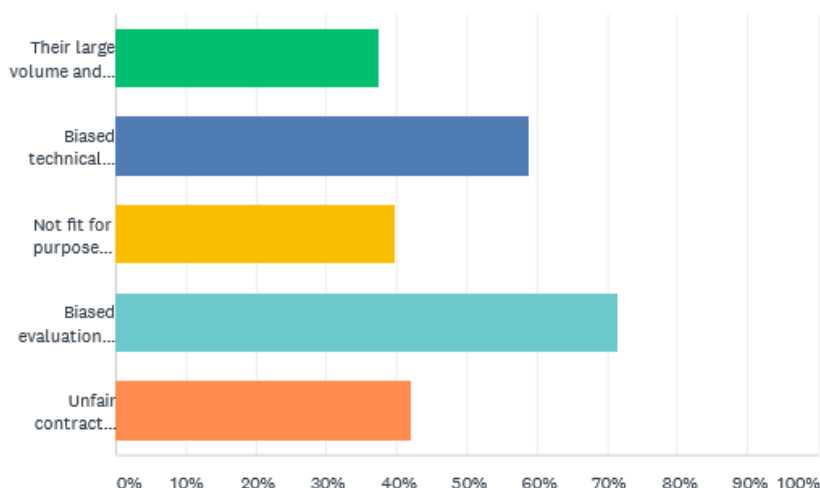
12	Quality varies from one public body to another.	11/7/2019 7:30 PM
13	Bidding documents are different as we go across the procuring entities. ERA is good quality as it is updated. Most others provide bidding documents with no defined output and self contradicting wording	11/7/2019 7:21 PM
14	Follow international standards and procedures	11/7/2019 7:06 PM
15	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
16	1. Unclear 2. Not easily adaptable	11/7/2019 6:48 PM
17	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
18	They float the tender and cancel it without any reason or feedback	11/7/2019 6:26 PM
19	Most of the bids were from ERA	11/7/2019 6:07 PM
20	Most of the bidding documents just tell us who win the tender, it is tailor-made	11/7/2019 5:55 PM
21	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
22	We only work with Ethiopian Road Authority (ERA)	11/7/2019 5:04 PM
23	Sometimes addenda were provided by the public bodies following our request for clarification	11/7/2019 4:48 PM
24	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
25	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
26	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
27	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
28	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
29	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
30	The TORs are not exhaustive and enough	11/7/2019 2:14 PM
31	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
32	1. Inconsistency between government entities 2. Irrelevant requirements	11/7/2019 12:54 PM
33	Bids will be extended once or twice unexpectedly	11/7/2019 12:35 PM
34	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
35	Wee to Ethiopian standards but compared to external types, we have a long way to go.	11/7/2019 11:52 AM
36	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
37	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
38	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
39	There are conditions included in the bid document which are liable to subjectivity	11/7/2019 11:03 AM

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40	Mostly they seem copied from a specific item. They do not give alternative products	11/7/2019 10:44 AM
41	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
42	They put the scope clearly	11/6/2019 5:30 AM
43	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
44	Bidding documents prepared by the public bodies have different qualities in different offices	11/6/2019 1:44 AM
45	Most of the time the documents are copied from other sources.	11/5/2019 12:51 PM
46	The doc is good for international bidding not for local	11/5/2019 3:29 AM
47	Some have no criteria Some are controversial Some are prepared considering particular company	11/5/2019 2:21 AM
48	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
49	Because, they just duplicate what is prepared by the federal government	11/5/2019 12:43 AM
50	bias ,corruption and the law be it self create confusion	11/4/2019 5:54 AM
51	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
52	they are not bidder freidnly	11/4/2019 2:51 AM
53	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
54	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
55	Sometimes the addendums are issued repeatedly .	11/2/2019 4:21 AM
56	Lack of professionalism	11/1/2019 2:13 PM
57	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
58	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
59	i will always find misleading information such as bigger quantity or unattainable specification	11/1/2019 11:15 AM
60	- 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
61	Scopes are not properly defined Poor scheduling Generic and large in volume	11/1/2019 11:03 AM
62	because i see many documents good	11/1/2019 9:15 AM
63	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
64	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
65	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
66	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: 88 Skipped: 57



ANSWER CHOICES	RESPONSES
Their large volume and complexity	37.50% 33
Biased technical specifications	59.09% 52
Not fit for purpose technical specifications	39.77% 35
Biased evaluation methodology	71.59% 63
Unfair contract clauses	42.05% 37
Total Respondents: 88	

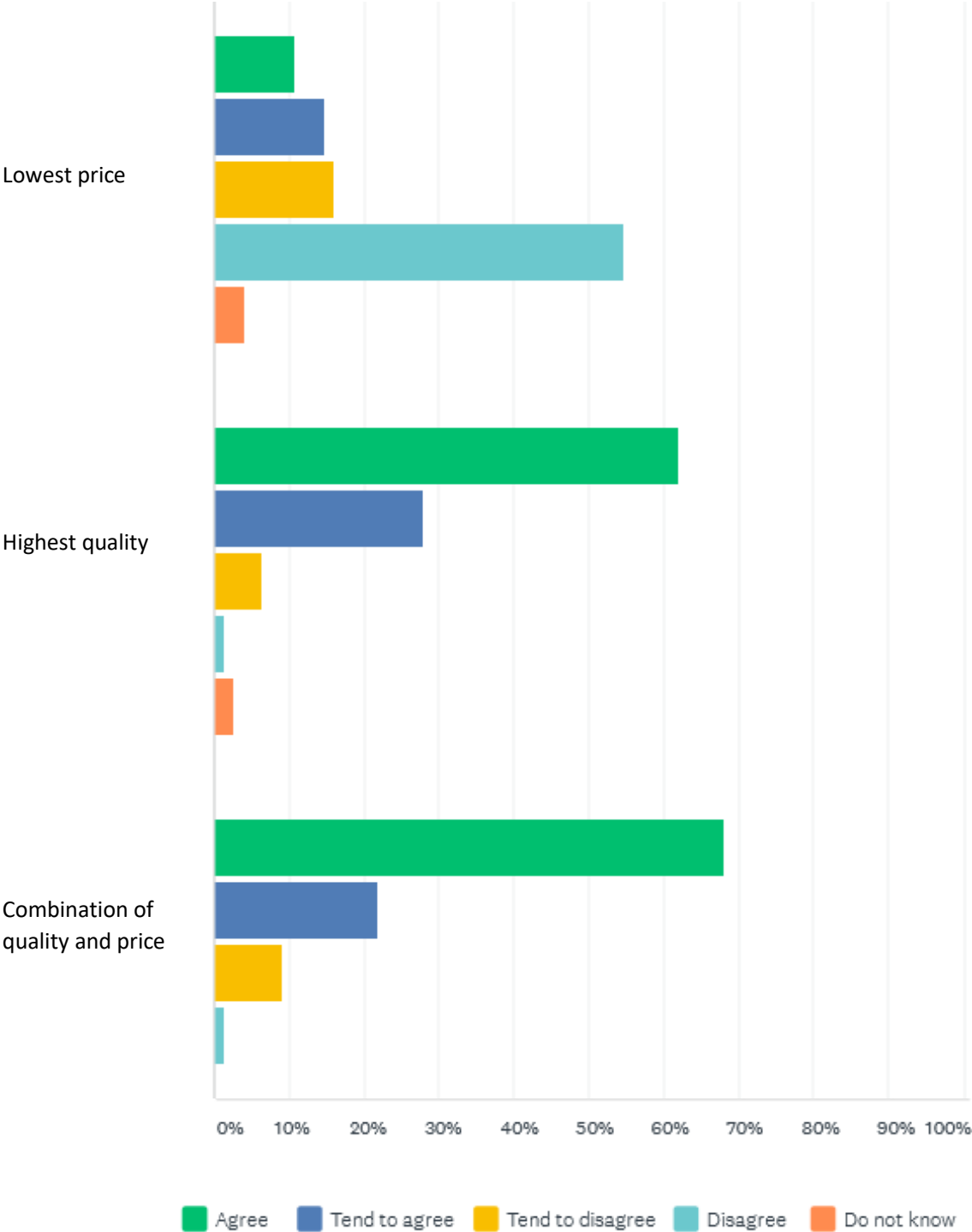
#	OTHER (PLEASE SPECIFY)	DATE
1	Unclear scope of work is a common problem and then when the client is asked to clarify the scope, the answer provided is vague or unclear. The World Bank Task Managers have to get more involved in reviewing questions asked and answers given so that they can confirm that 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

