



THE UNITED REPUBLIC OF TANZANIA
NATIONAL AUDIT OFFICE

**REPORT ON THE AUDIT OF UTILISATION OF FUNDS ISSUED UNDER
CATASTROPHE CONTAINMENT AND RELIEF TRUST FACILITY
FROM JUNE 2020 TO APRIL 2022**



**CONTROLLER AND AUDITOR GENERAL
APRIL, 2022**



About National Audit Office

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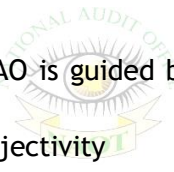
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ABBREVIATIONS

BMH	Benjamin Mkapa Hospital
BOT	Bank of Tanzania
CAG	Controller and Auditor General
CCRT	Catastrophe Containment and Relief Trust
GPSA	Government Procurement Services Agency
IMF	International Monetary Fund ("the Fund")
IPSAS	International Public Sector Accounting Standards
ISSAIs	International Standards of Supreme Audit Institutions
LAAC	Local Authorities Accounts Committee
LPO	Local Purchase Order
MoFP	Ministry of Finance and Planning
MoH	Ministry of Health
MSD	Medical Stores Department
MTNR	Ministry of Tourism and National Resources
NCAA	Ngorongoro Conservation Area Authority
NPHL	National Health Laboratory
PAA	Public Audit Act
PAC	Public Accounts Committee
PAR	Public Audit Regulations
PFA	Public Finance Act
PPA	Public Procurement Act
PPR	Public Procurement Regulations
SDR	Special Drawing Rights
TANAPA	Tanzania National Parks
TAWA	Tanzania Wildlife Management Authority
TWPF	Tanzania Wildlife Protection Fund
TZS	Tanzanian Shillings
URT	United Republic of Tanzania
USD	United States Dollar
WMAs	Wildlife Management Areas



PREFACE

I am pleased to present the audit report of IMF Debt Relief under Catastrophe Containment and Relief Trust facility for the period between June 2020 and April 2022. The IMF Executive Board's resolutions included the requirement to spend the funds for the intended purposes and in a transparent manner, including the conduct of ex-post audits by my office of COVID related spending.



This report brings to your attention details pertaining to completeness in transfer of received grant from the Bank of Tanzania (BOT) accounts to Government Consolidated Fund, subsequent transfer through exchequer issues to implementing agencies, and ultimately appropriateness of fund utilisation by implementing agencies to achieve intended objectives.

Further, it highlights observations and recommendations made during the audit for action. The detailed audit findings presented in this report were communicated to management of Implementing Agencies and Ministry of Finance and Planning (MoFP) and agreed upon.

I expect that the Implementing Agencies and MoFP have procedures to take appropriate actions regarding the audit findings and recommendations raised in this audit report.

I wish to express my appreciation to the management of the Ministry of Finance and Planning, Sector Ministries, BOT and Implementing Agencies for the co-operation extended to the audit team during the audit.

A handwritten signature in green ink, appearing to read 'Charles E. Kichere', with a large, sweeping flourish extending from the end.

Charles E. Kichere
Controller and Auditor General,
Dodoma, United Republic of Tanzania.
April, 2022

EXECUTIVE SUMMARY

The IMF Executive Board through a Press Release of 10 June 2020, approved debt relief to Tanzania under the Catastrophe Containment and Relief Trust (CCRT), amounting to USD 25.7 million (equivalent to SDR 18,566,777 or TZS 58,800,009,860) from 10 June 2020 to 30 April 2022. The funds were earmarked to fight adverse impacts of the COVID-19 pandemic by improving the public health sector and mitigating the shocks on the balance of payments brought by the pandemic.

The IMF Country report to Tanzania No. 20/203, the Fund Press Release and Letter of Intent from Government of URT to the Fund with Ref. No. CMB.445/624/01 dated 27 May 2020 require the Controller and Auditor General to perform post-audit on the CCRT Fund and publish the audit report. In that regard, I structured my audit to include a review of financial transactions, internal controls and operations to the extent considered necessary for the effective performance of the audit to provide assurance on the appropriate utilisation of funds. The following are key audit matters of my report.

I confirmed BOT transferred a total of SDR 18,566,777 (USD 25,700,000) equivalent to TZS 60,465,678,582 being the sum of the total facility provided to the government. The noted increment of TZS 1,801,997,721 (from TZS 58,800,009,860 to TZS 60,465,678,582) is a result of depreciation in exchange rate between TZS and strong currencies (SDR and USD). The Government received the funds through Development Revenue Account 9921139901.

The Government of the United Republic of Tanzania allocated the facility funds to Health and Tourism Sectors as required in the facility's conditions. In the Health sector, funds were directed to National Public Health Laboratory (NPHL) to acquire the necessary facilities to enhance the testing of COVID 19 and to establish a center for oxygen production at Benjamin Mkapa Hospital. In the tourism sector funds were directed to provide budget support in terms of salaries, other charges and financing of infrastructure projects to government entities involved directly in the sector which were experiencing a significant loss in revenues due to the pandemic.

I confirmed completeness in transferring and receiving CCRT funds between Treasury, Parent Ministries and Implementing Agencies. I audited the utilization of funds in all Implementing Agencies, for which I reviewed financial transactions, procurement processes and contracts and performed physical verification of assets. The following is the summary of key audit findings and recommendations. Details are reflected in the body of this report.

A. Health Sector

Lack of contract between MoH and MSD for procured non-catalogue items

I noted that items ordered by MoH from MSD for NPHL were non catalogue items. As such, the Ministry was required to have a special contract with MSD to ensure effective execution and supervision of the tender. However, MoH could not provide a specific contract with MSD on the procured items but explained the reliance on the existing general MOU.

Recommendation

I recommend that the Management of MoH enhance contract management by ensuring the signing of special contracts with MSD whenever specific procurement of non-catalogue items is involved.

Weaknesses noted in procurement process of the Contractor for installation, commissioning and training of oxygen medical plant

Review of contract No. PA/148/2020-2021/P/26 for the supply, installation, commissioning, and training of oxygen medical plant entered into by Benjamin Mkapa Hospital and Ozcan Kardesler Tip cihazlari Ltd Sti (The Manufacturer), noted that, the management provided two extensions to the contractor without documenting justifiable reason to which extension was requested and granted. This is contrary to Regulation 110(2) of Public Procurement Regulations, 2013. Further, I also noted that respective performance bond and advance payment guarantee were not extended to match the granted time extensions, contrary to the Special Conditions of underlying Contracts.

I recommend that Management ensure in future; (a) Extensions are properly requested by contractors with justification, and Project Managers analyse the mentioned reasons with evidence and correctly determine the time extension to be granted; and (b) Contractors and Suppliers submit extended or new securities to cover the contract extension granted.

B. Tourism Sector

Inadequate utilisation of development funds

As of 17 March 2022, TANAPA and NCAA had unutilised fund balance from development projects of TZS 2,367,536,799 (17%) and TZS 6,124,242,713 (63%) respectively. The challenges were mainly attributed to delays in obtaining approval for reallocation of funds and retendering of tenders.

I recommend that Implementing Agencies ensure disbursed funds are utilised for the intended projects and at the right time.

Delayed delivery of products and completion of projects

I noted the delays in completing construction works in TANAPA, NCAA, and TAWA. Seven projects worth TZS 6,124,242,713.29 in NCAA were not implemented as of 15 March 2022. Construction of NAABI entrance and exit gates was delayed for twenty-seven (27) months in TANAPA. Also, the construction of the Tourism lounge and rest banda by TAWA has been delayed for three and seven months respectively.

Further, I noted that TAWA requested GPSA to procure nine (9) vehicles, Toyota Land Cruiser Hard Top-LX at TZS 1,393,819,344.54. Full payment was made on 4 May 2021; however, as of the time of audit on 16 March 2022, four vehicles worth TZS 619,475,264 were yet to be delivered to TAWA. Likewise, I noted that TANAPA deposited TZS 894,539,725 to Tanzania Wildlife Protection Fund (TWPF) account on 30 June 2020 to acquire arms and ammunitions intended to enhance the defence and security of the National Parks. As of 18 March 2022, when the audit was conducted, being twenty-one (21) months since the funds were deposited in the TWPF account, no delivery of arms had been made. Delayed construction and delivery of products in all cases are attributed to the impact of COVID 19 pandemic on suppliers/contractors' operations.

I recommend that Implementing Agencies liaise with responsible Government institutions to ensure timely delivery of the required products to attain the intended objectives.

Challenges noted in the implementation of infrastructural development projects

My audit on funds that were disbursed for development projects in the tourism sector mainly to improve tourism infrastructures noted the following weaknesses; inadequate design and specification of projects, implementation of projects without feasibility studies, lack of as-built drawings, inappropriate change management controls and insufficient supervision of projects. The weaknesses were attributed to shortfalls in the management of projects.

I recommend that the Management of Implementing Agencies enhance controls to improve the supervision of development projects.

1.0 INTRODUCTION, SCOPE, AND METHODOLOGY

I have completed the audit of IMF debt relief under Catastrophe Containment and Relief Trust (CCRT) provided to the government of the United Republic of Tanzania for the period from 10 June 2020 to 30 April 2022.

On March 26, 2020, the IMF Executive Board approved changes to the Catastrophe Containment and Relief Trust (CCRT). These changes enabled the Fund as Trustee of the CCRT to provide grants for debt service relief to most vulnerable members up to a maximum of two years from April 14, 2020 to April 30, 2022. The obtained funds were earmarked to help tackle the COVID-19 pandemic and its economic repercussions. The facility was made available to eligible countries with debt services to the Fund falling due from April 14, 2020 up to January 10, 2022.

The Facility was made available to Tanzania through a Press Release (PR 20/240) on 10 June 2020. As of the date of the announcement, BOT had an outstanding debt to IMF of SDR 18,566,777 ¹equivalent to USD 25,700,000 (TZS 58,800,009,860). Following the grant of debt relief by IMF, the due loan was made available to the government of Tanzania in the arrangement that instead of BOT paying IMF as was required, the maturing instalment was paid to the government and utilised by the government to fight the pandemic through improving public health sector and mitigate the shocks on the balance of payments.

The IMF Country report to Tanzania No. 20/203, the Fund Press Release and Letter of Intent from the government of URT to the Fund Ref. No. CMB.445/624/01 dated 27 May 2020 requires the Controller and Auditor General to perform post-audit on the CCRT Fund and publish the audit report.

In that regard, I structured my audit to include a review of financial transactions, internal controls and operations only to the extent considered necessary for the effective performance of the audit to provide assurance on appropriate utilisation of funds and covered the period from April 2020 to 20 March 2022.

¹ As of 10 June 2020 SDR 1=USD 1.3842, SDR 1=TZS 3166.9476 Source BOT data

Also, the audit included a review of the effectiveness of internal controls relating to the procurement of works, goods, and services to obtain reasonable assurance on whether or not proceeds from the grant facility have complied with the provisions of the Public Procurement Act, 2011 and its Regulations of 2013 (as amended in 2016).

The audit was carried out in accordance with the International Standards of Supreme Audit Institutions (ISSAIs) and other audit procedures as deemed appropriate under the circumstances. Specific attention was placed on the accountability of grants received and utilisation of funds as per intended objectives, proper use of the public property and compliance with the applicable laws, directives and instructions.

Our findings should not be regarded as representing a comprehensive statement of all the weaknesses in the financial and managerial systems or identifying all improvements that could be made to the systems and procedures operated.



2.0 CCRT GRANT FACILITY AND ALLOCATION TO GOVERNMENT ENTITIES

Based on correspondence between the Ministry of Finance and Planning (MOFP) and the Bank of Tanzania (BOT), I confirmed that BOT transferred a total of SDR 18,566,777 (USD 25,700,000) equivalent to TZS 60,465,678,582, being the sum of the total facility provided to the Government. The noted increment of TZS 1,801,997,721 (from TZS 58,800,009,860 to TZS 60,465,678,582) is a result of depreciation in exchange rate between TZS and strong currencies (SDR and USD). The Fund was received by the Government through Development Revenue Account 9921139901, as shown in **Table 1**.

Table 1: Withdrawals of CCRT Funds from BOT Accounts and Deposits to Government Accounts

Withdrawals (PRGF CCRT Account 9931231561)				Transfer to Government Account (Deposit)			
Withdraw Date	Installment Due date to IMF	Amount (SDR)	Amount (TZS)	Deposit Date	Account	Account description	Amount TZS
29-Jul-20	12-Jun-20	1,989,000	6,305,253,915	29-Jul-20	9921139901	Development Foreign	6,305,253,915
28-Aug-20	19-Aug-20	8,288,889	26,894,600,058	28-Aug-20	9921139901	Development Foreign	26,894,600,058
19-Feb-21	19-Jan-21	8,288,888	27,402,153,608	19-Feb-21	9921139901	Development Foreign	27,265,824,609
				Actual Transfer to Government Accounts			60,465,678,582
				Commission on foreign exchange received by BOT ²			136,328,999
Total		18,566,777	60,602,007,581				60,602,007,581

The Government of the United Republic of Tanzania allocated the facility funds to the Health and Tourism Sectors, as analysed in **Table 2** below.

Table 2: Allocation of CCRT Funds in Government Entities

Sector	Entity	Purpose	Amount (TZS)	Percent of allocation (%)
Health	National Public Health Laboratory (NPHL)	Acquisition of necessary equipment and reagents to enhance COVID 19 testing	12,369,153,620	20
	Benjamin Mkapa Hospital (BMH)	Financing establishment of Oxygen production centre	1,100,000,000	2

² The Bank is mandated by Section 33 of BoT Act, 2006 to receive commission on foreign exchange transactions

Sector	Entity	Purpose	Amount (TZS)	Percent of allocation (%)
Tourism	Tanzania National Park Authority (TANAPA)	Budget support on payments of staff salaries and financing of development projects	28,353,245,050	47
	Ngorongoro Conservation Area Authority (NCAA)	Budget support on payments of staff salaries and financing of development projects	15,152,740,445	25
	Tanzania Wildlife Management Authority (TAWA)	Budget support on payments of staff salaries and financing of development projects	3,490,539,466	6
	Total		60,465,678,581	100

Based on the IMF Press Release and Letter of Intent by the Government of Tanzania, the funds provided were supposed to be utilised by the Government to fight the pandemic by improving the public health sector and mitigating the shocks on the balance of payments. Details on the utilisation of funds and areas noted for improvement are highlighted in the following sections.

