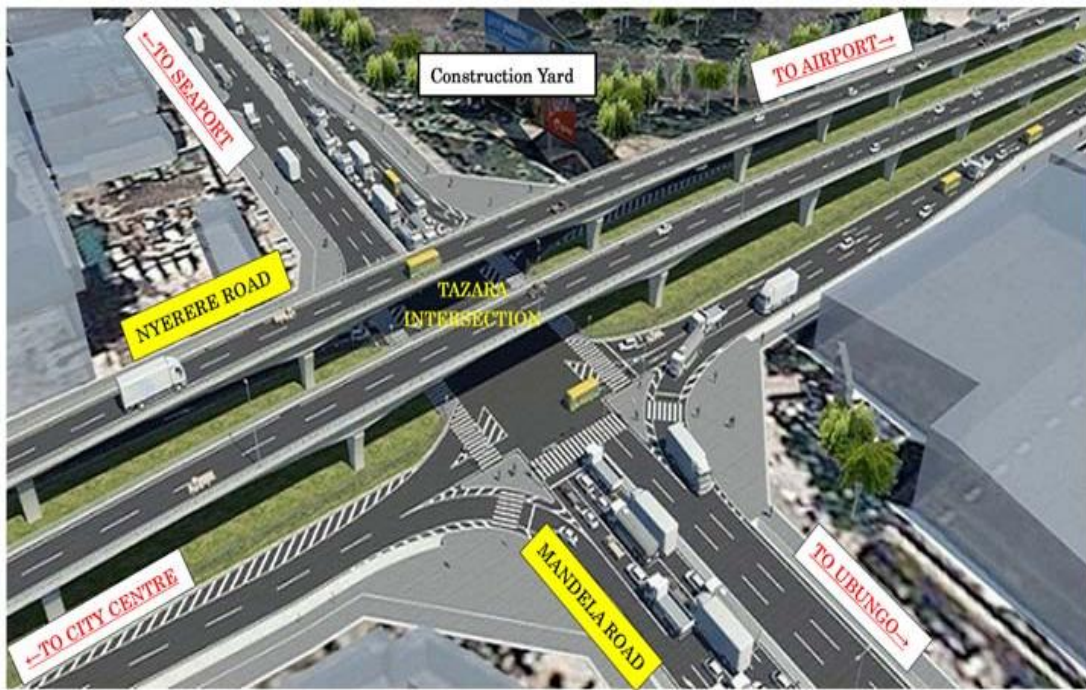


## ASSURANCE FOR TAZARA INTERSECTION PROJECT



## FINAL REPORT

Prepared By:

Eng.Wambura M. Wambura &  
Eng.John F. Haule - Assurance Team  
P. O. Box 70039,  
Dar es Salaam

July, 2017

| Table of Contents                               | Page                                |
|---|-------------------------------------|
| LIST OF ACRONYMS .....                          | ii                                  |
| 1.0 INTRODUCTION .....                          | 1                                   |
| 1.1 Background .....                            | 1                                   |
| 1.2 Objectives of the Assurance Assignment..... | 1                                   |
| 1.3 Scope of the Assurance Assignment .....     | 2                                   |
| 1.4 Deliverables .....                          | 3                                   |
| 1.5. Data Collection .....                      | 3                                   |
| 2.0 THE ASSURANCE PROJECT .....                 | 5                                   |
| 2.1 Project Background.....                     | 5                                   |
| 2.2 General Description of the Project.....     | 6                                   |
| 2.3 Project Scope of Works .....                | 7                                   |
| 2.4 Infrastructure Data Standard .....          | 12                                  |
| 3.0 COMMENTS ON THE IDS.....                    | 24                                  |
| 3.1 Missing Information in the IDS.....         | 24                                  |
| 3.3 General Observations .....                  | 25                                  |
| 3.4 Additional Required Information.....        | 25                                  |
| 4.0 PLANNED ACTIVITIES .....                    | 26                                  |
| 4.1 All Assurance Activities.....               | 26                                  |
| 4.2 Possible Constraints.....                   | 27                                  |
| 4.3 Remaining Activities Time Schedule .....    | <b>Error! Bookmark not defined.</b> |
| 5.0 CONCLUSIONS AND RECOMMENDATIONS.....        | 30                                  |
| 5.1 Conclusions.....                            | 30                                  |
| 5.2 Recommendations.....                        | 30                                  |

## LIST OF ACRONYMS

|          |   |   |
|----------|---|---|
| AT       | - | Assurance Team                              |
| CBD      | - | Central Business District                   |
| CoST     | - | Construction Sector Transparency Initiative |
| GA       | - | Grant agreement                             |
| GOJ      | - | Government of Japan                         |
| GoT      | - | Government of Tanzania                      |
| HQ       | - | Head Quarters                               |
| IDS      | - | Infrastructure Data Standard                |
| JICA     | - | Japan International Cooperation Agency      |
| JPY      | - | Japanese Yen                                |
| MP       | - | Master Plan                                 |
| MSG      | - | Multi Stakeholder Group                     |
| NCC      | - | National Construction Council               |
| PEs      | - | Procuring Entities                          |
| SMCC     | - | Sumitomo Mitsui Construction                |
| TANROADS | - | Tanzania National Roads Agency              |
| TAZARA   | - | Tanzania Zambia Railway Authority           |
| ToR      | - | Terms of Reference                          |
| VO       | - | Variation Order                             |

## 1.0 INTRODUCTION

### 1.1 Background on the Assurance Assignment

The construction sector plays a vital role in supporting social and economic development. Construction is a complex process involving many stakeholders and substantial amounts of money being exchanged through various hands, hence creating avenues for different forms of malpractices. Consequently, public sector projects have been known to be associated with increased contract prices, poor quality and severe delays resulting into non-achievement of expected value for money. The complexity of the causes and types of malpractices are such that they cannot be addressed by a single initiative.

The Construction Sector Transparency Initiative (CoST) is a multi-stakeholder initiative with a focus of improving the value for money spent on public infrastructure by increasing transparency in the delivery of construction projects. The aim of CoST is to enhance the transparency of the Procuring Entities (PEs) and construction companies by disclosing to the public information of the construction projects at all stages of the project cycle, from initial identification of the project to the final completion. The information to be collected was based on the CoST's 'Infrastructure Data Standard' (IDS) which has listed a number of information points to be disclosed at key stages throughout a project cycle, from the initial identification of the project to the final completion. The IDS covers both 'proactive and reactive disclosure' which is intended to be sufficient to inform stakeholders about relevant aspects of the project in an understandable and useful way. The IDS includes information for reactive disclosure on request.

The full list of information that was required to be disclosed as per provided IDS is outlined in **Annexes A** and **B** of this report.

Therefore, in order for CoST to achieve the planned goal of carrying out assurance activities for designated projects, which included Improvement of the TAZARA Intersection Project, the National Construction Council on behalf of CoST Tanzania invited from the short-listed individual Consultants in April, 2017 to submit proposals for providing the assurance services.