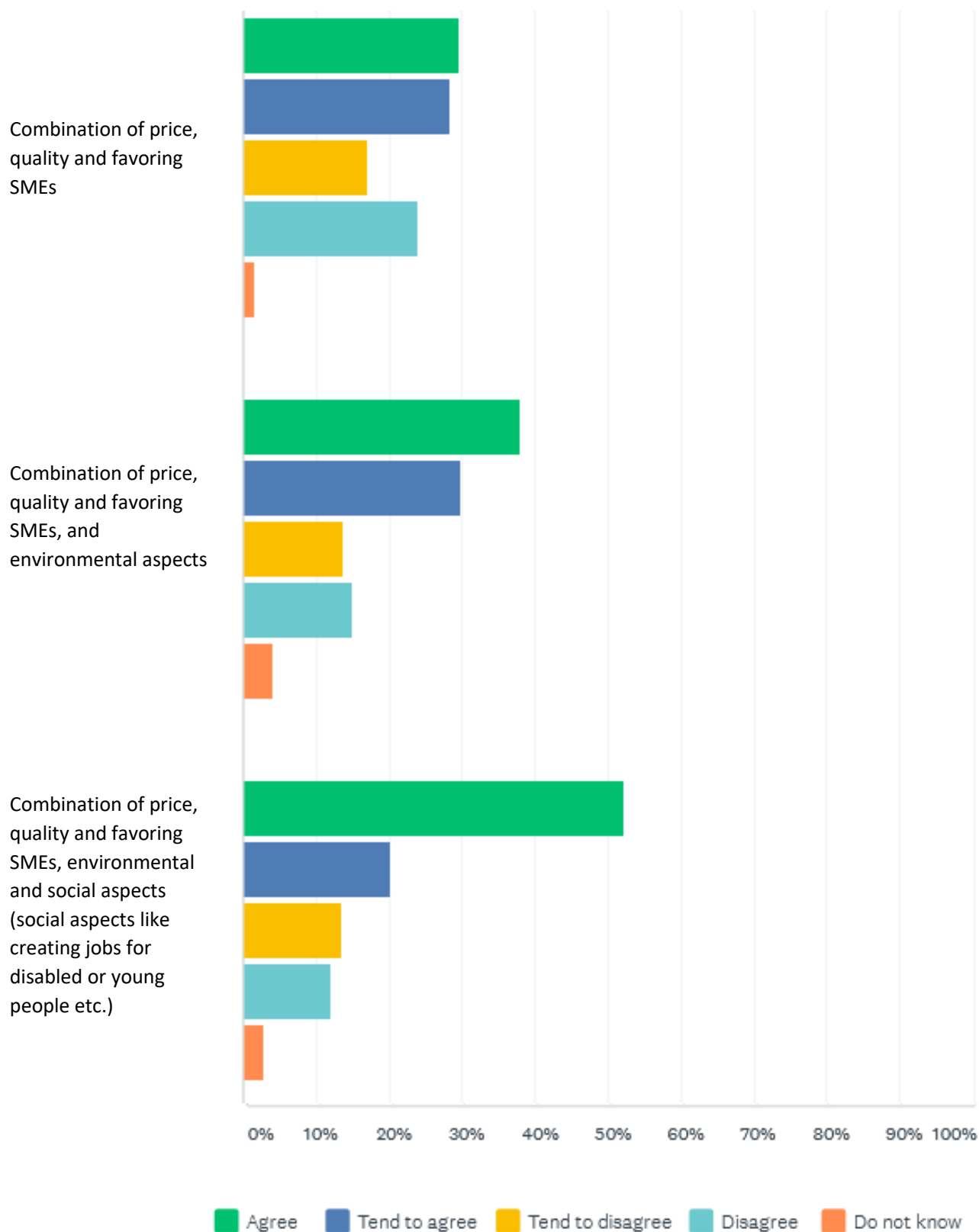
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9	Not fit for purpose evaluation methodology	11/7/2019 4:48 PM
10	Not fit for purpose evaluation methodology	11/7/2019 4:12 PM
11	Not fit for purpose evaluation methodology. not fair, not transparent. Subjective in evaluation methods, to make own decisions 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	Not fit for purpose evaluation methodology	11/7/2019 11:52 AM
19	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
20	1. Not fit for the purpose evaluation methodology	11/7/2019 11:15 AM
21	Not fit for the purpose evaluation methodology	11/7/2019 11:03 AM
22	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
23	Do not require details of results of ALL participants to be disclosed. Therefore, companies who corrupt the evaluators get 99 out of 100 on technical evaluation with other competitors knowing little about it.	11/6/2019 3:05 AM
24	It is one for all	11/5/2019 12:43 AM
25	through blood family ,systematical alienation based on material which isn't on specification	11/4/2019 5:54 AM
26	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
27	- Too much high requirements of turnover, experience, office facility, financial source, number of staffs working, etc.	11/1/2019 11:10 AM
28	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: 89 Skipped: 56





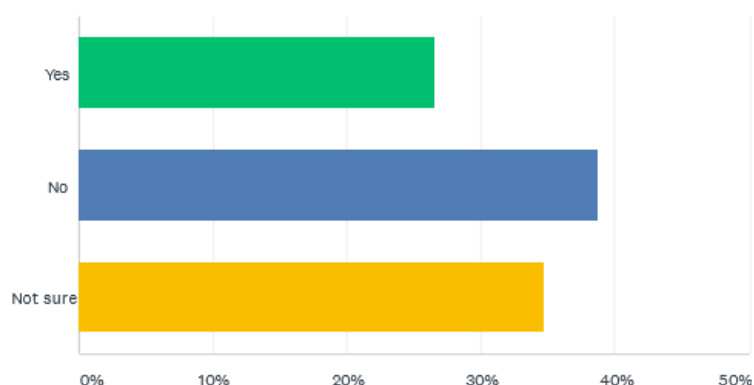
Annex 13.7: Private Sector Survey Report – combined Federal Government and the Regions

	AGREE	TEND TO AGREE	TEND TO DISAGREE	DISAGREE	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Lowest price	10.67% 8	14.67% 11	16.00% 12	54.67% 41	4.00% 3	75	3.27
Highest quality	62.03% 49	27.85% 22	6.33% 5	1.27% 1	2.53% 2	79	1.54
Combination of quality and price	67.95% 53	21.79% 17	8.97% 7	1.28% 1	0.00% 0	78	1.44
Combination of price, quality and favoring SMEs	29.58% 21	28.17% 20	16.90% 12	23.94% 17	1.41% 1	71	2.39
Combination of price, quality, favoring SMEs and environmental aspects	37.84% 28	29.73% 22	13.51% 10	14.86% 11	4.05% 3	74	2.18
Combination of price, quality, favoring SMEs, environmental and social aspects (social aspects like creating jobs for disabled or young people, etc.)	52.00% 39	20.00% 15	13.33% 10	12.00% 9	2.67% 2	75	1.93

#	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?

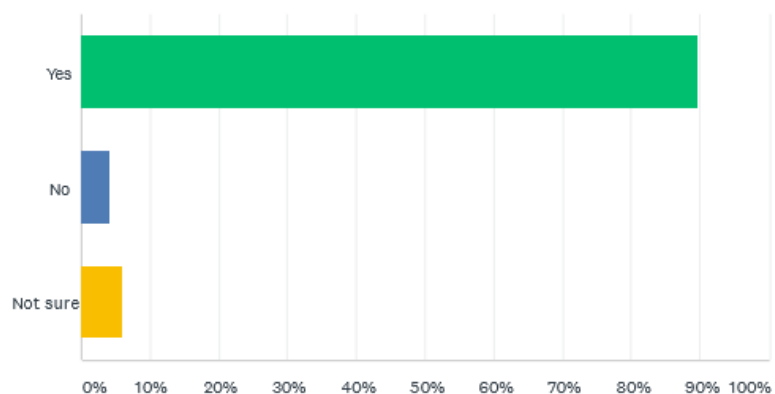
Answered: 49 Skipped: 96



ANSWER CHOICES		RESPONSES	
Yes		26.53%	13
No		38.78%	19
Not sure		34.69%	17
TOTAL			49

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

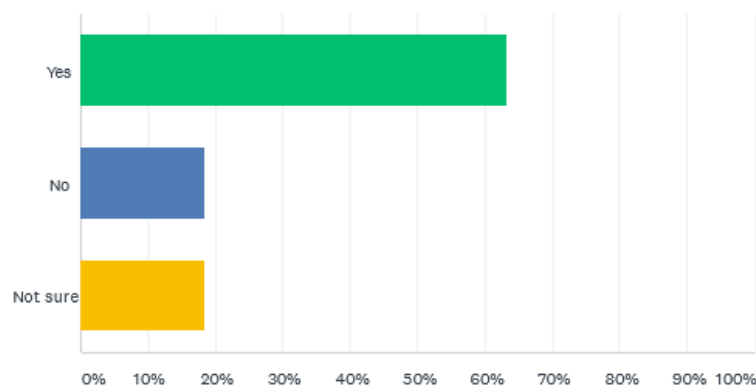
Answered: 49 Skipped: 96



ANSWER CHOICES		RESPONSES	
Yes		89.80%	44
No		4.08%	2
Not sure		6.12%	3
TOTAL			49

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

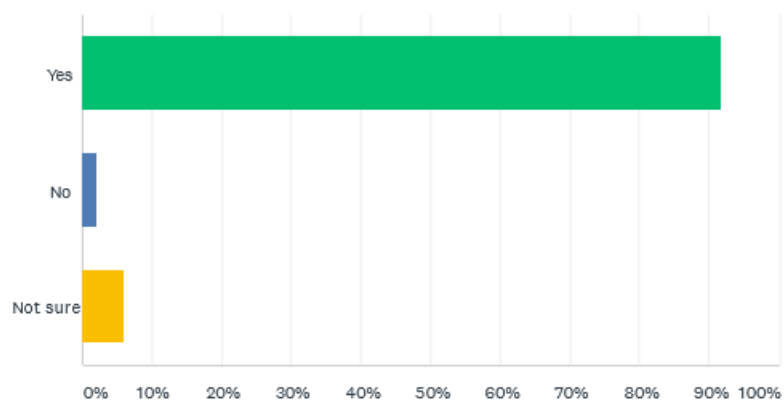
Answered: 49 Skipped: 96



ANSWER CHOICES	RESPONSES	
Yes	63.27%	31
No	18.37%	9
Not sure	18.37%	9
TOTAL		49

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

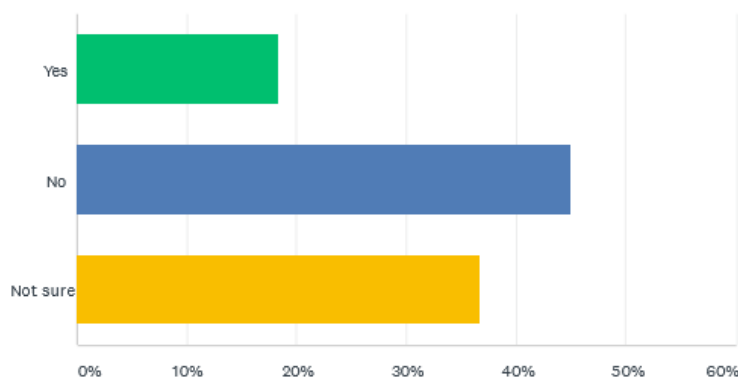
Answered: 49 Skipped: 96



ANSWER CHOICES	RESPONSES	
Yes	91.84%	45
No	2.04%	1
Not sure	6.12%	3
TOTAL		49

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

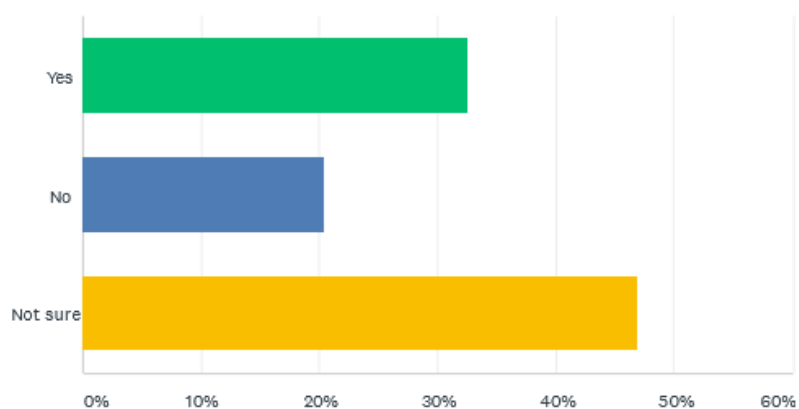
Answered: 49 Skipped: 96



ANSWER CHOICES	RESPONSES	
Yes	18.37%	9
No	44.90%	22
Not sure	36.73%	18
TOTAL		49

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

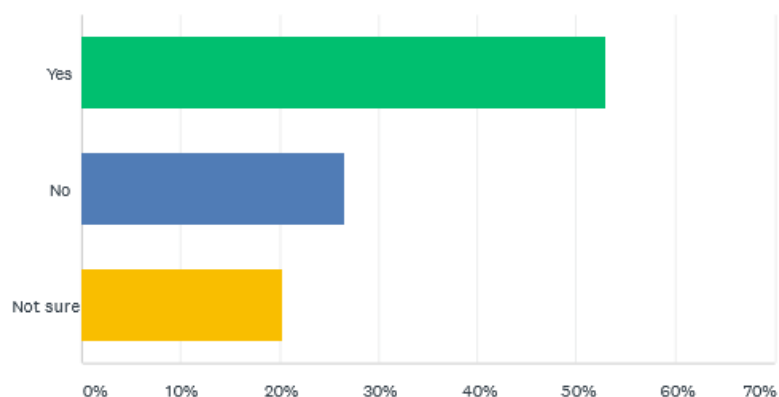
Answered: 49 Skipped: 96



ANSWER CHOICES	RESPONSES	
Yes	32.65%	16
No	20.41%	10
Not sure	46.94%	23
TOTAL		49

Q35 Are the contracts awards announced/published?