3.0 MINISTRY OF HEALTH

3.1 National Public Health Laboratory

Ministry of Health (MoH) received TZS 12,369,153,620.00 via exchequer with Reference No. EB/AG/159/20/1138 dated 23 April 2021 from Treasury proceeds from the IMF CCRT grant facility. The purpose of the funds was to finance the procurement of reagents and COVID - 19 infection testing kits at National Public Health Laboratory (NPHL), Mabibo in Dar-Es-Salaam.

The Ministry of Health paid the entire sum to Medical Stores Department (MSD) through payment voucher Number 00520000V2103995 dated 08 May 2021 and acknowledged by MSD via receipt No BRHQ-00000386 of 10 May 2021.

NPHL received reagents and COVID - 19 infection testing kits worth TZS 12, 369,153,620 from Medical Stores Department between 9 July and 21 September 2021. Discussed hereunder are audit findings raised during the review of utilization of the funds in respect of the financed projects and recommendations for management action.

3.1.1 Lack of contract between MoH and MSD for procured non-catalogue items

Regulation 140 (4) through (6) of PPR, 2013 (as amended 2016) requires a procuring entity to place an order to the Department for any item included in the price catalogue, and where the catalogue items requested to be purchased by the procuring entity are not available, within one working day the Department shall issue a non-availability notice to the procuring entity. The procuring entity may opt for another appropriate procurement method.

Further Regulation 10(4) of PPR of 2013 requires a procuring entity to ensure that payments due to the tenderer are made correctly and promptly in accordance with the terms of each procurement contract entered into, and the commitments are recorded against the allocated funds before any contract is signed.

During the audit, I found that items ordered by the MoH for NPHL were non catalogue items that are required continuously or

repeatedly over a period of time and common to more than one procurement entity. Therefore, the MoH should have provided a description, specifications and quantities to MSD for the procurement from manufacturers/ other suppliers. However, MoH could not provide signed agreement with MSD on the procured items despite my repeated requests.

Causes

MoH relies on a general memorandum with MSD to handle tasks regarding procurement, storage and distribution of health commodities in Tanzania Mainland which focuses only on items in the catalogue.

Implications

Absence of a binding agreement may prove difficult to hold the supplier accountable in case the goods provided are not as per required standard.

Recommendation



I recommend that the Management of MoH enhance contract management by ensuring the signing of special contracts with MSD whenever specific procurement is involved.

Management Response

The Ministry acknowledges the findings issued by the Auditors. To ensure the availability of health commodities for the public health facilities, the Government established the Medical Stores Department (MSD), a semi-autonomous agent under Act. No.13 of 1993 with the sole responsibility of procurement, storage, and distribution of health commodities. MSD procures health commodities on behalf of health facilities in bulk to achieve economies of scale. The Ministry of Health has a Memorandum with MSD on handling tasks regarding procurement, storage and distribution of health commodities in Tanzania Mainland.

MSD procured the items under special procurement since they are non-catalogue and needed to manage the COVID-19 pandemic (the

purchase of health commodities for the management of pandemics is under strict control by the Government). MSD is a public entity that abides by the public procurement Act of 2011 and its regulations.

Audit Comment

Management response has been noted. However, there should be a special contract for non-catalogue items.

3.2 Benjamin Mkapa Hospital

Benjamin Mkapa Hospital (BMH) received TZS 1,100,000,000 from the Government proceeds from the grant facility. The purpose of the funds received was to finance the establishment of an Oxygen production centre to enable the Hospital in attending the demand for Oxygen for COVID 19 admitted patients.

The whole amount was released by Treasury from the Consolidated Fund through exchequer with reference EB/AG/159/20/1002 dated 11 February 2021 to the Ministry of Health and subsequently disbursed to Benjamin Mkapa Hospital in Dodoma as government subvention.

The establishment of the medical gas plant at BMH involved the acquisition of various machines and equipment, as well as labour costs in installing the plant; cost breakdown of the project is as analyzed in **Table 3**:

Table 3: Cost Breakdown of the Oxygen Production Centre

S/No	Description	Amount (TZS)
1	Medical oxygen plant	710,000,000
2	Empty Cylinders	100,000,000
3	Vehicle for distribution	120,000,000
4	Construction of Plant House	120,000,000
5	Installation Materials	19,650,000
6	Engineer's Installation Cost	30,350,000
	Total Cost	1,100,000,000

The project is 100 percent completed, expectations were to supply, install, commission of Oxygen gas plant and conduct training for staff. The project included the construction of a plant house, the purchase of 560 Oxygen Cylinders and one (1) vehicle for gas distribution. All milestones have been accomplished, and the plant

can produce thirty (30) cylinders of Oxygen gas each weighing 50 kgs within two (2) hours. Also, as part of the contract, training required to staff operating the plant has been provided by the plant's contractor. The plant was handed over to the management on 26 January 2022. It is currently under a warranty period of one year. Discussed hereunder are audit findings noted in the review of utilization of the funds in respect of the financed projects and recommendations for management action.

3.2.1 Weaknesses noted in procurement process of acquiring the Contractor for installation, commissioning and training of oxygen medical plant

Review of Contract No. PA/148/2020-2021/P/26 for the supply, installation, commissioning, and training of oxygen medical plant entered into by Benjamin Mkapa Hospital and Ozcan Kardesler Tip cihazlari Ltd Sti (The Manufacturer), noted the following weaknesses:

i. Extension of contracts period not clearly justified

Regulation 110(2) of Public Procurement Regulations, 2013 (as amended 2016) states that, "The contract extension which includes the remission or reduction of penalties in favour of the tenderer shall be permitted only in the case of force majeure or default or shortcoming on the part of the procuring entity". Further Regulation 111 (1) to (3) of the same Regulations requires the extension to be supported by fully documented reasons.

I noted that the Management of Benjamin Mkapa Hospital (BMH) granted two extensions under the contract contrary to the above cited regulations. A review of letters granted time extension to suppliers noted that no justifiable reasons were documented to support decisions for which extension was requested and granted. Details for extensions are shown in **Table 4** below;

Table 4: Extensions Made not Clearly Justified and Performance Securities

S/N	Details on requested Extensions	Extension granted details	Reasons for contract period extension	Comments on non-extension of performance bonds
1	Supplier's letter dated 7 September 2021 with ref No. OZC/HQ/NOV/02 requested 60 days extension to deliver the medical plant from the initial completion date of 7 October 2021.	Employer through a letter dated 8 October 2021 referenced CLA.225/334/01/580, granted an extension of 45 days to end on 23 November 2021.	The reason for the request and granting of extension is not adequately clarified and documented.	Neither the extension approval letter requested an extension of performance security nor did the supplier submit an extended security after the extension was granted.
2	Supplier letter dated 20 November 2021 with ref No. OZC/HQ/DE/001 requested a further extension of 60 days to deliver the medical plant from the revised completion date of 23 November 2021.	Employer through a letter dated 23 November 2021 referenced CLA.225/334/01/584, granted extension of 60 days ending 23 January 2022.	The reason for the request and granting of extension is not adequately clarified and documented.	Neither the extension approval letter requested an extension of performance security nor did the supplier submit the extended security after the extension was granted.

Source: Auditors review of project documents

ii. Performance bond and advance guarantee not extended in line with a contract extension

My review of the performance bond and advance guarantee under the contract as shown in Table 4 above, noted the following shortfalls;

- a) The expiry period for Advance Payment Guarantee No. 1504005301193 dated 22 June 2021 from TURKIYE GARANTI BANKASI through inward advising from CRDB with reference CRDB21-EGT017 worth USD 393,000 was 25 July 2021. The advance payment guarantee covered only one month after signing the contract. The period from July 2021 to the date of

delivery on 26 January 2022 was not covered by the provided advance payment guarantee.

- b) Performance Bond Guarantee No. PBG300007521 dated 18 November 2021 from Equity Bank worth USD 5,610.68 will expire on 18 November 2022. However, Clause 15.3.2 of GCC of the contract requires a Performance Guarantee to be valid one year after the date of issue of the completion certificate. Further, I noted the completion certificate for the project was issued on 26 January 2022. Hence, the performance guarantee is expected to be valid up to 25 January 2023. Furthermore, I noted that the Hospital extended the project completion period twice without requesting an extension period of performance security to cover for the extended projects completion dates.

Cause

Inadequate internal control to ensure compliance with procurement laws.

Implication



- BMH Management does not perform adequate analysis on reasons and evidence submitted to ensure the proper and rightful extension of time is granted; and
- Failure to extend performance security to cover the extended completion period exposes the Hospital to the risk of total financial loss in case of supplier's default.

Recommendations

I recommend that Management ensure in future;

- (a) All extensions are properly requested by contractors with justification and Project managers analyse the mentioned reasons with evidences and correctly determine the time extension to be granted; and
- (b) Contractors and Suppliers submit extended or new securities to cover the contract extension granted.

Management Response

Management concurs with auditor's recommendation; The hospital management will ensure that all reasons for time extension requested by bidder will be stated and justified before granting time extension. Likewise, the hospital has already received performance security from the bidder as required per contract and Public Procurement Act, 2011 and its regulations, 2013 (as amended in 2016). In future we will ensure that all Advance Payment Guarantees are obtained prior signing contracts between parties.

Audit Comment

Management response has been noted and appreciated particularly effort made to obtain extended performance security from the bidder. Follow up to assess improvement in documentation of justifications necessary for extension of contracts will be made in my subsequent audits.

3.2.2 Procured Assets not coded with unique identification numbers

Paragraph 9 of the Public Assets Management Guideline (PAMG) of 2019 requires every acquired asset to be identified by unique identification number including bar codes. Further, Para 6.5 (V) of the guideline mentions that the role of the Head of Procurement Management Unit is to observe that assets are properly coded when acquired by the public entity.

Contrary to the above Para of PAMG 2009, during the audit, I noted that procured assets (578 pieces) were not coded. Details/ analyses of the items procured are shown in Table 5 below.

Table 5: Analysis of the Items Procured

SN	Item	Unit	Quantity	Value (USD)	Value (TZS)
1	Oxygen tank	Pcs	4	449,080.00	1,036,925,720.00
2	Air tank	Pcs	4		
3	Oxygen generator	Pcs	4		
4	Air dryer	Pcs	2		
5	Compressor	Pcs	2		
6	Filling station	Pcs	2		
7	Oxygen cylinders	Pcs	560	112,268.80	259,228,659.20
	Total		578	561,348.80	1,296,154,379.20

Source: Contract and Delivery notes

The additional cost of the project by TZS 196,154,379.20 from the original budget of TZS 1,100,000,000 is the result of exchange rate fluctuation financed from government resources.

Cause

Delayed codification process.

Implications

- Management failure to comply with requirements of the PAMG, 2019 may result in loss of assets, particularly the oxygen cylinders.
- Updating the Fixed asset register cannot be adequately completed without asset identification codes.

Recommendation

I recommend that Management ensure every procured asset is coded correctly to enable easy identification and tracking.

Management Response

We agree with the auditors' recommendation; Management is procuring the service provider for coding assets to make sure that all assets that are still not coded are coded and have asset identification number as required according to Para 6.5 (V) of the Public Asset Management Guideline, 2019.

Audit Comment

Management response is noted, I will make follow up on the implementation in my subsequent audits.

4.0 TOURISM SECTOR

4.1 Tanzania National Park (TANAPA)

TANAPA received TZS 28,353,245,050.53 equivalent to 47% of the grant facility, as budget support to finance development and recurrent expenditure for the period of January to March 2021. The analysis indicates that TZS 13,912,679,007.41 was disbursed for development and TZS 14,440,566,043.12 for recurrent expenditure as shown in Table 6.

Table 6: CCRT Grant Facility to TANAPA

SN	Type of Expenditure	Amount (TZS)
1	Development	13,912,679,007.41
2	Recurrent	14,440,566,043.12
	Total	28,353,245,050.53

Source: Ministry of Finance and Planning-Grant disbursement

Audit review of the recurrent expenditure on the grant submitted noted that TZS 14,440,566,043.12 was utilised to pay employees' salaries for January, February and March 2021.

I audited operations and systems surrounding the payment of salaries at TANAPA, particularly for the three earmarked months. Also, I conducted analytical tests and developed expectations on the wage bills and matched them with actual pay. Further, I reviewed the wage bills for the preceding and succeeding three months from the earmarked months for which its salaries were financed by CCRT grants and compared it with actually paid salaries. Internal controls surrounding salary payments worked effectively during the period, no exception was noted.

Details of payment vouchers for the respective salaries are shown in Appendix I and summarised in Table 7.

Table 7: Salary Paid out of CCRT Grants

Date	References	Description	Amount (TZS)
31/01/2021	00070000D2100151	Salary for January, 2021	6,439,170,192.18
28/02/2021	00070000D2100189	Salary for February, 2021	6,420,662,376.97
31/03/2021	00070000D2100212	Part of Salary for March, 2021	1,580,733,473.97

Date	References	Description	Amount (TZS)
	Total		14,440,566,043.12

Source: TANAPA analysis of funds utilization

Review of the development expenditure amounting to TZS 13,912,679,007.61 found that TZS 3,134,706,977.07 was utilized by TANAPA Head Quarters for payments of suppliers and contractors. At the same time, TZS 10,777,972,029.54 was transferred to Zonal Offices for subsequent transfer to National Parks for ultimate payments of suppliers and contractors as detailed in **Appendix II** and summarized in **Table 8**.