### 1.2 Objectives of the Assurance Assignment

The objectives of the assurance assignment for the improvement of TAZARA Intersection project were as follows:

- To Collect the information from the Procuring Entities (PEs) through their quarterly reports, and where necessary consultants and contractors for the selected project in order to ensure the publication of the relevant Infrastructure Data Standard (IDS).
- To verify the accuracy and completeness of IDS disclosures on the selected project and produce reports.
- To analyse disclosed and verified data on the selected project in order to make informed judgments about the cost, time of delivery, and quality of the built infrastructure.
- To produce reports that are clearly intelligible to the non-specialist, highlighting any cause for concern the analyzed information reveals.

### 1.3 Scope of the Assurance Assignment

The Assurance assignment covers stages from procurement to completion of both the works contract and supervision contract on the following core activities carried out mainly in two phases:

#### i) Phase 1 - Collection of information and data verification

- Extraction of information from the full monthly report and preparation of a Zero report containing all the information available from the monthly report.
- Preparation of a list of additional information that the Assurance Team needed to complete the IDS
- Verification of the information.
- To produce Interim report

#### ii) Phase 2 - Data analysis

- To undertake a more detailed analysis of the released information, paying particular attention to variations and claims, extensions of time, changes in scope etc, where applicable, whether justified
- To check the quality of the construction by making a site visit (s)

#### iii) PE to Verify information

It is important for the credibility of CoST to ensure that the information disclosed is technically accurate. To achieve this both the IDS and all reports have to be verified by the PEs.

## 1.4 Deliverables

The following deliverables in form of reports and filled IDS have been produced in hard and soft copies to the MSG who will later disclose, as appropriate, to the public at large. The following reports have been prepared and submitted:

- A Zero report containing the IDS with the data extracted from the December 2016 monthly progress report and the list of missing information that was required to complete the IDS.
- A duly filled IDS form fully verified by the PE for the project and approved by the MSG in three copies,
- An Interim Report on phase 1, in three copies,
- A Final Report on phase 2, in three copies
- Final Report, in three copies, after receiving comments from the MSG.

## 1.5. Data Collection

Having signed the contract for execution of the assurance assignment on 9<sup>th</sup> May 2017, the AT embarked on the collection of the required information to fill in the IDS by reviewing the project progress report of December, 2016. The review exercise for the project progress report was done from 9<sup>th</sup> to 12<sup>th</sup> May 2017 with the aim of establishing the extent of disclosed information in the report and identifying additional information required. On 12<sup>th</sup> May, 2017, the AT submitted to CoST Tanzania the draft IDS based on the information extracted from December 2016 project monthly progress report together with the list of additional information required to complete the IDS.

On 5<sup>th</sup> June, 2017 the introductory meeting was held at TANROADS Head Quarters which was attended by Mr.Clement Mworira, the CoST Tanzania Manager, Eng.Wambura M.Wambura and Eng.John F. Haule, the Assurance Team and Eng.Rajab Manger, the Project Engineer/Manager (Client's representative). Consequently, on 6<sup>th</sup> June, 2017 the Assurance Team conducted the site visit at the TAZARA Intersection Improvement project where the team was able to meet with the Consultant's and Contractors' representatives and got some additional information required to fill in the IDS. On 14<sup>th</sup> June, 2017 the AT met again with the Project Engineer/Manager (Client's Representative) at TANROADS HQ for the purpose of getting clarifications on the information filled in the IDS for the project as well as obtaining additional information.

On 18<sup>th</sup> July, 2017 the Draft Final Report prepared based on the collected information was presented to the CoST MSG who provided comments for incorporation in the Final Report. Some of the comments on labour issues and involvement of local firms in the project required the AT to make consultation with the Client's Representative who made arrangements for visiting the site on 26<sup>th</sup> July, 2017 for the purpose of meeting the representatives of the Consultant and Contractor. During the site visit the Assurance Team had a meeting with Mr.Kiyokazu Tsuji (Resident Engineer) and Mr.Nobuhiko Maruni (Contractor's Project Manager) who provided clarifications and additional information on labour issues and involvement of local firms in the project.

## 2.0 THE TAZARA INTERSECTION IMPROVEMENT PROJECT

### 2.1 Project Background and Location

The Government of Tanzania (GOT) through the National Roads Agency (TANROADS), with financing from the Government of Japan (GOJ) as Grant Aid, is improving TAZARA Intersection by constructing Flyovers along Nyerere road in Dar es Salaam with a view to alleviate traffic congestion in the city.

The Government of Tanzania (GOT) sent a request for implementation of the Urban Transport Policy and System Development Master Plan Study (hereinafter referred to as “M/P”) for improving the transport network in the Dar es Salaam City to the Government of Japan (GOJ). In response, the GOJ entrusted Japan International Cooperation Agency (JICA) to implement the M/P formulated for the target year 2030 from April 2007 to June 2008. Priority projects were selected for implementation between 2008 and 2015 in the M/P. TAZARA Intersection was recommended to be improved by a crossing with flyover as one of the urgent projects. Based on the M/P, the GOT requested the GOJ to conduct the Dar es Salaam Transport Policy and System Development Master Plan in June 2008, which included the project for Improvement of TAZARA Intersection.

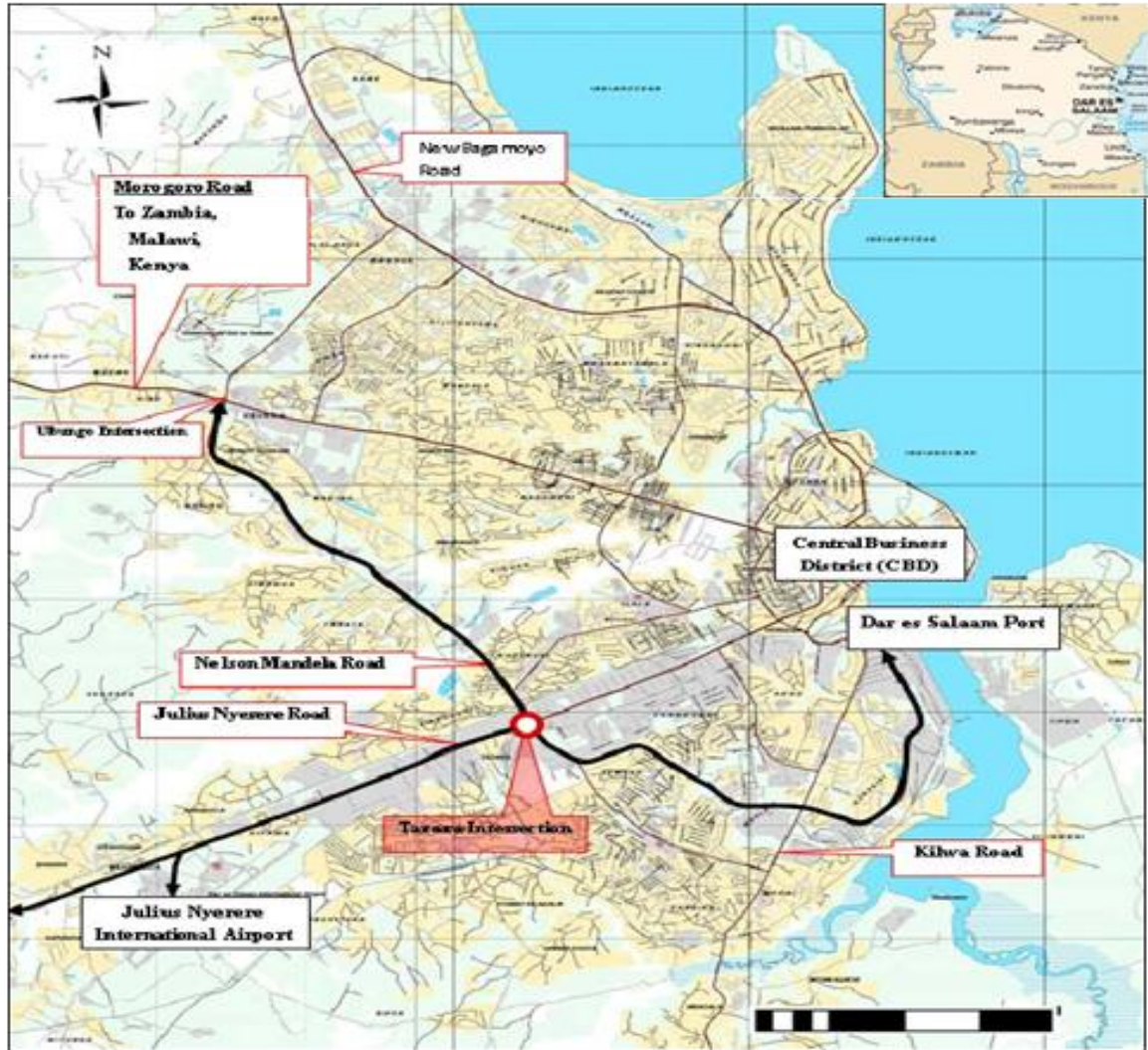
The Grant Agreement (G/A) between JICA and GOT for improvement of TAZARA Intersection Project was signed on 18<sup>th</sup> June, 2013 for phase 1 project, on 24<sup>th</sup> July, 2014 for phase 2 project and on 13<sup>th</sup> March, 2015 for phase 3 project. The amount for each project phase is Japanese Yen (JPY) 3,217,000,000, JPY 346,000,000 and JPY 1,722,000,000 respectively. Contingency up to JPY 157,000,000 out of JPY 1,722,000,000 for phase 3 is considered.