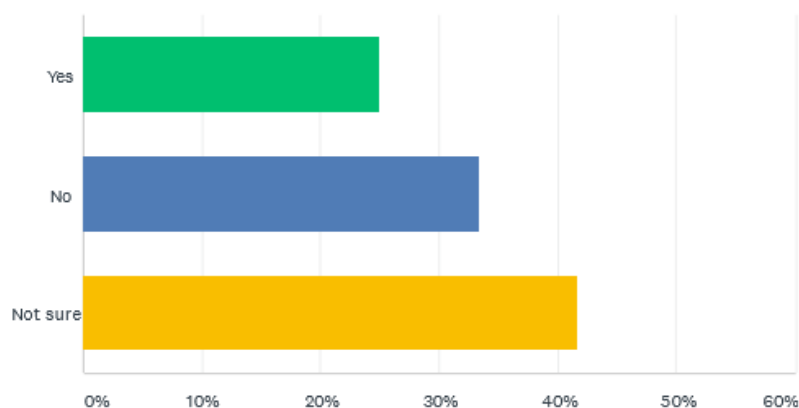
Answered: 49 Skipped: 96



ANSWER CHOICES	RESPONSES	
Yes	53.06%	26
No	26.53%	13
Not sure	20.41%	10
TOTAL		49

Q36 Do contract clauses include sustainability considerations, where appropriate?

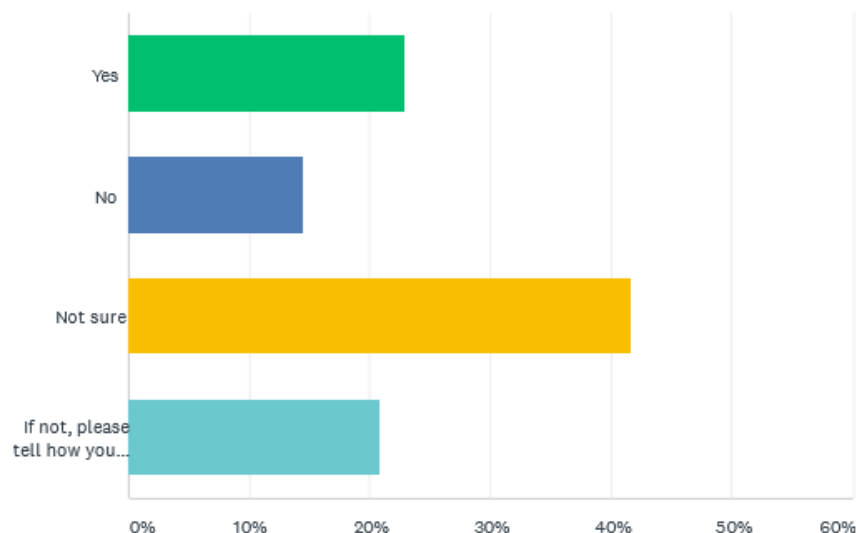
Answered: 48 Skipped: 97



ANSWER CHOICES	RESPONSES	
Yes	25.00%	12
No	33.33%	16
Not sure	41.67%	20
TOTAL		48

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

Answered: 48 Skipped: 97

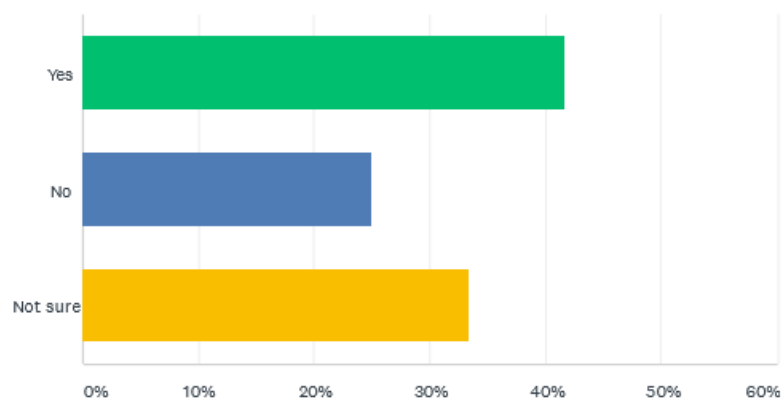


ANSWER CHOICES		RESPONSES	
Yes		22.92%	11
No		14.58%	7
Not sure		41.67%	20
If not, please tell how you think they differ.		20.83%	10
TOTAL			48

#	IF NOT, PLEASE TELL HOW YOU THINK THEY DIFFER.	DATE
1	Hard to transfer funds from Ethiopia to even the neighboring countries	11/22/2019 9:57 AM
2	problem of hard currency	11/8/2019 7:48 AM
3	They're made unreasonably short.	11/6/2019 3:05 AM
4	No, there is delay in payment. This puts private companies at risk and opens doors for corruption.	11/5/2019 1:02 AM
5	some times they mayn't give based on false premise	11/4/2019 5:54 AM
6	time payment only focus on the advantages of the public body not mutual	11/4/2019 4:10 AM
7	advance payment is denied frequently. payment in most instances are delaid indefinetely .	11/1/2019 2:02 PM
8	- poor standard	11/1/2019 11:10 AM
9	should allow for small orders - payment in advance with advance payment guarantee	11/1/2019 5:20 AM
10	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?

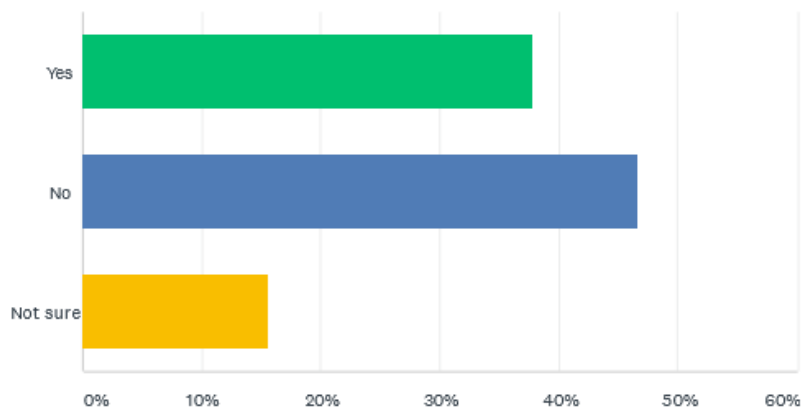
Answered: 48 Skipped: 97



ANSWER CHOICES	RESPONSES	
Yes	41.67%	20
No	25.00%	12
Not sure	33.33%	16
TOTAL		48

Q39 Are payments processed as stipulated in the contract?

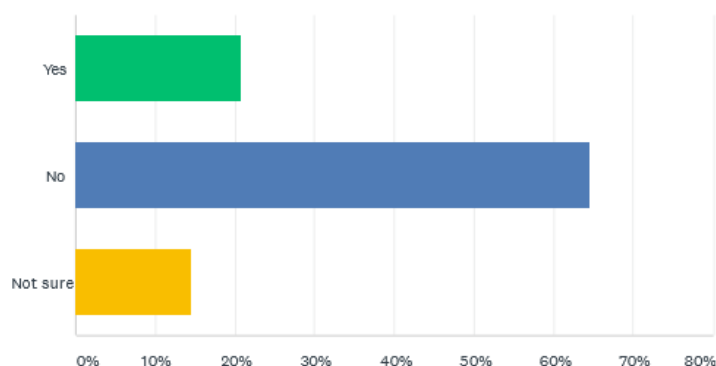
Answered: 45 Skipped: 100



ANSWER CHOICES	RESPONSES	
Yes	37.78%	17
No	46.67%	21
Not sure	15.56%	7
TOTAL		45

Q40 Are contract amendments are prepared and issued timely?

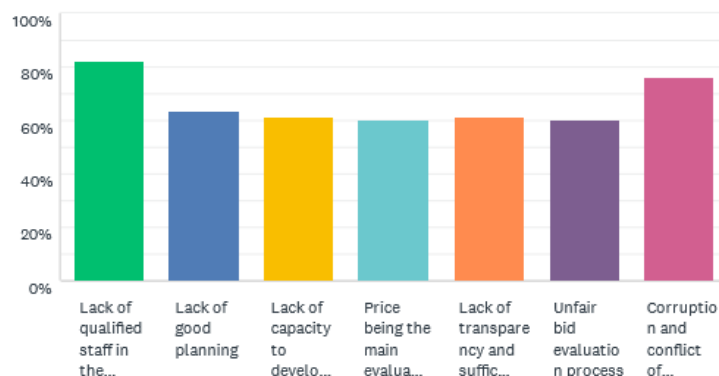
Answered: 48 Skipped: 97



ANSWER CHOICES	RESPONSES	
Yes	20.83%	10
No	64.58%	31
Not sure	14.58%	7
TOTAL		48

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

Answered: 88 Skipped: 57



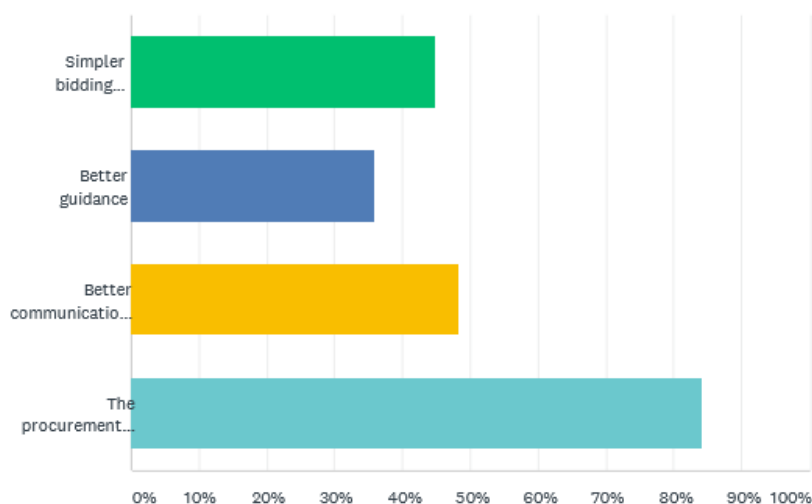
ANSWER CHOICES	RESPONSES	
Lack of qualified staff in the contracting authorities	81.82%	72
Lack of good planning	63.64%	56
Lack of capacity to develop fit for purpose bidding documents	61.36%	54
Price being the main evaluation criteria	60.23%	53
Lack of transparency and sufficient information available to potential bidders	61.36%	54
Unfair bid evaluation process	60.23%	53
Corruption and conflict of interest	76.14%	67
Total Respondents: 88		