Table 8: Analysis of Development Funds at TANAPA

SN	Description	Amount (TZS)	Percentage
1	Development Funds at TANAPA-HQ	3,134,706,977.07	23
2	Development Funds to Zonal Offices	10,777,972,029.54	77
	Total	13,912,679,006.61	100

Source: TANAPA analysis of funds utilization

Development funds were disbursed to four Zonal Offices (Northern, Western, Southern and Eastern Zone) amounting TZS 10,777,972,029.54 as shown in **Table 9**.

Table 9: Analysis of IMF funds as Disbursed to Zonal Offices

SN	Description	Amount (TZS)	Percentage
1	Northern Zone	3,160,667,356.00	29
2	Western Zone	3,753,221,354.90	35
3	Southern Zone	1,671,167,878.20	16
4	Eastern Zone	2,192,815,440.04	20
	Total	10,777,872,029.14	100

Source: TANAPA analysis of funds utilization

Out of the funds disbursed to Zonal Offices, TZS 9,907,337,290.91 were transferred to National Parks through various payment vouchers while TZS 870,534,738.09 remained at Zonal Offices as indicated in **Table 10**.

Table 10: Transfers to National Parks from Zones Offices

Zone	Amount received from TANAPA HQ-A (TZS)	National Park	Amount Disbursed to National Parks-B (TZS)	Differences=A-B (TZS)
Northern Zone	3,160,667,356.00	i. Arusha National Park	135,200,000.00	

Zone	Amount received from TANAPA HQ-A (TZS)	National Park	Amount Disbursed to National Parks-B (TZS)	Differences=A-B (TZS)
		ii. Lake Manyara National	893,279,671.00	
		iii. Mkomazi National Park, Mkomazi	727,189,335.00	
		iv. Kilimanjaro National Park	1,246,154,700.00	
		v. Tarangire Management	158,843,650.00	
Sub total	3,160,667,356.00		3,160,667,356.00	-
Western Zone	3,753,221,354.90	i. Rubondo Island National Park	86,845,000.00	
		ii. Chato National Park	110,989,000.00	
		iii. Gombe National Park	46,610,000.00	
		iv. Ibanda-Kyerwa & Rumanyika National Parks	67,970,600.00	
		v. Mahale Mountains National Park	362,237,845.21	
		vi. Serengeti National Parks	2,468,436,809.50	
		vii. Kigosi National Park	333,725,000.00	
		viii. Ugalla River National Park	110,459,682.00	
Sub total	3,753,221,354.90		3,587,273,936.71	165,947,418.19
Southern Zone	1,671,167,878.20	i. Kitulo National Park	259,404,000.00	
		ii. Katavi National Park	796,847,880.00	
		iii. Ruaha National Park	614,915,998.20	
Sub total	1,671,167,878.20		1,671,167,878.20	-
Eastern Zone	2,192,815,440.04	i. Mikumi National Park	218,930,000.00	
		ii. Udzungwa Mountains National Park	279,050,000.00	
		iii. Saadani National Park	414,358,125.00	
		vi. Nyerere National Park	575,889,995.00	
Sub total	2,192,815,440.04		1,488,228,120.00	704,587,320.04
Total	10,777,872,029.00		9,907,337,290.91	870,534,738.09

Source: Zones Office Disbursement to Parks

In addition to the review of the disbursement, I audited development expenses made at the Head Office, Zonal Offices and National Parks and I selected projects at all levels of organisational structure for physical verification. The following anomalies were found:

4.1.1 Inadequate utilization of released funds to Zones and National Parks

As of 17 March, 2022, Tanzania National Parks (TANAPA) had an unutilized fund balance of TZS 2,367,536,799.83 which is equivalent to 22% of funds disbursed to Zones as of 31 March, 2021 amounting to TZS 10,777,872,029.14. Out of which TZS 870,534,738.23 was at Zonal Offices and TZS 1,497,002,061.60 was at National Parks level as detailed in **Appendix III** and summarised in **Table 11** refers.

Table 11: Status of Funds Utilization for Zones and National Parks

SN	Description	Amount Received (TZS)	Amount Utilized (TZS)	Amount Unutilized (TZS)	%
1	Zonal Offices	10,777,872,029.14	9,907,337,290.91 ³	870,534,738.23	8.1
2	National Parks	9,907,337,290.91	8,410,335,229.31	1,497,002,061.60	15.1
	Total			2,367,536,799.83	22

Source: TANAPA analysis of funds utilized

Causes

- Delay in obtaining approval for reallocation of funds for projects included under the REGROW project
- Retendering of tenders following the rejection of the first float.

Implication

Failure to implement planned projects on time hinders the realization of the entity's goals. Hence, affect the discharge of current and future obligations considering the value for money of unspent funds.

³ Transfer to National Parks

Recommendation

I recommend that the Management of Tanzania National Parks ensure;

- (a) Funds disbursed are utilized for the projects intended and at the right time; and
- (b) Zonal offices disburse funds to National Parks to implement projects.

Management Response

a) TANAPA Management has received funds from IMF grants under catastrophe containment relief trust. Among the funds received, TZS 10,777,972,029.74 was distributed to some national parks as an emergency fund for road rehabilitation. Up to September 2021, TZS 8,410,335,229.31 was utilized and the remaining balance of TZS 2,367,536,799.83 was committed but not paid to the contractor in the different national park and zonal levels as explained below;

i) As per audit observation, the Eastern Zone remains with TZS 704,587,320.04 for Nyerere National Park. The time the government released the emergency funds, all parks under REGROW PROJECT were required to review and reallocated funds to another road project not covered with other sources to avoid duplication. Nyerere National Park Management reallocated funds to another road project from the Matambwe area to the Msolwa zone that was not under the REGROW Project. Nyerere Park requested reallocation of the fund through the letter with reference no EA.3/305/01/05 TANAPA. The Ministry of Finance and Planning accepted the changes of the projects to be implemented, and allowed TANAPA to carry over funds through the letter. For that reason, they were not in a position to start implementing the project until the approval for those changes was obtained.

ii) After approval, the tendering procedure was initiated through the tender meeting on 20.05.2021. However, all the tenders received were above the approved budget. Hence, the Zonal Tender Board advised to re-tender and requested TANePS to widen up regional range so that many contractors could respond. The process for

retendering was done on time, and most of the work was awarded to the contractors through a Tender Board meeting dated 22.06.2021.

iii) Due to the heavy rain and the obstacles found at the site, including big trees (caused lowbed failed to pass the existing load made difficult mobilization of equipment) boulders, narrow road which needed to widen the existing road has forced the management to grant an extension of time to the contractors as shown in the **Table 12.**

iv) Projects awarded to SECO Engineering were completed and the remaining balance amounting to 18,125,840 was retention funds to be released after the defective liability period time lapse.

v) Two contracts were done through force account, including the road from Manane corner to Msitu wa Nyati, and construction of Kibambwe road of which the management had decided to conduct through force account due to high price above budget. Either the projects with contracts are at the finishing stage, or all funds are committed.

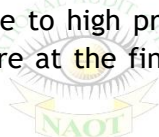


Table 12: Commitment at Nyerere Park and Expected Completion Time

S/ N	Name of Projects	Approved Budget 2020/2021 (TZS)	Contractor / Force Account	Extension Date	Expected completion
1	Maintenance of Msitu wa nyati-kidongo cha changarawe earth road 30 km (PA/037/2020-2021/NY/W/171).	151,748,440.00	(SECO Engineering Company)		Completed
2	Maintenance of Shughuli corner-Manane earth road 35 km (PA/037/2020-2021/W/149)	135,487,600.00	(Winners Co. Ltd) Awarded 30/07/2021	92 days	30.3.2022
3	Maintenance of Kidongo chekundu-Manane corner earth road 10 km (PA/037/2021-2022/NY/W/91)	150,951,500.00	(Winners Co. Ltd) awarded 30/09/2021	97 days	30.03.2022

S/ N	Name of Projects	Approved Budget 2020/2021 (TZS)	Contractor / Force Account	Extensi on Date	Expected completion
4	Maintenance of Vibao 3 to Mseguni earth road 41 km (PA/037/2021-2022/NY/W/89)	159,783,800.00	(INTERGO Company Ltd) awarded 29/09/2021	97 days	30.03.2020
5	Maintenance of Kidongo cha changarawe to Shughuli ndogo earth road 20 km (PA/037/2021-2022/NY/W/93)	107,616,000.00	(SECO Engineering Company) awarded 16/08/2021		Completed
6	Maintenance of Msolwa to Kidongo chekundu earth road 40 km (PA/037/2021-2022/NY/W/90)	195,256,370.00	(Winners Co. Ltd) awarded 30/09/2021	97 days	30.03.2022
7	Construction of Kibambawe Road 23 km.	131,330,630.04	Force account		30.03.2022
8	Maintenance of Manane corner to Msitu wa nyati earth road 30 km (PA/037/2021-2022/NY/W/92)	195,107,100.00	Force account		30.03.2022

Source: Management Responses

The remaining amount of 165,947,418 (as shown by auditors in Table 10), is for construction of Zugimlote to Iluma 8 km and Lumbe to Lumbe gate 1.2 km. Currently, the contractor has prepared the work certificate and is ready for payment.

b) The amount of TZS 1,497,002,061.60 is the balance of projects that are still in progress together with retention funds for completed projects, awaiting the defective liability period (DLP) to lapse to pay the contractors. However, management is still making efforts to collect the payment documents from respective parks in the current year for audit verification.

Audit Comment

Management response is noted, commitment and utilization of IMF funds have to be effectively monitored to attain value for money. Further, evidence required for the utilized fund has to be availed for subsequent verification.

4.1.2 Non-utilization of the amount requested to purchase arms and ammunition TZS 894,539,725.00

Review of exchequer release notification EB/AG/159/20/0978 of 23 January 2021 of TZS 3,134,706,977.07 together with its requisition letter No. BA/123/213/01 dated 09 October, 2020 from the Ministry of Natural Resources and Tourism. This review noted that out of the released funds to TANAPA, TZS 894,539,725 was earmarked for the acquisition of arms and ammunitions intended to enhance the defence and security of the National parks.

Further review of TANAPA payment voucher No. BPVNBOP00472 dated 30 June, 2020 found TZS 894,539,725 (being the entire sum requested for the activity) was deposited to Tanzania Wildlife Protection Fund (TWPF) account. This was according to a resolution made at the Ministry level through letter No. CBA.29/340/01A/23 dated 1 June, 2020 to enable bulk procurement of firearms for wildlife protection.

On the contrary during the audit on 18 March 2022 it was found that no delivery of arms had been made being 21 months since the deposit was made to TWPF account.

Cause

Delayed delivery due to impact of COVID 19 on supplier's operations.

Implication

The intended objective to enhance defence and security in National Parks might be at risk.

Recommendation

I recommend that the Management follow up with Ministry of Natural Resources and Tourism to ensure delivery of arms and ammunition to enhance the defence and security of the National Parks.

Management Response

TANAPA management made an effort to acquire Firearms timely to meet the intended purpose. Through follow up to the Ministry of Tourism and Natural Resources (MTNR), management wrote a letter ref No. CAC.16/265/01D/18 dated 07/ 02/ 2022. Regarding the funds transferred to the Ministry of Natural Resource and Tourism through BPVNBOP00472 dated 30.06.2020 to purchase firearms that were not delivered to date; Management through the aforementioned letter has explained the concern on the importance of securing equipment for ant-poaching activities following an increasing number of recruited ant- poaching staff.

Audit Comment

Management response is noted, I insist on liaison with MTNR to ensure delivery is done without further delays to achieve the intended purpose.

4.1.3 Weaknesses noted in the construction of the SOPA Bridge at Tarangire National Park

My review of project documents and physical verification of the SOPA Bridge at Tarangire National Park pointed out the following anomalies:

i. Inadequate Design and Specifications of the Constructed SOPA Bridge

The Tanzania National Park is supposed to ensure that project planning documents are well prepared to facilitate the implementation of the project as per Regulation 184 (1) (c) of PPR, 2011. This regulation requires the Procuring Entities (PEs) to ensure that, the nature and required technical and quality characteristics of the goods, works or services to be procured, including, but not

limited to, technical specifications, plans, drawings and designs are provided for tenderers to bid.

Physical verification of the bridge as shown in **Photo 1** noted that the bridge had been completed by 100% with a total cost of TZS 405,053,012.70. Out of this cost, TZS 141,536,988 was financed by IMF CCRT funds, and the remaining balance was from the Government of Tanzania.

Photo 1: Constructed Reinforced Concrete Bridge (SOPA Bridge) at Tarangire National Park



Source: The photo was taken by Auditors on 16 March 2022 at Tarangire National Park

However, during the audit, I found that there were no Engineering design calculations for the constructed SOPA Bridge. I also noted that available drawings in the contracts and those found at the site were not stamped and signed by the Professional Engineer or Consulting Engineer as required by Regulation 63(1) of the Engineers Registration Regulations, 2010. This regulation states that “All Engineering design calculations shall be prepared on standard calculation sheets, checked, initialled and stamped by a professional engineer or consulting engineer”. As a result, it was difficult to conclude whether the drawings used were still in the draft form or final submissions.

Cause

Inadequate follow-up on engineers' registration regulations and professional ethics' requirements in the design stage.

Implications

- Providing drawings to the contractor without signing and stamping by a professional engineer or consulting engineer, may render it difficult to discover when the contractor makes alteration when soliciting for variation;
- Lack of liability to the designer and approver of the drawings in case something goes wrong in the newly constructed bridge since there is no evidence that they have signed and approved design calculations and drawings; and
- Lack of consistent drawings at the site, at the office, and in the contract document. Hence, the construction work might not be done consistently.

Recommendations

The Management of TANAPA is urged to ensure;

- a) All drawings are included in the contract, and those found at the site are signed and stamped by a professional engineer or consulting engineer.
- b) Necessary documents such as design calculations and specifications of the project are prepared and included in the file.