TAZARA Intersection is located eight (8) kilometers towards the Southwest from the Central Business District of Dar es Salaam city (hereinafter referred to as “CBD”) as depicted in the location map below. This place is the intersection that connects Nyerere Road and the Nelson Mandela Road. The Nyerere Road is the only trunk road to connect between CBD and Julius Nyerere International Airport. Industrial areas exist along the Nyerere Road. The Nelson Mandela Road has formed one of the logistic distribution networks to connect inland areas to the Dar es Salaam Port (hereinafter referred to as “the Port”) for transporting not only domestic goods but also goods to the landlocked countries. Both roads usually have heavy traffic. Therefore vehicle travelling speeds are down to about



six (6) kilometers per hour (km/h) due to confirmed traffic congestion at the TAZARA Intersection during peak hours in the morning and evening.

### Location Map for the TAZARA Intersection



## 2.2 General Description of the Project

The Client for the project is TANROADS representing the Ministry of Works, Transport and Communications. The Supervision Consultant is the Consortium of Oriental Consultants Global Co. Ltd and Eight Japan Engineers Consultants Inc. The Contractor is Sumitomo Mitsui Construction Co. Ltd (SMCC). The contract between TANROADS and SMCC was signed on 15<sup>th</sup> October, 2015 at a lump sum contract price of JPY 4,842,000,000 and for contract period of thirty

five (35) months. The contract between TANROADS and the Supervising Consultant was signed on 8<sup>th</sup> October, 2013 at original contract price of JPY 167,458,000 which was revised on 30<sup>th</sup> September, 2014 to JPY 184,165,000 after amendment. The Performance Security and Advance Payment Security were submitted on 27<sup>th</sup> October, 2015 by SMCC. Advance payment was remitted to the Contractor on 4<sup>th</sup> February, 2016. Site possession was given on 26<sup>th</sup> November, 2015 and on 25<sup>th</sup> January, 2016. The commencement date was on 1<sup>st</sup> December, 2015 while notification for start of works was issued on 4<sup>th</sup> February, 2016. Contractual completion is expected to be on 31<sup>st</sup> October, 2018.

### **2.3 Project Scope of Works**

Phase 1 project works include:

- The Flyovers with two (2) lane carriageways except Asphalt pavement work on the flyover in North side (bound for Dar es Salaam city) and superstructure construction work in North side and South side
- The approach roads with two 2 lane carriageways to the flyovers except sub-base course. Base course and asphalt pavement works of the approach roads to the flyover in North side (bound for Dar es Salaam city)
- Streets(frontage roads), service roads, walkways, drainage except sub-base course, base course and asphalt pavement works of the street and services roads in North side (bound for Dar es Salaam city)
- Accessory facilities on flyovers and the approach roads

Phase 2 project works include:

- Asphalt pavement work on the flyover in North-side (bound for Dar es Salaam city)
- Sub-base course, base course and asphalt pavement works of the approach roads to the flyover in North-side (bound for Dar es Salaam city)
- Sub-base course, base course and asphalt pavement works of street and service roads in North-side (bound for Dar es Salaam city).

Phase 3 project works include:

- Superstructure construction work of the flyovers with two (2) lane carriageways in North-side and South-side.

## **2.4 Project Implementation and Supervision**

The reviewed Monthly Progress Reports of December, 2016 and April, 2017 as well as the presentation to the Assurance Team by the Consultants and site visit made on 15<sup>th</sup> May, 2017 indicated that implementation of project works is continuing smoothly and is on schedule. The reports testify that the Contractor commenced mobilization and establishment activities immediately after being issued with notification to commence on 4<sup>th</sup> February, 2016 which followed after being given site possession on 26<sup>th</sup> November, 2015 and on 25<sup>th</sup> January, 2016. The establishment activities included construction of offices, laboratory, stores and workshop, yard fencing and installment of concrete batch plant. The Contractor also mobilized all the contractually required equipment, plants and materials. Likewise, the reviewed reports show that the Works Supervision Consultant, a consortium of Oriental Global Company Limited and Eight - Japan Engineering Consultants Inc of Tokyo Japan, is equally mobilized and established on site.

### **2.4.1 The Consultant's Scope of Services**

The Consultant is responsible for supervising the Contractor's activities being carried out on site on behalf of the Client. The Consultant's obligation is to discharge the following responsibilities:

- Checking and approving the construction programme, working drawings, shop drawings, samples, catalogues and other related documents submitted by the Contractor
- Checking and approving the construction materials and working methods and providing attendance to tests
- Inspecting the progress of works and making inspections of the works in conformity with the specifications and the drawings, and attending the acceptance of the works
- Technically checking applications for Interim Payment claims submitted by the Contractor as to the compliance with actual work done
- Technically checking and evaluating applications for extension of time for completion and the prolongation cost, if any, according to approved construction programme.

- Reviewing and approving the expatriate personnel proposed by the Contractor

The reviewed reports have indicated that the Consultant has successfully discharged the above responsibilities and ensured that works progress smoothly and executed based on acceptable work methods and to the required quality standards.