Annex 13.7: Private Sector Survey Report – combined Federal Government and the Regions

#	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 11:42 AM
24	Lack of capacity for good contract management	11/7/2019 11:31 AM
25	lack of capacity for good contract management	11/7/2019 11:19 AM
26	Lack of good contract management	11/7/2019 11:15 AM
27	Lack of capacity for good contract management	11/7/2019 11:03 AM
28	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: 89 Skipped: 56



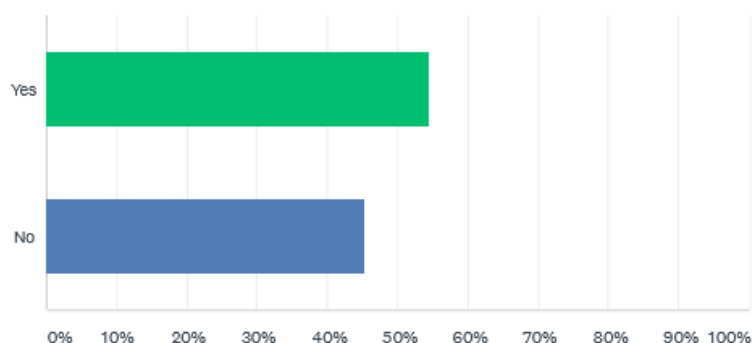
ANSWER CHOICES	RESPONSES	
Simpler bidding documents	44.94%	40
Better guidance	35.96%	32
Better communication from the contracting authorities	48.31%	43
The procurement process to become more fair and transparent	84.27%	75
Total Respondents: 89		

#	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: 88 Skipped: 57



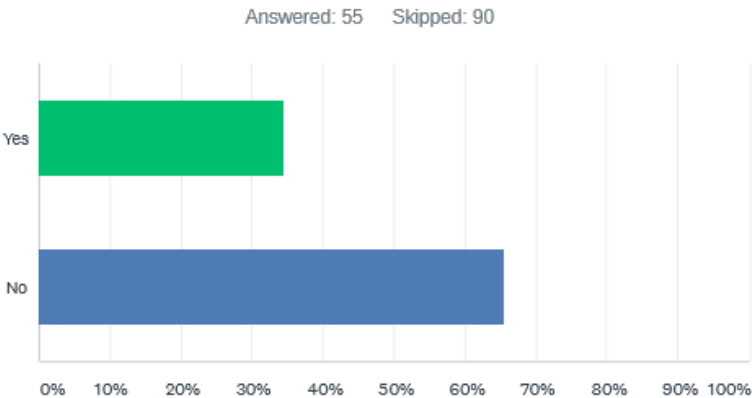
ANSWER CHOICES	RESPONSES	
Yes	54.55%	48
No	45.45%	40
TOTAL		88

#	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

Annex 13.7: Private Sector Survey Report – combined Federal Government and the Regions

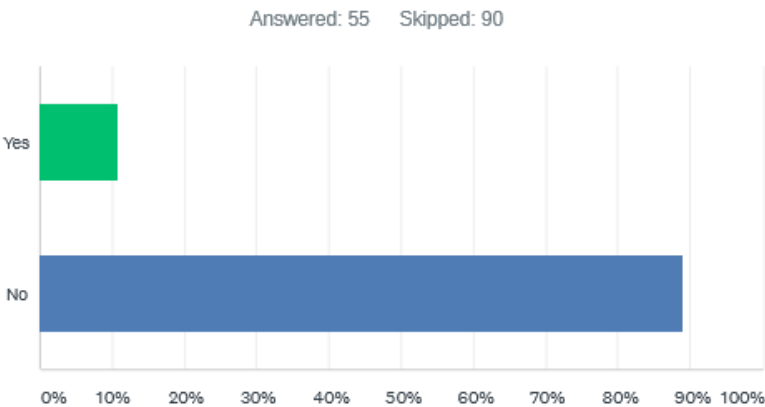
14	Filed a complaint on the evaluation result in accordance with the provisions stipulated in the bidding document. Then, the evaluation result was corrected.	11/7/2019 4:51 PM
15	Regional and Federal PPA during application. Both entities were not ready to listen to complaints	11/7/2019 4:33 PM
16	3-4 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
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	With the public procurement department, at the bid evaluation and result notification stage.	11/7/2019 11:06 AM
24	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
25	To the Federal Public Procurement Agency. During bidding and right after award.	11/6/2019 3:07 AM
26	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
27	To the Client and later to the PPA	11/5/2019 12:55 PM
28	Ethiopian Energy Authority After Technica and Financial evaluation is completed.	11/5/2019 3:39 AM
29	After evaluation result to the public procuring entity.	11/5/2019 2:29 AM
30	after tender submission	11/5/2019 1:17 AM
31	world bank	11/4/2019 2:33 PM
32	.Public procurement authority .Axum university	11/4/2019 8:36 AM
33	for higher officials of the procuring entity During bid floating and after technical evaluation	11/4/2019 7:40 AM
34	At financial opening stage to the director.	11/4/2019 1:29 AM
35	As per ppa requirements	11/3/2019 12:11 AM
36	To the procurement office.	11/2/2019 4:29 AM
37	We have filled complaints several times to purchase divisions, university presidents , managers. We have usually filled at the time of technical evaluation resuly 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
38	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
39	- Filed with the client and PPA with Letter	11/1/2019 11:14 AM
40	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
41	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
42	What good would it do?	11/1/2019 5:20 AM
43	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?



ANSWER CHOICES	RESPONSES	
Yes	34.55%	19
No	65.45%	36
TOTAL		55

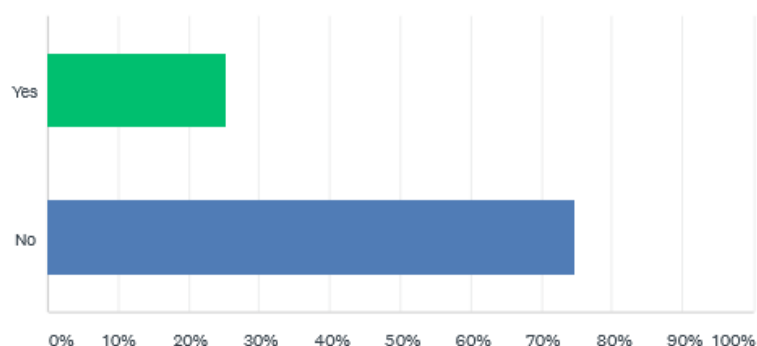
Q45 Were you satisfied with the response to your complaint?



ANSWER CHOICES	RESPONSES	
Yes	10.91%	6
No	89.09%	49
TOTAL		55

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

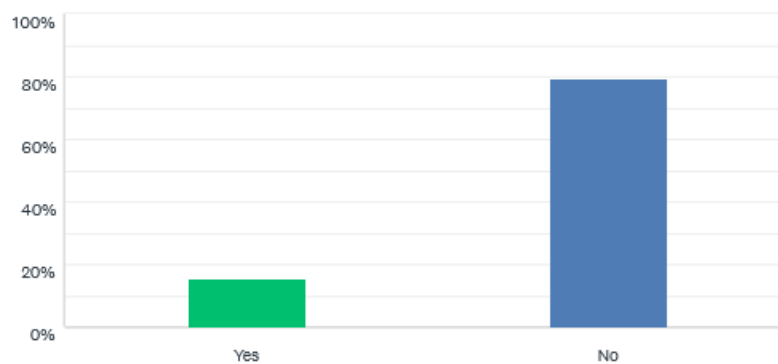
Answered: 63 Skipped: 82



ANSWER CHOICES	RESPONSES	
Yes	25.40%	16
No	74.60%	47
TOTAL		63

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

Answered: 58 Skipped: 87



ANSWER CHOICES	RESPONSES	
Yes	15.52%	9
No	79.31%	46
TOTAL		58

Annex 13.7: Private Sector Survey Report – combined Federal Government and the Regions

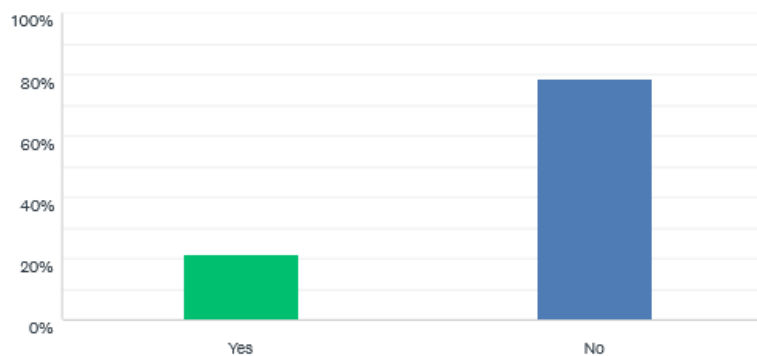
#	IF YOU ANSWERED NO, CAN YOU EXPLAIN WHY? IF YOU ANSWERED YES, WHAT WAS THE REMEDY ISSUED BY THE COMPLAINT APPEALS BODY?	DATE
1	It generally lacks transparency, so it provides a sense of being targeted if a complaint was to be submitted, so in fear of what might come as a result - it is often preferred 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	We did not receive our reply in time. Our appeal is still pending for unknown reasons.	11/7/2019 11:06 AM
21	The contract was already awarded.	11/6/2019 3:07 AM
22	Not sure. But I guess individual interests make it unfair.	11/6/2019 1:57 AM
23	The client overturned the decision made by PPA in order to give the job to their candidate.	11/5/2019 12:55 PM
24	There is no clear appeal system specially in regions.	11/5/2019 3:37 AM
25	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
26	Before we send a leeter to world bank office, until now we did not got any reply.	11/4/2019 2:33 PM
27	time consumeing , you don't get any answer and they waste your time	11/4/2019 6:02 AM
28	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
29	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
30	Baises might limit from future tendering i.e black list	11/1/2019 2:16 PM
31	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