Management Response

Auditors' observations were noted. It is evident, as cited by the auditors' that there was misplacement of some documents in the contract file regarding the said projects. Nevertheless, we would like to assure the auditors' that design calculations and specifications were duly prepared and endorsed by the TANAPA Consulting Engineer prior to execution of this project. Copies of these documents are available for verification at Headquarters. The management will continue to ensure that design calculations, specifications and proper drawings are prepared and made available for auditors' verification in the future both at Headquarters and Parks.

Audit Comment

Management response has been noted, however, evidence for the design calculations and specifications was not submitted for verification. I urge the same to be availed to the auditors for verification.

ii. Lack of Geotechnical Investigation prior to commencement of the construction of SOPA Bridge

Section 4.4.3 24 (e) of the Guidelines of the Ministry of Finance and Planning (MoFP) for the preparation of the annual plan and budget of 2016/17, instructs that all projects to be considered for financing must be accompanied by a feasibility study and Environmental and Social Impact Assessment.

Through the reviewed project documents and interviews held with officials from TANAPA, I noted that the Geotechnical survey for the construction of the SOPA Bridge was not conducted as part of the feasibility study to determine the nature of the soil and bearing capacity prior to commencement of construction activities, hence poses a risk to the structural integrity of the Bridge, including failure of foundation structure, scouring underneath the footing and erosion on both upper and downstream.

Cause

This was mainly attributed to the inadequate follow-up of the procedures for the design and construction of the bridge. Those procedures require that as part of the feasibility study, a geotechnical investigation should be conducted before embarking on a detailed design.

Implications

- Management of TANAPA may not be able to hold the designer accountable in case of any shortfalls associated with the bridge foundation; and
- Lack of assurance of bearing capacity of the soil against the designed bridge.

Recommendations

I recommend that Management ensure that all designs adhere to standards, specifications, regulations and requirements stated in the ERB Regulations and the Guidelines issued by the Ministry of Finance and Planning.

Management Response

Auditors' observations are valid. The execution of all projects should be preceded by appropriate studies on the feasibility and environmental impact consideration. However, the circumstance behind the implementation of this particular project was emergency in nature due to the severe destruction of most park infrastructures; caused by heavy rains and an urgent need to restore accessibility between the cut-off segments of the park that minimize security risks. Management shall ensure full support of the observed study prior to any project execution.

Audit Comment

Management response has been noted, I insist on compliance with the Standards, specifications, regulations, and requirements stated in the ERB Regulations in future projects.

4.1.4 Lack of “As-Built Drawings” from the Contractor

Regulation 63(9) of Engineers Registration Regulations, 2010 requires that “As-Built Drawings” be prepared by the Contractor and made available for use during the maintenance period of the project and other follow-up activities.

I found that there were no “As-Built Drawings” submitted to the Management of TANAPA by the contractor. The “As-Built Drawings” are supposed to be used during the maintenance and operationalization of the project. My request to the Management of TANAPA to be provided with the “As-Built Drawings” for the completed Building Projects (Construction of staff houses) at Ruaha, Burigi-Chato National Parks and at Nyungwe and Mashesho ranger post were not successful.

Cause

Weak enforcement of the contract between TANAPA and the Contractor since preparation of “As-Built Drawings” is a contractual requirement.

Implications

Failure to have the “As-Built Drawings” might pose a challenge to TANAPA when conducting maintenance of the houses or in case they want to make alterations because “As-Built drawings” are used to reference what was executed.

Recommendation

Management is recommended to ensure that “As-Built Drawings” are provided to the client before the final payment certificate is provided.

Management Response

Auditors’ observations are valid. “As built-in drawings” are usually prepared for all completed projects in the parks to enhance effective operationalization and maintenance. These are generally prepared before the closure of the project and the preparation of the final account. There is a noted delay in project closure contributed mainly by cash flow challenges that TANAPA is currently experiencing. However, the management will ensure that “As-built Drawings” are in place before project closure as a necessity during the maintenance period.

Audit Comment

Management response has been noted, the delay for the closure of the project has to be fastened, and “As-Built drawings” have to be in place.

4.1.5 Delays in the completion of the construction of new entry and exit gates at NAABI Gate in Serengeti National Park

My review of project documents and physical verification of construction of entry and exit gates of Naabi at Serengeti National

Park as shown in Photo 2 noted that, part of the IMF CCRT grant amounting to TZS 105,218,500.34 was directed towards this project out of the project cost of TZS 1,428,801,230. The project was initially planned to be completed within eight months, commencing on 2 April 2019, and intended to be completed on 2 December 2019.

Photo 2: Naabi Entry and Exit Gate under Construction



Source: The photo was taken by auditors on 11 March 2022 at Serengeti National Park

I found that the project had been extended for 27 months to 17 March 2022. Yet my site visit at the newly constructed Entry and Exit Gates at Naabi Gate on 12 March 2022 found that despite five days remaining before the completion date, the contractor had deserted the site, and therefore project could not be completed as per the extension granted. The following activities were still outstanding; upgrading 13.3 kilometres of gravel road from Naabi gate to Ngorongoro border, finishing of Naabi entrance and exit gates; and non-commencement of paving blocks at the parking area.

Cause

Challenges in mobilisation of labour faced by the Contractor due to COVID 19 pandemic.

Implications

Failure to timely complete projects denies provision of improved services and might lead to unnecessary cost overrun in price of materials.

Recommendation

I recommend that Management enhance supervision to ensure the contractor completes the remaining works without further delay, or recovers advance payments, and devise a proper way forward to complete the project without further delays.

Management Response

Auditors' observations are valid. It is true that the completion of the Naabi project is over delayed, as cited by the auditors. The main reason for the observed delay was due to factors associated with the eruption of the COVID -19 pandemic and restrictions made by the health authorities that restricted gatherings. This forced the contractor to pull-off a significant workforce from the site. However, even after a decrease in disease threats and resumption of normal working conditions, the contractor has not been able to mobilize back to the site. The management made several efforts including verbal meetings with the contractor, urging him to resume and complete the project without further delay but all these efforts ended in vain. Following the above scenario and the reluctance of the contractor to cooperate in this matter, the management resorted to a termination of the project pursuant to Regulation 113 of the PPR 2013, GN No. 446 with its amendments 2016. The project is now planned to be completed by the management itself using the force account method. The management planned to complete the project within nine months from April 2022, depending on the timely availability of funds from the Ministry of Finance and Planning.

Audit Comment

Management response is noted. I reiterate my recommendations that management should enhance project management and ensure the project is completed without further delays.

4.1.6 Inadequate quality control of executed works due to non-conduct of test results of materials or constructions

Regulation 114 of the Public Procurement Regulations, 2013 requires the Procuring Entity to be responsible for the effective management of any procurement of goods, services or works for which it is

undertaking and shall (a) monitor the costs and timely delivery of goods and services in the correct quantities and to the quality specified in each contract; (b) monitor the progress and timely completion of works in accordance with the terms of each contract; (c) take or initiate steps to correct or discipline deviations from the observance of contract condition; and (d) ensure that the responsibilities imposed on it by the contract are fully discharged.

My review of the contract documents of the projects undertaken by TANAPA, as detailed in **Appendix III** of this report noted that four (4) out of seven (7) projects had works with questionable quality since they did not conduct test results for the executed works. The completed works had no test results to substantiate the quality of the constructed roads and structures such as Culverts, Bridges, side drains, Drifts, and guideposts, as detailed in **Table 13**.

Table 13: The Extent of Conducted Tests for Projects Executed under TANAPA

Name of Project	Required Test to Be Conducted	Availed / Conducted Tests
Proposed Construction of New Entry and Exit Gate at Naabi in Serengeti National Park	<ul style="list-style-type: none"> Concrete Tests Re-bars Tests Cement Acceptance Test (If applicable) Field Density Test Results 	No evidence that required tests were conducted
Construction of 5 Units Semi-detached 4 in 1 Staff house at Tungamalenga	<ul style="list-style-type: none"> Concrete Tests Re-bars Tests Cement Acceptance Test (If applicable) 	No evidence that required tests were conducted
Construction of 5 Units Semi-detached 2 in 1 Staff house at Tungamalenga	<ul style="list-style-type: none"> Concrete Tests Re-bars Tests Cement Acceptance Test (If applicable) 	Concrete Test Results were available
Proposed Construction of Bridge at SOPA area in Tarangire National Park	<ul style="list-style-type: none"> Concrete Tests (C25) Re-bars Tests Cement Acceptance Test (If applicable) Field Density Test Results Geotechnical Investigations 	<ul style="list-style-type: none"> Reinforcement Steels tests results Concrete Test results
Proposed Construction of 4 in 1 Staff House at Mashesho ranger post in Burigi Chato National Park.	<ul style="list-style-type: none"> Concrete Tests Re-bars Tests Cement Acceptance Test (If applicable) 	No evidence that required tests were conducted
Proposed construction of 4 in 1 Staff House at Nyungwe ranger post in	<ul style="list-style-type: none"> Concrete Tests Re-bars Tests 	No evidence that required tests were conducted

Name of Project	Required Test to Be Conducted	Availed / Conducted Tests
Burigi Chato National Park.	<ul style="list-style-type: none"> • Cement Acceptance Test (If applicable) 	
Procurement of a High-speed catamaran ferry of 25 Tons	<ul style="list-style-type: none"> • Inclination Test Report • Stability Proof Test • Tonnage Measurement Report 	<ul style="list-style-type: none"> • Inclination Test Report • Stability Proof Test • Tonnage Measurement Report

Source: Contract documents and Project Correspondences

Cause

Non-adherence to terms and conditions of the contract.

Implication

The Value for Money of the executed Projects in terms of quality might not be attained following the failure of the contractor to conduct the required tests to confirm the quality and durability of materials as per the laid down specifications.

Recommendations

I recommend that Management enhance controls to ensure adherence to the terms and conditions of the contract and standards and adopt best practices in terms of quality control and quality assurance of projects.

Management Response:

Auditors' observations are valid. Material testing is a necessary quality control procedure to be ensured and followed to support project implementation. These missing test results were erroneously kept separately and not in the appropriate project files. These results have been compiled and are available for auditors' verification. The management will ensure that this information is appropriately incorporated into the project files for easy references and auditors' verification.

Audit Comment

Until the finalisation of the audit, the documents were yet to be received and therefore, verification on the matter will be done in subsequent audits.

4.2 Ngorongoro Conservation Area Authority (NCAA)

Ngorongoro Conservation Area Authority (NCAA) received a total of TZS 15,152,740,445 equivalent to 25% of the grant facility, as budget support to finance development and recurrent expenditure from January to March 2021. The analysis indicates TZS 9,727,472,037 was disbursed for development and TZS 5,425,268,408 for recurrent expenditure as shown in **Table 14**.

Table 14: CCRT Grant facility to NCAA

SN	Type of Expenditure	Amount (TZS)	percentage of allocation
1	Development	9,727,472,037.00	64
2	Recurrent	5,425,268,408.00	36
	Total	15,152,740,445.00	100

Source: Audit analysis and management reports

Audit review of the recurrent expenditure on the grant submitted noted that TZS 5,425,268,408 was utilized for salaries and arrears for employees for the period between January to March 2021.

I audited operations and systems surrounding the payment of salaries at NCAA, particularly for the three earmarked months. Also, I conducted analytical tests and developed expectations on salary expenses and matched them with actual pay. Further, I reviewed the salary trend for the preceding and succeeding three months from the earmarked months for which its salaries were financed by CCRT grants and compared with actually paid salaries. Internal controls surrounding salary payments worked effectively during the period, no exception was noted on recurrent expenditure.

Details of payment vouchers for the respective salaries are shown in **Table 15**.

Table 15: Salaries Paid out of CCRT Grants

Date	References	Description	Amount (TZS)
22 January,2021	Appendix IV	Salaries for January, 2021	1,824,051,964.00
22 February,2021	Appendix IV	Salaries for February 2021	1,800,608,222.00
19 March,2021	Appendix IV	Salaries for March, 2021	1,800,608,222.00
	Total		5,425,268,408.00

Source: Payment Vouchers

In addition, I reviewed development expenses amounting TZS 9,727,472,037 received for the execution of various development projects. Out of which TZS 3,603,229,324 (37%) was utilized while unspent funds as of 16 March 2022 was TZS 6,124,242,713 (63%). **Appendix V** refers. The following anomalies were found during the review:

4.2.1 Delay in implementation of projects

Out of TZS 9,727,472,037 which NCAA requested to implement development projects, I noted that only 37% of the funds were utilized to implement eight projects worth TZS 3,603,229,323.71, while 63% of funds earmarked worth TZS 6,124,242,713.29 for seven projects were not utilized. The funds were intended to fully implement 15 projects whose outputs were intended to improve infrastructures and working tools to enhance tourists' satisfaction and other stakeholders. The huge unspent balance was attributed to the low pace of implementing projects. Refer to **Appendix V**.

Cause

- Inadequate internal capacity in terms of human resources as projects were planned to be executed through "Force Account" using internal capacities leading to low pace in implementing intended projects; and
- Restrictions facing the construction of buildings within the Ngorongoro Conservation Area to the protected nature of the environment.

Implication

Intended benefits from these projects are delayed, or there is the possibility of not being realized if these projects will not be implemented.

Recommendation

I recommend that the NCAA management:

- (a) Ensure that proper planning and evaluation of its internal capacity in terms of human and other resources required before deciding project implementation approach, whether by force account or through contractors, and
- (b) Comply with relevant standards and follow up with relevant authorities to obtain required permits.

Management Response

Management will ensure that all identified projects are implemented as per disbursed funds as indicated in the implementation strategy.