## 2.4.2 The Involvement of Locals and Local Firms in the Project

### a) Consultant

The Monthly Progress Report for April, 2017 has provided a list of thirteen (13) Consultant's mobilized staff among whom three (3) are Japanese and ten (10) are Tanzanians of which seven (7) are of technical nature. The Japanese nationals comprise of the Resident Engineer, Highway Engineer and Prestressed (PC) Bridge Engineer. The positions held by Tanzanians comprise of the Administrator, Materials Engineer, Structural Engineer, Safety Officer, Works Inspectors (4), Driver and Office Attendant. Further, the reports indicates that the project has provided opportunity for students of the University of Dar es Salaam to attend short-term training sessions through visits made to the project.

The Assurance Team considered the involvement of Tanzanians in the Consultant's Team to be adequate. However, it was noted that there is no involvement of local consulting firms for this project as sub-consultants. Further, the Assurance Team noted that lack of involvement of local consulting firms in the project has limited their participation and contribution of the project to capacity building.

### b) Contractor

The review of the Monthly Progress reports and information provided by Consultant and Contractor indicates that both the main contractor and sub-contractors are involved in the implementation of the project. It was noted and informed that Bridge works except piling foundation works are being carried out by the main contractor while sub-contractors have been assigned to carry-out the following:

- Piling foundation works (US\$.580,586) - Mediterranean Group EA (T) Limited which is registered in Tanzania under foreign category Class 1 with CRB Reg.No.SPC1/355/08/2016. The sub-contractor provides tools, equipment and labour while the Main Contractor is responsible for main materials.
- Road works including pavement and Drainage works (US\$4,740,000 for Road works & Pavement; and US\$.636,973 for Drainage works) - MAC Contractors Company Limited which is registered in Tanzania under local category Class 2 with CRB Reg.No.C2/0021/07/2005. The sub-contractor provides tools, equipment, labour and materials.
- Supply of Labour for Bridge works (Wage including commission for Unskilled labour: TSh.17,600 per day and for Skilled Labour:TSh. 23,500 per day) - Laba Contractors Limited which is registered in Tanzania under local category Class 6 with CRB Reg.No.C6/1382/04/2016. The sub-contractor provides labour, Personal Protective Equipment (PPE) and working tools.
- Supply of Security Services for the Camp and at works sites. (Wage including commission for supply of security services at the rate of TSh.625,000 per day for maintaining normal security; and TSh.17,700 per day for Supervisors. - Ultimate Security Company Limited which is responsible for supply of security staff and related materials and security gear and equipment.

Likewise, the Assurance Team reviewed the Monthly Progress Report for April, 2017 on the part of the Contractor with Sub-Consultants on issues pertaining to involvement of locals and local firms. The report indicates that the Contractors manpower comprising that of Sub-contractors include expatriates and locals. The list of eighty four (84) staff for the Main Contractor indicates that twenty five (25) are foreign comprising of six (6) Japanese who hold top positions including Project Manager, Chief Construction Manager and Chief Engineer; seventeen (17) Filipinos who are mainly middle cadre Engineers, Managers and Quantity Surveyor; one Chinese who is a Carpentry Manager and one Indian who is an Assistant Manager. The fifty nine (59) locals as well comprise of Site Engineers, middle cadre Chief Engineers and Quantity Surveyors, Safety Officers, Laboratory Technicians, Quantity Surveyor, CAD Operators, Surveyors, Crane Operators, Excavator Operators, Mechanics, Store Keepers, Accountants and other administrative posts and drivers.

The review made to Sub-Contractors based on the Monthly Progress reports indicate that MAC Contractors has twenty (20) staff who are all locals. They comprise of Engineers, Quantity Surveyors, Surveyors, Technicians, Supervisors, Carpenters, Masons, Steel fixers, Mechanics and other related cadres. Mediterranean Company has nine (9) staff who are all Tanzanians and comprise of Project Engineer, Project Coordinator, Operator, Rigger, Mechanic, Welder, Electrician, Helper and Security. Laba Contractors apart from supply of local labour to the project including about fifty six (56) skilled workers, has nine (9) staff who are all locals and comprise of skilled workers, foremen, electrician, batching plant helper, rigger, surveyor, laboratory and workshop staff. Ultimate Security has two (2) shift leaders, ten (10) un-armed guards and one dog handler.

The Assurance Team considered the involvement of Tanzanians on the part of the Contractor to be adequate including issues of local participation and contribution of the project to capacity building.



## 2.4 Infrastructure Data Standard (IDS)

### Core<sup>1</sup> data points for proactive disclosure

| S/No. | PROJECT STAGE          | ASPECT                       |  | REMARKS             |
|-------|------------------------|------------------------------|--|---------------------|
| 1.    | PROJECT IDENTIFICATION | Project Name:                | Improvement of TAZARA Intersection (phase 1, 2 and 3).   |                     |
|       |                        | Project Location:            | TAZARA Intersection in Dar es Salaam City in Tanzania.   |                     |
|       |                        | Purpose:                     | To improve TAZARA intersection with a view to alleviate traffic congestion in the city.  |                     |
| 2.    | PROJECT PREPARATION    | Project Scope (main output): | <ul style="list-style-type: none"> <li>• Construction of two bridges (Flyovers) having two lanes each and of length 425m each; with a provision of median space of 12m wide between them along Julius Nyerere road (for future BRT project).</li> <li>• Construction of roads of length 1,077m and 1,185m with double lanes, on North and South sides respectively of the flyovers along Julius Nyerere road.</li> <li>• Construction of road of length 252m along Nelson Mandela road.</li> <li>• Construction of service roads and walk ways along sides of both roads (Nyerere road and Mandela road).</li> <li>• Drainage works and installation of drainage structures</li> <li>• Traffic and street lighting including road furniture and road marking.</li> </ul> |                     |
|       |                        | Environmental impact:        | <p><b>Environmental and Social Impact assessments were conducted.</b></p> <p>Issues on dust and sound effects are addressed in accordance with the Plan and included in the monthly progress reports.</p>  | Basic Design Report |

<sup>1</sup>Core items are a simplified list of substantive items of data, excluding the items included in the full list only for identification (e.g. project owner, contact details)

| S/No. | PROJECT STAGE | ASPECT                        |  | REMARKS  |
|-------|---------------|-------------------------------|--|--|
|       |               | Land and settlement impact:   | The utilities and TAZARA fence were surveyed and taken care of by TANROADS.  | Basic Design Report  |
|       |               | Funding sources:              | Japan Grant Aid Program/Government of United Republic of Tanzania  |  |
|       |               | Project Budget:               | From GOJ: JPY 5,195,000,000 equivalent to TSh. 93.44 Billions<br><br>From GOT: TSh. 8.26 Billions  | Grant agreement No. 1 JPY 3,127,000,000.<br>Grant Agreement No. 2 JPY 346,000,000.<br>Grant Agreement No. 3 JPY 1,722,000,000. |
|       |               | Project budget approval date: | <ul style="list-style-type: none"> <li>Grant agreement No. 1 of JPY 3,127,000,000 was approved on 18<sup>th</sup> June, 2013,</li> <li>Grant Agreement No. 2 of JPY 346,000,000 was approved on 24<sup>th</sup> July, 2014, and</li> <li>Grant Agreement No. 3 of JPY 1,722,000,000 was approved on 13<sup>th</sup> March, 2015</li> </ul> | Grant agreement serves as budget for the project.  |
| 3.    | PROCUREMENT   | Procurement process:          | Competitive bidding was done covering Japanese firms only due to requirements of the grant.  | The entire procurement process was carried out in Japan.   |
|       |               | Contract type:                | Fixed Contracts for both works and consultancy services.   |  |
|       |               | Contract status (current):    | The contract is at implementation stage.   |  |