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32	- Corruption	11/1/2019 11:14 AM
33	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
34	In such government offices saying NO entails no risk!	11/1/2019 9:17 AM
35	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: 47 Skipped: 98



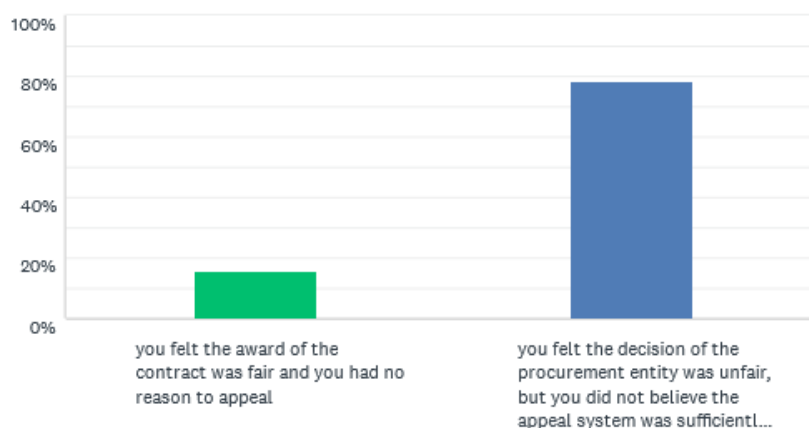
ANSWER CHOICES	RESPONSES	
Yes	21.28%	10
No	78.72%	37
TOTAL		47

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#	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	Public procuring entities talk to each other and they do not want to expose each other.	11/7/2019 11:06 AM
10	Not sure.	11/6/2019 1:57 AM
11	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
12	They failed to give article based just judgment	11/4/2019 1:29 AM
13	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
14	Lack of transparency	11/1/2019 2:16 PM
15	In most instances , the appeals were not replied with any yes or no response.	11/1/2019 2:07 PM
16	they tend to rebid mostly. hence its difficult to explain	11/1/2019 1:16 PM
17	Corrupted and declined to some favored firms	11/1/2019 11:14 AM
18	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
19	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
20	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: 56 Skipped: 89

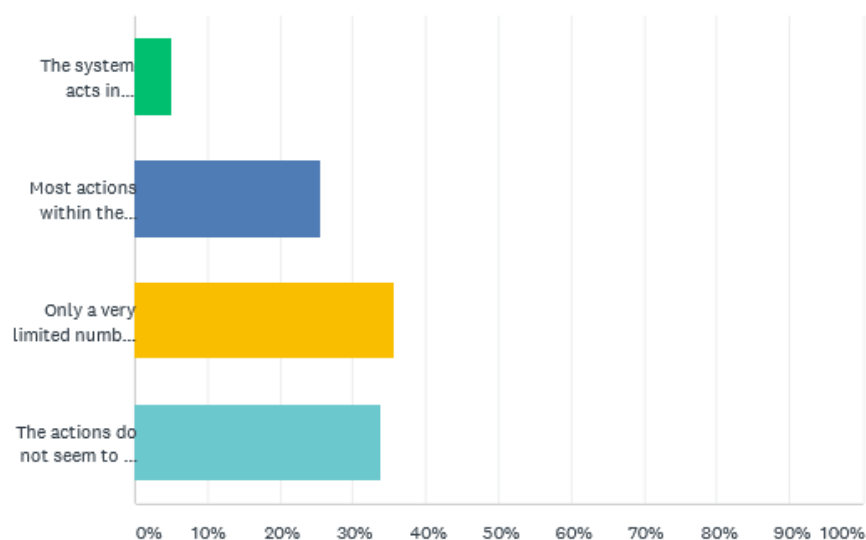


ANSWER CHOICES	RESPONSES	
you felt the award of the contract was fair and you had no reason to appeal	16.07%	9
you felt the decision of the procurement entity was unfair, but you did not believe the appeal system was sufficiently trustworthy to embark in an appeal?	78.57%	44
TOTAL		56

#	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: 59 Skipped: 86

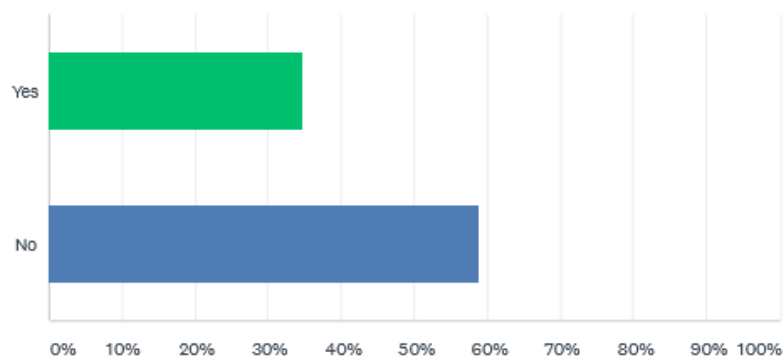


ANSWER CHOICES		RESPONSES	
The system acts in accordance with rule of law and is predictable		5.08%	3
Most actions within the system are in accordance with rule of law and are predictable		25.42%	15
Only a very limited number of actions is in accordance with rule of law and predictable		35.59%	21
The actions do not seem to be in accordance with rule of law and are not predictable		33.90%	20
Total Respondents: 59			

#	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: 46 Skipped: 99



ANSWER CHOICES	RESPONSES	
Yes	34.78%	16
No	58.70%	27
TOTAL		46

#	IF NOT, WHAT WAS THE LONGEST TIME IT TOOK YOUR FIRM TO OBTAIN THE DECISION?	DATE
1	N/A	11/22/2019 9:59 AM
2	2 year and above	11/8/2019 8:47 AM
3	4 months	11/7/2019 6:50 PM
4	it was ignored	11/7/2019 6:28 PM
5	More than a month	11/7/2019 5:59 PM
6	Never replied	11/7/2019 5:06 PM
7	There was no established body as such	11/7/2019 4:51 PM
8	Inaction cannot be put within the context of time	11/7/2019 4:33 PM
9	Sometimes	11/7/2019 1:38 PM
10	same	11/7/2019 12:30 PM
11	No limit time (1 year)	11/7/2019 11:20 AM
12	Maybe 6 months or greater.	11/7/2019 11:06 AM
13	3 months	11/5/2019 12:55 PM
14	2 weeks	11/4/2019 8:36 AM
15	hard to judge	11/4/2019 7:40 AM
16	- 15 days	11/1/2019 11:14 AM
17	for me it took around three months to get the feed back. with my initiation	11/1/2019 8:13 AM
18	6 month	11/1/2019 5:01 AM

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

Answered: 43 Skipped: 102

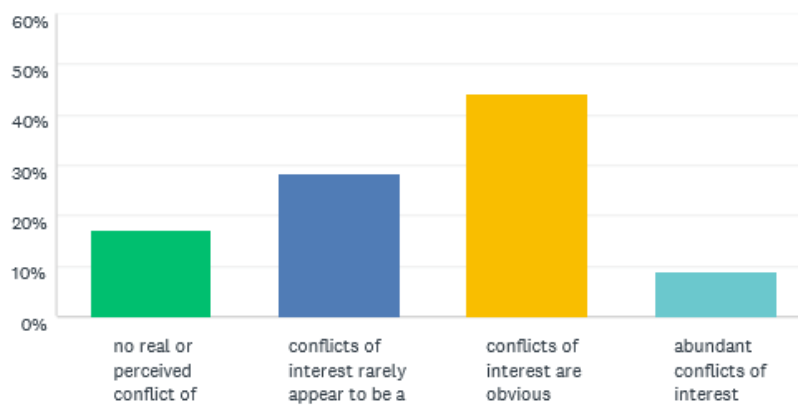
#	RESPONSES	DATE
1	Clarity on the exact appeals process should be provided to all bidders in the RFP so we know what to do if we feel that we have not been treated fairly. One avoids an appeal so as not to upset a client and therefore be precluded from bids or be unfairly treated in the future.	11/28/2019 9:08 AM
2	Timely replaying	11/23/2019 4:25 AM
3	More transparency	11/22/2019 9:59 AM
4	Transparency - independence and accountability.	11/22/2019 3:37 AM
5	Nothing	11/14/2019 5:15 AM
6	every executives body must known about procurement	11/8/2019 8:47 AM
7	1. be transparent 2. Be fair towards the interest of both parties	11/7/2019 8:12 PM
8	The appeal system needs to be transparent and fast.	11/7/2019 7:52 PM
9	Transparency	11/7/2019 7:43 PM
10	It has to be an independent tribunal	11/7/2019 6:50 PM
11	post audit is needed	11/7/2019 6:28 PM
12	1. Transparent 2. Checks and Balance 3. Pre-Audited 4. Post-audit system	11/7/2019 5:59 PM
13	1. transparency and accountability 2. Improve the procurement law	11/7/2019 5:06 PM
14	Complaint appeals body should be established and be stipulated as mandatory for the public procurement bodies.	11/7/2019 4:51 PM
15	1. Accountability 2. Professionalism 3. Common sense	11/7/2019 4:33 PM
16	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
17	1. Asses the contracts of ours (PPA) and world contractors 2. Check procurement systems in Ethiopia	11/7/2019 1:51 PM
18	1. They should be willing to give fair responses 2. Committed to effective law	11/7/2019 1:38 PM
19	1. They are over loaded 2. Should use external input (experts) 3. process should be more transparent	11/7/2019 1:04 PM
20	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
21	1. The appeals system to be given to a responsible body 2. Transparency	11/7/2019 12:37 PM
22	Corruption and racism	11/7/2019 12:30 PM
23	1. A set of guidance on the appeals system 2. More transparency	11/7/2019 11:53 AM
24	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
25	1. transparency 2. Efficiency	11/7/2019 11:06 AM
26	It depends on the knowledge and experience of the procuring body	11/7/2019 10:31 AM
27	the system shall be transparent. Legal aspects shall be seen.	11/6/2019 1:57 AM
28	Transparency and accountability	11/5/2019 3:39 AM
29	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