We concur with the auditor's recommendation. However, despite challenges arising from the internal capacity, unspent balances were mainly attributed to the Government decision that restricted the construction of buildings within the Ngorongoro Conservation Area (NCA) as a strategy to minimize the virtual impact on the conserved area. Further, this emanated from ongoing reviewing of the multiple land use model which intends to harmonize the model for the benefit of the Nation and the World at Large. Therefore, with regard to the fund set aside for the construction of various toilets amounting to TZS 2,616,441,930, management opted temporarily to suspend the construction of toilets within NCA to enhance building materials management in the area and community perception of the implementation of Government directives.

Furthermore, the construction/rehabilitation of roads within NCA is mainly based on gravel standard which does not last long, thus need frequent maintenance. Some funds were planned to be used for

outsourcing contractors and acquisition of road equipment and plants (dump trucks, water bowzers, and motor grader) which will be used to maintain and perform periodic maintenance for a longer period. Therefore, the funds set aside amounting to TZS 2,844,907,703.71 were spent for the rehabilitation of the road networks, and TZS 3,346,312,343.29 was committed to the acquisition of the road equipment and plants for sustainable road maintenance. Furthermore, management will continue with proper planning and implementation of its projects by either using force accounts or outsourcing depending on the nature and complexity of the project.

Audit Comment

Management response is noted. The verification of actions taken by management regarding the acquisition of the road equipment and plants for sustainable road maintenance will be done in the next audits.

4.2.2 Inappropriate change management control

My review of the water treatment plant and descending crater road projects noted a regular change in project drawings and specifications, which the Authority formally approved as a roadmap for the execution of the projects.

I noted regular alterations of the approved drawings and specifications that occurred at the site by project supervisors. However, the proposed changes were not reviewed and approved by appropriate personnel to ensure that the project schedule and approved deliverables remain as anticipated, as shown in **Table 16** below.

Table 16: Status of Changes that Occurred during Project Implementation

Project	Original Specification	Changes made
Water Treatment Plant	<ul style="list-style-type: none"> • Round Aerator • 16 Baffle Walls in Flocculation Chamber 	<ul style="list-style-type: none"> • Rectangle Aerator • 24 Baffle Walls in Flocculation Chamber
Descending Crater road	<ul style="list-style-type: none"> • Spoon Drains • Double side drainage 	<ul style="list-style-type: none"> • Channel Drains • Single Side drains

Source: Technical drawings, site observation

Cause

Absence of change management guideline that guides project supervisors on changes to be made in project drawings and specifications.

Implication

Projects might not achieve the intended objectives due to the departure from the original idea without the consent of the Approving Authority.

Recommendation

I recommend that the Management of NCAA adhere to the previously approved drawings and specifications, and when a need for change arises, changes must be approved by the appropriate authority.

Management Response

Changes made during construction for the referred projects which are being implemented through the Force Account approach aimed at improving the performance of the structures without compromising the ultimate Projects objectives. These were made by the Project Managers for individual projects who are responsible for the day-to-day construction management including making relevant and necessary changes when deemed appropriate and documenting the same for future references.

Furthermore, Management has taken on board the recommendation and will improve change management procedures for future construction projects.

Audit Comment

Management response has been noted. Verification of the implementation of the given recommendation will be done in subsequent audits.

4.2.3 Unassured stability of protective kerbstone along descending crater road due to unapproved change of methodology

Kerbstones are crucial along hardened roads as they confine the carriageway. The stability of kerbstone along the roads depends on the methodology used to install it based on the nature of the soil in which they are installed/constructed. Therefore, the method to be used in constructing of the kerbstone is predefined and must be followed to attain the required stability.

During the audit, I noted that the methodology used to install kerbstone at chainage “3+ 000” differs from what was specified in the LPO, and five items specified in the schedule of work did not follow the required sequence as shown in **Table 17**.

Table 17: List of Items that were not Executed in Sequence as of Schedule of Work

Activities changed	Remark
Excavation of trench for kerbstones	The excavation was not observed to be done
Allow laying to excavated trench with stones to receive kerbstone base	Laying of stone blinding on excavated trench
Allow casting and pouring of concrete on excavated trench	Casting and pouring of concrete should be within the excavated trench
Allow backfilling of kerbstone	This item was not valid at this chainage due to an unexcavated trench
Concrete casting and pouring to make spoon drains as per attached drawing, engineer's instruction, and approval.	The drains provided were channel drains and not spoon drains

Source: Local purchase order

Activities such as laying stones to receive mass concrete for the kerbstone base, and backfilling of kerbstones were affected by the un-excavation of the trench as per the schedule of work provided.

Photo 3: Ngorongoro crater descending road showing a drainage structure



Source: The Photo was taken by Auditors on 15 March 2022 at Ngorongoro Crater

As shown in the photo 3 above the drained structure was provided with channel drains different from specified Spoon Drains. Also, the road was provided with single drainage structure unlike Double side drainage specified in the specification

Also, I found that executed drains alongside the constructed road were not as per the drawing provided. Engineers opted to construct channel drains, followed by constructing a bench inside the channel drain to make a spoon drain. This method did not obtain prior approval.

Cause

Inadequate supervision of engineering works to ensure that works are executed as per schedule of work and design.

Implication

Unassured stability and strength of the constructed kerbstone as this may be affected by the buckling pressure from the compressed stone pavement when receiving extreme load beyond the design capacity.

Recommendation

I recommend that, since the chainage “3+000” has not yet been completed, the Management of NCAA should ensure that the construction procedures specified in the LPO are followed for the

rest of the remaining work. In case changes are necessary, approval must be granted by the appropriate authority.

Management Response

Management agrees with the recommendation given and will adhere to the best practice construction procedure for Cast in-situ kinds of Kerbstones constructed in this project.

Audit Comment

Management response has been noted. The verification of the implementation of the given recommendation will be done in the subsequent audits.

4.3 Tanzania Wildlife Management Authority (TAWA)

Tanzania Wildlife Management Authority (TAWA) received a total of TZS 3,490,539,466.85 equivalent to 6% of the grant facility as budget support to finance development and recurrent expenditure for the period of January to March 2021. The analysis indicates that TZS 2,110,014,500 was disbursed for development and TZS 1,380,524,967 for recurrent distribution to areas where hunting and photographic tourism were conducted as shown in **Table 18**.

Table 18: CCRT Grant Facility to TAWA

SN	Type of Expenditure	Amount (TZS)	Percentage of allocation
1	Development	2,110,014,500	60
2	Recurrent	1,380,524,967	40
	Total	3,490,539,467	100

Source: Disbursement Letter and Payment Vouchers

Audit review of the recurrent expenditure on the grant submitted noted that TZS 1,380,524,967 were transferred to tourism beneficiaries between February to June 2021.

I audited operations and systems surrounding revenue collection for TAWA, particularly for benefited areas as distribution based on revenues collected from these areas. I conducted analytical tests and developed expectations on revenue collected and the amount required to be distributed. I made confirmation with the recipient

of funds. I confirm that identified beneficiaries received all disbursed funds. No exception was found. Detail of payment vouchers of the respective distributions is as shown in **Table 19**.

Table 19: Distribution Made out of CCRT Grants

Date	References (PV No.)	Description	Amount (TZS)	Remarks
25/6/2021	2100397	Beneficiaries Transfer	602,557,898	Appendix VI
18/6/2021	2100361	Tourist Hunting Beneficiaries	602,557,898	Appendix VII
26/5/2021	2103919	Photographic revenue distribution	175,409,170	Appendix VIII
	Total		1,380,524,966	

Source: Payment Vouchers

Further review of development expenses TZS 2,110,014,500 noted the amount was utilised in various development projects. (Refer to **Table 20**).

Table 20: Utilization of the Development Funds

S/ N	Purpose	Funds received (TZS)	Funds utilised (TZS)	Status
1	Purchase of 9 Vehicles	1,393,819,344.54	1,393,819,344.54	Four vehicles worth TZS 619,475,264 have not yet been delivered to TAWA
2	Funds for Advanced Payment	537,922,562.80	537,922,562.80	Projects not Completed
3	Funds for Projects Implementation	178,272,592.00	178,272,592.00	Projects not Completed
	TOTAL	2,110,014,499.34	2,110,014,499.34	

Source: Implementation status reports

Review of utilization of the funds in respect of the financed projects found the following weaknesses:

4.3.1 Delayed delivery of Motor vehicles TZS 619,475, 264.00

Reg.5(1)(c) of the Public Procurement Regulation 2013 (as amended in 2016) requires public officers and members of Tender Boards to ensure that goods are delivered, the services are provided, or the works are completed in a timely manner in accordance with the procuring entity's priorities. Similarly, according to the framework agreement between GPSA and Toyota Tanzania limited, the

contractual time for processing and delivery of an order from the time when payment is made in three months.

I noted that TAWA requested GPSA to procure nine (9) vehicles, Toyota Land Cruiser Hard Top-LX at TZS 1,393,819,344.54 vide the letter with Ref. No. CB 400/644/74 of 19 March, 2021. GPSA issued an invoice with control No.995450144639 on 24 March, 2021. Full payment was made on 4 May, 2021 through payment voucher number 05110000V2103534.

However, up to the time of the audit, 16 March, 2022 only five (5) vehicles had been delivered to TAWA, whereas four (4) vehicles worth TZS 619,475,264 had not been delivered.

Cause

Delayed delivery by the manufacturer due to production challenges caused by the COVID-19 pandemic.

Implication

Non-delivery of procured vehicles hinders TAWA from achieving the intended objective.

Recommendation

I recommend that Management liaises with GPSA to ensure the supplier complies with the contractual obligations and delivers the remaining motor vehicles without further delay.

Management Response

It is true that TAWA has paid for the Purchase of nine (9) motor vehicles as described in the finding. However, according to the Government Procurement Services Agency letter with reference number CDA.260/318/06/AW/136, the delays in delivery were caused by inadequate availability of ICT equipment used for the manufacturing and design of motor vehicles. The Management is monitoring and following up on the delivery of the remaining four (4) motor vehicles from GPSA.

Audit Comment

Management response has been noted. I reiterate that management keeps close contact with GPSA to ensure the manufacturer delivers the remained vehicles. I will follow up in my next audit to ascertain progress on the matter.

4.3.2 Anomalies noted in construction contracts and project implementation

On 14 January 2021, TAWA entered into three contracts with Reference Numbers AE/084/2020/2021/HQ/W/01, AE/084/2020/2021/HQ/W/03, and AE/084/2020/2021/HQ/W/14 with Suma JKT Construction Company Ltd (Contractor) for the construction of reception building, one rest house banda (shed) at Kilwa Island and one staff house at Lukwati piti respectively. Contract amounts VAT inclusive were TZS 504,786,600.00, TZS 79,781,973.33, and TZS 100,307,552.00. Respective duration were 6 months, 2 months, and 3 months. However, during my audit, I noted the following anomalies:

i. Payment of advance with a higher rate than that specified in SCC

Clause 26 of the Special Conditions of Contract (SCC) for all three contracts revealed that the Advance payment amount is 15% of the contract sum payable after contract signing. This was specified in SCC during the tender advertisement.

A review of the advance payment certificate approved for payment by the Conservation Commissioner shows that, the amount paid to the contractor as advance payment for two projects of the construction of a Tourism lounge and the rest Banda at Kilwa Kisiwani exceeded the amount stipulated in SCC. It was noted that 75% of the contract amount for the two projects were paid as advanced payment instead of 15%.

Further review of negotiation minutes of the aforementioned projects indicated that, during the negotiation meetings, members agreed to raise the percentage of advanced payment from 15% to 50% without any plausible reasons. Despite changing the amount of

advanced payment for the two projects from 15% to 50%, still, the payment was made at the rate of 75%. **Refer to Table 21.**

Table 21: Advance Payments Made to Contractor

Project	Contract Amount (VAT Inclusive) (TZS)	Paid Advanced Payment (TZS)	% of the amount paid as Advance Payment
Construction of Tourism Lounge at Kilwa Kisiwani Ruins	504,786,600.00	378,589,950.00	75
Construction of one Rest Banda at Kilwa Kisiwani Ruins	79,781,973.33	59,836,480.00	75
Construction of one staff house at Lukwati Piti Game reserve.	100,307,552.00	15,046,132.80	15
Total	684,876,125.33	453,472,562.8	

Source: Projects contracts and payment vouchers

Interviews held with TAWA's officials revealed that TAWA decided to pay a high percentage of the contract amount as advance payment because of the difficult environment of the project location which was not previously stated in the Tender document.

Cause

- Tender documents were not well prepared to accommodate relevant required information; and
- Inadequate review of contract conditions before awarding and signing the contract with the contractor.

Implication

Payment of the substantial sum of the contract value at the commencement of the project as advance payment poses a risks to the government incurring a substantial loss in the event the contractor fails to deliver.

Recommendation

I recommend that the Management of TAWA ensure Special Conditions of Contracts upon payment of advances are observed during project implementation.

Management Response

Management concurs that the Negotiation Report indicates that, the Contractor could have been paid 50% as an advance payment of the adjusted quoted price (TZS.504,786,600). However, it was subsequently discovered while preparing advance payment that the calculation of 50% was erroneously made based on the original price before negotiation (TZS. 754,276,000) amounting to TZS. 378,589,950.00. In this regard, the amount paid is now seen as 75% of the price after negotiations (TZS. 504,786,600).

Audit Comment

The submitted advance payment certificate by the contractor indicated that the amount of advance payment was 75% of the contract sum and not 50%, and the certificates were approved for payments. I emphasize to the management to enhance controls to ensure compliance with SCC.

ii. Absence of feasibility study and engineering estimate

According to Regulation 69(6) of the Public Procurement Regulations of 2013, in procurement planning, the procuring entity shall prepare its estimates based on prevailing market prices as provided by the Authority and updated from time to time. I noted no feasibility study or condition survey was done in order to prepare the estimated cost for implementing the above said projects which would facilitate budgeting and planning for procurement.

Management could not justify the method used to develop the project budget. As a result of improper planning, the submitted cost by the contractor was substantially higher than the budgeted amount.