| S/No. | PROJECT STAGE | ASPECT                     |   | REMARKS   |
|-------|---------------|----------------------------|---|---|
|       |               | Number of firms tendering: | Four (4) firms collected bidding documents for works but only two (2) submitted. Two firms (2) tendered for consultancy services. | Done in Japan.  |
|       |               | Cost estimate:             | First cost estimate was JPY 3,127,000,000. Second cost estimate was JPY 3,473,000,000. Final cost estimate was JPY 5,195,000,000. | First estimate was JPY 3,127,000,000 which was lower than bidders submissions which led to second grant agreement of JPY 346,000,000 and made the estimate to be JPY 3,473,000,000. This estimate was also lower than bidders submission and led to the third Grant agreement of JPY 1,722,000,000 and made the final estimate to |

| S/No. | PROJECT STAGE | ASPECT                  |  | REMARKS                 |
|-------|---------------|-------------------------|--|-------------------------|
|       |               |                         |  | be JPY<br>5,195,000,000 |
|       |               | Contract title:         | Improvement of TAZARA Intersection   |                         |
|       |               | Contract firm(s):       | Contractor: Sumitomo Mitsui construction Co. Ltd of Japan<br>Consultant: The Consortium of Oriental Consultants Global Co. Ltd and Eight - Japan Engineering Consultant Inc , Japan  |                         |
|       |               | Contract price:         | For Works: JPY 4,841,165,000 (JPY 2,942,000,000 for Phase 1; JPY 328,600,000 for Phase 2; and JPY 1,570,565,000 for Phase 3)<br>For Consultancy services: JPY 348,074,000 (Phase 1 original agreement was JPY 167,458,000 and amended to JPY 184,165,000. Phase 2 is JPY 17,400,000 and Phase 3 is JPY 146,509,000)  |                         |
|       |               | Contract scope of work: | <p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>• The Flyovers with two (2) lane carriageways except Asphalt pavement work on the flyover in North side (bound for Dar es Salaam city) and superstructure construction work in North side and South side.</li> <li>• The approach roads with two 2 lane carriageways to the flyovers except sub-base course. Base course and asphalt pavement works of the approach roads to the flyover in North side (bound for Dar es Salaam city).</li> <li>• Streets(frontage roads), service roads, walkways, drainage except sub-base course, base course and asphalt pavement works of the street and services roads in North side (bound for Dar es Salaam city)</li> <li>• Accessory facilities on flyovers and the approach roads</li> </ul> |                         |

| S/No. | PROJECT STAGE      | ASPECT   |   | REMARKS |
|-------|--------------------|--|---|---------|
|       |                    |  | <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Asphalt pavement work on the flyover in North-side (bound for Dar es Salaam city)</li> <li>Sub-base course, base course and asphalt pavement works of the approach roads to the flyover in North-side (bound for Dar es Salaam city)</li> <li>Sub-base course, base course and asphalt pavement works of street and service roads in North-side (bound for Dar es Salaam city)</li> </ul> <p><b>Phase 3</b></p> <ul style="list-style-type: none"> <li>Superstructure construction work of the flyovers with two (2) lane carriageways in North-side and South-side</li> </ul> |         |
|       |                    | Contract Date, Contract start date and duration: | The contract between Client and Contractor was signed on 15 <sup>th</sup> October, 2015 for duration of 35 months. The commencement date was on 1 <sup>st</sup> December, 2015 while notification for start of works was issued on 4 <sup>th</sup> February, 2016   |         |
| 4.    | Project Completion | Project status (current):                        | As of end of May, 2017 the project progress was at 40.6% against 40.7% which was the planned progress.  |         |
|       |                    | Completion cost (projected):                     | For contractor: JPY 4,841,165,000<br>For Consultant: JPY 348,074,000  |         |
|       |                    | Completion date (projected):                     | 31 <sup>st</sup> October, 2018  |         |
|       |                    | Scope at completion                              | Expected to be the same as the original scope.  |         |

| S/No. | PROJECT STAGE  | ASPECT                                     |                               | REMARKS                                    |
|-------|----------------|--|-------------------------------|--|
|       |                | (projected):                               |                               |  |
|       |                | Reasons for project changes:               | No project changes            | No project changes anticipated.            |
|       |                | Reference to audit and evaluation reports: | None                          |  |
| 5.    | Implementation | Variation to contract price:               | None                          | Negotiated Fixed contract; No variations.  |
|       |                | Escalation of contract price:              | None                          | Negotiated Fixed contract; No escalations. |
|       |                | Variation to contract duration:            | None                          | Fixed contract duration.                   |
|       |                | Variation to contract scope:               | None                          | Fixed contract scope.                      |
|       |                | Reasons for price changes:                 | No price changes              |  |
|       |                | Reasons for scope and duration changes:    | No scope and duration changes | none                                       |

## Information for Reactive Disclosure on Request

| S/No. | PROJECT STAGE                         | ASPECT                                      |   | REMARKS |
|-------|---------------------------------------|---|---|---------|
| 1.    | <b>Identification and Preparation</b> | Multi-year program & Budget:                | The Government of Tanzania officially applied for Japan's grant aid for the improvement of TAZARA intersection in July, 2008. The budget is JPY 5,195,000,000.  |         |
|       |                                       | Project brief or Feasibility study:         | Presented in Basic Design Report.   |         |
|       |                                       | Environmental and social impact assessment: | Environmental and social impact assessments were conducted. Issues on dust and sound effects are addressed in accordance with the plan and included in the monthly progress reports.  |         |
|       |                                       | Resettlement and compensation plan:         | The utilities and TAZARA fence were surveyed and taken care of by TANROADS.   |         |
|       |                                       | Project officials and roles:                | <p>Masaki Okada - In the capacity of Ambassador Extraordinary and plenipotentiary of Japan to the United Republic of Tanzania- <i>Signed the 1<sup>st</sup> and 2<sup>nd</sup> Exchange Notes ( Grant Agreements) for Japan side.</i></p> <p>Dr. William Augustao Mгимwa - In the capacity of Minister for Finance The United Republic of Tanzania- <i>Signed the 1<sup>st</sup> Exchange Note (grant Agreement) for Tanzania side.</i></p> <p>Kozuyoshi Matsunaga - In the capacity of Charge d'Affaires a.i Embassy of Japan in the United Republic of Tazania - <i>Signed the 3<sup>rd</sup> Exchange note (Grant Agreement) for Japan side.</i></p> |         |