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30	Timely desession	11/4/2019 8:36 AM
31	the Appeal body should be reinforced by professionals	11/4/2019 7:40 AM
32	Transparency	11/4/2019 1:29 AM
33	Well trained and responsible citizens to assigned in procurement positions	11/3/2019 12:11 AM
34	Response in timely manner	11/1/2019 4:25 PM
35	Professional consistent procure system	11/1/2019 2:16 PM
36	everything	11/1/2019 2:07 PM
37	1. timely decision 2. incorporate technical professionals Engineers and Architects	11/1/2019 1:16 PM
38	- It should be on time and transparent	11/1/2019 11:14 AM
39	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
40	The people who are responsible need to be qualified,accountable and transparent there should be time frame to respond complints the responsibility should be given to a team not one individaul	11/1/2019 8:13 AM
41	transparency and improved communication	11/1/2019 5:20 AM
42	TRANSPARENCY	11/1/2019 5:08 AM
43	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: 88 Skipped: 57



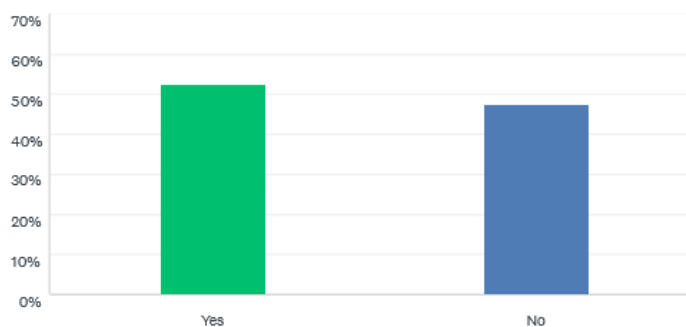
ANSWER CHOICES	RESPONSES	
no real or perceived conflict of interest	17.05%	15
conflicts of interest rarely appear to be a problem	28.41%	25
conflicts of interest are obvious	44.32%	39
abundant conflicts of interest	9.09%	8
TOTAL		88

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#	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
4	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
5	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
6	Sometimes	11/7/2019 7:31 PM
7	The regulatory body is in interest to specific cases	11/7/2019 6:50 PM
8	Seems to be a problem in preparation of the TOR, shortlisting and evaluation stages	11/7/2019 6:41 PM
9	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
10	Sometimes projects delayed beyond our expectation due to conflict of interest.	11/7/2019 4:52 PM
11	1. Based on evaluation methods 2. Unfair contract clauses	11/7/2019 4:21 PM
12	No experience	11/7/2019 2:33 PM
13	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
14	1. Between contractor and clients 2. Between consultants and contractors	11/7/2019 1:38 PM
15	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
16	They have a certain way of manipulating the whole procurement process	11/7/2019 11:53 AM
17	Companies with political favour get contracts	11/6/2019 3:10 AM
18	Because most of the time works are given to predetermined candidates	11/5/2019 12:57 PM
19	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
20	I haven't come across conflict of interest in procurement processes	11/4/2019 3:33 AM
21	Most of projects to be bid are biased	11/3/2019 12:13 AM
22	Bidding document is prepared assuming for some body could get in	11/1/2019 2:18 PM
23	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
24	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

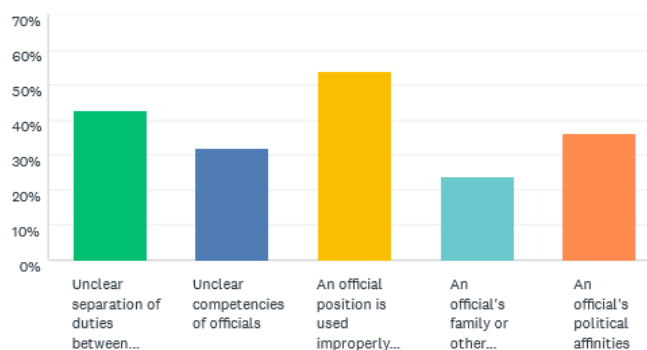
Q54 In the context of public procurement, have you/your company ever experienced a situation where the normative/regulatory institution or procuring entity faced a conflict of interest?

Answered: 78 Skipped: 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:

Answered: 63 Skipped: 82

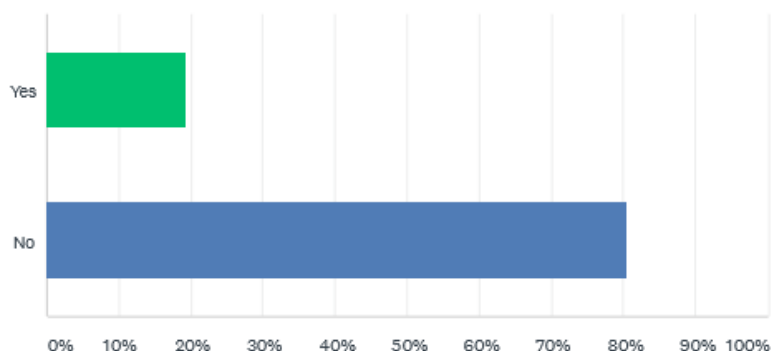


ANSWER CHOICES	RESPONSES
Unclear separation of duties between institutions	42.86% 27
Unclear competencies of officials	31.75% 20
An official position is used improperly for private advantage and improper personal gain	53.97% 34
An official's family or other personal relations	23.81% 15
An official's political affinities	36.51% 23
Total Respondents: 63	

#	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
3	Not observed any conflict of interest	11/5/2019 12:29 AM
4	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?

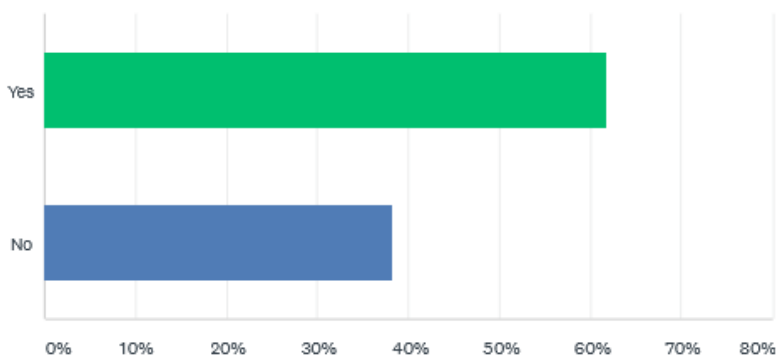
Answered: 82 Skipped: 63



ANSWER CHOICES	RESPONSES	
Yes	19.51%	16
No	80.49%	66
TOTAL		82

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

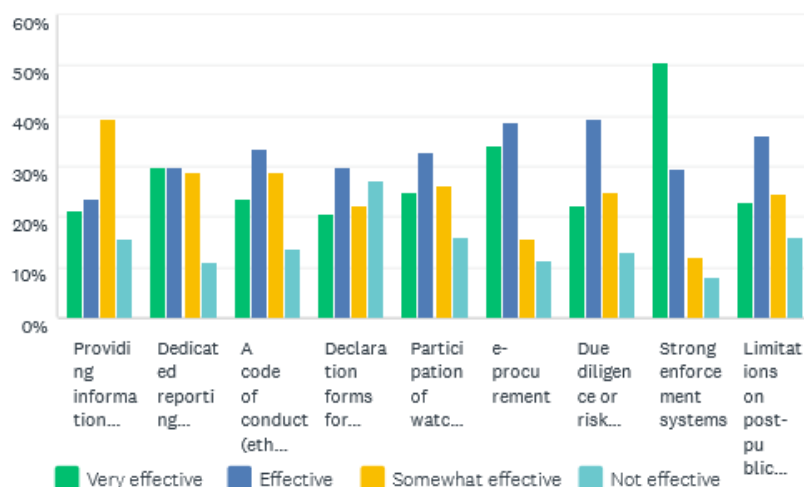
Answered: 81 Skipped: 64



ANSWER CHOICES	RESPONSES	
Yes	61.73%	50
No	38.27%	31
TOTAL		81

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: 84 Skipped: 61



	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% 18	23.81% 20	39.29% 33	15.48% 13	84
Dedicated reporting channels to report misconduct	30.00% 24	30.00% 24	28.75% 23	11.25% 9	80
A code of conduct (ethical guidelines or similar guidance documents) for public and private entities	23.75% 19	33.75% 27	28.75% 23	13.75% 11	80
Declaration forms for suppliers to affirm their compliance with anti-corruption rules	20.78% 16	29.87% 23	22.08% 17	27.27% 21	77
Participation of watchdog organizations	25.00% 19	32.89% 25	26.32% 20	15.79% 12	76
e-procurement	34.29% 24	38.57% 27	15.71% 11	11.43% 8	70
Due diligence or risk analysis	22.06% 15	39.71% 27	25.00% 17	13.24% 9	68
Strong enforcement systems	50.67% 38	29.33% 22	12.00% 9	8.00% 6	75
Limitations on post-public employment ("revolving door phenomenon", "cool down phase" for public employees)	23.19% 16	36.23% 25	24.64% 17	15.94% 11	69

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

Answered: 63 Skipped: 82

#	RESPONSES	DATE
1	More transparency	11/22/2019 10:02 AM
2	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
3	1)Fair & clear bid criteria 2)Unbaised buyer 3)Electronics buying	11/15/2019 10:33 PM
4	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
5	1) enforce the law, 2) recruit appropriate staff, 3) transparent institution	11/11/2019 11:45 PM
6	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
7	1. Compensating officials well for their services 2. Appointing able personnel in key positins	11/7/2019 8:18 PM
8	1. Human behavior 2. Transparency of the bidding process 3. Good control mechanism	11/7/2019 8:14 PM
9	1. Strong enforcement 2. Declaration forms	11/7/2019 8:04 PM
10	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
11	1. naming and shaming those with corrupt practices 2. Continuous awareness about PPA to all concerned parties	11/7/2019 7:45 PM
12	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
13	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
14	1. Transparency 2. Effective disclosure 3. penalty for offenders	11/7/2019 7:08 PM
15	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
16	1. Code of Conduct 2. Declaration forms 3. E-procurement	11/7/2019 6:43 PM
17	post audit mechanism is needed	11/7/2019 6:29 PM
18	1. Enforcement system 2. Code of conduct 3. Due diligence and accountability	11/7/2019 6:11 PM
19	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
20	1. transparent works 2. Easy ways to file complaints 3. Establishment of compliance registry systems	11/7/2019 4:55 PM
21	1. Transparency 2. training	11/7/2019 4:34 PM
22	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
23	1. Strong enforcement systems 2. E-procurement 3. Providing information and training on how to receive compensation	11/7/2019 4:16 PM
24	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
25	1. Strong enforcement systems 2. E-procurement	11/7/2019 2:56 PM