To rescue the situation, the 3rd Tender Board meeting held on 4 January 2021 approved the change of scope from the construction of three rest bandas to one banda, and withdrew TZS 17,875,573.00 from the amount budgeted for the construction of TAWA HQ at Dodoma to top up on the amount for the construction of Tourism lounges. **Refer to Table 22.**

Table 22: Budgeted versus Contract Amount for Constructed Project

Project	Allocated Amount (TZS)	Quoted Amount by the contractor (TZS)	Contract Amount after negotiation (TZS)	Increment from the budgeted amount (TZS)	Percentage increment
Construction of Tourism Lounge at Kilwa Kisiwani Ruins	350,000,000	754,276,000	504,786,600	154,786,600	44.2
Construction of one Rest Banda at Kilwa Kisiwani Ruins	217,559,904 (for the construction of three rest bandas)	339,355,560 (for the construction of three rest bandas)	79,781,973 (for the construction of one banda)	7,262,005	10.0

Source: Budget and Contracts Documents

From **Table 22** above, all projects were constructed by an amount higher than the budgeted amount, whereas the amount for construction of the Tourism Lounge and Rest banda was 44.2% and 10.0% respectively, more than the budgeted amount.

Cause

Inadequate project planning to address the project requirements before initiating the procurement process.

Implication

Projects may not be adequately implemented and intended objectives might not be realized.

Recommendation

I recommend that the Management of TAWA ensure effective preparation of engineering estimates is made before project procurement planning.

Management Response

Engineering estimates that had been prepared amounted to TZS 400,000,000 for Tourism Lounge, and the feasibility study was conducted for Kilwa Kisiwani Development Projects as can be seen in the submitted report.

Audit Comment

Management response is noted. However, I noted engineering estimates submitted are BoQs from the contractor, not from management as it was required. Likewise, no feasibility report for Kilwa Kisiwani has been attached. I reiterate the recommendation that management ensures the effective preparation of engineering estimates during project planning.

iii. Delays in the completion of the two projects of Tourism Lounge and Rest Banda

A review of contracts for the two projects revealed that all contracts were signed on 14 January 2021. Site possession was done on 22 May 2021, and contractors were supposed to start the project on 06 June 2021 after 14 days of mobilization. They were also required to complete the construction of the projects after six months, and two months for the Lounge, and Rest Banda respectively.

During this audit, it was noted that project completion time was extended for 78 days to 2 March, 2022. However, by the time of this audit on 14 March 2022 the project was still not completed despite that contractor had already received 75% of the contract amount. Refer to Table 23.

Table 23: Delay in Construction of Tourism Lounge and Rest Banda at Kilwa Visiwani

Project	Start date	Planned completion date	Project duration (months)	Project Implementation status as of 14 March, 2022	Delayed Period (months)
Construction of Tourism lounge	06 June, 2021	07 December, 2021	6	Project not completed	3
Construction of Rest banda	06 June, 2021	07 August, 2021	2	Project not completed	7

Source: Site handing over minutes, letter for extension of time, and contract

The physical verification of the Tourism Lounge at Kilwa Kisiwani is as shown in **Photo 4**.

Photo 4: Uncompleted Tourism Lounge at Kilwa Kisiwani Ruins



Source: The Photo was taken by Auditors on 14 March 2022

Similarly, the physical verification of the Rest Banda at Kilwa Kisiwani is as shown in **Photo 5a and 5b**.

Photo 5(a): Front View of Uncompleted Rest Banda at Kilwa Kisiwani Ruins



Source: The Photo was taken by Auditors on 14 March 2022

Photo 5b: Side View of Uncompleted Rest Banda at Kilwa Kisiwani Ruins



Source: The Photo was taken by Auditors on 14 March 2022

Causes

- Delay in payment of advance to the contractor by the Management of TAWA (Client) for about a month;
- Absence of the contractor's key personnel and construction material at the site resulted in slow work progress; and
- Delayed "No Objection" from UNESCO to approve projects' designs since the projects are earmarked as World Heritage Sites.

Implication

Risk of the project taking a longer time without being completed might delay the realization of the intended objectives.

Recommendation

I recommend that the Management of TAWA ensure close supervision of contractors for timely completion of the projects.

Management Response

Contractors started the project implementation on 15 July 2021 after effective advance payments. In the course of implementation, it was noted that the site is under UNESCO World Heritage Site, on which the site has to adhere to UNESCO Site Regulations (Remember this site was formerly under Antiquity then handed over to TAWA). The designs were reviewed by UNESCO Building Experts, which caused delays to enable accommodating the requirements.

Audit Comment

Management response has been noted; however, I still insist on proper planning of the construction projects to ensure that all requirements are included at the initial design stage for timely completion.



iv. Inadequate supervision of Projects

Through the letter with Ref. No. MK/KLW/141/C dated 5/6/2021 TAWA introduced Project Manager to SUMA JKT, who was Kilwa Municipal Engineer to act as a project manager on the implementation of two projects of Tourism lounge and Rest Banda. However, it was noted that there were no terms of reference that were signed between the project manager and TAWA so as to ensure effective supervision.

As a result, the project manager could not provide adequate supervision to projects because he had to fulfil his duties as the district engineer and in his free time serving as the project manager for TAWA's projects. I also noted that no other TAWA key personnel was available at the site to ensure close supervision of the contractor's operations.

Causes

Inadequate technical personnel for the supervision of the construction projects hence means the contractor was operating without professional supervision from the Client.

Implication

Increase the risk of contractor misconduct in implementing the project and that might hamper the completion time as well as the quality of the executed works.

Recommendation

I recommend that Management:

- a) Sign an agreement with the district engineer to ensure close and adequate supervision of ongoing projects in short-term; and
- b) Find a permanent solution by hiring its engineers so as to enhance project supervision in long-term.

Management Response

TAWA hired nine Project Managers (Engineers and Quantity Surveyors) to supervise the implementation of all TAWA projects in its zone, including two projects, the Tourism lounge and Tourism Banda.

Audit Comment

Management response is noted and initiatives taken by the management are commended. However, since the District Engineer is still available and can be involved in the supervision of the projects, I emphasize the signing of the agreement to ensure his adequate supervision of the projects. The hired staff should also be exposed to projects to ensure a successful takeover.

v. Quantities for some items in the Bill of Quantities (BoQs) for construction of the rest Banda differ from that required to be implemented on-site

A review of BoQs for the construction of rest banda revealed that some of the items worth TZS 21,651,000 specified in BoQs were different in quantity from that required to be implemented at site, equivalent to TZS 14,813,000 as detailed in Table 24 below. Some of the noted items were doors, windows, and gypsum boards. With regard to the above-mentioned items, their total quotation in BoQs was TZS 21,651,000 while the amount of actual quantity to be implemented on-site was TZS 6,838,000, meaning that TZS 14,813,000 will not be paid to the contractor.

Furthermore, the review of the letter with Ref. No. KKM/S.60/5/2 written on 5 October, 2021 by Ag. Zonal Conservation Commissioner to TAWA revealed that, during 1st site meeting held on 17 September 2021, quantities in the BoQs were for the construction of two bandas while the signed contract was for one banda.

A Project manager was assigned by management team to review the BoQs of all two projects of the construction of Reception Lounge and that of the rest banda and come out with revised BoQs for further decision. The quotation for the two projects submitted to TAWA by the project manager was TZS 37,823,443.33 and TZS 346,235,220.00 for the construction of one banda and tourism lounge respectively. In addition, no evidence was presented to auditors indicating agreements reached between client and contractors regarding the BoQ quantities.

Table 24: Items in BoQs that Differ from the Actual Implementation

Item	Quantities in BoQs	Quantities required for actual implementation	Excess quantities
Supply and install sliding window type W1	4	2	2
Supply and install fixed window type W2	4	0	4
Supply and install fixed window type W3	2	1	1
Supply and install hardwood doors of 900x2400mm High	6	2	4

Item	Quantities in BoQs	Quantities required for implementation	Excess quantities
Supply and install hardwood doors of 800x2400mm High	2	1	1
Gypsum board	93m ²	34m ²	59m ²
Amounts in BoQs	21,651,000	6,838,000	14,813,000

Source: Auditors' Analysis from BoQs and site visits

Cause

Inadequate contract supervision, tender evaluation, and negotiation.

Implication

Since the contractor has already been paid 75% of the contract amount equivalent to TZS 59,836,480 as advance payment, this poses a risk of the contractor being paid high contract amount than the actual works that need to be implemented.

Recommendation

I recommend Project parties to ensure that conclusion is reached in regard to the raised concern. The management is also advised to effect payment with regard to actual implemented work.

Management Response

During the course of implementation, management noted that some of the quantities in the BoQs were for the construction of two bandas while the signed contract was for one banda. Furthermore, management assigned Project Manager (Kilwa District Engineer) to review the BoQs and also to incorporate the UNESCO's requirements as per the new designs, to accommodate slab roofing instead of GIS. After re-negotiations with SUMA JKT on 13 December 2021, the new BoQs for Banda were TZS. 79,781,973.33 and cost for Tourism Lounge TZS. 504,786,600 (VAT inclusive).

Audit Comment

Management response has been noted. The indicated amounts of TZS 79,781,973.33 and TZS 504,786,600 were the amounts in the BoQs

with which contracts were signed. The final agreement between contractors and client after notice of the issue explained above during project implementation was not submitted.



APPENDICES

Appendix I: Analysis of the payments of the salaries from CCRT Grant

(a) Employees' remuneration and deductions for the month of January, 2021

SN	Date	Description	Pv. No	Month	Amount	Bank	Remarks
1	30/01/2021	Staff Salary	BPVCRBOP00763	Jan-21	1,629,647,886	CRDB Bank	Staff Net Salary
2	29/01/2021	Staff Salary	BPVNBOP00911	Jan-21	679,076,093	Tanzania Posta Bank	Staff Net Salary
3	29/01/2021	Staff Loan	BPVNBOP00891	Jan-21	186,783,937	Tanzania Posta Bank	Loan repayments
4	30/01/2021	Staff Loan	BPVNBOP00762	Jan-21	279,352,323	CRDB Bank	Loan repayments
5	29/01/2021	Staff Salary	BPVNBOP00910	Jan-21	46,440,008	NBC BANK	Staff Net Salary
6	29/01/2021	Staff Loan	BPVNBOP00893	Jan-21	210,235,287	NBC BANK	Loan repayments
7	29/01/2021	Staff Salary	BPVNBOP00909	Jan-21	160,283,246	NBC BANK	Staff Net Salary
8	29/01/2021	Staff Loan	BPVNBOP00889	Jan-21	49,099,239	AZANIA BANK	Loan repayments
9	29/01/2021	Staff Salary	BPVNBOP00473	Jan-21	318,682,807	NMB BANK	Staff Net Salary
10	29/01/2021	Staff Loan	BPVNBOP00490	Jan-21	10,300,569	NMB BANK	Loan repayments
11	29/01/2021	PAYE Deduction	BPVNBOP00906	Jan-21	949,434,731	BOT	PAYE
12	29/01/2021	PSSSF Deduction	BPVNBOP00907	Jan-21	1,047,224,018	NBC BANK	PSSSF
13	29/01/2021	WCF	BPVNBOP00494	Jan-21	26,271,935	NMB BANK	WCF
14	29/01/2021	NHIF	BPVNBOP00493	Jan-21	315,263,111	NMB BANK	NHIF
15	29/01/2021	PSSSF Endowments Scheme	BPVCRBOP00764	Jan-21	447,752,318	NBC BANK	PSSSF Endowments Scheme
16	22/01/2021	Staff Saccos Loan	BPVNBOP00477	Jan-21	20,601,501	NMB BANK	Saccos loan repayment
17	22/01/2021	Staff Saccos Loan	BPVNBOP00475	Jan-21	25,385,590	NMB BANK	Saccos loan repayment
18	22/01/2021	Staff Saccos Loan-Hifadhi Saccos	BPVCRBOP00753	Jan-21	35,285,000	CRDB Bank	
19	22/01/2021	Tanapa Staff condolence	BPVCRBOP00756	Jan-21	2,030,000	CRDB Bank	
		Subtotal-A			6,439,149,599		
		Amount received-B			6,439,170,192		
		Amount not utilized=B-A			20,593		
(b) Employees' remuneration and deductions for the month of February, 2021							
1	05/03/2021	NHIF	BPVNBOP00542	Feb-21	324,052,816	NMB BANK	NHIF
2	25/02/2021	WCF	BPVNBOP00521	Feb-21	27,004,410	NMB BANK	WCF
3	12/03/2021	PSSSF Deduction	BPVNBOP00893	Feb-21	1,076,900,850	NBC BANK	PSSSF
4	05/03/2021	PAYE Deduction	BPVNBOP00896	Feb-21	990,490,792	BOT	PAYE