| S/No.     | PROJECT STAGE      | ASPECT                        |   | REMARKS |
|-----------|--------------------|-------------------------------|---|---------|
|           |                    |                               | <p>Dr. Servacius B. Likwelile - In the capacity of Permanent Secretary, Ministry of Finance, the United Republic of Tanzania - <i>Signed the 2<sup>nd</sup> and 3<sup>rd</sup> Exchange Notes (Grant agreements) for Tanzania side.</i></p> <p>Kiyofumi Konishi - In the capacity of Director General, Economic Infrastructure Department Japan International Cooperation Agency (JICA) - <i>Prepared the Preface for the Basic Design Report.</i></p>  |         |
|           |                    | Financial agreement:          | Grant agreement between JICA and GOT was signed on 18 <sup>th</sup> June, 2013 for phase 1 project; on 24 <sup>th</sup> July, 2014 for phase 2 project; and on 13 <sup>th</sup> March, 2015 for phase 3 project.  |         |
|           |                    | Procurement plan:             | The project was included in the TANROADS procurement plan for financial year 2013/2014.   |         |
|           |                    | Project approval decision:    | Was done by the Government of Tanzania and Government of Japan.   |         |
| <b>2.</b> | <b>Procurement</b> | Contract officials and roles: | <p>Eng. Patrick Mfugale - In the capacity of Chief Executive, Tanzania National Roads Agency- <i>Signed both Works and Consultancy services contracts for Client Side.</i></p> <p>Akihiko Hirotoni - In the capacity of President, Oriental Consultants Global Co. Ltd - <i>Signed Consultancy Services Contract.</i></p> <p>Ishiro Aoki - In the capacity of General manager, Civil Work Marketing Department, International Division, Sumitomo Mitsui Construction Co. Ltd. - <i>Signed Works Contract.</i></p> |         |

| S/No.     | PROJECT STAGE   | ASPECT                               |   | REMARKS   |
|-----------|-----------------|--------------------------------------|---|---|
|           |                 |                                      | Takahiro Sasaki - In the capacity of Director General, Financial cooperation Implementation Department, Japan International Cooperation Agency - <i>Verified both contracts for Consultancy and Contractor.</i> |   |
|           |                 | Procurement method:                  | Competitive bidding was done covering Japanese firms only due to requirements of the grant.   |   |
|           |                 | Tender documents:                    | Japanese tendering system.  | Procurement process was done in Japan                                   |
|           |                 | Tender evaluation results:           | Direct negotiation with one contractor.   | After failure to get a contractor in three rounds of invitation to bids |
|           |                 | Project design report:               | Basic design report caters for design report.   |   |
|           |                 | Financial agreement:                 | Grant agreement between JICA and GOT was signed on 18 <sup>th</sup> June, 2013 for phase 1 project, on 24 <sup>th</sup> July, 2014 for phase 2 project and on 13 <sup>th</sup> March, 2015 for phase 3 project. |   |
| <b>3.</b> | <b>Contract</b> | Contract agreement and conditions:   | The contract for works was signed on 15 <sup>th</sup> October 2015 for duration of 35 months with mixed conditions of contract (mainly FIDIC and Japanese)  |   |
|           |                 | Registration and ownership of firms: | Registration of companies is in Japan.  |   |
|           |                 | Specifications and drawings:         | There are specifications and drawings; however modified specifications are being used.  |   |

| S/No. | PROJECT STAGE     | ASPECT                           |   | REMARKS  |
|-------|-------------------|----------------------------------|---|--|
| 4.    | <b>Completion</b> | Implementation progress reports: | Progress reports are being prepared on monthly basis.   |  |
|       |                   | Budget amendment decision:       | Initial budget was JPY 3,127,000,000 which was approved on 18 <sup>th</sup> June, 2013, amended to JPY 3,473,000,000 and approved on 24 <sup>th</sup> July, 2014 and again amended to JPY 5,195,000,000 and approved on 13 <sup>th</sup> March, 2015. | First budget was lower than bidders submissions which led to second grant agreement of JPY 346,000,000 and made the budget to be JPY 3,473,000,000. This budget was also lower than bidders submission and led to the third Grant agreement of JPY 1,722,000,000 and made the final estimated budget to be JPY 5,195,000,000 |
|       |                   | Project completion report:       | None  | The project is not yet completed   |
|       |                   | Project evaluation               | None  | The project is not yet completed   |



| S/No. | PROJECT STAGE  | ASPECT  |   | REMARKS  |
|-------|----------------|---|---|--|
|       |                | report:                                       |   |  |
|       |                | Technical audit reports:                      | So far no technical audit has been conducted.   |  |
|       |                | Financial audit reports:                      | No financial audit has been conducted.  |  |
| 5.    | Implementation | List of variations, changes, amendments:      | No variation  | None   |
|       |                | List of escalation approvals:                 | None  | None   |
|       |                | Quality assurance reports:                    | Prepared  | Prepared and included in Monthly Progress Reports.   |
|       |                | Disbursement records or payment certificates: | <p>For Contractor:</p> <p>Phase 1: JPY 497,302,000 which is 40% advance payment for Term 1 &amp; 2, paid on 4<sup>th</sup> February, 2016. JPY 372,976,000 which is 30% 1<sup>st</sup> interim for term 1 &amp; 2, paid on 9<sup>th</sup> February, 2017. JPY 248,651,000 which is 20% 2<sup>nd</sup> Interim of term 1 &amp; 2, paid on 30<sup>th</sup> March, 2017.</p> <p>Phase 2: JPY 131,440,000 which is 40% advance payment, paid on 4<sup>th</sup> February, 2016.</p> <p>Phase 3: JPY 628,226,000 which is 40% advance payment, paid on 4<sup>th</sup> February, 2016.</p> | Phase 1 has 4 terms while phases 2 and 3 have no terms. Terms 1 & 2 are combined during payment while terms 3 and 4 of phase 1 as well as phases 2 and 3 are not in payment combination. |

| S/No. | PROJECT STAGE | ASPECT                   |   | REMARKS |
|-------|---------------|--------------------------|---|---------|
|       |               |                          | <p>For Consultant:</p> <p>Phase 1: JPY 31,898,000 which is 40% 1<sup>st</sup> Interim for Term 1 &amp; 2, Paid on 4<sup>th</sup> February, 2016. JPY 23,923,000 which is 30% 2<sup>nd</sup> Interim for Term 1 &amp; 2, paid on 9<sup>th</sup> February, 2017. JPY 15,949,000 which is 20% 3<sup>rd</sup> Interim for Term 1 &amp; 2, paid on 30<sup>th</sup> March, 2017.</p> <p>Phase 2: JPY 6,960,000 which is 40% advance payment, paid on 7<sup>th</sup> January, 2016. JPY 5,220,000 which is 30% 1<sup>st</sup> Interim, paid on 7<sup>th</sup> January, 2016.</p> <p>Phase 3: JPY 58,603,000 which is 40% advance payment, paid on 7<sup>th</sup> January, 2016. JPY 43,952,000 which is 30% 1<sup>st</sup> Interim, paid on 7<sup>th</sup> January, 2016</p> |         |
|       |               | Contract amendments:     | <p>Works: No amendments to contract.</p> <p>Consultancy services:</p> <p>1<sup>st</sup> amendment was on 21<sup>st</sup> March, 2014 (for phase 1 only), 2<sup>nd</sup> amendment was on 30<sup>th</sup> September, 2014 (for phase 1 only) which changed the contract agreement to JPY 184,165,000, 3<sup>rd</sup> amendment was on 15<sup>th</sup> January, 2015 (for phase 1 only), 4<sup>th</sup> amendment was on 8<sup>th</sup> May, 2015 (for phase 1 and phase 2), 5<sup>th</sup> amendment was on 1<sup>st</sup> July, 2015 (Novation agreement; amendment of company name) (for phase 1 and phase 2) and 6<sup>th</sup> amendment was on 15<sup>th</sup> October, 2015 (for phase 1, phase 2 and phase 3)</p>   |         |
|       |               | Financial audit reports: | No financial audit has been conducted to date.  | None    |