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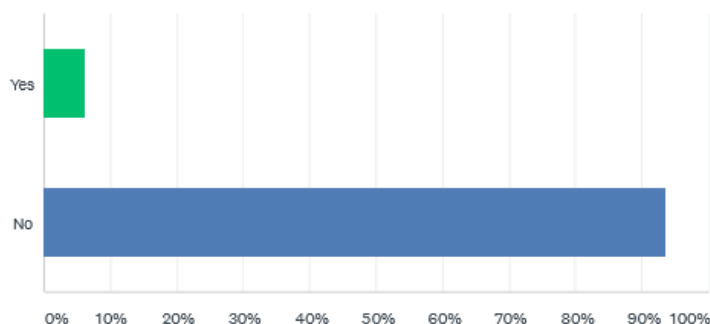
26	1. Digital portal --> rated vendor participation 2. third party/watch dog participation 3. ensure public servants are very well compensated with good benefits	11/7/2019 2:47 PM
27	1. Transparent bidding system 2. no "honest" price approach 3. Speed of procurement process	11/7/2019 2:36 PM
28	1. Assignments 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
29	1. transparency 2. capacity building and awareness creation 3. communication	11/7/2019 2:02 PM
30	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
31	1. Have ethics and believe in God 2. Transparency 3. Top management commitment	11/7/2019 1:40 PM
32	1. Clear laws on anti-corruption 2. Strong authority to implement 3. Severe punishments	11/7/2019 1:21 PM
33	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
34	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
35	1. racism 2. Lack of knowledge and understanding	11/7/2019 12:31 PM
36	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
37	1. bring a watchdog organization 2. Strong enforcement system 3. E-procurement	11/7/2019 11:44 AM
38	1. Penalizing 2. E-procurement	11/7/2019 11:32 AM
39	1. Clear bid documents 2. Transparency 3. Payment preparation	11/7/2019 11:26 AM
40	1. Creating awareness 2. Strong guidelines 3. Law enforcement	11/7/2019 11:08 AM
41	To not involve with corruption	11/7/2019 10:53 AM
42	No way for communicating the bidder before the opening bid.	11/7/2019 10:46 AM
43	1. A code of conduct 2. Declaration of forms for suppliers 3. Providing information	11/7/2019 10:34 AM
44	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
45	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
46	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
47	.clear document .professional integrity .regulatory system	11/4/2019 8:45 AM
48	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
49	-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
50	e-procurement staff with morals & integrity easy procurement process	11/4/2019 5:27 AM
51	Good salary and living standar for people in decision making.	11/4/2019 1:40 AM
52	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

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53	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
54	Avoid conflict of interest Evaluate professionally Do the best	11/1/2019 4:32 PM
55	Awareness Law enforcement Transparent	11/1/2019 2:21 PM
56	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
57	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
58	Law Enforcement system efficiency Watch Dog	11/1/2019 1:18 PM
59	1. Produce a database about each firm 2. Electronic procurement 3. Limit the number and size of projects to be handled by a firm and set a minimum wedge for consultancy service	11/1/2019 11:20 AM
60	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
61	.Committed and accountable leadership .Open and transparent procurement system with continues monitoring . established effective and functional watch dog	11/1/2019 8:28 AM
62	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
63	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: 80 Skipped: 65

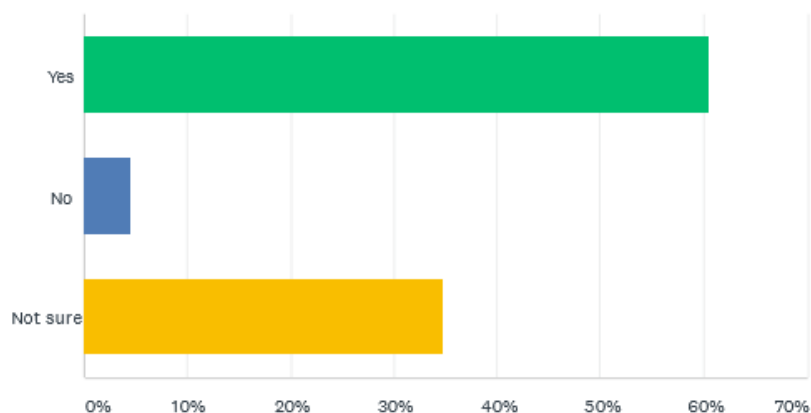


ANSWER CHOICES	RESPONSES
Yes	6.25% 5
No	93.75% 75
TOTAL	80

#	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: 66 Skipped: 79



ANSWER CHOICES	RESPONSES	
Yes	60.61%	40
No	4.55%	3
Not sure	34.85%	23
TOTAL		66

#	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	Should be independent and can oversee	11/7/2019 7:39 PM
5	they will monitor the process	11/7/2019 6:43 PM
6	They will be watchdogs	11/7/2019 6:01 PM
7	To enhance accountability on the measures taken by the procuring entity	11/7/2019 4:55 PM
8	To avoid the limitation on post-phenomenon	11/7/2019 4:23 PM
9	Top management commitment is very essential	11/7/2019 1:40 PM
10	It offers a set of guidelines	11/7/2019 11:55 AM
11	To control and be legally saved from corruption	11/7/2019 10:53 AM
12	You can be aware of all the data from CSOs	11/7/2019 10:34 AM
13	I have no practice.	11/4/2019 8:45 AM
14	There will be transparency	11/4/2019 5:27 AM
15	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
16	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

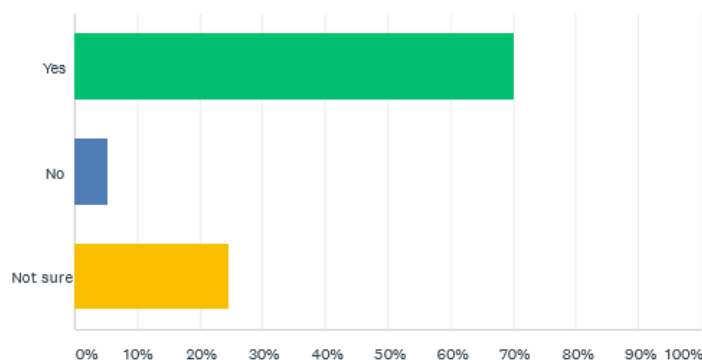
Q62 What are the obstacles, if any, for CSO participation in public procurement in the current economic and political climate?

Answered: 22 Skipped: 123

#	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	CSO should have its won legal personnel and take issues to court instead of the government.	11/7/2019 7:39 PM
5	Limited awareness and attitude on the role of CSO and financial limitations of CSOs	11/7/2019 6:52 PM
6	1. Capacity limitation 2. Political affiliations	11/7/2019 6:43 PM
7	Government does not receive the input of the CSO	11/7/2019 6:29 PM
8	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
9	1. Funding 2. Specialized training	11/7/2019 4:34 PM
10	Lack of motivation and commitment	11/7/2019 1:40 PM
11	Corruption	11/7/2019 11:26 AM
12	Exact data should be available.	11/7/2019 10:34 AM
13	Not sure	11/6/2019 2:06 AM
14	no body trust the government institution that much	11/4/2019 6:16 AM
15	staff procurement processes	11/4/2019 5:27 AM
16	I don't know	11/2/2019 4:40 AM
17	Not sure	11/1/2019 4:32 PM
18	Government interest	11/1/2019 2:21 PM
19	not sure of CSO's impartiality.	11/1/2019 1:30 PM
20	Ethnic/religious bias	11/1/2019 1:18 PM
21	Not sure	11/1/2019 11:20 AM
22	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?

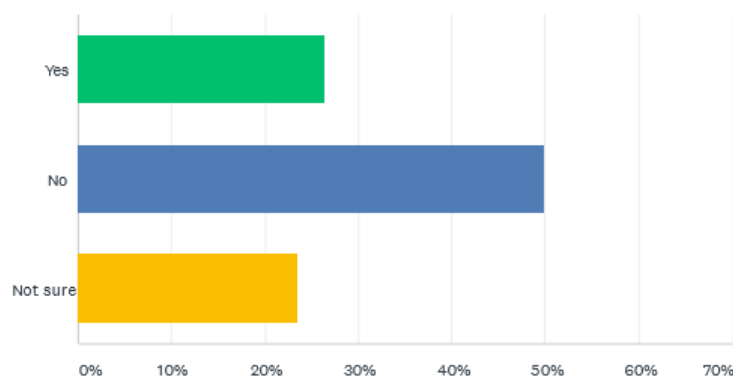
Answered: 77 Skipped: 68



ANSWER CHOICES	RESPONSES	
Yes	70.13%	54
No	5.19%	4
Not sure	24.68%	19
TOTAL		77

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: 72 Skipped: 73



ANSWER CHOICES	RESPONSES	
Yes	26.39%	19
No	50.00%	36
Not sure	23.61%	17
TOTAL		72

Online Survey Questionnaire

Note: Text in italic informs about the design features.

Background information on the company filling this questionnaire:

1. What is the size of your company? *(one answer allowed)*

- | | |
|---|--|
| <input type="checkbox"/> Less than 10 employees | <input type="checkbox"/> 251 to 500 employees |
| <input type="checkbox"/> 11 to 50 employees | <input type="checkbox"/> More than 500 employees |
| <input type="checkbox"/> 51 to 250 employees | |

2. How long is your company in business? *(one answer allowed)*

- ☐ Less than a year
- ☐ 2-5 years
- ☐ 6-10 years
- ☐ More than 11 years

3. Is your company located in Ethiopia? *(one answer allowed)*

- ☐ Yes
- ☐ No

4. If your company is located in Ethiopia, please let us know in which Region your company is located. *(open question)*

5. Is your company registered in Ethiopia? *(one answer allowed)*

- ☐ Yes
- ☐ No

6. Where in Ethiopia do you operate? *(multiple choice question)*

- | | |
|--|--|
| <input type="checkbox"/> Federal level | <input type="checkbox"/> Somali |
| <input type="checkbox"/> Afar | <input type="checkbox"/> Southern Nations and Nationalities Peoples Region |
| <input type="checkbox"/> Amhara | <input type="checkbox"/> Tigray |
| <input type="checkbox"/> Benishangui-Gumuz | <input type="checkbox"/> Addis Ababa City Administration |
| <input type="checkbox"/> Gambella and Harari | <input type="checkbox"/> Dire Dawa City Administration |
| <input type="checkbox"/> Oromia | |

7. What is your main business area? *(multiple choice question)*

- ☐ Delivery of goods
- ☐ Construction/works
- ☐ Consulting services
- ☐ Non-consulting services
- ☐ Financing services

8. Please indicate the annual gross income of your company: (one answer allowed)

- ☐ Less than 1.7 million USD (< 50 million Birr)
- ☐ 1.7 – 17 million USD (50 to 500 million Birr)
- ☐ More than 17 million USD (> 500 million Birr)

Dialogue and partnerships between public and private sector:

9. Does the government consult the private sector before introducing changes to the procurement rules and procedures? *(one answer allowed)*

- ☐ Always ☐ Usually ☐ Sometimes ☐ Rarely ☐ Never ☐ Not sure

Annex: 13.8: Private Sector Survey – Questionnaire

10. Are the opinions of the private sector considered by the Government of Ethiopia in introducing changes to the federal procurement rules and procedures? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

11. Do you find the changes to the procurement rules and procedures difficult to follow? *(one answer allowed)*

☐ Always ☐ Usually ☐ Sometimes ☐ Rarely ☐ Never ☐ Not sure

12. 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)? *(one answer allowed)*

☐ Always ☐ Usually ☐ Sometimes ☐ Rarely ☐ Never ☐ Not sure

Public procurement system's capacity to develop and improve:

13. Are you aware of capacity building programs (including e-procurement) being run by the government for private contractors? *(one answer allowed)*

☐ Yes

☐ No

14. Are you aware of capacity building programs (including e-procurement) being run by the government for SMEs? *(one answer allowed)*

☐ Yes

☐ No

15. Have you ever participated in a training or information session or program organized by the Government of Ethiopia? *(one answer allowed)*

☐ Yes

☐ No

If yes, who organized it and how effective it was? Please give examples of such training or information sessions or program. (if no, please see the next page) If no, why?