SN	Date	Description	Pv. No	Month	Amount	Bank	Remarks
5	05/03/2021	Staff Loan	BPVNBOP00783	Feb-21	272,982,625	CRDB Bank	Loan repayments
6	05/03/2021	Staff Salary	BPVNBOP00787	Feb-21	1,552,641,922	CRDB Bank	Staff Net Salary
7	02/03/2021	Staff Salary	BPVNBOP00895	Feb-21	658,003,554	Tanzania Posta Bank	Staff Net Salary
8	02/03/2021	Staff Loan	BPVNBOP00872	Feb-21	190,343,697	Tanzania Posta Bank	Loan repayments
9	02/03/2021	Staff Salary	BPVNBOP00499	Feb-21	284,967,768	NMB BANK	Staff Net Salary
10	02/03/2021	Staff Loan	BPVNBOP00500	Feb-21	10,355,433	NMB BANK	Loan repayments
11	02/03/2021	Staff Loan	BPVNBOP00874	Feb-21	221,911,413	NBC BANK	Loan repayments
12	02/03/2021	Staff Salary	BPVNBOP00894	Feb-21	149,478,270	NBC BANK	Staff Net Salary
13	02/03/2021	Staff Salary	BPVNBOP00898	Feb-21	53,522,777	NBC BANK	Staff Net Salary
14	02/03/2021	Staff Loan	BPVNBOP00882	Feb-21	53,358,084	NBC BANK	Loan repayments
15	02/03/2021	PSSSF Endowments Scheme	BPVCRBOP00788	Feb-21	450,411,852	NBC BANK	PSSSF Endowments Scheme
16	23/02/2021	TARANGIRE SACCOS	BPVNBOP00518	Feb-21	16,546,236	NMB BANK	SACCOS Loan repayment
17	23/02/2021	KATAVI SACCOS	BPVNBOP00511	Feb-21	24,780,901	NMB BANK	SACCOS Loan repayment
18	23/02/2021	HIFADHI SACCOS	BPVCRBOP00780	Feb-21	35,135,000	CRDB Bank	SACCOS Loan repayment
19	23/02/2021	MKONAPA SACCOS	BPVCRBOP00771	Feb-21	22,089,601	NMB BANK	SACCOS Loan repayment
20	23/02/2021	RUBONDO SACCOS	BPVCRBOP00773	Feb-21	4,892,742	CRDB Bank	
		Subtotal-C			6,419,870,745		
		Amount received-D			6,420,662,377		
		Amount not utilized=D-C			791,632		
(c) Employees' remuneration and deductions for the month of March, 2021							
1	31/03/2021	Staff Salary	BPVNBOP01032	Mar-21	230,619,292	NBC BANK	Loan repayments
2	31/03/2021	Staff Salary	BPVCRBOP00789	Mar-21	1,492,550,369	CRDB Bank	Staff Net Salary
3	31/03/2021	Staff Loan	BPVCRBOP00793	Mar-21	269,658,127	CRDB Bank	Loan repayments
4	31/03/2021	Staff Salary	BPVNBOP01043	Mar-21	136,436,462	NBC BANK	Staff Net Salary
5	31/03/2021	Staff Salary	BPVNBOP01044	Mar-21	48,264,165	NBC BANK	Staff Net Salary
6	31/03/2021	Staff Loan	BPVNBOP01033	Mar-21	193,224,947	Tanzania Posta Bank	Loan repayments
7	31/03/2021	Staff Loan	BPVNBOP01022	Mar-21	53,358,084	AZANIA BANK	Loan repayments
8	31/03/2021	Staff Salary	BPVNBOP01042	Mar-21	599,573,817	Tanzania Posta Bank	Staff Net Salary
9	31/03/2021	Staff Salary	BPVNBOP00522	Mar-21	267,306,609	NMB BANK	Staff Net Salary
10	31/03/2021	Staff Loan	BPVNBOP00540	Mar-21	10,939,385	NMB BANK	Loan repayments
11	31/03/2021	NHIF	BPVNBOP00528	Mar-21	318,793,331	NMB BANK	NHIF
12	31/03/2021	WCF	BPVNBOP00541	Mar-21	26,566,119	NMB BANK	WCF
13	31/03/2021	PSSSF Deduction	BPVNBOP01041	Mar-21	1,059,369,232	NBC BANK	PSSSF

SN	Date	Description	Pv. No	Month	Amount	Bank	Remarks
14	31/03/2021	PAYE Deduction	BPVNBOP01040	Mar-21	967,311,363	BOT	PAYE
15	31/03/2021	PSSSF Endowments Scheme	BPVCRBOP00806	Mar-21	448,658,691	NBC BANK	PSSSF Endowments Scheme
16	31/03/2021	HIFADHI SACCOS	BPVCRBOP00795	Mar-21	146,970,200	CRDB Bank	SACCOS loan repayment
17	31/03/2021	MKONAPA SACCOS	BPVNBOP00533	Mar-21	21,889,601	NMB BANK	SACCOS loan repayment
18	31/03/2021	KITULO SACCOS	BPVCRBOP00799	Mar-21	6,292,667	CRDB Bank	SACCOS loan repayment
		Subtotal-E			6,297,782,461		Out of amount utilized for the payment of the salary for the month of March TZS 1,580,733,473,. 97is the funds for the IMF
		Amount received-F			6,297,817,816		
		Amount not Utilized=F-E			35,355		



Appendix II: Disbursement of CCRT development funds at TANAPA

(a)-Payment of Suppliers/ Contractors out of IMF Funds at TANAPA HQ- TZS 3,127,067,303.63						
Date of Payments	Document Type	Bank. No.	Document No.	External Doc No.	Description	Amount
22/10/2020	Payment	BBA002	BPVNCOP00558	074561	M and A Engineering Ltd	141,536,988.00
30/10/2020	Payment	BBA002	BPVNCOP00581	074595	ULOKA Engineering Company Limited	116,289,000.00
04/02/2021	Payment	BBA002	BPVNBOP00940	075410	AMIRON Investments Ltd	164,492,000.00
11/08/2020	Payment	BBA002	BPVFNDALL00295	073818	SONGORO Marine Transport Ltd	494,115,158.54
15/01/2021	Payment	BBA002	BPVNCOP00784	075246	PEK Brother's (T) Ltd	361,949,947.92
08/12/2020	Payment	BBA002	BPVNCOP00684	074915	PEK Brother's (T) Ltd	108,811,555.70
05/02/2021	Payment	BBA002	BPVNCOP00792	075426	Mrefu Construction Company Limited	138,551,816.85
18/02/2021	Payment	BBA002	BPVNCOP00859	075590	Kiure Engineering Ltd	105,218,500.34
20/03/2020					SIMJO Tech Company Ltd	91,379,000.00
07/01/2021					Songoro Marine Transport Ltd	370,586,368.91
22/10/2020					Mrefu Construction Company Ltd	139,597,242.37
30/06/2020	Payment		BPVNCOP00472	073687	Mfuko wa Kuhifadhi Wanyamapori Tanzania (TWPF) Mzinga-Silaha	894,539,725.00
			Subtotal-A			3,127,067,303.63
(b)-Disbursement of the IMF Funds to Zones Offices- TZS 10,777,972,029.54						
Date	Document Type	Bank No.	Document No.	External Doc No.	Description	Amount
09/03/2021	Payment	BBA002	BPVFNDALLO0505	075778	TANAPA NORTHERN ZONE OFFICE A/C	3,160,767,356.40
09/03/2021	Payment	BBA002	BPVFNDALLO0503	075776	TANAPA EASTERN ZONE	2,192,815,440.04
09/03/2021	Payment	BBA002	BPVFNDALLO0504	075777	TANAPA SOUTHERN ZONE OFFICE A/C	1,671,167,878.20
09/03/2021	Payment	BBA002	BPVFNDALLO0506	075779	TANAPA WESTERN ZONE	3,753,221,354.90
			Subtotal-B			10,777,972,029.54
			Total= A+B			13,905,039,333.17

Appendix III: Implemented projects under TANAPA

Name of Project	Contract No	Employer	Contract Price (TZS)	Amount Paid from IMF grant Utilized (TZS)	Contractor	Date Signing the Contract	Start Date	Contract Period	Contract Completion Date
Desludging and Renovation of Toilets in mountain Stations in Kilimanjaro National Parks Lot 2&3	PA/037/19-20/KINP/W/72-Lot 2&3	Zonal Senior Conversation Commissioner. P.O.Box 3134 Arusha	116,489,600.00	114,318,000.00	ULOKA Engineering Company Ltd P.O.BOX 1234 ARUSHA	30-Jan-20	03-Feb-20	2 months	28-Feb-20
Proposed Construction of New Entry and Exit Gate at Naabi in Serengeti National Park	PA/037/2018-2019/HQ/W/94	The Trustees of the Tanzania National Parks of P.O. Box 3134 Arusha	1, 428,801, 230.00	105,218,500.34	MS Kiure Engineering Ltd P.O.BOX 2714 Arusha	January 28, 2020	April 02, 2019 ; 14	8 Months	Dec 02-2019
Procurement of Tents (2 Pax 150 TENSTS and 2 Mess Tent	PA/037/2019-20/HQ/G/05	The Trustees of the Tanzania National Parks of P.O. Box 3134 Arusha	164,492,000.00	164,492,000.00	Amiron Investment Limited P.O.BOX 13615, Arusha	Nov 15, 2019	14 days after signing of contract	75 days	
Construction of 5 Units Semidetached 4 in 1 Staff house at Tungamalenga	PA/037/2018-19/HQ/W/102	The Trustees of the Tanzania National Parks of P.O. Box 3134 Arusha	859,544,037.00	108,811,555.70	PEK Brothers (T) Limited P.O.BOX 1430 - Mwanza	Dec 13, 2018	14 Days after signing of contract	8 Months	EoT
Construction of 5 Units Semidetached 2 in 1 Staff house at Tungamalenga	PA/037/2019-2020/HQ/W/68	The Trustees of the Tanzania National Parks of P.O. Box 3134 Arusha	1,150,969,828.80	361,949,947.92	PEK Brothers (T) Limited P.O.BOX 1430 - Mwanza	January 03, 2020	Feb 06, 2020	8 Months	EoT
Major Construction of new Kidia Route from Kidia Gate to Campsite No 2	PA/037/19-20/KINP/W/29	Zonal Senior Conversation Commissioner. P.O.Box 3134 ARUSHA	197,650,000	94,223,000.00	M/S Simjo Technic Co Ltd	January 15, 2020	28-Jan-20	3 Months	28-May-20

Name of Project	Contract No	Employer	Contract Price (TZS)	Amount Paid from IMF grant Utilized (TZS)	Contractor	Date Signing the Contract	Start Date	Contract Period	Contract Completion Date
Lower Section 25 km									
Proposed Construction of Bridge at SOPA area in Tarangire National Park	PA/037/19-20/TAR/W/34	Tanzania National Parks	405,053,012.70	141,536,988	M and A Engineering Ltd	25th March, 2020	6th July, 2020 +G3	Eight (08) Months	6th March, 2021
Procurement of High speed catamaran ferry 25 Tons	PA/037/2018-2019/HQ/G/171	Tanzania National Parks	2,470,575,792.72	494,115,158.54 370,586,368.91	Songoro Transport Ltd	16th May, 2019	30th May, 2019 as per contract	Eight (08) Months	
Proposed Construction of 4 in 1 Staff House at Mashesh Ranger post in Burigi Chato National Park.	PA/037/2019-2020/BBK-IR/W/29	Tanzania National Parks	159,660,372	140,940,641.28	Mrefu Construction Company Ltd	10th December, 2019	20th February, 2020	120 Days	19th June, 2020
Proposed construction of 4 in 1 Staff House at Nyungwe Ranger post in Burigi Chato National Park.	PA/037/2019-2020/BBK-IR/W/28	Tanzania National Parks	159,660,372	142,004,091.38	Mrefu Construction Company Ltd	10th December, 2019	20th February, 2020		19th June, 2020

Appendix IV: Salary paid out of IMF Grants-NCAA

Date	Ref.No	Description	Amount
22-01-21	T022508	Karatu Branch Suspense	211,536,152.35
22-01-21	T022509	NCAA-NBC	91,628,876.95
22-01-21	T022510	CRDB BANK	100,758,417.03
22-01-21	T022511	TPB Bank Collection Account	1,400,389.07
22-01-21	T022512	Corporate Customer Salary	12,892,765.00
22-01-21	T022513	Freddy Manongi	4,474,500.00
22-01-21	T022514	Frank Seng'wanda Katambi	1,975,083.00
22-01-21	T022515	Comm, for Large Taxpayer	299,130,568.00
22-01-21	T022516	GEPS NHIF Collection Account	88,059,859.00
22-01-21	T022517	NCAA Workers SACCOS	42,047,522.69
22-01-21	T022517	NCAA Workers SACCOS	106,952,575.47
22-01-21	T022517	NCAA Workers SACCOS	39,317,000.00
22-01-21	T022517	NCAA Workers SACCOS	15,672,083.64
22-01-21	T022517	NCAA Workers SACCOS	1,250,000.00
22-01-21	T022518	Secretary General CHODAWU	16,650,748.42
22-01-21	T022519	Secretary General TUCTA	840,763.30
22-01-21	T022520	CHODAWU Tawi la Hifadhi	840,763.30
22-01-21	T022521	PSSSF Main Revenue Account	294,739,876.00
22-01-21	T022522	PSSSF Main Revenue Account	906,500.83
22-01-21	T022523	Intertrade Express Ltd	37,645,457.45
22-01-21	T022524	Karatu Branch Suspense	153,736,995.33
22-01-21	T022525	Loan Recovery	1,193,333.34
22-01-21	T022526	Opportunity Tanzania Ltd	3,195,002.98
22-01-21	T022527	NCAA-NBC	151,717,345.32
22-01-21	T022528	Credit Outstanding Meru	19,041,822.48
22-01-21	T022529	TPB Mtwambu Collection Account	87,499,456.16
22-01-21	T022530	Elias Masaki	185,457.00
22-01-21	T022531	Workers Compensation Fund	7,382,425.00
22-01-21	T022532	Paskalina Abas	80,000.00
22-01-21	T022533	Felista Arusha Tarmo	80,000.00
22-01-21	T022534	Sanlam Life Insurance	4,955,403.30
22-01-21	T022535	National Insurance Corporation	41,406.45
22-01-21	T022536	NGOWWA	9,540,000.00
22-01-21	T022537	HESLB	10,498,013.14
18-02-21	T022879	Karatu Branch Suspense	209,841,786.57
18-02-21	T022880	NCAA-NBC	85,440,075.81
18-02-21	T022882	CRDB Bank	100,607,228.83
18-02-21	T022883	TPB Mtwambu Collection Account	1,400,389.07
18-02-21	T022884	Corporate Customer Salary	11,024,591.00
18-02-21	T022885	Freddy Manongi	4,474,500.00
18-02-21	T022886	Frank Katambi	1,975,083.00
22-02-21	T022887	Comm, for Large Taxpayer	294,413,709.00
22-02-21	T022888	GEPS NHIF Collection Account	86,875,185.00
22-02-21	T022889	NCAA Workers SACOSS	41,860,000.00
22-02-21	T022889	NCAA Workers SACOSS	39,507,000.00
22-02-21	T022889	NCAA Workers SACOSS	106,280,704.47
22-02-21	T022889	NCAA Workers SACOSS	13,735,873.64
22-02-21	T022889	NCAA Workers SACOSS	950,000.00
22-02-21	T022890	Secretary General TUCTA	823,855.25
22-02-21	T022891	CHODAWU Tawi la Hifadhi	823,855.25
22-02-21	T022892	Secretary General CHODAWU	16,234,673.63
22-02-21	T022893	PSSSF Main Revenue Account	294,739,876.00
22-02-21	T022894	PSSSF Main Revenue Account	906,500.83
22-02-21	T022895	Karatu Branch Suspense	152,289,379.44