### 3.0 COMMENTS ON THE FILLING OF THE INFRASTRUCTURE DATA STANDARD (IDS)

#### 3.1 Missing Information in the December 2016 Progress Report

The Assurance Team extracted all information that was available from the December 2016 monthly progress report of the TAZARA Intersection Improvement project. However, there were some other information required to complete the IDS which were missing in the report. The missing information in order of project stages were as follows:

a) Identification and Preparation stage:

The following information was missing in the December 2016 monthly progress report: *Multi-year program & Budget, Project brief or Feasibility study, Environmental and social impact assessment, Project Budget and budget approval date, Resettlement and compensation plan, Project officials and roles, Financial agreement, Project design report, Procurement plan and Project approval decision.*

b) Procurement stage:

The following information was missing in the December 2016 monthly progress report: *Contract officials and roles, Procurement method, Cost estimate, Tender documents, Number of firms tendering, Tender evaluation results and Contract type*

c) Contract stage:

Information on Contract agreement and conditions, Registration and ownership of firms and Specifications and drawings was missing in the December 2016 monthly progress report.

d) Completion stage:

The following information was missing in the December 2016 monthly progress report: *Implementation progress reports, Budget amendment decision, Project completion report, Project evaluation report, Technical audit reports, Financial audit reports, Scope at completion (projected), Reasons for project changes, Reference to audit and evaluation reports.*

e) Implementation stage:

The following information was missing in the December 2016 monthly progress report: *List of variations, changes, amendments, List of escalation approvals, Quality assurance reports, Disbursement records or payment certificates, Variation to contract price, Escalation of contract price, Variation to contract duration, Variation to contract scope, Reasons for price changes, Reasons for scope and duration changes, Contract amendments and Financial audit reports*

### **3.2 Challenges Encountered in Filling the IDS**

The challenges encountered in filling the IDS were on information on the Budget and Cost Estimation of the project whereby there was no specific budget set for the project instead the Grant Agreements between the Government of Tanzania and the Government of Japan were treated as the budget as well as the cost estimation and the dates for signing the grant agreements were treated as the project budget approval dates.

Another challenge encountered was lack of information on tender evaluation as the AT could not be availed with the evaluation report for review since all the procurement processes were done in Japan as per grant Agreement.

### **3.3 General Observations**

By the time this report was prepared, there was no any variation order found to be issued; no payment for price escalation was considered; and no formal claim was found to be submitted.

The conditions of contract used for this project are mixed conditions of contract (mainly FIDIC and Japanese), and the specifications which are being used are modified specifications.

### **3.4 Additional Required Information**

Additional information required are on project design report and evaluation results (reports) for both consultant and contractor.

## 4.0 PLANNED ASSURANCE ACTIVITIES AND SCHEDULE OF EXECUTION

### 4.1 Assurance Activities

| S/No. | ACTIVITY/DELIVERABLE  | DATES   | BASIS   | REMARKS  |
|-------|---|---|---|--|
| 1.    | The Contract Signing and Commencement Date.   | On 09th May, 2017                             |   | Done   |
| 2.    | Reviewing the December 2016 Monthly Progress Report and Establishing the extent of disclosed Information and Additional Information required.   | 09 <sup>th</sup> - 14 <sup>th</sup> May 2017  |   | Done   |
| 3.    | Submission of the following:<br>i).Draft IDS based on information extracted from the TANROADS TAZARA December 2016 Monthly Report<br>ii).List of additional required information to complete the IDS. | By 12 <sup>th</sup> May, 2017                 | As specified in ToR under Section 4.4, i.e. "...within 5 working Days after Contract Signing."          | Done on 12 <sup>th</sup> May, 2017   |
| 4.    | i).Introductory Meetings at TANROADS HQ and/or at TAZARA Intersection Project Site<br>ii).Conducting Initial Site Visit at TAZARA   | On 15 <sup>th</sup> May, 2017                 |   | Introductory Meeting was held on 5 <sup>th</sup> June 2017<br><br>Initial site visit was made on 6 <sup>th</sup> June 2017 |
| 5.    | Submission of the Zero Report containing Draft IDS based on information extracted from the TANROADS TAZARA December 2016 Monthly Report.  | By 16 <sup>th</sup> May, 2017                 | As specified in ToR under Section 4.4, i.e. "...within 5 working Days after Contract Signing."          | Done   |
| 6.    | Receipt of additional information from TANROADS.  | By 19 <sup>th</sup> May, 2017                 |   | Done on 14 <sup>th</sup> June 2017   |
| 7.    | Reviewing the Additional Information submitted by TANROADS and incorporation in the IDS Form and Subsequent Verification by TANROADS  | 20 <sup>th</sup> - 24 <sup>th</sup> May 2017  |   | Done Between 15 <sup>th</sup> and 20 <sup>th</sup> June 2017   |
| 8.    | Submission of a Dully Filled IDS Form verified by TANROADS.   | By 25th May, 2017                             | As specified in ToR under Section 4.4, i.e. "...within 7 working days after submission of Zero Report." | Done   |
| 9.    | Compilation of the Interim Report for Phase 1.  | 26 <sup>th</sup> - 31 <sup>st</sup> May, 2017 |   | Done   |
| 10.   | Submission of an <b>Interim Report</b> on Phase 1.  | By 1 <sup>st</sup> June, 2017                 | As specified in ToR under Section 4.4, i.e. "...within 5 working days after submission of IDS Form."    | Done   |

| S/No. | ACTIVITY/DELIVERABLE  | DATES  | BASIS   | REMARKS  |
|-------|---|--|---|--|
| 11.   | Analysis of the Collected and Verified Information including Conducting Additional Site Visit.    | 2 <sup>nd</sup> – 9 <sup>th</sup> June, 2017   |   | Done   |
| 12.   | Submission of the <b>Draft Final Report</b> on Phase 2.   | By 12 <sup>th</sup> June, 2017                 | As specified in ToR under Section 4.4, i.e. “...within 7 working days after submission of an Interim Report.” | Submitted and Presented on 18 <sup>th</sup> July, 2017.  |
| 13.   | Receipt of Comments from CoST MSG on Draft Final Report.  | By 16 <sup>th</sup> June, 2017                 |   | AT Presented the Draft Report to the MSG on 18 <sup>th</sup> July, 2017 who provided comments. |
| 14.   | Compilation of Comments from CoST MSG in the and Preparation of the <b>Final Report</b> .         | 19 <sup>th</sup> – 29 <sup>th</sup> June, 2017 |   | Comments from CoST MSG compiled on 18 <sup>th</sup> July, 2017                                 |
| 15.   | Submission of a <b>Final Report</b> on Phase 2 incorporating Comments received from the CoST MSG. | By 30 <sup>th</sup> June, 2017                 | As specified in ToR under Section 4.4, i.e. “...14 working days after receiving comments from the MSG.”       | 25 <sup>th</sup> July, 2017  |

NB. Introductory Meeting at TANROADS was delayed for 20 days.