16. 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? *(one answer allowed)*

☐ Yes

☐ No

17. Have you used routine advisory service (help desk) at the Public Procurement and Property Administration Agency to resolve questions on the federal public procurement? *(one answer allowed)*

☐ Yes

☐ No

If no, may you please tell why? If yes, may you please tell whether your question has been answered satisfactorily?

Access to the public procurement market:

18. Do you think that the following conditions in the public procurement market are met for participation in competition for public contracts? *(one answer for each condition allowed)*

	Always	Sometimes	Rarely	Never	Not sure
a) Access to financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Procurement methods are proportionate to the risk and value in question	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Procurement rules are simple and flexible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Contracting provisions help distributing risk fairly (specifically those risks associated with contract performance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Payment provisions are fair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Effective mechanism for appeals and dispute resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Annex: 13.8: Private Sector Survey – Questionnaire

- g) Are the conditions conducive to win contracts in the public procurement market? ☐ ☐ ☐ ☐ ☐

19. Please list up to top 3 barriers to business in bidding for public contracts: *(open question)*

20. What should be improved regarding the conditions in the public procurement market as far as private companies/bidders are concerned? *(open question)*

21. How effective are the preferential and reservation schemes introduced by regional states in creating jobs for MSEs (job seeking youth)? *(one answer allowed)*

- ☐ Very Good ☐ Good ☐ Satisfactory ☐ Poor ☐ Unsatisfactory

If your rating is below satisfactory, could you please provide the areas of bottlenecks or ineffectiveness.

22. Do you think the preferential and reservation schemes for MSEs (job seeking youth) have negative impact on the competitiveness of the non-MSE firms or individuals of similar size and capacity? *(one answer allowed)*

- ☐ Always ☐ Usually ☐ Sometimes ☐ Rarely ☐ Never ☐ Not sure

If your rating is Always, Usually, or Sometimes, could you please indicate the major challenges?

Procurement process and contracting:

23. 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. *(one answer allowed)*

☐ Yes

☐ No

24. If you answered yes to the question 23, please tell whether you were successful in at least one contract. *(one answer allowed)*

☐ Yes

☐ No

25. How many people usually work on preparation of bids in your company? *(one answer allowed)*

☐ 1

☐ between 2 and 4

☐ between 5 and 10

☐ more than 10

26. How would you rate on average the quality of the bidding documents prepared by the public bodies? *(one answer allowed)*

☐ High quality

☐ Good quality

☐ Relatively good quality

☐ Not good quality

☐ Bad quality

☐ Cannot answer

☐ Please explain the reason for your rating:

27. What are the main deficiencies in the bidding documents? (More than one answer allowed)

- ☐ Their large volume and complexity
- ☐ Biased technical specifications
- ☐ Not fit for purpose technical specifications
- ☐ Biased evaluation methodology
- ☐ Not fit for purpose evaluation methodology
- ☐ Unfair contract clauses
- ☐ Other: please specify

28. 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? *(one answer per each criterion allowed)*

	Agree	Tend to agree	Tend to disagree	Disagree	Do not know
<input type="checkbox"/> Lowest price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Highest quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Combination of quality and price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Combination of price, quality and favouring SMEs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Combination of price, quality, favouring SMEs and environmental aspects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Combination of price, quality, favouring SMEs, environmental and social aspects (social aspects like creating jobs for disabled or young people, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Annex: 13.8: Private Sector Survey – Questionnaire

☐ Other – please specify:

29. Do the bidding documents include criteria to achieve value for money? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

30. Are the procedures for bid submission, receipt, and opening clearly described in the bidding documents? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

31. Are the procedures for bid submission, receipt, and opening complied with? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

32. Are bidders or their representatives allowed to attend bid openings as prescribed? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

33. Are civil societies allowed to monitor bid submission, receipt and opening? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

34. Is confidentiality ensured throughout the bid evaluation and award process? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

35. Are the contracts awards announced/published? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

36. Do contract clauses include sustainability considerations, where appropriate? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

37. Does the time payment defined in the contract comply with the international good standards? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

38. Are payment provisions used in the contract in compliance with the law? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

39. Are payments processed as stipulated in the contract? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

40. Are contract amendments are prepared and issued timely? *(one answer allowed)*

☐ Yes ☐ No ☐ Not sure

41. Are contract amendments are prepared and issued timely? What are the main challenges in the implementation of the public procurement process? *(more than one answer allowed)*

- ☐ Lack of qualified staff in the contracting authorities
- ☐ Lack of good planning
- ☐ Lack of capacity to develop fit for purpose bidding documents
- ☐ Price being the main evaluation criteria
- ☐ Lack of transparency and sufficient information available to potential bidders
- ☐ Unfair bid evaluation process
- ☐ Lack of capacity for good contract management
- ☐ Corruption and conflict of interest
- ☐ Other – please specify:

42. What would you like most to see improved about bidding for public contracts? *(multiple choice question)*

- ☐ Simpler bidding documents
- ☐ Better guidance
- ☐ Better communication from the contracting authorities
- ☐ The procurement process to become more fair and transparent
- ☐ Other, please specify:

Procurement complaints and appeals mechanisms:

43. Have you ever filed a complaint? *(one answer allowed)*

- ☐ Yes
- ☐ No

If you have ever filed a complaint, with whom did you file it and at what stage of the procurement process?

44. Was the response to your complaint provided timely? *(one answer allowed)*

- ☐ Yes
- ☐ No

45. Were you satisfied with the response to your complaint? *(one answer allowed)*

- ☐ Yes
- ☐ No

46. Have you ever appealed a decision of the Procuring Entity to the Complaint Appeals Body? *(one answer allowed)*

- ☐ Yes
- ☐ No

Annex: 13.8: Private Sector Survey – Questionnaire

47. Did you feel the appeal system (if referred to) was trustworthy and fair? *(one answer allowed)*

☐ Yes

☐ No

If you answered no, can you explain why?

If you answered yes, what was the remedy issued by the Complaint Appeals Body?

48. Did you believe that the appeal decision was consistent? *(one answer allowed)*

☐ Yes

☐ No

☐ If you answered no, can you explain why?

49. If you have never appealed a decision by an appeal body, it was because: *(one answer allowed)*

☐ you felt the award of the contract was fair and you had no reason to appeal

☐ 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?

☐ Other (please specify):

50. How would you assess the challenge and appeals system (incl. its consistency) with regards to public procurement? *(multiple choice question)*

☐ The system acts in accordance with rule of law and is predictable

☐ Most actions within the system are in accordance with rule of law and are predictable

☐ Only a very limited number of actions is in accordance with rule of law and predictable

☐ The actions do not seem to be in accordance with rule of law and are not predictable

☐ Other (please specify):

51. Is the decision of the Complaints Appeal Body provided timely? *(one answer allowed)*

☐ Yes

☐ No

If no, what was the longest time to obtain the decision?

52. What could be improved in the challenge and appeals system?

Avoiding conflict of interest:

53. Is there a problem with conflict of interest in procurement processes? *(one answer allowed)*

☐ no perceived conflict of interest

☐ conflicts of interest rarely appear to be a problem

☐ conflicts of interest are obvious

☐ abundant conflicts of interest

Please give reasons or examples to substantiate your view:

54. 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? *(one answer allowed)*

☐ Yes

☐ No

55. 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: *(multiple choice question)*

☐ Unclear separation of duties between institutions

☐ Unclear competencies of officials

☐ An official position is used improperly for private advantage and improper personal gain

☐ An official's family or other personal relations

☐ An official's political affinities

☐ Other (please specify):

Anti-corruption measures:

56. Do you believe that the anti-corruption measures are effective? *(one answer allowed)*

☐ Yes

☐ No

57. Do you believe that companies are expected to give a gift to secure a contract in the public sector? *(one answer allowed)*

☐ Yes

☐ No

58. 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? *(one answer for each measure allowed)*

	Very effective	Effective	Somewhat effective	Not effective
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)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dedicated reporting channels to report misconduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A code of conduct (ethical guidelines or similar guidance documents) for public and private entities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Declaration forms for suppliers to affirm their compliance with anti-corruption rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation of watchdog organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Annex: 13.8: Private Sector Survey – Questionnaire

	Very effective	Effective	Somewhat effective	Not effective
e-procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Due diligence or risk analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strong enforcement systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limitations on post-public employment (“revolving door phenomenon”, “cool down phase” for public employees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

59. What would be your top three priorities in order to enhance effective anti-corruption measures in Ethiopia? *(open question)*

60. Are you or your company aware of any CSO actively providing oversight and social control in public procurement? *(one answer allowed)*

☐ Yes

☐ No

If yes, please indicate the name(s) of such CSOs.

61. Do you think CSO involvement in overseeing procurement contracts could be beneficial in the future? *(one answer allowed)*

☐ Yes

☐ No

☐ Not sure

Please explain why.

62. What are the obstacles, if any, for CSO participation in public procurement in the current economic and political climate? *(open question)*

--

63. Do you think that introduction of e-Procurement will lead to reduction in corruption? *(one answer allowed)*

- ☐ Yes
- ☐ No
- ☐ Not sure

64. 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? *(one answer allowed)*

- ☐ Yes
- ☐ No
- ☐ Not sure

Please explain why.

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