Date	Ref.No	Description	Amount
22-02-21	T022896	Intertrade express Ltd	37,645,457.45
22-02-21	T022897	Loan Recovery	1,193,333.34
22-02-21	T022898	Opportunity Tanzania Ltd	3,195,002.87
22-02-21	T022899	NCAA-NBC	151,782,688.32
22-02-21	T022900	Credit Outstanding Meru	16,961,701.48
22-02-21	T022901	TPB Mtwambu Collection Account	87,257,909.12
22-02-21	T022902	Elias Masaki	185,457.00
22-02-21	T022903	Workers Compensation Fund	7,288,683.00
22-02-21	T022904	Paskalina Abas	80,000.00
22-02-21	T022905	Filista Arusha Tarimo	80,000.00
22-02-21	T022906	Sanlam Life Insurance	4,367,663.30
22-02-21	T022907	National Insurance Corporation	41,406.45
22-02-21	T022908	NCAA Workers Welfare Association	10,000,000.00
22-02-21	T022909	HESLB	10,139,250.88
19-03-21	T023368	Karatu Branch Suspense	209,832,201.62
19-03-21	T023369	NCAA-NBC	88,791,926.93
19-03-21	T023371	CRDB BANK	99,639,622.32
19-03-21	T023372	Corporate Customer Salary	10,146,343.00
19-03-21	T023374	TPB Mtwambu Collection Account	1,200,389.07
19-03-21	T023377	Freddy Manongi	4,474,500.00
19-03-21	T023380	Frank Katambi	1,975,083.00
19-03-21	T023381	Comm, For Large Taxpayer	296,081,398.00
19-03-21	T023382	GEPI NHIF Collection Account	87,243,670.00
19-03-21	T023383	NCAA Workers SACCOS	41,760,000.00
19-03-21	T023383	NCAA Workers SACCOS	106,600,613.96
19-03-21	T023383	NCAA Workers SACCOS	39,557,000.00
19-03-21	T023383	NCAA Workers SACCOS	15,801,235.62
19-03-21	T023383	NCAA Workers SACCOS	800,000.00
19-03-21	T023384	Secretary General CHODAWU	14,997,071.70
19-03-21	T023386	CHODAWU Tawi la Hifadhi	833,170.65
19-03-21	T023388	CHODAWU General TUCTA	833,170.65
19-03-21	T023389	PSSSF Main Revenue Account	292,507,521.00
19-03-21	T023390	PSSSF Main Revenue Account	906,500.83
19-03-21	T023393	Intertrade Express Ltd	35,757,037.49
19-03-21	T023398	Karatu Branch Suspense	153,074,048.97
19-03-21	T023399	Loan Recovery	1,193,333.34
19-03-21	T023400	Opportunity Tanzania Ltd	1,953,670.14
19-03-21	T023404	NCAA-NBC	152,277,449.27
19-03-21	T023405	Credit Outstanding Meru	19,213,686.35
19-03-21	T023406	TPB Mtwambu Collection Account	86,456,183.24
19-03-21	T023407	Elias Masaki	185,457.00
19-03-21	T023408	Workers Compensation Fund	7,320,139.00
19-03-21	T023409	Sanlam Life Insurance	4,312,093.30
19-03-21	T023410	National Insurance Corporation	41,406.45
19-03-21	T023411	NCAA Workers Welfare Association	10,000,000.00
19-03-21	T023412	HESLB	8,496,897.10
19-03-21	T023413	Paskalina Abas	80,000.00
19-03-21	T023414	Felista Arusha Tarmo	80,000.00
Total Amount paid			5,406,712,202.00
Total Amount released			5,425,268,408.00
Differences			18,556,206.00
The difference amount of TZS 18,556,206.00 was due to two employees who were not paid for three months due to disciplinary concerns but later were paid in subsequent months.			

Source: Payment vouchers

Appendix V: Utilization of development funds by NCAA

S/N	Purpose	Funds received	Funds utilised	Unutilised funds	Remarks
1	Construction of Crater stone descending road through Seneto Gate 4.2 km	1,866,646,222	1,376,272,996	490,373,226	Under Implementation
2	Maintenance of toilets at Loduare Gate	78,658,980	78,658,980	-	Completed
3	Maintenance of Loduare -Golini road 88km and 5km to Olduvai Museum	812,588,000	794,995,803	17,592,197	Under Implementation
4	Maintenance of Crater floor roads 110 km	1,386,994,800	547,378,905	839,615,895	Under Implementation
5	Maintenance (gravel standard) of Ndotu-Kakesio road 30km	397,688,025	-	397,688,025	Not Implemented
6	Maintenance of View Point to Naiyobi road through Empakai 78km	178,510,000	126,260,000	52,250,000	Completed
7	Construction of Toilet and Office at Endoro	350,000,000	-	350,000,000	Not Implemented
8	Construction Lunch and Toilet at Ndotu Air Strip	500,000,000	-	500,000,000	Not Implemented
9	Construction of toilets in different places within Conservation Area including View Point, Lemala, Golini, Munge, Lerai, Seneto, and Empakai.	1,770,000,000	129,424,000	1,640,576,000	Under Implementation
10	Construction of toilet at Big Marsh Ndotu picnic site	200,000,000	-	200,000,000	Not Implemented
11	Construction of water treatment plant at Loduare Main gate (Phase I)	470,000,000	470,000,000	-	Under Implementation
12	Construction of water projects at Kakesio	83,750,000	80,238,640	3,511,360	Completed
13	Installation of Solar Power at Lemuta water project	83,843,010	-	83,843,010	Not Implemented
14	Maintenance of Olduvai - Nasera Rock- Piaya road 50km	187,751,500	-	187,751,500	Not Implemented
15	Maintenance (gravel Standard) of Endulen - Ndotu road 20km	1,361,041,500	-	1,361,041,500	Not Implemented
		9,727,472,037	3,603,229,324	6,124,242,713	

Source: Implementation status reports

Appendix VI: Transfer of funds to beneficiary communities (WMAs)

SN	ACCOUNT NAME- IN TZS	ACCOUNT NO	BANK	BRANCH	AMOUNT
1	Jumuiya ya Hifadhi ya Wanyamapori Burunge	40706600004	NMB	Babati	157,301,624.00
2	Asasi ya Kijamii Randilen WWA	41310001201	NMB	Monduli	14,783,728.00
3	Jumuiya ya Hifadhi ya Wanyamapori Enduiment	4012300487	NMB	Hai	61,677,143.00
4	Wildlife Management Area Makao	3092300947	NMB	Meatu	60,482,769.00
5	Jumuiya ya Hifadhi ya Wanyamapori Barang'andu	23201096198	NBC	Songea	51,461,516.00
6	Jumuiya ya Hifadhi ya Wanyamapori Magingo	7032300087	NMB	Liwale	102,923,032.00
7	Jumuiya ya Hifadhi Ya Wanyamapori Makame	5013300149	NMB	Kiteto	52,833,823.00
8	Ikona CBO Current Account	30210005730	NMB	Magumu	101,094,263.00
	Total				602,557,898.00



Appendix VII: Revenue distribution from game and block fees, July 2020 to March 2021

S/ N	ACCOUNT NAME- IN TZS	ACCOUNT NO	BANK	BRANCH	AMOUNT
1	Kijiji cha Rosirwa	41310000886	NMB	Monduli	190,533.00
2	Kijiji cha Engaresero	41103500035	NMB	Loliondo	1,932,535.00
3	Kijiji cha Sanga lwe	4072301001	NMB	Babati	5,646,096.00
4	Naiyobi	40902300205	NMB	Karatu	290,602.00
5	Miradi ya Maendeleo ya Kijiji cha Kakoi	40706600302	NMB	Babati	448,280.00
6	Mfuko wa Maendeleo ya Kijiji cha Robanda	30206600113	NMB	Mugumu	229,240.00
7	Kijiji cha Sukenya	41110000588	NMB	Loliondo	693,191.00
8	Kijiji cha Kidondoni	40410005441	NMB	Rombo	690,893.00
9	Mto wa Mbu				75,000.00
10	Kijiji cha Ololusokwan	4113200002	NMB	Loliondo	393,383.00
11	Hifadhi ya Kijiji Nyakitono	3022300027	NMB	Mugumu	6,390,576.00
	SUB TOTAL				16,980,329.00
1	Jumuiya ya Hifadhi ya Wanyamapori Burunge	40706600004	NMB	Babati	15,672,692.00
2	Jumuiya ya Hifadhi ya Wanyamapori Waga	60210014878	NMB	Mafinga	53,882,555.00
3	Jumuiya ya Hifadhi ya Wanyamapori Makame	5013300149	NMB	Kiteto	10,642,764.00
4	Jumuiya ya Hifadhi ya Wanyamapori Enduiment	4012300487	NMB	Hai	62,742,149.00
5	Jumuiya ya Hifadhi ya Wanyamapori Mbarang'adu	23201096198	NBC	Songea	53,162,290.00
6	Ikona Cbo Current Account	30210005730	NMB	Mugumu	6,108,451.00
7	Jumuiya ya Hifadhi ya Wanyamapori Magingo	7032300087	NMB	Liwale	57,134,034.00
8	Jumuiya ya Hifadhi ya Wanyamapori Uyumbu	5132300400	NMB	Urambo	33,989,571.00
	SUB TOTAL				293,334,506.00
1	Bariadi DC Own Source Collection Account	30510001323	NMB	Bariadi	13,512,104.00
2	Itilima Miscellaneous Deposit Account	30510003156	NMB	Bariadi	13,512,104.00
3	Chunya DC Own Sources Collection	60710000449	NMB	Chunya	22,554,708.00
4	Manyoni DC Own Sources Collection	50710000653	NMB	Manyoni	33,801,079.00
5	Itigi DC Own Source Revenue Account	51910004990	NMB	Itigi	47,771,726.00
6	Simanjiro DC Own Sources Collection	42410000379	NMB	Simanjiro	63,914,894.00
7	Songwe DC Own Sources Collection	62510009578	NMB	Songwe	95,745,866.00
8	MDC Own Sources Account	30910000411	NMB	Meatu	1,059,124.00
9	Rombo District Council Own Source	40410000512	NMB	Rombo	371,458.00
	SUB TOTAL				292,243,063.00
	GRAND TOTAL				602,557,898.00

Appendix VIII: Revenue distribution for July to September 2021

S/N	ACCOUNT NAME- TZS	ACCOUNT NO	BANK	BRANCH	AMOUNT
1	Kijiji cha Oltepes	42510000016	NMB	NAMANGA	31,264.00
2	Kijiji cha Magadini	4510000049	NMB	NAMANGA	41,151.00
3	Kijiji cha Ololosokwan	4113200002	NMB	LOLIONDO	1,325,332.00
4	Kijiji cha Losirwa	41310000886	NMB	Monduli	496,240.00
5	Kijiji cha Engaresero	41103500035	NMB	Loliondo	21,222,895.00
6	Longido	42510000104	NMB	Namanga	216,197.00
7	Kijiji cha Sangaiwe	4072301001	NMB	Babati	14,152,415.00
8	Naiyobi	40902300205	NMB	Karatu	29,434.00
9	Miradi ya Maendeleo Kijiji Cha Kakoi	40706600302	NMB	Babati	289,249.00
10	Kijiji cha Kidondoni	40410005441	NMB	Rombo	1,248,694.00
11	Hifadhi ya Kijiji Nyakitono	3022300027	NMB	Mugumu	15,669,380.00
12	Mfuko wa Maendeleo Kijiji cha Robanda	30206600113		Mugumu	59,400.00
	Sub Total				54,781,651.00
1	Asasi ya Kijamii Randilen WWA	41310001201	NMB	Monduli	7,538,890.00
2	Jumuiya ya Hifadhi ya Wanyamapori Enduiment	4012300467	NMB	Hai	10,498,029.00
3	Ikona CBO Current Account	30210005730	NMB	Mugumu	22,665,266.00
4	Wildlife Management Area Makao	3092300947	NMB	Meatu	400,134.00
5	Jumuiya ya Hifadhi Ya Wanyamapori Burunge	40706600004	NMB	Babati	52,578,453.00
	Sub Total				93,680,772.00
1	Halmashauri ya Wilaya ya Babati	40710000919	NMB	Babati	7,367,081.00
2	Longido DC Own Source Collection Account	42510001799	NMB	Namanga	993,213.00
3	MDC Own Sources Collection Account	41310000345	NMB	Monduli	1,401,415.00
4	Ngorongoro DC Own Sources Collection Account	41110000345	NMB	Loliondo	11,504,346.00
5	Serengeti DC - Own Sources Collection Account	30201200071	NMB	Serengeti	5,200,063.00
6	MDC Own Sources Account	30910000411	NMB	Meatu	100,109.00
7	Rombo DC Own Sources Collection Account	40410000512	NMB	Rombo	380,520.00
	SUB TOTAL				26,946,747.00
	GRAND TOTAL				175,409,170.00