## 4.2 Constraints in Implementing the Planned Assurance Activities

Delay of Introductory Meetings at TANROADS HQ and site visit at TAZARA Intersection Project site whereby both were scheduled to be on 15<sup>th</sup> May, 2017 but instead the introductory Meeting was held on 5<sup>th</sup> June 2017 and the initial site visit was on 6<sup>th</sup> June 2017. There was a delay of 20 days.

## 5.0 DATA ANALYSIS

### 5.1 Analysis of Disclosed Information

- a) The identification of the project for Improvement of TAZARA Intersection has been done with the express purpose of contributing to alleviation of traffic congestion in the city. However, during preparation phase, the scope has been limited to construction of two flyovers along Julius Nyerere road without inclusion of overpass for Bus Rapid Transit (BRT). Further, being financed by the Grant Aid from the Government of Japan. The Grant Agreements between

- the Government of Tanzania and the Government of Japan serves as the project budget.
- b) It was noted that the basic design report produced by JICA serves for the feasibility study report as well as Environmental and Social Impact assessments reports.
  - c) The entire procurement processes for both works and consultancy services were carried out in Japan due to grant requirements, therefore it was not possible to review the evaluation reports as they were not available.
  - d) The AT noted that the specifications which are being used for works contract are the modified specifications which are a mix of mainly FIDIC and Japanese.
  - e) So far the project is smoothly running and as of end of May 2017 the project progress was at 40.6% against 40.7% which was the planned progress.

## 5.2 Analysis of Quality of Works

- a) For the grant aid projects, TANROADS should carry out feasibility study and prepare project estimated budget prior to applying for a grant aid.
- b) For transparency purpose, TANROADS should require copies of the evaluation reports carried out in Japan for both works and consultancy services.

## 6.0 IDENTIFICATION AND ANALYSIS OF ISSUES OF CONCERN

### 6.1 Identification of Issues of Concern

- a) The project is being financed by the Grant Aid from the Government of Japan. The Grant Agreements between the Government of Tanzania and the Government of Japan serves as the project budget.
- b) It was noted that the basic design report produced by JICA serves for the feasibility study report as well as Environmental and Social Impact assessments reports.
- c) The entire procurement processes for both works and consultancy services were carried out in Japan due to grant requirements, therefore it was not possible to review the evaluation reports as they were not available.
- d) The AT noted that the specifications which are being used for works contract are the modified specifications which are a mix of mainly FIDIC and Japanese.
- e) So far the project is smoothly running and as of end of May 2017 the project progress was at 40.6% against 40.7% which was the planned progress.

## 6.2 Analysis of Issues of Concern

- For the grant aid projects, TANROADS should carry out feasibility study and prepare project estimated budget prior to applying for a grant aid.
- For transparency purposes, TANROADS should require submission of copies of the evaluation reports carried out in Japan for both works and consultancy services.



## 6.0 CONCLUSIONS AND RECOMMENDATIONS

### 6.1 Conclusions

- a) The project is being financed by the Grant Aid from the Government of Japan. The Grant Agreements between the Government of Tanzania and the Government of Japan serves as the project budget.
- b) It was noted that the basic design report produced by JICA serves for the feasibility study report as well as Environmental and Social Impact assessments reports.
- c) The entire procurement processes for both works and consultancy services were carried out in Japan due to grant requirements, therefore it was not possible to review the evaluation reports as they were not available.
- d) The AT noted that the specifications which are being used for works contract are the modified specifications which are a mix of mainly FIDIC and Japanese.
- e) So far the project is smoothly running and as of end of May 2017 the project progress was at 40.6% against 40.7% which was the planned progress.

### 6.2 Recommendations

- a) For the grant aid projects, TANROADS should carry out feasibility study and prepare project estimated budget prior to applying for a grant aid.
- b) For transparency purposes, TANROADS should require submission of copies of the evaluation reports carried out in Japan for both works and consultancy services.

## Annex A: The Infrastructure Data Standard: *Core*<sup>2</sup> Data Points for Proactive Disclosure

| Project phase                    | Project data  | Contract phase           | Contract data  |
|----------------------------------|---|--------------------------|--|
| <b>a).Project Identification</b> | 1.Project name<br>2.Project Location<br>3.Purpose   | <b>d).Procurement</b>    | 1.Procurement process<br>2.Contract type<br>3.Contract status (current)<br>4.Number of firms tendering<br>5.Cost estimate<br>6.Contract title<br>7.Contract firm(s)<br>8.Contract price<br>9.Contract scope of work<br>10.Contract start date and duration |
| <b>b).Project Preparation</b>    | 1.Project Scope (main output)<br>2.Environmental impact<br>3.Land and settlement impact<br>4.Funding sources<br>5.Project Budget<br>6.Project budget approval date  |                          |  |
| <b>c).Project Completion</b>     | 1.Project status (current)<br>2.Completion cost (projected)<br>3.Completion date (projected)<br>4.Scope at completion (projected)<br>5.Reasons for project changes<br>6.Reference to audit and evaluation reports | <b>e).Implementation</b> | 1.Variation to contract price<br>2.Escalation of contract price<br>3.Variation to contract duration<br>4.Variation to contract scope<br>5.Reasons for price changes<br>6.Reasons for scope and duration changes  |

<sup>2</sup>Core items are a simplified list of substantive items of data, excluding the items included in the full list only for identification (e.g. project owner, contact details)

## Annex B: The Infrastructure Data Standard - Information for Reactive Disclosure on Request

| Project information  | Contract information  |
|--|---|
| <p><b>a).Identification and Preparation</b></p> <ol style="list-style-type: none"> <li>1.Multi-year program &amp; Budget</li> <li>2.Project brief or Feasibility study</li> <li>3.Environmental and social impact assessment</li> <li>4.Resettlement and compensation plan</li> <li>5.Project officials and roles</li> <li>6.Financial agreement</li> <li>7.Procurement plan</li> <li>8.Project approval decision</li> </ol> | <p><b>c).Procurement</b></p> <ol style="list-style-type: none"> <li>1.Contract officials and roles</li> <li>2.Procurement method</li> <li>3.Tender documents</li> <li>4.Tender evaluation results</li> <li>5.Project design report</li> </ol> |
| <p><b>b).Completion</b></p> <ol style="list-style-type: none"> <li>1.Implementation progress reports</li> <li>2.Budget amendment decision</li> <li>3.Project completion report</li> <li>4.Project evaluation report</li> <li>5.Technical audit reports</li> <li>6.Financial audit reports</li> </ol>   | <p><b>d).Contract</b></p> <ol style="list-style-type: none"> <li>1.Contract agreement and conditions</li> <li>2.Registration and ownership of firms</li> <li>3.Specifications and drawings</li> </ol>   |
| <p><b>e).Implementation</b></p> <ol style="list-style-type: none"> <li>1.List of variations, changes, amendments</li> <li>2.List of escalation approvals</li> <li>3.Quality assurance reports</li> <li>4.Disbursement records or payment certificates</li> <li>5.Contract amendments</li> </ol>  |   |